

# MANAGEMENT REPORT OF THE BOARD OF DIRECTORS: THE GROUP

## Attracting and retaining talent

<b>1.</b>	<b>GENERAL POLICY</b>	<b>120</b>
1.1	Committed to developing talent	120
1.2	Organization and quality of workforce-related reporting	120
1.3	Key workforce data	121
1.4	Pursuing an attractive and fair compensation policy	122
<b>2.</b>	<b>AMBITIOUS TALENT DEVELOPMENT</b>	<b>124</b>
2.1	Implementing an attractive employer policy	124
2.2	Passing on key skills and expertise	125
2.3	Improving agility and employability	127
<b>3.</b>	<b>EMPLOYEE-FOCUSED WORK ENVIRONMENT</b>	<b>130</b>
3.1	Ensuring health and safety for all staff	130
3.2	Fostering constructive labor relations	132
3.3	Work-life balance and workplace well-being	132
3.4	LVMH Heart Fund	134
<b>4.</b>	<b>BUILDING A CULTURE OF INCLUSION</b>	<b>134</b>
4.1	Promoting diversity and inclusion	134
4.2	Embracing the full spectrum of talent	135
4.3	Taking action to promote employment for people with disabilities	136
4.4	Ensuring gender equity	136
4.5	Fighting discrimination against lesbian, gay, bisexual, transgender and intersex (LGBTI+) people	138
4.6	Supporting older employees	138

## 1. GENERAL POLICY

Through their talent and commitment, the Group's employees create unforgettable experiences for all LVMH customers and drive the success of the Group and its Maisons. They safeguard and build on an invaluable range of expertise, particularly in craftsmanship and design professions.

In a constantly changing competitive environment, LVMH seeks to attract the most talented people on every continent. The Group welcomes new hires and supports all its staff

based solely on their talent and skills, embracing diversity as a source of cultural enrichment. Offering employees career development opportunities helps ensure the long-term future of this exceptional expertise. Guaranteeing the health, safety and well-being of employees is key to their fulfillment and their engagement, both of which drive the Group's success. Lastly, promoting constructive labor relations helps create a fulfilling work environment where everyone has a voice and a key role within the team.

### 1.1 Committed to developing talent

Our people's talent drives strong performance and helps secure the Group's long-term future. Responsible people management is structured around four key priorities identified through stakeholder consultation and a mapping of issues and risks:

- developing diversity by respecting every individual's dignity and promoting uniqueness;
- supporting our employees by taking action for their safety and well-being;
- passing on skills and expertise that are an integral part of our world's cultural heritage;
- working to build a better society.

Within this shared social responsibility program, each of the Maisons implements its own action plan.

The Group's business again performed at a high level in 2023 despite the lingering impact of the pandemic in certain geographical regions and on tourism traffic. LVMH maintained its ambitious policy of attracting talented people and supporting them on every continent. This policy is underpinned by commitments made by the Group and its Maisons to step up efforts with a focus on diversity and inclusion, talent recognition and rewards, the development of expertise and knowledge-sharing, health, safety, work-life balance and well-being at work initiatives.

The Group continued to unite its employees around its values. Creativity, a passion for innovation, a quest for excellence and entrepreneurial spirit form the bedrock of collective performance.

### 1.2 Organization and quality of workforce-related reporting

LVMH works hard to ensure the quality and completeness of workforce-related data. The Group follows a rigorous process to gather and check this data within its Maisons. Data covers the Group's consolidated companies, providing a comprehensive view of talent management.

#### 1.2.1 Collection and validation of workforce-related reporting data

Within each Maison, a reporter collects and reports workforce-related data, a controller checks and validates its accuracy, and the Maison's Human Resources Director provides final sign-off.

Everyone involved in workforce-related reporting is provided with an instructional guide. This guide sets out the aims and requirements both for the approach as a whole and for each indicator: its relevance, how the associated data is defined, how the information is to be gathered, the calculation method if applicable, and checks to be carried out when data is reported.

Manual checks on the reliability and consistency of the data input are backed up by automated checks throughout the procedure.

Since 2007, selected employee-related disclosures for the Group have been verified each year by an independent third party. For fiscal year 2023, workforce-related data was verified by Deloitte, in accordance with Article R. 225-105-2 of the French Commercial Code<sup>(1)</sup>.

In addition, the Corporate Social Responsibility Department reports on qualitative aspects of workforce management and development in order to monitor the implementation of the Group's CSR targets, listing progress made under the policies adopted and action plans put in place by the Maisons. The reporting template is sent to all Human Resources Departments at the Maisons, which are responsible for the data entered. Each Maison submits its completed reporting template to the Corporate Social Responsibility Department, which verifies and then consolidates all the data submitted at Group level.

(1) This article resulted from the transposition into French law of European Directive 2014/95/EU on disclosure of non-financial and diversity information by certain large undertakings and groups.

## 1.2.2 Scope of workforce-related reporting

The reconciliation of organizational and legal entities ensures consistency between the workforce and financial reporting systems. Accordingly, the scope of reporting on employee-related issues covers all staff employed by fully consolidated Group companies, but does not include equity-accounted associates.

The workforce figures set out below concern all consolidated companies as of December 31, 2023, including LVMH's share in joint ventures, with the exception of certain companies that have been part of the Group for less than one year, which are generally added to workforce-related reporting data the year after the

Group acquires control. The other employee-related indicators were calculated over a scope of 983 legal entities covering more than 99% of the global workforce and include employees who were present during the fiscal year, including at joint ventures, fully accounted for in these indicators.

LVMH's employees in China and its regions are included in the number of staff working under permanent contracts (30,370 as of December 31, 2023). Although Chinese labor law limits the duration of employment contracts, which can only become permanent after several years, the Group considers employees working under such contracts as permanent.

## 1.3 Key workforce data

Total headcount as of December 31, 2023 stood at 213,268 employees, an increase of 9% compared with 2022. Of this total, 196,686 employees were working under permanent contracts and 16,582 under fixed-term contracts. Part-time employees

represented 15% of the total workforce, or 32,255 individuals. Staff outside France represented 82% of the global workforce.

The Group's average total full-time equivalent (FTE) workforce in 2023 comprised 192,287 employees, up 11% compared with 2022.

### 1.3.1 Breakdown of the workforce by business group, geographic region and job category

#### Breakdown by business group

Total workforce as of December 31 <sup>(a)</sup>	2023	%	2022	%	2021	%
Wines and Spirits	8,891	4	8,398	4	7,898	4
Fashion and Leather Goods	75,058	35	67,034	34	57,689	33
Perfumes and Cosmetics	31,937	15	29,549	15	27,774	16
Watches and Jewelry	28,276	13	26,369	14	24,348	14
Selective Retailing	59,391	28	55,471	28	48,807	28
Other activities	9,715	5	9,185	5	9,131	5
<b>Total</b>	<b>213,268</b>	<b>100</b>	<b>196,006</b>	<b>100</b>	<b>175,647</b>	<b>100</b>

(a) Total permanent and fixed-term headcount.

#### Breakdown by geographic region

Total workforce as of December 31 <sup>(a)</sup>	2023	%	2022	%	2021	%
France	39,351	18	36,346	19	33,887	19
Europe (excl. France)	46,809	22	41,846	21	39,343	22
United States	43,649	20	41,936	21	34,930	20
Japan	10,496	5	8,924	5	8,013	5
Asia (excl. Japan)	52,185	24	47,860	24	43,705	25
Other markets	20,778	10	19,095	10	15,769	9
<b>Total</b>	<b>213,268</b>	<b>100</b>	<b>196,006</b>	<b>100</b>	<b>175,647</b>	<b>100</b>

(a) Total permanent and fixed-term headcount.

#### Breakdown by job category

Total workforce as of December 31 <sup>(a)</sup>	2023	%	2022	%	2021	%
Executives and managers	47,040	22	41,504	21	36,807	21
Technicians and supervisors	17,861	8	17,421	9	16,952	10
Administrative and sales staff	113,494	53	105,100	54	91,691	52
Production workers	34,873	16	31,981	16	30,197	17
<b>Total</b>	<b>213,268</b>	<b>100</b>	<b>196,006</b>	<b>100</b>	<b>175,647</b>	<b>100</b>

(a) Total permanent and fixed-term headcount.

Attracting and retaining talent

### 1.3.2 Average age and breakdown by age

The average age of the global workforce employed under permanent contracts is 37. The youngest age ranges are found among sales staff, mainly in Asia, the United States and “Other markets”.

(as %)	Global workforce	France	Europe (excl. France)	United States	Japan	Asia (excl. Japan)	Other markets
Age: Under 25	11.4	5.7	7.2	20.3	6.4	10.3	18.1
25-29	18.4	17.0	14.7	18.0	13.8	23.1	19.5
30-34	20.0	18.3	16.9	16.7	16.1	26.4	21.2
35-39	16.4	14.7	15.4	12.8	18.0	21.0	16.8
40-44	11.7	12.1	13.1	9.8	17.5	10.8	11.0
45-49	8.4	10.6	12.1	6.8	15.4	4.6	6.2
50-54	6.4	9.6	10.3	5.8	8.9	2.1	3.5
55-59	4.7	8.3	7.2	4.7	3.7	1.0	2.2
60 and up	2.7	3.7	3.3	5.1	0.1	0.5	1.4
	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<b>Average age</b>	<b>37</b>	<b>39</b>	<b>39</b>	<b>36</b>	<b>39</b>	<b>34</b>	<b>34</b>

### 1.3.3 Average length of service and breakdown by length of service

The average length of service within the Group is 9 years in France and ranges from 5 to 8 years in other geographic regions. This difference is mainly due to the predominance in these other regions of retail activities characterized by a higher rate of turnover.

(as %)	Global workforce	France	Europe (excl. France)	United States	Japan	Asia (excl. Japan)	Other markets
Length of service: Less than 5 years	61.7	48.6	50.5	73.7	56.0	68.3	71.9
5-9 years	19.1	20.5	23.0	14.3	18.8	19.3	17.3
10-14 years	8.0	9.5	10.3	5.4	7.9	7.9	6.2
15-19 years	5.0	7.2	7.6	3.3	8.7	2.8	2.4
20-24 years	3.2	6.4	4.7	1.8	5.9	0.9	1.1
25-29 years	1.5	3.0	2.3	0.8	1.9	0.5	0.6
30 years and up	1.5	4.6	1.7	0.6	0.9	0.2	0.6
	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<b>Average length of service</b>	<b>6</b>	<b>9</b>	<b>8</b>	<b>5</b>	<b>7</b>	<b>5</b>	<b>5</b>

### 1.4 Pursuing an attractive and fair compensation policy

LVMH is keen to attract, recognize, and motivate its talent by offering compensation that is generous relative to employee and market expectations. Salaries are benchmarked annually, taking into account the specific characteristics of business lines and segments, to ensure that the Maisons are positioned appropriately, both in France and abroad.

The Group takes care to ensure that performance is rewarded. Variable compensation is linked to the financial results of each employee's company and the achievement of individual targets.

In 2021, LVMH set up a team to develop a fair wage policy applicable to all its employees and suppliers. In 2022, the Human Resources Department adopted the fair wage principles established with the support of the Fair Wage Network's expertise. The Group's Maisons were all asked to verify that these principles had been implemented, and the network of Human Resources, Compensation & Employee Benefits and CSR Officers is responsible for their coordination. The first internal audits were launched in 2023 to ensure compliance with the Fair Wage policy, with pilot Maisons in France and South America.

### 1.4.1 Average compensation

The table below shows the average monthly gross compensation paid to Group employees in France under full-time permanent contracts who were employed throughout the year:

Employees concerned (as %)	2023	2022	2021
Less than 1,500 euros	0.7	0.8	2.0
1,501 to 2,250 euros	5.6	12.1	17.7
2,251 to 3,000 euros	22.8	21.2	20.5
Over 3,000 euros	70.9	65.9	59.8
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

### 1.4.2 Personnel costs<sup>(a)</sup>

Worldwide personnel costs break down as follows:

(EUR millions)	2023	2022	2021
Gross payroll - Fixed-term and permanent contracts	10,292.8	9,369.2	7,562.4
Employer social security contributions	2,414.8	2,182.0	1,725.2
Temporary staffing costs	495.1	409.8	298.7
<b>Total personnel costs</b>	<b>13,202.6</b>	<b>11,961.0</b>	<b>9,586.4</b>

(a) Indicators are taken from the HR reporting system, which covers 983 legal entities. Unlike for financial reporting, workforce-related reporting excludes certain items when calculating total payroll: incentives and profit-sharing, bonus share awards and similar awards, and provisions related to bonuses.

Outsourcing and temporary staffing costs increased slightly year over year, accounting for 6.7% of the total worldwide payroll (versus 6.2% in 2022), including employer social security contributions.

### 1.4.3 Profit-sharing, incentive and company savings plans

All companies in France with at least 50 employees have a profit-sharing, incentive or company savings plan. These plans accounted for a total expense of 471 million euros in 2023, paid in respect of 2022, an increase compared to the previous year.

(EUR millions)	2023	2022	2021
Profit sharing	240.3	183.8	120.8
Incentive	183.8	164.1	106.1
Employer's contribution to company savings plans	46.9	40.5	39.3
<b>Total</b>	<b>471.0</b>	<b>388.4</b>	<b>266.2</b>

## 2. AMBITIOUS TALENT DEVELOPMENT

Through their excellence and their diversity, employees have been instrumental in the success of LVMH and its Maisons. In its recruitment drive, the Group focuses on its key strengths as an employer – its values, its commitments and the wealth of career opportunities it can offer. For younger generations, the Group offers the chance to learn new skills, and it runs ambitious

programs introducing them to jobs in the luxury goods industry and its ecosystem. Mindful of employees' expectations, LVMH and its Maisons are introducing innovative and in many cases digital participation-based programs so they can each take ownership of their own personal growth and career development plans.

### 2.1 Implementing an attractive employer policy

Attracting and retaining talent is crucial for the organization's enduring success. It is crucial to spot and hire the most talented individuals by building and securing their trust over the long term. To achieve this, the Human Resources teams strive to promote the wide variety of career paths offered by the Group and to showcase its environmental and social commitments.

People make all the difference – that's the belief that underpins our human resources policy and guides our recruitment at every level, from recent graduates to senior executives. LVMH spots and nurtures talent, especially in the most innovative sectors without any regard being given to their background, gender, age, disability or sexuality. The diversity of its teams needs to reflect that of its customers. Individuals who share the Group's values and culture, who are driven by an entrepreneurial spirit and a desire to innovate, who want to pursue excellence and creativity and who can demonstrate pragmatism and perseverance, will fit in perfectly at LVMH.

Against an uncertain geopolitical, economic and social backdrop, activities focused this year on all the businesses experiencing stresses and strains, especially those in the retail segment. To maintain the strength of LVMH's appeal, the Group created more opportunities for dialog and for conversations with Maisons' recruitment teams. It also focused on sharpening the professional skills of its teams, by keeping a close eye on the competitive environment and the market at large.

#### Attracting talent

In 2023, LVMH continued to train and equip thousands of internal ambassadors via the Craft the Future Ambassador Program online course. Its goal is to raise awareness of the LVMH employer brand, by showcasing opportunities and prospects unlocked by the Group for its talent.

LVMH also announced a partnership with Stanford University's Human-Centered Artificial Intelligence Institute (Stanford HAI) to explore applications of AI technology in its activities. For several years now, the Group has employed artificial intelligence and cutting-edge technologies right across its value chain to enhance customer experience and elevate the efficiency of its operations. Recent breakthroughs in generative AI have opened up new opportunities (major innovation, greater efficiency), but also given rise to challenges and threats. Through learning and experience, the goal is to help the Maisons and the Group make rapid gains in this domain.

The Group continues to provide active support to young people and has stepped up its HR and CSR policy for their benefit, especially in the areas of training and job opportunities. In November 2023, LVMH signed a national charter with the French government committing to host high-school students as part of their mandatory business internship in its Maisons and at Group level in June 2024.

For the 19th year in a row (Universum 2023 survey), LVMH was again voted the top employer among business school students in France. The Group is also among the most popular employers with students worldwide, ranking 28th in Universum's 2023 World's Most Attractive Employers survey.

#### Engagement and opportunities

Jobs and skills are experiencing relentless change, and that has direct implications for our organization. To safeguard the current and future success of the Group, it is crucial to keep spotting, nurturing and retaining talent. As a result, human capital, and particularly talent development, plays a crucial role in the Human Resources strategy.

Individual support, organizational reviews, and the transformation of managerial culture are all elements that are essential to the Group's growth and the development of its employees.

To prepare for future challenges and opportunities, human resources staff, working closely with the Group's senior executives and managers, have put the Organization and Management Review (OMR) at the cornerstone of the human resources strategy. For more than 10 years, this review has built on the Maisons' strategic plans. It considers the required organizational changes and talent required in view of the strategic development priorities of the Group's operations.

The Organization and Management Review evolves every year as a function of external business and human resources trends and helps shape the strategic human resources plan. A series of videos focused on external trends (markets and HR) was developed during the year to deepen understanding of the Talent and Business environment and to raise employee awareness.

Every year, the Human Resources community is invited to attend the announcement of the key results of the Organization and Management Review (OMR) and the HR roadmap.

This strategic plan lays out the Group's vision, goals and commitments with respect to its human resources. It is based around the Group's organizational structures, existing and future key positions, competency development initiatives and key talent pathways.

The data analyzed also shed light on the dynamic management of talent across the Group. In 2023, nearly 78% of key positions within the Group were covered by a succession plan and 72% of the most strategic roles were filled internally.

### Turnover by geographic region

(as %)	2023	France	Europe (excl. France)	United States	Japan	Asia (excl. Japan)	Other markets	2022	2021
Total turnover <sup>(a)</sup>	22.1	11.8	15.3	37.1	9.7	23.4	28.5	24.1	23.3
of which: Voluntary turnover <sup>(b)</sup>	16.5	5.9	10.8	29.9	8.5	18.8	20.0	18.3	17.2
Involuntary turnover <sup>(c)</sup>	5.1	4.9	4.0	6.8	1.0	4.5	8.3	5.2	5.5

(a) All reasons. Excluding internal mobility and non-Group transfers.

(b) Resignations.

(c) Dismissals/end of trial period.

### Breakdown of movements<sup>(a)</sup> of employees working under permanent contracts by business group

(number)	Joiners			Leavers		
	2023	2022	2021	2023	2022	2021
Wines and Spirits	1,202	1,154	902	753	823	615
Fashion and Leather Goods	18,592	19,223	15,431	12,361	12,081	9,992
Perfumes and Cosmetics	7,806	7,418	6,045	5,827	6,109	6,605
Watches and Jewelry	6,203	7,393	5,246	4,821	5,508	4,102
Selective Retailing	24,126	23,234	15,908	17,995	17,159	14,989
Other activities	2,450	2,350	1,544	1,606	1,518	1,554
<b>Total</b>	<b>60,379</b>	<b>60,772</b>	<b>45,076</b>	<b>43,363</b>	<b>43,198</b>	<b>37,857</b>

(a) Under permanent contracts, including conversions of fixed-term contracts to permanent contracts and excluding internal mobility within the Group.

In 2023, a total of 43,363 employees working under permanent contracts left the Group (all reasons combined); of these, nearly 41% were employed within the Selective Retailing business group, which traditionally experiences a high turnover rate.

## 2.2 Passing on key skills and expertise

### 2.2.1 Perpetuating and passing on our expertise to all generations

Within its six business groups, LVMH brings together a wide range of skills and expertise, vital to the success of its Maisons. The Group plays a central role in protecting and passing on these unique skills and expertise. The Group boasts more than 280 *métiers d'excellence* (professions of excellence), essential to the luxury value chain, in the fields of design, craftsmanship and the customer experience. Today, over 100,000 employees around the world are the custodians of this living heritage.

#### 2.2.1.1 Passing on skills: A virtuous circle

The Métiers d'Excellence initiative aims to foster a virtuous circle of skill-sharing based on three objectives: passing on unique expertise; honing and nurturing apprentices' skills so that they become virtuosos; and leading its teams and their professions – on which the excellence and success of the Maisons depend – to new heights.

Starting in secondary school, Métiers d'Excellence helps to make young people aware of the opportunities in the luxury goods world and attracts students and young professionals to potential careers paths with us. Within the Group, passing on excellence continues through the work of the Académie des Métiers d'Excellence, the Maisons' schools and the Virtuoso community, which is committed to passing on its passion.

#### Guiding people towards our professions and hiring from a broader pool

To spur interest in its professions and attract talent, LVMH reaches out to young people from an early age. More than 3,080 middle school students in France, Italy and the United States learned about them under the "Excellent!" program thanks to the efforts of human resources teams and the Maisons' expert professionals. Building on this initiative, the Métiers d'Excellence reached out to future talent by organizing the "You and ME" tour. As part of the tour, they visited four towns and cities across France (Clichy-sous-Bois, Reims, Valence and Paris) and

## Attracting and retaining talent

three in Italy (Florence, Padua, Novara) between February and September 2023. This career guidance and recruitment to expert professions event drew nearly 10,000 visitors and provided access to more than 4,500 internship, work-linked training, fixed-term and permanent contract opportunities.

**Training our future talent**

2023 was a record year for the Institut des Métiers d'Excellence, which welcomed a cohort of more than 700 new students in seven countries (France, Switzerland, Italy, Spain, Japan, Germany and the United States).

This intake reflects the diverse nature of career paths and profiles. Students were aged between 15 and 60 years old, and one third of them were retraining. Since 2014, through its 60 programs, of which 48 were bespoke programs, the IME has trained more than 2,700 apprentices in 30 professions. In 2023, 92% of apprentices obtained an LVMH Brevet d'Excellence vocational diploma. Their job placement rate at LVMH's Maisons and their partners was 78%.

**Developing top talent and establishing a reputation for excellence**

Employees continuously hone and refine their skills within the Académie des Métiers d'Excellence and the Maisons' 22 training schools. In 2023, the number of training hours devoted to the development of employees in these professions was similar to the 2022 figure (around 200,000 hours) through 288 internal training programs.

The LVMH Community of Virtuosos, which was founded in 2021, expanded again during the year with the arrival of a new cohort of 63 Virtuosos. Their arrival was celebrated in Paris and Milan at the third edition of the Show ME event attended by Chantal Gaemperle. Each Virtuoso personifies the excellence of their expertise and an exemplary career within the Group's Maisons. They have access to personal development programs, as well as the chance to share their passion and their expertise, especially with younger generations. In so doing, they close the virtuous circle of passing on skills.

**2.2.1.2 Supporting and promoting external expertise**

LVMH endeavors to support and champion external craftsmanship, in tandem with the Maisons' skills and expertise. The Group reiterated this commitment throughout the past year. The Elle Artisanes Award, held for the third time during the year, again turned the spotlight on the achievements of talented female experts in the world of fashion, design, culinary arts and the protection of France's heritage.

Another notable event was the inaugural award of the Premio Maestri d'Eccellenza craftsmanship prize in Italy, in conjunction with Confartigianato. Accolades were bestowed on three artisans in the "emblematic expertise", "innovation-related expertise" and "emerging expertise" categories. Maison Fendi was a partner of the event during the year.

Lastly, the design of LVMH's future Maison des Métiers d'Excellence was created through close collaboration with Hannah Levesque, a paper craft artist.

**2.2.2 Spreading the word about our professions to students and graduates via Inside LVMH**

The LVMH group continued to support younger generations. Deployment of the Inside LVMH program made progress in 2023 with roll-out of an online platform tailored to the needs of students and professionals just embarking on their career. It gives them a clearer understanding of the luxury sector, LVMH and its 75 Maisons, its professions and careers. It is available in English and open to everyone, irrespective of their location or career path.

The content available on insidelvmmh.com includes over 100 videos, articles and podcasts. Thanks to the efforts of LVMH's teams, it is a source of invaluable advice for young people. An array of leaders and CEOs, such as Christie Fleischer (Benefit Cosmetics) and our young talent and managers, share insights from behind the scenes at LVMH.

At year-end 2023, the platform had signed up more than 260,000 users from more than 2,600 schools around the world.

LVMH runs a course on the platform leading to the award of the Inside LVMH certificate twice a year. It demonstrates that holders have attended a unique, 30-hour-long course teaching them the fundamentals of the luxury industry and about LVMH. This certificate helps young people prepare for the business world, and enhances their CV's appeal and their preparedness for job interviews.

The platform also contains a wide range of content, from lectures by professors from well-known schools and universities and our in-house LVMH experts to practical case studies.

The certificate has achieved tremendous success internationally since it was launched in May 2021. As of end-December 2023, over 192,000 people had signed up for its first six cohorts, with more than 78,000 gaining the certificate.

**2.2.3 Accelerating the integration, development and retention of younger generations**

In 2023, the Group hired more than 39,400 young people under 30 worldwide, including 11,001 internship or apprenticeship contracts and 2,650 permanent contracts in France.

Against a backdrop of strong growth, LVMH has restated its commitment to helping young talent find employment and has focused on developing the skills of these individuals, on whom the Group's future will depend.

In 2023, LVMH expanded its offering of career booster programs catering exclusively for young talent hired around the world. It now runs 40 programs that aim to develop our Maisons' future leaders via multiple tracks. They directly address the key challenges of the present day and the future: generalist or specifically geared to a particular function (retail, marketing/product, omnichannel, operations, digital, finance, human resources, etc.) via our six business sectors and our 75 Maisons.



Eight new Graduate Programs were launched in 2023 at Group level, at our divisions and regions and within our Maisons: LVMH SPRING Human Resources, LVMH SPRING Singapore, LVMH Retail MT program Korea, SPRING Masterpieces Watches and Jewelry, SPRING Beauty, REVEAL Guerlain, Avenue Loro Piana, and Horizons Louis Vuitton. This proactive approach reflects our unstinting commitment to talented individuals during the early days of their career.

Other programs continue to take shape at our 75 Maisons and will soon be launched, building further on this trend in 2024.

These initiatives provide a means of rolling out carefully designed development tracks for talent at the beginning of their career. The generalist SPRING Future Leaders program, which aims to develop LVMH's future leaders, offered a flexible learning experience over the course of four intensive weeks, with a focus on developing leadership. It features masterclasses and meetings with inspirational leaders, training sessions, self-awareness workshops, visits to our Maisons and challenging role-play scenarios.

The impetus injected by these career booster programs has also cultivated a diverse and committed community of talent. The

## 2.3 Improving agility and employability

### 2.3.1 Co-constructing the future by learning

In a world of stunning technological advances, especially in artificial intelligence and artificial general intelligence, learning is an essential activity for a business. Our priorities include reskilling and upskilling employees to help them on their journey to achieve personal and professional development attuned to the market's requirements.

In response to these significant changes, employees are looking to find a purpose in their work, to learn continuously and to develop personally and professionally. It's vital to offer our talent full-fledged learning and development programs as they hold the key to our organization's future success.

In 2023, LVMH House reached a new milestone with additions to the innovative leadership program launched in early 2022. The personal development program targets senior leaders and LVMH's high-potential employees and extends to all its Maisons and regions. It was deployed in London and in the regional LVMH Houses in key locations around the world, such as Hong Kong, New York City and Singapore. This initiative reflects the Group's global vision and recognizes the importance of cultural diversity and inter-regional understanding for the development of leadership.

The program's objectives are clear and strategically aligned with the current leadership requirements. It aims to develop a profound degree of self-awareness in leaders – a crucial attribute for charting a course through periods of turbulence. This focus on self-awareness gives participants a better understanding of their own motivations, strengths and weaknesses. It makes them better leaders as they can act with empathy and clarity.

community came together for the first time in July last year when it was hosted by our Italian Maisons (Acqua di Parma, Bulgari, Fendi, Loro Piana) for a deep dive into LVMH's luxury goods market in Italy.

### 2.2.4 Developing a strategic approach at Group level for academic relations

LVMH has established a representative steering committee to unlock synergies and foster collaboration between its Maisons and Divisions. The committee's remit is to grow and develop our academic initiatives in fields of strategic expertise around the world.

In 2023, LVMH held on to its ranking as the most popular employer among business school students in France and moved up into the top 14 for engineering school students.

We also consolidated our partnerships based on excellence and inspired new alliances, such as with the Hospitality Business School in Switzerland (EHL) and Stanford University in the United States (Stanford-Human Centered Artificial Intelligence).

Secondly, the program prepares leaders to overcome obstacles to change. It equips them with the tools they need to plan ahead and manage change, not only within their teams, but also right across the organization.

In 2023, LVMH House's personnel development program for leaders provided a strategic response to the challenges posed by a business environment experiencing a transformation. Not only has it honed the skills of the leaders, but also cultivated a culture of resilience, adaptability and collaboration within the Group. This program illustrates LVMH's unshakable commitment to excellence in leadership, underscoring its role as a trailblazer in the global luxury industry.

With over 500 senior leaders participating, the program achieved a major milestone in late 2023. This record for LVMH's leadership programs underscores the scale of the Group's commitment to the development of its employees.

In 2023, LVMH House continued to roll out and improve its offering of programs for middle management. Among the new additions to the portfolio were two noteworthy programs. Leading with Presence, the first, aims to develop a leadership style that boosts confidence and motivation. This program emphasizes the importance of authenticity, effective communication, personalized messages, a captivating storyline and confident and adaptable expression. Manager as Coach, the second program, aims to help them maintain a constant presence and connection as leaders, boost the confidence of their direct reports, provide feedback and help them contribute to the Group's growth momentum. These initiatives underline LVMH House's ongoing commitment to developing leadership skills in its middle management.

## Attracting and retaining talent

Over the past year, LVMH House has organized several sessions for Discovery, its flagship integration program and its Leadership Foundations program in the Middle East, marking its return to the region. These sessions, designed to onboard and integrate the new members of our professional family, effectively highlighted our commitment to the development of employees in this strategic region. These initiatives illustrate LVMH House's determination to forge solid and enduring bonds with its teams and to provide them with the tools and knowledge they need to excel in the luxury universe.

In 2023, LVMH House launched L5, a new learning community, which brings together the heads of Learning at the Group's five big Maisons – Louis Vuitton, Dior Couture, Parfums Christian Dior, Moët Hennessy and Sephora. This community aims to build closer ties and collaboration between these leaders in the training arena and to foster uptake of best practices and the joint exploration of new trends and technologies in the learning sector.

L5 illustrates LVMH's commitment to constantly elevating the operational efficiency of its training initiatives and to maintaining a culture of innovation and excellence within its Maisons.

In addition, learning initiatives, predominantly led by the Maisons, remain vitally important in the retail segment. In particular, the Brand Education Community aims to provide a hub for the various learning initiatives related to products, services, customer experience and brand appeal. It encompasses leaders and managers in the domain across the various Maisons. The community, which fosters discussions about best practices, draws on the wealth of knowledge, excellence, ability to innovate and diversity of a majority of Maisons and all the sectors.

LVMH House is also rolling out "Think Retail", a development program aimed at managers of the Group's key stores. The goal is to give them a sense of their importance within the Group, to inspire them and to support their personal development. Over a six-month session, store managers are coached and mentored individually and take a course teaching them about different professions, which is taught by employees of the Group and its Maisons. Originally launched in Europe and China, the program is now being extended to all regions from 2024.

### 2.3.2 Building an HR data-driven culture

LVMH endeavors to create an environment in which a data-driven culture is essential. It aims to leverage proactive management of indicators to boost its overall performance. LVMH has made a significant commitment to developing a data-driven culture within its teams, especially in human resources.

Working closely with its Maisons, the Group is taking steps to deploy a single HR database to provide a shared system for

data collection. The aim is more effective management of HR processes, such as hiring, performance metrics and workforce planning.

To achieve this, in 2023, the LVMH group launched an interactive analytical platform that collects, displays and analyzes HR data for its Maisons. It meets the Group's needs for data agility, accuracy and consistency in response to the growing demands from internal and external stakeholders regarding social criteria.

LVMH is introducing training and awareness programs to familiarize HR employees with best data-gathering, analysis and interpretation practices. In 2023, the Group teamed up with ESCP business school professors to launch the Mastering the Art of HR Data course. This 4-hour online program leading to a qualification helps to familiarize employees with data issues more rapidly.

LVMH continues to enhance its data-driven culture through other strategic initiatives, notably offering its Maisons game-based learning approaches, such as gamification and special events.

### 2.3.3 Giving everyone ownership of their career mobility and development

LVMH gives its employees a helping hand in their quest to become more agile and employable on a daily basis and to take the lead in their own career development.

LVMH's uniqueness lies in its one-of-a-kind ecosystem, which spans its 75 Maisons and its six business groups across close to 80 countries. It is able to offer multiple career paths and many opportunities for job mobility across its different geographic regions, professions and business areas: Wines and Spirits, Fashion and Leather Goods, Perfumes and Cosmetics, Watches and Jewelry, and Selective Retailing.

To encourage its employees to shape their own career paths within this ecosystem, LVMH implemented a well-established mobility policy and related processes across the Group. Careers committees operate at several levels (Maison, division, global, regional, functional) under the aegis of the heads of talent management and chief human resources officers.

LVMH also has Voices, an internal platform, and has undertaken to step up in-house listings of job offers and career mobility opportunities over the coming years. This year, more than 100 human resources leaders came together to jointly draw up succession plans for strategic positions and discuss mobility profiles. Employees also have career development interviews.

In 2023, close to 18,000 employees took advantage of an internal mobility opportunity, and 78% of the organization's key employees had a career development interview.

Rise – the Group’s performance management and career development experience – champions three core values: empowerment, cooperation and agility. It gives employees the opportunity to offer their own suggestions about how they would like their career to develop and evolve and also leads to more regular conversations about their performance and their accomplishments.

This performance management and development system champions a culture of leadership based on continuous feedback and collaboration. Thanks to its innovative approach, employees can take the initiative by having a discussion with their manager as and when their needs and professional imperatives arise, without having to wait for the next yearly meeting.

The new performance management program has now been extended to cover 90,000 employees and will continue to expand across the entire Group.

### Training investment

In 2023, training expenses incurred by Group companies throughout the world represented a total of 178.1 million euros, or 1.7% of total payroll. On top of this investment and everyday workplace training, LVMH continues to develop new forms of learning. With approaches like digital learning, webinars, peer-to-peer learning and learning community workshops all being pursued within the Group, these new, faster and more collaborative forms of learning are so diverse that it is not possible to list them all here. However, LVMH is convinced of their impact and relevance.

	2023	2022	2021
Training investment ( <i>EUR millions</i> )	178.1	213.7	129.2
Proportion of total payroll ( <i>as %</i> )	1.7	2.3	1.7
Number of days of training per employee	1.9	1.8	1.8
Average cost of training per employee ( <i>EUR</i> )	909.0	1,194.0	796.0
Employees trained during the year ( <i>as %</i> )	52.7	52.2	46.7

Note: Indicators are calculated on the basis of the total number of employees under permanent contracts employed as of December 31 of that fiscal year.

The average training spend per full-time equivalent was 909 euros. In 2023, the total number of training days was 381,424, equivalent to 1,658 people receiving full-time training for the entire year. In 2023, 52.7% of employees received training, and the average number of days of training was 1.9 days per employee.

LVMH has opted here to count only training events lasting over three hours. As an illustration, if online remote training lasting under three hours is included, LVMH estimates that 78% of its workforce received training, with 2.3 days of training per employee.

The training investment is spread across all job categories and geographic regions as presented in the table below:

	France	Europe (excl. France)	United States	Japan	Asia (excl. Japan)	Other markets
Training investment ( <i>EUR millions</i> )	50.7	29.9	34.9	8.9	44.2	9.5
Proportion of total payroll ( <i>as %</i> )	2.1	1.4	1.3	2.1	2.3	1.4
Employees trained during the year ( <i>as %</i> )	59.3	54.2	35.7	55.5	59.7	52.1
<i>Of which: Executives and managers</i>	57.9	65.7	33.4	53.5	58.8	50.1
<i>Technicians and supervisors</i>	67.0	64.7	30.1	66.1	55.2	61.4
<i>Administrative and sales staff</i>	55.6	55.9	37.9	55.2	65.2	48.7
<i>Production workers</i>	60.6	39.5	31.3	18.5	26.0	65.8

Note: Indicators are calculated on the basis of the total number of employees under permanent contracts and employed as of December 31 of that fiscal year.

### 3. EMPLOYEE-FOCUSED WORK ENVIRONMENT

LVMH is committed to offering all its employees a high-quality work environment. Everyone's health and safety are priorities for the Group, along with its employees' well-being at work and

work-life balance. LVMH also aims to foster constructive labor relations.

#### 3.1 Ensuring health and safety for all staff

LVMH has expanded its scope of action to protect all of its employees. In 2020, a dedicated working group was formed, comprised of health and safety experts as well as human resources managers. It assessed the situation and proposed an action plan including the creation of a health and safety charter.

In 2021, the LVMH Health and Safety Charter, signed by the Group's Executive Committee and all the Maisons' presidents, sparked a comprehensive and ambitious drive to develop a "zero accident" culture across all its operations.

The Maisons undertake to protect employee health and safety through five pillars of action:

- Identify their priorities in order to structure their approach;
- Draw up an action plan and review it regularly;
- Report on progress made using the approach by submitting their results to each Maison's Management Committee;
- Engage every employee in the approach, notably by raising awareness about first aid measures;
- Maintain a virtuous culture by ensuring strong collaboration between the Group and the Maisons.

Each commitment is associated with a performance indicator and target to be met by 2025. As part of a focus on continuous improvement, the LVMH group's Executive Committee monitors progress on a regular basis.

Each Maison having signed the charter has appointed a Health and Safety Ambassador who reports to the Group. These Ambassadors form the Health and Safety Community, which meets on a regular basis to discuss and raise awareness of the tools needed to implement a "zero accident" culture. It met five times in 2023.

LVMH and its Ambassador network provide all employees with a health and safety toolbox on the Group's intranet. It holds all the information for deploying policies and positive action, including the catalog of best practices from the Maisons.

For the first time, the Group held a Health and Safety at Work Week in 2023. It raised awareness in various areas, including first aid, mental health and the LVMH Heart Fund. Chantal Gaemperle, Group Executive Vice President, Human Resources & Synergies, gave the closing address at the event, emphasizing the paramount importance of health and safety. The week-long program included the launch of the Staying on the Safe Side initiative, which raises awareness of how to prevent risks in the Group's three main universes (production, logistics and stores).

#### Performance indicators and targets associated with the five commitments of the new LVMH Health and Safety Charter

		Results in 2023 <sup>(a)</sup>	Target for 2025
<b>Commitment 1</b>	Each Maison structures its own approach to employee health and safety.	86%	
<b>Commitment 2</b>	Each Maison reviews its health and safety approach on a regular basis.	96%	
<b>Commitment 3</b>	Each Maison's Management Committee reviews the past year's results for health and safety performance indicators, in particular the change in the accident frequency rate.	92%	100%
<b>Commitment 4</b>	All employees are engaged in prevention and trained in first aid measures.	42%	
<b>Commitment 5</b>	The Group dedicates a day each year to the promotion of health, safety and quality of life at work.	100%	

(a) Employee coverage rate (Number of employees covered by the commitment/Total number of LVMH employees).

Governed by this Charter, the Maisons implement their own approaches to ensure workplace health and safety and prevent accidents. They therefore put in place specific actions as part of the Group's overall investment, certification and training program. Health, safety and ergonomics assessments are regularly conducted at workshops, vineyards, stores and headquarters, following which action plans are drawn up to address any needs identified and the targets set by the Charter.

Workshops and production facilities took action to improve ergonomics and reduce physical strain for those positions most exposed to physical or mental stress. The Group is also particularly attentive to working conditions for staff members over 50 and those with disabilities, aiming to enable them to continue working under optimal conditions.

In 2023, LVMH invested over 44.2 million euros in health and safety. These investments were allocated to occupational health, protective equipment, and continuous improvement programs covering compliance for new equipment, signage, replacement of protective equipment, fire prevention training and noise reduction. More generally, the total amount spent on

and invested in improving working conditions came to more than 189 million euros, or 1.8% of the Group's gross payroll worldwide.

LVMH also maintained its initiatives for awareness-raising and training in workplace safety and risk prevention. In 2023, 86,003 employees received training in these areas.

	Number of accidents	Frequency rate <sup>(a) (b)</sup>	Severity rate <sup>(b) (c)</sup>
<b>Breakdown by business group</b>			
Wines and Spirits	113	7.64	0.17
Fashion and Leather Goods	414	3.25	0.09
Perfumes and Cosmetics	147	2.58	0.11
Watches and Jewelry	101	1.99	0.08
Selective Retailing	364	3.88	0.18
Other activities	223	12.79	0.33
<b>Breakdown by geographic region</b>			
France	604	10.52	0.35
Europe (excl. France)	321	4.74	0.10
United States	129	1.93	0.18
Japan	18	1.09	0.01
Asia (excl. Japan)	143	1.28	0.04
Other markets	147	3.56	0.08
<b>LVMH group 2023</b>	<b>1,362</b>	<b>3.77</b>	<b>0.13</b>
2022	1,384	4.08	0.13
2021	1,298	4.23	0.14

(a) The frequency rate is equal to the number of work-related accidents resulting in leave of absence, multiplied by 1,000,000 and divided by the total number of hours worked.

(b) The calculation of hours worked is based on actual data for France; for other countries, it is based on the number of full-time equivalent (FTE) employees employed within the Group as of December 31 of the fiscal year and a ratio of hours worked per FTE employee per country taken from OECD knowledge bases.

(c) The severity rate is equal to the number of workdays lost as a result of a work-related accident, multiplied by 1,000 and divided by the total number of hours worked.

In calculating its overall absence rate, LVMH has opted to include all absences related to the Covid-19 crisis, including sick leave and paid or unpaid leave. The public health crisis had an impact, bringing the overall absence rate to 5.1% in 2023.

The Group estimated the effect of the public health crisis on its overall absence rate: 0.1 percentage points were attributable

to the extraordinary circumstances linked to the public health crisis and its impacts (including lockdowns, family obligations, illness and quarantine). Excluding factors linked to the Covid-19 crisis, the estimated overall absence rate was therefore 5.0% in 2023, reflecting employees' strong commitment, motivation and trust in the Group and its Maisons. In 2022, the absence rate was 6.2% including the Covid-19 effect and 5.1% excluding that effect.

#### Absence rate<sup>(a)</sup> by region and by reason

(as %)	Global workforce	France	Europe (excl. France)	United States	Japan	Asia (excl. Japan)	Other markets
Illness	2.5	4.1	4.0	1.8	0.7	1.4	1.7
Work/commuting accidents	0.1	0.3	0.1	0.1	0.0	0.0	0.1
Parental leave	1.3	1.2	2.4	0.7	1.6	1.1	0.8
Paid leave (personal leave and other paid leave)	0.7	0.4	1.1	0.3	0.5	0.9	0.4
Unpaid leave	0.4	0.5	0.4	0.3	0.4	0.5	0.5
Overall absence rate	5.1	6.5	7.9	3.3	3.2	4.0	3.5
Estimated overall absence rate excl. Covid effect	5.0	6.5	7.9	3.2	3.2	4.0	3.5

(a) Number of days' absence divided by theoretical number of days worked.

### 3.2 Fostering constructive labor relations

At the European level, the SE Works Council is an employee representative body consisting of 28 members from the 22 European countries in which the Group's Maisons operate. The rules governing this body are laid down in an agreement that was unanimously approved by employee representatives from those 22 countries and by LVMH SE and Christian Dior SE group management on July 7, 2014. The SE Works Council deals with transnational issues at the European level. It held one plenary meeting in 2023, on June 8. Its members were reappointed in January 2024 for another five-year term.

The Group Works Council covers France. This body, which currently has 29 members, holds one plenary meeting each year. Through this representative body, delegates meet with the heads of all of the Group's business areas. They exchange information on strategic direction, business and financial issues, employment trends within the Group and prospects for the current year. The Group Works Council met on October 18, 2023, and its members were reappointed in 2022 for another four-year term.

In keeping with the Group's decentralized approach, representatives at each Maison deal with workforce-related issues specific to their entity.

In France, the Maisons have employee representative bodies known as CSEs (*Comités Sociaux et Économiques*). Each CSE's remit depends on the size of the company's workforce. In companies with fewer than 50 employees, they present the employer

with employees' individual or collective claims in relation to pay, compliance with the French Labor Code, and so on. In entities with 50 or more employees, CSEs ensure that employees' collective interests are taken into account in decisions relating to the company's management, business development and financial performance, as well as work organization, professional training and production techniques.

In 2023, Group companies allocated a budget totaling over 40.3 million euros (1.7% of total payroll) to social and cultural activities in France via contributions to CSEs.

In 2023, employee representatives attended 1,025 meetings in France:

Type of meeting	Number
CSE: 50 or more employees	785
CSE: Fewer than 50 employees	240
<b>Total</b>	<b>1,025</b>

As a result of these meetings, 201 company-wide agreements were signed in France.

Worldwide, 42.7% of the Group's workforce is covered by an employee representative body or trade union and 34.4% are covered by a collective bargaining agreement.

### 3.3 Work-life balance and workplace well-being

Adjustments to working conditions and flexible working hour arrangements meet the growing expectations of employees in the area of physical and emotional well-being and the management of their personal and family responsibilities. The Group's Maisons developed a set of initiatives to cultivate a high quality of life at work.

Work-life balance is one of the key components of a high quality of life at work. An individualized approach to working hours will always be a key component of the policies put in place at the Maisons. It serves to address issues relating to parenting (pregnancy, young children, returning from parental leave), end-of-career adjustments or disabilities as well as situations faced by family caregivers. For example, in France Berluti updated its charter on quality of life at work, work organization and efficiency, in particular by reinforcing remote working arrangements. Likewise, Tiffany & Co.'s global policy encourages all the practical flexible working methods, such as remote working, part-time working, staggered hours, job sharing, unpaid leave and flexible working hours. In Spain, Perfumes Loewe undertook to improve the health, safety and wellbeing of its employees by pursuing the Your Wellbeing Matters program. This initiative champions healthy habits through videos and infographics, getting-back-into-shape fitness plans, sports events, promotion of remote working and

flexible hours, and a commitment to uphold employees' right to disconnect outside working hours. Their efforts were rewarded with AENOR accreditation. Workplace concierge services and childcare are becoming more and more widespread within the Group, in particular inter-company daycares. In France, the Group provides more than 250 daycare places for young parents. Lastly, some of the Maisons, including Louis Vuitton, Parfums Christian Dior and the Les Echos-Le Parisien media group, or those in the Selective Retailing business group, offer special arrangements to support employees who wish to work on Sundays and in the evenings.

The implementation of remote working was facilitated by charters and collective bargaining agreements relating to remote working and the right to disconnect from work. The Group organized talks on the new modes of working and time management to raise employee awareness about connecting to and disconnecting from work. Fendi established a Smart Working program championing local innovation to increase flexibility and remote working. In Spain, Parfums Christian Dior is equipped with a tool that analyzes employees' views and expectations. The nine measurement criteria include working hours, autonomy, workload, psychological and social support, variety and nature of work, participation, supervision and compensation.

The Group promotes physical activity to its employees. It encourages sports activities by paying a percentage of employees' sports club membership fees (including online classes). Various Maisons provide access to conferences on the importance of looking after your health. The Group's Maisons also promote participation in running events (often for charity) for which employees train and compete in teams. Alongside these initiatives, they are advocates of a healthy and balanced diet and arrange for deliveries of fruit baskets and an appropriate catering offering.

The Group's Maisons are also focusing on another issue relating to well-being at work: protecting mental health. They are supporting their employees on a day-to-day basis by using various tools: emergency assistance units (in particular via the LVMH Heart Fund), training platforms, and alert and sentinel systems. In China and South Korea, Chaumet has developed mental health training for all employees and a wellbeing webinar. Loro Piana launched an assistance program that provides practical information and advice about on a variety of issues via a professional team. For its part, LVMH Fragrance Brands rolled out six personnel management workshops. During Octobre Rose and International Mental Health Day, the Maison organized a conference focusing on the importance of breast

cancer prevention with a cancer specialist, a yoga workshop, a sophrology workshop, a seminar on mental health challenges and a presentation by the LVMH Heart Fund. DFS France has a dedicated digital mental health platform, operating 24/7, that is available to all its employees and a workforce-related risk commission was set up to analyze reports made by whistleblowers about stress or employee harassment.

In France, the Maisons have appointed a harassment officer to inform, guide and support employees in the fight against sexual harassment and sexist attitudes, while others have developed specific listening tools in conjunction with the Group's whistleblowing system, in particular in sensitive geographic regions.

To support employees who act as caregivers in their personal lives, Loro Piana launched an ethical time bank. This groundbreaking initiative gives employees time out from work to look after the health of the children, spouses, partners, cohabitants and first-degree relations of people with an officially recognized serious illness.

Worldwide, 17% of employees have variable or adjusted working hours, and 49% have shift work or alternating working hours.

#### Global workforce affected by various forms of working time adjustments: Breakdown by geographic region

Employees concerned <sup>(a)</sup> (as %)	Global workforce	France	Europe (excl. France)	United States	Japan	Asia (excl. Japan)	Other markets
Variable or adjusted working hours	17%	26%	26%	1%	17%	17%	9%
Part-time	15%	7%	16%	35%	6%	4%	20%
Shift work or alternating hours	49%	12%	34%	71%	77%	63%	64%

(a) Percentages for France are calculated on the basis of the total headcount (employees under both permanent and fixed-term contracts). For the other regions, they are calculated in relation to the number of employees under permanent contracts, except for part-time workers, in which case the percentages are calculated with respect to the total headcount.

#### Workforce in France affected by various forms of working time adjustments: Breakdown by job category

Employees concerned <sup>(a)</sup> (as %)	Workforce in France	Executives and managers	Technicians and supervisors	Administrative and sales staff	Production workers
Variable or adjusted working hours	26%	17%	54%	48%	3%
Part-time	7%	2%	7%	15%	7%
Shift work or alternating hours	12%	1%	15%	14%	31%
Employees given time off in lieu	9%	2%	13%	17%	9%

(a) Percentages are calculated on the basis of the total headcount (employees under both permanent and fixed-term contracts).

The total cost of overtime was 174.1 million euros, averaging 1.7% of the worldwide payroll.

#### Overtime by region

(as % of total payroll)	Global workforce	France	Europe (excl. France)	United States	Japan	Asia (excl. Japan)	Other markets
Overtime	1.7%	1.6%	1.5%	1.6%	3.8%	2.0%	0.8%

(l) Note: Indicators are calculated on the basis of the total number of employees under permanent contracts employed as of December 31 of that fiscal year.

## Attracting and retaining talent

In spite of a sometimes challenging public health and economic situation, the Group's priority is to protect its employees' health by working closely with occupational health, social services and innovative initiatives such as medical concierge services.

### 3.4 LVMH Heart Fund

In consideration of the difficult or unexpected circumstances that may be faced by Group employees, LVMH set up the LVMH Heart Fund. Launched on June 8, 2021, it illustrates LVMH's commitment to reaching out and offering support to all its employees and communities.

This Group program includes two types of free, anonymous and confidential services. The first is social and psychological support open to all employees (not subject to any eligibility criteria) to help them deal with all sorts of day-to-day issues. The second is rapid, exceptional financial support (subject to eligibility criteria) to aid employees faced with an exceptional, unforeseeable, urgent and serious personal situation.

The LVMH Heart Fund was particularly active in 2023, mostly in the aftermath of the recent natural disasters. It provided financial aid as well as social and individual/group psychological support.

Lastly, LVMH actively supports the civic engagement of French army reservists. In compliance with French law, the Group allows employees who are reservists up to 10 days' leave every year for missions or training with the military or national police reserves. In doing so, LVMH authorizes reservists to fulfil their civic duty and help protect France and its citizens.

Any employee worldwide can reach out to the LVMH Heart Fund by calling the hotline for their country, available in the local language. This free, anonymous and confidential hotline is available to all, 24/7. Both services may also be accessed by visiting the website managed by the Group's external partner WPO or by downloading the free mobile app iConnectYou.

Information about the LVMH Heart Fund was circulated in several newsletters to all the Group's employees and in regular updates from the human resources teams in each of the Maisons.

Since its launch, the LVMH Heart Fund has received nearly 7,500 requests (including 3,244 in 2023) for psychological, social or financial support across five continents.

## 4. BUILDING A CULTURE OF INCLUSION

### 4.1 Promoting diversity and inclusion

Through its Code of Conduct, the Group pledges to ensure that all employees' rights are upheld, regardless of their ethnic, national, social, or cultural origins, gender identity, sexual orientation, disability, age, family status, religion, political convictions or trade union membership.

LVMH is diverse by nature, with 75 Maisons operating in close to 80 countries and employees of 190 nationalities. The Group aims to harness this diversity and strives to develop an inclusive culture. It makes sure that all its employees feel engaged and valued and that their contributions are recognized.

LVMH champions an approach to diversity and inclusion extending across all boundaries and covering all its business activities and stakeholders. Its approach is built on three core pillars:

- the first pillar focuses on talent and aims to guarantee inclusive practices throughout the entire employee journey, from recruitment to development opportunities;
- the second pillar focuses on supplier relationships and makes sure their practices are inclusive, actively encouraging the Maisons to proactively diversify their supply chains;

- the third and final pillar focuses on the image of the Group and its Maisons: the Group endeavors to guarantee that everyone feels welcome, respected and represented, from advertising campaigns through to the in-store experience.

This strategy is predicated on clear objectives, which are tracked at Group, Maison and regional level. In 2023, the Maisons' various executive committees and Group's talent picked up the baton, pursuing this approach through conferences, awareness-raising sessions and communication initiatives. The Maisons and regions also play a key role in executing the strategy by implementing diversity and inclusion initiatives.

In particular in 2023, LVMH celebrated the second edition of LVMH Voices of Inclusion Week, the Group's worldwide week-long inclusion event, strengthening its commitment in this area. During the week, the Group and its Maisons turned the spotlight on their actions and on year-round Diversity & Inclusion initiatives to amplify and project the voices of their talent around the world. The most impactful initiatives catalogued every year by the Inclusion Index were rewarded at an event held by the Fondation Louis Vuitton attended by more than 250 guests, including members of the Group's Executive Committee, Maison Presidents and talent from among their ranks.



The Inclusion Index has tracked all the initiatives undertaken by the entire Group since 2018 in the diversity and inclusion arena. The Inclusion Index was originally set up to measure and spur on initiatives supporting gender equity within the Group, then its remit was extended to LGBTI+ initiatives. From this year, this role has been expanded to cover all diversity and inclusion initiatives. These initiatives can be split into six categories: Gender equity, LGBTI+, disability, (national and social) origin, generations and inclusive culture (cross-cutting initiatives to enhance the overall experience of our talent, partners and customers).

This year, close to 200 initiatives led by the Group's Maisons and regions were submitted throughout the Group, and all LVMH employees were encouraged to vote for their favorite initiatives during an internal online campaign in July 2023. A panel of judges consisting of members of the Group's Executive Committee (Chantal Gaemperle, Group Executive Vice President, Human Resources & Synergies; Jean-Jacques Guiony, Chief Financial Officer; Chris de Lapuente, President of Selective Retailing) and Maison Presidents (Frédéric Arnault, President of TAG Heuer; Pascale Lepoivre, President of Loewe; Charles Leung, President of Fred; Sibylle Scherer, President of Moët & Chandon; and Pharrell Williams, Louis Vuitton's Creative Director of Menswear) reviewed the shortlisted initiatives. The judges bestowed seven prizes for the best initiatives in each category:

- Gender equity: Louis Vuitton for its initiative aimed at hiring women from underprivileged backgrounds, in collaboration with local NGOs in Asia;
- LGBTI: Belmond for the Travel with Pride initiative launched in 2022: two special train journeys organized for LGBTI+ passengers aboard the Venice Simplon-Orient Express in support of Not A Phase, a trans-led charity.
- Disability: Two joint winners:
  - Loro Piana for Polo Circol-Abile – a project involving a team of young people with severe cognitive disabilities in a process to collect unused Loro Piana garments for charity or for recycling;
  - Guerlain for Human – a partnership with the VETA (Vivre et Travailler Autrement) non-profit to assist and recruit

## 4.2 Embracing the full spectrum of talent

The Group tracks progress on an annual basis towards its employee and customer representativity targets at every level. To achieve this objective, LVMH is aiming to reach gender parity for key positions, for people with a disability to account for 2% of its global workforce by 2025 and for 30% of leadership positions in the United States to be held by BIPOC (black, indigenous and people of color) individuals by 2026.

Various professional development programs have been rolled out at Group, Maison and regional levels to support the development of local talent. They include the Mentoring & Coaching program

adults affected with moderate to severe autism. Four recruits joined the La Ruche site in Chartres.

- (National and social) origins: Christian Dior Couture for the Dior Open Day – talent scouting and recruitment open-house events during which job-seekers from diverse backgrounds are invited to find out about the Maison's ecosystem and professions. Eight people were hired in 2022 in the Champs-Élysées and Montaigne stores.
- Bridging generational gaps: Moët Hennessy for its Ageless Conversations initiative fostering a collaborative and agile workplace by bridging the gap between different generations. It consists in matching up two colleagues from different generations and inviting them to get together to share their knowledge and learn from each other.
- Inclusive culture: Tiffany & Co. for Atrium – a social impact platform featuring initiatives aimed at making the industry fairer and more inclusive predicated on creativity, education and community spirit. Examples of initiatives include apprenticeship programs within Historically Black Colleges and Universities (HBCUs), a partnership with Harlem's Fashion Row and support for foundations championing social inclusion.

Lastly, a special prize was introduced for the Maison with the best diversity & inclusion performance indicators. This accolade was presented to Sephora for its results, including the representation of women in key positions and the employment of people with disabilities, and for its raft of inclusion initiatives.

Through awareness-raising and informational initiatives, LVMH maintained its commitment to advancing an inclusive culture within the Group, Maisons and regions. It also continued to roll out its online training program on unconscious bias, launched at the end of 2022, which is the first online training program aimed at all employees, from production and sales staff all the way up to senior executives. Working closely with the Maisons, LVMH is also rolling out in-store awareness training focused specifically on inclusion in the retail environment. In 2023, the Group also launched a training course for all employees aimed at improving the accessibility of documents, emails and meetings.

for the development of women's careers, Moët Hennessy's Asian Leadership Advancement Program and the Connected Leadership Academy, a program implemented together with McKinsey & Co in the United States to develop the skills of talented people of color (Black, Latino and Asian talent).

Lastly, the Group supports its emerging employee networks, which are growing steadily around the world. They include EllesVMH, which champions gender equality; All Pride LVMH, which combats discrimination against LGBTI+ communities; and LVMH Employees of African Descent (LEAD).

## Attracting and retaining talent

Starting in 2011, the Group and the Maisons have periodically held mandatory anti-discrimination training for their recruiters. Digital offerings were set up to complement the courses held across the regions and the Maisons. Between 2021 and 2023, 82% of recruitment staff received non-discrimination training. As part of the broader rollout of inclusion and diversity policies in line with changes in society, they attended in-depth sessions reminding them about the commitments under the LVMH Code of Conduct, the employer brand priorities and the risks of acting on preconceptions and stereotyping.

LVMH assesses its recruitment processes on a regular basis to ensure that they are free of discrimination. The Group brought in ISM Corum, an independent organization, to audit its practices.

### 4.3 Taking action to promote employment for people with disabilities

For around 15 years, LVMH has been committed to the employment and integration of people with disabilities, resulting in an ambitious program to promote their inclusion through recruitment, retention and accessibility. As a member of the Global Business and Disability Network of the International Labour Organization (ILO) and a signatory of its Charter, the Group has made it clear that a disability is perfectly compatible with the luxury industry and also helps to promote excellence. At the event celebrating the Group's involvement in good causes in December 2021, Chantal Gaemperle, Group Executive Vice President, Human Resources & Synergies, announced LVMH's target of having people with disabilities make up 2% of the workforce worldwide by 2025. In 2022, this objective was complemented by another concerning the accessibility of the Group's and the Maisons' websites.

Since 2007, the Disability Inclusion Office has coordinated the Group's international approach in this area, and has helped it to formulate its ambitions. In this work it is supported by a network of 200 CSR and disability officers at the various Maisons, who meet regularly.

In the regions of the world where LVMH is present, the Maisons promote the employment of people with disabilities through their own initiatives (internships, recruitment and training programs, workstation adjustments, etc.). In the United States, Sephora has pursued a program in place since 2017 whose goal is to have people with disabilities make up 30% of the company's workforce across its five distribution centers. Following 77 hires during the year, employees with a disability account for 10% of the distribution center workforce. In China, Maison Louis Vuitton's Angel program employs talented individuals living with a disability. The program currently has 44 participants, who work at a number of the Maison's locations in a range of different departments.

### 4.4 Ensuring gender equity

Gender equality is an integral part of the culture of the Group, with women accounting for 71% of its employees. The Group has made commitments to gender equity and diversity at the highest level and it has made the professional development of women a priority within its human resources strategy. LVMH aims to achieve gender parity in its key positions by 2025.

These audits were introduced in 2008 and have covered its worldwide operations since 2014. The audits take three main forms: discrimination testing on job offers published in campaigns used for long periods and at regular intervals; statistical surveys on discrimination risk in the hiring process; and a compliance analysis of job offers and evaluations. The audit findings were presented to human resources departments at the level of the Group and the Maisons, CSR officers and Diversity & Inclusion managers, and have been followed by appropriate action plans. In 2023, a study of recruitment databases enabled a specific analysis of each Maison's recruitment process based on various potential discriminatory criteria.

In France, a work-linked training program was launched to promote the employability of people with disabilities. Since 2014, 126 people with disabilities have thus been offered a work-linked training contract at the Group's Maisons. Since 2020, 62 people with disabilities have been hired on work-linked training contracts under Sephora's program. During recruitment campaigns, work-based role-play exercises are used to select candidates in order to provide for an objective evaluation of each individual's aptitudes, skills and potential, whatever their background. Certain Maisons, such as Hennessy and Christian Dior Couture, and the Les Echos-Le Parisien media group, have signed company-wide agreements for the employment of people with disabilities.

LVMH also supports its employees who report that they have a disability. The Maisons offer solutions on a case-by-case basis to help people keep their jobs, where necessary by making adjustments to their workspaces or helping them transition to a different role. To help certain employees with disabilities remain in their jobs, Moët & Chandon created MHEA, a disability-friendly company, in 2011. Eligible employees can therefore continue working under conditions specifically designed to meet their needs. Since it was founded, MHEA has hired more than 93 people.

LVMH is also keen to extend its inclusion efforts to those people struggling to find a job because of a disability. After the successful recruitment on permanent contracts of four people with severe autism, LVMH formed a partnership with VETA (Vivre et Travailler Autrement, or "Live and work differently") in November 2023, which aims to promote and develop this innovative inclusive program among its Maisons and its partners.

In 2023, people with disabilities made up 1.6% of the LVMH group's workforce worldwide, with a total of 3,492 employees, up 25% from 2022.

These are critical positions for the success of the Group and have implications for LVMH's long-term development. The Group is committed to pay parity and monitors trends based on a worldwide annual audit. Since 2013, it also been a signatory of the United Nations Women's Empowerment Principles, establishing itself as a pioneer in this area.

LVMH aims to achieve its target of parity via its EllesVMH program, which celebrated its 16th anniversary in 2023. The Group has been working with its Maisons to implement specific programs, aiming to boost women's presence at every level of the organization and to support them at each stage in their career. In 2023, 46% of key positions at LVMH were held by women, compared with 23% in 2007, and 18 of the Group's Maison and division Presidents were women. LVMH scored 93.3 points out of 100 on the French government's Gender Equality Index in 2023.

Via EllesVMH, the Group aims to implement a number of training programs and tools to underpin and accelerate women's career development at every level. These initiatives range from EllesVMH Mentoring & Coaching to LVMH House for high-potential women, helping about thirty women each year. Since 2013, 350 women have been trained under the program. Targeted programs have also been deployed locally such as Futur'Elles in Asia-Pacific, EllesVMH Beyond Women's Career in Spain and Inspiring Women Leaders in Italy. Aside from its dedicated programs, in 2023 LVMH also launched EllesVMH.com, an online, in-house platform available worldwide, which succeeded the SHERO platform. The platform features articles, videos, podcasts and forums for discussion, empowering female employees throughout their career. It also hosts the SHERO Academy, which offers online coaching to all talent with insights from world-renowned experts. It offers training modules helping participants to gain a better understanding of who they are,

develop their entrepreneurial spirit and learn key ways of advancing their career.

Lastly, EllesVMH is led by a network of women and men around the world acting as ambassadors for the Group's commitment. To achieve this mission, they help to continuously raise awareness, support talent and organize opportunities for knowledge-sharing with internal and external experts. EllesVMH employee networks are already established in North America, the United Kingdom, Japan and France, and were recently joined by Spain, Portugal, Italy, Switzerland and China. They have made a significant contribution to actions aimed at fostering gender equity within the Group and achieving parity in key positions.

As it does every year, the Group marked International Women's Day with an internal campaign through various local initiatives. The EllesVMH networks ran numerous events to pass on its message and make the voices of the Group's talented individuals heard. To extend this approach and boost its positive impact on society outside the workplace, LVMH maintained its partnership in France with make.org, Europe's first citizen-led engagement and collaboration platform. The Group aims to take concrete steps to make a difference on society by linking up citizens' ideas with a network of nonprofits and institutions. The make.org campaign brings civil society together around new solutions striving to achieve greater gender equity.

#### Proportion of women among joiners and in the Group's workforce <sup>(a)</sup>

(% women)	Joiners			Group workforce		
	2023	2022	2021	2023	2022	2021
<b>Breakdown by business group</b>						
Wines and Spirits	54	51	49	42	40	39
Fashion and Leather Goods	63	63	66	66	66	67
Perfumes and Cosmetics	84	83	85	82	82	82
Watches and Jewelry	68	61	67	65	64	65
Selective Retailing	85	85	84	84	84	83
Other activities	47	50	45	48	45	39
<b>Breakdown by job category</b>						
Executives and managers	65	65	67	65	65	65
Technicians and supervisors	64	65	68	64	65	67
Administrative and sales staff	78	79	78	78	78	78
Production workers	62	56	62	63	61	60
<b>Breakdown by geographic region</b>						
France	66	67	65	66	66	64
Europe (excl. France)	68	68	72	68	69	70
United States	80	80	77	76	75	74
Japan	70	68	65	72	72	72
Asia (excl. Japan)	74	69	74	75	75	76
Other markets	73	75	72	70	67	66
<b>LVMH group</b>	<b>74</b>	<b>73</b>	<b>74</b>	<b>71</b>	<b>71</b>	<b>71</b>

(a) Under permanent contracts, including internal mobility and conversions of fixed-term contracts to permanent contracts.

#### 4.5 Fighting discrimination against lesbian, gay, bisexual, transgender and intersex (LGBTI+) people

LVMH works to foster a work environment where people are treated with dignity and respect, where everyone has the possibility to contribute and advance, regardless of their sexual orientation or gender identity. Since 2019, the Group has been a signatory of the United Nations' Standards of Conduct to support the business community in tackling discrimination against LGBTI people.

In 2023, LVMH restated its long-term commitment to support the inclusion of LGBTI+ community members in the workplace. To mark International Day against Homophobia and Transphobia on May 17, 2023, the Group officialized its partnership with the Le Refuge non-profit, which champions the inclusion, training and employment of younger members of the LGBTI+ community. The Group also stepped up its initiatives with the Le Refuge non-profit to support these young people with their career choices under a program focused on the LVMH Métiers d'Excellence professions of excellence.

To mark the start of Pride month in June, the Group's Walk the Talk event turned the spotlight on practical steps taken by the Group, Maisons and regions in the fight against LGBTI+ discrimination. An LGBTI+ activity report was published for external readers, underscoring the commitment of the Group

and its Maisons and the wide range of initiatives implemented to create an increasingly inclusive culture.

The event also raised the profile of the employee networks set up to fight discrimination internationally. For the first time, the Group supported employees attending pride marches, under the leadership of its All LVMH Pride networks in a number of cities around the world (London, Los Angeles, Montreal, New York, Paris, Tokyo, Toronto and Wilton Manors). To show their support and promote a common message of respect and inclusion during pride month, each employee attending a march wore a T-shirt specially designed by Jonathan Anderson, Creative Director at Loewe. The All LVMH Pride networks grew further in 2023, with the creation of chapters in France, Australia and New Zealand.

In 2023, the Group also announced it was supporting the adaptation into a documentary series of the autobiographical novel entitled "Adieu ma honte". Author Ouissem Belgacem acted as ambassador for the first cohort of Métiers d'Excellence students to include beneficiaries of Le Refuge's services. Ouissem Belgacem talked to Group employees about his experiences during the Walk the Talk event, raising awareness about his fight to embrace his homosexuality in the sporting world.

#### 4.6 Supporting older employees

The most experienced employees play an especially important role in passing on knowledge and expertise, but also the Group's values. Issues relating to older employees are addressed using specific approaches for each geographic region. In 2023, employees aged 50 and up represented 21.6% of the workforce in France and 13.8% of the workforce outside France.

LVMH aims to keep older employees in work by continuing to offer them a motivating and fulfilling work environment. The Group has committed to offering professional development opportunities through initiatives aligned with its forward-looking management of jobs and skills. The options it has proposed include longer working lives, adjustments to workstations or working hours and specific health check-ups.

LVMH also provides assistance in preparation for retirement. For instance, in 2021, the Group's holding company launched SWITCH, a program for employees reaching the end of their

careers. It provides information about their retirement plans and supports them during this transition. Moët and Ruinart hold retirement planning seminars for employees aged 59 and over, focused on the keys to a successful retirement. Glenmorangie rolled out retirement preparation workshops for its employees and offers shorter working hours for its older employees without any reduction in their salary. The Hennessy Maison set up a generation contract program that aims to retain employees aged 57 and over in their jobs and to provide adjustments for those nearing the end of their working life. In terms of workplace accommodations, Moët and Ruinart have set up a secondment program for older vineyard workers during the grapevine pruning season to avoid physical strain for older employees. Older employees at Parfums Christian Dior, especially those at its production site, can apply to work part-time and for an additional week's leave.

# MANAGEMENT REPORT OF THE BOARD OF DIRECTORS: THE GROUP

## Outreach and giving back

<b>1.</b>	<b>LOCAL INVOLVEMENT AND SOCIAL IMPACT</b>	<b>140</b>
1.1	Supporting job creation, entrepreneurship and regional development	140
1.2	Facilitating access to employment and social inclusion for people who have been marginalized on the job market	141
1.3	Facilitating employment for people with disabilities	141
<b>2.</b>	<b>SUPPORTING HUMANITARIAN AND SOCIAL CAUSES</b>	<b>142</b>
2.1	Helping young people get an education	142
2.2	Helping those in need	143
<b>3.</b>	<b>SUPPORTING CULTURE, DESIGN AND GOOD CAUSES</b>	<b>143</b>
3.1	Culture, heritage and contemporary creative arts	143
3.2	Arts education initiatives	145
3.3	Backing medical research and certain social causes	145

## Outreach and giving back

LVMH aims to extend its positive social impact beyond the scope of its own operations and its value chain. To this end, the Group and its Maisons focus on initiatives in three areas: local involvement, supporting humanitarian and social causes, and corporate philanthropy in support of culture and creativity. Maisons pursue their own initiatives according to their specific priorities and operating environments, while the Group coordinates and provides overall leadership.

LVMH and its Maisons help support professional integration for people who have been marginalized on the job market and people with disabilities. They steadfastly support a number of humanitarian causes, working closely with organizations on

a local and international level. Lastly, LVMH and its Maisons remain committed to corporate philanthropy initiatives, as firm believers in the cultural and social impact of democratizing access to heritage, art and fashion and with the goal of nurturing future talent. In doing so, they pay particular attention to promoting equal opportunity in favor of young people and supporting those from disadvantaged backgrounds.

In 2023, in addition to its corporate philanthropy, the Group's Maisons participated in more than 950 partnerships with nonprofits, foundations and initiatives thanks to the efforts of more than 65,000 employees working actively on the ground.

## 1. LOCAL INVOLVEMENT AND SOCIAL IMPACT

To express their loyalty to the regions in which they historically operate, LVMH and its Maisons create jobs in local areas. They strive to support entrepreneurship and facilitate access to business creation, also working with initiatives known to help people who have been marginalized on the job market to find work.

### 1.1 Supporting job creation, entrepreneurship and regional development

LVMH helps drive economic growth and social development in the areas in which it operates. Its business activity contributes to taxes in the countries and regions in which it and its partners operate and pursues steady growth for its Maisons. These companies create many jobs in their regions, particularly as a result of the expansion of the network of directly operated stores.

A number of Group companies have been established for many years in specific regions of France and play a major role in creating local jobs: Hennessy in the Cognac region, Moët & Chandon and Veuve Clicquot in the Champagne region, Louis Vuitton and its 18 workshops across France and Parfums Christian Dior in Saint-Jean-de-Braye (near Orléans) and in Chartres along with Guerlain. Working in collaboration with local government, they play a part in drawing up regional development policies in the areas of culture, education and employment.

The LVMH group is a long-standing supporter of entrepreneurship. Since 2018, the Group has helped connect open innovation and business development with new ways of learning through La Maison des Startups in France. This startup accelerator for the luxury industry is housed at Station F, the world's largest startup campus. La Maison des Startups can be a stepping stone to the Group's Maisons. It illustrates LVMH's entrepreneurial spirit by giving entrepreneurs the opportunity to reflect on the future of luxury and the Group, together with colleagues from varying backgrounds, within an innovative ecosystem.

Through its international Bold program, Veuve Clicquot supports and encourages generations of women entrepreneurs. For the 51st edition of the program on November 22, 2023, two winners received recognition in the form of the Bold Woman Award and the Bold Future Award.

Over the last 50 years, this program has honored, assisted and showcased 450 female entrepreneurs in 27 countries. Sephora also supports female entrepreneurs, who are not as well represented as their male counterparts. The Maison supports women who have started their own businesses in all segments of the beauty industry and in countries all over the world. In 2023, the Sephora Accelerate program stepped up its efforts to support Black women who miss out on mentoring and financial support.

Some traditionally more male-dominated sectors have taken steps to attract female applicants. There are a number of initiatives in the wines and spirits sector to improve gender equality. For example, in 2023, Hennessy organized the tenth Vignoble au Féminin, a networking event for 200 female winegrowers aiming to encourage women into the industry. In November 2023, LVMH and Elle magazines organized the third Prix des Artisanes award, supported by Institut National des Métiers d'Art and the Artisans d'Avenir network. The award promotes the expertise of highly skilled women working in the arts in the areas of fashion, design, culinary arts, vineyards and wine, and French heritage protection. The five winners were selected from more than 600 applicants by a panel of experts.

## 1.2 Facilitating access to employment and social inclusion for people who have been marginalized on the job market

As a major employer in many labor markets, LVMH pays close attention to each region's specific employment situation. The Group and its Maisons have forged partnerships with nonprofits and NGOs to promote social inclusion and employment for people who have been marginalized or are underrepresented in the job market.

In France, the Group has built up a long-term partnership with nonprofit Nos Quartiers ont des Talents, which aims to support equal opportunity in employment, and has served on its board since it was founded. A growing number of employees are involved in supporting this partnership each year. In 2023, 175 executives and managers sponsored and mentored young graduates from underprivileged backgrounds. Since 2007, 944 young people have found jobs after being mentored by a Group employee.

To speed up access to employment, LVMH has put in place job coaching sessions. Recruiters and beauty consultants from the Group's Maisons offer guidance to job seekers and help them build self-confidence. Participants are made aware of the program by partners of the Group working to help underrepresented groups integrate into the job market.

The LIVE (L'Institut des Vocations pour l'Emploi) campus, set up by Brigitte Macron with the support of the LVMH group, is aimed at over-25s who want to get back into the world of work after a long period of unemployment or personal challenges. The LIVE campuses assist them in taking up their career again and in laying out a path for its development. Four campuses have already been opened, including one in 2023: in Clichy-sous-Bois for the Greater Paris area in 2019, in Valence for the Auvergne-Rhône-Alpes region and in Roubaix for the Hauts-de-France region in 2021, and in Marseille for the Provence-Alpes-Côte d'Azur region in 2023. More than 900 people have received help since the inauguration of the first campus, four-fifths of

whom have succeeded in finding relevant work or training. In September 2023, 227 new people were welcomed to the four campuses for an 18-week support program. Each campus receives two intakes per year.

Through the exemplary Classes for Confidence program, Sephora offers both beauty classes and coaching to help people facing major life transitions – including cancer survivors, people who have been marginalized on the job market, and transgender and non-binary people – show themselves in the best light and develop their confidence. Many of these classes have been held around the world. They were launched in the United States and Canada, are being expanded in Europe (Denmark, Spain, France, Greece, Italy, Poland, Portugal), and developed more specifically in the Asia-Pacific region in 2023 (Australia, China, Malaysia, Singapore, Thailand). Since the program was launched in 2015, over 127,000 participants have taken nearly 2,900 classes.

In 2023, Loro Piana launched the third Women's Way to Independence (WWTI) program, providing financing support for nonprofits and NGOs working to empower underprivileged women around the world. A total of 299 women benefited from this program during the year.

In keeping with its commitment to preserving and passing on expertise and creativity, LVMH renewed its support for La Fabrique Nomade for the fifth consecutive year. Founded in 2016, the nonprofit helps migrant and refugee craftspeople in France to find work and use their skills to have a place in society. With its "Traits d'union" annual collections, it offers craftspeople a unique space to express themselves. The partnership between LVMH and La Fabrique Nomade provides meetings, training programs, skills sponsorship, opportunities for certain craftspeople to find work, collaborations with the Maisons and synergies with other Group initiatives.

## 1.3 Facilitating employment for people with disabilities

Supporting access to employment and employing people with disabilities are two of LVMH's longstanding commitments in terms of social responsibility. They are an apt reflection of the Group's key principles of respect for individual differences and fair treatment, guaranteeing equal opportunity on the basis of objective criteria.

LVMH works with organizations that specialize in training young people with disabilities and fostering social integration and access to employment.

In France, the Group is a co-founder of the nonprofit organization ARPEJEH, which brings together over 100 companies committed

to providing training for young people with disabilities. Employees volunteer for these programs. In 2023, 178 young people supported by ARPEJEH took part in an initiative run in partnership with LVMH.

LVMH also encourages its Maisons to develop their relationships with companies specifically employing people with temporary or permanent severe disabilities, and provide them with special facilities and support (known as the "*secteur protégé et adapté*" in French). The value of services entrusted to companies specifically employing people with disabilities totaled 12.7 million euros in 2023, in line with 2022.

## 2. SUPPORTING HUMANITARIAN AND SOCIAL CAUSES

LVMH strives to support equal opportunity, offering young people the chance to forge their own path towards excellence. With their employees, the Group and its Maisons help students from all backgrounds in a number of ways, such as scholarships,

sponsorship, mentoring and meetings, while also remaining steadfast to their commitment to helping those in need wherever they are around the world.

### 2.1 Helping young people get an education

LVMH aims to put the renowned excellence of its Maisons to work in support of equal opportunity and wider access to education for young people, including by forging partnerships with schools.

LVMH encourages access to higher education for all students, whatever their social class, family situation or ethnic background. As a partner of the priority education program run by Institut d'Études Politiques (Sciences Po Paris), LVMH funds scholarships and encourages Group managers to mentor recent graduates of the program. In 2021, LVMH renewed its commitment to this program for another five years. A total of 15 students were mentored by Group managers in 2023.

In 2023, LVMH also continued its partnership with Clichy-sous-Bois and Montfermeil, two Paris suburbs with young, diverse populations. Driven by a shared commitment to excellence, this program helps facilitate employment for young people from underprivileged neighborhoods. It encompasses a wide range of initiatives, including “business discovery” internships for 150 middle school students, visits to the Group's Maisons, help finding work, and so on. These young people were also invited to the annual Show ME event, bringing together and celebrating all those involved in LVMH's *métiers d'excellence* (professions of excellence), from apprentices to virtuosos. In addition, at the beginning of each year, LVMH organizes You and ME, a dedicated event for finding out about and joining the Métiers d'Excellence. In 2023, this event traveled to four municipalities in France, including Clichy-sous-Bois, a Paris suburb.

The Group met with middle and high school students, university students and people looking for a career change, telling them about its expert professions in design, craftsmanship and customer service. It offered over 4,500 internships, work-linked training contracts, fixed-term and permanent contracts in France and in Italy. An online preparatory course was launched in early 2023 on the You and ME website to guide and assist all potential applicants in filling out their applications.

LVMH also supports the Cultures et Création fashion show in Montfermeil, which showcases the region's creative talent. Leading up to the event, the Group provides training for young people through masterclasses and organizes events where they can meet designers and craftspeople. At the fashion show, LVMH awards the LVMH CSR Young Talent Prize and the Young Talent

Prize to help young people who are passionate about design but have limited access to the fashion world gain wider recognition within the profession. Again this year, Guerlain selected a brilliant young woman interested in becoming a makeup artist to receive its *Mise en Beauté* award.

In 2021, LVMH launched a partnership with Harlem's Fashion Row (HFR) in North America to promote diversity and inclusion in the fashion industry. A highlight of 2023 for this partnership was the 16th annual edition of HFR's Fashion Show & Style Awards (FSSA), in collaboration with several of the Group's Maisons, including Dior, Benefit Cosmetics, Moët Hennessy USA and Sephora. The evening was also the opportunity to celebrate the second edition of the Virgil Abloh Award Presented by LVMH, which was awarded to the artist A\$AP Rocky. The partnership with HFR has given rise to a range of specific actions organized around a set of long-term objectives. For example, LVMH North America and HFR held an event during the year attended by 50 high school students from Harlem. They were able to take part in round tables to gain insights from LVMH employees about career opportunities in the luxury sector. Each year, Louis Vuitton invites about 30 emerging designers from diverse backgrounds for a discovery day, during which they sit down with Louis Vuitton managers for discussions focusing on areas such as business management, marketing and e-commerce, thereby forging fruitful professional relationships. In addition, Tiffany joined forces with HFR for the ICON 360 HBCU summit, reinforcing its commitment to supporting historically black colleges and universities (HBCUs). This primarily entailed joint sponsorship of the Tenacity Talks series, as well as inviting students from North Carolina A&T State University to visit the jewelry design and innovation studio.

A number of Maisons are involved in programs to help young people from minority backgrounds. For example, Hennessy supports artistic collaborations in Barbados, Hong Kong, Taiwan, South Africa, Ghana, Nigeria, Tanzania and Mexico. In the United States, the Wines and Spirits Maison provided 740,000 dollars to support the Hennessy Fellows program, helping African American students graduating from HBCUs or entrepreneurs launching projects with impact. In 2023, 10 students received financial support, were mentored by managers and directors from the Maison and benefited from media coverage for their projects.



Dior renewed its commitment to helping young women by organizing the Women@Dior international conference at the UNESCO headquarters in Paris on March 8, 2023. Women@Dior is a unique Mentoring and Education program that helps young female students to establish their career and their role as future leaders of a more sustainable world. In 2023, 420 women from more than 60 countries were mentored.

In France, Parfums Givenchy partnered with the École Nationale Supérieure des Beaux-Arts in Paris, in particular with its Via Ferrata preparatory class, providing three-year support for

## 2.2 Helping those in need

LVMH and its Maisons are committed to helping disadvantaged communities in the regions where they operate. Their contribution may take the form of employee involvement, product donations or financial support.

To help women achieve economic justice and equality, Tiffany & Co. supports international humanitarian organization CARE. Thanks to the funding provided by Tiffany & Co., CARE now offers entrepreneurship training. They help women become economically independent and develop their own small businesses in South Africa, Botswana, Lesotho, Sierra Leone, and Tanzania. The aim is to reach more than 5,000 women.

As a reminder, in 2016, Louis Vuitton entered into an international partnership with the United Nations International Children's Emergency Fund (UNICEF). It has collected a total of over 20 million dollars since its launch, in support of vulnerable children facing emergencies. Since 2021, employees in France have been voluntarily supporting this cause through microdonations deducted at source from their salaries.

students from different social and cultural backgrounds and helping them prepare for the competitive entrance examination for universities specializing in art. Thanks to the partnership, the number of people taking the preparatory class has doubled from 25 students per year.

Tiffany & Co. lent its support to the Peace Diamonds Restoration Initiative in Sierra Leone, launched by NGO Resolve. Between 2021 and 2023, 474 young people were trained in activities to restore mining land.

In Italy in 2009, Bulgari decided to get involved with Save The Children through its collection of specially created bespoke jewelry, helping more than two million children in 37 countries. Sales from the Bulgari x Save The Children jewelry collection enabled the partnership to achieve increasingly ambitious goals. Through this major financial support, Bulgari's top priority is helping ensure a quality education for children around the world.

Fendi has partnered with the Lai Momo social cooperative and its sustainable fashion laboratory Cartiera since 2017. These two organizations work in the field of immigration and intercultural dialogue within the framework of the United Nations' Ethical Fashion Initiative. Through their projects, they offer training in sewing and leatherwork to provide new job opportunities and chances for social integration for migrants and political asylum seekers.

In 2023, at the eleventh Engaged Maisons Dinner, LVMH continued to provide financial and human support for efforts to combat sickle cell anemia through its partnership with the Robert-Debré Hospital in Paris.

## 3. SUPPORTING CULTURE, DESIGN AND GOOD CAUSES

For more than 25 years, LVMH has focused its corporate philanthropy in the areas of creativity and solidarity, two values shared by the Group and its Maisons. Long active in the cultural sphere, LVMH supports and brings together eminent artists, scientists, scholars and other intellectuals. Its corporate philanthropy efforts promote cultural heritage, art, fashion,

and encourages the dissemination of knowledge and artistic education among a wide audience.

Serving as a reflection of the Group's awareness of the need to help others, LVMH's corporate philanthropy supports medical research and social programs to help the most vulnerable.

### 3.1 Culture, heritage and contemporary creative arts

#### Restoring and showcasing historical heritage

LVMH's corporate philanthropy is a major supporter of initiatives aimed at restoring and promoting historic heritage.

The day after the fire at Notre-Dame Cathedral in 2019, for example, Bernard Arnault pledged a donation of 200 million euros – to be donated in equal parts by LVMH and Agache – to contribute to the reconstruction process. Over the past

four years, LVMH has closely supported this extraordinary restoration project, which showcases the virtuosity of many different disciplines of craftsmanship.

In addition, LVMH recently funded the acquisition of *Partie de Bateau (Boating Party)*, an Impressionist masterpiece and national heritage treasure by the French painter Gustave Caillebotte, which has joined the collections of the Musée d'Orsay.

Outreach and giving back

### Commitments to culture and expanding access to it

LVMH has been a loyal patron of the Nuit Blanche nighttime arts festival since its inception, supporting the French and international arts scene, giving center stage to contemporary artists for a celebration open to all. In 2023, LVMH renewed its commitment to the City of Paris for the organization of this major cultural event. Choosing the Seine as its theme, the event was built as a dialogue around the shared values and interrelationships between sport and the arts.

LVMH also continued its support to the Giacometti Institute in Paris, helping it develop its scientific and cultural program as well as its temporary exhibitions; it also continued to support the Fondation du Collège de France.

Lastly, LVMH provided support to the Rothko Chapel in Houston, Texas (USA) and the Tate Modern in London (UK).

### LVMH Prize

For its 10th edition in 2023, the LVMH Prize for Young Fashion Designers continued to raise its international profile, attracting a total of 2,400 applicants, a new record. In particular, the winners receive assistance from the Group in addressing environmental concerns through their design and production processes.

The LVMH Prize went to 39-year-old Japanese designer Satoshi Kuwata, founder of the brand Setchu. He won a 400,000 euro award and a year of mentoring within the LVMH group. Exceptionally this year, the jury chose two winners for the Karl Lagerfeld Prize: the 38-year-old Ukrainian designer Julie Pelipas, Creative Director and founder of the upcycled tailoring label Better, and the 36-year-old Italian designer Luca Magliano, Creative Director and founder of the tailoring and knitwear brand Magliano. Each won a 200,000 euro award and a year of mentoring.

Lastly, three recent fashion school graduates were honored: Luc Albert and Justine Janot, from the *Institut Français de la Mode* (IFM, Paris), and Nikki Park, from the College for Creative Studies (Detroit). Each winner will benefit from specific support as well as 20,000 euros, plus 10,000 euros to spend on the Nona Source platform, which gives a second life to deadstock fabrics from the Group's Fashion and Leather Goods Maisons.

### Fondation Louis Vuitton

Since it was opened in 2014, the Fondation Louis Vuitton<sup>(1)</sup> has become one of the world's leading institutions on the international arts scene. The Fondation has met with resounding success both in France and internationally: in nine years, it has already welcomed over 9 million visitors.

The Fondation Louis Vuitton's core missions are supporting artists and building dialogue between key figures in modern art, leading lights of the international contemporary art scene and a wide audience, especially young people.

Two flagship exhibitions were held in 2023: *Basquiat x Warhol: Painting Four Hands* from April 5 to August 28; and *Mark Rothko* from October 18.

Between 1984 and 1985, Jean-Michel Basquiat and Andy Warhol created 160 paintings together, including some of the largest works of their respective careers. For the first time, this singular body of work painted with "four hands" was put on display almost in its entirety.

The *Mark Rothko* exhibition brought together some 115 works from the world's largest institutional and private collections, including the National Gallery of Art in Washington D.C., the artist's family and the Tate Modern in London. In another major initiative, the Fondation commissioned "Mark Rothko by Max Richter", a musical creation to mark this retrospective.

The Fondation Louis Vuitton continued with its international *Hors Les Murs* ("Beyond the Walls") program, with 2023 exhibitions dedicated to Fabrice Hyber in Venice, Simon Hantaï and Alberto Giacometti in Osaka, Cindy Sherman in Seoul and Wolfgang Tillmans in Tokyo.

2023 was also punctuated by a number of musical events including a concert by Jay-Z in tribute to Basquiat, the Piano Jazz Sessions with Herbie Hancock and a piano recital by Lang Lang.

Out of a desire to make these events as widely accessible as possible, the Fondation developed a number of partnerships, notably with Secours Populaire and Fondation Culture et Diversité (1,100 people hosted in 2023). Throughout the year, the Fondation also hosted groups from the social sector free of charge.

Note 33.3 to the consolidated financial statements provides details on the relations between the LVMH group and the Fondation Louis Vuitton.

#### (1) Fondation Louis Vuitton

The Fondation Louis Vuitton is a *fondation d'entreprise* (corporate foundation) established by prefectural order published in the *Journal Officiel* (official gazette) on November 18, 2006, and governed by French Law No. 87-571 of July 23, 1987 on the development of corporate philanthropy. The Fondation is a nonprofit organization that pursues a diverse range of initiatives aimed at promoting artistic and cultural activities in France and abroad, as well as expanding access to works of art; these initiatives include exhibitions, educational activities for schools and universities, seminars and conferences.

The members of the Fondation are the Group's main French companies. The Fondation is overseen by a Board of Directors, one-third of whose members are non-Group individuals chosen for their expertise in its fields of activity, and the other two-thirds of which are company officers and employees of the Group's Maisons. It is funded in part by contributions from Fondation members as part of multi-year programs, as required by law, as well as external financing guaranteed by LVMH.

It is subject to verification by a Statutory Auditor, which carries out its assignment under the same conditions as those that apply to commercial companies, and to the general supervisory authority of the Prefect of Paris and the Paris region.

### 3.2 Arts education initiatives

Through its sponsorship activities over the past few years, LVMH has put music at the heart of its youth initiatives. In particular, the Group supported Orchestre à l'École, a French nonprofit that enables hundreds of children to play a musical instrument. It

has also continued to promote training for young musicians by supporting Musica Mundi School in Belgium. LVMH also once again loaned out the Stradivariuses in its collection.

### 3.3 Backing medical research and certain social causes

Lastly, LVMH supported numerous institutions that work with children, the elderly and people with disabilities, and that take action to combat major causes of suffering and exclusion. These institutions included the Fondation des Hôpitaux de Paris-Hôpitaux de France; Save The Children Japan, which advocates for children's rights; the Robin Hood Foundation in New York, which combats poverty and implements initiatives for children; the Fondation Claude Pompidou, which provides support in France for seniors and people with disabilities;

Association Fraternité Universelle, which works in Haiti to improve access to health care and education alongside actions in favor of agricultural development, especially in the Central Plateau; and Institut Curie in France, which carries out research and efforts to combat childhood cancers.

For many years, the Group has also been a supporter of a number of scientific teams and foundations engaged in cutting-edge public health research.