Agenda

Key Engagement Tools to Retain Top Talent

- Today’s Engagement Challenges
- Key Engagement Tools
- CAVA’s Success in Developing and Retaining Top Talent
Workforce Challenges

NOW HIRING

Careers Start Here!
October 2008

Worst Economic Crisis Since Great Depression

Wall Street Collapse
2.8 Million Jobs Lost
8 Million Underemployed
March 2009

Uber is Born
6 million Americans working gigs today

Source: Intuit and Emergent Search
Chuy’s CEO, Steve Hislop said they’re having to go on false waits in some stores because they don’t have enough staff to serve tables.

Source: TDn2K
Turnover Crisis

Cost of manager turnover per worker = $14k

Full Service

37%

Management Turnover

Limited Service

44%

Management Turnover

Source: TDn2K
Immediate Promotion

58,230

General Manager JobsPosted on Indeed
Why They Leave
Work-Life Balance
Fewer Managers Per Restaurant

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2017</th>
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<tbody>
<tr>
<td>Quick Service</td>
<td>3.5</td>
<td>2.9</td>
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<tr>
<td>Fast Casual/Family Dining</td>
<td>3.1</td>
<td>2.8</td>
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<tr>
<td>Upscale Casual/Fine Dining</td>
<td>4.7</td>
<td>4.1</td>
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<tr>
<td>Casual</td>
<td>8</td>
<td>6</td>
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Source: TDn2K
Higher Compensation

Employee Expense as % - Total Revenue

Restaurant management expense

Salaries and bonuses 7.1% 7.6%
Benefits and taxes 2.3% 1.8%
Total employee cost 9.4% 9.4%

Restaurant hourly expense

Salaries and bonuses 13.2% 19.9%
Benefits and taxes 2.6% 3.7%
Total employee cost 15.9% 23.4%

Source: TDn2K
System Overload

20 to 35 Tech Solutions to Manage
Moneyball Metrics For Top Performing Brands

By: TDn2K
Moneyball Metrics

Top Performers

Baseball Business
On Base = Winning Games

Restaurant Business
??????? = Winning Games
Moneyball Metrics

Top Performers

Baseball Business
On Base = Winning Games

Restaurant Business
Management Retention = Winning Games
Retention is a Key Focus & Engagement plays a critical role in minimizing turnover
What is Employee Engagement?

The level of an employee’s psychological investment in their organization.
Levels of Employee Engagement

- **34% Engaged**: I love my job!
- **49.5% Not-Engaged**: I can’t wait to get a real job!
- **16.5% Actively Disengaged**: I hate my job!
Benefits of Engaged Employees

- 70% are strong on customer service
- 78% would recommend their company
- 16% improvement more profitable
- 24% boost in sales
Don’t Wait For Your Undercover Boss Moment to Connect with your Team
Powering Engagement with Technology
The Schedule

Is the **single best tool & channel** you have to engage with your employees!

- **1.6 BILLION** Logins
- **12.5 MILLION** Shift Trades
- **224 MILLION** Messages Sent
- **1.085** Average Site Logins Per Month
- **1.07** Average Employee Logins Per Day

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*soosh @SexAndSushi* - Oct 3, 2016
Hotschedules the greatest thing to the service industry next to tips themselves

*Sam @sammaysamblog* - Jan 7, 2017
If any business needs a really great app & website to use for servers try @HotSchedules. I love it! I can see who’s not working! DO IT!

*Alexandria @alexxnicolee22* - Oct 13, 2016
I would literally lose control of my life if HotSchedules was not even a thing. Like, I literally wouldn’t remember a damn day I worked

*DomNick @quietbastion* - Dec 4, 2016
Get your fresh, hot schedules here. Hot and fresh schedules straight from the oven
One-to-Many Communication

- Broadcast Messages
  - Recognition
  - Company updates
  - Open Enrollment Links

- Polls
- Surveys
- Videos
Modern Messaging: Unified Communication

“Picking up a Friday morning! Let me know before releasing. 555-1212”

“Sunday night for a morning?
Anybody want to work night instead of morning??”

“I would like to pick up a shift on Tuesday the 18th, one days notice would be great if I could get it. 555-1313”

“Can someone please pick up my bar one shift tonight he’ll only be there till nine or 930 to make lots of money help a girl out”

60% of all P2P messaging between team members involves shift transactions
Give Employees a Voice

Employees Ratings

How was your shift?

What was the main reason?

Guests
Kitchen
Manager
Teammates
Personal

Provide anonymous results of team shift ratings so employees know where they stack amongst peers

Manager Reports

Give managers reports that show how happy their staff is

Trends

Find trends that possibly create the negative shift experience so managers can hold on to employees longer and improve the guest experience
Meet Lori Goldstrohm

Vice President
Operations Services

CAVA
CAVA’s recent successes

- 81 locations, **26 added in 2018**
- In 2018, CAVA Group acquired Zoë’s Kitchen (more than 250 locations) in a $300 million deal
- Starting employee wage of $13 per hour
- Provides employees with paid sick leave, paternal and maternal leave and healthcare, all in an effort to reduce employee turnover
CAVA’s Core Values

TRANSPARENCY

humility

fanaticism

POSITIVITY

thoughtfulness
CAVA’s
Focus On People
Find & Develop Leaders of the Future
We’re looking for happy and hardworking people to be a part of our growing team.
Future Ready Job Descriptions

Do your General Manager job descriptions reflect the role and skills needed to effectively manage in today's environment?
Would you be excited to work for you?

Mission
This position is fully accountable for the profitable operation of **XX RESTAURANT** while adhering to all company guidelines and regulations.

Principle Accountabilities

- Ensure the restaurant is in full compliance to all local, state and federal regulations to include health regulations, hour and wage regulations, age restrictions, fair employment practices, ADA, OSHA and any other appropriate regulations required for the legal operation of the business.
- Ensure **knowledge, adherence and enforcement** of all policies and Procedures.
- Providing leadership to the restaurant team to consistently **meet standards** of superior guest service, quality and cleanliness while embracing the “culture” of a cheerful and fun work environment and beliefs and values to adhere to and grow the mission and vision.
- Ensures the profitability of business by operating within established guidelines and requirements for food cost, labor, controllable, utilities and sales growth.
- Coordinate and implement current operations game plans and company initiatives in a profitable and timely manner.
- Accountable for the proper staffing of the restaurant with **qualified personnel** and employees who are trained and developed properly.
- Accountable for the continuous training and development of the restaurant Assistant Manager and Shift Managers
- Actively participates in Local Restaurant Marketing in local trade area.
- Implements and promotes all Public Safety Foundation initiatives.
- Ensure all required programs, reports and legal documents are accurate, complete and accomplished on schedule.
- **Maintains** awareness and participation in community affairs to take advantage of sales and public relations opportunities.
- Represents XX Restaurant in a professional, positive manner at all times.
- **Communicates effectively** to GM/Owner any and all issues that may impact our business.
- Maintains restaurant equipment in full working order and communicates problems immediately to Owner.
You will be responsible for:

- Planning + prioritizing: Creating your calendar and effectively managing your time
- Staffing + Scheduling: Interviewing and hiring team members, writing schedules, and managing labor
- Teaching + training: Overseeing new hire and Special Ops training, as well as new recipe training
- Food + inventory management: Ordering, inventory, waste, prep, and storage organization
- Operational standards: cash management, ensuring compliance and safety, and completing monthly restaurant assessments
- Communicating effectively: Leading team meetings and holding one-on-ones
- Coaching + development: Providing ongoing feedback and recognition, leading performance reviews, and developing your Guest Experience Manager and Culinary Leads
- Critical thinking: Analyzing your restaurant scorecard and creating action plans

You are expected to:

- **Develop Yourself & Others** - Focus on self-improvement while supporting the success of others
- **Put the Customer First** - Consistently create CAVA fanatics by finding ways to say ‘yes’ to every guest
- **Achieve Results** - Take ownership of every shift and take pride in your job
- **Foster Collaboration** - Work with others to find success as a group
- **Adapt to Change** - Solve problems through an open-minded and all-inclusive approach
Life Skills Training
Design your Day in the Life of a Manager
Coach and Develop

Creating our Future Leaders of CAVA
Provide Tools to Plan, Execute and Engage
Legacy Tech Prevents Innovation

FOH tech required to compete; while the BOH remains stagnant

- **85%**: Employees link job satisfaction to company’s technology
- **4/5**: Operators believe technology improves workforce productivity
- **30%**: Restaurant operators feel they are lagging in tech adoption
- **60%**: Tech spending is on maintaining legacy technology

**HR Technologist**

**NRA**

**CDC**

**HT Tech Survey**
Balance of Technology + Critical Thinking
Provide the Flexibility Needed to Lead
GMs Do Not Feel a Sense of Balance Between Work and Life

12% of GMs strongly agree that they can maintain a healthy balance between work and life.

14% of GMs strongly agree that their restaurant provides opportunities to balance work life and personal life.

11% of GMs strongly agree that their job allows them to spend enough quality time with family and friends.
CAVA | Putting Our People First

From mindful sourcing to craveable recipes, revolutionary tech to authentic customer moments, we’re building a team that’s passionate about creating meaningful experiences and sharing good food.

Think you’re the one for the job? Then join us.

- Clear career pathing: “Grow with CAVA”
- Teaching empathy as a skill
- Reduction in manager turnover
- Increase in internal promotions
Thank You
Future-Ready Leadership