

# Shaping the Talent Journey

## Our Talent Strategy



Vision : “To build a world-class talent ecosystem that drives transformation, fosters entrepreneurship, cultivates excellence in skills, and sustains our leadership in the dynamic world of luxury fashion.”



Key Priorities: Measure, Nurture, Elevate & Prepare for the Future

### Guiding Principles:



- ✓ Empower through trust and transparency
- ✓ Build dialogue and build on dialogue
- ✓ Facilitate innovation and improvement through sharing best practices
- ✓ Manage the entire talent journey evolution
- ✓ Drive Group value through an integrated approach: pilot initiatives in Zegna and extend success in other brands



# OBJECTIVE OF THE PROJECT

Implement a comprehensive Talent Mapping strategy, tailored to our **Store Managers and Assistant Store Managers**, to support the achievement of ambitious Business objectives in line with the evolution of the strategy.



**Talent Development:**  
identify talents and competencies gap in each individual to define main development opportunities.



**Succession Planning:**  
identify current and potential Job Fit, spot High-Potential individuals and match the right person with the right position to establish a robust succession plan.



**Talent Acquisition:**  
leverage the same approach to objectively and coherently recruit external candidates, ensuring a more precise match between the candidate and the role.

# ZEGNA

## Methodology

A skill-based approach

1

### Definition of Stores Succession Architecture

- Categorize stores based on complexity and create a framework connecting store and role complexity.
- Establish opportunities for succession pathing.

#### ACTORS

- Talent Management Team
- Organization & Change Management Team
- Santoro G., Fasciglione L.
- Global HRDs

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### Definition of a Skills Compass

Establish a skills compass outlining the essential skills and competencies required for effective store management, level of target proficiency required and Ideal Job Fit for each position

#### ACTORS

- Talent Management Team
- Zegna A. & CRE Team
- Global HRDs
- Gros F. + Regional Retail Directors
- Area Managers

3

### Assessment of Proficiency –Pilot Group

- All SMs and ASMs take a dedicated and structured assessment to evaluate current and potential Job Fit for the role of SM.
- Possibly involve CAs in a second wave of the project to identify potential successors for ASM roles.

#### ACTORS

- Talent Management Team
- HRDs
- External Consultants
- SMs & ASMs Pilot Group
- Regional Retail Directors & Area Managers

4

### Definition of Development Path

- Conduct a detailed analysis of skill assessments to build a Succession Plan for each SM position.
- Create customized development/training plans to bridge identified gaps and support people in evolving their skill sets.

#### ACTORS

- Talent Management Team
- HRDs
- Area Managers
- SMs & ASMs Pilot Group







## 1

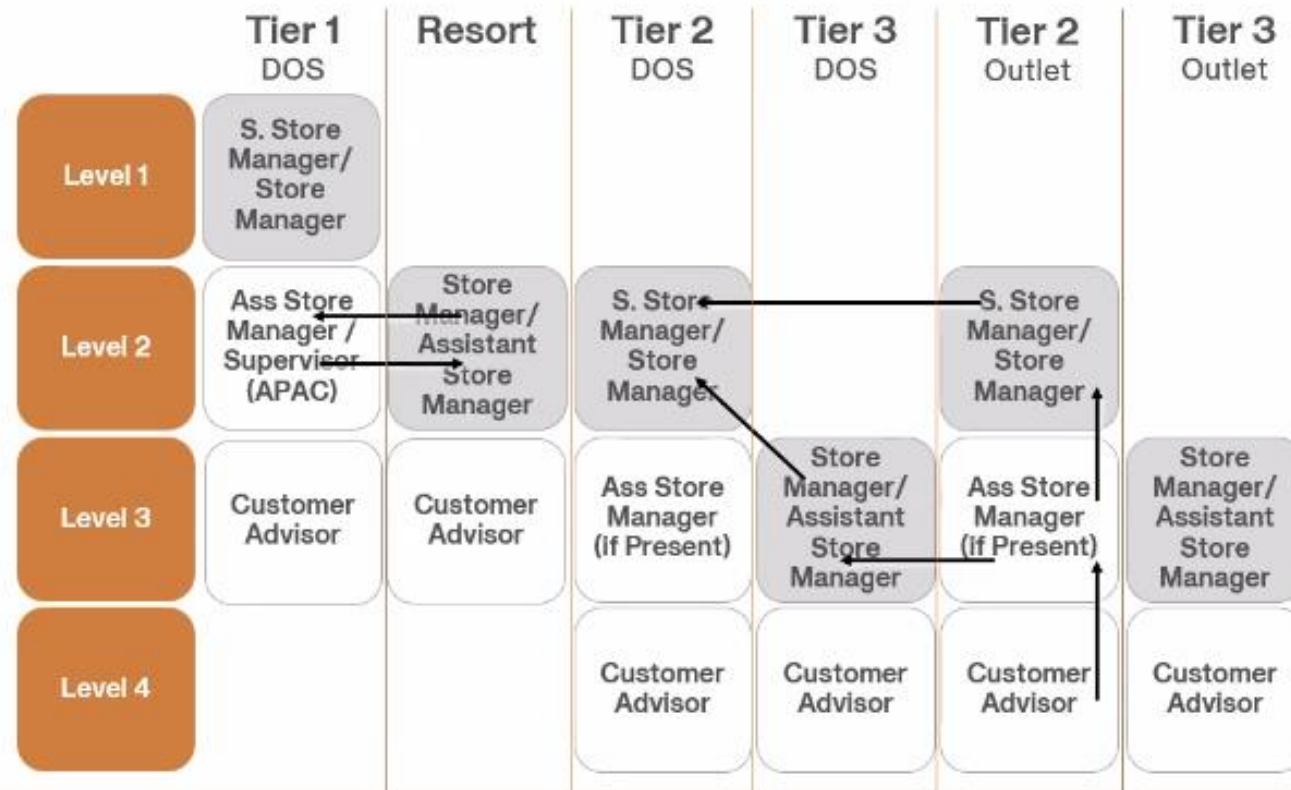
# Succession Architecture

## Definition of Stores & Job Complexity Level

### Possible Career Opportunities:

- Higher role in the same Tier 
- From ASM to SM of a less complex Tier 
- From SM to ASM of a more complex Tier 
- Same role in a Tier of greater complexity 

	TIER 1	TIER 2	TIER 3	RESORT	OUTLET
Store Manager Profile	In depth understanding of Market dynamics and Identify Business Development opportunities, fostering a unique shopping experience for the customers.	Main responsibilities on Staff Management & Store Operations, maintaining a high level of Customer Delighting.	Oversee all aspects of the store's activities, given its small size, ensuring smooth functioning and efficiency in every area. Less focused on Business Development.	Focus on Business Development and Customer Delighting to create a link with the Shop in the location of origin and cultivate loyalty and engagement.	Ensure a seamless shopping experience, maintaining high brand standards, and optimizing operations.



## 2

## Skills Compass

Definition of a Skills Compass through Focus Groups



## 3

## Assessment of Proficiency

Europe DOS, Resorts, Global Outlets and China Top Stores pilot

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**Pilot Countries:** Italy, Germany, UK, Switzerland, Austria, China Top Stores

**Target population:** All SMs and ASMs in scope

**Total population involved:** 47 Europe + 23 China (Top Stores Only)

**What are we observing:** Technical Skills & Leadership Behaviors

### How it works

**Questionnaires:**

- Specific skills - part 1 (15 minutes)
  - Specific skills - part 2 (20 minutes)
  - Leadership Competencies (45 minutes)
  - Motivational Questionnaire (5 minutes)
-

## 3

# Motivational Questionnaire

## Investigating Mobility

### Motivational Questions

5. What do you most appreciate of your present job? \*

Inserisci la risposta

6. What do you feel is your greatest talent? \*

Inserisci la risposta

7. Are you interested in further growing within the organization? \*

- ☐ Yes
- ☐ No
- ☐ Maybe

8. What do you foresee as a possible next step in your career? \*

Inserisci la risposta

### Please share with us your availability for mobility as opportunities for growth

9. \*

- ☐ Grow within my current store
- ☐ Change store in my current city/town
- ☐ Change store in my current regional area
- ☐ Change store in my current country
- ☐ Change store within another country

10. Additional Comments

Inserisci la risposta

What languages do you speak?

11. Domanda \*

- ☐ English
- ☐ Italian
- ☐ German
- ☐ French
- ☐ Portuguese
- ☐ Japanese
- ☐ Korean
- ☐ Chinese
- ☐ Other

12. Please for each language chosen, specify your knowledge level (Advanced, Intermediate, Elementary). \*

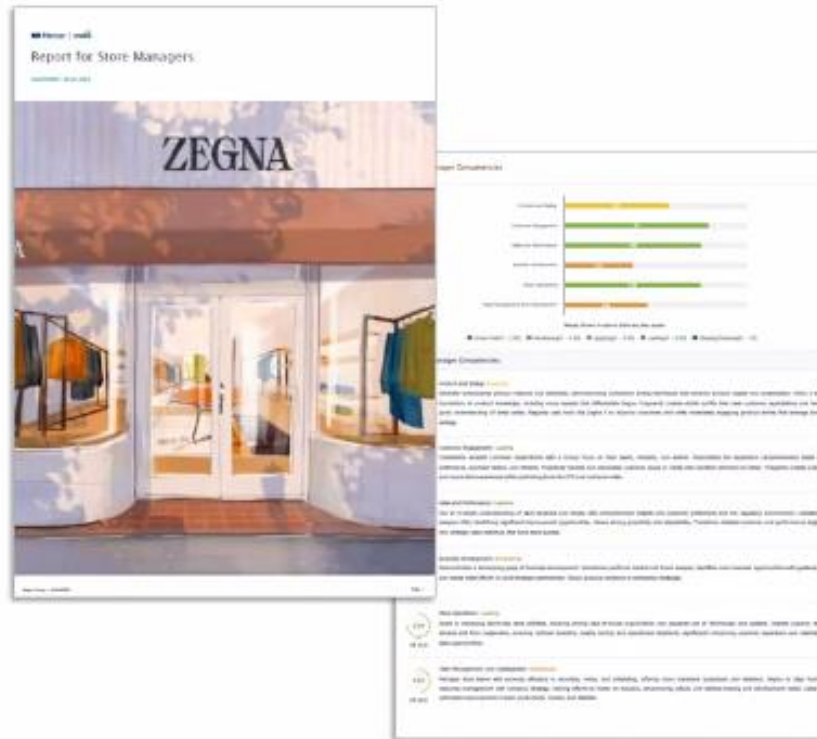
Inserisci la risposta



## 4

# Individual Feedback & Definition of Development Plan

Feedback was delivered to SM and ASM by area Managers and IDPs built together



**Individual Development Plan**

This section is designed to guide you in planning your development actions. It is a simple and practical approach that is not time-consuming but helps you to consider the next steps and integrate them into an individual Development Plan.

**DEVELOPMENT PRIORITIES**

Take a look at your results and focus on the high and low scores. Which are your strengths? Which areas do you think it is important to develop?

Then select 3 or 2 areas you want to improve and write them down:

**WHAT I WANT TO DEVELOP**

Now, take a look at the suggested actions in the report. Choose up to 3 actions per area that are meaningful and feasible for you. Write them down below, completing the plan with the following information:

**ACTIONS:** Write down one to three activities that will help you achieve each development goal. Use the formula "to + what + when". Identify possible obstacles, risks and difficulties and how you could overcome them.

**RESOURCES AND SUPPORT:** This may include people, funding, books, training or even time. How will you involve other people to help you achieve your goal? In light of your priorities, how will you intend yourself to work on your personal development/improvement?

**MEASURING PROGRESS:** How will you measure success? What will be the outcome that will allow you to understand that you have achieved your goal? Discuss your progress and the realization of the plan with others. This will increase the likelihood of reaching help in implementing it, even if the others may light issues putting aside your work for a few hours.

WHAT I WANT TO DEVELOP	ACTIONS: DO + WHAT + WHEN	RESOURCES AND SUPPORT	MEASURING PROGRESS
1.			
2.			

Create Development Plans & define overall Training Needs for individuals and Target Group



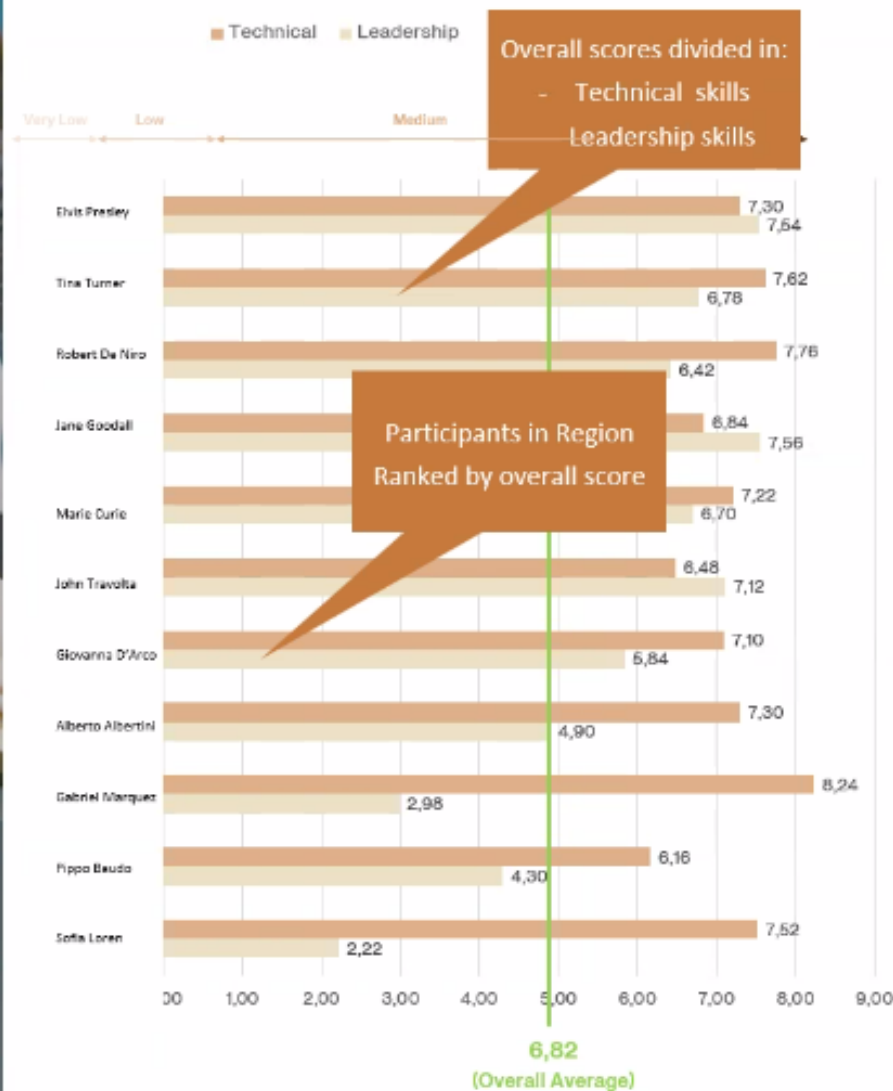
# Individual Results & Job Fit

ILLUSTRATIVE

## Legenda

- 100%: full coverage
- 90%-99%: high coverage
- 80%-89%: medium coverage
- 0%-79%: low coverage

Current Tier



## Job Fit for SM Role (0-100%) for current store & Potential Fit for other Tiers

Employee	Location	Tier 1 DOS	Tier 2 DOS	Tier 3 DOS	Resort	Tier 1-2 Outlet	Tier 3 Outlet
Elvis Presley	Monte Carlo	88%	88%	100%	88%	99%	100%
Tina Turner	Condottieri	90%	90%	100%	89%	100%	100%
Robert De Niro	New York Harvey N	83%	83%	95%	83%	93%	100%
Jane Goodall	New York City 5 <sup>th</sup> Ave	73%	74%	84%	73%	83%	95%
Marie Curie		80%	81%	92%	80%	91%	100%
John Travolta		81%	82%	94%	81%	92%	100%
Giovanna D'Arco		83%	84%	95%	83%	93%	100%
Alberto Albertini	Mexico City Mall	65%	66%	75%	65%	74%	85%

## Potential Fit for ASM Role (0-100%) for current store/ other Tiers

Employee	cover SM role in current Store	Tier 1 DOS	Tier 2 DOS	Tier 3 DOS	Resort	Tier 1-2 Outlet	Tier 3 Outlet
Gabriel Marquez	Mexico City Mall	85%	85%	97%	84%	95%	100%
Pippo Baudo	Via Spiga store	79%	80%	91%	79%	89%	100%
Sofia Lauren	Cottridge Mall	83%	84%	96%	83%	94%	100%