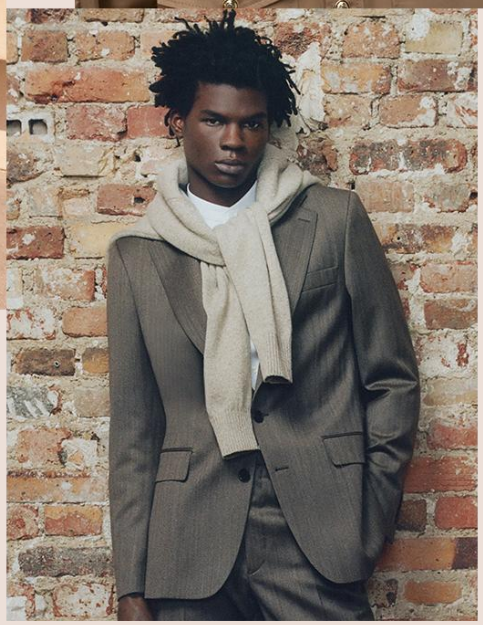








SMCP

sandro · maje · claudie pierlot · fursac

HR Strategy

Version 1
Last updated: October 2025
Validated by: Frédérique Chemaly, Group Human Resources Director

Introduction

The skills of SMCP's more than 6,500 employees enable the Group and its brands to offer unique collections and experiences worldwide. Employees work across the store network (83%), head offices (15%) and logistics (2%). Their varied backgrounds embody the Group's richness and distinctive identity.

Convinced that employee engagement is essential to its success, SMCP takes account of employee expectations through discussions with employee representatives, collective agreements and employee satisfaction surveys.
The importance placed on employees is reflected in an HR strategy structured around three priorities: strengthening excellence in HR practices; supporting organizational change in line with Group strategy; and attracting, retaining and developing talent.

SMCP's HR policy is rooted in the culture established by its founders: passion, entrepreneurship, creativity and boldness. These foundations are reflected in the Group's values, shared at every level and worldwide:

- Be a passionate entrepreneur: demonstrate agility, act as though the business were your own, and be both hands-on and visionary.
- Act with sustainable awareness: make a positive contribution, integrate corporate social responsibility into everyday actions and think long term.
- Encourage creativity and innovation: bring forward new ideas to stay ahead.
- Develop a global mindset: go beyond your own scope of responsibility and strengthen links between entities.
- See elegance as an attitude: show respect, kindness and consideration for others every day.

These values also underpin SMCP's management model, which places managers in a key ambassadorial role through four principles: share the vision and promote an ethical performance culture; seek authenticity and diversity; show courage and develop teams; foster collaboration and promote mobility.

Reference documents:

This policy is implemented through internal documents:

- The Group Code of Ethics, a reference framework and guide governing expected day-to-day conduct and relationships with all stakeholders.

- Internal regulations covering head offices, logistics and the store network.

Legal and regulatory compliance

- The Group undertakes to comply with labor laws in every country in which it operates. It applies zero tolerance to forced labor, child labor and all forms of discrimination.
- SMCP's HR policy respects the International Labour Organization (ILO) fundamental principles and rights at work, including conventions on freedom of association and collective bargaining (Nos. 87 and 98), forced labor (29 and 105), child labor (138 and 182), equal remuneration and non-discrimination (100 and 111), and occupational health and safety (155 and 187).

Working hours policy

- SMCP is committed to working conditions that respect employees' fundamental rights, particularly working time and rest periods, in accordance with applicable laws and international labor standards, including ILO standards. National legislation is strictly observed. In France, for example, the internal policy provides:
    - Maximum daily working time: 10 hours.
    - Maximum weekly working time: 48 hours in any one week, and an average of no more than 44 hours per week over 12 consecutive weeks.
    - Mandatory daily rest: 11 consecutive hours between working days.
    - Mandatory weekly rest: at least 24 consecutive hours plus the 11 hours of daily rest, i.e. at least 35 consecutive hours.
    - Overtime may be performed beyond statutory working hours and gives entitlement to compensatory rest. It is strictly regulated and does not override maximum working-time limits or mandatory rest periods.
- Right to disconnect: SMCP guarantees employees this right, including through a collective agreement within the SMCP Economic and Social Unit setting out principles and good practices for its effective exercise.

- Respect for working hours, rest periods and individual contractual terms is fundamental to an ethical, responsible working environment compliant with local law and human rights.
- Tools are in place for employees on hourly contracts (stores and logistics) to ensure compliance with local legislation.

Employee listening and dialogue mechanisms

- The Group attaches great importance to actively listening to employees, with channels for raising and handling internal concerns, including regular discussions between management and employees in a transparent forum where everyone may ask questions.
- At individual level, the annual performance review gives employees an opportunity to express their expectations and needs.
- At collective level, monthly meetings with employee representatives on the Social and Economic Committee (CSE) provide an essential channel for identifying priority issues.
- An annual satisfaction survey measures engagement and identifies opportunities for improvement across different topics. Findings are analyzed and used to develop appropriate action plans.
- The Group monitors employees' willingness to recommend the company (employee NPS) and aims to achieve a score of at least 7.5/10 by 2027.

TARGET

	2024	*Target*	*Target year*
Scoring : "I would recommend my company to a friend as a place to work"	7.3/10	≥7.5/10	2027

- A whistleblowing system accessible to all employees enables reporting of conduct believed to breach the Group's ethical rules, seriously affect SMCP's operations, materially expose it to liability, or violate fundamental principles in its ethics documents.
- This includes harassment, discrimination, corruption and fraud. Reports may be sent to ethics@smcp.com and are handled with the necessary confidentiality, independence and seriousness.
- Use of the system is optional and complements existing channels. Employees may also report concerns to their manager, HR, employee representatives, Legal or Internal Audit. Every report is recorded in a dedicated register documenting risk analysis and action plans.

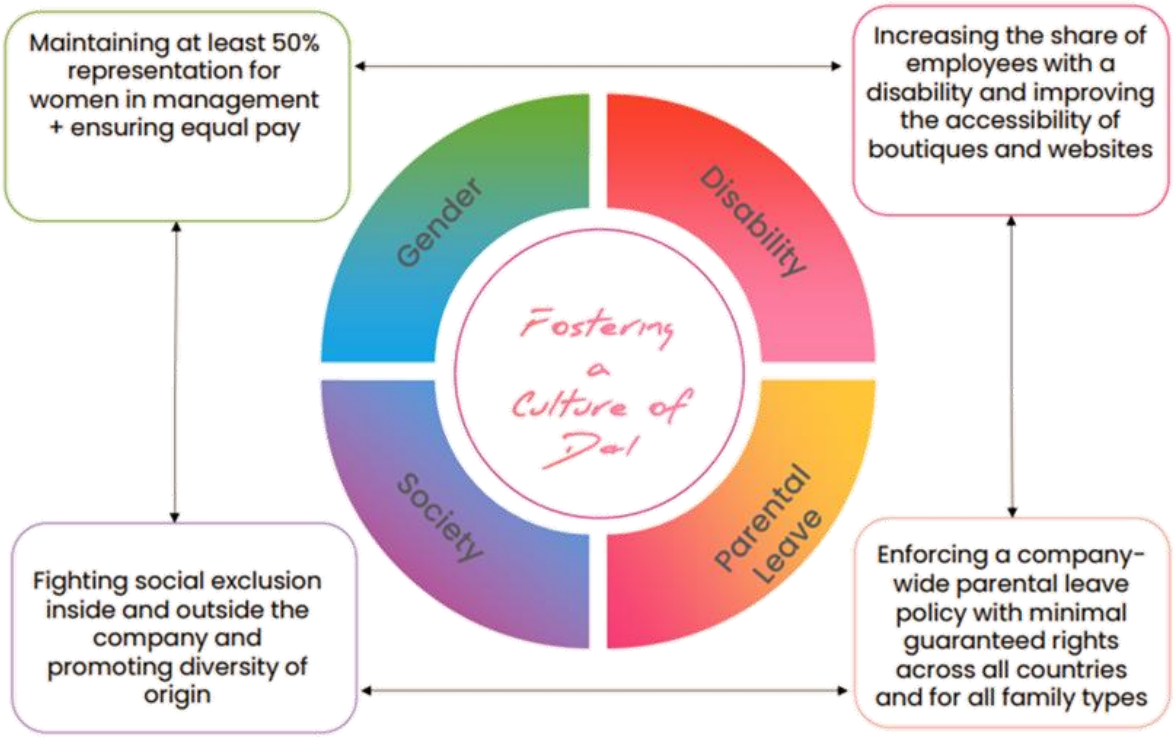
- Regardless of the channel, the whistleblower's confidentiality is protected; where possible, factual information is kept sufficiently general to avoid identification. A report does not expose its author to disciplinary action even if the facts later prove inaccurate or no action follows.
- The Ethics Committee receives and handles reports.

Social dialogue and freedom of association

- The Group is committed to effective employee representation in all entities, notably through bodies such as CSEs or trade-union delegates. It promotes constructive social dialogue through regular meetings and information/consultation procedures.
- A dedicated intranet area contains documents relating to employee representatives.
- The Group values collective bargaining and signs agreements on key issues such as gender equality, remote working and quality of life at work.
- The Group reaffirms freedom of association, allowing every employee to express views and participate in bodies or organizations of their choice.
- SMCP respects freedom of expression and opinion, and the right to freely and voluntarily establish or join associations and unions to promote and defend professional interests without discrimination, intimidation, interference or retaliation.
- The Group monitors collective-agreement coverage. In France, 100% of employees are covered by collective agreements.

Diversity, inclusion and anti-discrimination

- SMCP is committed to eliminating discrimination based on personal characteristics, including age, gender expression, sexual orientation, parental status, origin, disability, religious beliefs, social background or education. These commitments inform all Group HR policies: social dialogue, compensation and benefits, talent development and management, health, safety and quality of life at work.
- In 2023, SMCP formalized a worldwide diversity and inclusion strategy around four pillars, with targets for 2025 and 2030: gender equality; parenthood; disability; and social and cultural diversity.



Gender equality

The objective is to maintain women's representation above 50% on the Board of Directors, Executive Committee and in senior management. The Group also undertakes to identify and, where appropriate, address gender pay gaps for equivalent roles and/or positions.

A common Group-wide methodology measures and analyzes annual pay gaps by job level in each country. Corrective action plans are implemented annually where unexplained pay differences exceed 2%.

Parenthood

The policy aims to provide all Group employees (mothers and co-parents) with parental leave at least equivalent to that offered in France, plus additional parenthood-related rights. Worldwide, SMCP provides 16 weeks of maternity leave and 28 days of co-parent leave, paid at 100%, as well as paid leave on returning to work after a child's birth.

Authorized leave is also granted in cases of miscarriage, medically assisted reproduction procedures and adoption.

Disability

The goal is for employees with disabilities to represent 3% of the workforce by 2030 in countries with public policies supporting their employment, and to improve the accessibility of websites and stores.

The disability policy promotes employment and integration, access to work and continued employment, indirect employment through partnerships with sheltered and adapted workplaces, and changes in attitudes through awareness, training and communication.

Social and cultural diversity

Internally, SMCP seeks to develop integration programs for people facing barriers to employment, as exemplified by Retail Lab training. It also pays particular attention to diversity of backgrounds in management roles, even where this cannot be measured in every country. Externally, each brand and region is encouraged to partner with local organizations promoting equal opportunity or social inclusion.
The policy is supported by reference documents and agreements:

- The agreement on professional equality, quality of life at work and diversity, signed in June 2022 for France, establishes actions at key moments in employees' careers: CV-free recruitment campaigns, mandatory bias-free recruitment training via MyLearning for recruiters (also freely accessible to all), diversity and anti-discrimination training, global internal mobility, objective HR development tools, and parenthood support.
- The 2024 French disability agreement establishes new rights, including personalized support and, where justified, additional divisible paid leave for administrative procedures, medical appointments or severe endometriosis. An employee caring for a child with a disability rating above 50% may receive four divisible paid days per year. By the end of the agreement in 2026, SMCP also aims to develop partnerships with adapted companies (EA) and work-support establishments/services (ESAT), alongside team training and support for recruiting employees with disabilities.
- The Group Code of Ethics includes a "Promoting dialogue, diversity and inclusion" section committing the Group to diversity, inclusion and gender equality and to a respectful, motivating and stimulating work environment.

Employee diversity and inclusion training

A dedicated portal on the Group's learning platform, available worldwide, provides general information on diversity and inclusion, details of Group strategy and training on key global and local topics. Business units also organize awareness initiatives.

TARGETS

	2022	*2023*	*2024*	*Target*	*Target year*
Women on Board / Executive Committee	56/62%	56/62%	56/75%	>50%	Yearly
Parental policy rollout (% of total workforce)	-	-	57%	100%	2025
Employees with disabilities in France	0.60%	0.89%	0.88%	1.8%	2026
Gender pay gap in France	-	-	0.9%	+/- 2%	2030

Health, safety and well-being

- The Group's health, safety and work-life balance policy seeks to provide a healthy and safe working environment that supports employees' personal lives. In France, it is implemented through several agreements:

    - Health and safety principles set standards and procedures based on the Single Occupational Risk Assessment Document (DUERP), with prevention of accidents, safety protocols, access to psychological support helplines and health and safety training.
    - The agreement on professional equality and quality of life at work promotes work-life balance, an inclusive and diverse environment and improved quality of working life.
    - The remote working agreement and work organization principles set out eligibility, conditions and arrangements for remote work, including home workstation setup, time management, manager relationships, applicable framework and exceptions, technology and precautions.

- Employee satisfaction with the policy is monitored through the employee survey. The annual target for the statement "I consider my health/safety to be ensured at my workplace" is a score of at least 4/5.

TARGET

	2024	*Target*	*Target year*
Workplace health and safety perception	4 .1/5	≥4/5	Yearly

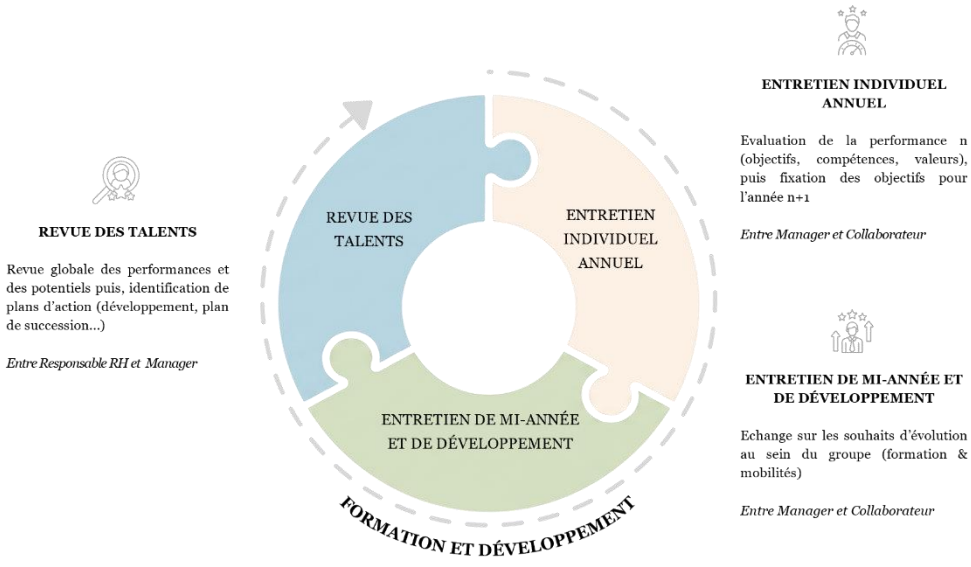
To manage health and safety risks, the Group has introduced additional measures:

- A 24/7 assistance line provides confidential, immediate psychological support and mental-health advice, in addition to occupational health services. Qualified professionals from the authorized occupational-risk prevention provider Qualisocial are available on +33 (0)9 80 80 13 73.
- Mandatory health and safety training includes first aid, risk management, accident prevention, and safe movements and posture, particularly in warehouses and offices. Store teams also have safety procedures and training kits.
- Specific quality-of-working-life courses address stress and time management and nonviolent communication. Work-life balance conferences and relaxation awareness activities are also organized.
- Blood donation drives and medical screening campaigns are organized or promoted several times each year.

Skills development

- The Group's Talent policy is built around SMCP values to offer dynamic development and career opportunities. Innovation and adaptability are vital in an industry with continually changing collections and fast-moving markets. Employee development is central to HR policy, improving individual performance and overall competitiveness.

- Its aims are to train employees from their first days so that they are engaged, competent and ready for industry demands; foster productivity and creativity through professional fulfillment and recognition of skills; and enable career progression and the development of new capabilities.
- SMCP aims to provide an environment where everyone can learn and develop the skills needed for their roles while enhancing well-being at work. Its target is an average of 22 training hours per trained employee by 2027.
- A defined talent cycle includes annual performance reviews, with a target completion rate above 90%. The annual appraisal examines performance, identifies training needs and discusses career prospects and internal mobility.
- SMCP strongly supports vertical and horizontal mobility within and across business units. Career pathways include intermediate promotions (senior sales associate, assistant manager) and training leading progressively to key roles. At least 60% of store managers should be promoted internally.



TARGETS :

	2022	2023	2024	Target	Target year
Average training hours	-	17	18	22	2027
Employees completing annual performance review	-	90%	93%	>90%	Yearly
Store managers promoted internally	-	-	69%	⩾60%	Yearly

Mentoring and targeted support

Retail Lab

In 2023, the Group launched the first cohort of its training school as part of its social inclusion initiatives. In partnership with EMA Sup and Institut Français de la Mode, Retail Lab offers an innovative certified work-study program for omnichannel sales advisers across the Group's four brands. Candidates are selected solely on motivation and interest in fashion, regardless of background. Store managers mentor trainees as they develop their skills.

Inside MySchool - Boost my career
The "INSIDE - Boost my career" program supports internal talent development and employability. Its first cohort comprises 20 sales advisers and senior sales associates identified for their potential. Internal training delivered by the Group's school strengthens their understanding of SMCP, professional approach, assertive communication, analytical and interpersonal effectiveness, and internal mobility. Store managers mentoring selected participants receive dedicated support and training in management, communication and feedback.

Compensation and benefits

- The compensation policy is based on three principles: **motivation, fairness and competitiveness**
- SMCP has developed attractive, incentive-based and market-competitive compensation to retain employees and attract new talent.
- Compensation combines fixed salary, short-term variable pay, long-term compensation, employee benefits and benefits in kind.
- The Group respects all local statutory minimums and applies non-discriminatory pay practices.
- Each employee's compensation is reviewed annually against internal and external market benchmarks to attract and retain talent and reward performance in the role.
- Individual pay-rise campaigns are governed by guidelines for managers considering peers, external market levels, performance and development potential, while applying the Group's non-discrimination policy.
- For head-office employees, variable compensation reflects contributions to collective and individual objectives aligned with Group strategy. Performance is assessed through the annual review process.
- Each year, contractual pay for permanent employees is compared by country and job level. Unexplained gender pay gaps exceeding ±2% lead to individual or collective action; experience, performance, scope and level of responsibility may justify differences.
- In compliance with local legal requirements, SMCP seeks to ensure adequate social protection and reinforce it where needed, drawing on

international standards while considering local circumstances and employee categories. Coverage encompasses illness, unemployment, workplace accidents, parenthood and retirement.

TARGET

	2022	2023	2024	Target	Target year
Gender pay gap in France	-	-	0.9%	+/- 2%	2030

Duty of vigilance / due diligence

- SMCP adheres to ethical principles including respect for human rights. The UN Guiding Principles, ILO Declaration and OECD Guidelines for Multinational Enterprises guide the Group's conduct towards employees, suppliers and other stakeholders.
- These commitments are set out in the Code of Ethics and Supplier Code of Conduct to promote responsible behavior throughout the value chain.
- The Group identifies and monitors key HR issues: working conditions, health and safety, recruitment, retention, skills, professional equality and social dialogue. HR indicators, employee surveys, discussions with employee representatives and internal reports help guide prevention and improvement.
- Social policy principles—well-being, equal treatment, health and safety and fair working conditions—extend across the value chain through requirements placed on suppliers and partners.
- The Group has zero tolerance for human trafficking, forced labor or child labor in its value chain and its own operations.
- The Human Rights Policy in the Supply Chain sets out supplier expectations. Due diligence is integrated into processes to identify, prevent and mitigate potential impacts on people and the environment.

Monitoring, evaluation and continuous improvement

Each year, in addition to monitoring its targets, SMCP reports HR indicators externally through the Universal Registration Document and internally through the social report presented to employee representative bodies. Indicators monitored include:

- Workforce breakdown and trends by gender, region, legal entity and category (head offices, logistics, stores).
- Employee numbers by contract type; employee turnover.
- Share of employees covered by collective bargaining agreements or represented by employee representatives.
- Diversity in governing bodies; workforce age distribution.
- Rollout of the parental policy; share of employees with disabilities.
- Gender pay gap; completion rate for annual performance reviews.
- Share of store managers promoted internally.
- Average training hours and share of employees receiving at least one training course.
- Absenteeism and occupational accident indicators (frequency rate, number of accidents and occupational illnesses reported during the year).

The HR commitments in this policy are also periodically reviewed by the Internal Control department. Alongside regular monitoring of social indicators, the Group continuously improves and adapts its HR practices to support employee well-being and collective performance.