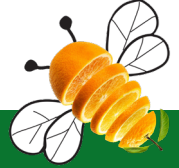
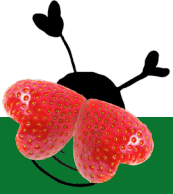


SPROUTS[®]

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SPROUTS LEADERSHIP MODEL AND COMPETENCY GUIDE

INDIVIDUAL TEAM MEMBER - STORES



INTERNAL USE ONLY

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OUR COMMITMENT TO YOUR DEVELOPMENT



At Sprouts, our people are essential and differentiate how we care for our customers.

Our values of **Care**, **Love Being Different**, and **Own It** guide how we support our customers and team members every day. As you lead through our values, you help shape our unique culture by demonstrating behaviors that develop people and teams who drive our business and serve our customers. When we live our values and are at our best, we attract and retain the best talent.

The **Sprouts Leadership Model** details the competencies and behaviors required of all leaders to reach our individual and organizational goals. We created the Sprouts Leadership Model to ensure you have the resources to support your success and achieve these goals.

Thank you for taking the time to review and embrace this guide and thank you for your leadership and commitment!

Nick Konat
President & Chief Operating Officer



SPROUTS VALUES AND BEHAVIORS

CARE

We care for each other, our customers and our planet.

OWN IT

We work as a team to deliver excellence in all we do and celebrate our success.

LOVE BEING DIFFERENT

Our diverse team members and products create a unique experience for our customers.

Some of the ways I show I care:

- I focus on our customers and resolve concerns quickly
- I regularly give feedback to the people I work with
- I listen to others
- I support my team and recognize good work
- I recycle and am careful about the food waste I create
- *How will you show that you care?*



Some ways I love being different:

- I celebrate differences in others
- I have a positive attitude
- I understand our products and look for ways to help our customers
- I take calculated risks and learn from my mistakes
- I look for ways to be innovative and regularly share my ideas
- *How will you demonstrate that you love being different for our team members and our customers?*



Some ways I own it:

- I accept responsibility for the company's success and my goals
- I do what I say I will do
- I recognize others when they deliver on their commitments
- *How do you own the actions you take and the behaviors you show?*



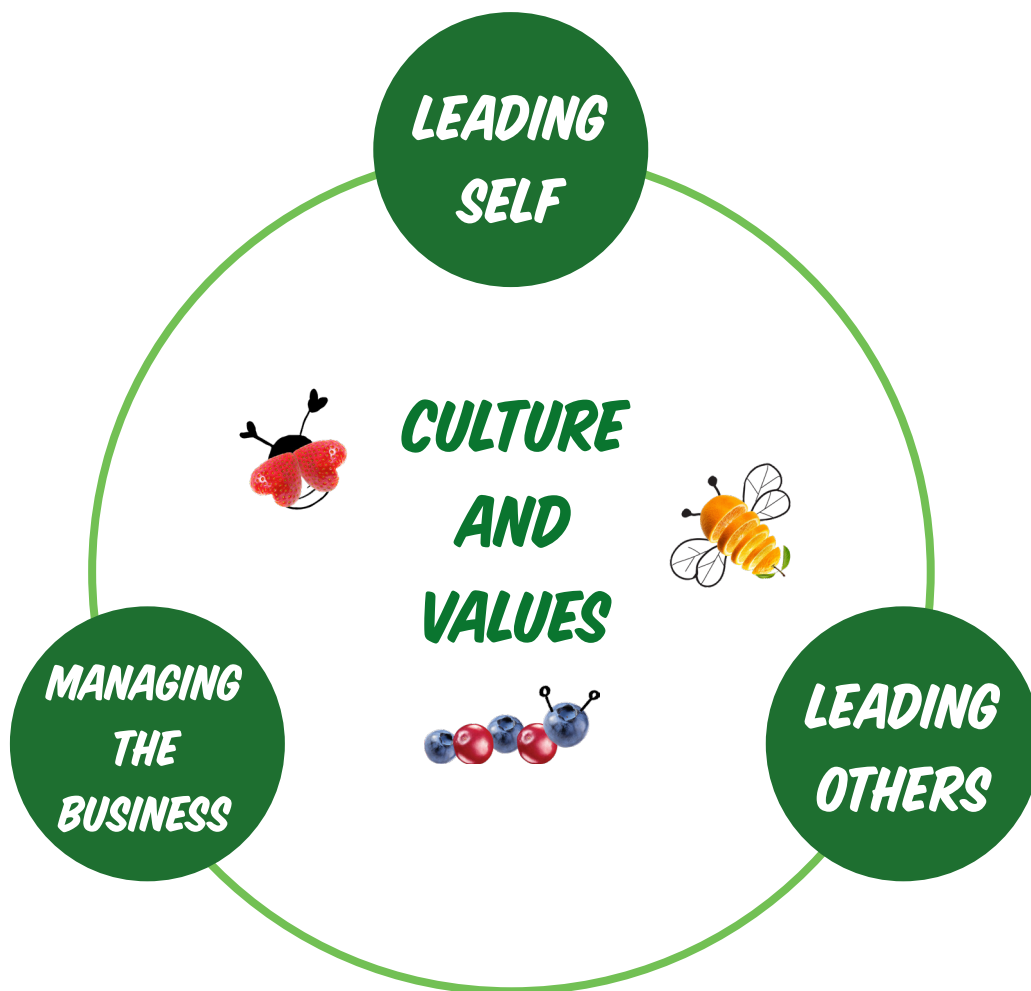
SPROUTS LEADERSHIP MODEL

The Sprouts Leadership Model defines expectations for how leadership is demonstrated at Sprouts.

LEADING SELF - LEADING OTHERS - MANAGING THE BUSINESS

Leading yourself and others and managing the business, with our Culture and Values at the center of every interaction, will drive customer satisfaction, team member engagement, and position Sprouts as a best place to work.

Leadership is demonstrated through competency behaviors and key actions that drive results and support Sprouts continued growth and excellent customer service.



HOW TO USE THE COMPETENCY GUIDE

Every team member at Sprouts is expected to demonstrate actions and behaviors that improve performance and create an inclusive culture where all team members are engaged and their development is supported.

Key Actions help define what team members do and how they do it. Key Actions describe what successful performance looks like for each competency.


Key Behaviors describe and measure the way competencies are demonstrated. Team members engage with leaders in coaching, development, and performance discussions to support successful outcomes.

- **EXCEPTIONAL** - almost always demonstrates highly effective behaviors
- **MODERATE** - usually demonstrates effective behaviors
- **NEEDS DEVELOPMENT** - demonstrates ineffective behaviors

Use this guide to:

- ✓ Lead yourself and others and manage the business
- ✓ Create actionable development plans to support exceptional outcomes
- ✓ Hire the best talent using Sprouts Interview Guides to assess candidates
- ✓ Train team members to perform skills on-the-job

COMMUNICATION



Conveying information, ideas, and feedback clearly and concisely in an engaging manner that helps others understand and retain the message; listening actively to others.

KEY ACTIONS

- Communicates effectively
- Actively requests feedback and modifies behavior to improve
- Provides constructive feedback to others

KEY BEHAVIORS

EXCEPTIONAL - almost always demonstrates highly effective behaviors

- Always presents information clearly and succinctly
- Uses correct grammar and appropriate eye contact, volume, and pace
- Has a confident and approachable style that builds credibility
- Seeks listener input, actively listens, and responds appropriately
- Checks for understanding and reframes ideas to ensure they are interpreted as intended

MODERATE - usually demonstrates effective behaviors

- Communicates clearly and concisely for most topics
- Uses correct grammar, eye contact, volume, and pace
- Conveys confidence in most communication situations with most listeners
- Seeks listener's input and checks their understanding to ensure communication is interpreted as intended

NEEDS DEVELOPMENT - demonstrates ineffective behaviors

- Confuses and frustrates listeners in communication situations
- Uses distracting transitional phrases (e.g., um)
- Sometimes uses incorrect grammar, tone, volume, pace, and use of language convey lack of confidence and enthusiasm
- Uses jargon or technical words that the listener doesn't understand
- Seldom checks for other's or own understanding
- Rarely listens carefully or responds appropriately to what others are communicating

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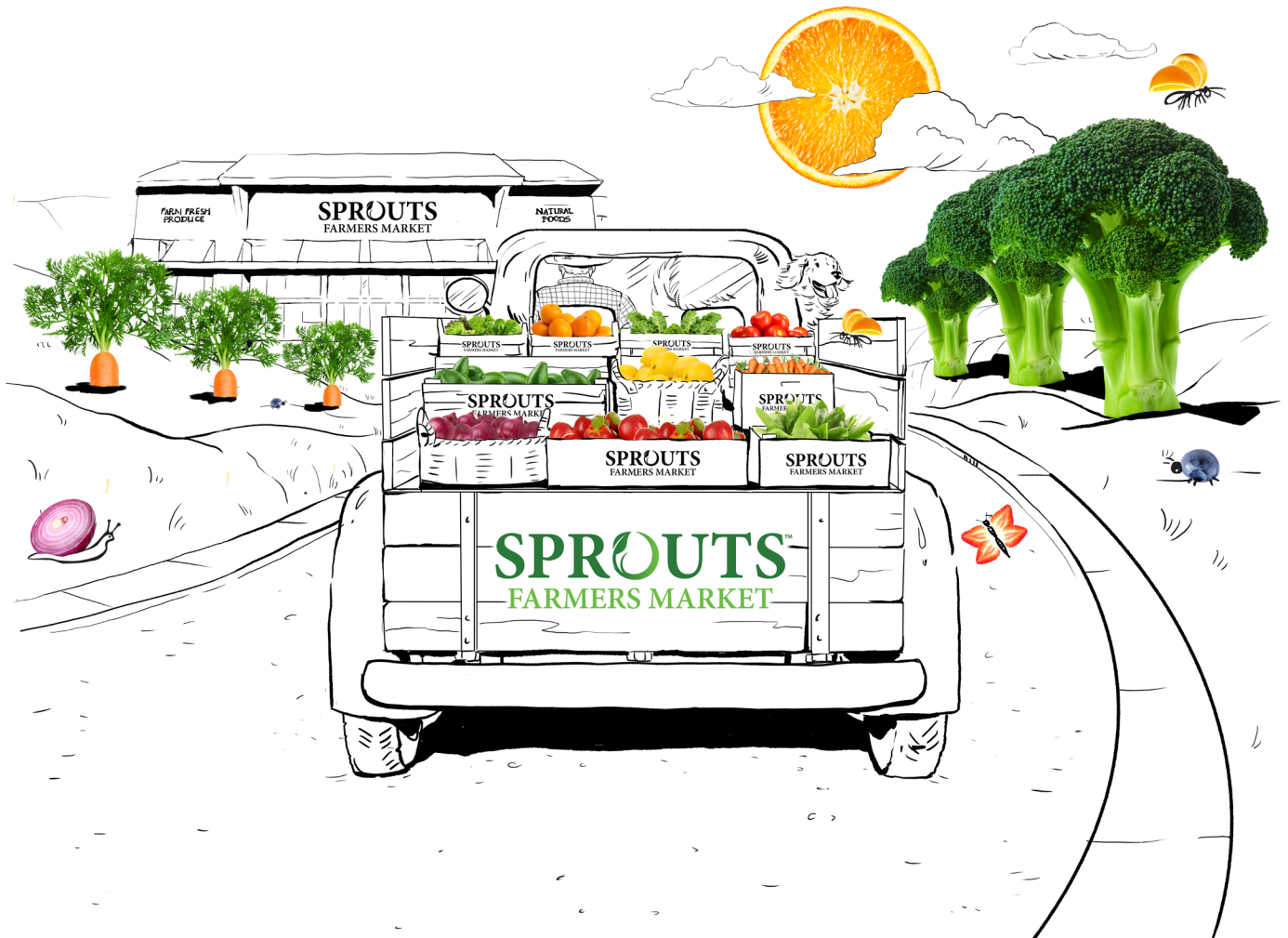
TEAM MEMBER COMPETENCIES

CUSTOMER FOCUS

COMMUNICATION

DRIVING FOR RESULTS

POSITIVE APPROACH





Placing a high priority on the customer's perspective when making decisions and taking action; implementing service practices that meet the customers' and own organization's needs.

KEY ACTIONS

- Seeks to understand and respond to internal and external customer needs
- Recognizes and seeks to resolve customer service issues
- Implements customer-focused practices

KEY BEHAVIORS

EXCEPTIONAL - almost always demonstrates highly effective behaviors

- Takes full responsibility for enhancing customer satisfaction and loyalty
- Provides exceptional service while skillfully managing customer relationships
- Acknowledges and values customers, listens intently, and empathizes with their emotions
- Consistently asks insightful questions to clarify customer issues and anticipate their needs
- Anticipates customer's need for information and proactively shares information and rationale
- Asks for the customer's opinions and ideas to gain their support when problem solving and agreeing on a solution
- Expertly regains the confidence of dissatisfied customers by hearing them out, empathizing, apologizing, and taking responsibility for action
- Effectively balances customer and organizational needs when resolving major conflicts
- Initiates prompt action to exceed customer expectations
- Always follows through on customer commitments
- Routinely checks with the customer to ensure satisfaction

MODERATE - usually demonstrates effective behaviors

- Usually takes responsibility for customer satisfaction and loyalty
- Provides good customer service while building rapport
- Acknowledges customers, listens attentively, and empathizes with their emotions
- Asks questions to understand the customer's situation or needs
- Shares relevant information with the customer when asked
- Involves customers in problem solving and reaching agreement to solutions
- Usually regains the confidence of dissatisfied customers by hearing them out, empathizing, apologizing, and taking responsibility for action



Conveying information, ideas, and feedback clearly and concisely in an engaging manner that helps others understand and retain the message; listening actively to others.

KEY ACTIONS

- Communicates effectively
- Actively requests feedback and modifies behavior to improve
- Provides constructive feedback to others

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Setting SMART goals and measuring progress; tenaciously working to meet or exceed goals and making continuous improvement. Seeking innovative ways to solve problems that result in unique and differentiated solutions.

KEY ACTIONS

- Demonstrates critical thinking
- Reviews data and facts to make decisions
- Contributes to team goals and executes on individual goals
- Identifies and leverages resources to solve problems
- Takes accountability for decisions and actions

KEY BEHAVIORS

EXCEPTIONAL - almost always demonstrates highly effective behaviors

- Actively pursues opportunities to initiate solutions and try new ideas rather than waiting for others to take or request action
- Consistently sets high expectations for own performance and strongly encourages others to do the same
- Consistently commits the time and effort needed to ensure high quality and timely completion of tasks
- Consistently takes accountability for outcomes in area of responsibility, admitting mistakes and adjusting efforts to overcome obstacles
- Consistently responds to problems and new opportunities with a sense of urgency
- Proactively identifies opportunities to perform tasks outside one's area of responsibility and comfort area to help the team, department, or organization address key business issues and achieve stretch goals

MODERATE - usually demonstrates effective behaviors

- When made aware of problems, moves quickly to take responsibility and resolve them
- Regularly sets challenging performance standards for own performance and encourages others to do the same
- Usually dedicates the appropriate level of time and effort to complete assignments
- Usually takes accountability for outcomes in his or her area of responsibility, adjusting efforts when faced with obstacles
- At times, suggests ways to solve problems or improve work processes without being asked
- Sometimes takes action when faced with barriers
- Performs effectively in own area of responsibility and occasionally takes on new challenges
- Typically takes independent action in familiar areas



Demonstrating a positive attitude in the face of difficult or challenging situations; providing an uplifting (yet realistic) outlook on what the future holds and the opportunities it might present.

KEY ACTIONS

- Inspires and demonstrates confidence
- Provides a positive outlook
- Uplifts others
- Identifies and implements improvement ideas

KEY BEHAVIORS

EXCEPTIONAL - almost always demonstrates highly effective behaviors

- Always offers an uplifting outlook of the future that generates enthusiasm, builds confidence, and inspires others is energized by challenging situations, viewing them as opportunities to try new ideas
- Consistently overcomes obstacles
- Maintains optimism despite significant adversity
- Boosts others' confidence and motivation when they are faced with difficulties
- Views difficulties, mistakes, or failure as opportunities to learn
- Always keeps a positive attitude when supporting others

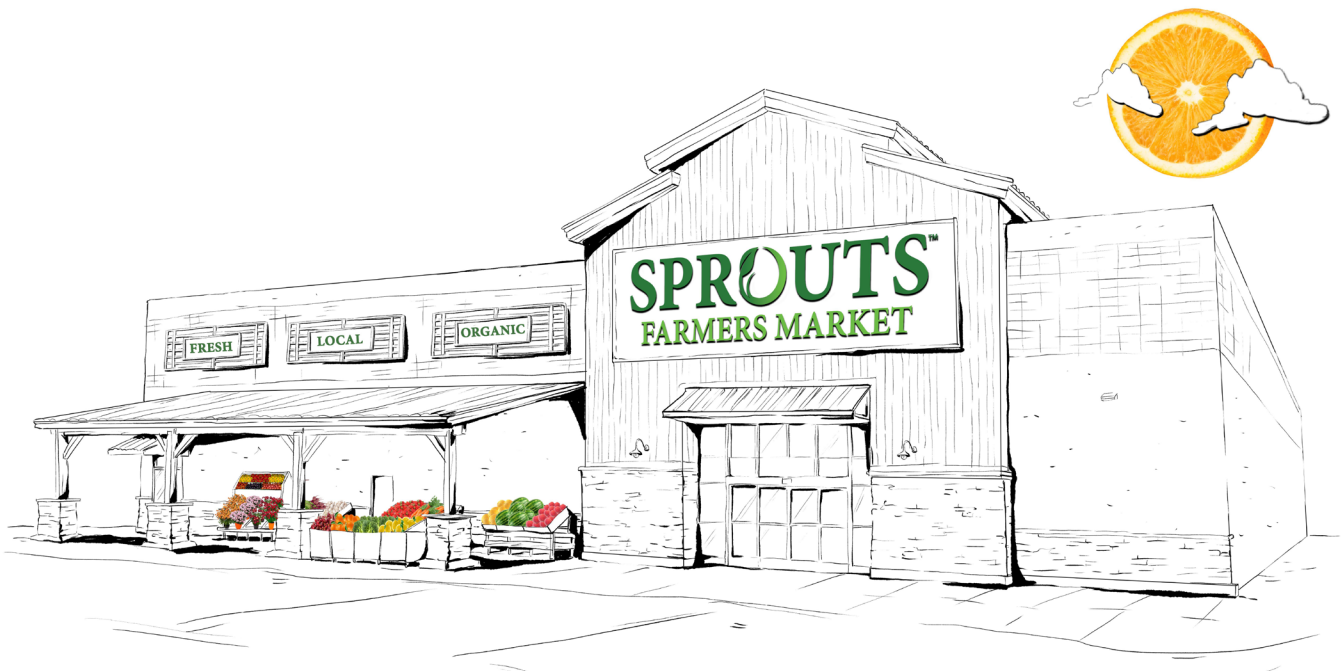
MODERATE - usually demonstrates effective behaviors

- Often communicates an optimistic view of the future that enhances others' morale
- Usually approaches challenging situations with a positive attitude, expecting success
- Persists to overcome obstacles
- Sometimes explores challenging situations as an opportunity to do things differently
- Regularly communicates with others in a way that boosts confidence and builds motivation to meet challenging goals
- Usually views difficulties, mistakes, or failure as learning opportunities
- Sometimes keeps a positive approach when encountering adversity

HOW LEADERSHIP COMPETENCIES BUILD

FROM LEADING SELF TO LEADING OTHERS

————— Competency progression at each level, indicated by the + —————>



CAREER GROWTH: MANAGER COMPETENCIES

Competencies build as role level increases. Some Key Actions at the Individual level are increased at the Manager level. If you are interested in advancement opportunities, discuss your career aspirations and competency development with your manager.

MANAGER	
COMPETENCY	KEY ACTIONS
Customer Focus	<ul style="list-style-type: none"> • Seeks to understand customers • Identifies customer service issues • Drives customer-focused practices • Assures customer satisfaction
Communication	<ul style="list-style-type: none"> • Listens actively • Empowers others • Conveys messages logically, simply, succinctly • Adjusts messages based on the listener
Driving for Results	<ul style="list-style-type: none"> • Targets opportunities • Uses data, reporting and facts to make decisions and impact outcomes • Demonstrates critical thinking • Achieves goals • Holds self and others accountable • Stays focused
Coaching and Developing Others	<ul style="list-style-type: none"> • Clarifies performance expectations and implications • Provides timely feedback • Evaluates misalignment • Fosters and facilitates development • Manages conflict
Leading Change	<ul style="list-style-type: none"> • Identifies opportunities for change and helps others implement new solutions • Creates momentum by taking immediate action and encouraging others to take action to improve organizational culture, processes, or products/services • Helps others to navigate change and overcome resistance • Engages others' commitment by seeking and using their ideas for implementation of change

LEADING SELF: HOW TO CREATE INDIVIDUAL DEVELOPMENT PLANS

What is an Individual Development Plan (IDP)?

An IDP is a roadmap for professional development, designed to build skills and behaviors necessary for success in a current role or for advancement into next-level roles with greater responsibility. IDPs identify opportunities to develop skills, knowledge, and competency and are co-created by team members and their managers. Managers play a critical role in providing feedback as requested to help team members successfully execute their IDPs.

Benefits of IDPs:

- ✓ Demonstrates commitment to self-development, and by being in writing, accountability is increased
- ✓ Supports ongoing performance and development discussions
- ✓ Provides a roadmap for team members on how to develop
- ✓ Demonstrates leadership commitment to investing in team member growth, which positively impacts engagement and retention

Steps to create your IDP:

1. Identify your development opportunities based on your self-reflection and your manager's feedback.
2. Generate ideas for development activities that can support your growth.
3. Use the Sprouts Development Plan Discussion Template to outline up to 3 development goals and related activities.
TIP: Use the SMART Goal framework to create more effective development goals.
4. Document your final IDP items in MyHR to track progress and drive accountability for meeting development goals.
5. Actively work toward your IDP goals.
6. Take proactive steps to seek feedback and support when needed.
7. Edit the plan based on changes in your role or development needs.
8. Once development goals are met, reflect on your learning and how you can apply your new knowledge, skills, and/or competency in your current role or in the pursuit of new opportunities. Your IDP should change with you, as you continue to develop professionally.

Use the SMART Goal framework:

- S** **Specific** goals help team members focus on target development areas.
- M** **Measurable** goals support tracking and achievement of results to plan.
- A** **Achievable** (and challenging) goals ensure realistic expectations are set.
- R** **Relevant** goals directly impact business, department, and personal growth.
- T** **Time-bound** goals ensure accountability for meeting expectations.

IDP EXAMPLES

IDP EXAMPLE #1

Development Item	Improve communication skills, when communicating with other team members, managers, or customers by applying new skills, knowledge, and behaviors, effectively by end of the year.
Additional Information	<ul style="list-style-type: none"> • Work with trusted team member or manager on presenting information clearly and succinctly. • Seek feedback specifically about the delivery of content being clear and succinct and actively incorporate the suggestions. • Complete at least two Sprouts Academy courses that support effective communication and review learnings with mentor or manager within a week of completing courses.
Category	Skills Enhancement
Start Date	Month/Year
Completion Date	Month/Year
Status	In Progress
Status Note	

IDP EXAMPLE #2

Development Item	Improve customer focus by consistently demonstrating Greet and Ask with every customer, using program tools daily.
Additional Information	<ul style="list-style-type: none"> • Review Sprouts (greet and ask and yes program) training and program documents quarterly and follow up with manager on learning the week after training completion. • Request feedback from manager and department team members on how I am consistently demonstrating greet and ask, and yes program with every customer. • Review Sprouts department specific knowledge resources bi-weekly to increase product knowledge to help answer customer questions.
Category	Growth/Development
Start Date	Month/Year
Completion Date	Month/Year
Status	In Progress
Status Note	

IDP DRAFT TEMPLATE

Print or download copies from Sprouts Academy. Draft your IDP and discuss with your manager before entering into MyHR.

SPROUTS DEVELOPMENT PLAN DISCUSSION TEMPLATE

Use this template to create a development plan using the SMART framework. Identify up to 3 development actions and input items into MyHR to track progress and maintain personal accountability.

Development Item Item description (SMART)	
Additional Information Specific development activities	
Category Select Growth/Development, Learning/Education, or Skills Enhancement in MyHR	
Start Date	
Completion Date Deadline to complete	
Status Select In Progress, Complete, or Not Started in MyHR	
Status Note Use this area in MyHR to capture notes related to outcomes; your manager may also capture notes here	

Visit **Sprouts Academy** for training and development resources to support your development goals.

MANAGING THE BUSINESS: ONBOARDING

Orientation and Onboarding

We all contribute to the orientation and onboarding experience of new Sprouts team members, making them feel welcomed and supporting their success. Visit the Vine's New Hire Onboarding page for more information.



SPROUTS CULTURE CONCEPTS

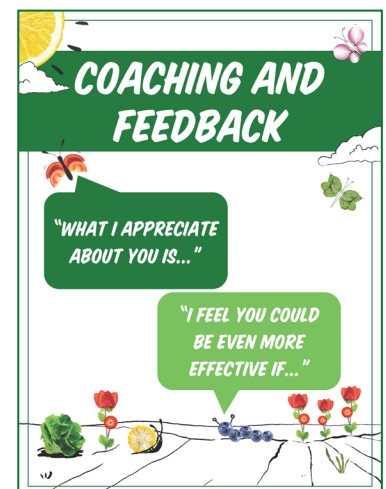


The **Shadow** you cast influences everyone around you. It is what you say, what you do, and how you show up. Casting a positive shadow:

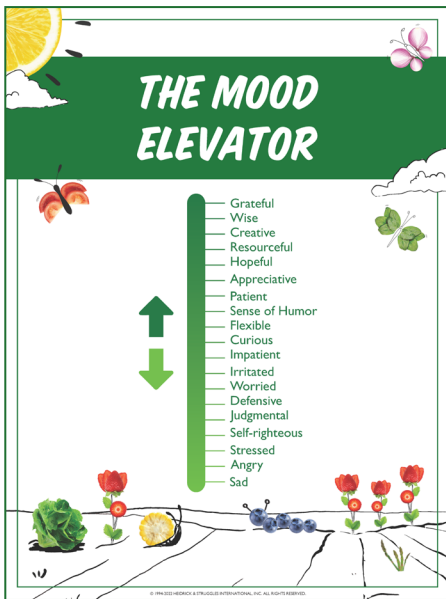
- Shapes positive behaviors in those you influence
- Builds integrity
- Creates a healthy, high-performance environment

Sharing **Appreciative Feedback** is the simplest and easiest way to say, "Thanks, you make a difference." It is also useful for people to know specifically what they are doing well, increasing the likelihood that they will try it again since they know it is valued.

On the other hand, most everyone wants to know how to be even more effective, and if people only receive appreciative feedback, they may never understand how they can improve.



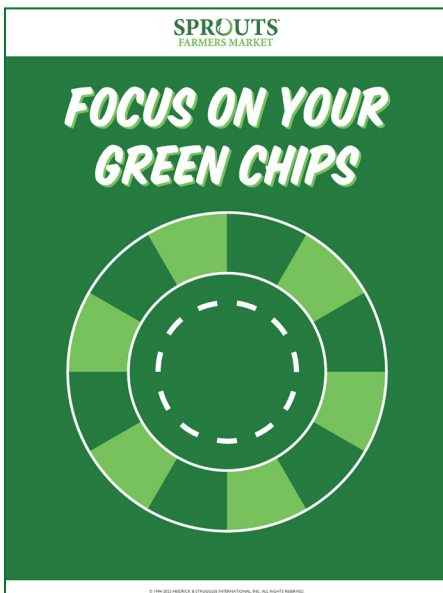
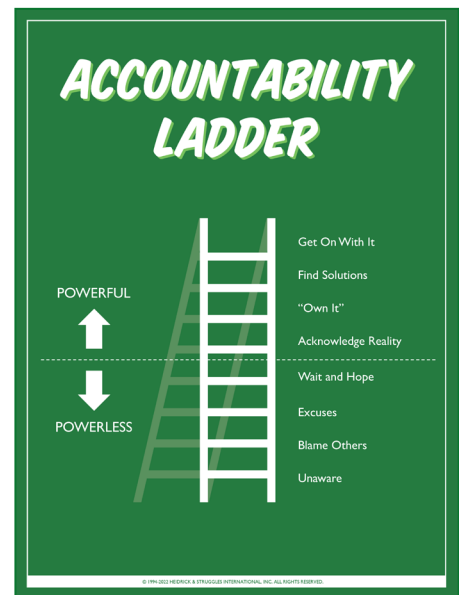
SPROUTS CULTURE CONCEPTS



The **Mood Elevator** is a tool to help recognize when you are at your best and when you are not. The purpose of the Mood Elevator is to help you be more aware of how you feel.

It is important to be aware of where you are on the Mood Elevator and those you may be engaging with before having significant conversations or making important decisions. Being aware of moods can impact your ability to get results and are an indicator of the quality of our thinking.

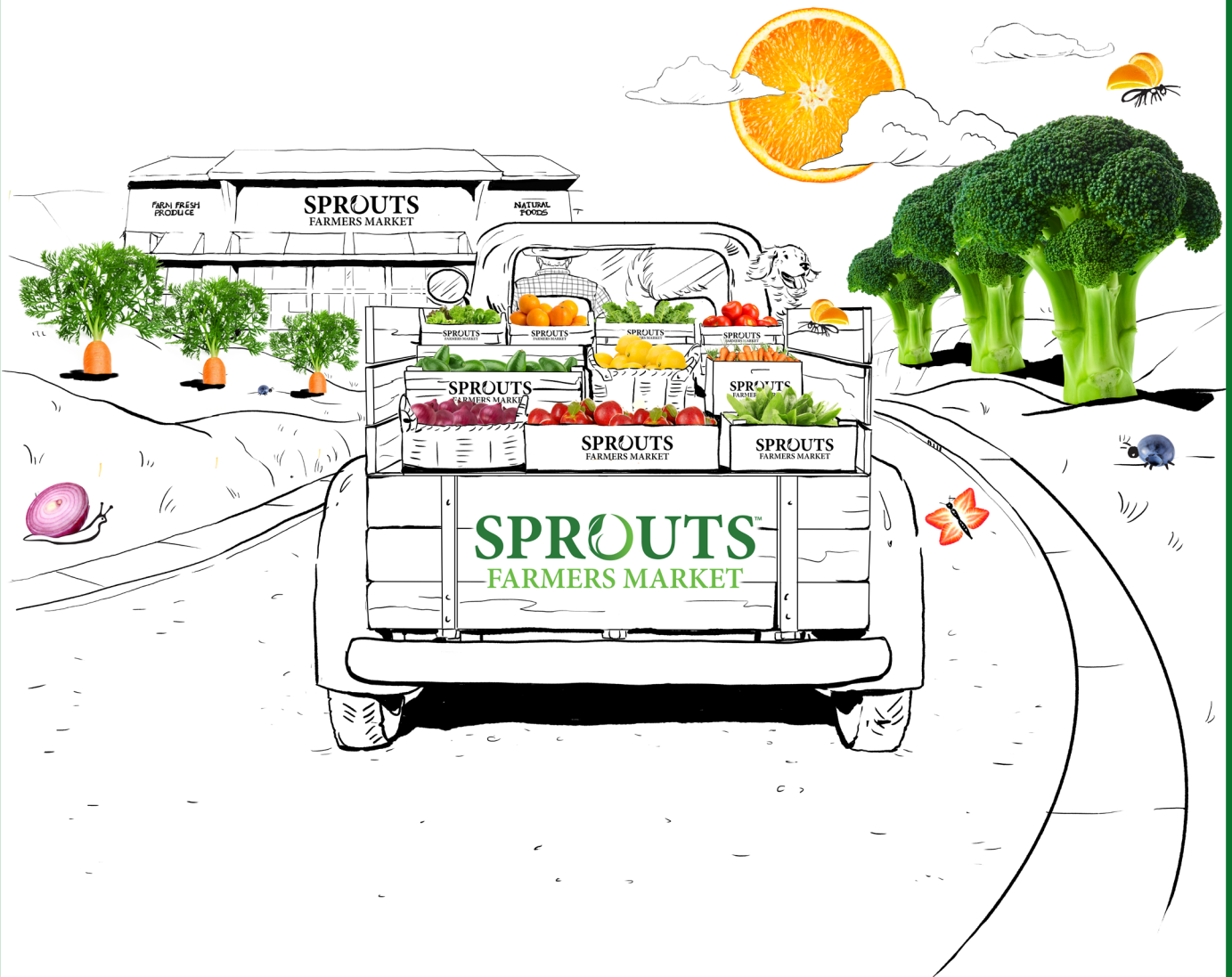
The **Accountability Ladder** helps you become more aware of when you are being accountable and when you are not. Using the Accountability Ladder will help you focus on the following: What more can I or we do to get the results?



Green Chips are your most important priorities. Knowing what your Green Chips are allows you to place your focus on achieving your goals and objectives.

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