

2025



# Pernod Ricard Global Quality Policy

OUR QUALITY PROMISE  
**DELIGHTING**  
*consumers*





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# Scope



Our quality policy covers all aspects of the value chain from suppliers to customers and consumers. It applies to all Pernod Ricard brands, associated products and affiliates worldwide.

This policy is based on a strong, end-to-end integrated Quality Management System and a deeply rooted quality culture throughout the Group; it is therefore expected to be known and applied by all employees.



## Why it matters?

At Pernod Ricard, we are proud to be one of the world's leading premium beverage companies, with an exceptional portfolio of iconic brands. Our success is built on more than heritage and craftsmanship - it is founded on an unwavering commitment to quality. In today's fast-moving world, a single lapse in quality can have a lasting impact on a brand's reputation. This is why quality isn't just a box to tick for us; it's a fundamental priority. It's the cornerstone of trust, a relentless pursuit of excellence that ensures every product that bears our name lives up to its promise. We know that protecting our brands means thinking long term.

## What's expected?

It means nurturing the trust of our customers and consumers, defending the integrity of our designs and maintaining the reputation we've worked so hard to build, no matter how challenging the environment. Our commitment is clear: to consistently deliver superior products, exceptional service and outstanding value. We owe it to those who believe in our brands to apply the highest standards of quality and food safety at every step of the way. This Quality Policy embodies the principles that each of us at Pernod Ricard must live by to continue to delight our customers and consumers and safeguard the legacy of our brands.

## Pernod Ricard Quality Vision and Roadmap

To achieve excellence, we are guided by our vision: "**Delighting consumers and customers always, everywhere**". Their satisfaction is at the heart of everything we do and remains our top priority.

This commitment is supported by a comprehensive quality roadmap based on three key pillars:



### Leading Quality

We lead the way towards consumer delight, thanks to the right quality culture, organisation, processes and standards.



### Delivering Quality

We always produce and deliver the expected high quality of products and service.



### Collaborating For Quality

Cross functional collaboration from all departments is the key to our global success.

The Quality Roadmap provides an evolving and effective Quality Management System with a clear organisational structure, well-defined roles and responsibilities, rigorous standards, strong quality assurance and control, and the tools necessary to achieve excellence at the right cost while delivering a competitive advantage.

# Main principles from design to delivery



To ensure that our product design - both liquid and packaging - is carefully crafted to meet the aspirations of our consumers, and that the end product fully meets their expectations in terms of quality and experience, we are guided by the following core principles:

We are committed to offering high quality products and services without ever compromising on food safety, customer and consumer safety and product quality,

Our products and operations strictly comply with all applicable laws and regulations across our brand and market companies, including packaging, wet goods, liquid, labelling and traceability compliance,

Our products and operations are managed according to Pernod Ricard's quality standards,

Food safety is controlled routinely through the Product Analytical Screening Programme,

We are building a strong risk management culture across our teams to ensure effective control of our operations and to prevent any food safety risk for consumers or any risk to the quality of our products. Our approach is based on two primary principles:

- Quality risk assessments based on scientific evidence and regulatory frameworks,
- The higher the risk, the more rigorous the process.

We apply a systematic continuous improvement approach to our end-to-end operations to support and sustain overall performance,

We empower our employees by developing, educating and motivating them to meet customer and consumer expectations,

## From design to delivery, we are committed to ensuring that:

- Innovation and product change are driven by efficient business processes, always with a focus on delighting our customers and consumers,
- We have a Quality by Design approach, optimising development, manufacturing and control processes,
- All regulatory and manufacturing requirements are properly identified for each innovation and product change, to ensure we do the right thing the first time,
- Each product, dry good and wet good is supported by fit-for-purpose specifications based on regulations, norms and consumers' expectations,
- Specifications for high-end products are stringent and tailored to higher consumers' expectations and a longer supply chain,
- Specifications for dry goods consider the whole supply chain, ensuring that quality is maintained from production to final delivery,
- We partner with approved suppliers that consistently deliver goods and services that meet agreed specifications,
- Our products are manufactured under rigorous quality controls aligned to clear end product specifications,
- We strive for zero defects and no waste by constantly looking for opportunities to apply a continuous improvement approach,
- Quality management is in place throughout our logistics chain with defined protocols for transport and storage conditions to ensure product integrity,
- A robust and consistent end to end traceability system is implemented,
- We collect and learn from customer and consumer feedback - whether through praise, enquiries or complaints,
- All affiliates are fully prepared to manage a potential Quality Crisis in accordance with Pernod Ricard standards.



# Governance and implementation



## Senior management is responsible for ensuring:

Adequate cross-functional resources are allocated and employees have the necessary knowledge (through education, training and/or experience) to implement the Quality Policy effectively,

All roles and responsibilities are assigned, communicated and understood,

A strong end-to-end quality culture is embedded in every department to deliver our promise to delight consumers and customers always, everywhere,

An open and supportive environment is fostered where every employee feels empowered to raise questions and concerns without fear of retaliation,

The Quality Management System is efficient, supports the Quality Policy and delivers value.



## The Headquarter Quality team is responsible for:

Developing and continuously improving the global Quality Management System through a clear roadmap that is reviewed and updated at least every 3 years,

Defining clear Pernod Ricard quality standards with a systematic risk-based approach,

Ensuring global alignment of internal standards with external certifications requirements and compliance with a set of minimum requirements,

Implementing a planned internal cross audit programme to determine conformance with our Quality Management System,

Setting and monitoring Group Quality KPIs with a focus on continuous improvement,

Monitoring internal and external developments that may impact this Quality Policy and ensuring timely updates to the Quality Management System to address emerging requirements and issues. Updates to the Quality Roadmap will reflect these changes,

Monitoring and updating the Product Analytical Screening programme for food safety.

## The Affiliates' Quality teams are responsible for ensuring:

Full compliance with Pernod Ricard's quality standards,

All processes, procedures, specifications and records are documented and controlled for accuracy, completeness and validity,

Quality targets are set, performance is monitored, and Continuous Improvement is implemented with a focus on reducing quality complaints (i.e. thorough investigation of customer and consumer complaints to identify root causes and implement corrective and preventive actions),

Quality programmes are integrated into business strategies and annual operating plans to reinforce compliance with the Quality Policy and drive Continuous Improvement,

Process owners and managers in all departments are responsible for developing the skills, leadership and initiative of their teams to maintain quality at every stage,

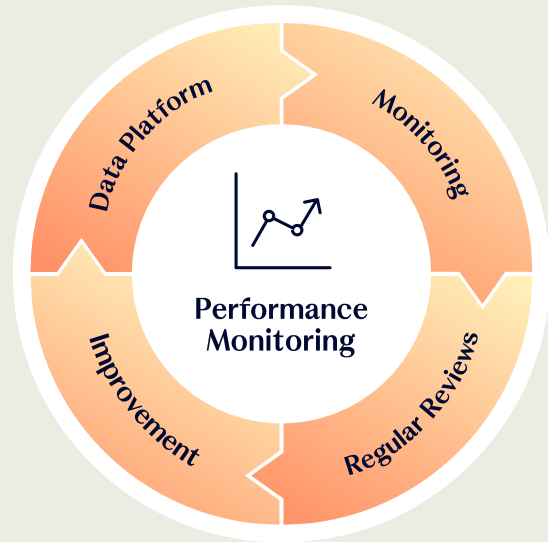
Quality is everyone's responsibility. The success of our business depends on each of us doing the right thing the first time, at every stage of the product lifecycle.

# Performance evaluation



To measure customer and consumer satisfaction, our Primary Quality KPI is Global Quality Complaints, tracked in parts per million litres (ppm). For this KPI, we aim for Continuous Improvement, with a target reduction of 5% per year.

Performance against Quality KPI's is regularly reviewed and reported to Affiliates' Executive Boards and the Group ExCom, ensuring visibility, accountability and an ongoing commitment to Quality Excellence and Continuous Improvement.



## Key takeaways



Quality is fundamental to the long-term reputation of our brands and the continued success of Pernod Ricard, and we are all responsible for it.



We have a Quality by Design approach, optimising development, manufacturing and control processes.



We are committed to delivering on our quality vision: "Delighting consumers and customers always, everywhere".



We achieve excellence at the right cost.



Our products must consistently meet and even exceed our consumers' expectations.



A deeply embedded quality culture drives our commitment to quality throughout the Pernod Ricard Group.



Our quality policy is based on a strong end-to-end integrated Quality Management System that ensures excellence from "design to delivery".



Global Quality Performance is regularly presented to affiliates' executive boards and the Group ExCom to ensure relevance to the business direction, Continuous Improvement and accountability.



## 1 Pernod Ricard Quality Standards

The Quality Operating Requirements are a set of requirements and guidelines which are designed to be implemented and used by each affiliate worldwide. The purpose of these requirements is to systematically drive improvements in quality performance, reduce quality risks and ensure regulatory compliance. They are based on international norms and specificities of our organisation's business activities.

The set of requirements includes our approach for external quality certification on the following quality management standards:

- ISO 9001 for quality management,
- GFSI (Global Food Safety Initiative) certification for food safety management such as FSSC 22000.

We believe that these standards, all of which are recognised in every country in which we operate, together with our Operating Requirements and Pernod Ricard's ambition for its brands, are the best way forward to ensure the highest product quality and customers' and consumers' satisfaction.

## 2 Cross Audit programme

Pernod Ricard operates a systematic audit process (Cross Audit programme) which measures performance against the Pernod Ricard Quality Management System ensuring compliance and Continuous Improvement. This ensures that the Quality Management System is effectively implemented and maintained to achieve our objectives and ensure customer and consumer satisfaction.

These audits also aim to capture and share best practices and achievements across the business.



# Thank you!

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

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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.