



# HERMÈS

2025 UNIVERSAL REGISTRATION DOCUMENT

**EXTRACTS FROM THE UNIVERSAL REGISTRATION DOCUMENT**

The following page numbers are those of the 2025 Universal registration document

## 2.3.4 NON-DISCRIMINATION AND DIVERSITY POLICY

### 2.3.4.1 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 § 2.3.3.1);
- ◆ the Operations Committee (role and composition described in § 2.3.3.2).

**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 working to achieve gender balance among Senior Executives, which should help achieve this goal.

The diversity policy applied to the members of the Supervisory Board is described in § 2.4.3.

### 2.3.4.2 GENDER BALANCE OF 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 2025	As at 31 December 2024	
<b>Governing bodies (Executive Committee and Operations Committee, excluding the Executive Chairmen)</b>			
Proportion of women	60%	18/30	59%
Proportion of men	40%	12/30	41%
<b>Overall female representation</b>			
Supervisory Board (excluding the employee representatives on the Supervisory Board)	46%		50%
CAG-CSR Committee	33%		67%
Audit and Risk Committee	75%		40%
Senior Executives <sup>1</sup>	49%		48%

(1) Within the meaning of Article L. 3111-2 of the French Labour Code, this category consists of 102 positions with the highest responsibility in the classification adopted by the Group.

### 2.3.4.3 GENDER EQUALITY AND DIVERSITY

The Hermès Group is fundamentally committed to the principles of recognition and respect, independent of a person's origin, gender, family situation or job. These principles are formalised in the Group's ethics charter, ensuring objectivity and equal opportunities and promoting diversity and inclusion in recruitment, career development and day-to-day management (available at <https://finance.hermes.com/en/ethics-and-compliance/>).

The "Hermès, a Responsible Employer" policy is based on two essential principles:

- ◆ the principle of non-discrimination;
- ◆ the principle of equality between women and men.

In 2025, the Group adopted a set of formalised social policies, including a Diversity, Equity and Inclusion (DEI) policy. This is based on the following structuring axes:

- ◆ fight against all forms of discrimination;
- ◆ promote gender equality;
- ◆ promote the inclusion of people with disabilities or in vulnerable situations;
- ◆ cultivate intergenerational links in order to nurture the vitality of our communities.

This policy reflects the commitment of all the House's stakeholders to an inclusive work environment, in which everyone can find their place, contribute fully and flourish while respecting others.

It constitutes a reference framework for the actions of the various actors concerned (managers, HR teams, DEI and disability officers and ambassadors) and guides the implementation of their local initiatives and actions.

It guides the actions of the various stakeholders (managers, HR, DEI and disability officers and ambassadors) in their local actions and initiatives.

In France, agreements and action plans relating to professional equality are regularly renewed to ensure:

- ◆ a balanced salary positioning;
- ◆ equal treatment in the allocation of salary increases;
- ◆ work-life balance;
- ◆ equal opportunities in professional development.

In accordance with Article L. 1142-8 of the French Labour Code, on 3 March 2026, Hermès International published the professional gender equality index for 2025, which was 99/100.

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 2025 was 94/100.

Many concrete actions have been put in place to promote professional equality and diversity.

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, the Group has been offering paternity or adoption leave for employees in France, maintaining the compensation of the persons concerned at 100%. This policy was extended on 1 January 2023 to the rest of the subsidiaries worldwide.

The "Work-life balance" agreement, applicable to all French entities since January 2024, proposes a comprehensive system structured around three areas:

- ◆ 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.

Since 2021, "Hécate" has been pursuing its objective: the creation of a space for listening and trust where people can express, nurture and develop themselves. Hécate aims to be active in three areas: networking, inspiration and development. The community is expanding its network and now includes more than 300 women who meet at events, allowing them to address different themes. The network continued its work in 2025 to promote inclusion and diversity at all levels of the organisation. The concrete achievements of this network notably include:

- ◆ the organisation of after-work and morning meet-ups;
- ◆ a cross-mentoring programme; and
- ◆ contribution to the Group's HR policies.

The Group is also rolling out an ambitious policy to prevent and fight against discrimination. In the area of training and raising awareness, the Group has put in place an "Alterego" training programme which focuses on integration and diversity management. It is mandatory for all Management Committees and local managers. This one-day programme alternates between a theory-based and a more hands-on approach, allowing the prevention and identification of all forms of discrimination (direct, indirect or even involuntary) and reaffirming the Group's zero tolerance with regard to this type of practice. The Group has also set up a network of 150 officers trained on harassment and sexist behaviour. In 2025, a day of cohesion and development of officers was organised. It made it possible to unite this community and better equip them in their position through role-playing workshops.

The Group is continuing its commitments to promote the professional integration and job retention of people with disabilities. The results observed show a positive dynamic in favour of the inclusion of people with disabilities or in vulnerable situations. In 2025, the direct

employment rate of people with disabilities was 7.99%, representing more than 1,000 employees holding recognition of their status as a worker with a disability (RQTH). In addition, the volume of purchases of services from adapted structures and the socially supported sector reached €8.4 million in 2025, reflecting the Group's active support for the inclusive economy. In 2025, these commitments were translated into numerous operational initiatives on an international scale. In particular, the Group organised the third Global Seminar for Diversity & Inclusion Officers, promoting the sharing of best practices. More than 150 "DuoDay" operations were carried out, including 10 in Korea, and recruitment days dedicated to people with disabilities were organised in several countries, including China, Switzerland and Italy. In addition, a Handi'Cap Forum dedicated to mental health and mental disabilities brought together more than 400 participants, and the Group took part in nine employment forums dedicated to disability, thus confirming its constant commitment to inclusion and equal opportunities.