

**CAPITAL
MARKETS
DAY 2022**
Pernod Ricard

LEVERAGING OUR UNIQUE CULTURE OF *CONVIVIALITÉ*



CÉDRIC RAMAT

EVP, Human Resources,
Sustainability & Responsibility



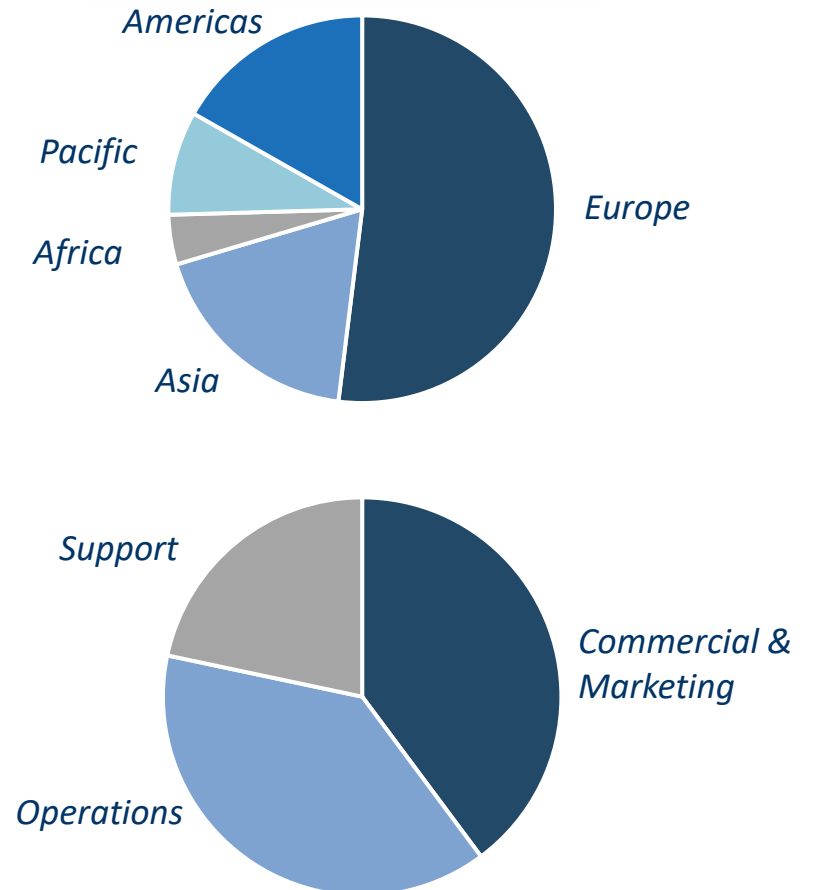
LANI MONTOYA

SVP, Human Resources,
Pernod Ricard North America

Pernod Ricard at a glance

- Pernod Ricard, **open to the world with more than 3,000 recruitments per year**
- **Very dynamic** with more than 2,000 yearly internal moves
- **Increasingly** gender balanced (43% women in manager roles)
- **Gen Z & millennials** representing 60% of the population

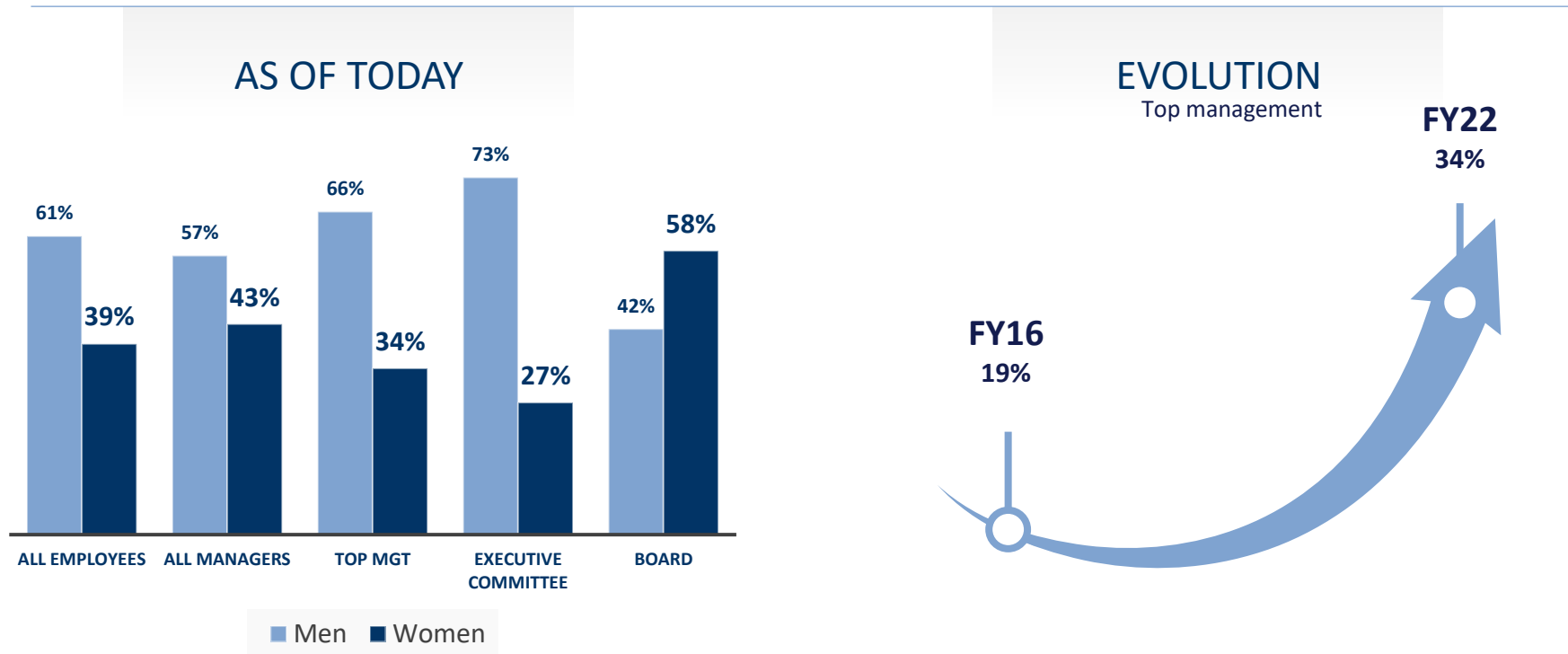
18,000 employees



Better Balance for better business

GENDER BALANCED:

Initial focus on gender diversity to achieve a balanced organisation



Gender Pay Equity Achieved¹

1. Mercer definition pay gaps < 1% considered to be zero and best practice, achieved in 2022

From Diversity to Inclusion



New Global D&I framework



Youth Action Council



**YOUTH ACTION
COUNCIL**
connect. disrupt. create.

by Pernod Ricard

PR North America driving D&I: Our Strategy

OUR OBJECTIF

Be the most inclusive spirits and wine company in North America

OUR PILLARS

Inclusive Talent
Systems

Convivial
Culture

Marketplace

OUR IMPACT

Individual | Teams | Workplace | Business | Industry | Society



PR North America driving D&I: Internal & External Approach

INCLUSIVE TALENT SYSTEMS



Data- based approach
to finding talent

PRONGHORN

Fueling the Pace of Progress

New approach to bring more Black
people into the spirits industry



Professional leadership coaching

CONVIVIAL CULTURE



LGBTQ+ Inclusion



Well-being coaching

Culture Workstream

DIVERSE COHORT IN
CULTURE WORKSTREAM

Diverse perspectives
to drive out culture

MARKETPLACE

#ENGAGE
#RESPONSIBLY

Addressing and actioning against
online hate speech

PRONGHORN

Fueling the Pace of Progress

Raising the profile of Black owned wine and
spirits brands and founders



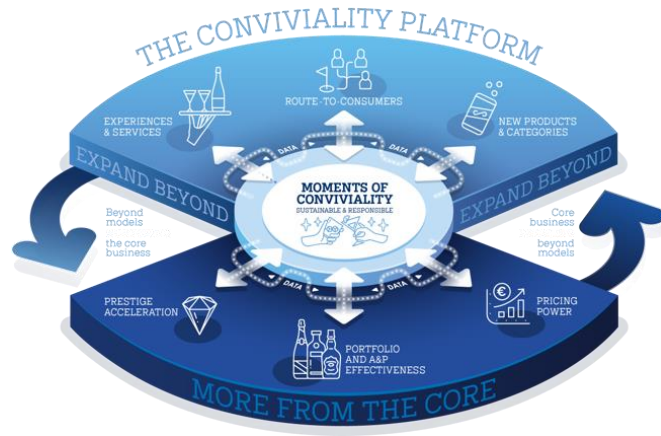
It Can't
Wait!

Combatting sexual harassment
in the wine and spirits industry

Culture &
Inclusive Marketing

Culturally relevant and authentic
creative content

A People Strategy designed to support the conviviality platform



We unlock the magic of human connections engaging each employee by blending performance & *convivialité*:

An outstanding work environment with our purposeful and inclusive conviviality culture

Exciting career journeys offered to our “convivialists” by customizing a unique employee experience to leverage and grow each person’s potential and skills



Leveraging our unique inclusive culture of conviviality as an enabler for Performance & Transformation



A unique culture, key differentiator for talent attraction and engagement



Driving a very high employee engagement

Conviviality combined with a strong culture of Performance

A global talent management approach, fully leveraging data, with a common language to assess performance and potential



Driving performance with incentive scheme recognizing team and individual performance against internal and external KPIs

Strong culture of Growing & Developing our People

PR University delivering top class programs to grow our leaders and talents



Tailored program to support the data and digital business transformation



People strategy successfully supporting digital transformation

Recruitment of Global Digital Acceleration team:
150 data specialists recruited in 18 months during the pandemic for our digital transformation

Innovative ways for attracting & retaining Digital talents

Upskilling and capability building

Dedicated Global HR Transformation team to drive, coordinate and enable efficiencies & best practices across affiliates



Pernod Ricard
is driving
continuous
transformation
like never before

