




Next Practices **Weekly**

FUTURE LEADING WITH INNOVATION: AN HR STRATEGY SESSION WITH DICK'S SPORTING GOODS CHIEF TALENT OFFICER

March 21, 2024



We discover the people practices that drive high performance

to help you see what's coming
around the curve.



i4CP

High-Performance Defined

- Revenue growth
- Market share
- Profitability
- Customer satisfaction

Over a 5-year period.

Our Research Focus

What do high-performance organizations do differently?

Do those practices correlate to market performance?

i4cp Members *(partial list)*



Next Practices Weekly

Today's Agenda:

- Reminders and announcements
- Discussion with special guest **Michael Keinath**, Vice President and Chief Talent Officer at **Dicks Sporting Goods**



TOM STONE

Senior Research Analyst &
Director of Benchmark Data
i4cp



MIMI TURNER

Vice President of
Executive Search
i4cp

Upcoming Calls:

April 4: Next Practices Weekly –
with **Elliott Masie**, Chair, President & CEO at
Masie Learning Foundation

April 11: Next Practices Weekly –
with **Bob Toohey**, EVP, Chief Human Resources
Officer at *Allstate*

April 18: Next Practices Weekly –
with **Rob Cross**, Senior Vice President of
Research at *i4cp*



Dave Ulrich

Professor, University of Michigan Ross School of Business & Co-author of *"HR from the Outside In"*



Diane Gherson

Member, Board of Directors at Kraft Heinz, Centivo and TechWolf



Chris Fowler

Chief Executive Officer, TruBridge



Prasad Setty

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Bob Sutton

New York Times Bestselling Author & Professor of Management Science & Engineering, Stanford University



Monica Pool Knox

Chief HR Officer, Domo



Matt Beane

Assistant Professor, University of California, Santa Barbara

The 2024 Conference

#i4cpConference

Next Practices Now

March 25 – 28, 2024 | Scottsdale, AZ & Virtual

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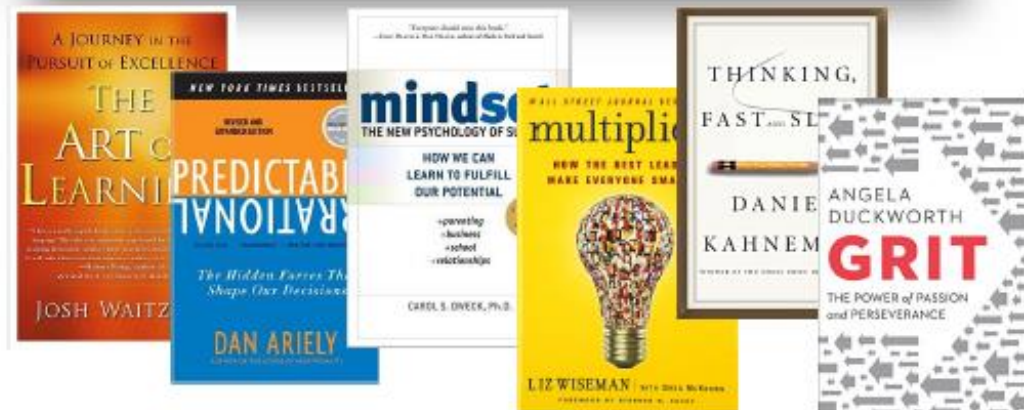
Our Guest Today:

Michael Keinath

Vice President and Chief
Talent Officer



A LITTLE ABOUT ME...



AND MY CAREER JOURNEY...



The 90's

Building a Foundation



LOYOLA
UNIVERSITY MARYLAND



HOFSTRA
UNIVERSITY.



E. Rogers Associates

The 2000's

Learning the Function



COLGATE-PALMOLIVE



The 2010's

Learning the Business



PEPSICO



Honeywell

Today

Leading the Function

EVERY SEASON STARTS AT



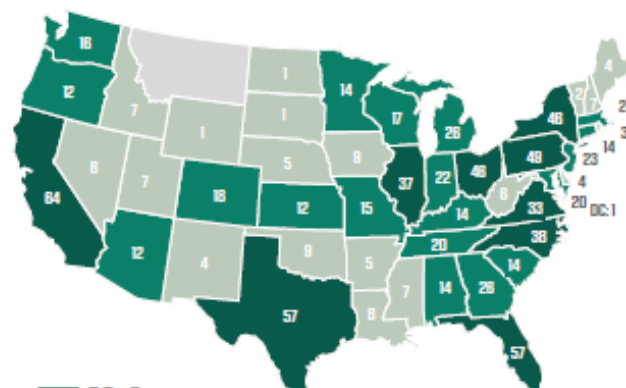
DICK'S SPORTING GOODS SNAPSHOT (NYSE: DKS)

NATIONAL FOOTPRINT

855 TOTAL STORES
in 47 states and DC

DICK'S Sporting
Goods: 724

Specialty Concept
Stores: 131



■ <10 Stores ■ 10-29 Stores ■ 30+ Stores

FY23 FINANCIAL HIGHLIGHTS¹

	FY23	YoY Δ
Comparable Store Sales (52-week basis)	2.4%	
Net Sales	\$12.98B	+5.0%
Non-GAAP Gross Margin ²	35.01%	+36 bps
Non-GAAP EBT ²	\$1.40B	-0.8%
Non-GAAP EBT Margin ²	10.80%	-63 bps
Non-GAAP EPS ²	\$12.91	+7.2%

¹2023 was a 53-week year and Q4 2023 was a 14-week quarter. The extra week during fiscal 2023 generated \$170 million of net sales and earnings per diluted share of \$0.18. Full year 2023 and Q4 2023 comparable store sales calculations are presented on a 52-week and 13-week basis, respectively.

²Represents a non-GAAP financial measure. See the appendix for a reconciliation of this measure to the most directly comparable GAAP measure.

OMNICHANNEL IMPACT

160M+
TOTAL ATHLETES
IN DATABASE

~80% of eCommerce sales
fulfilled by stores

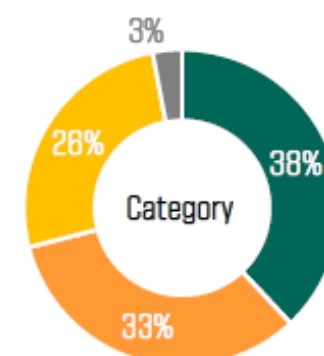
70%+ Mobile penetration of
eCommerce Sales

Nearly
7M New athletes in 2023

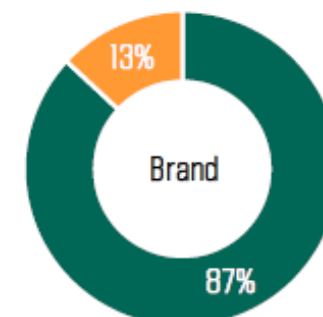
Over
25M Active ScoreCard
Members

Nearly
Two-thirds of U.S. population
captured by our store
trade areas

FY23 SALES BREAKDOWN



■ Hardlines ■ Apparel
■ Footwear ■ Other



■ National Brands ■ Vertical Brands



**WE ARE A
GROWTH
COMPANY**

**WE ARE THE LARGEST U.S. OMNICHANNEL
SPORTS RETAILER WITH GROWTH AHEAD**

~\$140B

TOTAL ADDRESSABLE MARKET¹

Across Footwear, Apparel
and Hardlines

~8.5%

Largest among
sporting goods
retailers

MARKET SHARE¹

INCREASED ~50BPS
FROM ~8% IN 2022

We gained significant market share
over the last year, collectively driven
by our priority categories:

Footwear, Athletic Apparel,
Team Sports, and Golf

¹DICKS 2023 net sales excluding categories with limited market data / ~\$140B Total Addressable Market.
Source: Circana and Proprietary Data.

CULTURE AND COMMON PURPOSE

WE ALWAYS STRIVE TO DO THE RIGHT THING

OUR ATHLETES

Dick's Sporting Goods Announces 2020 Women's Initiative



Dick's Sporting Goods uses sports bra history lesson to talk about the needs of the modern female athlete

President Lauren Hobart talks about how the retailer is backing up campaigns with new gear and partnerships with US Soccer Foundation and USA Hockey.



Dick's Sporting Goods is now selling a limited edition collection of official Negro Leagues baseball gear

Fans longing to sport official Negro Leagues baseball gear now have the opportunity to do so, thanks to Dick's Sporting Goods. The retail giant unveiled a **limited edition collection** of retro merchandise featuring tees, hoodies and pennants from select franchises like the Kansas City Monarchs, New York Black Yankees, Detroit Stars and Cleveland Buckeyes.

OUR COMMUNITIES



OUR BELIEFS



"We are proud to partner with Open to All and stand with other businesses so we can continue to strengthen our communities and create spaces where everyone feels safe, welcome and respected." -Lauren Hobart, DICK'S Sporting Goods President and CEO

#opentoall
#dsglife
<https://lnkd.in/g>



Dick's Sporting Goods Names New Board Members

By Todd Hunter - 09/03/2020

Like great content? We'll get it right in your inbox.

Dick's Sporting Goods has named two people to its board of directors, the retail chain said Tuesday.

Joining the board are Sandrine Mathew, CEO of WMAA, and Debra Hulse-Houston, the senior vice president, general counsel and corporate secretary of Houston, Texas-based City. Dick's said that WMAA and Hulse-Houston have agreed to leave their current roles to focus on their new roles at Dick's.



OUR ADVOCACY



Read more about our DEI efforts: [Leveling the Playing Field](#)
Read more about our ESG efforts: [ESG at DICK'S](#)

Poll: How has your organization's culture changed since the onset of the pandemic?

- Become much healthier
- Become slightly healthier
- No change
- Become slightly more toxic
- Become very toxic

Next Practices Weekly - March 21: Poll #1

Poll | 1 question | 68 of 192 (35%) participated

1. How has your organization's culture changed since the onset of the pandemic? (Single Choice)

68/68 (100%) answered

Become much healthier (10/68) 15%

Become slightly healthier (29/68) 43%

No change (10/68) 15%

Become slightly more toxic (18/68) 26%

Become very toxic (1/68) 1%

The **Seven Habits** of Very Healthy Cultures

1. More flexible work arrangements
2. A learning mindset
3. Boards care about culture
4. Leaders lead by example
5. Leaders held accountable for employee outcomes
6. Leaders regularly communicate values
7. Poor behavior is addressed immediately





Our Guest Today:

Michael Keinath

Vice President and Chief
Talent Officer



Redeeming HRCI® and SHRM®

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Thank You

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