



BACARDI LIMITED

CORPORATE RESPONSIBILITY 2020





SUSTAINABILITY IN ACTION

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THE SPIRIT OF BACARDI

BACARDI LIMITED
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FROM OUR EARLY DAYS SINCE 1862, BACARDI HAS OPERATED WITH A DEEP APPRECIATION OF THE CONNECTIONS BETWEEN BUSINESS AND SOCIETY.

We know that our privilege to create spirits that consumers love is earned by taking care of our people and the communities where we operate.

During our fiscal year 2020, we continued to keep Corporate Responsibility (CR) Good Spirited at the core of how we do business. We stayed committed to achieving bold sustainability goals and to be responsible marketers of spirits. We sourced our ingredients with long-term care and sought ways to give back and support local communities in times of need. We placed bold bets that will grow our business sustainably and profitably for the long run.

At the end of the fiscal year, everything changed with the COVID-19 pandemic except our commitment to do the right thing and be Good Spirited. We focused on what is most important to us: caring for our people, supporting our partners that had been hardest hit, and creating moments that matter for all our stakeholders.

Despite the uncertainty of the pandemic, we are as confident as ever in our future. Fearless, Family, and Founder's mentality is ingrained in our ethos and culture, and through our long history as a family-owned company, challenges have brought out the best in our culture, our company strategy, our foundation to do the right thing, and



our people. This report highlights our journey to be the world's most responsible spirits company. We could not be prouder of our team and their contributions to our performance.

FACUNDO L. BACARDI
CHAIRMAN OF THE BOARD

MAHESH MADHAVAN
CHIEF EXECUTIVE OFFICER

OUR PRIVILEGE TO CREATE SPIRITS THAT CONSUMERS LOVE IS EARNED BY TAKING CARE OF OUR PEOPLE AND THE COMMUNITIES WHERE WE OPERATE – DOING THE RIGHT THING FOR THE LONG RUN.

158 YEARS OF BEING GOOD

spirited

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FAMILY-OWNED BACARDI LIMITED, THE LARGEST PRIVATELY HELD SPIRITS COMPANY IN THE WORLD, PRODUCES AND MARKETS INTERNATIONALLY RENOWNED BRANDS AND LABELS.

Founded in 1862 in Santiago de Cuba, our portfolio today comprises more than 200 brands and labels, including BACARDÍ® rum, GREY GOOSE® vodka, PATRÓN® tequila, DEWAR'S® blended Scotch whisky, BOMBAY SAPPHIRE® gin, MARTINI® vermouth and sparkling wines, CAZADORES® 100% blue agave tequila, and other leading and emerging brands including WILLIAM LAWSON'S® Scotch whisky, ST-GERMAIN® elderflower liqueur, and ERISTOFF® vodka.

THIS REPORT

This is the 13th annual CR report produced by Bacardi Limited. It focuses on our work to maximize the positive social impact and minimize the negative environmental impacts of our business. This report covers the time period April 1, 2019 to March 31, 2020 which is our fiscal year 2020 (FY2020). Find out more about our disclosures and Global Reporting Initiative (GRI) in our GRI Index.



BACARDI LIMITED

GOOD *spirited*

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WHAT GOOD SPIRITED MEANS TO US

**SINCE OUR EARLY DAYS, WE HAVE BEEN COMMITTED
TO DOING THE RIGHT THING FOR THE LONG RUN.**

It's our family spirit, and it's more alive than ever. We bring it to life through our corporate responsibility program we call Good Spirited. In 2020, we reinvigorated our priorities to ensure that we're making the most positive impact in the areas most material to our business. Through Good Footprint, Good Futures, Good Sources, and Good Choices, we market responsibly, operate sustainably, and take care of our people and communities.

Our efforts are embedded across our business, starting with the very foundation of our business strategy. Our Good Spirited goals also align with the 10 responsible business principles of the United Nations Global Compact (UNGC), as well as the United Nations Sustainable Development Goals (SDGs), which are part of the 2030 Agenda for Sustainable Development. Of the 17 Goals, we've identified those where we know through bold action and innovative planning, that we can make the greatest impact.

GOOD footprint

Take bold action to have a positive environmental impact



GOOD choices

Market responsibly to inspire mindful drinking and reduce alcohol-related harm



GOOD futures

Empower people in a fair and inclusive workplace and bolster our communities



GOOD sources

Respect people and planet through responsible sourcing partnerships



Each priority is embedded within the company so that our people around the world at Bacardi understand what it means to be Good Spirited in their daily roles and are empowered to make a difference in their own way. Our Good Spirited Awards celebrate those who create positive change. Throughout this report, you'll see quotes and stories from our winners.

We're in this for the long run. We care about the impact of what we do not just today but for the next century. We make choices based on doing the right thing for our people, our consumers, our partners, our brands, and our world.



“

WE ARE FORTUNATE TO HAVE SO MANY PEOPLE THAT ARE PASSIONATE ABOUT CORPORATE RESPONSIBILITY. I'M CONSTANTLY INSPIRED BY HOW THEY FIND WAYS TO MAKE A POSITIVE IMPACT AND DRIVE MEANINGFUL CHANGE, AND THE GOOD SPIRITED AWARDS RECOGNIZE THEIR IMPACT.

JAMIE LIPPMAN,
DIRECTOR OF GLOBAL
CORPORATE RESPONSIBILITY

”



**THAT'S THE BACARDI WAY.
ITS ABOUT BEING...**

...Good Spirited

GOOD SPIRITED AND THE UNITED NATIONS SDGs



The Sustainable Development Goals (SDGs), are a collection of 17 global goals adopted by the United Nations as a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030.

Businesses have been called upon to align their actions with the SDGs, and Bacardi rose to the challenge. The work under each Good Spirited Priority highlights where we have the most impact in helping achieve the UN SDGs.

GOOD FOOTPRINT OUR GOALS

- Cut greenhouse gases by 50% by 2025
- Cut water consumption by 25% by 2025
- 100% plastic free by 2030
- Zero plastic point of sale materials by 2023
- Zero plastic secondary packaging by 2023
- Zero waste to landfill at all production sites



Ensure availability and sustainable management of water and sanitation for all



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



Take urgent action to combat climate change and its impacts



Conserve and sustainably use the oceans, seas and marine resources for sustainable development



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

GOOD FUTURES OUR GOALS

- We aim to have at least 45% female workforce and an increase in women in leadership positions
- 90% of Bacardi employees to participate in our innovative training and development programs
- We aim to increase our Engagement Index (a global HR measure to assess satisfaction, pride, retention, and advocacy) to at least 80%
- 95% of Bacardi offices and manufacturing sites participate in at least one Good Spirited employee engagement activity in partnership with local organizations
- 90% of employees to volunteer for one workday to a personal cause or organization
- Ensure less than 1 Lost Time Accident (LTA) per million hours worked by 2023



Achieve gender equality and empower all women and girls



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



Reduce inequality within and among countries



Strengthen the means of implementation and revitalize the global partnership for sustainable development

GOOD SOURCES OUR GOALS

- 100% of key raw materials sourced from sustainably-certified suppliers by 2025
- 100% paper and board used for shipping and labels sustainably certified by 2025
- 100% of product packaging to be recyclable by 2025
- 40% recycled content of product packaging materials by 2025



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



Reduce inequality within and among countries



Ensure sustainable consumption and production patterns



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

GOOD CHOICES OUR GOALS

- Carry responsible drinking messaging and website designation on 100% of brand labels
- Make available to the consumer nutrition information for all brands
- Lead efforts, along with other industry members and partners, to put in place measures and standards to ensure digital marketing messages are targeted to adults of legal drinking age only
- Increase support of responsible drinking initiatives and partnerships in the top 80% of Bacardi markets



To ensure healthy lives and promote well-being for all at all ages



Strengthen the means of implementation and revitalize the global partnership for sustainable development

11

GOOD SPIRITED IS
CONTRIBUTING TO
11 OF THE 17
UN SUSTAINABILITY GOALS

THE GOOD SPIRITED STORY SO FAR...

WE'VE COME A LONG WAY SINCE IT ALL BEGAN IN CUBA IN 1862. OVER THE DECADES, WE'VE DEEPEENED AND SCALED OUR IMPACT – ENSURING OUR GOOD SPIRITED APPROACH MAKES ITS MARK FOR MANY GENERATIONS TO COME.

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1862

Don Facundo Bacardí Massó repurposed old whisky barrels to age his rum in Cuba



2012

Signed collective commitment to reduce harmful drinking through the Beer, Wine and Spirits Producers' Commitments

2007

Became the first spirits company to join BONSUCRO to source sugarcane responsibly



1990

Implemented responsible marketing codes and responsible drinking regulations/laws/messages

1930

Pioneered programs creating awareness against excessive consumption



1973

Created widely acclaimed advertising for social responsibility against impaired driving



2013

Launched Good Spirited as the company's sustainability platform



2014

Installed biomass boilers across the globe to combat climate change

2018

Launched nutrition pages, and became one of the first spirits company to lead on transparency

Set Science Based Targets, one of the first spirits company to do so

2019

Achieved FSC certification for labels and packaging suppliers





GOOD footprint

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“

IT HAS ALWAYS BEEN
IMPORTANT TO ME TO
WORK FOR A COMPANY
THAT TRULY CARES ABOUT
THE PLANET AND DOESN'T
JUST EXIST FOR TODAY.

T.C. RAVICHANDRA
GOOD SPIRITED
AWARD WINNER 2020

”

THIS IS HOW WE CREATE A GOOD

footprint

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ABOVE
MARTINI ASTI VINEYARD, IN ITALY

AS A FAMILY-OWNED COMPANY FOR SEVEN GENERATIONS, WE HAVE A RESPONSIBILITY TO THE GENERATIONS AHEAD TO CONSERVE NATURAL RESOURCES AND PROTECT OUR PLANET.

Taking bold action to minimize our environmental footprint is part of our history and our future. Across operations, our action focus areas are in water, climate change, waste, and single-use plastics.

HOW WE'RE DOING

1. GOAL

50% REDUCTION IN OPERATIONAL GREENHOUSE GAS (GHG) EMISSIONS (2015 BASELINE).

PROGRESS

20% reduction of GHG emissions from our operations, excluding PATRÓN¹.

2. GOAL

ZERO PLASTIC POINT OF SALE MATERIALS AND SECONDARY PACKAGING BY 2023.

PROGRESS

Removed 22 tons of plastic from value-added packaging.

3. GOAL

ZERO WASTE TO LANDFILL IN OPERATIONS BY 2025.

PROGRESS

Achieved at 16 sites.

4. GOAL

25% REDUCTION IN WATER CONSUMPTION BY 2025 (2015 BASELINE).

PROGRESS

12% reduction of water consumption from our operations, excluding PATRÓN².

5. GOAL

100% PLASTIC FREE BY 2030.

PROGRESS

Launched research to evaluate plastic usage and determine priority areas.

¹ Action plans are in place to remediate. Including Patrón, a 3% increase of GHG emissions occurred.

² Including PATRÓN, a 9.2% reduction in water consumption was achieved.





WATER

THE ESSENCE OF SPIRITS

CLEAN WATER IS THE BASIS OF OUR PRODUCT AND WE'RE CAREFUL TO SAVE EVERY LAST DROP. IN OUR MANUFACTURING, WE ALSO USE WATER FOR COOLING, AND WE RETURN IT BACK TO SOURCE SAFELY TREATED.

Since our production sites are in varied locations with differing water stress, our brands innovate based on what is most impactful for their operations.

Throughout the business, we aim to cut water consumption by 25% by 2025. For example, at the foot of the Scottish Highlands, DEWAR'S is producing its blended Scotch whisky using an innovative natural filtration system. Waste water is passed through a reed bed, where it's naturally filtered by native wetland plants and can be safely discharged back into the environment. The process uses renewable energy such as biomass as the boiler fuel, and renewable energy as a source for electricity, helps protect nearby streams and rivers.

In BACARDÍ rum production, sites are saving an incredible 35,000 gallons of water each day. This is thanks to solutions such as improving the efficiency of its water treatment system which has saved 4.7 million liters of water.



100%

OF DISTILLERIES ARE CERTIFIED TO ISO 14001 FOR ENVIRONMENTAL MANAGEMENT

23

DISTILLERIES ARE SAVING ENERGY AND WATER

“WORKING ON SUSTAINABILITY IN A FAMILY COMPANY THAT REALLY CARES ABOUT THE ENVIRONMENT IS EXCEPTIONAL. WHEN YOU KNOW IT'S IMPORTANT AND THE BUSINESS KNOWS IT'S IMPORTANT TOO, IT'S A PERFECT MATCH.”

RODOLFO NERVI
VP, GLOBAL SAFETY,
QUALITY & SUSTAINABILITY



BIOTECHNOLOGY IMPLEMENTED IN PUERTO RICO

Puerto Rico's Cataño facility implemented the world's first sulfur removal method for treating wastewater byproduct and reduced the water consumption by 23%.

Find out more about the wider energy and carbon benefits on the following page.

IN ADDITION TO REMOVING

98%

OF BYPRODUCT GASES THE TEAM REDUCED WATER WASTE BY

23%



CLIMATE FEARLESS INNOVATION

WE'VE SET AN AMBITIOUS TARGET TO HALVE OUR CARBON FOOTPRINT BY 2025.

Overall we're driving down emissions across our operations – and working to do the same with our suppliers. We are on track to achieve our 2025 goals with the robust plans we have in place.

CUTTING CARBON MILES

Recognizing the significant carbon miles associated with transporting glass bottles, the team at ROYAL BRACKLA®, a Highland single malt Scotch whisky, has made incredible strides in reducing packaging weight, saving 29 tons of glass, 14 tons of

carbon, and 26,000 liters of water in 2020 alone. Likewise, the DEWAR'S bottle was redesigned to be 25 grams lighter, saving a significant number of carbon miles. NOILLY PRAT®, the world-renowned vermouth, launched an evolution of its iconic bottle with 40% recycled content which reduces the carbon footprint by 73 tons a year.



DISTILLERIES POWERED BY GREEN ENERGY

Biomass boilers are reducing GHG emissions by up to 90% at six distilleries: BOMBAY SAPPHIRE Distillery at Laverstoke, DEWAR'S Aberfeldy, ROYAL BRACKLA, AULTMORE and CRAIGELLACHIE distilleries UK, and CAZADORES distillery in Mexico.

Tequila CAZADORES has ditched fossil fuels entirely, and is now using discarded products made during production to generate energy through its new biomass boiler. Located in the highlands of Jalisco, Mexico, the distillery's boiler uses discarded parts of agave plants to power the site, making CAZADORES 100% biomass-fueled. The leftover agave fibers

fuel the biomass boiler which powers the distillery, cutting greenhouse gas emissions by 80%.

The biomass boiler at BOMBAY SAPPHIRE Distillery is fueled by used botanicals mixed with sustainably sourced wood chips and heat recovered from the distillation process is used to pre-heat the spirit. While not yet 90% biogas-powered, BACARDÍ rum is converting 95% of its distillery steam into clean energy by creating electricity from biogas in Cataño, Puerto Rico, which is 75% powered from biogas. This has the impact of reducing GHG emissions by 20%.



**DISTILLERIES RUN
ON GREEN ENERGY**

50%

**INCLUDES SOLAR/
WIND/HYDRO**

100%

**HYDRO-POWERED,
THE MARTINI 40-ACRE
SITE IN PESSIONE,
ITALY**

100%

**WIND-POWERED,
THE BACARDÍ VISITOR
CENTER, CAZADORES
ARANDÁS DISTILLERY
AND TULTILÁN
BOTTLING SITE**

**CARBON TRUST
STANDARD,
ALL FIVE OF
THE DEWAR
DISTILLERIES
AND THE BOMBAY
SAPPHIRE DISTILLERY**

**CLEAN INDUSTRY
CERTIFIED, CAZADORES
ARANDÁS DISTILLERY**

**BELOW
CAZADORES BIOGASS BOILER**





PLASTIC NO MORE SINGLE-USE

FOR THE HEALTH OF OUR PLANET AND OCEANS,
WE ARE WORKING ON ELIMINATING SINGLE-USE
PLASTIC FROM THE BOTTLE TO THE BEACH.

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ABOVE
THE FUTURE DOESN'T SUCK DIGITAL CAMPAIGN

RIGHT
MAJOR LAZER'S RECORD MADE ENTIRELY
FROM USED PLASTIC STRAWS

In 2020, our redesigned value added packaging approach saved approximately 22 tons of plastic across 660,000 cartons. In our carton value-added packaging alone, we cut approximately 80% of plastic by moving from polyethylene terephthalate plastic inserts to recycled alternatives in caps and inserts. BACARDÍ, GREY GOOSE, BOMBAY SAPPHIRE, and DEWAR'S brands have all adopted this technology.

The operations team at Hacienda PATRÓN in Jalisco, Mexico, removed a combined total of more than 210,000 plastic bags from value-added packaging – that's a 38% reduction of original packaging. In addition, the team eliminated 9.4% of plastic from luxury packaging and 108,000 plastic cover windows – enough to cover eight professional soccer fields. In the UK, BOMBAY SAPPHIRE is even turning botanicals delivery packaging received at the mill into vehicle fuel.



DRINKING STRAWS

Our mission to eradicate single-use plastic straws from cocktail experiences continued to gather pace in fiscal year 2020 as we engaged our customers and the bartending community. For the second year in a row, the hottest summer music festivals in the U.S., including Life is Beautiful and Bonnaroo Music and Arts Festival, featured reusable or recyclable drinkware serving BACARDÍ rum. Materials like bamboo and aluminum were used for cups, while straws were skipped or made with paper or even grass.

For the past three years, we've worked with partner Live Nation to eliminate all plastic straws and switched to tin cups at our dedicated bar space within participating amphitheaters, clubs and theaters. As an extension of the #TheFutureDoesntSuck campaign in collaboration with the Lonely Whale, BACARDÍ rum found an innovative solution to turn trash into music. The brand launched a limited-edition "vinyl" record of the hit single "Make it Hot" by Major Lazer and Anitta, made entirely from used plastic straws that were collected from bars across the United States. The single also served as the soundtrack to the BACARDÍ campaign "Pass the Beat".

Proceeds from the sold-out records were donated to Lonely Whale to drive impactful change for our oceans.

WASTE CLOSING THE LOOP

WE UNCOVER A SECOND USE FOR WASTE SO THAT NONE OF ENDS UP IN LANDFILLS.

Through creative closed loop solutions across our sites, 99.8% of our waste was diverted from landfills. At MARTINI, the team at Pessione is working with its label supplier, New Life, to convert clean industrial plastic scraps into high-quality raw material. New Life converts 100% of plastic label liner scraps into REPLA® PET grains, which become raw material to be used in packaging and household products. Through this partnership, there was an overall reduction of 224 tons of CO₂ and 1.4 million liters of water.

In addition to distillery biomass boilers converting by-products into sustainable

power, they also give a new life to what's remaining. From DEWAR'S and GREY GOOSE turning wheat husks into livestock feed, and PATRÓN making high-quality compost from agave fibers; to MARTINI distilling grape skins into grappa or biofuel and BACARDÍ sending CO₂ to the sparkling drinks industry – today, 9 distilleries and 16 total sites operate as zero waste to landfill.



ANGEL'S ENVY® TOAST THE TREES

OUR 'STRETCH GOAL' OF

50k

ENGAGEMENTS WAS
MET AND MORE THAN

130k

WHITE OAK TREES
HAVE BEEN PLANTED

Bourbon must legally be aged in charred new oak containers, but each white oak tree only yields between one and three barrels, and takes about 70 years to mature.

Each September during National Bourbon Heritage Month, ANGEL'S ENVY partners with the Arbor Day Foundation and Green Forests Work to plant one white oak tree for every social media awareness engagement, including video shares, quizzes and hashtags. In 2020, "Toast the Trees," hit its stretch goal of 50,000 engagements – meaning that since the program's inception, more than 130,000 white oak trees have been planted throughout Kentucky and the surrounding Appalachian areas.



FROM WASTE TO RESOURCE



THE SPIRIT IS UPCYCLED

BACARDÍ rum is upcycled wooden pallets for agricultural use and turning old barrels into sunglasses.



THE SPIRIT IS ENVIRONMENTAL 16 SITES ARE ZERO WASTE TO LANDFILL



THE SPIRIT IS INNOVATIVE AND AWARD WINNING

CAZADORES Arandás site won a Good Spirited Award Honorable Mention for Production Facility for its condenser installation to save woodchip, water, agave, and CO₂.





GOOD futures

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“THE YEAR HAS BEEN
HARD FOR EVERYONE,
AND THE FAMILY VALUES
OF BACARDI REALLY
CAME TO THE RESCUE.”

BHARAT SHARMA
GOOD SPIRITED
AWARD WINNER 2020



THIS IS HOW WE CREATE GOOD futures

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WE BRING GOOD SPIRITED TO LIFE THROUGH OUR PEOPLE AND IN OUR COMMUNITIES.

When people join Bacardi, they become Primos, or cousins in Spanish – a nod to our Latin heritage. We want everyone to feel part of the family and are committed to making Bacardi a vibrant and inclusive place to work. We also treat local communities like our extended family. We know our privilege to serve customers comes from the communities that support us, and we work hard to give back.

HOW WE'RE DOING

1. GOAL

ENSURE LESS THAN 1 LOST TIME ACCIDENT (LTA) PER MILLION HOURS WORKED BY 2023.

PROGRESS

2.2 LTAs per million hours in 2020 maintaining the path to 2023 goal.

2. GOAL

AT LEAST 45% FEMALE WORKFORCE AND AN INCREASE IN WOMEN IN LEADERSHIP POSITIONS.

PROGRESS

38% female workforce.

3. GOAL

90% OF BACARDI PEOPLE TO PARTICIPATE IN OUR TRAINING AND DEVELOPMENT PROGRAMS.

PROGRESS

64% have participated so far and our plan is to reach our target by 2023.

4. GOAL

90% OF BACARDI PEOPLE TO VOLUNTEER A WORKDAY TO A PERSONAL CAUSE/ORGANIZATION.

PROGRESS

Hundreds of Bacardi People across the globe spent thousands of hours contributing to local causes but full global data not available for FY2020.

5. GOAL

INCREASE OUR ENGAGEMENT INDEX (A GLOBAL HR MEASURE TO ASSESS SATISFACTION, PRIDE, RETENTION, AND ADVOCACY) TO AT LEAST 80%.

PROGRESS

81% engagement (based on Pulse survey conducted instead of a full survey this year).

6. GOAL

95% OF BACARDI OFFICES AND MANUFACTURING SITES PARTICIPATE IN AT LEAST ONE GOOD SPIRITED PEOPLE ENGAGEMENT ACTIVITY IN PARTNERSHIP WITH LOCAL ORGANIZATIONS.

PROGRESS

Hundreds of Bacardi People across the globe spent thousands of hours contributing to local causes but full global data not available for FY2020.



A THRIVING WORK ENVIRONMENT

**FROM WHISKY DISTILLERY TO LOCAL OFFICES —
WE ARE CREATING A FAIR, SAFE AND INCLUSIVE
PLACE TO WORK FOR OUR 7,000 PEOPLE.**

Our family ethos and inspiring culture nurture a sense of pride among employees. It's how Bacardi in the U.S., UAE, and India have become Great Place to Work-Certified. The achievement, based on workplace initiatives and positive survey results comes from caring about our people like family.

2020 PULSE SURVEY

We started 2020 with a Global People Engagement Pulse Survey in January. The objective was to check in and gauge where we stand as an organization. A short questionnaire was sent to a random selection of 15% of our people, encouraging them to share their views on our business, culture, and engagement.

We saw particular improvements in the following areas:

1. **"I have regular discussions with my immediate manager about my profile (purpose, development goals, career aspirations)":** 64% (+8% above 2019)
2. **"I have regular discussions with my immediate manager to review my commitments":** 72% (+7% above 2019)
3. **"I am empowered to be fearless, challenge the status quo and come up with new or better ways of doing things":** 84% (+6% above 2019)

These questions are part of how we measure our goal to help people achieve their dreams at work.

REALIZING OUR POTENTIAL

We invest in long and successful careers for our people. Training and development are key parts of how we unlock potential so people can become their best, and we deliver this via four core programs:

COACHING TO WIN

Enabling leaders to use active listening and coaching skills in their every day conversations

LEADING AT THE EDGE

Developing interpersonal effectiveness and resilience through highly effective habits

SHAPING YOUR CAREER

Reflecting strategically on life and career paths

These programs are in place to empower the growth, performance, and authenticity. They enable behaviors and capabilities that contribute to an engaged and highly effective workforce. More than 780 People leaders have attended Coaching To Win to date, while more than 1,650 attended Leading at the Edge and Shaping Your Career welcomed 1,780 People.

These questions are part of how we measure our goal to help people achieve their dreams at work.



“

**OUR STRONG CULTURE GUIDES
OUR COMMITMENT TO OUR
COMMUNITY, TO OUR PRIMOS,
AND TO BUSINESS PARTNERS
WHO SUPPORT OUR PORTFOLIO
OF PREMIUM BRANDS.**

PETE CARR
REGIONAL PRESIDENT,
NORTH AMERICA

”

91%

**SAID “I FEEL
PROUD TO WORK
FOR BACARDI”**

Bacardi U.S.A. Primo survey

87%

**SAID “I WOULD
RECOMMEND BACARDI
AS A GREAT PLACE
TO WORK”**



In addition to these core programs, we also offer role-specific training for advanced leadership, business fundamentals, international marketing, and management rotations.

INSPIRING FUTURE TALENT: #MORETHANWORK

#Morethanwork is our campaign to attract the best global talent to help us deliver against our corporate strategy. It inspires and empowers our people to share their stories about Bacardi life. Since its launch in July 2019, we've seen #morethanwork gain momentum around the world, with the launch of a series of career stories and a new careers landing page. #Morethanwork helps future talent get a real, authentic view of life at Bacardi.



SAFETY CULTURE

We can only become our best if we're safe and well, and this is embedded within our Fearless, Family and Founders culture. In 2020, we maintained our glide path to reduce our Lost Time Accident Rate (LTA). While any accident is one too many, we are on track to reach our global goal of less than 1 LTA per million hours worked by 2023.

To further instill a consistent safety culture across our diverse brands, we've embarked on a five-year program. "Safety First" will take us from Foundation (Bacardi mandatory minimum standards), to Bronze (safety practices right above mandatory), to Silver (advanced safety practices), and ultimately to Gold ('best practice' safety practices according to top external benchmarks).



100%

**OF DISTILLERIES
ARE CERTIFIED TO
OHSAS 18001 FOR
OCCUPATIONAL
HEALTH AND SAFETY
MANAGEMENT**

KEEPING MY BALANCE

To help our people adapt to the significant life and work changes brought about from the pandemic, we launched Keeping My Balance, an online resource including articles, blogs, videos and toolkits to help people and their families stay connected, work from home and thrive in uncertainty.

We also ran regular webinars to help them feel connected, and we launched a podcast series, where people shared their experiences in conversation. These added to wider virtual development programs like LinkedIn Learning, getAbstract library of knowledge and our own internal learning platform, Let's Learn.

We saw more than 1,000 people regularly visiting the site.

DIVERSE TALENT

IN OUR RECRUITMENT AND DEVELOPMENT PROGRAMS, WE RECOGNIZE THE IMPORTANCE OF GLOBALLY REFLECTING THE DIVERSITY OF OUR OPERATIONS AMONG OUR PEOPLE.

Our diversity and inclusion strategy is about having a workforce that mirrors the diverse talent within our communities and consumers. We have more work to do, and are setting bold ambitions towards balancing our population's diversity of gender, race, geography and generations, with special focus on leadership positions.

A HIGHLIGHT ON WOMEN

Women made up 38% of our workforce at Bacardi – a proportion we are actively seeking to increase. In our two largest regions of North America and Europe, we're closing the gender gap, with 47% and 40% female workforce respectively. In FY2020, we had three women on our Global Leadership Team. These are outstanding achievements, but we acknowledge that there is more work to do, hence why we invest in gender diversity initiatives.

The Women in Leadership Development Series is a one-year interactive coaching program focused on self-awareness, emotional intelligence and self-reflection. The program covers topics including

38%

**IN FY2020, WOMEN
MADE UP 38% OF THE
WORKFORCE AT BACARDI**

storytelling, financial acumen, and self-leadership. In the 10 years of the Women in Leadership program, we've seen our gender balance level rise from 25% female representation to 38% today.

In the last year, we've launched more gender balance programs, inspiring local communities, and fostering equal opportunities at Bacardi. One example is our Mentorship Program, which aims to fast-track women to be the best they can be. In 2020, we launched two further mentoring programs, developing almost 500 people in one year alone. Other activities include spotlight sessions, scholarship and internship programs targeting female students from local universities, as well as Lunch and Learns, and International Women's Day celebrations.

3/13

**IN FY2020, 3 WOMEN
WERE ON OUR GLOBAL
LEADERSHIP TEAM
OF 13**



LIVING THE SPIRIT DR. ANNE BROCK, MASTER DISTILLER

BOMBAY SAPPHIRE Master Distiller, Dr. Anne Brock, leads a team of 17 at the brand's distillery and oversees the innovative vapour infusion method which creates the delicate flavor of BOMBAY.

Botanicals are put into the still by hand, and it is her expert nose and taste that is responsible for final product of the spirit.

With a PhD in Organic Chemistry from the University of Oxford and experience as a bartender, Brock spent four years as lead distiller in a small London gin distillery, before being appointed Master Distiller at BOMBAY SAPPHIRE. She also holds the prestigious position of The Gin Guild's Grand Rectifier.



DIVERSITY AND INCLUSION ROUND TABLE

Bacardi in France hosted its third dinner supporting diversity and inclusion. The round table on corporate diversity and inclusion featured guest speakers including Stephanie Simbo, founder of Beyond Bars Akademia, a South Africa based organization giving former inmates the opportunity to train as bartenders.

COMMUNITY SPIRIT

WE'RE PASSIONATE ABOUT FOSTERING HEALTHY AND VIBRANT COMMUNITIES WHERE WE LIVE AND WORK. EVERYONE AT BACARDI IS EMPOWERED TO CONNECT WITH THEIR NEIGHBORHOODS AND MAKE A DIFFERENCE WHERE IT MATTERS.

BACARDI LIMITED
CORPORATE RESPONSIBILITY REPORT 2020

We offer paid time off to volunteer, and in 2020, people gave their time to their communities.

In India, Bacardi teams used their paid time off and their resources to help people in Odisha still rebuilding from 2019's Cyclone Fani. In Bhubaneswar, hundreds of hours and thousands of dollars were spent distributing food to families in need. In Guwahati, teams worked on relief in a flood zone, helping 100 people and planting over 60 trees.

In Puerto Rico, more than 80 Bacardi team members traveled south to help two communities in Guanica which were severely impacted by the earthquake that hit the island in January. Bacardi in Puerto Rico collected approximately \$30,000 worth of essential items to personally deliver to affected families, and brought civil engineers to evaluate the impact on homes.



GOOD SPIRITED TOGETHER COMMUNITY RESILIENCE IN THE BAHAMAS, U.S. VIRGIN ISLANDS AND SAINT MAARTEN

Bacardi has partnered with global humanitarian and development organization Mercy Corps since 2018 to support disaster response and recovery across the Caribbean islands and to help communities grow stronger. Our approach centers around promoting business recovery, growth and resilience, rehabilitating natural areas that draw tourists, and outreach campaigns to drive commerce.

In the Bahamas, we've been supporting a national economic recovery program called RISE (Restoring Industries and Sustaining Employment) and have enabled more than 400 businesses to access free mentoring and training via the Mercy Corps business mentoring platform.

In the U.S. Virgin Islands and Saint Maarten, we've helped the Caribbean Innovation Challenge with award financing to 40 businesses, as well as offering access to mentoring to hundreds of entrepreneurs in the region.



LIVING THE SPIRIT

FROM REFUGEE TO MOST IMAGINATIVE BARTENDER

Each year, the BOMBAY SAPPHIRE Distillery hosts the annual Most Imaginative Bartender competition.

In 2020, the "Canvas Challenge" was added for all finalists to bring an original creative idea of any medium to life and explain it in a seven-minute pitch. There was also the Botanical Challenge which assigns each mixologist a botanical and allows 15 minutes to create a cocktail from a designated pantry based on their botanical. One exceptional finalist was Keyatta Mincey-Parker, a mother of two, former model, and Liberian refugee.

“

FOR ME, I HAVE THIS GREAT OPPORTUNITY AND BEING AFRICAN-AMERICAN AND FEMALE, TAKING ON THE PRESSURE OF MY RACE AND MY GENDER, CAN BE OVERWHELMING. BUT DURING THIS EXPERIENCE THE PEOPLE I MET WERE GREAT. THE ATMOSPHERE WAS VERY SUPPORTIVE, WE ALL WANT SUCCESS FOR EACH OTHER.

**KEYATTA MINCEY-PARKER,
BOMBAY SAPPHIRE WORLD'S
MOST IMAGINATIVE
BARTENDER FINALIST**

”



GOOD sources

BACARDI LIMITED
CORPORATE RESPONSIBILITY REPORT 2020



“

TODAY'S CONSUMER RIGHTLY EXPECTS COMPANIES TO CARE ABOUT THE PEOPLE AND MATERIALS IN THEIR SUPPLY CHAIN. THE RELATIONSHIPS BACARDI HAS WITH ITS SUPPLIERS ARE A BIT LIKE EXTENDED FAMILY – WORKING TOGETHER TO HELP EVEN THE SMALLEST BUSINESSES SOURCE RESPONSIBLY.

PAOLA ZAPPINO
GOOD SPIRITED
AWARD WINNER 2020

”



THIS IS HOW WE CREATE GOOD sources

BACARDI LIMITED
CORPORATE RESPONSIBILITY REPORT 2020



ABOVE
BOTANICALS USED IN THE PRODUCTION OF
BOMBAY SAPPHIRE

**WE SOURCE THE INGREDIENTS
AND MATERIALS FOR OUR
PRODUCTS CAREFULLY,
SO THERE IS NO HARM
TO PEOPLE OR PLANET.**

Because we will continue to rely on a steady supply for many generations to come, we build sustainable partnerships to source our supply chain materials. By only working with suppliers who commit to the highest standards of labor and human rights, health and safety, environmental protection, and business integrity. This applies to all partners providing goods and/or services to Bacardi.

HOW WE'RE DOING

1. GOAL

100% OF KEY RAW MATERIALS TO BE SOURCED FROM SUSTAINABLY-CERTIFIED SUPPLIERS.

PROGRESS

46% of key raw materials are certified sustainable.

2. GOAL

100% PAPER AND BOARD USED FOR SHIPPING AND LABELS TO BE SUSTAINABLY CERTIFIED BY THE FSC, PEFC OR FSI.

PROGRESS

95% corrugated, 95% box board, and 86% Labels are FSC certified.

3. GOAL

100% OF PRODUCT PACKAGING TO BE RECYCLABLE.

PROGRESS

92% of product packaging are recyclable.

4. GOAL

40% OF PRODUCT PACKAGING MATERIALS TO BE MADE FROM RECYCLED CONTENT.

PROGRESS

36% of recycled content of product packaging.



SUPPLIER PARTNERSHIPS

OUR BRANDS WORK HARD ON THE GROUND, BUILDING LASTING RELATIONSHIPS WITH THEIR PRODUCERS AND SUPPLIERS, AND THEIR COMMUNITIES.

CARING FOR SUGARCANE COMMUNITIES

In Latin America, our supplier ED&F Man Liquid Products not only provides Bacardi with molasses from Bonsucro-certified mills, it has also devised an innovative program to give back to its communities. For every ton of molasses sold to us, it donates a portion of proceeds to local projects. With a dedicated Advisory Committee, the company works with local people to target areas of greatest need. For example, in 2020 funds went to a potable water project that's enabled more than 300 people in the Silvio Castro Community to access safe water. The project has now developed into a community committee on drinking water and sanitation, which is comprised of 50% women. The project is a trailblazer for supply-led community development, in line with UN SDGs 5 and 6 around water conservation and women's equality.

“

THE NEW WATER SYSTEM IS LIFE-CHANGING FOR MY COMMUNITY; WE NOW HAVE CLEAN, POTABLE WATER.

LUZ MARINA MORÁN
PRESIDENT OF COMMUNITY
COMMITTEE ON DRINKING WATER
AND SANITATION

”



GOOD SPIRITED TOGETHER REAL PARTNERSHIP WITH OUR AGAVE GROWERS

For 12 years, Tequila PATRÓN agronomists have been working with agave farmer Fernando Plascencia and his family to cultivate agave in a sustainable way. Together, they have identified biodegradable products to nourish the soil and create high-quality agave without harming the land. Incredibly, the partnership has increased yields by 2,400% (from 1,200 tons a year in 2008 to 30,000 tons today).

“

ALWAYS SOW THE EARTH WITH LOVE AND WORK, AND THE HARVEST WILL TAKE CARE OF GIVING YOU BACK MANY SURPRISES.

FERNANDO PLASCENCIA
AGAVE PRODUCER AND
SUPPLIER TO TEQUILA PATRÓN

”

There have been community benefits too. With higher yields, employment has increased by 325%, positively impacting more than 170 families. Visitors to Rancho Plascencia can see for themselves how agave is grown and how it's turned into our iconic tequila. The inspiring supplier-buyer partnership is based on trust, mutual benefits and sustainable outcomes – a blueprint for truly responsible sourcing.

RESPONSIBLE SOURCING

TO HELP US TAKE A TRANSPARENT AND CREDIBLE APPROACH TO MANAGING SOCIAL AND ENVIRONMENTAL RISKS IN OUR SUPPLY CHAIN, WE'VE BEEN A MEMBER OF SEDEX SINCE 2007.

BACARDI LIMITED
CORPORATE RESPONSIBILITY REPORT 2020

As one of the world's leading ethical trade membership organizations, Sedex gives us a holistic view of our supply chain so we can take the right actions to source responsibly.

The Sedex screening process involves a Sedex Members Ethical Trade Audit for each supplier facility that deliver products to us. It assesses health and safety, labor standards, environment, and business ethics. Through the audit process, social and environmental standards are upheld.

For our brands' key ingredients, we also partner with expert organizations that can advise on the complexities of agricultural processes, communities, and supply chains – sugarcane, grapes, and botanicals being key examples.

INGREDIENT-SPECIFIC STANDARDS

As a main ingredient for many of our brands, sugarcane is our priority raw material when it comes to responsible sources. To ensure sustainable and responsible sourcing, we partner with Bonsucro, an international non-profit, multi-stakeholder governance group. Back in 2013, we set a 10-year goal for 100% of our sugarcane-derived products used to make BACARDÍ to be sourced from Bonsucro-certified suppliers. We achieved this last year, three years ahead of target.

For botanical ingredient sourcing, we partner with ECOCERT, one of the world's largest sustainability certification organizations. BOMBAY SAPPHIRE "master of botanicals" Ivano Tonutti sources ingredients from local farmers who grow and harvest without mechanization. The botanicals are tested in small distillations to ensure consistency in

flavor; essentially meaning millions of liters of gin can be produced using small-scale, sustainable produce. To ensure freshness and prevent waste, only around two weeks' worth of stock is kept on site at a time. And to really highlight "From grower to guest", each bottle has a unique code on it which can be used to reveal the exact locations where all of its botanicals were grown within a 50-foot radius.

And for spirits containing wheat, our brands work with the Sustainable Agricultural Initiative to certify sourcing from France. Overall, we will only work with suppliers that meet the highest standards in their care for farmers, the environment, and quality products.



GOOD SPIRITED TOGETHER EQUALITAS FOR MORE SUSTAINABLE WINE

For our grape sourcing, the winery cooperatives we buy from implement the EQUALITAS standard, which aims to use the least amount of ingredients with the least amount of energy consumption to obtain optimum quality of product.

Data is individually collected to guarantee economic stability and viability, and systems are implemented such as installation of solar panels, reduction of the volume of waste produced, waste reuse with a focus on circular economy, and reduction of water consumption.

Socially, the standard ensures proper care of workers and the surrounding community.

As a cooperative, jobs are created in rural areas which directly supports farmers, as well as positively influences the development of local economies.

MARTINI has a long history of caring for and supporting its grape growers. As far back as 1987, it set up l'osservatorio per il moscato, a center to help grape growers apply sustainable practices to cultivate and protect vineyards. This has now developed into l'osservatorio MARTINI per le piante aromatiche, a center to support the local agricultural cooperatives to protect, improve, and sustain the production of the botanicals.

GOOD choices

BACARDI LIMITED
CORPORATE RESPONSIBILITY REPORT 2020



“
THESE DAYS PEOPLE ARE MUCH MORE MINDFUL ABOUT DRINKING. I’M REALLY PROUD OF THE RESPONSIBLE MARKETING APPROACH AT BACARDI – OUR COMPLIANT CAMPAIGNS, OUR CLEAR CONSUMER INFORMATION AND OUR REGULAR ENCOURAGEMENT TO RESPONSIBLE CONSUMPTION MAKE IT EASIER FOR PEOPLE TO DRINK MINDFULLY.

GIAN PAOLO LEPRONI
GOOD SPIRITED
AWARD WINNER 2020

”



THIS IS HOW WE CREATE GOOD choices

BACARDI LIMITED
CORPORATE RESPONSIBILITY REPORT 2020



ABOVE
MARTINI NON-ALCOHOLIC VIBRANTE

AS A GLOBAL SPIRITS PRODUCER, WE HAVE A RESPONSIBILITY TO HELP REDUCE THE HARMFUL USE OF ALCOHOL.

This means marketing our brands in the right way, encouraging those who choose to drink to do so in moderation as part of a mindful lifestyle, and working to eliminate impaired driving and underage drinking. For the last 30 years, we've worked tirelessly with industry partners to empower consumers to make good choices.



HOW WE'RE DOING

1. GOAL

INCREASE SUPPORT OF RESPONSIBLE DRINKING INITIATIVES AND PARTNERSHIPS IN THE TOP 80% OF BACARDI MARKETS.

PROGRESS

Supported responsible drinking initiatives in top 78% of Bacardi markets.

2. GOAL

CARRY RESPONSIBLE DRINKING MESSAGING AND WEBSITE DESIGNATION ON 100% OF ALL BRAND AND LABELS.

PROGRESS

100% of brand labels carry responsible drinking messaging and website designation.

3. GOAL

MAKE AVAILABLE TO THE CONSUMER NUTRITION INFORMATION FOR ALL BRANDS.

PROGRESS

81% of brands have nutrition information available.

4. GOAL

LEAD EFFORTS, ALONG WITH OTHER INDUSTRY MEMBERS AND PARTNERS, TO PUT IN PLACE MEASURES AND STANDARDS TO ENSURE DIGITAL MARKETING MESSAGES ARE TARGETED TO ADULTS OF LEGAL DRINKING AGE ONLY.

PROGRESS

100% compliance with IARD digital guiding principles.



MARKETING RESPONSIBLY

WE'RE COMMITTED TO RESPONSIBLE MARKETING AND WE MAKE SURE OUR MESSAGES ONLY TARGET ADULTS OF LEGAL DRINKING AGE WHO CHOOSE TO DRINK. OUR CAMPAIGNS WITH INDUSTRY PARTNERS HAVE RAISED AWARENESS AND SPARKED CONVERSATIONS ABOUT REDUCING EXCESSIVE CONSUMPTION, PREVENTING UNDERAGE DRINKING, AND DISCOURAGING IMPAIRED DRIVING.

We've reached millions of people with the information and tools they need to make mindful and responsible choices for themselves and their families. Our products can bring people together for meaningful moments, and we want to do everything we can to ensure our products are not misused. Through our partnerships and industry groups, we work to promote mindful drinking for those that choose to drink.

This includes how to host and attend parties responsibly, make arrangements for a safe ride home, and understand how alcohol affects your blood-alcohol concentration on an individual level.

PROVIDING HONEST INFORMATION

At Bacardi, we prioritize honesty and transparency with our stakeholders. We know that consumers are increasingly interested in the ingredients they're consuming. That's why we provide nutrition information online so that they can get details about the calories, fat, carbohydrates, sugar, protein, allergens and more for the products within the Bacardi family of brands. Details are listed by the recommended serving size for each product, according to country standards. You can find this on our nutrition page bacardilimited.com/our-brands/nutrition/

BACARDI LIMITED
CORPORATE RESPONSIBILITY REPORT 2020



ABOVE
MARTINI LAUNCHES ZERO ALCOHOL SPARKLING WINE



LIVING THE SPIRIT WORKING WITH THE INTERNATIONAL ALLIANCE FOR RESPONSIBLE DRINKING

Creating a culture of responsible drinking can be complex, involving many wider societal challenges such as deprivation, unemployment and education.

It is only by working with our peers and expert organizations that we can create positive change. It's why we've been working with the International Alliance for Responsible Drinking (IARD), which brings together like-minded companies that are committed to responsible marketing. Five marketing safeguards are the first step supported by alliance members:

1. Include an age affirmation mechanism for all social media sites to ensure marketing communications only engage adults over the legal drinking age.
2. Implement a Forward Advice Notice stating that all content should not be forwarded to anyone under the legal drinking age.
3. Promote responsible consumption, including a responsible drinking message.
4. Secure transparency statement / official statement authenticating accounts.
5. Make available community guidelines on User Generated Content policy.

At Bacardi, our brand marketing teams have achieved 100% compliance in the markets audited by the Alliance and by the World Federation of Advertisers in 2019.





REDUCING HARMFUL USE

COMBATING UNDERAGE DRINKING

Many harms are associated with drinking at an early age: it can impair brain development, increase risk of mental health disorders, and increase risk of developing alcohol use disorder in later life. At the same time, young people who drink are more likely than adults to engage in drinking patterns and risk-taking behavior that can lead to injury and other harms. Although data suggests that underage drinking is declining in many countries, particularly in Europe, the United States, and parts of Latin America, it has increased in some countries including Thailand, Argentina, and Mexico¹. As a producer of spirits, we know that it's critical our products are only enjoyed by those of legal drinking age. As with our wider responsible marketing approach, we've joined forces in industry partnerships like the Foundation for Advancing Alcohol Responsibility and the International Alliance for Responsible Drinking.

AS OF 2020, BACARDI HAD REACHED MORE THAN 0.5 MILLION PEOPLE WITH UNDERAGE DRINKING PREVENTION CAMPAIGNS.

PREVENTING IMPAIRED DRIVING

Another pressing risk associated with irresponsible alcohol use is impaired driving. Last year marked the end of the UN Decade of Action for Road Safety, which specifically called for the setting of, and compliance with, drunk driving laws and evidence-based standards and rules to reduce alcohol-related crashes and injuries². In Spain, we support **Los Noc-turnos**, an initiative to sensitize students around the improper consumption alcohol, including impaired driving. An information card records results of the breath tests during the night, with prizes awarded for those maintaining 0%.



LIVING THE SPIRIT SLOW DRINKING

Back in 2011, Bacardi in France created the **Slow Drinking** CSR platform to encourage mindful drinking. The campaign helps consumers slow down and reduce excessive consumption by encouraging the art of taste. It offers tips, guidance, and resources for mindful drinking.

The program now reaches Italy, Spain, Belgium, and the Netherlands, with regular Facebook and Instagram facts and news.

More information can be found at www.slowdrinking.com



1 International Alliance for Responsible Drinking Trends Report Underage Drinking, 2019

2 International Alliance for Responsible Drinking Trends Report Drink Driving, 2019

LIVING THE SPIRIT

ASK, LISTEN, LEARN IN NORTH AMERICA

While youth drinking continues declining in North America, it remains an issue, particularly among more vulnerable young people.

So we're working with the organization Ask, Listen, Learn to roll out a free digital program for kids aged 9-13 and their parents and educators. Alcohol and The Developing Brain promotes conversations among kids, parents, educators and other caregivers about what alcohol does to the developing brain – and to empower good decisions about alcohol.

153,470

ACCESSED GAME RESOURCES

1.4M

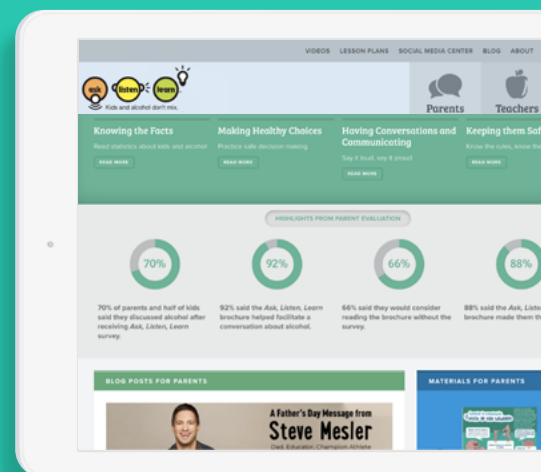
VIDEO VIEWS

708,247

EDUCATORS REACHED VIA SOCIAL MEDIA AND RESOURCE DOWNLOADS

1.03M

DOWNLOADS OF LESSON PLANS





ETHICS AND DISCLOSURE

TRUST IS OUR MOST VALUABLE INGREDIENT, AND WE WORK HARD TO KEEP THE TRUST OF OUR PEOPLE, CONSUMERS, PARTNERS, AND COMMUNITIES. THAT MEANS DOING THE RIGHT THING, BEING TRUE TO OUR VALUES, AND USING GOOD JUDGEMENT. OUR CODE OF CONDUCT BRINGS THIS TO LIFE WITH CLEAR GUIDELINES TO HELP OUR PEOPLE MAKE THE RIGHT CHOICE, ALWAYS.

As we reflect on Bacardi history as a family company, built over generations, we acknowledge that the trust of our consumers, people, business partners and communities is a foundational pillar of our success. Bacardi strives to keep this trust every day. Bacardi has an unwavering commitment to ethical conduct underpinned by our Code of Conduct and supported by our compliance and governance programs covering topics such as anti-bribery and corruption, money laundering, protection of personal data and workplace behavior. Our new Responsible Stewardship initiative provides support and training to our people on controls and accurate reporting processes and reinforces the message about personal accountability. Both programs build upon our strong family culture and our Code of Conduct which serves as our set of guiding principles to help our people make the right decisions to maintain the trust of all our stakeholders.

ONE OF THE WORLD'S MOST REPUTABLE COMPANIES

In fiscal year 2020, we were once again listed among the most reputable companies in the world, as part of the annual Global RepTrak® 100 list compiled by the Reputation Institute and published in Forbes. Ranked at #87, Bacardi climbed two spots and has made the annual global list seven consecutive times. Based on more than 230,000 individual ratings collected in the first quarter of 2019, the annual survey is the largest corporate reputation study of its kind, and provides comparative rankings, demographic trends, and unique insights into the dynamics behind reputational impact. The global study shows what drives trust including ethical behavior, fairness, product value and transparency while identifying behaviors including intent to purchase a company's products, willingness to invest in, or even work for, the company.

ABOUT THIS REPORT

There have been no significant changes in the scope or boundaries of the data we are reporting this year.

Data presented in the Good Futures section, as well as Safety data from the Good Futures section, cover our offices and our directly-owned and managed production facilities.

The World Resources Institute and World Business Council for Sustainable Development GHG Protocol was used to compile our GHG emissions data. Data on indirect GHG emissions cover our directly-owned and managed production facilities and large offices with 25 people or more. All other environmental data cover our directly-owned and managed production facilities. Performance data from our suppliers, outsourced bottlers, and co-packers are not included.

Measurement techniques and assumptions are cited in the relevant sections of the report. Any restatements of data are noted in the relevant sections of this report. Data is in line with the GRI Standards Index. More information about our alignment with the GRI Standards can be found in the GRI Content Index.