

Bernard COULATY,
Vice President Human Resources, Pernod Ricard Asia



HR Road to Leadership

28 May 2013



Capital Market Day
— Beijing 2013 —

HR Road to Leadership

Shaping our Future

with *Asian Talents
& Leaders*

who are *Collectively Committed*
to *Sustainable Performance*

and *Highly Engaged*
on the *Road to Leadership*

Capital Market Day
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HR Road to Leadership

- People context – HR strategic pillars – Culture & engagement

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- Regional programs to attract the best Asian talents

Jenny TO

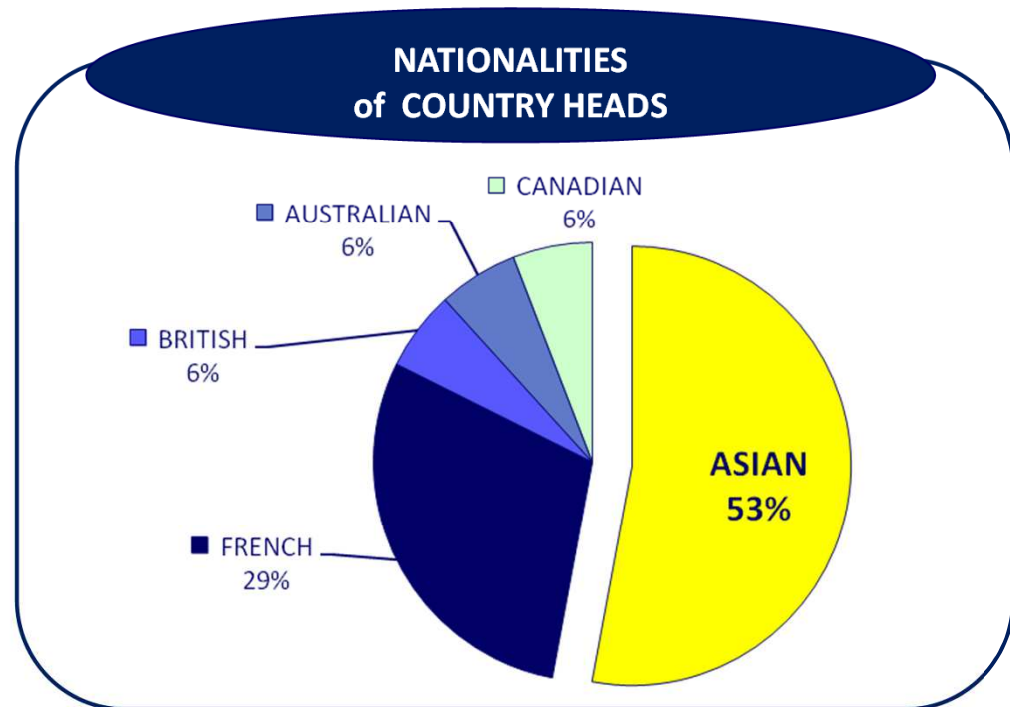
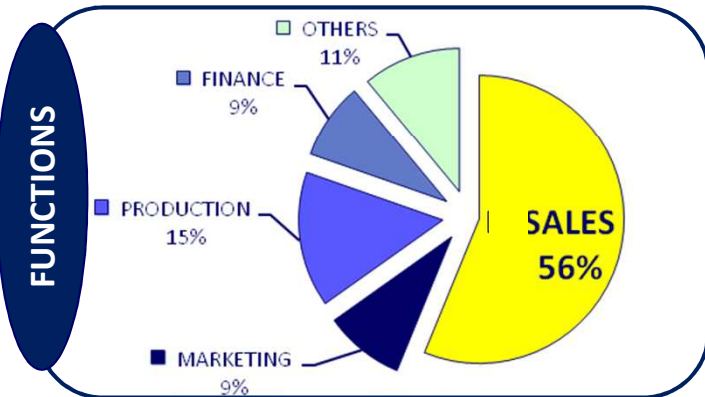
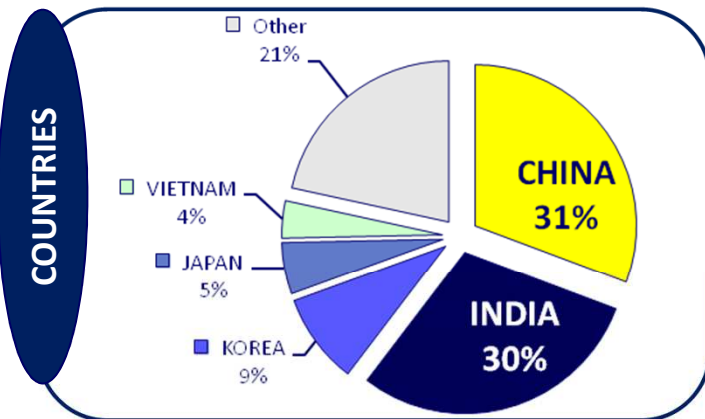
Regional Recruitment & Talent Development Director , Pernod Ricard Asia

- Talent war in China : from performance to development

Angel LI

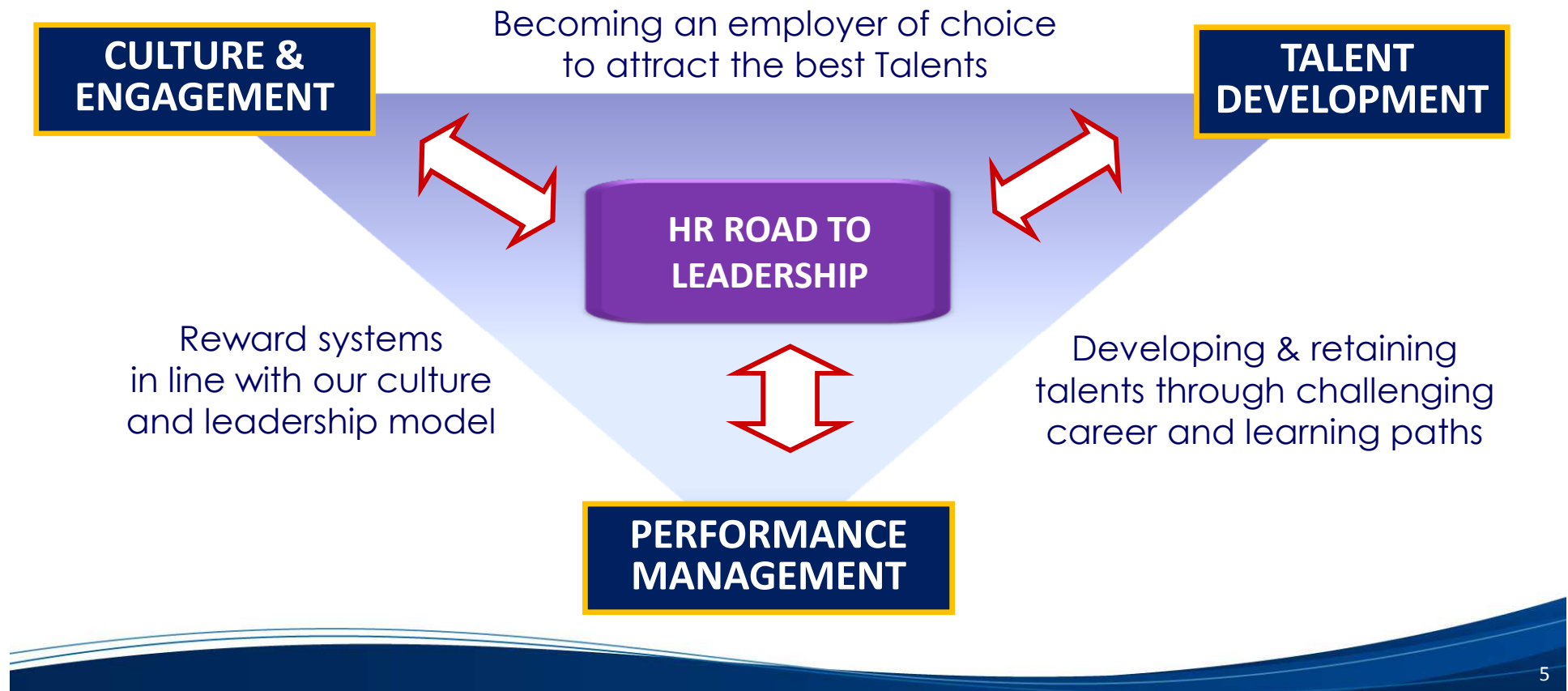
Human Resources Director, Pernod Ricard China

A diverse professional team – 2900 headcounts in Asia



(Promoters excluded)

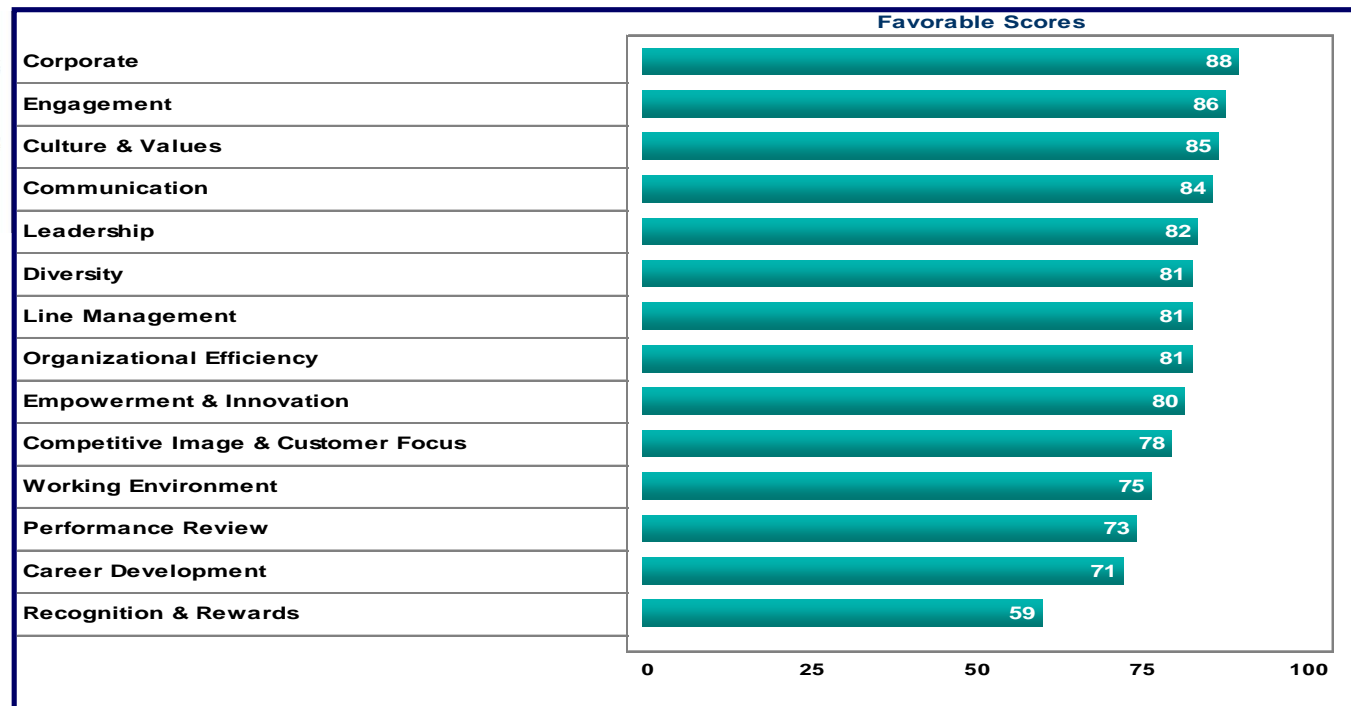
3 HR strategic pillars



Highly engaged and motivated teams

Internal People Survey 2011 : high participation (93%), high engagement

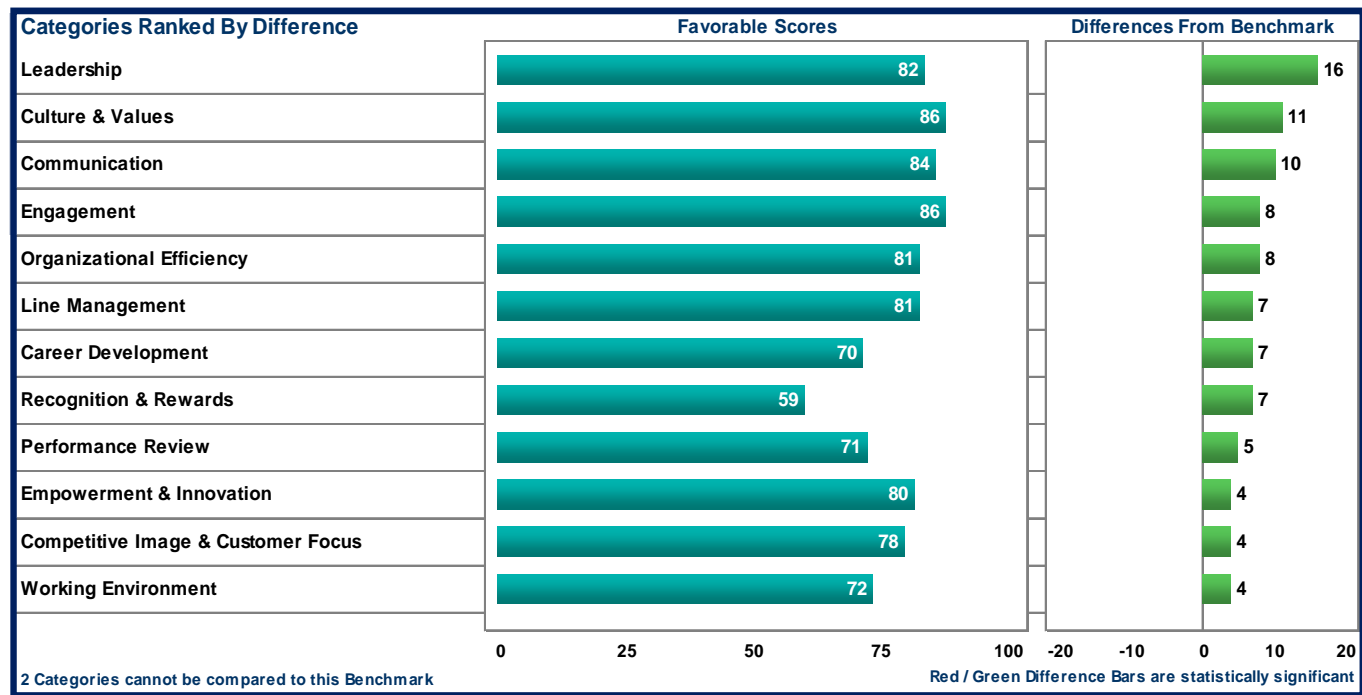
I Say 



Highly engaged and motivated teams

Internal People Survey 2011 : Results above market / FMCG benchmark

I Say 

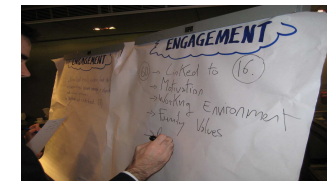


Highly engaged and motivated teams

Internal People Survey 2011 : Local action plans & best practices



- ✓ Survey results **communicated** in each affiliate
- ✓ **Areas of improvement** and progress identified
- ✓ Local teams engaged in **action plans**



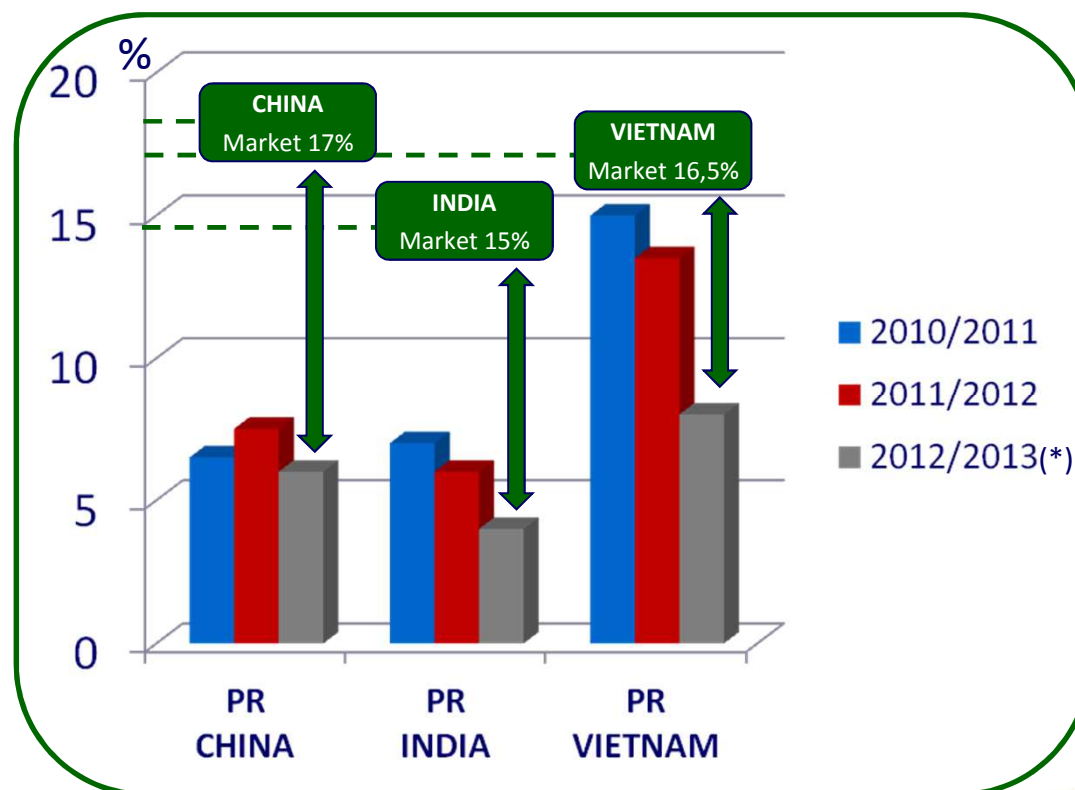
Areas to be improved	Action taken	Timeline	Status
Mobility Policy	Made improvement proposal to catch-up to the market benchmark - Release new local mobility policy	No later than 1 Jun 2013	In progress
More Training Opportunities	Provided external training programs to match development needs of employees selected based on Job Band and Talent Category Released training subsidy policy to support spontaneous skill development needs of employees in Jan 2013. Working with external training companies to develop a local training program to focus on performance review skills for managers - Obtain approval on training contents and schedule at MC level.	Completed	
Reward System Linked with Individual Performance	Made proposal to change the scheme from volume-focused to value-focused - Present new bonus scheme at Budget Meeting.		

✓ Second edition of ISay People Survey : June 2013

A better retention rate vs market

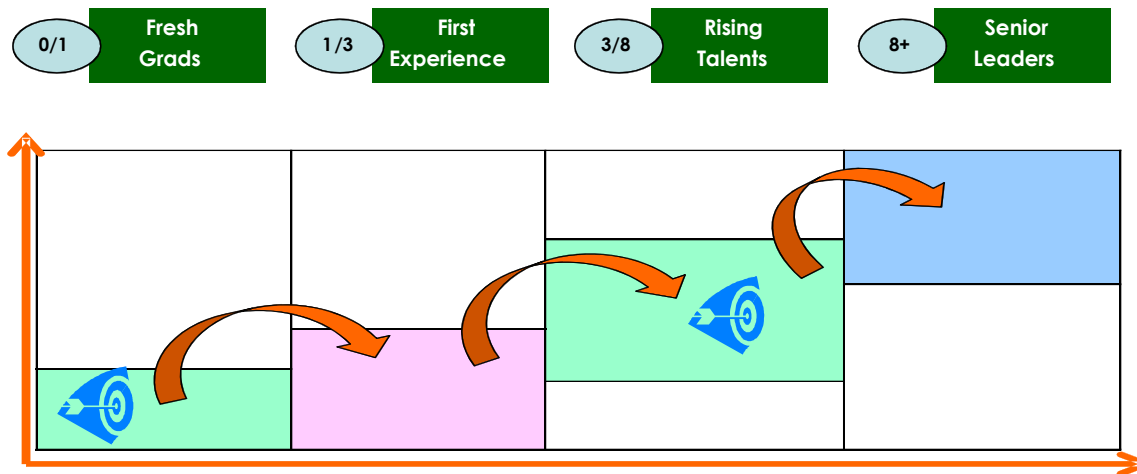
	Voluntary attrition rate		
	PR		Market
	11/12	12/13(*)	11/12
CHINA	7,5%	6%	17%
INDIA	6%	4%	15%
KOREA	1,5%	3%	13%
JAPAN	8%	2%	6%
VIETNAM	13,5%	8%	16,5%
TAIWAN	13,5%	8%	19%
THAILAND	12%	9%	17.5%
ASIA	7,5%		

Source: Mercer 2012 APCBF Report



(*) Estimate

Investing to grow people into leaders



Becoming an Employer of Choice in Asia

Regional
Management
Trainee
*P*rogram

Europe - **A**sia
Marketing
Trainee
*P*rogram



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Regional programs to attract the best Asian talents

in Asia ...

Regional
Management
Trainee
Program

18 months for 10 graduates from top Asian universities		
5 origins Hong Kong, China, Singapore, India, Korea	4 countries Home market, other Asian market, Hong Kong Regional HQ, France	3 functions Marketing, Sales, Finance
		
Program for Chinese marketing graduates from French business schools		
2 sources Top business schools Asian associations in France	2 countries Induction in France (Brand company) second assignment in China	1 Function Marketing Luxury

.... and
out of Asia

Europe - **A**sia
Marketing
Trainee
Program

Regional programs to attract the best Asian talents

Regional
Management
Trainee
*P*rogram

OBJECTIVES



POSTER 420X297

JOIN THE MOST INNOVATIVE WINES & SPIRITS LEADER IN ASIA

2013
Regional Management Trainee Programme

WE GROW THE SPIRIT OF LEADERSHIP

Pernod Ricard Asia
Créateurs de convivialité

Be the first to join our inaugural Regional Management Trainee Programme
www.pernodricard-asiantalent.com
Develop your Spirit of Leadership in 543 Days with our comprehensive and rigorous programme at home and overseas

Recruitment Talk
We would like to invite you to our recruitment talk to meet our Management Team and take the opportunity to know us, our products, our culture and values as well as working in Pernod Ricard.

Date: Wednesday 17th October 2012 **Venue:** Room 2404, Lift 17-18, Academic Building
Time: 15:15 - 16:00 **Address:** HKUST, Clear Water Bay, Kowloon, Hong Kong

www.pernod-ricard.com



Regional programs to attract the best Asian talents

Regional
Management
Trainee
Program

COMMUNICATION – ASIAN UNIVERSITIES ROADSHOW



A RIGOROUS SELECTION PROCESS IN LINE WITH OUR VALUES



Regional programs to attract the best Asian talents

Regional Management Trainee Program



PILOT 2013

2400 APPLICATIONS – 11 SELECTED CANDIDATES

Origin	University
HONG KONG	University of HK (2)
	HK UST (2)
CHINA	Fudan University (2)
	University of Pennsylvania, US (1)
INDIA	St. Stephen's College (1)
KOREA	Yonsei University (1)
	Duke University, US (1)
SINGAPORE	Singapore Management University (1)
Total	5 Males, 6 Females

AMBITION



ACCELERATION

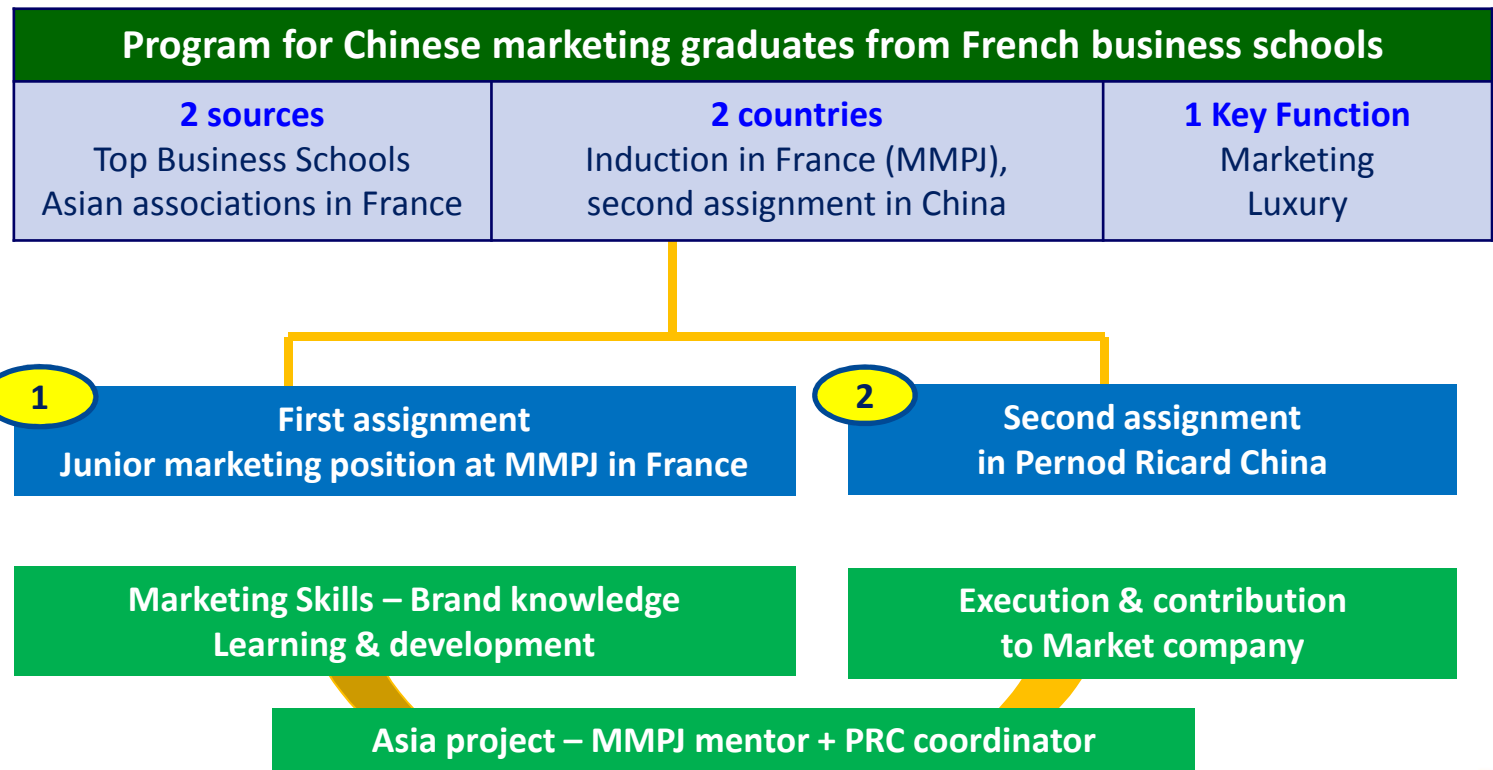


100 ASIAN MANAGEMENT TRAINEES

in the next 5/7 years

Regional programs to attract the best Asian talents

Europe - Asia
Marketing
Trainee
Program



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PILOT 2013 (MMPJ/PR China)

52 French-speaking Chinese graduates from top French business schools invited at PR Holding, selection of 3 final candidates

PROJECTS 2013/2014



Program CBL / PR India
on **Whisky**
(Indian Talent Pool
in the UK)



Program PWB/Asia
on **Wine**
(Chinese Talent Pool
in Australia)



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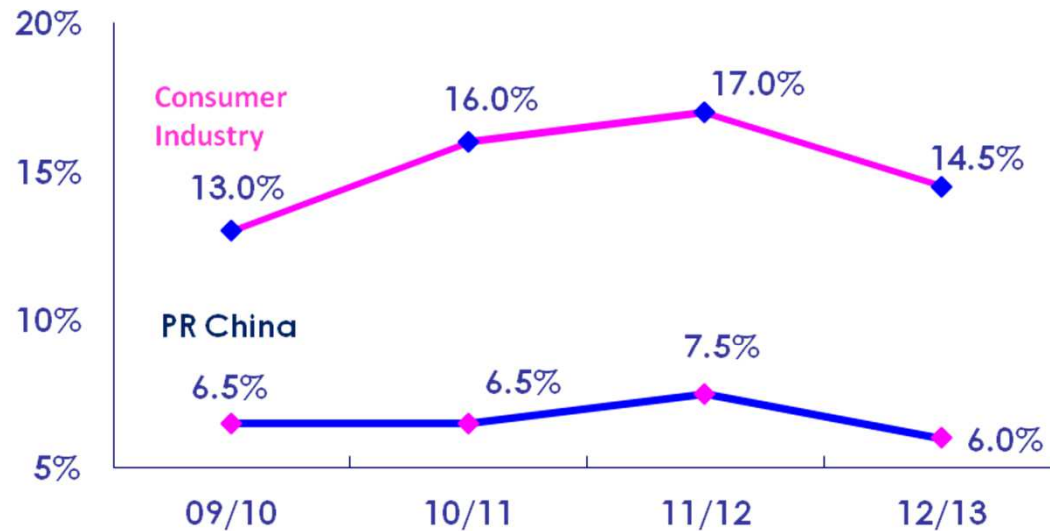
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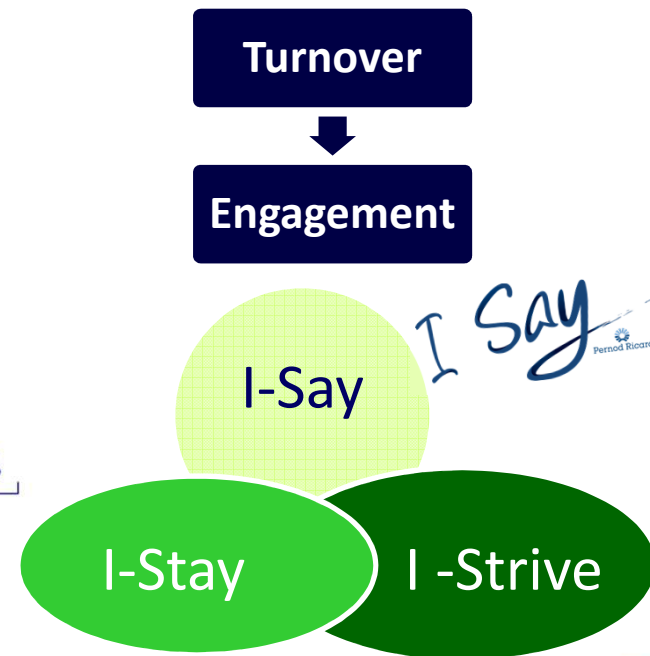
Human Resources Director, Pernod Ricard China

Talent war in China

- ▶ Consumer Industry continued increased turnover rate post 2009 crisis
- ▶ Beyond the difficulty to attract Talents, PR China remains able to retain them in the long run



Source: Mercer 2012 APCBF Report

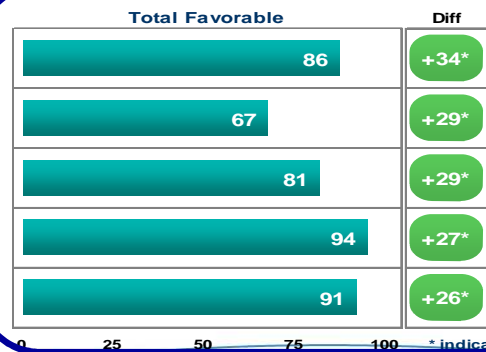


A highly engaged team

I Say 

Internal People Survey 2011

**Engagement results
highly above
FMCG benchmark**



- How does your company compare with competitors on responding to changes in the market
- Compare with other people working here, I'm paid fairly
- In your judgment, how good a job is top management doing in making decisions promptly?
- Decisions are made in a timely manner in my company
- Company management is interested in the well-being of employee

**Top 5
favorable
questions
above FMCG
benchmark**

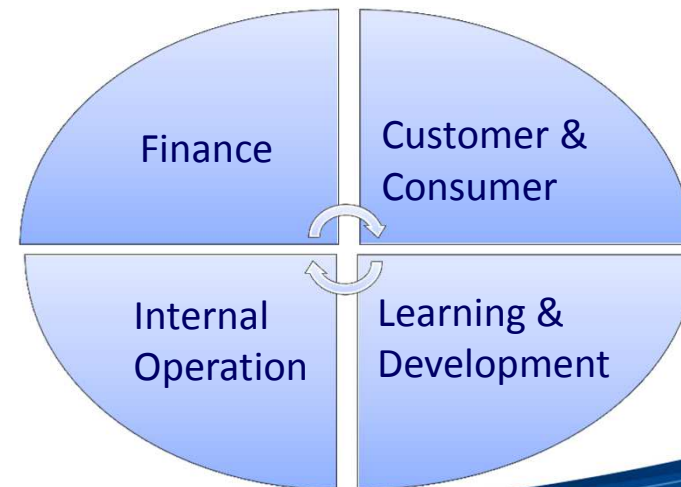
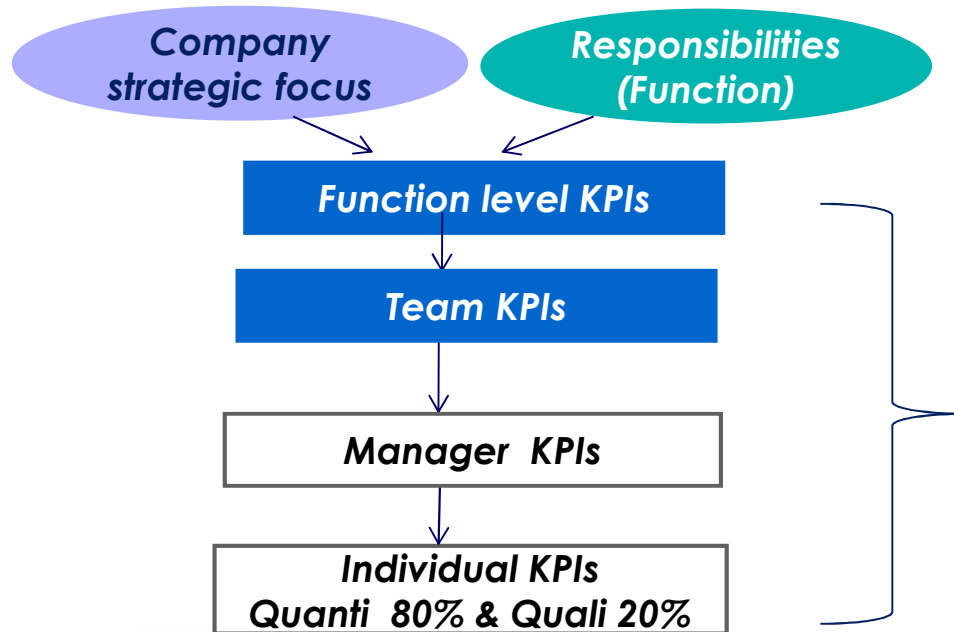
A highly engaged team

I Say 

Areas of improvement	Key initiatives 2011/2012
<ul style="list-style-type: none"> Encourage employees participation to brand promotion activities 	<ul style="list-style-type: none"> Timely shared brand event message via intranet/e-mail/chatter Organized 7 project strategy workshops with employees
<ul style="list-style-type: none"> Build strong corporate branding internally and externally 	<ul style="list-style-type: none"> CSR theme "Alcohol & Youth" involved 72 messengers from our employees, 28 sessions, in 6 major cities. Kicked off 1st campus recruitment in Fu Dan University and Jiao Tong University
<ul style="list-style-type: none"> Nurture a people oriented organization 	<ul style="list-style-type: none"> Published all vacancies on PRC intranet to enhance mobility Expand cross functional talent swaps to enhance skills Implemented performance management for all employees Revised retention plan to recognize engagement

Performance management

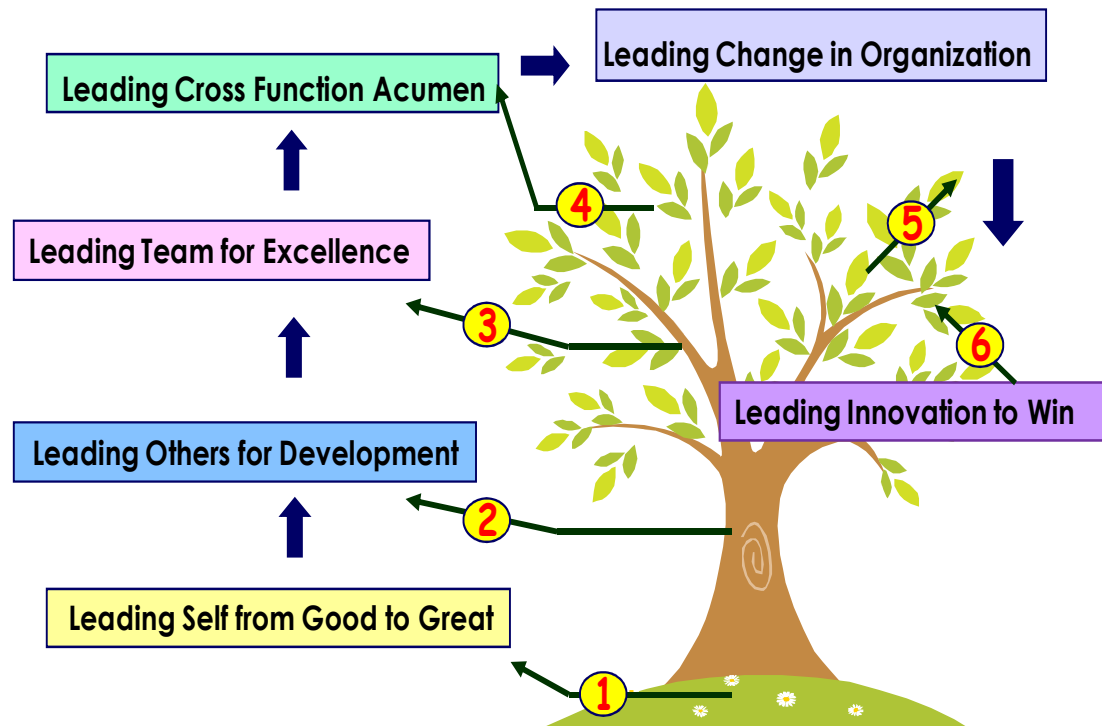
To maintain our leadership position we need **THE RIGHT TALENTS IN THE RIGHT PLACE**, supported by a consistent **PERFORMANCE MANAGEMENT SYSTEM** addressing our strategic needs.



From performance to development

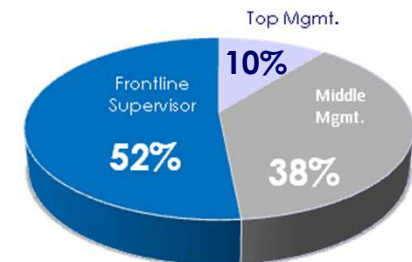


Pernod Ricard
Créateurs de convivialité



2013

2007-2013
participants
by level



Leadership program coverage: **813** man times



Michael,
RGM

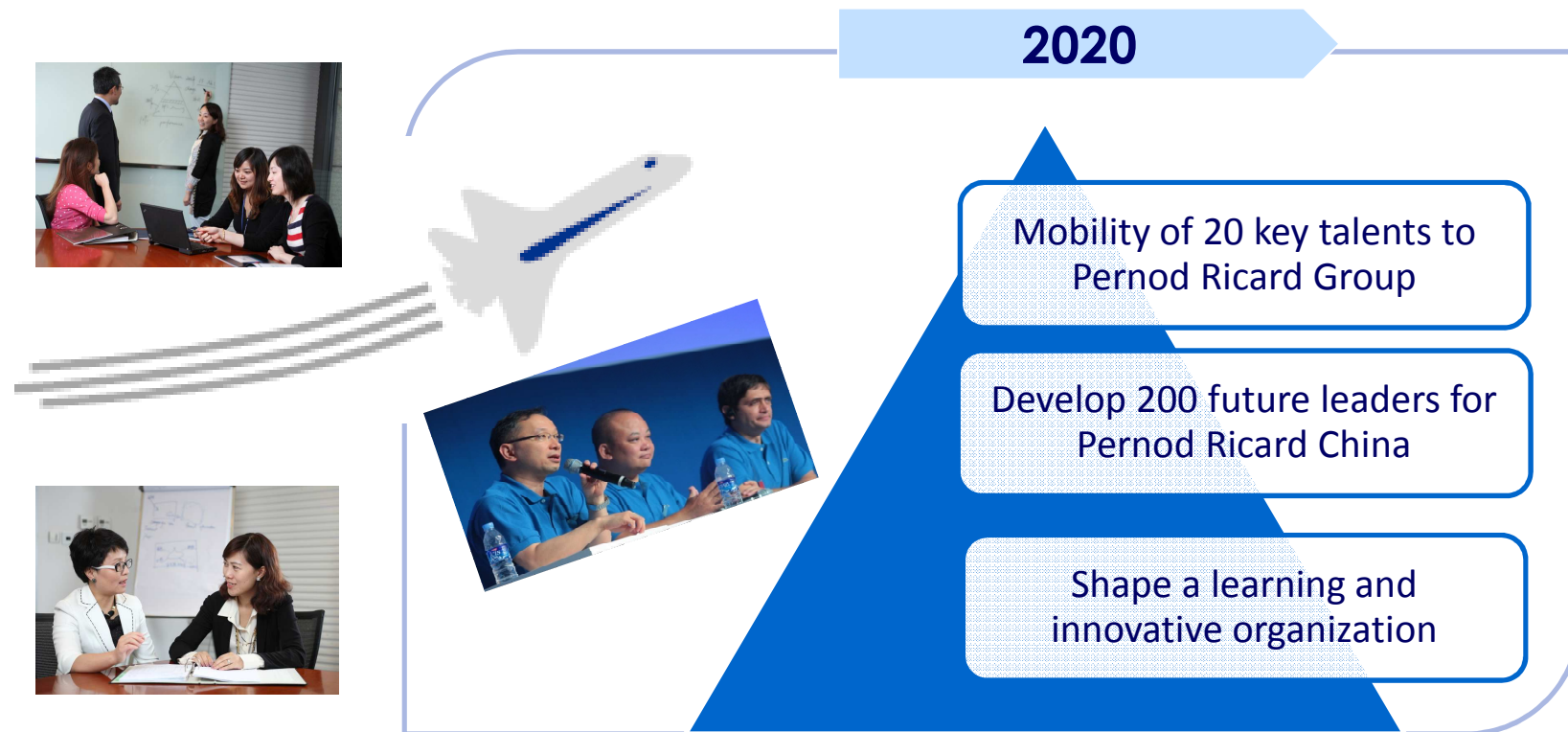
"After attending this <Finance for Non-finance> program, now I know how to make a perfect financial statement."



Sindy,
Regional
TMKT Dir.

"Through this 4-month SWAP program in HQ MKT/TMKT, I got to know how to develop Martell QSS planning more strategically."

From performance to development



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Pernod Ricard

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