

DIVERSITY AND INCLUSION



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A MESSAGE FROM OUR CEO



At Irish Distillers, we know that prioritising diversity & inclusion is what high performing businesses do. We believe that it is this diversity of experience, thought and backgrounds that creates stronger, more innovative work environments and enables deeper connections with each other, our customers, our consumers and our communities.

We actively support a diverse and inclusive workplace where everyone can bring their whole selves to work and feel confident that they can share who they are with their colleagues. We are proud of the strides we have made in recent years in further embedding Diversity, Equality and Inclusion across our business and this effort being acknowledged by the Irish Centre for Diversity with our Investors in Diversity Silver award in 2022. We recognise that we all have a crucial role to play in creating a diverse and inclusive workplace that enables our business to thrive. We want you to be part of our richly diverse & inclusive workplace and welcome everyone's voice and commitment in making this happen.

Nodjame Fouad
Chairman and CEO, Irish Distillers



PURPOSE

Irish Distillers is committed to creating a work environment where people feel comfortable to truly be themselves and confident to share who they are with the people they work with. We believe that building diverse teams and an inclusive culture is integral to delivering our business strategy and ensuring that our people have fulfilling careers with Irish Distillers. Our commitment to diversity and inclusion also forms an integral part of our Sustainability & Responsibility Roadmap under the pillar “Valuing our People”. This policy outlines our commitment to workplace diversity and inclusion; how we will achieve our commitment and how we will measure these achievements.



ABOUT DIVERSITY & INCLUSION

DEFINITION

Diversity can be defined as the visible and non-visible differences between individuals. These differences can be related to race, ethnicity, religion, age, disability, sexual orientation and gender, as well as the many differences in values, attitudes, beliefs, cultural views, skills, knowledge, education, background, employment, parenthood, marital status, and life experiences of every individual. Diversity at Irish Distillers is about ensuring that we have a range of voices and life experiences represented across our organisation and making a commitment to treat all individuals, be it colleagues, customers, consumers and the communities in which we operate, with fairness and respect.

Inclusion refers to the act of creating workplace environments that foster a sense of belonging, openness, psychological safety and mutual respect. An environment in which any individual or group feels welcomed, respected and valued to fully participate and contribute. Inclusive workplace environments incorporate new and diverse ways of thinking, interacting and working, into the way business is done - so that all individuals, whether members of majority or minority groups, can contribute fully to the organisation's success and have their voice heard.



DIVERSITY AND INCLUSION IS GOOD FOR BUSINESS

- “Inclusive teaming and leadership create environments where all people on diverse teams are likely to feel a sense of belonging, and in such inclusive environments, employees are more engaged and thus +50% more productive and +3.5 times more likely to contribute their full innovative potential” - Paul J. Zak, “The Neuroscience of Trust,” Harvard Business Review, 2017
- “Gender-diverse companies are 15% more likely to outperform (have financial returns above their respective national industry medians) non-gender diverse companies, and ethnically diverse companies are 35% more likely to outperform.” - McKinsey, “Diversity Matters”, 2015
- “Companies with at least one female board member had a return on equity of 14.1% over the past nine years, greater than the 11.2% for those without any women. The stock valuations are also higher for gender diverse boards versus all-male ones.” - Credit Suisse
- “Employees of firms with 2-D diversity [inherent traits and acquired experience] are 45% more likely to report a growth in market share over the previous year and 70% more likely to report the firm captured a new market.” - HBR

DIVERSITY AND INCLUSION IS GOOD FOR OUR PEOPLE, OUR CUSTOMERS AND OUR COMMUNITIES

Diverse and inclusive environments:

- encourage greater innovation, though the inclusion of different perspectives;
- foster a culture of respect, courtesy and dignity;
- ensure that all people are aware of their rights and responsibilities in relation to equal opportunity, fairness and respect for all aspects of diversity;
- enable us to attract, develop and retain key talent;
- create a dynamic work environment that improves well-being, engagement and productivity;
- develop greater understanding of customer preferences and perspectives;
- forge a deeper connection with the communities in which we operate.



DIVERSITY & INCLUSION AT IRISH DISTILLERS

OUR DIVERSITY & INCLUSION OBJECTIVES

- To increase diverse representation in our workforce
- To foster a healthy and inclusive working environment in which all our people can thrive, succeed and collaborate
- To build inclusive leadership capability and understanding of the value of inclusion throughout the business
- To ensure all our people have equal access to opportunities and are equitably rewarded and recognised for their contributions
- To mainstream workplace flexibility where possible
- To measure success through robust targets and shared responsibility



AREAS OF FOCUS

Cultural

Commitment:

To create a diverse workplace environment that values and celebrates all races, ethnicities, religions and cultures which are representative of the diverse communities in which we operate

Cultural Diversity Priorities:

- Foster a community that supports all cultural differences and diversity creating a sense of belonging for all our people
- To raise awareness of, support & celebrate cultural days of significance

Gender Equality

Commitment:

To provide a fair and equitable workplace culture where men and women have access to the same resources, opportunities and rewards

Gender Equality Priorities:

- To increase female representation in senior Leadership positions across Irish Distillers
- To develop gender balanced teams and gender balance in recruitment
- To ensure pay equity for like roles, experience & sustained performance

LGBT+

Commitment:

To support and celebrate the inclusion of our Lesbian, Gay, Bisexual, Transgender, and Intersex employees and promote allyship*

*being an ally means being an active and consistent advocate for minimizing bias, increasing inclusion, and advancing equity in situations where you can directly impact people.

LGBT+ Priorities:

- To provide support, resources and guidance for all employees on subjects relating to sexual orientation and gender identity so they can be allies to our LGBT+ colleagues
- To create a voice for LGBT+ employees to improve our workplace, policies and environment
- To support & celebrate LGBT+ inclusion days of significance through promotional resources and senior leadership endorsement.

Disability & Accessibility

Commitment:

To support and empower people affected by visible and invisible disability through education, training and impactful accessibility initiatives.

Disability & Accessibility Priorities:

- To raise awareness among all our employees of the challenges that people with visible and invisible disabilities face and to contribute to solutions
- To create a supportive community for those affected by visible and invisible disabilities

Flexible mindset

Commitment:

To continue to create a flexible working mindset, developing, encouraging and role modelling flexible working practices

Flexible Mindset Priorities:

- To normalise flexible working through increased education and resources in support of flexible working arrangements e.g. Smart Working V 2.0



EMBEDDING DIVERSITY & INCLUSION PRINCIPLES

RELATIONSHIP TO OTHER IRISH DISTILLERS POLICIES AND STRATEGIES

This document should be read in conjunction with the Irish Distillers policies, procedures and documents that define Irish Distillers commitment, and expectation of all our people, in supporting a diverse and inclusive workplace. Our approach is underpinned by a range of key strategies and policies as outlined below:

KEY DIVERSITY & INCLUSION INFLUENCES

Our Irish Distillers Values - Real, Remarkable and Responsible
Pernod Ricard Sustainability & Responsibility Roadmap
Pernod Ricard Leadership Model
Pernod Ricard Live Without Labels

KEY INCLUSIVE POLICIES, GUIDELINES AND FRAMEWORKS

Irish Distillers Recruitment & Selection Policy
Irish Distillers Smart Working Guidelines
Irish Distillers Parental Leave Policies
Irish Distillers Performance @ Work
Pernod Ricard 'Let's Talk Talent'
Pernod Ricard Global Human Rights Policy
Irish Distillers Dignity at Work Policy

Irish Distillers will continually seek to support and encourage a diverse and inclusive workplace and reflect this commitment in future strategic and operational plans, policies and initiatives.



OUR DIVERSITY & INCLUSION PRINCIPLES

This Diversity and Inclusion Policy is based on the following principles:

RECRUITMENT & DEVELOPMENT

Irish Distillers executes its commitment to Equal Employment Opportunity through its Recruitment & Selection Policy and related processes.

We aim to attract, develop and retain a workforce whose composition reflects a diversity of gender, cultural backgrounds, knowledge, experience and perspectives. This commitment relates to all permanent and temporary team members (whether full-time, part-time or casual) and independent contractors engaged by Irish Distillers.

Decisions concerning all aspects of employment, including recruitment, development opportunities, career promotion and remuneration are merit-based decisions.

We seek to ensure all roles are advertised internally to ensure they are accessible to all and we seek to use gender neutral language in advertisements.

Irish Distillers Diversity & Inclusion Policy is shared in the on-boarding of new employees.

We provide opportunities for development for all our people through a wide range of programmes and experiences in supporting development of technical and professional skills. We review training opportunities and participation with a gender balance lens (this includes reviewing participation statistics).

Talent, succession and promotions are reviewed with a number of parameters in mind including gender. Our annual Talent and Succession Review process aims to ensure women and men are represented in key and emerging talent pools and that women and men are considered in succession planning for key roles.

Promotions are based on merit looking at the relevant experience, competencies and leadership attributes required.



PERFORMANCE & REWARD

Our Performance @ Work framework facilitates fair evaluation of performance and equitable remuneration decisions.

Calibration sessions are conducted with managers to ensure performance assessments have been applied consistently and fairly, thereby reducing any potential bias.

We are committed to pay equity and continuously monitor to identify, eliminate, and rectify gaps. Gender pay equity reviews are performed for both equal pay (like-for-like roles), and the gender pay gap (overall, organisation-wide gap) as legislated for by the Gender Pay Gap Information Act 2021.

Inclusive behaviours are discussed and evaluated through the Pernod Ricard leadership competency 'Grow Diverse Teams' in the annual Performance @ Work process.

PREVENTING DISCRIMINATION & HARASSMENT

Irish Distillers embraces diversity, inclusion and equal opportunity, and does not tolerate any form of discrimination in the workplace.

As a part of our commitment to zero tolerance harassment and discrimination, sexual harassment and bullying, all new team members

to join Irish Distillers are required to complete an online training course sharing our commitment to a safe workplace and acceptable behaviour and conduct. All team members are required to complete refresher training every 24 months.

FLEXIBILITY, HEALTH, SAFETY & WELLBEING

Our workplace practices and leave policies seek to foster a flexible working environment.

We are committed to ensuring a safe working environment for all.

We recognise that the sharing of caring responsibilities promotes workforce participation. This includes an inclusive approach to parental leave, which is gender neutral.

Through our Thrive programme, we foster a culture of taking care of ourselves and each other.

Trained Mental Health Listeners are located at each site

In addition, we provide 24/7 free and confidential counselling support through a dedicated employee assistance program (EAP).



OUR SHARED ACCOUNTABILITIES

OUR SHARED RESPONSIBILITY & ACCOUNTABILITY TO A DIVERSE & INCLUSIVE WORKPLACE

CEO & Irish Distillers Limited Leadership Team (LT)

- ✓ Provide strategic guidance to the Human Resources team to assist in the development of policies, processes and initiatives delivered in support of the Irish Distillers Diversity & Inclusion strategy.
- ✓ Actively sponsor Irish Distillers Diversity & Inclusion strategy, implement diversity and inclusion objectives, and support their leadership team in delivering the strategy, and achievement of diversity targets.
- ✓ Actively role model all aspects of diversity, equality and inclusion, and provide engaged sponsorship to the Irish Distillers Diversity & Inclusion Peer Networks.
- ✓ Assess and communicate Irish Distillers progress against the organisation's measurable diversity and inclusion objectives.

Leaders

- ✓ Responsible for developing business plans that are aligned with Irish Distillers diversity and inclusion objectives and assessing the progress of business unit diversity targets.
- ✓ Creating and maintaining an inclusive workplace culture through role modelling of inclusive behaviours as defined in the Pernod Ricard Leadership Model.
- ✓ Create an inclusive environment which encourages open dialogue and values diverse perspectives.
- ✓ Actively identify and eliminate barriers to equality of opportunity in employment.
- ✓ Ensure team members complete complementary training.
- ✓ Support team members in participating in diversity and inclusion activities, events and peer-network commitments.



Human Resources

- ✓ Promote the value of a diverse, equitable and inclusive workplace.
- ✓ Ensure Irish Distillers commitment to a diverse and inclusive workplace is considered and reflected in strategic and operational plans, policies, procedures and new initiatives.
- ✓ Develop appropriate measures, targets and regular reporting to assist Irish Distillers Leadership Team (LT) to assess performance in the area of diversity and inclusion.
- ✓ Provide advice and support to leaders in promoting and embedding inclusive work practices

All of us

- ✓ Foster an inclusive workplace in which everyone's values and differences are respected
- ✓ Support the maintenance of a workplace free of unlawful discrimination, harassment and bullying.
- ✓ Speak up about any behaviours in the workplace that are not consistent with this policy
- ✓ Celebrate diversity and be an ally for minority groups within the organisation

Diversity & Inclusion Peer Networks

The Irish Distillers Diversity & Inclusion (D&I) Peer Networks consists of four core networks as aligned to our four demographic focus areas (Culture, Gender, LGBTQI+, Disability & Accessibility).

Our networks provide an opportunity for employees across the company with a diverse range of backgrounds, experiences and perspectives to connect with one another. They provide a platform from which unique perspectives, and new ideas flow, and in doing so support the positive evolution of our culture and our continued commitment to fostering inclusive workplaces at Irish Distillers.

Our Peer Networks are sponsored by the Leadership Team (LT).



MONITORING AND REPORTING

Irish Distillers is committed to formally measuring diversity and inclusion through iSay V 2.0, our externally facilitated and anonymous employee survey, managed by Glint . As a part of our commitment to the Pernod Ricard Sustainability & Responsibility Roadmap, Irish Distillers is working towards:

- Ensuring minimum 35% representation of females in leadership positions (Band C+) by 2025, and 40% + female representation in leadership positions (Band C+) by 2030; and
- achieved Gender Pay Equity in line with Group Strategy in 2022

In addition to the above, Irish Distillers evaluates its annual progress against our gender equality commitments by tracking and reporting on metrics relating to workforce composition, promotion, recruitment and exit (voluntary and involuntary), utilisation of formal flexible working arrangements for women and men, and utilisation of, and return from, parental leave for women and men, for our entire workforce



SCOPE

This document applies to all permanent and temporary team members (whether full-time, part-time or casual) who are permitted by Irish Distillers to perform work or provide services. It also applies to all seconded employees, contractors, people on work experience and employees or agents of suppliers of services to Irish Distillers. Irish Distillers reserves the right to amend the details of this policy at any time. Furthermore, nothing in this document should be taken to undermine any employment conditions that are above and beyond these guidelines which are specified in any relevant employment legislation.

Document control

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