

2019 UNIVERSAL REGISTRATION DOCUMENT

CSR EXTRACT NON-FINANCIAL PERFORMANCE STATEMENT (NFPS)



2

CORPORATE SOCIAL RESPONSIBILITY

NFPS

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2.3.2 CHALLENGE: PRESERVING AND DEVELOPING SAVOIR-FAIRE

Hermès has built its growth model on a culture of continuous improvement, in a context of sustained growth in its activities and its workforce. It is a model in which the preservation and development of *savoir-faire*, often exclusive, and its acquisition by and transmission to all employees regardless of their function (artisan, retail or support function) are essential. In particular, this involves supporting employee development in order both to nurture excellence and efficiency in terms of *savoir-faire* and operations and to preserve employability, ensure a solid understanding of the Company's culture and provide a consistent managerial culture that is a source of value.

Hermès corporate culture, which helps Group employees to bond together, is widely shared through onboarding sessions for new employees in Paris and worldwide. The corporate culture is also passed on through various *ad hoc* programmes that enable employees to put it into practice through their actions and attitudes. It ensures the consistency of all training initiatives.

2.3.2.1 POLICY

The priority is to consolidate and develop individual expertise, increase versatility, establish knowledge-sharing within teams and ensure that this is passed on from generation to generation and preserve our talents. The excellence of all this *savoir-faire* is expressed not only through the quality of the objects but also through our ability to craft them in a way that respects both the craftspeople and the environment.

The human resources department conducts a systematic training policy for new hires, with a dedicated training programme. This policy is mainly carried out *via* in-house training but also has recourse to external training when appropriate. Hermès is developing in-house training schools for its major craftsmanship *métiers* – Leather Goods, Textile division and Tannery – enabling this *savoir-faire* to be perpetuated and handed on. The House works upstream in promoting the arts and craftsmanship *métiers* to young generations, through local actions (open days, links with schools) or with the support of the Fondation d'entreprise Hermès (for example, the Manufacto programme). Allowing young people to discover and become involved in a manual *métier* is essential; these *métiers* are often misunderstood and yet offer excellent prospects. Hermès contributes to maintaining, or even developing craftsmanship and manufacturing *savoir-faire*, in a context where this *savoir-faire* is being lost (and not only that of craftspeople in the arts area). For example, Holding Textile Hermès has one of the largest textile divisions in France in the Rhône-Alpes region (nearly 750 people); the division is the home to many unique forms of weaving and silk printing *savoir-faire*, which Hermès works hard to maintain.

2.3.3.2 MEASURES IMPLEMENTED

Training, along with in-house mobility, is one of the major levers to support employees throughout their careers in the House. Hermès has the strong conviction that each person's potential must be stimulated through the constant development of their skills, all the more so in this era of major changes and upheavals. Training promotes the onboarding of new employees, manager development, the acquisition of skills and expertise in changing *métiers*, adaptation to the changes brought about by major transformation projects, the dissemination of the corporate culture and personal development. The Group's training catalogue reflects the House's cumulative needs in terms of supporting growth, and satisfying the need for in-house mobility and the wishes of employees raised during the annual appraisal.

Bringing new employees on board

Hermès pays particular attention to integration to ensure a suitable welcome, allowing new employees to find their feet, measure the uniqueness of the Hermès project and grasp the Company's identity, get a feel for its history and come to grips with its codes, its organisation and its challenges as a multi-dimensional company through the diversity of its businesses, its employees, its geographic locations and its cultures.

As an example:

"Mosaïque" – the onboarding programme for new employees in France – has enabled 345 people to feel warmly welcomed in 2019 and become immersed in the corporate culture through visits, testimonials and presentations giving a broad picture of Hermès. And "H Immersion", the onboarding programme for new employees in retail subsidiaries, lasting one to four days, delivered in a local version to over 1,100 participants through 110 sessions.

The new "Hkeys" group programme welcomes new managers for three days within six months of their arrival in order to give them the keys necessary to adopt a managerial posture in keeping with the values of the House and to forge links between managers of various entities.

Within the central services of Leather Goods & Saddlery division, 38 employees completed the new "Tous en Selle!" onboarding programme, exclusively designed and run by Managers of the division, in two distinct sessions. In addition, new non-artisan employees are given the chance to learn to sew in a four-day internship in the leather workshops. A total of 28 leather working courses were organised in 2019.

"Au fil d'HTH", a three-day onboarding programme for the Textile division, grew with the addition of practical workshops (devoted to rolling and quality control), a visit to the Hermès store in Lyon and a visit and presentation of all the business units in the segment. An integration morning for trainees and interns was also launched in October.

Hermès Femme held the inaugural "Premiers Regards" integration day, held twice a year for all new employees on permanent contracts or fixed-term contracts of over six months. They are invited to a day-long presentation featuring entertaining workshops addressing the segment's challenges and strategy. Some 95 employees attended.

At the Tanneries du Puy, in the Tanning and Precious Leathers division, new craftspeople in all production positions follow an extensive training integration course over a period of eighteen months.

The Perfumes division is continuing to roll out "Premiers Pas" integration programmes for all new permanent employment contracts and "Découvrons Hermès Parfum & Beauté" for fixed-term employment contracts, work-study students and interns.

The Home division held its first integration day in September, allowing new employees to discover the *métier* and gain a vision of the Group.

The activities of the Ex-Libris University

Hermès considers managerial skills to be a *savoir-faire* in their own right, in the same way as technical *savoir-faire*. That is why Ex-Libris University, an in-house university run by the Group's Human Resources department, delivers programmes focused mainly on the development of Managers and the dissemination of the corporate culture. It had a particularly busy year in 2019, with more than 1,268 people trained in total (compared with more than 1,250 in 2018).

The three-day "Happy Culture" programme for employees with more than three years' seniority in the Company gave 202 people the chance to enrich their knowledge of Hermès and learn more about the House's new dimensions. The "IFH" programme for members of the Management Committees of sites or subsidiaries enabled 52 employees to share the vision and strategy of the Group and the various *métiers*, and to gain a broad overview of the House.

Management training sessions are also organised. They enabled 267 managers to get a better grasp of their responsibilities by adopting behaviours and practices by keeping with the Company's values and to play a key role in guiding employees and developing activities.

At the Group's initiative, two programmes are in place in the various entities: "Alterego", which aims to make managers aware of the challenges of diversity and disability management, and "Alchimie", which aims to share the vision and challenges in terms of recruitment and to become more professional in conducting recruitment interviews.

In December, in partnership with Artips, the "Culturiosité" platform was launched with 8,000 French-speaking employees (France, Benelux and Switzerland) in order to help build their general knowledge.

In addition, the Ex-Libris University manages the community of *métier* and market trainers, in charge of product training for sales associates. Twice a year, "Train the Trainer" sessions bring together trainers from all of our countries. Each season, this five-day technical training course is dedicated to seasonal collections. It is a ritual in which the business trainers share their knowledge and expertise with the market trainers, who in turn pass it on to the teams in our stores.

Savoir-faire schools

In the **Leather Goods division**, the École du Cuir has enriched its programmes to support the key challenges of development and transmission of skills.

Training for new entrants:

- ◆ Table initial training;
 - the programme is rolled out on all sites;
- ◆ Cutting – preparation initial training;
 - the programme is rolled out on all sites;
 - launch of a digital training tool for trainers (100 "cutting questions");
- ◆ Piquage initial training;
 - construction and rollout of an initial training programme.

The School of Leather's activities have supported the award of 197 CAP vocational qualifications in leather work, 76 Sellier Maroquiers d'Arts (saddler and leather worker) diplomas and 21 CQP Cutting diplomas. As part of the validation of acquired experience (VAE) scheme, nine people received CAP vocational qualifications in leather work, eight people the Sellier Maroquiers d'Arts (saddler and leather worker) diploma and 10 people the CQP Cutting diploma.

As a result, more than 320 certified qualifications were obtained by our employees this year. A total of 206 employees were awarded a CAP diploma as part of a strategy to recognise professional skills and maintain artisanal *savoir-faire*.

This year, Hermès introduced a training division within its new Maroquinerie Iséroise. The Ateliers de Fitilieu, which has a school dedicated to the métiers of saddle maker and leather goods craftsman, cutter and mechanic, will eventually host around 100 craftspeople. The craftspeople trainers have honed unique skills, such as sign language fluency, to adapt learning and production to people with different disabilities.

Continuous training

The rollout of the 12 continuous training programmes at the School of Leather continued (5,600 people trained since 2011), with in particular,

a new programme for cutters entitled "Profession: Cutter II" complementing the existing programme. This training allows cutters to acquire the specificities of the prestigious and rare skins of the House, giving them the tools to identify the constraints linked to prestigious and rare skins and making them aware of the concepts of consumption and being frugal with materials, etc.

Developing artisans' versatility and multi-skilling

Numerous programmes have been established on all sites to support the development of versatility and multi-skilling among artisans, such as leather workers trained to work as cutters or mechanics, or mechanics and cutters trained in the craft of leatherwork.

The development of versatility is also encouraged by training artisans in the manufacture of other products. For example, at the:

- ◆ Maroquinerie du Sud-Ouest: four small leather goods artisans were trained in the manufacture of bags and glove-makers were trained in small supple leather goods;
- ◆ Maroquinerie de Normandie: six small leather goods artisans were trained in the manufacture of bags.

The **Textile division** – through the School of Textiles – has launched two working groups dedicated to training set up as part of the "Outlook" approach, anticipating retirements:

- ◆ one group is working on the redesign of the Printers' training course with, among other things, a local partnership initiative with an artisan fabric printing workshop in Lyon;
- ◆ the other, on the "quality control" organisation, for which 30 recruitments are planned by 2022: redesign of the target function of the quality control role/inspection role, work on boosting the attractiveness of the position, different possible channels of recruitment and integration/training course.

The subsidiary also continued:

- ◆ the "Management in Practice" programme targeting all managers since 2017;
- ◆ the "digitisation" approach of the HR function, with training in new digital tools, a collaborative approach to better communicate and work together and awareness of new ways of communicating. Process supported by the IT and business intelligence services;
- ◆ the "Résonances" approach, a programme designed to sharpen artistic and cultural skills among development, colouring, creation and similar teams. 2019 also featured a day devoted to Indigo (the basics of indigo dyeing and an exhibition devoted to colour at the Musée d'Orsay), a workshop on engraving and other events.

In the **Tanning and Precious Leathers division**, an innovation programme continues to foster a culture of innovation that stimulates inventiveness, agile thinking and curiosity.

Petit h engaged in exchanges with certain production units, such as John Lobb and the Textile division at Pierre-Bénite, to learn about their specific *savoir-faire*.

Hermès Commercial revisited the “Logistics from A to Z” programme over two days with a comprehensive and detailed visit of flows on the Bobigny site and a visit to the service provider. The division has also developed the “Switch” programme, dedicated to encouraging multi-skills among logistics operators so that they can meet the needs of logistics management and diversify their activities. The division has also created an “All leather repair craftpeople” product training course for after-sales product managers and *métier* commercial relations. This is a three-day immersion in the Leather Goods division's workshops and the Tannerie de Montereau.

Retail Academies

The Group human resources department has designed, developed and deployed several programmes intended to train employees in the business world.

As such, the “Sales & Service Ambassadors” programme for sales associates is run at a local level, throughout the world. Its ambition is to train them in customer service that matches the quality of the objects. In 2019, 65 sessions enabled 730 employees to improve their customer welcoming skills and adopt elegant and positive attitudes towards all people entering the stores.

The “Sales & Service Leader” programme, launched in 2017, continued to be rolled out in the various regions. Through a set of two sessions focused on team management and the manager's relationship with each employee, the programme gives store managers the means to become the real bosses and entrepreneurs of their local projects. This is a way of reasserting the importance of their role and the commercial strategy.

The “Retail Developer” programme, also initiated in 2017 and linked to the “Sales & Service Leader” programme, continued its rollout in 2019. In total, 137 participants in 2019 joined the 341 people already trained in 2018. This very popular training course aims to strengthen the technical expertise of the teams, covering areas including management of the customer relationship and experience, management of purchases and the product offer and key performance indicators.

The Perfumes division designed the “Digital Workshops” programme to raise awareness of digital culture among all employees through various thematic workshops.

Discovering and passing on the wealth of *savoir-faire*, stories and collections to customers remains central to the challenges of product knowledge. That is why, in addition to the “One day, one job” and “Major *métiers*” face-to-face training, sales associates now benefit from an application on their iPads thanks to which they are only ever just a few clicks away from total immersion in the universe of a *métier*, allowing them to grasp the structure of the various collections, to appropriate materials and *savoir-faire* and to adopt the correct ceremonial product presentation. The Leather Goods, Women's Ready-to-Wear and Jewellery Accessories businesses were the first to join the initiative in June 2018.

Fostering the transmission of a culture

The House's craftsmanship model rests on the transmission of Hermès' corporate culture, which underpins the development of skills and *savoir-faire*, based on a mentoring approach: “what we receive, we give back”. Sharing the House's values ensures the consistency of its business model in a context of decentralisation and strong growth. This culture makes it possible to understand expectations in terms of

savoir-faire. It also builds bridges between the various *métiers* and activities by reinforcing the capacity for dialogue among all employees.

All new employees undergo training, part of which is dedicated to the House's history and the various aspects of its corporate culture. In addition, Hermès organises programmes to broaden knowledge of its corporate culture through the discovery of the Group's diversity and encounters.

Tandem

Tandem is a programme that brings together a craftspeople and a sales associate, encouraging them to put themselves in each other's shoes. In practical terms, a sales associate plays host to a craftspeople in a store; a few weeks later, the craftsman or woman welcomes the sales associate in his or her workshop (or vice versa). In that way, each can in turn find out what the other one does. The programme is carried out in a generous spirit of sharing, curiosity, reciprocity and commitment.

This networking programme links Hermès' two essential dimensions of craftsmanship and sales, and brings professional and personal enrichment through immersion in closely related professions. They are quality experiences for each pair and have an enriching impact on the other employees working on the sites in question, forging strong new ties.

Launched in 2008, 273 tandems have been formed since the start, representing 546 participants. In 2019, 25 craftspeople and 25 sales associates participated in the programme.

Tilbury

In the same spirit as Tandem, *Tilbury* is a programme for exchanging experiences and sharing practices between a store manager and a production Site Manager, launched in 2018. Over a five-day period, each participant slips on the other person's shoes, participating in the daily life of the host (meetings, exchanges with the teams) and gaining field experience, spending time in the workshop with craftspeople for the store manager, and time in stores among sales associates and customers for the Site Manager.

This human encounter is synonymous with a strong learning experience, one that is engaging, structuring and useful for the development of new practices and skills. This mutual enrichment allows everyone to become aware of the challenges and resources mobilised on both sides, and to grasp other ways of managing and leading.

Eight *Tilbury* programmes took place in 2019, between directors of Leather or Textile production units and store managers from countries including France, the United Kingdom, Spain, the United States and Japan.

Parcours d'Adresse

In a week-long journey, employees from the manufacturing sites set off to explore one of the House's *métiers*. It provides immersion in the *métiers* (porcelain, watchmaking, perfumery, leather, silk, women's ready-to-wear, ready-to-wear and crystal), finely balancing discovery and practical aspects and allowing participants to learn about a *savoir-faire* by exploring the whole life of a product, from the raw material to the final result, following quality control.

Launched in 2011, *Parcours d'Adresse* has already benefited more than 900 employees.

In 2019, nine *Parcours d'Adresse* were organised, allowing 86 participants, craftspeople and support functions to discover the House's production lines.

Integration of sustainable development into our *savoir-faire*

Integrating sustainable development into the *savoir-faire* of all *métiers* and all employees is a key challenge.

The sustainable development strategy is set by the sustainable development department at Group level with retail subsidiaries, production sites, *métiers* and support functions. It rests on raising the awareness of our employees and empowering them.

Given the diversity of *métiers*, management is decentralised, relying on a network of more than 200 ambassadors worldwide. The ambassadors hail from different levels of expertise, some operational, others less so, to ensure that all employees are involved in (advanced) projects and informed of new developments. The network includes sustainable development managers in certain entities (Leather Goods division – including a director appointed in 2019, Hermès Femme, Jewellery division, etc.), the HSE network liaisons, and ambassadors in stores and production sites. It continued to grow in 2019.

In addition, the *métiers* and subsidiaries run specific Sustainable Development Committees that continue to take shape, particularly at the Leather Goods division, the Perfumes division, Hermès Femme, Hermès Distribution France, Hermès of Paris, Hermès China and Cristallerie de Saint-Louis.

Understanding and practical application of challenges locally require:

- ♦ the structuring and monitoring of roadmaps by holding, Management Committee meetings and running dedicated seminars:

In 2019, this was reflected, for example, in participation in the Watches division, Hermès Europe, Cristallerie de Saint-Louis, the Perfumes division, Hermès Soie et Textiles and Hermès Distribution France seminars:

- for the sixth consecutive year, the Asia seminar was held over three days in Seoul (76 people), in the presence of a member of the Executive Committee in charge of Governance and the development of organisations. The event is always a special occasion in which the participating countries (China, Hong Kong, Taiwan, South Korea, Singapore, Japan and Europe) share their achievements and progress on their roadmap, and plan for the years ahead. These roadmaps include projects throughout the year on commitments relating to governance (structuring and leading of local networks), training (including the sustainable development challenges), employee well-being (warming-ups, food), recycling (depending on activity and local specificities), energy saving (lighting), biodiversity (participation in local actions to preserve the environment), and skills and financial sponsorship (support for local associations),

- for the first time this year, the Hermès Distribution France, Hermès Europe and Hermès of Paris subsidiaries brought together their respective ambassadors for a day to present the general and specific challenges facing their activity. It was an opportunity to discuss challenges in the field and to adopt tailored action plans;

- ♦ specific training modules:

The Hermès Group's strategy is explained in each of the Ex-Libris University's in-house training courses (Mosaïque, IFH and Happy Culture), with 13 sessions in 2019. Locally, the subject is presented in training formats ranging from integration programmes to training for new store managers and sales associates (France, Brazil, Mexico, United States, Asia, etc.). The *métiers* encourage employees to learn about the environmental impacts of their activities (eco-textiles, circularity, innovation, plastic, etc.);

- ♦ spreading a sustainable development culture:

Each level has a role to play. A page dedicated to sustainable development, accessible to all employees, has been hosted on the "HermèsSphère" intranet since 2018. A weekly Editorial Committee with the internal communication department ensures regular monitoring and the circulation of strategic and up-to-date news, with 34 publications in 2019. An internal blog dedicated to sustainable development also allows a community of volunteers to share their ideas and bring the "all artisans of sustainable development" culture to life.

During the European Sustainable Development Week, all French sites and subsidiaries organise operations with their employees. This symbolic week provides an opportunity to share the challenges in this area more widely with employees, along with the Hermès Group's strategy and achievements, and to open up to the wider world. In 2019, the Ile-de-France sites got involved in events focusing more specifically on the theme of biodiversity. They included activities focused on the beehives on our sites, as well as planting and composting workshops. They also saw roughly a hundred employees and their children attend a private screening of the film *Les saisons*.

In recent years, the retail subsidiaries outside France have also embraced Sustainable Development Week, which has become a special event throughout the House.

In addition, the screenings of the *Empreintes sur le monde* (Footsteps across the world) series of films continued with employees on several sites (Sayat, Strasbourg...), along with their family members, to get a better grasp of the House's sustainable development challenges

<https://www.hermes.com/ca/en/story/135446-footsteps-across-the-world/>

- ♦ sharing best recurring and long-term practices:

The sustainable development department also coordinates the activities conducted by the Paris sites and manages a schedule of internal activities in France that involves regular events held throughout the year, such as donation drives for clothing and toys, participation in sporting events and Earth Hour (a worldwide movement for the planet organised by WWF and other NGOs), waste collections ("World Cleanup day", a honey harvest, social support food baskets, and so on).

2.3.2.3 RESULTS

Training ensures that our *savoir-faire* is passed on

In 2019, the Hermès Group devoted 463,750 hours to training, including 325,916 in France (excluding apprenticeships and apprentice contracts). Some 32,844 training sessions took place (this figure corresponds to the total number of training sessions followed; any one employee may have followed several training sessions during the year), i.e. an average of 14.1 hours per training activity. Average training expenditure per training activity was €58.6 thousand. Training costs in France (invoicing in 2019 of external and intragroup training) amounted to €1,890,831. This number does not reflect the entire training effort, since it does not include *métier* training dispensed directly in the workspace.



In-house mobility

In-house mobility is a powerful way of spreading *savoir-faire* and corporate culture. It remains the primary source of recruitment as soon as a position is vacant – through the internal My way in Hermès platform – and the chief driver of employee development. Allowing the Company's men and women to grow in order to prepare and build the Hermès of tomorrow is a daily concern both for HR teams and for managers keen to develop their teams. More and more temporary assignments are offered to support employee development through a variety of work and experiences in a range of contexts.

Support

Within the Hermès International holding company, 16 internal recruitments were made.

At Hermès Commercial – the Hermès Sellier division in charge of customer service and supply logistics for subsidiaries – 28 internal promotions were completed, both within the division and by movements to or from other subsidiaries.

Craftsmanship and métiers

The Leather Goods & Saddlery division, the Group's largest employer, has enabled more than 100 craftspeople managers and people from the *métiers* support teams to change sites or take up a new position in the context of internal mobility without changing region. In addition, four craftspeople have been offered expatriation. The opening of new leather goods sites is supported by numerous internal transfers, both for craftpeople and for support functions. The opening of the Maroquinerie de Guyenne, for instance, involved 22 internal transfers – 17 artisans of all *métiers* and 5 executives – from 10 manufacturing sites.

The Textile division organised 23 internal transfers.

The dynamics of the Hermès Femme division resulted in 43 transfers, including 35 internal promotions, three internal shifts and five moves to other areas of the Group. Of the 22 talents identified by the division, 18 benefited from career development in 2019.

Retail

14 internal transfers took place within Hermès Distribution France, three of which to international subsidiaries.

The American subsidiary Hermès of Paris carried out 122 internal transfers, including 61 promotions.

Entreprise du Patrimoine Vivant (Living Heritage Company) – EPV

The Hermès Group is proud to have had 12 companies recognised by the *Entreprise du Patrimoine Vivant* label in 2019, namely Hermès Sellier, Holding Textile Hermès (Bucol), Établissements Marcel Gandit, Ateliers A.S., Siegl, Ateliers de Tissage de Bussières et de Challes, Beyrand, Cristallerie de Saint-Louis, Puiforcat, John Lobb and Les Tanneries du Puy (<http://www.patrimoine-vivant.com/>).

These distinctions bear witness to Hermès' commitment to the safeguarding, preserving and promoting heritage *savoir-faire*.

Meilleurs Ouvriers de France (MOF)

This prestigious title is awarded solely in France, by *métier* category, following a professional competition held every three years. The goal is to reward excellence and *savoir-faire*, which are the required criteria for the awarding of the title.

At the end of 2019, the House had a total of 24 *Meilleurs Ouvriers de France*, as follows: ten at the Cristallerie Saint Louis, three in Leather Goods & Saddlery division, two at John Lobb, four fabric printers at Ateliers A.S. and Siegl, two in *sabrage* at HTH, one in hand drawing at Gandit, one in weaving at ATBC and one in dyeing at AEI.

Concealed in a Hong Kong skyscraper, a quintessence of the House's savoir-faire

If you were to take the lift to the 22nd floor of a skyscraper stretching out from the heart of Hong Kong's Admiralty district, you'd expect to walk out into the offices of a large bank or the headquarters of a multinational. But you'd be wrong. What a surprise it is to discover artisan leather workers and their tools nested incognito in the sky. Welcome to a Hermès repair shop. A concentrate of the House's savoir-faire, hidden behind the scenes in major cities and available to customers around the world.

Here is the domain of Christelle, Farid and Alexandre, leatherwork magicians trained in French leather goods and dispatched to Hong Kong. A bevy of bags with the Hermès label are waiting patiently for a new handle, a colour stitch or a seam stitch at their gifted hands. In this workshop overlooking a city that never sleeps, time stands still. These objects with their individual histories come to life, recover, take on new colours, until they are ready for a new lease of life on the arms of their owners.

**2.3.3 CONTRIBUTION TO THE UN'S SUSTAINABLE DEVELOPMENT GOALS (SDGs)**

The Hermès Group's accomplishments in relation to "savoir-faire" are in line with the following SDGs. (The numbers refer to the UN's official typology):

**No. 4: Quality Education**

- ◆ 4.3: "Ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university".

Women have an important place within the House, representing 68% of the workforce. Access to vocational training for women and men within the House is encouraged by the in-house Ex-Libris University and internal schools for the *métiers*, as well as by more specialised external training.

- ◆ 4.4: "Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship".

Know-how is enhanced through training plans during the entire professional life and are reinforced by specific initiatives. Employees participate in both external contests (*Meilleurs Ouvriers de France* (Best Workers in France)) and internal challenges in order to achieve qualifications, so as to sustain existing savoir-faire and revive any knowledge that is declining. Hermès also provides support to schools through the apprenticeship tax, and by offering apprenticeships.

- ◆ 4.7: "Ensure that all learners acquire the knowledge and skills needed to promote sustainable development"

Raising employees' awareness of sustainable development takes place throughout the year. The outlines are instilled by the sustainable development department and relayed locally by the network of sustainable development ambassadors (HSE, SD committees, premises, etc.).

**No. 11: Sustainable Cities and Communities**

- ◆ 11.4: "Strengthen efforts to protect and safeguard the world's cultural and natural heritage".

Hermès is a house of creation that collaborates with many artists, thereby promoting the development of our creative heritage. Each collection involves the Artistic Director and the House's *métiers*, resulting in a profusion of creativity. These actions, recognised notably by the *Entreprise du Patrimoine Vivant* (Living heritage enterprise), contribute to the Hermès Group's efforts to protect and maintain artisanal savoir-faire. Moreover, the Fondation d'entreprise is committed to supporting live performances and contemporary photography.

Comprehensive annual report:
[https://finance.hermes.com/var/finances/storage/original/
application/098b0de969efabaace34b1a1c43e2a72.pdf](https://finance.hermes.com/var/finances/storage/original/application/098b0de969efabaace34b1a1c43e2a72.pdf)

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