

# Our People

Cenomi Retail undertook a strategic transformation to streamline operations and refocus on core strengths. As part of this process, the Company restructured the business and divested underperforming brands, ensuring long-term sustainability. Managing this transition required a strong commitment to Cenomi Retail’s people, maintaining employee morale, retaining key talent and ensuring operational stability

In order to support the business transformation throughout the year, Cenomi Retail focused on ensuring a fit for purpose workforce across its footprint. Clear and consistent communication was central to its approach. Leadership provided regular updates on the restructuring and the Company’s long-term vision, fostering transparency and trust. Employees were encouraged to share their perspectives through town halls and one-on-one discussions, reinforcing an open dialogue that strengthened engagement.

The Company also invested in career development, equipping high-performing employees with training and growth opportunities that aligned with Cenomi Retail’s evolving needs. Internal mobility played a crucial role, offering clear pathways for advancement and ensuring that talent remained within the organization.

By focusing on these priorities, Cenomi Retail retained key employees, sustained engagement and positioned itself for a stronger, more agile future.

	2023	2024
Full-time employees	8,643	6,675
Female employees	5,045 (58.37%)	3,317 (49.69%)
Saudi employees*	74%	64%

## Strategic Focus Driving Transformation

Cenomi Retail’s people strategy was designed to support organizational restructuring while driving efficiency, talent retention and workforce engagement. Its focus remained on measurable outcomes that strengthened the business and ensured long-term sustainability.

A key achievement was reducing the store staff turnover to 40%, a significant improvement from 70% in the previous year. This was driven by targeted retention initiatives, including enhanced engagement, career development opportunities and a strong focus on internal mobility as a motivational tool to enhance talent for high-performing employees.

The Company optimized the headcount which resulted in a significant reduction in employees’ salaries and benefits. This was achieved by streamlining processes, consolidating roles and directing resources

toward core business priorities while retaining essential talent to maintain operational continuity.

As the Company continued with “Fixing the House”, which included brand portfolio optimization, retaining high-performing employees remained a top priority. By identifying and supporting key talent, Cenomi Retail ensured that the organization remained strong and well-equipped to execute its strategic goals.

Commitment to workforce development remained unchanged, even amid restructuring. By year-end, 85% of employees had completed at least one training program, equipping them with the skills needed to adapt and excel in a more agile organization.

These results reflect the Company’s ability to navigate change while strengthening its foundation, retaining top talent and positioning Cenomi Retail for sustainable growth.

\* Platinum Category



1,499

new hires in  
Saudi Arabia





### Putting Our Values into Action

Cenomi Retail remained true to its core values throughout a transformative period, reinforcing a strong culture and driving performance across the organization.

**Commit to deliver** guided the Company's approach during restructuring and brand sales. Cenomi Retail upheld its commitments to employees, customers and stakeholders through transparent communication and decisive action, ensuring accountability. Key objectives, including cost optimization and talent retention, were successfully met.

**Execute to excellence** drove operational improvements, with a focus on streamlining processes, upskilling employees and fostering a culture of continuous improvement. The reduction of head office costs reflects the Company's ability to execute with precision while maintaining high performance standards.

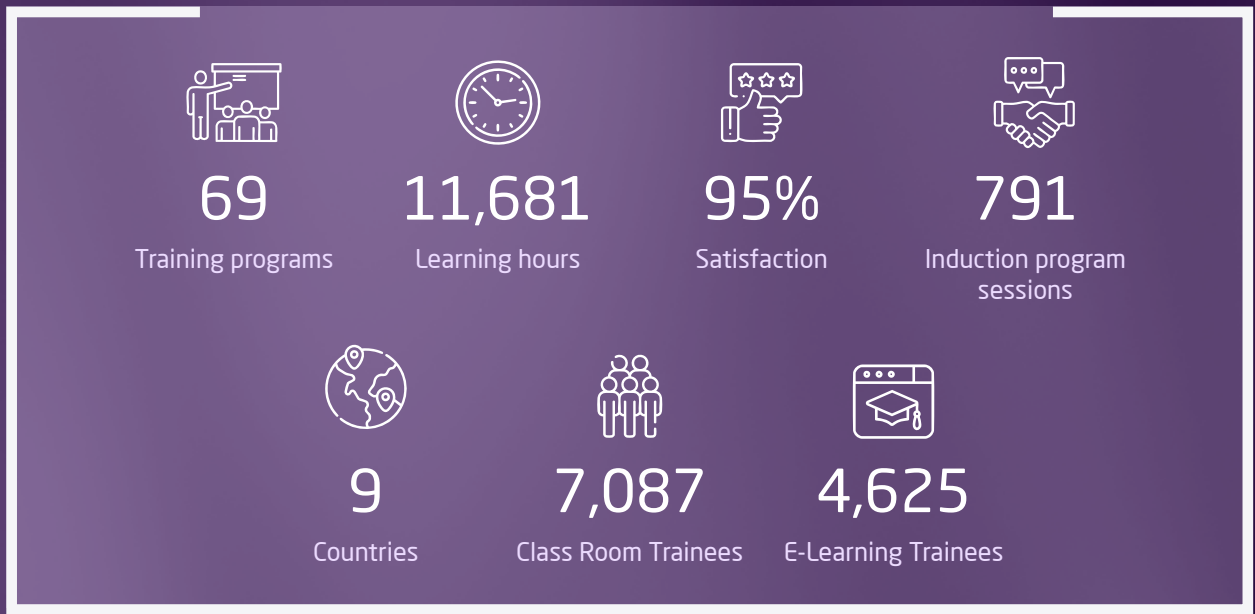
**Win together** was reflected in the collaboration that defined this period. Cross-functional teamwork, open communication and shared accountability helped employees unite in overcoming challenges. This collective effort was instrumental in reducing store staff turnover to 40% and retaining top talent, reinforcing the strength of the Company's workforce.

**Embrace challenge** shaped Cenomi Retail's response to restructuring and turning obstacles into opportunities. By encouraging adaptability, innovation and problem-solving, the organization's resilience was strengthened. Maintaining high employee engagement throughout this transition underscores the Company's ability to navigate change while positioning Cenomi Retail for future growth.

By embedding these values into every aspect of its operations, Cenomi Retail emerged stronger, more agile and well-prepared for the next phase of its journey.

## Empowering Our Workforce

Cenomi Retail places its people at the heart of its success. In a year of transformation, the Company prioritized initiatives to strengthen its workforce, foster engagement and enhance skills development, ensuring the dynamic needs of the business were met. From comprehensive store staff recruitment, across nine countries - addressing stores with a high turnover, to impactful training programs and cultural celebrations, Cenomi Retail remained committed to building a motivated, skilled and inclusive team ready to drive its vision forward.



The Company's recruitment efforts focused on maintaining operational continuity in stores, which consistently experience high turnover, which is a normal attrition. Across nine countries, Cenomi Retail hired 2,676 new employees, ensuring that its stores remained adequately staffed to meet business needs. Recruitment by country included 1,499 hires in Saudi Arabia, 306 in Azerbaijan, 295 in Georgia, 244 in Uzbekistan, 124 in Armenia, 111 in Jordan, 62 in Kazakhstan and 35 in Egypt. To support these new hires, they were provided with continuous training tailored to their roles, fostering skills development and operational excellence.

Employee engagement and recognition initiatives remained a priority, driving motivation and loyalty across the workforce. Key actions included relocating the Central Region office to the Company's headquarters, organizing roadshows and recognition programs in Riyadh, Jeddah and the Eastern Province, and celebrating significant occasions such as International Women's Day, Saudi National Day, Foundation Day and International HR Day. Events like Sports Day, Ramadan Gamification Winner Announcements and Children's Day further strengthened the Company's culture and connected employees across the organization.

Retention efforts focused on creating a positive work environment and offering competitive compensation packages. These measures reinforced employee satisfaction and ensured that top talent remained engaged and committed.

Learning and development continued to be a cornerstone of our people strategy, covering six countries with 55 training programs and cohorts. In 2024, 505 employees participated in classroom training, while 3,852 accessed e-learning opportunities. With 95 induction program sessions delivered, a total of 7,043 learning hours were completed, achieving a 97% satisfaction rate. Notable programs included a specialized Zara Al Nakheel training course and Ramadan store support visits to enhance employee development.

Cenomi Retail's commitment to Saudization was reflected in the high recruitment volume in Saudi Arabia, with 1,499 new hires, underscoring the Company's focus on engaging and developing local talent.

Diversity and inclusion were celebrated through events like International Women's Day, recognizing the contributions of women, and Children's Day, which highlighted the Company's inclusive and supportive culture. These initiatives reinforced its dedication to fostering an environment where employees feel valued and empowered to succeed.

### Shaping the Future of Cenomi Retail

In 2025, Cenomi Retail will focus on stabilizing the business following a transformative period, creating a positive employee experience, and establishing a robust foundation for sustainable growth. The forward-looking people strategy will encompass key initiatives aimed at enhancing engagement, fostering well-being and building leadership capacity to drive the Company's vision forward.

Priority will be placed on enhancing employee engagement and satisfaction by introducing continuous feedback mechanisms to address concerns in real time and implementing recognition programs to celebrate contributions and cultivate a culture of appreciation. Strengthening workforce stability will be a key focus, with streamlined onboarding and training programs to accelerate integration and retention strategies, such as career development pathways and succession planning, aimed at reducing turnover.

Employee well-being will take center stage with initiatives to improve work-life balance, including flexible working policies and wellness programs, as well as access to mental health resources and workshops on stress management and resilience. Leadership development will be expanded with tailored training programs to prepare managers for periods of change, and a mentorship program will be launched to foster knowledge transfer and career growth.

HR processes will be optimized by leveraging digital tools and analytics to enhance operational efficiency and transparency. Performance management systems will be refined to ensure clear, measurable goals align with organizational objectives.

Through these initiatives, Cenomi Retail aims to solidify its position as an employer of choice, ensuring its workforce is fully engaged, supported and aligned with the Company's long-term vision.