



MICHELE PEZZA
C-Level Executive – Managing Director

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EXECUTIVE SUMMARY - <https://www.linkedin.com/in/michelepezza/> -

Senior executive with 25 years of experience in **capital-intensive and packaging industrial manufacturing**, holding full accountability for **P&L, operations and organizational performance**. Proven ability to lead complex production environments through profitability improvement, capacity expansion and organizational transformation. Combines **financial and operational rigor** with a **human-centered leadership approach**, recognizing people, culture and leadership capability as critical drivers of sustainable industrial performance. Experienced in guiding organizations through change by aligning strategy, execution and organizational meaning, particularly in regulated and unionized environments.

Strong background in **international and multicultural settings**, with a **pragmatic, data-driven leadership style** complemented by a humanistic perspective that supports engagement, accountability and long-term value creation.

PROFESSIONAL EXPERIENCE

SENIOR CONSULTANT

CALIBRA-T - February 2026 – current role

- Consulting firm for SMEs that helps Italian companies grow by **simplifying processes, strengthening organization, and developing people** — with a practical, results-driven approach.
- Support to family-owned companies in **managing generational transition**. The role focuses on clarifying responsibilities, strengthening governance, and ensuring long-term continuity during leadership handover.

EXECUTIVE CHAIRMAN

ZIGNAGO VETRO FRANCE AND POLSKA - Apr. 2024 – Jan. 2026

- **International subsidiaries** of an Italian group specialized in the production of **glass packaging items**, listed on **Milan Stock Exchange**.
- Provide strategic, governance and board-level leadership to international operating companies (152mln €), supporting **long-term industrial sustainability, financial discipline and organizational resilience**.
- **Streamlining governance and ESG policies**. Work closely with Boards and executive teams on performance oversight, capital allocation and ESG priorities.

CHIEF OPERATING OFFICER (COO)

ZIGNAGO VETRO ITALY - 2022 – 2024

- **Full responsibility for Italian operations** in a capital-intensive manufacturing environment, with direct accountability for production, supply chain and operational performance. Led industrial optimization initiatives and supported medium-term capacity expansion plans.
- **Increased EBITDA by +3 percentage points** through operational discipline, cost efficiency initiatives and performance-driven management systems.

MANAGING DIRECTOR

ZIGNAGO VETRO POLSKA - 2019 – 2022

- General management of a complex industrial operation, **overseeing manufacturing, commercial activities and people management in a unionized, multicultural context**. Responsible for business performance, operational execution and alignment with Group strategy.
- **Drove revenue growth** by developing new market niches and strengthening competitive positioning
- Successfully **started up two new production lines**, expanding industrial capacity and improving operational flexibility.
- **Redesigned workforce and organizational structures**, delivering higher productivity, clearer accountability and faster execution.

BOARD MEMBER & ESG COMMITTEE MEMBER

ZIGNAGO VETRO GROUP - 2011 – Feb. 2026

- Active board member of international operating companies, **contributing to governance, strategic decision-making and ESG oversight** in multi-country industrial environments.

GROUP HR DIRECTOR

ZIGNAGO VETRO GROUP - 2009 – 2018

- Led Group-wide **HR strategy for large-scale industrial operations**, partnering with executive leadership and plant management to support organizational performance, leadership development and industrial relations across multiple sites and countries.
- **Negotiated and secured land acquisition agreements** to support future plant expansion and long-term industrial growth plans

HR PLANT MANAGER

ZIGNAGO VETRO EMPOLI - 2001 – 2008

Early leadership role within a large industrial plant, focused on workforce management, productivity improvement and labor relations in a continuous-process manufacturing environment.

TRAINER

Scuderia Formazione FiordiRisorse 2021 - 2022

Trainer in Master “Umane Risorse”

INSTITUTIONAL & INDUSTRY ROLES

PRESIDENT – **CONFINDUSTRIA EMPOLI**

2016 – 2020

VICE PRESIDENT – **CONFINDUSTRIA POLONIA**

2020 – 2022

MEMBER – ITALIAN NATIONAL LABOUR NEGOTIATING COMMISSION (CCNL), **ASSOVETRO**

2009 – 2018

EDUCATION

Executive MBA, University of Udine

2025 – 2027

Postgraduate degree, Philosophy, University of Trieste

2022 – 2026

Master in Business and Strategic Management, CTC Bologna

2009 – 2010

Postgraduate degree, Political Science, University of Florence

2002 – 2008

High School Diploma STEM, Liceo Scientifico, Minturno (LT)

1987 – 1992

SKILLS

Strategy & Financial Leadership

General management and full P&L responsibility in international environments

Corporate governance, board membership and ESG oversight

Strategic planning and execution

Supply chain, operations and organizational integration

Data-driven decision making and analysis of key economic drivers

People Management

HR strategy aligned with business objectives

Industrial relations and unionized environments

Change management in complex organizations

Performance management and KPI design

People development and leadership capability building

Leadership of complex, multicultural teams

LANGUAGES

Italian

Native

English

Fluent

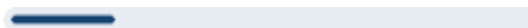
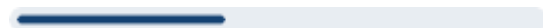


Française

Intermediate

Polish

Basic



I hereby authorize the processing of my personal data for recruitment purposes in accordance with applicable data protection laws.

Michele Pezza