

FOOD

Index



BACARDI LIMITED



INTRODUCTION

Good Spirited ESG Strategy
How Do We Report?
Materiality

GRI CONTENT INDEX

GRI Content Index
GRI 2: General Disclosures
GRI 3: Material Topics
Topic Standards

SASB

Sustainability Accounting Standards Board





INTRODUCTION





GOOD SPIRITED ESG STRATEGY

GOOD SPIRITED STRATEGY

From a small, family-owned business to the largest privately held international spirits company, Bacardi has built a legacy of doing the right thing for 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, and we make choices based on what's best for our people, our consumers, our partners, our brands, and our world. Marked by the bold actions we take today, we aim to build a bright future — restoring communities, revitalizing natural ecosystems, and revolutionizing the way we do business.

That's the Bacardi legacy. That's Good Spirited.

GOOD CHOICES

Bacardi is committed to helping reduce alcohol-related harm by being an ambassador for responsible drinking, educating our legal drinking-age consumers on how to enjoy and serve alcohol in a safe and responsible manner, and enabling them to make more good choices for themselves.

GOOD FOOTPRINT

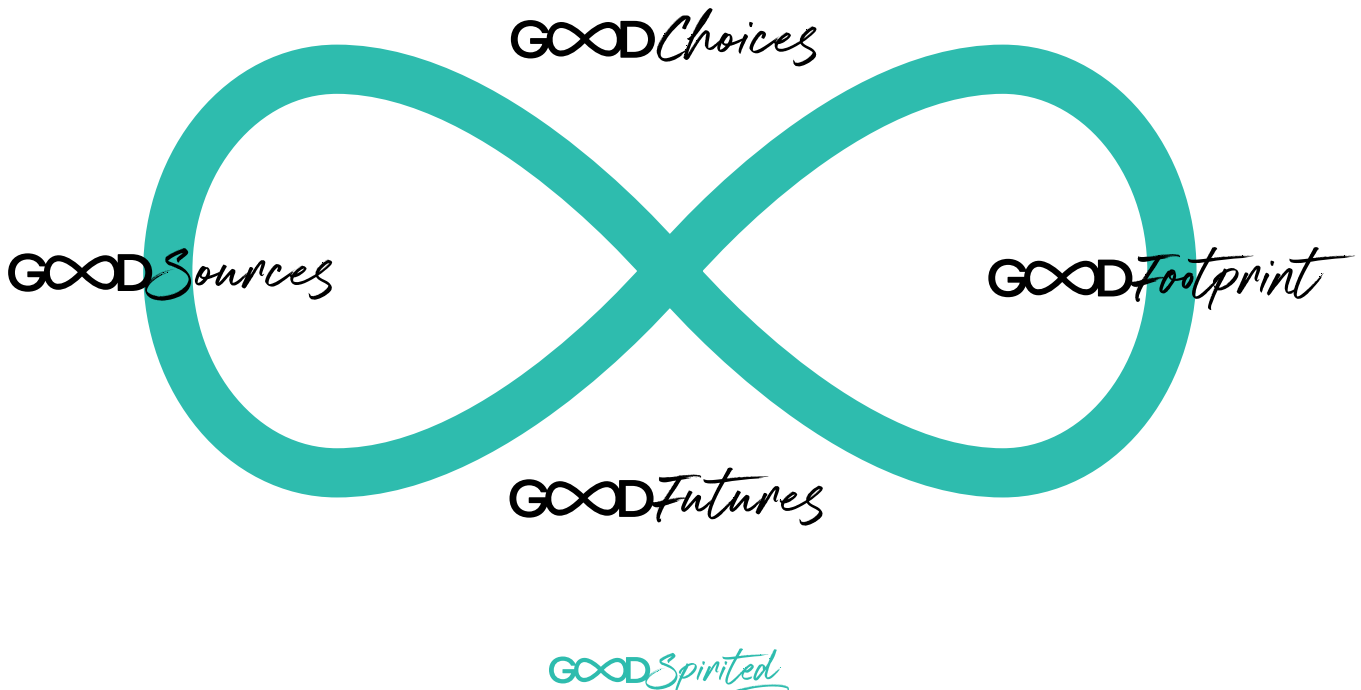
Bacardi is committed to doing the right thing for the planet, taking bold action to ensure we reduce our environmental footprint. Every choice we make matters. Every action bears significance.

GOOD FUTURES

As a family-owned company for seven generations, being a part of and building up communities is an important aspect of the Bacardi legacy. We invest time, effort, and energy into empowering individuals and bolstering communities as a way of encouraging future success. From our own employees, farmers, and local communities to bartenders and those in the spirits industry.

GOOD SOURCES

At Bacardi, we pour our heart and soul into our spirits by purchasing ingredients and materials that are themselves certified or sourced from sustainably certified suppliers. We also require our key suppliers to adhere to the Third Party Code of Conduct.





HOW DO WE REPORT?

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, support the delivery of our business strategy, and support sustainability across our operations and where we do business.

We believe it is our responsibility to communicate openly with our stakeholders. That's why we publish our annual ESG Report and Index. Here's how our reporting materials come together to tell our story:

Annual ESG Report: Our annual ESG Report gives an in-depth summary of our Bacardi Limited ESG strategy, Good Spirited, and communicates our progress against established targets and initiatives that bring our priority areas to life. The Report can be found in the ESG section of BacardiLimited.com.

Annual ESG Index: This document, the ESG Index, reports our performance via the GRI and SASB standards, two complementary disclosure frameworks that allow us to report both comprehensive and industry-specific impacts and opportunities.

Website: BacardiLimited.com provides a holistic summary of our Good Spirited strategy.



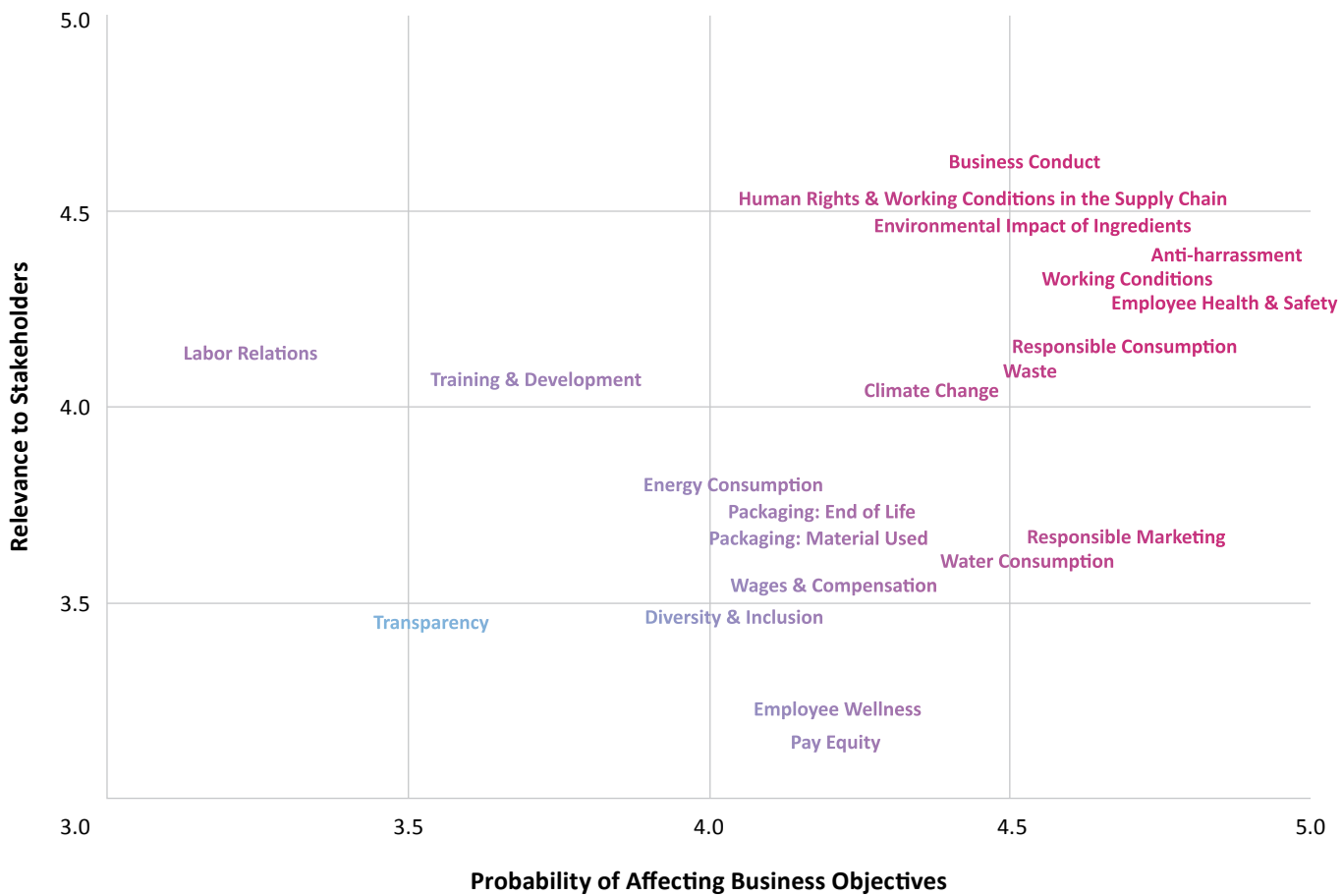


MATERIALITY

Our materiality matrix reflects topics that are important to our business. To identify these topics, we conducted an impact materiality analysis in 2021 with input from our stakeholders. The matrix below represents their views on topics of most importance as identified by them, which are reflected in our Good Spirited strategy.

For further information on materiality, please see [GRI 3: Material Topics](#) on [Page 21](#).

MATERIALITY MATRIX



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



GRI INDEX





GRI CONTENT INDEX

Statement of Use

Bacardi Limited has reported in accordance with the GRI Standards for the period April 1, 2023 to March 31, 2024.

GRI Used

GRI 1: Foundation 2021

Applicable GRI Sector Standards

Currently not applicable.

List of material topics

- [205 Anti-corruption](#)
- [206 Anti-competitive Behavior](#)
- [302 Energy](#)
- [303 Water & Effluents](#)
- [305 Emissions](#)
- [306 Waste](#)
- [308 Supplier Environmental Assessment](#)
- [401 Employment](#)
- [403 Occupational Health & Safety](#)
- [404 Training & Education](#)
- [405 Diversity & Equal Opportunity](#)
- [406 Non-discrimination](#)
- [407 Freedom of Association & Collective Bargaining](#)
- [408 Child Labor](#)
- [409 Forced or Compulsory Labor](#)
- [414 Supplier Social Assessment](#)

- 2-22 Statement on sustainable development strategy
- 2-23 Policy commitments
- 2-24 Embedding policy commitments
- 2-25 Processes to remediate negative effects
- 2-26 Mechanisms for seeking advice & raising concerns
- 2-27 Compliance with laws & regulations
- 2-28 Membership associations
- 2-29 Approach to stakeholder engagement
- 2-30 Collective bargaining agreements

GRI 3: Material Topics

- 3-1 Process to determine material topics
- 3-2 List of material topics
- 3-3 Management of material topics

- 205 Anti-corruption
 - 205-1 Operations assessed for risks related to corruption
 - 205-2 Communication & training about anti-corruption policies & procedures
 - 205-3 Confirmed incidents of corruption & actions taken
- 206 Anti-competitive Behavior
 - 206-1 Legal actions for anti-competitive behavior, antitrust & monopoly practices
- 302 Energy
 - 302-1 Energy consumption within the organization
 - 302-3 Energy intensity
 - 302-4 Reduction of energy consumption
- 303 Water & Effluents
 - 303-1 Interactions with water as a shared resource
 - 303-2 Management of water discharge-related impact
 - 303-3 Water withdrawal
 - 303-4 Water discharge
 - 303-5 Water consumption
- 305 Emissions
 - 305-1 Direct (Scope 1) GHG emissions
 - 305-2 Energy indirect (Scope 2) GHG emissions
 - 305-3 Other indirect (Scope 3) GHG emissions
 - 305-4 GHG emissions intensity
 - 305-5 Reduction of GHG emissions
 - 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx) & other significant air emissions

List of reported disclosures, including disclosure titles:

- GRI 2: General Disclosures
- 2-1 Organizational details
 - 2-2 Entities included in the organization’s sustainability reporting
 - 2-3 Reporting period, frequency & contact point
 - 2-4 Restatements of information
 - 2-5 External assurance
 - 2-6 Activities, value chain & other business relationships
 - 2-7 Employees
 - 2-8 Workers who are not employees
 - 2-9 Governance structure & composition
 - 2-10 Nomination & selection of the highest governance body
 - 2-11 Chair of the highest governance body
 - 2-12 Role of the highest governance body in overseeing the management of impacts
 - 2-13 Delegation of responsibility for managing impacts
 - 2-14 Role of the highest governance body in sustainability reporting
 - 2-15 Conflicts of interest
 - 2-16 Communication of critical concerns
 - 2-17 Collective knowledge of the highest governance body
 - 2-18 Evaluation of the performance of the highest governance body



GRI Content Index cont'd

- 306 Waste
 - 306-1 Waste generation & significant waste-related impacts
 - 306-2 Management of significant waste-related impacts
 - 306-3 Waste generated
 - 306-4 Waste diverted from disposal
 - 306-5 Waste directed to disposal
- 308 Supplier Environmental Assessment
 - 308-1 New suppliers that were screened using environmental criteria
 - 308-2 Negative environmental impacts in the supply chain & actions taken
- 401 Employment
 - 401-1 New employee hires & employee turnover
 - 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees
- 403 Occupational Health & Safety
 - 403-1 Occupational health & safety management system
 - 403-2 Hazard identification, risk assessment & incident investigation
 - 403-3 Occupational health services
 - 403-4 Worker participation, consultation & communication on occupational health & safety
 - 403-5 Worker training on occupational health & safety
 - 403-6 Promotion of worker health
 - 403-7 Prevention & mitigation of occupational health & safety impacts directly linked by business relationships
 - 403-8 Workers covered by an occupational health & safety management system
 - 403-9 Work-related injuries
- 404 Training & Education
 - 404-2 Programs for upgrading employee skills & transition assistance programs
 - 404-3 Percentage of employees receiving regular performance & career development reviews
- 405 Diversity & Equal Opportunity
 - 405-1 Diversity of governance bodies & employees
 - 405-2 Ratio of basic salary & remuneration of women to men
- 406 Non-discrimination
 - 406-1 Incidents of discrimination & corrective action taken
- 407 Freedom of Association & Collective Bargaining
 - 407-1 Operations & suppliers in which the right to freedom of association & collective bargaining may be at risk
- 408 Child Labor
 - 408-1 Operations & suppliers at significant risk for incidents of child labor

- 409 Forced or Compulsory Labor
 - 409-1 Operations & suppliers at significant risk for incidents of forced or compulsory labor
- 414 Supplier Social Assessment
 - 414-1 New suppliers that were screened using social criteria
 - 414-2 Negative social impacts in the supply chain & actions taken

Reasons for omission:

2-19 Remuneration policy

Confidentiality constraints: As a privately held company, we do not publicly disclose this information.

2-20 Process to determine remuneration

Confidentiality constraints: As a privately held company, we do not publicly disclose this information.

2-21 Annual total compensation ratio

Confidentiality constraints: As a privately held company, we do not publicly disclose this information.

302-2 Energy consumption outside of the organization

Information unavailable/incomplete: We are in the process of updating our data management system to be able to calculate in the future.

302-5 Reductions in energy requirements of products and services

Information unavailable/incomplete: We are in the process of updating our data management system to be able to calculate in the future.

305-6: Emissions of ozone-depleting substances (ODS)

Information unavailable/incomplete: We are in the process of updating our data management system to be able to calculate in the future.

401-3: Parental leave

Information unavailable/incomplete: We are in the process of updating our data management system to be able to calculate in the future.

403-10 Work-related ill health

Information unavailable/incomplete: We are in the process of updating our data management system to be able to calculate in the future.

404-1 Average hours of training per year per employee

Information unavailable/incomplete: We are in the process of updating our data management system to be able to calculate in the future.



GRI 2: GENERAL DISCLOSURES

2-1 ORGANIZATIONAL DETAILS

Bacardi Limited (the Company) is a family-owned company headquartered in Hamilton, Bermuda, and incorporated under Bermudian law. We are the largest privately held international spirits company in the world, with products sold in more than 160 markets. Bacardi has ownership of 24 production sites in 11 countries and territories: the U.S., Puerto Rico, Mexico, France, Italy, Ireland, Scotland, England, Switzerland, Brazil, and India.

2-2 ENTITIES INCLUDED IN THE ORGANIZATION'S SUSTAINABILITY REPORTING

Sustainability reporting at Bacardi Limited reflects all brands within the organization. New acquisitions and/or disposals of entities are reflected in our reporting as timelines allow, including, where necessary, new baseline performance data. For example, we are currently in the process of integrating TEELING® Irish Whiskey into our environmental performance data, which will be fully integrated in FY25.

Data is collected and aggregated at a global level, and there is no distinction in standards and material topics across individual brands.

As a privately held company, our financial statements are not filed on public record.

2-3 REPORTING PERIOD, FREQUENCY & CONTACT POINT

We publish an annual ESG Report reflective of the fiscal year. The annual fiscal report and sustainability report are both based on FY24 from April 1, 2023 to March 31, 2024 inclusive.

The FY24 ESG Report and Index were published on August 30, 2024. All inquiries about the report or reported information can be directed to ESG@Bacardi.com.

2-4 RESTATEMENTS OF INFORMATION

- 302-1: "Heavy fuel oil" changed to "Fuel oil" because it encompasses both heavy and light fuel oil
- 302-1: "Natural gas" changed to "Gas" because it encompasses natural gas, propane and liquid petroleum gas
- 302-1: "Grid electricity" changed to "green electricity"
- 302-1: "6.4% of total energy consumed was from grid electricity" reflected non-renewable energy from the grid. Including both renewable and non-renewable would result in "10.2% of total energy consumed was from grid electricity."
- 303-5: FY23 total water values modified to correct data entry error
- 305 3-3: Data restated due to emissions factors update from the environmental reporting software, Greenstone Plus, to improve data accuracy

2-5 EXTERNAL ASSURANCE

We are in the process of readying our systems for external assurance of sustainability data. In the future, it will be managed via a subcommittee composed of the Company's Vice President of ESG, the Vice President Corporate Controller and Chief Accounting Officer, the Vice President of Corporate Finance, the Senior Vice President General Counsel, and Vice President Internal Audit. In the future, externally assured data will be published after being reviewed by the Chief Executive Officer (CEO) and the Chairman of the Board.



GRI 2: General Disclosures cont'd

2-6
ACTIVITIES, VALUE CHAIN &
OTHER BUSINESS RELATIONSHIPS

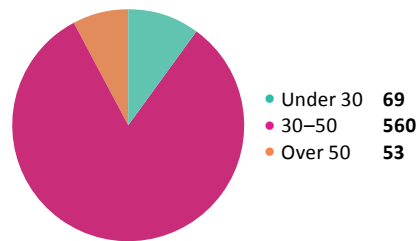
Bacardi Limited is active in the spirits industry. Our primary activities include the distillation, warehousing, blending, bottling and sales of spirits. Bacardi Limited produces, markets, and distributes spirits and wines, with more than 200 brands and labels, including BACARDÍ® rum, PATRÓN® tequila, GREY GOOSE® vodka, DEWAR'S® Blended Scotch Whisky, BOMBAY SAPPHIRE® gin, MARTINI® vermouth and sparkling wines, CAZADORES® 100% blue agave tequila, and other leading and emerging brands.

In FY24, we served five regional markets categorized as Asia, Middle East, Africa, Australia, and New Zealand; Eastern Europe, Greater China, Japan, and South Korea; Latin America and Caribbean; North America; and Western Europe.

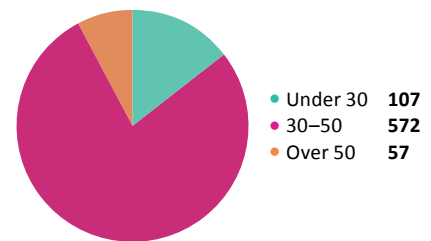
Entities downstream from the organization include our customers, which vary from distributors, large global retailers, and convenience stores to regional and local bars, restaurants, and hotels.

2-7
EMPLOYEES

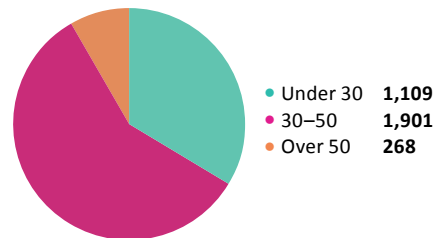
Asia, Middle East, Africa, Australia & New Zealand



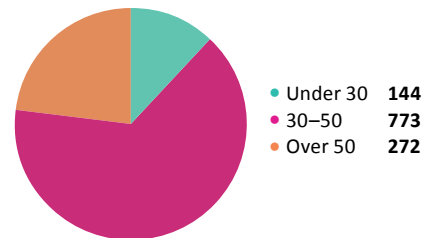
Eastern Europe, Greater China, Japan & South Korea



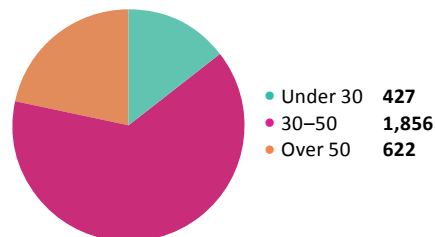
Latin America & Caribbean



North America



Western Europe



Total Employees: 8,790

Under 30	1,856
30-50	5,662
Over 50	1,272

Methodology: This data is correct as of March 31, 2024. This data reflects Bacardi FTEs (full-time equivalents). Employees have been allocated to the business region in which they are located and employed.



GRI 2: General Disclosures cont'd

2-7
EMPLOYEES cont'd

Region	Total No. of Permanent Employees FTE	Female	Male	Gender Not Disclosed
Asia, Middle East, Africa, Australia & New Zealand	667	188	479	0
Eastern Europe, Greater China, Japan & South Korea	735	384	351	0
Latin America & Caribbean	3,273	1,198	2,075	0
North America	1,189	536	651	2
Western Europe	2,862	1,050	1,811	1
Globally	8,726	3,356	5,367	3

Region	Total No. of Temporary, Fixed-Term Employees FTE	Female	Male	Gender Not Disclosed
Asia, Middle East, Africa, Australia & New Zealand	19	14	5	0
Eastern Europe, Greater China, Japan & South Korea	12	7	5	0
Latin America & Caribbean	5	0	5	0
North America	16	10	6	0
Western Europe	157	62	95	0
Globally	209	93	116	0

Region	Total No. of Full-Time Employees FTE	Female	Male	Gender Not Disclosed
Asia, Middle East, Africa, Australia & New Zealand	664	185	479	0
Eastern Europe, Greater China, Japan & South Korea	735	384	351	0
Latin America & Caribbean	3,273	1,201	2,072	0
North America	1,174	526	644	2
Western Europe	2,725	945	1,780	0
Globally	8,571	3,241	5,326	2



GRI 2: General Disclosures cont'd

2-7
EMPLOYEES cont'd

Region	Total No. of Part-Time Employees FTE	Female	Male	Gender Not Disclosed
Asia, Middle East, Africa, Australia & New Zealand	3	1	2	0
Eastern Europe, Greater China, Japan & South Korea	1	0	1	0
Latin America & Caribbean	0	0	0	0
North America	16	7	9	0
Western Europe	164	48	115	1
Globally	184	56	127	1

Our terms and conditions of employment are subject to local employment legislation and labor laws across all Bacardi entities. Contracts are offered on a permanent, full-time, part-time, fixed-term, and flexible working basis dependent on the entity, country, and local employment legislation. The provision of non-guaranteed or zero hours contracts classification of employment is not a standard type of contract of employment typically offered, albeit seasonal contracts of employment may be offered across our Brand Homes.

Methodology: This data is correct as of March 31, 2024. The data represents all employees. Employees have been allocated to the business region in which they are located and employed.

2-8
WORKERS WHO ARE NOT
EMPLOYEES

Depending upon business requirements and demand, our entities may engage with and appoint third-party external labor contractors in relation to the provision of external labor support for an agreed-upon period of time. Third-party labor resources are contracted in compliance with each respective country's employment legislation and labor laws.

The nature and type of role provided by the third-party contractor can vary across support services, operations, and commercial entities and is purely dependent on business requirements. Examples include administrative, cleaning, security, and technology support.

Region	Total No. of Workers Who Are Not Employees
Asia, Middle East, Africa, Australia & New Zealand	273
Eastern Europe, Greater China, Japan & South Korea	650
Latin America & Caribbean	83
North America	163
Western Europe	292
Globally	1,461

Methodology: This data is correct as of March 31, 2024. The data represents all Bacardi employees. Employees have been allocated to the business region in which they are located and employed.



GRI 2: General Disclosures cont'd

**2-9
GOVERNANCE STRUCTURE &
COMPOSITION**

Our highest governance body at Bacardi Limited is the Board of Directors. We enjoy a unique governance opportunity as a family-owned, privately held company in that members of the Bacardi family participate directly on the Board. The Board also benefits from the independence, judgment, experience, and collegiality of the non-family directors, ensuring that we receive the best oversight and independent guidance possible.

To assist the Board of Directors in carrying out its responsibilities, the Board has delegated certain authority to three standing committees and, from time to time, to special committees. The standing committees are the Audit Committee, the Compensation Committee, and the Nominating & Governance (N&G) Committee. While not mandated by law, each standing committee operates under a written charter, which the Board believes ensures accountability among committee members for their particular responsibilities. The board committees figure prominently in the Board's vision of responsible corporate governance, and the Company's accounting and financial reporting processes.

The Board's goal is to maintain a well-balanced Board membership that combines a variety of experience, backgrounds, and skills to enable us to pursue its strategic objectives. The Board is comprised of 13 directors, of which three are women, six are of Hispanic descent, and one is of Asian descent. The CEO is the only active executive member of the Board.

In addition to the Board of Directors and its standing committees, the Global Leadership Team (GLT), an executive committee of Bacardi International Limited (BIL) led by the CEO, is comprised of the top executive leaders from each global primary function and market. Among other matters, the GLT is charged with reviewing and approving the strategic plans and budgets related to our brands, and monitoring brand performance, as well as our performance of certain service providers.

**2-10
NOMINATION & SELECTION OF THE
HIGHEST GOVERNANCE BODY**

The Board's N&G Committee is responsible for identifying, recruiting, and evaluating potential director candidates for the slate of directors to be proposed by the Board in accordance with the bylaws. We seek directors with the right skills who will represent our best long-term interests. In accordance with the bylaws, as well as the N&G Committee Charter and the board nomination policies, the N&G Committee assists in identifying and recruiting director nominees for election by the shareholders or appointment by the Board, as the case may be, including persons suggested by the shareholders, based on merit and against objective criteria. Those criteria include experience, knowledge, skills, expertise, diversity, personal and professional integrity, character, business judgment, and time availability to ensure board responsibilities can be met in light of other commitments, independence, and such other factors the N&G Committee deems appropriate.

Pursuant to Bylaw 4(4), shareholders have the right to propose additional nominees for election as directors. Proposed director nominees must meet certain qualifications, including having the support of 1,792,695 or more shares (representing at least 1/13th of the total number of shares outstanding).



GRI 2: General Disclosures cont'd

**2-11
CHAIR OF THE HIGHEST
GOVERNANCE BODY**

Mr. Facundo L. Bacardi has been the Chairman of the Board of the Company since 2005 and was first elected as a director in 1993. He is a fifth-generation Bacardí family member and a non-employee director.

**2-12
ROLE OF THE HIGHEST
GOVERNANCE BODY IN OVERSEEING
THE MANAGEMENT OF IMPACTS**

The CEO is accountable for our economic, environmental, and social performance and is consulted by the Vice President (VP) of ESG on a quarterly basis. The Board of Directors is also consulted on a biannual basis on the development and approval of modifications to the global ESG strategy.

**2-13
DELEGATION OF RESPONSIBILITY
FOR MANAGING IMPACTS**

The execution of our ESG strategy, including our business impact on the economy, environment, and people, is overseen by the ESG team, led by the VP of ESG who reports to the Chief Supply Chain Officer. The VP of ESG chairs the Good Spirited Council, a cross-functional group of executive leaders encompassing all key functional areas of the organization that drives progress on ESG ambitions and strategy. ESG progress is reported directly to the CEO and other GLT members at least quarterly, and to the Board at least twice annually.

**2-14
ROLE OF THE HIGHEST
GOVERNANCE BODY IN
SUSTAINABILITY REPORTING**

The Chairman of the Board and the CEO review and approve the ESG Report and Index before publication each year.

**2-15
CONFLICTS OF INTEREST**

The Board expects the directors to act ethically at all times and in accordance with our Code of Conduct, as well as their fiduciary duties, and duty of skill and care. If a director has an interest directly or indirectly in a contract or a proposed contract, that interest must be declared by the director at the meeting of the directors at which the question of entering into the contract is first taken into consideration, or at a subsequent meeting if a director later becomes interested in an active contract. A director may not vote in respect to any contract or arrangement in which they have an interest, and shall not be counted in the quorum present at the meeting until the vote has taken place.

**2-16
COMMUNICATION OF CRITICAL
CONCERNS**

Critical concerns regarding ESG matters can be raised during the biannual ESG updates to the Board. Critical concerns can also be raised during the quarterly ESG update to the CEO and GLT, as well as through direct communication from the VP of ESG to the VP's direct supervisor, the Chief Supply Chain Officer. For time-sensitive or urgent matters, the governance lead on the Good Spirited Council can escalate the matter to the CEO and GLT.

**2-17
COLLECTIVE KNOWLEDGE OF THE
HIGHEST GOVERNANCE BODY**

The Board is well-versed on ESG matters due to periodic ESG reports to the Board, as well as their collective knowledge and experience gained as members of boards at other companies. In addition, the GLT — led by the CEO, who is a member of the Board — has received formal training on ESG topics, including best practices for integrating ESG into our vision and strategy. This has been complemented by quarterly meetings with the ESG team on milestone initiatives and proposals to strengthen our vision, strategy, and implementation.



GRI 2: General Disclosures cont'd

2-18
EVALUATION OF THE
PERFORMANCE OF THE HIGHEST
GOVERNANCE BODY

The Board recognizes that a robust and constructive evaluation process is an essential component of good corporate governance and board effectiveness. In conjunction with the Chairman of the Board, the N&G Committee oversees the Board and Board committee annual evaluation process, and periodically reviews the format of the evaluation process to ensure that actionable feedback is solicited on the operation and effectiveness of the Board, Board committees, and Director performance. Among other matters, the Board evaluation covers: (i) the composition of the Board and committees; (ii) the quality of meeting materials and processes; (iii) the culture and dynamics of the Board, including the ability to have active participation of Board members at meetings, with open and constructive dialogue among directors and management; and (iv) the effectiveness of the Board committees.

Evaluations are handled by the governance team and are completed independently by each Director on an annual basis. The Senior Director of Corporate Governance compiles and tracks all feedback from the evaluations, and produces a summary of the feedback results, whether in the form of requests or suggestions. Suggested actions from the feedback are provided to the N&G Committee and the Board for review and discussion. Examples of actions taken in response to the evaluation include the addition of key topics or increased frequency of topics to be reviewed by the Board in relation to environmental, social, or economic impacts or to strengthen alignment with the interests of the shareholders.

2-22
STATEMENT ON SUSTAINABLE
DEVELOPMENT STRATEGY

Our sustainable development strategy is covered in the Letter From Our Chairman and CEO on the home page of our [FY24 ESG Report](#).

2-23
POLICY COMMITMENTS

As a signatory to the United Nations (UN) Global Compact, Bacardi Limited is aligned with the principles set forth that encourage the adoption and reporting of sustainable and socially responsible policies. These standards guide the Company's overall approach to ESG and how we communicate progress. We use our policies to manage our commitment to responsible business conduct that reflects the business environment in which we operate.

Code of Conduct: Our Bacardi Limited Code of Conduct aims to maintain a working environment in which all employees are treated equally and in a professional manner based on mutual respect and free from verbal or physical harassment, intimidation, or abuse. Supporting inclusion, diversity, and equality, the Code of Conduct is available in 13 languages and applies to all employees. The Code of Conduct was approved at the most senior level by the Company's CEO and Chairman of the Board, and is an annual mandatory requirement for all employees to certify their compliance. For more detail on human rights in our operations, please see the "Equal Opportunities" and "Respect for Each Other" sections in the [Code of Conduct](#).

Third Party Code of Conduct: Our Third Party Code of Conduct applies to suppliers providing goods and/or services to Bacardi, and encompasses what we expect from our suppliers in terms of labor standards, human rights, health and safety, environmental protection, and business integrity. We require our suppliers to adhere to our Third Party Code of Conduct. It applies to suppliers and their subcontractors, including sub-assembly factories that produce products or materials, or provide services to Bacardi. For more detail on human rights in our supply chain, please see the "Human Rights and Working Conditions" section of our [Third Party Code of Conduct](#), as well as the [Anti-slavery and Human Trafficking Statement](#).



GRI 2: General Disclosures cont'd

2-23
POLICY COMMITMENTS cont'd

Anti-bribery and Corruption Policy (ABAC): Our ABAC Policy aims to help our employees act as responsible corporate citizens, and conduct business in accordance with our Code of Conduct and the laws that apply to our operations in all countries. This policy incorporates our standards of business conduct regarding bribery, corruption, gifts, and entertainment that employees are expected to comply with at all times, and sets global minimum standards, which, in some cases, are supplemented by local Bacardi entities' guidelines, setting higher and/or more stringent standards.

Global Marketing Principles: As part of our commitment to reducing alcohol-related harm, our Global Marketing Principles help guide our marketing teams on how to educate consumers of our brands to enjoy alcohol in a responsible manner. The principles also help our sales teams work to high standards within the trade, developing positive partnerships, and communicating and promoting alcohol in a responsible manner. The principles are part of our Good Choices strategy, which can be found in the [Good Choices](#) section of our Bacardi ESG website.

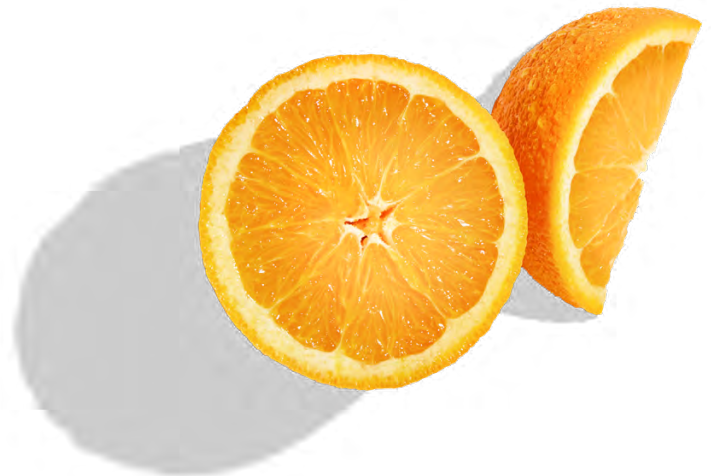
Environmental Policy: The Environmental Policy statement is found in the Safety, Quality and Sustainability (SQS) Policy signed by the Chairman of the Board and shared with relevant business partners. We declare our commitment to comply with all environmental laws and regulations related to our activities in the countries where we operate. It is also our pledge to respect and protect natural biodiversity where we operate, and to promote efficiency using natural resources, giving priority to raw materials sourced from sustainably certified suppliers, water, renewable energy, and recycling from a life cycle perspective. The SQS Policy is reviewed annually by the SQS team as part of the annual management review. Any changes must be formally approved by the Chairman of the Board.

Procurement Policy: We have implemented the Procurement Policy, which covers all external spend with third-party companies related to goods, materials, and services. This policy refers to the specifications outlined in the Bacardi Limited Code of Conduct and the Bacardi Third Party Code of Conduct.

Point of Sale Materials Policy (POSM): We have also implemented the POSM Policy based upon the following principles:

- Promote a culture that protects the environment, minimizes waste, and improves quality
- Comply with, and exceed where practical, all applicable legislations, regulations, and codes of practice
- Integrate sustainability considerations into all business decisions
- Minimize impact on sustainability at each brand's points of sale and consumption

This policy is embedded into our contracts and signed by all POSM suppliers.





GRI 2: General Disclosures cont'd

2-24
EMBEDDING POLICY
COMMITMENTS

Code of Conduct: All employees receive a copy of the Bacardi Limited Code of Conduct and are required to undertake a training program that is bespoke to the Bacardi business and culture, educating each employee on the principles of our Code of Conduct. Annually, every employee, regardless of position, and every Board member is required to certify that they continue to comply with the principles of the Code of Conduct and the underlying policies. The Business Integrity Team delivers regular face-to-face training on the principles of the Code of Conduct in key markets, determined by an annual risk assessment. In addition, there is training deployed by local legal teams that focuses on specific topics of higher relevance for their particular region or markets. Regular monitoring, together with a periodic risk assessment, is carried out to ensure continued compliance with laws and regulations, and with policy updates reflecting any regulatory changes made.

Anti-bribery and Corruption Policy: Please see [205 3-3](#) for information on the implementation of the ABAC Policy.

Global Marketing Principles: The Global Marketing Principles must be followed internally by all of our employees, agencies, third-party distributors, and joint ventures. New members of the marketing teams and agency staff are trained on joining Bacardi/being instructed to work for the Company, which also includes review of local market codes and legislation of which the individual is responsible. Self-regulatory codes are as important as local laws, and all marketing and promotional practices should follow the spirit, as well as the letter of laws, regulations, and codes.

Environmental Policy: In terms of the implementation of our Environmental Policy, the environmental management system of the Company's manufacturing operations is certified under the recognized international standard (ISO® 14001:2015). A systematic approach is used to determine and maintain the necessary structure, functions, and responsibilities for the planning and implementation of the priority activities to meet the policy commitments. The management system includes emphasis on communication through the reporting of environmental information to relevant interested parties.

Procurement Policy: The implementation of our policy is supported by our partnership with Sedex, the largest collaborative platform for sharing ethical supply chain data. This organization provides a third-party audit management service, which enables our suppliers to drive and report in accordance with an audit program based on the Sedex Members Ethical Trade Audit (SMETA) 4-Pillar audit protocol.

2-25
PROCESSES TO REMEDIATE
NEGATIVE EFFECTS

Every three years, our operations are audited by a third party on our adherence to ISO® standards. Our management system provides top management (SCLT and GLT) with information to build success over the long term and create options for contributing to sustainable development.

As part of ISO® 14001, we are required to conduct assessments covering environmental impacts from our operations and supply chain. During the process of conducting the assessments on risks, opportunities, and impacts, input is requested from internal and external stakeholders across our diverse internal functions and partners. This process informs the creation of an action plan to mitigate negative impacts and maximize opportunities. Once identified, the risks, opportunities, and corresponding action plans are discussed with the SCLT and GLT. Their feedback is considered before implementing the action plan.



GRI 2: General Disclosures cont'd

**2-25
PROCESSES TO REMEDIATE
NEGATIVE EFFECTS cont'd**

There is a formal mechanism to manage grievances received from any external or internal party in a responsive, effective, and fair manner (please see 2-26 below for reporting mechanisms for internal and external parties). Any complaints received are recorded, reviewed, investigated as necessary, and responded to. Any investigation is initiated by the Bacardi Business Integrity Team (BIT) and includes a defined escalation process. We specifically call out our zero tolerance to retaliation in our “Speak Up” guidance. This is augmented by directly asking those reporting wrongdoing if they have been retaliated against for reporting. Reporters, including those doing so anonymously, are encouraged to report retaliation both throughout the investigation process and after closure. Any reported retaliation is immediately investigated.

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.

**2-26
MECHANISMS FOR SEEKING
ADVICE & RAISING CONCERNS**

The BIT has implemented a communications and training strategy to enhance employees’ understanding of reporting options and instill trust. To raise concerns about business conduct, our employees are encouraged to first report locally to their manager, or a local HR or legal representative. Depending upon the case, these concerns are then escalated. For example, in the case of environmental grievances, this could involve communicating with the Global Sustainability Director, VP of ESG, legal department, and Chief Supply Chain Officer as necessary. Employees can also reach out to the BIT to report any violations or concerns.

Local reporting is supplemented by our official grievance mechanism, the Bacardi Integrity Line, available 24 hours a day, seven days a week, 365 days a year in phone and web reporting formats, with communication available in all local languages where employees are located. The Bacardi Integrity Line is managed by a third party, and reports can be made anonymously. Contractors, suppliers, and third-party business partners can also use the Bacardi Integrity Line or communicate with the BIT should they need to raise concerns of noncompliance with the Bacardi Limited Code of Conduct or nonconformance with laws.

The BIT meets regularly to review each case, and assesses any trends and root causes, enabling quick intervention or action. Furthermore, regular reports are delivered to the Bacardi Limited Board of Directors. External counsel and/or internal audit is engaged on an as-needed basis or where required under local regulations.

**2-27
COMPLIANCE WITH LAWS &
REGULATIONS**

We pride ourselves on having employees who commit to work as a family and do the right thing when conducting business activities.

There have been no significant instances of noncompliance with laws or regulations, and no fines were imposed or paid during the reporting period. Significant instances of noncompliance with laws or regulations are considered instances that put the Company at financial, reputational, environmental, or health risk to the public.

**2-28
MEMBERSHIP ASSOCIATIONS**

In terms of our most important memberships and associations, we are members of the Beverage Industry Environmental Roundtable (BIER) and work with peer companies to help provide crucial support, mitigate environmental impacts, and ensure sustainable continuity of the global beverage industry. We are also a member of the Distilled Spirits Council of the United States (DISCUS), which is a 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



GRI 2: General Disclosures cont'd

**2-28
MEMBERSHIP ASSOCIATIONS cont'd**

around the globe. Additionally, through [Responsibility.org](https://www.responsibility.org), DISCUS encourages responsible and moderate consumption of distilled spirits among those who choose to drink. 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 to promoting an understanding of responsible drinking.

Bacardi is a founding member of Bonsucro®, the global nonprofit organization that has developed a metric-based sustainability standard and certification process for the sugarcane industry. We work with the organization to improve economic, environmental, and social conditions in the regions around the world where sugarcane is produced. The Bonsucro Production Standard covers areas such as human rights and labor conditions and the biodiversity, environmental, and economic viability of sugarcane producers. More information can be found at www.bonsucro.com. We have also been a Sedex member since 2009. Sedex is a not-for-profit membership association. Sedex Advance is one of the largest social governance collaborative platforms in the world for buyers, suppliers, and auditors to store, share, and report on ESG information. More information can be found at www.sedex.com.

**2-29
APPROACH TO STAKEHOLDER
ENGAGEMENT**

We engage in stakeholder research and have identified our stakeholder groups as Customers, Employees, Communities, Shareholders, Investors, Industry Associations, NGOs, Regulators, and Suppliers. Stakeholders are determined with input from cross-functional and external leaders based on groups impacted by our operations, by our products, and by our industry. Stakeholder research is conducted on a recurring basis, and the most recent research was finalized in 2021, which informed this report. This research will be updated with a double materiality assessment.

Our stakeholders' feedback guides our understanding of topics material to the organization. Their insights inform our approach to managing risk, supporting the delivery of our business strategy, and supporting sustainability across our operations and where we do business.

To ensure continuous, meaningful engagement with stakeholders, we attend industry conferences where we meet with stakeholders from all sectors. We also engage with them as members of numerous industry associations around the world with subcommittee working groups for meaningful dialogue. In addition to this, we have long-term partnerships with nonprofit partners with whom we share best practices and learnings. Lastly, we have an internal insights team that continuously connects with and learns from our consumers. Together, these help us maintain strong relationships with our stakeholders and better understand their needs.

**2-30
COLLECTIVE BARGAINING
AGREEMENTS**

We have a strong focus and commitment toward constructive employee industrial relations across specific Bacardi entities, subject to local country employment legislation and labor laws. Working in partnership, our objective is to develop active and meaningful collaboration with trade unions where collective bargaining is applicable. We also partner with work councils under the European Works Council (EWC) Directive to maintain transparent and open dialogue over issues of common interest. We recognize our employees' freedom of association, and support their right to decide if they wish or do not wish to be part of a trade union.

For employees not covered by collective bargaining union agreements and works councils, their terms of employment are based on local labor, country-specific employment legislation and working regulations.



GRI 3: MATERIAL TOPICS

3-1 PROCESS TO DETERMINE MATERIAL TOPICS

Internally, our ISO®-certified management system supports the identification of risks and impacts that inform our list of material topics. Please see [GRI 2-25](#) for more information. Additionally, in 2021, we hired an external agency to engage in a robust and comprehensive stakeholder research and impact materiality assessment. We engaged in internal and external interviews with our stakeholders, and developed workshops with our Good Spirited Leadership Council, including members of our GLT. We continue to engage with and welcome input from all stakeholders to help us further continue to develop and implement its strategy. Stakeholder research is conducted on a recurring basis and will be updated with a double materiality assessment.

Our Good Spirited strategy focuses on material topics across the Company's four priority areas: Good Choices, Good Footprint, Good Futures, and Good Sources. Our 19 KPI targets were consequently created to address these four priority areas.

3-2 LIST OF MATERIAL TOPICS

The GRI disclosures that are relevant to our production sites are water, waste, energy, emissions, and occupational health and safety (pending integration of TEELING and LEBLON®). The rest of the GRI disclosures are relevant to all 160 markets where we produce and sell our distilled spirits.

Please see the [GRI Content Index](#) for a complete list of our material topics. In FY24, we opted to remove the Local Communities disclosure to better align our reporting to our 2021 impact materiality assessment. However, we do recognize local communities as an important stakeholder which will be integrated into our double materiality assessment. Our recognition of the importance of local communities is reflected in our *Shake Your Future* program (please see FY24 ESG Report Good Futures section), water positivity strategy (see [GRI 303](#)), and the ways in which we identify and manage our risks across the supply chain (see [GRI 205](#), [206](#), [302](#), [303](#), [305](#), [306](#), [401](#), [403](#), [404](#), [405](#), [406](#), [407](#), [408](#), and [409](#)).





GRI 205: ANTI-CORRUPTION

3-3 MANAGEMENT OF MATERIAL TOPICS

We do not tolerate corruption, and are committed to operating in compliance with global best practices and all anti-corruption laws applicable wherever we do business. We expect our representatives and business partners, including brokers, agents, consultants, distributors, and service providers, to fully comply with our position. This applies to actions directed at public officials, as well as private employees of any entity that does business with us.

We revised our ABAC Policy in 2021 to ensure that it reflects updated anti-bribery and corruption laws, changes in world and business culture, and our own commitment to being a company that holds ethics at the heart of doing business.

Anti-bribery and corruption is a key topic included in our annual training and communication strategy for our employees.

Employees are required to report any acts of bribery and corruption immediately known to them. There are several channels available for employees to report; please see [GRI 2-26](#) for more information. Every report received is taken seriously, and acted upon confidentially by a dedicated and experienced team of professionals.

Employees found to be involved in bribery or corrupt activities will be subject to disciplinary action up to and including termination.

We carry out systematic monthly due diligence screenings on the vast majority of our third-party business partners. Monthly screenings specifically search for watch lists and sanctions; issues of anti-bribery, fraud, and financial misconduct; and for politically exposed persons. Any third-party business partner found to be guilty of activities of bribery or corruption, or sanctioned for criminal corrupt business activity, may have their contract terminated.

For internal investigations of corruption cases, a root cause analysis is carried out on all concluded investigations regardless of the result of the investigation. Recommendations will be made for remedial action, which may include review of internal controls, additional training, policy and process review, performance improvement plans, coaching and mentoring, and, potentially, termination of the contract.

On a quarterly basis, cases that include reporting of anti-bribery and corruption, among other types of violations, as well as trend analyses of the types of incidents investigated, are escalated to the Audit Committee. Recommendations are given to mitigate identified risks.

205-1 OPERATIONS ASSESSED FOR RISKS RELATED TO CORRUPTION

Our risk assessment program evaluates the risk of corruption, with third-party corruption representing the biggest risk in this area. There is an ongoing systematic program of due diligence managed by the BIT and procurement. There have been no significant cases of corruption, or significant control gaps identified, that would harm us financially or damage our reputation.



GRI 205: Anti-Corruption cont'd

**205-2
COMMUNICATION & TRAINING
ABOUT ANTI-CORRUPTION
POLICIES & PROCEDURES**

We engage with third-party business partners that agree to abide by the terms of their contract, which includes compliance with relevant anti-corruption laws in the country in which they carry out business.

During FY24, a business integrity training and communication program was virtually conducted for a global audience. It was complemented by face-to-face country-specific training for an audience of approximately 10% of all company employees worldwide. Both trainings included an emphasis on anti-corruption. In addition, during the onboarding process, new hires are trained online regarding the principles of our Code of Conduct, which specifically targets matters on anti-corruption.

**205-3
CONFIRMED INCIDENTS OF
CORRUPTION & ACTIONS TAKEN**

No incidents of confirmed corruption have been received. No contracts with business partners were terminated due to violations related to corruption. No public legal cases were brought against us.





GRI 206: ANTI-COMPETITIVE BEHAVIOR

3-3
MANAGEMENT OF
MATERIAL TOPICS

As noted in the Code of Conduct, our employees must comply with all applicable anti-competitive laws, rules, and regulations, and with industry codes and practices in the countries where we do business.

Our employees who operate in the procurement, marketing, and sales functions receive training on anti-competitive issues. Employees are required to report any acts of anti-competitive activity immediately known to them. There are several channels available for employees to report. Every report received is taken seriously and acted upon confidentially by a dedicated, experienced team of professionals. Please see [GRI 2-26](#) for more information.

Any employee found to be sharing non-public or competitively sensitive commercial information — such as pricing intentions, business plans or marketing strategies, rates or fees, business costs, profit margins, sales volumes, or production capacities — will be subject to disciplinary measures up to and including termination.

We carry out systematic monthly due diligence screenings on the vast majority of our third-party business partners. Any third-party business partner found guilty of activities of an anti-competitive nature may have their contract terminated.

On a quarterly basis, cases that include reports of anti-competitive behavior, among other types of violations, as well as trend analyses of the types of incidents investigated, are escalated to the Audit Committee. Recommendations are given to mitigate identified risks.

206-1
LEGAL ACTIONS FOR
ANTI-COMPETITIVE BEHAVIOR,
ANTITRUST & MONOPOLY
PRACTICES

In FY24, there were no legal actions pending or completed regarding anti-competitive behavior, antitrust, or monopoly legislation.





GRI 302: ENERGY

3-3 MANAGEMENT OF MATERIAL TOPICS

As part of the strategic planning for our manufacturing operations, we are taking action to improve our energy consumption efficiency and explore alternative sources of renewable energy. Our energy management practices include the evaluation of market opportunities related to the purchasing of energy. Contracts for renewable energy have been established at a number 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 our targets.

Renewable Energy Generation: Among numerous energy initiatives, we focus on renewable energy from biogas and biomass systems at our distilleries. Instead of oil, renewable organic material such as agave fibers left over from production, wood pellets, and wood chips are used as fuel for our biomass boilers. We are also focusing on using solar energy in India and Italy for electricity and steam generation, respectively.

Renewable or Low-carbon Energy: Green electricity from hydro, solar, and wind contracts in the U.K., Italy, and France help to reduce our carbon footprint.

Energy Efficiency Improvements: Our offices, bottling, and production facilities, and brand homes 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 sustainable building principles.

Energy Management Software: We are implementing a data management system to monitor, control, and optimize the performance of the utility distribution and consumption in our manufacturing facilities. The top consumption facilities for water and electricity were prioritized for the installation of the submetering system.

On a quarterly basis, we monitor progress with our GLT, SCLT, ESG team and Good Spirited Council. Based on results and evaluation, we determine priorities for our strategic plans. We have a short-term strategic plan in place, which is evaluated annually based on new data and opportunities.





GRI 302: Energy cont'd

302-1
ENERGY CONSUMPTION WITHIN
THE ORGANIZATION

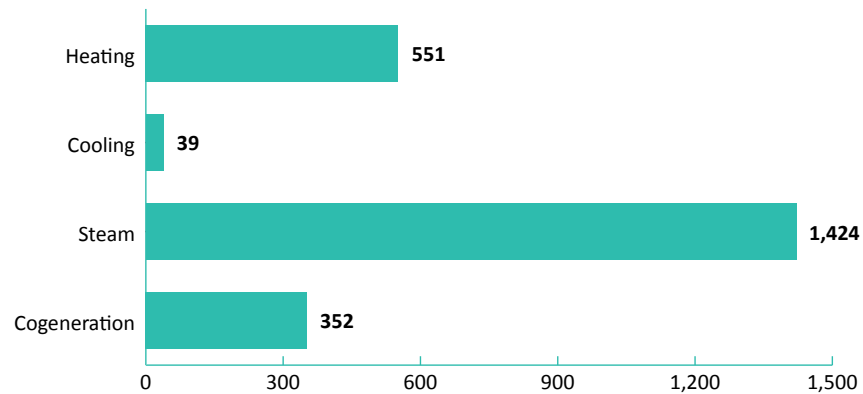
In FY24:

- 20% of total energy was from renewable sources
- 41% of electricity was purchased through renewable energy contracts (3% more than FY23)
- 17% of fuel was from renewable sources
- 9.2% of total energy consumed was from grid electricity

Source	FY15	FY22	FY23	FY24
Fuel Oil	579	493	489	277
Gas	686	1,309	1,435	1,836
Total Fuel From Non-renewables	1,265	1,802	1,924	2,113
Biogas	208	112	300	138
Biomass	64	378	401	307
Total Fuel From Renewables	272	490	701	445
Total Fuel	1,537	2,292	2,625	2,558
Total Non-renewable Electricity	214	186	187	154
Total Renewable Electricity	39	111	112	107
Total Electricity	253	297	299	261
Total Energy Consumption (KJ)	1,790	2,589	2,924	2,819

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

FY24 Energy Consumption by Type (KJ)

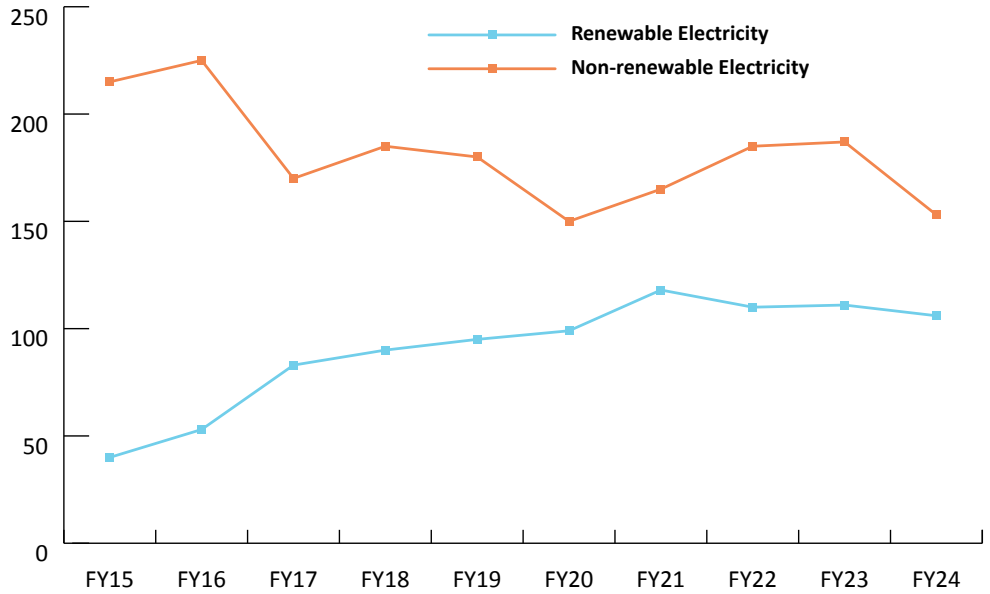




GRI 302: Energy cont'd

302-1
ENERGY CONSUMPTION WITHIN
THE ORGANIZATION cont'd

Energy Consumption Since FY15 (KJ)



302-3
ENERGY INTENSITY

Our energy intensity ratio is 0.015 with production 9-liter cases used as the denominator. The types of energy included are fuel and electricity used within the organization.

302-4
REDUCTION OF ENERGY
CONSUMPTION

Numerous initiatives under the GHG Road Map (see [GRI 305](#)) have contributed to reductions in energy consumption. The following are among numerous efforts to optimize energy usage:

- In-depth energy audits at all French sites to identify improvement opportunities
- Implementation of an energy data management system using the Grafana platform. This tool helps us better understand energy consumption and where we can improve energy efficiency. The system went live in FY24 in key facilities including the BACARDÍ® distillery in Cataño, Puerto Rico; the Bacardi Bottling Corporation in Jacksonville, Florida; the ANGEL'S ENVY® distillery in Louisville, Kentucky; and the Tequila PATRÓN® site in Atotonilco el Alto, Mexico.
- The Combined Heat and Power (CHP) system started at the BACARDÍ® distillery in Cataño, Puerto Rico, to produce electricity to power the entire site, as well as steam to run the distillery. The CHP system supplies the site's electricity and steam more efficiently while using less energy overall.





GRI 303: WATER & EFFLUENTS

3-3 MANAGEMENT OF MATERIAL TOPICS

Water is one of the main pillars of our sustainability strategy. Following a continual improvement approach, as required by the ISO® 14001:2015 standard, our environmental management system provides the framework to guide our employees to explore new initiatives.

In FY23, we decided to pursue an ambitious goal of water positivity across all operations by 2030. To achieve this target, we are working with partners to replenish water back to the source and promote water stewardship at all of our sites. We are also focused on the identification of and investment in projects for water consumption efficiency at our facilities, as well as achieving closed loop systems for water required for production. For example, a water treatment system, called cavitation, was implemented at the Tequila PATRÓN® facility to clean domestic water and reuse it for cooling systems (meaning it was not in contact with product water). More than 1,000 cubic meters of water are being recycled every week.

This strategy was predated by our work with BIER as 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 River Watershed. Through the introduction of a hydraulic watershed, together with industry partners, we are helping to route 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 thriving communities.

Progress against objectives and yearly targets is monitored through our KPIs and discussed with our GLT, SCLT, ESG team and Good Spirited Council.

Our ambitious target is the following:

- By 2030: water positive across all of 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 withdrawal methods differ by site; examples include sourcing groundwater through boreholes onsite, purchasing from a municipal water entity that sources from a local water body, and rainwater harvesting. Water is then used in our manufacturing activities primarily for cooling (as non-contact water), energy generation, cleaning, and to be incorporated in our products. The discharge of contact water differs by site; examples include treating wastewater directly on-site before releasing to local water bodies or facilities for irrigation, and collecting wastewater in a retention basin before discharging to the sewerage system, where it is treated as wastewater off-site.

The water-related impacts are annually assessed following the life cycle perspective approach based on the ISO® 14001 standard. Additionally, in FY24, we completed water basin discovery assessments at 23 production sites with a third-party analyst. They identified the respective water sources, related challenges and management issues, and project opportunities where we can contribute to alleviate water-related impacts. For example, impacts that we have identified, either through our supply chain or direct operations, include decreasing groundwater levels, agricultural runoff, increasing demand for water for agriculture or production uses, industrial discharge, etc.

To mediate those impacts, we are prioritizing partnerships with NGOs, government agencies, and peer companies to protect watersheds and provide access to potable water in the most water-scarce areas where our manufacturing sites exist: Puerto Rico, Mexico, and India.



GRI 303: Water & Effluents cont'd

303-2
MANAGEMENT OF WATER
DISCHARGE-RELATED IMPACT

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

- Direct discharges of treated wastewater to local bodies of water following on-site treatment
- Indirect discharges of treated wastewater to municipal treatment facilities
- Beneficial land application, including irrigation and fertilizer, to improve crop production (in countries where permitted)

All wastewater discharges are properly permitted with local government authorities and meet all corresponding requirements. For areas with no local legislation, we require local sites to follow minimum standards established by our Environmental, Health & Safety (EHS) Global Manual in accordance with international standards.

303-3
WATER WITHDRAWAL

Total Water Withdrawal by Source (megaliters)

Of the total FY24 volume, 2,965 megaliters are sourced from freshwater, and 1,581 megaliters are sourced from “other water.” Assumptions include that freshwater comes from public suppliers and surface water, and that “other water” comes from groundwater.

Source	FY15	FY22	FY23	FY24
Surface Water	2,030	1,652	1,538	1,738
Groundwater	1,213	1,617	1,597	1,581
Seawater	0	0	0	0
Produced Water	0	0	0	0
Public Suppliers	867	877	1,206	1,227
Harvested	0	0	0	1
Total	4,110	4,146	4,341	4,547

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

54% of total water withdrawn comes from areas with high or extremely high water stress (Puerto Rico, Mexico, India, and Italy).

Source	Puerto Rico	Mexico	India	Italy
Surface Water	0	0	0	0
Groundwater	0	1,101	0	256
Seawater	0	0	0	0
Produced Water	0	0	0	0
Public Suppliers	929	117	25	5
Harvested	0	0	1	0
Total	929	1,218	26	261

Assumptions: The geographies highlighted in this disclosure are based on the WRI’s classification of areas with high or extremely high water stress.



GRI 303: Water & Effluents cont'd

303-4
WATER DISCHARGE

Water Discharge (megaliters)

Of the total FY24 water discharge, 211 megaliters were applied to cropland as fertilizer or for irrigation. The water that is applied to land for beneficial reuse is returned to the crops that provide our raw feedstock to make spirits in countries where regulatory authorities permit.

Source	FY22	FY23	FY24
Direct Discharge	1,319	1,618	1,674
Indirect Discharge	296	269	301
Beneficial Land Application	85	92	211
Total Volume	1,700	1,979	2,186

303-5
WATER CONSUMPTION

Water Consumption (megaliters)

54% of total water consumption comes from areas with high or extremely high water stress (Puerto Rico, Mexico, India, and Italy).

	FY15	FY22	FY23	FY24
Total Water Usage	4,110	4,146	4,341	4,547
Total Water Consumption	N/A*	N/A*	3,085	2,981

*Data not available because water consumption tracking (incorporating water returned to its source) started in FY23.

	Puerto Rico	Mexico	India	Italy
Water Consumption in Areas With Water Stress by Source	929	1,218	26	261





GRI 305: EMISSIONS

3-3 MANAGEMENT OF MATERIAL TOPICS

We aim to become net zero across our direct operations by 2040 and our entire value chain by 2050 to be in line with the Science Based Targets initiative (SBTi). We submitted the net zero targets for approval in line with the latest SBTi standard and expect validation within FY25. We will be setting interim targets aligned with SBTi on the road map to 2040 and 2050. These targets are consistent with reductions required to limit global warming to 1.5 C.

Within direct operations, our focus is to reduce our carbon footprint by optimizing processes and adopting green energy across our production sites. For example, we are focused on reducing our energy use by implementing heat recovery, process optimization, and cogeneration. We are also converting to renewable energy using solar panels, electric boilers, and green energy contracts.

Key initiatives to date include:

- At our Tequila PATRÓN® manufacturing site in Mexico, we are focusing on energy recovery to reduce our natural gas consumption through renewable fuel generation as part of the wastewater treatment process. Additionally, we have increased heat recovery by installing economizers for the boilers.
- At our BACARDÍ® rum distillery in Puerto Rico, we installed a new Combined Heat and Power (CHP) system to produce electricity to power the entire site and steam to run the distillery. The system is fueled with a blend of biogas (coming from anaerobic digesters that treat the wastewater) and liquid petroleum gas (LPG), which replaced heavy fuel oil. An overall emissions reduction is expected once it reaches optimization with high usage of renewable fuel (biogas) and low usage of LPG.
- We are increasing the use of solar power at production facilities. The plant in Nanjangud, India, has expanded its photovoltaic panels system, and solar panel technology is being piloted in Pessione, Italy.
- We are improving energy consumption management by implementing submetering systems at our top consumption sites, including the BACARDÍ® distillery in Cataño, Puerto Rico, and Bacardi Bottling Corporation in Jacksonville, Florida. The same system has been installed at our PATRÓN® and ANGEL'S ENVY® production sites.

Additionally, we are focusing on Scope 3 emissions, which is predominantly controlled by our suppliers. We have started by assessing our value chain impacts and identified that our greatest sources of Scope 3 emissions are purchased ingredients, packaging materials (mainly glass), and transportation. We are working closely with suppliers on these priority areas to:

- Assure that their goals are aligned with our net zero ambition (we take into consideration supplier commitment to carbon reduction when making allocation decisions)
- Identify measures to reduce carbon footprint (e.g., sustainable agricultural practices, fuel conversion of vehicles, sourcing strategy)
- Pursue collaborative efforts to make impactful changes toward achieving net zero
- Determine the carbon footprint of agricultural activities for our key ingredients under the Forest, Land & Agriculture Guidelines for SBTi

Target:

- Net zero across our direct operations by 2040
- Net zero across our entire value chain by 2050

KPI: Absolute greenhouse gas (GHG) Emissions, MT, CO₂e



GRI 305: Emissions cont'd

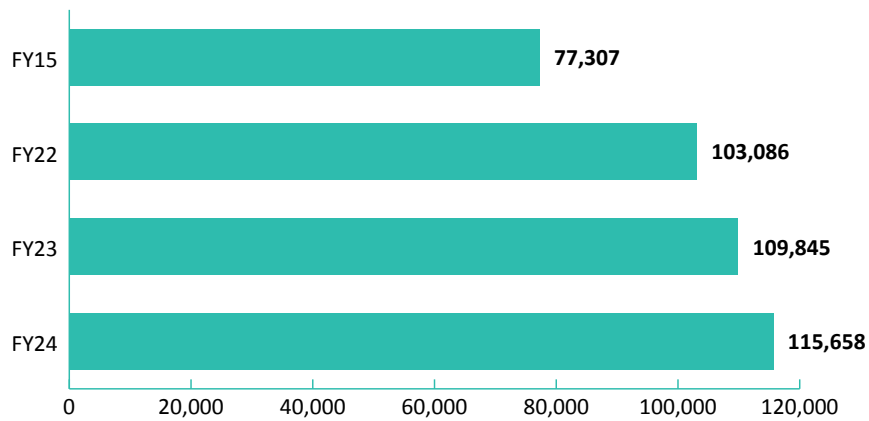
3-3
MANAGEMENT OF MATERIAL
TOPICS cont'd

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

305-1
DIRECT (SCOPE 1) GHG EMISSIONS

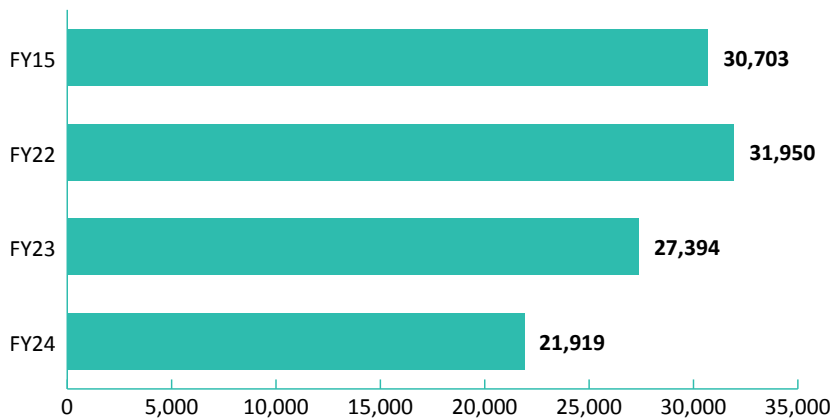
Direct GHG Emissions (metric tons of CO₂e)



Please refer to [GRI 305 3-3](#), which reflects current and upcoming investments toward GHG emissions reductions.

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

Indirect GHG Emissions (metric tons of CO₂e)



*Market-based



GRI 305: Emissions cont'd

**305-3
OTHER INDIRECT (SCOPE 3)
GHG EMISSIONS**

The total Scope 3 carbon footprint is 1,034,373 metric tons of CO₂e per year based on FY23 volumes. We are implementing a data management system to be able to track Scope 3 GHG emissions annually. The categories included are purchased goods (ingredients and packaging) and services, capital goods, fuel- and energy-related activities, upstream and downstream transportation, waste generated in operations, business travel, employee commuting, use of sold products, and downstream leased assets.

**305-4
GHG EMISSIONS INTENSITY**

The GHG emissions intensity ratio for the organization is 0.003 with production 9-liter cases used as the denominator. The types of GHG emissions included are scopes 1 and 2 emissions.

**305-5
REDUCTION OF GHG EMISSIONS**

Refer to [GRI 302-4](#) section for energy efficiency initiatives that have also resulted in reductions in GHG emissions. Please see [GRI 305 3-3](#) for more information about the individual projects.

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

NO_x, SO_x and Particulate Emissions by Year (metric tons)

	FY15	FY22	FY23	FY24
SO _x	1,352	434	579	419
NO _x	142	95	137	126
Particulate	22	7	14	9
Total	1,516	536	730	554



GRI 306: WASTE

3-3 MANAGEMENT OF MATERIAL TOPICS

Waste management is focused on the following 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 our manufacturing facilities by the end of 2025.

We manage the solid waste from our facilities according to applicable regulation under two main categories: hazardous waste and nonhazardous waste. Following the approach above for both categories, the waste can be disposed of in the following ways:

- Reuse
- Recycle
- Repurpose for energy recovery
- Direct to landfill
- Incineration

The amount of waste generated per category is measured in metric tons per year.

In terms of wastewater, we manage used process water from our facilities in three ways:

1. Direct discharges of treated wastewater to local bodies of water following on-site 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 permitted). Wastewater discharges are effectively contained and controlled so as to protect our workers, the community, and the environment.

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

Target: Zero waste to landfill by 2025

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 across hazardous and nonhazardous waste on an annual basis. These impacts are assessed and mitigated accordingly, and follow applicable laws, standards, and management systems. For further information on how we manage the impact of packaging waste, please see [SASB FB-AB-410a.2](#).

306-2 MANAGEMENT OF SIGNIFICANT WASTE-RELATED IMPACTS

Each operation looks for circular opportunities on a case-by-case basis. At a site level, waste materials are assessed for reusability depending upon their material composition, as well as their ability to be reused by the supplier. For example, in India, we have partnered with a bottle collection agency that gathers used bottles, then washes, cleans, and de-labels them, allowing them to be repurposed in the bottling of various local products.

Our procurement process for waste contractors consists of contractual requirements to meet all standards and regulations for waste management. We obtain waste-related data from our waste management contractors, and this data is reviewed and integrated into our data management system by local environmental health and safety managers. The data is also reviewed on a global level by our SCLT, ESG team and Good Spirited Council on a quarterly basis.



GRI 306: Waste cont'd

306-3
WASTE GENERATED

The waste sent to landfill from manufacturing sites was 0.64% of total waste. A total of 22 manufacturing sites have achieved zero waste to landfill.

Total Waste Generated (metric tons)

	FY22	FY23	FY24
Total Waste Diverted From Landfill	213,738	216,215	214,851
Total Waste Directed to Landfill	1,246	1,680	1,382
Total Waste Generated	214,984	217,895	216,233

306-4
WASTE DIVERTED FROM DISPOSAL

Total Waste Diverted From Landfill and Disposal Methods (metric tons)

	FY22	FY23	FY24
Hazardous Waste Diverted From Landfill			
Reuse/Recovery/Recycling	88	100	348
Incineration/Treatment	103	47	23
Subtotal	191	147	371
Non-hazardous Waste Diverted From Landfill			
Reuse/Recovery/Recycling	211,974	207,900	211,106
Incineration/Treatment	1,573	8,168	3,374
Subtotal	213,547	216,068	214,480
Total Waste Diverted From Landfill and Disposal	213,738	216,215	214,851

306-5
WASTE DIRECTED TO DISPOSAL

Total Waste Directed to Landfill (metric tons)

	FY22	FY23	FY24
Hazardous Waste	0.30	0.18	15
Non-hazardous Waste	1,246	1,680	1,367
Total Waste Directed to Landfill	1,246.30	1,680.18	1,382





GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT

3-3 MANAGEMENT OF MATERIAL TOPICS

We have put in place a governance structure regarding supplier social and environmental assessments:

- On an annual basis, we send a communication to goods suppliers on the importance of commitments toward our Third Party Code of Conduct. The Bacardi procurement team is fully committed to supporting our suppliers' compliance, and our ability to support their full integration is reviewed as part of the Procurement Performance Management Evaluation.
- On a monthly basis, the procurement team meets to review a collective tracker on the status and pending actions of suppliers on the following topics: certifications, SMETA audits to be conducted or renewed, supplier nonconformities, Sedex Self-Assessment Questionnaire (SAQ), etc.
- In FY24, 70 SMETA audits were performed, and 398 nonconformities were identified, of which one was business critical, 76 were critical, 227 were major, and 94 were minor. Of these 398 nonconformities, 158 nonconformities across 34 supplier sites still need to be cleared; one is business critical, 29 are critical, 88 are major, and 40 are minor. Most issues are related to health, safety, and hygiene. We regularly review progress on closing these gaps with suppliers. For critical nonconformities, we require the creation of a detailed action plan that, if not followed, could result in supplier contract termination. Please note that the audits revealed 122 "good examples" (or observations) that demonstrate supplier commitment toward social and environmental responsibilities.

308-1 NEW SUPPLIERS THAT WERE SCREENED USING ENVIRONMENTAL CRITERIA

At Bacardi, we aim to build long-term partnerships with our suppliers. We request our goods suppliers to register on Sedex and complete an SAQ, which includes environmental criteria. Additionally, our goods suppliers are requested to be certified by different schemes, which checks environmental performance of suppliers. Through these actions, we screen our new suppliers against environmental criteria. All new goods suppliers must participate in an internal Bacardi review called the Vendor Qualification Process, which includes an environmental assessment. For service suppliers, new suppliers must sign our Third Party Code of Conduct.

308-2 NEGATIVE ENVIRONMENTAL IMPACTS IN THE SUPPLY CHAIN & ACTIONS TAKEN

Bacardi has been a Sedex member since 2009, and is leveraging SMETA audits for social and environmental supplier tracking. We have 277 supplier sites that have been either SMETA audited or evaluated, or certified through entities like Equalitas or Bonsucro.®

Based on SMETA audits, we have nine suppliers identified with potential negative environmental impacts (major and critical nonconformities related to the environment). The main findings are related to hazardous waste improperly handled and missing environmental policies.



GRI 401: EMPLOYMENT

3-3
MANAGEMENT OF
MATERIAL TOPICS

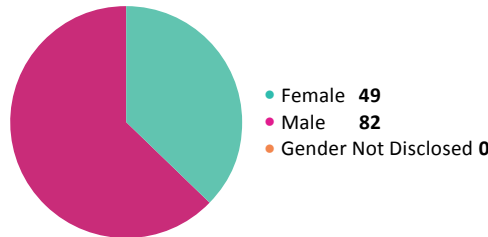
Bacardi has three cultural pillars to our core culture base: Fearless, Family, and Founders. We want all of our employees to feel treated like family and develop our talent to create a workplace of belonging, engagement, and recognition. We have been externally recognized for the way we engage our employees, and we are Certified™ by Great Place to Work® in 51 locations worldwide, including our global headquarters in Bermuda.

We abide by all local laws and our own policies to support and empower our employees and suppliers. We measure employee engagement through our regular survey. With this feedback, we create local action teams targeted toward improving the areas that our employees want to focus on to increase levels of engagement, sense of belonging, and 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 on an anonymous basis.

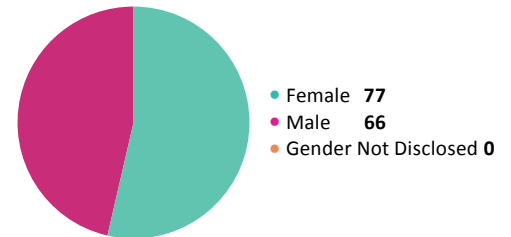
401-1
NEW EMPLOYEE HIRES &
EMPLOYEE TURNOVER

New Employees by Gender

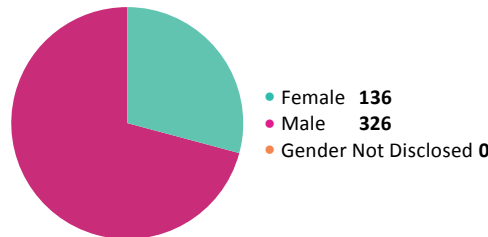
Asia, Middle East, Africa, Australia & New Zealand



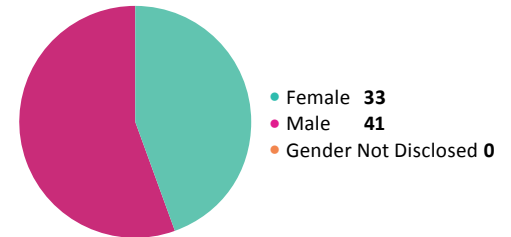
Eastern Europe, Greater China, Japan & South Korea



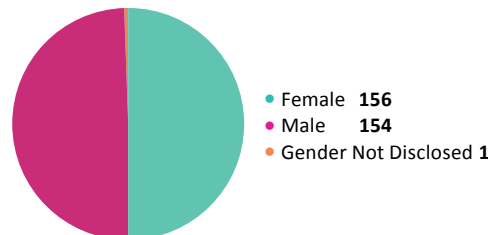
Latin America & Caribbean



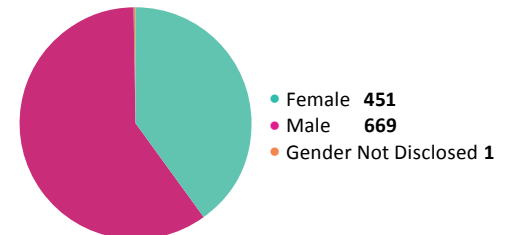
North America



Western Europe



Globally



Methodology: This data is correct as of March 31, 2024. The data represents all Bacardi employees. Employees have been allocated to the business region in which they are located and employed.

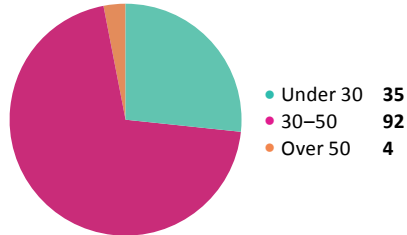


GRI 401: Employment cont'd

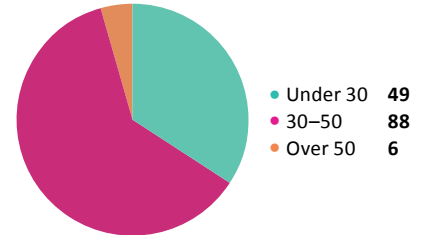
401-1
NEW EMPLOYEE HIRES &
EMPLOYEE TURNOVER cont'd

New Employees by Age

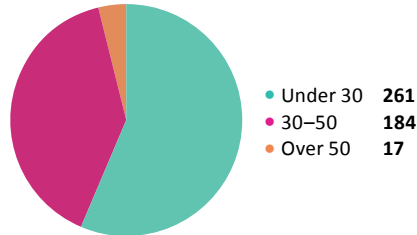
Asia, Middle East, Africa,
Australia & New Zealand



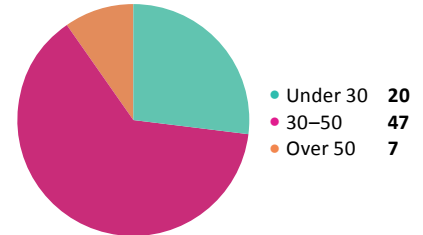
Eastern Europe, Greater China,
Japan & South Korea



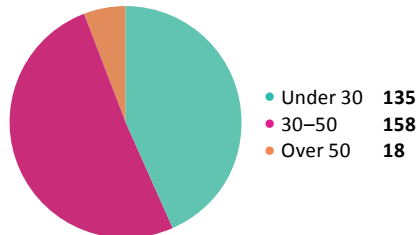
Latin America & Caribbean



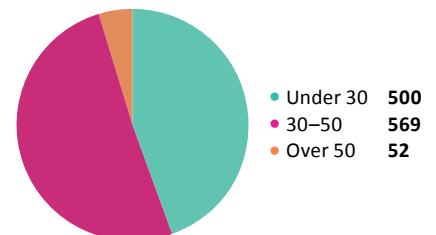
North America



Western Europe



Globally



Methodology: This data is correct as of March 31, 2024. The data represents all Bacardi employees. Employees have been allocated to the business region in which they are located and employed.

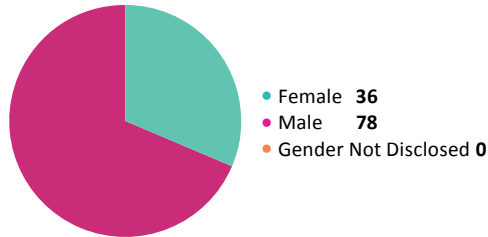


GRI 401: Employment cont'd

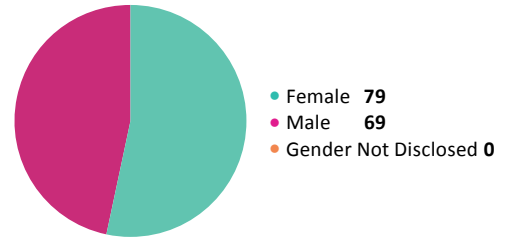
401-1
NEW EMPLOYEE HIRES &
EMPLOYEE TURNOVER cont'd

Employee Turnover by Gender

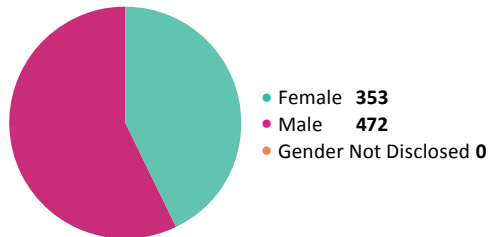
Asia, Middle East, Africa,
Australia & New Zealand



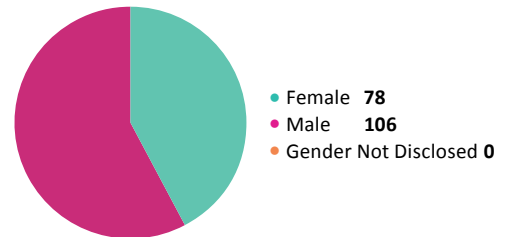
Eastern Europe, Greater China,
Japan & South Korea



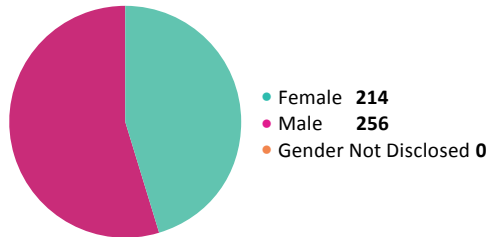
Latin America & Caribbean



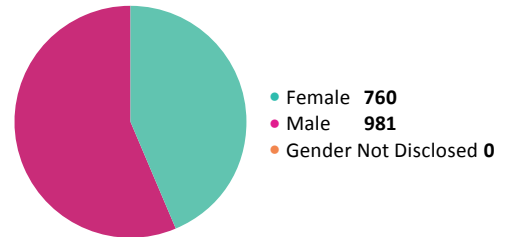
North America



Western Europe



Globally



Methodology: This data is correct as of March 31, 2024. The data represents all Bacardi employees. Employees have been allocated to the business region in which they are located and employed.

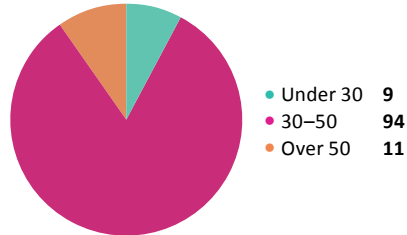


GRI 401: Employment cont'd

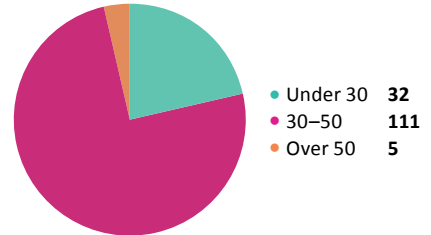
401-1
NEW EMPLOYEE HIRES &
EMPLOYEE TURNOVER cont'd

Employee Turnover by Age

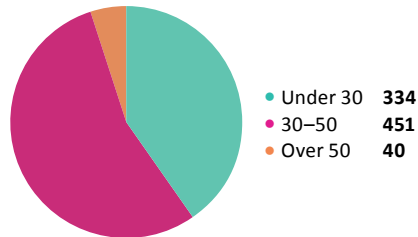
Asia, Middle East, Africa,
Australia & New Zealand



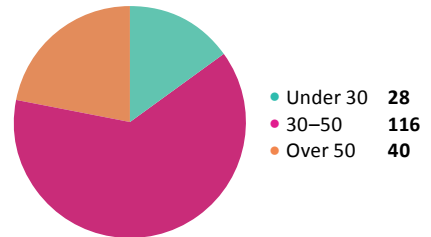
Eastern Europe, Greater China,
Japan & South Korea



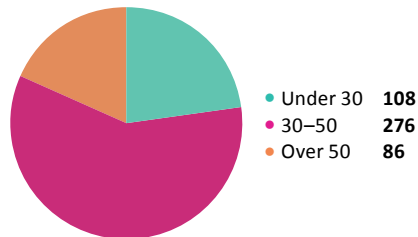
Latin America & Caribbean



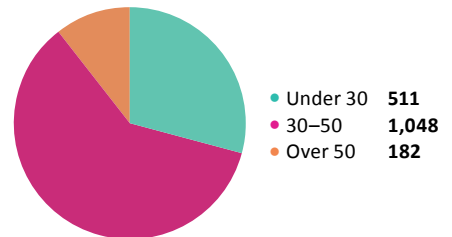
North America



Western Europe



Globally



Methodology: This data is correct as of March 31, 2024. The data represents all Bacardi employees. Employees have been allocated to the business region in which they are located and employed.



GRI 401: Employment cont'd

**401-2
BENEFITS PROVIDED TO
FULL-TIME EMPLOYEES THAT ARE
NOT PROVIDED TO TEMPORARY OR
PART-TIME EMPLOYEES**

Our benefits packages enhance our reputation as an employer of choice, and support our global Certified™ Great Place to Work® accreditations, and our ability to attract, recruit, and retain talented employees from within a competitive external employment market. Irrespective of job grade, Bacardi entity location, or contractual terms, our employees can access benefits packages aligned with their local country employment legislation, labor laws, and external employment market conditions. In countries where applicable, there is no differentiation in benefits between permanent, full-time, part-time, fixed-term, and flexible employment.

Our key benefits packages are inclusive of life insurance, health care, maternity and parental leave, disability and invalidity coverage, and retirement pension provisions. Depending upon their location, employees can access, for example: birthday leave, My InSpirit Day (volunteer day), dental insurance, meal allowance, wellness allowance, discounted on-site shop, etc. Please note that this list is provided for example purposes only and is not exhaustive.





GRI 403: OCCUPATIONAL HEALTH & SAFETY

3-3 MANAGEMENT OF MATERIAL TOPICS

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

The purpose of the Bacardi Global Environmental, Health & Safety (EHS) Management System is to ensure personal and process safety for our worldwide manufacturing operations.

403-1 OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM

The Bacardi Global EHS Management System provides a standard global strategy, as well as a framework for each production site to tailor the system to address site-specific activities and potential impacts. The system has 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. Its scope includes agencies, temporary workers, and contractors within operational sites. The Global EHS manual is used as a reference document to support local EHS coordinators and managers in the implementation and management of the system. Within our corporate offices, our occupational health programs, *Bacardi Assist* and *Mental Health First Aid*, are dedicated to the well-being of our employees.

403-2 HAZARD IDENTIFICATION, RISK ASSESSMENT & INCIDENT INVESTIGATION

Bacardi has a strong safety culture that supports the ability to drive proactive safety rather than a reactive system based on accidents. This approach is the backbone of the preventive safety program called *PrimoSafe*, which uses the identification of hazards and hazardous conditions to drive action. We have a comprehensive hierarchy of risk assessment that identifies risks at all levels of operation.

Minimum standards in accordance with our ISO® 45001 certification have been developed against which each site is measured. Best-in-class standards expand upon these to assist sites with benchmarking their own performance and drive continual improvement in EHS.

403-3 OCCUPATIONAL HEALTH SERVICES

An occupational health service is provided and available for all employees. Depending upon location, this service can be face-to-face or remote, and can include the provisions of pre-employment health checks, attendance case management (management referrals), general practitioner referral service, and health surveillance (inclusive of lifestyle checks). Reports on the use of occupational health services are generally provided to HR on a monthly, quarterly, and annual basis.

Bacardi also offers a range of services through the *Bacardi Assist* program, which focuses on the well-being and mental health of our employees. We enhanced this program by introducing a team of *Mental Health First Aid* instructors to support our employee population at a number of sites.

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

As part of ISO® management, 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. The output of these meetings is then shared with the wider employee population.



GRI 403: Occupational Health & Safety cont'd

**403-5
WORKER TRAINING ON
OCCUPATIONAL HEALTH & SAFETY**

Each site must complete an EHS competency analysis to determine the type and frequency of any EHS training requirements. 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. EHS training is reviewed at least annually.

At a minimum, the following subjects must be covered in any EHS training:

- Legal requirements relevant to each role
- Key hazards on 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
- Promotion of worker health

Please refer to [GRI 404-2](#) for more information on the Company's training strategy.

**403-6
PROMOTION OF WORKER HEALTH**

In FY24, we rolled out our Mindful Moments Ambassador training to all of our employees, focusing on alcohol responsibility including guidelines on alcohol consumption in the workplace.

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

As part of ISO® management, a risks and opportunities evaluation is required to help us define our objectives and the required actions to achieve them. These assessments review risks, impacts, and opportunities from our direct operations and supply chain. During the assessments, input is requested from internal and external stakeholders across our diverse internal functions and partners. This process informs the creation of an action plan to mitigate negative impacts, manage risks and maximize opportunities. Once identified, the impacts, risks, opportunities, and corresponding action plans are discussed with the SCLT and GLT. Their feedback is considered before implementing the action plan.

We manage the integrity of our supply chain through business continuity arrangements. Please see [GRI 308 3-3](#) for more information on our management of supplier relationships.

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

The safety management system ISO® 45001 and its associated codes of practice apply to all individuals on our sites, whether they are full-time employees, agency or temporary workers, or contractors. Within the corporate offices, our *Bacardi Assist* and *Mental Health First Aid* occupational health programs are dedicated to the well-being of our employees.

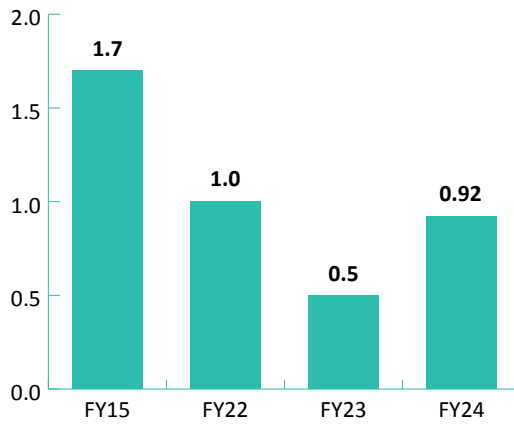


GRI 403: Occupational Health & Safety cont'd

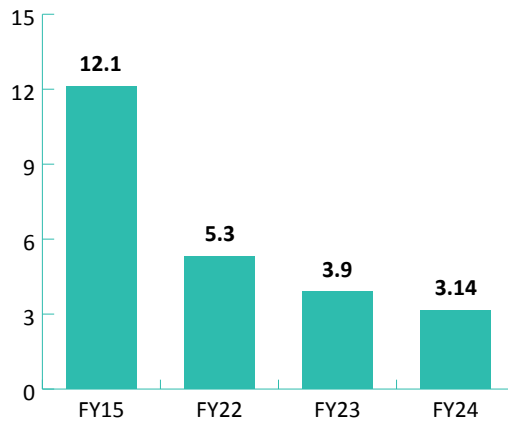
403-9
WORK-RELATED INJURIES

Our Lost Time Accidents Rate (LTAR) has steadily reduced over the years to a point where it is consistently at or below 1.0. We have also expanded our focus to Total Recordable Incident Rate (TRIR) to support a more preventive safety program.

LTAR



TRIR





GRI 404: TRAINING & EDUCATION

3-3 MANAGEMENT OF MATERIAL TOPICS

At Bacardi, we recognize that our people and culture are our greatest assets. That is why it is our ambition to bring out the best talent in every employee to deliver best-in-class business results and contribute to a highly inclusive culture. Each year, we develop new resources and training programs to help unleash the potential of 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 person.

We evaluate progress on our people and culture through regular surveys and an Engagement Index, which is a global Human Resources (HR) measure that assesses four key elements of employee engagement: satisfaction, pride, retention, and advocacy. In addition, we created additional indices to track progress in the areas of belonging, well-being and enablement. We also conduct surveys after training and development programs to enhance programs for employees. Additionally, we have gained a Great Place to Work® certification using their designated Engagement Index.

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

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

We believe 70% of learning can be done on the job through creating experiences in the flow of work that build skills and capabilities. A wide range of experiences are available: new project assignments, stretching roles, creating cross-functional teams, funding key strategic initiatives, and more.

Twenty percent (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 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 employees are invited to be a part of.

And the last 10% is focused on accelerating learning through formal training that builds functional and leadership skills.

Leadership programs and opportunities:

- **Emilio Bacardi Harvard Business School (HBS) Leadership Program:** Develops the skills of senior leaders to build the strategies and plans that will support the long-term success of the Bacardi organization while navigating the challenges and disruption that we will face. Our collaboration with HBS earned us the Brandon Hall Group Bronze award for excellence in the Best University Professional Development Program (5 weeks in person and coursework over an 18-month period).
- **Advanced Leadership Program:** Develops 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. Two of these weeks are delivered in partnership with the University of Miami.
- **Bacardi Ready Core:** Covers core concepts around leadership and business fundamentals. It targets newly appointed first-time managers (1 week).
- **Bacardi Ready Advanced:** Develops employees to move from managers to leaders (1 week)
- **Coaching to Win:** Helps leaders use coaching skills in their everyday conversations to positively impact performance and contribute toward building a coaching environment (1.5 days)
- **Shaping Your Career:** Helps employees reflect strategically on their life and career as part of our commitment to their development (1-day workshop)



GRI 404: Training & Education cont'd

404-2
PROGRAMS FOR UPGRADING
EMPLOYEE SKILLS & TRANSITION
ASSISTANCE PROGRAMS cont'd

- **Belonging in Action:** Helps employees reach their full potential every day, meaningfully interact with other team members, further evolve the Bacardi culture, and create a more inclusive environment (Leader Series [3 days] / Employee Series [4 modules of 2 hours each])
- **Step Up Project:** Provides 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. Employees gain valuable knowledge, exposure, and skills while providing valuable support to the business by filling a short-term gap.

Functional training:

- **Bacardi Way of Growth:** 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
- **On Trade Academy:** Builds fundamentals and excellence for on-trade employees 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 (2 years)
- **Bacardi Commercial Way:** Builds best-in-class commercial capabilities to deliver sustainable growth and excellence in execution, and to help deliver the internal strategies developed by Bacardi
- **Let's Learn:** Provides access to a library of Bacardi videos, courses, e-learning, brand modules, bite-size tool kits, training calendars, and more that have been designed by our own employees

Additional support:

- **Becoming Bacardi:** Provides a comprehensive onboarding journey for new employees, which helps enable new employees to feel like family
- **Global Mobility:** Manages the logistics of all international moves. Global Mobility has a global contract with relocation providers AIRE and Ernst & Young. 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.

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. These performance reviews are discussions designed to help our employees not only look back and celebrate what they have achieved and learned, but also to look forward and discuss three key topics with their supervisor: 1) What should I be focused on? What are the commitments that are of highest priority? 2) How can I enhance my contribution to the culture by looking after my own well-being, my sense of belonging, and how I live the values of Bacardi? 3) How can I build a career development plan that is aligned to my purpose and my ambitions?





GRI 405: DIVERSITY & EQUAL OPPORTUNITY

3-3 MANAGEMENT OF MATERIAL TOPICS

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. In 2021, we launched *Belonging at Bacardi* across the Company. This was the first introduction of holistically speaking to our diversity and inclusion efforts where the focal points included all groups traditionally underrepresented within the spirits industry, those of which 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 at Bacardi* is now integrated within our entire learning and development curriculum for employees globally.

As part of educating employees on what *Belonging* means at Bacardi, a four-module immersive training, deemed *Belonging in Action*, has been implemented. Almost 70% of our employees have gone through the session — and more than 540 employees globally have volunteered to join local *Belonging in Action* teams — bringing *Belonging* to life in everyday interactions with others.

To measure our progress and foster leadership accountability, we launched a dedicated *Belonging Pulse Survey* across all regions and functions, followed by local qualitative research. We measured demographic questions to ensure that employees of all backgrounds have equal opportunity. Indicators from the *Belonging Pulse Survey* are now embedded into the regular *Employee Engagement Survey*, which is generally conducted every two years. 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.

A series of KPIs have been identified — 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. We are also 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.

A main focal point on representation will continue to be driving an increase in our female population each year. To date, we are at 43% *Women In Leadership* and were recognized by *Forbes* as one of the World's Top Female-Friendly Companies in 2023. Our goal is to achieve 45% of women in executive or management roles by FY25 and 100% gender equity in all aspects by FY33.



GRI 405: Diversity & Equal Opportunity cont'd

405-1
DIVERSITY OF GOVERNANCE
BODIES & EMPLOYEES

Our data on employee diversity is presented in [GRI 2-7](#) of this GRI Index.

405-2
RATIO OF BASIC SALARY &
REMUNERATION OF WOMEN TO MEN

At Bacardi, we periodically review the pay data of all people to determine if and to what extent there are any unexplained pay disparities associated with gender throughout the organization.

We engage external vendor Mercer to conduct a full statistical analysis, reviewing base salary and total compensation to ensure a full and robust review. This process helps us to understand the appropriate predicted pay, which is defined by a range of pay drivers such as experience, performance, location, mobility, job family group, and job factors.

The output of this review delivers clear guidance on any remediation actions. Most recently in the 2023 review process, Mercer categorized Bacardi as “shows a very good standing with regard to pay equity — no overall gender pay gaps which could not be explained by legitimate, business-related factors.”



GRI 406: NON-DISCRIMINATION

3-3 MANAGEMENT OF MATERIAL TOPICS

Our employees are located all over the world and bring to the Company a diverse set of ideas, talents, and abilities. With family values, we actively promote 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 [Third Party Code of Conduct](#) on our Bacardi Limited website.

Our zero-tolerance principle is applied when conducting investigations on Code of Conduct violations regarding discrimination. 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 BIT applies a consistent approach globally to determining 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 & CORRECTIVE ACTION TAKEN

Through our compliance programs, we manage incidents and issues that arise in each location where we do business.

Allegations of discrimination are few at Bacardi. During FY24, one case of discrimination was substantiated. All allegations of discrimination received were thoroughly investigated by our dedicated and professional BIT together with support from the local HR or legal function where required.

Appropriate disciplinary action, training, mediation, and mentoring on management styles are some of the actions carried out to educate and mitigate future recurrence of discrimination.



GRI 407: FREEDOM OF ASSOCIATION & COLLECTIVE BARGAINING

3-3 MANAGEMENT OF MATERIAL TOPICS

Freedom of association and collective bargaining is covered under working conditions clauses in the Bacardi Limited Code of Conduct. Workers, without distinction, have the right to join or form trade unions of their own choosing and to bargain collectively. 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.

We have a strong commitment to implementing standards of conduct that govern procurement of goods and/or services. We require our suppliers to adhere to our Bacardi Limited Third Party Code of Conduct, or to an equal level code of conduct presented by suppliers. We expect our suppliers to comply with these standards.

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

We leverage the Sedex risk assessment tool to identify types of operations and geographic areas that represent significant risks to the right to freedom of association or collective bargaining. Regions identified with inherent risks in Sedex where we operate and supply from include Brazil, China, Colombia, El Salvador, Greece, Guatemala, Hungary, India, Kazakhstan, Kenya, Malaysia, the Philippines, South Korea, Sri Lanka, Thailand, United Arab Emirates, the U.K., the U.S., and Vietnam. From the last audit performed by suppliers in FY24, 15 nonconformities were revealed on freedom of association and collective bargaining. Of those, we have four nonconformities pending for one supplier in FY24. We are partnering with the supplier to clear this nonconformity. A detailed plan with a timeline is shared with the supplier, and, in the event of a deviation from the plan, Bacardi is entitled to terminate the contract.

To vet our suppliers for those that support rights to exercise freedom of association and collective bargaining, we require goods suppliers to be registered on Sedex and to perform an SAQ. For noncertified goods suppliers, we require suppliers to perform a SMETA that covers freedom of association. Audits and renewals of SMETA audits are tracked in the Sedex platform. Certifications accepted are Equalitas, GLOBALG.A.P., Bonsucro®, and SAI FSA equivalents.



GRI 408: CHILD LABOR

3-3
MANAGEMENT OF
MATERIAL TOPICS

Child labor is covered under working conditions clauses in our Bacardi Limited Code of Conduct. Child labor and forced or compulsory labor is prohibited in all facilities. 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). We require our suppliers to adhere to our Bacardi Limited Third Party Code of Conduct, or to an equal level code of conduct presented by suppliers, which require suppliers to comply with ILO standards on child labor. We expect our suppliers to comply with these standards. Suppliers shall develop 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.

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

Our emphasis on SMETA audits for suppliers has given us valuable insight into the risk profiles of our partners. From the last audit performed by suppliers in FY24, we identified five nonconformities related to child labor and young workers, of which three were still open at the end of FY24. The nonconformities are mainly linked to the absence of policies regarding young workers and child labor. For nonconformities clearance, a detailed plan with a timeline is shared with suppliers, and, in the event of a deviation from the plan, Bacardi is entitled to terminate the contract with the supplier. To identify suppliers at significant risk of child labor, we also leverage Sedex risk grids to identify countries and types of operation of heightened risk within its operations and supply chain. The main countries and territories identified with higher child labor risks are China, Guatemala, India, Kenya, Malaysia, Nigeria, United Arab Emirates, the U.S., and Vietnam.

To support suppliers dedicated to the abolition of child labor, we require goods suppliers to be registered on Sedex and to perform an SAQ. For noncertified goods suppliers, we require a SMETA audit that covers child labor. Certifications accepted include Equalitas, GLOBALG.A.P., Bonsucro,[®] and SAI FSA equivalents.



GRI 409: FORCED OR COMPULSORY LABOR

3-3
MANAGEMENT OF
MATERIAL TOPICS

Forced or compulsory labor is covered under working conditions clauses in our Bacardi Limited Code of Conduct and Third Party Code of Conduct, which our employees and suppliers must adhere to. Under our Codes of Conduct, employment must be freely chosen. Forced, bonded, or involuntary prison labor is not permitted. Workers are not required to lodge “deposits” or their identity papers with their employer, and are free to leave their employer after reasonable notice. Working hours are not excessive, and temporary workers must be treated fairly.

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

From the last audit performed by suppliers in FY24, five nonconformities were revealed on forced labor. Two nonconformities were still open at the end of FY24. The nonconformities are linked to the absence of policies regarding forced labor and compulsory overtime within the parameters allowed by law. For nonconformities clearance, a detailed plan with a timeline is shared with suppliers, and, in the event of a deviation from the plan, Bacardi is entitled to reduce or terminate the contract with the supplier.

We leverage the Sedex risk assessment tool to identify the types of operations and geographic areas that represent a significant risk of forced or compulsory labor in our operations and supply chain. The main countries identified with higher forced or compulsory labor risks are China, India, Kenya, and Nigeria.

To support the elimination of all forms of forced or compulsory labor in our supply chain, we require goods suppliers to be registered on Sedex and to perform an SAQ. For noncertified goods suppliers, we require them to perform a SMETA audit that covers freely chosen employment. Audits and their renewals are tracked on the Sedex platform. Certifications accepted are Equalitas, GLOBALG.A.P., Bonsucro,[®] and SAI FSA equivalents.



GRI 414: SUPPLIER SOCIAL ASSESSMENT

3-3 MANAGEMENT OF MATERIAL TOPICS

We have implemented a policy on procurement for all suppliers. New suppliers have to perform a Vendor Qualification Process (VQP) in which suppliers are required to answer a questionnaire, or be registered on Sedex and have a SMETA audit. We have global KPIs under our Good Sources priority strategy, which encompass sourcing our raw materials sustainably, and focus on our packaging and materials.

We require noncertified goods suppliers to be registered on Sedex and to perform a SMETA audit. Audits follow the SMETA 4-Pillar audit protocol, or equivalent, covering health and safety, labor standards, environment, and business ethics. We are also a member of the SAQ Project Advisory Group (PAG). The PAG provided guidance, feedback, and advice to Sedex in the creation of its SAQ.

We require our suppliers to adhere to our Bacardi Limited Third Party Code of Conduct or to an equal-level code of conduct presented by suppliers. Suppliers are required to have a compliance certificate. Human rights compliance is covered under responsible sourcing certificates and our Third Party Code of Conduct.

414-1 NEW SUPPLIERS THAT WERE SCREENED USING SOCIAL CRITERIA

At Bacardi, we aim to build long-term partnerships with our suppliers. We request our goods suppliers to register on Sedex and complete an SAQ mainly focused on social criteria. Additionally, all new goods suppliers must comply with our own VQP, an internal review that includes an assessment of their social performance.

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

In FY24, 70 SMETA audits were performed identifying 398 nonconformities, of which 158 were pending clearance at end of FY24. Thirty-four (34) supplier sites were involved in these nonconformities. The majority of these findings were related to health, safety, and hygiene. For critical non-conformities, we require the creation of a detailed action plan that, if not followed, could result in supplier contract termination. We regularly review progress on closing these gaps with all suppliers that have nonconformities. Please note that audits revealed 122 “good examples” (or observations) that demonstrate supplier commitment toward social and environmental responsibilities.



SASB





SASB

ENERGY MANAGEMENT

SASB FB-AB-130a.1

- (1) Total energy consumed
- (2) Percentage grid electricity
- (3) Percentage renewable

Please refer to [GRI 302-1](#).

WATER MANAGEMENT

SASB FB-AB-140a.1

- (1) Total water withdrawn
- (2) Total water consumed, percentage of each in regions with high or extremely high baseline water stress

Please refer to [GRI 303-3](#) and [303-5](#).

SASB FB-AB-140a.2

Description of water management risks, and discussion of strategies and practices to mitigate those risks

Please refer to [GRI 303 3-3](#) and [303-1](#).

RESPONSIBLE DRINKING & MARKETING

SASB FB-AB-270a.1

Percentage of total advertising impressions made on individuals at or above the legal drinking age

For FY24, FB-AB-270a.1 is omitted because the data is not currently available. Please see FB-AB-270a.4 for initiatives focused on preventing underage drinking.

SASB FB-AB-270a.2

Number of incidents of noncompliance with industry or regulatory labeling and/or marketing codes

We have had zero instances of noncompliance upheld during FY24 at the time of publication.

SASB FB-AB-270a.3

Total amount of monetary losses as a result of legal proceedings associated with marketing and/or labeling practices

We have had zero monetary losses as a result of legal proceedings associated with marketing and/or labeling practices during FY24.

SASB FB-AB-270a.4

Description of efforts to promote responsible consumption of alcohol

As part of our Bacardi Limited Good Spirited ESG strategy, we are dedicated to marketing responsibly and reducing alcohol-related harm. As an organization, we work hard to help people make good decisions and reduce alcohol-related harm on a global scale.



SASB cont'd

RESPONSIBLE DRINKING
& MARKETING cont'd

We do this by focusing on three key areas:

- Preventing underage drinking
- Reducing excessive consumption
- Campaigning against drinking and driving

To make progress in this area, we have partnerships in place with social organizations and industry trade associations in a number of our key markets, and we provide funding to ensure impactful responsible drinking initiatives are executed.

These social organizations and trade associations work to deliver responsible drinking initiatives on behalf of the alcohol industry in each market. This is in line with our Bacardi ESG commitment to have responsible drinking initiatives in place in the top 80% of our markets. For FY24, our progress against this KPI is 92% with 11 of 12 top markets delivering an initiative. Markets that delivered an initiative include Belgium, Canada, France, Germany, India, Italy, Mexico, the Netherlands, Spain, the U.K., and the U.S.

There are a multitude of initiatives delivered by the social organizations and trade associations, with some examples as follows:

- Promoting responsible consumption messages across a variety of channels, including social media, TV, influencers, and point of sale (Fundación de Investigaciones Sociales, A.C. [FISAC], Mexico)
- Encouraging young adults to not feel pressured to drink more than they are comfortable consuming via the *You Do You* campaign (Vinum Et Spiritus, Belgium)
- Educating university students about responsible consumption and running a competition for student-created “alcohol responsibility” advertising materials (Federvini, Italy)
- Working with schools to teach children about the dangers of underage drinking (Responsibility.org, U.S.)
- Offering digital tools to help people struggling with alcohol usage identify pathways for support (Drinkaware, U.K.)

In addition, in France and Italy, the Bacardi-owned and -managed Slow Drinking site and social media platform promoted regular content on responsible consumption to help educate consumers on this topic. In India, the team focused on reducing drinking and driving at the Bacardi Weekender festival, providing free coaches to main drop-off points after the festival to prevent impaired driving.

In addition, 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 — and remain committed to the five Commitments and 10 action areas established by the initiative.

Bacardi is a member of the following organizations, supporting initiatives to reduce alcohol-related harm:

- DISCUS
- FISAC
- Prévention et Modération
- Fundación Alcohol y Sociedad
- Espirituosos España
- BSI — Working Group on Alcohol and Responsibility
- Drinkaware
- SpiritsNL
- Stiva



SASB cont'd

RESPONSIBLE DRINKING
& MARKETING cont'd

- Polski Przemysł Spirytusowy
- Vinum Et Spiritus
- Federvini
- Spirits Canada

The above are just a cross section of the initiatives we are involved in. Measures of success are determined by each lead organization but can include reach, initiative engagement, action taken, behavior change, and more.

PACKAGING LIFECYCLE
MANAGEMENT

SASB FB-AB-410a.1

- (1) Total weight of packaging
- (2) Percentage made from recycled and/or renewable materials
- (3) Percentage that is recyclable, reusable, and/or compostable

For FY24, SASB FB-AB-410a.1 has been omitted because we are in the process of collecting and validating the data. To do so, we are implementing a data management system to be able to accurately and automatically account for parts 1–3 of the disclosure.

SASB FB-AB-410a.2

Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle

Our packaging strategy in FY24 was guided by five KPI targets:

1. 100% of paper and board used for shipping and labels sustainably certified by 2025
2. 100% of product packaging to be recyclable by 2025
3. 40% recycled content of product packaging materials by 2025
4. 100% plastic-free by 2030
5. Zero single-use plastic point of sale and secondary materials by 2023

In FY24, we achieved a 64% reduction in single-use plastic for secondary materials, from a baseline of FY21. We were unable to achieve our zero single-use plastic by 2023 target due to challenges around shrink film, and therefore finding a suitable alternative remains a priority for us.

As part of our various packaging initiatives, we have ensured that 99% of our primary packaging is recyclable, eliminated 254 tons of plastic in value-added packaging (VAP) from FY20–FY22, and are developing plastic alternative materials such as PHA in collaboration with Danimer Scientific. In 2023, we removed single-use plastics from 99% of gift boxes and value-added packaging.

To promote the circular use of our materials, we rely on partnerships. For example, in India, we have partnered with a bottle collection agency that gathers used bottles, then washes, cleans, and de-labels them, allowing them to be repurposed in the bottling of various local products.

At Pessione, the home of MARTINI,[®] the team is working with various partners to convert clean industrial plastic scraps into high-quality raw materials. For instance, 100% of plastic label liner scraps are converted into polyethylene terephthalate (PET) grains, which become raw material to be used in packaging and household products.



SASB cont'd

ENVIRONMENTAL & SOCIAL IMPACTS OF INGREDIENT SUPPLY CHAIN

SASB FB-AB-430a.1:
 Suppliers' social and environmental responsibility audit
 (1) Nonconformance rate and
 (2) Associated corrective action rate for (a) major and (b) minor nonconformances

Please see [GRI 308](#) for information on environmental assessments of suppliers.
 Please see [GRI 414](#) for information on social assessments of suppliers.

INGREDIENT SOURCING

SASB FB-AB-440a.1:
 Percentage of beverage ingredients sourced from regions with high or extremely high baseline water stress

Fifty-six percent (56%) of our core beverage ingredients comes from countries facing high water stress (using the World Resources Institute [WRI] as our classification system). The two main countries are Mexico and Italy. In Mexico, we are sourcing agave for our tequila products. In Italy, we are sourcing wines for our vermouth products.

SASB FB-AB-440a.2:
 List of priority beverage ingredients and description of sourcing risks due to environmental and social considerations

Our main ingredients are agave for our tequila, alcohol for our vodka and gin, wines for our vermouth and sparkling wines, malted barleys and whisky for our single malts, molasses for our rum, botanicals for our gin and vermouth, corn for our bourbon, cognac, flavors and fruit extracts/infusion.

Please refer to [GRI 308](#), [407](#), [408](#), [409](#), and [414](#) for information on risks due to environmental and social considerations identified through SMETA audits of our suppliers.

As part of our Good Spirited strategy, we aim to have 100% of our raw materials sourced from sustainably certified suppliers by 2025. Currently, we have 88% of our suppliers sustainably certified. Certifications accepted are Equalitas, GLOBALG.A.P., Bonsucro®, and SAI FSA equivalents.

ACTIVITY METRICS

SASB FB-AB-000.A
 Volume of products sold

6.4 Mhl (Millions of hectoliters)

SASB FB-AB-000.B
 Number of production facilities

24

SASB FB-AB-000.C

We are working on improving our data collection for transportation metrics to be able to report more comprehensively in FY25.



BACARDI LIMITED

©2024 BACARDI

BACARDI, THE BAT DEVICE & OTHER MARKS RELATED TO PRODUCTS IN THIS DOCUMENT ARE TRADEMARKS OF BACARDI & COMPANY LIMITED OR OF OTHER SUBSIDIARIES OF BACARDI LIMITED. ALL OTHER TRADEMARKS, SERVICE MARKS, LOGOS AND COMPANY NAMES ARE THE PROPERTY OF THEIR RESPECTIVE OWNERS.