

2025



Pernod Ricard Global Social Policy

GOOD TIMES
FROM A GOOD PLACE.





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Sustainability at Pernod Ricard



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 minimises 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.

Weaving the context: our foundations and vision



Pernod Ricard, a business with a soul

Pernod Ricard is a business with a soul, a legacy shaped by generations and carried forward by passionate, talented teams across the globe. Our people-centric culture is at the heart of everything we do, and we are dedicated to fostering a work environment where our employees can thrive. Valuing People at Pernod Ricard is a key pillar of the Sustainability & Responsibility strategies which reflect a deep commitment to creating a safe, fair and convivial environment for all.

We believe that blending performance with **convivialité** defines our unique way of working and our ambition is to become a recognised benchmark of excellence. To achieve this, we strive to position Pernod Ricard as the employer of choice by creating an environment where people feel engaged. Our HR teams are dedicated to empowering people through exciting development journeys, enabling them to create and share meaningful and memorable experiences.

Collective Spirit

Conviviality is in our DNA and connects us **beyond borders**. The **more diverse**, the better we are at **shaping the future of our industry**.

At our table, we have fun and bring an **outperformance mindset**, feeling **proud** to continue the **legacy** of our Group and **iconic brands**.



Craft your Path

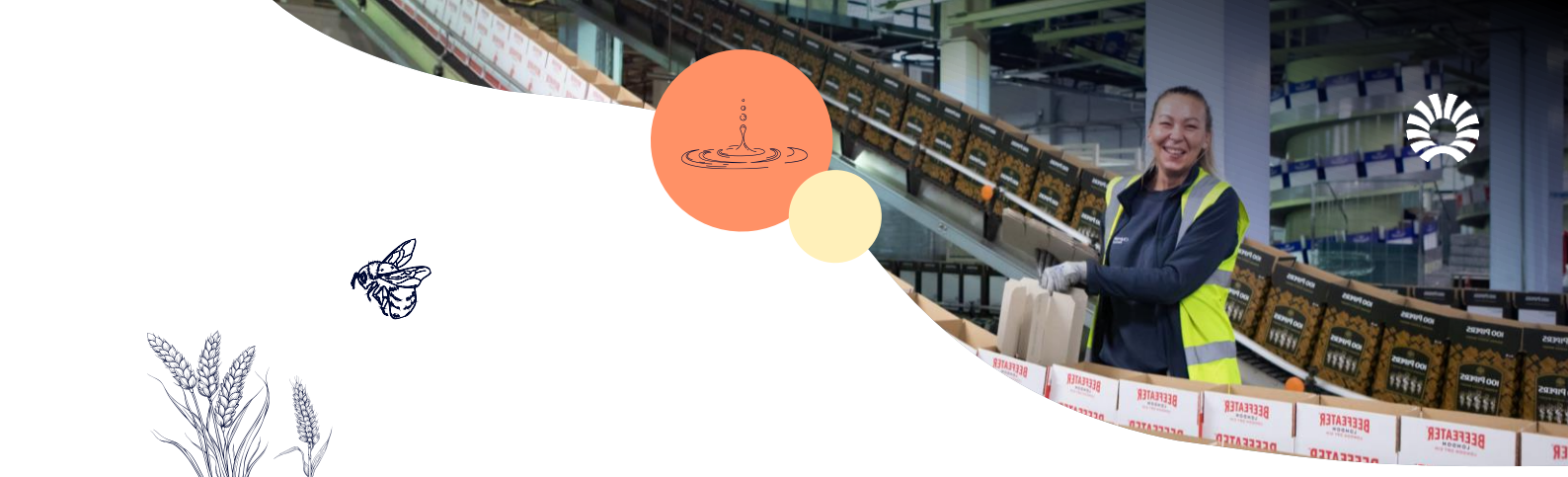
With a **passion for challenge**, our people **enjoy coming together, transforming obstacles into opportunities**.

Everyone is **empowered** to do their best work and nurture an **enthusiasm for innovation and growth**. At Pernod Ricard, employees **own their career** and have access to **unique opportunities** to **craft the path** they want to take.



Cultivate the Future

We're a business with a soul. We care deeply **about each other**, our **communities** and our planet. We **cherish the land** where our products are grown and are committed to bringing **good times from a good place**. Being **responsible** in a **safe and sustainable way** is at the core of everything we do.



One team, many paths, endless possibilities

Working at Pernod Ricard means bringing your most unique and authentic self to every occasion, being passionate about challenges and working together - sometimes across the room, sometimes across the globe - to make great things happen. It's the Pernod Ricard way, and it's rooted in each and every one of us who works here.

Our HR strategy is built on four core pillars designed to help us thrive in an ever-changing world:

Put the employee experience first by creating an environment where everyone feels supported, valued, inspired and empowered to lead their career journey.

Share success through a culture where everyone has the freedom and responsibility to make a difference.

Drive performance through high performing teams, reflecting the richness of our society.

Leverage digital tools to drive transformation with innovative solutions.

The focus is simple: help people grow, unlock their talents, and become the leaders of tomorrow. Across the globe, our HR teams are dedicated to cultivating a culture of openness, respect, and dialogue—creating a space where creativity, passion, and entrepreneurial spirit can truly thrive.

Together, we're building a future where everyone can shape their own path and achieve their full potential.

Taking a holistic approach to career journeys

Attracting, managing and developing talent is based on providing people with good working conditions and equal opportunities to develop their skills and build successful careers, as well as favourable compensation policies and benefits.

Valuing people is at the heart of our strategy and is part of Pernod Ricard S&R Roadmap that includes key commitments to ensure that we provide equal opportunities for growth, and this means taking a holistic approach to our employees' career journeys, which includes:

A convivial culture where everyone has the right environment to thrive.

A comprehensive and fair approach to talent management.

Individual development plans & equitable access to learning development opportunities.

Fair compensation and benefits.

Constructive engagement with employees and their representatives.

Fundamental human rights protection.

Growing our talents in a convivial and equitable workplace



Strategy

As **Créateurs de Convivialité**, we are committed to better reflect the richness of our society, the marketplace, and communities in which we operate. We believe that it is the best way to build and develop high performing teams, understand our consumers by market and sustainably grow our business.

Vision

Be a **convivial workplace**, reflecting the richness of our society, marketplace and communities.

Build high performing teams by engaging, developing and supporting our people throughout their career.

Conviviality and Authenticity

We want to create the conditions for each person who works with us to be their true self and feel heard, valued, safe and able to belong and thrive at Pernod Ricard.

Equal Opportunities

As a performance- and skill-based organisation, we grow our Talent by enhancing their skill sets while providing equal opportunities for development and growth.

Welcoming All Abilities

We are committed to supporting our employees throughout their time with us, regardless of any health condition or disability situations they may experience.

Strategy

Priorities

Commitments

Continue building a convivial workplace culture allowing our employees to thrive



We live our values

Guided by our values, we act not only for our employees but for everyone touched by our work, including consumers and communities around the world. We are committed to fostering a safe, fair, and convivial environment throughout our operations and value chain, inspiring authentic moments of connection wherever we go.

Four values are our compass. They help shape our identity and strengthen our collective effectiveness as we pursue our ambitions.

Grounded in the Real

We're a business with a soul: rooted in land and legacy, mindful of the moment and the communities we work alongside.

Passion for Challenge

We collectively transform obstacles into opportunities, welcome the unexpected and nurture an enthusiasm for innovation and growth.

Fiercely Authentic

We're confident in who we are and empowered to bring our unique selves to every occasion.

Connected beyond Borders

We are open to the world; inclusive and united, knowing that together we can make great things happen, while having fun.



The “Way we perform” framework drives leadership behaviours

The “Way We Perform” framework is a simple approach that provides our employees with concrete examples of behaviours that embody our values and ways of working, while embracing different leadership styles. It defines how we work, connect, collaborate, make decisions, and deliver results every day across Pernod Ricard.

We Live Our Values | The Way We Perform:



We cultivate a high-performance culture that fosters collaboration & authenticity

We foster a mindset of sustainable high performance by balancing business results (what) with leadership behaviours (how) to ensure we deliver both immediate and long-term impact while cultivating the right behaviours. We promote talents that reflect the different perspectives and backgrounds of our consumers by fostering global collaboration across teams, affiliates and functions through a culture of engagement, transparency, and teamwork. Every day, our goal is to foster an environment where everyone can be their true selves and feels respected, safe and valued to thrive at Pernod Ricard.

We value the voice of our employees, encouraging them to speak out

We cultivate a culture of active listening and feedback, combining regular engagement surveys with targeted feedback tools to ensure every voice is heard and drives meaningful actions. Employee Resource Groups (ERGs) provide open forums for dialogue and engagement, reflecting the richness and diversity of our workforce and society. Open to all employees, they are developed locally to foster wellbeing and a strong sense of belonging.

We provide tools and resources to equip our people to foster our convivial workplace

Our employees around the world are equipped with tools and resources to regularly reflect on their behaviours and potential unconscious biases. They are also supported through training and awareness programmes and global annual webinars, including sessions on topics such as psychological safety.



Growing our talents with equitable processes



We continue building a skills- and performance-based organisation by developing high performing teams and bringing in strong expertise to drive sustainable growth and future readiness. We invest in talents by expanding skill sets and ensuring equal opportunity for development. Our approach to talent management ensures that we continuously attract, develop and engage top talent worldwide, creating opportunities for personal and professional success while maintaining Pernod Ricard's competitive edge.



We attract the best talents with a fair recruitment process

At Pernod Ricard, recruitment is based on skills and experience. Our job descriptions clearly describe the job expectations. We assess candidates with a global methodology and evaluate their experience against our leadership framework "the way we perform". Our vacancies are advertised both internally and externally to give equal opportunities to our internal talents and external candidates (up to Band C and if not confidential).



We assess and develop future-ready leaders

We provide leaders at all levels with the skills they need to respond to an increasingly complex and volatile market environment. We strengthen our leadership pipeline by providing individual assessment & development opportunities, structured collective development programmes like leadership programmes and personal transformational development such as on demand coaching, global mentoring programmes or seminars.



We promote a work environment that reflects the richness of our society and consumers

We continue to build a skills- and performance-based organisation by strengthening our teams and capabilities to sustainably grow our business and prepare for the future. We value diverse perspectives, skills, and experiences, and welcome everyone to be their true self at work. To ensure fair and equal opportunities regardless of gender, we aim to continue progressing towards gender balance across our workforce by 2030, based on skills, experience, and performance, while continuously ensuring gender pay equity.



We follow the same Global Talent & Performance Management process

All affiliates follow the same global performance and potential assessment process. We monitor the number of employees who have received a performance and potential review and an individual development plan to ensure they benefit from appropriate development opportunities. The annual global strategic talent review and succession planning process is a strategic priority for senior management across the business. These talent processes focus on assessing, identifying, and developing internal talent while preparing the future leaders of the organisation. We align our talent strategies with our long-term business goals, fostering agility and adaptability to thrive in an ever-evolving market landscape.



We provide a horizon for all

We provide our employees with a Global Talent Marketplace to reinforce opportunities for growth and development. Based on skills and powered by AI, it enables each employee to develop their capabilities and discover relevant opportunities, such as mentoring, participation in projects, or personalised learning recommendations. Its ultimate goal is to provide a horizon for all employees, based on their skills, experience, and competencies, offering tailored development and career opportunities aligned with their professional and personal aspirations.



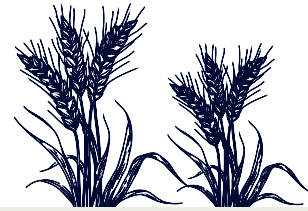


Welcoming all abilities

At Pernod Ricard, we are committed to supporting our employees throughout their time with us, regardless of their health or disability situations, both now and in the future.

A global Disability framework

Pernod Ricard's Disability Framework has been designed to create a supportive workplace for employees with visible and invisible disabilities. It focuses on raising awareness, combating stereotypes, and fostering a culture of empathy and psychological safety that encourages employees to disclose their disabilities. It creates global guidance while adapting to local regulations and employees' special needs.



Through our disability support plan, we aim to:

- Raise awareness on invisible and visible disabilities,
- Support employees with disabilities and adapt their working environment so they can work effectively and comfortably,
- Continue to promote a more empathetic and convivial culture to attract talent.

Objectives:

Raise awareness on DisAbility

Raise awareness and foster a culture of empathy and support towards disabilities, combating stereotypes. Create psychological safety that encourages employees to voluntarily disclose their disabilities or health conditions, ensuring optimal support for their needs and a valuation of their capabilities.

Ensure optimal support and accessibility for All

Ensure a welcoming and accessible workplace for everyone (including work arrangements when needed), that adapts to individual needs for optimal health, well-being, and performance.

Continue attracting ALL Talents

Focus on skills and potential to guarantee a fair and equitable hiring process for all. Equip recruiters and managers on recruiting and welcoming talents with disabilities, health conditions and neurodiversity.

It's all about ConviviABILITY

ConviviABILITY is our collective mindset that encourages everyone at Pernod Ricard to support colleagues living with disabilities, highlighting that disability does not define capability. We believe that our people are defined by their skills, competencies, and who they are as individuals.

A 360° Awareness Plan

Pernod Ricard's HR team provides resources to raise awareness and be knowledgeable to integrate and support colleagues living with disability.

Performance & monitoring



Key Performance Indicators (KPIs):

Access to internal job opportunities.

Individual development plan.

Gender representation in top management positions.

Gender pay gap.

Disability plan in place in affiliates and actions.

Annual audits and reviews:

Regular pay equity audits conducted globally to identify and address disparities.

Internal audit on Individual development plan and local disability plan in place at affiliate level.

Talent reviews and succession planning to ensure equal opportunity in leadership progression.

Employee engagement surveys and self-assessments:

Employee pulse surveys conducted regularly gather feedback on employee engagement, culture, health & wellbeing, transformation & change. The themes include questions related to the perception of belonging and the fair opportunity & fair treatment.

Inclusion self-assessments help employees identify unconscious bias and adopt the right behaviours. They can also self-identify as a minority, which helps us to better understand their experience within the company and take meaningful actions.

Governance, implementation & scope

Governance

The ExCom and the HR Senior Leadership Team oversee the People agenda and HR policies, ensuring they are fully embedded across our organisation globally. Leaders across the organisation are accountable for ensuring effective implementation within their respective teams and business units, while the business regularly monitors key indicators to track progress. In addition, a Council composed of senior leaders representing our different affiliates around the world acts as the governing body for our convivial and equitable workplace culture strategy.

Implementation

Affiliates develop and implement tailored action plans that align with our global ambitions, while respecting local regulations and contexts. To support implementation, we provide leadership training, bias awareness programmes and equal opportunity recruitment practices.

Scope

The policy covers all Pernod Ricard employees on permanent, fixed-term, part-time and internship contracts. It covers only direct activities.

Key ambitions

We are committed to building a convivial workplace that reflects the richness of our consumers and society. By fostering a culture of respect and belonging, the company ensures that everyone is valued for their unique perspectives and contributions.



Nurturing our learning culture



Fostering a culture of curiosity

At Pernod Ricard, learning is the catalyst for individual growth and collective success. It is how we empower our people to meet challenges, seize opportunities and shape the future with bold ideas. In a world of constant change, we remain committed to fostering a culture where curiosity, innovation and growth thrive.

Our Learning policy is designed to ensure that everyone has access to opportunities that inspire, develop and transform - through mentorship, practical experience and world-class programmes. By fostering a spirit of continuous learning, we empower our people to craft their own paths while driving success for our business, our communities and the planet.

Aligning skills development with business priorities

Pernod Ricard provides an effective learning environment and the learning pathways to develop employees, together with a skills portfolio that enables business performance and transformation. Functional taxonomies are regularly updated to guide learning content, keeping employees up to date and engaged. Continuous content creation and curation ensures that training remains relevant, accessible and enriching for all roles across the organisation.



Learning at Pernod Ricard

Delivered through a variety of approaches and tailored to different needs, training includes formal learning sessions, on-the-job experience and peer learning. Content is designed by Pernod Ricard University and online learning platforms and employees have access to structured opportunities to build both technical and behavioural competencies.

A 10/20/70 learning approach:

Formal learning (10%): Classroom training, e-learning, certifications and self-directed learning.

Social learning (20%): Mentoring, coaching, peer-to-peer knowledge sharing and collaboration platforms.

Experiential learning (70%): On-the-job training, stretch assignments, job rotations and cross-functional projects.

A complete and extensive training catalogue:

Leadership development programmes, including coaching and 360-degree feedback.

Management training focusing on industry standards.

Compliance training to ensure understanding of ethics standards, legal obligations and corporate policies.

Functional training to build core technical skills for specific functions.

Technology training to improve digital literacy and software skills.

Soft skills development, such as communication, collaboration and emotional intelligence.

Problem-solving skills, including design thinking and critical thinking.

Our learning effectiveness framework



We are committed to ensuring that learning is both accessible and effective. By focusing on measurable outcomes, we develop a comprehensive approach that measures the true impact of our training efforts. This means providing transparency on total training investment, while assessing effectiveness through qualitative and quantitative metrics such as learner satisfaction, content relevance, practical application and alignment with business performance.



Governance, implementation & scope

Governance

The policy is approved and overseen by the EVP Human Resources and the Pernod Ricard University leads global initiatives and coordinates with affiliates to ensure consistency while allowing for local adaptations. Roles are defined using a RACI model to avoid duplication and ensure accountability.

Implementation

Employees are made aware of development requirements and opportunities through internal platforms, performance reviews and individual development plans. Learning experts and line managers communicate and reinforce the policy during key career discussions to ensure employees understand how to access and benefit from learning resources.

Scope

All employees.

Offering fair compensation and benefits (C&B)



Building the foundations of a thriving, engaged workforce

At Pernod Ricard, we believe that good working conditions are the foundation of a thriving, engaged workforce. Our competitive compensation packages are designed to attract and retain a rich, dynamic and highly skilled workforce. To ensure that our employees feel valued and recognised, we offer not only attractive compensation but also competitive benefits that support various aspects of their lives.

Our commitment to fair compensation goes beyond compliance with legal and ethical standards - it reflects our dedication to promoting equity, reducing disparities and fostering a culture where everyone can grow and succeed. By supporting livelihoods and encouraging local economic resilience, we reinforce our sustainability goals and create long-term value for our shareholders.

Empowering success

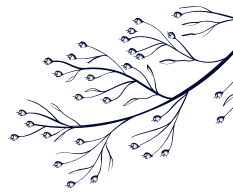


Our strategy focuses on achieving long-term sustainable growth by embedding responsibility in our activities and acting in the best interests of the company and its shareholders. Compensation is closely linked to both short and long-term performance, with share-based incentives designed to align executive performance with strategic objectives and to ensure the future success of the Group.

We are committed to treating our global workforce fairly and equitably. Our approach to reward goes beyond financial compensation to provide a balanced mix of programmes to attract, engage, recognise and motivate our talents. These include recognition of achievements, performance-related compensation (both on base salary and incentives), employee share ownership and benefits that support employees and their families.

All decisions on compensation and benefits are based on the Group's principles of fairness and consistency, while complying with local legislation and collective bargaining agreements.

Compensation



Job grading

Our global job grading system supports talent growth and mobility across affiliates and geographies. By aligning with market practices, we ensure fair and competitive compensation for each role. This approach increases transparency and empowers employees to take charge of their career paths, fostering opportunities for development and long-term success.



Competitive compensation and pay-for-performance

We ensure that our Compensation & Benefits (C&B) policy remains competitive by regularly benchmarking it against relevant local markets through external surveys conducted by specialist firms. Employees receive continuous feedback and fair performance reviews that assess both their objectives (the what) and their behaviours (the how). In line with our pay-for-performance philosophy, compensation decisions are directly linked to individual contributions and business results, combining fixed and variable elements.





Adequate wage

As part of our remuneration policy, we ensure all our employees are paid at or above the applicable minimum legal and regulatory standards, while respecting negotiated agreements with legally registered trade unions.

The Group remuneration policy also recommends a positioning of employees' Total Target Cash remuneration within a range around the market median, based on external benchmark data provided by specialised external firms. This approach of comparing with the external market also ensures that we are appropriately compensating our employees relative to their peers in the market.



Gender pay equity

We are committed to achieving gender pay equity at all levels of the organisation and ensuring fair and unbiased pay practices. By conducting gap analysis and addressing the root causes and behavioural drivers of the gender pay gap, we aim to eliminate disparities and embed fairness in our recruitment, performance and promotion processes.



Pay transparency

We are committed to improving pay transparency by strengthening our pay framework and helping all employees understand how their pay is determined. By clearly defining and valuing the key compensable factors, we aim to create a reward experience that is fair, open, and differentiated. This approach fosters trust and engagement and positions our employees as true investors of their time, energy and talent.



Short-term incentives

Pernod Ricard's annual short-term incentive programme links rewards to both individual performance and collective results at Group and local levels. Designed to encourage collaboration and accountability, this structure motivates employees to achieve common goals while improving both individual and team performance. For senior executives, the plan also includes sustainability performance criteria, reinforcing the Group's commitment to its S&R strategy.



Long-term incentive

Our Long-Term Incentive Plan offers share ownership to members of the Executive Committee and senior management, thereby aligning rewards with shareholder interests. In 2024, more than 500 employees received performance shares, some of which are linked to sustainability targets in the areas of carbon, water, responsible drinking and people development.



Benefits



Employee benefits must meet both local and global standards while remaining competitive. Due to varying social, tax, and legal regulations across countries, our benefits portfolio is tailored to each territory, ensuring consistency and relevance within local frameworks.

Welfare protection and health insurance

Employees are provided with a welfare protection plan, which covers major risks such as death and disability and provides benefits equivalent to at least one year's fixed annual salary.

Promoting well-being and quality of life

We believe in workspaces that foster collaboration, well-being and personal connection. The Island, our flagship building in Paris, embodies "conviviality by design", offering diverse, flexible workspaces, wellness services and HQE-certified environmental and well-being standards. We also support flexible schedules and remote working to promote work-life balance.

Employee share ownership

Launched in 2019, Pernod Ricard's "Accelerate" plan allows employees to become shareholders on preferential terms, fostering a sense of belonging and alignment with the Group's performance. The 2022 edition covered 24 markets and 80% of employees, with a participation rate of 45.7%.

Performance & monitoring

The performance of Pernod Ricard's working conditions policy is monitored through a set of collective measures that ensure consistent evaluation, continuous improvement and alignment with both employee and business objectives.

Key Performance Indicators (KPIs):

- Global gender pay gaps: raw and adjusted,
- No employee paid below adequate wage,
- Market competitiveness,
- Participation in employee share ownership plan,
- Employee satisfaction.

Annual audits and surveys:

- External surveys to benchmark compensations against local markets and global standards,
- Annual internal and external audits to track pay equity,
- Annual internal audit to ensure all employees are paid above adequate wage,
- Compliance audits to ensure alignment with local regulation and international conventions,
- Annual employee engagement survey to monitor employee sentiment on working conditions and well-being.





Governance

The policy is approved and overseen by the EVP Human Resources, with strategic guidance provided by the Global Compensation & Benefits team, which reports directly to the Executive Committee.

A dedicated Remuneration Committee at Board level monitors the policy's alignment with business and sustainability objectives when reviewing the Executive Committee remuneration and the Gender Pay equity analysis on a yearly basis and when assessing short-term and long-term incentive objectives.

Implementation

Each affiliate is responsible for implementing the policy locally, guided by local regulations, international conventions and the common principles established by the Group.

Scope

All employees.

Promoting open and constructive social dialogue



Creating a workplace where social dialogue drives growth, engagement and success.

We have a long-standing commitment to social dialogue and the promotion of freedom of association in every country where we operate. We recognise that open communication with employees and their representatives is essential to fostering a respectful and constructive working environment. By continuing to engage in meaningful dialogue, we not only uphold fair labor practices and improve working conditions, but we also contribute to sustainable development.

Principles of social dialogue

We are committed to fostering an environment of open and constructive dialogue among all stakeholders:

- **Respect and fair treatment:** we ensure that all employees can engage in dialogue and be heard without discrimination or retaliation.
- **Transparency and trust:** we respect fair, transparent and effective collective bargaining processes and engage in negotiations with employee representatives to achieve equitable outcomes.
- **Collaboration and partnership:** we commit to maintaining open communication channels through regular meetings, forums and surveys. Employees and managers work together to address issues and improve conditions.
- **Legal and ethical integrity:** our practices comply with local laws and uphold global human rights standards.
- **Sustainability through wellbeing:** we invest in employee development and well-being to drive innovation and long-term success.



Works councils

Works councils play a central role in social dialogue, serving as a formal platform for employee representation, mainly in Europe. They facilitate structured consultation on key workplace issues such as working conditions, health and safety and organisational change. Through these councils, employees can actively participate in decisions that affect their working environment.

Collective bargaining

Collective bargaining and labour agreements are essential elements that provide clear, negotiated terms on pay, benefits and work policies. These agreements, developed in collaboration with employee representatives, help create stability and fairness in the workplace.

Our commitments

Employee relations

- **Dialogue:** We engage in regular and meaningful dialogue with employees and their representatives to ensure that their voices are heard and considered in decision making.
- **Feedback:** We prioritise employee feedback by providing multiple channels for sharing ideas, concerns and suggestions, notably through management and I-Say.
- **Development:** We support our people with training and resources to build the skills needed for effective social dialogue, fostering constructive communication and problem solving.

Freedom of association and collective bargaining

Rights: We fully respect the right of employees to form or join trade unions and to engage in collective bargaining. We are committed to providing a safe, supportive environment in which these rights are protected without fear of retaliation.

Fair resolution: Our conflict and grievance procedures are clear, transparent and timely. They are designed to ensure fairness and support a workplace culture based on mutual respect and constructive dialogue.



Governance, implementation & scope

Governance

The social dialogue policy is approved at the highest level by the CEO of Pernod Ricard and overseen by the EVP Human Resources.

Implementation

With more than half of our workforce in Europe, we have prioritised engagement with employee representatives based in Europe. The European Works Council, made up of representatives from affiliates with more than 45 employees, meets annually. A five-member Select Committee also meets annually and can act on its own initiative in response to any social measure impacting more than 300 employees in two or more European countries.

Information is prepared jointly by the delegates and the Human Resources department and shared on the intranet.

In France, the Group Committee, which includes representatives appointed by the main trade unions, also meets annually to review business performance, employment trends and forecasts.

Both the EU Works Council and the Group Committee are chaired by Group CEO Alexandre Ricard and facilitated by HR.

Scope

All employees.

Preventing violence & protecting fundamental human rights



Dignity is a shared responsibility

We envision a workplace where dignity is a cornerstone of every interaction and where everyone is proud to bring their authentic self to the table and where upholding human dignity is central to our sustainable business practices. Central to these efforts is the fight against discrimination, violence, harassment, forced labour, human trafficking and child labour. All employees are expected to lead by example, demonstrating zero tolerance for any form of violence, discrimination, harassment or human rights violation. By actively promoting a culture of respect and accountability, they help create an environment where everyone feels valued and protected.



Discrimination

We are against all forms of discrimination and recognise that discrimination can start with unintentional micro-aggressions in the workplace. By encouraging employees to self-assess, we can help raise awareness. We are an equal opportunity employer and ensure that employment-related decisions are based on relevant and objective criteria. Valuing differences, we prohibit all forms of discrimination, such as race, religion, physical appearance, ethnicity, national or social origin, disability, sexual orientation, gender, marital status, age, political opinions or whether our employees choose to drink alcohol or not.



Violence & harassment

We are committed to providing a safe work environment where violence and harassment are not tolerated. The International Labour Organization (ILO) Violence and Harassment Convention No. 190 defines violence and harassment at work as unacceptable behaviours, practices, or threats — whether occurring once or repeatedly — that aim at, result in, or are likely to result in physical, psychological, sexual, or economic harm. The definition covers all forms of violence and harassment, including verbal, physical, social, and psychological, regardless of intent or source, and emphasises both the unacceptability of the conduct and its impact on the victim.

We take a zero-tolerance approach to violence, harassment — whether physical, psychological, sexual, or psychosocial — as well as disrespectful behaviour, retaliation, and any other inappropriate conduct. We recognise the serious impact such behaviours can have on individuals and are committed to creating an environment where people feel safe to speak up, knowing their concerns will be heard and addressed appropriately. Support includes confidential reporting mechanisms and access to counselling services.



Forced labour and modern slavery

We will not tolerate any form of forced labour (including bonded labour, human trafficking and modern slavery) in our operations.

Forced labour, as defined by the ILO Convention, 1930 (No.29), refers to any work or service performed under the threat of a penalty and without voluntary consent.

Prevent deceptive recruitment practices and prohibit movement restrictions

All employees receive clear, understandable employment contracts detailing terms and conditions of employment, salary, working hours and benefits in a language they understand before starting to work. They retain full control over their legal documents, unless otherwise required by law. Employees have freedom of movement within the workplace, except for reasons of security or confidentiality, and are free to resign with reasonable notice. In addition, termination documents, including termination letters, are issued promptly.

Prohibit debt bondage or financial penalties

Employees are not charged recruitment fees or required to make advance payments or deposits for employment. All employment-related costs, including visa and recruitment fees for foreign workers, are covered by the company. Wages are paid on time, with no deductions for debt repayment or as disciplinary measures, except when legally required. Clear policies are in place to ensure wage transparency and compliance with legal requirements.

Child labour

We are committed to ensuring that no one under the legal working age is employed and that children are protected from any form of exploitative or hazardous work throughout our own operations.

Child labour, as defined by the ILO Convention 138, is work that deprives children of their childhood, potential and dignity and is harmful to their physical or mental development. It refers to work that is mentally, physically, socially, or morally dangerous and harmful to children; and/or interferes with their schooling by depriving them of the opportunity to attend school; obliging them to leave school prematurely; or requiring them to attempt to combine school attendance with excessively long and heavy work.

Prevent child labour and hazardous work for young workers

Human Resources verifies the age of all new employees through official documents, in accordance with the strictest legal and international standards. No one is employed under the age of 15 or the local minimum age, whichever is higher. Workers under the age of 18 are excluded from hazardous tasks, night shifts and unsafe roles, and receive special working conditions that prioritise safety and training. Affiliates assess tasks and areas to prevent exposure to risks, with supervision to ensure compliance, particularly in restricting young workers from direct involvement in the production or sale of wine and spirits.



Monitoring and review

To ensure accountability, Pernod Ricard maintains continuous monitoring and reporting. Human rights and people-related incidents within the organisation are monitored and addressed through two key channels:

- Alerts through the global Speak Up alert system,
- Incidents through the Group Security Reporting,

These reports help track trends and identify areas of concern, they are shared and discussed by the Integrity Committee.

The effectiveness of reporting structures and the accessibility of confidential mechanisms are regularly evaluated through qualitative assessments to ensure that employees trust, understand and feel comfortable using the systems. These evaluations focus on improving communication, removing any barriers to reporting and increasing the responsiveness of the system.

Key Performance Indicators (KPIs)

Performance is measured using the following indicators:

- Number of people-related/human rights incidents reported via Intalex identified and resolved,
- Number of people-related alerts that are reported through the internal mechanism of Speak Up, substantiated or partially substantiated.



Governance, implementation & scope

Governance

The policy is approved at the highest level by the EVP Human Resources and overseen by the Human Resources departments at both HQ and affiliate levels. It involves regular oversight by senior management, including reporting on progress and compliance to key internal bodies.

Incidents must be reported through the designated Intalex module in accordance with the Group Security Incident Reporting guidelines. The process is managed by the Security team, which ensures proper implementation, access management, training and validation of the severity of the incident, in line with the global security reporting framework.

Implementation

Implementation is carried out through structured HR processes, including training programmes, local action plans and incident reporting and tracking.

Everyone has a responsibility in implementing this policy. Managers have a critical role in maintaining a workplace free from violence and harassment and human rights abuses. They promptly address reports and complaints, and ensure preventive measures are in place.

Employees are encouraged to report concerns either through management or the confidential whistleblowing system.

Scope

All employees.

Speak up!



How we protect what matters

At Pernod Ricard, speaking up is how we protect what matters - our people, our values and our integrity. The Speak Up Policy gives everyone in our community the confidence to raise concerns without fear. We keep it simple: your voice matters, and if something doesn't feel right, we want to hear about it. All reports are treated with care, confidentiality and fairness.

An efficient and secure reporting process

The Speak Up process promotes open communication and accountability by ensuring that all employees and stakeholders have a safe and reliable platform, on top of management first and HR teams, to raise concerns about unethical behaviour, violations or workplace issues.

The backbone of the process is the Speak Up Line, a dedicated, confidential channel available for employees and stakeholders to report concerns. It is available 24/7, in various languages, online or by phone. It is managed by an independent operator to ensure confidentiality and protect the identity of those raising concerns and in countries where permitted, users also have the option to report anonymously. Employees can also report or seek advice or assistance from their line manager as well as the Human Resources, Legal or Ethics and Compliance teams if they are unsure about the reporting process or their concerns.

The policy is based on a strong commitment against retaliation, provided reports are made in good faith. Admissible reports are investigated with strict objectivity, impartiality, and confidentiality.

What can be reported?

The Speak Up Policy provides a platform for reporting concerns related to unethical or inappropriate behaviour that may compromise Pernod Ricard's values, legal compliance or workplace integrity, such as:

- any inappropriate behaviour or situation contrary to our Code of Business Conduct or our internal policies and standards.
- a serious and obvious breach of the law.
- a serious threat to the public interest.

Performance & monitoring

All reports received through the Speak Up Line are carefully logged and tracked. They are analysed to identify patterns and trends, enabling us to proactively address systemic issues and areas of concern as soon as possible.



Governance, implementation & scope

Governance

The Speak Up Policy is managed by the Integrity Committee and supported by key contacts at the global and local levels, who monitor compliance with the policy and ensure that the process is in line with Pernod Ricard's core values of integrity and ethical behaviour.

Implementation

The Speak Up policy implementation is the responsibility of the Integrity Committee together with the global Ethics & Compliance team, and the support of Local Compliance Officers. Appointed investigators investigate in compliance with the policy.

Scope

All employees. Accessible by external stakeholders.



Overarching governance & global alignment



Governance

The policy is approved at the highest level by the Executive Vice President of Human Resources. Oversight is provided by global bodies such as the Executive Committee, the Board of Directors and the Integrity Committee, which are regularly informed of key updates.



Implementation

Global: The Human Resources department at headquarters leads the implementation and monitoring of the policy, providing expertise, training and guidance to ensure alignment with Pernod Ricard's global strategy.

Local: HR teams adapt the policy to local contexts and legal requirements and ensure effective implementation through action plans and compliance monitoring.



Dissemination

The policy is disseminated through Pernod Ricard's internal communication platforms, including the company intranet, internal newsletters, email updates, printed materials and awareness campaigns. Affiliates are responsible for localising, translating and distributing these materials and ensuring that employees, contractors and stakeholders are informed. Key dissemination touch points include training, onboarding, performance and development reviews, leadership communications, and employee surveys. In areas such as learning and D&I, diagnostic tools and self-assessments further engage employees and reinforce the understanding and impact of the policy.



Monitoring and continuous improvement

The policy is regularly evaluated through audits, employee engagement surveys and performance reviews. The data collected is used to identify opportunities for improvement and to ensure compliance with global standards and alignment with frameworks such as ILO Conventions and UNGPs.



Growing Our Talents in a Convivial and Equitable Workplace

- The Law for Economic and Professional Equality (Loi Rixain), a French law aimed at promoting gender equality, particularly in corporate governance and economic leadership,
- [UN Convention on the rights of persons with disabilities \(CRPD\)](#),
- [UN's Women's Empowerment Principles](#),
- [ILO Global Business and Disability Network Charter](#).

Working Conditions

- ILO conventions,
- Universal Declaration of Human Rights,
- UN declarations and documentation,
- OECD guidelines,
- 10 principles of the UN Global Compact,
- AFEP-MEDEF Code of Corporate Governance for listed companies.

Violence, Harassment, Discrimination and Other Severe Human Rights

International Labour Organization (ILO):

- ILO Convention No. 29: Forced Labour Convention.
- ILO Protocol of 2014 to the Forced Labour Convention (P029): Strengthening measures to prevent and eliminate forced labour.
- ILO Convention No. 105: Abolition of Forced Labour Convention.
- ILO Convention No. 138: Minimum Age Convention (Prohibition of child labour).
- ILO Convention No. 182: Worst Forms of Child Labour Convention.
- ILO Violence and Harassment Convention, 2019 (No. 190) & all relevant legislation.

UN Universal Declaration of Human Rights (UDHR):

Articles 4 (prohibition of slavery) and 25 (children's well-being).

UN Guiding Principles on Business & Human Rights (UNGPs).

OECD Guidelines for Multinational Enterprises.

United Nations Global Compact (UNGC). Principles 4

(elimination of forced and compulsory labour) and 5 (effective abolition of child labour).

Sustainable Development Goals (SDGs): SDG 8.7: Take immediate measures to eradicate forced labour, end modern slavery, and human trafficking, and eliminate child labour.





Benefits

Non-monetary advantages provided to employees in addition to salary, such as health insurance, retirement plans, paid time off, and wellness programmes. They form part of the overall compensation package designed to attract and retain talent.

Child Labour

Work that deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development.

Compensation

Refers to the total rewards given to employees for their work, including base salary, bonuses, short and long-term incentives, profit sharing and specific local allowances. These elements together form a comprehensive package aimed at attracting, retaining, and motivating employees.

Debt Bondage

A situation in which workers are forced to work for little or no pay in order to repay a debt, often one they were deceived or coerced into taking. In some regions, recruitment agents charge excessively high fees, leaving migrant workers trapped in a cycle of debt and forced labour.

Disability

Long-term physical, mental, intellectual or sensory impairments which, in combination with various barriers, may prevent full and effective participation in society on an equal basis with others. (Article 1, paragraph 2 UN convention on the rights of persons with disabilities).





Equity

Practices and systems that ensure fair and transparent HR processes at every stage of the career journey at Pernod Ricard - recruitment, development, management and beyond - so that everyone is given equal opportunity to thrive and succeed.

Forced Labour

The ILO Forced Labour Convention, 1930 (No. 29) defines forced labour as any work or service imposed under the threat of a penalty, where the person has not entered into the work voluntarily.

Human Trafficking

Individuals recruited, transported, and coerced into exploitative work, often in agriculture, construction, manufacturing, or domestic work. Once separated from their support systems, they are trapped in abusive conditions.

Modern Slavery

Is a broader term that encompasses forced labour, human trafficking, debt bondage, and other forms of exploitation where individuals cannot refuse or leave work due to coercion, deception, or abuse of power.

Working Conditions

Working conditions refer to the set of standards, practices, and provisions established by an organisation to define the environment in which employees perform their duties. These conditions are designed to ensure employee well-being, productivity, and compliance with labour laws. They typically include workplace environment, work hours, compensation and benefits, employee relations, job expectations and legal compliance.



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.