RAISING STANDARDS FROM DAYONE



RUBEL MÉNASCHÉ

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«True impact is measured by the mark we leave on other people's lives.»

Stephan Wolzok, President



e keep raising the bar year after year. Acting for the climate, preserving knowhow, ensuring traceable and ethical supply chains... These subjects have always shaped how we think and how we work.

Being a diamantaire requires us to look beyond just the raw material. Guided by the values that make our actions meaningful, we are transforming our industry and contributing to collective, sustainable and human progress.

Our responsibility extends beyond our walls, so we are acting with the desire to inspire a collective movement. Alongside our partners, our clients and the community that surrounds us, we are embodying change through coherent choices and demanding standards that give meaning to our profession.

We are determined to continue along this path and, this year, "Acting for the climate" has guided our decisions, by supporting sustainable agricultural projects in France and by developing circular practices with our clients. We have also strengthened our requirements in terms of traceability, by leading a second technological pilot phase and by confirming that 100% of our pavé diamonds come from our manufacturing partners. To further structure this progress, we created the TCT (Traceability, Compliance, Transparency) Committee.

We also have a social and human impact, with health programs run in conjunction with associations, enhanced support for our teams, the transmission of expertise, and collaborations offering a new perspective of our profession.

We are embarking on this journey with gratitude for the progress already made and with humility before the challenges that remain. The climate, social responsibility and preserving trades require more than just vigilance; they necessitate collective, constant and sincere action... action that comes right from the heart.

This is how we express our shared belief that a profession can mean both an art and a commitment. We know that every gesture counts and that every decision leaves a trace. Step by step, through our choices and our demanding nature, we are building a sustainable future, a future we see as exemplary and inspiring.

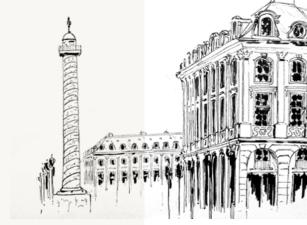


Rubel & Ménasché's story is that of a family business guided by individuals passionate about craftsmanship, united by a pioneering spirit that has become the company's DNA. The Maison has innovated since its early days, constantly enhancing its expertise and continuously elevating its know-how. Its pursuit of excellence in serving the prestigious jewelry and watchmaking Maisons on Place Vendôme has earned it recognition as a leading expert. Its "eye school", the technical and innovative support it provides and its in-depth knowledge of the entire value chain are widely acknowledged and sought after.

Over the years, three visionary leaders have succeeded one another, enhancing the Maison's heritage while propelling it toward the future: first Marcel, then his successor who joined in 1969 and merged Rubel with Ménasché at the turn of the 2000s, and finally current CEO Stephan Wolzok, who in 2006 helped establish the Maison at 10 rue de la Paix, a stone's throw from its historic clients. This strategic decision continues to shape the Maison. Today, with its 100 employees, Rubel & Ménasché combines artisanal excellence with an innovative spirit to serve the greatest Maisons, while committing to address social and environmental challenges to prepare the future of the industry.

The maison has innovated since its early days, constantly enhancing its expertise and continuously elevating its know-how.







Key Dates



1998

Rubel & Ménasché ends the traditional practice of cash transactions, anticipating the growing importance of financial transparency

2005

Rubel & Ménasché becomes a signatory of the Kimberley Process, as its sole French representative



2006

The Maison sets up its re-cutting workshop, distinguishing itself as the only diamond company to offer a fully customized 360° service.

2006

Rubel & Ménasché and its historic partners formalize their partnership by joining the Dali Diamond Group, granting the Maison privileged access to high-quality diamonds.

(ID)DALI DIAMOND CO

2010

Rubel & Ménasché becomes the 5th member of the Responsible Jewellery Council (6th re-certification in late 2024), committing to promoting and certifying responsible, ethical and environmental practices across its entire supply chain.

Entreprise du Patrimoine Vivant L'excellence des sacció-daire financia

2013

Rubel & Ménasché obtains EPV (Living Heritage Company) certification, a guarantee of its excellence that has been renewed ever since.



2017

Rubel & Ménasché becomes a member of the World Diamond Council, reaffirming its commitment to ethical and responsible practices.



2017

Rubel & Ménasché invests in state-ofthe-art equipment to verify the natural origin of its diamonds. Its laboratory has continued to expand both its machinery and its analysts' expertise ever since.

2021

The Maison launches its Sustainability Policy and Due Diligence Policy and turns its Ethical Charter into a Code of Conduct and a Responsible Sourcing Policy.

2023

Rubel & Ménasché begins its first pilot project on traceability for small melee diamonds.

Our Gouvernance

DALIGROUP

In 2006, Rubel & Ménasché and Ramkrishna joined with its partners to form the Dali Group. This partnership provides Rubel & Ménasché with a privileged business relationship, giving access to rough diamonds that meet the highest standards of jewelry and watchmaking houses.

SUPERVISORY BOARD

The Strategic Committee brings together the Maison's majority shareholders and executives. Its role is to authorize and oversee the implementation of major strategic decisions for the Maison.

MANAGEMENT COMMITTEE

Rubel & Ménasché's Management Committee is composed of the heads of each division, convened around its CEO, Stephan Wolzok, and Managing Director, Amélie Noble. This body is responsible for operationally implementing the Maison's strategy and continuously improving standards of compliance, excellence, innovation, sustainability, transparency and traceability.

CSR GOVERNANCE AND COMMITTEE

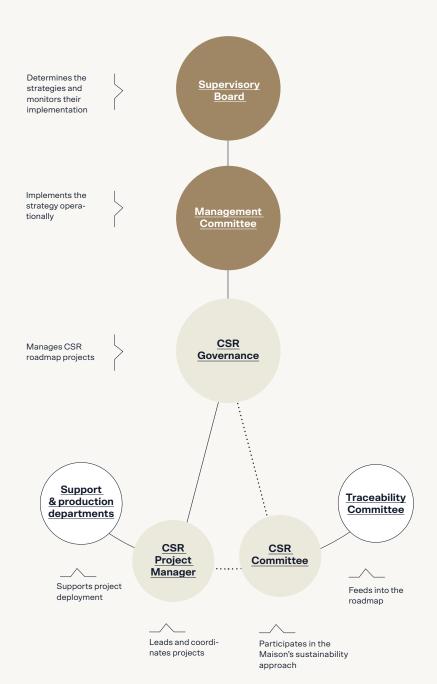
Rubel & Ménasché's sustainability strategy is driven by its CSR governance, composed of three directors who are also members of the Management Committee. Together, they embody our ambitions and champion corporate responsibility projects at the highest level, fully integrated into the Maison's development strategy. Ensuring Rubel & Ménasché meets its commitments on traceability, environmental, social and craftsmanship issues, this governance oversees the roadmap with support from the CSR Committee.

Composed of voluntary employees from various operational and support functions, the CSR Committee actively participates in initiatives launched by the Maison and communicates CSR information to all staff. This structure enables the combination of long-term transformative projects with more immediate, on-the-ground actions.

TCT COMMITTEE

Policies and standards are overseen by the TCT Committee, which works on the Maison's continuous improvement in terms of traceability, compliance and transparency, as well as stakeholder communication. On a day-to-day basis, it maintains the risk mapping, monitors the action plan and ensures alignment with regulatory requirements and partner expectations. Oversight of our value chain, particularly around traceability, is crucial to guaranteeing the compliance of our partners' activities. For this reason, the TCT Committee closely monitors advances in traceability technologies to integrate them into daily practices and enhance transparency throughout the value chain.

ORGANIGRAM



Our Standards

Our CSR and Responsible Sourcing policies, together with our Code of Conduct, aim to comply with the following key international frameworks:



INTERNATIONAL RULES, STANDARDS AND INITATIVES

- → United Nations Universal Declaration of Human Rights and European Convention on Human Rights;
- → United Nations Convention on the Rights of the Child;
- → Conventions of the International Labour Organization, in particular Conventions 29, 105, 138, 146, 182 (Child Labour and Forced Labour), 155 (Health and Safety of Workers), 111 (Discrimination), 100 (Remuneration), 87 and 98 (Freedom of Association, Right to Organize and Collective Bargaining);
- → OECD Guidelines;
- → Ten principles of the United Nations Global Compact and the associated Sustainable Development Goals (SDGs);
- → United Nations Women's Empowerment Principles (WEPs);
- → Science Based Targets initiative.









In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office





INDUSTRY STANDARDS AND INITIATIVES

- → Kimberley Process Certification Scheme (KPCS);
- → World Diamond Council System of Warranties :
- → Code des pratiques du Responsible Jewellery Council;
- → Watch & Jewellery initiative 2030;
- → Union Française de la Bijouterie, Joaillerie, Orfèvrerie, des Pierres et des Perles. (UFBJOP)











Our Commitments

atural diamonds tell a story. From the mine to the showcases of jewelry and watchmaking houses, they are born of a perfect balance between the forces of the Earth and rare craftsmanship. It is our job to make this story more sustainable.

We approach this challenge with creativity and optimism, aware of the need to accelerate the transformation of our trades and processes. Our sustainability policy has been built around four interdependent pillars since 2021, guiding our actions: traceability, environment, people and expertise. We have a clear commitment to contribute to a world that is more transparent, more environmentally friendly and fairer for all.

This ideal only carries meaning and impact if it is supported collectively. As a company, we question our practices, break down silos, raise awareness among our employees and continuously review our traceability standards, making social and environmental transition a driver of our ability to compete. We share our vision and expectations with our partners, supporting them

and co-developing large-scale projects. Across our industry, we pool best practices, develop common frameworks and build bridges between stakeholders, so that jewelry and watchmaking can become a model of commitment to a sustainable future.

Sustainable development is both an opportunity for innovation and value creation, and a core part of Rubel & Ménasché's culture. The Maison's goal for the coming years is to deliver innovative solutions and strengthen both internal and external collaborations, convinced that only through collective synergy will we achieve our aims.

This report is once again an opportunity to be transparent about our values and commitments this year, and to share our achievements. It also reaffirms our commitment to unite the magic of diamonds with respect for life and the planet, making diamonds the purest expression of responsible luxury.



Only through collective synergy will we achieve our aims.



Our Pillas







ACTING FOR THE CLIMATE



SETTING A SOCIAL EXAMPLE



PRESERVING KNOW-HOW

Our Materiality matrix

Rubel & Ménasché has been pursuing a voluntary sustainability approach for several years. In 2024, the Maison took the opportunity to formalize its policy and strengthen its CSR team. At the beginning of 2025, the international context led the European Union to simplify the regulatory frameworks for sustainability - Corporate Sustainability Reporting Directive (CSRD) and Corporate Sustainability Due Diligence Directive (CS3D) - including delayed implementation and revised eligibility thresholds.

These changes exclude Rubel & Ménasché from mandatory reporting requirements. As part of our commitment to continuous improvement, we are already anticipating future developments and have voluntarily chosen to align with the Voluntary Standard for non-listed, micro-, small- and medium-sized undertakings (VSME) under the CSRD. Based on the European Sustainability Reporting Standards (ESRS), this work allows us to determine how we implement our key indicators.

In line with regulatory obligations, this year the Maison carried out its first double materiality assessment, including input from selected stakeholders. This transparent and objective 360° approach allowed us to identify the priority issues for both the Maison and the value chain of which we are a part. It is an iterative process that we will continue in 2025 to confirm our alignment with these key challenges. Adopting the VSME helps us to strengthen the coherence of our approach, tailored to today's social and environmental challenges.



RISK FOR R&M

Governance and economic sustainability

IMPORTANCE FOR ITS STAKEHOLDERS

Environmental sustainability

Traceability and the value chain

Social sustainability

Key Actions in 2024



.01

Producing 100% of our pavé diamonds through our manufacturing partners



.02

Funding carbon capture projects in France



.03

Integrating circular practices through the reuse of packaging with our clients



.04

Supporting employees through a health program in partnership with six associations



.05

Collaborating on the creation of an exhibition promoting natural diamonds to the public (an NDC initiative)



Governance and compliance system

Value chain mapping

Risk mapping

Action plan and controls

Due diligence

Responsible sourcing has always been a central focus for Rubel & Ménasché. In a complex and rapidly evolving sector shaped both by its actors and the geopolitical context, the Maison faces new challenges each year to better manage its value chain. In 2024, we carried out major transformative projects in responsible sourcing.



GOVERNANCE AND COMPLIANCE SYSTEM

Commitments

Rubel & Ménasché's sourcing commitments are detailed in its Responsible Sourcing Policy, regularly updated and available on the company website. The daily work of our teams is guided by three key principles: Respect for human rights and fundamental freedoms, upholding integrity in business conduct, and ensuring the traceability and authenticity of our diamonds.

Structure

In 2024, we strengthened our supply chain management by creating two compliance-dedicated positions and establishing our TCT (Traceability – Compliance – Transparency) Committee, allowing us to address the growing complexity of these issues more effectively. Their task is to guarantee the Maison's excellence in practices, adhering to the highest standards, with a focus on identifying, analyzing and preventing sector risks across the entire value chain.

Each year, in collaboration with different departments, rigorous due diligence campaigns are conducted to get to know our partners and thoroughly assess their commercial, social and ethical practices. This work illustrates our commitment to continuous improvement, securing the supply chain and strengthening our partnerships.

The critical importance of this topic in our operations led to the creation of a dedicated committee. This committee is responsible for defining priority actions based on the risk mapping, monitoring compliance with regulatory and client requirements, and ensuring that all employees understand concepts of transparency, compliance and traceability.

Training

Employee awareness of responsible sourcing is a key priority for the Maison. In 2024, we continued training modules on duty of vigilance and anti-corruption measures. Some more highly exposed departments also received targeted training on anti-money laundering, counter-terrorism financing and traceability. On-demand internal training on the lifecycle of a diamond in our partner cutting facilities is provided, helping employees understand both the processes and the importance of traceability.

Certification

Attheend of 2024, Rubel & Ménasché renewed its RJC certification (COP2019 standard) for the sixth time, with no non-conformities identified during the audit. Certified since 2010, the Maison has consistently ensured that it meets the requirements of this industry-recognized standard with excellence.

Responsible Jewellery Council (RJC) certification demonstrates a strong commitment to responsible practices across the entire supply chain.



100%

Of our collaborators trained in due diligence and anti corruption practices



100%

Of our partners are signatories of the Supplier Code of Conduct

VALUE CHAIN MAPPING

Manufacturers

In 2024, Rubel & Ménasché structured a collaborative approach focused on its five cutting partners. Some of these partnerships have lasted for decades, founded on trust, rigor and a shared commitment to improvement.

We choose all our partners for their reliability and dedication to building a responsible value chain, maintaining daily dialogue to ensure a shared understanding of our expectations and ambitions. These partnerships are based on transparency and in-depth knowledge of their practices; we exchange information on their sourcing and all stages of production, which we have mapped for each facility. Since 2024, 100% of our pavé diamonds have been produced by our manufacturing partners.

This detailed mapping allows us to accurately evaluate each partner's compliance, considering their challenges and progress, and to provide tailored support to achieve the excellence we expect. Rigorous monitoring is carried out by our teams or clients through targeted audits and annual evaluation campaigns. If a non-conformity is identified, an individualized improvement plan is implemented to support the partner. Setting up a dedicated team ensures constant vigilance and effective remediation.

Rubel & Ménasché also ensures its standards are clearly communicated. Our Supplier Code of Conduct is signed by all partners at the start of our working relationships, reflecting their adherence to our requirements and ensuring ethical business practices over the long term.

Miners

Recent developments in compliance encourage companies to extend responsibility beyond direct suppliers. In line with this, the Maison conducted an analysis of its entire supply chain, considering all actors involved in diamond production, up to the extraction of raw material.

This work allowed us to precisely map the actors and geographic areas where Rubel & Ménasché diamonds are produced. These actors are then assessed against social, environmental and governance criteria. As a result, the Maison has drawn up a list of mining origins from which it chooses not to source. Moreover, as a key player in the value chain, whenever our clients express stricter origin requirements,





RISK MAPPING

Building on the work of identifying actors in the value chain, Rubel & Ménasché launched a risk mapping initiative in 2024. The aim of this mapping is to identify and evaluate the potential impacts of the Maison and its partners on human rights, the environment and business ethics.

The first step is to categorize stakeholders, from mining companies and distributors, to traders and manufacturers. For each, we compile a detailed profile including factors likely to influence risk assessment (ultimate beneficial owner, geographical location, credit rating, sales system, etc.).

We then map identified risks across the value chain, whether social, environmental, or governance-related, in order to evaluate them. Risk assessment takes into account both likelihood of occurrence and significance.

ACTION PLAN AND CONTROLS

Managing risks relies on the careful selection of our partners, transparency in our relationships, and close monitoring of our sourcing by our teams. To achieve this, we use two key tools: due diligence and traceability.

DUE DILIGENCE

As part of our duty of vigilance, we maintain continuous engagement with our partners and conduct ongoing monitoring of market dynamics. Thanks to our risk analysis, our monitoring system allows us to identify





at-risk situations and respond quickly and appropriately. In the event of an alert regarding one of our partners (through media channels or whistleblowing platforms), we immediately initiate dialogue and cross-check information sources to obtain an objective assessment of the situation.

Each evaluation, specific to the case at hand, leads to the development of tailored corrective measures. If sufficient guarantees cannot be obtained, and in line with our commitment to a responsible, transparent, and ethical supply chain, we reserve the right to terminate any partnership.

Traceability

Traceability is a key tool that allows us to maintain control over our sourcing. Working closely with our strategic partners and leveraging our innovative spirit, Rubel & Ménasché meets both regulatory requirements and growing market expectations to guarantee the traceability of its diamonds.

2024 was marked by the progressive entry into force of new regulations issued by G7 member states targeting Russia and Belarus. These obligations led to heightened vigilance across the value chain and changes to our sourcing practices. This involved strengthening support for our partners and developing a full understanding of their IT systems and storage methods. These efforts followed improvements to their Enterprise Resource Planning (ERP) systems, ensuring better integration and security of upstream and downstream data. This work not only ensures compliance with new regulations but also improves the fluidity and quality of information exchange.

Technological Traceability

In 2024, four independent audits focused on traceability were conducted at our partners in India, covering all sites manufacturing our goods. The responses provided by our partners as part of these audits reflect a shared determination to advance practices. They confirm that transparency can only be achieved through joint investment, rigorous coordination and a capacity to innovate together.

Internally, we have also adapted our physical practices and IT system to ensure knowledge of a unique origin for all stones subject to these regulations. The efforts undertaken by the Maison to secure compliance were reviewed in an audit by the French customs authorities. For example, we pioneered the use of the so-called 'grandfather clause' in France by proposing to customs a sample wording and supporting body of evidence to accompany relevant shipments. We are also pursuing pilot projects with our partners to implement a traceability solution that uses blockchain technology.



Environmental strategy

Climate

Biodiversity and water

Positive impact

Our environmental strategy: climate and biodiversity are the defining factors in Rubel & Ménasché's approach and ambition to improve the understanding of its impact while committing to reducing its environmental footprint.

ENVIRONMENTAL STRATEGY

Focused on collaboration, this strategy rests on five interconnected levers: measure, reduce, restore, encourage and reinvent. The environmental transition toward more sustainable practices in our diamond business is rooted in the long term. It reflects both the need to transform the way we conduct our operations and the innovative mindset that defines us.

To drive our approach, it is crucial that we focus on the sourcing and traceability of our products, as well as the use of standard tools (carbon footprint, life-cycle analysis) and recognized international frameworks (SBTi, SBTN's Materiality Screening Tool, ENCORE, WWF Risk Filter).

Measuring our environmental footprint is a key first step to understanding our dependencies on natural resources, monitoring how our CO2 emissions are evolving, and identifying our direct and indirect impact on biodiversity and water. This analysis is then integrated into our risk mapping in order to assess priority issues based on various criteria, such as geographical location or how mature our partners are in relation to environmental risk. The work we have initiated and pursued in 2025 highlights risks specific

to each level of the supply chain, leading to the development of targeted corrective actions.

impact of our activity occurs beyond the scope of our direct operations, we are firmly committed to collaborating with stakeholders to help evolve our practices..

As part of our commitment to the Watch & Jewellery Initiative 2030 (WJI30), we have also joined a pilot working group dedicated deploying an intra-sector ESG reporting platform (ESG Book). The WJI30 sets ambitious objectives for its members to ensure steady progress on its strategic pillars, particularly around Climate Resilience and Preserving Resources. Our participation in this pilot helped us to strengthen our environmental reporting process in 2024, while also contributing to sector-wide innovation.

We are embedding our approach within the broader transformation of our industry. The joint work undertaken with our partners, clients, suppliers and industry organizations aims to pool knowledge, create new standards and align practices.

While most of the environmental

CLIMATE

Since 2021, Rubel & Ménasché has been measuring its carbon footprint across Scopes 1, 2 and 3 according to the Bilan Carbone® methodology developed by ADEME. In 2022, the Maison set greenhouse gas (GHG) reduction targets in line with its status as an SME: 42% reduction on Scopes 1 and 2 by 2027, and 90% reduction across its entire value chain by 2040, compared with its baseline year. These targets, endorsed by the Science Based Targets initiative (SBTi), are aligned with the Paris Agreement, aiming to limit global warming to +1.5°C.



Mapping

Defining direct and indirect operations included in the scope of study



Assessment

Identifying priority issues after a preliminary analysis



Roadmap

Developing an action plan and KPIs aligned with the priority issues



Monitoring and continuous improvement

Implementing the action plan and reporting regularly

To interpret these results, we chose an intensity-based approach per carat purchased, which is essential for illustrating the evolution of our emission sources independently of market fluctuations. In 2024, our carbon footprint increased by 7 kgCO₂e, mainly through the "Fixed Assets" and "Travel" emission sources. These changes reflect the strategic investments made by the Maison to provide its employees with an optimal working environment - through the expansion and renovation of its historic Rue de la Paix site as well as the strengthening of our traceability efforts. A number of audits and site visits with our partners, detailed in the Responsible Sourcing section, were also conducted. These transformative projects represent essential investments to secure operational excellence and reinforce the Maison's longterm sustainability commitments.

Diamond purchases

To interpret these results, we chose an intensitybased approach per carat purchased, which is essential for illustrating the evolution of our emission sources independently of market fluctuations. In 2024, our carbon footprint increased by 2 kgCO₂e, mainly through the "Fixed Assets" and "Travel" emission sources. These changes reflect the strategic investments made by the Maison to provide its employees with an optimal working environment - through the expansion and renovation of its historic Rue de la Paix site - as well as the strengthening of our traceability efforts. A number of audits and site visits with our partners, detailed in the Responsible Sourcing section, were also conducted. These transformative projects

represent essential investments to secure operational excellence and reinforce the Maison's long-term sustainability commitments.

In 2024, transformative actions were initiated by our partners, including significant investments in infrastructure aimed at improving energy efficiency and accelerating the rollout of renewable energy. Their ambition is to secure recognized environmental certifications for all facilities and to minimize externalities. In particular, Rubel & Ménasché worked closely with one of its strategic partners to embed strict environmental requirements into the design of a new manufacturing facility. These requirements cover not only energy consumption but also water management and waste treatment.

Energy

In 2024, Rubel & Ménasché expanded its Paris offices to provide an optimal working environment for its employees. This expansion led to a +23% increase in GHG emissions compared with the previous year.

Aware of this impact, we accelerated our energy-efficiency efforts and, in 2024, achieved our objective of supplying 100% of our premises with electricity from renewable sources, certified under the guarantees-of-origin mechanism. Alongside these structural measures, employee engagement is key. Eco-actions are regularly promoted among staff, who play a central role in reducing our daily energy footprint.

Freight transport

In 2024, we continued advancing a more sustainable logistics chain. Launched in 2023, the Import-Export department pursued its flow optimization plan, which streamlined our shipments and deliveries. This strategy had a direct positive impact on our carbon footprint, with the average weight per parcel increasing by 33%, significantly reducing the number of trips required to transport goods.

This collaborative effort with partners also supports our goal of minimizing waste generation within our operations. Thanks to more efficient flow management, we optimized the use of packaging needed to secure and transport our products.

CARBON FOOTPRINT R&M



Scope 1

• Scope 2

Scope 3

Categories	Emissions 2023 (tCO ₂ e)	2023 correct version (tCO₂e)	2024 (tCO ₂ e)	
• Scope1	0	0	0	
• Scope 2	17	17	21	
• Scope 3	21726	21162	18 506	
Sourced diamonds	20 148	20 148	16 901	
Inbound and outbound shipping	3	3	1	
Fixed Assets	455	105	130	
Purchases of goods and services	891	671	1134	
packaging	68	68	84	
Waste	<1	<1	<1	
Business	138	146	184	
Visitors	14	14	65	
Employee travel	9	7	7	

Fixed assets

The 2024 methodological review allowed us to refine the carbon measurement of our fixed assets by moving from a spend-based to an activity-based factor. This approach provides a more accurate picture of the impact of our investments.

The increase in our carbon footprint in 2024 stems from two major investments: significant development of our Enterprise Resource Planning (ERP) system and growth in staff numbers.

Purchases of goods and services.

In 2024, the purchases of goods and services emissions category recorded a sharp increase. This was driven by several factors, including updates to our carbon accounting methodology. We added a new emission source linked to food services and revised the methodology for our digital footprint to include the impact of everyday IT use.

Rubel & Ménasché's business growth also required an expansion of our workforce and office space. This expansion was accompanied by enhanced security measures to safeguard both sites and employees.

Finally, 2024 was a year rich in projects and development. The increase in this category also reflects a strategic investment in external service providers, essential for supporting and implementing our development projects.

Waste and circularity

Although waste-related emissions represent only a small share of our carbon footprint, waste reduction and responsible management remain key concerns for the Maison. Since 2021, we have implemented an in-house sorting system in partnership with a Social and Solidarity Economy (SSE) enterprise. To reduce the impact of our waste, we prioritize recycled and recyclable packaging wherever possible (paper and PEbd, PS, PU plastics). Employee awareness is also a central part of our approach, with regular reminders of proper sorting practices to reinforce the importance of individual responsibility.

At the same time, we are developing new initiatives to promote circularity within our operations, reducing waste and encouraging reuse. In early 2024, we introduced a cleaning and reuse program for our packaging boxes, originally designed for single use. In partnership with a Paris-based ESAT (work integration facility), this initiative enabled the reuse of more than 2,200 boxes, avoiding over 18 kg of plastic waste.

Our naturalness and quality departments require the use of tiny quantities of chemicals (liquid nitrogen, sulfuric acid, isopropanol, ethanol). We strictly comply with French legislation requiring chemical risk analysis and protective measures for workers, as well as with the European REACH regulation. Each product is accompanied by a Safety Data Sheet (SDS) available to staff.

Employees exposed to these products receive bi-annual training by an accredited body on safe handling and best practices. To protect employee health, we also conduct regular air-quality tests in our laboratory and cutting workshop. Chemical waste disposal is handled by a specialized company to ensure treatment in line with environmental and safety standards.

Business travel and visitors

In 2024, GHG emissions linked to business travel and visitor travel increased. This change reflects the ramping up of our efforts in traceability and compliance with our partners, while upholding our quality standards. Joint projects have required on-site support and



regular follow-up by our teams to ensure an ethical and transparent value chain. To minimize the environmental impact of these trips, we coordinate and group partner visits wherever possible.

In line with our business travel policy, train travel is automatically prioritized whenever feasible, particularly for frequent destinations such as Antwerp and Geneva. We also continue to prioritize digital tools for day-to-day collaboration, reducing physical travel while maintaining efficiency and smooth exchanges with our partners.

Employee travel

Since 2022, Rubel & Ménasché has been encouraging employees to adopt low-impact mobility by reimbursing commuting costs above the regulatory requirement. Our central Paris location makes it easier to opt for low-carbon transport methods, with 98% of employees commuting by public transport, on foot or by bike. We aim to maintain this low level of peremployee GHG emissions intensity.

*Reference point Trucost Rapport 2019:

Our partnership with L'Elan ESAT has allowed us tore-use over:

2,200

REPRESENTING

18 kg of plastic waste avoided

As in 2023, the Maison financed projects equivalent to 10% of its GHG emissions. This year, we supported 5 projects in France, selected for their multiple environmental and social co-benefits.

These initiatives contribute to improved water management, reduced use of chemical inputs, and enhanced climate resilience in our regions while supporting biodiversity restoration. By promoting local agricultural sectors and encouraging regenerative, sustainable practices, we actively contribute to the reshoring of agriculture.

Biodiversity and water

The preservation of biodiversity and water resources is a cornerstone of our commitment to protecting the balance of life. In 2024, we undertook an impact assessment on these two issues using reference tools such as the SBTN's Materiality Screening Tool, ENCORE and the WWF's Water Risk Filter.

The scope covered both our direct operations and upstream activities. This approach first allows us to identify the most significant impact points at each stage of the value chain. As an SME, we have chosen to concentrate short- and medium-term efforts on our direct sphere of influence and Tier 1 partners. The next step will be to conduct a precise assessment of these impacts in order to define reduction targets and concrete mitigation actions.

Positive impact

Reducing our environmental footprint and restoring ecosystems is a shared goal. That is why we are taking action on two fronts: raising awareness among employees and working hand in hand with our stakeholders.

Internally, we regularly share updates on our social and environmental ini-

tiatives through our communication channels: intranet, internal newsletter and quarterly meetings. We actively encourage employees to take part in these initiatives, fostering collective engagement. For the past three years, all teams have taken part in Climate Fresk workshops, deepening their understanding of environmental challenges and encouraging responsible, citizen-driven behaviors. Our goal is to make each employee a committed player in the Maison's CSR approach.

Finally, as part of our donation and sponsorship initiatives, we have chosen to support the French associations No Plastic In My Sea, which raises awareness and fights against plastic pollution, and the LPO (League for the Protection of Birds), which works to preserve bird species. These associations were chosen by Rubel & Ménasché employees as part of our participation in charity runs.

We are also strengthening our working relationships with partners and customers on social and environmental topics to lead joint actions that are in line with the goals of our sector. Regular discussions with our stakeholders allow us to design and build tomorrow's projects, gather data and ensure implemented actions are properly monitored. Through these efforts, we seek to generate a positive impact beyond our own operations while bringing our partners along with us.

CARBONE CAPTURE

Funded projects







"Low-carbon" certified projects

- → 3 in Oise (60)
- → 2 in Eure-et-Loir (28)

Environmental co-benefits

- → Protecting the soil and biodiversity
- Sustainable mangement of water
- → resources
- → Limiting chemical inputs

Social co-benefits

- → Improving agricultural practices
- → Protecting human health
- Crop diversification
- → Supporting local business



https://app.carbonapp.fr/ company/1153?as=funder





Shared culture

Committed employer

Skill pathways and employability

Societal commitment

Employees are central to Rubel & Ménasché's commitment as an employer. In 2024, the workforce remained stable at 93 people – 64 Women and 29 Men – from a range of backgrounds. By cultivating an inclusive, respectful and open environment, we foster conditions conducive to innovation, engagement and performance. We encourage everyone to find meaning in their work and actively contribute to the Maison's ambitions, particularly in sustainable development.

HUMAN PROFILE AND SHARED CULTURE

We are committed to improving working conditions while encouraging the type of dialogue and team cohesion that make our Maison unique. In 2024, a major milestone was reached with the March launch of Rubel & Ménasché's first intranet.

Designed as a living space accessible to everyone, it centralizes information and allows internal and external news to be shared. Open dialogue sessions are also held every quarter to present ongoing projects and strengthen the bonds between employees. This sharing and collaboration mindset is the foundation of our success, and we are committed to preserving and bringing it to life every day.

COMMITTED EMPLOYER

Equity, Diversity, Inclusion

The strength of our Maison lies in the unique character of the individuals who belong to it. We ensure that everyone finds their place in a respectful, open and fair environment. We actively fight against all forms of discrimination by ensuring fair treatment in recruitment, employment and pay. Once again in 2024, our managers were trained on diversity issues in recruitment processes to guarantee equal opportunities for every candidate. Applications are open to atypical profiles and unique backgrounds, valuing human qualities and diverse experiences that enrich our shared culture.

Gender Equality

Fighting all forms of discrimination also means taking action for gender equality. In 2024, this commitment remained strong for Rubel & Ménasché, which raised its gender pay equity index to 89/100. With a workforce made up of 69% women, their representation in leadership positions is significant, with women accounting for 83% of managers and 50% of the Management Committee. These figures reflect our determination to value female talent and strengthen their role within our organization. Promoting women in an industry long dominated by men is a key lever



Principle 1

Establish high-level corporate leadership for gender equality.



Principle 2

Treat all women and men fairly at work – respect and support human rights and act against discrimination.



Principle 3

Ensure the health, safety, and well-being of all female and male employees.



Principle 4

Ensure the health, safety, and well-being of all female and male employees..



Principle 5

Support women's entrepreneurship and promote their participation in business, supply chains and procurement.



Principle 6

Promote equality through community initiatives and advocacy, encouraging employee engagement and collaboration with networks and associations.



Principle 7

Measure and publicly report on progress to achieve gender equality.

to fostering equality, diversity and innovation.

Since May 2022, Rubel & Ménasché has been proud to be a signatory of the Women's Empowerment Principles (WEPs), an ambitious framework jointly developed by UN Women and the United Nations Global Compact. Inspired by international labor and human rights standards, these principles provide guidelines to promote gender equality and women's empowerment in the workplace. By signing the WEPs, Rubel & Ménasché fully acknowledges that companies have a social responsibility to help advance gender equality.

Our actions to promote gender equality – such as initiatives for International Women's Day, providing equal professional opportunities for women, and raising awareness of women's health issues – are aligned with the WEPs' key principles.

An "Inclusion" working group was established in 2024, composed of the HR Director, the HR Officer and the Internal Communications Manager. Together, they followed the Target Gender Equality program with the UN Global Compact, which resulted in an action plan presented to UN Women on March 8, 2025.

Safety and Security

As part of our risk prevention and mitigation strategy, we have implemented specific training programs for all employees, tailored to the security requirements of our trades and work environments. The safety and security of our employees are major priorities for Rubel & Ménasché. Throughout the year, security and vigilance practices are strengthened for everyone. Additionally, first aid workshops were organized for the first time in 2024 to teach our teams life-saving techniques. Five employees were trained as certified workplace first-aiders.

Our activities involve the use of chemical substances in certain processes. Handling these materials requires specific training for all relevant staff, renewed every two years. This training ensures both individual safety and compliance with current regulations.

Furthermore, the Maison is committed to providing a workplace free from any form of harassment or violence. We therefore

encourage all employees to report any inappropriate behavior. In accordance with our Code of Conduct, any person – whether an employee or an external stakeholder – may report a serious and obvious violation of laws or regulations, any behavior contrary to our ethical principles, or any serious threat or harm, through the Speak Up platform available on our website.

This system ensures that all reporting stays confidential, in compliance with the limits set by the CNIL. No disciplinary action will be taken against anyone who uses this mechanism in good faith, even if the suspicions underlying the report prove to be unfounded. To date, the mechanism has never been activated.

Quality of life and working conditions

Quality of life at work and improving working conditions are key priorities for Rubel & Ménasché, which places great importance on the well-being, health and fulfillment of its employees. The Maison is committed to providing a healthy and pleasant working environment for both production and support functions

In 2024, Rubel & Ménasché took a major step forward with significant expansion and renovation work at its historic site. This transformation allowed the Maison to rethink its workspaces, improving flow between departments, modernizing equipment, and offering brighter, more comfortable meeting spaces. These improvements respond both to the company's strong growth in recent years and the need to expand our teams.

SETTING A SOCIAL EXAMPLE

Health

Rubel & Ménasché is also deeply committed to the health of its employees. Launched in 2024. the company's preventative health program marks a major step in its social policy. Its aim is to promote prevention, foster well-being and create spaces for open dialogue.

Communicated through information meetings, a dedicated intranet page and monthly focus sessions, this program is structured around 17 actions carried out in partnership with 12 specialized associations and service providers.

Some of the key initiatives include:

- "Save Your Skin", organized with Gomed before the summer holidays, raised awareness about the risks of sun exposure. Employees identified as "at risk" received on-site dermatology consultations for personalized check-ups.
- "Tobacco-Free Month" workshops were attended by 10 employees. All participants either began or seriously considered a structured quitting program supported by a tobacco specialist through in-person and remote follow-ups for over a month.
- As part of Breast Cancer Awareness Month, Rubel & Ménasché organized several awareness initiatives for the second consecutive year. In partnership with La Lique contre le cancer, a self-examination workshop open to all highlighted preventive techniques and the importance of early detection. Four female employees also took part in La Parisienne, a charity run that donates part of its entry fees to breast cancer research. These initiatives illustrate the Maison's commitment both to women's health and to promoting sports as a source of well-being.
- "Stand Up and Self Defense" workshops dedicated to combating harassment in public spaces and violence against women were also offered.

Building on these results, the 2025 prevention workshops will now be scheduled during working hours to make them more accessible and boost participation.

Social Dialogue

To maintain high-quality social dialogue and ensure continuous progress, a social barometer was deployed for the second year in a row. This listening tool allows us to gather employee feedback and expectations and work together to build a climate of trust and excellence within Rubel & Ménasché over time.

The Maison also maintains ongoing dialogue with employee representatives to make its social policies ever more innovative - such as its parental leave policy, which allows any employee welcoming a newborn or adopted child to take one paid day off per week for six months at 100%

SKILL PATHWAYS AND **EMPLOYABILITY**

Onboarding

The onboarding journey at Rubel & Ménasché is a key stage in integrating new employees. Designed as structured pathway, it alternates between formal sessions - such as job presentations through 'Discovery Meetings' and mid-point HR check-ins - and more informal opportunities like coffee meetings with leadership and team lunches.

In September 2024, a campaign to revitalize the onboarding process was launched alongside managers, introducing new formats such as cross-team lunches and visits to client boutiques, complementing on-the-ground immersion experiences

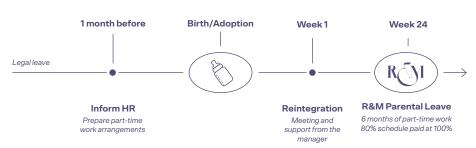


2024 HEALTH PREVENTION PROGRAM

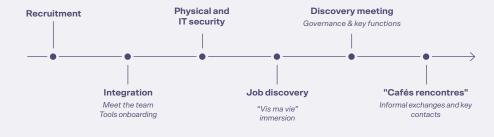


- of young children May: Tobacco-Free Month
- June: "Save Your Skin"
- September: Stop street harassment
- October: Breast Cancer Awareness Month Octobre Rose
- Mav: CPR
- September: Responding to fainting
- November: Responding to bleeding
- Week
- October: La Parisienne

PARENTAL LEAVE



ONBOARDING JOURNEY



Training

At Rubel & Ménasché, we believe that the strength of our organization lies in the continuous growth of each individual. Whether in technical skills, operational excellence, management or sustainability, every employee benefits from personalized training throughout their

In 2024, 100% of employees took part in at least one training activity. A total of 1,891 training hours were delivered - a 28% increase compared to 2023 - strengthening our expertise in diamonds, cross-disciplinary skills and capacity for innovation. Training ensures the longevity of our operational excellence, client satisfaction and the professional development of our employees. In line with this approach, lean management has become a key focus to enhance operational efficiency and embed a culture of continuous improvement.

We go above and beyond simply transmitting knowledge, preparing our talent for today's and tomorrow's challenges in an agile, inclusive and committed organization

Career opportunities and development

At Rubel & Ménasché, our employees are at the heart of our social policy. We firmly believe that the success of our Maison depends on their engagement and fulfillment. That's why we strive to retain talent, quarantee sustainable employment and offer opportunities to all profiles, whether in production or support roles.

Our goal is to create a united organization in which each employee contributes to the Maison's reputation through their skills and professionalism. To support the development of our teams and their career progression, we continued to build and update our skills matrices in 2024

This personalized tool helps identify training needs, ensures team versatility, and safeguards the transfer of our rare knowhow which is essential to the continuity of our business. These skills matrices give employees greater visibility over their objectives and allow them to gain autonomy.



Internal mobility is also a strategic lever that we particularly value. This year, we helped 23 employees advance their professional journeys through internal promotions This approach fosters new skills acquisition, motivation and retention, while optimizing the alignment between individual aspirations and the company's needs. Workforce distribution by contract type (diagram): 95% permanent contracts (CDI), 4% fixed-term contracts (CDD), 1% apprenticeship

SOCIETAL COMMITMENT

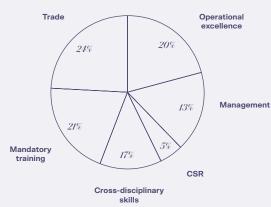
Being a socially responsible company means, first and foremost, acting for the well-being and fulfillment of our employees, but also actively engaging with society and the causes that matter to us. At Rubel & Ménasché, we believe that our responsibility extends beyond our walls, expressed through tangible actions promoting inclusion and solidarity.

This commitment is reflected in meaningful partnerships aligned with our responsible purchasing policy, such as our collaborations with ESAT de l'Elan and Café Joyeux. These

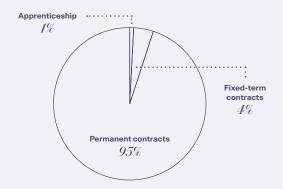


TRAINING HOURS BREAKDOWN

TRAINING HOURS BREAKDOWN - 2024



BREAKDOWN BY TYPE OF CONTRACT



partnerships demonstrate our dedication to supporting professional inclusion, training and access to employment for people with disabilities, while also reducing our environmental impact. For example, switching to bulk coffee prevented over 100 kilograms of used capsules per year, and cleaning production boxes allowed the reuse of 2,200 initially single-use containers.

Beyond these actions, we encourage individual and collective initiatives, convinced that the civic engagement of our employees strengthens internal cohesion and gives purpose to our corporate mission. These efforts reflect our ambition to make Rubel & Ménasché a responsible, supportive and committed actor working towards social progress.



Rubel & Ménasché's diamond expertise combines technical precision, artistic flair and a level of excellence passed down through generations. In 2024, we chose to share this knowledge more widely through initiatives that open the doors to our universe and highlight every step in the chain, from rough diamond to finished jewel.

Our professions represent the very essence of high jewelry and luxury watchmaking. By embodying and sharing them, we give them meaning and help to promote them and, more broadly, the excellence of French savoir-faire.

Our article series "The Art of the Diamantaire Revealed" (published in La Lettre and shared on our LinkedIn account) explored various aspects of our expertise from the gemological assessment of rough diamonds (a crucial step in unlocking their potential) and the specifics of fancy cuts, such as the marquise (which require particular technical mastery), to the mathematical and creative rigor of stone setting, where every proportion and angle contributes to the final harmony of the gem.

A highlight of the year was our contribution to major cultural projects that offered new visibility for the diamond. Together with Natural Diamond Council, we helped bring to life the Big Bang exhibition, in which photographer Sonia Sieff offered a fresh, modern perspective. The exhibition opening also included a space dedicated to Rubel & Ménasché, spotlighting the gemologist and diamond cutter professions.

Inspiring new vocations

We are deeply aware of how essential it is to talk about our professions so we can inspire future talent and awaken new vocations. This is why we took part in several initiatives and discussions led by the UFBJOP.

Passing on skills to a new generation of artisans has become a top priority in our sector, and the diamond profession is no exception. Skills transfer remained a central focus in 2024; the Maison and our cutters mentored an apprentice who completed their CAP (vocational qualification) in one year instead of two. We also took part in awareness programs such as La Fabrique Nomade, where one of our female cutters presented her profession, shared her passion and reminded participants that this career path is open to all.

At the Laboratoire Français de Gemmologie (Gemological Laboratory of France - LFG), four Rubel & Ménasché colleagues gave presentations on our vision of the diamond trade and on the specifics of natural diamond sourcing, offering insight into the unique aspects of our field. These talks left a strong impression on the LFG students, with several applying to join us as a result. Two of them are now part of the Maison.

"The conference really opened my eyes to a world that often flies under the radar, detailing each stage of the value chain. It introduced me to the Maison, and inspired me to apply."

- Stone sorter

Combining innovation and tradition

Preserving our unique know-how also involves enhancing it through innovation, both in-house and upstream in the supply chain.

"Our expertise is infused with traditional skills; by reflecting on them, we futureproof them. By improving our practices, we transform intuition into mastery. Innovation doesn't replace tradition; it gives it meaning."

— Transformation and Retail Excellence Lead

"When we showcase our machinery, clients are often impressed by the diverse range of technologies we use to analyze diamonds. Behind the substantial daily carat volume we can process lies the more crucial rigor and intelligence of our team of analysts."

Lab Technician - DiamondNaturalness

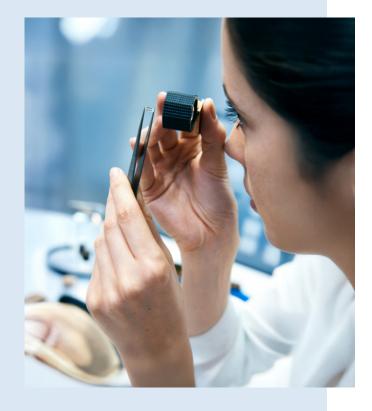
We also shared our expertise with cutters in our partner workshops in India, paving the way for collaborations on complex design projects, such as cutting to plan. We also regularly contributed to industry-wide discussions alongside the UFBJOP and WJI to help advance best practices in our field.

Celebrating our heritage

Cutting to the piece is a core focus of our re-cutting workshop. Re-cutting and enhancing the stones entrusted to us by the Maisons – ensuring they fit perfectly into their settings while faithfully reflecting the vision of their creative directors – is central to our mission. Since 2013, we have been recognized as an "Entreprise du Patrimoine Vivant" (Living Heritage Company - EPV), a label awarded by the French Ministry of Culture. This underlines our commitment to preserving historic expertise like cutting to the piece, a rare craft that is no longer taught in France today.

To celebrate the 10th anniversary of our EPV certification and our collective knowhow, we launched an internal project to create a Rubel & Ménasché jewel. On a voluntary basis, employees were encouraged to offer design concepts before following the piece's development in partnership with an external workshop. From sketching and stone selection to calibration, cutting to the piece and final polishing, every stage became an opportunity to share techniques, align standards and exchange expertise across professions.

This collective effort strengthened our precision benchmarks, celebrated daily knowledge transfer and embodied what lies at the heart of our Maison's DNA: elevating shared know-how to enhance the beauty of jewelry.



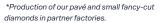


RESPONSIBLE SOURCING	2023	2024		
Traceability				
Round diamond production*	98%	100%	•	
Small fancy-cut diamond production*	80%	100%		
Compliance				
Partners signing the Code of Conduct	NR	100%		
Single origin stones >0.50 ct	NR	100%	,	
Mixed stones with known origin < 0.50 ct	NR	100%		
Employees trained in anti-corruption	100%	100%	•	
ACTING FOR THE CLIMATE	2023	2024		
Carbon footprint				
Carbonioctpinic				
Carbon Footprint (scope 1-2-3) tCo₂e	21743	18 527		
·	21743	18 527	•	
Carbon Footprint (scope 1-2-3) tCo₂e	21743 252	18 527 159	,	
Carbon Footprint (scope 1-2-3) tCo₂e Energy consumption			•	
Carbon Footprint (scope 1-2-3) tCo₂e Energy consumption Water (m3)	252	159	•	

SETTING A SOCIAL EXAMPLE	2023	2024	
Workforce (as of 12/31)			
Total employees	91	93	•
Age < 30 years	40	33	•
Age between 30 and 50 years	44	54	•
Age > 50 years	7	6	•
Gender: Male	27	29	•
Gender: Female	64	64	•
Role: Manager	40	52	•
Role: Non-manager	51	41	•
Contract: Permanent	85	88	•
Contract: Fixed-term	4	4	•
Contract: Apprentice	2	1	•
Full time	88	89	•
Part time	3	4	•
Employees living with disabilities	2	1	•
Number of apprentices per year	5	3	•
Number of interns per year	2	7	•
Training			
Total hours	1467	1882	•
Average per employee	16	20	•
Average hours per gender: M	21	26	•
Average hours per gender: F	14	18	•
% of employees with access to at least one training program per year	100	100	•
Gender breakdown			
Management Committee	43	43	•
Manager	80	83	
Manager			
Manager Professional equality index	85	89	0

FRAMEWORK

- Internat indicator
- Carbon footprint
- GRI/CSRD
- Index Egapro





Our SDGs Contributions

Our roadmap contributes to the United Nations' seventeen Sustainable Development Goals (SDGs) for 2030, in particular the six identified as priorities. Rubel & Ménasché's CSR Policy is also a signatory to the Global Compact and the Women Empowerment Principles (WEPs).



































PILLAR 2 - ACTING FOR THE CLIMATE

PILLAR 3 - SETTING A SOCIAL EXAMPLE

PILLAR 4 - PRESERVING KNOW-HOW

1 No poverty	2 Zerohunger	3 Good health and well being	4 Quality education	5 Gender equality	6 Clean water and sanitation	7 Affordable and clean energy	Decent work and economic growth	Industry, innovation et infrastructure	10 Reduced Inequalities	Sustainable cities and communities	Responsible consumption and production	13 Climate action	14 Aquatic life	15 Life on earth	Peace justic and effective institutions	17 Partnerships for the goals
•		•	•	•	•		•		•	•	•	•			•	•
					•	•				•	•	•	•	•		
•	•	•	•	•			•		•	•		•				•
								•		•	•				•	•

ACV: Analyse de Cycle de Vie (LCA - Life Cycle Assessment)

ADEME: Agence De l'Environnement et de la Maîtrise de l'Energie (French Agency for Ecological Transition)

CAHRA: Conflict Affected and High-Risk Area

CNIL: Commission Nationale de l'Informatique et des Libertés (French Data Protection Authority)

CS3D: Corporate Sustainability Due Diligence Directive **CSRD:** Corporate Sustainability Reporting Directive

COP: Communication On Progress

DPA: Diamond Producers Association

EPV: Entreprise du Patrimoine Vivant (Living Heritage Company)

ERP: Enterprise Resource Planning

ESAT: Etablissement et Service d'Aide par le Travail (Work Integration Facility)

ESG: Environment, Social, Governance

ESRS: European Sustainability Reporting Standards

ESS: Economie Sociale et Solidaire (Social Solidarity Economy)

FDS: Fiche De Sécurité (SDS – Safety Data Sheet) **KPCS:** Kimberley Process Certification Scheme

LPO: Ligue de Protection des Oiseaux (LPO: League for the Protection of Birds)

NDC: Natural Diamond Council

OECD: Organisation for Economic Co-operation and Development

ODD: Objectifs de Développement Durable (SDGs: Sustainable Development Goals)

 $\textbf{OIT:} \ Organisation \ Internationale \ du \ Travail \ (International \ Labour \ Organization)$

ONU: Organisation des Nations Unies (United Nations)

 $\textbf{PME:} \ \mathsf{Petite} \ \mathsf{ou} \ \mathsf{Moyenne} \ \mathsf{Entreprise} \ (\mathsf{SMEs})$

RJC: Responsible Jewellery Council

RSE: Responsabilité Sociétale des Entreprises (CSR)

SBTi: Science Based Targets initiative

SBTN: Science Based Targets on Nature

UFBJOP: Union Française de la Bijouterie, Joaillerie, Orfèvrerie, des Pierres et des Perles

 $(French\,Union\,of\,Jewelry,Goldsmiths,Stones\,and\,Pearls)$

VSME: Voluntary Standard for non-listed, micro-, small- and medium-sized undertakings

WDC: World Diamond Council

WEPs: Women Empowerment Principles

WJI2030: Watch & Jewellery Initiative 2030

WWF: World Wide Fund for Nature



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