

2026



Pernod Ricard Global Human Rights Policy

GOOD TIMES
FROM A GOOD PLACE.





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Sustainability at Pernod Ricard



As **Créateurs de convivialité**, we bring people together around the world to create moments of celebration that transcend cultures and generations.

Our heritage, rooted in the vision of our founder Paul Ricard, continues to thrive because of our unwavering commitment to the well-being of our employees, our communities and the land we all share.

Good Times from a Good Place is the Sustainability & Responsibility strategy we launched in 2019 to ensure that we operate in a way that minimizes our impact on the environment, supports people throughout our value chain, and fosters a culture of balanced and convivial drinking.

From grain to glass, we integrate sustainability across our entire value chain.



'True to our vision of Créateurs de convivialité, we strongly believe in fostering a safe, inclusive and fair work environment within our company and beyond. We are committed to respecting human rights in our operations and value chain, and to addressing adverse human rights impacts'.

Alexandre Ricard
CEO & Chairman of Pernod Ricard

Context

With over 200 sites including 94 production sites and 18,000 employees spread across all continents, Pernod Ricard is a truly global wine & spirits company. Its activities include the production or sourcing of agricultural raw materials, the distillation, bottling and packing of its products, the logistics and distribution of its brands in over 160 countries, as well as administrative, hospitality, marketing and sales operations. For some of these activities, the Group relies on a network of smallholders, suppliers, contractors, sub-contractors, agencies, customers and partners.

Pernod Ricard acknowledges that the risk of adverse human rights impacts is particularly relevant in some areas of its value chain, including agricultural sourcing, manufacturing activities and outsourced activities related to facility management. Furthermore, some of the Group's operations are in regions of the world that are exposed to the impacts of climate change or in conflict areas or in deprived regions which may further increase the vulnerability and exposure to risks for workers and communities. Identifying and addressing these risks supports the respect for the rights of workers and affected communities and contributes to the Group's long-term resilience, including through strengthened trust, compliance and risk management.





Commitment

Pernod Ricard is committed to conducting ongoing human rights and environmental due diligence and ensuring human rights are respected. In line with international standards and applicable regulatory expectations, the Group assesses the potential impacts of its activities, products and business relationships across its own operations and value chain.

Pernod Ricard bases its human rights approach on internationally recognised standards to ensure consistency across geographies and value chain contexts, and to provide a common reference for governance, due diligence and remediation. These standards guide how the Group defines expectations, prioritizes salient human rights issues and reports transparently on progress.

This Policy is aligned with the UN Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines for Multinational Enterprises and it is informed by the core international instruments underpinning these frameworks. In particular, when describing alignment with the UNGPs, the Group notes that the UNGPs are grounded in the International Bill of Human Rights, comprising the Universal Declaration of Human Rights and the two International Covenants, the **International Covenant on Economic Social and Cultural Rights (ICESCR)**, and the **International Covenant on Civil and Political Rights (ICCPR)**, as well as the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work and the core ILO conventions that underpin it. The Group also refers to other key international instruments relevant to the protection of rights of specific groups, including but not limited to the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Convention on the Rights of the Child (CRC) and the UN Declaration on the Rights of Indigenous Peoples.

Where national laws and regulations conflict with internationally recognized human rights standards, we seek ways to honour the principles of internationally recognized human rights to the greatest extent possible in the circumstances.

This Policy expresses Pernod Ricard’s human rights commitments and sets the standards that guide how the Group conducts business across its operations and value chain. It establishes a common baseline for expectations and accountability. The Group’s sustainability reporting complements this policy by monitoring implementation through relevant indicators and communicating progress in line with applicable regulatory disclosure requirements.

In particular, it supports disclosure in accordance with:



The Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS), notably ESRS S1 (Own Employees), ESRS S2 (Workers in the Value Chain), ESRS S3 (Affected Communities) and ESRS S4 (Consumers & End-Users).

The forthcoming European Corporate Sustainability Due Diligence Directive (CSDDD) and applicable national vigilance and due diligence regulations (Loi Devoir de Vigilance);

Evolving international expectations regarding transparency on human rights due diligence processes.

Scope



The scope of this Policy reflects the areas where Pernod Ricard may:

- cause adverse human rights impacts through its own operations;
- contribute to adverse impacts through its activities or business decisions; or
- be directly linked to adverse impacts through its business relationships.

Accordingly, this Policy applies to the following activities and relationships.

Main activities

Our business spans a number of activities including: agricultural production; distillation, bottling and packing; warehouse, logistics and transport; administrative and facilities management; hospitality, marketing and sales; waste management and recycling. Each stage may present distinct human rights risks.

Our value chain includes workers in:

- Pernod Ricard’s own operations worldwide;
- outsourced services operating on Group premises;
- suppliers, co-packers and subcontractors;
- business relationships across the value chain;
- impacts on affected communities linked to our activities.

Affected stakeholders & risk exposure

Pernod Ricard has identified the key affected stakeholders potentially impacted by its business decisions, operations and activities, and listed them in the table below:



| Own employees | Workers in value chain | Communities | Consumers |
|--|---|--|---|
| <ul style="list-style-type: none"> • Office & admin • Farming • Distilling, bottling, ageing and warehouses • Sales & Marketing • Brand Homes • Interim & freelance | <ul style="list-style-type: none"> • Farming • Facilities & Security Management • Bottling & packaging • Warehouse, logistics & Supply Chain • Waste Management & Recycling • Hospitality | <ul style="list-style-type: none"> • Farming and rural communities • Indigenous communities in sourcing areas • Near manufacturing sites, waste & landfill sites or in water-stressed areas | <ul style="list-style-type: none"> • Adult of legal drinking age |
| <ul style="list-style-type: none"> • Health & Safety at work • Working Conditions • Forced Labor & trafficking • Child Labor • Forms of discrimination, harassment, unfair treatment or violence • Freedom of association & collective bargaining • Employment security | <ul style="list-style-type: none"> • Land rights • Access to water & sanitation • Pollution • Living standards | <ul style="list-style-type: none"> • Alcohol misuse • Access to quality information about our products • Ethical marketing practices and responsible business practices • Counterfeit | |

Governance

This Policy has been developed to ensure a consistent and structured approach to human rights across Pernod Ricard's operations and value chain. It reflects input from relevant internal functions, including Sustainability & Responsibility, Health & Safety, Procurement, Security, Human Resources, Public Affairs, Legal and Operations. A first Global Human Rights Policy was published in 2019 and was revised in 2026 with the input of internal relevant stakeholders and an external independent business and human rights expert. With an aim to continuously improve and strengthen the Group's commitment, we recognize that this policy is an evolving document and further updates are expected to embed learnings from stakeholders consultation.

This work was informed by structured stakeholder mapping across the upstream value chain, including the identification of potentially vulnerable or marginalized groups, as well as insights gathered through the Group's Human Rights Impact Assessment processes.

Human rights topics related to workers in the value chain are overseen by the Executive Vice President of Integrated Operations and Sustainability & Responsibility within the Group's sustainability governance framework, as well as the Executive Vice President of Human Resources. Material human rights risks and severe incidents are periodically reviewed through the Group's governance processes, with escalation to senior management where significant risks or impacts are identified. The Sustainability & Responsibility team coordinates the implementation of the Group's human rights due diligence approach, in close collaboration with Human Resources, Security, Health & Safety, Procurement, Legal and Public Affairs functions.

For clarity, the following Group policies and standards provide additional detail on specific topics and should be read alongside this Policy, where applicable.



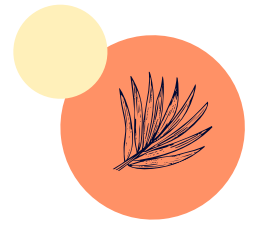
| Related Group policy / standard | Relevance to this Human Rights Policy | Application |
|------------------------------------|---|---|
| Global Social Policy | Sets overarching Group commitments and minimum expectations on social topics, including standards applicable to the workplace and people-related practices. | <ul style="list-style-type: none"> • Own workforce |
| Health & Safety Policy | Details on the Group's approach to occupational health and safety, prevention and incident management across sites and activities, including expectations applicable to on-site contractors where relevant. | <ul style="list-style-type: none"> • Own workforce • Workers in the Value Chain |
| Global Procurement Policy | Describes how sustainability and human rights considerations are embedded into procurement processes, including risk screening, supplier engagement and follow-up actions. | <ul style="list-style-type: none"> • Workers in the Value Chain |
| Supplier Standards | Defines baseline expectations for suppliers and business partners, including labor standards, responsible recruitment, working conditions, and respect for community rights where relevant. | <ul style="list-style-type: none"> • Workers in the Value Chain • Affected communities |
| Terroir & Nature Policy | Provides the Group's approach to sustainable sourcing and environmental stewardship topics that intersect with human rights, including land- and water-related considerations in sourcing regions. | <ul style="list-style-type: none"> • Own workforce • Workers in the Value Chain • Affected communities |



| Related Group policy / standard | Relevance to this Human Rights Policy | Application |
|--|---|---|
| Water Stewardship Policy | Outlines principles and commitments related to water management and stewardship, including considerations relevant to affected communities in water-stressed areas. | <ul style="list-style-type: none">• Own workforce• Workers in the Value Chain• Affected communities |
| Climate Resilience and Net Zero policy | Aims to mitigate climate change, support adaptation efforts, and reduce GHG emissions across the value chain through increased energy efficiency and renewable energy use, aligned with a 1.5°C trajectory. | <ul style="list-style-type: none">• Own workforce• Workers in the Value Chain• Affected communities• Consumers |
| Code of Business Conduct / Whistleblower Policy | Establishes behavioral and integrity standards, including expectations relating to ethical conduct, Speak Up, investigations and non-retaliation. | <ul style="list-style-type: none">• Own workforce• Workers in the Value Chain• Affected communities• Consumers |
| Balanced & Convivial Drinking Policy | Aims to make balanced and convivial drinking the social norm by supporting informed choices, responsible enjoyment, and reducing alcohol-related harm at key moments of consumption. | <ul style="list-style-type: none">• Own workforce• Consumers |
| Ethical Marketing & Sales Policy | Provides standards for responsible commercial and marketing practices, including considerations relevant to societal impacts and vulnerable audiences. | <ul style="list-style-type: none">• Consumers |
| No Deforestation Policy | Sets expectations for avoiding deforestation and managing land-use change risks in relevant sourcing categories, which may intersect with community land and livelihood considerations. | <ul style="list-style-type: none">• Own workforce• Workers in the Value Chain• Affected communities |
| Quality Policy / Management System | Provides the broader operational management system framework supporting continuous improvement and controls, relevant to implementation and monitoring practices. | <ul style="list-style-type: none">• Own workforce• Consumers |
| Crisis Management Policy | Provides guidance on how to prepare, respond and recover from a crisis to limit potential disruption to the organisation and negative impacts on people. | <ul style="list-style-type: none">• Own workforce• Workers in the value chain |
| Travel Risk Management Policy | Outlines the processes to ensure every employee, whatever the time and the place it is, is safe when traveling on behalf of Pernod Ricard. | <ul style="list-style-type: none">• Own workforce• Workers in the value chain |



Human Rights and Environmental Due Diligence (HREDD)



Pernod Ricard is committed to conducting ongoing human rights and environmental due diligence.

This policy embeds explicit Human Rights Due Diligence (HRDD) logic, including identification, assessment mitigation, tracking and remediation of impacts. Human rights due diligence is an ongoing process and forms an integral part of how the Group identifies and addresses salient human rights risks across its operations and value chain.

Under the French Duty of Vigilance and in light of the future European Corporate Sustainability Due Diligence Directive (CSDDD), companies are expected to establish and disclose a structured due diligence process to identify and assess actual and potential adverse impacts on human rights across their operations and value chain, as well as the actions taken to prevent, mitigate and address such impacts. In line with the UN Guiding Principles on Business and Human Rights (UNGPs), human rights due diligence is understood as an ongoing, risk-based process designed to enable companies to know and show how they respect human rights, including through tracking effectiveness and communicating on outcomes.

Pernod Ricard is progressively embedding Human Rights Due Diligence across its business processes, informed by international standards and the Group's risk and materiality assessments. This framework draws on the Group's double materiality assessment, Group-level

Human Rights Assessments—covering upstream activities and its own operations, terroir-level environmental and social risk mapping, supplier screening through our internal due diligence process (Partner Up) and supplier risk identification (risk-based approach combining geography & category). These inputs inform the identification and prioritization of salient human rights issues, with salience understood as the combination of the severity of potential impacts on people and the likelihood of occurrence, consistent with the UN Guiding Principles on Business and Human Rights.

In higher-risk contexts, the Group conducts or commissions targeted local verification activities and field audits to complement Group-level due diligence and deepen understanding of exposure on the ground. Where necessary, the Group may conduct heightened due diligence processes to inform corrective action plans.



Salient Human Rights Issues

Human rights are the basic rights and freedoms inherent to every person. They are set out in internationally recognized instruments, including United Nations declarations and treaties, and are reflected in international labor standards, including those of the International Labor Organization (ILO). We commit to respecting all internationally recognised human rights, in line with UNGP Principle 16 and peer best practices throughout our operations, while placing specific efforts on those rights that are at risk of the most severe negative impact : our salient human rights issues.

Negative impacts may arise within our own operations or may be linked to our business relationships, including suppliers, contractors, co-packers and other partners. The definitions and detailed breakdown of salient human rights issues are provided in the glossary.

The purpose of this Policy is to set out Pernod Ricard's overarching commitments to prevent, mitigate and address adverse human rights impacts, and to clarify how these commitments are implemented across the Group. Pernod Ricard recognizes that risks are not evenly distributed across activities, geographies and value chain stages. We determine severity by considering the scope (number of people affected), scale (seriousness of the impact), irremediability (ease of setting things right) of the impact.



The Group applies a risk-based approach to identify and prioritize salient human rights risks, with priority given to risks based on the severity of their potential impact on people, while also taking into account the likelihood of occurrence. This prioritization informs how the Group allocates attention, resources and leverage across its

operations and business relationships.

We pay special attention to the rights of vulnerable groups, such as young workers, migrant workers, women, indigenous peoples, and temporary and contractor workers.

Based on the methodology set out in the United Nations Guiding Principles on business and Human Rights (UNGPs), the Group has identified several salient human rights issues that stand out because they are at risk of the most severe negative impact through the Group’s activities or business relationships.



Core Human Rights commitments across our value chain:

To address our salient human rights issues, this Policy sets out Pernod Ricard’s core human rights commitments and the standards that guide our approach across the value chain. It establishes a consistent foundation for the respect of human rights across the Group, while recognizing that responsibilities and expectations may differ depending on the stakeholder group and the nature of the business relationship. The Policy therefore details specific commitments and actions applicable to our own employees, workers in the value chain, and affected communities in the corresponding sections that follow.



Equal treatment, discrimination, harassment, and respect and dignity

As a baseline expectation, the Group promotes fair and respectful treatment in all working environments connected to its activities. Pernod Ricard does not tolerate discrimination of any kind or unequal treatment. The Group expects that individuals are treated with respect and dignity and that workplaces are free from violence, harassment and degrading or abusive conduct.



Child Labor

Pernod Ricard does not tolerate child labor. Pernod Ricard is committed to respecting and supporting child rights in accordance with the Convention on the Rights of the Child, UN Guiding Principles on Business and Human Rights, OECD Guidelines for Multinational Enterprises, and the relevant ILO Conventions such as Convention 138 on Minimum Age for Admission to Employment and Convention 182 on The Elimination of the Worst Forms of Child Labor. However, child labour is a complex problem that requires a comprehensive and collaborative approach with our suppliers, business partners, communities, governments and other partners to provide long-term solutions.



Trafficking

Pernod Ricard strictly prohibits human trafficking in any form within its operations and value chain. The Group expects business partners to prevent trafficking risks, including through responsible recruitment practices and by ensuring workers are not subjected to coercion, deception or restrictions on freedom of movement. Where risks are identified, Pernod Ricard seeks to use its leverage to support corrective action and, where relevant, remediation.



Reasonable working hours and rest

Pernod Ricard expects compliance with applicable working time laws and internationally recognized principles regarding working hours, rest periods and overtime. Compulsory overtime is not acceptable. Where working time risks are heightened, enhanced due diligence measures may apply through the Group's responsible procurement processes.



Work is conducted on a voluntary basis

Pernod Ricard strictly prohibits all forms of forced or compulsory labour and other forms of modern slavery, including bonded labour and human trafficking, in line with ILO Conventions No. 29 and No. 105. Employment must be freely chosen and entered into voluntarily. The Group does not tolerate practices that restrict workers' freedom of movement, create recruitment-related debt, or involve the retention of identity or personal documents. Workers must receive clear and understandable information regarding the terms and conditions of their employment and be paid regularly, on time, and in full.



Fair wages and compensation

Pernod Ricard expects workers to receive wages and benefits that meet at least applicable legal requirements, including overtime premiums where relevant. Compensation must be paid regularly, transparently and in full. The Group recognizes that wage-related risks can be heightened in certain contexts and seeks to use due diligence and supplier engagement to support improved practices over time.





Freedom of association and collective bargaining

Pernod Ricard respects the rights of workers to form or join representative organizations and to bargain collectively. Where these rights are restricted under local law, the Group expects suppliers to enable appropriate alternative forms of worker representation and dialogue, consistent with internationally recognized principles. Worker representatives must not be subject to discrimination or retaliation.



Health, safety, and wellbeing



Pernod Ricard expects safe and healthy workplaces across its operations and value chain, supported by hazard identification, preventive measures and effective incident management. Workers should have access to adequate sanitary conditions and safe drinking water. The Group promotes working environments that protect physical health and safety, including heat stress management, and that support psychosocial well-being, including the prevention of harmful behaviors and work-related stressors where relevant.



Responsible Security Practices

Pernod Ricard applies responsible and proportionate security principles in order to fulfil its ethical and legal obligations to protect its employees and meet its human rights and vigilance commitments towards those carrying out activities on its behalf.

These rules are based on international standards for the assessment and management of risks that may affect the security of its employees (ISO 31 0000 risk management / ISO31030 Travel Risk Management / ISO 22 361 - crisis Management).

Where Pernod Ricard or its business partners rely on security services, the Group expects security arrangements to be managed in a manner consistent with human rights and applicable laws. Pernod Ricard seeks to align its approach with internationally recognised good practice, including the Voluntary Principles on Security and

Human Rights (VPSHR), particularly in higher-risk contexts.

Security personnel, whether public or private, must act professionally and proportionately. The use of force must be strictly limited to situations that are lawful, necessary and proportionate, with the objective of preventing harm. Pernod Ricard does not tolerate intimidation, harassment, discriminatory treatment or any abuse of authority by security providers.

Where relevant, the Group expects appropriate selection, contractual requirements, and oversight of security providers, including adequate training on human rights, de-escalation and the responsible use of force. Allegations of misconduct are expected to be reported through available channels and addressed through established investigation and remediation processes.





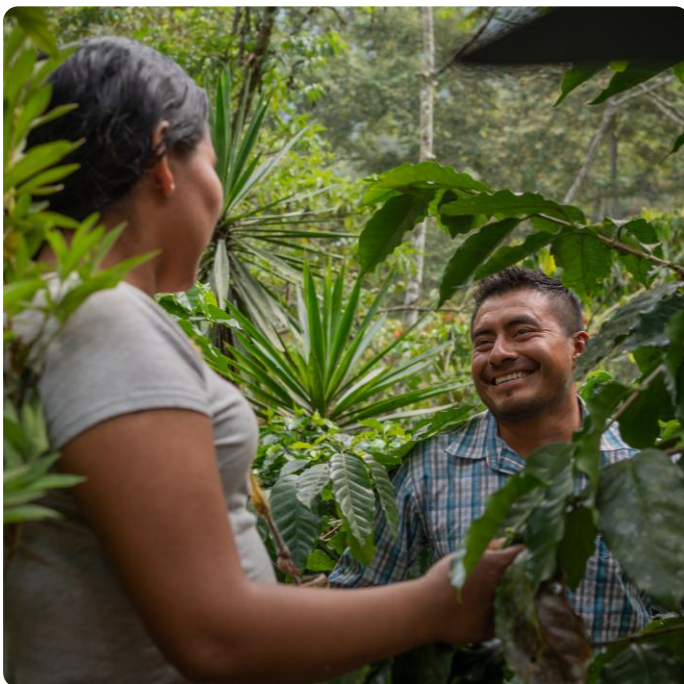
Land and water rights of communities and Indigenous Peoples

Pernod Ricard recognizes that land- and water-related impacts may affect communities, particularly in agricultural sourcing regions and water-stressed areas. The Group expects respect for land tenure, customary rights and access to natural resources, including the rights of Indigenous Peoples and local communities.

In situations where activities or business relationships may affect the lands, territories, resources, or related rights of Indigenous Peoples, Pernod Ricard recognizes the principle of Free, Prior and Informed Consent (FPIC), as reflected in internationally recognized standards, including the UN Declaration on the Rights of Indigenous Peoples

(UNDRIP) and ILO Convention No. 169. FPIC is linked to the right of Indigenous Peoples to self-determination and to their collective rights in relation to their lands, territories, and resources. The Group therefore expects that appropriate and culturally appropriate consultation processes are undertaken and that consent is sought in relation to decisions that may have significant impacts on Indigenous Peoples' rights.

The Group also recognises the human right to water and sanitation and expects that water use and management practices do not undermine access to safe water and sanitation for communities.



Affected Stakeholders

Pernod Ricard's human rights commitments apply across its operations and value chain. These commitments are translated into focus areas reflecting key stages of the value chain and the stakeholder groups potentially impacted. The Group's risk identification and prioritization processes inform how these commitments are implemented and where actions are prioritized, based on the salience of risks.



1 Own Operations



The Group's own workforce refers to individuals employed directly by Pernod Ricard under an employment contract (including permanent and fixed-term contracts, apprentices and trainees, seasonal and casual contracts).

Pernod Ricard also works with contractors and agency workers to support its operations. Although these individuals are not employees of Pernod Ricard, the Group applies appropriate standards to ensure that anyone working on Pernod Ricard sites is protected, notably with respect to health and safety, dignity at work and access to grievance mechanisms.

For disclosure purposes, reporting scopes may differ depending on applicable requirements; Pernod Ricard's operational standards for site safety and respectful conduct apply irrespective of contractual status.

These employees may be exposed to actual or potential adverse impacts linked to working conditions, health and safety, discrimination, harassment, unequal treatment, or other labor-related rights. As identified through the Group's double materiality assessment, impacts may include occupational accidents, potential violence and harassment or unequal treatment cases, or inadequate working conditions.

In this context, Pernod Ricard is committed to ensuring that internationally recognized labor and human rights standards are upheld within its own operations.



The Group therefore commits to:

- Fostering safe and healthy workplaces, including structured risk assessments, prevention measures and continuous improvement of occupational health and safety practices;
- Ensuring non-discrimination and equal opportunities in recruitment, remuneration, career development and promotion;
- Having zero tolerance for violence, harassment or inappropriate behavior, whether physical, psychological, sexual or psychosocial;
- Respecting the freedom of association and social dialogue, including the right to collective bargaining where applicable;
- Supporting these commitments with internal procedures and guidelines, policies, governance mechanisms and monitoring processes, including:
 - Maintaining health and safety management systems;
 - Conducting employee engagement and opinion surveys;
 - Ensuring collective representation structures where applicable;
 - Maintaining the Group's Speak Up channel for raising concerns;
 - Tracking complaints, severe human rights incidents and related investigations in line with ESRS S1 disclosure requirements.

Pernod Ricard believes in ensuring safe and respectful working conditions within its own operations is both a fundamental human rights responsibility and a key factor in employee well-being, engagement and long-term business resilience.



2 Workers in the Supply Chain



To translate these principles into practice across our business relationships, Pernod Ricard sets out the following expectations for all workers in the value chain, implemented through our Supplier Standards, responsible procurement practices and the use of leverage.

Workers in the supply chain refer to individuals who are not directly employed by Pernod Ricard but whose work contributes to the production, transformation, packaging, transport or distribution of the Group's products. This includes workers employed by suppliers, subcontractors, co-packers, contractors and other business partners across the upstream value chain.

These workers may be exposed to adverse impacts related to working conditions, equal treatment, health and safety, freedom of association, fair compensation, or other labor-related rights, particularly in higher-risk sourcing contexts, including agricultural supply chains, labor-intensive processing activities and regions characterized by structural vulnerabilities.

Through its Supplier Standards and Sustainable Procurement Program, Pernod Ricard:

- requires suppliers and business partners to comply with internationally recognized labor and human rights standards;
- requires that workers are treated equally, with respect and dignity;
- prohibits child labor, forced labor and any form of compulsory or bonded labor;
- requires responsible recruitment practices, including a prohibition on recruitment fees charged to workers and any form of coercion, deception or restriction of movement;
- requires reasonable working hours and compliance with applicable labor laws;
- requires payment of wages and benefits at least equal to applicable legal minimum standards;
- requires respect for freedom of association and collective bargaining rights;
- requires safe and healthy working conditions;
- requires respect for land and water rights of communities and Indigenous Peoples, where relevant.

Pernod Ricard implements a risk-based due diligence approach to identify and prioritize salient risks affecting workers in the supply chain. The Group recognizes that human rights risks are not evenly distributed across its supply chain. Enhanced due diligence measures may therefore apply in specific geographies, sectors or sourcing categories identified as higher risk.

Where adverse impacts are identified, Pernod Ricard seeks to work constructively with business partners to address issues and strengthen practices over time, including through dialogue, corrective action planning and, where appropriate, capacity-building and sharing of good practices. Disengagement is considered only as a last resort where severe issues persist and meaningful improvement cannot be achieved.

This approach is informed by a combination of internal and external tools, including supplier risk screening and questionnaires, third-party sustainability assessments, targeted audits in higher-risk contexts, and internal risk mapping exercises such as Terroir-related environmental and social risk mapping conducted in collaboration with Procurement and Nature & Terroir teams. Findings feed into corrective action planning, follow-up processes and procurement decision-making.

Pernod Ricard recognises that its purchasing practices and contracting decisions such as pricing, lead times and order volumes, can influence human rights risks in the value chain. The Group therefore seeks to align its buying practices with its human rights expectations and to support business partners, where appropriate, in implementing effective human rights due diligence processes.





Affected Communities

People or group(s) living or working in the same area that have been or may be affected by a business operations or through its upstream and downstream value chain. An affected community may be a community living adjacent to the business' operations (local community) or living some distance away. Affected communities include actually and potentially affected Indigenous Peoples. (in line with CSRD ESRS S3)



These communities may include:



- residents living near production sites or bottling facilities;
- communities located in agricultural sourcing regions supplying key raw materials;
- Indigenous Peoples and traditional landholders;
- smallholder farmers and farming communities;
- communities located in water-stressed or environmentally sensitive regions;
- vulnerable groups whose livelihoods depend on land, water or ecosystem services connected to the Group's value chain.

Pernod Ricard recognizes that its activities, including agricultural sourcing, industrial production, water abstraction, wastewater discharge, land use and infrastructure development, may be associated with actual or potential impacts on communities, depending on the local context and circumstances. In certain regions, climate change may act as a risk driver, amplifying existing environmental and social vulnerabilities.

These impacts may relate to:

- Water use and water quality, including competition for shared water resources in water-stressed areas;
- Water pollution
- Land-related impacts, including land use and land tenure issues, access to natural resources, and potential risks linked to land acquisition practices or land reclamation projects.
- Impacts on biodiversity and ecosystem services;
- Environmental degradation affecting livelihoods;
- Noise, traffic or other operational disturbances linked to industrial activities.



In agricultural sourcing contexts, particularly in strategic terroirs, certain farming practices may be associated with environmental challenges such as water pollution, soil degradation and biodiversity loss, with potential effects on community health and livelihoods. In some contexts, land-related issues may also arise, including potential impacts relating to land tenure and the access to and use of land.

The Group therefore commits to:

- integrating community-related risks into its Human Rights Due Diligence processes;
- conducting environmental and social risk assessments in higher-risk contexts;
- respecting land rights and internationally recognized standards relating to land ownership and use of natural resources;
- recognizing the human right to clean water and sanitation;
- engaging meaningfully with affected stakeholders in a manner proportionate to severity of the actual or potential adverse impact ;
- supporting mitigation and remediation measures where impacts are identified.

Particular attention is given to higher-risk contexts where communities may be more exposed to adverse impacts due to socio-economic conditions, environmental stress or limited local safeguards. In contexts involving Indigenous Peoples, or where land tenure, cultural heritage, or customary rights may be affected, the Group is committed to applying internationally recognized and applicable human rights standards, including respect for customary land rights, and Free, Prior and Informed Consent (FPIC).

Where local requirements differ from these principles, Pernod Ricard complies with applicable law and applies its internal standards as a minimum baseline, adopting the more protective approach where feasible.

Through its sustainability and procurement programs, Pernod Ricard aims to reduce adverse environmental impacts that may affect communities, including through water stewardship initiatives, sustainable agriculture practices and ecosystem preservation efforts in strategic sourcing regions.



Grievance and Remedy

Speak Up and Reporting Channels

Pernod Ricard maintains multiple reporting channels and grievance mechanisms to enable employees and, where relevant, external stakeholders to raise concerns relating to human rights, discrimination, violence and harassment, unsafe working conditions or other severe human rights impacts.

Within the Group, Human Resources is typically the first point of contact for employees wishing to raise workplace-related concerns. Employees may also escalate concerns to their manager, local leadership or relevant functional teams, depending on the nature of the issue.

In addition, Pernod Ricard operates a global reporting channel called Speak Up, managed at Group level by the Ethics & Compliance team and operated by an independent external provider. The Speak Up platform enables confidential — and, where permitted by law, anonymous, reporting of any violation of laws, regulations and/or the Group's Code of Business Conduct. Reports are received and reviewed centrally by the Integrity Committee, which assesses the seriousness of allegations, determines whether an investigation is required and assigns the case to the relevant local functions (e.g. HR, Legal, Security, Internal Audit). In certain EU countries, reporters can request the processing to occur at the local level, without intervention from the Integrity Committee.

Security incidents affecting the Group's own workforce are also recorded and investigated through the Intelix Security system, under the responsibility of the Security team. Data reconciliation is done to ensure that substantiated cases of severe human rights abuses reported via Speak Up are properly incorporated into the Intelix/Security tool.

National Contact Points (NCPs) established under the OECD Guidelines constitute an external, non-judicial grievance mechanism available in adhering countries. NCPs operate independently from companies. The Group periodically reviews the official OECD database to identify any published cases involving Pernod Ricard.

As part of its governance and continuous improvement approach, Pernod Ricard monitors and, where relevant, discloses key information related to complaints and incidents affecting its own workforce in its annual sustainability disclosures, notably in the Universal Registration Document, and through other relevant public reporting channels. This includes work-related

complaints raised through internal reporting channels, incidents of discrimination, and severe human rights issues and incidents, as well as any complaints filed via OECD National Contact Points and, where applicable, related outcomes such as fines, penalties or compensation.

Data collection, consolidation and disclosure are governed by the Group's Discrimination, Violence & Harassment and Severe Human Rights Reporting Protocol, which defines methodologies, scope boundaries and verification controls. Consolidated data are integrated into the Group's sustainability reporting process and subject to external assurance.

Together, these mechanisms contribute to the identification, monitoring and management of risks linked to working conditions, equal treatment and other human rights-related impacts identified in the Group's IRO analysis.



Non-Retaliation

Retaliation against any individual who raises a concern, reports misconduct or participates in an investigation in good faith is strictly prohibited. Retaliation may include dismissal, demotion, intimidation, harassment, exclusion, threats, or any other form of adverse treatment linked to the act of speaking up.

The Group is committed to ensuring that concerns can be raised without fear of negative consequences, recognizing that trust and psychological safety are essential to effective grievance mechanisms. Managers are expected to uphold this principle, act promptly when concerns are raised, and contribute to a culture of integrity and accountability.

Pernod Ricard expects suppliers and business partners to apply equivalent non-retaliation principles within their own operations and to ensure that workers can raise concerns safely.



Accessibility Beyond Employees

Pernod Ricard recognizes that effective grievance mechanisms are essential to identifying issues early, protecting people, and enabling appropriate remedy. For this reason, grievance pathways should not be limited to the Group's direct employees.

The Group's Speak Up mechanism is available to internal and external stakeholders to raise concerns confidentially and, where permitted by law, anonymously. In addition, Pernod Ricard is committed to further enhancing access to reporting channels for workers in the value chain and, where relevant, affected communities, including by assessing whether additional, locally appropriate channels and partner mechanisms should be developed.



In higher-risk sourcing contexts, Pernod Ricard may assess the effectiveness, accessibility, and safe use of grievance mechanisms as part of its human rights due diligence processes. Particular attention may be given to whether workers and affected stakeholders can raise concerns confidentially, without fear of retaliation, and in languages and formats that are accessible and culturally appropriate. Suppliers are expected to establish or participate in

effective grievance mechanisms consistent with the Group's Supplier Standards and aligned with internationally recognized principles, including legitimacy, accessibility, predictability, confidentiality, and protection against retaliation. Suppliers are also expected to cooperate in the timely investigation, remediation, and resolution of substantiated concerns.



Investigation and Remediation



All substantiated allegations of human rights violations are investigated in accordance with internal procedures and escalation protocols.

Consistent with the UN Guiding Principles and leading market practice

- Where Pernod Ricard causes an adverse human rights impact, it will prevent or mitigate the impact and provide for remediation through legitimate processes if the impact has occurred;
- Where Pernod Ricard contributes or may contribute to an adverse impact, it will prevent or mitigate its contribution to the impact and cooperate in remediation, if the impact has occurred, to the extent of its contribution. The Group will also use its influence to reduce any remaining impacts by others, as far as practically possible;
- Where Pernod Ricard is directly linked to an adverse impact through a business relationship, it will seek to prevent or mitigate the impact by using or strengthening its leverage to support appropriate corrective action.

Remediation measures are proportionate to the nature and severity of the impact and may include corrective action plans with defined timelines, strengthened supplier engagement and follow-up, operational adjustments, and other appropriate measures. The effectiveness of remediation actions is monitored over time, and escalation measures may be considered where improvement is not achieved.

Responsible disengagement is considered only after sustained engagement and remediation efforts.

Continuous Improvement approach



Pernod Ricard is committed to transparency on its human rights approach and to continuous improvement over time. The Group seeks to communicate progress in a balanced manner, including both achievements and areas requiring further strengthening, in order to build trust with stakeholders.

To ensure effective implementation, the Policy is communicated internally across relevant functions and levels of the organisation, and shared externally. The Group supports awareness-raising and training, as appropriate, to help employees understand their responsibilities, identify risks and use available reporting channels.

The Group's human rights approach is dynamic and is progressively strengthened based on learnings from due diligence activities, Human Rights Impact Assessments, audits, stakeholder engagement and grievance mechanisms. This Policy is reviewed periodically and updated as necessary to reflect evolving risks, regulatory expectations and best practices.



Human Rights Breaches (Full Definitions)

Human rights

Human rights are the basic rights and freedoms that belong to every person. In the context of business, human rights include civil, political, economic, social and cultural rights, as reflected in internationally recognised instruments and international labor standards.

Human rights breach / adverse human rights impact

A human rights breach (or adverse human rights impact) refers to an actual adverse impact on people's human rights, or a potential adverse impact where there is a credible risk of harm linked to business activities or relationships. Such impacts may arise within an organization's own operations or may be directly linked to its value chain through suppliers, contractors, co-packers, or other business partners.

Salient human rights risks

Salience is a foundational concept underpinning how a company should prioritize action to avoid, prevent, and mitigate adverse human rights impacts. Salient human rights risks are the human rights issues that pose the greatest risk of severe harm to people through the company's activities and business relationships, with salience defined by the scale, scope, irremediable character and likelihood of occurrence of an adverse human rights impact.

Affected stakeholders

Individuals or groups whose human rights have been, or could be, adversely impacted by Pernod Ricard's activities or business relationships. Affected stakeholders may include, depending on context, employees, workers in the value chain (including contractor and supplier workforces), smallholders and their workers, non-indigenous local communities and Indigenous Peoples, consumers, and others who may experience actual or potential adverse impacts.

Other relevant stakeholders

Individuals, groups or organisations who are not themselves impacted (or not directly impacted) but who may have a legitimate interest in, expertise on, or influence over human rights risks and impacts linked to Pernod Ricard's activities. Other relevant stakeholders may include worker representatives and trade unions, civil society organisations, human rights experts, industry initiatives, investors, public authorities and multi-stakeholder bodies.

Meaningful stakeholder engagement

Meaningful stakeholder engagement is an ongoing process of timely, accessible, inclusive and appropriate two-way dialogue conducted in good faith with stakeholders to inform decision-making, human rights due diligence and response measures. It is based on the provision of relevant, comprehensible and sufficiently detailed information to enable informed participation and transparent consultation. Meaningful stakeholder engagement prioritizes affected and potentially affected stakeholders, is conducted at the appropriate level and with appropriate frequency, and is proportionate to the severity of actual or potential adverse impacts. It provides a safe environment for participation, free from intimidation, retaliation or discrimination, removes barriers to participation for vulnerable or marginalized groups, is receptive and responsive to stakeholders' views and concerns, and ensures that these perspectives are genuinely considered in decisions and follow-up actions.





Human Rights Breaches (Full Definitions)

Value chain

The value chain refers to the activities and business relationships associated with Pernod Ricard's products and services, including upstream sourcing of raw materials, processing and production, bottling and packing, logistics and distribution, and downstream commercial activities. It includes both direct operations and business relationships such as suppliers, subcontractors, contractors, agencies, service providers, distributors and other partners.

Workers in the value chain (value chain workers)

Workers in the value chain are individuals who are not directly employed by Pernod Ricard but whose work contributes to the production, transformation, packaging, transport, distribution or sale of the Group's products. This includes workers employed by suppliers, subcontractors and co-packers, contractors and service providers (including those operating on Pernod Ricard sites), logistics providers, and workers linked to agricultural sourcing, including smallholders and their workers where relevant.

Equal Treatment, Respect and Dignity

Equal treatment and non-discrimination

Equal treatment means individuals are treated fairly and are not disadvantaged in hiring, pay, access to training, promotion, termination, retirement or any other aspect of employment or business activities. Discrimination may be direct (overt unequal treatment) or indirect (apparently neutral practices that disadvantage certain groups).

Harassment

Harassment refers to unwanted conduct that violates a person's dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment. It can be physical, verbal, psychological, digital or sexual in nature.

Violence

Violence refers to physical, sexual or psychological harm or threats of harm. In the workplace and business context, this may include assault, sexual violence, threats, intimidation, coercion, retaliation and other forms of abusive conduct.

Inhumane or degrading treatment

Inhumane or degrading treatment includes abusive disciplinary practices, humiliation, intimidation, coercion, or any treatment that undermines an individual's dignity and safety.





Workers Are of an Appropriate Age

Child labour

In line with ILO Conventions No. 138 and No. 182, child labour refers to work performed by persons below the applicable minimum age for employment or work, or work carried out by persons under the age of 18 that is hazardous, likely to harm their health, safety or morals, or interferes with their education and development.

Young worker

A young worker is a person under the age of 18 who may be legally employed under certain conditions. Young workers require special protections and must not perform hazardous work or work that interferes with compulsory education.

Hazardous work

Hazardous work refers to work that is likely to harm the health, safety or morals of children or young workers. This includes exposure to dangerous machinery, toxic substances, excessive hours, heavy loads, or unsafe environments.

Child labour remediation

Child labour remediation refers to actions taken to ensure the child's best interests are protected, including removing the child from harmful work, supporting access to education, and ensuring safe reintegration without worsening the child's situation.

Work Is Conducted on a Voluntary Basis

Forced labour / compulsory labour

Forced or compulsory labour refers to work or service that is not freely chosen and is performed under threat of penalty. Indicators can include coercion, restriction of movement, intimidation, debt bondage, or withholding of wages.

Bonded labor / debt bondage

Bonded labor (debt bondage) occurs when a worker is compelled to work to repay a debt and cannot freely leave, often due to unfair terms, wage deductions, or threats.

Human trafficking

Human trafficking refers to the recruitment, transportation, transfer, harboring or receipt of persons through coercion, deception or abuse of vulnerability for the purpose of exploitation. In labor contexts, it is closely linked to forced labor.





Work Is Conducted on a Voluntary Basis

Involuntary servitude

Involuntary servitude refers to a situation where a person is forced to work and is unable to leave due to coercion, threats, isolation, or other forms of control.

Restriction of freedom of movement

Restriction of movement refers to practices that prevent workers from leaving their workplace or accommodation freely, including confinement, surveillance, withholding documents, or threats.

Recruitment fees charged to workers

Charging recruitment fees to workers is a practice that can create vulnerability to forced labour, especially where workers incur debt to obtain employment. The expectation is that workers should not bear recruitment-related costs to access employment.

Voluntary Principles on Security and Human Rights (VPSHR)

The Voluntary Principles on Security and Human Rights are an internationally recognised set of principles that provide guidance to companies on how to maintain the safety and security of their operations while ensuring respect for human rights. They outline good practice for engaging with public and private security providers, including risk assessment, expectations on the use of force, training and oversight, and the handling of allegations of misconduct.

Reasonable Working Hours

Reasonable working hours

Reasonable working hours means working time arrangements that comply with applicable laws and recognised international standards, including rest periods, limits on excessive hours, and appropriate management of overtime.

Forced or compulsory overtime

Forced overtime occurs when workers are required to work beyond contracted hours without genuine consent, or under threat of punishment, dismissal, wage penalties, or other coercive measures.

Rest periods

Rest periods refer to required breaks, daily rest and weekly rest days intended to protect workers' health, safety and well-being.





Fair Wages and Compensation

Fair wages and compensation

Fair wages and compensation refer to wages, overtime premiums and benefits that meet at least applicable legal requirements and are paid regularly, transparently and in full. Compensation practices should not be used to control workers or create dependency.

Unlawful wage deductions

Unlawful wage deductions refer to deductions not permitted by law or not agreed transparently, including deductions used as punishment or a means of coercion.

Overtime premium

Overtime premium refers to additional pay required for overtime hours, as defined by law or collective agreement.

Living wage / living income (if referenced)

A living wage is generally understood as remuneration sufficient for a worker and their family to afford a decent standard of living. A living income refers to the net annual income needed for a household in a particular place to afford a decent standard of living. If these terms are used, the methodology and scope should be specified separately.

Freedom of Association and Collective Bargaining

Freedom of association

Freedom of association is the right of workers to form or join organisations of their own choosing, including trade unions, without interference, discrimination or retaliation.

Collective bargaining

Collective bargaining is the process through which workers, via representative organisations, negotiate terms and conditions of employment with employers.

Worker representation where formal unions are restricted

Where local law restricts unions, alternative forms of worker representation refer to mechanisms allowing workers to elect representatives and engage in dialogue with management without intimidation or retaliation.





Health, Safety, Wellbeing and Security

Occupational health and safety (OHS)

Occupational health and safety refers to preventing work-related injuries and ill-health by identifying hazards, managing risks, and maintaining safe working conditions.

Safe and healthy working conditions

Safe and healthy working conditions include physical safety, appropriate equipment, safe processes, and an environment that does not expose workers to avoidable harm. Wellbeing can also include psychosocial health where relevant.

Proportionate security practices

Proportionate security practices refer to security measures that are lawful, necessary and respectful of human rights, and do not involve excessive force, intimidation, abuse or discriminatory treatment.

Land and Water Rights of Communities and Indigenous Peoples

Affected communities (ESRS S3)

People or group(s) living or working in the same area that have been or may be affected by a business operations or through its upstream and downstream value chain. An affected community may be a community living adjacent to the business' operations (local community) or living some distance away. Affected communities include actually and potentially affected Indigenous Peoples.

Affected communities are groups or individuals whose human rights, livelihoods, health, access to natural resources, cultural heritage or environment have been, are being, or may be adversely affected by an organization's activities, products, services or business relationships. In the context of land and water issues, affected communities may include those who depend on land, water or other natural resources for their livelihoods, well-being, cultural identity or way of life

Land rights / land tenure

Land rights and land tenure refer to the rights and arrangements governing land access, use and control over, occupation of and transfer of land, including customary and traditional tenure systems.

Indigenous Peoples (policy context)

There is no universally recognised legal definition of Indigenous Peoples under international law. Generally, Indigenous Peoples are understood as peoples who self-identify as Indigenous and who have historical continuity with pre-colonial or pre-settler societies. They maintain distinct social, cultural, economic and political institutions and have a particular relationship with their traditionally owned, occupied or used lands, territories and natural resources. In accordance with international standards, including the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), their rights include, among others, rights related to self-determination, culture, lands, territories and natural resources, as well as the right to Free, Prior and Informed Consent (FPIC) in circumstances where activities may affect their rights, lands, territories, resources or cultural heritage.





Land and Water Rights of Communities and Indigenous Peoples

Free, Prior and Informed Consent (FPIC)

Free, Prior and Informed Consent (FPIC), as recognized in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and ILO Convention No. 169, is a principle grounded in the right of Indigenous and Tribal Peoples to self-determination. It protects their collective right to give or withhold consent to decisions or activities that may affect their lands, territories, resources and other rights. Consent must be sought in advance, through good-faith, culturally appropriate processes based on full and understandable information, and free from coercion.

Human right to water and sanitation

The human right to water and sanitation refers to access to sufficient, safe, acceptable, physically accessible and affordable water for personal and domestic uses, and access to sanitation that is safe, hygienic and protects health and dignity.

Protection from Retaliation and Defender-Related Risks

Retaliation

Retaliation refers to any adverse action taken against an individual because they raised a concern, reported misconduct, participated in an investigation, or exercised their rights in good faith. It can include dismissal, demotion, intimidation, harassment, threats, exclusion, loss of opportunities, or other forms of disadvantage.

Human rights defenders / environmental defenders (business context)

Human rights and environmental defenders are individuals or groups who raise concerns about human rights or environmental impacts, seek accountability, or advocate for protection of rights. Risks may include threats, intimidation, harassment, legal pressure, or violence linked to speaking up or organising.



References



Our policy is aligned with the following international standards, guidelines, and protocols

The Universal Declaration of Human Rights

The International Covenant on Civil and Political Rights (ICCPR)

The International Covenant on Economic, Social and Cultural Rights (ICESCR)

The United Nation Sustainable Development Goals (SDGs)





The International Labour Organization (ILO) 11 fundamental conventions

- Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87)
- Right to Organise and Collective Bargaining Convention, 1949 (No. 98)
- Forced Labour Convention, 1930 (No. 29) (and its 2014 Protocol)
- Abolition of Forced Labour Convention, 1957 (No. 105)
- Minimum Age Convention, 1973 (No. 138)
- Worst Forms of Child Labour Convention, 1999 (No. 182)
- Equal Remuneration Convention, 1951 (No. 100)
- Discrimination (Employment and Occupation) Convention, 1958 (No. 111)
- Occupational Safety and Health Convention, 1981 (No. 155)
- Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187)

Other relevant ILO Conventions (non exhaustive list)

- Convention No. 135 (Workers' Representatives)
- Convention no. 156 (Workers with family responsibilities)
- Convention no. 169 (Indigenous and Tribal Peoples Convention)

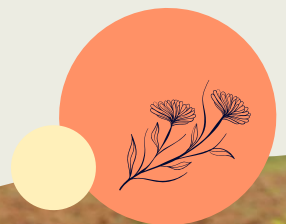
Other relevant UN declarations and documents, including (but not limited to):

The UN declaration on the Elimination of Discrimination Against Women

- The UN declaration of the Rights of the Child
- United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)

Other international standards and guidelines, including :

- The OECD guidelines for multinational enterprises;
- The OECD-FAO Guidance for Responsible Agricultural Supply Chains
- The Ten Principles of the United Nations Global Compact;
- The ILO's Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy;
- The United Nations Guiding Principles on Business and Human Rights.
- ISO standards, including ISO 45001 standard



Thank you!

For any questions, please contact Pernod Ricard Sustainability & Responsibility team at:

sustainability_responsibility@pernod-ricard.com

GOOD TIMES
FROM A GOOD PLACE.

Speak
up

Report any breach to this policy, through the Pernod Ricard Speak Up line:

<https://speakup.pernod-ricard.com>

The Pernod Ricard Speak Up line is our global whistleblowing platform, managed by an independent third party. Open to all Pernod Ricard stakeholders, it provides a secure and confidential way to report any irregularity or suspected misconduct in good faith. This system is available 24/7 online or by phone, in several languages.