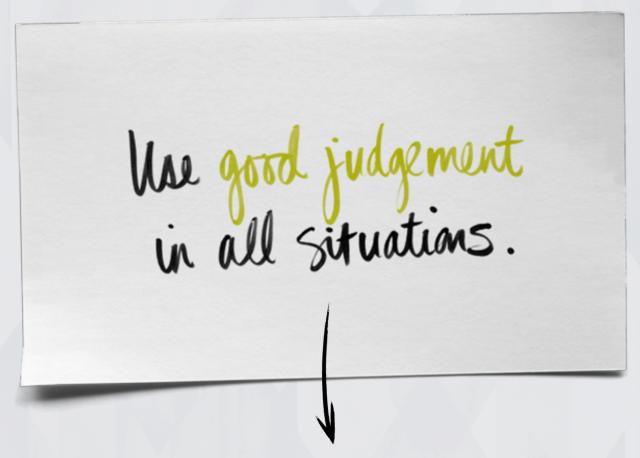


This is a story about Nordstrom Technology's culture, both where we are and where we want to be.

For <u>114</u> years, Nordstrom culture has been passed down as new employees join our company.

We have one rule:



We still believe this wholeheartedly, which is why all employees get <u>this</u> as our employee handbook!

In the last few years, we've grown quickly and are competing for the best talent in both retail and technology industries.



Nordstrom has been working hard to become a top competitor in technology, but you don't have to take our word for it: <u>Harvard Business Review</u>, <u>BusinessWeek</u> and <u>Forbes</u> agree!

We want to hold true to our history, but we think it's time to explicitly share what we think differentiates our Technology team compared to other tech companies.



Our quickly-changing tech market demands it!

Over the past few years, we've seen an emergence of culture codes in tech companies.



Shout out to Netflix, Etsy, Spotify, and Hubspot who have taken the steps to share their culture and inspired us in the process!

We wanted to add to these, but also distinguish ourselves by sharing the methods we've been using to create and maintain our culture.

Our culture is a differentiator!

In order to articulate our rallying point, we developed Nordstrom Technology's

NORDNA

Creating the most inspiring workplace where we enable talented people to provide amazing customer experiences.

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Creating the most inspiring workplace where we enable talented people to provide amazing customer experiences.

PASSIONATE Make real impact

high engagement **ACCOUNTABLE** Follow through on commitments and

delight in delivering

results

through skills, contributions, and

Bias towards action using good judgment; don't wait for permission

ACTION

ORIENTED

Understand the value you add to our organization and its customers

MEANINGFUL

WORK

EMPATHY

Seek to understand the perspectives of others

EMPOWERMENT

PEOPLE

we are...

TOP TALENT

Nurture, inspire, and attract talented people who will leave the company better than they found it

CULTURE

we foster...

COLLABORATION

Seek input and share ideas to further company goals

COURAGEOUS

embrace failing to learn, and share even wild ideas

Ask questions, seek inspiration, and experiment with new ideas

CURIOUS

COLLABORATIVE

Listen to others, build on and contribute ideas, foster alignment and accountability

INNOVATION

Make time to explore and experiment with new ideas

UNSTRUCTURED TIME

Continually improve yourself, the company, and the customer experience

FUN ENVIRONMENT

Refresh and recharge as individuals and as a team

NORDSTROM TECHNOLOGY

We are skilled, passionate, action-oriented people...

ACCOUNTABLE

Follow through on commitments and delight in delivering results

PASSIONATE

Make real impact through skills, contributions, and high engagement

ACTION ORIENTED

Bias towards action using good judgment; don't wait for permission

MEANINGFUL WORK

Understand the value you add to our organization and its customers

EMPATHY

Seek to understand the perspectives of others

MPOWERMENT

Focus on why and et team members figure out how

SKILLED

Bring deep expertise and a breadth of knowledge that inspires confidence

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Why focus on culture?

What makes outstanding customer experiences?

TOP EMPLOYEES.

What makes top employees engaged?

GREAT CULTURE!

That's our main point, so we'll state it again:

Culture is important because it meets our #1 priority: customer service!

"Why have we emphasized service? It's very simple. Over the years, we learned that the more service we provided, the better our business became. It's no more complicated than that."

-Bruce A. Nordstrom

Grandson of J.W. Nordstrom Chairman of Nordstrom, 1968-1995; 2000-2006

So how have we been working on Nordstrom Technology's culture?

We'll walk you through the culture side to provide concrete examples of how we're trying to foster this culture.

It's an ongoing process, so it's a little of where we've come and a little of where we want to be!

It starts with nurturing, inspiring, and attracting top talent.



If you want to be the best, you need to have the best.

TOP TALENT

We use the audition process so that the entire team is involved in quick hiring decisions.

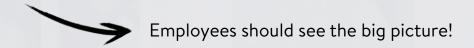
It's not just hiring, but also *cultivating* our talent.

TOP TALENT

Our goal is to provide meaningful challenges and opportunities to grow at all levels.

We then try to connect the dots between work and Nordstrom's strategic objectives.

We think this is a pretty key part of offering meaningful work.



MEANINGFUL WORK

We try to tie each team's work to the company mission.

MEANINGFUL WORK

We also encourage store visits or volunteering in stores during busy times to connect our work to our customers.

Check out this video of our Innovation Lab using immediate customer feedback to design an app to help sell sunglasses! It's not just about having meaningful work.

We recognize that our customers and colleagues all have unique needs, and that we need to practice **empathy** to help us understand different perspectives and challenge our own assumptions.

EMPATHY

We regularly practice being more curious (asking openended questions, probing deeper, and asking why).

Check out the <u>video</u> we use to educate about empathy.

EMPATHY

We try to refrain from jumping to solutions before understanding the needs.

We encourage our employees to feel empowered to deliver great experiences for our customers.

EMPOWERMENT

We trust our employees to work in the manner that's best for them, and to ask for help when needed.

EMPOWERMENT

We hold each other accountable and try to define boundaries, not methodologies.

Don't know much about empowerment? We've goat your back! Check out our video about goats and fences for a lesson on empowerment.

Collaboration helps us construct building blocks to work together, learn from our colleagues, and push each other to do our best.

COLLABORATION

We intentionally create opportunities and space for working together and idea sharing.

Both internally across departments and externally like the Fitting Room of the Future with eBay!

"You have to create a culture where people feel secure about offering ideas."

-Bruce A. Nordstrom

Grandson of J.W. Nordstrom Chairman of Nordstrom, 1968-1995; 2000-2006

COLLABORATION

We build on each others' ideas and use "Yes, and..." in meetings.

It's an improv term!

We believe that it's important to make time for play in our work day. That means we try to create a **fun environment** to bond with our teammates and refresh as a group.

FUN ENVIRONMENT

We look for ways to incorporate employees' passions and interests into work.

Like this <u>tweet analysis</u> of 2013's NY Fashion Week that our Data Lab created!

FUN ENVIRONMENT

We also support team time together, such as foosball tournaments, birthday celebrations, and other team-building activities.

We know that continually improving ourselves, the company, and the customer experience is important. To do this, we endorse unstructured time.

We try to invest in the technical and retail communities to give back with knowledge in addition to sponsorship, like we did with the Seattle Code Camp.

UNSTRUCTURED TIME

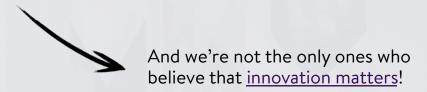
We encourage team members to participate in events that can push their boundaries.

UNSTRUCTURED TIME

We support people pursuing side projects that improve our business.

One of our employees along with his daughter gave a great presentation at a conference encouraging girls in IT!

Lastly, we aim to cultivate an environment of innovation.



INNOVATION

We think big then make smaller steps towards that goal to better serve customers.

We try to make bold bets, like when we acquired <u>Trunk Club</u>, in addition to little bets that could have a large payoff.

"Customers don't value channels, they value experiences, and our entire team is focused on creating innovative and relevant customer experiences."

- Jamie Nordstrom

Great Grandson of J.W. Nordstrom Current President of Stores

INNOVATION

We explore new ideas and build on the ideas of others.

We encourage our team members to go through an Innovation Bootcamp to jumpstart this way of thinking.

These NorDNA values build upon each other to create (and maintain) a culture where our employees can deliver great customer experiences.

In a changing world, we'll never forget our heritage of the shoe salesperson, on one knee, assisting one customer at a time.

