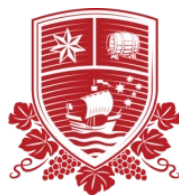


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Navigating Compensation Realities in an Uncertain Market

Elise Spangenberg, Senior Vice President, People & Culture at Treasury Wine Estates

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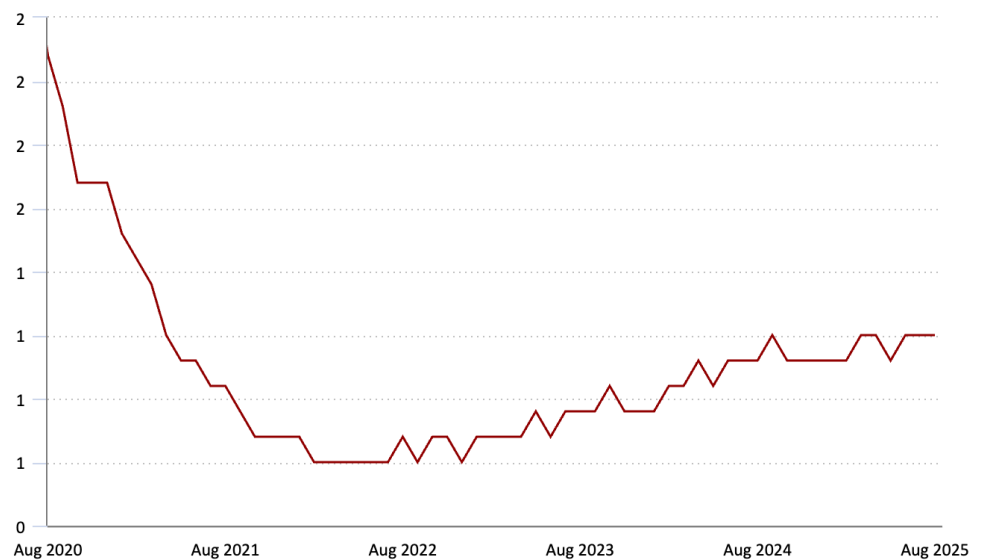


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For the first time in more than four years, the number of **unemployed Americans** has surpassed the number of available job openings

Number of unemployed persons per job opening, seasonally adjusted



Source: U.S. Bureau of Labor Statistics

Takeaway #1: Valuing data over opinion establishes credibility

- Data is the new currency of trust
- Stick with data-backed decisions to withstand scrutiny
- Ask yourself: what do our employees receive beyond their paychecks?



Takeaway #2:

Transparency is a trust strategy

- Open communication is key
- By sharing our philosophy and process, we build trust even when outcomes aren't perfect
- Share both your progress and your challenges openly to demonstrate responsibility and build trust

NETFLIX

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TWE's DNA

WE BRING OUR
WHOLE SELF

WE ARE
COURAGEOUS

WE DELIVER
TOGETHER

Takeaway #3:

Compensation is one part of your value story

- Culture, development and belonging (“total rewards”) are just as important as salary
- Your company still has a lot to offer, even if your resources are limited
- Reflect on why your employees love coming to work to identify your company’s differentiators



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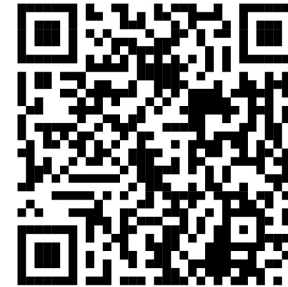
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Questions?

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