

GUCCI

equilibrium





THE 2025 GUCCI EQUILIBRIUM IMPACT REPORT PRESENTS A SELECTION OF STRATEGIC INITIATIVES ESTABLISHED AND EXPANDED OVER THE PAST YEAR TO FURTHER OPERATIONALIZE AND DEEPEN OUR COMMITMENTS TO PEOPLE AND THE PLANET.

These initiatives build on ongoing efforts to uplift our employees and partners, support emerging talents and artisans, contribute to cultural and creative institutions, and champion the empowerment of women around the world. Guided by science-based goals, we continued to reduce our environmental impacts across the value chain through targeted actions, while investing in the regeneration of nature and local communities to create enduring, positive change.

KEY NUMBERS

€ 5.992 Billion EUR

in revenue

17,497

Employees*

* Average full-time equivalent

497

Directly operated stores

95%

Suppliers based in Italy



OUR SUSTAINABILITY JOURNEY



2025

Named one of 2025 Best Places to Work For Disability Inclusion by the Disability Equality Index for the 4th consecutive year and ranked 5th among 200 major fashion brands — and 1st in luxury — in Fashion Revolution's "What Fuels Fashion?" report.



2024

Recognized at the CNMI Sustainable Fashion Awards, Gucci received the SFA Human Capital & Social Impact Award for our efforts to combat gender-based violence and our ongoing commitment to gender equality. We also donated more than 10,000 plants from our Cruise 2025 Fashion Show's set to community projects in London, including "Life Under the Westway" through our not-for-profit partner Grow to Know, which is dedicated to cultivating community, creative and cultural nature access, and action.



2023

Launched Circular Hub to advance the circular transformation of the fashion industry's production model in Italy and conceived our 'Denim Project', winning the Ellen MacArthur Foundation Award for Circular Economy at the 2023 edition of the CNMI Sustainable Fashion Awards. Gucci was also the first luxury fashion House in Italy to obtain a Certification for Gender Parity, which we continued to retain in 2025.



2022

Became a Strategic Partner of the Ellen MacArthur Foundation to accelerate our circular vision. We also received the Climate Action Award at the CNMI Sustainable Fashion Awards for our commitment to regenerative agriculture.

2021

Joined UN Women's Generation Equality Action Coalitions as private sector lead of the Feminist Movements & Leadership Action Coalition, a 5-year commitment to accelerate actions and global commitments toward gender equality by 2026. We also launched Gucci's Natural Climate Solutions Portfolio to protect and restore critical forests and mangroves, while also investing in regenerative agriculture.

2020

Launched Gucci Off The Grid collection: our vision of circularity, promoting the reuse and upcycling of materials and textiles.

2019

Launched Gucci Changemakers Volunteering Program to make a difference in communities. At the same time, we launched the Gucci Changemakers North American Impact Fund and Scholarship Program in the United States. Furthermore, we set up a Global Equity Board to define DE&I priorities and held the first-ever ISO 20121 certified fashion show in 2019, extending it to advertising campaigns from 2020.

2018

We protect craftsmanship skills for the next generation and launched Gucci École de l'Amour to pass on the skills that are critical for our artisanal craft and production methods. In 2025, we trained 745 employees at our newly named Accademia delle Arti e dei Mestieri dedicated to leather goods and footwear.



2017

Stopped using fur starting from our 2018 Spring/Summer collection. At the same time, we decided to stop using angora.

2016

We've been working towards ensuring 100% of our raw materials can be traced through our entire supply chain. We achieved 99% overall traceability in 2025.

2015

Launched 10-year 'Culture of Purpose' sustainability strategy and committed to ambitious targets, including reducing our greenhouse gas emissions by -50% since 2015, relative to growth. In 2020, we surpassed our total reduction target four years early reaching a -44% reduction, relative to growth. In 2025, we attained a -45% reduction of absolute greenhouse gas emissions in scopes 1, 2 and 3 of the GHG Protocol compared to a 2022 baseline.



2014

Began developing our first metal and chrome-free leather products, which we launched in 2015. We've scaled up metal and chrome-free leather from 0.2% to 21% of our total leather production in 2025.

2013

Together with co-founders Salma Hayek Pinault and Beyoncé Knowles-Carter, we launched CHIME FOR CHANGE to convene, unite and strengthen the voices speaking out for gender equality. As of 2025, we raised € 22,749,448 EUR supporting gender equality projects worldwide, positively impacting 649,341 women and girls, and reaching over 3 million family and community members since 2013.

2012

Began experimenting with innovative materials, such as using a compostable bio-plastic in our footwear. Since then, we've continued to explore material innovation, becoming the first luxury brand, in 2016, to use ECONYL® recycled nylon in Ready-to-Wear, and, in 2021, presenting our pioneering animal-free fabric DEMETRA, made with up to 77% plant-based raw materials.

2011

Received the ISO14001 (Environmental Management System) certification and started using our Environmental Profit & Loss accounting to measure our impact on the environment. We extended the annual measurement of our footprint to incorporate the entire supply chain, analyzing greenhouse gas emissions, water consumption, water and air pollution, waste production and land use.



2010

Launched our sustainable mobility initiatives and, as of 2025, around 73% of our company cars were electric or hybrid vehicles.

2009

Awarded our first LEED (Leadership in Energy and Environmental Design) certificate for sustainable buildings and, in 2025, we had 163 LEED-certified sites around the world.



2008

We measure and monitor the global environmental impacts associated with our direct operations every year, focusing on energy, water, paper consumption and waste production. We used 100% green electricity for directly operated stores in 2025 in accordance with RE100's guidelines, with LED lighting in 93% of our stores worldwide.

2007

First luxury brand to obtain SA 8000 (Social Accountability) certification combining criteria such as business ethics, respect for people, workplace health and safety, and equal opportunity.

PEOPLE



2025 HIGHLIGHTS

AWARDED ONE OF 2025 'BEST PLACES TO WORK FOR DISABILITY INCLUSION' FOR 4TH CONSECUTIVE YEAR, ACHIEVING 100% SCORES FOR US, CANADA AND BRAZIL, WHILE ALSO EARNING RECOGNITION FOR UK FOR THE FIRST TIME

MAINTAINED EMPLOYEE DIVERSITY OVERALL, WITH 63.4% FEMALE EMPLOYEES AND 57.3% FEMALE MANAGERS

745 EMPLOYEES RECEIVED CRAFT AND TECHNICAL TRAINING IN LEATHER GOODS AND FOOTWEAR AT ACCADEMIA DELLE ARTI E DEI MESTIERI, 20 PEOPLE TRAINED AT TAILORING SCHOOL FOR PROTOTYPING, AND 54 STUDENTS PARTICIPATED IN ADOTTA UNA SCUOLA PROGRAM FOR LEATHER GOODS AND METALLIC ACCESSORIES

+ €4.5 MILLION EUR IN SUPPORT OF CULTURE & HERITAGE PROGRAMS AROUND THE WORLD

DONATED €909,448 EUR TO SUPPORT 20 GENDER EQUALITY PROJECTS THROUGH 18 NGOs IN 18 COUNTRIES, DIRECTLY BENEFITING 1,341 WOMEN AND GIRLS

\$350K USD GRANTS GIVEN UNDER GUCCI CHANGEMAKERS NORTH AMERICA, WITH + £227K GBP IN SCHOLARSHIPS AWARDED TO 3 HOME STUDENTS AT LONDON COLLEGE OF FASHION THROUGH GUCCI CHANGEMAKERS EMEA SCHOLARSHIP PROGRAMME

2,391 EMPLOYEES VOLUNTEERED 8,878 HOURS TO SUPPORT 114 NGOS IN 42 CITIES WORLDWIDE THROUGH GUCCI CHANGEMAKERS GLOBAL VOLUNTEERING PROGRAM

REINFORCING DIVERSITY, EQUITY AND INCLUSIVITY

A photograph of two women in a garment factory. The woman on the left is seated at a sewing machine, focused on her work. She has dark hair tied back and is wearing a dark top. A measuring tape is draped around her neck. The woman on the right is standing, looking at the seated woman with a slight smile. She has long dark hair and is wearing a dark long-sleeved shirt and jeans. In the background, other workers and sewing machines are visible, creating a busy industrial atmosphere.

We remain committed to championing diversity, equity, and inclusion in all its forms—recognizing, respecting, and celebrating the unique qualities that define us as individuals. Fostering equity and inclusion in the workplace means intentionally creating an environment where differences are valued, opportunities are accessible and fair, and every member of our global community feels respected, supported, and empowered to thrive.

2025 Spotlight

Bringing people
together with
different backgrounds,
perspectives, and
experiences enriches our
workplace.

STAKEHOLDER RECOGNITION

In recognition of our continued efforts to promote an inclusive workplace, Gucci was named one of the 2025 Best Places to Work For Disability Inclusion by the Disability Equality Index for the fourth consecutive year, achieving 100% for the United States, Canada, and Brazil. We also received this recognition for the first time for the United Kingdom in 2025. Furthermore, Gucci retained our Certification for Gender Parity and our parent company Kering achieved the first level of Universal Fair Pay Certification for three years in a row, recognized for all of the Group's Houses, including Gucci. In 2025, in alignment with Kering's goal to eliminate the gender pay gap and ensure pay equity for equivalent roles, Gucci conducted an in-depth analysis across the 52 countries in which we operate. Based on these findings, we developed a global plan to address and close identified pay gaps, and will continue to roll this out in the coming months.

GUCCI MINDSETS

Launched in July 2025 and available in eleven languages, Gucci Mindsets is primarily a part of the onboarding journey for new hires, but also supports cross-functional integration within our leadership development programs, retail learning journeys, and brand and heritage education initiatives. Designed to guide professional behaviors toward excellence, the training module was built around four core principles—the four Mindsets—and serves as a compass to inspire and shape the way we work, collaborate, and grow together. "Explore with Audacity" investigates new

paths by challenging the familiar and embracing innovation; "Connect with Purpose" builds authentic relationships based on trust, listening to and valuing others; "Deliver with Excellence" commits responsibly to achieving high-quality results through continuous improvement; and "Build a Legacy" creates lasting impact by fostering one's own growth and that of others, with a long-term vision. During the first year of its global rollout, 1,425 employees completed the training, counting 228 from corporate teams and 1,197 from retail teams.

PROMOTING ACCESSIBILITY

Gucci is deeply committed to advancing inclusion, empowerment, and equal rights for Disabled people. In 2025, we launched an internal Accessibility Campaign through our multimedia channels featuring video tutorials on accessibility features in commonly used software, including screen readers and more accessible Teams meetings, helping employees create a more inclusive digital environment. The campaign concluded with an interactive webinar on Universal Design principles and a hands-on workshop exploring accessibility technologies. We also strengthened accessibility across our social media platforms by adding alt text to images. In addition, our corporate-level Employee Resource Groups (ERGs) in Italy and the United States continued to serve as hubs for raising awareness, developing new skills, and supporting colleagues. Activities in 2025 included a webinar in Italy focused on neurodiversity and wellness sessions and a workshop on Disability Etiquette in the Workplace in the United States through Guccibility.





EMPLOYEE WELL-BEING

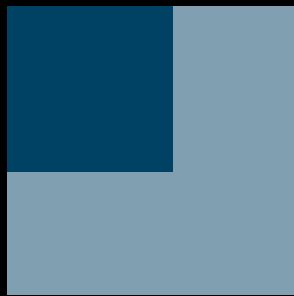
The well-being of our employees is central to our priorities, and we've introduced a range of targeted initiatives to support their mental health and personal development. In 2025, Gucci organized several online webinars for employees, covering topics such as mental welfare and unlocking personal potential. In addition, since 2021, Gucci has partnered with an online psychological counseling service to offer all employees in Italy five complimentary sessions in a safe and confidential setting. We are also committed to promoting financial education among our employees, recognizing it as an important lever for female empowerment and a tool to combat economic violence.

We're fostering a workplace where every member of our global community feels respected, supported, and empowered to thrive.

2025 Employee Representation

Global Gender Diversity

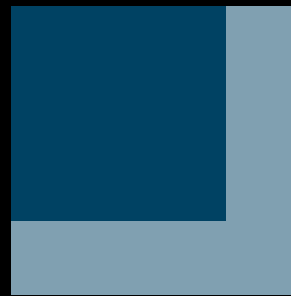
OVERALL



FEMALE
63.4%

MALE
36.6%

MANAGEMENT

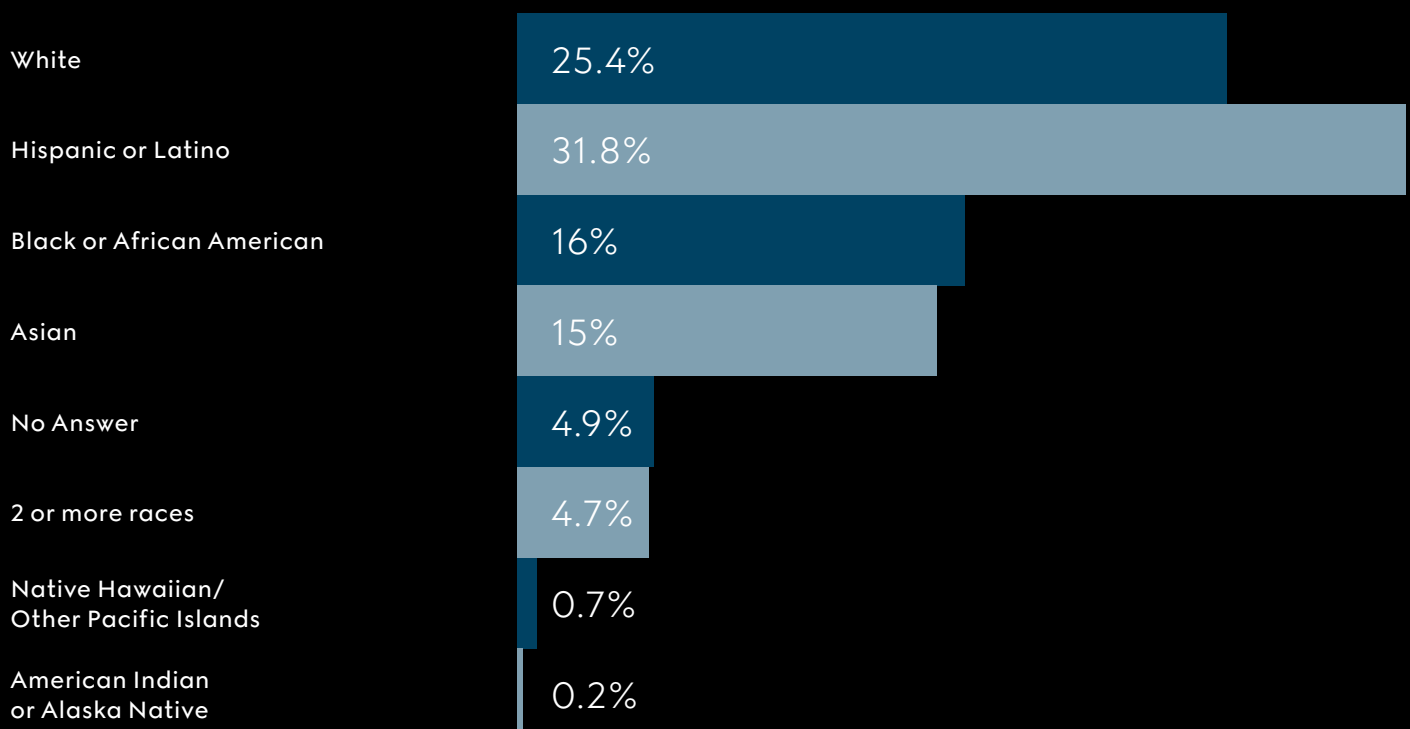


FEMALE
57.3%

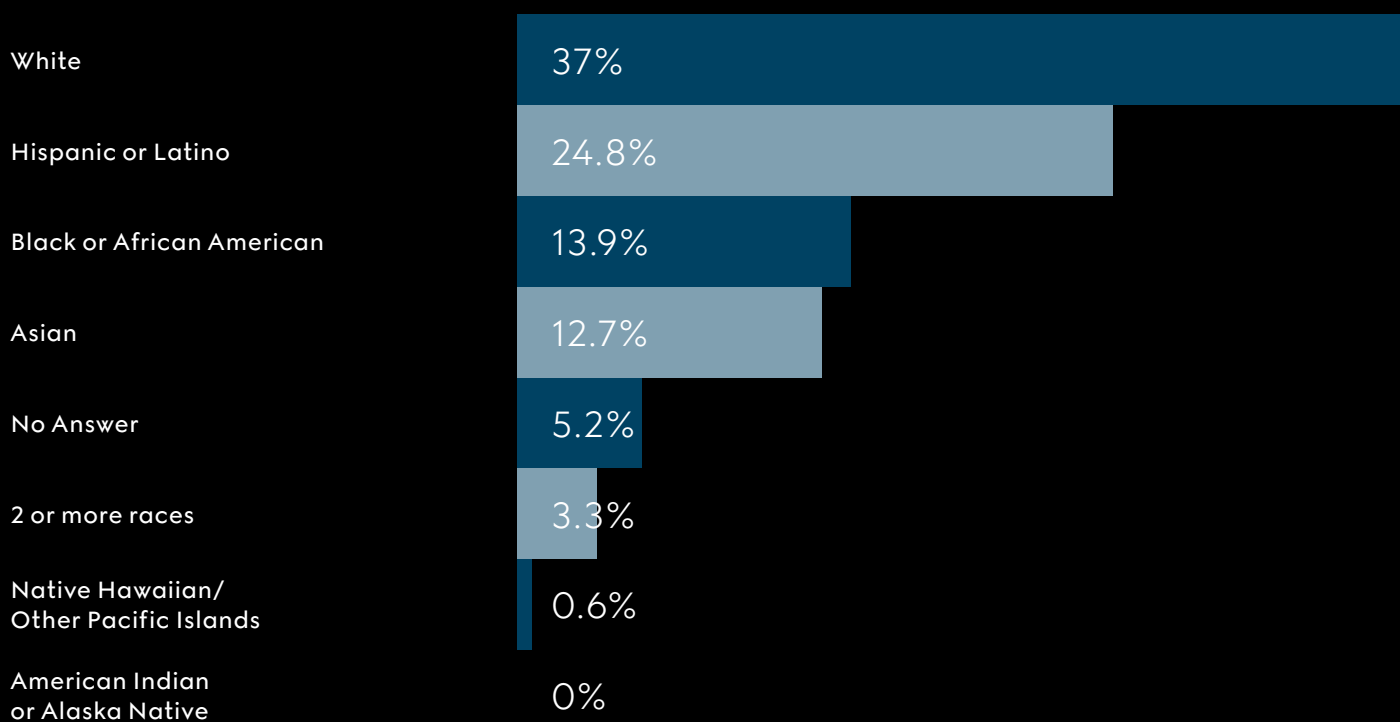
MALE
42.7%

U.S. Race and Ethnicity

OVERALL



MANAGEMENT



ENRICHING HERITAGE AND CULTURE



The enduring heritage of our craftsmanship lies at the heart of who we are. Passing these skills on to new generations of artisans becomes an act of preservation, and our dedicated training programs and specialized schools play a vital role in ensuring this expertise continues to thrive for years to come. Supporting the wider artistic community through partnering with museums and cultural institutions further enriches our commitment towards creative expression, inspiring new appreciation for cultural discourse and exchange.

2025 Spotlight

ISTITUTO SECOLI

The House has been collaborating with Istituto Secoli since 2022 to cultivate and preserve the craftsmanship and technical expertise at the heart of Made in Italy's heritage, while investing in the next generation of luxury ready-to-wear talent. As a hub of Italian manufacturing excellence, Istituto Secoli holds a unique place within the country's luxury fashion ecosystem, training prototypists and fashion industry creatives with an in-depth mastery of luxury garment construction. In 2025, we renewed our partnership once again, supporting a cohort of 20 students enrolled in the school's one-year program, which combines theoretical and practical instruction with hands-on training and workshop internships.





THE ART OF SILK

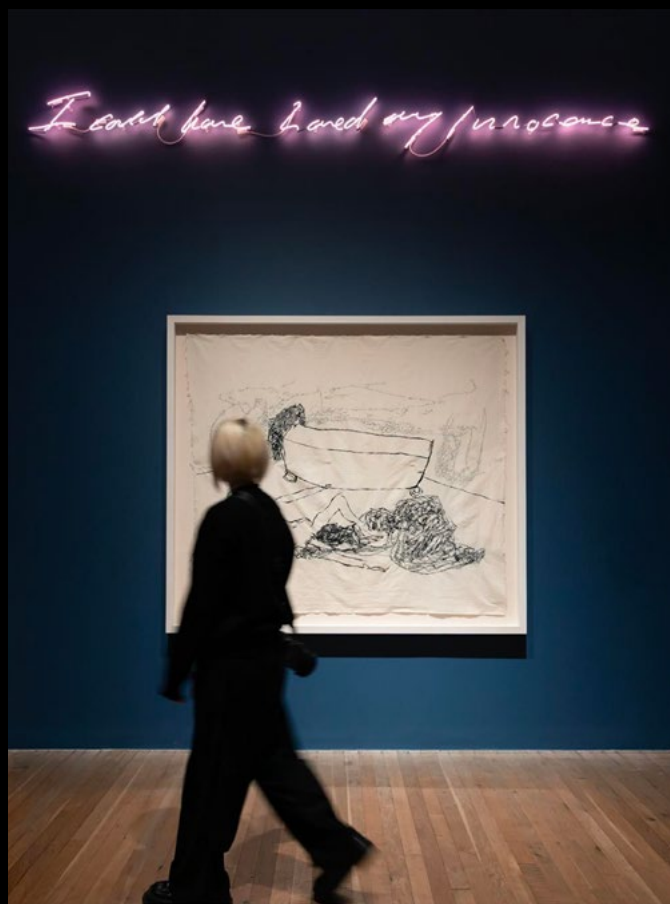
First launched in March 2025, GUCCI: The Art of Silk is a multifaceted creative project dedicated to the history and contemporary relevance of the House's silk scarves. Its first 90 x 90 project reflected the dimensions of our classic silk twill scarf (90cm x 90cm), using it as an artistic medium. Nine artists were invited to reinterpret five iconic scarf themes that have recurred throughout our history—Flora, fauna, nautical, equestrian, and the GG Monogram. These artistic interpretations blurred the lines between pop, fine art, and fashion, ranging from whimsical and beautiful to witty and wry. As an integral element of the project, a glossy book entitled "GUCCI: The Art of Silk: The Story of Gucci Scarves" was published in collaboration with Assouline, tracing the evolution of the House's silk creations from the 1950s to today. In the final chapter, 90 x 90 is presented as the current culmination of the House's storied history of silk scarves. As a further exploration of

the Art of Silk project in 2025, we invited global audiences into an immersive journey through a real-time 3D gallery, where Gucci's iconic silk scarf was reimagined by nine visionary artists. Blending heritage with innovation, the experience empowered users to design their own personalized scarves. In recognition of its unique digital design, the project was awarded Site of the Day by The FWA and received an Honorable Mention from The Awwwards. For the next phase of the Art of Silk project, beginning in April 2026, ten scarves selected by Demna from the Gucci Archive in Florence were reimagined through a contemporary lens, celebrating the House's enduring silk craftsmanship through various collaborations.



ELECTRIC DREAMS

From 28 November 2024 to 1 June 2025, Tate Modern presented “Electric Dreams: Art and Technology Before the Internet” in partnership with Gucci. This major exhibition celebrated creative visionaries who explored the relationship between art and emerging technologies, revealing how artists anticipated many of the cultural and psychological conditions of the digital age before the internet existed. Bringing together more than 70 international artists and over 160 works created between the 1950s and the birth of the internet, it demonstrated how technological innovations influenced artistic practice, including the adoption and experimentation of new digital tools. The comprehensive survey included a wide range of experimental works, from psychedelic installations to early experiments with home computers and video synthesizers. It also featured early experiments in virtual reality, which laid the groundwork for the immersive digital technologies used today.



EXHIBITING TRACEY EMIN

Gucci was the main sponsor for “Tracey Emin. Sex and Solitude” held at the Fondazione Palazzo Strozzi in Florence from 16 March to 20 July 2025. As the British contemporary artist’s first major institutional solo show in Italy, the exhibition explored Emin’s varied artistic practice, encompassing paintings, drawings, film, photography, embroidery, appliqué, sculptures, and neon installations. More than 60 historic and recent works were thoughtfully curated across different moments of the artist’s career, taking visitors on an intensely personal yet universal journey reflecting on themes of the body and desire. Continuing our support of Tracey Emin in 2026, Gucci has been the main sponsor for the artist’s “Tracey Emin: A Second Life” exhibition staged at Tate Modern in London from 26 February to 31 August 2026. As the largest-ever survey celebrating Emin’s groundbreaking work, Gucci’s commitment to the transformative power of art and culture is further reaffirmed through this partnership.

2025 Gucci Schools

Through technical programs and specialized schools, our employees and young people are trained in exceptional luxury know-how and craftsmanship, preserving our long-standing tradition of savoir-faire.

745

employees

trained at Accademia delle Arti e dei Mestieri dedicated to leather goods and footwear

20

people

trained at Tailoring School for Prototyping, totaling 68 since 2023

54

students

participated in Adotta una scuola program training in leather goods and metallic accessories at Benvenuto Cellini Institute of Higher Education, totaling 281 students in the program since 2022

2025 Cultural Partnerships

Through collaborations with museums and institutions, our goal is to inspire meaningful connection and understanding of the voices and themes shaping contemporary culture.

+€ 4.5

million EUR

in donations and sponsorships

12

museums and institutions supported
around the world

Passing our craft skills
on to new generations of
artisans becomes an act
of preservation, ensuring
that our heritage
continues into the future.

CHANGEMAKERS FOR TRANSFORMATION



Through Gucci Changemakers, we've continued to support localized action by facilitating initiatives that drive long-term, community-led change. By empowering our employees and a global network of partners, we help generate positive social impact across our industry and beyond.

2025 Spotlight

TATE COLLECTIVE

Following the success of our collaboration with the Tate for our Gucci Cruise 2025 Show, we formed a multi-year partnership supporting the museum's exhibition program and, since April 2025, the Tate Collective Producers program. Designed for young people aged 16-25, the initiative empowers participants to co-create and deliver cultural events across the galleries. Using the Tate's collection and exhibitions as inspiration, the partnership aims to connect more young

people to museums and the arts. As an example of our activities, we invited photographer, curator, and creative Ronan Mckenzie to lead one of the Tate's monthly Tate Collective Producer sessions. These sessions are a core element of the program, offering young creatives opportunities to explore art, culture, and career development through talks, workshops, and skills-based activities, helping demystify careers in the arts while creating space for connection, creativity, and personal growth.





GLOBAL LEARNING DAY

To mark the International Day of Education and Kering Global Learning Day in 2025, Gucci launched the global challenge “Learn to Give, Give to Learn” through Gucci Changemakers. Through this initiative, learning sessions held during Global Learning Day at Gucci were linked to social impact, with every participant supporting UNICEF through the provision of School-in-a-Box kits designed to expand access to education in vulnerable contexts.

By connecting individual learning with collective action, the initiative underscored the transformative power of education in fostering a more inclusive and equitable future. A total donation of €20,000 enabled the distribution of 132 kits, helping children continue learning in emergency education settings. The initiative further reflected our commitment to education as a driver of opportunity, peace, and sustainable development.

2025 Gucci Changemakers

Since 2019, Gucci Changemakers has been supporting meaningful social impact through key programs aimed at funding community organizations, expanding educational opportunities, and promoting greater diversity and inclusion in the fashion industry.

Gucci Changemakers Volunteering Program

2,391

Gucci employees volunteered

8,878

hours volunteered

114

NGOs supported in 42 cities worldwide

By empowering our employees and partners, we're helping generate positive social impact across our industry and beyond.

Gucci Changemakers North America

IMPACT FUND

6

Impact Fund recipients

\$ 150,000 USD

awarded

886,000

local community members impacted
since 2019

\$ 5.75 million USD

invested towards community funding and
scholarship programs since 2019

SCHOLARSHIP PROGRAM

10

Gucci Scholars awarded

\$ 200,000 USD

provided in scholarships to diverse students

96

scholars supported since 2019

\$ 1.63 million USD

granted since 2019

Creative Fellows Program

2

Gucci Creative Fellows

\$ 50,000 USD

in grants awarded

Gucci Changemakers EMEA Scholarship Programme

3

Home student grants
at London College of Fashion

+ £ 227 K GBP

in grants totaling £ 454,500 GBP since 2023



MOBILIZING GENDER EQUALITY



We've continued to empower gender equality in support of equal rights and opportunities for women and girls around the world. By standing firmly behind our NGO partners, we've been mobilizing collective action to bring people together, strengthen collaboration, and encourage meaningful engagement with grassroots movements that advocate the removal of barriers and deep-rooted inequalities that limit individuals based on gender.

2025 Spotlight

EDUCATING TO AFFECTIVITY

Gucci's commitment to gender equity and women's empowerment extends to initiatives aimed at preventing and combating gender-based violence. In 2025, as part of our broader efforts to promote safer and more inclusive communities, we supported the research project "Educating to Affectivity"—the first national study on affectivity and sexuality education in Italian schools. Led by Una Nessuna Centomila Foundation and the University of Milano-Bicocca through the Against Domestic Violence Research Center, the study compared European educational models with the Italian context and underscored the urgent need to provide students and educators with practical tools to foster empathy, active listening, and awareness. In 2025, the initiative entered a further phase of work by systematizing the research findings and shifting toward a more structured approach. Building on

one of the key directions identified in 2024, this phase included the development of an academic training program designed to provide teachers and educators with pedagogical, psychological, and social skills to address issues of affectivity, identity, and relationships in schools. Our partnership with the Jannik Sinner Foundation further reinforced our commitment to education and girls' empowerment through a significant contribution earmarked for the "Girls' Education Accelerator" under the Global Partnership for Education platform. The program aims to finance educational interventions that promote gender equality in countries and regions where girls' education remains a priority challenge, with a particular focus on marginalized girls and on addressing significant barriers such as poverty and restrictive social norms.





SUPPORTING UN WOMEN

During 2025, we continued to lend our support to UN Women Brazil and UN Women Japan through various programs. Our partnership with UN Women Brazil focused on empowering rural, Indigenous, and Quilombola women in agriculture. This effort was strengthened through investments in training programs and technical advice, as well as grants aimed at enhancing climate change mitigation and strengthening female leadership in sustainable farming. In turn, these initiatives helped increase equal access to resources and amplify women's participation in climate-related decision-making in local farming communities. Promoting gender equality is also central to UN Women Japan's mission. In 2025, we supported a project entitled "Accelerating Progress on Gender Equality and Women's Empowerment in Japan through the Engagement of Youth and Expansion of Men's Meaningful Participation and Private Sector". Its aim—reflected in the title—consisted of two pillars: 1) Establishing a national foundation

for the HeForShe initiative, with the aim of scaling men's meaningful participation across all sectors of Japanese society by leveraging the Unstereotype Alliance and Women's Empowerment Principles frameworks to foster multi-stakeholder engagement 2) Mobilizing young people—both girls and boys—to become agents of change by actively participating in Japan's gender equality and women's empowerment movement to contribute to a growing network of supportive voices. Overall, the project not only mobilized a multi-stakeholder network of youth, men, women, and private-sector companies to drive collective action in advancing gender equality in Japan, but also fostered a holistic approach challenging entrenched social norms. Significantly, it laid the groundwork for localizing the HeForShe initiative, effectively scaling the philosophy of men's meaningful participation across Japan and beyond.



L'EREDITÀ DELLE DONNE

Since its inception, Gucci has proudly supported L'Eredità delle Donne, "IF – Female Intelligences", an annual conference in Florence that celebrates women's leadership, empowerment, and achievements. Held in the city where Gucci was founded, the festival explores the connections between women and some of the world's most pressing social, cultural, and economic issues. Marking its eighth edition in 2025, the event addressed a wide range of topics, including the role of women in artificial intelligence, as well as exploring how the private sector and civil society can help create pathways to autonomy, opportunity, and empowerment for survivors of gender-based violence.

We've been mobilizing
collective action
to bring people together,
strengthen collaboration,
and encourage
meaningful engagement
in advancing gender
equality.



EQUALITY NOW

Since 2012, Gucci has partnered with Equality Now in a multi-year commitment to help advance global gender equality and legal reform for women and girls. In 2025, this important collaboration continued to support frontline organizations advocating for gender equality through targeted initiatives that contributed to the reform or adoption of 17 major laws and policies. As a result, these legal and policy changes expanded rights and protections for more than 68 million women and girls worldwide. One notable example of the partnership is our support for building a regionally rooted feminist movement for family law reform in the Middle East and North Africa (Hurra Coalition). Through strengthened coalitions, enhanced legal

expertise, and increased youth and grassroots leadership, the initiative is helping to accelerate legal reform and advance gender equality throughout the region. In 2025, the partnership supported 50 youth and women's rights activists through training, advocacy, and other key capacity-building initiatives. In South Asia, Gucci's partnership with Equality Now supports the South Asian Movement for Accessing Justice (SAMAJ), a coalition of 20 organizations working to end sexual violence and improve access to justice for survivors across the region. In 2025, the collaboration continued to build on previous progress, strengthening the movement for justice and expanding support systems for survivors of sexual violence in South Asia.

2025 Gender Equality Projects

€ 909,448 EUR

in support

20

projects supported via 18 NGOs in 18 countries around the world

1,341

women and girls directly benefited, with 649,341 positively impacted since 2013

7,725

family and community members reached, with over 3 million reached since 2013

~571

projects through supporting 199 NGOs since 2013

€ 22,749,448 EUR

raised since 2013

PLANET



2025 HIGHLIGHTS

-20% REDUCTION OF ABSOLUTE GHG EMISSIONS YEAR-ON-YEAR COMBINING SCOPES 1, 2, AND 3, ACHIEVING A -45% REDUCTION COMPARED TO 2022 BASELINE

1ST AMONG LUXURY BRANDS AND 5TH OUT OF 200 FASHION BRANDS OVERALL IN FASHION REVOLUTION'S 2025 "WHAT FUELS FASHION?"

INCREASED RESPONSIBLE MATERIALS, INCLUDING 100% RESPONSIBLY SOURCED PRECIOUS METALS, 90% ORGANIC OR RECYCLED COTTON, 96% RECYCLED VISCOSE OR FROM RESPONSIBLY MANAGED SOURCES, AND 92% ORGANIC, RECYCLED OR RESPONSIBLY SOURCED WOOL AND CASHMERE

EXPANDED CIRCULARITY PROGRAMS, WITH GUCCI-UP RECOVERING 485 TONS OF LEFTOVER LEATHER AND TEXTILES WITH 32 TONS METAL SCRAPS REGENERATED, AND GUCCI SCRAP-LESS SAVING 715,000 LITERS OF WATER AND 68,000 KWH OF ENERGY WHILE AVOIDING 9 TONS OF CHEMICALS

99% OVERALL TRACEABILITY ACROSS KEY RAW MATERIALS, INCLUDING 100% TRACEABILITY FOR LEATHER AND PRECIOUS SKINS AND 77% TRACEABILITY FOR CELLULOSE-BASED FIBERS

SCALED UP REGENERATIVE MATERIALS IN COLLECTIONS, INVESTING IN REGENERATIVE FARMING PROJECTS FOR WOOL, SILK, COTTON, AND DENIM-SPECIFIC COTTON, ALONGSIDE LAUNCHING A NEW REGENERATIVE LEATHER PROJECT

MAINTAINED 100% RENEWABLE ENERGY USE IN LINE WITH RE100 GUIDELINES, WHILE EXPANDING LEED-CERTIFIED SITES TO 163

MINDFUL MATERIALS



Underpinning our collections is a mindful approach to material selection and responsible sourcing, supported by robust scientific-backed guidance. We partner with suppliers from raw material production through to manufacturing and finishing who follow our detailed standards covering traceability, social welfare, environmental protection, animal welfare, and chemical use. We're focused on reducing our impact by using certified, recycled, organic, and regenerative materials, while also exploring new opportunities to improve through material innovation and smarter, more efficient production methods.

2025 Spotlight

TRANSPARENCY INDEX

Gucci was recognized by Fashion Revolution's "What Fuels Fashion?" in 2025, ranking 5th overall and coming in first among luxury brands once again. As the second edition of this special report, 200 of the world's largest fashion brands were assessed and ranked on the disclosure of their climate and energy-related policies, practices and impacts in their own operations and supply chains across five critical areas: Accountability, Decarbonization, Energy Procurement, Financing Decarbonization, and Just Transition & Advocacy.

At the heart of our collections is a mindful approach to material selection and responsible sourcing, guided by robust, science-based insights.

RE-ACCESSORY, RE-DISCOVERY

Through the Kering-level “Re-Accessory Gold” initiative, which repurposes precious metals recovered from the Group’s unsold merchandise while delivering both environmental and financial benefits, Gucci launched the project internally in 2025, beginning with silver. As part our precious metals sourcing strategy, we incorporated 140 kilograms of recycled silver from this platform into our jewelry collections—including Gucci Interlocking, GG Marmont, and Blind for Love. We intend to continue leveraging this innovative program, which harnesses collective synergies and resources to advance more sustainable sourcing practices.

DIGITAL PRODUCT PASSPORT

Beginning in 2025, we have been introducing GUCCI Authenticity NFC tags in our collections to enhance transparency and traceability. By April 2026 more than 100 products, representing over 200,000 units, were equipped with NFC technology. Using the Gucci App, our clients can scan eligible products to access detailed information, following the product journey from the farms and fields where raw materials were sourced through to manufacturing and product assembly. The initiative currently includes products from our Denim Evolution, regenerative wool, and regenerative cotton collections. In parallel, we’ve been developing a “digital twin” of our products by progressively digitalizing and organizing traceability and sustainability data across all categories. This work supports the creation of a Digital Product Passport, providing a more complete and reliable view of each item’s journey and characteristics along the value chain to enhance our ability to track and communicate product information from source to end use.





Traceable Materials

Our sourcing strategy emphasizes traceability to enhance transparency and ensure alignment with our ambitious standards. Over the past year, we have continued to focus on traceability across our supply chain, as illustrated by a year-on-year comparison.

OVERALL TRACEABILITY



* % based on Environmental Reporting which covers country-level traceability. Gucci goes beyond country-level through key materials' traceability programs.

PRECIOUS SKINS



* % based on Environmental Reporting which covers source country level. Further, Gucci's precious skins supply chain is controlled with traceability to wild source and/or captive operations.

LEATHER



* % based on Environmental Reporting which covers abattoirs' country level. Further, Gucci also has 94% visibility of abattoir's name and location.

CELLULOSE-BASED FIBERS

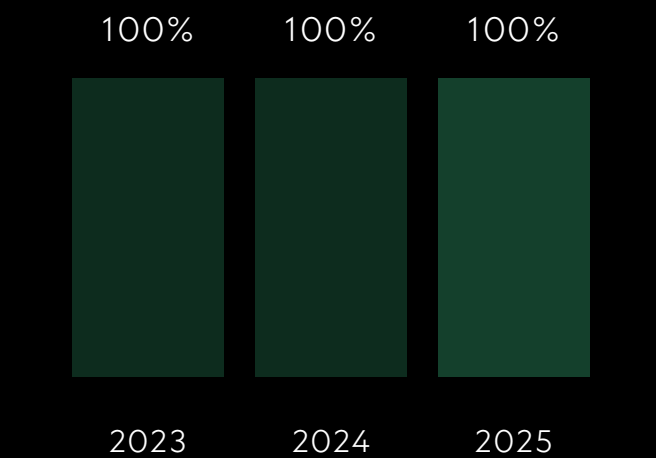


* % based on Environmental Reporting which covers country of pulp producer. Further, Gucci also traces pulp producer's names and locations, whereby we prefer sourcing from producers using the CanopyStyle methodology.

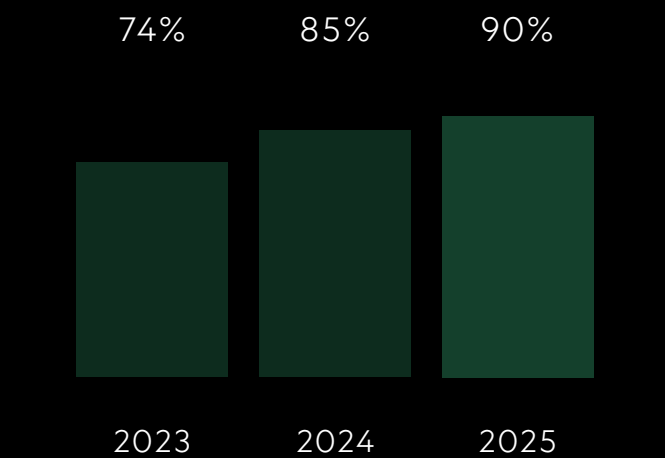
Responsibly Sourced Materials

We’ve continued to increase our use of lower-impact materials—such as recycled, organic, and certified options—resulting in measurable impact savings. At the same time, we’ve added to the overall reduction of our material footprint through targeted initiatives spanning the value chain, from raw material production, including new and continued investments in regenerative farming projects, to innovative manufacturing processes. These efforts are reflected in a year-on-year comparison.

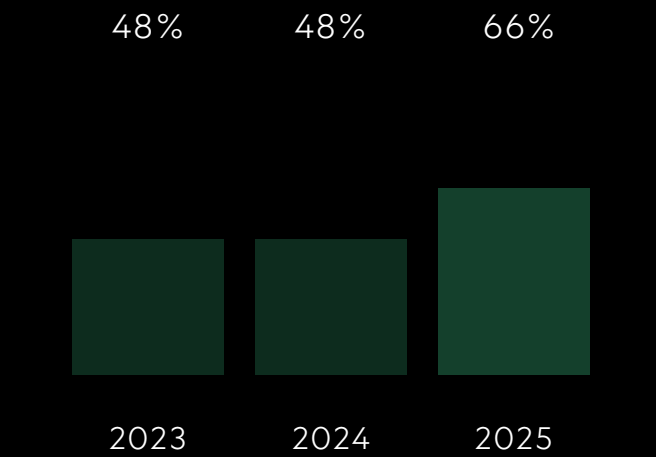
RESPONSIBLY SOURCED PRECIOUS METALS



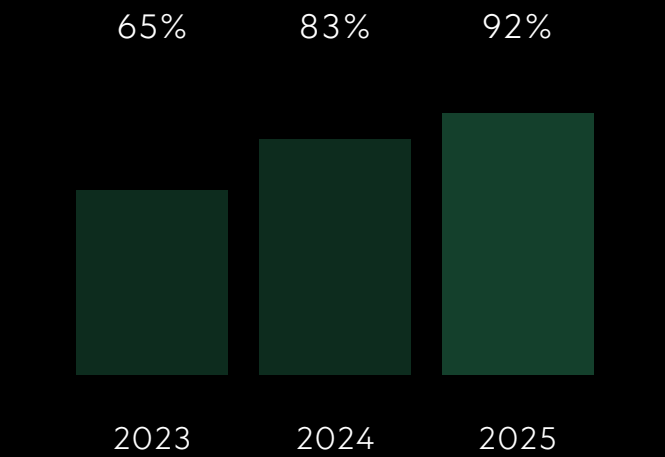
ORGANIC OR RECYCLED COTTON



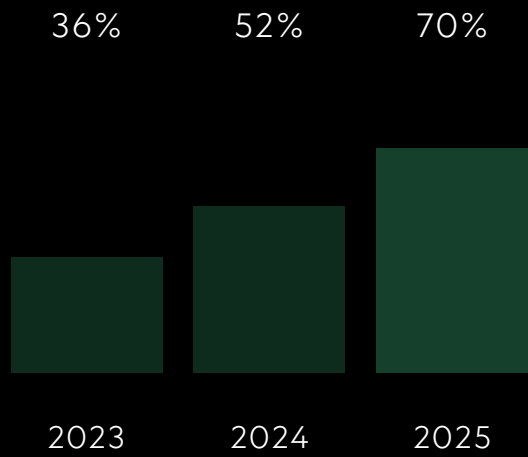
ORGANIC OR RECYCLED SILK



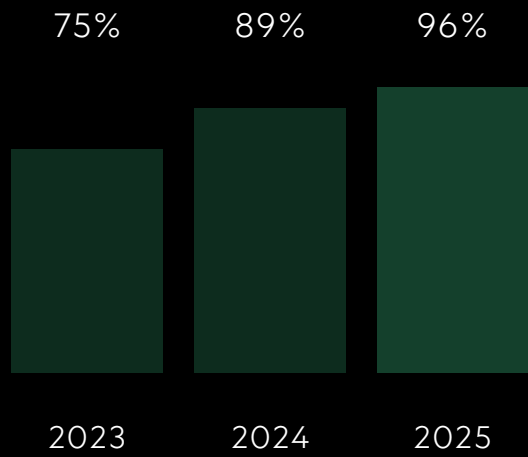
ORGANIC, RECYCLED OR RESPONSIBLY SOURCED WOOL AND CASHMERE



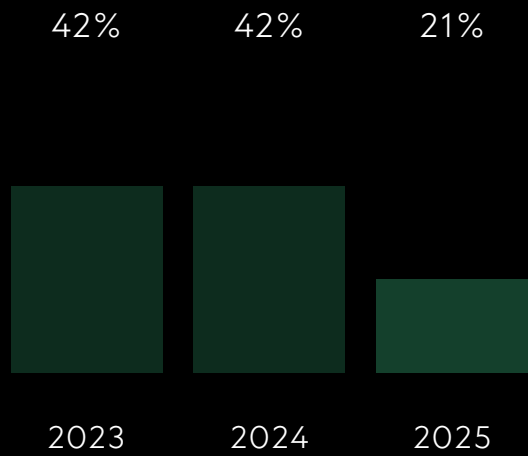
RECYCLED NYLON AND POLYESTER



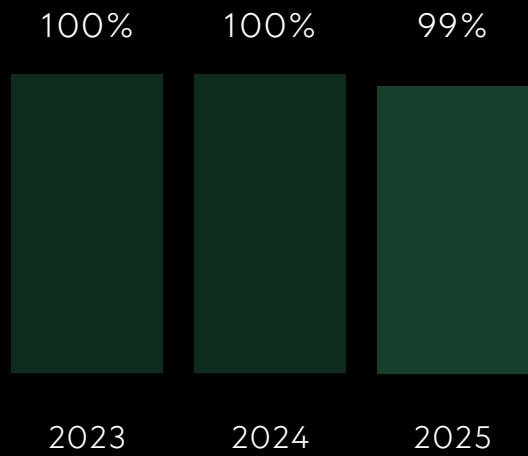
RECYCLED VISCOSE OR FROM RESPONSIBLY
MANAGED SOURCES

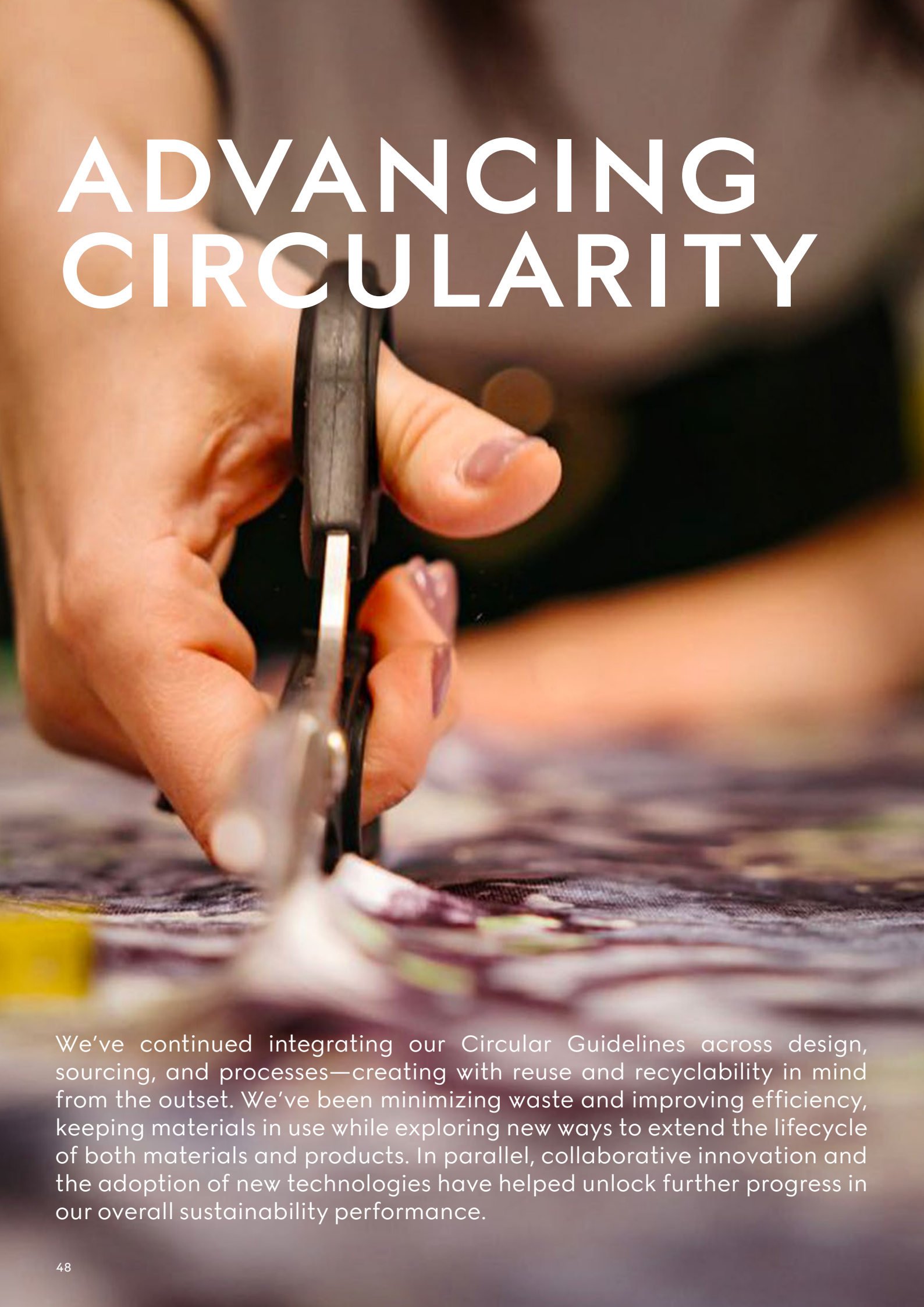


METAL-FREE LEATHER



PAPER FROM RESPONSIBLY MANAGED
FOREST SOURCES





ADVANCING CIRCULARITY

We've continued integrating our Circular Guidelines across design, sourcing, and processes—creating with reuse and recyclability in mind from the outset. We've been minimizing waste and improving efficiency, keeping materials in use while exploring new ways to extend the lifecycle of both materials and products. In parallel, collaborative innovation and the adoption of new technologies have helped unlock further progress in our overall sustainability performance.

2025 Spotlight

Innovation is central to our circular transition, reimagining how we design, track, and reuse materials.

CIRCULAR FASHION INDEX

Marking our third consecutive year of recognition, Gucci once again ranked in the Top 10 in Kearney's 2025 Circular Fashion Index. A comprehensive assessment of circular economy practices in the fashion industry, the 2025 edition evaluated 246 global brands across 18 countries. Scores were based on key criteria, including the adoption of circular design principles, communications, product care instructions, product repair and maintenance services, second-hand, rental, and closed loop solutions.

AI FORECASTING

In 2025, we continued to develop a portfolio of innovative AI-based initiatives to strengthen material circularity and improve manufacturing efficiency. AI optimization models are highly effective in identifying reuse opportunities for obsolete materials, helping to reduce waste and minimize inventory write-offs. As part of this effort, we have been testing defect-recognition, cutting-optimization, and nesting-optimization systems to improve the quality and utilization of raw materials. For example, by predicting defects in hides and determining optimal cutting patterns at early stages, these solutions can maximize leather yield and forecast the number of hides required for production. In turn, these capabilities enable more efficient material planning, reduce waste, and improve resource utilization. Overall, these AI-driven solutions have the ability to accelerate decision-making while delivering both economic and environmental benefits.

CIRCULARITY BY DESIGN

To strengthen sustainability at the design level and support our Creative Department, we developed a Circular Training Module in 2025, which will be delivered in 2026. Providing an overview of key sustainability and circularity best practices, the module serves as a foundational learning tool. As part of the curriculum, the role of designers is explored in depth, highlighting the impact their design choices can have across the product lifecycle. The training encourages designing with purpose in order to minimize environmental impacts by focusing on durability, responsible material selection, and circular economy principles across products, processes, and materials. In 2026, further training modules will be developed to address and engage other functions across Gucci.





MEDULLA DIGITAL SOLUTION

Originally introduced in 2022, Medulla is an internal digital tool within our Circular Hub that plays a key role in advancing circularity by making leftover materials both visible and usable. Acting as a centralized repository, it provides detailed information on the materials and all components used in our products—including elements such as bag hardware and lining—which can be easily identified and accessed digitally through dedicated codes and links. In 2025, we enhanced Medulla and expanded its scope to include data on leftover materials and

available stock from our Leather Goods and Shoes collections. This important integration supports the reuse of leftover materials by transforming existing inventory into valuable resources for new products, helping to reduce both waste and the need for new sourcing. By 2026, we plan to further expand Medulla across additional categories by integrating Ready-To-Wear fabrics and associated leftover materials, strengthening our ability to maximize resource utilization and further support circular design practices.

2025 Gucci-Up

Since 2018, Gucci-Up has played a pivotal role in our circularity strategy by recovering leftover materials from manufacturing. Rather than going to waste, these production offcuts are given a second life through their transformation into new products or their repurposing as raw materials. Materials that are not internally reused are either reintroduced into the market or donated to NGOs and social cooperatives in Italy, supporting community-led initiatives and social impact projects. For example, in 2025, we partnered with 12 programs dedicated to the reskilling of vulnerable women in Italy, further strengthening our commitment to social inclusion.

TEXTILE LEFTOVERS RECOVERED

431

tons totaling 2,354
tons since 2018

LEATHER LEFTOVERS RECOVERED

54

tons totaling 1,281
tons since 2018

METAL SCRAPS REGENERATED

32

tons totaling 406
tons since 2018

FABRIC DONATED TO SOCIAL COOPERATIVES

9,000

meters donated
totaling 178,000
meters since 2018

2025 Gucci Scrap-less

Since launching Gucci Scrap-less in 2018, we've achieved significant environmental savings by rethinking the traditional leather manufacturing process. Instead of treating entire hides—often resulting in substantial offcuts—our approach begins by cutting hides to size and then processing only the necessary portions. This targeted method improves production efficiency while minimizing material waste, as well as reducing the use of energy, water, and chemicals, as reflected in our 2025 results.

LEATHER SCRAPS REDUCED

12 tons

WATER SAVED

715,000 liters

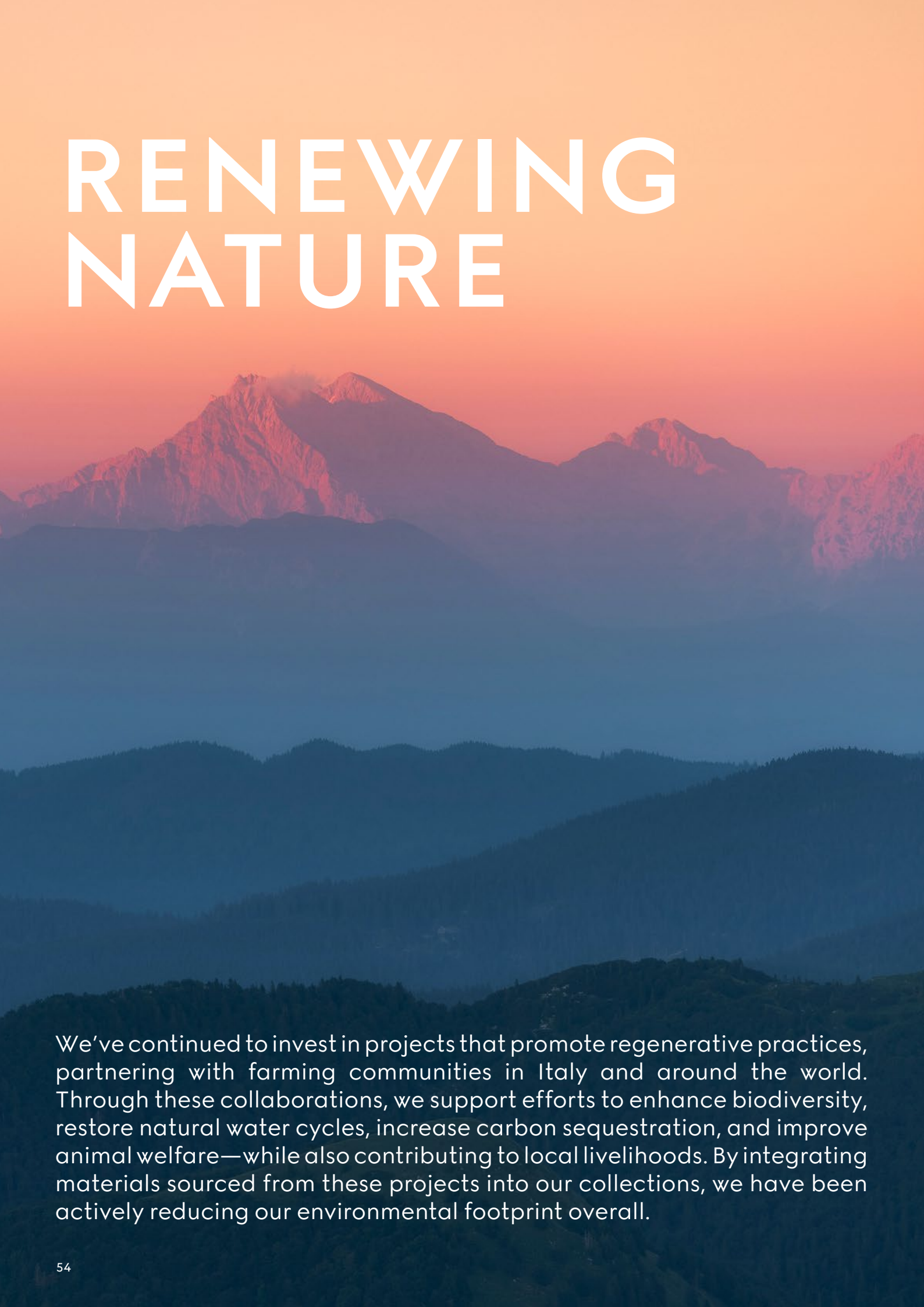
CHEMICALS AVOIDED

9 tons

ENERGY SAVED

68,000 kWh

RENEWING NATURE



We've continued to invest in projects that promote regenerative practices, partnering with farming communities in Italy and around the world. Through these collaborations, we support efforts to enhance biodiversity, restore natural water cycles, increase carbon sequestration, and improve animal welfare—while also contributing to local livelihoods. By integrating materials sourced from these projects into our collections, we have been actively reducing our environmental footprint overall.

2025 Regenerative Projects



REGENERATIVE LEATHER

In 2025, we initiated a new partnership focused on advancing more sustainable leather production through regenerative agriculture. The Norwegian Leather project aims to measure, monitor, and continuously improve regenerative outcomes across the supply chain, aligning with recognized frameworks such as Ecological Outcome Verification (EOV)—a science-based, outcome-oriented monitoring protocol that tracks tangible landscape changes including soil health, biodiversity, and

ecosystem function. Building on our established sourcing of Norwegian bovine leather, the project combines baseline assessments and pilot farm implementation to establish a clear understanding of the ecological conditions while supporting a targeted, measurable transition toward regenerative farming practices. Through ongoing monitoring and data-driven improvement, we are endeavoring to contribute to a more resilient and responsible leather supply chain.



ORGANIC SILK

In 2025, we continued our collaboration with the Nido di Seta farm in Southern Italy to support the revival of the country's historic silk supply chain. Nido di Seta has worked to restore this legacy by replanting mulberry trees, reviving silkworm farming, and training local artisan women in silk production. To date, more than two hectares of mulberry orchards have been restored and newly established. Since 2022, Gucci has played an active role in supporting the farm's organic mulberry cultivation, investing in infrastructure including harvesting machinery, sericulture facilities, a silk reeling plant, and renewable energy systems through the installation of photovoltaic panels. These efforts have

increased cocoon production and helped create a fully Italian silk supply chain, culminating in Gucci scarves made entirely from locally produced organic silk. By 2025, the initiative had expanded through partnerships with a local agricultural public institution and another local cooperative, with a combined 1,220 mulberry trees producing around 50kg of organic silk between them. Overall, the initiative fosters a locally rooted ecosystem that brings together traditional knowledge, craftsmanship, innovation, and community development, helping to preserve Italy's silk-making heritage for future generations.



REGENERATIVE COTTON

Beginning in 2024 and continuing through 2025, we've partnered with our supplier, Albini Group, to integrate certified cotton into our collections. Sourced from a 160-year-old family farm in California spanning 263 hectares of cultivated land, the regenerative cotton is grown using practices that improve soil health, boost biodiversity, conserve water and energy, and support responsible labor standards. The resulting fabrics are both Global Organic Textile Standard (GOTS)- and Regenagri®-certified. Over the past two years, Gucci has purchased more than 100,000 meters of shirting fabric from this project. Each shirt includes a Gucci Authenticity NFC tag, giving our clients full visibility into the material's journey from farm to finished garment. By combining regenerative agriculture, traceability, and craftsmanship, the initiative shows how luxury can drive positive impact while delivering exceptional quality.

We're investing
in regenerative agriculture
to create lasting benefits
for nature, climate,
and communities.



REGENERATIVE DENIM

Originally introduced in Fall 2024, Gucci Denim Evolution remained part of our collection throughout 2025. The denim fabric is thoughtfully crafted from 76% certified and traceable cotton sourced from regenerative farming practices in Europe and 24% recycled fibers sourced in Italy. Beyond the main material composition, additional garment components have also been selected with responsible sourcing considerations following Gucci's Circular Guidelines: pocket linings made from 100% organic cotton, sewing thread from 100% recycled polyester, labels from 100% responsibly-sourced cellulose, hanger loops from 100% organic cotton, and metal hardware from 80% recycled brass. Each garment is equipped with a Gucci Authenticity NFC tag, enabling end-to-end traceability through blockchain technology, from raw material sourcing and manufacturing to final assembly.



REGENERATIVE WOOL

In 2025, we continued to scale our sourcing of regenerative wool from a project in Uruguay that we've been investing in since 2022, in collaboration with Chargeur Luxury Fibers. The Nativa™ regenerative agriculture program supports the transition of 17 farms, covering more than 115,000 hectares of land, to regenerative agricultural practices. The initiative employs 170 agricultural workers and directly benefits 250 people across the participating farms and their local communities. Since 2023, we've purchased more than 280 tons of regenerative wool from the project, representing approximately 30% of our total wool sourcing in 2025. Initially used in Silk and Soft Accessories products, this wool is being progressively integrated into a broader

range of Silk and Soft Accessories styles as well as Ready-to-Wear knitwear, supporting our wider materials transition strategy. As an example, after launching our first scarves made with the project's regenerative wool in 2024, we expanded the offering significantly in 2025, scaling up from the initial launch to nearly 700,000 wool accessories—including scarves, hats, and gloves—and approximately 20,000 Ready-to-Wear knitwear pieces. Each product crafted primarily from regenerative wool features a Gucci Authenticity NFC tag, enabling clients to trace its journey from farm to store through blockchain technology, enhancing transparency and product traceability.



MOBILIZING CLIMATE ACTION

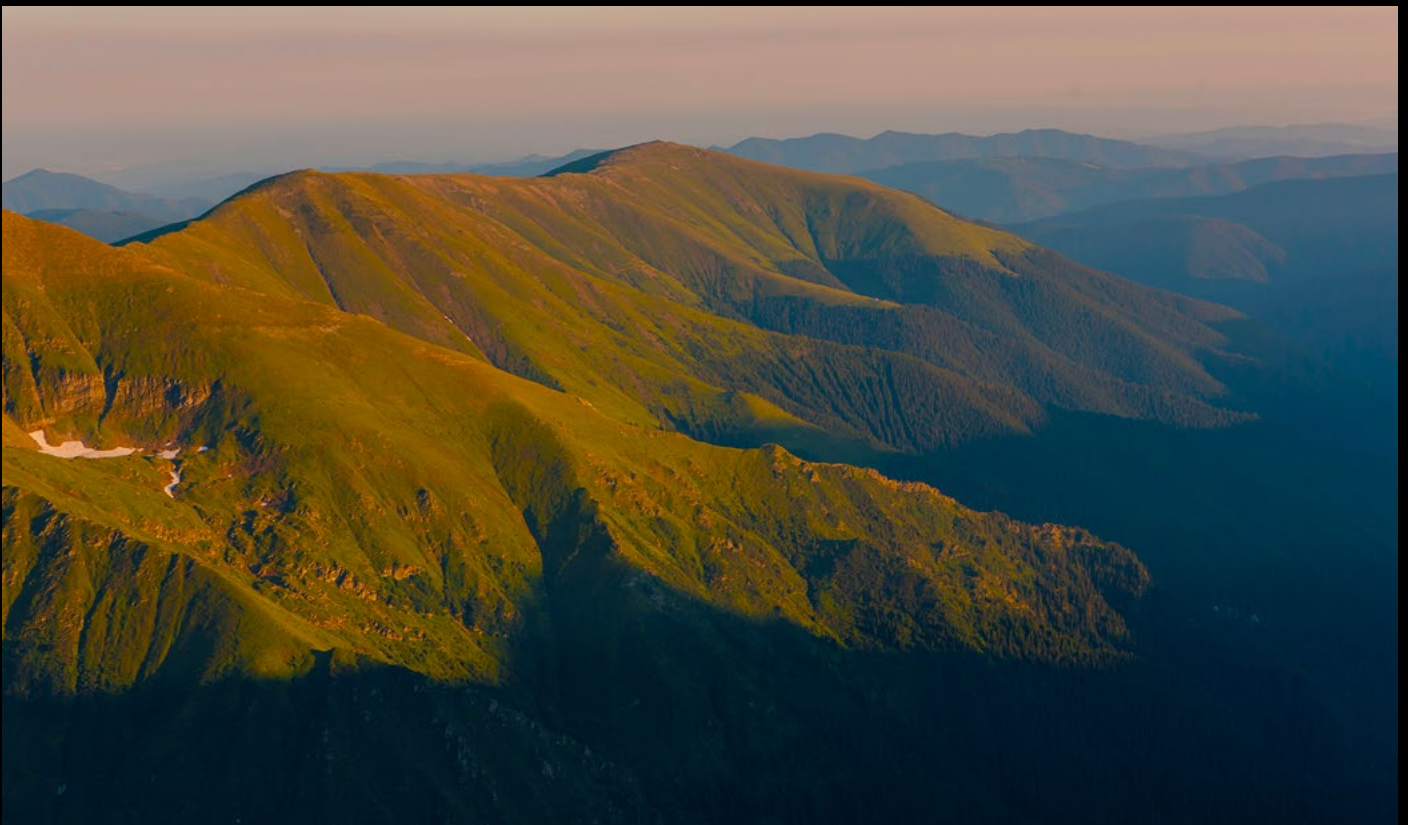
Our climate strategy is grounded in synergistic mitigation and adaption efforts, prioritizing targeted and effective initiatives to reduce our environmental footprint along our entire value chain. We are aligned with a 1.5°C decarbonization trajectory and have validated science-based targets via our parent company Kering to ensure we remain consistent with the latest climate science and best practice.

2025 Impact Reductions

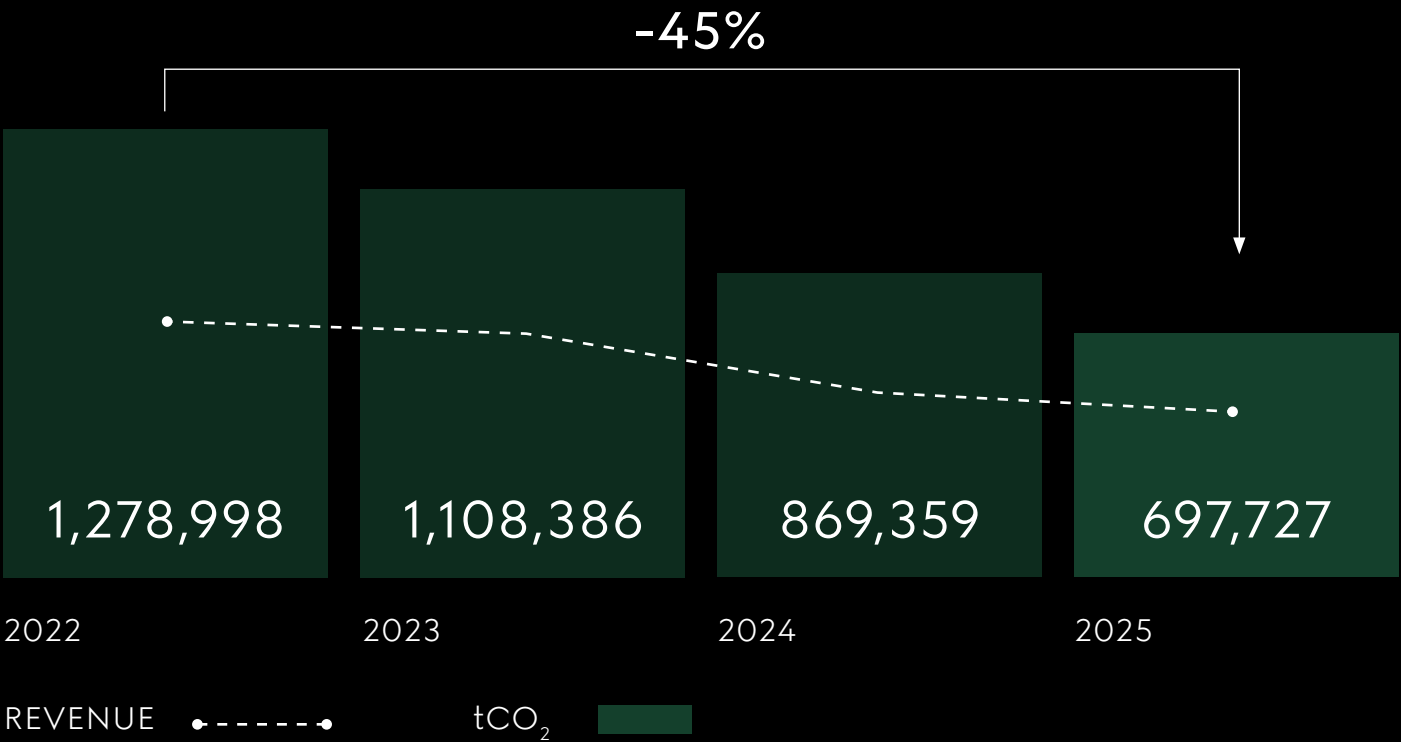
Gucci's environmental reporting goes far beyond standard environmental reporting, accounting for every tier of the supply chain, from our own operations and stores all the way upstream to the production of raw materials and downstream to the product use phase and end of life. It follows a "cradle-to-gate" approach, considering our products' entire life cycle, from raw material extraction to disposal or recycling.

In 2025, we continued advancing our decarbonization strategy, driven by Kering's science-based target to reach net-zero greenhouse gas emissions by 2050, with a series of Group-wide near- and long-term targets to attain in line with climate science and net-zero criteria verified by the Science Based Targets initiative (SBTi). These targets have been incorporated into our strategy.

Our 2025 environmental performance is detailed in a year-on-year comparison of our absolute greenhouse gas emissions starting from our 2022 baseline, followed by a breakdown of absolute emissions across scopes 1,2, and 3 as defined by the GHG Protocol. Lastly, three tables share the breakdown of the environmental impacts associated with our products' lifecycle and their commercialization, covering greenhouse gas emissions, land use and water withdrawal.



ABSOLUTE GHG EMISSIONS YEAR-ON-YEAR (tCO₂e)



*Gucci reports on our greenhouse gas emissions in accordance with the GHG Protocol.

KEY TAKEAWAYS

In 2025, our absolute greenhouse gas emissions decreased by -20% in comparison to 2024 and by -45% versus the 2022 baseline, confirming a consistent downward trend across our value chain. Raw material production remains the largest impact contributor, accounting for 52% of our total absolute greenhouse gas emissions across scopes 1,2 and 3 of the GHG Protocol. It is therefore of interest to note that our emissions reductions are mainly driven by the production of the raw materials we purchased in 2025, in particular by leather, cotton, and precious skins, adding up to a -12% reduction of our greenhouse gas emissions overall.

ABSOLUTE GHG EMISSIONS BY SCOPE (tCO₂e)

CO ₂ emissions (tCO ₂ eq.)	2022	2023	2024	2025	Var LY
Scope 1	13,985	12,188	12,454	12,756	2%
Scope 2 (Market-based)	4,350	4,575	5,081	5,371	6%
Scope 3	1,260,662	1,091,623	851,824	679,601	-20%
Purchased goods and services	919,055	811,470	643,983	532,546	-17%
Capital goods	145,704	116,126	82,543	38,433	-53%
Upstream energy	23,898	24,300	26,740	23,837	-11%
Upstream transportation	119,965	92,841	62,581	52,481	-16%
Waste in operations	2,925	1,991	1,385	898	-35%
Business travels	6,287	5,876	4,669	3,056	-35%
Employee commuting	20,011	19,191	16,894	14,837	-12%
Downstream transportation - Wholesale	4,605	4,251	4,190	2,605	-38%
Use phase of goods	6,481	5,376	3,259	5,360	64%
End of life of goods	11,730	10,201	5,578	5,548	-1%
Total	1,278,998	1,108,386	869,359	697,727	-20%

* Scope 2 Energy consumption is reported on the basis of the market-based approach, which takes into account contractual instruments for the purchase of energy certified as coming from renewable sources.

KEY TAKEAWAYS

In 2025, we achieved a significant -20% absolute reduction across combined scopes 1, 2 and 3 of the GHG Protocol compared to 2024. Scope 3 absolute greenhouse gas emissions, which represented 97% of our absolute emissions, were reduced by -46% in 2025 from our 2022 baseline and by -20% between 2024 and 2025. Key to note that the data variation in the consumer use phase is mainly driven by methodological updates rather than operational changes. On a comparable basis between 2024 and 2025, the increase was limited to 6.5%.



2025 PRODUCT LIFE CYCLE

	Tier 4 Raw Material Production	Tier 3 Raw Material Processing	Tier 2 Components Manufacturing	Tier 1 Final Assembly	Tier 0 Operations and Stores	Use Phase	End of life	Total
GHG Emissions in tCO ₂ e								100%
Total	55.49%	19.45%	8.18%	8.47%	5.96%	1.20%	1.25%	100%

Land Use in m ²								100%
Total	94.19%	1.37%	1.14%	2.47%	0.74%	0.08%	0.01%	100%

Water Withdrawal in m ³								100%
Total	49.83%	20.50%	6.11%	3.78%	17.31%	2.45%	0.02%	100%

* The tables show the environmental impact relating to the products' life cycle and their commercialization. They do not include the environmental impact resulting from Gucci's transversal operations that are not directly related to our products and value chain (for example capital expenditures, franchises and financial investments, business travel and employee commuting, company cars and purchase of services, media activities).

KEY TAKEAWAYS

The impacts of greenhouse gas emissions, land use and water withdrawal were associated primarily with raw material production, with significant impacts in regards to greenhouse gas emissions and water withdrawn linked to processes as well. The impact of greenhouse gas emissions connected to the raw material production and processing stages represented almost 75% of the total greenhouse gas emissions in 2025 and, overall, our greenhouse gas emissions decreased by -20% compared to 2024. In 2025, just over 94% of our total land use impacts were associated with raw material production. Overall, land use impacts increased by 5% in 2025 compared to 2024. This was primarily driven by a near doubling of cashmere volumes year-on-year, while leather and cotton showed a reduction in their land use impact. Finally, the majority of our water use (freshwater withdrawal) impacts were linked to the raw material production and processing stages representing almost 70% of the total. In 2025, overall water withdrawal impacts decreased by -10% compared to 2024.

2025 Direct Operations



100%

Renewable energy worldwide in accordance with the RE100's guidelines

163

LEED-certified sites

93%

LED lighting in stores worldwide

98

Building Management Systems in stores

76

Energy Meter Systems across all stores, offices, and industrial sites in Europe for real-time monitoring of energy consumption

2025 Supply Chain



95%

Manufacturers based in Italy

2,080

Supplier audits

GUCCI