

Moral elegance

above the melee, as a guardian of tasteful continuity. According to one former executive, the family sees money “merely as a means, especially for buying time,” and, according to one relative, “moral elegance” is considered a job requirement at Hermès. In 2016, at a benefit auction, Jeffrey Epstein placed the winning bid on an internship at Hermès; the company withdrew the lot and reimbursed the charity. Dumas later explained that the last thing Hermès needed was to get involved with a “louche financier.”

Hermès is a sporty house, but it is

Date: 2026-09-28

Words: 5

Time to read: 1 min

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