

K E R I N G



KERING FRAMEWORK FOR
HEALTH, SAFETY AND
WELL-BEING AT WORK

2026 – 2027

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Why is this framework essential?

The health, safety, security and well-being of everyone working at the Group's sites are a priority for Kering and its Houses ('the Group') and remain a key factor in sustainable social performance. Occupational health is viewed holistically across its various dimensions – physical, mental and social * – and may be exposed to various types of risks, whether physical or psychosocial, which requires constant and shared vigilance and a regular assessment. The Group is committed to a process of continuous improvement of working conditions and practices, enabling actions to be constantly adapted to the realities on the ground and to evolving risks.

This framework defines a set of minimum expectations to ensure a consistent approach to Health & Safety across all Group entities, based on the implementation of appropriate preventive measures and the mobilization of the necessary resources. The framework complements national and local regulations, which remain in force.

This policy applies to all Group employees, individuals working at Group sites, and visitors, and supplements the national and local regulations that remain in effect.



* « Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity », principle in the preamble to the WHO Constitution ([Link](#))



How can you actively contribute to risk prevention and well-being at work?

Every employee and every worker contributes to the culture of risk prevention and the promotion of well-being at work. Key actions to prevent health and safety risks and to contribute to well-being at work are based on understanding and upholding the Group's commitments. The **new Kering Code of Ethics** ([Link](#)) contains practical guidelines and operational insights to illustrate the four pillars of our commitments in this area:

1. Providing a secure and safe working environment

The Group promotes a culture of active prevention. Employees are required to complete relevant Health & Safety training and to make use of the tools provided and report any risks to help maintain a safe and healthy environment. Kering expects everyone to behave appropriately and to report any inappropriate or dangerous situations immediately.

2. Cultivating a respectful work environment free from discrimination and harassment

We have a zero-tolerance policy towards any form of discrimination, harassment or violence, and are committed to ensuring a respectful, fair and safe working environment for all. Every employee is required to respect the dignity and rights of others, to behave in an exemplary manner and to report any inappropriate behavior.

3. Promoting an inclusive workplace

Diversity and inclusion are key drivers of creativity and innovation, and the Group is committed to building a working environment where everyone feels respected. Equal opportunities, gender equality, diversity of backgrounds and the inclusion of people with disabilities are essential, and we take concrete action at all levels of the organization. Any form of stereotyping, exclusionary behavior or denigration is prohibited, and everyone is encouraged to actively contribute to an inclusive and respectful culture.

4. Fostering well-being at work

Well-being at work is a long-term priority, based on a definition rooted in social dialogue and formalized in an agreement signed with the European Works Council. The Group is committed to safeguarding work-life balance, notably through the right to disconnect, rest periods and dialogue. Managers and employees are called upon to work together to promote listening, support, skills development and the maintenance of a healthy and respectful working environment.



What is the governance structure, what are the responsibilities?

The governance structure of the Group and its Houses sets out the strategic direction and ensures that the necessary resources are allocated to protect health, safety and security in the workplace.

The dedicated departments of the Group and its Companies (Safety, Security, General Services, Human Resources) ensure operational risk prevention in various work environments, for the benefit of employees, individuals working at Group sites, and visitors. Depending on the context, safety and security managers ensure continuous operational risk prevention.

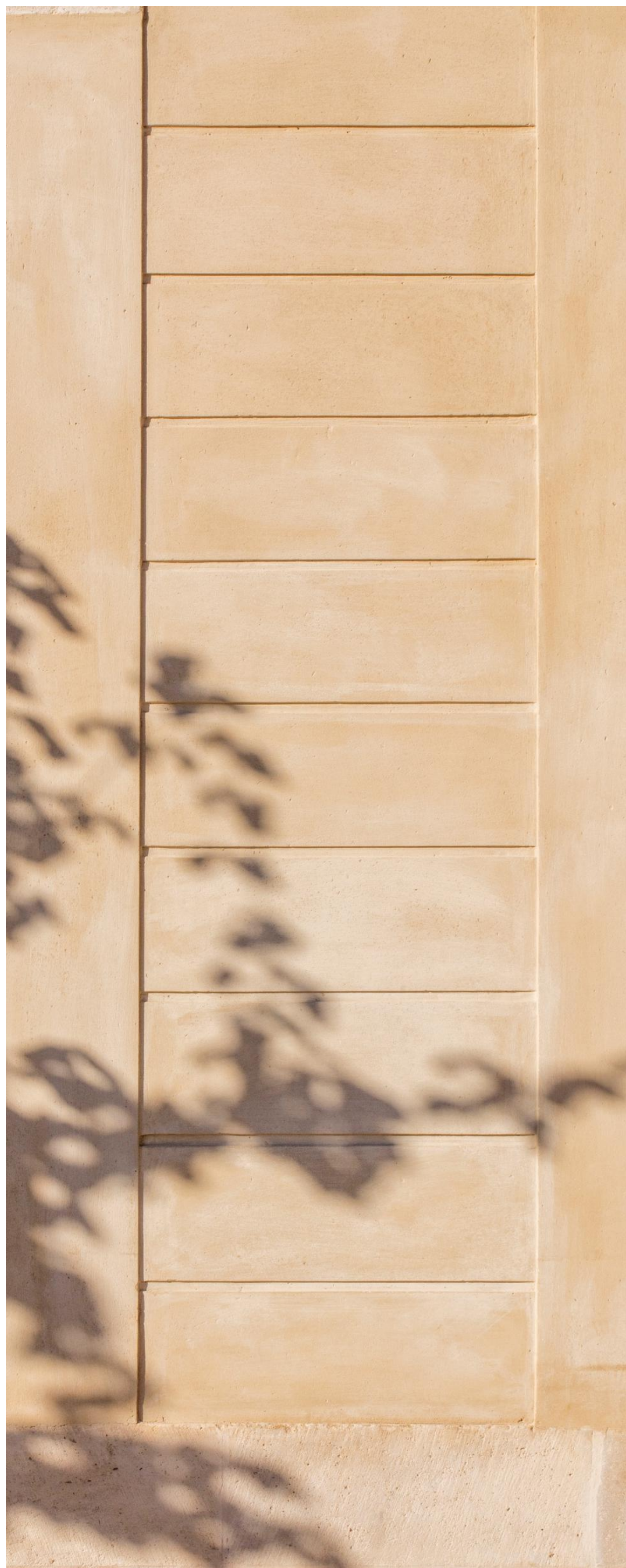
This prevention includes compliance with local procedures, the management of isolated incidents, and consideration of exceptional situations, such as major events or geopolitical contexts that could impact operations.

Managers implement the Group's commitments regarding health, safety and working conditions. They ensure a safe working environment, remain alert to warning signs and support training and awareness-raising initiatives. They foster a culture of prevention by engaging teams in a process of continuous improvement.

Employees play a full part in this scheme by taking part in awareness-raising and training initiatives, by complying with current procedures, by fostering respectful and supportive working relationships, by reporting hazards or incidents of concern, and by seeking support when faced with difficulties. This scheme is based on collective responsibility and shared vigilance.

Suppliers' employees are subject to the same rules. The **new Charter for Suppliers and Business Partners** ([Link](#)) sets out the commitments of the Group and its suppliers regarding ethics and compliance, and details these commitments, particularly with regard to respect for human rights, fundamental freedoms, health and safety, and the environment.

These expectations may be supported by appropriate due diligence, monitoring or audit measures where relevant.



What measures are in place to manage risks and promote a secure and safe working environment?

The Group carries out risk assessments and monitors prevention indicators in order to steer the actions implemented and to ensure that the approach is part of a process of continuous improvement.

The Group's Safety Department (Security, Safety, Facilities, Operations or Human Resources) is responsible for managing safety at the Group's sites, drawing up emergency plans and delivering safety training programmes for employees.

This includes the regular identification, assessment and management of risks, and the implementation of appropriate preventive measures.

The Group's Legal Department, which is responsible for compliance, regularly maps certain risks within the Group, including those relating to health, safety and working conditions, as part of the Group's duty of care and human rights policy. These assessments support the implementation of targeted prevention actions at operational level.

The Group's Departments responsible for auditing and supply chain security within the Group are tasked with internal control duties based on the risk assessment and an audit plan. The Group may carry out audits or reviews to assess the effective implementation of this framework across its entities.

The line Manager, and the Human Resources department — together with the HR Business Partners (HRBPs) — remain the primary points of contact for any queries, as do the safety and security manager depending on the site, and the Inclusion and Diversity managers.



What should you do if you encounter an situation of concern?

First and foremost, report it to your manager, your HR Manager, and/or your safety and security Manager, and/or your Inclusion and Diversity Manager. The aim is to address the situation and eliminate the risk as quickly as possible. Reporting all incidents, including near-misses, not just injuries, helps to identify and prevent warning signs and strengthens efforts to eliminate risks.

The Group also provides a **whistleblowing platform** available in 23 languages (and more for access to the hotline). It enables employees and stakeholders to report or share concerns in complete confidentiality, particularly on issues such as discrimination, harassment, health and safety, human rights, environment, fraud.

The Group is committed to protecting anyone who reports concerns in good faith, and to promoting a culture of transparency and trust.



What other Group resources and tools are available to help prevent risks?

Dialogue contributes to well-being and performance at work

The Group encourages staff to organize or take part regularly in opportunities for discussion within their team, with their Manager or with their HRBP, whether during informal moments (breaks, social gatherings) or through the provision of feedback, facilitated by the Workday tool. Dialogue is also encouraged by listening to employees through the annual opinion and engagement survey, followed by tailored action plans.

Staying informed facilitates an understanding of the ecosystem and one's role

The Group prioritizes direct and accessible information, disseminated via the internal communication platform to share the Group's strategy and key information. All Group employees can thus keep up to date with the latest news and current priorities.

Training helps improve knowledge and skills

The Group provides dedicated resources and content tailored to different work environments, as well as Group-wide tools and resources, including:

- a **common online training platform** for all employees, offering a flexible learning experience tailored to individual needs;
- a **guide to quality of life and health at work** for all employees ;
- a **definition of well-being at work** within the Group based on six factors to better understand it (as set out in the agreement signed with the European Works Council on social dialogue and well-being at work) ;
- an updated **Charter on the right to disconnect**.



What are the applicable Group policies or procedures, in brief?

- Kering Code of Ethics
- Group Whistleblowing Policy
- Whistleblowing platform
- Kering Human Rights Policy
- Agreement signed with the European Works Council on social dialogue and well-being at work
- Policy on domestic violence
- Baby leave
- Kering Right to disconnect Charter
- Kering Group Inclusion and Diversity
- Kering Group disability inclusion framework



K E R I N G

CREATIVITY IS OUR LEGACY



GUCCI | SAINT LAURENT | BOTTEGA VENETA | BALENCIAGA | McQUEEN | BRIONI
BOUCHERON | POMELLATO | DODO | QEELIN | GINORI 1735
KERING EYEWEAR