

H&M IS TRANSFORMING HR BY PARTNERING WITH SHRM BUSINESS

THE RETAILER IS REIMAGINING HR TO SERVE AS A CRITICAL SUPPORT FUNCTION FOR THE BUSINESS.

AT A GLANCE

INDUSTRY

Multinational clothing company focused on offering fashion and quality at the best price in a sustainable way.

ORGANIZATION

Fortune 500 with 106,522 employees and 4,800 stores, operating in 75 markets. Based in Stockholm with U.S. headquarters in New York City.

CHALLENGE

The HR function was not set up to support the growth of the business.

SOLUTION

H&M leveraged SHRM Business to diagnose competency gaps and create a development plan in alignment with its strategic journey.

RESULTS

All 125 members of the HR team have completed the competency assessment.

One cohort has been SHRM certified (CP/SCP), with another cohort in process.

THE CHALLENGE

In 2020, the senior leadership of H&M's Americas HR function identified the need to transform the department into a full strategic partner for the business. The department had lacked strategic leadership, and it was evident in the company results: Part-time staff turnover was over 150%, there was no strategic People Plan, and HR was viewed as merely an administrative support function.

The impact on the customer experience, and therefore revenue, was significant.

THE SOLUTION

H&M launched a three-year strategic plan, partnering with SHRM Business to transform the HR department. SHRM Business mapped where H&M was, where it wanted to go, and what steps were needed to get there. The overarching goal of the entire strategic plan for HR is to maximize the H&M customer experience by providing support and development to the colleagues who impact it.

To develop the HR team, H&M first needed to understand the department's competency level. SHRM put H&M's entire HR team through a SHRM competency assessment, providing leaders with a baseline for the HR function and helping them develop an upskilling plan. SHRM Business empowered H&M's HR leadership to build a narrative of transformation success, which was tailored to key business partners and internal stakeholders.

THE OUTCOME

H&M is measuring its progress through a series of milestones. The first is to SHRM certify (CP/SCP) the majority of the HR team. The first cohort has completed the certification process and passed the exam, with a second cohort on the way to becoming certified. Those who have completed the certification process will then go through the SHRM competency assessment again to show how much progress they have made. Through its partnership with SHRM Business, H&M has significantly reduced turnover among its front-line sales advisors by 35%.

“We’ve received feedback from our HR colleagues who have had the opportunity to experience the SHRM membership on a daily basis, and they’re telling us that it is one of the most impactful development investments they’ve ever experienced in their HR careers.”

— **CHRIS MIKULSKI,**
Head of Human Resources – Americas, H&M

For more information about SHRM Business, visit shrm.org/HM.