



CHANEL

PEOPLE@RETAIL
COMMITTEE

OCTOBER 28TH, 2025

AGENDA

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



**ALL REGIONS
CONNECTED!**

*Welcome to
Swiss markets, Japan
and UK teams*

WHY ?

PEOPLE ARE EVERYWHERE

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

POLT FEEDBACK

HOB MAPPING TOOL

Thanks for your inputs!



- FINAL VERSION BEFORE LAUCH OF HOB MAPPING
- TIMELINE PROPOSAL

[RegionName_HOB Mapping.xlsx](#)

HOB ASSESSMENT FRAMEWORK

Europe sharing

MOBILITY,
OPEN POSITIONS
& TALENTS



Talents&Mobility.pptx