

A photograph of a modern, multi-level office building interior. The image shows a long, brightly lit hallway with glass railings on the upper levels. The architecture is clean and minimalist, with a mix of white, grey, and blue tones. The lighting is soft and even, creating a professional and inviting atmosphere. The perspective is from a low angle, looking down the length of the hallway, which emphasizes the depth and scale of the space.

# Executive Summary Sustainability Report 2024

**Ermenegildo Zegna Group**

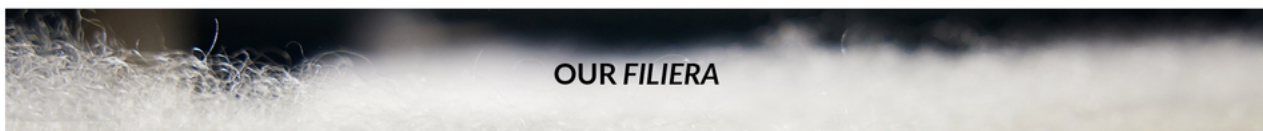
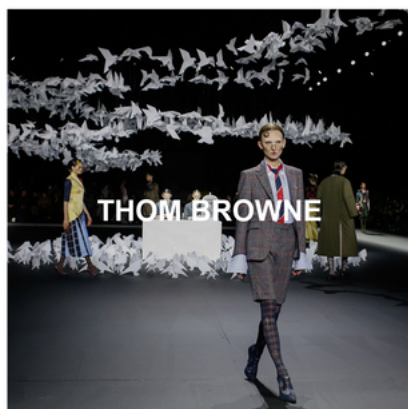
# Our Group

Founded in 1910 in Trivero, Italy, the Ermenegildo Zegna Group (the “Group”) is a leading global luxury player, who owns the world-renowned ZEGNA and Thom Browne brands, and operates TOM FORD FASHION business through an exclusive long-term license agreement with The Estée Lauder Companies Inc.

At the Group’s core is a unique *Filiera*, a one-of-a-kind textile platform integrated with state-of-the-art industrial capabilities, which brings together the best luxury craftsmanship know-how and innovation capacity to ensure excellence and utmost quality.

Responsibility towards people, community and the natural world has been at the heart of the Ermenegildo Zegna Group’s belief since its founding. As of December 31, 2024, the Group employed 7,185 people<sup>1</sup> and had revenues of €1,947 million.

## Ermenegildo Zegna Group



<sup>1</sup> The figure does not include 210 temporary employees as of December 31, 2024.



## OUR PEOPLE: 2024 DATA

### Group Employees

7,185

61% Women

97% Permanent contracts

35% of new hires are below 30 years of age

47.8% of management positions held by women

## OUR SUPPLY CHAIN & MATERIALS: 2024 DATA

### Our Suppliers

290 key direct suppliers<sup>2</sup>

88% of total spending on Italian suppliers

114 raw materials and finished products suppliers audited

### Our Materials

33% of traceable & lower-impact top priority raw materials (35% like-for-like, excluding TOM FORD FASHION)

<sup>2</sup> This figure represents the number of relevant suppliers of the Group. Starting from FY 2023, relevant suppliers are defined as tier 1 suppliers with a purchased value of more than € 200,000 in the reporting year, corresponding to over 90% of the total purchased value. Starting from FY2024 the figure includes also suppliers of TOM FORD FASHION.



# Our commitments



### Three ESG commitments and 27 goals

The Group unveiled its ESG strategy in May 2022, during the Capital Markets Day. The strategy consists of 3 commitments, defined in 27 goals. The below table reports ESG goals with 2024 as target year, as well as ESG goals beyond 2024 where we have achieved significant progress<sup>3</sup>.

Commitment	ESG goal	Target year	2024 Status
<b>Commitment 1: Made in Italy, transparently!</b>	Join relevant trade associations	2023 onward	<b>Achieved:</b> The Group joined Textile Exchange in 2022 and ZDHC as a Signatory Brand in 2023. The Group will keep considering further engagements with relevant industry associations.
	Adoption of an innovative and open digital platform to allow suppliers to share energy sources, water, chemicals, product certifications, and emissions data, covering at least 30% of the Group supply volume	2024	<b>Achieved.</b> In 2024, the Group deployed the adopted vendor management solution to engage first 100 suppliers to collect their data on energy, water & chemicals.
	Top priority raw materials with at least 50% traced to the geography of origin and from lower-impact sources	2026	<b>In progress:</b> 33% of traceable & lower-impact top priority raw materials (35% like-for-like, excluding TOM FORD FASHION).
	Product raw materials tracking: >95% of products enabled with a product traceability system	2030	<b>In progress.</b> The Group has been experimenting with digital product tracking solutions to assess technology readiness.

<sup>3</sup> For the complete list of ESG goals please refer to the “Our Sustainability Commitments” section in the 2024 Sustainability Report.

<b>Commitment 2: Weaving the fabric of tomorrow</b>	Impact investing on wool, cashmere & cotton raw material sources with regenerative agriculture and carbon sequestration initiatives	2023 onward	<b>In progress:</b> The Group is a founding funder of the Unlock Programme of The Fashion Pact.
	Parental leave benefits extended to all markets, above local law requirements	2023	<b>Achieved.</b> New Group parental leave standards were approved in 2023 and implemented in 2024.
	Launch the Group Academy	2024	<b>Achieved.</b> In 2024 the Group built on the broadening of the Group Academy project in 2023, developing its new learning strategy and framework, Accademia dei Maestri.
<b>Commitment 3: Oasi, home of our values</b>	Climate change commitment with Science-Based Targets initiative (SBTi) submitted	2022	<b>Achieved.</b> In May 2023, SBTi verified Ermenegildo Zegna NV's net-zero (both near- and long-term) science-based target by 2050. During 2024 the Group has reviewed and resubmitted to SBTi its updated targets, verified and validated on February 13, 2025.
	Assess water footprint & commit to reduction targets, aligned with Science Based Targets Network (SBTN) evolution	2022 (Internal productions) 2025 (External)	<b>Achieved.</b> Completed first Group water footprint assessment in 2022. In 2024 the Group has adopted a water ambition and impact reduction targets.
	100% electricity from renewable sources (scope 2)	2024 onward (Europe & US) 2027 onward (Group)	<b>In progress.</b> Achieved 100% of electricity from renewable sources in Europe and the USA; in progress at Group level (70%).
	Community service – 1 day/year for every employee, to be donated locally	-	<b>In progress.</b> The Group implemented multiple volunteering activities for employees in 2024.



# 2024 Key projects

# Governance

## MANAGEMENT SUSTAINABILITY COMMITTEES

The increasing relevance of sustainability as part of the Group's strategy and the numerous related projects involving all Brands, entities and functions across the Group led to the adoption of a new governance model dedicated to sustainability, with managerial committees operating at the Group and Brands level respectively:

- The **Group ESG Committee**, acting as think-tank for identifying new sustainability risks and opportunities. This Committee monitors compliance with recent and emerging ESG-related regulations and oversees the execution of public commitments made by the Group. It also monitors industry and global trends in sustainability to enhance sustainable long-term value creation.
- **Brand ESG Committees** are in charge of designing, implementing and monitoring the implementation and progress of each Brand's ESG initiatives and their alignment with own business strategy as well as with the Group ESG Strategy.

## POLICIES AND RESPONSIBLE BUSINESS PRACTICES

The Group believes in and complies with the principles and values of legality, integrity, equality and impartiality, transparency, correctness and reliability, professionalism, confidentiality, human resources and human rights, health and safety, environmental protection, and fair competition. In this regard, the Code of Ethics is the cornerstone of the Group governance model and promotes the Group values across the organization as well as towards its stakeholders.

To incorporate such principles into day-to-day business practices, the Group translated the principles of the Code of Ethics into specific policies such as anti-corruption, anti-money laundering and sanctions, tax, antitrust, human rights, diversity, equity and inclusion, parental leave. The Group has also established policies on occupational, health and safety, environmental management and chemicals management, reflecting its constant commitment to responsible, compliant and sustainable business practices.

In March 2025, the Group has also updated its Supplier Code of Conduct to reflect more ambitious standards, in line with evolving industry norms, regulatory requirements and heightened customers' expectations.



# Social

## DIVERSITY, EQUITY & INCLUSION

Our diversity, equity, and inclusion (DE&I) strategy has evolved since its launch in 2022. Our approach is characterized by a desire to hear our people and to understand their unique needs. We believe that there is power and value in diversity, and that individuals should be seen and heard. An organization that treats its people with respect and dignity, and values them for their unique gifts, is stronger and more resilient.

In 2024, we strengthened our DE&I commitments, building on the foundation of our DE&I policy<sup>4</sup>, approved in April 2023. Reflecting this commitment, the new Group parental leave standards<sup>5</sup>, approved in 2023, were formally implemented in the first quarter of 2024. These standards ensure that all eligible employees receive six weeks (30 working days) of fully paid parental leave for childbirth, adoption, child custody, and alternative forms of birth, in accordance with local regulations. Where the law is more favorable, no additional provisions apply. This benefit is granted regardless of gender, sexual orientation, marital or relationship status, or any other protected characteristic.

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<sup>4</sup> For more information see: [DE&I policy](#).

<sup>5</sup> For more information see: [Governance documents](#).

## PEOPLE ENGAGEMENT

Key initiatives executed in 2024:

1. To assess employee engagement, in 2024, we launched the first People Engagement Survey, called “POP” – Perspectives of People. The response to the survey exceeded our expectations, achieving a participation rate of over 75% at Group level. This initiative serves as a tool to measure key workplace factors that influence employee productivity, satisfaction, and retention, specifically: Expectations & Resources, Recognition & Motivation, Growth & Development, and Team & Organizational Alignment. The insights gathered will help to shape future actions to foster an inclusive and supportive workplace.
2. As part of our ESG strategy, we have implemented group-wide local initiatives encouraging every employee to dedicate one day per year to volunteering activities. This initiative not only fosters a culture of giving back but also strengthens our ties with local communities. In Italy and Switzerland, the “DARE|AVERE” program was launched in September 2024, focusing on social and environmental causes. Over 150 employees took part in various organized activities to address community needs and promote sustainable practices. The program included a variety of initiatives in collaboration with different associations and NGOs.

## ACCADEMIA DEI MAESTRI - Crafting tomorrow's excellence

In 2024, the Ermenegildo Zegna Group launched the *Accademia dei Maestri*, the Group's internal training academy. Building on the broadening of the Group Academy project in 2023, *Accademia dei Maestri* includes hands-on training programs across every field and discipline. The *Maestri*, chosen to be trained and carry forward their knowledge as custodians of the Group's core values, will build expertise in four key areas, or "Skills Factories": industry, product, customer relations, innovation, and leadership.

With the *Accademia dei Maestri*, the Group reaffirms its strong emphasis on craftsmanship and innovation as core elements of our long-term growth strategy.

Two major initiatives were launched in 2024, both with long-term strategic goals.

The first, Programma Maestri, is an annual program designed to enhance and share internal know-how, dedicated to perpetuating the legacy of Made in Italy luxury culture while shaping the future of interdisciplinary excellence. This initiative includes a wide range of courses, from on-the-job training to public speaking, covering all functional areas of the Academy.

The second initiative introduced in 2024 consists of Masterclasses, short and intensive courses aimed at developing transversal skills across the Group.





# Environment

Safeguarding the environment is one of our founding values and fundamental obligations. In 2024 the Group has formally adopted an Environmental Policy<sup>6</sup> to promote sustainable practices and reduce our environmental impact, continuing to focus on reducing our environmental footprint and contributing to the renewable energy transition.

The Group has, for the third consecutive year, responded to the CDP<sup>7</sup> Climate Change questionnaire and, for the second time, to the Water Security questionnaire, receiving for both a B score, showing a significant improvement in its performance.

## Water ambition & Targets

In 2024 the Group has set its own a water ambition which states that “[...] *By safeguarding this vital resource, we are working to secure the future of the communities with which we engage and to ensure the exceptional quality of our products for generations to come. We are committed to fostering a water-secure world and strengthening our business resilience by reducing our water related impacts and contributing to solving shared water challenges across our own operations, production sites in at risk areas and priority hotspots along our supply chain*”.

Based on the results of its water footprint and key hotspots, the Group has adopted several targets, including:

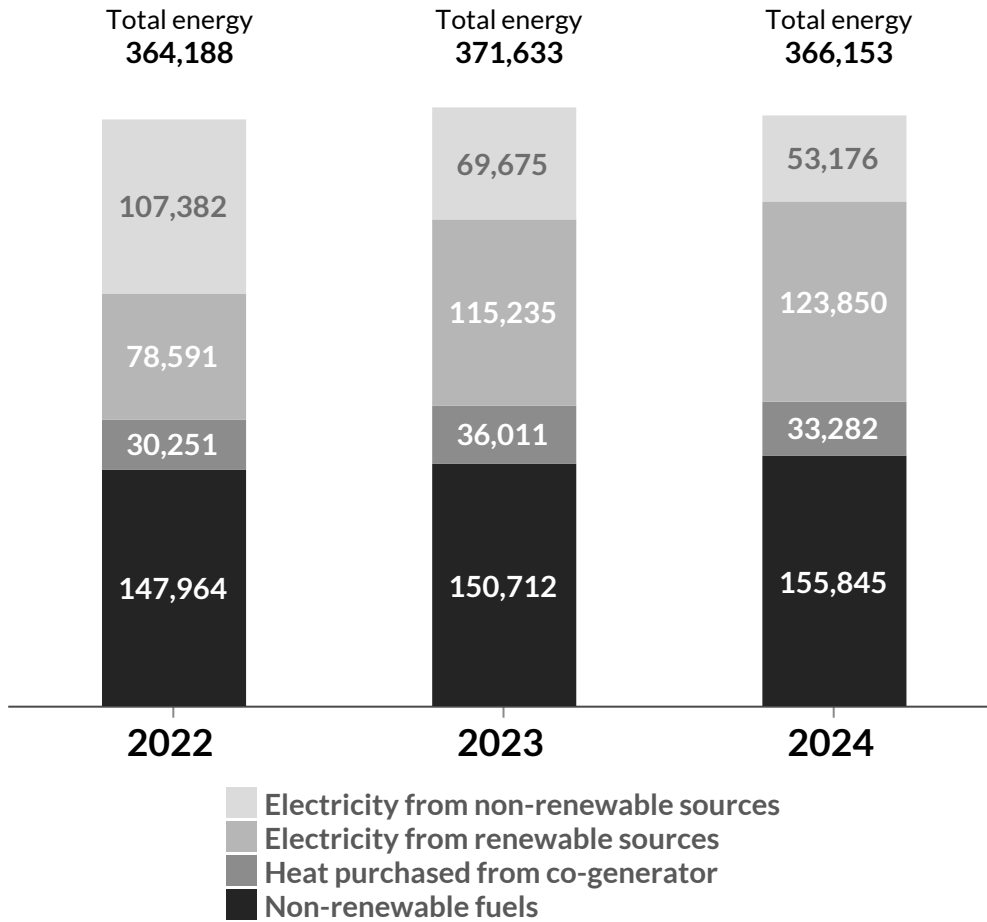
- Achieve Alliance for Water Stewardship (AWS) certification for key site by 2026.
- By 2027, engage 90% of direct key suppliers in at risk areas to promote efficient water management practices and at least 20% of key suppliers beyond tier 1 in at risk areas to promote efficient water management practices.
- By 2025, 100% of the cattle and calf leather we use is sourced from Leather Working Group (LWG) Silver or Gold certified tanneries.
- Reuse and recycle 7% of water used in general services and 3% of water total water withdrawn (corresponding to around 10,000 cubic meters) at Lanificio Ermenegildo Zegna starting from 2027.

<sup>6</sup> For more information see: [Governance documents](#).

<sup>7</sup> For more information on CDP please follow this [link](#).



## ENERGY CONSUMED BY THE GROUP (GJ)



In 2024, we reached our target of 100% electricity from renewable sources in Europe and the USA. For the Group as a whole in 2024, 70% (vs 62% in 2023 and 42% in 2022) of our electricity was purchased from renewable sources, approaching the Group target of 100% renewable electricity by 2027.

### 2024 GROUP ELECTRICITY CONSUMPTION FROM RENEWABLE SOURCES (GJ)

	Electricity consumption (GJ)	Electricity consumption from renewable sources (GJ)	%
USA	9,657	9,657	100%
Europe	105,341	105,341	100%
Rest of the world	62,028	8,852	14%
<b>Total</b>	<b>177,026</b>	<b>123,850</b>	<b>70%</b>

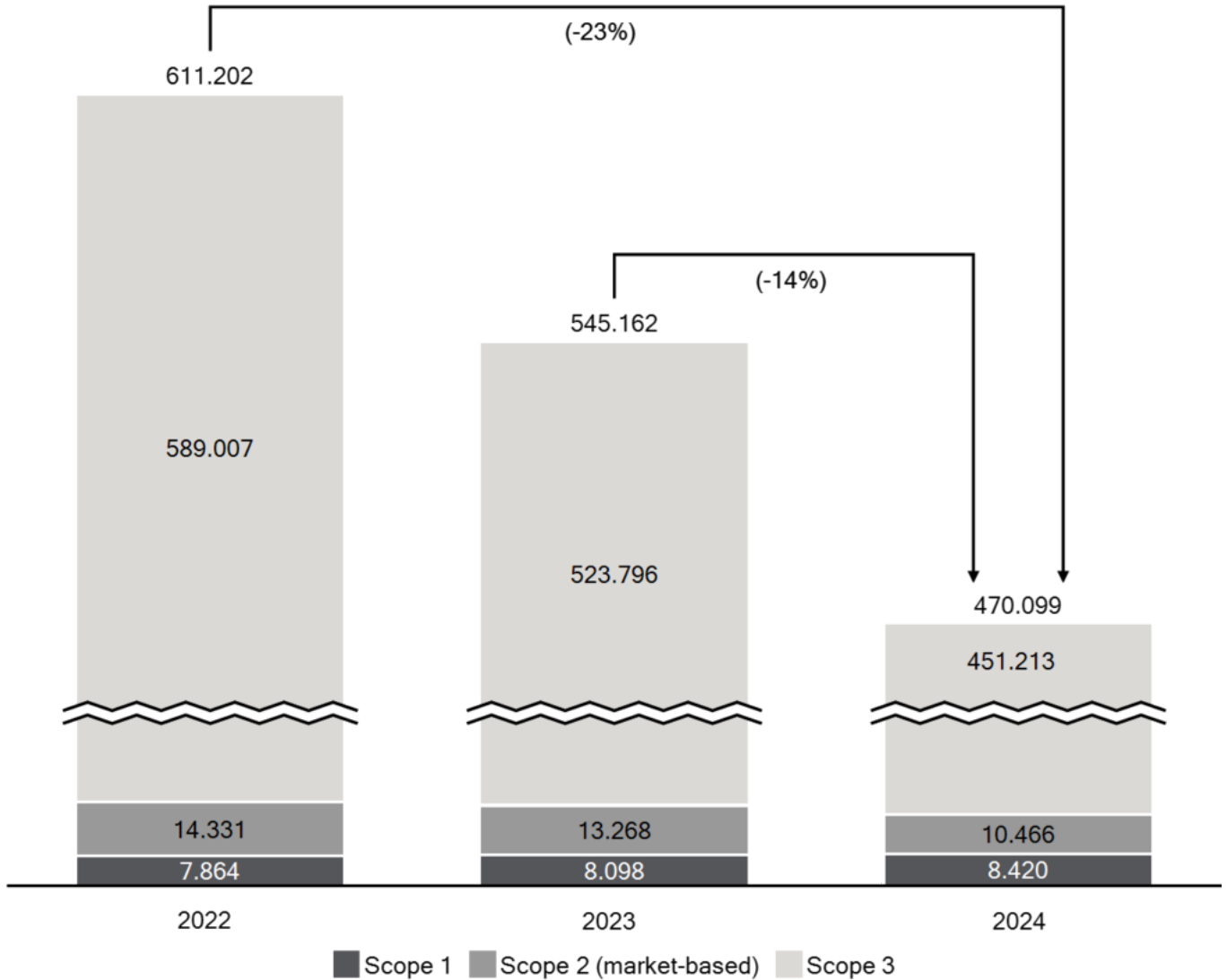
The Group also made progress toward its goal of replacing leased endothermic vehicles with plug-in hybrid or electric vehicles, with a coverage of 44% in 2024 (compared to 36% in 2023 and 21% in 2022).



## OUR SCIENCE-BASED EMISSIONS TARGETS

In 2023 the Group started the review of its targets to reflect the change in business perimeter due to the acquisition of Tom Ford International LLC, and the impact on Scope 3 categories of the allocation between FLAG<sup>8</sup> targets vs. non-FLAG targets. Targets were resubmitted to SBTi in 2024 and verified in February 2025; please note that the baseline year referenced by the reduction targets has been switched from FY21 to FY22 as the latter is considered more representative of a fully operational business.

### GROUP EMISSIONS – SCOPE 1, SCOPE 2 & SCOPE 3 (tCO<sub>2</sub>e)



Overall, in the reporting year the Group carbon footprint decreased by 23% compared to the baseline 2022 year, and by 14% compared to 2023.

When considering only scope 1 + scope 2 market-based, CO<sub>2</sub>e emissions declined by 15% compared to 2022 (from 22,195 in 2022 to 18,886 tonnes in 2024).

<sup>8</sup> FLAG science-based targets apply to a company’s Forest, Land, and Agriculture related emissions, including CO<sub>2</sub> emissions from land-use change (e.g soil carbon losses from deforestation, forest degradation ...) and from land management (e.g. enteric fermentation, biomass burning ...)

The Group's scope 1 emissions have slightly increased in 2024 compared to 2023 due to the inclusion of TOM FORD FASHION's corporate fleet and to a refinement of data collection methodology. Scope 2 emissions, which include the use of purchased electricity and heat, decreased compared to 2023 by 8% (location-based approach) and 21% (market-based approach). This is due to a decrease in consumption of electricity (partially driven by additional self-produced and consumed energy from installed PV systems), as well as growth in the share of consumed energy from renewable sources.

When considering the Group's scope 3 emissions, they decreased by 23% versus 2022.

In 2024, Purchased Goods and Services account for 87% of our total scope 3 emissions. In 2024 FLAG emissions represent 73% of category 1 emissions (vs 74% in FY23 and 75% in FY22). Capital goods account for 3% of overall scope 3 emissions, upstream transportation and distribution accounts for 2%, while the remaining categories cumulatively account for 8%.



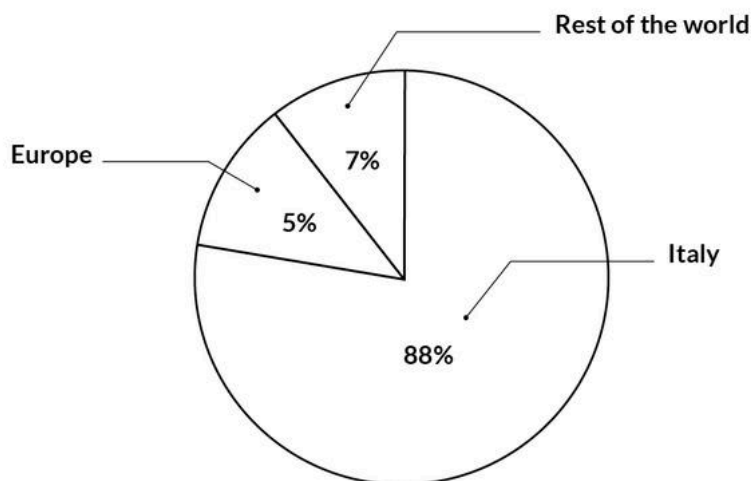
# Supply Chain

## RESPONSIBLE MANAGEMENT OF SUPPLY CHAIN

The Group maintains long-term relationships with its key suppliers, not only to ensure the procurement of the finest fibers and fabrics but also to create value through ongoing sharing of technical and quality control improvements, as well as investing in material certification schemes.

In 2024, the Group managed 290 key direct suppliers<sup>9</sup>.

### 2024 GROUP SUPPLIERS' SPENDING PER GEOGRAPHICAL AREA



The sourcing of the Group is predominantly concentrated on Italian suppliers, which represent 88% of our total spending<sup>10</sup>; the remaining 12% of our spending is composed by a 5% of suppliers located in Europe and a 7% of suppliers located in the rest of the world (mainly Japan). All our suppliers are selected based on their degree of specialization in specific raw materials manufacturing and production processes.

<sup>9</sup> This figure represents the number of relevant suppliers of the Group. Starting from FY 2023, relevant suppliers are defined as direct suppliers with a purchased value of more than € 200,000 in the reporting year, cumulatively corresponding to over 90% of total yearly purchased value. Starting from FY2024 the figure includes also suppliers of TOM FORD FASHION.

<sup>10</sup> The Group defines as "local suppliers" companies based in Italy. For the purpose of the analysis, the geographical area disclosed corresponds to the country where the supplier has its registered office.

In 2024, we carried out 114<sup>11</sup> audits on raw materials and finished product suppliers (both Tier 1 and Tier 2 suppliers and sub-suppliers) against 45 audits conducted in 2023. The significant increase is also due to a strengthened monitoring process on sub-suppliers.

23% of relevant tier 1 suppliers were audited in 2024, bringing the total to 38% of Tier 1 suppliers audited between 2022 and 2024.

During the FY 2024 audits, 108 priority non-conformities were found<sup>12</sup> at 48 suppliers, 42% of audited. Non-conformities found were related to employees and health & safety aspects, while no significant impacts related to environmental aspects were found.

The priority non-conformities detected were addressed by requiring the affected sites to draw up a corrective action plan, corresponding to a corrective action rate equal to 100%<sup>13</sup>. Based on the results of the audits, a few suppliers were required to terminate the business relationship with their suppliers (Group sub-suppliers) due to non-compliance with our Supplier Code of Conduct.

The Group is committed to maintaining strict oversight of its supply chain with the objective to further strengthen the vendor qualification and onboarding process.

To strengthen the collaborative approach with suppliers, in 2023 the Group adopted an open vendor management software platform to facilitate the exchange of information, data and documents among parties. During 2024 the Group broadened the rollout of the software solution to include most direct suppliers, and continued delivering adequate training to partners.

This platform played a key role in the assessment of environmental performance maturity of our suppliers. During 2024, the Group surveyed almost 100 strategic suppliers, representing different supply categories, on their energy, water and chemical performance.

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<sup>11</sup> This figure also includes 16 follow-up audits conducted in FY 2024 on suppliers, with corrective action plans implemented due to non-conformities detected in FY 2023. Suppliers have been assessed on their environmental and social impacts.

<sup>12</sup> The non-conformity rate for FY 2024 is equal to 44%. In line with SASB CG-AA-430b.2, the rate was calculated as the number of priority non-conformities identified in the supply chain divided by the total number of facilities audited.

<sup>13</sup> In line with SASB CG-AA-430b.2, the rate has been calculated as the number of corrective actions that address non-conformities, divided by the total number of non-conformities that have been identified.

## ZDHC ROADMAP TO ZERO PROGRAMME

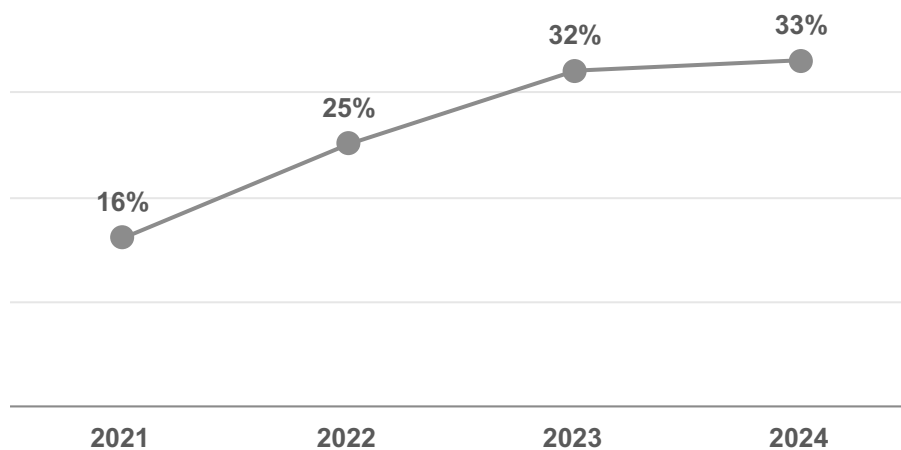
As of January 1, 2024, the Group is a Signatory of the ZDHC (Zero Discharge of Hazardous Chemicals) Roadmap to Zero Programme, adopting the ZDHC Brand-to-Zero commitment for the use of chemical substances.

The Brand-to-Zero initiative provides brands and retailers with a harmonized approach and a clear path to achieving sustainable chemical management in their own productions and throughout their supply chain. The initiative allows for performance comparability through annual third-party assessments.

In 2023, the Group's internal manufacturing sites achieved the ZDHC Foundational compliance level, joining Bonotto, Dondi, Tessitura Ubertino, and the Lanificio Ermenegildo Zegna who reached this level in 2022.

## TRACEABILITY IN OUR COLLECTIONS

Traceable & lower impact top priority raw materials trend



Top priority raw materials (wool, cashmere, cotton, leather, man-made cellulose, polyester and linen) account for about 76% of total raw materials purchased in 2024 by the Group. In the reporting year, the share of top priority raw materials sourced from traceable origin and from lower-impact sources was 33%, with key contributions from Authentico® wool, Sustainable Fibre Alliance cashmere, and linens certified Masters of Linen® and European Flax®. Starting from FY24, figures also include TOM FORD FASHION; the FY24 figure represented at FY22 and FY23 perimeter - excluding TOM FORD FASHION - would have been equal to 35%.



## OASI CASHMERE, OASI LINO & VELLUS AUREUM

Following our Group commitment on traceability, the ZEGNA brand launched three collections based on this principle; Oasi Cashmere in 2022, Oasi Lino in 2024 and Vellus Aureum in 2025.

The Oasi Cashmere collection, made of from 100% certified traceable cashmere fibers, takes its name and inspiration from Oasi Zegna – a thriving 100 km<sup>2</sup> natural territory surrounding our original Wool Mill, and the home of our values.

Debuted during ZEGNA's L'Oasi di Lino Summer 2024 fashion show in Milan, The Oasi Lino collection, like Oasi Cashmere, embodies our values of authenticity, craftsmanship and high quality. Foremost, it guarantees the traceability of the fiber from its country of origin to the manufacturing site.

Whereas, Vellus Aureum, crafted entirely in Italy, merges timeless tradition with modern innovation. ZEGNA is proud that Vellus Aureum is made from 100% certified traceable wool fibers, from FW2025. Additionally, a new digital passport allows consumers to explore the origins and lifecycle of their garments through a digital certificate stored on the Aura Blockchain, simply by tapping the NFC tag attached to all the garments.

## SUPPLY CHAIN TRANSPARENCY

As part of its commitment to traceability, the Group is making significant strides toward transparency and accountability in its supply chain through a strategic partnership with TextileGenesis, a leader in digital traceability solutions.

With direct certification integrations, TextileGenesis enables the Ermenegildo Zegna Group to validate both the provenance and authenticity of materials, ensuring they meet rigorous standards for sustainability and responsible sourcing. By collaborating with suppliers and integrating their data into the traceability chain, this innovation empowers the Group to verify certified and conventional (non-certified) materials with accuracy, ensuring data integrity and alignment with the Group's sustainability goals.

TextileGenesis' traceability platform supports over 90% of sustainable material certification schemes, enhancing authentication with real-time verification from standards like Supima, Authentico® Schneider Group, and the Alliance for European Flax Linen and Hemp.



**Ermenegildo Zegna** Group

Executive Summary

Sustainability Report 2024