



2022

UNIVERSAL REGISTRATION DOCUMENT

CSR EXTRACT NON-FINANCIAL PERFORMANCE
STATEMENT (NFPS)



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2.2.1 GENERAL INFORMATION ABOUT EMPLOYEES

At the end of December 2022, Hermès had 19,686 talents, including 12,360 in France⁽¹⁾. The Group thus increased its headcount by 2,091 people compared to 2021. The production sector saw the most growth in its workforce with 983 new positions, followed by the retail sector, with 723 new positions. Over the past five years, the workforce increased by 6,203 people, representing nearly one-third of the total permanent workforce in the Group today.

Hermès strives to balance all working age groups within its workforce. In 2022, 18% of employees were under the age of 30 (see appendix to this section).

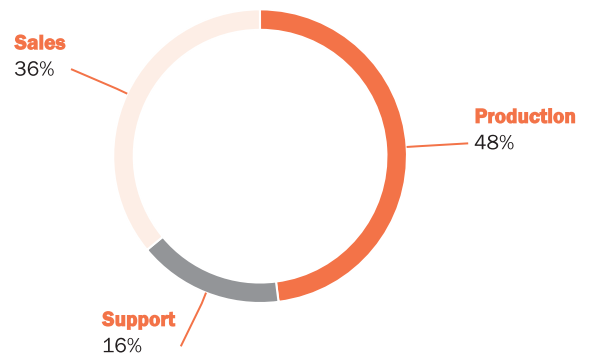
Hermès' policy is to ensure job security, with nearly 92% of employees on permanent contracts. Fixed-term employment contracts are used only for replacements (maternity leave, for example) or for temporary increases in activity, depending on the schedule. Involuntary departures also remain limited, with the total number of dismissals compared to the Group's workforce representing 1.53% worldwide. This figure is stable compared to the 2021 financial year. The overall turnover rate, including voluntary and involuntary departures, is 5.99%.

	Voluntary	Involuntary	Group
Turnover rate 2022	4.46%	1.53%	5.99%
Turnover rate 2021	4.44%	1.38%	5.82%

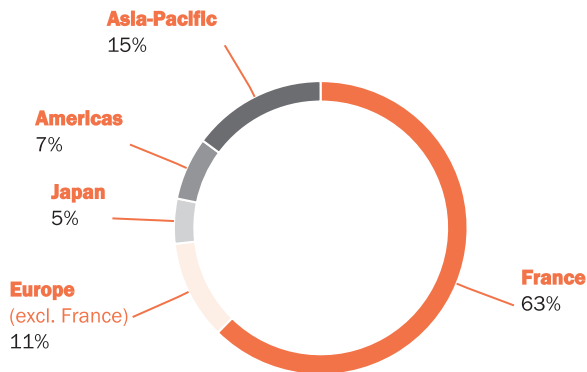
The last 10 years have not required the Hermès Group to undertake any restructuring efforts for economic reasons that had any consequences with regard to jobs. During development operations (site construction), any transfers were on a voluntary basis.

Given its business model and production mainly located in France, 63% of the Group's total workforce is located there. The production workforce represents 8,561 people located in France (69% of employees in France), and 9,469 people worldwide, i.e. 48% of the Group's workforce.

BREAKDOWN OF EMPLOYEES BY SECTOR



BREAKDOWN OF EMPLOYEES BY GEOGRAPHICAL AREA



2.2.3 DIVERSITY, EQUITY AND INCLUSION

Through its *métiers*, its creations, its *savoir-faire*, its distribution network and its customers, diversity is deeply rooted in the House. Hermès' uniqueness is based on an ongoing commitment to recruiting and integrating employees from all backgrounds, whose visible and invisible differences enrich us individually and collectively.

1. Including the workforce of the Maroquinerie Thierry, acquired in November 2022 (127 people). Information relating to this recent acquisition is not included in the social, societal and environmental information presented in this NFPS, apart from items related to the Group's workforce.

The humanist values and commitment to equal opportunities within the House help to create an inclusive work environment in which everyone finds their place through the meaning brought by their contribution and flourishes while respecting others. This strong sense of belonging and collective working together is an invitation to join Hermès to share a unique collective adventure.

The House's ambition is to give a more international dimension to this Diversity and Inclusion strategy by affirming the operating principles common to all and a local implementation by entity and country.

POLICY

The responsible employer policy implemented in the Group consists of establishing conditions that provide equal opportunity in terms of recruitment and employment, under its various components, and fighting all forms of discrimination. It covers aspects related to diversity and difference.

Attaining these two interlinked and complementary objectives involves a range of initiatives to promote responsible integration and responsible management. Drawing on the conviction that diverse talents are a source of wealth, creativity and innovation, Hermès strives to facilitate the integration of employees in all their diversity by developing practical actions in favour in particular of people with disabilities or the long-term unemployed, senior workers, and people from visible minorities or disadvantaged neighbourhoods and areas.

A global diversity and inclusion diagnostic launched in 2021 to review inclusion practices has enabled the Group to ensure that no-one in the Group is treated less favourably than another person due to a non-relevant factor such as their origin, gender, gender identity, marital status, health, sexual orientation, religious beliefs or under any other pretext.

With the help of this exhaustive questionnaire, completed by more than 100 Managing Directors and Directors of Human Resources from all countries, and 30 qualitative interviews conducted with all Managing Directors and Directors of Human Resources around the world, the Group's ambition in terms of diversity and inclusion was clarified and its commitments better structured. A Group approach has been formalised, based on the implementation of actions common to all countries and the construction of local action plans that meet the more specific issues of each country.

In terms of joint actions, all countries where Hermès operates are required to commit to a "common foundation" action programme based on three areas:

- ◆ strict compliance with the principle of non-discrimination;
- ◆ strengthening of gender diversity and equality;
- ◆ better consideration of disability on a daily basis.

Countries are invited, depending on their social and societal issues and their regulations, to supplement their commitment in areas that they deem to be priorities and relevant.

The implementation of this programme includes a multilingual film sharing the House's ambition, a factual testimony of realities already effective, also informing employees about this commitment, in order to encourage participation, daily vigilance, openness, etc. Its distribution will serve as a launch pad for additional actions.

GOVERNANCE

In order to initiate this approach and give visibility to the action plans defined locally, each *métier* and/or each country appointed a Diversity & Inclusion (D&I) Officer, set objectives, a timetable for actions and monitoring indicators. The Group labour relations department will provide input to this network of 27 D&I Officers, covering 100% of the Group's workforce, several times a year. The impact of these actions is measured regularly in order to assess their effectiveness and adjust them if necessary.

This momentum is supplemented in France by the entry into force of the second Group Disability agreement covering the years 2021-2022-2023, the continued communication of the gender equality index in subsidiaries outside France and the rollout of a maternity policy for all employees, with a minimum of 16 weeks' leave and payment of salaries, supplemented by the paid extension in France of paternity leave to 28 days, as mentioned in §2.2.2.4.5.

2.2.3.1 FACILITATING THE INTEGRATION AND RECOGNITION OF TALENTS IN THEIR DIVERSITY, AND PROMOTING EQUAL OPPORTUNITIES AND INCLUSION

Respect for differences is formalised and presented to employees in the ethics charter implemented since 2009 and updated in 2022. This foundation document guarantees objectivity, equal opportunities and the promotion of diversity without discrimination in recruitment, career development and day-to-day management.

You are reminded that, under French law, this means "avoiding any situation in which, on the basis of origin, gender, family situation, pregnancy, physical appearance, particular vulnerability resulting from a person's economic situation, apparent or known, name, place of residence or bank domiciliation, state of health, loss of autonomy, disability, genetic characteristics, morals, sexual orientation, gender identity, age, political opinions, trade union or mutualist activities, exercise of a local elective mandate, ability to express themselves in a language other than French, membership or non-membership, real or supposed, of a particular ethnic group, nation, race or religion, a person is treated less favourably than another is, has been or will be treated in a comparable situation".

These elements are adapted in the subsidiaries in accordance with local culture and applicable laws.

As mentioned in § 2.1., Hermès was included in the top 10 of the Financial Times 2022 "Diversity and Inclusion" ranking. This ranking is based on a survey of 100,000 employees in 16 European countries and highlights their perception and experience of their company's practices in terms of diversity and inclusion. Five criteria were assessed: gender, ethnicity, disability, age and respect for sexual orientation. Maison Hermès stood out in particular thanks to the sense of belonging, as well as the perceived diversity of its different origins, testifying to the confidence of its employees in the House's values and the quality of its practices.

In 2022, Hermès was also recognised for its commitment to diversity by Capital magazine, which ranked the Group first in the clothing and accessories category. This performance was driven notably by the large-scale rollout of the Alterego management training programme on inclusion, available for all the Group's French entities.

2.2.3.1.1 Responsible management, inclusion

Establishing responsible management, making every effort to promote inclusion and equal opportunities, cannot be imposed by decree. Setting an example is crucial and it is important to mention that Hermès has been identified as the most successful SBF 120 company for the representation of women in its top 100 Senior Executives (Ministry in charge of Gender Equality, Diversity and Equal Opportunities, 2022 ranking carried out in 2021).

To develop responsible management, the "Alterego" training programme on inclusion highlights the wealth of diversity for the Company and thus reinforces fair management in access to employment and career management. This programme, which began in 2017, continued with nine sessions in 2022, bringing to 850 the number of executive and local managers who took part in this programme in France. The aim is to share the Hermès culture as a responsible employer and an actor and to pass on the ambition of inclusion, particularly with regard to disability, religion, gender equality and intergenerational management.

In the United States, HOP is an equal opportunities employer which, in accordance with the Commission for Equal Employment Opportunities, has implemented a Diversity, Inclusion & Family policy to commit to being a home for everyone, where the values of diversity, inclusion and family are supported and progress steadily, within the company's sphere of influence. Employee resource groups, made up of volunteer employees who share or are allies of a common identity, experience or interest, serve as internal social networks for their members, as well as sources of innovation for a positive impact on the Company's objectives. There are dedicated groups for LGBTQIA+, women, parents, racial equality and health and wellness. They share feedback and ideas on how HOP can improve the employee experience for their members with events, internal communications and actions. One of its key programmes to support equal opportunities is the inclusive recruitment initiative under a new framework that prioritises practices in line with the values of diversity, equity and inclusion. The aim is to generate a diverse workforce of talented and unique people with different backgrounds, skills and world views that will enrich the HOP family.

In South Asia, Hermès follows local laws on diversity and inclusion with regard to age, family status, race and religion. The only personal information taken into account during promotion and salary increases is the information collected as part of the legal monitoring of recruitment, which limits any risk of discrimination related to an employee's personal situation.

2.2.3.1.2 Social diversity

In terms of recruitment, at all levels, Hermès' policy is not to give disproportionate weight to education, but conversely, to open up the spectrum by paying particular attention to the candidate's experience, as well as their human qualities and personality, in order to give people of any social or geographical origin, whatever their background, the opportunity to join the Group.

To this end, HMS, Ateliers AS & and SNC (HTH division) have set up a recruitment method without CV using MRS tests – simulation using skills – in partnership with the French National Employment Agency, Pôle Emploi. This process of recruiting craftspeople aims to identify, as a priority, future recruits based on manual dexterity, precision and *savoir-faire* criteria. All candidates can apply and their profile is only known at the end of the recruitment process, at the time of the motivation interviews. To reduce difficulties in accessing training and employment, which start very early, a partnership has been initiated for internships for secondary school students with local schools in Pantin and Pré-Saint-Gervais. Local integration is also strengthened through collaboration with the Pôle Emploi in Pantin and the Compagnons du Devoir in Seine-Saint-Denis.

Leather goods workshops almost exclusively recruit their future craftspeople via this MRS method. They occasionally work within local agencies to help young people prepare for job interviews and give them tips for such situations. Candidates, some of whom can be between 14 and 15 years old and attend Maisons Familiales Rurales schools, are welcomed on site as part of the discovery workshops. A permanent presence is even held on the Pôle Emploi premises to present craftsmanship *métiers*. Pôle Emploi advisors are also invited to visit the workshops to better understand the *métier* and its requirements. Links are forged with local reintegration associations to promote pathways between the *métiers*, and commitments are solidified through signatures between a company and, for example, the Agence régionale de l'orientation et des métiers (Normandy) or the Maison métropolitaine de l'insertion et de l'emploi (for HTH) or the charter of 1,000 companies committed to integration launched in 2016 by the Metropolitan City of Lyon. The target has now been reached with 1,075 signatories. Signing the charter of 1,000 companies committed to integration and employment in mainland France meant deciding to recruit differently, for different audiences; to contribute to facilitating access to employment; to promote the *métiers*; to support local integration players and to invest in a local employment dynamic.

Recruitment methods without a CV are also used in certain subsidiaries, such as in Germany, to give a greater number of candidates a chance.

2.2.3.1.3 Gender equality

The Group's policy is to promote gender equality. Gender equality is particularly taken into account within the House, with 67% of Operations Committee members being women, while 60% of managers are women. According to a ranking established by the newspaper Challenge, Axel Dumas is the best performing manager of the CAC 40 on this topic. The Group's Executive Chairman said: "Parity is already a reality for us. The top 100 management has the highest proportion of women in the SBF 120, according to the ranking established by the Ministry for Gender Equality. The Group's results also exceed the European Directive, which requires listed companies to have 33% women on the Board of Directors by mid-2026".

Furthermore, special attention is also to equality, particularly in the awarding of equal pay for equal work and ensuring equal opportunities at all levels of employment. The gender equality pay index for 2022, implemented in France, is 95/100, up five points compared to 2021. Outside France, Hermès GB, which conducts a specific annual gender pay gap review, also published a score measuring the gender compensation gap, with a result of between 96.5% and 98% depending on the criteria. On the Iberian Peninsula, a gender equality plan was signed in 2022, committing the subsidiary to develop specific actions to improve the number of women in the teams, as well as equality in terms of compensation. At La Montre Hermès (LMH), the analysis in 2022 of the results of a survey on gender pay equality (conducted in 2021) carried out by the external and independent control body confirmed that there was no significant pay gap between women and men.

Training is provided in managing diversity and regular reviews and audits of salary policies are carried out by the human resources departments. Women in management and responsibility positions in production sites benefit from programmes designed to encourage women in leadership in the form of personalised coaching.

In 2022, the Hermès women's network, Hécate, created at the end of 2021, was structured and set up around events, activities and inspirational initiatives, enabling the development of its community and both internal and external networking.

By 2023, the French calculation of the gender equality index will be extended to the entire Group scope.

Professional equality can also include recruiting more men into teams, such as at the Maroquinerie de Riom, where, as part of the gender equality agreement, specific indicators are monitored to reflect the effectiveness of the action plan: number and percentage of men recruited by socio-professional category compared to this same percentage for year N-1, number of internal and external job applications from the under-represented gender, proportion of men entering initial training and proportion of men with permanent contracts.

2.2.3.1.4 Disability

GOVERNANCE

True to its humanist values, the Group has always been concerned with the integration and retention of people with disabilities. Wishing to further mobilise the entire organisation, a first Group disability agreement was signed in 2017 as part of a co-construction with social partners, praised at the time by the Ministry of Labour on the Social Dialogue Success Day. This 2018-2020 agreement, renewed for 2021-2023, made it possible to define a structured policy, the allocation of a dedicated budget, the implementation of communication tools intended to increase this commitment, supported at the highest level of the Group, with a sponsor member of the Executive Committee, generating remarkable progress.

The Group disability agreement created in 2017 has structured a

network of disability officers, which has gradually been expanded and professionalised. It is currently composed of 16 disability officers representing each *métier* (Textile, Leather, Crystal, Perfumes, Home, Hermès Métiers, Hermès Group Services, Hermès Systèmes Information, Hermès International, Hermès Commercial, Hermès Distribution France, Hermès Cuir Précieux, Equestrianism, petit h, John Lobb, Hermès Europe) to help all sites make progress in integrating and retaining employees with temporary or long-term disabilities. The network of Disability Officers meets on a regular basis to share best practices, visit sheltered work establishments (ESATs) and promote skills development. The disability agreement receives significant support from the entire organisation to implement this commitment and particularly from the internal communication department to promote best practices and inspire other initiatives.

In order to promote the commitment to disability as close as possible to employees, a network of 130 Disability Ambassadors has been set up. Trained in disability, these employees with varied profiles (craftspeople, support functions, sales associates, etc.), who are not necessarily disabled, have volunteered to promote actions in favour of disability on their site. Working closely with their Disability Officer, their role consists of informing, communicating, advising and providing guidance, while contributing to awareness-raising actions. For example, the HTH division includes 12 Disability Ambassadors led by the Disability Officer. The 130 Disability Ambassadors were brought together at the end of June 2022 for the first time on the occasion of the Disability Ambassadors Day at the Turbulences ESAT in order to fully engage them in their first mission, by sharing a certain number of tools.

POLICY

Under the second agreement approved for the years 2021-2022-2023, the Group is pursuing its ambitions in terms of inclusion, while adapting its commitments to new legislative and regulatory directives, in particular to address the following challenges:

- ◆ promoting the employment and integration of people with disabilities;
- ◆ structuring a genuine job retention policy;
- ◆ strengthening indirect employment through collaboration with the sheltered and adapted sector and self-employed disabled workers;
- ◆ strengthening the fight against decision-making biases caused by stereotypes or prejudices in terms of disability and changing views within the Company through information and communication.

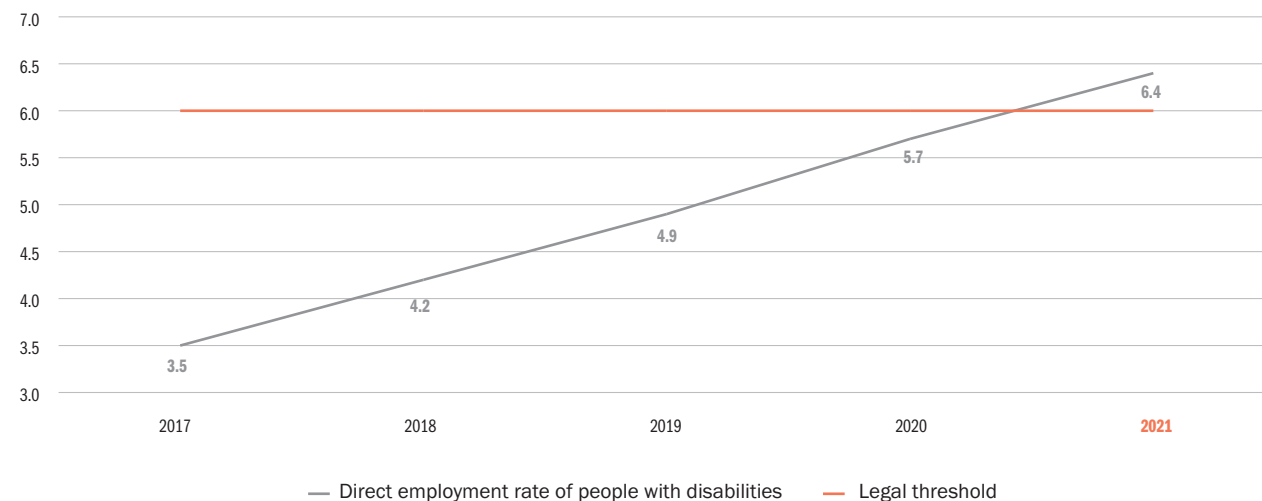
The Group disability agreement mission organises its action to anticipate the scheduled end of approved collective agreements, in order to continue mobilisation in all regions in favour of the inclusion of people with disabilities beyond 2023.

In view of the exceptional increases in the employment rate, to allow the implementation of targeted actions for the same budget over the three years of the agreement, Hermès reaffirmed its support and commitment in terms of disability by allocating a contribution amount of €300,000 per year.

RESULTS AND ACTIONS

Aside from the significant increase in the workforce, the direct employment rate for people with disabilities exceeded the legal threshold of 6% for the first time, reaching 6.4% at the end of 2021.

In %	2017	2018	2019	2020	2021	2022
Direct employment rate of people with disabilities	3.5	4.2	4.9	5.7	6.4	To be published in June 2023



At constant legislation, the employment rate (direct and indirect) for 2021 was 6.92% excluding reductions, *versus* 3.80% at the launch of the Group's first disability agreement. It should be mentioned that, as in France, there are regulations in terms of employment of people with disabilities in Italy, Germany and Turkey. Each country undertakes to respect the employment rates when their workforce reaches the required thresholds. Hermès of Paris (HOP), in the United States, undertakes to comply with all applicable provisions of the Americans with Disabilities Act ("ADA") and the Americans with Disabilities Act Amendments Act ("ADAAA"). The Company's policy is not to discriminate against any qualified employee or candidate with respect to employment conditions due to the disability or perceived disability of that individual as long as they can perform the essential duties of the job with or without reasonable accommodations. The recruitment plan in Japan has incorporated very demanding regulatory objectives. Recruitment needs were planned with a budget and identified positions. After reaching the legal thresholds, this process is expected to continue due to the expansion of the Company.

The number of people with disabilities has more than doubled in four years, exceeding 650 employees recognised at the end of 2021. In 2022, more than 50 French employees took their first steps to having their disability recognised. In this way, they demonstrate the trust they have in Maison Hermès and will benefit from dedicated support in their position and their job retention.

The first objective of the agreement being recruitment, Hermès continued its participation in recruitment fairs dedicated to candidates with a disability, such as Hello Handicap, Open Forum ESSEC,

Handi Café FEDEEH EM Lyon. All job offers in France appearing on the Hermès Talent website⁽¹⁾ are now automatically sent to the AGEFIPH recruitment site and the applications received *via* AGEFIPH are thus identified to ensure the best possible processing. Since the first agreement, 95 recruitment and human resources players have been trained in the recruitment of people with a disability, to help them feel more comfortable in recruiting people with disabilities throughout the hiring process.

A partnership agreement was signed with Handi Sup Normandie, which supports high school students, students and young graduates with a disability, in Normandy. In 2022, this agreement made it possible to welcome five students at a DuoDay, thus enabling them to confirm their choice of career path and to advance their professional project, or even to continue their studies within Perfumes. Six collective information sessions dedicated to disability were organised with Cap Emploi and Ohé Prométhée for the fifth consecutive year, making it possible to identify more than 45 candidates with a disability to consider their integration into the leather goods workshop École des Savoir-Faire. The École des Savoir-Faire de la Maroquinerie des Alpes, based in Fitiélieu is pursuing a particularly active policy of inclusion with an adapted recruitment process and constantly updated teaching methods to adapt to different types of disability. The partnership with the Accessible Sciences Po programme under a multi-year agreement continued. In particular, it enabled the mentoring of six students and the completion of eight DuoDays with Sciences Po students with disabilities.

1. <https://talents.hermes.com/en>

Some sites have also established partnerships with temporary employment agencies specialising in the recruitment of staff with disabilities or the long-term unemployed, in order to have a greater impact on their integration.

Hermès is committed to supporting wounded military personnel and the retraining of gendarmerie officers and their families

In addition to the OMEGA charter signed in 2021 with the CABAT for the retraining of French military personnel wounded in combat, mainly suffering from post-traumatic injury syndrome, in March 2022 Hermès signed an agreement with the National Gendarmerie comprising three components:

- ◆ the first part is intended to promote the retraining of Gendarmerie officers, whether they are injured, disabled, or simply looking for a new professional project;
- ◆ the second concerns the spouses of Gendarmerie officers who, in the context of frequent geographical moves, may be seeking new employment;
- ◆ the third promotes close collaboration between the Security teams of the Hermès sites and the Gendarmerie units, particularly based in the provinces.

As part of this agreement, initial discussions have already taken place with the integration officers of the Gendarmerie in order to present all of Hermès' locations in France, and recruitment programmes are underway in the Group's manufacturing production units.

More than €220,000 of the Disability Agreement budget was devoted to adapting workspaces or financing individual equipment. Ergonomists were called upon to conduct studies on workstations, and end-of-career arrangements were put in place for more than 20 employees. These allow for an adjustment over the final two years of someone's career by moving to part-time work (80% of full time) while maintaining compensation at 100%. Depending on the situations encountered, work organisation adjustments are also made for certain employees, as well as skills assessments or mediation coaching.

The Group was very active during the DuoDays 2022 operation, launched by the French government, by hosting 140 DuoDays (compared to 90 in 2021) in exclusive stores such as in Lille, Lyon, Cannes and at the Faubourg, as well as at the headquarters or in the various production units such as HTH. This involves changing attitudes by welcoming people with disabilities who are looking for work or who come from ESAT-type support structures and over the course of a day showing them the work of employees so that they may take a look behind the scenes of the production or support function *métiers*. Coming from various support structures such as Cap Emploi, ESATs or student associations, everyone was able to discover a *métier* or an environment to help define an academic orientation, a training path or a professional project following retraining, all in a warm and caring

environment. Inspired by this operation, Hermès Perfume and Beauty carries out three DuoDays throughout the year as inclusive highlights.

Although committed throughout the year to promoting the employment of people with disabilities, the European Week for the Employment of People with Disabilities (SEEPH) marks a highlight in November. Many activities are held with the help of the Disability Ambassadors on sites, and provide opportunities to change the way people look at disability. These may include participating in a conference entitled "Stereotypes? Not me, never!", "Develop your purchases from socially supported organisations" (EA/ESAT), or "Discover guide dogs for the blind and partially sighted". Employees can attend workshops to raise awareness of deaf culture and French sign language, visit the dedicated exhibition "Art en Inclusion", or participate in a blind test on singers with disabilities. In 2022, awareness-raising programmes on DYS disorders (dyslexia, dyspraxia, dyscalculia, etc.) were rolled out, such as a DYS goose game, DYS challenges and the sharing of experience. Echoing World Disability Day in early December, the Handi'Cap 2022 forum, an annual highlight organised exceptionally in virtual form, brought together nearly 200 new managers and new disability officers, essential members of the team in the effective deployment of the Disability policy.

Numerous events aim to introduce employees to the sheltered work establishment (ESAT) partners with, for example, an end-of-year market with products from EAs/ESATs organised in Vaudreuil or Paris in December.

Convinced that disability can open up and promote the field of creativity, but also that artistic work can allow people to express themselves differently, a team of four artists with disabilities worked on the creation of works of art based on the theme of lightness, before exhibiting their work at the Paris and Pré-Saint-Gervais sites⁽¹⁾.

The partnership continued with a young female rider, who was a member of the French Paralympic dressage team invited to the Paralympic Games in Tokyo, and was shared with students at a Paris secondary school. A great hope in her sport, Chiara Zenati is also an Ambassador of the values shared with Hermès: excellence, a love of horses, and the integration of people with disabilities.

Finally, Hermès continued to produce episodes of the new series "In full agreement" which clearly illustrates the four pillars of its Group disability agreement approach through inspiring encounters and initiatives implemented within various Group entities. These short videos posted on the HermèSphère Intranet have been a great success.

Since 2013, Hermès has been supporting the Equiphoria Hippotherapy Institute to design a saddle that does not hinder interactions between animals and patients. The Hermès saddler craftspeople have thus put their *savoir-faire* at the service of the teams of doctors and caregivers of this foundation, as illustrated in the film "Footprint on the World" broadcast in 2022 in La Canourgue.

1. <https://www.hermes.com/fr/fr/story/133576-empreintes-sur-le-monde/>

In 2023, all countries will be invited to act in favour of people with disabilities by participating in the week for the employment of people with disabilities, or by participating in the DuoDays programme.

Internationally, a number of countries are carrying out specific actions for people with disabilities.

Thus, in May 2022, Hermès Horloger organised its first edition of the SEEPH in Switzerland by offering five activities to all its employees. In partnership with the local associations, La Fondation Perce-Neige and Pro Informis, 40 volunteers were able to discover adapted workshops as part of a reverse DuoDay, while others transported people with reduced mobility in an adapted "joëlette" chair to discover inaccessible paths. Other employees welcomed beneficiaries to guide them in the discovery of watchmaking *savoir-faire* and enable them to try out the required dexterity. The entire week ended with an inclusive show. A very positive outcome for this first edition.

In Canada, a rigorous accessibility policy is in place and sales associates are trained in accessibility in accordance with Ontario law; In China, newcomers are systematically informed about the disability agreement and the support systems offered. Some employees have decided to learn sign language to better communicate with an employee who has impaired hearing. In another initiative, in Taiwan, Hermès supports drawing classes for students with autism disorders to enable them to express their talents.

2.2.3.2 ENGAGING EMPLOYEES IN SOLIDARITY ACTIONS INCLUDING SKILLS-BASED SPONSORSHIP

2.2.3.2.1 Ambition

In order to embody its commitment as a socially responsible employer and to "Give back to the world what it gives us", Hermès encourages its employees to be involved in the social and solidarity economy, with the aim of strengthening its local integration in the areas where it operates, according to the public interest needs expressed locally.

To achieve this, skills-based sponsorship with partner associations in the field of sustainable development, the Fondation d'entreprise Hermès and the Group Disability Agreement team, as well as with local structures in the context of long-term partnerships, is regularly proposed to employees, in addition to the Fondation d'entreprise Hermès H3 (Heart, Head, Hand) programme.

This approach enables the Group to nurture its values by supporting projects related to its identity, to strengthen pride in belonging, but also to leave employees free to choose the cause in which they wish to get involved. It also addresses an increasingly expressed desire to contribute to the common good. The projects supported must naturally be aligned with the values and priorities defined by Hermès, which relate to education, solidarity, support for craftsmanship, environmental protection and cultural development. They are generally

long-term. Employees involved in these projects, in areas of activity that are often little known, show real personal satisfaction, motivation and increased skills. Operations carried out by several people also reinforce cohesion within the teams and unite the group.

A network of more than 80 skills sponsorship ambassadors

facilitates the rollout of this approach as closely as possible to the teams in France. Thanks to this volunteer programme, which has been formalised in a Group methodology since 2017, employees in France can benefit from five paid working days to support the development of charitable associations. In Switzerland and Spain, each employee is allocated one paid day per year to carry out charitable actions.

2.2.3.2.2 Organisation

Since 2020, under the leadership of the Fondation d'entreprise Hermès and the Hermès International solidarity and social action department, all sponsorship policies have been structured and formalised, including skills-based sponsorship.

Each sponsorship operation is subject to a transparent selection process, which includes the necessary prior checks to ensure that the operation complies with local laws and regulations. A sponsorship selection document is drawn up for each project. The associations supported are verified in terms of governance, ethics and human rights, transparency, etc.

Sponsorship operations in which an Hermès Group employee has, directly or indirectly, a personal and/or financial interest must comply with the available conflict of interest prevention procedure and be reported to the Hermès International legal compliance department for validation. Sponsorship initiatives are the subject of signed letters of commitment. For long-term commitments and partnerships, or those presenting a certain complexity, the terms of the agreement must be contractualised in order to clearly identify the commitments of each of the parties. Sponsorship operations are subject to regular control and monitoring of the successful completion of the operation.

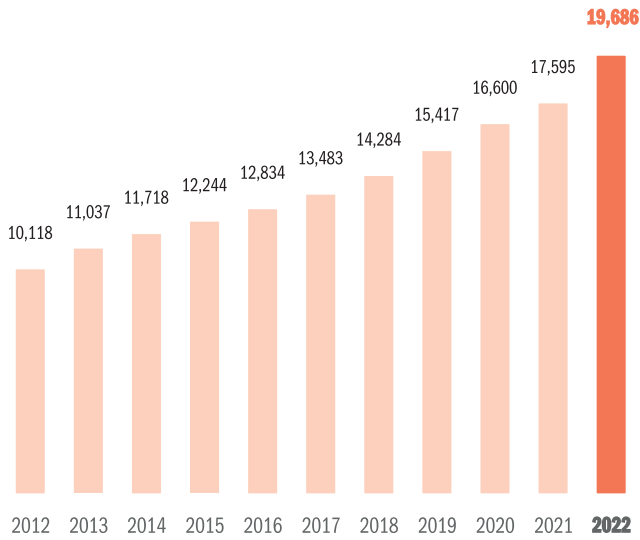
In this context, each division has set up a sponsorship monitoring system, including a Sponsorship Committee in charge of selecting and approving the entity's sponsorship activities. This committee is made up of the division's or *métier's* Management Committee. All decisions taken by this committee are recorded in a formal report kept for a period of five years.

Within the framework of a dedicated budget allocated annually by the subsidiary, each division defines its priorities according to its activity and location, as well as the eligibility criteria (reputation, soundness of the project, history of the beneficiary, strategy of the entity, prevention of potential conflicts of interest, etc.) and control of sponsorship projects supported.

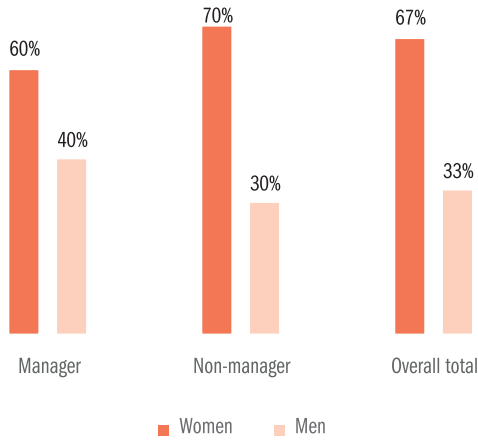
Most of the actions are subject to a confidentiality clause that prohibits their disclosure in this document.

ADDITIONAL CHARTS

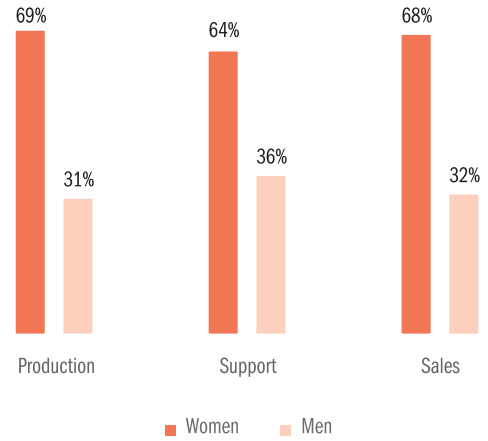
CHANGE IN THE GROUP'S GLOBAL WORKFORCE



GENDER BREAKDOWN BY CATEGORY (MANAGERS/NON-MANAGERS)



GENDER BREAKDOWN BY SECTOR



AGE PYRAMID BY GENDER

