



**CHANEL**

PEOPLE@RETAIL  
**COMMITTEE**

OCTOBER 28<sup>TH</sup>, 2025

# AGENDA

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## POLT FEEDBACK

*10 min*

## ONGOING PEOPLE PROJECTS

- HOB MAPPING TOOL - FINAL VERSION BEFORE LAUNCH OF REGIONAL HOB MAPPING
- SHARING EUROPE - HOB ASSESSMENT FRAMEWORK
- Q&A

*10 min*

*10 min*

*5 min*

## MOBILITY, OPEN POSITIONS & TALENTS

*25 min*

- REVIEW CURRENT OPEN POSITIONS & TALENTS
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# ALL REGIONS CONNECTED!

*Welcome to  
Swiss markets, Japan  
and UK teams*

# WHY ?

## PEOPLE ARE EVERYWHERE

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### SIMPLIFICATION

- Stop duplication : share common principles
- Equity between regions
- Connexion between us on People topics

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### SYMMETRY OF ATTENTIONS

- Offering a consistent People experience as we do for our Clients

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### CONNECTION & BEST PRACTICES SHARING

- We're ready to take an active role in connecting regions & markets, sharing learnings, and co-building where it makes sense
  - Leverage existing works & tools developed by Regions/Markets
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# WHAT ?

## COMMON PRIORITIES AGREED & ALIGN IN JUNE

### CONSOLIDATING FLEX APPROACH

*The Flex posture deployed in 2023 has been embraced by all Regions & Key Markets*

#### One boutique, One story

A framework that adapts to each boutique's reality while preserving a unified People experience across Fashion Retail

#### A Holistic People Experience

Flex must be anchored into a broader People ecosystem - connecting mobility, compensation, and well-being - to reinforce our Retail Employer of Choice ambition

#### Limits to scaling

Growth remains constrained by boutique size, budget, and tool capacity

#### Short term solution

Scale a scheduling app/tool

### LAUNCHING CAREER PATHWAYS@RETAIL

*Career Pathways  
@Fashion Retail*

#### Ambition

- Anticipate succession needs across Retail leadership roles
- Strengthen global collaboration and create a unified vision for the HOB community
- Engage & develop our HOB community as a strategic leadership pipeline for Fashion

Starting with HOB/GM

#### Short term

- Align on HOB role definition
- Consolidate global HOB mapping and run Talent Matching Sessions to enhance pipeline visibility and identify immediate mobility opportunities

### SEEKING CROSS-DIVISIONAL SYNERGIES

*Fashion People@Retail x FB & WFJ  
Connection*

#### Objective

Onboard other divisions to fashion priorities and ambitions to foster coherence, fairness and shared impact across Retail People initiatives.

#### Current phase & next steps

- Sharing priorities & 2026 ambition ; seeking communalities while respecting specificities
- Mapping of divisions' projects to be shared at October POLT

#### Next

Activate divisional taskforces to help the adaptation of shared postures & frameworks while respecting division's specificities.

# DIVISIONS COMMON PRIORITIES

## CAREER PATHWAYS

Making career paths more visible and transversal > Identify cross-divisional career pathways/mobilities & development opportunities

- HOB
- GM

## BOUTIQUE STRUCTURE & ORGANIZATION

Questions around optimal boutique organization depending on size and format. Share insights on incentive practices across divisions.

## COMPENSATION & PERFORMANCE MANAGEMENT

Desire to harmonize reward structures (fixed/variable, team commissions, strategic boosters).

## WELL BEING FLEXIBILITIES

Share learnings from Fashion Flex@Retail and posture

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# **POLT FEEDBACK**

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# HOB MAPPING TOOL

*Thanks for your inputs!*

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- FINAL VERSION BEFORE LAUNCH OF HOB MAPPING
- TIMELINE PROPOSAL

[\\_RegionName\\_HOB Mapping.xlsx](#)

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# HOB ASSESSMENT FRAMEWORK

*Europe sharing*

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# **MOBILITY, OPEN POSITIONS & TALENTS**

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[Talents&Mobility.pptx](#)