

Making meaningful change

The Pernod Ricard UK
Ethnicity Pay Story 2025



Pernod Ricard UK
Créateurs de convivialité





Contents

Chapter 1

Our Greatest Asset:
Why we're striving to become a fairer workplace

Chapter 2

Picturing the Numbers:
Our ethnicity pay figures at a glance

Chapter 3

Exploring the Figures:
Taking a deeper look at our numbers

Chapter 4

Sustaining our Efforts:
What we're doing to close the gap

Introduction

We are Pernod Ricard UK – the UK arm of global drinks producer Pernod Ricard. We've been creating conviviality and unforgettable experiences in the UK since 2001, bringing people together through our unrivalled portfolio of spirits and champagnes.

Our products are some of the best-known brands in the world: Absolut, Jameson, Malibu, Altos, Kahlúa, Lillet and Malfy to name a few.

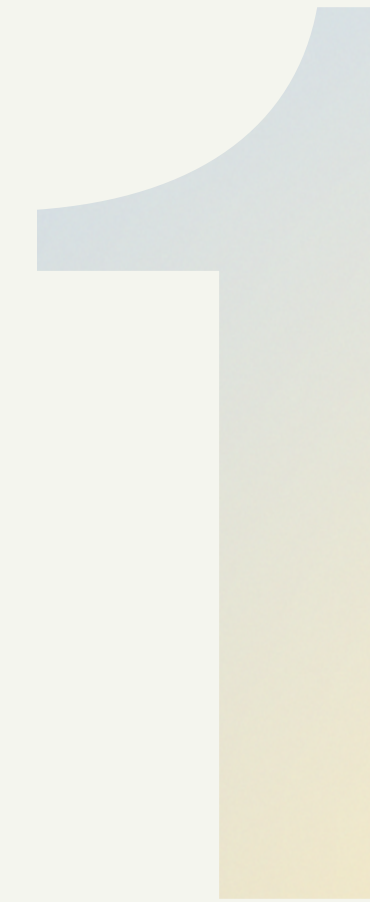
Throughout this document, we may refer to ourselves by our acronym – PRUK – and Pernod Ricard as the 'Group'.





Our greatest asset

Our people are at the heart of everything we do and we're committed to making sure they have the environment where they can truly thrive.





Our greatest asset

We're a business driven by conviviality: our purpose is to bring people together to share in the magic of human connection.

With that at our core, it's crucial our colleagues feel their best, not only so they can be their best and do their best, but to help them embody our purpose.

Enabling that means providing a workplace where people feel they belong: where they can be their true selves.

A workplace where people's unique talents and backgrounds are celebrated; where they have opportunities to grow and progress; and where every interaction is authentic and collaborative, because it's underpinned by a culture that's open and fair.



Why we're telling this story

While there is, as yet, no legal requirement for employers to report on their ethnicity pay gap, we want to take this extra step in the interests of transparency and to improve inclusion – both within our business and the wider industry.

By better understanding the demographics of our people, we can pinpoint areas for improvement and take more informed actions to better support them. Publishing these details also helps distil the challenges ethnic minority communities face and, with better understanding of those hurdles, we can tailor our ways of working to become a more inclusive place to work.

We know that meaningful and sustained change takes time, and so our efforts will continue.

This report details what we're doing to address the gap and make PRUK a more ethnically diverse business.

What is the ethnicity pay gap?



The ethnicity pay gap shows the difference in average pay between colleagues who identify as 'white' (including 'white British' and 'white other'), and colleagues identifying as all other ethnicities.

For the purposes of this report we have identified these as 'white' and 'global ethnic majority (GEM)'. There are six metrics we report on:

- Mean ethnicity pay gap
- Median ethnicity pay gap
- Bonus distribution
- Mean ethnicity bonus gap
- Median ethnicity bonus gap
- Pay quartiles



Picturing the numbers

Over the last 12 months, we've made strides on our journey towards creating a more ethnically diverse workplace.

2

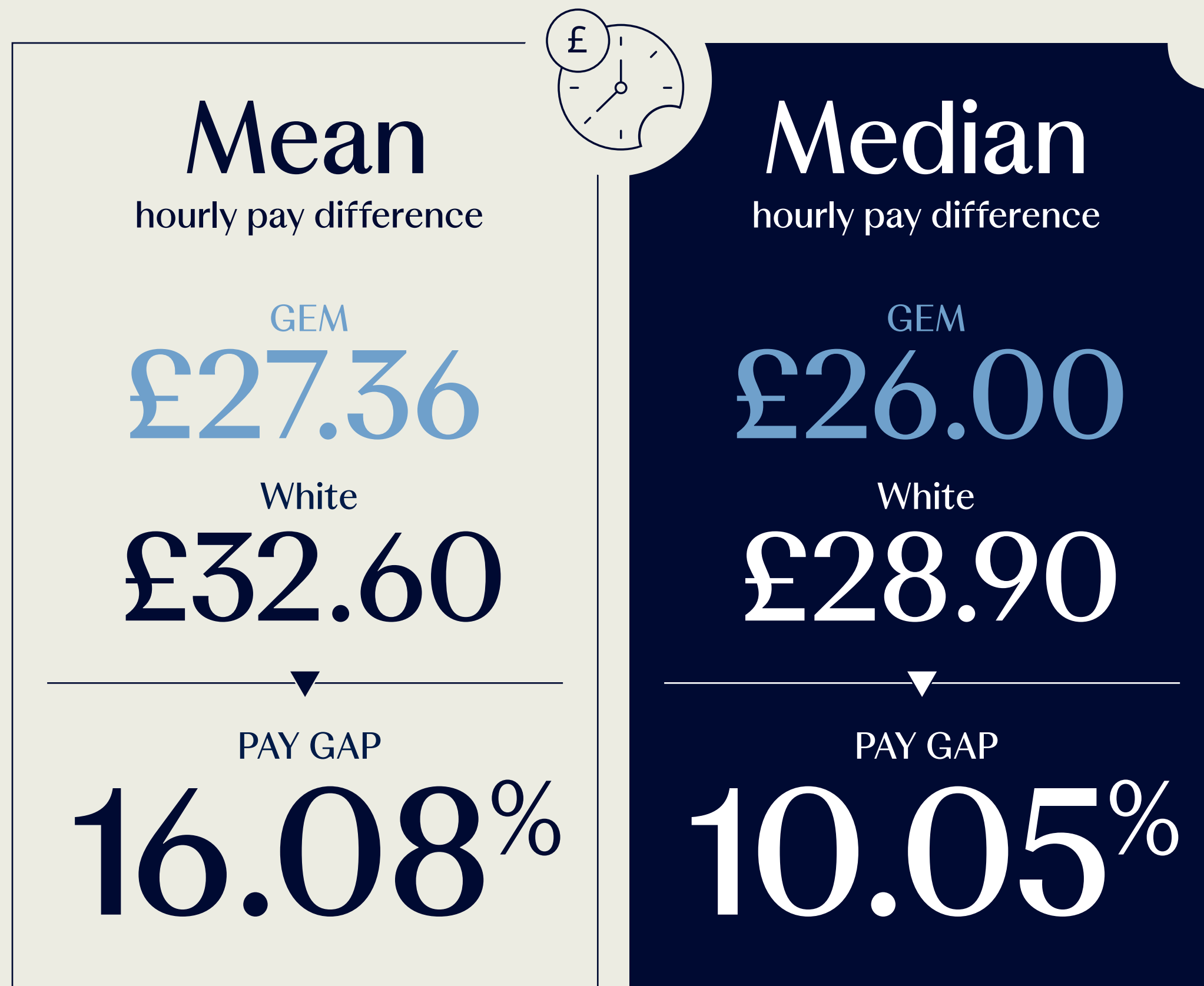


Picturing the numbers

In 2025, we increased bonus participation by 5% on GEM and other employee segments. We also narrowed the mean bonus gap on GEM by 5% and the Median Bonus Gap by 2%.

Bonuses and who gets them

As an equal opportunities employer, all permanent colleagues – irrespective of their position, ethnicity, age or gender – are eligible for a bonus.



Bonuses

	GEM	White
Number of colleagues receiving a bonus	26	212
Bonus distribution	90%	92%
Mean bonus difference	£4,503	£8,190
BONUS GAP 45.02%		
Median bonus difference	£4,599	£4,818
BONUS GAP 4.54%		



Picturing the numbers (continued)

Mean and median numbers

What's the difference?

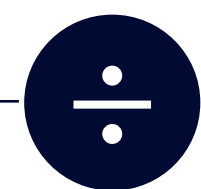
When it comes to pay reporting, mean and median figures are the commonly accepted numbers that feature in reports such as this.

We report on both to give a full, clear and robust picture of our pay by ethnicity.

Mean

The mean is essentially the average wage.

It's calculated by adding up the pay of everyone at an organisation ...



... divided by the number of colleagues.

Median

The median is the middle point of a wage range.

Imagine lining up all colleagues' pay from smallest to largest ...



... the median figure is in the middle.

Median is a more representative figure because the mean can be skewed by a small number of people on higher pay.





Exploring the figures

Taking a deeper look at the story behind the numbers.

3



Exploring the figures

We are very proud that four out of the six key measures have moved in the right direction in this latest round of data. While the ethnicity gap appears to have widened over the past 12 months, our analysis shows this is primarily due to one function transferring to a different UK affiliate. We have three affiliates in the UK, and although our GEM employees remain within the Pernod Ricard organisation, their reassignment affects how the data is represented.

Looking ahead, we will continue the work that has already driven positive movement, while also strengthening our efforts in the areas where further improvement is needed. This includes ongoing collaboration with Recruitment and Compensation to ensure pay equity across all ethnicities.

Year on year comparison

Metric		2021	2022	2023	2024	2025	Variance since last year	
Ethnicity Pay Gap	Mean	28.3%	32.67%	18.83%	7.08%	16.08%	9%	↑
	Median	25.9%	20.91%	13.32%	0.2%	10.05%	9.85%	↑
Ethnicity Bonus Gap	Mean	49.7%	82.12%	112.82%	50.5%	45.02%	-5.48%	↓
	Median	27%	27.41%	29.21%	6.55%	4.54%	-2.01%	↓
% Receiving Bonus	GEM	74.1%	57.14%	62.16%	85.29%	90%	4.71%	↑
	White	86.7%	72.94%	81.75%	86.92%	92%	3.71%	↑





Exploring the figures (continued)

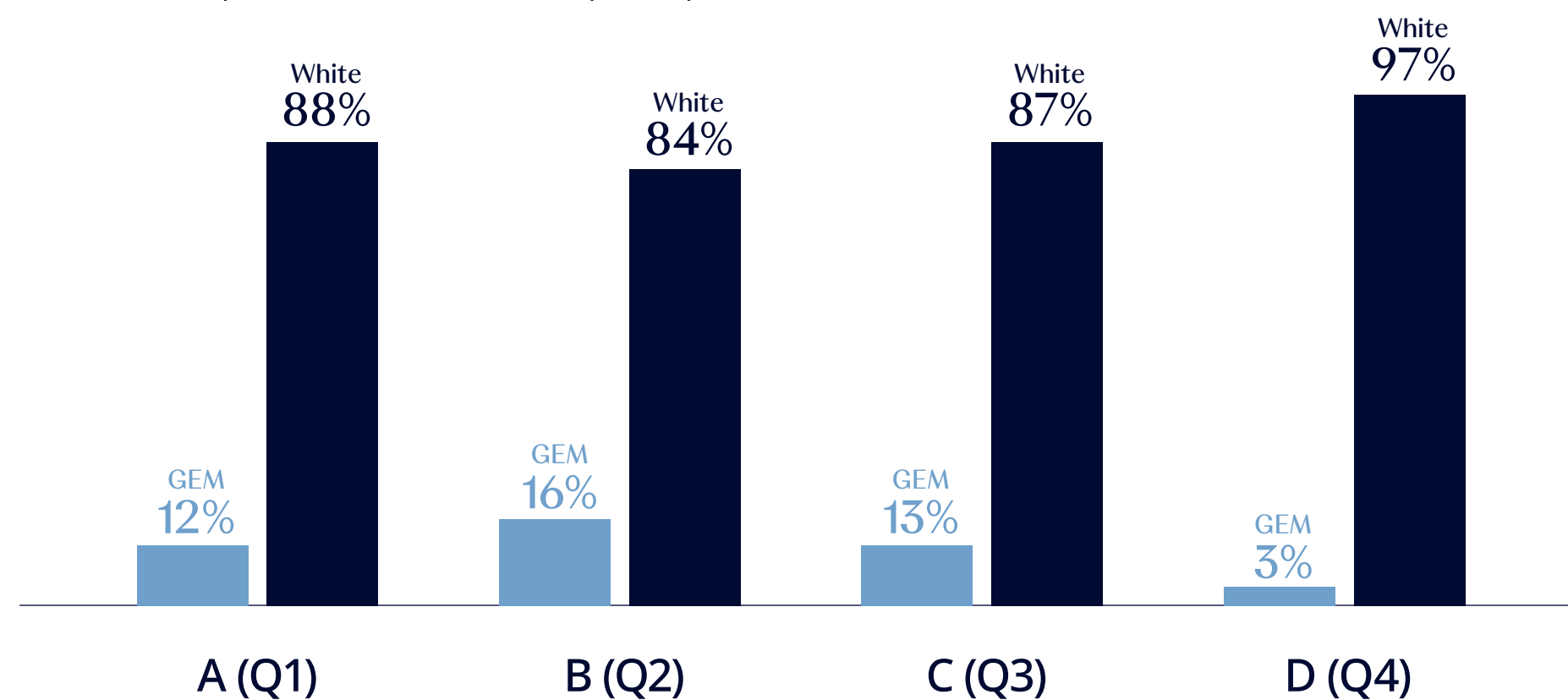
Career Development

Our distribution of ethnically diverse employees by pay quartiles shows us that GEM colleagues are significantly under-represented in all brackets, most notably in the highest quartile.

The concentration of colleagues from ethnic minority backgrounds in the lower quartiles reflects the overall ethnic profile of PRUK and the fact these employees are in more junior roles.

While we know we need a stronger pipeline of ethnically diverse talent, GEM colleagues are represented across all quartiles and we have plans in place to further improve this.

Ethnicity Distribution by Pay Quartiles



What's a quartile?

These are the groups we place colleagues in based on their job level. The most senior positions sit in the upper quartile, while our junior roles sit in the lower quartile.





Sustaining our efforts

Our numbers only tell half the story. While they evidence that we're headed in the right direction, we know there's more that needs to be done.





Sustaining our efforts

We're taking steps across the board to make more improvements to ultimately close our gender pay gap.

We'll do so by building on our past initiatives and introducing new ones, because it's only by being proactive and adaptable that we'll continue to provide an open, fair and inclusive environment.



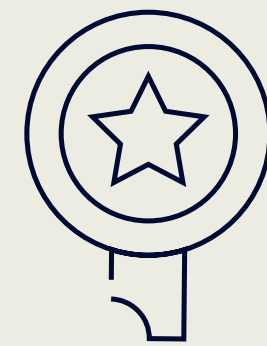
Becoming a Skills-based Organisation

- ▶ We have significantly advanced our move to a skills-based organisation with the **launch of the Career Hub**. This approach creates **clear, capability-driven pathways for progression** and **reduces reliance on informal networks** and subjective judgments—factors that research consistently shows disadvantage minorities.
- ▶ By basing opportunities, stretch roles and promotions on proven skills and readiness, we ensure a **fairer and more objective development experience for everyone**.



Proudly strengthening our People Experience

- ▶ We are proud of the significant progress we've made in **strengthening our people experience**, particularly through our accelerated shift to becoming a **skills-based organisation**.
- ▶ This shift underpins all our development, **wellbeing and inclusion initiatives** and is helping us build a more **transparent, equitable and high-performance culture**.



Career Development & Mentoring

- ▶ The Career Hub is a digital platform that gives employees visibility of **career pathways, required skills, mentoring opportunities** and **development resources** across the global Pernod Ricard network.
- ▶ It enables every employee to access mentoring, explore **clear career pathways** and understand the skills needed to progress.



Inclusive Culture & Employee Experience

- ▶ We run a comprehensive programme each year dedicated to building an **inclusive culture**, featuring **expert-led talks, seminars and experiences**.
- ▶ Recent sessions have included sound-bath therapy, neuro-inclusion in the workplace and a keynote from author Carla Miller on **empowering women to speak up at work**. These experiences help foster a **workplace where everyone feels valued and able to contribute fully**.



Sustaining our efforts (continued)



Engagement Touchpoint: Strengthening Connection & Performance

- Engagement Touchpoint is a **structured conversation framework** that supports **regular, meaningful discussions** between employees and managers about **career aspirations, wellbeing and overall experience**. Research from organisations such as McKinsey and the UK Government Equalities Office shows that under-represented groups **progress more effectively** when they have regular, **supportive career conversations**. These touchpoints therefore play an important role in fostering **equitable development and progression opportunities** for all employees.
- This initiative deepens our convivial and high-performance culture, and **PRUK achieved one of the highest global participation scores in Pernod Ricard globally**, demonstrating our **commitment to ensuring every employee feels heard, supported and developed**.
- Engagement Touchpoint is a **structured conversation framework** that supports **regular, meaningful discussions** between employees and managers about career aspirations, wellbeing and overall experience. Research from organisations such as McKinsey and the UK Government Equalities Office shows that **under-represented groups progress more effectively** when they have **regular, supportive career conversations**. These touchpoints therefore play an important role in fostering equitable development and progression opportunities for all employees.



What we're doing in Recruitment

- We are committed to continually **elevating our recruitment practices** to ensure they are **equitable, transparent and reflective** of the **diverse communities**

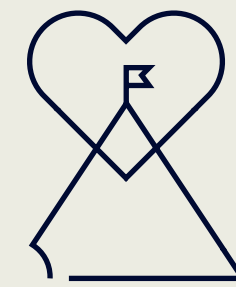
in the UK. This year, we broadened our talent pipelines, strengthened the consistency of our assessments, and enhanced our hiring leaders' capability to recognise and mitigate bias. These improvements are a **core part of our inclusive culture** and reinforce our determination to drive **meaningful, long-term progress** for colleagues from **all ethnic backgrounds**.



Learning, Leadership & Neurodiversity

Our learning and development offering continues to evolve to make work a better experience for everyone.

- Pernod Ricard was recently recognised at the Business Culture Awards for leadership programmes that **strengthen diversity, engagement and performance**.
- We have also expanded our learning portfolio to include **neurodiversity programmes**, ensuring our development pathways support a wide range of learning needs and working styles.



Health, Wellbeing & Support

- Our newly launched **Wellbeing Portal** brings all wellbeing resources into one **easy-to-navigate** space, helping colleagues quickly **find the support they need**.
- We also offer **free health checks** and will soon introduce an additional healthcare benefit, including a **"Know Your HealthNumbers" webinar series** to help employees better understand and manage their health and wellbeing.



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