

Company Name Pernod-Ricard
Industry Agricultural Products (Supply Chain and Own Operations)
Overall Score (*) 24.1 out of 100

Theme Score	Out of	For Theme
4.0	10	A. Governance and Policies
8.1	25	B. Embedding Respect and Human Rights Due Diligence
1.7	15	C. Remedies and Grievance Mechanisms
3.5	20	D. Performance: Company Human Rights Practices
4.8	20	E. Performance: Responses to Serious Allegations
2.0	10	F. Transparency

(*) Please note that any small differences between the Overall Score and the added total of Measurement Theme scores are due to rounding the numbers at different stages of the score calculation process.

Please note also that the "Not met" labels in the Explanation boxes below do not necessarily mean that the company does not meet the requirements as they are described in the bullet point short text. Rather, it means that the analysts could not find information *in public sources* that met the requirements *as described in full* in the CHRB 2019 Methodology document. For example, a "Not met" under "General HRs Commitment", which is the first bullet point for indicator A.1.1, does not necessarily mean that the company does not have a general commitment to human rights. Rather, it means that the CHRB could not identify a public statement of policy in which the company commits to respecting human rights.

Detailed assessment

A. Governance and Policies (10% of Total)

A.1 Policy Commitments (5% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
A.1.1	Commitment to respect human rights	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> Met: General HRs commitment: The company state 'Pernod Ricard's commitment to respect Human Rights is deeply rooted in its history and culture. Since the group was founded, it has fostered respect for people and cultures through its actions and the actions of its employees.' [Registration document, 26/9/2018: pernod-ricard.com] Met: UNGC principles 1 & 2: The Company indicates that 'Since 2003, the Group is a signatory of the United Nations Global Compact and communicates on this commitment. The 10 principles, including those linked to human rights (business should support and respect the protection of internationally proclaimed human rights and make sure that they are not complicit in human rights abuses), are fully accessible to the Group's staff worldwide on its intranet'. <p>Score 2</p> <ul style="list-style-type: none"> Not met: UNGPs: The 'Valuing People' part of the Sustainability and Responsibility brochure states the following: 'This pillar also sets out to embed a United Nations Human Rights approach, using the UN Guiding Principles on Human Rights, across our business, strengthening our responsible procurement processes.' However, using the UNGPs is not considered having a commitment. [Sustainability and responsibility brochure: assets.pernod-ricard.com]

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			<ul style="list-style-type: none"> • Not met: OECD: The 2018 Registration document indicates that 'Pernod Ricard recognises the UN Guiding Principles on Human Rights, as well as the eight fundamental conventions of the International Labour Organization and the OECD Guidelines for Multinational Enterprises.' However, recognition of these principles and guidelines is not enough to be considered a commitment. [Registration document, 26/9/2018: pernod-ricard.com]
A.1.2	Commitment to respect the human rights of workers	2	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: UNGC principles 3-6: The Company states that human rights commitment 'is reflected in its support for the principles of the United Nations Global Compact, which Patrick Ricard signed up to in 2003. These 10 principles, including those relating to Human Rights, are available to the employees at any time on the Group's Intranet.' [Registration Document 17-18, 2018: pernod-ricard.com & Commitments to Sustainable development: pernod-ricard.com] • Met: Explicitly list All four ILO for AG suppliers: The supplier CSR commitment explicitly covers all ILO core. With respect freedom of association and collective bargaining, the Company indicates: 'All personnel shall have the right to form, join, and organise trade unions of their choice and for them to bargain collectively on their behalf with the company. In situations where the right to freedom of association and collective bargaining are restricted under law, the company shall allow workers freely to elect their own representatives.' [Supplier CSR commitment: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Met: Explicit commitment to All four ILO Core: The Company devotes a section of the Registration document to its human rights commitments. It explicitly commits to each ILO core: Respect for freedom of association and the right to collective bargaining, elimination of forced labour and effective abolition of child labour and non-discrimination. With respect freedom of association and collective bargaining, the Company states that it 'is committed to ensuring freedom of association and the right to collective bargaining.' The Company refers to the 'Internal Charter', which also contains commitments to the ten principles: 'These 10 principles, including those relating to Human Rights, are available to the employees at any time on the Group's Intranet. [Registration Document 17-18, 2018: pernod-ricard.com] • Met: Respect H&S of workers: 'Pernod Ricard shares the International Labour Organisation's basic values in workforce relations and it commits itself to ensuring the safety and well-being of its people. The Group keeps employees informed regularly and honestly'. [Commitments to Sustainable development: pernod-ricard.com] • Met: H&S applies to AG suppliers: 'A safe and healthy workplace environment shall be provided and the company shall take effective steps to prevent potential accidents and injury to workers' health occurring in the course of work, by minimizing the causes of hazard inherent to the work environment'. [Supplier CSR commitment: pernod-ricard.com]
A.1.3.AG.a	Commitment to respect human rights particularly relevant to the industry - land and natural resources (AG)	0.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Respecting the right to water: The Company states that 'Pernod Ricard has made water management as one of the five strategic focuses in its environmental policy. The Group has been a member of the United Nations Chief Executive Officer Water Mandate since September 2010, reinforcing its commitment to the protection of the planet's water resources.' [Registration Document 17-18, 2018: pernod-ricard.com] • Not met: Expecting suppliers to respect these rights: No evidence found of the Company expecting suppliers to respect land ownership and/or water rights. <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Voluntary Guidelines on Tenure Rights • Not met: IFC Performance Standards • Not met: FPIC for all • Not met: Zero tolerance for land grabs • Met: Respecting the right to water: See above. • Not met: Expecting suppliers to respect these rights
A.1.3.AG.b	Commitment to respect human rights particularly relevant to the industry –	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Women's rights: The Company 'seeks to comply with the following documents: On Human rights: the Universal Declaration of Human Rights, the Declaration on the Elimination of all Forms of Discrimination against Women, the Declaration of the Rights of the Child'. However, 'seek to comply with' is not enough as a statement of commitment for this indicator. [EUROPEAN

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	people's rights (AG)		<p>AGREEMENTON CORPORATE SOCIAL RESPONSIBILITY, 19/12/2013: pernod-ricard.com</p> <ul style="list-style-type: none"> • Not met: Children's rights: See above • Not met: Migrant worker's rights • Not met: Expects suppliers to respect these rights: On the company's 'Supplier CSR Commitment', the states that 'By signing this Supplier CSR Commitment, the Company is, within its scope of influence, committed to acknowledge the social and environmental standards laid down in this Supplier CSR Commitment and to take appropriate measures for their implementation and compliance. The Company must also ensure that this Supplier CSR commitment is observed by subcontractors.' This document states that it is 'in accordance with [...] UN's Conventions on children's rights and the elimination of all forms of discrimination against women'. However, 'in accordance with' is not considered a formal commitment following CHRB wording criteria. [Supplier CSR commitment: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: CEDAW/Women's Empowerment Principles: The Global Human Rights Policy 'is aligned with' the Elimination of Discrimination Against Women, however, this is not considered a formal statement of commitment, following CHRB wording criteria. [Global human rights policy, 25/6/2019: pernod-ricard.com] • Not met: Child Rights Convention/Business Principles: The Global Human Rights Policy 'is aligned with' the UN declaration of the Rights of the Child, however, this is not considered a formal statement of commitment, following CHRB wording criteria. [Global human rights policy, 25/6/2019: pernod-ricard.com] • Not met: Convention on migrant workers • Not met: Expecting suppliers to respect these rights: See above [Supplier CSR commitment: pernod-ricard.com]
A.1.4	Commitment to engage with stakeholders	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Regular stakeholder engagement: In the Registration document the Company describes methods of engagement with its different stakeholders including employees (opinion surveys, European and local works councils, employee representation, etc.), suppliers (training, materiality questionnaire, Supplier CSR commitment), and communities (consultations for development projects). The Company describes actions carried out in relation to social dialogue with employees representatives. [Registration Document 17-18, 2018: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Commits to engage stakeholders in design • Not met: Regular stakeholder design engagement
A.1.5	Commitment to remedy	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Commits to remedy: The Company 'commits to proactively avoid human rights abuses, complicity in abuses by business partners and provide remediation.' [Global human rights policy, 25/6/2019: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Not obstructing access to other remedies • Not met: Collaborating with other remedy initiatives • Not met: Work with AG suppliers to remedy impacts
A.1.6	Commitment to respect the rights of human rights defenders	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Zero tolerance attacks on HRs Defenders (HRDs): In its Global Human Rights Policy, the Company states it 'does not tolerate threats against any person defending Human Rights.' [Global human rights policy, 25/6/2019: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Expects AG suppliers to reflect company HRD commitments

A.2 Policy Commitments (5% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
A.2.1	Commitment from the top	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: CEO or Board approves policy: The Company indicates that its commitment to respect human rights 'is reflected in its support for the principles of the United Nations Global Compact, which Patrick Ricard signed up to in 2003'. The 2017 Registration document is signed by the CEO and the Chairman. [Registration document, 2017: pernod-ricard.com]

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Met: Board level responsibility for HRs: The Registration document indicates that the roles of the Nominations, Governance and CSR Committee include 'evaluating the suitability of the commitments of the Company with regard to corporate social responsibility (S&R); monitoring the implementation of the S&R commitments at Group level'. Sustainable Development commitments include respect human rights. [Registration document, 26/9/2018: pernod-ricard.com & Commitments to Sustainable development: pernod-ricard.com] Score 2 <ul style="list-style-type: none"> • Not met: Speeches/letters by Board members or CEO
A.2.2	Board discussions	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Met: Board/Committee review of salient HRs: The Formal role of the CSR Committee include monitoring the implementation of the S&R commitments at Group level, and evaluate the suitability of the commitments of the Company with regard to corporate and social responsibility. During the 2017 it carried out these activities and will review during 2019 the Group CSR strategy. These include human rights. [Registration Document 17-18, 2018: pernod-ricard.com] Score 2 <ul style="list-style-type: none"> • Not met: Examples or trends re HR discussion
A.2.3	Incentives and performance management	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Incentives for at least one board member • Not met: At least one key AG HR risk, beyond employee H&S Score 2 <ul style="list-style-type: none"> • Not met: Performance criteria made public

B. Embedding Respect and Human Rights Due Diligence (25% of Total)

B.1 Embedding Respect for Human Rights in Company Culture and Management Systems (10% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
B.1.1	Responsibility and resources for day-to-day human rights functions	1.5	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Met: Commits to ILO core conventions • Met: Senior responsibility for HR: 'The Executive Vice President, Human Resources, Sustainability & Responsibility oversees the implementation of the Group's Human Rights Policy. Human Resources Directors and each Managing Director at local level are in charge of implementing the Pernod Ricard Global Human Rights Policy.' [Global human rights policy, 25/6/2019: pernod-ricard.com] Score 2 <ul style="list-style-type: none"> • Met: Day-to-day responsibility: 'A S&R Strategic Committee includes employees from all regions and functions. Its primary missions are to examine and make recommendations on strategic S&R challenges to the Executive Committee, to ensure the proper implementation of S&R initiatives and to validate the assessment of the progress made each year.' In addition, a 'network of S&R leaders from more than 86 countries operate under the management of their affiliate to implement the strategy at a local level.' S&R includes human rights. [Registration Document 17-18, 2018: pernod-ricard.com] • Not met: Day-to-day responsibility for AG in supply chain
B.1.2	Incentives and performance management	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Senior manager incentives for human rights: Although the Company indicates that 'Managing Directors' [of affiliates] performance evaluations include social as well as societal and economic aspects of performance. The targets considered are specific to each affiliate no the company as a whole. [Registration Document 17-18, 2018: pernod-ricard.com] Score 2 <ul style="list-style-type: none"> • Not met: At least one key AG HR risk, beyond employee H&S • Not met: Performance criteria made public
B.1.3	Integration with enterprise risk management	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Met: HR risks is integrated as part of enterprise risk system: Following the French Monitoring Law 2017-399 the Company has been implementing a vigilance plan to monitor risks including human rights: 'Several working groups made up of representatives from the Sustainability & Responsibility, Purchasing, Human Resources, Internal Audit, Production and Legal departments are involved in

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			developing and implementing this plan.' [Registration Document 17-18, 2018: pernod-ricard.com] Score 2 • Not met: Audit Ctte or independent risk assessment
B.1.4.a	Communication /dissemination of policy commitment(s) within Company's own operations	0	The individual elements of the assessment are met or not as follows: Score 1 • Met: Commits to ILO core conventions • Not met: Communicates its policy to all workers in own operations: The Company's Global Human Rights Policy states that 'all affiliates agree to circulate these commitments to their employees by means of the usual internal communication tools. The Group provides English, French and Spanish versions. The affiliates will have the agreement translated into their local languages to enable all employees to understand it.' Affiliates are defined as entities or businesses incorporated within the Group. However, it is not clear how the company communicate their policy to its employees. [Global human rights policy, 25/6/2019: pernod-ricard.com] Score 2 • Met: Commits to all 4 ILO core conventions • Not met: Communication of policy commitments to stakeholder • Not met: How policy commitments are made accessible to audience
B.1.4.b	Communication /dissemination of policy commitment(s) to business relationships	2	The individual elements of the assessment are met or not as follows: Score 1 • Met: Commits to all 4 ILO core conventions for suppliers: See indicator A.1.2 • Met: Requiring AG suppliers to communicate policy down the chain: The Company has a 'Supplier CSR commitment, launched in October 2013, to be signed by suppliers of Pernod Ricard. The ultimate aim of this document is to raise our suppliers' awareness of the following topics: Working and Human Rights, Health and Safety, Environmental management, Ethics and Fair Commercial practices, and responsible drinking. It is available in English, French, Spanish, Portuguese, Mandarin, Russian, Finnish and Armenian'. The CSR commitment applies to suppliers and subcontractors: 'Pernod Ricard requests its suppliers and subcontractors ("Companies") to share these initiatives by committing themselves in a continuous improvement approach'. [Registration Document 17-18, 2018: pernod-ricard.com & Supplier CSR commitment: pernod-ricard.com] Score 2 • Met: How HR commitments made binding/contractual: 'By signing the Supplier CSR commitment, the Company is, within its scope of influence, committed to acknowledge the social and environmental standards laid down in this supplier CSR commitment and to take appropriate measures for their implementation and compliance. The Company must also ensure that this Supplier CSR commitment is observed by their subcontractors'. [Supplier CSR commitment: pernod-ricard.com] • Met: Including on AG suppliers: See above [Supplier CSR commitment: pernod-ricard.com]
B.1.5	Training on Human Rights	1	The individual elements of the assessment are met or not as follows: Score 1 • Met: Scores at least 1 on A.1.2 • Not met: Trains all workers on HR policy commitments: In the 2017/18, the group trained 89% of its total average workforce, up from 85% in 2016/17. However, it is unclear whether or not this training includes the Company's human rights policy commitments. [Registration document, 26/9/2018: pernod-ricard.com] • Met: Trains relevant AG managers including procurement: The Company has an internal training course on procurement, addressing selection of suppliers and partnerships, and implements training in 'Smart and Safe POS purchasing, linked to CSR risks'. Procurement code of ethics is shared with the departments concerned in different languages and S&R clauses templates are used in contracts and terms and conditions of purchase. [Registration Document 17-18, 2018: pernod-ricard.com] Score 2 • Met: Score of 2 on A.1.2 • Not met: Both requirements under score 1 met
B.1.6	Monitoring and corrective actions	1	The individual elements of the assessment are met or not as follows: Score 1 • Met: Scores at least 1 on A.1.2 • Met: Monitoring implementation of HR policy commitments: The Company indicates that 'Dedicated teams at Group level regularly evaluate these [Human rights-related] principles (through internal audit and support for local initiatives aimed at developing or monitoring the Company's commitment to ethical practices). The visits to affiliates by cross-functional internal audit teams include

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<p>elements of social evaluation, allowing for coverage of matters specific to Human Rights.' [Registration Document 17-18, 2018: pernod-ricard.com]</p> <ul style="list-style-type: none"> • Met: Monitoring AG suppliers: The Company indicates that it assesses 'suppliers and subcontractors using the EcoVadis platform'. At the end of June 2018, 465 suppliers or subcontractors had been assessed or re-assessed using EcoVadis. In addition, S&R audits of suppliers and subcontractors are carried out. 'Pernod Ricard has selected SMETA standards (Sedex Members Ethical Trade Audit)' [Registration Document 17-18, 2018: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Met: Score of 2 on A.1.2 • Not met: Describes corrective action process • Not met: Example of corrective action • Not met: Discloses % of AG supply chain monitored: Although it indicates that 465 suppliers or subcontractors had been assessed or re-assessed using EcoVadis. [Registration Document 17-18, 2018: pernod-ricard.com]
B.1.7	Engaging business relationships	1.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: HR affects AG selection of suppliers: The Company describes the following: 'Should a supplier or subcontractor fall short of or fail to meet sustainability requirements, affiliates may be confronted with the following situations: [...] If the situation involves a new supplier, any objection to being evaluated or any Sustainability underperformance shall make it impossible to establish business relations.' These sustainability requirements include Labour, Human Rights, and Health and Safety. [Global human rights policy, 25/6/2019: pernod-ricard.com] • Met: HR affects on-going AG supplier relationships: The Company describes the following: 'Should a supplier or subcontractor fall short of or fail to meet sustainability requirements, affiliates may be confronted with the following situations: • Current suppliers and subcontractors with ongoing business relations: --The supplier/subcontractor is essential to the business: the measures to be taken must be analysed on a case by case basis with a view to always improving their Sustainability performance, bearing in mind that the process may prove lengthy; -- The supplier/subcontractor is not essential to the business: affiliates shall work out a progress plan focusing on priority actions. -- If the supplier/subcontractor fails to observe the plan or refuses it, affiliates shall implement a process to replace the supplier/subcontractor with another one with better Sustainability performance.' These sustainability requirements include Labour, Human Rights, and Health and Safety. [Global human rights policy, 25/6/2019: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Met: Both requirement under score 1 met • Not met: Working with AG suppliers to improve performance
B.1.8	Approach to engagement with potentially affected stakeholders	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Stakeholder process or systems • Not met: Frequency and triggers for engagement • Not met: Workers in AG SC engaged • Not met: Communities in the AG SC engaged <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Analysis of stakeholder views and company's actions on them

B.2 Human Rights Due Diligence (15% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
B.2.1	Identifying: Processes and triggers for identifying human rights risks and impacts	1.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Identifying risks in own operations: In the process of identification and evaluation of risks the Company considered both internally and externally. Internally, the Company has 'iSay' a global commitment survey to allow employees to freely express their opinions on 14 subjects and including work environment and interpersonal relationships. Externally, it has a process to raise suppliers awareness and identify 'environmental and social risks in agricultural activities'. It uses a CSR mapping tool to identify suppliers and subcontractors that should be assessed as priority. [Registration Document 17-18, 2018: pernod-ricard.com] • Met: Identifying risks in AG suppliers: See above [Registration Document 17-18, 2018: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Met: Ongoing global risk identification: The Company carries out its survey to employees since 2011 and is continually analysed suppliers using the CSR risk mapping tool. [Registration Document 17-18, 2018: pernod-ricard.com] • Not met: In consultation with stakeholders

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Not met: In consultation with HR experts • Not met: Triggered by new circumstances • Not met: Explains use of HRIAs or ESIA (inc HR)
B.2.2	Assessing: Assessment of risks and impacts identified (salient risks and key industry risks)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Salient risk assessment (and context) • Not met: Public disclosure of salient risks <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met
B.2.3	Integrating and Acting: Integrating assessment findings internally and taking appropriate action	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Action Plans to mitigate risks • Not met: Including in AG supply chain • Met: Example of Actions decided: In relation to water risk, actions are based on four levers put in place to optimise the management of water resources and preserve the quality and availability of water'. This includes 'ensuring that water intake does not endanger resources'. 'These actions are particularly important for sites located in geographical regions where water is a sensitive resources'. For sites located in stressed areas, the company has developed actions plans for managing water resources: 'Sites where the risk is considered high must take specific actions with local communities and other stakeholders to contribute to improving the local water management plan'. It explains an example case that takes place in India. [Registration Document 17-18, 2018: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met
B.2.4	Tracking: Monitoring and evaluating the effectiveness of actions to respond to human rights risks and impacts	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: System to check if Actions are effective • Not met: Lessons learnt from checking effectiveness <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirement under score 1 met
B.2.5	Communicating : Accounting for how human rights impacts are addressed	0.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Comms plan re identifying risks: The Company communicates in publicly available sources its process to identify human rights risks and impacts in own operations and supply chain (see B.2.1). [Registration Document 17-18, 2018: pernod-ricard.com] • Not met: Comms plan re assessing risks: See indicator B.2.2 • Not met: Comms plan re action plans for risks: See indicator B.2.3 • Not met: Comms plan re reviewing action plans: See indicator B.2.4 • Not met: Including AG suppliers <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Responding to affected stakeholders concerns • Not met: Ensuring affected stakeholders can access communications

C. Remedies and Grievance Mechanisms (15% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
C.1	Grievance channel(s)/mechanism(s) to receive complaints or concerns from workers	1.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Channel accessible to all workers: If an employee is aware of any breach of the Code of Business Conduct, which includes human rights issues, he or she is encouraged to speak up. The Company 'has implemented an ethics alert line hosted by an independent company (NAVEX Global): "Speak Up". This line is available 24/7 through My Portal, and can receive calls in most languages. It is aimed at allowing Pernod Ricard employees and temporary staff to report serious or sensitive situations where they have personal knowledge of facts, while ensuring that their concerns are addressed appropriately and in confidence.' [Code of Business Conduct Updated: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Number grievances filed, addressed or resolved • Met: Channel is available in all appropriate languages: See above.

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Not met: Expect AG supplier to have equivalent grievance systems • Not met: Opens own system to AG supplier workers
C.2	Grievance channel(s)/mechanism(s) to receive complaints or concerns from external individuals and communities	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Grievance mechanism for community: No evidence found of a grievance mechanism open to external individuals. <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Describes accessibility and local languages • Not met: Expects AG supplier to have community grievance systems • Not met: AG supplier communities use global system
C.3	Users are involved in the design and performance of the channel(s)/mechanism(s)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Engages users to create or assess system • Not met: Description of how they do this <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Engages with users on system performance • Not met: Provides user engagement example on performance • Not met: AG suppliers consult users in creation or assessment
C.4	Procedures related to the mechanism(s)/channel(s) are publicly available and explained	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Response timescales • Not met: How complainants will be informed: The Company states in its Speak Up platform that 'Any person who has made a report, or is the subject of a report, will be informed of the results of the process, to the extent that this is both appropriate and that information can be communicated without breaching the law or other confidentiality obligations.' However, the process by which the complainant will be informed is unclear. [Speak Up FAQ, 29/7/2019: secure.ethicspoint.eu] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Escalation to senior/independent level: The Speak Up complaints are processed by the Integrity Committee. 'The Integrity Committee will review your report, assess its seriousness and credibility and determine the action to be taken.' This committee is 'composed of representatives of Pernod Ricard SA from the Legal, Internal Audit, Human Resources and CSR functions (the "Integrity Committee").' 'The Integrity Committee or the investigators may also seek the services of external auditors, investigators and/or legal advisers to assist it in its investigation and in the analysis of the results thereof.' However, is not clear if escalation includes independent parties, and whether it includes concerns from external individuals and communities. [Speak Up FAQ, 29/7/2019: secure.ethicspoint.eu]
C.5	Commitment to non-retaliation over complaints or concerns made	0.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Public statement prohibiting retaliation: The Company 'will ensure that no retaliation is taken against any of its employees, or any other stakeholders that, in good faith and without any personal interest, has reported, respecting the alert reporting procedure, facts considered to be contrary or incompatible with the Code of Business Conduct, policies or standards of Pernod Ricard.' [Global human rights policy, 25/6/2019: pernod-ricard.com] • Not met: Practical measures to prevent retaliation: There is evidence that the Company's Speak Up system prevents retaliation: 'All reporting is done confidentially, and they can share their concerns anonymously (if allowed by the laws of their country).' However, is not clear what practical measures are in place in those locations where anonymous reporting is not allowed. [Global human rights policy, 25/6/2019: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Has not retaliated in practice • Not met: Expects AG suppliers to prohibit retaliation
C.6	Company involvement with State-based judicial and non-judicial grievance mechanisms	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Won't impede state based mechanisms • Not met: Complainants not asked to waive rights <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Will work with state based or non judicial mechanisms • Not met: Example of issue resolved (if applicable)

Indicator Code	Indicator name	Score (out of 2)	Explanation
C.7	Remedying adverse impacts and incorporating lessons learned	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Describes how remedy has been provided • Not met: Says how it would remedy key sector risks Score 2 <ul style="list-style-type: none"> • Not met: Changes introduced to stop repetition • Not met: Approach to learning from incident to prevent future impacts • Not met: Evaluation of the channel/mechanism

D. Performance: Company Human Rights Practices (20% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.1.1.a	Living wage (in own agricultural operations)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Pays living wage or sets target date: The Company states that ‘each affiliate manages its policy locally while upholding a common set of rules: develop a performance culture, offer compensation that is competitive with local market practices, and set up straightforward, meaningful and engaging compensation packages’. However, no evidence found in relation to living wages (if it pays living wages or timeframe to pay living wage to all workers). [Registration Document 17-18, 2018: pernod-ricard.com] • Not met: Describes how living wage determined Score 2 <ul style="list-style-type: none"> • Not met: Paying living wage • Not met: Definition of living wage reviewed with unions
D.1.1.b	Living wage (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Living wage in supplier code or contracts: The supplier code states that ‘wages paid for regular working hours, overtime hours and overtime differentials shall meet or exceed legal minimums and/or industry standards’. The Company shall ensure that wage and benefits composition are detailed clearly and regularly for workers and are rendered in full compliance with all applicable law’. However, no evidence found in relation to living wage guidelines. [Supplier CSR commitment: pernod-ricard.com] • Not met: Improving living wage practices of suppliers Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provides analysis of trends demonstrating progress
D.1.2	Aligning purchasing decisions with human rights	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Avoids business model pressure on HRs (purchasing practices) • Not met: Positive incentives to respect human rights (purchasing practices) Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met
D.1.3	Mapping and disclosing the supply chain	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Met: Identifies suppliers back to manufacturing sites (factories or fields): The Company has a CSR mapping tool ‘to allow affiliates to identify which suppliers and subcontractors should be assessed as a priority’. It indicates that 2,483 suppliers were analysed. [Registration Document 17-18, 2018: pernod-ricard.com] Score 2 <ul style="list-style-type: none"> • Not met: Discloses significant parts of SP and why
D.1.4.a	Prohibition on child labour: Age verification and corrective actions (in own agricultural operations)	0.5	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Met: Does not use child labour: The Company states that it ‘is committed through the United Nations Global Compact to eliminating forced or compulsory labour and to abolishing child labour’. [Registration Document 17-18, 2018: pernod-ricard.com] • Not met: Age verification of job applicants and workers: The Company states that it ‘is committed through the United Nations Global Compact to eliminating forced or compulsory labour and to abolishing child labour’. The Company indicates that all affiliates must comply with the Group policies and they respond to a questionnaire ‘in which they must state whether they are compliant with Group policies’. However, no evidence found in relation to verifying the age of job applicants and workers in the Company’s own operations. [Registration Document 17-18, 2018: pernod-ricard.com] Score 2 <ul style="list-style-type: none"> • Not met: Remediation if children identified

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.1.4.b	Prohibition on child labour: Age verification and corrective actions (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Child Labour rules in codes or contracts: The Supplier CSR commitment document requires the following: 'Child labour, as defined by ILO and United Nations Conventions and/or applicable national law, is forbidden. In the event that underage children are found to be working, their employer shall provide adequate financial and other support to enable such children to attend and remain in school until no longer a child'. However, no evidence found in relation to age verification guidelines. [Supplier CSR commitment: pernod-ricard.com] Not met: How working with suppliers on child labour Score 2 <ul style="list-style-type: none"> Not met: Both requirements under score 1 met Not met: Analysis of trends in progress made
D.1.5.a	Prohibition on forced labour: Debt bondage and other unacceptable financial costs (in own agricultural operations)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Pays workers in full and on time: However, the Company indicates that one of the rules for affiliates is to 'set up straightforward, meaningful and motivating compensation packages.' [Registration Document 17-18, 2018: pernod-ricard.com] Not met: Payslips show any legitimate deductions Score 2 <ul style="list-style-type: none"> Not met: How these practices are implemented and monitored for agencies, labour brokers or recruiters
D.1.5.b	Prohibition on forced labour: Debt bondage and other unacceptable financial costs (in the supply chain)	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Met: Debt and fees rules in codes or contracts: The Supplier CSR commitment states that 'all forms of forced labour, such as withholding deposits, salary and benefits or the retention of identity documents from personnel are forbidden'. [Supplier CSR commitment: pernod-ricard.com] Not met: How working with suppliers on debt & fees Score 2 <ul style="list-style-type: none"> Not met: Both requirements under score 1 met Not met: Analysis of trends in progress made
D.1.5.c	Prohibition on forced labour: Restrictions on workers (in own agricultural operations)	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Met: Does not retain documents or restrict movement: As part of its human rights commitment, the Company states its 'employees must not be required to relinquish identity papers, passports, or work permits as a condition of employment.' [Global human rights policy, 25/6/2019: pernod-ricard.com] Score 2 <ul style="list-style-type: none"> Not met: How these practices are monitored for agencies, labour brokers or recruiters
D.1.5.d	Prohibition on forced labour: Restrictions on workers (in the supply chain)	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Met: Free movement rules in codes or contracts: The Supplier CSR commitment states that 'all forms of forced labour, such as [...] the retention of identity documents from personnel are forbidden. Personnel shall have the right to leave the workplace premises after completing the standards workday, and be free to terminate their employment provided that they give reasonable notice to their employer'. [Supplier CSR commitment: pernod-ricard.com] Not met: How working with suppliers on free movement Score 2 <ul style="list-style-type: none"> Not met: Both requirements under score 1 met Not met: Provides analysis of trends demonstrating progress
D.1.6.a	Freedom of association and collective bargaining (in own agricultural operation)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> Not met: Commits not to interfere with union rights / Steps to avoid intimidation or retaliation: The Company is committed to respect freedom of association and the right to collective bargaining, and discloses social dialogue carried out during the last reporting year. However, no evidence found of guidelines including prohibition of intimidation or retaliation against union members or representatives and to not interfering with the rights of workers to join unions and bargain collectively. [Registration Document 17-18, 2018: pernod-ricard.com]

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Not met: Discloses % covered by collective bargaining agreements: 'Each year, the affiliates sign roughly one hundred agreements with the various social partners throughout the world; in this way, the Group encourages the enhancement of social dialogue. The number of agreements signed depends on local legislation changes — this year, there have been 115.' However, no evidence of the percentage of the workforce covered by these agreements could be found. [Registration Document 17-18, 2018: pernod-ricard.com] Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met
D.1.6.b	Freedom of association and collective bargaining (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: FoA & CB rules in codes or contracts [Supplier CSR commitment: pernod-ricard.com] • Not met: How working with suppliers on FoA and CB Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provides analysis of trends demonstrating progress
D.1.7.a	Health and safety: Fatalities, lost days, injury rates (in own agricultural operations)	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Met: Injury Rate disclosures: The Company reports frequency rate for the last two reporting years. [Registration Document 17-18, 2018: pernod-ricard.com] • Met: Lost days or near miss disclosures: The Company reports severity rate for the last two reporting years. [Registration Document 17-18, 2018: pernod-ricard.com] • Met: Fatalities disclosures: The Company discloses that: 'this year there was a fatality following a work-related accident.' [Registration Document 17-18, 2018: pernod-ricard.com] Score 2 <ul style="list-style-type: none"> • Not met: Set targets for H&S performance: The company indicate that it will publish its Health & Safety targets in its 2019 Registration document. • Not met: Met targets or explains why not
D.1.7.b	Health and safety: Fatalities, lost days, injury rates (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Sets out clear Health and Safety requirements: The Supplier CSR commitment states that 'a safe and healthy workplace environment shall be provided and the company shall take effective steps to prevent potential accidents and injury to workers' health occurring in the course of work, by minimizing the causes of hazards inherent to the work environment'. However, no further details found on health and safety guidelines. [Supplier CSR commitment: pernod-ricard.com] • Not met: Injury Rate disclosures • Not met: Lost days or near miss disclosures • Not met: Fatalities disclosure Score 2 <ul style="list-style-type: none"> • Not met: How working with suppliers on H&S • Not met: Provides analysis of trends demonstrating progress
D.1.8.a	Land rights: Land acquisition (in own agricultural operations)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Approach to identification of land tenure rights holders • Not met: Approach to doing so if no recent land deals Score 2 <ul style="list-style-type: none"> • Not met: How valuation and compensation works • Not met: Follows IFC5 in any state land deals • Not met: Describes approach if no recent land deals
D.1.8.b	Land rights: Land acquisition (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Rules on land & owners in codes or contracts • Not met: How working with suppliers on land issues Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provides analysis of trends demonstrating progress

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.1.9.a	Water and sanitation (in own agricultural operations)	2	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Action to prevent water and sanitation risks: The Company states that ‘at production site level, the affiliates’ actions are based on four levers put in place to optimise the management of water resources and preserve the quality and availability of water’. This includes ‘ensuring that water intake does not endanger resources’. ‘These actions are particularly important for sites located in geographical regions where water is a sensitive resources’. For sites located in stressed areas, the company has developed actions plans for managing water resources: ‘Sites where the risk is considered high must take specific actions with local communities and other stakeholders to contribute to improving the local water management plan’. It explains an example case that takes place in India. [Registration Document 17-18, 2018: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Met: Water targets considering local factors: The Company has mapped water risk establishing three categories and established the following target to be achieved by 2020: ‘100% of sites located in high water risk areas have implemented an action plan for managing water resources’. As indicated above, for actions plans for sites where the risk is considered high, the process includes stakeholder engagement, including local communities. [Registration Document 17-18, 2018: pernod-ricard.com] • Met: Reports progress and shows trends in progress made: In relation to the progress against the target, the Company states that ‘the sites at risk were mapped, and an action plan has been established for the seven sites deemed high-risk’. It also indicates that ‘seven sites are located in or in the immediate vicinity of high-risk areas. These seven sites account for 5% of the Group’s total consumption and are divided between two countries (India and Australia). The water used by these sites decreased by 36% between 2008 and 2018’. It also discloses performance for ‘significant risk areas’, although the target covered ‘high risk areas’. [Registration Document 17-18, 2018: pernod-ricard.com]
D.1.9.b	Water and sanitation (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Rules on water stewardship in codes or contracts: The supplier CSR commitment includes requirements in the workplace, including ‘access to toilet facilities, drinkable water’. However, no evidence found of guidelines regarding access to safe water beyond the workplace (i.e. right to water for local communities). [Supplier CSR commitment: pernod-ricard.com] • Not met: How working with suppliers on water stewardship issues <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provides analysis of trends demonstrating progress
D.1.10.a	Women's rights (in own agricultural operations)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Process to stop harassment and violence against women: The Company prohibits ‘all forms of harassment, disrespectful and inappropriate behavior or retaliation of any kind. Employees are encouraged to raise any issues with management or through our Group-wide confidential early warning system “Speak up”. We ensure that adequate procedures are readily available to deal with any problems that may arise and prevent recurrence.’ However, no process to stop harassment and violence against women could be found. [Global human rights policy, 25/6/2019: pernod-ricard.com] • Not met: Working conditions take account of gender • Not met: Equality of opportunity at all levels of employment: The Company states it is committed to ‘developing gender balance programmes and conducting assessments to review the construction of career paths, access to training, access to senior positions and equal pay.’ 3. Equality and future leadership - by 2022, we will ensure equal pay across the business, and by 2030, our top management team will be gender balanced. In addition to which, by 2030, 100% of employees will have received future-fit training at least every 3 years to develop new skills. However, it is unclear how this process is monitored and maintained throughout all levels of employment. [Our Model, 26/7/2019: pernod-ricard.com & Global human rights policy, 25/6/2019: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Meet all requirements under score 1

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.1.10.b	Women's rights (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Women's rights in codes or contracts: The Supplier CSR commitment states that 'no discrimination shall be tolerated by the Company in hiring, remuneration, access to training, promotion, termination or retirement, based on gender'. However, no details found in relation to measures to ensure equal opportunities throughout all levels of employment and to eliminate health and safety concerns particularly prevalent among women workers. [Supplier CSR commitment: pernod-ricard.com] • Not met: How working with suppliers on women's rights <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provides analysis of trends demonstrating progress

E. Performance: Responses to Serious Allegations (20% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
E(1).0	Serious allegation No 1		No allegations meeting the CHRB severity threshold were found, and so the score of 19.29 out of 80 points scored in themes A-D & F has been applied to produce a score of 4.82 out of 20 points for theme E.

F. Transparency (10% of Total)

Indicator Code	Indicator name	Score	Explanation
F.1	Company willingness to publish information	2.04 out of 4	Out of a total of 51 indicators assessed under sections A-D of the benchmark, Pernod-Ricard made data public that met one or more elements of the methodology in 26 cases, leading to a disclosure score of 2.04 out of 4 points.
F.2	Recognised Reporting Initiatives	0 out of 2	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Company reports on GRI • Not met: Company reports on SASB • Not met: Company reports on UNGPRF
F.3	Key, High Quality Disclosures	0 out of 4	<p>Pernod-Ricard met 0 of the 10 thresholds listed below and therefore gets 0 out of 4 points for the high quality disclosure indicator.</p> <p>Specificity and use of concrete examples</p> <ul style="list-style-type: none"> • Not met: Score 2 for A.2.2 : Board discussions • Not met: Score 2 for B.1.6 : Monitoring and corrective actions • Not met: Score 2 for C.1 : Grievance channel(s)/mechanism(s) to receive complaints or concerns from workers • Not met: Score 2 for C.3 : Users are involved in the design and performance of the channel(s)/mechanism(s) <p>Discussing challenges openly</p> <ul style="list-style-type: none"> • Not met: Score 2 for B.2.4 : Tracking: Monitoring and evaluating the effectiveness of actions to respond to human rights risks and impacts • Not met: Score 2 for C.7 : Remedying adverse impacts and incorporating lessons learned <p>Demonstrating a forward focus</p> <ul style="list-style-type: none"> • Not met: Score 2 for A.2.3 : Incentives and performance management • Not met: Score 2 for B.1.2 : Incentives and performance management • Not met: Score 1 for D.1.1.a: Living wage (in own agricultural operations) • Not met: Score 2 for D.1.7.a : Health and safety: Fatalities, lost days, injury rates (in own agricultural operations)

Disclaimer

A score of zero for a particular indicator does not mean that bad practices are present. Rather it means that we have been unable to identify the required information in public documentation.

See the 2019 Key Findings report and technical annex for more details of the research process.

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As CHRB Ltd, we want to emphasise that the results will always be a proxy for good human rights management, and not an absolute measure of performance. This is because there are no fundamental units of measurement for human rights. Human rights assessments are therefore necessarily more subjective than objective. The Benchmark also captures only a snap shot in time. We therefore want to encourage companies, investors, civil society and governments to look at the broad performance bands that companies are ranked within rather than their precise score because, as with all measurements, there is a reasonably wide margin of error possible in interpretation. We also want to encourage a greater analytical focus on how scores improve over time rather than upon how a company compares to other companies in the same industry today. The spirit of the exercise is to promote continual improvement via an open assessment process and a common understanding of the importance of the UN Guiding Principles on Business and Human Rights.