LEVERAGING OUR UNIQUE CULTURE OF CONVIVIALITÉ

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EVP, Human Resources, Sustainability & Responsibility

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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
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
Be the most inclusive spirits and wine company in North America

OUR OBJECTIF

INCLUSIVE TALENT

SYSTEMS

CONVIVIAL CULTURE

MARKETPLACE

OUR PILLARS

OUR IMPACT

INDIVIDUAL | TEAMS | WORKPLACE | BUSINESS | INDUSTRY | SOCIETY
PR North America driving D&I: Internal & External Approach

**INCLUSIVE TALENT SYSTEMS**

![Gartner TalentNeuron™](image)

Data-based approach to finding talent

**PRONGHORN**

*Fueling the Pace of Progress*

New approach to bring more Black people into the spirits industry

**CONVIVIAL CULTURE**

![BEST Places to Work](image)

LGBTQ+ Inclusion

**BetterUp Care**

Well-being coaching

**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

**Culture Workstream**

*DIVERSE COHORT IN CULTURE WORKSTREAM*

Diverse perspectives to drive out culture

**Culture & Inclusive Marketing**

Culturally relevant and authentic creative content

**PRONGHORN**

*It Can’t Wait!*

Combatting sexual harassment in the wine and spirits industry
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

- CULTURE
- PEOPLE
- CAPABILITIES
- DATA