



BACARDI LIMITED

ESG INDEX

2022



BACARDI LIMITED





INTRODUCTION

GRI INDEX:
UNIVERSAL
STANDARDS

GRI INDEX:
ENVIRONMENT
STANDARDS

GRI INDEX:
SOCIAL STANDARDS

UNGC INDEX



01

INTRODUCTION

Good Spirited ESG Strategy	03
ESG Performance Rating	04
Materiality	05
Raw Material Certifications	08

02

GRI INDEX

UNIVERSAL STANDARDS	9
GRI 101: Foundation	10
GRI 102: General Disclosures	11
GRI 103: Material Topics & Their Boundaries	16
ENVIRONMENT	17
GRI 300: Environment	18
GRI 302: Energy	19
GRI 303: Water & Effluents	21
GRI 305: Emissions	24
GRI 306: Waste	26
GRI 307: Environmental Compliance	29
SOCIAL	30
GRI 400: Social	31
GRI 401: Employment	32
GRI 403: Occupational Health & Safety	37
GRI 404: Training & Education	40
GRI 405: Diversity & Equal Opportunities	44
GRI 406: Non-discrimination	45
GRI 407: Freedom of Association & Collective Bargaining	46
GRI 408: Child Labor	47
GRI 409: Forced or Compulsory Labor	48
GRI 412: Human Rights Assessment	49
GRI 413: Local Communities	50
GRI 414: Supplier Social Assessment	51

03

UNGC INDEX

Criterion	53
-----------	----





GOOD SPIRITED ESG STRATEGY

While our family-owned business has grown from a single rum brand to the world’s largest privately held spirits company, what we stand for remains the same after seven generations.

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.

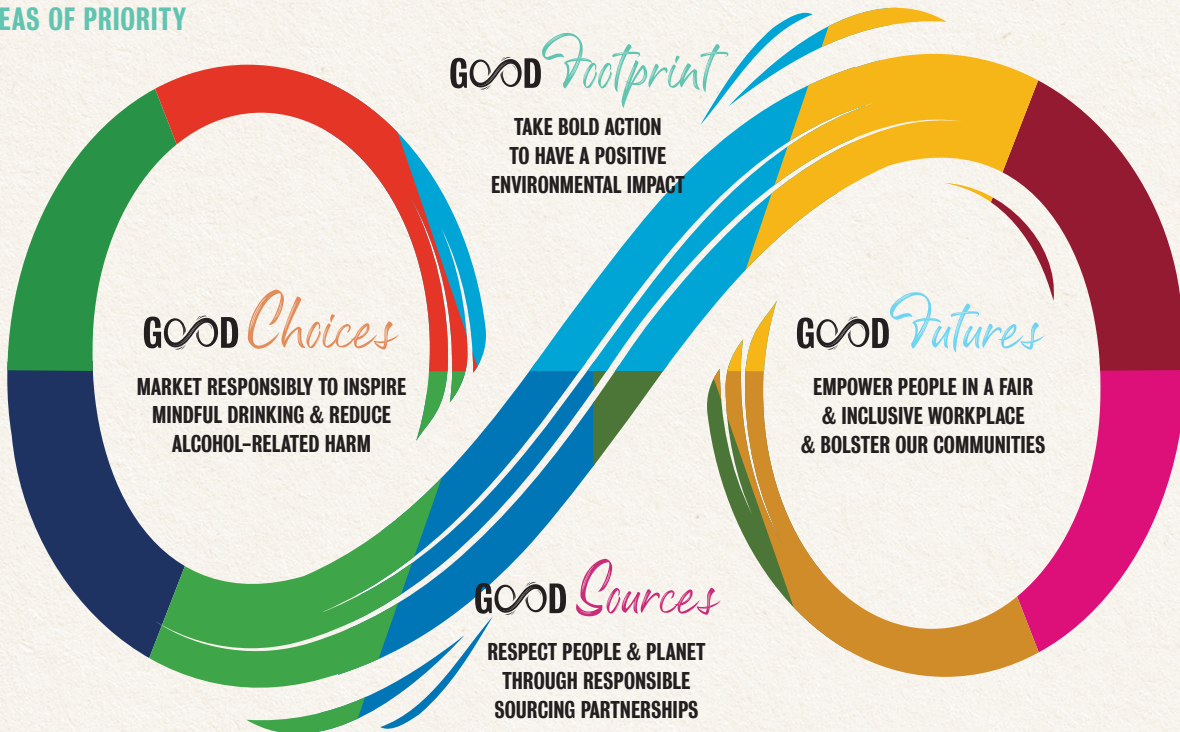
THAT’S THE BACARDI WAY. IT’S ABOUT BEING GOOD SPIRITED.

FOR BACARDI, OUR AIM IS TO BE THE WORLD’S MOST SUSTAINABLE SPIRITS COMPANY.

For us to achieve that, transparency between Bacardi and our stakeholders is of utmost importance. Our ESG strategy, which we call Good Spirited, is focused on doing the right thing for the long run. Our heritage as the largest family-owned spirits company in the world is so important to us. Making sure that we leave a positive impact on the planet and the future generations of not only our family but of all our stakeholders is one of the most important drivers of our business. We are proud of the work that we do both in our offices and the communities in which we operate.

Good Spirited is broken into the four most significant ESG areas to Bacardi: **Good Choices**, **Good Futures**, **Good Footprint** and **Good Sources**. We are committed to doing the right thing, and we know we have a responsibility to deliver. We have set 19 goals aligned with the U.N. SDGs, which correlate to each of our four priority areas. We report on our progress against these goals on an annual basis in our ESG Report. Additionally, we have been longstanding members of the United Nations Global Compact for over 10 years.

BACARDI LIMITED’S FOUR ESG AREAS OF PRIORITY





Annually, we publish our ESG Report so our stakeholders can get an in-depth view of our progress, including up-to-date data and information. To go one step further, we also submit information to benchmarking and index organizations (see below). We believe it is our responsibility to be as transparent as possible on our ESG performance to stakeholders.

To us, transparency is more than what goes into our bottles. We report transparently across all areas of our business, which are deemed significant through stakeholder research and materiality analysis, and which encompass our ESG strategy. This way, we are able to manage risk, deliver strategy, and support sustainability across our operations and where we do business.

ESG PERFORMANCE RATING

Every year we are rated on our ESG performance. Through our work in communication with these agencies, as well as our external publications, we are able to obtain ratings of our performance across our business. This allows us to evaluate our Company and benchmark against our peers. This benchmark helps us ensure our approach aligns with current standards, best practices and expectations. ♦



MSCI ESG RATING INDEX

Score: A-
A score achieved for
the past 5 years



SUSTAINALYTICS ESG RISK RATING

Score: 19.7 – Low Risk

For more information, contact us at: ESG@Bacardi.com





INTRODUCTION

MATERIALITY

Who are our stakeholders? Not only are they an extended part of our Bacardi family, they represent everyone who affects and is affected by our business. Through robust stakeholder research, we have identified our stakeholder groups as Customers, Employees, Communities, Industry Associations, Non-governmental Organizations (NGOs), Regulators and suppliers. You can find more information on our stakeholders in our [GRI Index](#).

As we continue our path forward with our Good Spirited strategy, our impact of what we do not just today but for the next century is critical. We make choices based on doing the right thing for our people, our consumers, our partners, our brands and our world. In 2021, we hired an external agency to engage in a robust and comprehensive materiality assessment. The assessment adopted the principles of inclusivity and responsiveness to better communicate on the issues most relevant to our stakeholders, and identify a strategic response to critical ESG risks and opportunities.

We engaged in robust internal and external interviews, and developed workshops with our Good Spirited Leadership Council, including members of our Global Leadership Team, reviewing strategy and significance. We continue to engage and welcome input from all stakeholders to help us further continue to develop and implement our strategy.

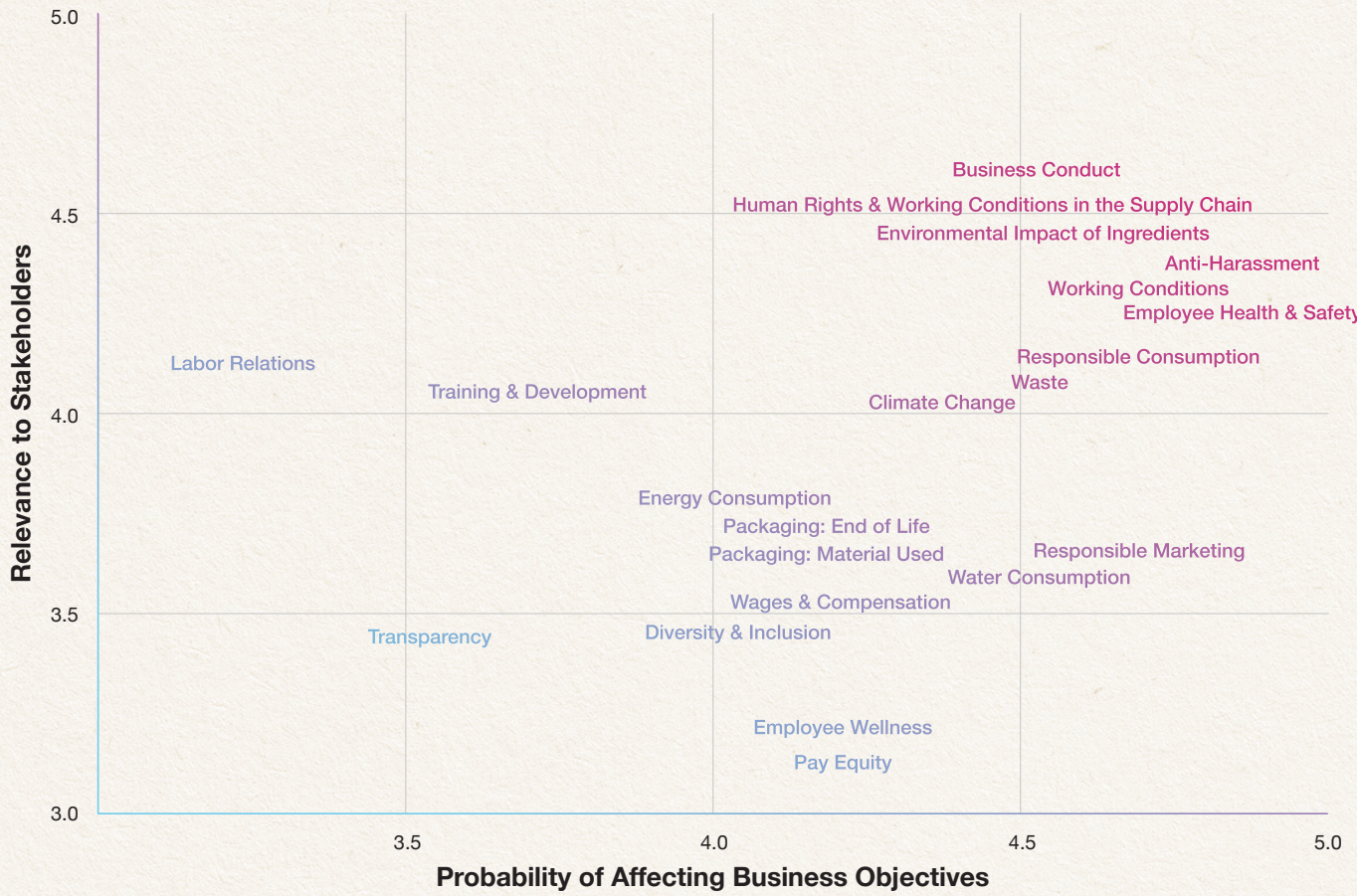
Our materiality matrix reflects topics that we believe are important to our business, and is an explanation of the views of our internal and external stakeholders on topics of most importance seen through the lens of our Good Spirited strategy and aligned with the United Nations SDGs. To learn more about our Good Spirited strategy, please see "[Good Spirited & The United Nations SDGs](#)" on pages 38-39 of our FY22 ESG Report.





INTRODUCTION

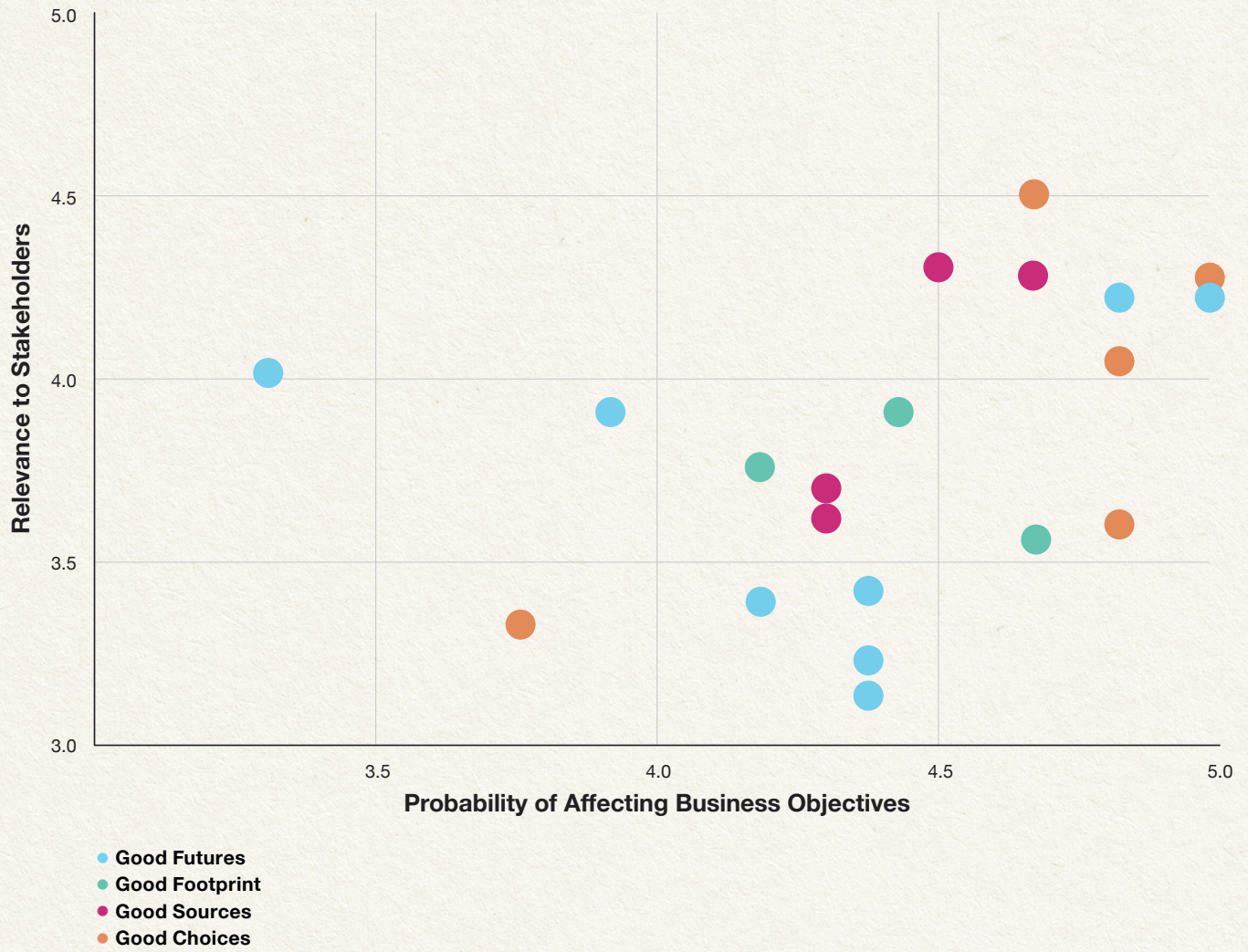
PRELIMINARY MATRIX





INTRODUCTION

PRELIMINARY MATRIX: ISSUE DISTRIBUTION BY GOOD SPIRITED ISSUE AREA





INTRODUCTION

RAW MATERIAL CERTIFICATIONS

Key Material	Certification Standard	Logo
White Table Wines Prosecco DOC Asti Must	100% Equalitas Certified	
GG Alcohol (Wheat)	100% SAI Certified	
Botanicals	100% of BOMBAY SAPPHIRE® 10 botanicals are Ecocert Certified	
Sugar Cane Derivates (Molasses and LCD) Puerto Rico and Mexico	100% Bonsucro Certified 100% ProTerra Certified	





UNIVERSAL
GRI INDEX
STANDARDS





GRI INDEX

Aligning what is material to the Company, we report through the Global Reporting Initiative. We continue to report transparently across Environmental and Social disclosures. ◆

UNIVERSAL STANDARDS

GRI 101: FOUNDATION

**101-1
STAKEHOLDER INCLUSIVENESS** Bacardi engages in stakeholder research and has identified our stakeholder groups as Customers, Employees, Industry Associations, Non-governmental Organizations (NGOs), Regulators and suppliers. More information on our approach to stakeholders can be found in [102-42](#) and [102-43](#) of this GRI Index.

**101-2
SUSTAINABILITY CONTEXT** Our ESG Report depicts our performance in the wider context of sustainability through our corporate performance identifying 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 are deemed 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.

**101-4
COMPLETENESS** Our coverage of material topics and their boundaries is located in ["About This Report"](#) on Page 41 of our FY22 ESG Report, as well as in 101-3 Materiality on this page.

**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 and balanced understanding of our impacts. Our results are organized to be able to follow our performance year after year.

**101-7
CLARITY** Our ESG report identifies our most significant issues and explains in detail our approach for our stakeholders to understand. Information can be found on our website as well, 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 ESG 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"](#) on Page 41 of our FY22 ESG Report.

**101-10
TIMELINESS** We continue to publish an ESG Report on an annual basis and continue to report on a regular schedule.





GRI INDEX

UNIVERSAL STANDARDS

GRI 102: GENERAL DISCLOSURES

102-1 NAME OF THE ORGANIZATION	Bacardi Limited. More information can be found in "About This Report" on Page 41 of our FY22 ESG Report.
102-2 ACTIVITIES, BRANDS, PRODUCTS OR SERVICES THAT ARE BANNED IN CERTAIN MARKETS	Our coverage of this information can be found in "About This Report" on Page 41 of our FY22 ESG Report.
102-3 LOCATION OF HEADQUARTERS	Hamilton, Bermuda.
102-4 LOCATION OF OPERATIONS	Our products are sold in over 170 countries, operating more than 20 production facilities in 10 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 8,000, operates production facilities in 10 countries and sells its brands in more than 170 countries.





GRI INDEX

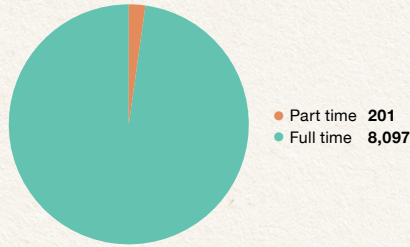
UNIVERSAL STANDARDS

GRI 102: GENERAL DISCLOSURES CONT'D

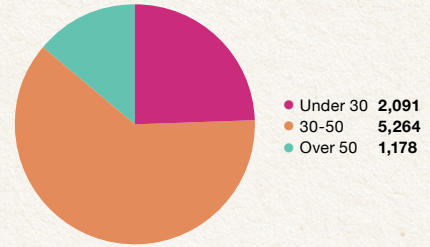
102-8
INFORMATION ON EMPLOYEES
& OTHER WORKERS

Total Employees 8,533

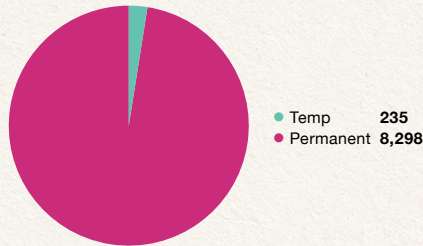
Workforce by Employment Contract Type



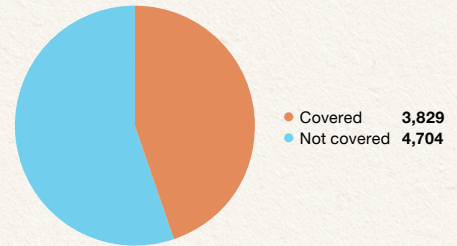
Workforce by Age



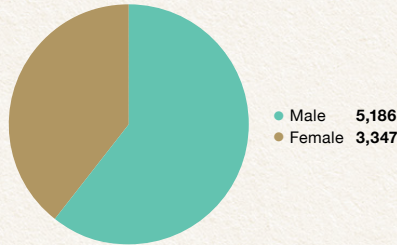
Workforce by Employment Type



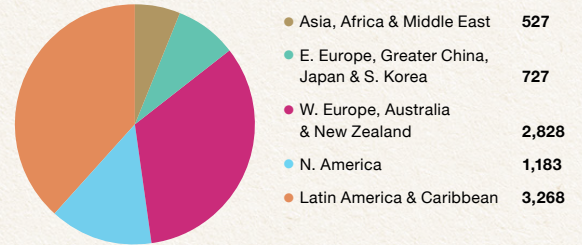
Workforce by Collective Bargaining Agreement



Workforce by Gender

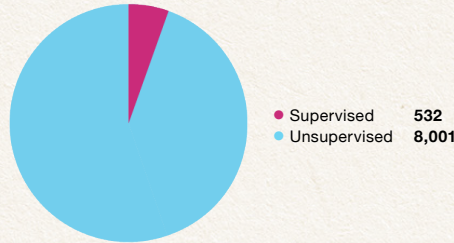


Workforce by Region



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

Workforce by Supervision



Board Members

Under 30
0

30-50
0

Over 50
13

There are 2 Female and 11 Male directors.





GRI INDEX

UNIVERSAL STANDARDS

GRI 102: GENERAL DISCLOSURES CONT'D

**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, particularly focused 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 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 joined membership associations around the world where we and our industry peers support efforts and programs to reduce the harmful use of alcohol.

**102-14
STRATEGY** Our strategy is covered in the [Letter From Our CEO/Chairman](#) on Page 4 of our FY22 ESG Report.

**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 explains how we adhere to the highest standards of integrity and ethical behavior. Our Code of Conduct is available at www.bacardilimited.com/conduct-code/. You can read more about our ethics in "[Ethics & Disclosure](#)" on Page 41 of our FY22 ESG Report.

**102-18
GOVERNANCE STRUCTURE** Responsibility for strategy and execution falls to the vice president of ESG who reports directly to the chief financial officer. The ESG Team and the chief financial officer drive progress on our ESG goals. Additional governance is provided by the Good Spirited Council, which consists of cross-functional leadership encompassing all key functional areas of the organization.

**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 [101-1](#) of this GRI Index.

**102-41
COLLECTIVE BARGAINING AGREEMENTS** In FY22, 45% of our employees were covered by collective bargaining agreements. More data is presented in [102-8](#) of this GRI Index.

**102-42
IDENTIFYING & SELECTING STAKEHOLDERS** Stakeholders are determined with input from cross-functional and external leaders based on groups impacted by our operations, products and industry.





GRI INDEX

UNIVERSAL STANDARDS

GRI 102: GENERAL DISCLOSURES CONT'D

102-43
APPROACH TO STAKEHOLDER ENGAGEMENT Stakeholder research is conducted on a recurring basis, and the most recent research that informed this report was finalized in 2021.

102-44
KEY TOPICS & CONCERNS RAISED This is covered in our [Materiality](#) section and reflected in the matrices on [Page 6](#) and [Page 7](#) in the Introduction.

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 each respective Goals and Progress section of our FY22 ESG Report, and in the respective disclosure of material topics.

102-49
CHANGES IN REPORTING On a global level, we have made a shift from defining our strategy and impact as Corporate Responsibility (CR) to Environmental, Social, Governance (ESG).





GRI INDEX

UNIVERSAL STANDARDS

GRI 102: GENERAL DISCLOSURES CONT'D

**102-50
REPORTING PERIOD** April 1, 2021 to March 31, 2022.

**102-51
DATE OF MOST RECENT REPORT** August 10, 2022.

**102-52
REPORTING CYCLE** Annual.

**102-53
CONTACT POINT FOR QUESTIONS
REGARDING THE REPORT** esg@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 INDEX

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 10 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 INDEX

TOPIC-SPECIFIC
ENVIRONMENT
STANDARDS



GRI INDEX

ENVIRONMENT

GRI 300: ENVIRONMENT

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS – GRIEVANCE MECHANISMS 103-2 C (vi)

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, a contact in the manufacturing facilities or connection 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.





GRI INDEX

ENVIRONMENT

GRI 302: ENERGY

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

As part of our strategic planning for our manufacturing operations, actions are led in order to improve our efficiency on energy consumption and explore alternate sources of energy (renewable). Our energy management practices include the evaluation of market opportunities related to the purchasing of energy. Contracts for “renewable energy” have been established at some of our locations. Our strategy incorporates the impact from the upstream and downstream portions of our value chain. Future scenario analysis is used to help define the roadmap 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 leftover from production are used as fuel for our biomass boilers.

Renewable or Low-Carbon Energy:

Green electricity from 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 both small and large: environment-friendly lighting fixtures, temperature setpoint reduction, heat recovery systems, vacuum distillation and more. New developments are designed following the sustainable building principles.

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, Bacardi also has several focus areas related to transportation. In the U.S., Bacardi has been honored with a SmartWay® Excellence Award from the U.S. Environmental Protection Agency (EPA) three times for being a leader in freight supply chain environmental performance and energy efficiency in transportation logistics.

Energy Management Software:

Bacardi is implementing a data management system to monitor, control, and optimize the performance of the utility distribution and consumption in our manufacturing facilities.

103-3 EVALUATION OF MANAGEMENT APPROACH

For each one of our management practices stated in 103-2, we have measures in place to monitor, control and optimize the performance to evaluate progress. On a quarterly basis, we monitor progress with our Global Operations Leadership Team, ESG Team and Good Spirited Council. Based on results and evaluation, we determine priorities, focus areas and projects to incorporate into our strategic plans. We have in place a strategic short-term plan, which is addressed on an annual basis based on resulting data and opportunities.



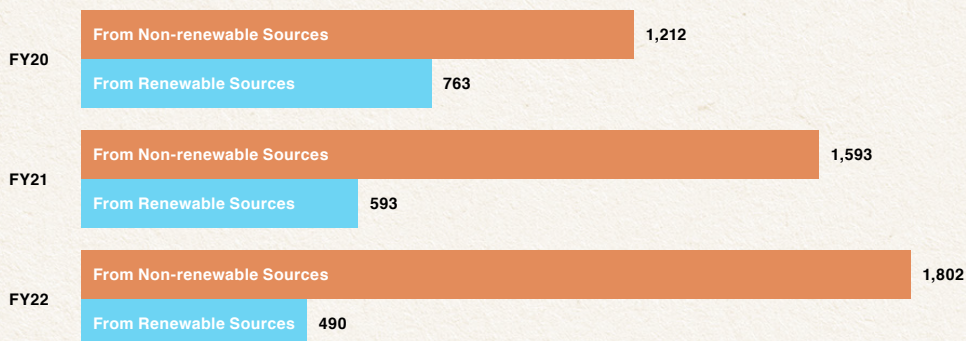
GRI INDEX

ENVIRONMENT

GRI 302: ENERGY CONT'D

302-1
ENERGY CONSUMPTION WITHIN
THE ORGANIZATION

Total Energy Consumption Within Bacardi (TJ)



Total Energy Consumption Within Bacardi by Segment (TJ)

	FY15	FY20	FY21	FY22
Fuel Oil	579	272	589	493
Gas	686	940	1,005	1,309
Total Fuel From Non-renewable	1,265	1,212	1,594	1,802
Biogas	208	345	254	112
Biomass	64	418	338	378
Total Fuel From Renewable	272	763	592	490
Total Fuel	1,537	1,975	2,186	2,292
Electricity – Non-renewable	214	151	169	186
Green Electricity	38	96	117	111
Wind Electricity	1	0	—	—
Electricity – Renewable	39	97	117	111
Total Electricity	253	248	286	297
Total Energy Consumption Within Bacardi (TJ)	1,790	2,223	2,472	2,589

The energy from fuel and electricity is calculated based on the corresponding conversion factors published by the Environmental Protection Agency.

In FY22, 23% of the total energy was from renewable sources, from that 37% is electricity purchased through renewable contracts and 21% is fuel from renewable sources.

302-4
REDUCTION OF ENERGY CONSUMPTION

This past fiscal year we have achieved a reduction of 96 KJ of heavy fuel oil; this was reduced as a result of efficiency initiatives (fuel replacement) compared to our results from our previous year as a continuation in our improvement of efforts at our distilleries.





GRI INDEX

ENVIRONMENT

GRI 303: WATER & EFFLUENTS

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

Water is one of the main pillars of our 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 on projects for water consumption efficiency at our facilities. 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 advance these goals through the annual Bacardi Limited Good Spirited – Environmental Sustainability Awards.

As a member of the Beverage Industry Environmental Roundtable (BIER), Bacardi was part of a team that launched an initiative to address the shared water challenges in Tlajomulco de Zúñiga, Mexico. This first-of-its-kind watershed collaboration brings together global leaders in the beverage industry to advance the sector's environmental sustainability targets. The initiative is called the *Charco Bendito Project*, which is focused on the Santiago Guadalajara River. Through the introduction of a hydraulic watershed, Bacardi is a part of routing clean water to surrounding communities where there is none. The scope of the project includes the restoration and conservation of land integral to the region's water quality and quantity, planting native vegetation to increase groundwater levels and reduce soil loss, improving water infrastructure, and increasing awareness about the importance of water to healthy communities.

103-3 EVALUATION OF THE MANAGEMENT APPROACH

Progress against objectives and yearly targets are monitored through our KPIs and discussed with our Global Operations Leadership Team, ESG Team and Good Spirited Council. Our total water used is measured by the efficiency index, Water Index and L/Production output.

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

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 and active interaction with key suppliers throughout the Suppliers Integration Program. Also, we are working with partners to identify opportunities to protect watersheds and provide access to potable water in high-risk manufacturing site countries identified through vulnerability assessments, such as India, Mexico and Puerto Rico.

With our program *Good Spirited 2.0*, 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 (78%)**
- **Indirect discharges of treated wastewater to municipal treatment facilities (17%)**
- **Beneficial land application, including irrigation and fertilizer to improve crop production (in countries where it is permitted) (5%)**

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





GRI INDEX

ENVIRONMENT

GRI 303: WATER & EFFLUENTS CONT'D

**303-3
WATER WITHDRAWAL**

Total Water Withdrawal by Source (megaliters)				
	FY15	FY20	FY21	FY22
Public Suppliers	1,073	1,080	1,113	877
Groundwater	558	1,267	1,253	1,617
Surface Water	1,662	1,548	1,470	1,652
Harvested	0	0	0	0
Total	3,293	3,895	3,836	4,146

Total Water Withdrawal in Areas With Water Stress by Source (megaliters)			
Source	India	Mexico	Puerto Rico
Public Suppliers	17	57	651
Groundwater	0	1,090	0
Surface Water	0	0	0
Harvested	0	0	0
Total	17	1,147	651

Efficiency metrics normalize these absolute totals against an appropriate business output—for example, 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 INDEX

ENVIRONMENT

GRI 303: WATER & EFFLUENTS CONT'D

303-4
WATER DISCHARGE

Water Discharge (megaliters)			
	FY20	FY21	FY22
Direct Discharge	1,520	1,172	1,319
Indirect Discharge	290	229	296
Beneficial Land Application	340	138	85
Total Volume	2,150	1,539	1,700

Of the total water released by our production facilities, 1,615 megaliters were discharged as wastewater, and 85 megaliters were applied to cropland as a 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	FY20	FY21	FY22
Water Use Efficiency Index	54.6	49.6	49.6	48.0
Total Water Used	4,121	3,842	3,515	4,146

Water used includes the non-contact cooling water.

Our total water used in FY22, measured by the efficiency index, was 2.8% more efficient than FY21. This represents an overall improvement on our water use efficiency index of 12% vs. FY15.



GRI INDEX

ENVIRONMENT

GRI 305: EMISSIONS

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

Bacardi committed to reduce absolute GHG emissions (scopes 1 and 2) by 50% from its operations and by 20% from the entire value chain (scopes 1, 2 and 3) by the year 2025 from a 2015 base year, in line with the Science-based Target Initiative (SBTi). 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 set the example for others, including its partners that it will work with to meet its second SBTi-approved goal of reducing absolute value chain GHG emissions.

Distillation-related processes result in emissions that affect the environment. This is why we have installed biomass boilers at six of our distilleries, which reduce our GHG emissions by up to 90%.

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**

Our focus is to reduce our carbon footprint by optimizing the utilities processes at our distilleries while focusing on green energy. A road map is in place to address our GHG emissions. Learn more about our [GHG Road Map](#) on Page 40 of our FY22 ESG Report.

103-3 EVALUATION OF THE MANAGEMENT APPROACH

The emissions inventory is determined following the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard. The calculation is based on emission factors depending on the country where the activity is performed.

Progress against objectives and targets of the year is monitored through our KPIs and discussed with our Global Operations Leadership Team, ESG Team and Good Spirited Council on a quarterly basis.

Target:

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

- **50% reduction of our total GHG emissions from operations (scopes 1 & 2) compared with 2015 baseline**
- **20% reduction from our overall value chain (scopes 1, 2 & 3) compared with 2015 baseline**

KPI:

Absolute GHG Emissions, MT, CO₂e

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

- **Defra Voluntary 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**





GRI INDEX

ENVIRONMENT

GRI 305: EMISSIONS CONT'D

**305-1
DIRECT (SCOPE 1) GHG EMISSIONS**

Direct GHG (metric tons of CO ₂ e)				
	FY15	FY20	FY21	FY22
Direct GHG (Scope 1)	77,307	77,138	94,144	103,086

**305-2
ENERGY INDIRECT (SCOPE 2)
GHG EMISSIONS**

Indirect GHG (metric tons of CO ₂ e)				
	FY15	FY20	FY21	FY22
Indirect GHG (Scope 2)	30,703	22,628	25,443	31,950

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

NO _x and SO _x Emissions by Year (metric tons)				
	FY15	FY20	FY21	FY22
SO _x	1,352	485	679	434
NO _x	142	102	132	95
Particulate	22	11	16	7
Total	1,516	598	827	536



GRI INDEX

ENVIRONMENT

GRI 306: 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 (previously set to achieve by 2022, which for Bacardi is FY23), and 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). Wastewater discharges are effectively contained and controlled so as to protect our workers, the community and the environment. We take appropriate steps to monitor our discharge to ensure that we do not adversely impact human health or the environment.**

103-3 EVALUATION OF THE MANAGEMENT APPROACH

Progress against objectives and yearly targets are 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

306-1 WASTE GENERATION & SIGNIFICANT WASTE-RELATED IMPACTS

Each one of our sites goes through rigorous mapping processes to identify significant waste-related impacts on an annual basis. These impacts are assessed and mitigated accordingly, and follow applicable laws, standards and management systems.

306-2 MANAGEMENT OF SIGNIFICANT WASTE-RELATED IMPACTS

Each operation looks for circular opportunities with suppliers on a case-by-case basis. Waste materials are assessed for reusability depending on particular materials. We look for these opportunities at individual sites for implementation. Part of our procurement process for waste contractors consists of designated requirements to meet all standards and regulations. Waste contractors are bound by contractual agreement to address waste management. We obtain waste-related data provided by waste management contractors, and this data is discussed with our local EHS managers. The data is tracked and monitored on a global level with our Global Operations Leadership Team, ESG Team and Good Spirited Council on a quarterly basis.





GRI INDEX

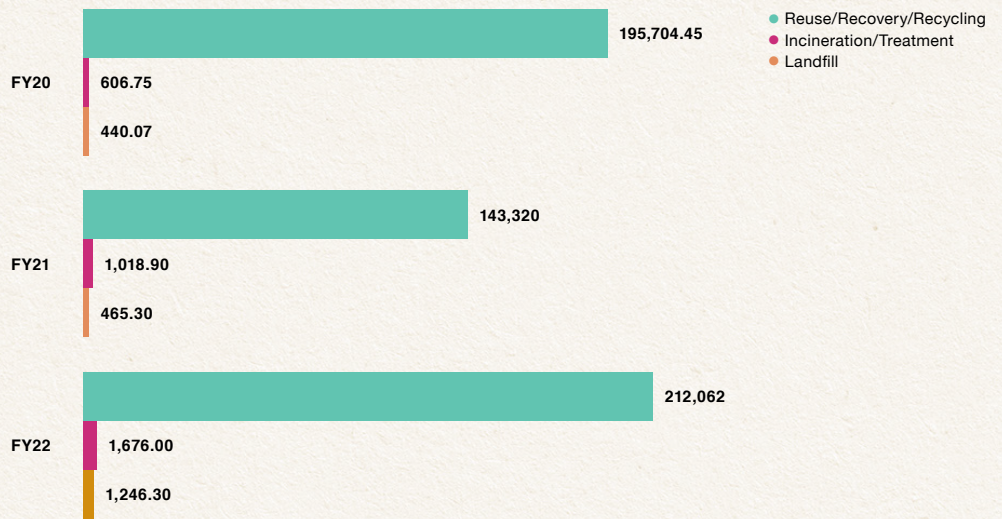
ENVIRONMENT

GRI 306: WASTE CONT'D

306-3
WASTE GENERATED

The waste sent to landfill (from manufacturing sites) was 0.02% from the total waste. A total of 19 manufacturing sites have achieved zero waste to landfill.

Total Waste Generated (metric tons)



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

	FY20	FY21	FY22
Hazardous Waste			
Reuse/Recovery/Recycling	23.45	170	88
Incineration/Treatment	3.75	5.90	103
Landfill	0.07	0.30	0.30
Subtotal	27.27	176.20	191.30
Non-hazardous Waste			
Reuse/Recovery/Recycling	195,681	143,150	211,974
Incineration/Treatment	603	1,013	1,573
Landfill	440	465	1,246
Subtotal	196,724	144,628	214,793
Total Waste	196,751.27	144,804.20	214,984.30



GRI INDEX

ENVIRONMENT

GRI 306: WASTE CONT'D

Total Waste Generated (metric tons)



306-4
WASTE DIVERTED FROM DISPOSAL

Total Waste Diverted From Landfill (Hazardous and Non-hazardous) (metric tons)

	FY20	FY21	FY22
Reuse/Recovery/Recycling	23	170	88
Incineration/Treatment	4	6	103
Hazardous Waste Diverted From Landfill	27	176	191
Reuse/Recovery/Recycling	195,681	143,350	211,974
Incineration/Treatment	603	1,013	1,573
Non-Hazardous Waste Diverted From Landfill	196,284	144,363	213,547
Total Waste Diverted From Landfill	196,311	144,539	213,738

306-5
WASTE DIRECTED TO DISPOSAL

Total Waste Directed to Landfill (metric tons)

	FY20	FY21	FY22
Non-Hazardous Waste Sent to Landfill	440	465	1,264
Hazardous Waste Sent to Landfill	0.07	0.3	0.3
Total Waste Directed to Landfill	440.07	465.30	1,264.30



GRI INDEX

ENVIRONMENT

GRI 307: ENVIRONMENTAL COMPLIANCE

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

We are committed to comply with applicable legal requirements and other requirements where we operate as stated in our Global Safety, Quality & Sustainability Policy. Our Environmental Management System is ISO® 14001 certified.

103-3 EVALUATION OF THE MANAGEMENT APPROACH

We monitor our compliance through third-party audits at our facilities.

307-1 NONCOMPLIANCE WITH ENVIRONMENTAL LAWS & REGULATION

No environmental event managed during FY22 resulted in a fine or non-monetary sanctions. Currently, we have no cases through dispute resolution mechanisms to report.





GRI INDEX

TOPIC-SPECIFIC

SOCIAL

STANDARDS





GRI INDEX

SOCIAL

GRI 400: SOCIAL

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS – GRIEVANCE MECHANISMS 103-2 C (vi)

Our grievance mechanism is administered and managed in adherence with the principles of our Speak Up guidance. It is available to all of our employees regardless of location. Through this mechanism, employees are encouraged to first report locally to their manager, or a local HR or Legal representative. Employees can also reach out to the Bacardi Business Integrity Team or the Business Integrity Committee. Local reporting is supplemented by our Bacardi Integrity Line, available 24/7/365 in phone and web reporting formats, with communication in all local languages where we have employees located. The Bacardi Integrity Line is managed by a third party, and reports can be made anonymously.

The Business Integrity Team and our Integrity Line are also available to Bacardi contractors, suppliers and third-party businesses partners.

A communication and training strategy is rolled out and conducted by dedicated Business Integrity professionals to enhance knowledge, and to encourage and ensure confidence in reporting matters. This strategy is primarily focused on emerging markets where training is delivered locally by the Business Integrity Team and/or stewardship functions.

Omissions: We do not disclose details of any grievance or of any investigation to any other person other than on a need-to-know basis, and for the purpose of review/investigation or action to be implemented.

103-3 EVALUATION OF THE MANAGEMENT APPROACH

The Business Integrity Team meets biweekly to review each case, and to assess any trends and root causes, enabling quick intervention or action. The Business Integrity Committee (made up of executive team members and the chief business integrity officer) is engaged immediately on material matters, and meets quarterly to discuss current reports and any noticeable trends arising. Further, quarterly reports are made to the Bacardi Board identifying material cases, trends and statistical data on grievance types, markets, actions taken and any additional pertinent information. External counsel or audit is engaged on a needs basis or where required under local regulations.

Labor Standards Breaches

Labor standards are regularly monitored and further investigated in circumstances where any labor standards are found to have been breached while reviewing reported cases. Any necessary action to rectify matters is undertaken by local HR and Legal.





GRI INDEX

SOCIAL

GRI 401: EMPLOYMENT

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

Bacardi has three pillars to its core culture base: Fearless, Family and Founders. We want all of our employees to feel treated like family. We develop our talent to create a workplace of belonging, engagement and recognition. In April 2021, we launched *Belonging at Bacardi*, which is our way of driving a more diverse and inclusive environment, and underpins how we work every day. It is our way of interacting with others. Striving to be more empathetic and having a better, deeper understanding and appreciation for every walk of life has benefits for everyone. By valuing diversity of lived experiences and ideas, we are more agile, more effective and more creative on our journey to achieving our business strategy. We also have been externally recognized for the way we engage our employees, and we received the Great Place to Work recognition in 22 countries for 37 sites/entities.

We abide by all local laws and our own policies for employees in our Human Rights Global Policy and for suppliers we use.

103-3 EVALUATION OF THE MANAGEMENT APPROACH

We measure employee engagement through our annual survey. With this feedback, we create local action teams targeted toward enhancing work-life balance and general atmosphere to create the best workplace for employees. Through our program *Bacardi Assist*, which focuses both on the well-being and mental health of our employees, we provide support for employees when requested and needed by employees on an anonymous basis.

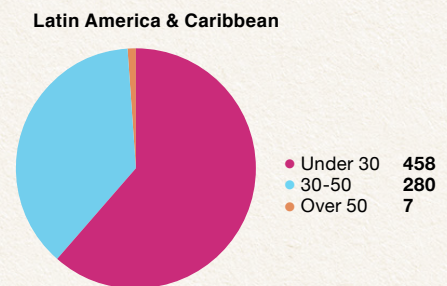
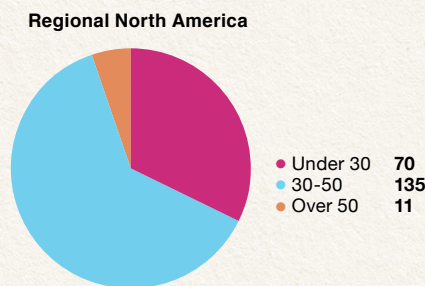
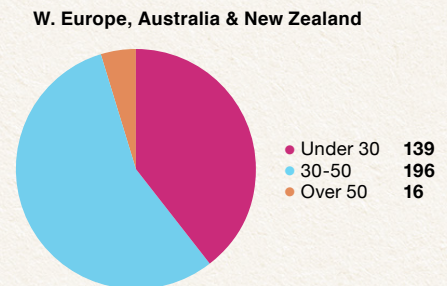
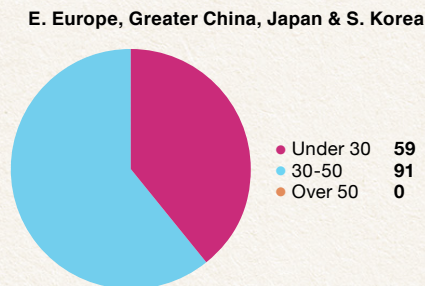
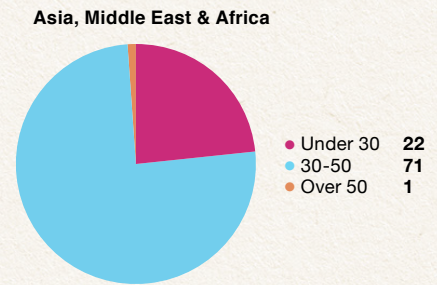
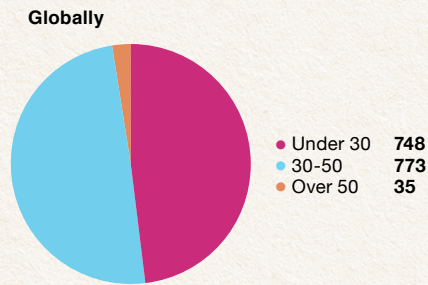


GRI INDEX

SOCIAL

GRI 401: EMPLOYMENT CONT'D

401-1
NEW HIRES BY AGE



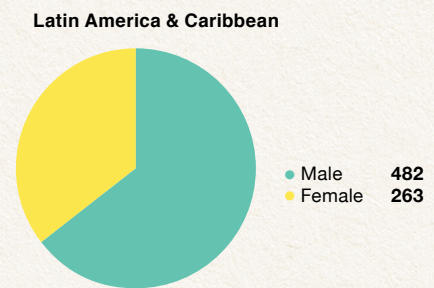
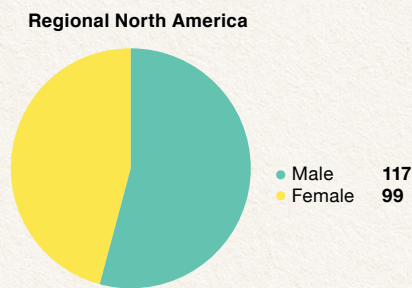
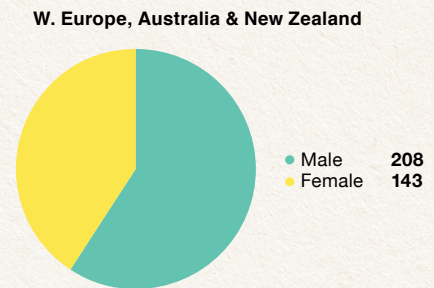
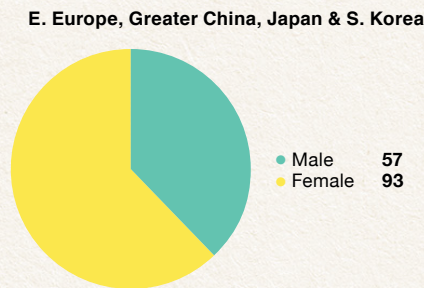
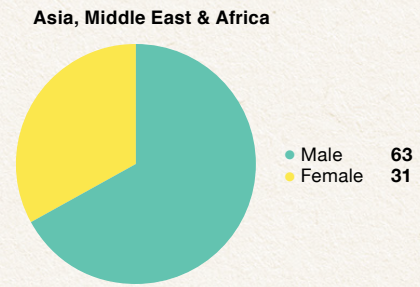
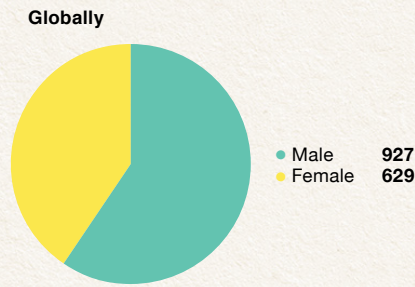


GRI INDEX

SOCIAL

GRI 401: EMPLOYMENT CONT'D

401-1 NEW HIRES BY GENDER



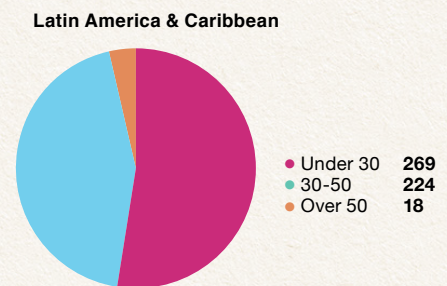
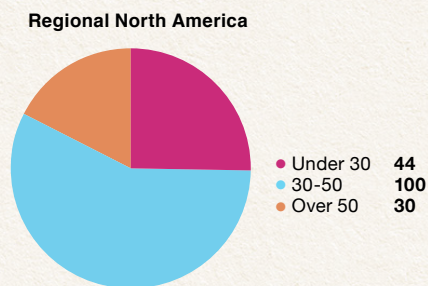
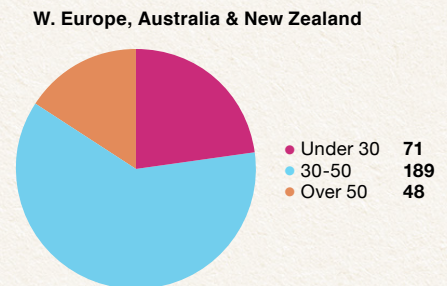
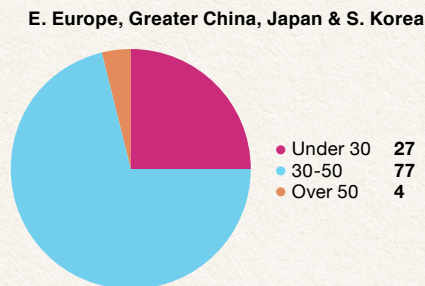
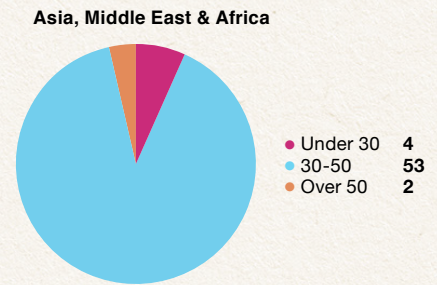
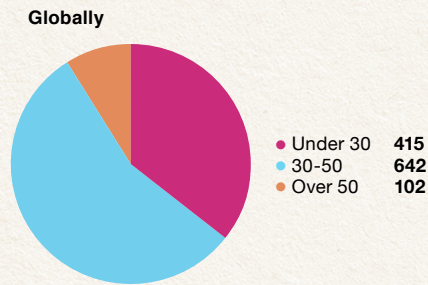


GRI INDEX

SOCIAL

GRI 401: EMPLOYMENT CONT'D

401-1
TURNOVER BY AGE





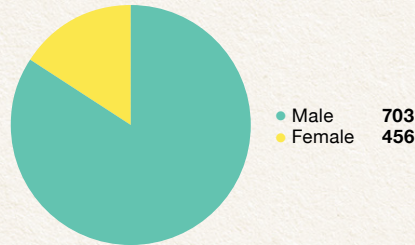
GRI INDEX

SOCIAL

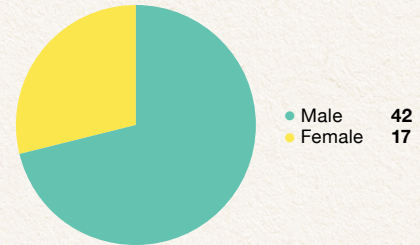
GRI 401: EMPLOYMENT CONT'D

401-1
TURNOVER BY GENDER

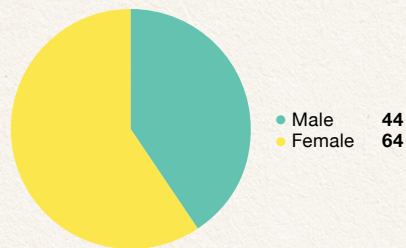
Globally



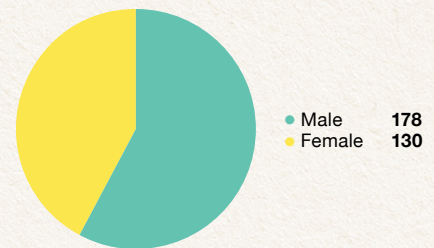
Asia, Middle East & Africa



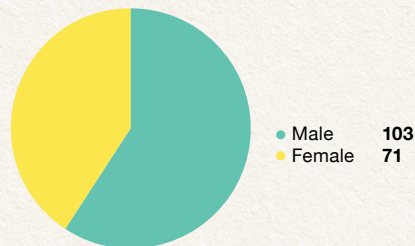
E. Europe, Greater China, Japan & S. Korea



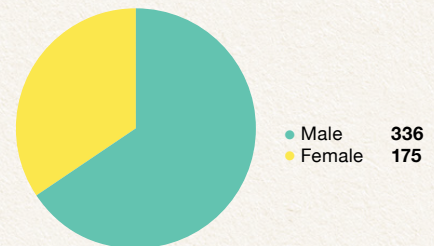
W. Europe, Australia & New Zealand



Regional North America

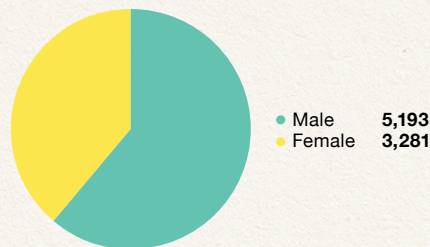


Latin America & Caribbean



401-3
PARENTAL LEAVE

Parental Leave by Gender: Globally





GRI INDEX

SOCIAL

GRI 403: OCCUPATIONAL HEALTH & SAFETY

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

Within operations, the Bacardi Operating System (BOS) has been developed to create a framework for establishing and continuously improving systems and procedures in the following areas:

1. **Leadership culture and infrastructure (including risk management)**
2. **Manufacturing systems**
3. **Operational and business results**

103-3 EVALUATION OF THE MANAGEMENT APPROACH

The purpose of the Global EHS manual is to describe the core elements of the Bacardi Environment, Health & Safety Management System for its worldwide manufacturing operations.

The specific objectives of the Global EHS manual are:

- **To provide a reference document to assist Bacardi EHS coordinators and managers in understanding the individual components of the Bacardi Environment, Health & Safety Management System**
- **To provide a consistent framework for achieving Global Certification of the Bacardi Environment, Health & Safety Management System**
- **To document the Company's expectations and standards, as well as provide tools to enable sites to implement the Bacardi Environment, Health & Safety Management System capable of supporting the Bacardi Global Certification**

The Bacardi Global EHS manual, and the procedures and programs described therein, have been developed and organized in a manner consistent with the ISO® 14001 international standard for Environmental Management Systems and the ISO® 45001 international standard for occupational health and safety management systems.

403-1 OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM

In order to address the potential impact of differing activities, the Bacardi Environment, Health & Safety Management System is structured such that standardized EHS programs and procedures form a consistent foundation across all areas of risk. The Global EHS manual describes this basic "foundation" and provides the framework for each site to tailor the Bacardi Environment, Health & Safety Management System to address site-specific activities and potential impacts.

The Global EHS manual forms the first tier (Level 1) of the Bacardi Environment, Health & Safety Management System. Level 2 is a site-specific EHS manual describing in detail the activities of each site that present a potential impact to the environment, or occupational health and safety. Level 3 is a more detailed document that describes process-specific operational procedures, measurement/sampling/monitoring procedures, emergency preparedness procedures and response/shutdown procedures. Level 3 information may be contained within a number of different documents (i.e., planned maintenance procedures, operations, procedures, etc.).

Each site EHS technical leader will develop their own Level 2 and Level 3 manuals in a manner consistent with the expectations and procedures set out in Level 1, but using the tools best suited to their own specific situation.

403-2 HAZARD IDENTIFICATION, RISK ASSESSMENT & INCIDENT INVESTIGATION

The Risk Management section of the BOS has the aim of developing sustainable systems within the organization that deliver excellence in health, safety, environment, business continuity planning and food safety performance, leading to world-class performance. In order to deliver this vision, minimum standards for environment, health and safety performance have been developed that each site is measured against. "Best-in-class" standards are also documented to assist sites with benchmarking their own performance and to drive continual improvement in EHS.





GRI INDEX

SOCIAL

GRI 403: OCCUPATIONAL HEALTH & SAFETY CONT'D

403-3 OCCUPATIONAL HEALTH SERVICES

An occupational health service is provided, and the service is available for all employees. This service is face-to-face or remote, depending upon location. Reports are provided to Human Resources on a monthly, quarterly and annual basis. Depending upon location the delivery of occupational health services includes: provision of pre-employment health checks for all employees, provision of attendance case management (management referrals) for all employees, provision of GP referral service, provision of health surveillance (inclusive of lifestyle checks).

During FY22, the Company also trained and introduced a team of Mental Health First Aid (MHFA) instructors to support our employees across the different sites.

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

Each site must complete an EHS training needs analysis of their site to determine the type and frequency of any EHS training requirements.

The EHS training needs analysis is reviewed at least annually.

The training needs analysis considers the training needs of people, including: existing employees, both at manager and non-manager levels; new employees; agency contractors; trade contractors and visitors.

As a minimum, the following subjects must be covered in any EHS training needs analysis:

- **Legal requirements relevant to each role**
- **Key hazards on the site**
- **Hazard assessment methods**
- **Accident and incident reporting and investigation procedures**
- **Site emergency and evacuation procedures**
- **Site EHS policies and procedures**
- **Bacardi global policies and procedures, including codes of practice**
- **Promotion of worker health**

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. During FY22, Bacardi enhanced this program by introducing a team of MHFA instructors to support our employee population.

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.

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.





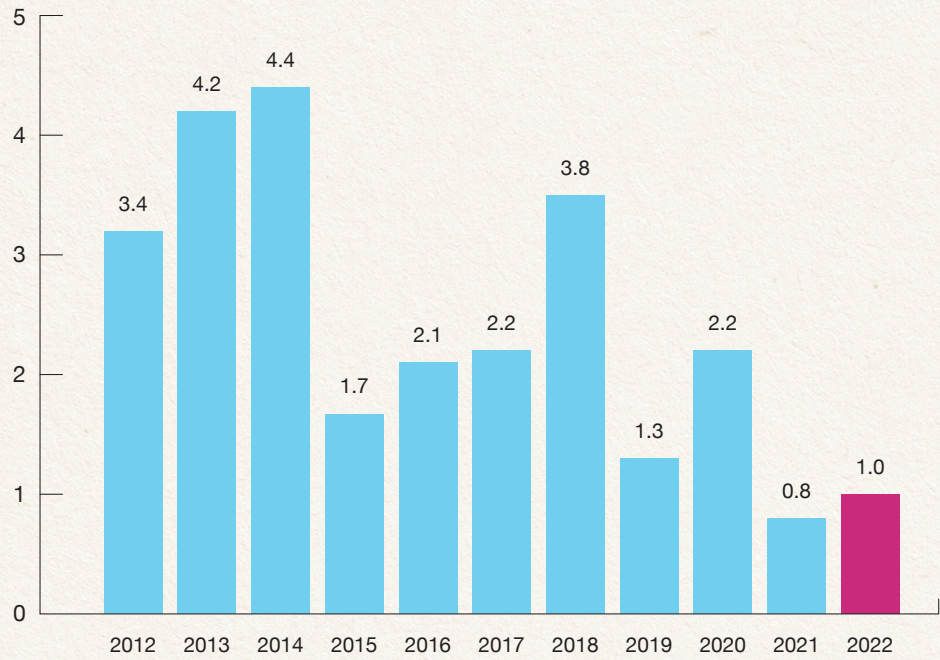
GRI INDEX

SOCIAL

GRI 403: OCCUPATIONAL HEALTH & SAFETY CONT'D

403-9
WORK-RELATED INJURIES

LTAR — Long-term Trend



Last consolidated May 2022.





GRI INDEX

SOCIAL

GRI 404: TRAINING & EDUCATION

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

At Bacardi, we recognize that our people and culture are our greatest assets. That's why it's our ambition to bring out the BEST talent in every employee in order to deliver best-in-class business results. Each year we develop new resources and training programs to help mold our employees and empower them to continuously improve as individuals and professionals. We have an online Bacardi-tailored learning library training portal, and we also provide functional training programs both virtually and in the classroom.

The health and well-being of our employees is paramount, and we have created a Belonging initiative. *Belonging at Bacardi* is about creating a place where every person feels appreciated for who they are, what they do and who they can become.

Also, the *Step-Up Project* was introduced to provide structured opportunities for our employees to supplement their current work with a project or short-term assignment to develop their skills and gain experiences outside of their comfort zone.

More In-depth Information for Learning

The *Shaping Your Career* program has enabled employees to reflect on their purpose, define their value, and build a long-term career plan specifically tailored to their strengths and desires. Our managers attend *Coaching to Win*, where they master the essence of coaching and build a "coaching culture" to enable growth in each employee. Globally, we developed two global leadership programs: the *Emilio Bacardi Harvard Business School Leadership Program* in partnership with Harvard Business School and the *Advanced Leadership Program* in partnership with Miami University, both offering one-of-a-kind personal and professional development opportunities with a custom-made curriculum.

We also provide functional training programs, including the award-winning *Bacardi Way of Growth* through Growth Hacks, which brings together cross-functional teams to understand and apply how we build brands at Bacardi to implement our strategy and activation plans to drive growth. This year we launched the global *On Trade Academy*, a two-year program that builds fundamentals and excellence across a blended learning journey that includes in-market assessments, live coaching and classroom training on a range of topics, from negotiation skills, presentation training and financial acumen to time management, key management skills and strengths finding. For all of our employees, we provide access to digital training through a partnership with Econsultancy called *Open365*. By taking an online assessment, employees can understand where they are at professionally and receive a personalized learning journey. They are also supported with bespoke modules created for Bacardi, along with open houses, where we bring in external speakers/business leaders to inspire our teams on how to meet consumer needs in the digital age.

Career Skills and Advancement Opportunities

The Bacardi *Step-Up Project* was introduced to provide structured opportunities for our employees to supplement their current work with a project or short-term assignment to develop their skills and gain experiences outside of their comfort zone.

The *Step Up Project* allows employees to take full responsibility for the day-to-day running of the project and make any business decisions that have short-term impact. It prepares talented employees for their next role by putting them in real business situations, where their abilities can be assessed and career aspirations managed. Employees gain valuable knowledge, exposure and skills while providing valuable support to the business by filling a short-term gap.

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. Additionally, we have a yearly Great Place to Work certification using their designated Engagement Index.





GRI INDEX

SOCIAL

GRI 404: TRAINING & EDUCATION CONT'D

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

Globally, we focus on the 70/20/10 module.

- We believe 70% of learning can be done on the job through creating experiences in the flow of work that builds skills and capabilities. A wide range of experiences are available: new project assignments, Missions in Digital Commerce, solving consumer and customer needs, stretching projects leading cross-functional teams as an Investment Category Owner (ICO), reallocating funding to key strategic initiatives, and more.
- 20% is learning by interacting with others, helping employees find mentors, role models and guides; for example, working on cross-functional projects, shadowing other employees or doing a secondment such as part of the *Step-Up Project*, where employees have the opportunity to step into new experiences in different functions. We also have a formal mentoring program, which all employees are invited to be a part of.
- And the last 10% is focused on accelerating learning through formal training, which is a combination of internal leadership-led programs that build functional and leadership skills.
 - **Leadership Programs:**
 - *Advanced Leadership Program*—Helping employees to further define themselves as leaders, director level and above; delivered in partnership with the University of Miami (2 weeks)
 - *Bacardi Ready Advanced*—Develops employees to move from managers to leaders (7 days)
 - *Bacardi Ready Core*—Readying employees to manage a team (1 week)
 - **Leadership Skills Programs:** *Coaching to Win* (1.5 days), *Shaping Your Career* (1 day), *Belonging in Action* (1 day)
 - **Functional Training:** To name a few, *Bacardi Way of Growth* (marketing), *On Trade Academy*, *Off Trade Academy*, *Open365* (digital), *Bacardi Operating System* (operations)
- We also have a comprehensive onboarding journey for new employees, *Becoming Bacardi*, which includes eight hours of training spread across the first 90 days to enable new employees to feel like family.





GRI INDEX

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 providers AIREA 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.

Open365: 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 *Open365*, 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) program has been designed to empower employees to, first and foremost, put the consumer at the heart of all of our decision making, creating a common language and driving the capability of our people around the world. Now in its fourth year, BWG most recently delivered a series of virtual "Growth Hacks" that reimaged 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: *Shaping Your Career* is 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.

Belonging in Action: *Belonging in Action* is a series of workshops designed to help every Bacardi employee reach their full potential every day, meaningfully interact with other team members, further evolve the Bacardi culture and ultimately impact our overall business performance.

Coaching to Win: *Coaching to Win* is 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: *Bacardi Ready* is 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*, the *Emilio Bacardi Harvard Business School Leadership Program* and our global talent management team.

Advanced Leadership Program: The *Advanced Leadership Program* is 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 the 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.

Emilio Bacardi Harvard Business School Leadership Program: This two-year 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: *Let's Learn* is a global learning platform with access to a library of Bacardi 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: The *Next-Gen Idea Lab* is 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.





GRI INDEX

SOCIAL

GRI 404: TRAINING & EDUCATION CONT'D

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

All Bacardi employees, with the exception of a limited number of individuals, receive regular performance reviews. We have two programs that Bacardi employees participate in: *Let's Talk* and employee development programming. These programs are the basis of each employee's individual development.





GRI INDEX

SOCIAL

GRI 405: DIVERSITY & EQUAL OPPORTUNITIES

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

At Bacardi, we are committed to creating an environment where every person feels appreciated for who they are, what they do and who they can become. Last fiscal year we launched *Belonging at Bacardi*—the next iteration of our diversity and inclusion efforts—across the Company. The areas of focus are in groups traditionally underrepresented within the spirits industry and vary by market in order to reflect local community needs.

To lead the journey, we began at the top with an eight-module deep dive workshop for top leadership. Setting the example for inclusive leadership skills and attitudes is key, which is why each executive completed a 360-assessment to provide feedback and design personalized development plans along with yearly *Belonging* commitments cascaded throughout each team. In select markets, we launched *Inclusive Recruitment* workshops for hiring managers to ensure hiring practices are unbiased, sourcing strategies are maximized to reach a diverse candidate pool, and that we offer a best-in-class and inclusive candidate experience. *Belonging* is now integrated within our entire learning and development curriculum. To measure our progress and foster leadership accountability, we launched a dedicated *Belonging Pulse Survey*, followed by local qualitative research. Additionally, all *Belonging* indicators are a part of our regular Employee Engagement Survey. To further ensure collective and individual accountability for demonstrating inclusive behaviors, we have included *Belonging* in yearly performance reviews for each business area and employee evaluation.

103-3 EVALUATION OF THE MANAGEMENT APPROACH

We evaluate our approach through programming and measurement.

Soon after rolling out *Belonging at Bacardi*, we created and launched *Belonging Pulse* surveys across all regions and functions. We measured demographic questions to ensure that employees of all backgrounds have equal opportunity. The *Belonging Pulse Survey* is now part of our regular Employee Engagement Survey, which is launched globally on an annual basis.

We are working to set representation targets in our key markets, supported by relevant HR metrics dashboard data, which is reviewed on a quarterly and yearly basis.

We have identified a series of KPIs—both quantitative and qualitative—to measure the progress of *Belonging at Bacardi* in areas such as recruitment, talent progression, succession planning, learning and development, and community impact.

405-1 DIVERSITY OF GOVERNANCE BODIES & EMPLOYEES

Our data is presented in [102-8](#) of this GRI Index.



GRI INDEX

SOCIAL

GRI 406: NON-DISCRIMINATION

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

Bacardi employees are located all over the world and bring to the Company a diverse set of ideas, talents and abilities. With family values, Bacardi actively promotes a working environment where all employees are treated and rewarded fairly. We have zero tolerance for any form of discrimination on the basis of national origin, race, color, religion, gender, sexual orientation, marital status, disability, age or any other protected characteristic under applicable laws. This principle of equality and fairness applies to all terms and conditions of employment.

The same approach to equal opportunities and respect is applied to all of our third-party business partners, customers and vendors with whom we work. More details can be found in our Code of Conduct, hosted on the Bacardi Limited website (www.bacardilimited.com).

103-3 EVALUATION OF THE MANAGEMENT APPROACH

Our zero tolerance to discrimination principle is applied when conducting investigations on Code of Conduct violations. Any exception to this principle is treated very seriously, and any person found to have been in breach is subject to disciplinary measures up to and including termination. The Business Integrity Team and the Business Integrity Committee apply a consistent approach globally to determining the necessary actions. Implementation of the applicable actions is carried out by local HR and/or Legal in accordance with local laws.

406-1 INCIDENTS OF DISCRIMINATION AND CORRECTIVE ACTIONS TAKEN

Through our programs in place, we manage incidents and issues that arise in each location where we do business, and we encourage correct behavior with our employees on a global level through local initiatives.





GRI INDEX

SOCIAL

GRI 407: FREEDOM OF ASSOCIATION & COLLECTIVE BARGAINING

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

Bacardi has a strong commitment to implementing standards of conduct that govern procurement of goods and/or services. Suppliers are contractually committed to the Bacardi Code of Conduct and Responsible Sourcing Standards, or to an equal level code of conduct presented by suppliers. Bacardi expects that its top suppliers are complying with these standards. Freedom of association and collective bargaining is covered under working conditions clauses in the Bacardi Code of Conduct and Responsible Sourcing Standards. Freedom of association and the right to collective bargaining are respected. Workers, without distinction, have the right to join or form trade unions of their own choosing and to bargain collectively. The supplier adopts an open attitude toward the activities of trade unions and their organizational activities. Workers' representatives are not discriminated against and have access to carry out their representative functions in the workplace.

Where the right to freedom of association and collective bargaining is restricted under law, the employer facilitates, and does not hinder, the development of parallel means for independent and free association and bargaining.

103-3 EVALUATION OF THE MANAGEMENT APPROACH

Bacardi requires top suppliers to be Sedex members and to perform a Self-Assessment Questionnaire (SAQ). Bacardi leverages the Sedex risk assessment tool to identify type of operations and geographic areas that represent significant risks on freedom of association violation. For non-certified top suppliers, Bacardi requires suppliers to perform a Sedex Members Ethical Trade Audit (SMETA) that covers Freedom of Association. Audits and renewals of Ecocert audits are tracked in the Sedex platform. Certifications accepted are Equalitas, GLOBALG.A.P., Ecocert, SAI, Bonsucro and EcoVadis ratings.

407-1 OPERATIONS AND SUPPLIERS IN WHICH THE RIGHT TO FREEDOM OF ASSOCIATION & COLLECTIVE BARGAINING MAY BE AT RISK

Operations: See [102-8](#) in this GRI Index to view data of our workforce covered by collective bargaining agreement.

Suppliers: For freedom of association, the non-conformities identified on the audits are mainly relative to the absence of communication to the trade union/workers community roles and responsibilities. All non-conformities have been addressed and closed.





GRI INDEX

SOCIAL

GRI 408: CHILD LABOR

MANAGEMENT APPROACH

103-2 OUR MANAGEMENT APPROACH TO CHILD LABOR

Bacardi has a strong commitment to implementing standards of conduct that govern procurement of goods and/or services. Suppliers are contractually committed to the Bacardi Code of Conduct and Responsible Sourcing Standards, or to an equal level code of conduct presented by suppliers. Bacardi expects that its top suppliers are complying with these standards. Child labor is covered under working conditions clauses in our Code of Conduct and Responsible Sourcing Standards. Child labor shall not be used, and suppliers comply with ILO standards on child labor, and prohibit the use of child labor and forced or compulsory labor at all of their units. Child labor shall mean any work that is harmful to children (i.e., work that is exploitative, prevents children from getting an education, and/or jeopardizes their physical, mental or moral well-being). Suppliers do not employ any person below the age of 18 years at the workplace. Where national law allows children aged 16 and above to carry out professional activities, the Company imperatively requires the health, safety and morale of the children to be fully protected, including comprehensive specific training of the children in the activity in question. Suppliers shall develop or participate in, and contribute to policies and programs that provide for the transition of any child found to be performing child labor to enable her or him to attend and remain in quality education until no longer a child.

103-3 EVALUATION OF THE MANAGEMENT APPROACH

Bacardi requires top suppliers to be Sedex members and to perform an SAQ. Bacardi leverages the Sedex risk assessment tool to identify type of operations and geographic areas that represent significant risks for incidents of child labor. For non-certified top suppliers, Bacardi requires suppliers to perform a SMETA audit that covers child labor. Certifications accepted are Equalitas, GLOBALG.A.P., Ecocert, SAI, Bonsucro and EcoVadis ratings.

408-1 OPERATIONS AND SUPPLIERS AT SIGNIFICANT RISK FOR INCIDENTS OF CHILD LABOR

Audits and renewals of these audits are tracked in the Sedex platform. The non-conformities identified on the audits are relative to the absence of policy on child labor, but no instances of suppliers using child or underage labor were found.





GRI INDEX

SOCIAL

GRI 409: FORCED OR COMPULSORY LABOR

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

Bacardi has a strong commitment to implementing standards of conduct that govern procurement of goods and/or services. Suppliers are contractually committed to the Bacardi Code of Conduct and Responsible Sourcing Standards, or to an equal level code of conduct presented by suppliers. Bacardi expects that its top suppliers are complying with these standards. Forced or compulsory labor is covered under working conditions clauses in our Code of Conduct and Responsible Sourcing Standards. Clauses include that working conditions are safe and hygienic. A safe and hygienic working environment shall be provided, bearing in mind the prevailing knowledge of the industry and of any specific hazards. Adequate steps shall be taken to prevent accidents and injury to health arising out of, associated with or occurring in the course of work by minimizing, so far as is reasonably practicable, the causes of hazards inherent in the working environment. Workers shall receive regular and recorded health and safety training, and such training shall be repeated for new or reassigned workers. Access to clean toilet facilities and to potable (drinking) water, and, if appropriate, sanitary facilities for food storage shall be provided. Accommodation, where provided, shall be clean and safe while meeting the basic needs of the workers. Responsibility for health and safety is assigned to a senior management representative. A health and safety policy is in place.

103-3 EVALUATION OF THE MANAGEMENT APPROACH

Bacardi requires top suppliers to be Sedex members and to perform an SAQ. Bacardi leverages the Sedex risk assessment tool to identify the types of operations and geographic areas that represent significant risks. For non-certified top suppliers, Bacardi is requiring suppliers to perform a SMETA audit that covers Freely Chosen Employment. Audits and renewals of these audits are tracked in the Sedex platform. Certifications accepted are Equalitas, GLOBALG.A.P., Ecocert, SAI, Bonsucro and EcoVadis ratings.

409-1 OPERATIONS & SUPPLIERS AT SIGNIFICANT RISK FOR INCIDENTS OF FORCED OR COMPULSORY LABOR

Audits and renewals of these audits are tracked in the Sedex platform. **The non-conformities identified on the audits are relative to compulsory overtimes or to the absence of policy on employment of freely chosen / bonded / prison labor.**



GRI INDEX

SOCIAL

GRI 412: HUMAN RIGHTS ASSESSMENT

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

High ethical standards and a strong family culture are at the forefront of our business. Bacardi is committed to responsible labor and sourcing standards to ensure we are producing and selling our products in a manner consistent with the needs of our key stakeholders and in compliance with all applicable laws and regulations. We have in place robust Responsible Sourcing Standards based on the Ethical Trading Initiative (ETI) Base Code, the Fundamental Conventions of the International Labour Organization (ILO), and the United Nations (U.N.) Universal Declaration of Human Rights.

Our Responsible Sourcing Standards apply to all suppliers providing goods and/or services to Bacardi, and encompass what we expect from our suppliers in terms of labor standards, human rights, health and safety, environmental protection, and business integrity. We seek to gain agreement on, and compliance with, our Responsible Sourcing Standards from all of our suppliers. While these represent minimum standards, we encourage suppliers to implement even higher standards within their operations.

For more information on how we approach human rights, see our Statement on Anti-Slavery and Human Trafficking.

103-3 EVALUATION OF THE MANAGEMENT APPROACH

We partner with Sedex, the largest collaborative platform for sharing ethical supply-chain data. This organization provides a third-party audit management service that enables Bacardi suppliers to drive and report in accordance with an audit program based on Ethical Trade Audit Protocol (SMETA).

412-2 EMPLOYEE TRAINING ON HUMAN RIGHTS POLICIES OR PROCEDURES

Bacardi has in place a training program, *Know the Code—Do the Right Thing*, which equips employees with the right tools to make correct decisions that are based on our key principles of integrity and ethical conduct set out in our Code of Conduct. 6,443 employees were invited to participate in this 40-minute training program, with a 78% completion rate.

412-3 SIGNIFICANT INVESTMENT AGREEMENTS & CONTRACTS THAT INCLUDE HUMAN RIGHTS CLAUSES OR THAT UNDERWENT HUMAN RIGHTS SCREENING

Bacardi has a strong commitment to implementing standards of conduct that govern procurement of goods and/or services. Suppliers are contractually committed to the Bacardi Code of Conduct and Responsible Sourcing Standards, or to an equal level code of conduct presented by suppliers. Suppliers are as well contractually committed to a compliance certificate. Human Rights Assessment Disclosure is covered under our compliance certificates and under our Code of Conduct.

Both Bacardi and its suppliers are aligned with the Ethical Trading Initiative (ETI) Base Code, the Fundamental Conventions of the International Labour Organization (www.ilo.org), and the United Nations Universal Declaration of Human Rights as part of our service agreement.



GRI INDEX

SOCIAL

GRI 413: LOCAL COMMUNITIES

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

Bacardi prioritizes community impact efforts on a global level, including setting a robust global KPI around community impact. Our goal is to support local causes, partnerships, and programs to drive employability and job opportunity in 100% of our communities. We have a history of supporting and working with the local communities where our employees are based. Additionally, Bacardi has given support with a designated Disaster Relief Fund to support those impacted by major disasters.

On an annual basis, Bacardi gives every employee the opportunity to take one day, fully paid, for community impact with a charity of their selection.

103-3 EVALUATION OF THE MANAGEMENT APPROACH

Targets are measured by various teams across Bacardi, including Human Resources and ESG.

413-1 OPERATIONS WITH LOCAL COMMUNITY ENGAGEMENT, IMPACT ASSESSMENTS & DEVELOPMENT PROGRAMS

Through our *Shake Your Future* program, Bacardi has trained 100 bartenders in FY22, with an expansion to cover geographical areas such as India, London, Barcelona, Rome, Milan and Turin. With continued growth, the target focus is to change 10,000 lives by 2030.

With our new community impact goal, we want to put our focus and energy on impact and outcomes over activity and inputs. In certain locations, we have local training courses, including shadowing, to support communities. Through our work with BIER, we support local communities, including WASH programs, with a focus on water-specific projects. We are committed to promoting human rights. And we also invest in supporting responsible drinking initiatives and reducing our environmental impact.





GRI INDEX

SOCIAL

GRI 414: SUPPLIER SOCIAL ASSESSMENT

MANAGEMENT APPROACH

103-2 THE MANAGEMENT APPROACH & ITS COMPONENTS

Bacardi has implemented a global procurement policy. New suppliers will have to perform a vendor qualification process ("VQP") in which suppliers are required to answer a questionnaire, or must be a Sedex member and have a SMETA audit. Responsible Sourcing protocols are followed and enforced through our Responsible Sourcing Standards. We have global KPIs under our Good Sources priority strategy, which encompass sourcing our key raw materials sustainably, and focus on our packaging and materials. Our Responsible Sourcing Standards allow us to manage social and ethical impacts throughout our supply chain.

103-3 EVALUATION OF THE MANAGEMENT APPROACH

Bacardi requires non-certified top suppliers to be Sedex members and perform a SMETA audit. Audits follow the Sedex Members Ethical Trade Audit (SMETA) Four Pillar Audit Protocol, or equivalent, covering health and safety, labor standards, environment and business ethics. Suppliers are contractually committed to the Bacardi Code of Conduct and Responsible Sourcing Standards, or to an equal level code of conduct presented by suppliers. Suppliers are as well contractually committed to a compliance certificate. Human Rights Assessment Disclosure is covered under our compliance certificates and under our Code of Conduct.

414-2 NEGATIVE SOCIAL IMPACTS IN THE SUPPLY CHAIN & ACTIONS TAKEN

210 suppliers representing 360 sites performed 716 SMETA audits; 16 suppliers are Equalitas certified, 10 suppliers are Ecocert certified, 14 suppliers are EcoVadis rated, 1 supplier is GLOBALG.A.P. certified and 1 supplier started SAI certification. Nine suppliers have still critical or business critical non-conformities to clear. We did not find significant actual and potential negative impacts identified in the supply chain, nor suppliers that present a significant social risk. Bacardi partners with suppliers to clear non-conformities identified and have remediation plans in place.



UNGC INDEX





UNGC INDEX

As a longstanding member of the UNGC for over 10 years, our annual Communication on Progress (COP) is both reflected in our ESG Report and ESG Index, and is in alignment with the Global Compact Advanced Level relating to topics such as human rights, labor, environment and anti-corruption.

CRITERION 1: MAINSTREAMING INTO CORPORATE FUNCTIONS & BUSINESS UNITS

Our Good Spirited strategy aligns with the 10 principles of the United Nations (U.N.) Global Compact and is woven into the four priority areas of our ESG strategy. Our Good Spirited strategy can be found on Page 3 of this ESG Index, and progress against our KPIs can be found in each respective "Goals and Progress" section of our [FY22 ESG Report](#).

Human Rights & Labor

We take very seriously enforcement of human rights and safe working conditions. Further information around our human rights assessment may be found in [GRI 412](#). Our Code of Conduct and Responsible Sourcing Standards ensure employment is freely chosen, freedom of association and the right to collective bargaining are respected, working conditions are safe and hygienic, fair wages are paid, working hours are not excessive, discrimination is prohibited, temporary workers are treated fairly, and any harsh or inhumane treatment of employees is prohibited and prevented. Information regarding the importance placed on issues around child labor can be found in [GRI 408](#). Information regarding the importance placed on the topic of forced and compulsory labor can be found in [GRI 409](#).

Environment

The way we manage environmental topics around energy, water, emissions and waste can be found in [GRI 300](#) topic-specific standards.

Anti-corruption

We have an anti-corruption policy included in our Code of Conduct, which explains how we adhere to the highest standards of integrity and ethical behavior. This can be found in [102-16](#) of the GRI Index.

CRITERION 2: THE COP DESCRIBES VALUE CHAIN IMPLEMENTATION

Our Good Spirited strategy encompasses our entire value chain within the four material topic areas of our ESG strategy: Good Choices, Good Footprint, Good Futures, and Good Sources, found in our progress against targets in our ESG Report.

We have a robust responsible sourcing policy which contains responsible sourcing targets sent to all of our suppliers. This includes but is not limited to, policies addressing green procurement initiatives and requirements, company-wide managerial responsibility for environmental management of suppliers, systematic consideration of suppliers' environmental performance during procurement, compliance with environmental standards, monitoring of suppliers' environmental performance, engagement with environmental standards, monitoring of suppliers' environmental performance, engagement with suppliers to address noncompliance and improve their environmental performance, targets and deadlines for the environmental improvement of suppliers, and external certifications.

We follow the highest business standards based on international regulations, conventions and/or best practices. We expect similar standards from our third-party business partners, and these requirements are outlined in our Code of Conduct for Third Parties found in [102-16](#) of the GRI Index.

CRITERION 3: THE COP DESCRIBES ROBUST COMMITMENTS, STRATEGIES OR POLICIES IN THE AREA OF HUMAN RIGHTS

We are committed to responsible labor and sourcing standards in order to ensure that we are producing and selling our products in a manner consistent with the needs of our key stakeholders, and in compliance with all applicable laws and regulations. We believe that with responsible management of our social and environmental impacts, Bacardi will be an even better and more sustainable business in the long term.

We source high-quality ingredients and raw materials from many countries around the world, including those places where achieving good workplace standards, environmental protection and sound governance can be complex. Nonetheless, we want to ensure that the companies from which we purchase products and services are operating in an ethical and responsible manner, and, therefore, have put in place robust Responsible Sourcing Standards based on the Ethical Trading Initiative (ETI) Base Code, the Fundamental Conventions of the International Labour Organization (ILO), and the U.N. Declaration of Human Rights.

CRITERION 4: THE COP DESCRIBES EFFECTIVE MANAGEMENT SYSTEMS TO INTEGRATE THE HUMAN RIGHTS PRINCIPLES

We are aligned with the 10 principles set forth in the U.N. Global Compact that encourage the adoption and reporting of sustainable and socially responsible policies. These standards guide our overall approach to ESG and how we communicate our progress. As the first principle in our Responsible Sourcing Standards, we make clear that employment is freely chosen; there is no forced, bonded or involuntary prison labor, and workers are not required to lodge "deposits" or their identity papers with their employer, and are free to leave their employer after reasonable notice.

As per the Bacardi Code of Conduct, we also aim to maintain a working environment in which all employees are treated in a professional manner based on mutual respect, and free from verbal or physical harassment, intimidation or abuse. All employees receive a copy of, and are trained on, our Code of Conduct, and we also operate an annual certification system to ensure continuing compliance. Employees are required to complete training in our Code of Conduct. In addition, relevant employees who work with our suppliers are trained in our Responsible Sourcing Standards, and we work with our suppliers to ensure they comprehend and abide by our standards.





UNGC INDEX

**CRITERION 5:
THE COP DESCRIBES EFFECTIVE
MONITORING & EVALUATION MECHANISMS
OF HUMAN RIGHTS INTEGRATION**

Adherence to our standards within our Code of Conduct is vital to the Company, and strictly enforced. We have our Compliance Team readily available in the event our employees or business partners are unsure about what to do in any given situation. Our Compliance Team provides assistance with the application of our Code of Conduct, as well as implementation of our compliance programs. For noncompliance matters, our Compliance Team can lead investigations of alleged noncompliance and provide periodic reporting to the Compliance Committee. We have a global compliance officer in place who leads the compliance function and has the overall responsibility of managing compliance matters. The Compliance Committee is a standing subcommittee of the Global Leadership Team, consisting of the chief financial officer, the senior vice president human resources, general counsel and the global compliance officer. The purpose of the committee is to oversee the Company's implementation of compliance programs, policies and procedures to manage the compliance risks facing the Company, and to assist the Audit Committee of the Board in fulfilling its oversight responsibility for the Company's compliance and ethics programs. The Compliance Committee provides periodic reports to senior management and the Audit Committee.

**CRITERION 6:
THE COP DESCRIBES ROBUST
COMMITMENTS, STRATEGIES OR
POLICIES IN THE AREA OF LABOR**

In our Good Futures priority area of our ESG strategy, our commitment to our employees is highlighted. Additional information on diversity can be found in [GRI 405](#), as well as health and safety in [GRI 403](#). Our Code of Conduct, which explains how we adhere to the highest standards of integrity and ethical behavior for both employees at Bacardi and third parties, can be found in [102-16](#) of the GRI Index. Additionally, Bacardi has a Global Health and Safety Policy, which draws from the principles of the Code of Conduct.

Bacardi is the only major spirits company with "triple crown" certification for quality, environment, and health and safety—for all of our production facilities globally—created by the International Organization for Standardization® (ISO®), the leading management standards in the world. We are committed to protecting the health and safety of all employees, visitors and contractors. Our environmental sustainability strategy aims to reduce the impact of our operations across our entire value chain, involving all of our employees and our suppliers. We aim to achieve best-in-class environmental and safety performances.

**CRITERION 7:
THE COP DESCRIBES EFFECTIVE
MANAGEMENT SYSTEMS TO INTEGRATE
THE LABOR PRINCIPLES**

Our Code of Conduct describes our method of integrating labor principles and issues, and training on labor principles for management and employees can be found above. Additional information on our engagement with suppliers can be found in our Responsible Sourcing Standards above.

**CRITERION 8:
THE COP DESCRIBES EFFECTIVE
MONITORING & EVALUATION MECHANISMS
OF LABOR PRINCIPLES INTEGRATION**

Our system to measure performance is based on performance metrics, steps to improve the working conditions in our supply chain in line with the principles of international labor standards, and our process to positively engage with suppliers to address challenges can be found above. Our monitoring mechanisms of labor principles can be found above.

**CRITERION 9:
THE COP DESCRIBES ROBUST
COMMITMENTS, STRATEGIES OR
POLICIES IN THE AREA OF
ENVIRONMENTAL STEWARDSHIP**

We have a policy that is hosted on our internal corporate website titled "Global Safety, Quality, Sustainability Policy," which is validated through the requirements of ISO® 14001.

Environmental stewardship is at the forefront of everything we do. Our unique liquids and distinctive packaging are best in class with no compromise. We are committed to building a sustainable future by continuously improving our environmental footprint. We commit to full compliance with all quality, environmental, health and safety laws and regulations that pertain to our activities, and with all product regulations in the countries where we operate.

For detailed data on environmental topics, refer to [GRI 300](#).

**CRITERION 10:
THE COP DESCRIBES EFFECTIVE
MANAGEMENT SYSTEMS TO INTEGRATE
THE ENVIRONMENTAL PRINCIPLES**

For our Environmental Management System, we have an EHS manual which includes all of our standards and programs, and covers all of our sites. Additionally, we are certified through ISO® 14001, which is valid for all of our production sites. This helps us with our environmental targets and KPIs.

For more information on our environmental targets and initiatives, refer to [GRI 300](#).

**CRITERION 11:
THE COP DESCRIBES EFFECTIVE
MONITORING AND EVALUATION
MECHANISMS FOR
ENVIRONMENTAL STEWARDSHIP**

We have a formal mechanism to manage environmental grievances from any external or internal interested party in a responsive, effective and fair manner. Processes involve the global sustainability director, global sustainability vice president, Legal division and global operations vice president as necessary. The effectiveness of the measures to address environmental grievances is reviewed by the environmental department of each of the manufacturing facilities.

To deliver this policy, we actively:

- Promote a zero accident culture to prevent accidents and environmental incidents
- Promote a culture that protects the environment, minimizes waste and improves quality





UNGC INDEX

- Promote sustainability by respecting and protecting natural biodiversity wherever we operate, efficiently using natural resources, giving priority to sustainably sourced raw materials, renewable energy and the promotion of recycling from a Life Cycle perspective
- Establish clear objectives and targets to continually drive improvement, and maintain management systems to deliver upon them
- Work in partnership with suppliers, peers and other interested parties to provide leadership, promote transparency and share best practices with regard to sustainability in our products, operations and supply chain

CRITERION 12: THE COP DESCRIBES ROBUST COMMITMENTS, STRATEGIES OR POLICIES IN THE AREA OF ANTI-CORRUPTION

Bacardi is committed to compliance with global best practices and the anti-corruption laws in the countries in which we operate. We expect our business partners and representatives to fully comply with the Company's position, including our brokers, agents, consultants, distributors and service providers. This prohibition applies to actions directed at either public officials or private employees of any entity that does business with Bacardi. We have an anti-corruption policy on a global level included in our Code of Conduct, which explains how we adhere to the highest standards of integrity and ethical behavior. This can be found in [102-16](#) of the GRI Index.

CRITERION 13: THE COP DESCRIBES EFFECTIVE MANAGEMENT SYSTEMS TO INTEGRATE THE ANTI-CORRUPTION PRINCIPLE

If our employees, business partners or employees of our business partners face or witness any of those situations, they should report the matter to the Bacardi Legal Counsel, the Compliance function or through the hotline.

Our employees must comply with all applicable laws, rules and regulations in the countries where we do business. In the countries where industry codes and practices are applicable by law or agreements on self-regulation, employees are also responsible for compliance with such codes and practices. If our employees have questions about regulations or codes, it is their responsibility to seek guidance from their line manager, the Management Team or the Legal/Compliance functions.

CRITERION 14: THE COP DESCRIBES EFFECTIVE MONITORING & EVALUATION MECHANISMS FOR THE INTEGRATION OF ANTI-CORRUPTION

If our employees are faced with situations that raise questions about the best way to conduct our business consistent with our values and principles, they have specific contacts across the Company, such as an HR representative or a representative of the Legal/Compliance function. Additionally, a Bacardi employee, third party, or contractor can raise concerns anonymously through our confidential toll-free hotline or by filing a web report. Our hotline service is provided and administered by a well-known and independent third-party service provider. We encourage our employees to help maintain the Company's high standard of ethical conduct and help protect the Company.

CRITERION 15: THE COP DESCRIBES CORE BUSINESS CONTRIBUTIONS TO U.N. GOALS & ISSUES

Our Good Spirited strategy is comprised of four priority areas. Each priority area is aligned with the U.N. SDGs. As long-standing members of the UNGC, Bacardi applies the 10 principles into our ESG strategy. We are committed to contributing to the goals of the United Nations and affiliated agencies, such as the International Labour Organization and the World Health Organization.

Bacardi supports and helps deliver the United Nations SDGs. We align our ESG strategy to the following SDGs:

- 3: Good Health and Well-being**
Ensure healthy lives and promote well-being for all at all ages
- 5: Gender Equality**
Achieve gender equality and empower all women and girls
- 6: Clean Water and Sanitation**
Ensure availability and sustainable management of water and sanitation for all
- 7: Affordable and Clean Energy**
Ensure access to affordable, reliable, sustainable and modern energy for all
- 8: Decent Work and Economic Growth**
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- 10: Reduced Inequalities**
Reduce inequality within and among countries
- 12: Responsible Consumption and Production**
Ensure sustainable consumption and production patterns
- 13: Climate Action**
Take urgent action to combat climate change and its impacts
- 14: Life Below Water**
Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- 15: Life on Land**
Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- 17: Partnerships for the Goals**
Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

As part of our ESG strategy under Good Choices, through our responsible drinking programs, partnerships, and campaigns, we are committed to reducing the harmful use of alcohol and support a mindful lifestyle.





UNGC INDEX

**CRITERION 16:
THE COP DESCRIBES STRATEGIC SOCIAL
INVESTMENTS & PHILANTHROPY**

Bacardi is committed to doing the right thing, and under our Good Futures priority area in our ESG strategy, we support communities where we operate. Our philanthropic contributions tie into our core competencies and operations of Bacardi. We work with partner organizations to amplify these efforts and take responsibility for the effects of our philanthropic contributions. We focus on the most material areas of our business in alignment with our Good Spirited strategy. We support immediate global issues, such as our efforts with natural disaster relief, including relief programs through our NGO and 501C3 partners. For more information on the topic of communities, see [GRI 413](#).

**CRITERION 17:
THE COP DESCRIBES ADVOCACY &
PUBLIC POLICY ENGAGEMENT**

Each priority area of our Good Spirited ESG strategy is aligned with the U.N. SDGs. Bacardi advocates the importance of taking action through our KPIs, which we measure progress against annually. Additionally, we work with industry groups to reduce negative externalities. Impact includes, but is not limited to, the work that responsibility.org is implementing around impaired driving.

**CRITERION 18:
THE COP DESCRIBES PARTNERSHIPS
& COLLECTIVE ACTION**

We are a member of the Beverage Industry Environmental Roundtable (BIER), and work with peer companies to help provide crucial support to diminishing watersheds globally. We were a part of the Global Beer, Wine and Spirits Producers' Commitments to Reduce Harmful Drinking—the largest ever industry-wide initiative to implement effective ways to address harmful drinking, which ended in 2017; however, we are committed to the five Commitments and the 10 action areas. We are a member of the Distilled Spirits Council (DISCUS), which is the national trade association representing leading producers and marketers of distilled spirits products in the United States. DISCUS advocates on legislative, regulatory and public affairs issues that impact the distilled spirits sector by raising awareness and opening markets in the U.S. and around the globe, and encourages responsible and moderate consumption of distilled spirits among those who choose to drink as part of a healthy adult lifestyle based on evidence-based research and policy. We are a member of IARD, the International Alliance for Responsible Drinking, which is a not-for-profit organization dedicated to reducing harmful drinking and promoting understanding of responsible drinking.

We are a founding member of Bonsucro, the global, nonprofit organization that has developed a metric-based sustainability standard and certification process for the sugarcane industry. Bacardi works with the organization to improve economic, environmental and social conditions in the regions around the world where sugarcane is produced. The Bonsucro standard covers areas such as human rights and labor conditions, biodiversity, environmental and economic viability of sugarcane producers. For botanical ingredient sourcing, we partner with Ecocert, one of the world's largest sustainability certification organizations. For spirits containing wheat, our brands work with the Sustainable Agricultural Initiative to certify sourcing from France. 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.

Elsewhere in our supply chain activity, partnering with suppliers with Sedex is critical to the success of our program to improve human rights and labor standards within our global supply network. Sedex is a membership organization that provides one of the world's leading online platforms for companies to manage and improve working conditions in global supply chains.

**CRITERION 19:
THE COP DESCRIBES CEO
COMMITMENT & LEADERSHIP**

For more on CEO commitment and leadership, please refer to the [Letter From Our CEO/Chairman](#) on Page 4 of our FY22 ESG Report.

**CRITERION 20:
THE COP DESCRIBES BOARD
ADOPTION & OVERSIGHT**

The Board of Directors of Bacardi Limited assumes responsibility and maintains oversight on the Company's long-term corporate sustainability matters. Among others, the Board receives periodic updates on ESG matters, including the Company's progress on the Good Spirited ESG strategy within the Company's BEST10 strategy.

The chairman of the Company approves our ESG Report and Index on an annual basis.

Other Established or Emerging Best Practices

The Company has a Good Spirited Council comprised of leaders who provide oversight on ESG strategy and receive periodic annual updates. The ESG Team ensures progress/processes are aligned with best practices.

**CRITERION 21:
THE COP DESCRIBES
STAKEHOLDER ENGAGEMENT**

We take responsibility for our business and its impact on our stakeholders. We align our ESG strategy with the findings of our stakeholder engagement. We consult stakeholders on challenges, engage them to hear their ideas and address their concerns, and invite them to take an active part in reviewing performance. The scope of our stakeholder engagement is both internal and external. For more information on our stakeholder engagement, refer to [101-1](#) in the GRI Index.

