

Creating a Balanced Workplace

The Pernod Ricard UK
Gender Pay Story 2025



Pernod Ricard UK
Créateurs de convivialité





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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'.



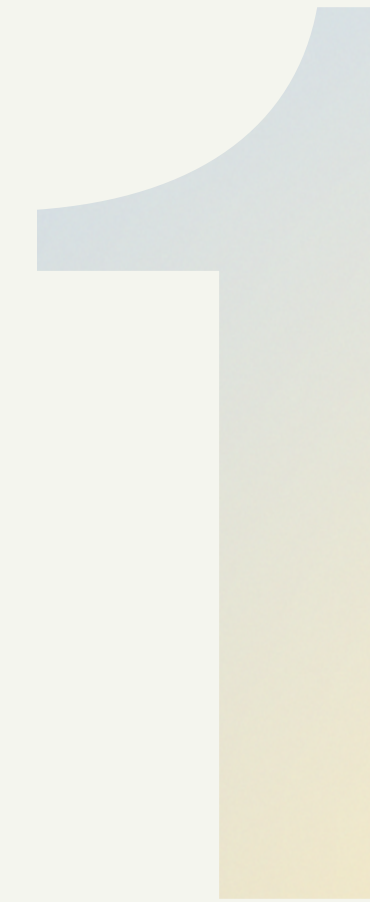
What is the gender pay gap?

The gender pay gap shows the difference in average pay between men and women. It's different to 'equal pay', which refers to women and men receiving the same pay for the same role, or for work of equal value.



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.

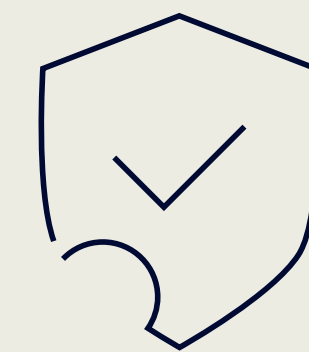


Why we're telling this story

A fairer, gender balanced environment is a vital component of this welcoming workplace, so closing our gender pay gap is a crucial step.

This report details our latest gender pay figures and tells the stories of how our efforts are making a positive impact - directly from the colleagues who've benefited from them.

We're making real change happen. Now we need to sustain it - because our people are our greatest asset. We will continue to make improvements to make sure our business is a place where all our people are championed.



A legal note

Government regulations stipulate that any business with at least 250 employees must supply details of its gender pay gap.

We're happy to do this and showcase the work we're doing to close ours while helping to support diversity within our industry.



Picturing the numbers

A look at our numbers over the last 12 months.

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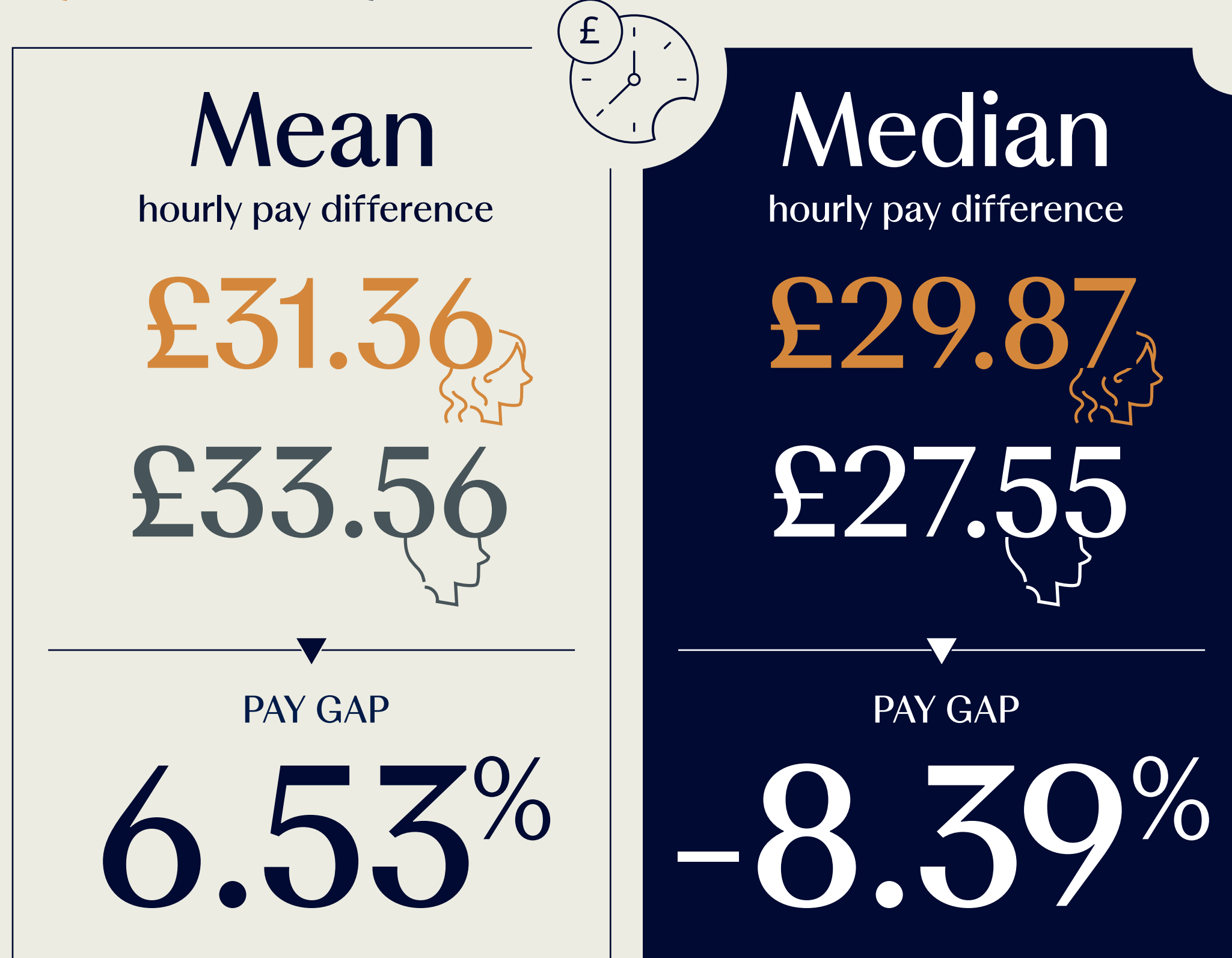


Picturing the numbers

In 2025, our Gender Pay Gap widened slightly versus previous years. However, we took a positive step forward when it comes to bonuses, increasing the number of employees who received a bonus across both genders.

For the purposes of this report, we've used icons to represent females and males.



 Female  Male



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

Number of colleagues receiving a bonus	138 	122 
Bonus distribution	90%	95%
Mean bonus difference	£6,908.47	£8,792.41
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="background-color: #002060; color: white; padding: 5px;">BONUS GAP</div> <div style="background-color: white; color: #002060; border-radius: 50%; padding: 10px 20px; font-weight: bold;">21.43%</div> </div>		
Median bonus difference	£4,953.88	£4,701.00
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="background-color: #002060; color: white; padding: 5px;">BONUS GAP</div> <div style="background-color: white; color: #002060; border-radius: 50%; padding: 10px 20px; font-weight: bold;">-5.38%</div> </div>		



Picturing the numbers (continued)

Mean and median numbers

What's the difference?

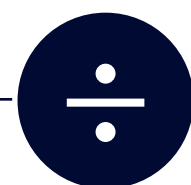
When it comes to gender pay reporting, mean and median figures are the commonly accepted numbers that feature in reports such as this.

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

Mean

The mean is essentially the average wage.

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

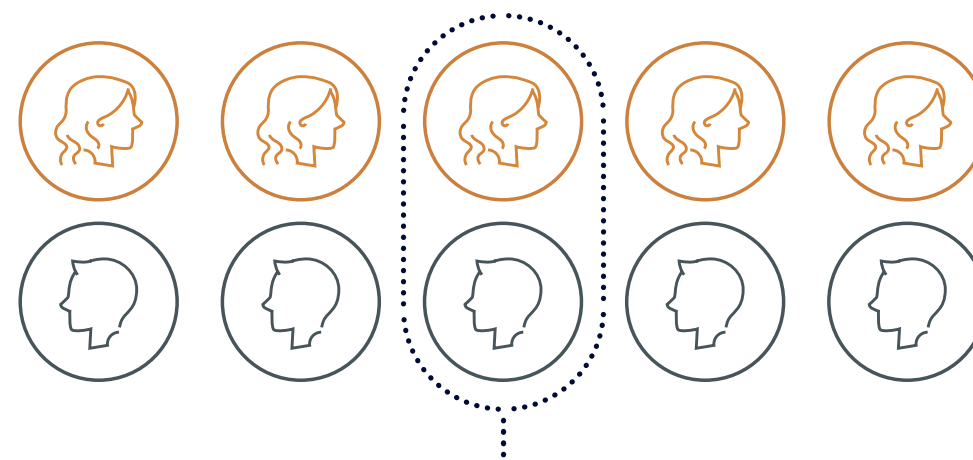


... divided by the number of colleagues.

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.

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Exploring the figures

Year on year comparison

Metric		2020	2021	2022	2023	2024	2025	Variance since last year	
Gender Pay Gap	Mean	14.1%	11.8%	5.7%	6.9%	5.35%	6.53%	1.18%	↑
	Median	13.5%	18.1%	10.3%	-0.6%	1.43%	-8.39%	-6.69%	↓
Gender Bonus Gap	Mean	36.1%	18.7%	14.1%	5.8%	17.48%	21.43%	3.95%	↑
	Median	34.8%	15.9%	18.5%	5.2%	-2.25%	-5.38%	-3.13%	↓
% Receiving Bonus	Males	81%	88%	69%	83%	89.33%	95%	5.67%	↑
	Females	68%	83%	73%	76%	86.29%	90%	3.71%	↑





Exploring the figures (continued)

Career Development

Importantly it also shows that although our pipeline for talent in the Upper Middle Quartile needs balancing, we are strong on all other 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.



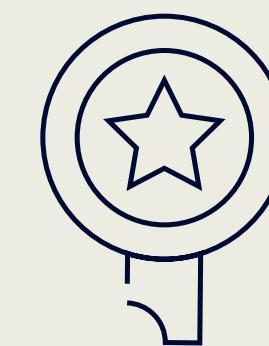
Becoming a Skills-based Organisation

- ▶ 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 women.
- ▶ 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**.

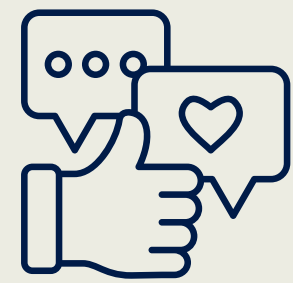
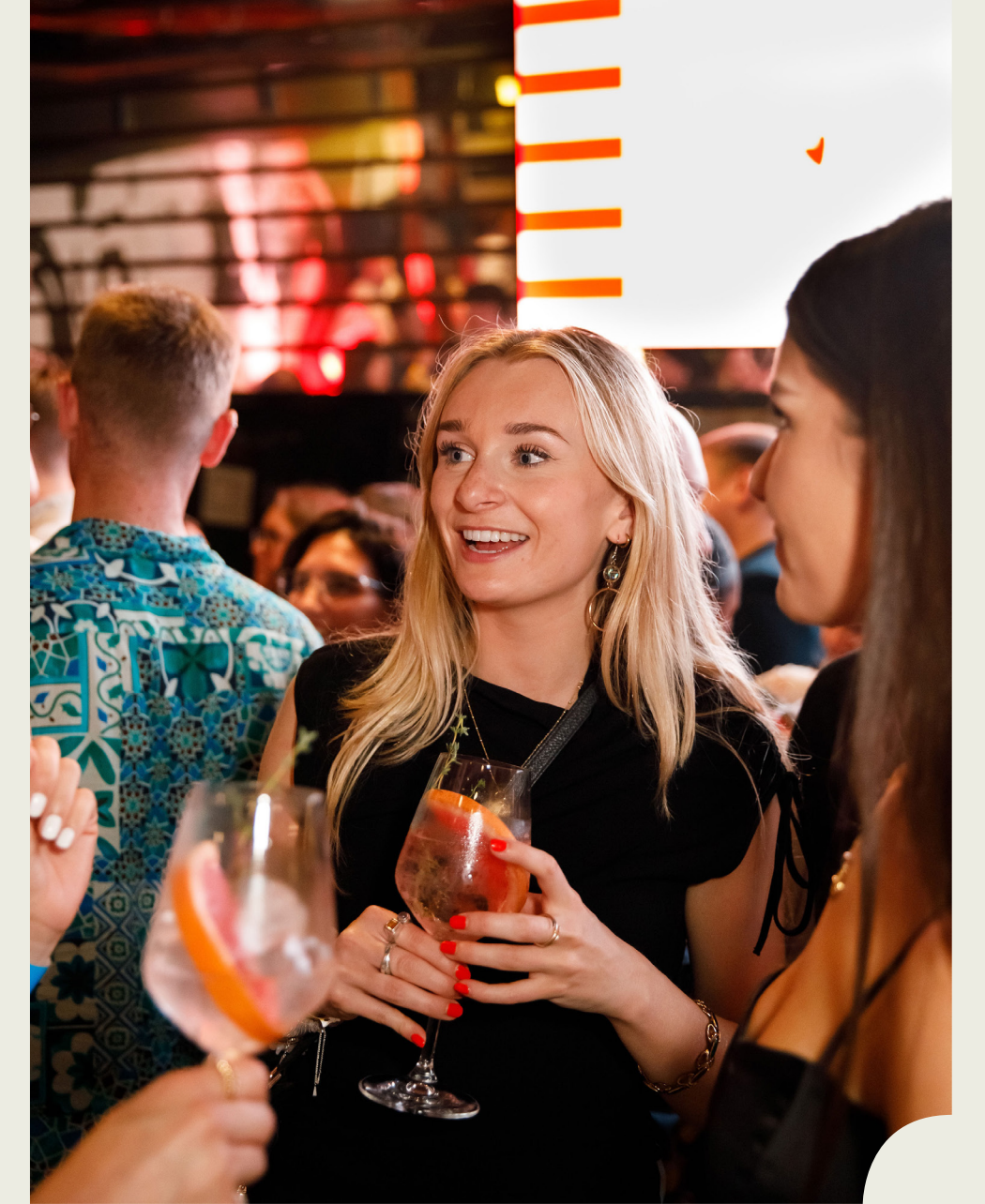


Career Development & Mentoring

- ▶ 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.



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**.

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 Touchpoints further strengthen this by enabling structured, meaningful conversations about aspirations, wellbeing and development. Evidence from McKinsey's Women in the Workplace report and the UK Government Equalities Office shows that **women progress faster when they have regular, supportive career conversations**—making these initiatives especially impactful.



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)



What we're doing in Recruitment

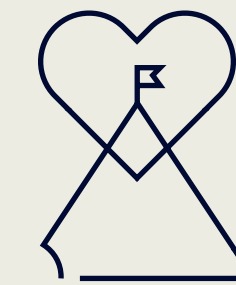
- ▶ Our commitment to improving gender balance is delivering real progress. For the reporting period, 46% of new hires and 60% of internal promotions went to women, clear evidence that intentional action works.
- ▶ We will continue to strengthen our talent pipelines and broaden the way we promote opportunities, ensuring we reach a wider, more diverse range of candidates. Core actions such as gender-balanced shortlists and diverse recruitment panels will remain central to ensuring fairness at every stage of the hiring journey.



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 Health Numbers” webinar series** to help employees better understand and manage their health and wellbeing.

How these initiatives come together for women:

Together, our shift to a skills-based organisation, the **Career Hub, Engagement Touchpoints, wellbeing support, inclusive learning pathways** and **culture-building initiatives** create a more **transparent, supportive and equitable** environment.

By reducing structural barriers, increasing access to career conversations and basing progression on skills rather than visibility or networks, **these initiatives make it easier for women to develop, progress and thrive across our business.**



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