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

2
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
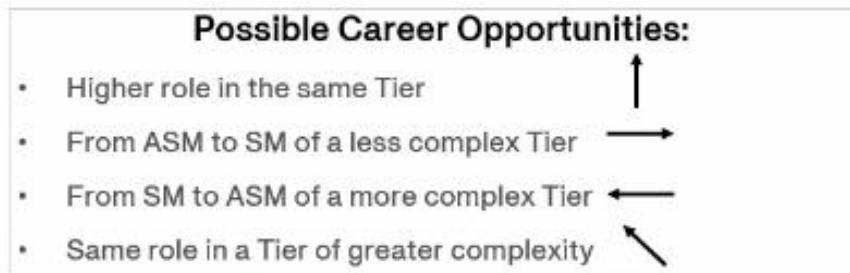
- Conduct a detailed analysis of skill assessments to build a Succession Plan for each SM position.
- Create customized development/ training plans to bridge identified gaps and support people in evolving their skill sets.

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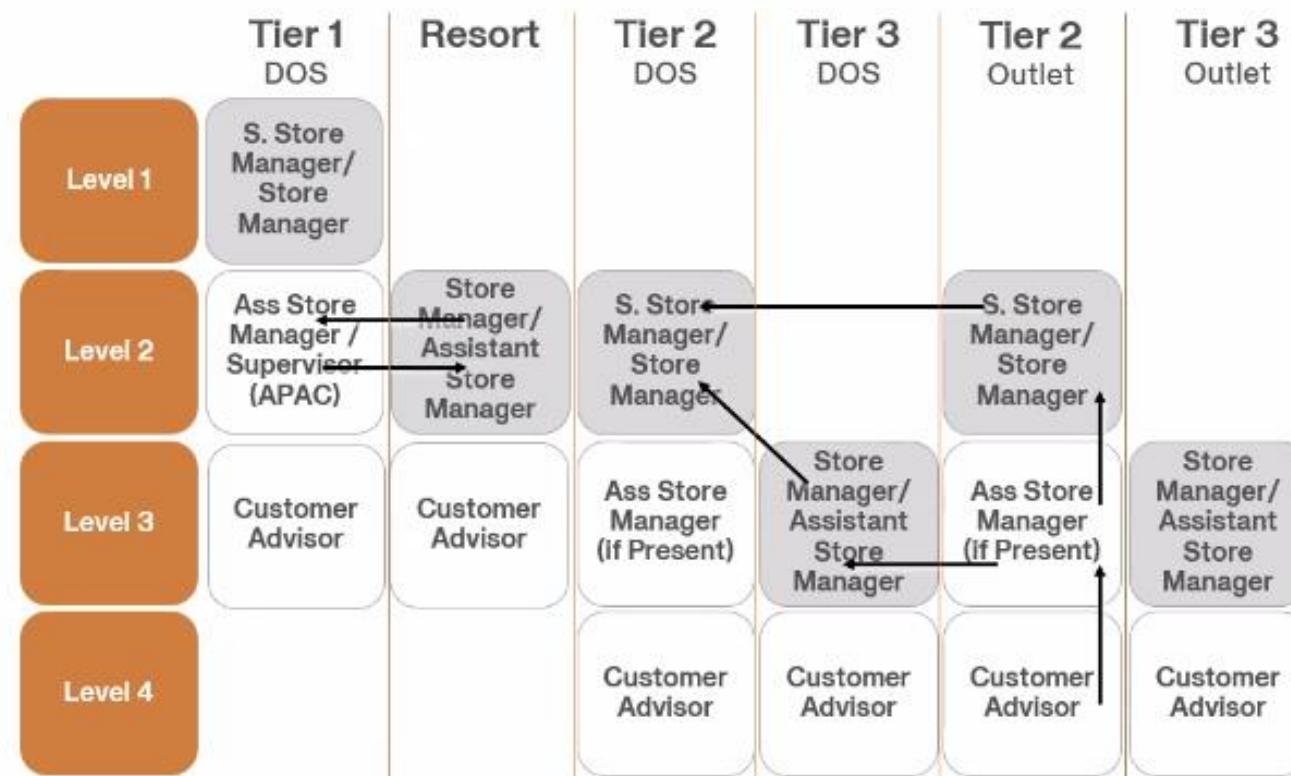
- Talent Management Team
- HRDs
- Area Managers
- SMs & ASMs Pilot Group

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.

	Tier 1 DOS	Resort	Tier 2 DOS	Tier 3 DOS	Tier 2 Outlet	Tier 3 Outlet
Level 1	S. Store Manager/ Store Manager					
Level 2	Ass Store Manager / Supervisor (APAC)	Store Manager/ Assistant Store Manager	S. Store Manager/ Store Manager		S. Store Manager/ Store Manager	
Level 3	Customer Advisor	Customer Advisor	Ass Store Manager (if Present)	Store Manager/ Assistant Store Manager	Ass Store Manager (if Present)	Store Manager/ Assistant Store Manager
Level 4			Customer Advisor	Customer Advisor	Customer Advisor	Customer Advisor

2 Skills Compass
Definition of a Skills Compass through Focus Groups

LEADERSHIP MODEL

Drive for results
Be customer obsessed
Be future ready
Inspire great teams

SPECIFIC DEEPDIVE ON MANAGERIAL APPROACH

SPECIFIC SKILLS

Product & Styling
Customer Engagement
Sales & Performance
Business Development
Store Operations
Team Management & Development

SHARED AND SHAPED DURING FOCUS GROUPS

CURRENT JOB FIT
score for SMs

POTENTIAL JOB FIT
score for SM, ASMs and external candidates

3 Assessment of Proficiency
Europe DOS, Resorts, Global Outlets and China Top Stores pilot

How it works

<u>Pilot Countries</u>: Italy, Germany, UK, Switzerland, Austria, China Top Stores

<u>Target population</u>: All SMs and ASMs in scope

<u>Total population involved</u>: 47 Europe + 23 China (Top Stores Only)

<u>What are we observing</u>: Technical Skills & Leadership Behaviors

<u>Questionnaires:</u>

- 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

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