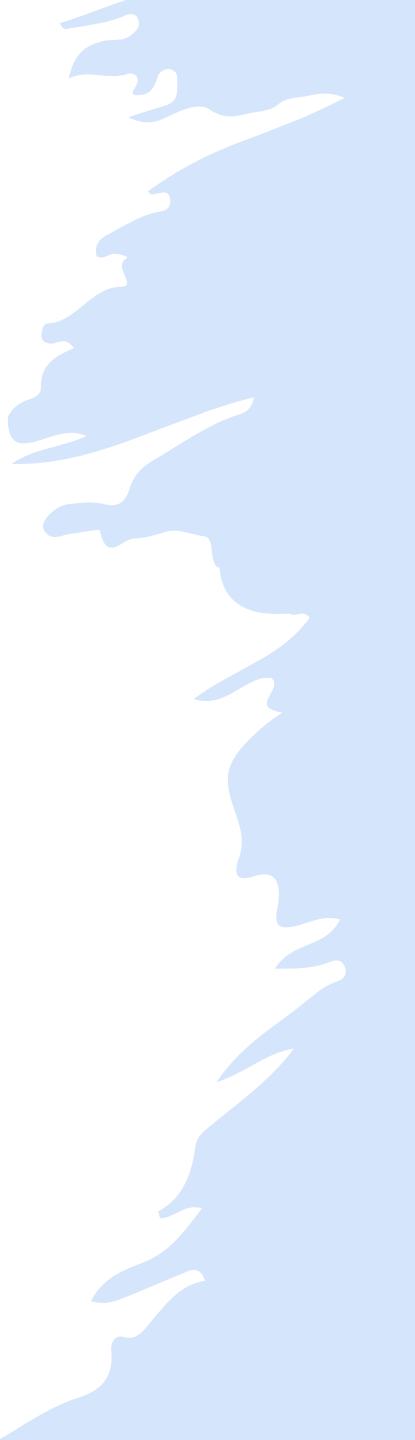


IESF Regional Meeting 2023

- 01** Who am I?
- 02** Sustainable Workforce Requirements : Employee Engagement,
Gen Z Perspective
- 03** How To Manage Gen-Z In Workplace? : Green HRM



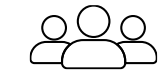
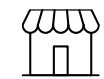
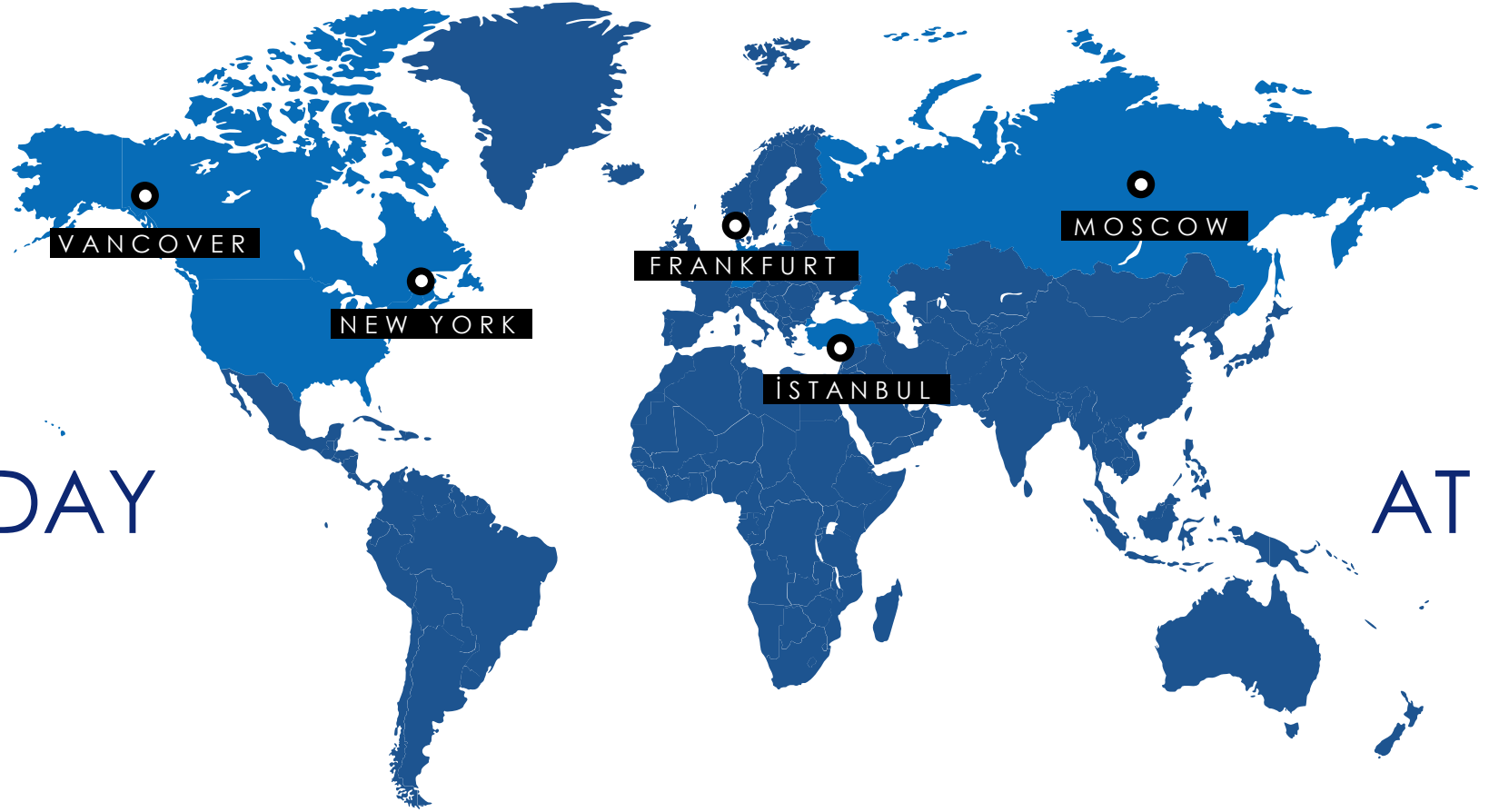
WHAT HAPPENS
IN HR
STAYS
IN HR



NOTHING
SURPRISES ME
I WORK IN
HUMAN
RESOURCES

TODAY

AT MAVİ



5

37

4.500

459

5.670

10,6 Billion TL

HQ

Countries

Point of Sales

Monobrand Stores

Employees

2021 Consolidated Revenue

Consolidated Global Figures



TURKEY

Retail stores: 329
 Average store size (m²): 510
 Franchise stores: 67
 Wholesale doors: ~500
 Employees: 5.312



EUROPE

Retail stores: 1
 Wholesale doors: ~800
 Employees: 52



US

Wholesale doors: ~1.150
 Employees: 80



CANADA

Retail stores: 4
 Wholesale doors: ~900
 Employees: 81



RUSSIA

Retail stores: 17
 Franchise stores: 17
 Wholesale doors: 150
 Employees: 145



OTHER COUNTRIES

Franchise stores: 20
 Wholesale doors: 25



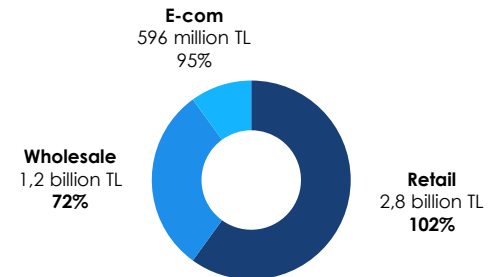
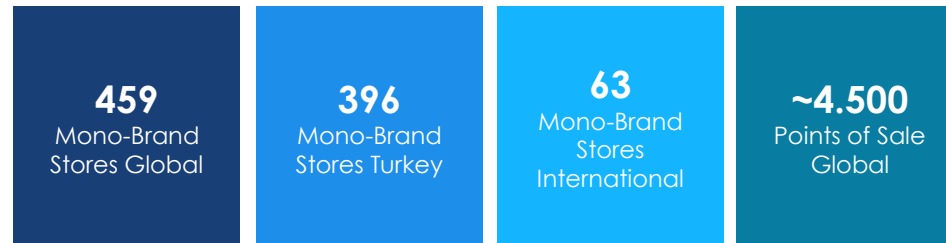
Distribution of Mavi Endorsement

83%

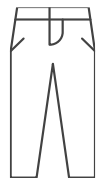
Turkey

17%

International



Leading Brand in Jean



~12,5 million

Annual Jean Sales



18,5%*

Leadership in jean with market share



65%+*

The first brand that comes to mind when it comes to jean

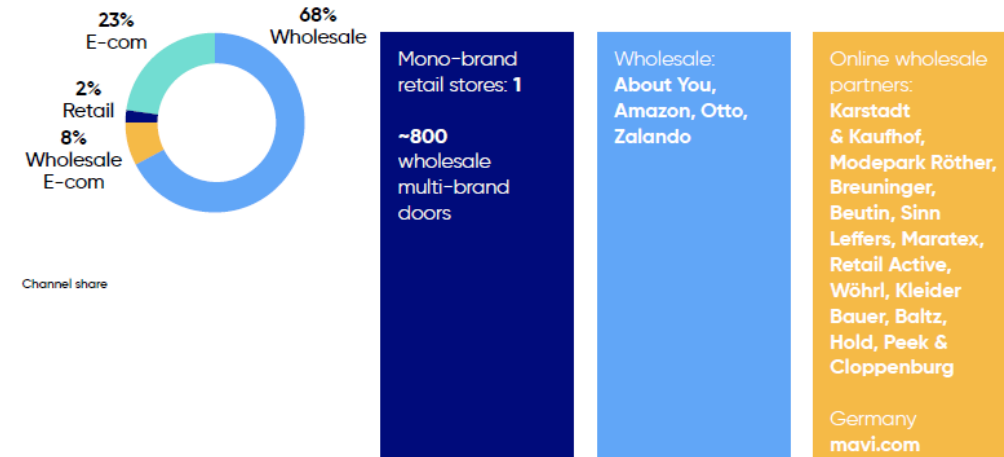


Global Markets

USA Operation



Europe Operation

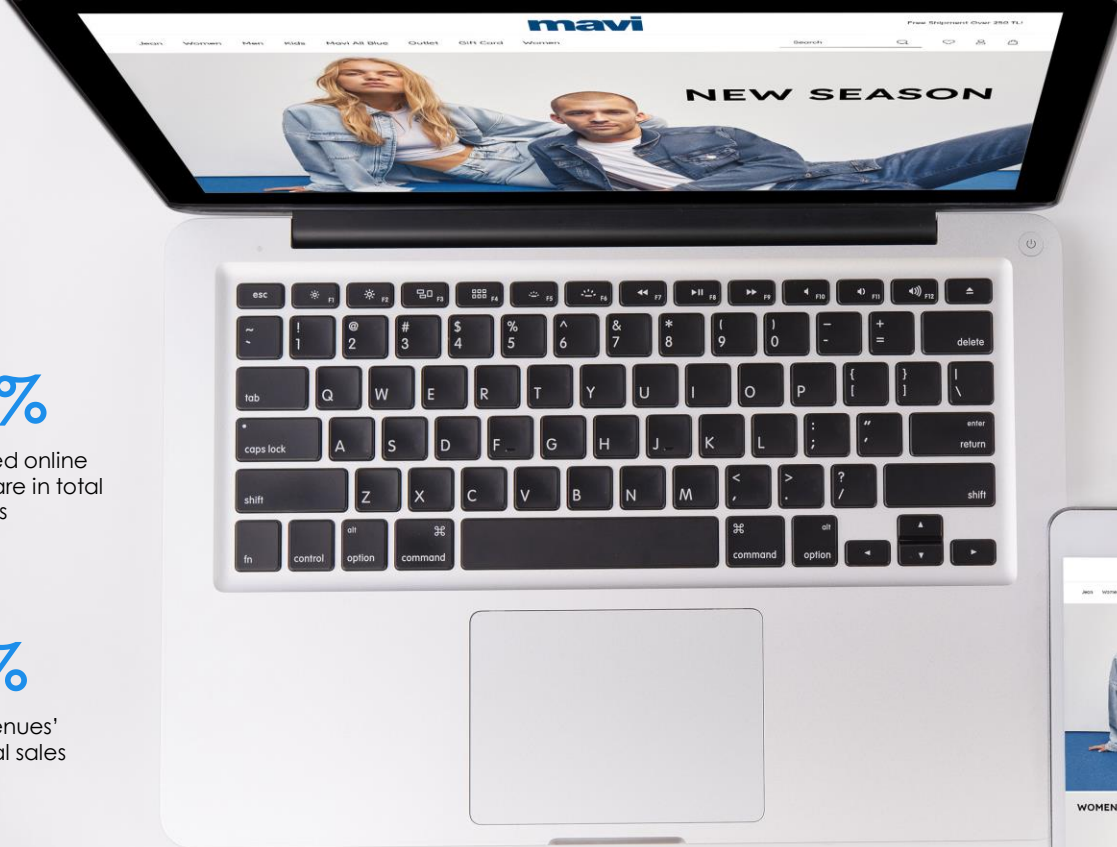


Canada Operation



Russia Operation





Global

96%

2021 vs 2022 E-com revenue growth

11%

Consolidated online revenues' share in total sales

Turkey

88%

E-com revenue growth

96%

Online revenues' share in total sales

Biggest Mavi Store

Continue to Grow in Global E-commerce

- mavi.com**
Turkey website
- mavi.us**
USA website
- mavi.ca**
Canada website
- mavi.de**
Germany website

EVERGREEN TALENT



Sustainable Workforce Requirements

Employee Engagement, Gen-Z Perspective



Sustainability

- The topic of sustainability is increasingly taking place in the goals and action plans of many companies around the world.
- It aims to live today without harming the future and to maintain our existence in the world as humanity.

Sustainable Workforce

The Human-Centered Sustainability Equation

The topics that are important for sustainability in the workforce are examined and ways to be followed in order to create a more sustainable workforce are determined;

Main Topics



Social Sustainability Strategy



Psychological Confidence/Safety



Well Being



Employee Engagement/
Commitment



Talent/Skills Development

Which of the social sustainability strategy do you have?



<https://www.menti.com/al1cecwo74e2>

1. Social Sustainability Strategy

Social sustainability strategies of organizations mostly consist of these topics.



- 1 **Diversity & Inclusion** : Gender, Generations etc.
- 2 **Talent Development**: Supportive trainings, programs etc.
- 3 **Well-Being**: Mental & Physical Support, Work Life Balance
- 4 **Social Responsibility**: Environment, People
- 5 **Ethical Supply Chain**: Social Compliance

Mavi's global sustainability strategy: ALL BLUE

PEOPLE

- People-oriented Mavi culture
- Inclusive business model and responsible value chain

COMMUNITY

Mavi's impact-driven + transformative power



PLANET

- Tackling climate crisis
- Ecosystem restoration

DENİM

- Quality first
- Denim innovation and partnerships
- Responsible raw material sourcing

2022 Highlights



BETTER.EMPOWER

58%

Female employment ratio

52%

Female manager ratio

60%

Female executive ratio

64%

Ratio of management positions filled with internal promotions

80%

Local product supply ratio



BETTER.PROTECT

A

CDP Climate Change Program score

SBTi✓

GHG emission targets approved by the Science-Based Targets initiative

68%

Wet process facilities audited for environmental compliance

108

Stores using renewable energy

10%¹

Less water consumption

16%¹

Less energy consumption

80%¹

of products treated with laser and sustainable washing processes



BETTER.TRANSFORM

27%

share of the sustainable All Blue jeans in total denim sales

14%

Sustainable product's share in total revenues

43

Products with Life Cycle Assessment (LCA) studies

5

Best Sustainable Collection awards



BETTER.MOBILIZE

1 million

engagements with the "Birlikte Çok Güzel Oluyoruz" campaign

1,000

female university students supported through the Birlikte Çok Güzel Oluyoruz İyilik Hareketi" project

32

female university students benefit from the TEV and Koç University Mavi Scholarship Fund

56,500

Hatchlings reached the sea with the Indigo Turtles project

350+

Miav outdoor cat houses placed across Turkey in partnership with Encander

2. Well Being



Wellbees considers well-being with eight dimensions: emotional, intellectual, environmental, financial, professional, physical, social and spiritual.¹

2. Well Being

Especially with the pandemic, well-being has started to take an important place on the agenda of organizations.

With the widespread use of working from home, the thinning of the line between work and home has made it critical to ensure work-life cooperation.

33%

According to Gallup research in 2022, only 33% of workers say their overall well-being is good.



2. Well Being

A significant number of Gen-Z and Millennials say they prioritize happiness over a larger paycheck.

Gen Z's place an important emphasis on work-life balance.

Benefits such as

- paid days off,
- mental health days
- activities that drive connection to community

will be vitally important to Gen-Z.





2. Well Being @ Mavi

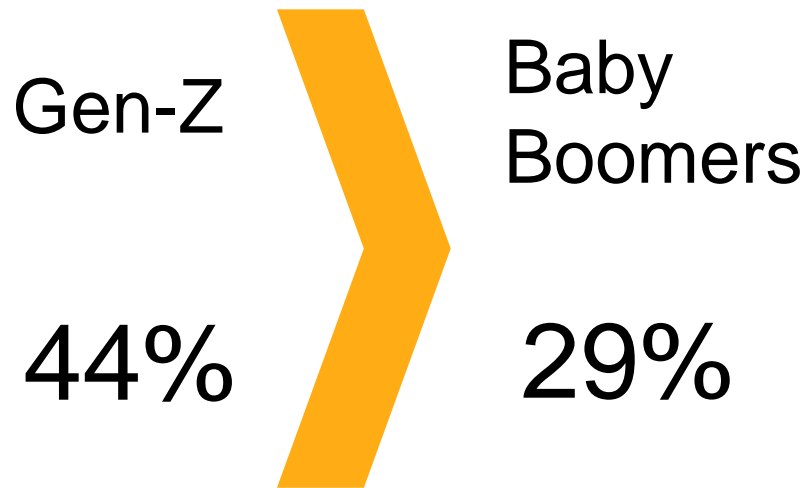
- **GoSocial**
 - Yoga
 - Cycling
 - Photographing
 - Basketball
 - Tennis
- **Psychological Support**
 - Online / Face to face Sessions
 - Mother Support Program



3. Talent Development

According to PwC's

Global Hopes and Fears Survey, **44%** of participants in Generation Z are concerned with developing enough technological and digital skills, whereas this percentage is **29%** for baby boomer participants.



The first reason for Gen-Z to change jobs is to acquire new skills and **67%** of respondents want to work in companies where they can *learn skills that will help them move their careers forward*.

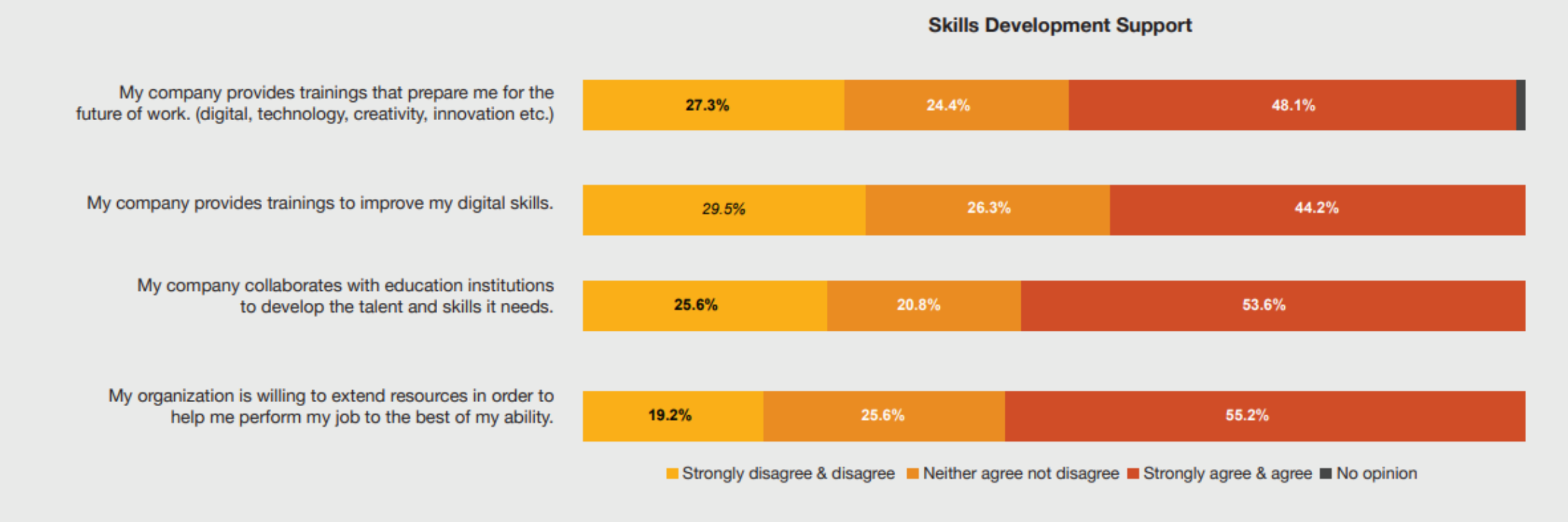


To support the development;

- projects, assignments
- rotations
- trainings (Udemy, EdX etc.)

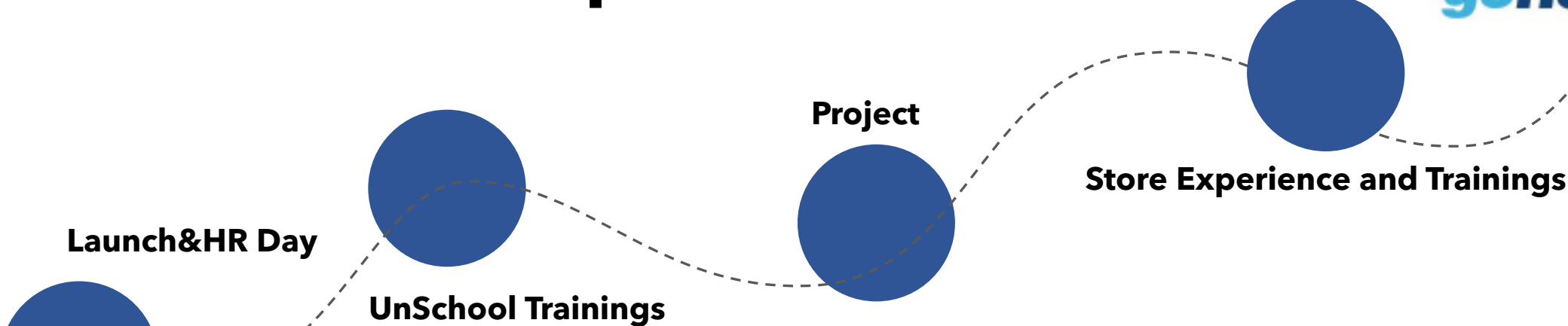
3. Talent Development

Developing the skills and talent demanded by the evolving business world is critical for workforce sustainability.




Source: <https://www.pwc.com.tr/tr/hizmetlerimiz/insan-yonetimi-ve-organizasyon-danismanligi/yayinlar/is-gucunde-surdurulebilirlik-arastirmasi-raporu.html>

3. Talent Development @ Mavi



7 months of training and development: Evaluation of individual and team performance at the end of the Project Presentation

1 Launch On the Job Training HR Day Coffee Talk with CEO	2 Workshop Team Projects	3 UnSchool Trainings Project Management Rotation	4 Sailing 	5 Store Experience & Related Trainings	6 Project Presentations
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3. Talent Development @Mavi

mavikampüs



KOÇ ÜNİVERSİTESİ

Leadership Development Program

Senior Managers & Above



Boğaziçi Üniversitesi
Yaşamboyu Eğitim Merkezi

Talent Development Program

Supervisors & Managers



Psychological Safety

Autonomy



Competency



Relationality



4. Psychological Trust

Amy Edmonson from HBS describes psychological safety as **employees feeling safe in taking risks and believing they will not be punished** for sharing their opinions, making suggestions, raising objections or asking questions.

Edmonson's surveys show that **psychological safety increases learning, development and team performance.**

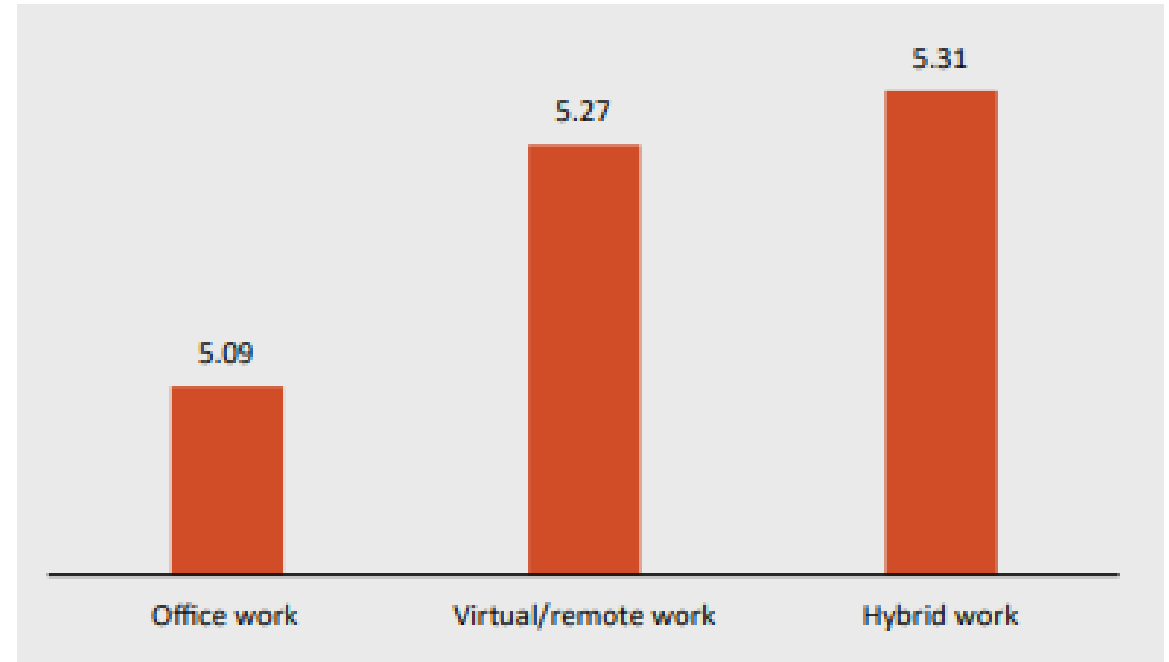


4. Psychological Trust

- Another significant result is;

when looking at the working model breakdown, the psychological confidence score of the participants in the office-to-work model was the lowest, while the participants in the hybrid working model had the highest psychological confidence score.

- Gen Z seeks collaborative and truly flexible Workplaces. They expect the employer/employee dynamic to be a mutually beneficial relationship that centres on connection.



5. Employee Engagement



What Is..

- Willingness to pursue the same goal
 - Sense of inclusion
 - Desire to contribute
- Continuity of development and learning
 - Awareness of the purpose of being in the organization

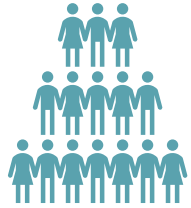


What Is Not..

- Employee happiness only
- Employee satisfaction only
- Stay in the organization for many years
- Demonstrate loyalty only to your own team

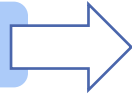


5. Employee Engagement



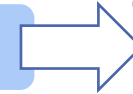
1

Workforce Diversity



2

Differences in expectations



3

Measuring employee engagement



Rapid change of global
needs/agenda

Generational Diversity



Generation Z



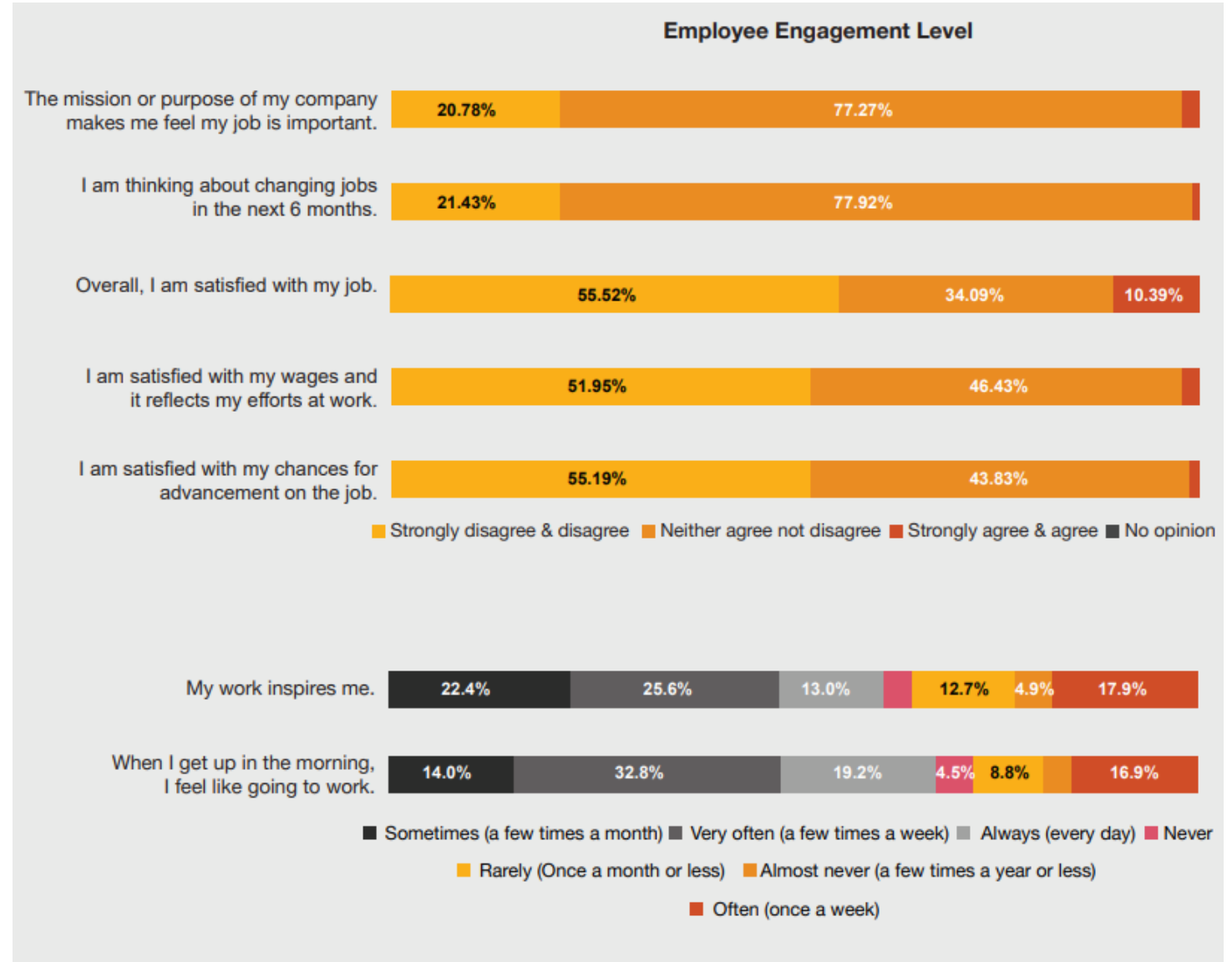
Millennials



Generation X

5. Employee Engagement

- High employee engagement is critical for the creation of a sustainable workforce. Employees who are motivated to achieve the company's development and strategies, serve the company for a long time, ensure that the company's investments in its employees are rewarded.



5. Employee Engagement

Although the expectations differ according to the diversity of the workforce; some issues remain their importance for every employee.

1. **Reputation:** Social media, brand perception, etc.

95%

Gen-Z research the company before applying for a job.

2. **Well Being:** Work-life balance, working environment, working models, etc.

88%

Human Resources Professionals stated that they would prioritize employee well-being practices to improve the employee experience.

3. **Personal & Professional Development :** Continuous learning environment, digital skill acquisition etc.

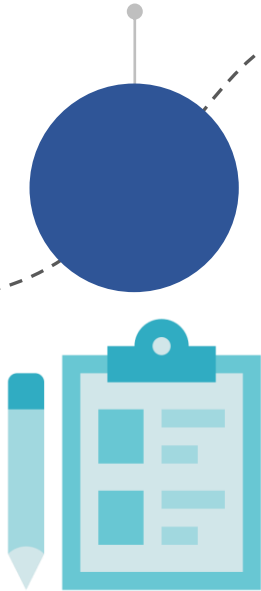
It shows that companies that offer comprehensive competency development programs and different career opportunities have **3 times more** employee engagement than companies that have just started investing in this field.

4. **Transparency and Justice:** Open and honest leader communication, Reliable and fair evaluation, Accessibility, etc.

5. Employee Engagement @ Mavi

Implementation / Announcement of Projects

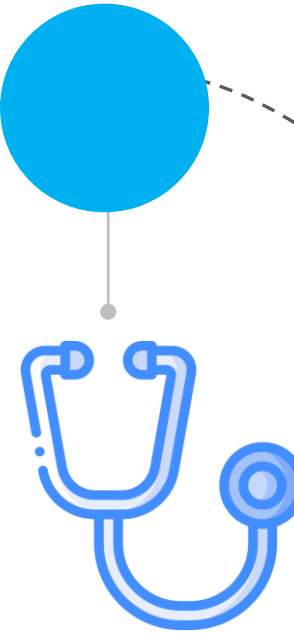
Employee Satisfaction Survey



Focus Groups



Actions / Plans / Projects



Green HRM

Green HRM practices include the creation of policies that promote the sustainable use of resources within a business through environmentally friendly HR practices and the preservation of knowledge capital.

GREEN HRM

Environment-friendly Green HR initiatives results in greater efficiency, lower costs, better employee engagement and retention. It will in turn help organizations to reduce carbon footprints by electronic filing, carpool, job sharing, teleconferencing, and virtual interviews etc.



Green HRM

- What Do Gen Z Workers Want at Work?

Sustainability messages can be a valuable recruiting tool.

<https://www.youtube.com/watch?v=gHm8pMk9sF4>

70%

Gen-Zers are more likely to work for
a company with a strong
green footprint

30%

Young talent have left a business
due to its lack of a corporate
sustainability agenda

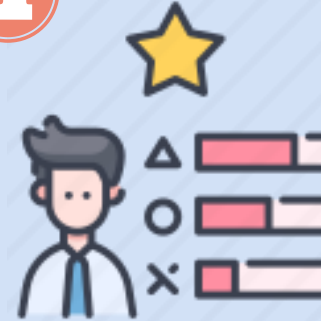
In Summary...6 Important Matters for People-focused Sustainability Equation

1



Employees should be encouraged to spend time for non-work activities to ensure social and spiritual well-being.

4



Training and development programs should be planned to prepare young talent for the future.

2



Companies should develop a holistic social sustainability strategy.

5



While creating the opportunity to work remotely, the efficiency of face-to-face working should not be forgotten.

3



Managers are critical to ensuring the well-being and psychological safety of women and young workers

6



Companies should invest their employees wellbeing to ensure they feel more engaged.

How critical
is the talent
development
for your
future
targets?



Do you think
that "Hybrid
work"
increase the
productivity?





- Canan.emgen@mavi.com
- LinkedIn: Canan Emgen

Workforce Sustainability & HR Trends

April 2023

