

whites ایتس

Where Beauty Leads, Wellness Thrives, and Excellence Prevails

LEADERSHIP MESSAGES



Dr. Mahmoud Abdelmonem
CEO

Our strategy brings clarity to who we are and where we are going.

With customer delight at the center, and guided by strong values and competencies, we align our mission, vision, and actions to deliver excellence, trust, and sustainable growth, together as one team.



Mr. Fahad Alhindi
CBSO

This strategy connects collaboration, accountability, and execution into one unified framework. By strengthening our capabilities and ways of working, we enable the business to perform with agility, efficiency, impact, always focused on delivering value and customer delight.

whites Vision:

To be the go-to destination for beauty and wellness in Saudi Arabia, known for excellence and trust.

whites Mission:

We deliver personalized beauty and wellness solutions through seamless in-store and online experiences. By empowering our people and embracing innovation, we set the standard for beauty and wellness retail, achieve operational excellence, and create sustainable value for our customers, employees, and shareholders.

whites Story:

Founded in 2008, Whites was created with a clear purpose: to redefine beauty through wellness. We believe that when science, care, and beauty come together, people feel confident, healthy, and empowered inside and out.

From day one, Whites set out to be more than a beauty retailer. Grounded in pharmacy expertise and guided by integrity, we earned our customers' trust by placing their well-being at the center of everything we do. Every product we curate meets the highest standards of safety, quality, and effectiveness, and every interaction is built on honesty and care.

As our customers evolved, so did we. Whites grew into a modern beauty and wellness destination where science-backed solutions meet inspiring, personalized experiences—seamlessly across digital platforms and physical stores. We continually raise the bar, delivering excellence not only in products, but in service, personalization, and operational precision.

Today, with more than 110+ branches across the Kingdom of Saudi Arabia, strategically located in major malls and high-traffic destinations, Whites is accessible, trusted, and deeply connected to the communities we serve. Our scale allows us to deliver consistency, convenience, and exceptional experiences wherever our customers find us.

At Whites, well-being is holistic. Beauty is not just how you look—it's how you feel, live, and thrive every day. That's why we invest in our people, embrace innovation, and refine every detail of the customer journey. Guided by strong values and a forward-looking vision, Whites continues to create lasting value for our customers, our teams, and our communities—today and for the future.

whites Purpose:

Empowering customers to look and feel their best every day.

whites Positioning:

Where beauty meets wellness.



Excellence



Confidence



Integrity



Elegance



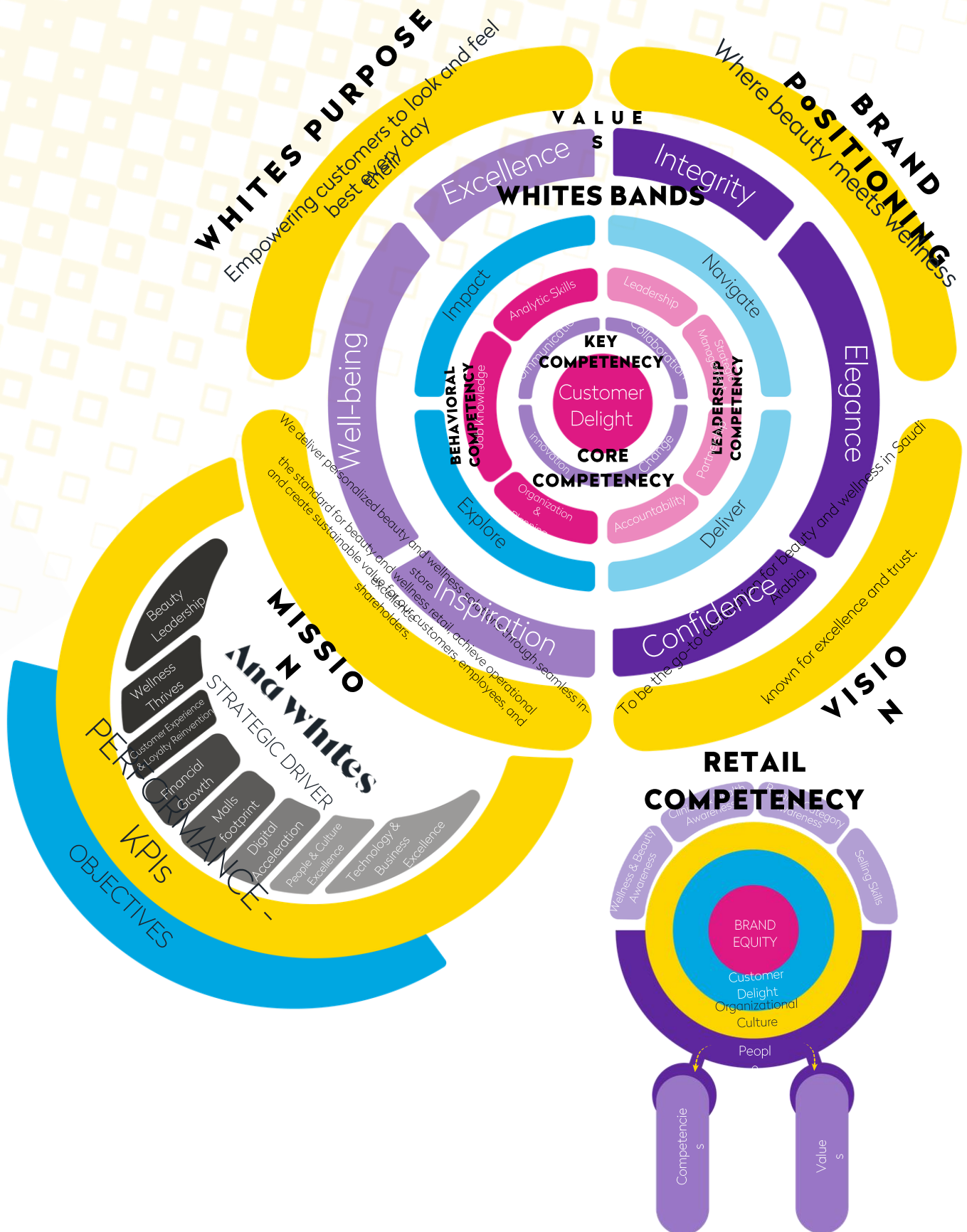
Well- being



Inspiration

whites
Value
s

whites OPERATIONAL WHEEL



whites VALUES



Excellence

“The quality of being outstanding or extremely good.”

Customer Facing Characteristics

Speaks to quality in service and products, cutting above discount competitors.

Corporate Facing Characteristics

We set high standards and consistently deliver outstanding results.



Confidence

“The feeling or belief that one can rely on oneself, one’s abilities, or qualities.”

Customer Facing Characteristics

The ultimate emotional outcome of beauty and wellness.

Corporate Facing Characteristics

We empower our people and our customers to succeed, feel assured, and grow with us



Integrity

“The quality of being honest and having strong moral principles; moral uprightness.”

Customer Facing Characteristics

Reassures customers that Whites is a credible Beauty pharmacy, not just another beauty shop.

Corporate Facing Characteristics

We act with honesty, fairness, and transparency in every decision.



Elegance

“The quality of being graceful and stylish in appearance or manner.”

Customer Facing Characteristics

Premium refined — aligns with store design and curated experience.

Corporate Facing Characteristics

We bring refinement and professionalism to every aspect of our business.



Well-being

“The state of being comfortable, healthy, or happy.”

Customer Facing Characteristics

Captures the unique beauty and pharmacy blend.

Corporate Facing Characteristics

We promote holistic beauty and wellness for our customers, employees, and communities



Inspiration

“The process of being mentally stimulated to do or feel something, especially something creative or positive.”

Customer Facing Characteristics

Retail feel, emotionally uplifting; ties to daily beauty rituals

Corporate Facing Characteristics

We create an environment that motivates our people and inspires our customers.

whites Band:

Band

Navigate

Lead the group transformation and innovation

4

Competencies Framework:

Job Category

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Deliver

Communication

See

Collaboration	
Innovation	
Job Knowledge	
Analytic Skills	
Communication Competency	
Organization & Planning	
Wellness & Beauty Awareness	
Clinical & Health Awareness	
Behavioral Competency	
Retail Category Awareness	
Selling Skills	
Accountability	
Leadership	
Strategic Management	
Partnership	
Leadership Competency	

Key Competency Behavioral Indicators:

Retail			Corporate		
Competency	Rating	Behavioral Indicator	Competency	Rating	Behavioral Indicator
Customer Delight	1	Frequently fails to meet basic customer expectations; responses are slow, inaccurate, or dismissive, resulting in dissatisfaction.	Customer Delight	1	Work quality, accuracy, or responsiveness negatively affects the customer experience; creates delays, errors, or obstacles for front-line teams.
	2	Provides acceptable but inconsistent service; sometimes delayed or incomplete, with limited effort to resolve issues.		2	Support is inconsistent; outputs contain gaps or delays that limit the organization's ability to serve customers effectively.
	3	Delivers prompt, accurate, and courteous service; meets customer expectations reliably.		3	Delivers accurate, timely, and reliable work that supports smooth operations and contributes to a positive customer experience.
	4	Consistently enhances customer experience through proactive, personalized, and high-quality service.		4	Provides high-quality, solution-oriented support that enables teams to serve customers more efficiently and effectively.
	5	Delivers exceptional, memorable service; anticipates needs and consistently delights customers with superior care.		5	Plays a critical role in elevating customer outcomes through exceptional accuracy, responsiveness, improvement initiatives, and proactive enablement.

Core Competencies Behavioral Indicators (Retail & Corporate):

Competency	Rating	Behavioral Indicator	Competency	Rating	Behavioral Indicator
Communication	1	Communication is unclear, confusing, or inappropriate; frequently causes misunderstandings.	Collaboration	1	Rarely cooperates; creates friction, avoids teamwork, or disrupts team cohesion.
	2	Shares information but often lacks clarity, structure, or completeness; requires follow-up or correction.		2	Cooperates only when necessary; limited information sharing; occasional interpersonal issues.
	3	Communicates clearly, professionally, and logically; messages are generally well understood.		3	Works well with others; contributes to team goals and demonstrates respectful, constructive behavior.
	4	Consistently clear, structured, and engaging communicator; adapts style effectively to audience and situation.		4	Actively supports colleagues, builds positive relationships, and strengthens team effectiveness.
	5	Exceptional communicator whose messages are compelling, influential, and strategically delivered; consistently enhances understanding.		5	Serves as a unifying force; fosters collaboration across teams and resolves conflicts constructively.
Competency	Rating	Behavioral Indicator	Competency	Rating	Behavioral Indicator
Creativity & Innovation	1	Frequently fails to meet basic customer expectations; responses are slow, inaccurate, or dismissive, resulting in dissatisfaction.	Change	1	Resists change; becomes unproductive or stressed during transitions; struggles to adapt.
	2	Occasionally suggests ideas, but they are either not new, not useful, or not aligned with business needs. Ideas require significant refinement to be workable or relevant.		2	Inconsistently adapts to change; requires guidance and time to adjust to new priorities.
	3	Provides ideas that show basic originality and clear usefulness. Suggestions are practical, relevant, and add value to improving processes or outcomes, even if not breakthrough.		3	Adapts effectively to change; maintains performance and demonstrates a positive attitude.
	4	Frequently contributes ideas that are both fresh and valuable, demonstrating strong creative thinking. Ideas show clear originality and can improve efficiency, customer experience, or business results.		4	Quickly adjusts to changing conditions; remains productive and supports others during transitions.
	5	Delivers exceptional, memorable service; anticipates needs and consistently delights customers with superior care.		5	Drives and champions change; anticipates needs and positively influences transition outcomes.

Behavoiral Competencies Behavioral Indicators (Grades 5-6-7 Corporate):

Competency	Rating	Behavioral Indicator	Competency	Rating	Behavioral Indicator
Job Knowledge	1	Lacks required job knowledge; frequently makes errors; needs constant guidance.	Analytical Skills	1	Struggles to analyze information; frequently misinterprets data; decisions lack logic.
Job Knowledge	2	Basic job knowledge but inconsistent application; requires regular supervision.	Analytical Skills	2	Basic analysis but inconsistent accuracy; sometimes overlooks key details.
Job Knowledge	3	Demonstrates solid job knowledge and applies it correctly; performs tasks reliably.	Analytical Skills	3	Analyzes information logically; makes sound, evidence-based decisions.
Job Knowledge	4	Shows deep expertise; supports others and improves quality and consistency.	Analytical Skills	4	Strong analytical thinker; identifies patterns, risks, and opportunities proactively.
Job Knowledge	5	Acts as a subject-matter expert; enhances processes and sets excellence standards.	Analytical Skills	5	Exceptional analytical ability; provides insights that shape decisions and strategic outcomes.

Competency	Rating	Behavioral Indicator
Organization and Planning	1	Poor planning; frequently misses deadlines; disorganized work habits.
Organization and Planning	2	Inconsistent planning; sometimes meets deadlines; requires reminders.
Organization and Planning	3	Plans and prioritizes effectively; manages workload and deadlines reliably.
Organization and Planning	4	Highly organized; anticipates obstacles and optimizes workflow.
Organization and Planning	5	Exceptional planner; drives efficiency, prioritization, and execution across teams.

Leadership Competencies Behavioral Indicators (Grades 8 and above):

Competency	Rating	Behavioral Indicator	Competency	Rating	Behavioral Indicator
Leadership	1	Fails to provide direction or support; creates confusion or low morale.	Strategic Management	1	Lacks strategic perspective; decisions are short-term and misaligned with goals.
Leadership	2	Provides some guidance but inconsistently; limited coaching or influence.	Strategic Management	2	Inconsistently considers long-term impact; limited strategic insight.
Leadership	3	Leads effectively; sets direction, supports team, and ensures accountability.	Strategic Management	3	Makes decisions aligned with strategic goals; plans effectively for future needs.
Leadership	4	Strong leader; motivates, coaches, and builds a positive team environment.	Strategic Management	4	Strong strategic thinker; anticipates trends and aligns resources effectively.
Leadership	5	Inspirational leader; influences culture, develops talent, and achieves exceptional results.	Strategic Management	5	Exceptional strategist; shapes long-term direction and drives organizational sustainability.

Competency	Rating	Behavioral Indicator	Competency	Rating	Behavioral Indicator
Accountability	1	Does not take responsibility; avoids ownership; misses commitments frequently.	Partnership	1	Poor relationship management; breaks trust or fails to cooperate.
Accountability	2	Takes responsibility inconsistently; requires reminders to meet deadlines.	Partnership	2	Inconsistent collaboration; sometimes misaligned with partner expectations.
Accountability	3	Owens responsibilities and meets commitments reliably.	Partnership	3	Builds functional partnerships; communicates clearly and collaborates effectively.
Accountability	4	Highly accountable; delivers results independently and supports team accountability.	Partnership	4	Strong partner; maintains trust, transparency, and long-term alignment.
Accountability	5	Sets exceptional accountability standards; drives ownership, integrity, and high performance across teams.	Partnership	5	Strategic partnership builder; influences stakeholders and creates high-value alliances.

Retail Competencies Behavioral Indicators:

Competency	Rating	Behavioral Indicator	Competency	Rating	Behavioral Indicator
Wellness & Beauty Awareness	1	Lacks essential product knowledge; provides incorrect recommendations; unable to meet customer needs.	Clinical & Health Awareness	1	Frequently provides incorrect or unsafe information; fails to follow health guidelines.
Wellness & Beauty Awareness	2	Has partial knowledge but inconsistent accuracy; occasionally unable to explain product benefits.	Clinical & Health Awareness	2	Provides partially correct information but inconsistently applies clinical standards.
Wellness & Beauty Awareness	3	Demonstrates solid knowledge of wellness and beauty products; provides correct and helpful recommendations.	Clinical & Health Awareness	3	Provides accurate and safe health-related information; follows all clinical guidelines.
Wellness & Beauty Awareness	4	Shows advanced product expertise; explains benefits clearly and guides customers confidently.	Clinical & Health Awareness	4	Demonstrates strong clinical knowledge; proactively promotes safe product use and compliance.
Wellness & Beauty Awareness	5	Acts as a wellness & beauty expert; stays ahead of trends and is a trusted authority for customers and peers.	Clinical & Health Awareness	5	Serves as a clinical reference point; consistently ensures best-practice standards and elevates health-awareness quality.

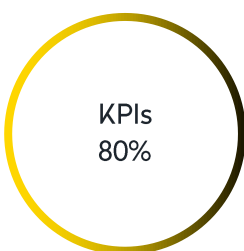
Competency	Rating	Behavioral Indicator	Competency	Rating	Behavioral Indicator
Retail & Category Awareness	1	Shows limited understanding of retail standards; shelves poorly maintained; stock issues ignored.	Selling Skills	1	Struggles to identify customer needs; ineffective selling; misses opportunities; may cause dissatisfaction.
Retail & Category Awareness	2	Inconsistently applies retail standards; occasional errors in stock, facing, or pricing.	Selling Skills	2	Basic selling ability but inconsistent; limited product linkage and weak objection handling.
Retail & Category Awareness	3	Understands retail operations and maintains proper stock, facing, and pricing standards.	Selling Skills	3	Identifies needs effectively and presents suitable solutions; meets expected selling standards.
Retail & Category Awareness	4	Applies strong category knowledge; identifies gaps and improves merchandising quality.	Selling Skills	4	Strong consultative seller; handles objections confidently and enhances customer buying decisions.
Retail & Category Awareness	5	Demonstrates expert retail insight; optimizes category performance and drives superior merchandising execution.	Selling Skills	5	Exceptional selling ability; ethically maximizes opportunities, builds strong loyalty, and consistently drives superior results.

PERFORMANCE MANAGEMENT STRUCTURE

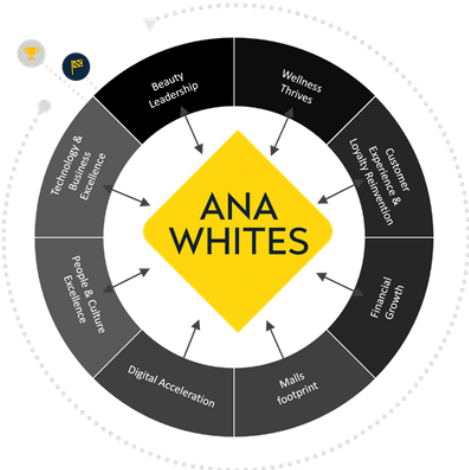


Competencies Framework

Job Category	Band	Key Competency	Core Competency				Behavioral Competency			Retail Competency				Leadership Competency			
		Customer delight	Communication	Collaboration	Change	Creativity & Innovation	Job Knowledge	Analytic Skills	Organization & Planning	Wellness & Beauty Awareness	Clinical & Health Awareness	Retail and Category Awareness	Selling Skills	Accountability	Leadership	Strategic Management	Partnership
Navigate	4																
Deliver	3																
Impact	2																
Explore	1																



KPIs cascaded from Strategic Objectives



WHITES ACADEMY LEARNING AND DEVELOPMENT TRACKS



ACCELERATE is a change and transformation-driven learning program that adopts a push L&D approach guiding employees through the right development path to build a strong foundation needed for agility, innovation, and long-term performance.



EXPAND is a continuous improvement-based learning and development program targeting middle management professionals. It equips them with essential leadership competencies to strengthen their strategic thinking, cross-functional skills, and leadership capabilities required to grow beyond their current roles and reach their full potential.



ELEVATE is an excellence-driven learning program designed for senior and executive leadership professionals. It empowers them to lead organization-wide transformations, driving strategic impact and enabling them to achieve the group's ultimate brand equity through Action Learning Projects (ALPs).

Ana whites OF THE MONTH RECOGNITION

Ana Whites of the Month is a monthly recognition program awarded across Retail, Head Office, and Warehouse, designed to celebrate employees who exemplify Whites' core values. Recognition is based on individuals who successfully demonstrate and bring to life any of the six values through their performance and behavior. Eligibility for the award requires full adherence to the Whites code of conduct, company policies, and Whites values, ensuring that recognized employees consistently demonstrate both high performance and integrity.



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