

Press Release - Paris, December 12, 2017  
*Commitment Study*

#### 4<sup>th</sup> Willis Towers Watson Independent Survey for Pernod Ricard

## Increasingly high employee commitment levels, record results well above international peers

- ✓ 96% of employees claim to be “proud of being associated with their company.”
- ✓ 94% state they fully support the Group’s values
- ✓ 87% would recommend their company as a good place to work
- ✓ **88% of employees are considered as committed or highly committed**

Last June, leading advisory firm Willis Towers Watson carried out its fourth independent employee opinion survey on behalf of Pernod Ricard. Pernod Ricard’s 18,500 employees, distributed across 85 affiliates across the world, were asked to participate in the survey by answering 100 questions. Apart from a very high participation rate (82%), the outcome is well above the FMCG norm –*Fast-Moving Consumer Goods*– international companies’ benchmarks, both regarding commitment and adhesion to values. According to Willis Towers Watson, these major achievements place Pernod Ricard on the threshold of the “best worldwide performers”.

The survey results are classified in 14 different categories, from career development to work environment or operational efficiency. The results improved in 13 of the 14 subjects and remained stable in the last one. In 4 of these categories, the results are above Willis Towers Watson’s High Performing norm, that is commitment (88% of favorable scores), performance reviews (76%), direct management (81%), and innovation and personal development (80%).

One of the main lessons learnt from the study is the analysis of employee commitment drivers. “Corporate culture and values” remain the most significant commitment driver. This trend illustrates that *convivialité*, part of the Group’s signature, is of the utmost importance, since it is perceived as a reality by 86% of employees. This is also the case with entrepreneurship, one of the Group’s central values. According to the survey results, “Leadership” and “Competitive Image & Client Orientation” are the two other commitment drivers of Pernod Ricard employees.

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Other remarkable results include the fact that 90% of Pernod Ricard employees believe they have a clear vision of the Group's objectives; 85% claim their work is a source of self-accomplishment (5 points higher than FMCG benchmark) and 88% think they have enough autonomy in their function (7 points higher than FMCG benchmark, and 2 points higher than Willis Towers Watson's High Performing norm).

The study is considered above all to be a useful feedback tool, as it allows the Group to put in place local action plans that will address the identified challenges in each specific field. In two years, the Group improved its results in the three subjects where expectations were higher - diversity (+2%), organizational efficacy (+1%), and career development (+2%). However, additional advances are expected, and especially so within these domains that the Group has already committed to.

The results consolidate all talent management developments carried out by the Group in the last years. For instance, the Group opened its new Pernod Ricard University Campus at the Domaine de la Voisine, near Paris in September. This training center, designed to meet the Group's ambitions, and equipped with 500m<sup>2</sup> of working spaces, an auditorium, and 60 rooms in a 170-hectare surface of natural environment, is open to the 18,500 Group employees as part of its talent development policy.

Alexandre Ricard, CEO, said: *"The results from this year's survey confirm the great commitment of our employees across all countries and affiliates. This year, once again, their commitment rests on the adhesion to a strong corporate culture and a set of values shared both individually and collectively. These numbers confirm my belief that a company's performance relies on its employees. This is why, since I was appointed CEO, I have turned Mindset into my second strategic priority, the first one being growth acceleration. Therefore, I am extremely satisfied that our results have improved in these two domains."*

In March 2017, Pernod Ricard was selected by Randstad as the most attractive company among youngsters between 18 and 24 in France. In its latest study, Glassdoor ranked the Group as one of the French companies offering the best work-life balance. Pernod Ricard was also included in the latest Forbes Magazine's ranking of the 500 "World's Best Employers".

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**About Pernod Ricard**

*Pernod Ricard is the No.2 worldwide in Wines & Spirits with consolidated Sales of € 9,010 in FY17. Created in 1975 by the merger of Ricard and Pernod, the Group has undergone sustained development, based on both organic growth and acquisitions: Seagram (2001), Allied Domecq (2005), and Vin&Sprit (2008). Pernod Ricard holds one of the most prestigious brand portfolios in the industry: Absolut Vodka, Ricard pastis, Ballantine's, Chivas Regal, Royal Salute, and The Glenlivet Scotch whiskies, Jameson Irish whiskey, Martell cognac, Havana Club rum, Beefeater gin, Malibu liqueur, Mumm and Perrier- Jouët champagnes, as well Jacob's Creek, Brancott Estate, Campo Viejo, and Kenwood wines. Pernod Ricard employs a workforce of around 18,500 people and operates through a decentralized organization, with 6 "Brand Companies" and 86 "Market Companies" established on each key market. Pernod Ricard is strongly committed to a sustainable development policy and encourages responsible consumption. Pernod Ricard's strategy and ambition are based on 3 key values guiding its expansion: entrepreneurial spirit, mutual trust, and a strong sense of ethics.*

*Pernod Ricard is listed on Euronext (Ticker: RI; ISIN Code: FR0000120693) and is part of the CAC 40 index.*

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