"Mapping the experience of employees throughout their life cycle"

CHALHOUB GROUP He on the Driver Seat

Florencio "Rhency" Padilla Head of People Experience – Group HR



Presence in 8 countries Team of over 12,000 employees

Over 750 retail outlets

About us

CHALHOUB GROUP



76k sqm warehouse space

10 e-commerce sites



Beauty



Fashion

Support Services

Accessories





Jur vision

AMBASSADOR of luxury lifestyle in the Middle East

A TRADITIONAL distributor and retailer for luxury in the Middle East



CHALHOUB GROUP

CHALHOUB GROUT

CHALHOUB rar

A HYBRID retailer bringing luxury experiences to the fingertips of customers everywhere

CHALHOUB GROU

-WAILHOUR ----





Strong values we proudly carry forward over the years

Respect



CHALHOUB GROUP





Entrepreneurial

Pur transformation

From a fast pace market growth to new market dynamics, we embarked on a journey to transform into an agile organisation

> Having the right platforms to be data-driven

Reflecting on our processes

CHALHOUB GROUP

Thinking people first

Shifting mindsets



"The Jhorles way to do many things



-- Richard Cecil





Besign Thinking

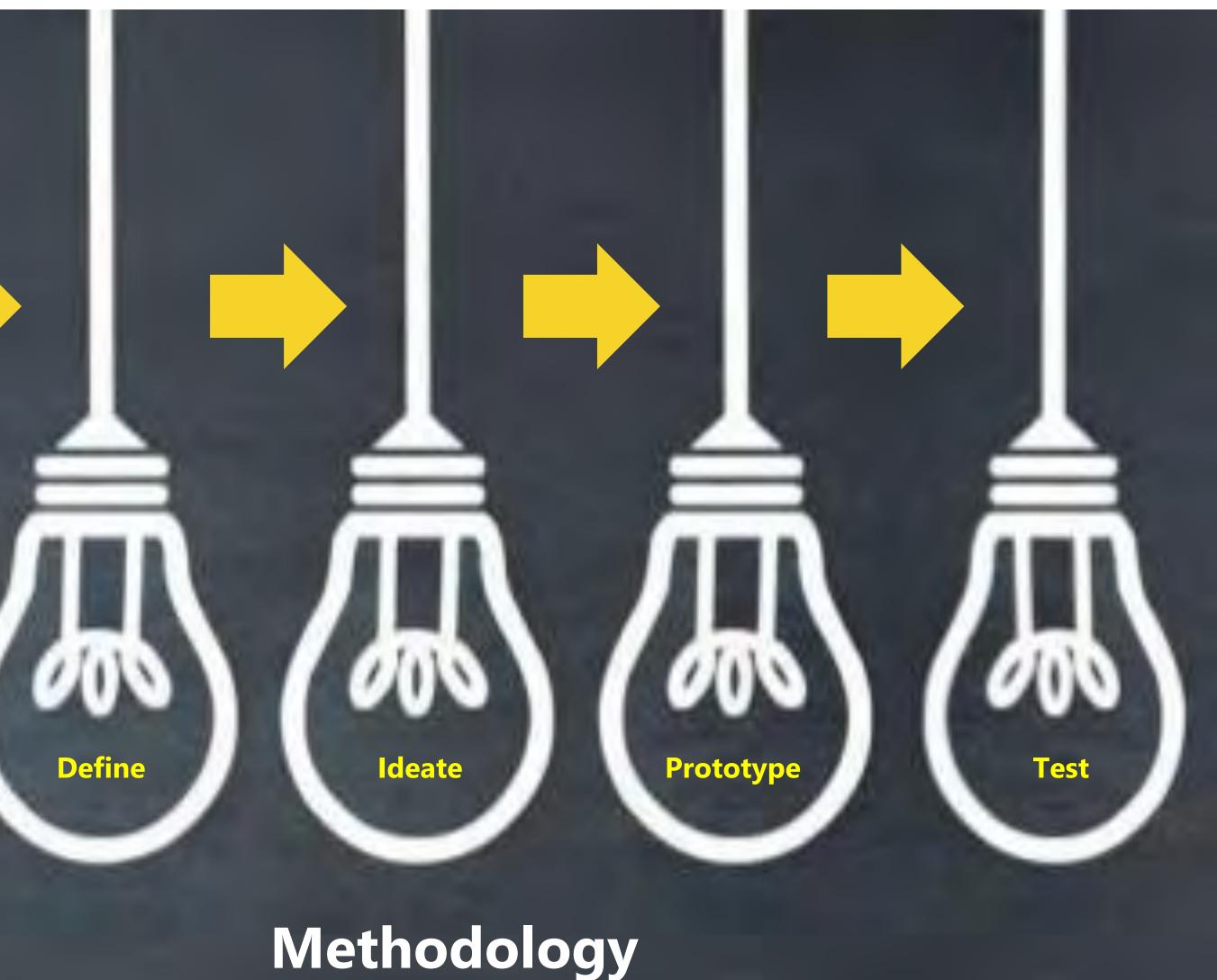
... is an approach that will change He in its core.



Besign Thinking Principle

Emphatise

Mindset







EMPATHISE

Administer surveys, conduct interviews and focus groups (2-4 weeks)

DEFINE PROBLEM

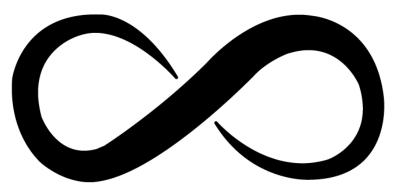
Analyse data , map the experience & understand what's important to your employees (1-2 weeks)

Generate solutions with all stakeholders. Get them involved (1-2 weeks)

EX Mapping Duration: 8-12 weeks

CHALHOUB GROUP

CO-CREATE



IMPLEMENT

Help stakeholders focus on 4-5 key areas. Test & take action (6 months)

REVIEW

Be the accountable partner to stakeholders. Measure & regularly review progress (ongoing)















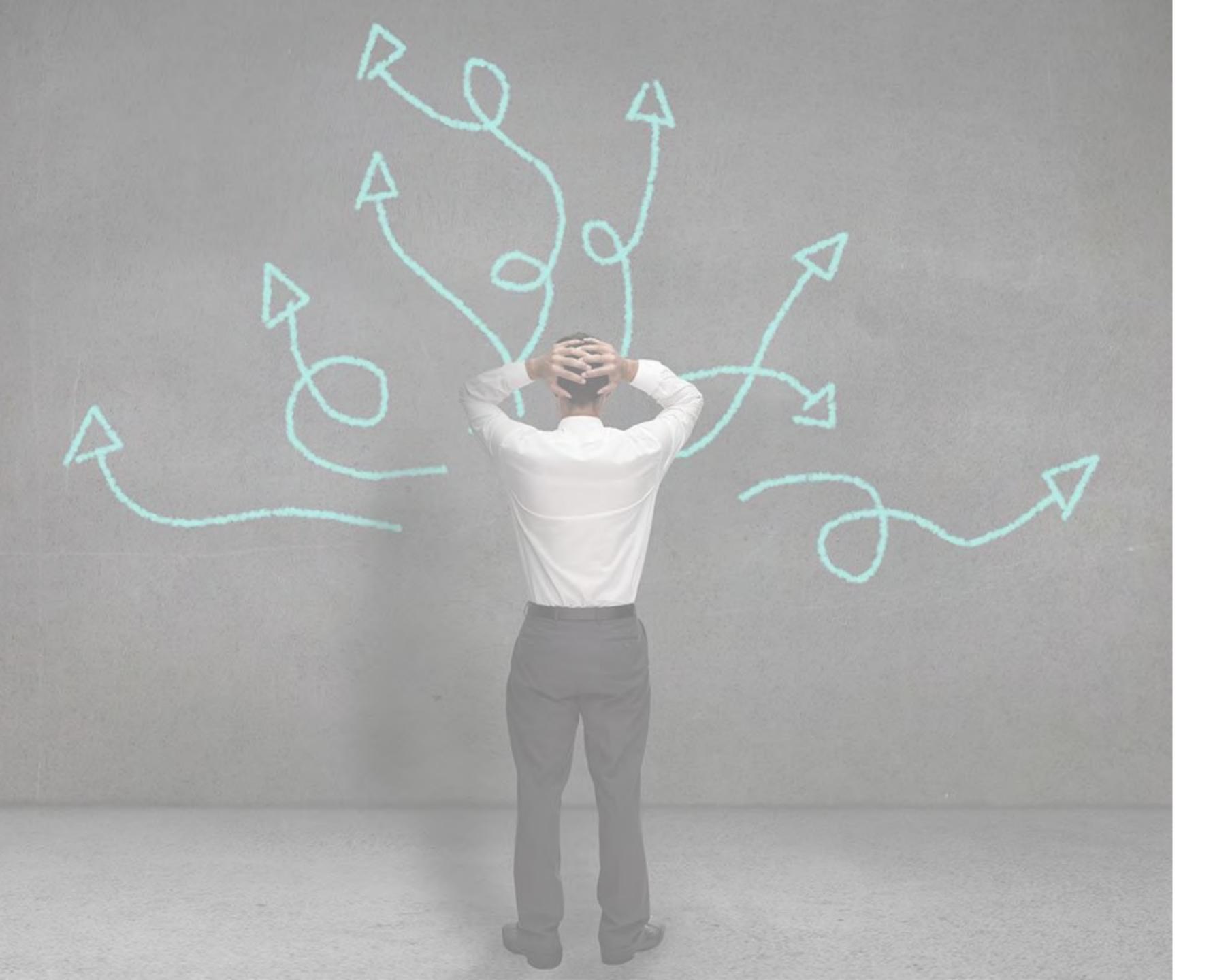
the mindset

Enable managers



Build a CULTURE of ongoing feedback & continuous enhancements





Where do you start?



Nancy Newbie	Freddy Feedback	Sarah Solo	Manuel Manager
"I want to know how I'm doing and how I can improve."	"I just want to help everyone do their best work."	"Llove new projects and new challenges,"	"We should focus on people strenths and interests."
Time on Job: 6 months Job Title: Business Analyst	Time on Job: 7 years Job Title: Tech Lead	Time on Job: 4 years Job Title: Software Engineer	Time on Job: 11 years Job Title: People Manager
Nancy just started at Intel and she's very eager to do well. She periodically checks the feedback tool to see if she has recieved any new reviews.	Freddy feels very comfortable and proficient in his role. He sees himself as a mentor to junior engineers and cares about the product quality and the overall team performance.	Sarah loves her job. She loves problem solving, taking on new challenges, and learning new skills. Sarah hates tedious work like answering emails and tracking development hours.	Manuel cares about his employees wants to help his employees grow based on their strengths, explore their areas of interest, and develop sucessful employees.
Goals: • Self improvement • Become more self aware • Improve her weak areas	Goals: • Team improvement • Mentor and coach peers • Provide better quality products	 Goals: Take on new challenges Learn new skills Work on interesting projects 	Goals: • Improve team collaboration • Develop employees' strength • Help employees' on career pa

ple's

ır

es. He w e op

ths path

Employee Persona

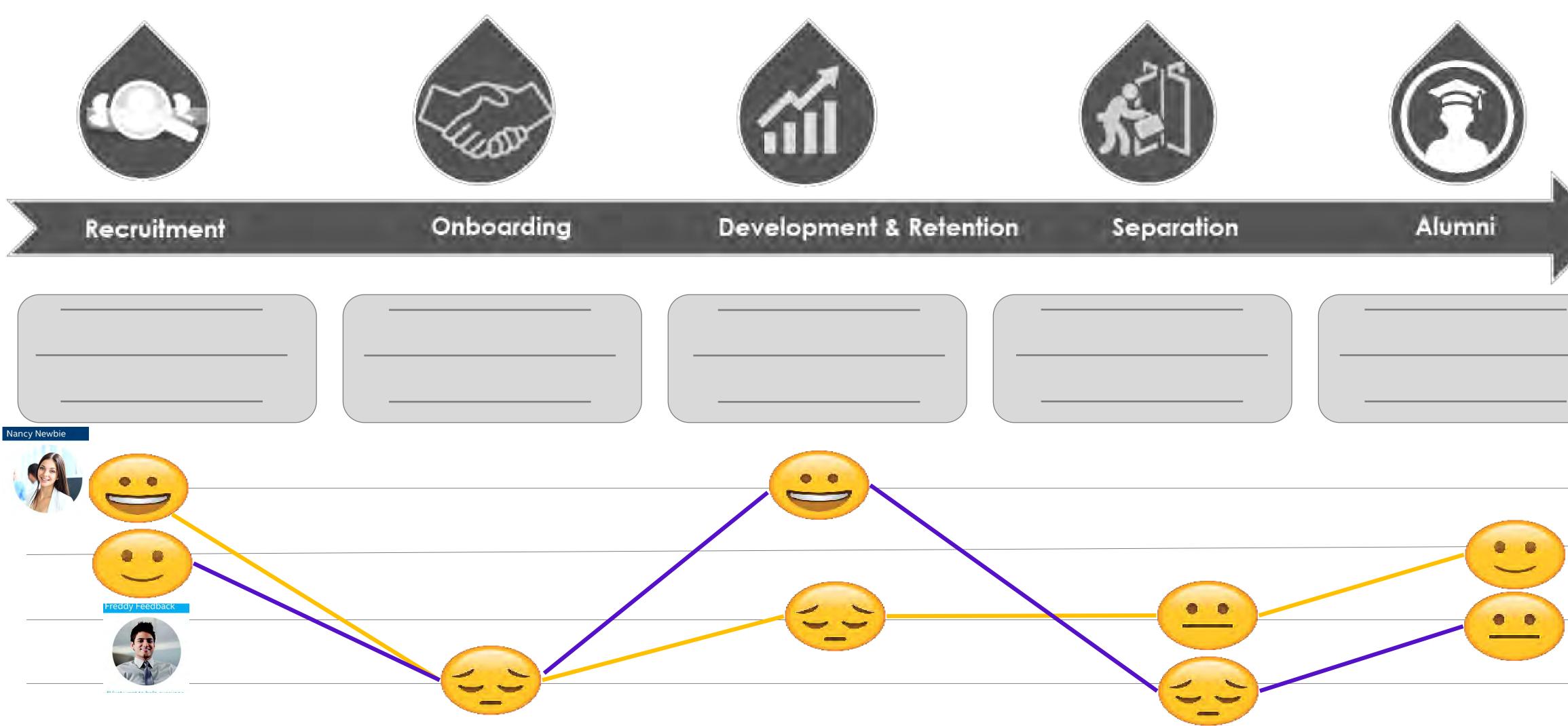


















Nancy Newbie	Freddy Feedback	Sarah Solo	Manuel Manager
"I want to know how I'm doing and how I can improve." Time on Job: 6 months	"I just want to help everyone do their best work." Time on Job: 7 years	"Hove new projects and new challenges," Time on Job: 4 years	"We should focus on people's strenths and interests." Time on Job: 11 years
Job Title: Business Analyst	Job Title: Tech Lead	Job Title: Software Engineer	Job Title: People Manager
Nancy just started at Intel and she's very eager to do well. She periodically checks the feedback tool to see if she has recieved any new reviews.	Freddy feels very comfortable and proficient in his role. He sees himself as a mentor to junior engineers and cares about the product quality and the overall team performance.	Sarah loves her job. She loves problem solving, taking on new challenges, and learning new skills. Sarah hates tedious work like answering emails and tracking development hours.	Manuel cares about his employees. He wants to help his employees grow based on their strengths, explore their areas of interest, and develop sucessful employees.
Goals: • Self improvement • Become more self aware • Improve her weak areas	Goals: • Team improvement • Mentor and coach peers • Provide better quality products	Goals: • Take on new challenges • Learn new skills • Work on interesting projects	Goals: • Improve team collaboration • Develop employees' strengths • Help employees' on career path

What does

great experience look like in different touch points?



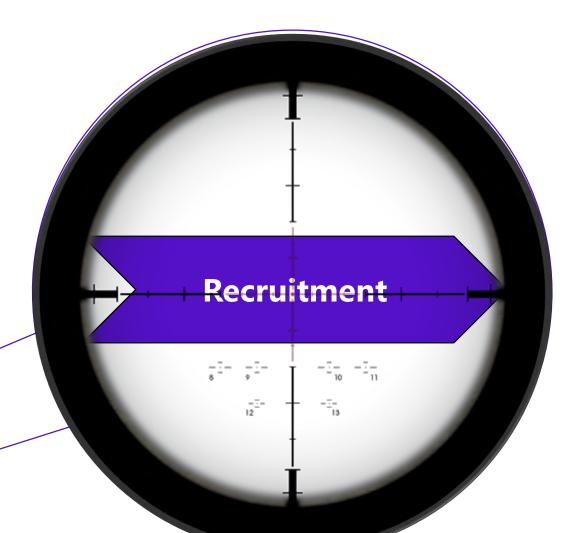
Zooming In on a Specific Touch Point

Nancy Newbie Fre	eddy Feedback	Sarah Solo	Manuel Manager

Candidate Journey

	Looking for Job Vacancy	Submitti
EX Current State	 Candidates fail into two pools - reactive and proactive. Candidates usually discover the Group through various touch points such as careers website. Inhedin, instagram career events, store & office. Recruiter reaches out to passive talents Most candidates in the region know where and how to apply for job vacancies in the Group. However, in new markets, candidates do not know. Chalhoub Group. Chalhoub Croup has a strong visibility on Linkedin A Regional Presence. 	 online candidates u information information some candidates en Croup employees cvs collected at can external) walk-in candidates store/office Applications done

CHALHOUB GROUP



ing Application

Interviews & Assessment

upload cy and fill profile. ition manually email their cys to any Chalhoub

areers events (internal and

is physically deliver ov to

e Via ATS - DRIVE

very personal and professional relationship with Telent Acquisition

candidates are informed about the steps during the process at each stage, but they don't have clarity on the whole process.

some candidates can have 5-10 interviews

throughout the interview process. - candidates have phone screen interview with the

recruiter - face to face interview with the recruiter take online assessment - hiiring manager Interview N+2 Interview

 technical assessment by compass &/or subject matter Expert

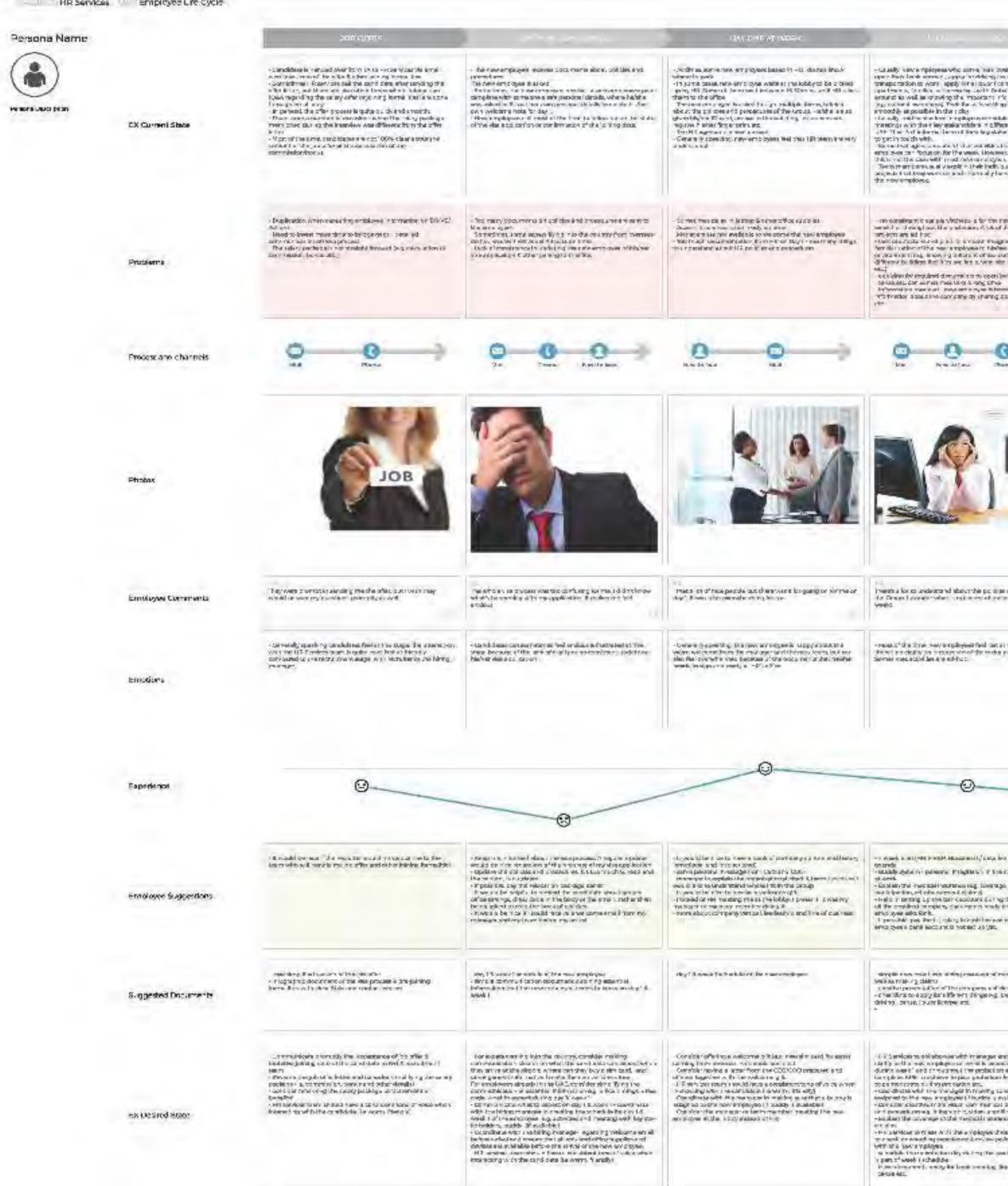
 candidates have phone interview with the recruiter assessment center - office testing - hiring manager interview

- the outcome (successful & unsuccessful) of the Interview is shared with most candidates

Feedback & Job Offer

- Talent Acquisition pass the candidate into the offer process and HRS via DRIVE. HR process offer and give the candidate the offer taking the process forward.





*	PERSENTION		THE OVER WELLINESS		्रोष
Contrast opuid like to the manage of each for the lock for balance of band in the or to about the city of the lock for and of the lock of the Band of the ba	 - Interpolation to main have employees an excludional to expand the state polarization. - And the form a state matching we were excludional to expand the state of the st	 - voar of the 1 me employees are and in to bound which ing eachd, an appeliate part wheeling all descents 	 - and player a study on (a) the study part in study bleve ender. It sets the study, of r. - Other particular to be additionable of the study of	-Land a jedow dry, the solicy of transfer as with some give	 - units operations are usually rested to compare the encoded mention. The assessments with discussion to the encoded operations are confirmed probability. 2010; Note that the control operation in the encoder with the control operation. - One obtained your bit providing edge. - One obtained your bit providing edge. - One obtained with the encoder edge. - One obtained the static fill control operation. - One obtained to a static fill control operation. - One obtained the static fill control operation. - One obtained to a static fill control operation. - One obtained to a static fill control operation. - One obtained to a static fill control operation. - One operation of the end operation operation. - One operation of the end operation operation. - One operation of the end operation operation. - One operation operation operation. - One operation operation. - Operation operation. - Operation.<!--</td-->
n reje ortstover to of Jerus Alar realis agress to blac two with other is with alar is with boundary alar is with boundary hereins after a fill og soot mer a merchae og soot mer a merchae	 Managee do not alt with the employees for participants and the particle of the second state of the based on the participant of the particle of the second state of the second state of the based of the second on the second state of the second state of the second state of the second state of the second state of the based of the second state of the second state of the based of the second of the second state of the	• To market policies on increasing in a companying on the set of the set o	Personal hits row a colarad on GRUC No representation of the read and an GRUC So representation of the read and any set of the set	- componying login the payment of and by at an orander front is a dominant to a circular theory. Here of above motoresees (1750° 161 Senters 4.641 region no work while	- Secol Science CCS distributed of square No. we now they in our global og anti i fan en en. Norm I SEFERIO E - ministrywer werkternen pracees i Verpersonstand
<u>0</u> ->	0 0	O O O	0-0	e e >	0.0
D an ar 5 prioridicest or perior free entring	- vyrinnager solad na socarroles dia probasor socarrener. Legand afra-rode i es Waldoon der 164	Harms, art too energi par man art procedueau cun en a tipik'y Pennie geol	The company and database more concern to the employeers synthese and the last short an end of the and enter is a to:	schrogen by mitmassering web in the Caup, why do have to damp 7- 4 with mean when we do have to find the train of the within the upper low model being regional of the	Financia complete el companiación marquaticany o este el engrecia investime estadorar de substate de la companiación france avec
et al i nu suga because da ya vech	 Use any have encycloped below. By the section when come from when not first enclose because there is for an an enclose by there and not first encoder and any straight the encloses. Straight to be enclosed and the first process of the encloses of the metaperaterist even in the enclose of plate. 	 ar pognesisa, ili ji ku tur tappi deligi atad sopraduca infrati sa rep pir ar vep of da tid sventa, " en divaria patigorogi san ny scheding a poera," an eleverita infrati presi prima setto en pi of pognesis prima setto en pi orazi para bista na result setto en divisi at tabellar na posta divisi en result setto en divisi at tabellar housing checking isses day companior at commission commit result. 	 Community specified an employment field that the community document breach a matter procession of direct target optimizers for the called optimizer documents when going on comparison to the advect optimizer of the second of the call employees, they are an exper- tion of the community target of the community of the community of the community target are there are a the fixed and ex- pressions. With the other and the community of the direct of the of proceedings of these target are the community of the proceedings of the second of the community of the community of the community specific regulations for the second direct and the optimizer of the second optimizers for the second direct and the optimizer of the second optimizers for the second direct and the optimizer of the second optimizers of the second direct and optimizers of the second optimizers of the second direct and optimizers of the second optimizers of the second direct and optimizers of the second direct direct and the second optimizers optimizers of the second direct direct and the second optimizers optimizers of the second direct direct and the second optimizers optimizers optimizers optimizers of the second direct direct	- en dagen gas mus most Afrancian ng soer af a "campery in the Graun Tell her shis bocases stitle ou an modele a sti most and	 Solves the an poyee he if stip and local sp for vertex of polyeether is a solve locate protect. The set form of more representatives of an e set of the set form of the representatives of an e set open.
					0
	0	©		0	
			~		
a lea B Sabata wa Dia chana (yiar Web la Nga dia waa can di Yana da pita waa can di Yana da pita waa can di Yana da pita na sa sa sa sa sa sa ni	Constructional destroy of the second seco	 - Sam saturational regions of states have a power style stress. - Sam saturation of the set for the stress is been represented and methods of the stress have been represented and the set stress for the stress for	- of any recencer person to each array goes in tend of from the interaction of the first and proceedings. - No provide these setup pole or and proceedings, while or , any region tend of the pole of the or doe not. Not a type in the per- son of the setup to an employee. Substance and have a the interactive or a year, the ith- head oppendies.	-reviewed in manatal parks, ago godo, ty pagimenti, ti in goli un dime babers controvers cen apply, for internal complex	 Praval a si becamentar manadari din transplet eg propri din rollari pa a und kanda van 1 made hadanati y. Bepera na secon e pelgare binare milipitar present
d montes d'un anno 183 d'altre se provinción d'anné magnéric	Martin graphet was and apprecised. Set were a site activised versal brick image bit is supprivate sets where traditions and even worth sets activised action may in ruple instructions on two is set as 200%, residence.	zr. Lönn (S. Angli Bargel, 19. Lation, 1.9. a.27. - Opticing Property Print States (S. Poster, 1975, P. B. Sarar V. S. Malakarstein - Anda, p. J. Jonge of Johgs particular and January and S. January S.	e data are of Souther to and Albeit (Say Lipper) (Source-		An leaf i di no verse di bio gi ver Berning Algebra, un serve Soverment contra la partienta vala sino pesa on any ta Yel Algebra transit.
e and i Still-Inghing packet a teryful Ing ag, calta to ar beg a spenta ter (1004) da okatyte (2004) da okatyte (2004) da okatyte (2004) da okatyte (2004) da okatyte (2004) da annenistice to calta da okatyte (2004) da okatyte (2	Der witreserretunden Kormissiken wie ermößenerintent eine einer von freis werste all produktion gehören werte Mergel eine megeboren (LOMONE allere under gehören som all Mergelande restum erwärker) - africk soll Mergelande insere under eine Verlagen aller freister von erken eine under einer einer einen allere freister von erken einer von der einer einer einer einer Mergelande im Bergelande insere einer einer einer einer Mergelande insere einer von der einer einer einer einer mersten einer einer von der werkelten einer einer einer des gesacht fre- statische beiten im einer von der einer einer einer einer einer einer metal beiten einer von der einer einer einer einer einer einer und dense proceekerner Wahr, den neuweinsplagen	 creates a simplification of the politikes and exceedence is stated. creates in the second state of 19 simplification of the second state and exceedence is stated at the second state and the second stat	 Implify v points introduced period of the priod of the little statement of a subsection of the priod of the priod of the little statement of the state	- mv inv and simplify insecond same policy on internal transfer (graduling approach and ranging in three section for proceedings) as silvered to invoke to another portforwith in the Croapit in attacher an egen and a dargeners for available state of oligits entry size is mithing to a horizon compare one nine. New Reddescold the total	 Erns symal have the company feeling valued and - fee an energy on the company feeling valued and a symal provide the large symplecture of a symplectic as a particular groups for with an events many pro- set particular and an energy of the induction of the symal symplectic feeling of the induction feeling of day of the event point which an event the symplectic induction of the event point of the induction of the off induction of the event point of the induction of the off reach state induction of the induction of the off induction - Regular induction of the induction of the off induction off of the induction of the induction of the off induction off of the induction of the induction of the off induction off of the induction of the induction of the off induction off of the induction of the induction of the off off of the induction of the induction of the off off of the induction of the induction of the off off of the induction of the induction of the off off of the induction of the off off off induction of the off off of the induction of the induction of the off induction of the off off of the induction of the off off induction of the off induction of the off off off induction of the off off induction of the off induction off induction of the off induction of the off induction of



to measure experience consistently & build

Usedata

CHALHOUB GROUP

a culture of accountability

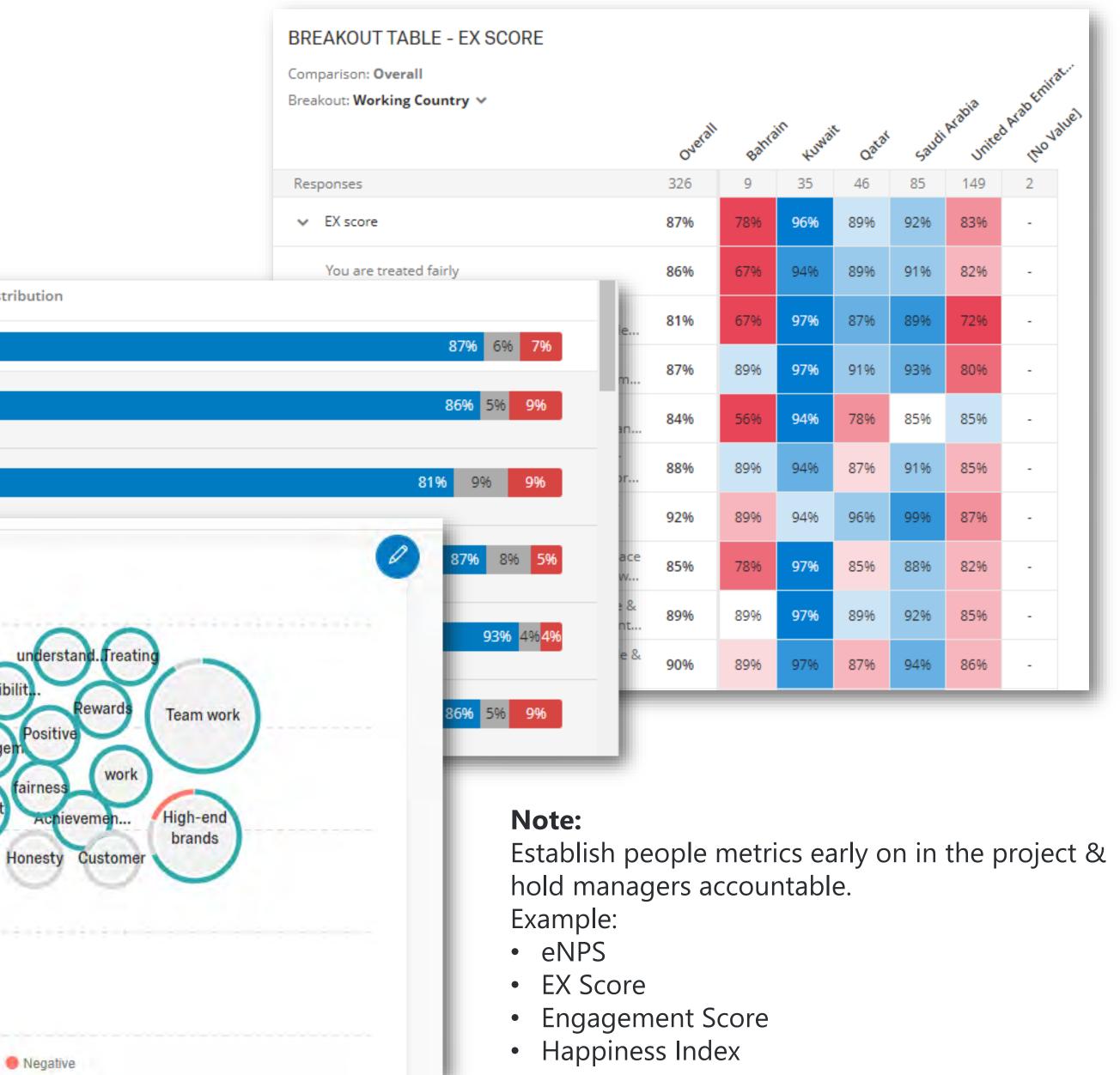


People Experience

DASHBOARDS

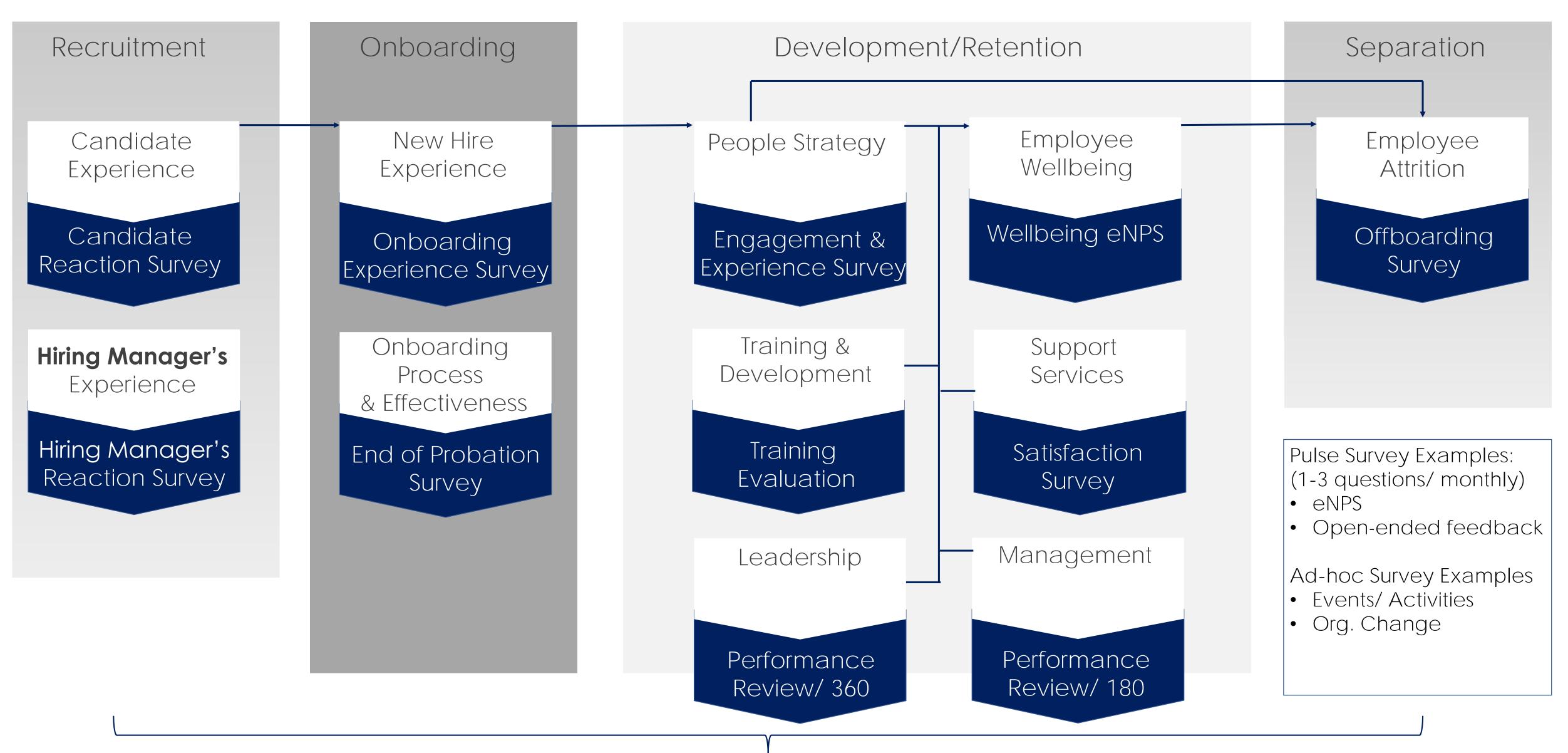
Name	Mean	Distril
✓ Culture	4.39	
You are treated fairly	4.30	
<pre>\${e://Field/Department} invests in employees' well-being (intellectual, physical & emotional deve</pre>	4.20	

Search Topics	٩	All Topics	
All Comments		10	mmunicat Ability Quality strong
Comments with a Topic Comments without a Topic		8	guest Company Trust-buil Quality Fle
All Responses	Î	4 9-0 2	Target Self-confi Encoura Appreciati Learning Work
Team work	25	2 Sentiment Score -2	Respect Being Challenges
High-end brands	16	-2 Senti	from People Working DisciplineCustom
Quality of products	8	-4 -6	
Respect from Management	7	-8	
Learning at work	Б	-10	Positive Neutral Mixed





People Research Cycle



Pulse and/or Ad-hoc Surveys

Turn data into



500 employees 8 countries 40 brands

	parison: Overall kout: Working Country 🗸						abia	Anab Ernirat INO Value
		overall	Bahra	the Anala	c Qatat	Saudi	Arabia Unite	dr INOVAID
Res	ponses	326	9	35	46	85	149	2
~	EX score	87%	78%	96%	89%	92%	83%	
	You are treated fairly	86%	67%	94%	89%	91%	82%	-
	\${e://Field/Department} invests in employees' well-being (intellectual, physical & emotional de	81%	67%	97%	87%	89%	72%	-
	You believe that leaders in \${e://Field/Department} walk the talk and em	87%	89%	97%	91%	93%	80%	-
	\${e://Field/Department} offers multiple workspace options that are accessible to you an	84%	56%	94%	78%	85%	85%	-
	The office/store in which you work reflects our Group values (i.e. Respect, Excellence & Entrepr	88%	89%	94%	87%	91%	85%	-
	You feel proud to bring a friend/visitor to your office/store	92%	89%	94%	96%	99%	87%	-
	\${e://Field/Department} offers flexible workspace options & encourages autonomy to use them w	85%	78%	97%	85%	88%	82%	-
	In general, the technology (hardware, software & systems) that you use in \${e://Field/Department	89%	89%	97%	89%	92%	85%	-
	In general, the technology you need is available & accessible to everyone in	90%	89%	97%	87%	94%	86%	-





AKOUT TABLE - EX SCORE parison: Overall kout: Working Country V	Overal	Bahra	in back	L Datat	audi	Arabia	2
ponses	326	é	35	46	85	149	2
EX score	87%	78%	96%	89%	92%	83%	
You are treated fairly	86%	67%	94%	89%	91%	82%	
{e://Field/Department} invests in employees' well-being (intellectual, physical & emotional de	81%	67%	97%	87%	89%	72%	-
You believe that leaders in \${e://Field/Department} walk the talk and em	87%	89%	97%	91%	93%	80%	
\${e://Field/Department} offers multiple workspace options that are accessible to you an	84%	56%	94%	78%	85%	85%	-
The office/store in which you work reflects our Group values (i.e. Respect, Excellence & Entrepr	88%	89%	94%	87%	91%	85%	-
You feel proud to bring a friend/visitor to your office/store	92%	89%	94%	96%	99%	87%	
\${e://Field/Department} offers flexible workspace options & encourages autonomy to use them w	85%	78%	97%	85%	88%	82%	
In general, the technology (hardware, software & systems) that you use in \${e://Field/Department	89%	89%	97%	89%	92%	85%	
In general, the technology you need is available & accessible to everyone in	90%	89%	97%	87%	94%	86%	









ENABLE



EMPOWER



ENGAGE

Great Place to Work



EMPLOYEE EXPERIENCE DRIVEN BY AN ECOSYSTEM OF PERFORMING TOOLS

CHALHOUB GROUP

EFFICIENCY

Automation reducing administrative time (SuccessFactors Employee Central) Smoother point of sale system (Oracle Xstore) Mobile, snack learning & gamification (Axonify) Chatbot and video candidate interviews (Easyrecrue) Quicker signature process (DocuSign)

VISIBILITY

Collecting & analyzing data (Qualtrics) Data-driven decision-making with people dashboards (Power BI)

EASE OF ACCESS

Employee self-service for all HR requests in one platform (SAP SuccessFactors) Employee app as one-stop-shop for all platforms (Beekeeper)



PEOPLE EXPERIENCE COMMUNITIES

20 communities; 187 volunteers across the Group, including for store-based employees

LEARNING & DEVELOPMENT

Promoting a learning culture through our Retail Academy, using an easy mobile learning app, and offering internal mobility



CHALHOUB GROUP

EMPLOYEE APP

Amplifying the voice of our employees, community-building, open forum for suggestions, achievements throughout the Group



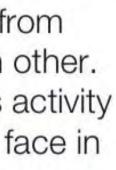
Waheeb Alyounes Store Manager Aug 27, 2019

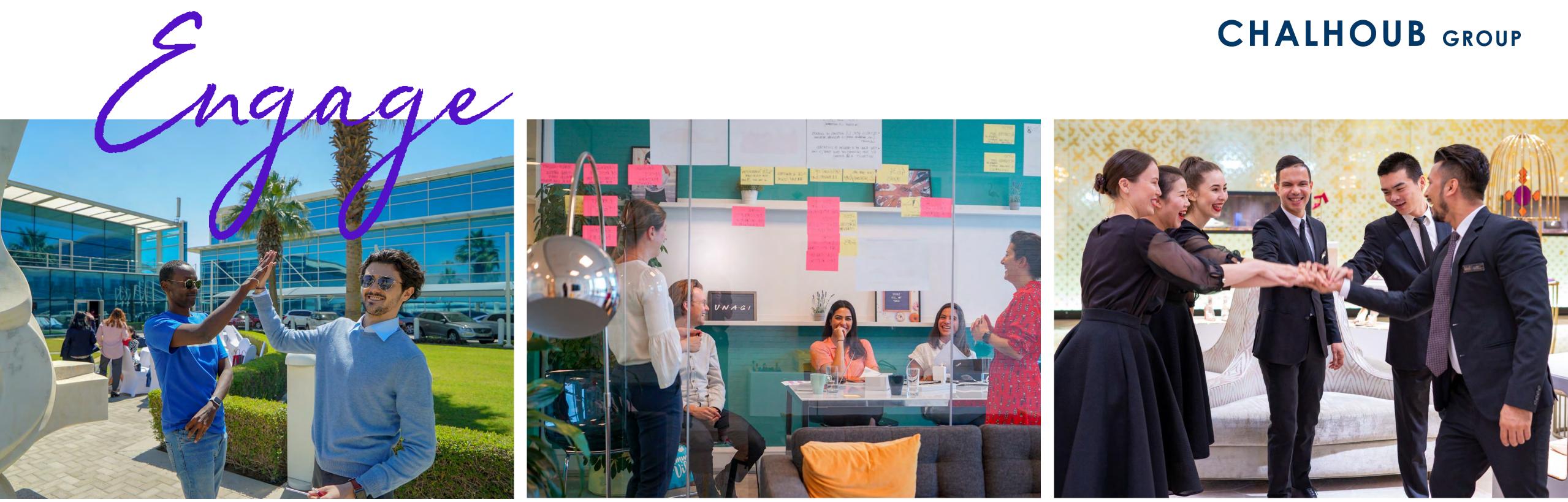
MOE Squad

It was a great pleasure to meet other people from different stores in MOE and get to know each other. We become closer to each other through this activity as we could share some pain points that we face in our stores.









WE OFFER AN ENGAGING & COLLABORATIVE ENVIRONMENT

Bringing our back office and store teams closer

- Enhanced people policies to allow for flexibility and work-life balance
- Personalised office spaces to ensure comfort, boost creativity and enable collaboration



WE OFFER AN ENGAGING & COLLABORATIVE ENVIRONMENT

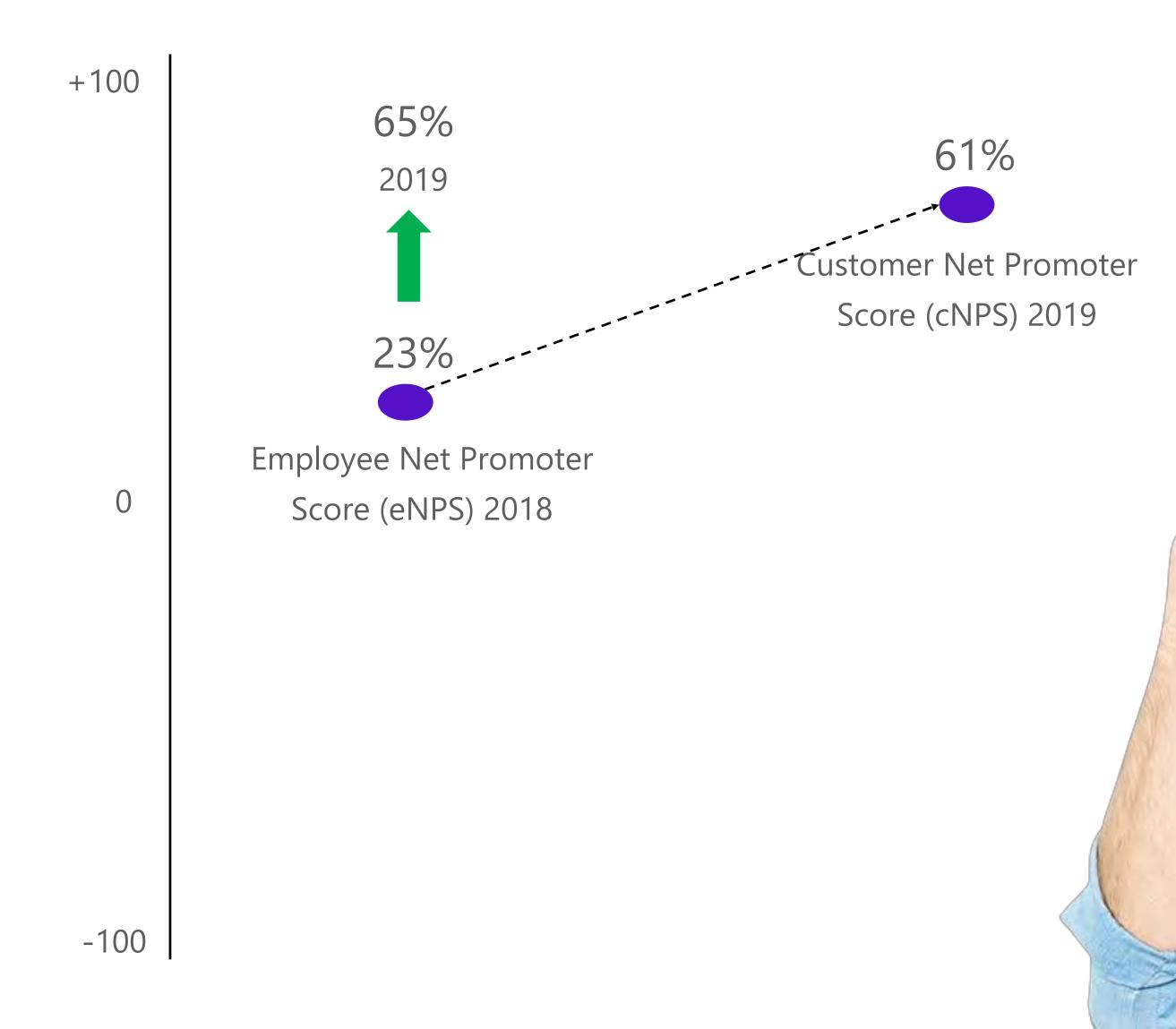
Recognition at a Group level, brand level, country level Focusing on people's wellbeing through our H.O.P.E programme

- Giving back to our planet and our communities through Chalhoub Impact





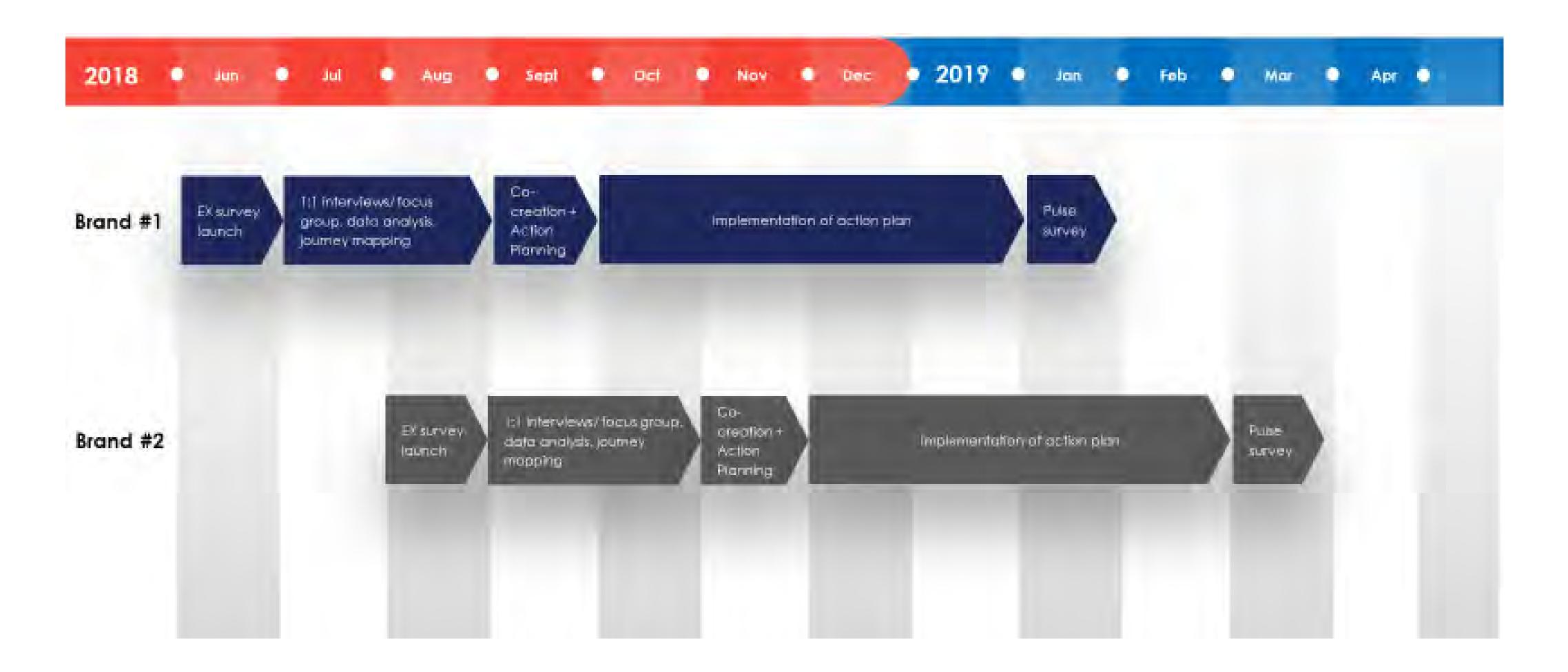
Monitor the impact on customers and business



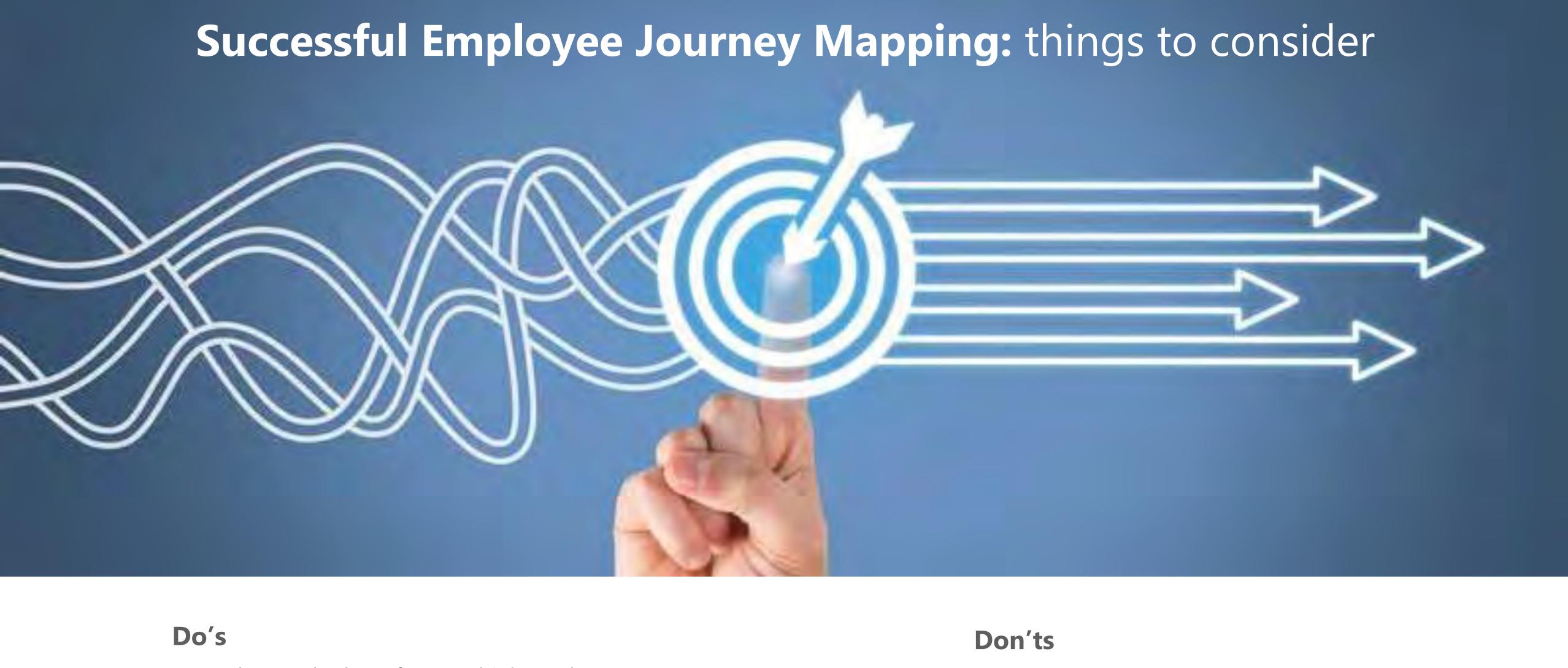




Enployee Journey Mapping Project Timeline







- Look at each phase from multiple angles
- Know your end game
- Be intentional about who you involve
- Focus on key groups within the organization
- Communicate! Communicate!

- Take a 'one size fits all' approach
- Keep your employee journey map updated
- Remember it's a tool, not a solution
- Collect data that you cannot or are not going to action

"The shorlest way to do many things

is to do only one thing at once."

CHALHOUB GROUP

-- Richard Cecil









Stay connected & follow us.

CHALHOUBGROUP.COM



in

CHALHOUB GROUP TALENT





CHALHOUB GROUP

CHALHOUBGROUPCAREERS.COM



