

2021 GRI INDEX

GOOD
spirited



BACARDI LIMITED

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33 MATERIALITY



UNIVERSAL Standards

GRI 101: FOUNDATION

GRI 101: FOUNDATION

101-1 STAKEHOLDER INCLUSIVENESS

Bacardi has done stakeholder research and identified our stakeholder groups as Customers, Employees, Industry Associations, Non-governmental Organizations (NGOs), Regulators and Suppliers.

[102-42](#) and [102-43](#) of this GRI Index provide more information on our approach to stakeholders.

101-2 SUSTAINABILITY CONTEXT

Our Corporate Responsibility Report depicts our performance in the wider context of sustainability through our corporate performance to identify our material issues and global sustainable development issues, including the U.N. Sustainable Development Goals.

101-3 MATERIALITY

Our goal is to report on issues that we deem material, such as responsible drinking, responsible marketing, product responsibility, managing direct environmental impacts, sustainable agriculture and sourcing, responsible supply chain, good governance, sustainable packaging, being a responsible employer and supporting local community development issues, including the U.N. Sustainable Development Goals.

101-4 COMPLETENESS

Our coverage of material topics and their boundaries is located in [About This Report](#) of our CR Report 2021, as well as in [101-3 Materiality](#) of this GRI Index.

101-5 ACCURACY

We transparently report our performance against our identified baseline targets. We explain our methodology for our calculations clearly. We identify our material issues and align our methodology with our goals.

101-6 BALANCE

We report against our baseline targets and against GRI indicators, including both positive and negative results, allowing our stakeholders to have a clear, balanced understanding of our impacts. Our results are organized to be able to follow our performance year after year.

101-7 CLARITY

Our Corporate Sustainability Report identifies our most material issues and explains in detail our approach for our stakeholders to understand. Also, information can be found on our website, and this GRI Index contains all of our responses to GRI Core Reporting Standards.

101-8 COMPARABILITY

We continue to report against our baseline targets, as well as GRI Standards, and have created an easily accessible and comparable Corporate Responsibility Report for our stakeholders to review our performance over time. We continue to report against baseline targets and will continue to identify any further targets to help us drive our performance against our goals.

101-9 RELIABILITY

Our reporting methodologies can be found in [About This Report](#) of our CR Report 2021.

101-10 TIMELINESS

We continue to publish a Corporate Responsibility Report on an annual basis; we also continue to report on a regular schedule.





UNIVERSAL Standards

GRI 102: GENERAL DISCLOSURES

102-1 NAME OF THE ORGANIZATION	Bacardi Limited. More information can be found in About This Report of our CR Report FY21.
102-2 ACTIVITIES, BRANDS, PRODUCTS OR SERVICES THAT ARE BANNED IN CERTAIN MARKETS	Our coverage of this information is located in About This Report of our CR Report FY21.
102-3 LOCATION OF HEADQUARTERS	Hamilton, Bermuda.
102-4 LOCATION OF OPERATIONS	Bacardi Limited currently employs more than 7,000, operates production facilities in 10 countries and sells its brands in more than 170 countries.
102-5 OWNERSHIP & LEGAL FORM— NATURE OF OWNERSHIP & LEGAL FORM	Family-owned Bacardi Limited is the largest privately held spirits company in the world. Bacardi Limited is headquartered in Bermuda and incorporated under Bermudian law.
102-6 MARKETS SERVED	Our customers vary from distributors, large global retailers and convenience stores to regional and local bars, restaurants and hotels.
102-7 SCALE OF THE ORGANIZATION	Bacardi Limited currently employs more than 7,000, operates production facilities in 10 countries and sells its brands in more than 170 countries.

GRI 102: GENERAL DISCLOSURES

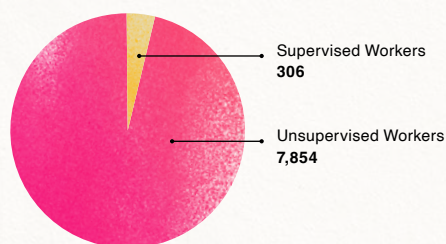




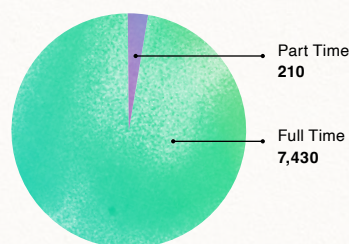
GRI 102: GENERAL DISCLOSURES CONT'D

102-8 INFORMATION ON EMPLOYEES & OTHER WORKERS

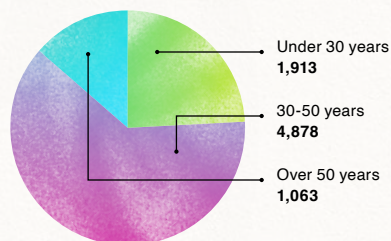
Workforce by Supervision Status



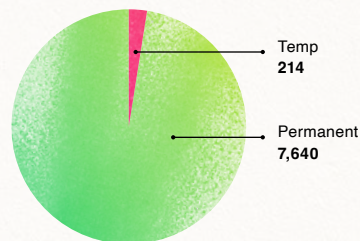
Workforce by Employment Contract Type



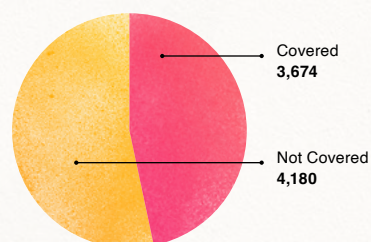
Workforce by Age



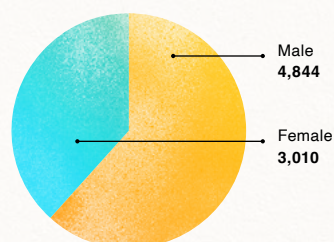
Workforce by Employment Type



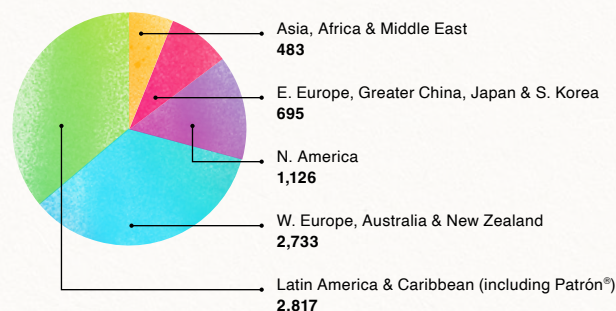
Workforce by Collective Bargaining Agreement



Workforce by Gender



Workforce by Region



Board Member Makeup

Under 30 years
0

30-50 years
0

Over 50 years
14

There are 2 Female
and 12 Male directors.

Since FY20, regions are split differently (EURA not included).



UNIVERSAL Standards

GRI 102: GENERAL DISCLOSURES CONT'D

GRI 102: GENERAL DISCLOSURES

102-9 SUPPLY CHAIN	Bacardi partners with thousands of suppliers and farmers to develop competitive, reliable and sustainable supply chains of raw materials. These strategic partnerships with suppliers enable a joint value creation beyond price, with a particular focus on sustainability and innovation.
102-10 SIGNIFICANT CHANGES TO THE ORGANIZATION & ITS SUPPLY CHAIN	Bacardi is continuously looking at improving supply chains to deliver consumer-centric sustainable supply of raw materials.
102-11 PRECAUTIONARY PRINCIPLE OR APPROACH	Our group-wide environmental strategy and policy adheres to the precautionary principle. We aim to drive continuous improvement in our facilities' performance through a management systems approach (ISO® 14001). Our commitment to environmental sustainability is reflected in our goals in sourcing, packaging and operations with a focus on energy, greenhouse gas emissions, water and waste. Through our Vendor Qualification Process and Responsible Sourcing Standards, our suppliers are required to protect the environment as part of business practice.
102-12 EXTERNAL INITIATIVES	Bacardi is a signatory to the United Nations Global Compact, which reflects our commitment to sustainability and responsibility.
102-13 MEMBERSHIP OF ASSOCIATIONS	We have established many efforts on a global, national and local level that target reducing harmful drinking.
102-14 STRATEGY	Our strategy is covered in the letter from our CEO/chairman in our CR Report 2021.
102-16 VALUES, PRINCIPLES, STANDARDS & NORMS OF BEHAVIOR	Bacardi has set values that are at the heart of our business, the three pillars of Fearless, Family, Founders. Our Code of Conduct, which explains how we adhere to the highest standards of integrity and ethical behavior, is available at www.bacardilimited.com/conduct-code . You can read more about our ethics in our CR Report 2021 .
102-18 GOVERNANCE STRUCTURE	Our CEO is accountable for our economic, environmental and social performance. Strategy and execution of our corporate responsibility (ESG) is placed on the executive members of the Corporate Responsibility Leadership Team. Our Board receives updates annually at minimum.
102-40 LIST OF STAKEHOLDER GROUPS	We engage internal and external stakeholders, including investors, employees and local communities. Our full list can be found in Disclosure 101-1 .
102-41 COLLECTIVE BARGAINING AGREEMENTS	In FY21, 47% of our employees were covered by collective bargaining agreements. More data is presented in 102-8 of this GRI Index 2021.
102-42 IDENTIFYING & SELECTING STAKEHOLDERS	Stakeholders are determined with input from cross-functional and external leaders based on groups impacted by our company operations, our products and our industry.



UNIVERSAL Standards

GRI 102: GENERAL DISCLOSURES CONT'D

GRI 102: GENERAL DISCLOSURES

102-43
APPROACH TO STAKEHOLDER ENGAGEMENT Stakeholder research is conducted on a recurring basis, and the most recent research informed this report. We have currently launched stakeholder research and results, which will be finalized for FY22.

102-44
KEY TOPICS & CONCERNS RAISED This is covered in our [Materiality](#) section.

102-45
ENTITIES INCLUDED IN THE CONSOLIDATED FINANCIAL STATEMENTS As a private company, we do not publicly disclose our financial statements.

102-46
DEFINING REPORT CONTENT & TOPIC BOUNDARIES This is defined in [101-3](#).

102-47
LIST OF MATERIAL TOPICS This is defined in [101-3](#).

102-48
RESTATEMENTS OF INFORMATION Relevant restatements are included in the Goals section and in the respective disclosure of material topics.

102-49
CHANGES IN REPORTING Under our Good Futures Priority area, we have replaced our two volunteer participation goals and have issued a new goal to support local causes, partnerships and programs to drive employability and job opportunity in 100% of our communities.





UNIVERSAL Standards

GRI 102: GENERAL DISCLOSURES CONT'D

102-50 REPORTING PERIOD	April 1, 2020 to March 31, 2021.
102-51 DATE OF MOST RECENT REPORT	November 24, 2021.
102-52 REPORTING CYCLE	Annual.
102-53 CONTACT POINT FOR QUESTIONS REGARDING THE REPORT	corporateresponsibility@bacardi.com
102-54 CLAIMS OF REPORTING IN ACCORDANCE WITH THE GRI STANDARDS	This report has been prepared in accordance with the GRI Standards: Core Option.
102-55 GRI INDEX	This index serves as the GRI Index.
102-56 EXTERNAL ASSURANCE	This report has not been externally assured.

GRI 102: GENERAL DISCLOSURES





UNIVERSAL Standards

GRI 103: MATERIAL TOPICS & THEIR BOUNDARIES

MANAGEMENT APPROACH

103-1 EXPLANATION OF THE MATERIAL TOPIC & ITS BOUNDARIES

The GRI topics that are relevant to specifically 23 production facilities located in 12 countries are water, energy, emissions, procurement practices, environmental grievance mechanisms, occupational health and safety.

The rest of the GRI aspects are relevant to all 170 countries where we produce and sell our distilled spirits.

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

Refer to each relevant topic.

103-3 EVALUATION OF THE MANAGEMENT APPROACH

Refer to each relevant topic.

GRI 103: MATERIAL TOPICS & THEIR BOUNDARIES





TOPIC-SPECIFIC *Standards*

ENVIRONMENT

GRI 300: ENVIRONMENT

MANAGEMENT APPROACH

103-2 GRIEVANCE MECHANISM

There is a formal mechanism to manage environmental grievances from any external or internal interested party in a responsive, effective and fair manner. Environmental complaints may come through different channels, including a hotline for employees and a manufacturing facilities contact connected to our website (www.bacardilimited.com) for all other stakeholders. The complaints are received, responded to and recorded. The investigation is initiated by the business function and includes a defined escalation process involving the global sustainability director, global sustainability vice-president, legal division and global operations vice-president as necessary.

103-3 EVALUATION OF THE MANAGEMENT APPROACH

The effectiveness of the measures to address environmental grievances is reviewed by the environmental department of each of the manufacturing facilities.



TOPIC-SPECIFIC Standards

ENVIRONMENT

GRI 302: ENERGY

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

Greenhouse Gas (GHG) emissions is one of the main pillars of our Operation's Sustainability strategy. As part of our three-year planning process for our manufacturing operations, a road map is included to improve our energy consumption efficiency and explore alternate energy sources (renewable). As part of the Procurement strategy, options are evaluated to identify market opportunities related to purchasing energy. Contracts for "renewable energy" have been established in some of our locations, and our strategy incorporates the impact from the upstream and downstream value chain. Future scenario analysis is used to help define the road map to achieve the targets.

Renewable Energy Generation:

Among the many energy-focused initiatives, Bacardi focuses on renewable energy from biogas and biomass systems at our distilleries. Instead of oil, renewable organic material such as botanicals, wood pellets, wood chips and agave fibers left over from production are used as fuel for our biomass boilers.

Renewable or Low-Carbon Energy:

Green electricity including hydro, solar and wind contracts in the U.K., Italy, Mexico and Puerto Rico help reduce our carbon footprint. Similar options are being explored for other locations.

Energy-Efficiency Improvements:

Bacardi offices, brand homes, bottling and production facilities across the globe employ a variety of energy-efficient measures. These efforts, both small and large, include environmentally friendly lighting fixtures, temperature set point reduction, heat recovery systems, vacuum distillation and more.

Responsible Supplier Partnerships:

Bacardi works closely with suppliers and service providers to identify ways to reduce absolute GHG emissions upstream and downstream from our operations. In addition to the impact from raw materials and packaging components, transportation is another focus area. In the U.S., Bacardi has been honored four times with a SmartWay® Excellence Award from the U.S. Environmental Protection Agency (EPA) for being a leader in freight supply chain environmental performance and energy efficiency in transportation logistics.

103-3 EVALUATION OF MANAGEMENT APPROACH

Progress against objectives and targets of the year is monitored through our KPIs.

Target:

Reduce absolute GHG emissions (scopes 1 and 2) from our operations by 50% from our value chain (scopes 1, 2 and 3)

KPI:

Absolute GHG Emissions, MT, CO₂e



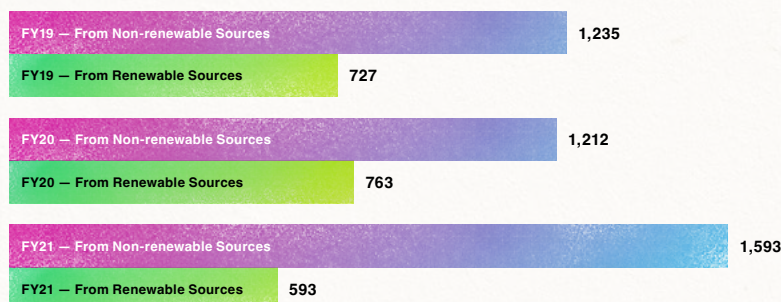
TOPIC-SPECIFIC Standards

ENVIRONMENT

GRI 302: ENERGY CONT'D

302-1 ENERGY CONSUMPTION WITHIN THE ORGANIZATION

Renewable and Non-renewable Direct Energy Consumption (TJ)



Source	FY19	FY20	FY21
Heavy Fuel Oil	359	272	589
Natural Gas	876	940	1,005
Total Fuel From Non-renewable	1,235	1,212	1,594
Biogas	348	345	254
Biomass	380	418	338
Total Fuel From Renewable	728	763	592
Grid Electricity	271	248	286
Wind Electricity	3	n/a	n/a
Total Electricity	274	248	286
Total Energy Consumption Within Bacardi	2,237	2,223	2,472

The energy and emission calculation for fuel and electricity is based on the latest emission factors (e.g., International Energy Agency).

In FY21, 41% of electricity was purchased through renewable contracts, and 27% of fuel was from renewable sources.

GRI 302: ENERGY



TOPIC-SPECIFIC Standards

ENVIRONMENT

GRI 303: WATER & EFFLUENTS

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

Water is one of the main pillars of our Operation's Sustainability strategy. Our commitment is to reduce 25% of water consumed (focusing on water not returned to original source) at our operations and 50% replenishment of water incorporated into the final product by 2025, as measured against a 2015 baseline (using earliest reliable data available).

To achieve these targets, we are focused on the identification and investment of projects for water consumption efficiency at our facilities. Also, we are working with partners to identify opportunities to protect watersheds and provide access to potable water in high-risk manufacturing site countries.

Following a continual improvement approach, as required by ISO® 14001 standard, our environmental management system provides the framework to guide our employees to explore new initiatives. We also engage employees across the company to achieve these goals through the annual Bacardi Limited Good Spirited - Environmental Sustainability Awards.

103-3 EVALUATION OF THE MANAGEMENT APPROACH

Progress against objectives and yearly targets are monitored through our KPIs.

Target:
Reduce 25% of water consumed (focusing on water not returned to original source) at our operations

KPI:
Water Index, L/Production output

303-1 INTERACTIONS WITH WATER AS A SHARED RESOURCE

Clean water is fundamental to our business, and we recognize the importance of water conservation. Water is used in our manufacturing activities mostly for cooling (though the water is returned to the original source with no impact), energy generation, cleaning and to be incorporated in our products.

The water-related impacts are annually assessed following the life cycle perspective approach based on the ISO® 14001 standard.

To address the water-related impacts, we are focused on identifying process efficiency opportunities at our manufacturing and bottling facilities through active collaboration with key suppliers throughout the Suppliers Integration Program. Additionally, we are working with partners to identify opportunities to protect watersheds and provide access to potable water in high-risk manufacturing sites such as India, Mexico and Puerto Rico.

Through the Good Spirited 2.0 program, our targets measured against a 2015 baseline are the following:

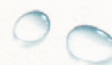
- **25% reduction of water consumed (focusing on water not returned to original source) at our operations**
- **50% replenishment of water incorporated into final product**

303-2 MANAGEMENT OF WATER DISCHARGE-RELATED IMPACTS

We manage used process water from our facilities in three ways:

- **Direct discharges of treated wastewater to local bodies of water following onsite treatment (72%)**
- **Indirect discharges of treated wastewater to municipal treatment facilities (24%)**
- **Beneficial land application, including irrigation and fertilizer to improve crop production (in countries where it is permitted) (4%)**

All wastewater discharges are properly permitted with local government authorities and met the corresponding requirements.





TOPIC-SPECIFIC Standards

ENVIRONMENT

GRI 303: WATER & EFFLUENTS CONT'D

303-3 WATER WITHDRAWAL

Total Water Withdrawal by Mource (megaliters)

Source	FY15	FY19	FY20	FY21
Public Suppliers	696	1,194	1,080	1,113
Groundwater	936	1,077	1,267	1,253
Surface Water	1,662	1,885	1,548	1,470
Harvested	0	0	0	0
Total	3,294	4,156	3,895	3,836

Total Water Withdrawal in Areas With Water Stress by Source (megaliters)

Source	India	Mexico	Puerto Rico	France	Italy
Public Suppliers	15	67	895	7	1
Groundwater	0	828	0	32	244
Surface Water	0	2	0	0	0
Harvested	0	0	0	0	0
Total	15	897	895	39	245

Efficiency metrics normalize these absolute totals against an appropriate business output—e.g., water used per unit of product manufactured. Our targets are based on improvements in our performance against our efficiency index from the baseline year (FY15). Calculations are in accordance with protocols established by the World Resources Institute, World Business Council for Sustainable Development and Beverage Industry Environmental Roundtable (BIER) guidance documents.

GRI 303: WATER & EFFLUENTS





GRI 303: WATER & EFFLUENTS CONT'D

303-4 WATER DISCHARGE

Water Discharge (megaliters)	FY19	FY20	FY21
Direct Discharge	1,355	1,520	1,172
Indirect Discharge	346	290	229
Beneficial Land Application	58	340	138
Total Volume	1,759	2,150	1,539

FY19 water discharge data not available from Patrón® for beneficial land application.

Of the total water released by our production facilities, 1,400 megaliters was discharged as wastewater, and 138 megaliters was applied to cropland as fertilizer or for irrigation. The water that is applied to land for beneficial reuse is returned to the crops that provide our raw feedstock to make spirits in countries where regulatory authorities permit.

303-5 WATER CONSUMPTION

Total Water Consumption From All Areas (megaliters)	FY15	FY19	FY20	FY21
Water Use Efficiency Index	54.6	54.8	49.6	49.6
Total Water Consumed	4,121	4,165	3,842	3,515

GRI 303: WATER & EFFLUENTS





TOPIC-SPECIFIC Standards

ENVIRONMENT

GRI 305: EMISSIONS

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

Bacardi committed to reduce absolute GHG emissions (scopes 1 and 2) from its operations by 50% from its value chain (scopes 1, 2 and 3) in line with the Science-based Target Initiative (SBTi) by the year 2025 from a 2015 base year. We are in the process of revising the targets for our operations. These targets are consistent with reductions required to limit global warming to 1.5 C. Opportunities are identified and implemented through innovative programs across company distilleries and production sites. The company's priority is to focus on what it directly controls so that it can then set the example for others. Bacardi is dedicated to working with its partners to meet its second SBTi-approved goal of reducing absolute value chain GHG emissions (scopes 1, 2 and 3) by 20% by 2025 from a 2015 base year.

Over the next three years, to achieve our ambitious targets, we have a targeted plan in place. The key initiatives we are exploring are the following:

- We will have continuous improvement in energy consumption management through submetering system integration
- At our PATRÓN® tequila manufacturing site in Mexico, we will focus on energy recovery to reduce our heavy fuel oil consumption through renewable fuel generation as part of the wastewater treatment process
- At our BACARDÍ® rum distillery in Puerto Rico, to replace heavy fuel oil with cleaner fuel, we will use a combined heat and power system
- At our whisky distilleries in Scotland, we will focus on converting fuel to renewables
- At our MARTINI® vermouth manufacturing site in Pessione, Italy, we will explore a new technology on solar power piloting

Our focus is to reduce our carbon footprint by optimizing the utilities processes at our distilleries while focusing on green energy.

103-3 EVALUATION OF THE MANAGEMENT APPROACH

Progress against objectives and targets of the year is monitored through the KPIs

Target:

Reduce absolute GHG emissions (scopes 1 and 2) from its operations by 50% from its value chain (scopes 1, 2 and 3)

KPI:

Absolute GHG Emissions, MT, CO₂e



GRI 305: EMISSIONS CONT'D

305-1 DIRECT (SCOPE 1) GHG EMISSIONS

With our Good Spirited 2.0 program, our targets measured toward a 2015 baseline are the following:

- 50% reduction of our total GHG emissions from operations
- 20% reduction from our overall value chain, compared with a 2015 baseline

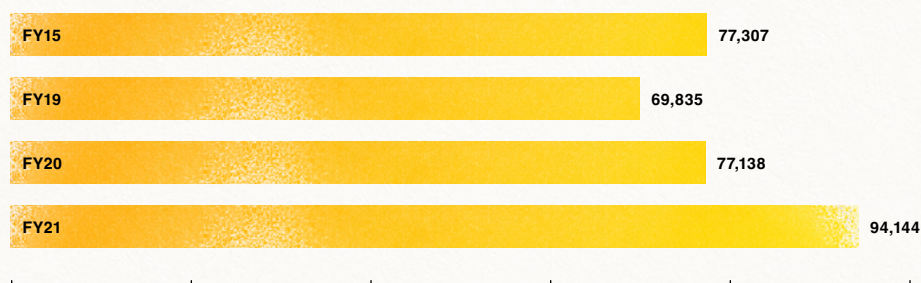
The baseline was revised to include Patrón® operations, increasing from 66,432 metric tons per year to 93,129 metric tons per year. The targets will be revised to be consistent with reductions required to limit global warming to 1.5 C. Compared with the new baseline, there has been an increase of the GHG emissions mainly due to activity growth in the Patrón® Facilities. We have a three-year road map in place to achieve our ambitious targets, which are stated in our 103-2 Management Approach for emissions.

Standards, methodologies, assumptions and/or calculation tools used:

- Defra Voluntary 2020 Reporting Guidelines
- IEA CO₂ Emissions from Fuel Combustion
- The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
- U.S. EPA Center for Corporate Climate Leadership: Direct Emissions from Stationary Combustion Sources
- U.S. EPA Center for Corporate Climate Leadership: Direct Emissions from Mobile Combustion Sources

Data for previous financial years is sometimes updated when corrections are identified. We have made some adjustments due to site acquisition, divestures and data correction.

Direct GHG (metric tons of CO₂e)





TOPIC-SPECIFIC Standards

ENVIRONMENT

GRI 305: EMISSIONS CONT'D

305-2 INDIRECT (SCOPE 2) GHG EMISSIONS

Indirect GHG (metric tons of CO₂e)



305-7 NITROGEN OXIDES (NO_x), SULFUR OXIDES (SO_x) & OTHER SIGNIFICANT AIR EMISSIONS

Sources of Other GHG Emissions (metric tons)	FY15	FY19	FY20	FY21
Direct GHG	77,307	69,835	77,138	94,144
Indirect GHG	30,703	27,212	22,628	25,443
Production Process	500	1,207	1,207	1,207
Offices	5,600	5,600	5,600	5,600
Total Volume	114,110	103,854	106,573	126,394
NO_x and SO_x Emissions by Year (metric tons)	FY15	FY19	FY20	FY21
SO _x	1,352	434	485	679
NO _x	142	90	102	132
Particulate	22	10	11	16
Total Volume	1,516	534	598	827

GRI 305: EMISSIONS



TOPIC-SPECIFIC Standards

ENVIRONMENT

GRI 306: EFFLUENTS & WASTE

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

Waste management is focused on the following priority approach: minimization, reuse, recycle and energy recovery, and finally as a last resort, landfill. Our target is to achieve the goal of zero waste to landfill in the manufacturing facilities sites (set to achieve by 2022) and continue to analyze and develop single-use plastic reduction across operations and supply chain.

We manage used process water from our facilities in three ways:

1. **Direct discharges of treated wastewater to local bodies of water following onsite treatment, properly permitted**
2. **Indirect discharges of treated wastewater to municipal treatment facilities, properly permitted and capable of handling our wastewater**
3. **Beneficial land application, including irrigation and fertilizer to improve crop production (in countries where it is permitted). Human health and the environment are of utmost importance to us, and we take appropriate steps to closely monitor our discharge. Wastewater discharges are effectively contained and controlled so as to protect our workers, the community and the environment**

103-3 EVALUATION OF THE MANAGEMENT APPROACH

Progress against objectives and yearly targets is monitored through our KPIs.

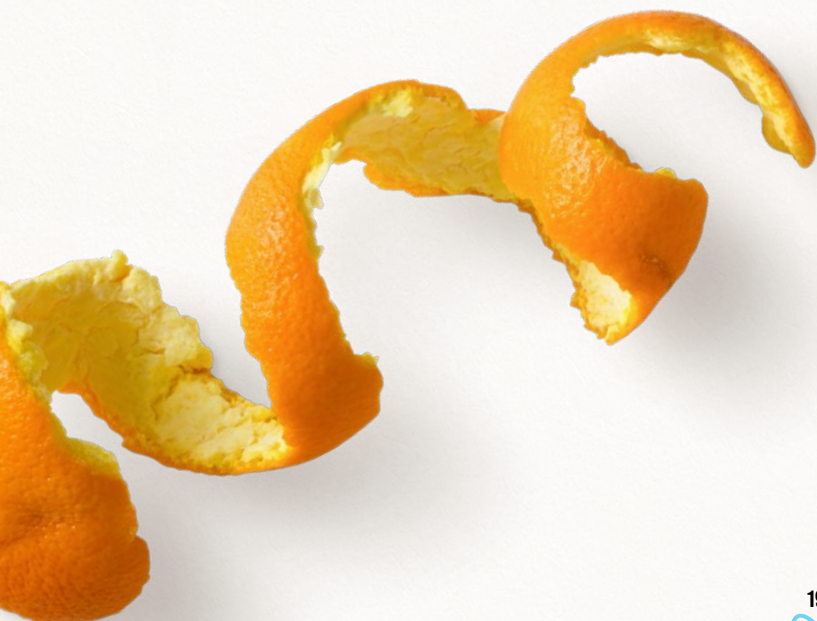
Target:

Zero waste to landfill by 2022

KPIs:

Waste sent to landfill: MT/year; Waste reused: MT/year; Waste recycled: MT/year;
Waste recovery: MT/year; Hazardous waste: MT/year; Effluent monitoring: Volume, m3/year

GRI 306: EFFLUENTS & WASTE



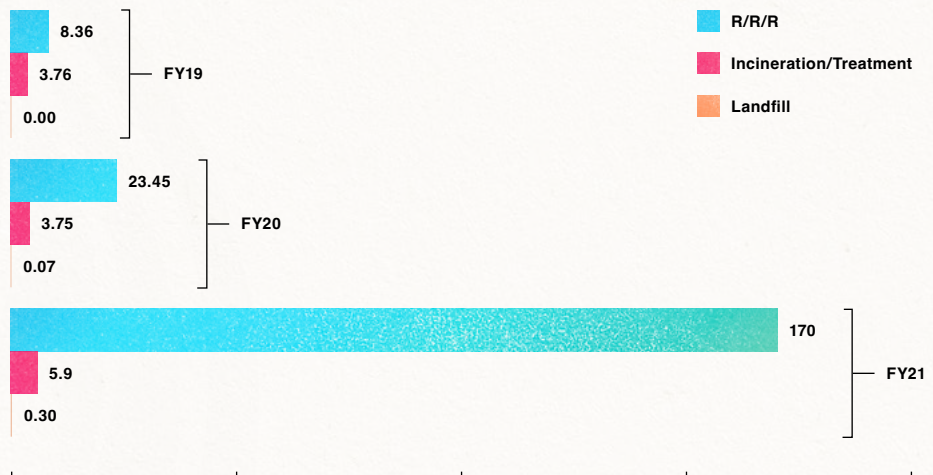


GRI 306: EFFLUENTS & WASTE CONT'D

306-2 WASTE BY TYPE & DISPOSAL METHOD

In FY21:

The waste sent to landfill (from manufacturing sites) was 0.32% from the total waste. Sixteen manufacturing sites have achieved zero waste to landfill.



Total Weight of Hazardous and Non-hazardous Waste and Disposal Methods (metric tons)

	FY19	FY20	FY21
Hazardous Waste			
R/R/R	8.36	23.45	170
Incineration/Treatment	3.76	3.75	5.9
Landfill	0.00	0.07	0.30
Subtotal	12.12	27.27	176.20
Non-hazardous Waste			
R/R/R	176,924	195,681	143,150
Incineration/Treatment	1,005	603	1,013
Landfill	918	440	465
Subtotal	178,847	196,724	144,628
Total Waste	178,859.12	196,751.27	144,804.20



TOPIC-SPECIFIC *Standards*

SOCIAL

GRI 400: SOCIAL

GRI 400: SOCIAL

MANAGEMENT APPROACH

103-2
THE MANAGEMENT APPROACH
& ITS COMPONENTS

Refer to each specific topic.

103-3
EVALUATION OF THE
MANAGEMENT APPROACH

Refer to each specific topic.



TOPIC-SPECIFIC *Standards*

SOCIAL

GRI 401: EMPLOYMENT

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

Bacardi is founded on the three pillars of Fearless, Family, Founders. Our family ethos and inspiring culture nurture a sense of pride among employees. They are treated like family, and we have been recognized externally for the way we engage our employees. We believe in fostering transparent expectations with our talent, and we develop our talent to create a workplace of belonging and engagement.

103-3 EVALUATION OF THE MANAGEMENT APPROACH

We measure employee engagement through our biannual engagement surveys and pulse surveys. With this feedback, we create action teams targeted toward enhancing work-life balance and general atmosphere to create the best workplace for employees. Due to the COVID-19 pandemic, we were unable to complete these surveys this fiscal year, but we are on track to complete them for the next fiscal year.

GRI 401: EMPLOYMENT





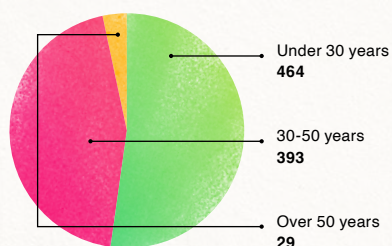
TOPIC-SPECIFIC Standards

SOCIAL

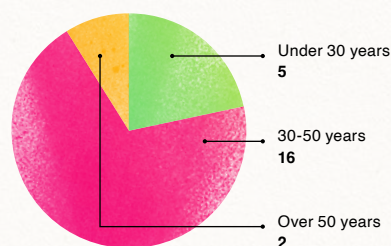
GRI 401: EMPLOYMENT CONT'D

401-1 NEW EMPLOYEE HIRES & EMPLOYEE TURNOVER

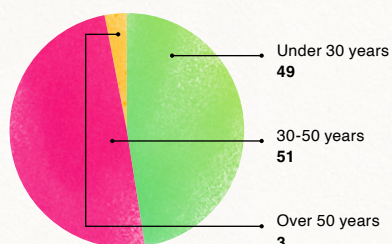
New Hires by Age:
Globally



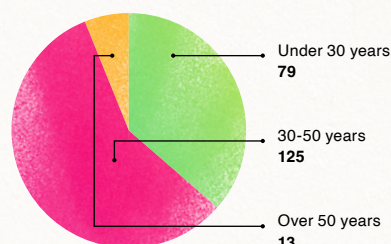
New Hires by Age:
Asia, Middle East & Africa



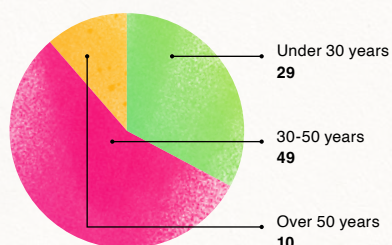
New Hires by Age:
E. Europe, Greater China, Japan & S. Korea



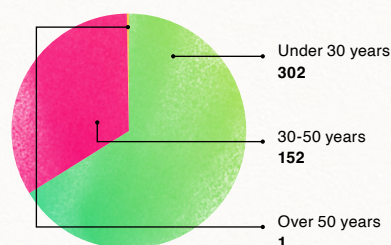
New Hires by Age:
W. Europe, Australia & New Zealand



New Hires by Age:
Regional North America



New Hires by Age:
Latin America & Caribbean (including Patrón®)



GRI 401: EMPLOYMENT





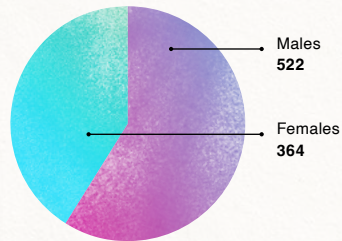
TOPIC-SPECIFIC Standards

SOCIAL

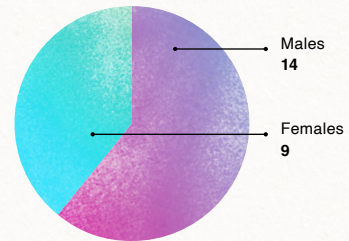
GRI 401: EMPLOYMENT CONT'D

401-1 NEW EMPLOYEE HIRES & EMPLOYEE TURNOVER

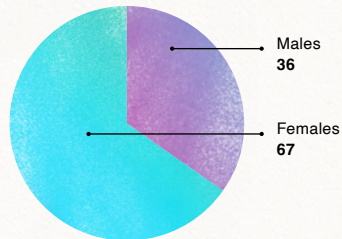
New Hires by Gender:
Globally



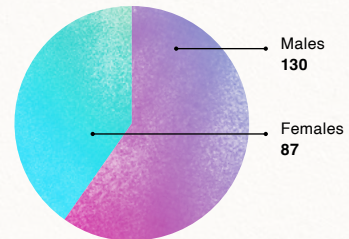
New Hires by Gender:
Asia, Middle East & Africa



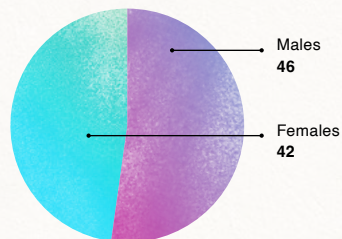
New Hires by Gender:
E. Europe, Greater China, Japan & S. Korea



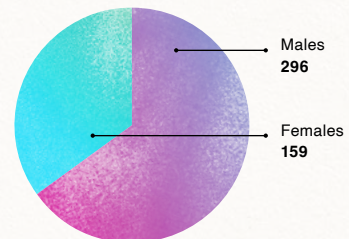
New Hires by Gender:
W. Europe, Australia & New Zealand



New Hires by Gender:
Regional North America



New Hires by Gender:
Latin America & Caribbean (including Patrón®)



GRI 401: EMPLOYMENT



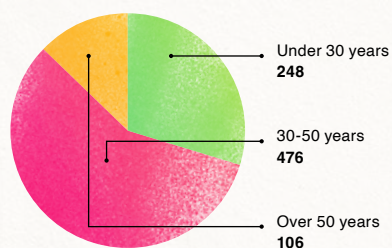
TOPIC-SPECIFIC Standards

SOCIAL

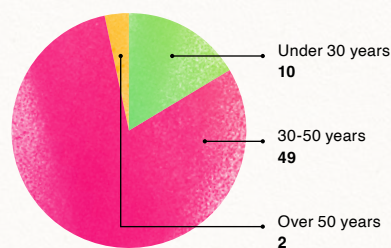
GRI 401: EMPLOYMENT CONT'D

401-1 NEW EMPLOYEE HIRES & EMPLOYEE TURNOVER

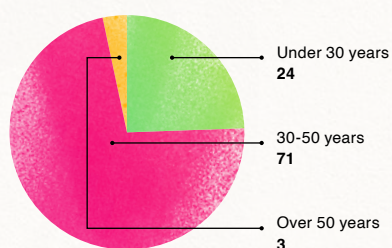
Turnover by Age:
Globally



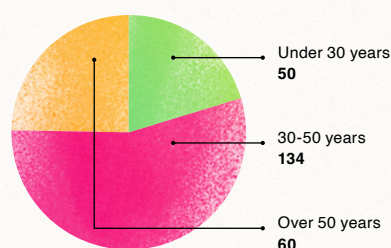
Turnover by Age:
Asia, Middle East & Africa



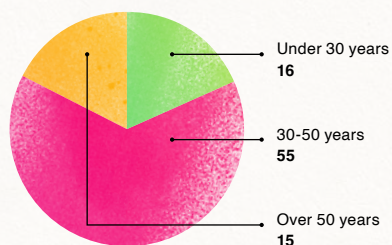
Turnover by Age:
E. Europe, Greater China, Japan & S. Korea



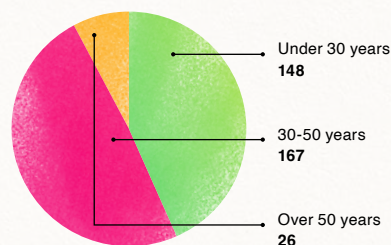
Turnover by Age:
W. Europe, Australia & New Zealand



Turnover by Age:
Regional North America



Turnover by Age:
Latin America & Caribbean (including Patrón®)



GRI 401: EMPLOYMENT



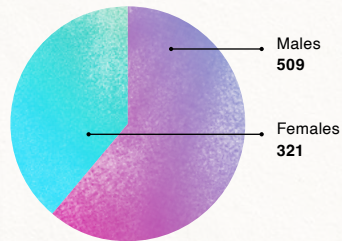
TOPIC-SPECIFIC Standards

SOCIAL

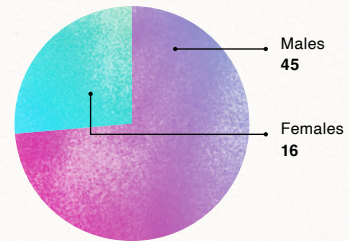
GRI 401: EMPLOYMENT CONT'D

401-1 NEW EMPLOYEE HIRES & EMPLOYEE TURNOVER

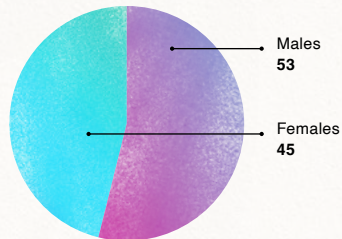
Turnover by Gender:
Globally



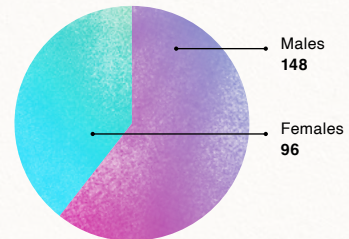
Turnover by Gender:
Asia, Middle East & Africa



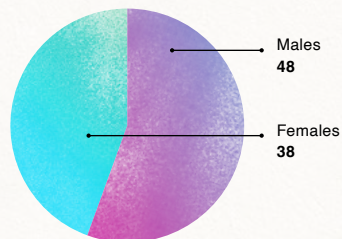
Turnover by Gender:
E. Europe, Greater China, Japan & S. Korea



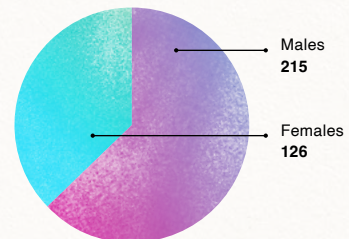
Turnover by Gender:
W. Europe, Australia & New Zealand



Turnover by Gender:
Regional North America



Turnover by Gender:
Latin America & Caribbean (including Patrón®)



GRI 401: EMPLOYMENT





TOPIC-SPECIFIC Standards

SOCIAL

GRI 403: OCCUPATIONAL HEALTH & SAFETY

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

Safety is a defining aspect of our culture. We have a global goal to reduce our Lost Time Accident rate (LTAr) of less than 1 LTA per million hours worked by 2023. Safety performance continued to improve with LTAr, moving from 2.2 in FY20 to 0.8 in FY21, ahead of target versus our long-term objective. Our focus will continue to be on ensuring the identification and mitigation of all safety risks.

103-3 EVALUATION OF THE MANAGEMENT APPROACH

The COVID-19 pandemic was a significant challenge for operations, and Bacardi worked globally to develop a new Code of Practice (COP), which evolved throughout the year to continually improve our controls. A standard hierarchy of controls was developed based on 70-plus controls integrated into risk assessment to prevent the spread of the virus within our operations. Controls also included the adoption of electronic proximity devices to support social distancing requirements.

403-1 OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM

Bacardi Global Operations has implemented a comprehensive Health and Safety Management System, which is third-party certified. Originally based on OHSAS 18001, this system is now transitioning to the latest ISO® 45001 standard. While operational sites are third-party certified to this system, it applies to all non-operational sites.

403-2 HAZARD IDENTIFICATION, RISK ASSESSMENT & INCIDENT INVESTIGATION

All Bacardi operational sites use a process of hierarchical risk assessment to assess risk, and identify and implement appropriate controls. There is a formal reporting system that is used by all employees to report any risks, hazards or unsafe conditions. In addition, there is a global process for recording, investigating and identifying corrective actions for any safety-related incidents or accidents. This global system allows the sharing of key "lessons learned" plus the monitoring of safety performance against our KPIs.

403-3 OCCUPATIONAL HEALTH SERVICES

As part of the employee support program, all Bacardi sites provide access to Occupational Health Services, either through on-site medical professionals or through a third-party service provider.

403-4 WORKER PARTICIPATION, CONSULTATION & COMMUNICATION ON OCCUPATIONAL HEALTH AND SAFETY

All operational sites have a process that ensures regular meetings and consultations between management and employees on safety-related issues. These EHS committees are two-way in nature, sharing safety strategy and performance while allowing and facilitating employee input and consultation.

403-5 WORKER TRAINING ON OCCUPATIONAL HEALTH AND SAFETY

A competence-based training program exists for all key operational roles and identifies related risks and hazards.

403-6 PROMOTION OF WORKER HEALTH

Bacardi offers a range of services through the Bacardi Assist program, which focuses both on the well-being and mental health of our employees.

403-7 PREVENTION & MITIGATION OF OCCUPATIONAL HEALTH & SAFETY IMPACTS DIRECTLY LINKED BY BUSINESS RELATIONSHIPS

Bacardi maintains a matrix that relates to the Scope and Context of the organization, which identifies any emerging or immediate risks to the safety and well-being of our operation. An example is the comprehensive set of controls put in place to protect our employees during the COVID-19 pandemic.



TOPIC-SPECIFIC Standards

SOCIAL

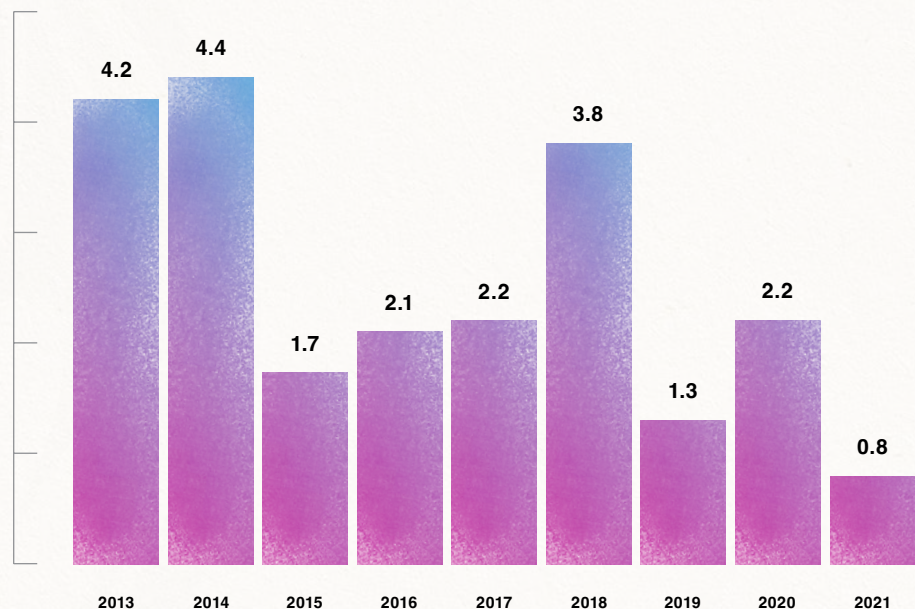
GRI 403: OCCUPATIONAL HEALTH & SAFETY CONT'D

403-8
WORKERS COVERED BY AN OCCUPATIONAL
HEALTH & SAFETY MANAGEMENT SYSTEM

All operational sites are third-party registered to ISO® 45001. This is supplemented with internal cross-audit processes that monitor adherence to Bacardi standards and Codes of Practice.

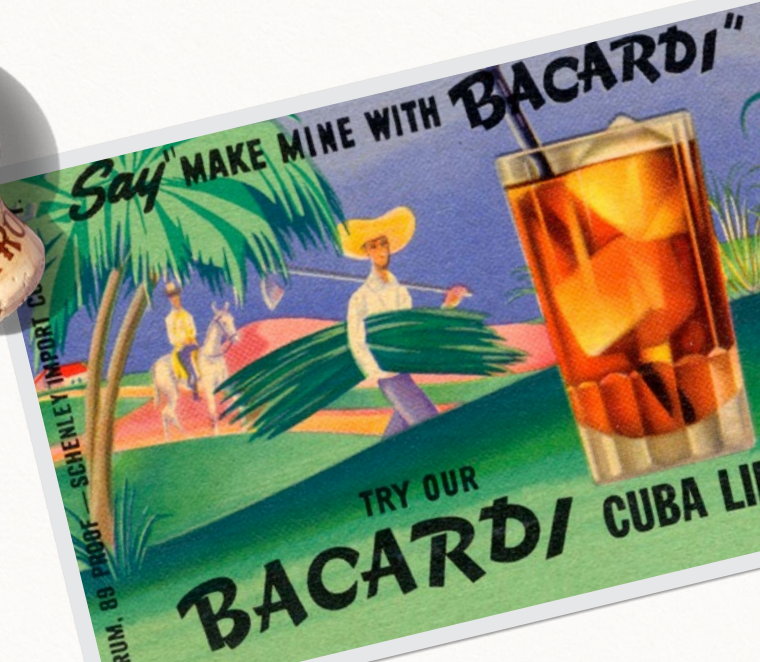
403-9
WORK-RELATED INJURIES

LTA — Long-term Trend



Last consolidated February 2021.

GRI 403: OCCUPATIONAL HEALTH & SAFETY





TOPIC-SPECIFIC Standards

SOCIAL

GRI 404: TRAINING & EDUCATION

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

We help our employees connect with their own values and purpose, empowering them to grow, perform and bring their authentic selves to work every day. We have numerous initiatives to help our employees develop, as explained in [404-2](#).

103-3 EVALUATION OF THE MANAGEMENT APPROACH

We evaluate our progress biannually through an Engagement Index, which is a global HR measure that assesses four key elements of employee engagement: satisfaction, pride, retention and advocacy. We also conduct surveys after every training and development program to enhance programs for employees.

GRI 404: TRAINING & EDUCATION





TOPIC-SPECIFIC Standards

SOCIAL

GRI 404: TRAINING & EDUCATION CONT'D

404-2 PROGRAMS FOR UPGRADING EMPLOYEE SKILLS & TRANSITION ASSISTANCE PROGRAMS

Global Mobility: We have an internal Global Mobility department that is managing all international moves. Global Mobility has a global contract with relocation provider AIRE5 and Deloitte. Both help in the relocation of our employees and their families during a transition. The scope of services of Global Mobility encompasses tax, social security, immigration and relocation.

Open 365: Digital Transformation is a key enabler of our internal strategy, and we are on a mission to accelerate our progress of this exciting journey. We have launched Open 365, a company-wide digital transformation program, which aims to deliver skills and training, while reshaping the way we work in order to meet the changing needs and demands of our consumers.

Bacardi Way of Growth: The Bacardi Way of Growth (BWG) has been designed to empower employees to, first and foremost, put the consumer at the heart of all our decision making, to create a common language and to drive the capability of our people around the world. Now in its fourth year, BWG most recently delivered a series of virtual "Growth Hacks" that reimagined the way brands could approach planning in a world upended by COVID-19.

Bacardi Commercial Way: The objective of the Bacardi Commercial Way is to drive a "Fearless, Founder and Family" mindset. It was built for employees, by employees, to help us build best-in-class commercial capabilities to deliver sustainable growth and excellence in execution, and ultimately to help deliver the internal strategies developed by Bacardi.

Shaping Your Career: An opportunity for our employees to take the time to reflect strategically on their life and career as part of our commitment to their development, in the structure of a one-day workshop.

Leading at the Edge: A workshop that helps develop personal and interpersonal effectiveness, and helps build a strong sense of resilience. By learning highly effective habits, employees will find it easier to be proactive, balance key priorities, improve interpersonal communication, leverage creative collaboration and apply principles for achieving a balanced life.

Coaching to Win: A workshop that helps leaders use coaching skills in their everyday conversations to positively impact performance and contribute toward building a coaching environment.

Bacardi Ready: A three-day workshop covering core concepts around leadership and business fundamentals. It targets newly appointed first-time managers. It is a locally held program facilitated by employee graduates from Bacardi Ready Advanced, Advanced Leadership Program, Harvard Business School and our global talent management team.

Advanced Leadership Program: A fast-track development program for employees who have the growth potential to reach bigger roles in the company and have a strong influence on our company's future. For 24-26 months, participants deepen their understanding of the key drivers of our business, while simultaneously defining what sort of leader they want to be and the legacy they want to leave.

Harvard Emilio Bacardi Business School: This two-year Emilio Bacardi program empowers our executive employees to think globally and compete strategically. The program reflects current challenges and emerging opportunities created by disruptive innovation, socioeconomic trends and market volatility, and how we need to show up as leaders of the future.

Let's Learn: A global learning platform with access to a Bacardi library of videos, courses, e-learning, brand modules, bite-size toolkits, training calendars and more that have been designed by our own employees.

Next-Gen Idea Lab: A global strategic program focused on identifying future growth engines and skill building. The Idea Lab hosts a global summit where winning idea owners are invited to learn new capabilities, prototype their suggested solutions to old problems, pilot their proposition and, ultimately, pitch their proposal to senior leadership with the intent to launch in the marketplace and learn from those experiments.

Shake Your Future: Shake Your Future (SYF) was launched as a free professional training program for young, unemployed adults with a disadvantaged background to help them begin successful careers as bartenders. SYF partners with the European Bartender School to give back to our bartender community and give deserving people a boost in their careers.



TOPIC-SPECIFIC *Standards*

SOCIAL

GRI 404: TRAINING & EDUCATION CONT'D

404-3
PERCENTAGE OF EMPLOYEES
RECEIVING REGULAR PERFORMANCE
& CAREER DEVELOPMENT REVIEWS

Globally, employees have regular and ongoing check-ins with their manager. The ambition and intention is to have an ongoing conversation to encourage employee growth and support. Our data is presented in disclosure [102-8](#).

GRI 404: TRAINING & EDUCATION





GRI 405: DIVERSITY & EQUAL OPPORTUNITIES

MANAGEMENT APPROACH

103-2
THE MANAGEMENT APPROACH
& ITS COMPONENTS

Bacardi is fully committed to diversity and equal opportunity, as well as fostering an inclusive and diverse workplace culture where everyone can perform at their best regardless of their background. A culture where every employee feels appreciated for who they are, what they do and who they can become. Gender balance is also important to us, and we support equal opportunity for women at all levels; in fact, we aim to have at least a 45% Female workforce and an increase in women in leadership positions by 2025. We have many initiatives aimed at strengthening the diversity of our talent as a whole, promoting inclusive leadership and ensuring that our workforce reflects the global markets where we operate. In our hiring strategy, we also recognize the importance of globally reflecting the diversity of our consumers among our employees.

103-3
EVALUATION OF THE
MANAGEMENT APPROACH

Globally, for our senior-level workforce (executive, management professional), we are at 41% (38% for total global workforce) being female. In our two largest regions, we are closing the gender gap at all levels, with 44% of our North American workforce and 40% of our entire European workforce (Regional Western Europe, Australia & New Zealand 38%, Regional Eastern Europe, Greater China, Japan & South Korea 48%) being female. Women in Leadership is one of four key pillars of the company's Belonging strategy, which is about having a workforce that reflects our communities. We are setting bold ambitions toward balancing our population's diversity of gender, geography and generations, with a special focus on leadership positions. We have diversity targets that we keep track of through our Human Resource Information system data called WorkDay.

405-1
DIVERSITY OF GOVERNANCE
BODIES & EMPLOYEES

Our data is presented in disclosure [102-8](#).



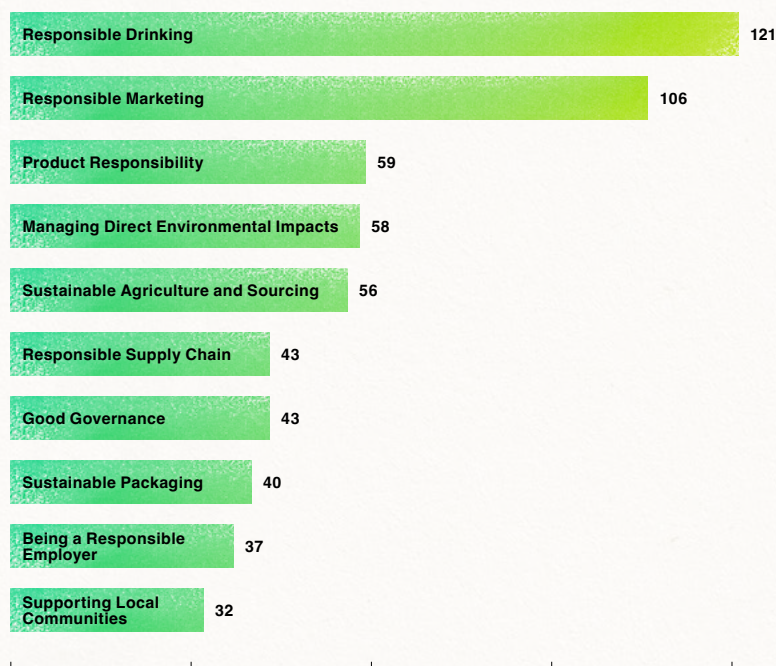
Materiality

MATERIALITY

WE CONDUCTED A MATERIALITY ANALYSIS WITH A RANGE OF EXTERNAL STAKEHOLDERS TO HELP U.S. DETERMINE WHICH ISSUES MATTERED MOST TO OUR BUSINESS.

These findings led to our priority areas and many of our targets, which you will find throughout our report. We believe all of the topics in our materiality assessment are important to our business, and our goal is to report on issues that we deem material, such as responsible drinking, responsible marketing, product responsibility, managing direct environmental impacts, sustainable agriculture and sourcing, responsible supply chain, good governance, sustainable packaging, being a responsible employer and supporting local communities.

Issue Prioritization — Global, All Stakeholders (weighted scores)



The score for each issue is derived from the top five issues identified by each stakeholder weighted by their level of priority.



BACARDI LIMITED

2021 GRI INDEX

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spirited