

Inclusion and Belonging



Irish Distillers
Pernod Ricard

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A message from our HR Director

At Irish Distillers, as Créateurs de Convivialité we are committed to reflecting the richness of our society, the marketplace and the communities in which we operate. We believe that this is the best way to build effective teams, create stronger, more innovative work environments, sustainably grow our business and enable deeper connections with each other, our customers, our consumers and our communities.

We actively support an 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 a culture of Inclusion and Belonging across our business and this effort being acknowledged by the Irish Centre for Diversity with our Investors in Diversity Gold award in 2023 and its retention in 2025. We recognise that we all have a crucial role to play in maintaining this momentum 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.

Colm Maguire

Colm Maguire
HR Director, 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 an inclusive culture is integral to delivering our business strategy and ensuring that our people have fulfilling careers with Irish Distillers. Our commitment to this also forms an integral part of our Sustainability & Responsibility Roadmap under the pillar “Valuing our People”. This policy outlines our commitment to a workplace culture of inclusion & belonging; how we will achieve our commitment and how we will measure these achievements.



About Inclusion & Belonging

Definition

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 different 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.

Belonging at work is defined in terms of being valued and appreciated, being heard and listened to, and being included. It is also feeling a sense of community and a sense of acceptance for who you are. It is when an individual can bring their authentic self to work.





Inclusion & Belonging 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
- “Companies with representation of women exceeding 30 percent (and thus in the top quartile) are significantly more likely to financially outperform those with 30 percent or fewer. Similarly, companies in our top quartile for ethnic diversity show an average 27 percent financial advantage over others”- McKinsey & Co , Diversity matters even more: The case for holistic impact, 2023

An Inclusive Culture is good for Our People, Our Customers and Our Communities

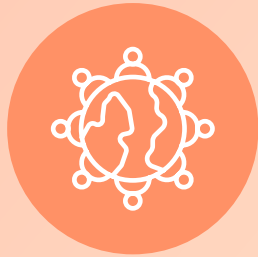
Inclusive workplace environments:

- 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.



Inclusion & Belonging at Irish Distillers

Our Inclusive Culture Objectives



To increase diverse representation in our workforce



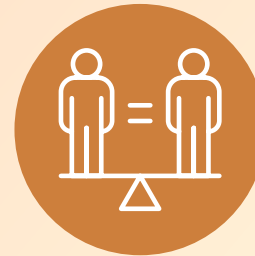
To foster a healthy and inclusive working environment in which all our people can thrive, succeed and collaborate



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 measure success through robust targets and shared responsibility



Areas of Focus

Interculturalism	Interculturalism Priorities:
<p>Commitment:</p> <p>To create a workplace environment that values, celebrates and actively welcomes individuals from all walks of life especially those with diverse religious backgrounds, ethnicities, cultures and members of the Irish Travelling community.</p>	<ul style="list-style-type: none"> • Foster a community that supports all cultural differences creating a sense of belonging for all our people • To raise awareness of, support & celebrate cultural days of significance
Gender Equality	Gender Equality Priorities:
<p>Commitment:</p> <p>To provide a fair and equitable workplace culture where men and women have access to the same resources, opportunities and rewards.</p>	<ul style="list-style-type: none"> • To increase female representation in senior leadership positions across Irish Distillers • To develop gender balanced teams and gender balance in recruitment • To ensure fair and equitable pay for roles of equal value, taking account of objective factors such as relevant skills, experience and sustained performance
LGBTQ+	LGBTQ+ Priorities:
<p>Commitment:</p> <p>To support and celebrate the inclusion of our LGBTQ+ employees and promote allyship*</p> <p><small>*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.</small></p>	<ul style="list-style-type: none"> • 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 LGBTQ+ colleagues • To create a voice for LGBTQ+ employees to improve our workplace, policies and environment • To support & celebrate LGBTQ+ inclusion days of significance through promotional resources and senior leadership endorsement
Disability & Accessibility	Disability & Accessibility Priorities:
<p>Commitment:</p> <p>To support and empower people affected by visible and invisible disability through education, training and impactful accessibility initiatives.</p>	<ul style="list-style-type: none"> • 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

Embedding Inclusive Culture 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 an inclusive workplace culture. Our approach is underpinned by a range of key strategies and policies as outlined below:

Key Inclusive Culture Influences

Pernod Ricard Inclusive Culture & Equal Opportunities Roadmap 2025

Pernod Ricard Values - Fiercely Authentic, Grounded in the Real, Connected Beyond Borders, Passion for Challenge

Pernod Ricard Sustainability & Responsibility Roadmap

Pernod Ricard - The Way We Perform

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 Disability Policy

Irish Distillers Everyone Matters

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



Our Inclusive Culture Principles

This Inclusion & Belonging 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 wide range of cultural backgrounds, gender, 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 Inclusion & Belonging 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.



Our Inclusive Culture Principles (cont'd)

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 an Inclusive Culture 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

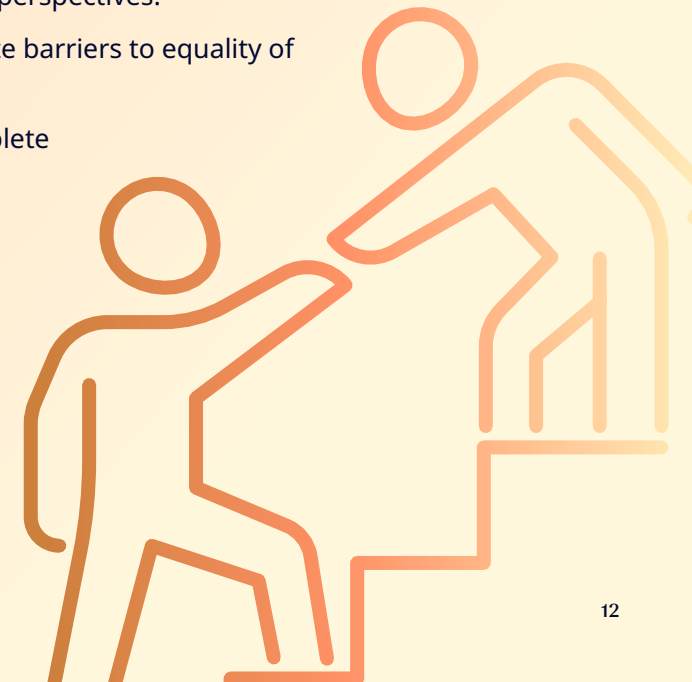
Our Shared Responsibility & Accountability to an Inclusive Workplace Culture

Irish Distillers Leadership Forum

- ✓ 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 Inclusive Culture Strategy.
- ✓ Actively sponsor Irish Distillers Inclusive Culture Strategy, implement inclusion and belonging objectives, and support their leadership team in delivering the strategy, and achievement of key milestones.
- ✓ Actively role model all aspects of inclusive leadership, and provide engaged sponsorship to the Irish Distillers BELONG Peer Network.
- ✓ Assess and communicate Irish Distillers progress against the organisation's measurable objectives.

Leaders

- ✓ Responsible for developing business plans that are aligned with Irish Distillers objectives and assessing the progress of business unit targets.
- ✓ Creating and maintaining an inclusive workplace culture through role modelling of inclusive behaviours as defined in the Pernod Ricard The Way We Perform 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 inclusion & belonging activities, events and peer-network commitments.





Our Shared Accountabilities (cont'd)

Human Resources

- ✓ Promote the value of an Inclusive Culture.
- ✓ Ensure Irish Distillers commitment to an 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 Forum to assess performance in the area of inclusion & belonging.
- ✓ 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 and be an ally for minority groups within the organisation

BELONG Peer Network

The Irish Distillers BELONG Peer Network consists of four core networks as aligned to our four focus areas (Interculturalism, Gender Equality, LGBTQ+, Disability & Accessibility).

Our networks provide an opportunity for employees across the company with a wide 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 an inclusive workplace at Irish Distillers.

Our BELONG Peer Network is sponsored by the Irish Distillers Leadership Forum.



Monitoring and Reporting

Irish Distillers is committed to formally measuring Inclusion & Belonging through regular pulse surveys, using Workday Peakon Employee Voice.

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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