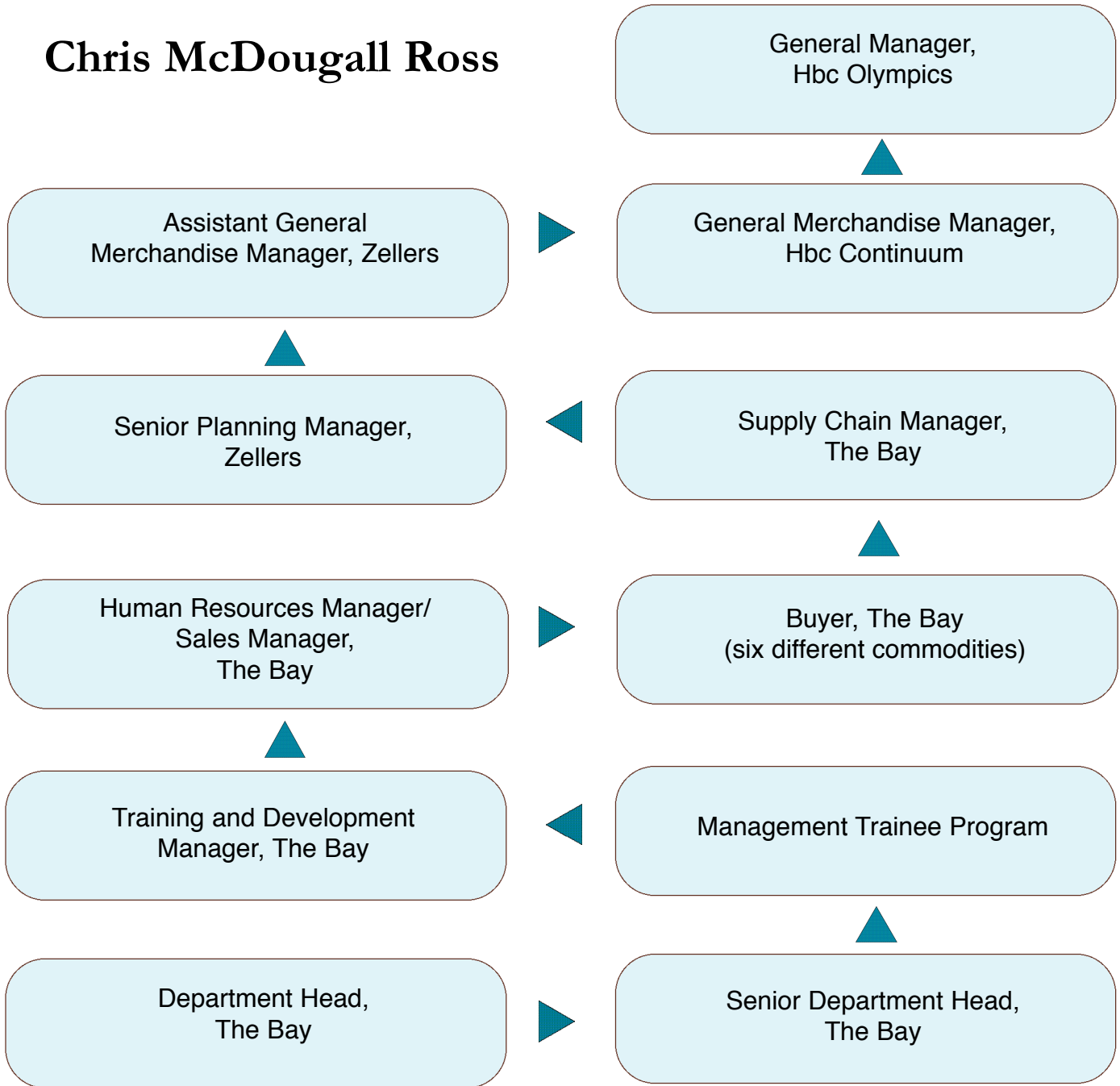


Chris McDougall Ross



"I can honestly say that I've never been bored in my career. I've learned that the pace in retail is always fast and that we are constantly changing and evolving. This business never stands still and we all need to move with it. What excited me was the endless possibilities that I had as I started my career. You can either be a generalist as I have been or a specialist in an area. It's all here for anyone who wants to be challenged and learn and grow through the various roles you can take on. I needed to learn to be patient – it takes time to learn about a company as large and complex as Hbc. Over time I learned how things get done and I built some important relationships along the way that have also helped me. This put me in a position to take on even greater challenges and not all of them were promotions. Lateral moves are great learning too. My advice is: take the time to build a proper foundation in your career. If you focus and work hard, the opportunities will be there for you."

