

2026

MECCA

Building a retail culture where people thrive

Jo Horgan

Founder & Co-CEO, MECCA

“When I started MECCA, the dream was to create a place where parents could breathe a little easier when their child got a job with us – knowing they’d be supported, encouraged and given every opportunity to learn and grow.

That ambition has shaped our culture from the very beginning. We’ve always believed in investing in our people – through equitable pay, an inclusive environment, education and development, meaningful career opportunities and benefits that genuinely support them, whether they work in one of our 110+ stores, our Distribution Centre or our Support Centre.

I want people’s experience of working at MECCA to be positive, confidence-building and full of possibility. Seeing the loyalty, tenure and progression across our nearly 8,000-strong team today is something I’m incredibly proud of.

And as a female-founded and female-led business, I feel a real responsibility to create meaningful opportunities for women to learn, lead and thrive.”



Our MECCA Team

At a glance

- Nearly 8,000 team members
- 95% of our workforce are women
- 95% of in-store leadership roles are held by women
- Above award pay for permanent full- and part-time retail roles
- Up to 20 weeks paid parental leave for eligible primary carers
- Up to 52 weeks superannuation or KiwiSaver contributions while on parental leave
- Over 1,000 internal retail promotions in the past 12 months
- Above average tenure with our Retail Managers staying with MECCA, on average, two years longer than the retail industry average
- 76 eSat across Retail
- Over 4,000 comments each year are received and reviewed through our engagement survey highlighting things we're doing well, suggestions, and areas for improvement
- Approx 3% of turnover invested annually in team learning and engagement



A Career at MECCA

Our retail team is, and always will be, the beating heart of MECCA

82% of our team members work in stores and 97% of them are women.

We want to challenge the idea that retail is simply a summer job or a stepping stone to something else.

At MECCA, it can be the start of a meaningful and rewarding career, with opportunities to build skills, step into leadership, explore different pathways and bring creativity and personality to work every day.

We want our team members to feel encouraged to keep learning, stretching themselves and exploring what could come next.

There are many different pathways available across Retail, from leadership roles to specialist roles from services operations to education and other areas of the business.

In the past 12 months alone, we have supported:

- Over 1,000 internal promotions across our retail network
- Nearly 30 moves from Retail into Support Centre roles



Pay and Benefits

All permanent and part-time retail roles at MECCA are paid above the Retail Award

Being part of MECCA also comes with some pretty special perks. Depending on role and eligibility, these can include:

- **Generous staff discount**
- **Product allowance** to discover and experience the products we carry
- **Gratis** and Beauty Scoop goodies
- **Discounts** on selected treatments and services
- **Retail Bonus Scheme** gives eligible team members the opportunity to share in MECCA's success

Working at MECCA also means getting up close with some of the world's most exciting beauty brands. Our teams have opportunities to discover new launches, meet and hear directly from brand founders and experts and continually build their beauty knowledge firsthand.

We also want to support our team through important life moments.

Our paid parental leave program provides eligible primary carers with up to 20 weeks of paid leave, plus up to 52 weeks of superannuation or KiwiSaver contributions while on parental leave.

And we know, flexible work arrangements can also help eligible team members manage their responsibilities in a way that works for them, the team, and the business.



Investing in Education

We over-invest in our people – deliberately and consistently.

We invest approximately 3% of turnover in team member learning and engagement, well beyond the industry average.

As part of this, every retail team member receives a minimum of five full days of training each year. In addition, more than \$2,000 is invested in training for each retail leader every year.

At MECCA, education extends well beyond the skills someone needs to do their role. We want to help our people build beauty expertise, leadership capability, confidence and skills that can stay with them throughout their careers and lives.

At the heart of this is **MECCAversity**, our all-encompassing approach to education across leadership, brands, product knowledge, customer experience and specialist skills.

Learning happens in lots of different ways, from digital, in classrooms and workshops, to conferences, roadshows, in store and through our very own MECCAversity Auditorium at MECCA Bourke Street.



Investing in Education

We over-invest in our people – deliberately and consistently.

When starting at MECCA, team members have access to programs including:

- a three-day induction program
- specialist programs that help Hosts build expertise in different beauty categories and MECCA services
- First Aid training
- MECCA Magic Training learning MECCA's unique customer connection skills

Our team members also have unique opportunities to continually deepen their beauty knowledge, including:

- education directly from our brand partners and experts
- opportunities to hear from and meet some of the world's leading beauty founders
- first-hand access to new product launches, ingredients, techniques and trends
- our monthly Launch List, sharing first-to-know information, product knowledge, tips and insights from our category and brand experts



Investing in Education

We over-invest in our people – deliberately and consistently.

Our development also extends beyond beauty, with leadership and life skills' programs including:

- **Retail Academy** – MECCA's own retail leadership program
- **Leading MECCA Magic** – equipping our leaders to foster a customer first culture and support the team with their own MECCA Magic customer experience skills
- **Transitioning Well** – supporting leaders to navigate challenging scenarios in a retail environment
- **MECCAnomics with Scott Pape** – designed to support our team in building financial literacy and independence
- **Bespoke development** programs created with external experts
- **Bi-annual Retail Leadership Conference** – a destination event designed to inspire, connect and get everyone excited about what's coming next. With access to leaders, business experts, brand founders and educators, it's an opportunity to step away from the day-to-day, learn from some incredible people and return to store energised for what's ahead.



Recognising our Team

Celebrating those who bring the MECCA Values to life each day

Whether it's in-store or on a bigger stage, we love to recognise our team:

- **MECCA Magic Leadership Trip** – each year, around 10 peer-nominated retail leaders are rewarded with a once-in-a-lifetime trip to visit brand partners and take part in development experiences across cities including Los Angeles, New York, London and Paris. Since 2022, around 15% of our retail leadership cohort has participated, a significant investment in recognising and developing our leaders.
- **Category Specialists Awards** – we celebrate others outstanding contributions by flying 25 team members to Melbourne each year for a two-day education and brand-led experience.
- **Regional end-of-year celebrations** – at the end of each busy year, we bring teams together to celebrate each other and recognise milestones including tenure.
- **Holiday** – each holiday period comes with unique team incentives and surprise-and-delight moments.
- **Above and beyond** – throughout the year, team members are given opportunities to experience extraordinary moments from attending major brand events to once-in-a-lifetime travel experiences.



Listening to our Team

Creating a great workplace means listening, learning and growing

Our current Retail team satisfaction score (eSat) is 76, a result that has remained consistent over the past few years.

Each year, our retail team participates in our engagement survey and, importantly, we receive more than 4,000 comments providing detailed insight into team members' experiences, what's working well and where we can keep making life at MECCA better.

And listening doesn't stop when the survey closes.

Team members have a number of ways to share feedback at any time throughout the year, including:

- **MECCA Pulse** – our listening platform, through which we run regular engagement surveys
- **Real Time Reflections** – an always-on space within Pulse where team members can share feedback and suggestions at any time
- **Leaders** – team members are encouraged to speak directly with their leader if they have feedback, questions or concerns
- **People & Education** – our HR team has people based both at Support Centre and locally to provide support to teams on the ground



Support & Speaking Up

We want everyone at MECCA to feel safe and supported to speak up if something doesn't feel right.

All MECCA team members have access to multiple channels to speak up, both within MECCA and independently.

Alongside reporting any concerns to their leader and our People & Education team, these include:

- **Whistleblower Policy** – providing clear avenues for team members and others connected with MECCA to raise concerns about suspected wrongdoing or improper conduct
- **Stopline** – a completely independent and confidential workplace complaints service, giving team members the option to raise serious concerns anonymously
- **Employee Assistance Program** – provided independently by TELUS Health, offering confidential professional counselling and support to team members at no cost, 24 hours a day, seven days a week. Our EAP provides access to qualified counsellors as well as specialist support across areas including financial and health concerns, and can be accessed by phone, app or online.
- **Sexual Harassment Prevention and Response Plan** – developed following several months of consultation across Retail and the wider business to identify key risks and ensure the plan and support around it are practical and relevant. It forms part of our broader commitment to psychosocial safety and wellbeing, helping create workplaces where everyone feels safe, respected and included.



Building our Culture

We're dedicated to fostering a truly inclusive culture where everyone feels valued, respected and like they genuinely belong.

As MECCA grows, we know protecting our culture requires continued focus and investment. Recently, we have introduced and strengthened a number of programs, policies and ways of working, including:

- **Respect in the Workplace training**
- **The MECCA Way compliance training** covering the fundamentals every team member needs to know to create a safe, inclusive and fun workplace
- **The introduction of MECCA Pulse and Real Time Reflections** to strengthen how we listen to our teams
- **A review and refresh of policies** to make them clear, transparent and easy to access
- **A reset of Retail Team Meetings** to ensure they are meaningful moments for education, connection and whole-team engagement
- **Greater rigour across our recruitment processes**
- **The introduction of Stopline** as an independent and confidential avenue for raising workplace concerns
- **Increased local People & Education support** for retail teams
- **Continued investment in Health & Safety capability and programs**

At the same time, we know there is more work to be done.

Our culture has never been something we take for granted and we're committed to listening, learning and investing in the things that make MECCA a place where people want to work and where they too, can look, feel and be their best.

