



Pernod Ricard UK

*Créateurs de convivialité*

# Creating a balanced workplace

The Pernod Ricard UK Gender Pay Story 2024



# Introduction

We are Pernod Ricard UK – the UK arm of global drinks producer Pernod Ricard. We’ve been creating conviviality and unforgettable experiences in the UK since 2001, bringing people together through our unrivalled portfolio of spirits, wines and champagnes.

Our products are some of the best-known brands in the world: Absolut, Jameson, Malibu, Havana Club, Altos, Kahlúa, Perrier-Jouët, G.H. Mumm to name a few.

Throughout this document, we may refer to ourselves by our acronym – PRUK – and Pernod Ricard as the ‘Group’.



## What is the gender pay gap?

The gender pay gap shows the difference in average pay between men and women. It’s different to ‘equal pay’, which refers to women and men receiving the same pay for the same role, or for work of equal value.



# Contents

## Chapter 1

**Our Greatest Asset:**  
why we’re striving to become a fairer workplace

## Chapter 2

**Picturing the Numbers:**  
our gender pay figures at a glance

## Chapter 3

**Exploring the Figures:**  
taking a deeper look at our numbers

## Chapter 4

**Sustaining our Efforts:**  
what we’re doing to close the gap

## Chapter 5

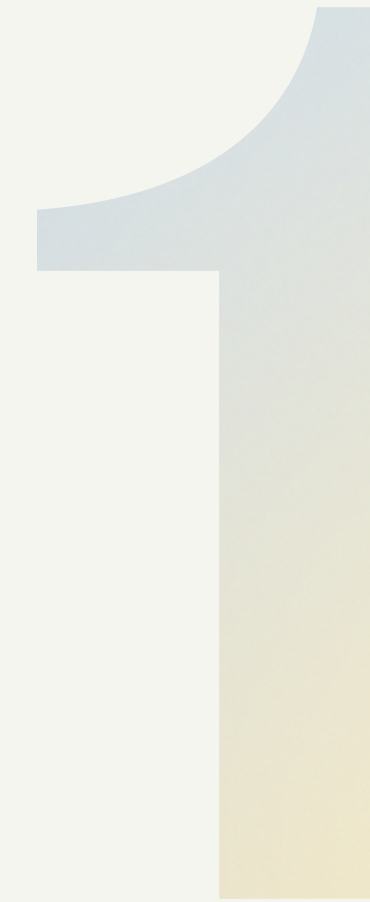
**Epilogue:**  
setting out our stall for the future



# Our greatest asset

---

Our people are at the heart of everything we do and we're committed to making sure they have the environment where they can truly thrive.





# Our greatest asset

We're a business driven by conviviality: our purpose is to bring people together to share in the magic of human connection. With that at our core, it's crucial our colleagues feel their best, not only so they can be their best and do their best, but to help them embody our purpose.

Enabling that means providing a workplace where people feel they belong: where they can be their true selves.

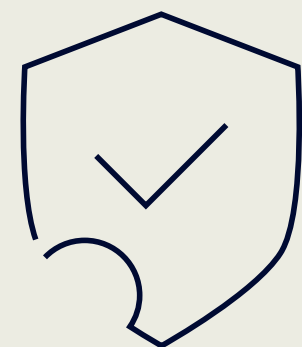
A workplace where people's unique talents and backgrounds are celebrated; where they have opportunities to grow and progress; and where every interaction is authentic and collaborative, because it's underpinned by a culture that's open and fair.

## Why we're telling this story

A fairer, gender balanced environment is a vital component of this welcoming workplace, so closing our gender pay gap is a crucial step.

This report details our latest gender pay figures and tells the stories of how our efforts are making a positive impact - directly from the colleagues who've benefited from them.

We're making real change happen. Now we need to sustain it - because our people are our greatest asset. We will continue to make improvements to make sure our business is a place where all our people are championed.



## A legal note

Government regulations stipulate that any business with at least 250 employees must supply details of its gender pay gap. We're happy to do this and showcase the work we're doing to close ours while helping to support diversity within our industry.





# Picturing the numbers

---

Over the last 12 months, we've made strides on our journey towards creating a more gender balanced workplace.

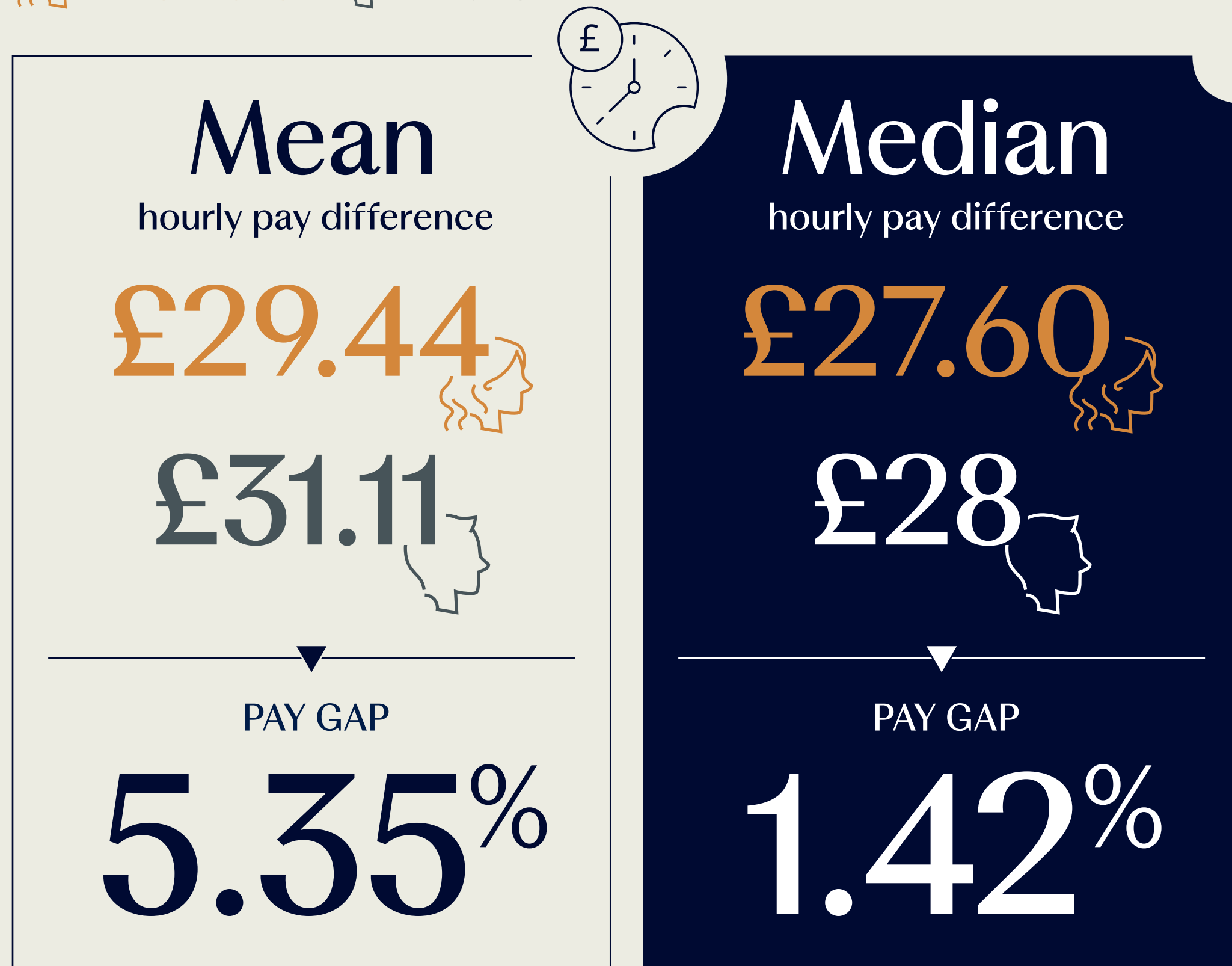
2



# Picturing the numbers

Below, we show the top-line figures that illustrate the progress we've made.

For the purposes of this report, we've used icons to represent females and males.



## Mean and median numbers

### What's the difference?

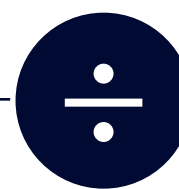
When it comes to gender pay reporting, mean and median figures are the commonly accepted numbers that feature in reports such as this.

We report on both to give a full, clear and robust picture of our pay by gender.

#### Mean

The mean is essentially the average wage.

It's calculated by adding up the pay of everyone at an organisation ...

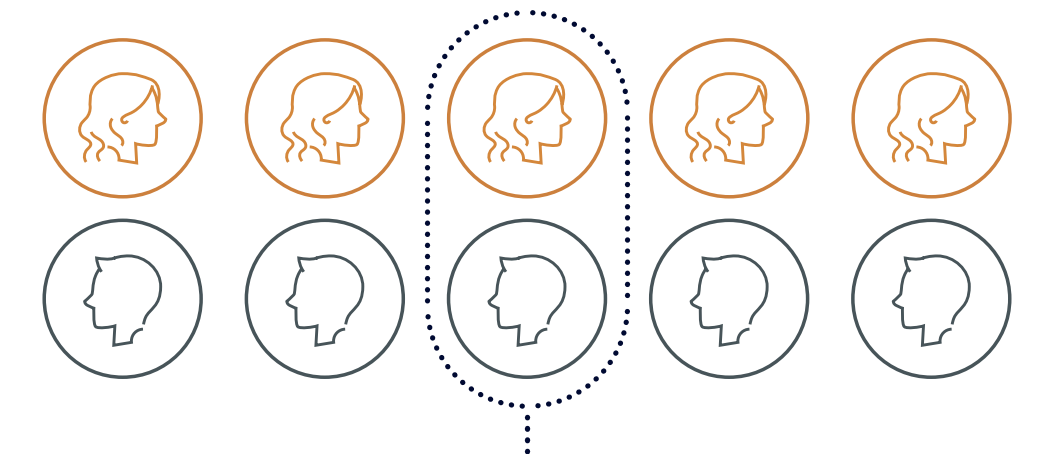


... divided by the number of colleagues.

#### Median

The median is the middle point of a wage range.

Imagine lining up all colleagues' pay from smallest to largest ...





... the median figure is in the middle.

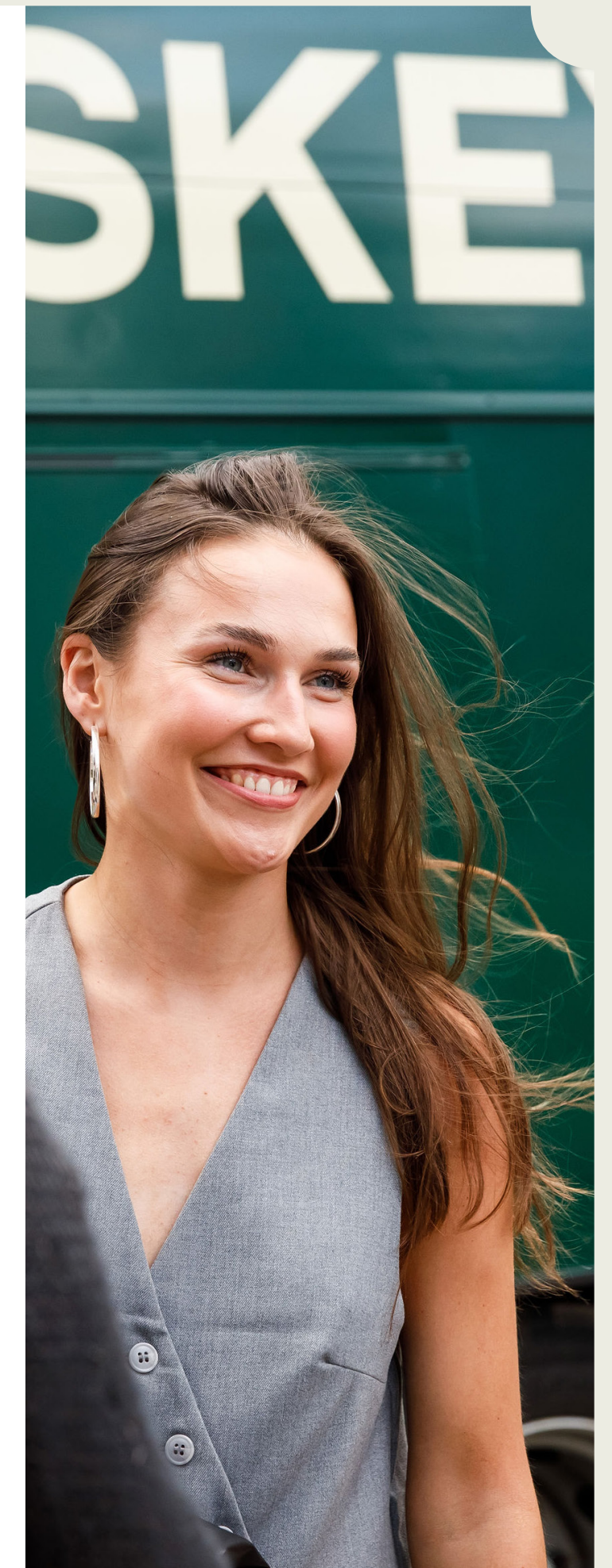
Median is a more representative figure because the mean can be skewed by a small number of people on higher pay.



# Picturing the numbers (continued)

## Bonuses

Number of colleagues receiving a bonus	151 	134 
Bonus distribution	86%	89%
Mean bonus difference	£6,670.87	£8,083.67
<div style="background-color: #002060; color: white; padding: 10px; text-align: center;"> <b>BONUS GAP 17.48%</b> </div>		
Median bonus difference	£4,548.44	£4,448.51
<div style="background-color: #002060; color: white; padding: 10px; text-align: center;"> <b>BONUS GAP -2.25%</b> </div>		





# Exploring the figures

---

Taking a deeper look at the story behind the numbers.

3





# Exploring the figures

## Year on year comparison

Metric		2020	2021	2022	2023	2024	Variance since last year	
Gender Pay Gap	Mean	14.1%	11.8%	5.7%	6.9%	5.35%	-1.54%	↓
	Median	13.5%	18.1%	10.3%	-0.6%	1.43%	1.99%	↑
Gender Bonus Gap	Mean	36.1%	18.7%	14.1%	5.8%	17.48%	11.68%	↑
	Median	34.8%	15.9%	18.5%	5.2%	-2.25%	-7.49%	↓
% Receiving Bonus	Males	81%	88%	69%	83%	89.33%	6.41%	↑
	Females	68%	83%	73%	76%	86.29%	10.46%	↑

## The headline figures

We're proud to report that our median gender pay gap is

# 1.42%

Our mean gender pay gap stands at

# 5.35%

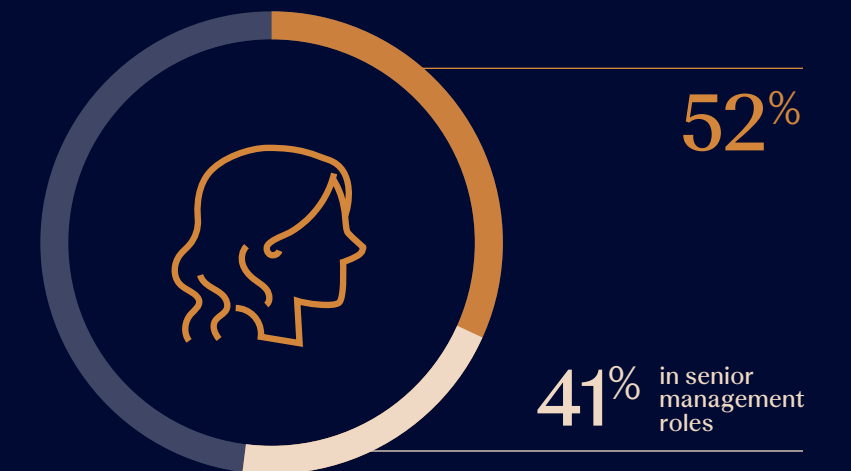
National Average according to the Office for National Statistics

## 13.9% & 14.3%

mean      median

We're confident that the steps we've taken to level the gender playing field means that **men and women are equally represented** at all levels across our organisation.

And we're pleased that women currently represent more than **half (52%)** of our overall workforce, with 41% of those in **senior management roles**.





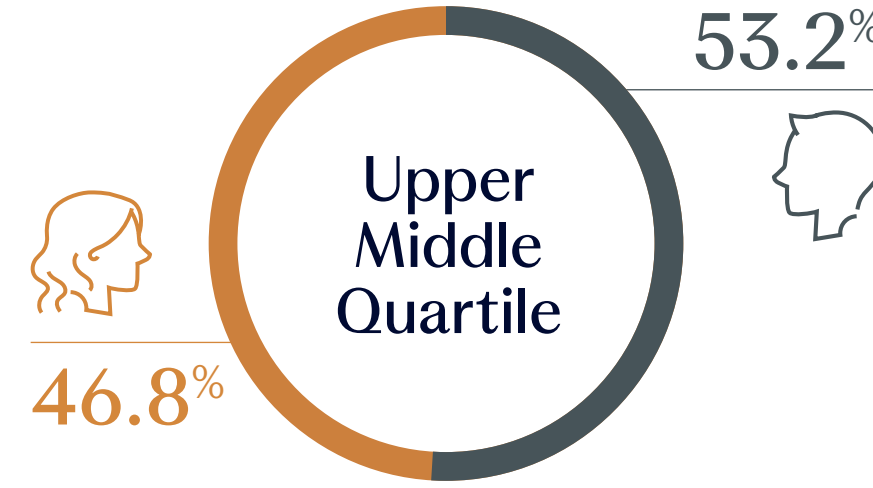
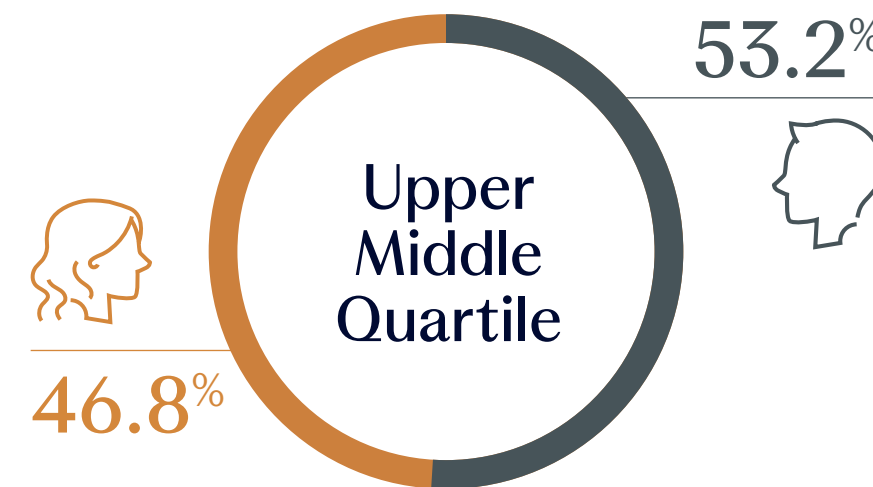
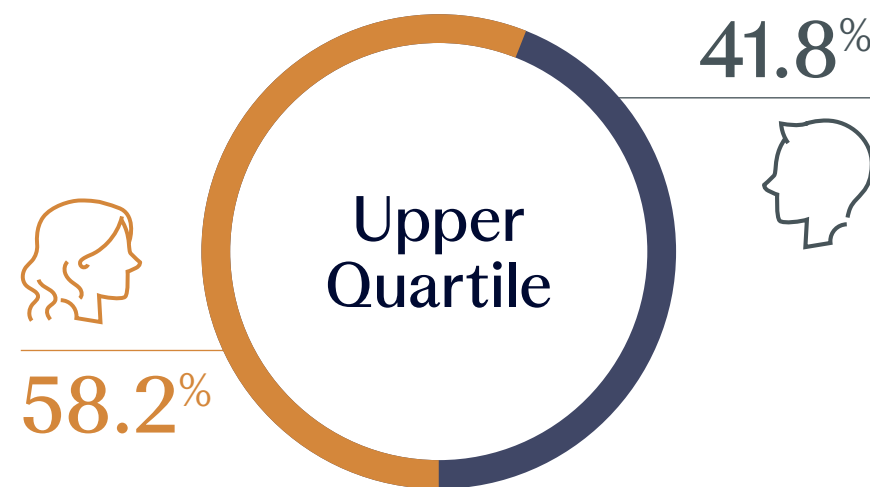
# Exploring the figures (continued)

## Bonuses and who gets them

As an equal opportunities employer, all permanent colleagues – irrespective of their position, ethnicity, age or gender – are eligible for a bonus.

### Career Development

Our distribution of male/female colleagues by quartiles shows us that women are generally well represented across the board. Importantly, it also shows us that our pipeline for female talent is strong in the lower, lower middle and upper middle quartiles.



## What's a quartile?

These are the groups we place colleagues in based on their job level. The most senior positions sit in the upper quartile, while our junior roles sit in the lower quartile.





# Sustaining our efforts

---

Our numbers only tell half the story. While they evidence that we're headed in the right direction, we know there's more that needs to be done.





# Sustaining our efforts

We're taking steps across the board to make more improvements to ultimately close our gender pay gap. We'll do so by building on our past initiatives and introducing new ones, because it's only by being proactive and adaptable that we'll continue to provide an open, fair and inclusive environment.



## What we're doing in HR

Our HR philosophy is to attract, develop and retain brilliant individuals and make the most of their unique talents. We do this by creating an encouraging environment where everyone is motivated to develop and progress.

One of the ways we do this is by providing flexible working policies, which give our people the space and freedom they need to deliver their best work and develop their career. For example, we recently introduced a 'work from anywhere' policy, which allows colleagues to work from anywhere in the world for up to 15 days a year. This has been well received, with significant take up in the first year.

More broadly, we're dedicated to fostering greater female representation across the business while supporting our women. We proactively keep in touch with those on maternity leave and are pleased to have had a 100% return rate in 2023, with comeback coaching among the tools we use to support mums returning to work.

Alongside this we externally benchmark our salaries and benefits every year, and we're committed to our annual performance management and pay review process. This helps us make sure all our people – regardless of gender – are being paid fairly based on their role, responsibilities, experience and performance.



## What we're doing in Diversity & inclusion

Our United Networks give under-represented colleagues a platform to share their experiences, opinions and thoughts, while providing a safe space for them to connect, collaborate and celebrate their differences. We're proud that these groups are colleague-led, empowering employees to set their own agenda and bolster our diversity and inclusion in the way they see fit

So far, we have groups representing women and our LGBTQ+ community and – since this report was compiled – we've also launched a network for employees from minority ethnic backgrounds. Our HR team works closely with the networks to make sure our policies and practices reflect the different needs of our people.

Externally, we have been active champions of Diversity and Inclusion in Grocery, an initiative that helped make our industry more progressive. We encouraged our people to get involved in its work, including as

keynote speakers at conferences. In the last financial year we also continued our work with Women of the Future, a programme that celebrated the success of women.

These programmes complement the specific steps we've taken to better support female colleagues, including signing the Menopause Workplace Pledge, distributing free sanitary products in our offices, running menopause training for all employees and introducing Peppy, a menopause support app. We also run internal activities to mark both International Women's Day and International Men's Day, which has included allyship seminars so we can better advocate for one another.

Our efforts to support women globally were recognised by Forbes when we featured on its World's Best Employers list as a female-friendly company.



# Colleague Story

“The more women who join, the more we can make it a space where everyone feels welcome and empowered.”



Alison Perrottet,  
Brand Director

## Progress that matters

► ***Can you tell me about your current role and how long you've been working in marketing?***

I have over 15 years of experience in Marketing including 13 years at Pernod Ricard. After spending nine years in global brand company roles, I joined Pernod Ricard UK in 2021. I am now Brand Director overseeing Vodka, Gin, Scotch, RTDs, Liqueurs & Specialties in the UK.

► ***Why did you decide to work at Pernod Ricard? What caught your attention?***

After graduating from a French business school, I was set on building an international career and Pernod Ricard offered the perfect opportunity, with the opportunity to move between various affiliates and explore both global and local roles over time.

At first, the drinks industry felt intimidating but through the interview process, I quickly figured out Pernod Ricard was full of creative and passionate people who valued human connection: I knew right away that working here would keep me excited to start each day.

I also greatly value the fact that I was offered a role in Scotch Whisky, based on my skills and potential, without necessarily 'fitting the 'traditional mould' at the time - and I met

incredible people who were generous with their time and eager to share their knowledge and passion for whisky.

► ***What would you say to other women thinking about a career in the drinks industry?***

I would tell them: go for it! The industry offers opportunities across so many different sectors, from production and distribution, to marketing, sales, and innovation.

It's also an ever-evolving space and definitely becoming more inclusive and open to different voices. The more women who join, the more we can make it a space where everyone feels welcome and empowered.

► ***How important is it to see women in senior leadership roles across the business?***

Top of the agenda! First off, having women in top leadership roles sends a powerful message to the entire drinks industry, encouraging it to keep evolving and paving the way for future generations of women to aim for leadership positions.

I also believe women have a unique understanding of the challenges women face, both in the workplace and beyond, and can

play a crucial role in fostering an environment where women feel empowered and motivated to succeed.

Plus, having more women in senior roles doesn't just benefit women—it benefits the entire business as a real mix of backgrounds, perspectives and ideas will drive a more dynamic, innovative, and adaptable company culture.

► ***How would you describe the workplace culture at PRUK in terms of diversity and inclusion?***

Pernod Ricard UK is a very welcoming place, where you can bring your authentic self to work. Beyond the excellent business policies, trainings programmes and D&I initiatives, there's a genuine energy and passion among employees to ensure colleagues feel happy and appreciated.

This supportive atmosphere comes from the authentic nature of the people who work here and it's a key reason why Pernod Ricard UK is such a great place to work, where strong connections are built and nurtured!



# Sustaining our efforts (continued)



## What we're doing in Recruitment

Our efforts to create more gender balance in our recruiting process are making a positive impact.

In the last year

# 57%

of the people we hired were women.

In fact, women made up

# 40%

of our Senior Management appointments.

► We'll build on this success by continuing to focus on alternative pipelines and promotional tactics to attract new talent – such as by creating gender balanced shortlists and diverse recruitment panels.

► We're also committed to finding and nurturing the next generation of PRUK employees. Through our partnership with the **Bright Network**, we promote our workplace to university students and graduates, while our **Bright Futures** programme offers students year-long placements across our business.

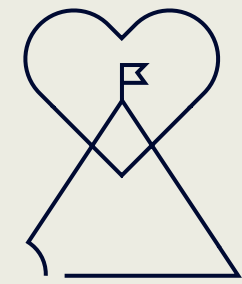
► This initiative is consistently highly rated and was voted the best FMCG placement opportunity in the **Top Undergraduate Employers Table**.

► We also have an established apprenticeship programme, which is creating further opportunities for young people.





# Sustaining our efforts (continued)



## What we're doing in Employee wellbeing

We're committed to supporting colleagues' mental health and have expanded our services to bolster the help we provide in this area.

► This includes retraining our **Mental Health First Aiders**, running **Financial Wellbeing** seminars and launching **StartRight**, an initiative to keep Monday mornings meeting free, so employees have the time to plan their week.

► At Pernod Ricard, we recognise the benefits of balancing flexibility for colleagues with the importance of in-real-life interactions. To support this, we have moved to a **Smart Working** framework consisting of a harmonised policy for all office-based employees working for Pernod Ricard businesses based in the UK.

► We ask that our employees spend a minimum of 10 days in the office spread across the month and empower and trust our people to find the right balance between the needs of our customers, the needs of their team, and their own individual needs, whilst maintaining the convivial culture of our business.

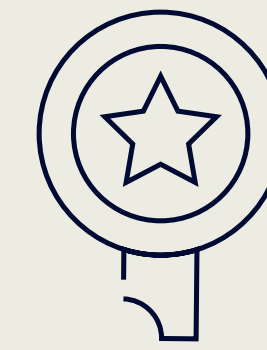
► We also introduced **Peppy** to provide colleagues and their partners/one family member with personalised, expert support, whenever and wherever they need it, at the touch of a button. Peppy offers support for all employees on topics such as **Menopause, Fertility, and Pregnancy & Parenthood**, and much more.

► Additionally, to further support employees' financial wellbeing, we've introduced a **profit share scheme** and are pleased all colleagues have signed up to it.

► Further initiatives supporting our **Better Balance** programme include annual Vitality health checks, summer hours, protected lunch hours and online mental health platform, **Unmind**. We introduced Unmind following feedback from our annual wellbeing survey and through it, all employees have access to a wealth of mental health support services.



The result? Our efforts are helping foster a healthier and happier workforce who are better informed and empowered to recognise how they're feeling and know where to turn for support; a benefit that extends beyond work.



## What we're doing in Employee development

We're passionate about helping our people make the most of their talent, skills and abilities, and so employee development is a key focus area for us.

► In 2024 we launched our new **Talent Marketplace** called the '**career hub**'. The career hub allows employees to drive their own career and development, based on their current skills and those they wish to develop. It also allows employees to explore different career paths and job opportunities, ensuring an inclusive experience for everyone.

► To drive the future pipeline of diverse talent, we have also introduced **Succession and Development Planning**. This allows us to identify and put in place development strategies for our future talent.

► Our current future leader succession plans show a **gender split of 51% female, 49% male**. Within our commercial function, where males have historically over-indexed, we have 50% split male and female.



# Epilogue

We're very pleased with the great progress we've made to ensure our gender pay gap continues to be well below the national average. It's been a real team effort and we're proud of the contributions our people have made to shrink it.

We'll keep listening to our people and looking for areas where we can continue to improve and sustain this, while leveraging our culture of openness and fairness. In doing so, we're confident we'll maintain the diverse, inclusive and welcoming workplace we've built together.

A large, stylized orange number '5' is positioned on the right side of the page. The number is set against a background of a large, orange arrow pointing to the right, which is partially overlapping the white background of the page.





Pernod Ricard UK

*Créateurs de convivialité*