



SUSTAINABILITY > PEOPLE

Suppliers

[Supply Chain Profile](#)[Responsible Sourcing](#)[Animal Welfare & Traceability](#)[Dialogue to Gr](#)

For the Moncler Group, talking about quality also means talking about health and safety, respect for human rights, environmental protection and, in general, ethics in business conduct along the entire value chain. The continuous pursuit of social responsibility goals involves taking a commitment that extends well beyond its boundaries, embracing the entire supply chain.

SUPPLY CHAIN DUE DILIGENCE

To promote proper and responsible management of workers throughout the value chain, the Group has adopted an **integrated due diligence system** in line with the OECD (Organisation for Economic Co-operation and Development) guidelines, which includes, in addition to the definition of standards and policies that suppliers must adhere to, risk analysis processes, mitigation actions, third party compliance verification by specialised entities and, when necessary, remediation plans, as well as the availability of whistleblowing and grievance platforms.

THE GROUP'S POLICY SYSTEM

The Moncler Group has adopted specific policies in order to promote a responsible value chain in all the countries in which it operates, and to manage or mitigate theoretical risks and potential negative impacts.

The **Codes of Ethics** of the Moncler brand and the Stone Island brand encompass the set of values that both Brands recognise, share and promote, including with their partners. Employees and collaborators are required to act with honesty and integrity and to build relationships with stakeholders based on mutual trust, so that growth is guided by the principle of shared value. In particular, through the Codes, the Group requires its partners to make the same commitment and, among other requirements, not to knowingly enter into relationships of any kind, either directly or indirectly, with parties who in any way violate the rules on adequate labour standards, with particular, but not exclusive, reference to the fight against child labour and forced labour as well as the protection of health and safety.

The Group's **Supplier Code of Conduct** sets out expectations for how partners should operate. It consists of six sections (Labour and Human Rights, which includes a prohibition on forced and child labour, Health and Safety, the Environment, Animal Health and Welfare, Product and Service

Safety and Quality and Business Ethics) and contains the mandatory requirements that suppliers must comply with in order to begin or continue working with the Group.

The Group's **Human Rights Policy**, which is an integral part of the Code of Ethics and is prepared with the technical support of the International Labour Organization (ILO), defines the principles underlying the Group's commitment to respecting and promoting fundamental human rights and preventing or mitigating any negative impact of its activities through an approach based on risk assessment criteria at all levels of its value chain.

All suppliers¹, during the contractual phase, are required to sign the Code of Ethics, with its related Policies, and the Supplier Code of Conduct. By signing, suppliers commit to respecting its principles and ensuring that their own subcontractors comply with them, as well as displaying these documents in the workplace to make them easily accessible to workers.

RISK ASSESSMENT

The risk analysis is carried out using various tools and applies to the various entities within the value chain. It includes all the Moncler Group sites, existing and potential business relationships (e.g. mergers or acquisitions), potential and actual suppliers, sub-suppliers and their employees, including women, children, indigenous peoples and local communities, in any way connected to or affected by, directly or indirectly, the Group's activities.

In particular, every year, the Group, with the technical support of a specialised and independent international partner, conducts a specific risk assessment of environmental impacts and human rights violations along the value chain. The analysis, carried out at country level, covers all stages of the production process. As a result of this project, the potential risk profile by geographical area for each of the main human rights was mapped, including decent wages, health and safety at work, discrimination in the workplace, child labour, forced labour, inadequate working hours, human trafficking, migrant workers, freedom of association and collective bargaining. The theoretical risk assessment analysis confirmed that the services and production processes carried out by the Group at directly managed sites do not present a significant risk profile for any human rights violations, while those managed by the Group's direct suppliers and their supplychains are characterised by diversified levels of risk. In particular, the stages of the chain relating to cotton cultivation and the intermediate processing of the finished product might potentially be characterised by higher risk profiles than the other stages. For this reason, for years the Group has implemented structured monitoring and prevention processes aimed at mitigating these risks throughout the entire supply chain. Among the human rights analysed within the supply chain, ensuring decent wages has emerged as one potentially at risk. The Group is committed to monitoring this matter through specific analyses of the living wage. Lastly, the country-level analysis revealed the presence of higher potential risks in Southeast Asian countries, where the Group's supply chain has a very limited presence.

The Operations & Supply Chain and Purchasing & Procurement teams are periodically involved in training activities in which the results of human rights risk assessment activities along the supply chain are shared.

PREVENTION AND MITIGATION OF IMPACTS

The risk analysis process is essential to prevent negative impacts and define mitigation actions, such as prioritising ethical-social and environmental audit plans and integrating the results into the selection process for new suppliers.

The **ethical, social and environmental audits** are carried out both on potential suppliers, to assess their suitability for establishing a business relationship with the Group, and on existing suppliers, to verify ongoing compliance with applicable laws and the principles outlined in the corporate Codes. For the latter, any violation of the Group's requirements constitutes a contractual breach,

granting Moncler and Stone Island the right to request the immediate termination of the existing contract in the event of serious non-compliance. In less severe cases, the implementation of a timely corrective action plan.



In order to ensure maximum impartiality, audits are regularly entrusted to qualified, accredited, independent third-party entities with recognised expertise. The audits, regarding social aspects, focus on verifying respect for fundamental human and labour rights, with particular attention to the issues of forced labour, child labour, freedom of association, working hours, guaranteed minimum wage, and, not least, health and safety.

The Group's proprietary checklist, used to perform audits, is regularly updated to take account of changes in reference standards and local and international regulations. The Group defines, manages and updates an audit plan which covers all façon manufacturers and suppliers of finished products, aiming for them to be audited at least once every three years. In light of the new 2026-2028 Sustainability Plan, the Group intends to progressively strengthen this approach, increasing the frequency of controls according to a risk-based criterion, aiming to achieve, in the next few years, biennial audits for "critical suppliers" and annual audits for of high-risk suppliers². During the three-year period 2023-2025, Moncler carried out 978 ethical, social and environmental audits (on both suppliers and subcontractors). These activities covered 100% of the volumes assigned to outerwear façon manufacturers, providers of other outerwear processing (dyeing, printing, embroidery, etc.), suppliers of shoes and bags, knitwear and soft accessories; 83% of the volumes assigned to tanneries and 74% of modelling and prototyping suppliers. Stone Island, which has an ethical, social and environmental audit plan to ensure the highest coverage of suppliers in its supply chain, also carried out 464 ethical, social and environmental audits during the same three-year period (on both suppliers and sub-suppliers), equal to around 100% of the value of orders assigned to finished product suppliers and façon manufacturers. Moreover, in 2025, both Brands also conducted ethical, social and environmental audits on their main raw materials suppliers representing 76% of total material purchases for Moncler and 87% for Stone Island. In particular, with regard to the down supply chain, 100% of Moncler's suppliers were also found to comply with the new human rights and environmental compliance modules officially included in the DIST Protocol. Those environmental and social modules were also applied to the verification processes of all of Stone Island's RDS-certified down suppliers. Lastly, ethical, social and environmental audits also continued to be carried out on strategic service suppliers (logistic platforms and external quality control platforms), for which no material non-compliance was identified.

These verification activities were accompanied by audits of animal welfare and down traceability.

DISCOVER MORE

The Group, again with the goal of preventing impacts on suppliers' workers and, at the same time, the potential risks for Moncler and Stone Island, has also applied since 2024 a selection procedure for new suppliers and sub-suppliers. The evaluation of a new supplier involves an on-site visit carried out by the quality team to assess the supplier's alignment with the Group's quality standards and to report any observable social and environmental critical issues. After this technical analysis, the evaluation process for new façon manufacturers and new suppliers of finished products involves a documentary audit of the compliance and financial aspects of the counterparty and the performance of a **preliminary ethical, social and environmental audit** by a third party. For raw material suppliers, meanwhile, the process requires the filling in of an environmental and social assessment questionnaire supported by documentary evidence and subsequently, if critical issues arise in the responses, an on-site audit.

The Group thus commits to not include in its supply chain companies that do not comply with the Group's quality standards and basic ethical, social and environmental principles.

The results of the audit activities, including the prior audits, are regularly shared by the Sustainability and Internal Audit Functions with the Operations & Supply Chain and Purchasing & Procurement teams. This ongoing dialogue enables the management of relationships with suppliers to be reviewed, also taking into account potential risks and impacts on workers in the supply chain.

Over the years, following a risk-based approach, the Group has progressively strengthened its supplier and sub-suppliers monitoring system by complementing traditional audits with additional measures. These include **half-yearly documentary checks** on tax, social security and corporate compliance; **on-site visits also conducted outside working hours**; **energy consumption controls** to identify any production activities carried out at night; analysis of production capacity; and inventories of materials and finished products at the laboratories.

With reference to wage practices, which is another matter being addressed in the fashion industry, in the Supplier Code of Conduct and in the Human Rights Policy, the Group recognises the importance of guaranteeing wages that are aligned with the law or binding collective agreements in force in the countries where it operates and, in any case, adapted to the cost of living, the basic needs of employees, discretionary profit, market benchmarks and the type of professional services. The Group requires its suppliers to provide to the workforce a fair level of compensation and career development that reflects their knowledge, skills, abilities and professional experience, as well as benefits, salary and non-salary incentives. Like the Group, suppliers are expected to both provide all the benefits required by the law, including but not limited to social security, parental leave, annual holidays and calendar holidays, and engage in regular social dialogue on compensation issues. In addition, all suppliers are required to full cover taxes and other recruiting and hiring costs for workers, including migrant workers, temporary workers and fixed-term contracts. Since 2021, the Group has carried out, with the support of a third party, **specific analyses of the living wage** at both its corporate offices and at its suppliers. At the end of 2025, the Group reached its target of evaluating and involving 100% of the “critical suppliers” in a living wage analysis.

ADOPTION OF CORRECTIVE OR REMEDIAL MEASURES

If audit activities reveal violations of applicable laws or principles set out in the Group's Codes and Policies, the Company requires the supplier to implement appropriate actions to resolve the non-compliance.

Notwithstanding the **zero-tolerance** approach for major breaches, for which the Group reserves the right to terminate immediately the existing contractual relationship with the supplier, both Brands are committed to **supporting their supply chain** in raising awareness and driving continuous improvement, requiring the implementation of corrective actions where needed. Following each audit, an improvement plan is issued and its implementation is then verified. The Group undertakes to proactively support all suppliers in implementing the agreed corrective actions.

In order to verify that **corrective measures** are effectively implemented by the agreed deadline, the Group carries out both on-site and documentary follow-up audits.

With regard to the 507 audits carried out on ethical and social aspects in 2025, at year-end more than 94% of these were in line with the highest Group's social and environmental standards (more than 90% including “critical suppliers”). Collaboration was ended with around 2% of them (10 suppliers), and the remaining 4% turned out to have non-compliances at the end of 2025, as the audit activity took place just before the last months of the year and not all the actions aimed at remediating the non-compliances had yet been closed.

In 2025, with particular reference to social aspects, 89 of the 507 audits found non-compliances and the relative improvement plan was issued. The main areas of non-compliance related to occupational health and safety (79%) and, in 17% of cases, aspects relating to management of employment relationships (non-compliance relating to pay and salary (8%), working hours (5%) and employment contract management (4%)), and, in only 4% of cases, human rights issues. For the least critical non-compliances, it was agreed with the suppliers to promptly implement a resolution plan, while in the most critical cases, the collaboration with the supplier was terminated.

Finally, the Group examines each situation to assess whether any non-compliance identified has resulted in negative impacts on workers; in the event of proven negative impacts, the Group verifies whether or not these fall within the scope of its responsibility by assessing their correlation with the performance of its activities. If such a correlation exists, the Group takes measures to remedy the impacts on workers in the value chain, collaborating, where necessary, with the competent authorities at national and international level and with its suppliers and partners to adequately address these situations. The Group also expects suppliers and business partners to implement mitigation and remediation measures for human rights violations in their activities, integrating these obligations into their contracts.

The due diligence process has contributed to strengthen over time the awareness and culture of human rights, as well as the risks associated with them, both within the Company and along the supply chain. The actions taken have proven their effectiveness over time, leading to the selection of suppliers with progressively lower risk and demonstrating that non-compliances, solved thanks to the improvement plans implemented during the three-year audit cycles, do not recur in subsequent audits.

The due diligence activities, carried out using the various tools and methodologies described in the sustainability report, covered the Group's entire value chain — including both the supply chain and the activities of Group companies and joint ventures. The specific assessments conducted in 2025 to identify potential human rights risks did not reveal, as of year-end, any cases classified as high risk for human rights violations.

All the activities described so far, both those of periodic monitoring and control of the supply chain and those of collaboration and dialogue with suppliers to promote more sustainable and responsible practices, are part of the Moncler Group's program defined for suppliers on sustainability topics.

In this context, the Group has defined a governance system aimed at guaranteeing harmonization between the sustainability strategy for the supply chain and the Group's purchasing practices. Above all, a Control, Risk and Sustainability Committee has been established at Board level which is entrusted by the Board of Directors with supervising the implementation of all sustainability practices, including responsible sourcing with all related activities included into Group's program defined for suppliers on sustainability topics. This committee acts with the support of various corporate functions (including the Sustainability Unit and the Operation Team) that have operational responsibility for carrying out the various activities, for each area of responsibility, within the program.

Moreover, the Group pays special attention to the management of its purchasing practices in order to ensure their alignment with the Group's Code of Ethics and Supplier Code of Conduct and to avoid potential conflicts with sustainability requirements. To this end, it has also adopted a Purchasing Policy, which defines roles, responsibilities and fundamental principles for the management of purchases, ensuring transparency, fairness and regulatory compliance, and applies to all Group Companies. The purchasing practices are periodically reviewed and updated, and all Group's employees involved in their implementation (both buyers and other

employees who are in contact with suppliers) are trained on their proper application and on the principles of sustainability and responsibility most relevant to their work (in particular, for example, a specific training course on the principles of the Code of Ethics and a training course on Human Rights are provided).

As evidence of this, the guidelines to be followed for the purchase of all packaging used by the Group have been further updated precisely in order to keep them in tune with the latest scientific developments in the area of materials with a lower environmental impact; in addition, the Responsible supply chain team is responsible for periodically updating the Raw Material Manual, which summarizes the criteria and thresholds that guide the choice of “preferred” materials with lower environmental impact compared to conventional solutions and which are integrated into the purchasing practices of all raw materials purchased by the Group.

FAIR WAGE PRACTICES ALONG THE VALUE CHAIN

Moncler partners with the Fair Wage Network, an independent organisation dedicated to progressing fair wage practices across global supply chains. The methodology adopted involves collaboration with companies and suppliers to assess wage practices by administering questionnaires to be completed by both workers and managers, in order to identify any problems and suggest improvement actions.

The Fair Wage Network assessment methodology is structured around 12 aspects, covering the entire spectrum of wage indicators: the living wage is therefore only one of the dimensions analysed, with other aspects and variables of the wages practices and pay systems being evaluated (such as wage negotiation with workers’ representatives through collective bargaining, the presence of grievance mechanisms for complaints on remuneration issues, etc.). Another area of the analysis involves comparing the results of the assessment with sector and country benchmarks.

The implementation of this analysis and the gradual extension to other Group suppliers have been assessed and prioritised on the basis of the risk profile associated with the geographical location of the supplier and other factors, such as the presence of collective labour agreements, which ensure dialogue and respect for social and environmental aspects. In this regard, over 70% of the Moncler Group’s suppliers are located in Italy and are covered by collective bargaining agreements.

At the end of 2025, the Group reached its target of evaluating and involving 100% of the “critical suppliers” in a living wage analysis. The analysis, which in the last three years has involved more than 16,000 workers of the Group’s suppliers, confirmed that all of these workers receive remuneration in line with or above the local minimum wage applicable under applicable regulations. In particular, it was found that more than 85% of the workers involved in the assessment receive a salary in line with the specific *living wage* calculated for the reference country (where possible, the Region) and parameterized according to specific indicators for that country, such as the average fertility rate and the average number of people per household who receive an income from work.

MONCLER

GROUP

DEFINITION

DIMENSION

1 Payment of salaries	A wage which is regularly and formally paid in full to the workers.
2 Living wage	A wage that ensures minimum acceptable living standards.
3 Minimum wage	A wage that complies with the regulations on legal minimum wage.
4 Prevailing salary	A wage that is comparable to wages in similar enterprises operating in the same sector in the same country.
6 Remuneration system	A balanced wage structure between base wage, additional bonuses and benefits. A wage that reflects different levels of education, skill and professional experience, and that remunerates individual and collective performance. A wage that complies with the regulations on social insurance payments and paid holidays and that does not include disciplinary wage sanctions.
7 Communication and social dialogue	A wage on which workers receive sufficient information in advance (through an individual work contract), during the production process (through regular communication channels) and at the time of the wage payment (through a detailed payslip). A wage that is negotiated individually (with the employer only) and collectively - in particular through collective bargaining - between the employer and the workers' representatives who are freely accepted in the company.
8 Wage discrimination and wage disparity	A system based on equal wages for equal work that does not lead to wage discrimination and does not generate unjustified, too high and too rapidly growing wage differentials within the company.
9 Real wages	A wage that grows at least in proportion to rising prices.
10 Wage share	A wage that grows in proportion to the company's sales and profits and does not lead to a fall in wage share compared to the company's performance growth.
11 Wage cost	A wage whose progression does not lead to a dramatic reduction in wage costs within total production costs and as a percentage of employment.

DIMENSION

DEFINITION

MONCLER

GROUP

12 Work intensity, technology and up-skilling

A wage that progresses along with changes in intensity at work, technological contents and the evolving skills and tasks of the labour force.

In general, the Group is committed to work with all players in its supply chain, specialised associations and other strategic partners to increase awareness and understanding of the issue of fair wages.

Notes

¹ Approximately 95% of significant Group contracts include compliance with the Brands' Code of Ethics.

² Includes façon manufacturers and finished products suppliers located in high-risk countries, identified using the proprietary methodology of an international partner specialised in ESG topics and through media monitoring activities.

Investor Email Alerts

Subscribe to our email updates and stay connected with Moncler Group.

SUBSCRIBE TO OUR NEWSLETTER

Moncler Group

Group

Investors

Governance

Sustainability

Media

Careers

Explore

Moncler.com

Language

English Italian

High Contrast

On Off

© Moncler S.P.A. All rights reserved [Corporate Info](#)

[FAQ](#)

[Glossary](#)

[Legal Notes](#)

[Privacy Policy](#)

[Cookie Policy](#)

[Cookie Settings](#)

[Declaration of Accessibility](#)