

Company Name Pernod Ricard
Industry Agricultural Products (Supply Chain and Own Operations)
Overall Score 21.1 out of 100

Theme Score	Out of	For Theme
2.3	10	A. Governance and Policies
7.7	25	B. Embedding Respect and Human Rights Due Diligence
3.5	20	C. Remedies and Grievance Mechanisms
3.3	25	D. Performance: Company Human Rights Practices
4.2	20	E. Performance: Responses to Serious Allegations

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 2022 Methodology document for the sector concerned. 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 Human Rights Policy states that 'we value our employees, suppliers and communities – a commitment to caring for the people we work with. Inherent in this convivial approach is our responsibility and ethical duty to ensure human rights are respected across our global operations. At Pernod Ricard, we are committed to cooperating with all our stakeholders. We promote human rights in our own operations and across our value chain, adhering to internationally recognised standards and addressing any gaps that may arise. [Global human rights policy, 25/6/2019: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> Not Met: Commitment to the UNGPs: The Company's Human Rights has a section of reference document that reads: 'Our policy is aligned with the following international standards, guidelines and protocols: [...] The United Nations Guiding Principles on Business and Human Rights'. However, as indicated, this "alignment" is indicated in the context of referenced documents (does not seem to be part of the actual policy). Moreover, in its 2021 Registration Document, the Company discloses one of its human rights targets: 'By 2025, align with the United Nations Guiding Principles (UNGPs) on Human Rights including due diligence across the Group's operations and strengthening our responsible procurement processes'. However, this is not a suitable document for policy statements according to CHRB policy requirements. [Global human rights policy, 25/6/2019: pernod-ricard.com] & [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com]

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Not Met: Commitment to the OECD Guidelines for Multinational Enterprises: The Company's Human Rights has a section of reference document that reads: 'Our policy is aligned with the following international standards, guidelines and protocols: [...] The OECD guidelines for multinational enterprises'. As indicated above, however, 'alignment' is indicated in the context of documents of reference rather than indicating commitment to the initiative.
A.1.2.a	Commitment to respect the human rights of workers: ILO Declaration on Fundamental Principles and Rights at Work	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: Company has a commitment to the ILO Core: The Company's Human Rights Policy reads: 'Our policy is aligned with the following international standards, guidelines and protocols: [...] The International Labour Organization (ILO) eight fundamental conventions and other relevant conventions'. [Global human rights policy, 25/6/2019: pernod-ricard.com] • Not Met: Company has an explicit commitment to All four ILO Core: The Company includes provisions for each one of the ILO Core in its Human Rights Policy. With respect freedom of association and collective bargaining, the Company states: 'Pernod Ricard respects employees right to collective bargaining and ensures labour agreements are developed with employee representatives and, at a minimum, comply with local rules and regulations [...] We respect the right of our employees to join, form or not join a trade union, elect their representatives and be elected to hold representation positions. Where employees are represented by a legally recognised union, the company is committed to bargaining in good faith with such representatives'. Through this statement, it is not clear whether it is committed to respect these rights in all contexts and locations (i.e. alternative mechanisms for those countries where there are legal restrictions to the exercise of these rights), as the Company indicates refers to the context of 'legally recognised' unions. Previous assessment partly used evidence from Registration document 2017/2018, which CHRB no longer considers a suitable source for policy statements. No further evidence found. The Company provided feedback to CHRB regarding to the datapoint, however, the information could not be used here as it contains provisions for its suppliers and it is not clear it is also applied for the Company's own operations. [Global human rights policy, 25/6/2019: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Met: Company expect suppliers to commit to ILO Core: The Supplier Standards covers each ILO Core commitment: discrimination, forced labour, child labour, freedom of association and collective bargaining, as indicated below. Regarding its document 'Supplier Standards', the Company indicates: 'By signing the Supplier Standards, we expect our direct suppliers to follow these standards and take appropriate measures for their implementation'. [Supplier Standards, 2013: pernod-ricard.com] • Met: Company explicitly list All four ILO for suppliers: The Supplier Standards explicitly covers all ILO core. With respect freedom of association and collective bargaining, the Company indicates: 'Workers have the right to or not 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 Standards, 2013: pernod-ricard.com]
A.1.2.b	Commitment to respect the human rights of workers: Health and safety and working hours	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: Commitment to respect H&S of workers: The Company states in its Health and Safety Policy: 'At Pernod Ricard, we promote Health & Safety adhering to internationally recognized standards and best practices while addressing any gaps that may arise'. [Health and Safety Policy, 21/09/2020: pernod-ricard.com] • Not Met: Respect ILO labour standards on working hours or Commits to 48 hours regular work week: It indicates that 'Pernod Ricard respects the need for employees to have a balance between work and leisure. Working hours shall comply with laws and regulations including applicable wages and benefits. All employees receive at least one continuous 24-hour rest period during a seven-day work period'. However, no evidence found of the Company explicitly committing to respect ILO conventions on working hours or that publicly states that workers are not required to work more than 48 hours as regular working week, and that overtime is consensual and paid at a premium rate. [Global human rights policy, 25/6/2019: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Met: Expect suppliers to commit to H&S of their workers: With respect health and safety, the Company's Supplier Standards indicates: 'A safe and healthy

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<p>workplace environment is provided, and the supplier takes effective steps to prevent potential accidents and injury to workers' health occurring in the course of work or as a result of the employer's operations, by minimizing the sources of hazards inherent to the work environment'. [Supplier Standards, 2013: pernod-ricard.com]</p> <ul style="list-style-type: none"> • Not Met: Expect suppliers to commit to ILO labour standard or to 48 hours regular work week: The Company's Supplier Standards indicates: 'All applicable national laws and industry standards on working hours and public holidays are to be respected by the supplier. In the absence of applicable laws or collective agreements, normal working hours shall not on a regular basis exceed 48 hours and the maximum allowable overtime hours in a week shall not exceed 12 hours'. However, it is not clear the commitment includes consensual overtime paid at a premium rate. [Supplier Standards, 2013: pernod-ricard.com]
A.1.3.a.AG	Commitment to respect human rights particularly relevant to the industry – land, natural resources and indigenous peoples' rights (AG)	0.5	<p>The individual elements of the assessment are met or not as follows: Score 1</p> <ul style="list-style-type: none"> • Not Met: Respect land ownership and natural resources as set out in VGGT: It indicates that 'Pernod Ricard follows all applicable national laws and respects international human rights standards related to the rights to land and natural resources of local communities. Land acquisitions and changes of use are made respecting the rights of individuals and communities impacted. We also conduct due diligence around land rights and title during the development of new business opportunities'. However, no commitment to respecting land ownership and natural resources as set out in the IFC Performance Standards or VGGT found. The Company has provided additional comments to CHRB regarding this indicator. However, the piece of evidence was already in use. This indicator requires explicit commitment to either IFC PS or VGGT. [Global human rights policy, 25/6/2019: pernod-ricard.com] • Not Met: Respect land ownership and natural resources as set out in The IFC Performance Standards: See above. [Global human rights policy, 25/6/2019: pernod-ricard.com] • Not Met: Respecting indigenous peoples' rights or ILO Convention No.169 or UN Declaration: The HR policy, in the context of reference documents used, indicates that the policy t it 'is aligned with the following international standards, guidelines and protocols: [...] The UN declaration on the rights of indigenous peoples'. However, as indicated, this "alignment" is indicated in the context of referenced documents (does not seem to be part of the actual policy). No direct commitment to respect indigenous peoples' rights was found (or to the ILO Convention 169) [Global human rights policy, 25/6/2019: pernod-ricard.com] • Not Met: Expecting suppliers to make these commitments <p>Score 2</p> <ul style="list-style-type: none"> • Met: Respecting the right to water: It indicates that 'We acknowledge the right to water as a basic human right. We respect the human need for sustainable water supplies, safe drinking water, and protection of both ecosystems and communities through proper sanitation'. [Global human rights policy, 25/6/2019: pernod-ricard.com] • Not Met: Company's policy commits to obtain FPIC: The Company indicates in its Human Rights Policy: 'Pernod Ricard follows all applicable national laws and respects international human rights standards related to the rights to land and natural resources of local communities. Land acquisitions and changes of use are made respecting the rights of individuals and communities impacted. We also conduct due diligence around land rights and title during the development of new business opportunities'. However, not available policy statement found committing it to respecting ownership/use of land and natural resources also includes a commitment to obtain the free prior and informed consent (FPIC) from indigenous peoples and local communities for transaction(s) involving land and natural resources or to a zero tolerance for land grabbing. [Global human rights policy, 25/6/2019: pernod-ricard.com] • Not Met: Expecting suppliers to make these commitments <p>: The Company's Suppliers Standards document states: 'Suppliers follow all applicable national laws and respect international human rights standards related to the rights to land and natural resources ensuring land acquisitions, changes of use and use of land are made respecting the rights of the individual, indigenous people and local communities impacted. Acknowledging the right to water as a basic human right, we expect our suppliers to respect the human need for sustainable water supplies, safe drinking water, and protection of both ecosystems and communities through proper sanitation'. Although the Company expects suppliers to respect the right to water, it is not clear it expects supplier policy statement committing it to obtain the free prior and informed consent (FPIC) from</p>

Indicator Code	Indicator name	Score (out of 2)	Explanation
			indigenous peoples and local communities for transaction(s) involving land and natural resources or to a zero tolerance for land grabbing. The Company has provided additional comments to CHRB regarding this indicator, however, the piece of evidence was already in use. [Supplier Standards, 2013: pernod-ricard.com]
A.1.3.b.AG	Commitment to respect human rights particularly relevant to the industry – vulnerable groups (AG)	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's Human Rights Policy, in the context of reference documents, indicates that 'Our policy is aligned with the following international standards, guidelines and protocols: [...] The UN declaration on the Elimination of Discrimination Against Women'. However, it is not clear if the Company is committed to this initiative, as this is a statement from a section of reference documents for the policy. Moreover, in Code of Business Conduct, the Company states: 'Protecting human rights and fundamental freedoms is a main concern for Pernod Ricard within and outside the Group'. However, no explicit commitment to respecting women's rights found. The Company has also remarked on work done in India and Mexico to empower women, however this datapoint is focused on commitments found in formal policy statements. [Global human rights policy, 25/6/2019: pernod-ricard.com] & [Code of Business Conduct Updated, N/A: pernod-ricard.com] • Not Met: Children's rights: The Company's Human Rights Policy, in the context of reference documents, indicates that 'Our policy is aligned with the following international standards, guidelines and protocols: [...] The UN declaration of the Rights of the Child'. However, it is not clear if the Company is committed to this initiative, as this is an indirect statement from a section of reference documents for the policy. The Human Rights Policy also states: 'In compliance with international standards, especially the ILO's relevant Conventions, and national laws, Pernod Ricard will not employ underage children. Pernod Ricard does not permit child labour exploitation under any circumstances'. The Code of Business Conduct corroborates this statement. However, although the Company indicates it is committed not to use child labour, no evidence found that it explicitly commits to respecting children's rights. [Global human rights policy, 25/6/2019: pernod-ricard.com] & [Code of Business Conduct Updated, N/A: pernod-ricard.com] • Not Met: Migrant worker's rights • Not Met: Expects suppliers to respect at least one of these rights: The Supplier Standards are based on the following international standards, guidelines and protocols: [...] Declaration on the Elimination of Discrimination Against Women, Declaration of the Rights of the Child, [...] Convention on the Protection of the Rights of All Migrant Workers and Members of their Families. However, 'based on' is not considered a formal statement of commitment according to CHRB wording criteria <p>It also prohibits child labour. Moreover, in Code of Business Conduct, the Company states: 'Protecting human rights and fundamental freedoms is a main concern for Pernod Ricard within and outside the Group. We rely on our affiliates to ensure our commitment internally, but we also require our suppliers and subcontractors to respect these principles'. However, no evidence found that the Company explicitly expects suppliers to commit to respecting women's rights or children's rights or migrant workers' rights. [Supplier Standards, 2013: pernod-ricard.com] & [Code of Business Conduct Updated, N/A: pernod-ricard.com]</p> <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: CEDAW/Women's Empowerment Principles: See explanation above in relation to the CEDAW. [Global human rights policy, 25/6/2019: pernod-ricard.com] • Not Met: Child Rights Convention/Business Principles: See explanation above in relation to the UN declaration of the rights of the Child [Global human rights policy, 25/6/2019: pernod-ricard.com] • Not Met: Convention on migrant workers • Not Met: Expecting suppliers to respect these rights: The Supplier Standards are based on the following international standards, guidelines and protocols: [...] Declaration on the Elimination of Discrimination Against Women, Declaration of the Rights of the Child, [...] Convention on the Protection of the Rights of All Migrant Workers and Members of their Families. However, 'based on' is not considered a formal statement of commitment according to CHRB wording criteria [Supplier Standards, 2013: pernod-ricard.com]
A.1.4	Commitment to remedy	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: The Company 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]

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Not Met: Company expect suppliers to make this commitment: The Supplier Standards indicates: 'We support a culture of speaking up without fear of retaliation against those who report actual or suspected breaches of any rules related to business conduct, compliance or ethics matters contained within our Code of Business Conduct or provided by any legal, accounting or regulatory requirements, policies and standards (the "Rules"). Any concern from the supplier, his employees, managers, workers or any other stakeholders regarding these Rules or their application (including any failure by a Pernod Ricard employee or anyone acting on behalf of Pernod Ricard) should be reported to your Pernod Ricard contact who will ensure this concern is flagged in our secured tool "Speak Up"'. It then explains how the Speak Up tool works. Although the Company indicates it has a grievance mechanism where human rights related concerns could be flagged, no evidence found that it explicitly expects suppliers to commit to remedy the adverse impacts on individuals and workers and communities that it has caused or contributed to. The Company has provided an additional source to this indicator, however, no material evidence was found. Also, in order the meet CHRB requirement for this datapoint, the evidence has to be found in a formal policy statement. [Supplier Standards, 2013: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Collaborating with other remedy initiatives • Not Met: Work with suppliers to remedy impact
A.1.5	Commitment to respect the rights of human rights defenders	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: 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] • Not Met: Company expect suppliers to make this commitment: In its Supplier Standards, the Company indicates: 'We support a culture of speaking up without fear of retaliation against those who report actual or suspected breaches of any rules related to business conduct, compliance or ethics matters contained within our Code of Business Conduct or provided by any legal, accounting or regulatory requirements, policies and standards (the "Rules")'. However, no evidence found that the Company explicitly expects supplier to committing it to neither tolerate nor contribute to threats, intimidation and attacks (both physical and legal) against human rights defenders. [Supplier Standards, 2013: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Work with HRD to create safe and enabling environment: The Company has provided an additional source to this indicator, however, no material evidence was found. Also, in order the meet CHRB requirement for this datapoint, the evidence has to be found in a formal policy statement. The Company is expected to formally commit to working with human rights defenders to create safe and enabling environments for civic engagement and human rights at local, national or international levels.

A.2 Policy Commitments (5% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
A.2.1	Commitment from the top	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: 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 2018/2019, 09/2019: pernod-ricard.com] • Not Met: Describe HR expertise of Board member <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Speeches/letters by Board members or CEO
A.2.2	Board responsibility	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: Board/Committee review HRs strategy: The Registration Document states that 'The CSR Committee notably examines, reviews and implements the Group's CSR strategy and assesses the risks and opportunities in terms of social and environmental performance'. Also, 'In FY21, the CSR Committee met once, with an attendance rate of 100%'. The roles and mission of the CSR Committee are the following: 'examining, reviewing and evaluating the Group's S&R strategy; implementing the Group's S&R strategy and carry out its monitoring in qualitative and quantitative terms; assessing the risks and opportunities in terms of social and

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<p>environmental performance; monitoring reporting systems, preparing non-financial information and reviewing the annual non-financial performance statement; and reviewing annually the summary of the ratings assigned to the Group by the rating agencies and by the non-financial analyses'. It also indicates that the Board of Directors has '2-3 meetings per year with the S&R [Sustainability and Responsibility] Committee'. Regarding its monitoring process, the Human Rights Policy states: 'We commit to measuring our progress annually and take all reasonable steps to ensure reported information represents a true and fair account of our activities'. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] & [Global human rights policy, 25/6/2019: pernod-ricard.com]</p> <ul style="list-style-type: none"> • Not Met: Examples/trends re HR discussion in the last reporting period: It indicates: 'During FY21, the CSR Committee's main activities included: presenting the S&R strategy and progress on the achievement of objectives for each pillar; introduction of CSR criteria to the LTIPs; reflecting on the application of the Group's CSR commitments in relation to its various stakeholders; and reviewing and monitoring of CSR reporting in the current context'. However, no details found regarding specific human rights topic discussion. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Meets both requirements under score 1 • Not Met: How affected stakeholders/HR experts informed discussions
A.2.3	Incentives and performance management	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: Incentives for at least one board member: Regarding the allocation of performance-based shares of the Chairman and CEO, who also belongs to the Board of Directors, the Company indicates: 'The performance shares granted will have a vesting period of three years and will be subject to the following performance conditions: [...] 20% of the performance-based share allocation, by value, will be subject to an internal performance condition relating to CSR criteria'. One of the performance conditions is: 'Employees: objective of achieving gender diversity in our Top Management (at least 40% of each gender) by 2030'. However, although the Company indicates that it has a performance based incentive related to the inclusion of women in top management, no further evidence found, of a broader target related women rights beyond managerial roles or any other incentive scheme linked to the Company's human rights policy for at least one Board member. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: At least one key HR risk, beyond employee H&S • Not Met: Performance criteria made public • Not Met: Review of other board performance criteria
A.2.4	Business model strategy and 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: Board process to review business model and strategy: The Company indicates: 'The CSR Committee [a Board Committee] notably examines, reviews and implements the Group's CSR strategy and assesses the risks and opportunities in terms of social and environmental performance'. The main roles of the Committee is: 'examining, reviewing and evaluating the Group's S&R strategy; implementing the Group's S&R strategy and carry out its monitoring in qualitative and quantitative terms; assessing the risks and opportunities in terms of social and environmental performance; [...] and reviewing the annual non-financial performance statement; [...]'. Also, the CEO [who is a Board member] is part of the S&R Senior Steering Committee, it: 'Oversees the advancement of strategy implementation, ensures proper resourcing and raises any challenges to the COMEX [corporate officers and Executive Committee]'. However, it is not clear the process it has in place to discuss and review its business model and strategy for inherent risks to human rights, specifically, at board level or a board committee. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] • Not Met: Describe frequency and triggers for reviewing: The Company indicates that the CEO [who is a Board member] is part of the S&R Senior Steering Committee, it: Oversees the advancement of strategy implementation, ensures proper resourcing and raises any challenges to the COMEX [corporate officers and Executive Committee]'. The Committee has 2 or 3 meeting with the Board a year. However, it is not clear the frequency of and triggers for reviewing its business model or strategy and potential impacts on human rights. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Meets both requirements under score 1

Indicator Code	Indicator name	Score (out of 2)	Explanation
			• Not Met: Example of actions decided

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	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"> • Not Met: Score of 1 on A.1.2.a: See A.1.2 • Met: Senior responsibility for HR implementation and decision making: 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] <p>Score 2</p> <ul style="list-style-type: none"> • Met: How it assigns Day-to-day responsibility: It states: 'HR Directors and each Managing Director at local level are in charge of implementing the Pernod Ricard Global Human Rights Policy. As a decentralised organisation, Pernod Ricard gives responsibility to its affiliates for adopting, respecting and promoting the policy. Visits to affiliates by cross-functional internal audit teams include some labour evaluation. Managing Directors' performance evaluations cover labour matters as well as societal and financial performance. Any targets are specific to each affiliate'. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] • Not Met: Day-to-day resources and expertise allocation in own ops • Not Met: Resources and expertise allocation in the supply chain
B.1.2	Incentives and performance management	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: Senior manager incentives for human rights: Regarding the allocation of performance-based shares of the Chairman and CEO, the Company indicates: 'The performance shares granted will have a vesting period of three years and will be subject to the following performance conditions: [...] 20% of the performance-based share allocation, by value, will be subject to an internal performance condition relating to CSR criteria'. One of the performance conditions is: 'Employees: objective of achieving gender diversity in our Top Management (at least 40% of each gender) by 2030'. However, although the Company indicates that it has a performance based incentive related to the inclusion of women in top management, no further evidence found, of a broader target related women rights beyond managerial roles or any other incentive scheme linked to the Company's human rights policy for at least one senior manager. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] • Not Met: At least one key HR risk, beyond employee H&S <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Performance criteria made public: Regarding these performance evaluations of managing directors, it also indicates that 'Any targets are specific to each affiliate'. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] • Not Met: Review of other senior management performance
B.1.3	Integration with enterprise risk management	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: HR risks is integrated as part of enterprise risk system: The Company identifies Human safety risk among its Risk Factors included in its Registration Document 2018/2019: 'The main potential effects on the Group stem from personal injuries. Reputational impact related to inadequate management of working conditions must also be taken into account'. In addition, the Company includes in the Sustainability and Responsibility Chapter, a list with the main sustainability risks, including: 'Human Rights & working conditions [...] Pernod Ricard may be legally involved with suppliers whose practices do not comply with Human Rights or environmental standards (child labour, forced/bonded labour, health and safety, toxic emissions etc.) leading to Human Rights violations and reputational damage'. Moreover, 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 developing and implementing this plan'. Also, in its 2021 Registration Document, the Company describes its risks management system, including risk identification and description, potential impacts

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<p>on the Group and risk control and mitigation. It indicates, among its risks: S&R [Sustainability and Responsibility] challenges and health and safety. [Registration document 2018/2019, 09/2019: pernod-ricard.com] & [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com]</p> <ul style="list-style-type: none"> • Met: Provides an example: See above. In addition, Regarding its S&R [Sustainability and Responsibility] challenges, it indicates: 'an ambitious roadmap for 2030, called Good Times From a Good Place, was rolled out in 2019. Structured around natural resources and key stakeholders for the Group, this strategy has four pillars ("Nurturing terroir", "Valuing People", "Acting Circular" and "Responsible Hosting") for each of which quantitative and qualitative objectives have been defined. All of these commitments represent real challenges that the Group is intent upon tackling'. About the pillar "Valuing People", it explains: 'we are continuously reinforcing our commitments to human rights, diversity and inclusion across our leadership and in regard to health and safety'. When it comes to potential impacts on the Group associated with S&R, it states: 'Failure to meet these objectives or the occurrence of an event in conflict with our commitments (...) would damage the credibility and reputation that the Group has built up over recent years with its stakeholders, in addition to the direct consequences'. As for its Health and Safety risks, it indicates: Preventing and managing occupational risks is something the Company owes its employees. The notion of "occupational risk" [...] may result in an accident or a so-called "occupational" illness [...]. Potential impacts of this risk on the Group are: 'Personal injury is one of the main potential impacts for the Group. The most serious potential impacts are: the death of one or more employees, subcontractors, visitors or other third parties; permanent disability of employees, subcontractors, visitors or other third parties; and occupational illness. Reputational impact related to inadequate management of working conditions must also be taken into account. The active and widespread circulation of a virus such as Covid-19 could lead to repeated absences due to illness, the implementation of home working measures or the temporary stoppage of certain sites leading to potential production losses for the Group'. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Audit Ctte or independent risk assessment
B.1.4.a	Communication /dissemination of policy commitment(s) to workers and external 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: Score of 1 on A.1.2.a: See A.1.2 • 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. Regarding the Global Human Rights Policy, the 2021 Registration Document indicates: 'As a decentralised organisation, Pernod Ricard gives responsibility to its affiliates for adopting, respecting and promoting the policy. Visits to affiliates by cross-functional internal audit teams include some labour evaluation. Managing Directors' performance evaluations cover labour matters as well as societal and financial performance. Any targets are specific to each affiliate'. The Company also notes in its feedback to CHRB that it Global Human Rights Policy is openly available online as well as its Code of Business Conduct, Supplier Standards, other policies and Universal Registration Document. Although it is clear the Company's main documents are available online, it its not clear how the Company actively communicates its policy commitment to all its workers in local languages. [Global human rights policy, 25/6/2019: pernod-ricard.com] & [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • 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	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: Meets ILO requirement for suppliers on A.1.2.a: See A.1.2 • Met: Requires suppliers to communicate policy requirements: The Supplier Standards indicates: 'By signing the Supplier Standards, we expect our direct suppliers to follow these standards and take appropriate measures for their implementation. Suppliers must also ensure that this document is observed by subcontractors and we encourage our suppliers to cascade expectations and diffuse

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<p>their own document to their suppliers. [Supplier Standards, 2013: pernod-ricard.com]</p> <p>Score 2</p> <ul style="list-style-type: none"> • Met: How HR commitments made binding/contractual: As stated above, the Supplier Standards indicates: 'By signing the Supplier Standards, we expect our direct suppliers to follow these standards and take appropriate measures for their implementation. Suppliers must also ensure that this document is observed by subcontractors and we encourage our suppliers to cascade expectations and diffuse their own document to their suppliers'. [Supplier Standards, 2013: pernod-ricard.com] • Not Met: Company requires suppliers to cascade down to their suppliers: The Supplier Standards indicates: 'By signing the Supplier Standards, we expect our direct suppliers to follow these standards and take appropriate measures for their implementation. Suppliers must also ensure that this document is observed by subcontractors and we encourage our suppliers to cascade expectations and diffuse their own document to their suppliers'. However, it is not clear if suppliers' suppliers are contractually required to comply the Company's requirements. [Supplier Standards, 2013: pernod-ricard.com]
B.1.5	Training on Human Rights	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"> • Not Met: Scores at least 1 on A.1.2.a: See A.1.2 • Not Met: How workers are trained on HR policy commitments: The Company indicates it offers 'training for employees on the Code of Business Conduct. With a "learning by doing" approach, a new mandatory MOOC was kicked off in 2019 to train employees on our updated Code of Business Conduct. This new training was successfully completed by 92% of the mandatory target population during the first campaign (i.e. all employees with a company-issued electronic device). Since then, the MOOC is a mandatory as part of the onboarding pack for new employees and completion is monitored'. The Code of Business Conduct covers some aspects of the Company's commitments to human rights. However, although the training on the Code of Business Conduct should touch upon some aspects of human rights, it is not clear it would address all the Company's human rights policy commitments as the Code does not seem to cover the entire policy. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] • Met: Trains relevant managers including procurement: It also states: 'As far as employee commitment is concerned, Pernod Ricard makes a number of training documents available to inform employees about the Responsible Procurement process of the Group and what actions each employee can take to mitigate risks with their suppliers'. The Policy on Responsible Procurement indicates that human rights are of 'particular importance' for the Company. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] & [Policy on Responsible Procurement, 12/2011: assets.pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Score of 2 on A.1.2.a • Not Met: Meets both requirements under score 1 • Not Met: Trains suppliers to meet company's HR commitment • Not Met: Disclose % trained
B.1.6	Monitoring and corrective actions	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"> • Not Met: Scores at least 1 on A.1.2.a: See indicator A.1.2.a • Met: Monitoring implementation of HR policy commitments across global ops and supply chain: The 2021 Registration Document indicates: 'As a decentralised organisation, Pernod Ricard gives responsibility to its affiliates for adopting, respecting and promoting the policy. Visits to affiliates by cross-functional internal audit teams include some labour evaluation'. Moreover, regarding its supply chain, the Company states in its Global Human Rights Policy: 'Social and Ethical audit of suppliers and subcontractors following the SMETA (Sedex Members Ethical Trade Audit) standards'. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] & [Global human rights policy, 25/6/2019: pernod-ricard.com] • Not Met: Proportion of supply chain monitored • Not Met: Describe how workers are involved in monitoring <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Score of 2 on A.1.2.a • Not Met: Describes corrective action process • Not Met: Disclose findings and number of corrective action

Indicator Code	Indicator name	Score (out of 2)	Explanation
B.1.7	Engaging and terminating business relationships	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: HR affects 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 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"> • Not Met: Describe positive incentives offered to respect human rights • Not Met: Working with suppliers to meet HR requirements
B.1.8	Approach to engagement with 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 to identify and engage with workers/communities in the last two years: It indicates: 'Pernod Ricard's Sustainability & Responsibility strategy was built on the material risks of its business, consumer concerns and the world's agenda. The strategy is the result of a long process from qualitative interviews to the consultation of over 300 internal and external stakeholders globally and external experts'. However, it is not clear how it has identified, and engaged with affected stakeholders, including workers or local communities in its supply chain, in the last two years. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] • Not Met: Discloses stakeholders that HRs may be affected • Not Met: Provides two examples of engagement with stakeholders <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Analysis of stakeholder views on company's HR issues • Not Met: Describe how views influenced company's HR approach

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

Indicator Code	Indicator name	Score (out of 2)	Explanation
B.2.1	Identifying human rights risks and impacts	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: Identifying risks in own operations: It indicates: 'In FY21, to embed a UNGPs approach, Pernod Ricard launched an assessment questionnaire with its HR network in line with its Human Rights policy and focusing on its own employees and internal practices. In addition, an external country level screening and mapping of potential Human Rights risks was conducted. With these two tools, the goal was to help affiliates raise awareness, identify gaps in relation to the eight commitments towards the Group's employees in the Human Right policy and develop appropriate action plans'. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] • Met: Identifying risks through relevant business relationships: The Company reports that it implements a 'Proactive supplier analysis based on the Blue Source process, which includes the Risk Mapping Tool; Identification of environmental and social risks in agricultural activities'. [Registration document 2018/2019, 09/2019: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Describe ongoing global risk identification in consultation with stakeholder/HR experts: The Company carries out its survey to employees every two years since 2011 and is continually analysed suppliers using the CSR risk mapping tool. No evidence found, however, on whether it consults with human rights experts in relation to due diligence process. [Registration document 2018/2019, 09/2019: pernod-ricard.com] • Not Met: Triggered by new circumstances

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Not Met: Describes risks identified
B.2.2	Assessing human rights risks and impacts	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: Describe process for assessment of HR risks and discloses salient HR issues: It indicates: 'Updated in FY21, the Group's risk mapping presents and classifies the risks according to their potential impact and occurrence across the Group's activities. Some of these risks are specific to sustainability issues'. However, no further description of the process for assessing its human rights risks found. This description should include how relevant factors are taken into account, such as geographical, economic, social and other factors. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] • Met: How process applies to supply chain: See above. In addition, it states that in 'FY21, to embed a UNGPs approach, Pernod Ricard launched an assessment questionnaire with its HR network in line with its Human Rights policy and focusing on its own employees and internal practices. In addition, an external country level screening and mapping of potential Human Rights risks was conducted'. The Company has also got a project called Nurturing Terroir, which focuses on farmers: 'In order to manage risks within agricultural supply chains, address the duty of care, and achieve our nurturing terroir ambition, the Group has implemented a strategy divided into three levels [...]. The aims are : to map the different terroirs to reach full traceability, to assess environmental and social risks that may be present on these terroirs, and finally implement eventually sustainability programmes. [...] Fifty-nine terroirs have been identified as strategic priorities in the framework of the action plan, since they represent 94% of annual purchases (by spend) and supply key or iconic raw materials. Fifty-five of these fifty-nine terroirs have been subject to a full risk mapping analysis: 25 were assessed with a high risk level, 16 with a medium risk level and 14 were judged at low risk. Four priority terroirs are still under investigation'. Land rights, child labour, forced labour are some of the potential risks identified on priority terroirs. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] • Met: Public disclosure of the results of HR assessment: The results of the assessment questionnaire and the mapping of human rights risk, carried out on its own employees and internal practices, was: 'The top priorities identified by affiliates were Health & Safety and Discrimination, Diversity & Inclusion demonstrating alignment with the increased efforts by the Group in developing roadmaps in these areas'. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Meets all requirements under score 1 • Not Met: How it involved affected stakeholders in the assessment
B.2.3	Integrating and acting on human rights risks and impact assessments	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: The Company discloses its different mitigation measures for the risks mapped, however, no description of its global system to prevent, mitigate or remediate its salient human rights issues found, or whether these are all the risks considered salient for the Company (no details found of how the due diligence process determines the saliency of different issues). [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] • Not Met: Description of how global system applies to supply chain • Met: Example of actions decided on at least 1 salient HR issues: In relation to water risk, 'the Group faces several challenges: it must reduce water consumption, particularly in areas with hydric stress; preserve water quality by monitoring pollutants rejected by production sites and be fully compliant with evolving environmental laws. [...] To better understand and identify priorities, Pernod Ricard has categorised its production sites as high risks, significant risks and low risks, using the Overall Water Risk Index. For each category of risk, a specific water management strategy is applied: High risk: 6 sites, in India, Argentina and Australia. Sites must take specific actions with local communities and other stakeholders to contribute to improving the local water management plan; Significant risks: Site must perform studies of their water catchment areas to ensure there is a balance, monitor any change in risk, and maintain a dialogue with the main stakeholders: Low risk: Sites must at a minimum manage water resources efficiently on their premises'. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Meets all requirements under score 1 • Not Met: Involve stakeholders in decisions about actions

Indicator Code	Indicator name	Score (out of 2)	Explanation
B.2.4	Tracking 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 for tracking or monitor if actions taken are effective: The Company indicates: 'Following a review of the effectiveness of the steps we have taken to manage the risks of slavery and human trafficking in our supply chains, we intend to take the following further steps to combat slavery and human trafficking: (...) we will monitor and review the effectiveness of our new supplier due diligence tool Partner-up and wider compliance regime'. However, this does not show how it will track actions effectiveness. Also, in its feedback to CHRB the Company indicates a process which allows affiliates to apply the Responsible Procurement strategy locally with their suppliers and subcontractors and point out some specific procedures. It also indicates that every time an incident is reported through our Speak-Up platform, an investigation is conducted. However, no further description found of the system for tracking or monitoring the actions taken in response to human rights risks and impacts and for evaluating whether the actions have been effective or have missed key issues or not produced the desired results. [2021 Modern Slavery Statement, 30/06/2021: pernod-ricard.com] & [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] • Not Met: Lessons learnt from checking system effectiveness <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Meets both requirements under score 1 • Not Met: Involve stakeholders in evaluation of actions taken
B.2.5	Communicating on human rights 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: Provides two examples of comms with stakeholders <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Describe challenges to effective comms and how it is working to address them

C. Remedies and Grievance Mechanisms (20% 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, N/A: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Met: Channel is available in all appropriate languages and workers aware: As indicated above, 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. ' Moreover, according to the 2021 Registration Document: ' The Group also runs global communication campaigns to increase awareness and improve employee understanding on what can be reported and how alerts are being processed'. [Code of Business Conduct Updated, N/A: pernod-ricard.com] & [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] • Met: Describe how workers in the supply chain have access to grievance mechanism: The Company indicates through its Supplier Standards that: 'Any concern from the supplier, his employees, managers, workers or any other stakeholders regarding these Rules or their application (including any failure by a Pernod Ricard employee or anyone acting on behalf of Pernod Ricard) should be reported to your Pernod Ricard contact who will ensure this concern is flagged in our secured tool "Speak Up"'. [Supplier Standards, 2013: pernod-ricard.com] • Not Met: Expect Suppliers to convey expectation to their own suppliers
C.2	Grievance channel(s)/mechanism(s) to receive complaints or concerns from external	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: Grievance mechanism for community: The Company indicates: 'Any concern from the supplier, his employees, managers, workers or any other stakeholders regarding these Rules or their application (including any failure by a Pernod Ricard employee or anyone acting on behalf of Pernod Ricard) should be reported to your Pernod Ricard contact who will ensure this concern is flagged in our secured tool "Speak Up"'. [Supplier Standards, 2013: pernod-ricard.com]

Indicator Code	Indicator name	Score (out of 2)	Explanation
	individuals and communities		<p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Describes accessibility and local languages and stakeholder awareness: The Company indicates that it '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'. In its feedback to CHRB, the Company indicates that the channel is openly available to anyone to access and that external stakeholders are aware of it thanks to their Universal Registration Document. However, it is not clear how it actively ensures that all affected external stakeholders at its own operations are aware of it (it requires some proactive action from the Company). [Code of Business Conduct Updated, N/A: pernod-ricard.com] • Met: Communities access mechanism direct or through suppliers: The Company indicates: 'Any concern from the supplier, his employees, managers, workers or any other stakeholders [interpreting this as suppliers' stakeholders] regarding these Rules or their application (including any failure by a Pernod Ricard employee or anyone acting on behalf of Pernod Ricard) should be reported to your Pernod Ricard contact who will ensure this concern is flagged in our secured tool "Speak Up"'. [Supplier Standards, 2013: pernod-ricard.com] • Not Met: Expect supplier to convey expectation to their own suppliers
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: Examples (at least two) of how they do this <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Engages with potential or actual users on the improvement of the mechanism • Not Met: Provides user engagement example (at least two) on improvement
C.4	Procedures related to the mechanism(s)/channel(s) are equitable, 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 and how complainants will be informed: It indicates: 'The Integrity Committee will review your report, assess its seriousness and credibility and determine the action to be taken. Investigations may be entrusted to appropriate persons at regional or affiliate level. 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. The findings of the investigation will be forwarded to the Integrity Committee, which will validate the investigators' proposed outcome. (...) 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, no further information found on procedures for managing the complaints or concerns, including timescales for addressing the complaints and for informing the complainant. [Speak Up FAQ, N/A: secure.ethicspoint.eu] • Not Met: Describe support (technical, financial, etc) available for equal access by complainants <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Describe types of outcome to complainant through use of mechanism • 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, N/A: secure.ethicspoint.eu]
C.5	Prohibition of retaliation for raising complaints or concerns	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'. Also: 'Pernod Ricard does not tolerate threats against any person defending Human Rights'. [Global human rights policy, 25/6/2019: pernod-ricard.com]

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • 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] Score 2 <ul style="list-style-type: none"> • Not Met: Company indicate it will not retaliate against workers/stakeholders [Supplier Standards, 2013: pernod-ricard.com] • Not Met: Expects suppliers to prohibit retaliation against workers/stakeholders: The Supplier Standards indicate: 'We take every report seriously and will not tolerate any reprisal by a Pernod Ricard employee against a supplier who has reported a concern in good faith or assisted us with an investigation. Pernod Ricard will investigate any concern raised in good faith. The supplier could be asked to assist with any such investigation and provide access to any information reasonably requested'. However, it is not clear this provision extends to suppliers' external stakeholders.
C.6	Company involvement with state-based judicial and non-judicial grievance mechanisms	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not Met: Complainants not asked to waive rights • Not Met: Company does not require confidentiality provisions Score 2 <ul style="list-style-type: none"> • Not Met: Will work with state based non judicial mechanisms • Not Met: Example of issue resolved (if applicable)
C.7	Remedying adverse impacts	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 provide remedy for victims if no adverse impact identified: Regarding its grievances, it indicates: 'Committee or its local delegate examines their severity and makes recommendations to the management who decides on the appropriate mitigation and/or remediation measures, and/or disciplinary sanctions against the wrongdoer(s)'. However, no further information found on the approach it would take to provide or enable timely remedy for victims. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] Score 2 <ul style="list-style-type: none"> • Not Met: Changes to systems, processes and practices to stop similar impact • Not Met: Describe approach to monitoring implementation of agreed remedy • Not Met: Approach to learning from incident to prevent future impacts
C.8	Communication on the effectiveness of grievance mechanism(s) 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: Number grievances filed, addressed or resolved and outcome achieved • Not Met: How lessons from mechanism improve management system Score 2 <ul style="list-style-type: none"> • Not Met: Evaluation of the channel/mechanism and changes made as result • Not Met: Describes procedures to address delays of outcomes agreed with stakeholders

D. Performance: Company Human Rights Practices (25% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.1.1.a	Living wage (in own production or manufacturing 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 indicates, in its Human Rights Policy: 'Pernod Ricard strives to provide employees with a pay and benefits package in line with market practices and adapted to their skillset and performance. Wages and benefits shall be equal or superior to the applicable minimum legal and regulatory requirements and shall comply with negotiated agreements with legally established trade unions'. However, it is not clear the Company has a time bound target for paying all workers a living wage or that it pays all workers a living wage. A living wage should include basic needs plus some discretionary for employees and his/her family and/or depends. [Global human rights policy, 25/6/2019: pernod-ricard.com] Score 2 <ul style="list-style-type: none"> • Not Met: Describes how living wage determined • Not Met: Achieved paying a living wage

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Not Met: Definition of living wage reviewed with unions: As it is mentioned above, 'Wages and benefits shall (...) comply with negotiated agreements with legally established trade unions'. However, it is not clear it regularly reviews its definition of the living wage including with relevant trade unions. [Global human rights policy, 25/6/2019: pernod-ricard.com]
D.1.1.b	Living wage (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: Discloses timebound target for suppliers to pay living wage or include in code or contracts: It indicates: 'Compensation package includes wages paid, overtime pay, benefits and paid leave which meet or exceed legal minimum or appropriate prevailing industry standards. (...) Compensation terms established by legally binding collective bargaining agreements are implemented and adhered to'. However, it is not clear it has a timebound target for requiring its suppliers to pay all workers a living wage or that the company includes requirements to pay workers a living wage in its contractual arrangements with its suppliers or its supplier code of conduct. A living wage should cover basic needs and provide some discretionary for employees and his/her family and or depends. [Supplier Standards, 2013: pernod-ricard.com] • Not Met: Improving living wage practices of suppliers: The Company indicates that 'Kahlúa works with coffee-producing communities in Mexico and the local NGO Fondo Para La Paz to support (...) fair remuneration'. Kahlúa is one of the Company's beverage brands. However, no further description found of the work done to support the payment of a living wage by its suppliers. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Assessment of number affected by payment below living wage • Not Met: Provides analysis of trends demonstrating progress
D.1.2	Aligning purchasing decisions with human rights	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: Avoids business model pressure on HRs (purchasing practices): The Company indicates: 'Pernod Ricard's responsible procurement actions are driven by the following main policies: Responsible Procurement Policy, covering all purchases of products and services made by the entire workforce. [...]'. Also: 'As far as employee commitment is concerned, Pernod Ricard makes a number of training documents available to inform employees about the Responsible Procurement process of the Group and what actions each employee can take to mitigate risks with their suppliers. For example, Pernod Ricard offers an online learning module covering merchandising'. Finally: 'The Group is also part of Aim-Progress, [...], assembled to enable and promote responsible sourcing practices and sustainable supply chains. As a signatory member of the United Nations Global Compact (UNGC), Pernod Ricard also participates in various webinars related to Human Rights, decent work and living wages; train Procurement Managers and/or functions on Responsible Procurement processes including labour rights and Human Rights considerations; expand Responsible Procurement processes to other key indirect categories'. However, although the Company indicates that it has a policy to procure responsibly and that it trains same workers on it, as well as other steps it takes to improve its procurement management, no description found of specific practices it adopts to avoid price or short notice requirements or other business considerations undermining human rights. The Company has provided additional comments to CHRB regarding this indicator. However, evidence was not material. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] • Not Met: Practices adopted to pay suppliers in line with agreed timeframes • Not Met: Review own operations to mitigate negative impact <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Meets all requirements under score 1 • Not Met: Examples of how it assessed, addressed and change purchasing practices

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.1.3	Mapping and disclosing 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: Identifies direct and indirect suppliers back to manufacturing sites (factories or fields): The Company indicates that 'the Group will take the following steps: [...] risk mapping tool for each affiliate to identify which suppliers (Wet and Dry Goods, POS/VAPs) and subcontractors should be assessed first according to set criteria regarding the Company'. It also discloses the figures for the number of supplier identified as risky and covered by an EcoVadis assessment and identified as risky with production sites covered by an audit. Also: 'The Responsible Procurement process applies throughout the Group and is supported by General Management. Each affiliate selects and monitors its suppliers and subcontractors identified as risky, and is therefore responsible for its application'. However, it is not clear if it identifies its suppliers, including direct and indirect suppliers. This needs to include the product source. Current evidence found seems to refer to identification of suppliers at risk, instead of tracing the supply chain. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Discloses names and locations of significant parts of SP and why • Not Met: Discloses which direct or indirect suppliers is involved in higher-risk activities
D.1.4.a	Prohibition of child labour: Age verification and corrective actions (in own production or manufacturing operations)	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: Does not use child labour: The Company states: 'In compliance with international standards, especially the ILO's relevant Conventions, and national laws, Pernod Ricard will not employ underage children. Pernod Ricard does not permit child labour exploitation under any circumstances.' [Global human rights policy, 25/6/2019: pernod-ricard.com] • Not Met: Age verification of workers recruited <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Remediation if children identified
D.1.4.b	Prohibition of child labour: Age verification and corrective actions (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: Child Labour rules in codes or contracts: The Supplier Standards requires the following: 'In compliance with international standards, especially the ILO's relevant Conventions, and national laws, Pernod Ricard will not employ underage children. Pernod Ricard does not permit child labour exploitation under any circumstances. We are aware that young people under 18 are entitled to work in certain defined and protected circumstances such as government approved apprenticeship programmes. This is acceptable as long as it is conducted in line with the requirements of ILO conventions and national laws'. However, no evidence found in relation to age verification and remediation programmes guidelines. [Supplier Standards, 2013: pernod-ricard.com] • Not Met: How working with suppliers on child labour: The Company has provided additional comments to CHRB regarding this indicator. However, evidence was not material. <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Assessment of number affected by child labour in supply chain • Not Met: Analysis of trends in progress made
D.1.5.a	Prohibition of forced labour: recruitment fees and costs (in own production or manufacturing operations)	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: Job seekers and workers do not pay recruitment fee: The Company indicates: 'Pernod Ricard does not permit the use of any form of forced or compulsory labour (such as prison labour, indentured or bonded labour, trafficking or serfdom). All employment relationships must be voluntary in nature, in particular: employees must not be required to pay recruitment fees'. [Global human rights policy, 25/6/2019: pernod-ricard.com] • Not Met: Commits to fully reimbursing if they have paid <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: How practices are implemented and monitored for agencies, labour brokers or recruiters
D.1.5.b	Prohibition of forced labour: Recruitment fees and costs (in the supply chain)	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: Debt and fees rules in codes or contracts: The Supplier Standards states that 'All forms of human trafficking and forced labour, such as withholding deposits, salary and benefits or the retention of identity documents from workers, are forbidden.' [Supplier Standards, 2013: pernod-ricard.com] • Not Met: How working with suppliers on debt & fees

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Assessment of the number affected by payment of recruitment fees • Not Met: Analysis of trends in progress made
D.1.5.c	Prohibition of forced labour: Wage practices (in own production or manufacturing 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: Pays workers in full and on time: It states: 'Pernod Ricard strives to provide employees with a pay and benefits package in line with market practices and adapted to their skillset and performance'. However, no further evidence found indicating it pays workers in full and on time. [Global human rights policy, 25/6/2019: pernod-ricard.com] • Not Met: Payslips show any legitimate deductions <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: How these practices are monitored for agencies, labour brokers or recruiters
D.1.5.d	Prohibition of forced labour: Wage practices (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: Suppliers to pay workers in full and on time in codes or contracts: It indicates: 'Compensation package includes wages paid, overtime pay, benefits and paid leave which meet or exceed legal minimum or appropriate prevailing industry standards. The supplier ensures that wage and benefits composition are detailed clearly and regularly for workers and are rendered in full compliance with all applicable laws. All overtime shall be reimbursed at a premium rate as defined by national law and/or industry standard. Compensation terms established by legally binding collective bargaining agreements are implemented and adhered to'. However, no further evidence found within its contractual arrangements or supplier code of conduct that the company requires suppliers to pay workers in full and on time. [Supplier Standards, 2013: pernod-ricard.com] • Not Met: How working with supply chain to pay workers regularly and on time <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Assessment of the number affected by failure to pay directly • Not Met: Provides analysis of trends demonstrating progress
D.1.5.e	Prohibition of forced labour: Restrictions on workers (in own production or manufacturing operations)	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: 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] <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: How these practices are monitored for agencies, labour brokers or recruiters
D.1.5.f	Prohibition of forced labour: Restrictions on workers (in the supply chain)	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: Free movement rules in codes or contracts: The Supplier Standards states that 'All forms of human trafficking and forced labour, such as withholding deposits, salary and benefits or the retention of identity documents from workers, are forbidden. Workers shall have the right to leave the workplace premises after completing the standard workday and be free to terminate their employment provided that they give reasonable notice to their employer'. [Supplier Standards, 2013: pernod-ricard.com] • Not Met: How working with suppliers on free movement <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Assessment of the number affected by retaining docs or restricting movement • Not Met: Provides analysis of trends demonstrating progress

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.1.6.a	Freedom of association and collective bargaining (in own production or manufacturing operation)	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: Commits not to interfere with union rights / Steps to avoid intimidation or retaliation: According to its Human Rights Policy: 'Pernod Ricard respects employees' right to collective bargaining and ensures labour agreements are developed with employee representatives and, at a minimum, comply with local rules and regulations. The business encourages open dialogue and transparency, so that management and unions are encouraged to work together [...]. Employees with responsibilities within the trade unions shall not be discriminated against, notably with respect to access to training, pay raises and career development. We respect the right of our employees to join, form or not join a trade union, elect their representatives and be elected to hold representation positions. Where employees are represented by a legally recognised union, the company is committed to bargaining in good faith with such representatives.' However, it does not include alternative measures to respect these rights where they are not supported by local law. [Global human rights policy, 25/6/2019: pernod-ricard.com] • Not Met: Discloses % total direct operations covered by collective CB agreements: It indicates: 'The Group has a long tradition of social dialogue and promotes freedom of association in all the countries in which it operates'. Also, in 2021 there were 167 agreements signed with social partners. However, it is not clear the proportion of its total direct operations workforce covered by collective bargaining agreements. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Meets both requirements under score 1
D.1.6.b	Freedom of association and collective bargaining (in the supply chain)	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: FoA & CB rules in codes or contracts: The Company indicates in its Supplier Standards: 'Workers have the right to or not 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. Suppliers ensure that employee representatives do not suffer any discrimination, reprisal, intimidation or harassment'. [Supplier Standards, 2013: pernod-ricard.com] • Not Met: How working with suppliers on FoA and CB <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Assessment of the number affected by restrictions to FoA and CB in the SP • Not Met: Provides analysis of trends demonstrating progress
D.1.7.a	Health and safety: Fatalities, lost days, injury, occupational disease rates (in own production or manufacturing operations)	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: Describes process to identify H&S risks and impacts: The Company discloses its priorities regarding its health and safety management. It then explains its management systems: 'the Group's production sites are required to be OHSAS 18001/ISO 45001 certified. In addition, Pernod Ricard is also committed to and actively works on a health & safety culture in which everyone is involved in taking care of each other through a culture of interdependence. To drive this change, audits conducted by a third party focusing on safety culture and performance are being rolled out across the major production sites. Each audit results in an assessment of the maturity of the site, and in an action plan aiming at reaching the next level on the maturity scale'. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] • Met: Injury Rate or Lost days or Near miss disclosures for last reporting period: The Company indicates that in 2021 the frequency rate was 3.6 and that the number of workplace accidents with lost time was 68. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] • Met: Fatalities for last reporting period: The Company indicates that in 2021 the number of fatalities was zero. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] • Not Met: Occupational disease rate for last reporting period <p>Score 2</p> <ul style="list-style-type: none"> • Met: Set targets for H&S performance: It indicates its targets 'become "best in class" in the Wines & Spirits industry by the target of zero accidents with lost time (employees and temporary staff) by 2025'. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com]

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Met: Met targets or explains why not or how improve management systems: The Company discloses its plans and steps in relation to its health and safety management, including the Group's production sites requirement to be OHSAS 18001/ISO 45001 certified, audits, training programme, implementation of preventive measures, requirement of mitigation plans, the implementation of the roadmap and a Safety Leadership Programme. 'As a result of this global effort, the accident frequency rate was reduced by 32% over the last financial year, a significant achievement in line with the Health & Safety Roadmap objective'. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com]
D.1.7.b	Health and safety: Fatalities, lost days, injury, occupational disease rates (in the supply chain)	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: Sets out clear Health and Safety requirements: The Company indicates in its Supplier Standards: 'A safe and healthy workplace environment is provided, and the supplier takes effective steps to prevent potential accidents and injury to workers' health occurring in the course of work or as a result of the employer's operations, by minimizing the sources of hazards inherent to the work environment.' Moreover, the Company sets some guidelines covering the following topics: 'Occupational Safety: Worker's exposure to potential safety hazards [...] is to be controlled by risk analysis evaluation, administrative controls, preventative maintenance and safe work procedures, with on-going safety training. Where hazards cannot be adequately controlled through these means, workers are to be provided with appropriate, well-maintained, personal protective equipment. Workers shall be involved in identifying further safety concerns?; 'Emergency Preparedness [...] Occupational Injury and Illness [...] Sanitation, Food and Housing'. [Supplier Standards, 2013: pernod-ricard.com] • Not Met: Injury Rate or Lost days or Near miss disclosures for last reporting period • Not Met: Fatalities rate for lasting reporting period • Not Met: Occupation disease rate for last reporting period <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: How working with suppliers on H&S • Not Met: Assessment of the number affected by H&S issues in the SP • Not Met: Provides analysis of trends demonstrating progress
D.1.8.a	Land rights: Land acquisition (in own production or manufacturing 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: Approach to identification of land tenure rights holders: The Company states in its Human Rights Policy: 'Pernod Ricard follows all applicable national laws and respects international human rights standards related to the rights to land and natural resources of local communities. Land acquisitions and changes of use are made respecting the rights of individuals and communities impacted. We also conduct due diligence around land rights and title during the development of new business opportunities.' However, there is no further evidence describing how it identifies legitimate tenure rights holders or how it negotiates with them to provide adequate compensation or requested alternatives to financial compensation. [Global human rights policy, 25/6/2019: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: How valuation and compensation works • Not Met: Follows IFC PS 5 in any state land deals
D.1.8.b	Land rights: Land acquisition (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 land & owners in codes or contracts: The Company states in its Supplier Standards document the following: 'Suppliers follow all applicable national laws and respect international human rights standards related to the rights to land and natural resources ensuring land acquisitions, changes of use and use of land are made respecting the rights of the individual, indigenous people and local communities impacted.' However, no evidence found of requirements to have a process to identify legitimate tenure rights holders when acquiring, leasing or making other arrangements and to negotiate with them to provide adequate compensation or requested alternatives to financial compensation. [Supplier Standards, 2013: pernod-ricard.com] • Not Met: How working with suppliers on land issues <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Includes resettlement requirements that the supplier provides financial compensation • Not Met: Assessment of the number affected by land rights issues in its SP • 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 production or manufacturing 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 it 'commits to determine a water management strategy based on the risk level: Sites where the risk is low must as a minimum manage water resources efficiently on their premises; Sites with a significant risk must also perform studies of their water catchment areas to ensure there is a balance, monitor any change in risk, and maintain a dialogue with the main stakeholders; 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.' In addition, in its Registration document 2018/2019, the Company indicates that it has 'categorised its production sites as high risks, significant risks and low risks, using the Overall Water Risk Index. For each category of risk, a specific water management strategy is applied: High Risk [6 sites, in India, Argentina and Australia] Sites must take specific actions with local communities and other stakeholders to contribute to improving the local water management plan; Significant risk. Site must perform studies of their water catchment areas to ensure there is a balance, monitor any change in risk, and maintain a dialogue with the main stakeholders; Low risk. Sites must at a minimum manage water resources efficiently on their premises'. [Global human rights policy, 25/6/2019: pernod-ricard.com] & [Registration document 2018/2019, 09/2019: 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 2018/2019, 09/2019: pernod-ricard.com] • Met: Reports progress and shows trends in progress made: In relation to the progress against the target, the Company reports: 'Water consumption has been reduced by -22% and targets are therefore exceeded. 82% of the water use in high risk areas is covered by a action plan for managing water resource'. [Registration document 2018/2019, 09/2019: pernod-ricard.com]
D.1.9.b	Water and sanitation (in the supply chain)	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: Rules on water stewardship in codes or contracts: The Company states in its Supplier Standards document: 'Suppliers follow all applicable national laws and respect international human rights standards related to the rights to land and natural resources [...]. Acknowledging the right to water as a basic human right, we expect our suppliers to respect the human need for sustainable water supplies, safe drinking water, and protection of both ecosystems and communities through proper sanitation'. [Supplier Standards, 2013: pernod-ricard.com] • Not Met: How working with suppliers on water stewardship issues: It indicates: 'In the Philippines, Malibu works with 500 coconut farmers to increase yields, improve access to water and sanitation, provide training and technical support, support young people and children to prevent migration for work and improve the whole livelihood of the community'. Malibu is one of the Company's beverage brands. However, no further description found of how it works with suppliers to improve their practices in relation to access to water and sanitation. Moreover: 'Because water resources are unevenly distributed, risk levels vary depending on the location of the Group's production sites and dedicated co-packing activities. To better understand and identify priorities, sites have been categorised as extremely high risk, high risk and low-medium risk, using an internal Water Risk Index. The Group aims to replenish the water used by its sites located in high-risk areas through local projects to preserve the water ecosystems. This led to support watershed management by improving access to safe water and sanitation, promoting sustainable water use and integrating water resources management among communities'. Also, 'To reduce the pollutants released into the natural environment and make sure that the water discharge by production sites does not damage surrounding ecosystems or other natural resources, production sites are fitted with different technologies such as aerobic, anaerobic treatments, filtration, etc., depending on waste water quality requirements. The Group will also explore innovative projects for treating this waste water'. However, although the Company has projects and systems to better perverse water and to treat waste water, no description found of work done specifically with suppliers to improve their practices in relation to access to water and sanitation. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com]

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Assessment on the number affected by lack of access to water and sanitation • Not Met: Provides analysis of trends demonstrating progress
D.1.10.a	Women's rights (in own production or manufacturing 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: Measures and steps to address gender pay gap at all levels of employment: The Company indicates: 'a global inclusion survey has been launched in partnership with Catalyst, an external partner with deep expertise. The ongoing focus is to target gender for internal development programmes to support the achievement of our 2030 target. The Better-Balance strategy is strongly anchored in the Strategic Talent Review process and a focus is made on identifying female talents from Band D and above as part of succession planning process and internal development programmes'. The Company further states that it 'has delivered the second edition of the pay gap global project, partnering with an external independent specialist. This global initiative has entailed an audit of over 70 countries. The objective is to identify the behavioural drivers and roots of pay gaps between male and female employees to ensure strict pay equity across the Group by providing a long-term systematic compensation review.' One of the Company's targets is 'By 2022, ensure equal pay across the business (gender pay gap)'. However, while the company discloses the measures it takes to identify causes for wage gaps, it does not clearly outline the steps it takes to address any gender pay gap throughout all levels of employment. [2020 - 2021 Registration Document, 20/09/2021: pernod-ricard.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not Met: Meets all requirements under score 1 • Not Met: Provides analysis of trends demonstrating closing gender pay gap
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 standards document states that 'No discrimination shall be tolerated by the supplier in hiring, remuneration, access to training, promotion, termination or retirement, based on factors such as but not limited to gender, gender identity, gender expression'. 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 Standards, 2013: pernod-ricard.com] • Not Met: How working with suppliers on women's rights: The Company indicates that 'Kahlúa [one of the Company's beverage brands] works with coffee-producing communities in Mexico and the local NGO Fondo Para La Paz to support the planting and development of climate change resistant varieties, as well as fair remuneration. Women's empowerment is also a specific focus of this project'. It also indicates that through its Water, Agriculture and Livelihoods programme, promotes practices helping to increase income of smallholders and women farmers. However, no specific details on the work carried out with women was found. In its feedback to CHRB, the Company provided comments on its grievance mechanism to report cases of harassment, as that it has anti-harassment commitment for the Company's own operations [within its Global Human Rights Policy]. It also indicated that it has a pay gap global project to identify the behavioural drivers and roots of pay gaps between male and female employees. However, the information provided seemed to regard the Company's own operations. This indicator focuses on the supply chain and to found out how the Company works with suppliers to improve their practices in relation to women's rights. The Company has provided an additional comment to this indicator, however, no material evidence was found. [2021 Integrated Annual Report, N/A: 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: Assessment on the number affected by discrimination or unsafe working conditions

Indicator Code	Indicator name	Score (out of 2)	Explanation
			• 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 16.90 out of 80 points scored in themes A-D has been applied to produce a score of 4.23 out of 20 points for theme E.

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 2020 Key Findings report and the 2019 technical annex for more details of the research process.

The Benchmark is made available on the express understanding that it will be used solely for general information purposes. The material contained in the Benchmark should not be construed as relating to accounting, legal, regulatory, tax, research or investment advice and it is not intended to take into account any specific or general investment objectives. The material contained in the Benchmark does not constitute a recommendation to take any action or to buy or sell or otherwise deal with anything or anyone identified or contemplated in the Benchmark. Before acting on anything contained in this material, you should consider whether it is suitable to your particular circumstances and, if necessary, seek professional advice.

The CHRB is part of the World Benchmarking Alliance ('WBA'). The material in the Benchmark has been put together solely according to the CHRB methodology and not any other assessment models in operation within any of the project partners or EIRIS Foundation as provider of the analyst team.

No representation or warranty is given that the material in the Benchmark is accurate, complete or up-to-date. The material in the Benchmark is based on information that we consider correct and any statements, opinions, conclusions or recommendations contained therein are honestly and reasonably held or made at the time of publication. Any opinions expressed are our current opinions as of the date of the publication of the Benchmark only and may change without notice. Any views expressed in the Benchmark only represent the views of WBA, unless otherwise expressly noted.

While the material contained in the Benchmark has been prepared in good faith, neither WBA nor any of its agents, representatives, advisers, affiliates, directors, officers or employees accept any responsibility for or make any representation or warranty (either express or implied) as to the truth, accuracy, reliability or completeness of the information contained in this Benchmark or any other information made available in connection with the Benchmark. Neither WBA nor any of its agents, representatives, advisers, affiliates, directors, officers and employees undertake any obligation to provide the users of the Benchmark with additional information or to update the information contained therein or to correct any inaccuracies which may become apparent (save as to the extent set out in CHRB appeals procedure). To the maximum extent permitted by law any responsibility or liability for the Benchmark or any related material is expressly disclaimed provided that nothing in this disclaimer shall exclude any liability for, or any remedy in respect of, fraud or fraudulent misrepresentation. Any disputes, claims or proceedings this in connection with or arising in relation to this Benchmark will be governed by and construed in accordance with Dutch law and shall be subject to the exclusive jurisdiction of the Courts of Amsterdam.

As WBA, 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.

COPYRIGHT

Our publications and benchmarks are the product of the World Benchmarking Alliance. Our work is licensed under the Creative Commons Attribution-Non Commercial-No Derivatives 4.0 International License. To view a copy of this license, visit creativecommons.org