

2025



Pernod Ricard Health & Safety 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 the soil of our terroirs to the final sip, we integrate sustainability across our entire value chain.

Taking care of each other



Our Health & Safety (H&S) policy is about taking care of each other. At Pernod Ricard, everyone is empowered to thrive with an entrepreneurial spirit, encouraged to make decisions and take responsibility for the common good. We are **Créateurs de Convivialité** and this can only be achieved through a safe and thriving workplace.

We continually strive to eliminate occupational accidents, hazards and diseases from our industrial and office sites. We comply with safety regulations and internationally recognised standards and best practices. Since 2023, we have adopted a comprehensive approach to health and safety (H&S), addressing both physical and mental health.

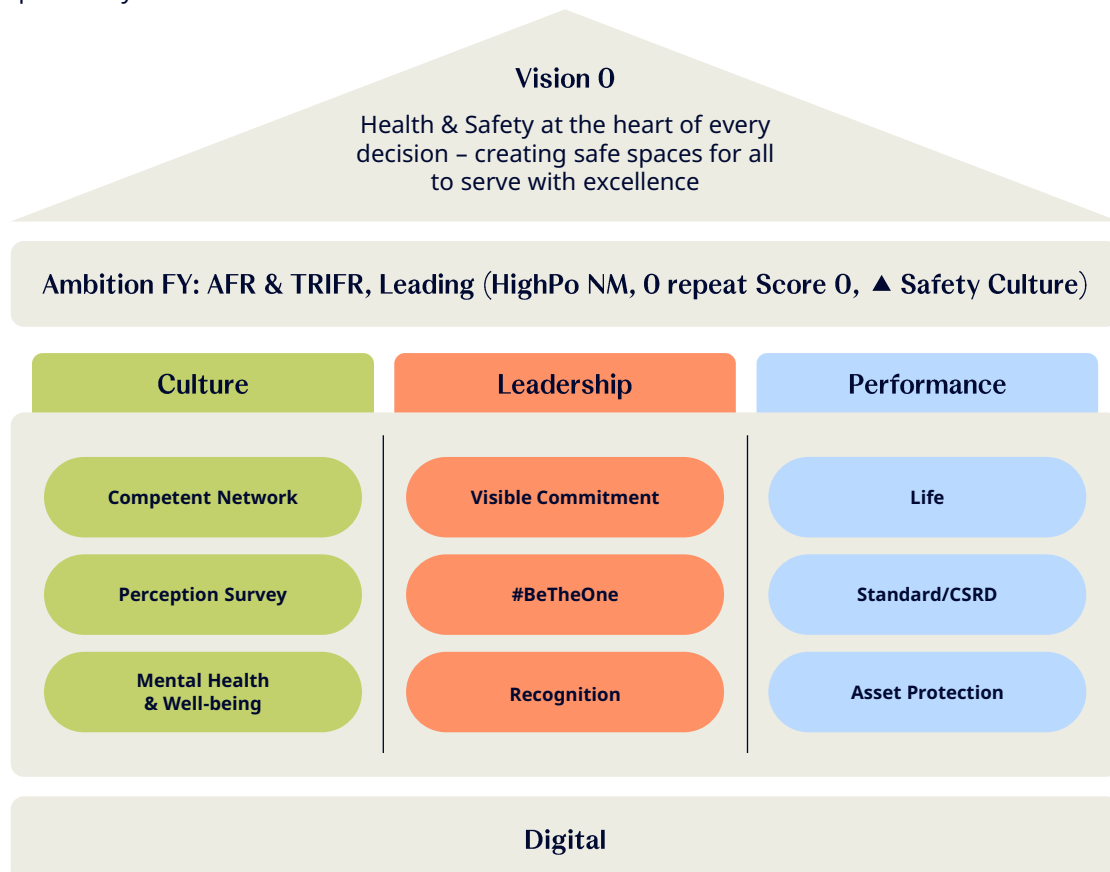
By prioritising health and safety, we protect our people, reduce operational risks, improve productivity, ensure sustainable growth and reinforce our reputation as an ethical and responsible global leader.

A shared responsibility



Our strategic priorities

Our ambition is to become best-in-class in the Wine & Spirits industry by fostering a culture where everyone has a role to play and where employees take ownership of their own safety and that of their colleagues through shared responsibility.



Fostering a safety-first culture



A strong H&S culture is the foundation of our success, shaping the way we work and care for each other every day. Safety is a shared value that empowers everyone to take responsibility and a second nature that we foster through open communication, continuous learning and proactive action. We collectively create a safer, healthier, and more engaged workforce, supporting Pernod Ricard's broader goals of operational excellence and sustainable growth.



By building a competent network

Developing a strong culture starts with providing people with the right knowledge, tools and support to act safely and responsibly. Our approach is a two-way street, cultivating a network of skilled H&S experts and empowering all employees:

- **Care by learning: A global e-learning programme** for all employees across industrial and non-industrial sites covering topics such as roles and responsibilities, hazard recognition, near miss tracking, etc.
- **Champions network: A peer-driven initiative** where employees advocate for safety within their teams, promote responsible behaviour and actively support the rollout of Care by Learning. Champions help foster an interdependent safety culture based on shared accountability.
- **Bodyguard process: A targeted coaching programme** for sites requiring additional support. It offers personalised guidance and resources to help underperforming or high-risk sites strengthen their safety culture and capabilities.

By measuring where we stand

To track progress and guide improvements, **Safety Culture Assessments** are conducted periodically across operations. These structured evaluations—aligned with LIFE audits (see next page)—provide a consistent view of both behavioural and operational maturity.

They help:

- Track progress toward cultural goals.
- Identify strengths and improvement areas.
- Define site-specific support needs and actions.

By including mental health and wellbeing

Mental health and well-being are treated as an essential part of our H&S culture. It is integrated into our management systems and leadership practices.

Our key measures include:

- **A wellbeing framework** providing managers with tools for managers to support mental health.
- **Ergonomics Assessments** with follow-up improvements and training.
- Awareness initiatives such as **Mental Health Day**.
- Feedback mechanisms like the employee survey.



Demonstrating leadership

Leadership is one of the most powerful levers we have to build a lasting culture of health and safety. When leaders actively demonstrate that safety matters – through their decisions, actions and daily presence - it sends a clear message:

Safety is not separate from the way we work, it is how we work. Everyone is encouraged to take a leadership role in health and safety - by speaking up, looking out and leading by example in their daily actions.



Is to #Be The One

The #Be the One global campaign serves as a unifying call to action that promotes shared responsibility and continuous improvement. Leaders bring it to life through storytelling, sharing real examples, and driving alignment with daily operations.



Through visible commitment

Leaders are expected to visibly engage in safety—through regular site visits, participation in safety dialogues, and direct involvement in audits and follow-ups. Participation in **Care Tours** and in the **Bodyguard process** demonstrate that safety is embedded in the business and a leadership responsibility.



Through recognition

We believe that positive reinforcement helps build lasting habits. Leaders are encouraged to identify and celebrate safe behaviours, improvements, and initiatives—formally and informally.

Setting expectations and monitoring our performance

Taking care of each other means ensuring that everyone, everywhere returns home safely every day - a commitment that is actively managed and rigorously monitored. To achieve this, we have developed and implemented harmonised standards, management systems and operating requirements across our businesses. We closely monitor our performance and drive continuous improvement by integrating innovative practices and the latest technologies to support our H&S policy and ensure it remains relevant and effective.



Through LIFE assessments

Our LIFE (Life threatening and Fatal Events) assessments, conducted by a third party, identify high-risk areas and are used to define tailored training and actionable roadmaps to address red flags, eliminate risks and continuously improve our H&S performance. As per our LIFE cycle, these assessments are done on a regular basis and play an important role in defining harmonised standards and operational consistency across our entities.



By applying recognised safety standards

Group-wide H&S standards define minimum expectations for safe operations and ensure operational consistency. All sites are expected to implement these standards and monitor their maturity levels over time through KPIs aligned with our business goals and consolidated at Group level. These KPIs are reviewed during strategic meetings and deployed at all levels our organization and value chain.



By managing risks and protecting our assets

Our asset protection strategy ensures the safety of our people, operations, and infrastructure through proactive risk management, robust safety measures, and strategic insurance coverage. By integrating best practices, regular audits, and innovative solutions, we minimize risks, enhance resilience, and ensure business continuity, supporting sustainable growth.

Caring is reporting

Reacting quickly and reporting clearly are essential to protecting people and preventing incidents. Everyone is expected to play an active role by following the reporting process supported by Intelex, our centralised digital system:

- **Incidents must be recorded within 72 hours**
- **Root cause analysis (RCA) must be completed within 10 days**
- **Case closure must occur within 1 month**

Managers are responsible for supporting timely and complete reporting and ensuring actions are implemented and followed up. RCA ambassadors are available to guide analysis and support learning.



Governance, implementation & dissemination



Governance

The policy is approved at the highest level by Pernod Ricard's Chairman, Chief Executive Officer, the Executive Committee and the Board of Directors and overseen by the EVP Integrated Operations and S&R.

The governance of our H&S policy is a shared responsibility across the entire organisation, with each one of us playing a crucial role in promoting a safe and healthy working environment. Through cross-functional collaboration, we deliver on our commitment to make health and safety a fundamental part of our operations and culture.

This policy applies to all Pernod-Ricard activities, including all product categories, brands and geographies and will be reviewed annually.

Implementation

Specific departments have key responsibilities in driving policy implementation and continuous improvement:

HR embeds H&S into the employee lifecycle by integrating safety into onboarding, training, and well-being programmes.

Operations ensure that H&S standards are effectively implemented in the field, driving compliance, risk mitigation, and continuous improvement through daily practices and performance monitoring.

S&R focuses on aligning H&S initiatives with our broader sustainability goals, ensuring compliance with evolving regulatory frameworks and reinforcing our commitment to long-term well-being and environmental stewardship.

Dissemination

To reinforce a strong H&S culture, we celebrate best practice within the organisation through special programmes that highlight exemplary initiatives. This motivates employees to maintain the highest safety standards.

Performance & monitoring



The effectiveness of employee engagement on H&S issues at Pernod Ricard is monitored through several key initiatives.

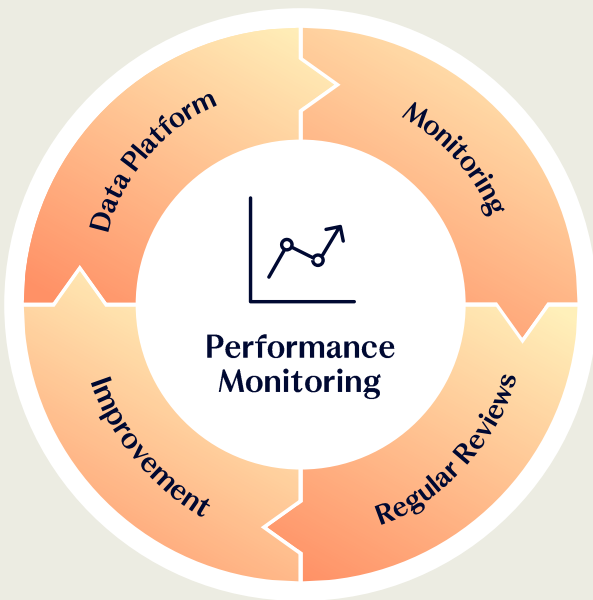


Annual I Say engagement survey

The most important initiative is the annual "I Say" engagement survey. This survey provides a comprehensive insight into employee satisfaction, wellbeing and engagement. The results allow managers and HR teams to identify areas for improvement and implement targeted action plans.

The survey results are benchmarked against external organisations to ensure continuous improvement.

The high participation rate, consistently around **86%**, indicates a strong engagement within the organisation.



Health & Safety KPIs

Monthly monitoring of key H&S performance indicators, such as the frequency and severity of workplace accidents, ensures that our employees are fully engaged. This monthly reporting is reviewed by EVP and Excom.

All data is consolidated through the global Intalex platform, enabling consistent reporting and informed decision making across all affiliates.



References:

ISO45001 standard

UN SDGs



Glossary:

Pernod Ricard Employees (Internal)

Pernod Ricard employees include all employees working in any Pernod Ricard affiliate, direct or indirect subsidiary, who have a signed employment contract with Pernod Ricard. This includes full-time, part-time, permanent and temporary employees, as well as peripatetic staff (e.g. sales). For the purposes of this definition and the reporting protocol, only trainees whose contracts qualify as employment contracts are included.

Fatality

A fatality is a work-related injury that results in death. Fatal occupational injuries must be recorded as occupational fatalities, whether the death occurs immediately or up to 30 days after the associated work-related event. If the death occurs more than 30 days after the associated work-related event, the link between the death and the event must be formally certified by a doctor or other licensed health professional. Deaths determined to be of natural causes only are not recorded as work-related deaths.

Lost Time Accident (LTA)

An accident with lost time is defined as a work-related accident that results in the affected party being unable to report to work for one or more days, excluding the day of injury. Work stoppage must be delivered by a physician. An initial certificate of work stoppage is delivered in relation with the type of injury (location, severity, etc.).

First Aid

First Aids are work-related events leading to an injury requiring first aid (see First Aid List) and no medical treatment.

Light Duty

Light duty refers to restricted or adapted work offered to and accepted by an employee who has sustained a work-related injury resulting in a work stoppage. Restricted work must follow a recommendation from a physician or other licensed healthcare professional, in collaboration with the employee and their manager. Light duty is limited to a period defined by the physician or other licensed healthcare professional. A new medical recommendation is required before the employee returns to their normal duties. If no suitable alternative duties are available, or if the employee does not accept the light duty assignment, the case must be recorded as a **Lost Time Accident (LTA)**.

A case should not be recorded as light duty if any of the following conditions apply:

- A physician or other licensed healthcare professional determines that the employee is fully able to perform all routine job functions.
- The restriction results from a non-work-related event or illness (in this case, please refer to the section related to occupational illness).
- The light duty is not linked to a specific occupational event and is assigned by the employer as a preventive measure to avoid the development of a more serious condition.

Medical Treatment

Medical treatments are work-related events leading to an injury that requires professional medical treatment, without assigned work stoppage or required restricted work.

A Medical Treatment case is counted as such only if all following conditions are met:

- Employee is subject to a medical treatment (see Medical Treatment List),
- Employee comes back to work within one working calendar day (within 24 hours),
- Employee comes back on the same workstation without restrictions.





MRC

The MRC is defined as the maximum realistic consequence of an event, taking into account the location, the population affected and the controls currently in place to prevent such an event. The classification is made using the table below and considering what could have happened if the circumstances were slightly different. The MRC is used to assess the Maximum Reasonable Outcome (MRO).

Incidents with a High or Critical MRO are defined as High Potential (Hi-Po).

Near Miss

Near Misses are events that could have led to an injury under unfavourable circumstances, for example if it had occurred at another time or if a person had been present or if something or somebody had not prevented injury, etc. A near miss is recorded when no first aid or medical treatment has been provided in relation with the event.

High Potential Event

High Potential (HiPo) events are work-related events that could have resulted in more serious consequences under slightly different circumstances. The potential severity of an event is determined through an assessment of the **Maximum Reasonable Consequence (MRC)** and the likelihood of that consequence materialising.

The MRC is defined as the most severe realistic consequence of an event, considering the location, the population involved and the existing controls in place to prevent such an event.

Events are classified using the table below, taking into account what could reasonably have occurred if circumstances had been slightly different. Incidents with a **Maximum Reasonable Outcome (MRO)** rated as high or critical are classified as **High Potential (HiPo)** events.

Hazard

Work-related hazards can be:

- Physical (e.g., radiation, temperature extremes, constant loud noise, spills on floors or tripping hazards, unguarded machinery, faulty electrical equipment, etc.),
- Ergonomic (e.g., improperly adjusted workstations and chairs, awkward movements, vibration, etc.),
- Chemical (e.g., exposure to carcinogens, mutagens, reprotoxic substances, solvents, carbon monoxide, or pesticides, etc.),
- Biological (e.g., exposure to blood and bodily fluids, fungi, bacteria, viruses, or insect bites, etc.),
- Psychosocial (e.g., verbal abuse, harassment, bullying, etc.),
- Related to work-organisation (e.g., excessive workload demands, shift work, long hours, night work, workplace violence, etc.).

Maximum Reasonable Injury What is the worst injury that could have reasonably occurred in slightly different circumstances? 1		A	B	C	D	Probability Criteria What is the probability of the maximum reasonable consequence 2
		Unlikely	Possible	Probable	Nearly Certain	
		Maximum Reasonable Outcome (MRO)				
Maximum Reasonable Consequence (MRC) Severity Criteria	1 Minor First Aid	Low	Low	Low	Low	Maximum Reasonable Outcome (MRO)
	2 Moderate Medical Treatment	Low	Low	Medium	High	
	3 Major Lost Time Accident	Low	Medium	High	Critical	
	4 Critical Serious Injury* or Partial or Total Disability or Fatality	High	High	Critical	Critical	
		High potential events (Hi-Po)				

*Serious Lost Time injury include Amputation, severe Burns (3rd degree or 2nd degree covering more than 10% of the total body surface area), Brain or Spinal Cord Injury, Limitation to vital organ function.

Thank you!

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

sustainability_responsibility@pernod-ricard.com

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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.