

INTRODUCTION

Since its creation in 1837, Hermès has remained faithful to its artisanal model and humanist values. As a responsible, family business, all employees are invited to form a community, sharing in a long-term quest towards mastery and meaningful work.

Our “Hearts & Crafts” social model provides a shared framework for our priorities which always put people at the heart.

HERMÈS' SOCIAL MODEL IS BASED ON FOUR PILLARS

- A **managerial philosophy** that is grounded in our family heritage, promoting humanistic values, embodied by our managers who drive our organisational vitality.
- A strong focus on the **physical and psychological wellbeing** as well as the **social protection of all employees**.
- A framework of **reward & recognition** for employees through **remuneration schemes** and **redistribution** of the value created. This demonstrates the value that Hermès places on the commitment and work of every individual and reflects our emphasis on the **employability** and **career progression** throughout their careers.
- The opportunity for everyone to be an artisan: we are all artisans when the work is done well, at Hermès we believe that it is through the practice of the craft that **meaningful work** and a **sense of purpose** can be achieved.

By formalising our social policies, Hermès aims to guide local practices over the long term, guarantee a fulfilling working environment for our employees, and amplify our social impact.

March 31st, 2026

SHARON MACBEATH



GOVERNANCE OF HERMÈS

SOCIAL POLICIES

Our governance promotes the involvement of people at all levels of the company in implementing our “Hearts & Crafts” social model and related policies.

“Hearts & Crafts” and the policies that stem from it are upheld by the Group in collaboration with its entities and subsidiaries. These shared goals are designed to guide each entity’s roadmap.

- At the Group level, the Human Resources Management Committee and the HR Council are responsible for monitoring the implementation of social policies and ensuring they are consistent with the Hermès social model.
- Entities and subsidiaries build their roadmaps accounting for local needs, guided by the strategic orientations of each policy.
- Communities of dedicated experts and ambassadors are organised centrally.
- In line with the Group’s ethics charter and duty of care, our policies are endorsed by the Group’s Human Resources Director – who is a member of the Executive Committee – and are made available to all employees.
- Our policies and progress are shared regularly with the Supervisory Board’s Remuneration, Appointments, Governance and CSR Committee.

DIVERSITY, EQUITY & INCLUSION POLICY

OUR ASPIRATION

To guarantee an inclusive working environment in which everyone can find their place, contribute and thrive in a culture of mutual respect.

THIS ASPIRATION REFLECTS

- Our humanistic values that ensure the house remains a vibrant mosaic of individual personalities and diverse backgrounds.
- Our hope that every employee feels recognised, respected and free to authentically share their talents and views.
- Our commitment to guaranteeing equal opportunities and fair treatment for all, while also accommodating individual employees' circumstances and needs.

OUR PRIORITIES

1. ERADICATE ALL FORMS OF DISCRIMINATION

- Support and train managers to create the conditions for a safe, respectful and inclusive working environment.
- Implement communication and training initiatives for all employees.
- Identify, assess and, if necessary, sanction any form of discrimination in the workplace.

2. ENSURE GENDER EQUALITY

- Measure gender equality and opportunity in the workplace annually.
- Ensure equal treatment during recruitment and at all stages of employees' careers (training, internal promotions, etc.).
- Where appropriate, implement actions aimed at reducing any disparities in treatment.

3. SUPPORT THE INCLUSION OF EMPLOYEES WITH DISABILITIES OR SPECIFIC NEEDS

- Raise awareness among employees about all forms of disability.
- Make the necessary resources available (equipment, facilities, flexibility, etc.) to adapt working environments for employees with disabilities or specific needs.
- Share and promote best practices.

4. NURTURE INTERGENERATIONAL CONNECTIONS TO ENSURE CULTURAL VITALITY

- Foster intergenerational understanding through tutoring, mentoring and skills-based sponsorship schemes.
- Guarantee the employability of employees of all ages through lifelong learning and skills development.

DIALOGUE WITH EMPLOYEES POLICY

OUR ASPIRATION

To encourage individual and collective expression, listening and exchange, made possible by close working relationships within the house.

THIS ASPIRATION REFLECTS

- Our managerial philosophy which values every person's voice and perspective.
- The importance we place on relationships and people as the source of creativity and foundation of our artisanal model.
- Our commitment to providing high-quality, human-centred working environments that value relationships and collaboration.
- The importance of our oral tradition as the main way of sharing and passing on our unique heritage and culture within the house.

OUR PRIORITIES

1. RITUALISE AND FACILITATE DIALOGUE

- Create space for regular open, constructive and authentic dialogue.
- Give employees at every level of the company the opportunity to be involved in discussions, initiatives or projects that are a part of the collective journey.
- Consider employee representatives' viewpoints in a spirit of constructive partnership.

2. FOSTER AN ENVIRONMENT CONDUCIVE TO HIGH-QUALITY MANAGERIAL RELATIONSHIPS

- Ensure regular exchanges between managers and employees to offer everyone a bespoke career path.
- Enable each manager to embody and transmit the values of our managerial philosophy.

3. OFFER ALL EMPLOYEES OPEN AS WELL AS CONFIDENTIAL CHANNELS OF EXPRESSION

- Gather employees' opinions regularly through Group surveys.
- Pursue our ambition to continually improve working conditions by implementing targeted action plans.
- Provide a secure and visible channel for reporting incidents and complaints that is accessible to all, and handle reports quickly, respectfully and anonymously.

WORK-LIFE BALANCE AND WELLBEING POLICY

OUR ASPIRATION

To create the conditions for wellbeing in the workplace by ensuring an environment in which people can achieve a healthy work-life balance.

THIS ASPIRATION REFLECTS

- Our desire to prioritise on-site presence, which is crucial to the collective spirit of the Hermès family.
- Our commitment to supporting and protecting employees during pivotal moments in their lives.

OUR PRIORITIES

1. CREATE THE CONDITIONS FOR QUALITY OF LIFE IN THE WORKPLACE

- Ensure that each employee's workload is manageable over time, to preserve their physical and mental health and wellbeing.
- Encourage our managers to show understanding when dealing with difficulties in their employees' lives.
- Be open to trying new forms of flexibility and work organisation while respecting the Group's guidelines.

2. PROVIDE SUPPORT FOR DIFFERENT LIFE STAGES OR SPECIAL CIRCUMSTANCES

- Guarantee social protection for all employees in line with Group policy and guidelines.
- Support all forms of parenthood (maternity, second-parent status, adoption, etc.), in line with Group policy.
- Provide support for employees facing life challenges such as illness, bereavement, or caregiving circumstances, through appropriate initiatives.
- Improve the ways in which we support employees returning to work.

SAVOIR-FAIRE, DEVELOPMENT & EMPLOYABILITY POLICY

OUR ASPIRATION

To help our company to grow and to grow with it, by providing an environment conducive to collective success and individual achievement.

THIS ASPIRATION REFLECTS

- Our desire for our employees to find meaning in their work by giving everyone the opportunity to learn, grow and develop themselves within the house.
- Our wish to preserve our unique savoir-faire as a living heritage and the foundation of our artisanal model.
- Our commitment to cultivating creativity, freedom and pursuing beauty through practice and a quest for mastery.

OUR PRIORITIES

1. CREATE THE CONDITIONS FOR PROFESSIONAL ACHIEVEMENT THROUGH MEANINGFUL WORK

- Help everyone to develop their skills and realize their potential through ongoing learning and experiences throughout their career.
- Encourage initiative and the possibility for all employees to contribute to the collective adventure.

2. TRANSMIT AND CULTIVATE HERMÈS SAVOIR-FAIRE

- Ensure the mastery and transmission of our unique savoir-faire through our in-house schools and workshops.
- Encourage peer-to-peer knowledge transfer by fostering connections and collaboration between employees and across entities.
- Develop appropriate career or learning paths designed around how we envision our métiers in the future.

3. OFFER BESPOKE CAREER PATHS

- Make internal mobility our main recruitment channel, favoring employees who thrive by offering diverse roles, personal and professional development opportunities.
- Sustain employees' long-term engagement by empowering them to play an active role in their own development.

HEALTH & SAFETY POLICY

OUR ASPIRATION

To ensure a safe and secure working environment for all our employees supported by a rigorous approach aimed at achieving zero accidents.

THIS ASPIRATION REFLECTS

- Our responsibility, in line with our distinctive social model, places health and safety at the top of our priorities for artisans, creators, retailers and support roles.
- Our humanistic values and our conviction that everyone should be able to carry out their work safely by limiting risks.
- Our culture of prevention based on the involvement and vigilance of all employees, with management's commitment to adhere to the highest health and safety standards.

OUR PRIORITIES

1. PREVENT RISKS

- Ensure compliance with all applicable laws and regulations, and proactively anticipate regulatory changes.
- Identify, assess and control risks in the existing working environment, especially in the context of new projects and worksites.
- Implement a prevention programme tackling the most critical risks.

2. PROTECT EMPLOYEE HEALTH

- Create the conditions for the physical and mental health of employees.
- Identify and assess the risks to employee health over the long term.
- Continue to improve working conditions to prevent work-related illness.

3. ENHANCE OUR HEALTH AND SAFETY CULTURE

- Anchor health and safety culture within all Hermès entities.
- Develop our managers' capacity to influence and ensure safer behaviours throughout the company.
- Involve and empower all employees in health and safety initiatives.
- Systematically collect and learn from real-life experience to continuously strengthen our best practices.

4. DRIVE AND MONITOR HEALTH AND SAFETY PERFORMANCE

- Actively support the implementation of operational roadmaps aligned with our zero-accident aspiration.
- Measure, consolidate, and widely communicate internally on the health and safety performance of Group entities.
- Highlight health and safety performance to each of the Group's management bodies.