



K E R I N G

EUROPEAN AGREEMENT

Empowering talent

THE FIRST KERING EUROPEAN AGREEMENT

Belén Essioux-Trujillo, Senior Vice President Group HR, and the Kering European Works Council signed Kering's first European agreement, *Empowering talent*, on February, 19th 2015.

The Kering European Works Council (EWC) is an employee representative body for Group employees at European level. It is composed of 20 representatives from Luxury and Sport & Lifestyle brands, from nine European countries.

EMPOWERING TALENT : COMMITMENTS IN THREE AREAS

Kering is committed to three key measures in order to facilitate the development of all employees and to contribute to the Group's performance :

1

Develop a working environment and working relationships that guarantee well-being at work
(health, safety and quality of life at work)

2

Promote diversity, along with gender balance and equal opportunity for women and men

3

Give all employees the best possible resources and conditions for professional development

FRAMEWORK AND PROGRESS REVIEW

The principles of the agreement guide the actions of Kering Corporate and the brands. Each entity sets the priorities consistent with its goals and its context, with the Group's support.

Kering Group Management and the Kering European Works Council have defined monitoring indicators relating to the agreement. An annual review of initiatives undertaken shall be carried out in order to ensure steady progress.



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1

HEALTH, SAFETY AND QUALITY OF LIFE AT WORK

Employee **health and safety** is a long-standing priority. Involvement of all stakeholders (managers, human resources managers, employee representatives, occupational physicians, etc.) is encouraged in order to improve policy on preventing and identifying occupational hazards. The Group provides support on pervasive issues concerning all of the brands.

Initiatives concerning **quality of life at work** are designed to promote each employee's well-being. Kering Corporate and the brands are already bringing in action plans on work organisation, working conditions and environment, communication and change management. Specific initiatives are being conducted in Group entities to facilitate a sound work/life balance. Progress made on all of these issues is measured through the in-house opinion poll, «What's the weather like where you are?».

2

DIVERSITY AND GENDER BALANCE

Diversity is part of teams' everyday life at Kering, which is present in more than 60 countries : it spans diversity of nationalities, ages, backgrounds, etc. For Kering, reasserting its commitment to diversity means going a step further : combating discrimination in any form and defining proactive initiatives to promote equal opportunity for all in access to employment, professional development and job retention.

For some years now, the Kering Group has been committed to **equal opportunities for men and women and gender balance** at work. A three-point policy has been defined, underpinning action plans in all entities :

- Guarantee equal access to career opportunities
- Develop gender balance within management and the promotion of women through participation in networks and dedicated development programmes
- Establish practices that make it easier for women and men to achieve a sound work/life balance

3

TALENTS

Kering is committed to ensuring that, in every world region, whatever the size of the teams, all employees may obtain guidance and support for their **development** and job proficiency. The range of training available will continue to expand, so that everyone may develop their leadership and their talent.

Kering is setting up new projects and channelling resources into developing a common managerial culture, along with **career management** and greater **mobility**. The Group offers a wide range of openings for experiencing the richness and variety of different organisations. The 360° mobility platform has made career opportunities more readily visible.

Everyone has an active role to play in this new Group policy, which is set to continue its expansion.