



HERMÈS

2024 UNIVERSAL REGISTRATION DOCUMENT

EXTRACTS FROM THE UNIVERSAL REGISTRATION DOCUMENT

The following page numbers are those of the 2024 Universal registration document

3.3.4 NON-DISCRIMINATION AND DIVERSITY POLICY

3.3.4.1 GENDER BALANCE POLICY WITHIN GOVERNING BODIES

In accordance with the provisions of Article L. 22-10-10 paragraph 2 of the French Commercial Code (*Code de commerce*), the way in which the Company seeks balanced representation of men and women on the committees established, where relevant, by the Executive Management, in order to regularly assist it in exercising its general duties, is presented below, alongside the results in terms of gender balance in the 10% of management positions with the greatest responsibility.

Since 2018, the Supervisory Board has been tasked with ensuring that the Executive Chairmen implement a non-discrimination and diversity policy in the Governing bodies.

Pursuant to Article 8 of the Afep-Medef Code, Boards are recommended to set gender balance objectives within governing bodies.

The HCGE implementation guide stipulates that in *sociétés en commandite par actions* (partnerships limited by shares):

- ♦ it is the responsibility of the Executive Management to set gender balance objectives and the time frame for attaining them, as well as to determine how these objectives and the action plan are implemented;
- ♦ the Supervisory Board ensures compliance with and monitoring of this recommendation. It is informed annually by the Executive Management of the results obtained so that they can be included in the corporate governance report.

The Executive Management has set Company gender balance objectives since 2020 as follows:

Overall gender balance target for Governing bodies: that the proportion of members of each gender be at least equal to 40%. The scope of the Governing bodies selected includes the committees established by the Executive Management several years ago to regularly assist it in exercising its general duties, namely:

- ♦ the Executive Committee (role and composition described in § 3.3.3.1);
- ♦ the Operations Committee (role and composition described in § 3.3.3.2).

Time horizon: the proportion set having already been reached in 2019, the Executive Management has set the target of maintaining the current balance (over both the medium and long term).

Action plan: for several years now, the Company has been encouraging female representation among Senior Executives, which should help achieve this goal.

The diversity policy applied to the members of the Supervisory Board is described in § 3.4.3.

3.3.4.2 GENDER BALANCE ON THE GROUP'S GOVERNING AND GOVERNANCE BODIES AND SENIOR EXECUTIVES

The table below illustrates gender balance on the governance bodies, on the Supervisory Board and in the Senior Executives category:

	As at 31 December 2024	As at 1 February 2024 ¹
Governing bodies (Executive Committee and Operations Committee, excluding the Executive Chairmen)		
Proportion of women	59%	17/29 60%
Proportion of men	41%	12/29 40%
Overall female representation		
Supervisory Board (excluding the employee representatives on the Supervisory Board)	50%	50%
CAG-CSR Committee	67%	67%
Audit and Risk Committee	40%	40%
Senior Executives ²	48%	47%

(1) The date of 1 February 2024 was used to take into account the appointments made on this same date (see § 3.3.2.3). As at 31 December 2023, the proportions were as follows (excluding the Executive Chairman):

- Proportion of women: 61%, i.e. 19 women out of 31 members (excluding the Executive Chairman);
- Proportion of men: 39%, i.e. 12 men out of 31 members (excluding the Executive Chairman);
- 29% foreign nationals (excluding the Executive Chairman and members of the Executive Committee)

(2) Within the meaning of Article L. 3111-2 of the French Labour Code, this category consists of 112 positions with the highest responsibility in the classification adopted by the Group.

3.3.4.3 GENDER EQUALITY INDEX

The Hermès Group is committed to the principles of recognition and respect, irrespective of one's origin, gender, family situation or position. Employees are reminded of this respect for differences in the ethics charter (available at <https://finance.hermes.com/en/ethics-human-rights-and-diversities/>) ensuring objectivity and equal opportunities and promoting diversity and inclusion in recruitment, career development and day-to-day management.

As the results published below illustrate, the Hermès Group is constantly committed to promoting gender equality. Particular attention is paid to equality, particularly in the awarding of equal pay for equal work and ensuring equal opportunities in access to employment and internal promotions. At all levels of the organisation, equality of opportunity, diversity and inclusion in terms of employment, training, supervision and compensation are backed by the House's commitment, with the objective of taking concrete and sustainable actions.

Since 2019, Hermès has harmonised its international maternity leave practices by defining a minimum maternity leave period of 16 weeks, maintaining 100% of basic pay and making 100% coverage of maternity expenses available in all locations.

In addition, in order to offer an increasingly inclusive framework for parenthood and to support the professional careers of women, since 1 January 2022, the Group has been offering paternity or adoption leave for employees in France (i.e. 62% of the House's workforce) by maintaining the compensation of the persons concerned at 100%. This policy was extended on 1 January 2023 to the rest of the subsidiaries worldwide.

In July 2023, an agreement on "Work-life balance" was signed with all representative trade unions at Group level. This came into force on 1 January 2024 and benefits all employees of entities in France. It aims to support employees faced with personal situations impacting their professional daily life: caregivers, parents or those in vulnerable situations. For these three aspects, various measures were negotiated, taking care to provide responses adapted to the diversity of the situations encountered:

- ♦ supporting caregiver employees:
 - (I) by providing an information and assistance platform for the most common situations;
 - (II) by offering flexibility in more demanding situations,
 - (III) by freeing up time through financial support in the most difficult situations;
- ♦ supporting parenting before and upon arrival and following the birth of a child;
- ♦ preventing and supporting people in vulnerable situations: long-term illnesses such as cancer, professional burnout, bereavement, domestic violence, addictions or excess debt.

In France, agreements or action plans relating to professional equality are regularly renewed in order to reaffirm the guarantee of a balanced salary positioning between men and women, as well as respect for equal treatment in the allocation of salary increases. These agreements define progress targets in order to promote the role of fathers in the exercise of family responsibility, and to enable women to carry out a professional activity corresponding to their wishes. Women in managerial roles and positions of responsibility at production sites also benefit from personalised coaching support.

In accordance with Article L. 1142-8 of the French Labour Code, on 5 March 2025 Hermès International published the professional gender equality index for 2024, which was 99/100.

This index measures the gender pay gap within a single company. It takes into account all components of a compensation package and must be calculated each year, thereby serving to identify any points of progress. This index includes the following five indicators (the results obtained for each indicator are given in brackets):

- ♦ gender pay gap (39/40);
- ♦ difference in the breakdown of individual pay increases (20/20);
- ♦ number of employees receiving a pay increase upon their return from maternity leave (15/15);
- ♦ number of employees of the under-represented gender among the 10 highest-paid employees (10/10).

The methodology for calculating the index includes all compensation paid (fixed + benefits).

The overall weighted average index of the Group for financial year 2024 was 92/100.

3.3.4.4 DIVERSITY POLICY AND GROUP RESULTS IN TERMS OF GENDER BALANCE

Whether appointments to governing bodies, recruitment or the appointment of any employee, the Hermès Group is particularly committed to compliance with the principle of non-discrimination.

Whenever possible, all employees are reminded of the importance of this principle.

The "Hermès, a Responsible Employer" policy insists on compliance with two essential principles: the principle of non-discrimination and the principle of gender equality.

The Group has also made commitments to promote the professional integration and job retention of people with disabilities. Hermès was rewarded for the first time by the Grand Prix Emploi for people with disabilities.

In 2021, 13 women from different backgrounds in the House took the initiative to create Hécate, a network of Hermès women, whose ambition is to enable each woman to be a driving force in her own development at Hermès. Hécate aims to be active in three areas: networking, inspiration and development. Since its creation, Hécate has brought together more than 100 women, who have begun to structure the network and reflect on themes as varied as parenthood, careers and vulnerabilities. The network continued its work in 2024 to promote inclusion and diversity at all levels of the organisation.

The Group has put in place an “Alterego” training programme which focuses on integration and diversity management. This training is attended by all Management Committee members and the Group’s local managers. It takes the form of a one-day programme, which alternates between a theory-based and a more hands-on approach, for preventing and identifying all forms of discrimination (direct, indirect or even involuntary) and reaffirming the Group’s zero tolerance with regard to this type of practice.

3.3.5 SUCCESSION PLAN FOR SENIOR EXECUTIVES

It should be noted that the existence of two Executive Chairmen, one of which is a legal entity, guards against the Executive Management falling vacant unexpectedly.

The succession plan for the Chairman of the Supervisory Board is presented in § 3.4.4.

3.3.5.1 EXECUTIVE MANAGEMENT SUCCESSION PLAN

A succession plan was established in 2016 for the Executive Management. This succession plan, which has been set down in writing since 2019, covers:

- ◆ temporary interim succession (temporary absence of an Executive Chairman, e.g. due to illness or accident);
- ◆ unplanned succession (permanent impairment, death or resignation of an Executive Chairman in the short or medium term).

Every year, the CAG-CSR Committee conducts an annual review of this

plan. In early 2025, it noted that it remained unchanged and maintained its assessment that this plan is understandable, of good quality and sufficiently protective to ensure business continuity.

3.3.5.2 TALENT REVIEW

An annual Talent Review process was rolled out throughout the Group in 2020, with the following objectives:

- ◆ take stock of our leadership talents to ensure succession within Hermès;
- ◆ improve anticipation of succession plans;
- ◆ engage a stronger dynamic in the development of talents.

This Talent Review covers the succession of the members of the Executive Committee and of the members of the Operations Committee.

The Talent Review and succession plans for the Executive Management and the Chairman of the Supervisory Board are presented to the CAG-CSR Committee every year.