

SUCCESSFUL PEOPLE STRATEGIES FOR A COMPETITIVE BUSINESS ADVANTAGE

Learnings from the
best workplaces in
Retail industry



Authored by:

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Great Place to Work® Institute & Retailers Association of India

ABOUT THE STUDY

For the sixth year in a row, Retailers Association of India (RAI) and Great Place to Work® Institute, India come together to study the workplace trends in the Retail sector of India. The study covers 29 companies that operate majorly in the offline format (store format) and assess their workplace culture from two lenses. The first lens looks at workplaces from employees' perspective and assigns 2/3rd weightage to the voice of employees. This is measured through anonymous surveys conducted across these organizations. The rest 1/3rd weightage is assigned to the strength of people practices implemented across the organization and is measured through responses to a structured questionnaire shared with them by the Great Place to Work® Institute's team. Basis this, 10 best workplaces in the Retail industry have been identified. The report looks at differentiating factors of these 10 workplaces that make them stand out among their peers and brings out some key people practices and principles that are a part of the winning philosophy of these companies. The report also looks at workplace culture through various demographic filters, i.e., years of operation, employee strength and being an Indian company or an MNC.

ABOUT GREAT PLACE TO WORK® INSTITUTE

Great Place to Work® Institute is known globally as one of the pioneers in the practice of studying and recognizing the best workplaces. More than 9000 organizations located in nearly 60 countries partner with the Institute to participate in the best workplaces studies each year, making this the largest global study of employee engagement in the world. The best companies typically experience higher profitability, lower voluntary turnover, and better stock market performance. Research at Cornell University confirms that organizations that are great workplaces provide better customer satisfaction. A study of share-holder returns of the publicly listed great workplaces by RSM India reveals that great workplaces consistently outperform major stock indices such as BSE Sensex 30, Nifty 50 and CNX Nifty - Total Returns Index.

In line with its mission to 'Make India a great place to work', Great Place to Work® Institute, India partners with over 700 companies annually and also provides advisory and consulting support for companies that wish to enhance their workplace experience.

ABOUT RETAILERS ASSOCIATION OF INDIA (RAI)

Retailers Association of India is the unified voice of Indian retailers. RAI works with all the stakeholders to create the right environment for the growth of the modern retail industry in India. It is a strong advocate for retailing in India and works with all levels of government and stakeholders while aiming to support employment growth and career opportunities in retail, promote and sustain retail investments in communities from coast-to-coast, and enhance consumer choice and industry competitiveness.



FOREWORD

The market size of India's retail industry is over US\$ 600 bn. However, the share of organized retail in this is still under 10%. This points to the huge, yet-untapped potential of organized retail. There is immense opportunity for both, online channels as well as the brick-and-mortar retailers to increase penetration, especially in Tier 2 and Tier 3 cities, which are witnessing a growth in urbanization and digital connectivity. Further supported by the government's FDI policies, which have eased the entry of global players in the sector, one can only imagine the immense expansion of retail companies in the next few years. The challenge of coping with demonetization and GST is past. The challenge of keeping a ready pipeline of trained resources to run the outlets, especially in frontline roles, only

gets bigger with the impending expansion. Hence, attraction and retention of talent is set to gain even more prominence as a competitive advantage for these businesses. Given the size of the market, there is room for everyone. However, only those who have the right resources to expand will gain the maximum share of the pie. Studies in the past have shown a direct correlation between employee engagement, customer satisfaction and sales-per-store. The best workplaces have been the first ones to identify this and bring people to the core of their business strategy. We look forward to more and more organizations adopting the right people strategies and leveraging a great workplace culture to achieve business expansion and success.

Prasenjit Bhattacharya, CEO
Great Place to Work® Institute, India

Retail is a massive employment generator and is currently estimated to employ more than 45 million people in India. While the share of modern retail is currently just 10%, there are indications that it will exceed 20% in 2021. This places a lot of responsibility on the industry to ensure that we create conducive workplaces that would attract and retain talent. More importantly, every business house with operations in retail has to ensure that they become the torch bearers for conducive work environment that creates new talent attraction.

This report by 'Great Place to Work' is a humble way of recognising practices that help attracting, retaining and developing talent in the industry. There is a lot one can learn about a strategic approach to people management from some of the best practices mentioned in the report. The report is a good eye-opener for every CEO, HR head, Operations head and other leader in retail industry to focus on creating conducive workplaces.

Kumar Rajagopalan, CEO
Retailers Association of India (RAI)

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INTRODUCTION

The recent provision introduced in the FDI act for single-brand retail allows a relaxation in the biggest hurdle that these companies were facing in setting up shop in India, i.e., deferring the 30% local sourcing mandate for up to 5 years. This move provides further impetus to offline retail stores in India which are bound to mushroom in the coming years, on the back of rising urbanisation and youth. Even with the advent of online channels, consumers are seeking an omni-channel experience, which means that brick-and-mortar stores are here to stay.

This exciting expansion of retail stores calls for a ready supply of skilled workforce to man the stores. Furthermore, the success of retail stores is commanded by the quality of personalized customer service, which is the unique selling point of offline retail. This is not only true for Quick-Service Restaurants and apparel retail, but also for wholesale organizations which operate in a B2B format. While competitive prices and a wide product-range tend to be the key tenets of the customer value proposition for wholesale, they may not be able to deliver on this at all times owing to market forces. A superior customer service offered by store employees, on the other hand, is something that is completely driven by the organization itself and serves as a major pull factor in bringing customers back to the store. The store employees, hence, play a crucial role in ensuring the survival and success of offline retail businesses. The

priority, therefore, for HR leaders in Retail industry is to keep frontline attrition levels at a manageable rate and maintain a running supply of trained workforce for these roles. This calls for minimizing attrition, maximizing hiring efficiency and quickening up the pace of training for new hires.

Our study reveals unique practices being adopted by the best workplaces in Retail to meet the growing needs of manpower. In an industry where frontline employees are known to leave for an incremental increase in monthly salary elsewhere, these best workplaces have changed the game by shifting focus away from money. They choose to focus instead on the stronger underlying needs of people coming from the less-privileged strata of society, such as, dignity of labour, respect as an individual and the educational qualification required to upgrade to a higher status in career as well as in society. This report highlights some successful practices aligned to this strategy which have worked well for companies. It also brings out the impact of these practices in terms of employee experience and key employment metrics in the best workplaces as compared to the others. In addition, the study throws light on the importance of a healthy gender mix for Retail industry. On the back of a promising future for the industry, the study looks to encourage Retail organizations to leverage the opportunity by putting the right focus on people strategies.

“

Infiniti Retail belongs to an industry where customer experience plays a key role in defining the success of the business. Having an engaged workforce has impacted our business positively wherein the revenue is currently showing a healthy double digit topline growth and profitability at the operational level. We are also trending positively on customer experience parameters such as the Customer Net Promoter Score and the Mystery Audit Score. We thus consider our people resource as our key asset and the driving force behind the philosophy of delivering unmatched customer service.

Shalini Vohra
Chief Human Resources Officer,
Infiniti Retail Ltd.

“

We have always believed that our people are our greatest assets. They create products, processes, partnerships and provide the customer service that makes a difference in us becoming a retailer of choice. Participation in the Great Place to Work® survey has helped us constantly improve as a people-centric organisation. We have retained our best talent with attrition dropping three-folds and engagement levels almost doubling over the last five years. This no doubt has enabled our business to strengthen with a significant increase in productivity year-on-year.

Venkataramana B
Group President - Human Resources,
Landmark Group India



INDIA'S TOP 10 BEST WORKPLACES IN RETAIL - 2018



MARKS &
SPENCER
LONDON



lifestyle®
max

SHOPPERS STOP
START SOMETHING NEW



METRO
Wholesale



STARBUCKS®

Note - The organizations recognized as India's Top 10 Best Workplaces in Retail 2018 are listed in alphabetical order

THE RETAIL SECTOR IN INDIA: A MACRO-VIEW

GDP

Contribution to GDP - 10%



Contribution to employment - 8%



Expected rate of growth of retail sector overall - 12% per annum



Proportion of organized retail - 9%
Annual compounded growth rate of organized retail - 20-25%



Annual growth rate of exports - 10% from 2013 to 2016



No. of supermarkets has grown to more than 8500 from 500 in just over 10 years



India's modern retail to be two times in next 3 years



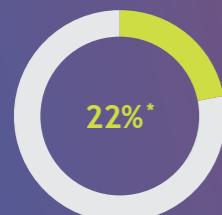
By 2020, food & grocery segment is expected to account for 66% of the total revenues in the retail sector, followed by apparel segment



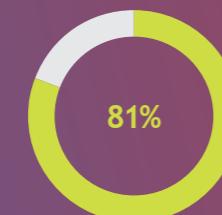
By 2020, retail market in India is projected to reach US \$1.3 Trillion from US \$672 Billion in 2016



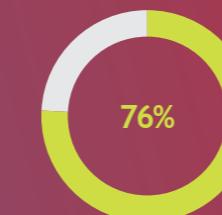
DEMOGRAPHIC SPREAD OF THE RETAIL WORKFORCE



Percentage of women employees



Percentage of employees at below supervisory level



Percentage of employees younger than 35 years (Gen-Y)



Average tenure of employees: 2.9 years

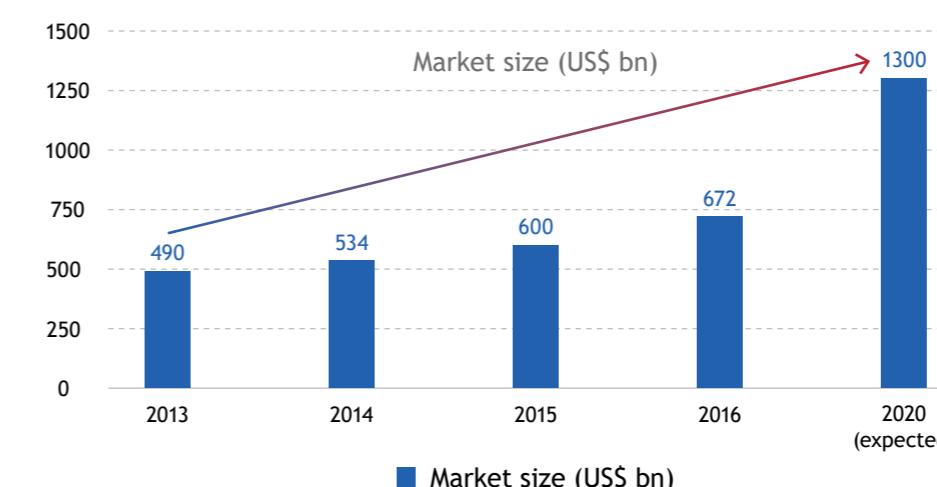


Average age of employees: 31 years

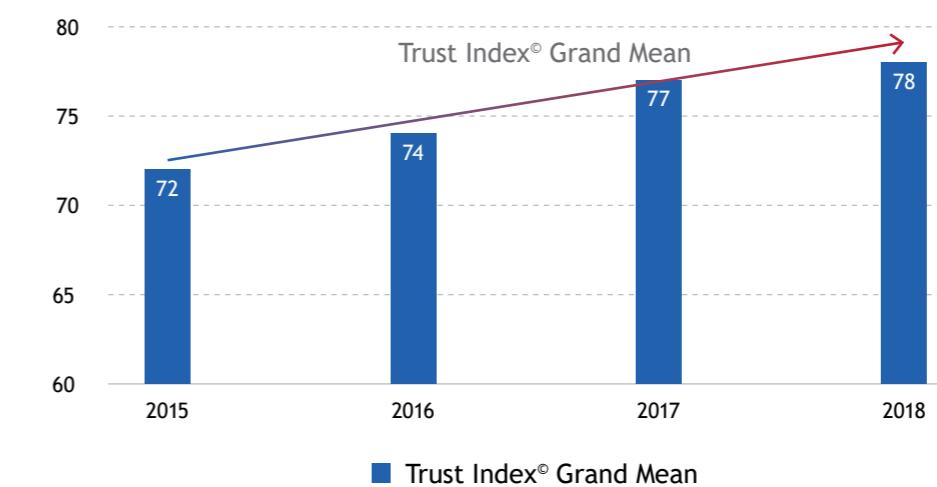
RETAIL INDUSTRY: FIVE-YEAR TREND

Over the last few years, the Indian retail sector has seen steady growth which is expected to rise further owing to rising urbanization, increasing income of the growing middle class and increasing digital connectivity.* What is interesting is that employee engagement levels have grown hand-in-hand with the business, affirming the inter-dependency of both. Factors where workplace culture in Retail sector has improved in the last 4 years are compensation & benefits, management delivering on its promises and workplace politics.

Market size over the past few years:



Measure of workplace culture strength assessed through employee feedback:



* excluding one outlier

<https://www.ibef.org/industry/retail-india.aspx>

<https://www.ibef.org/download/Retail-Report-2018.pdf>

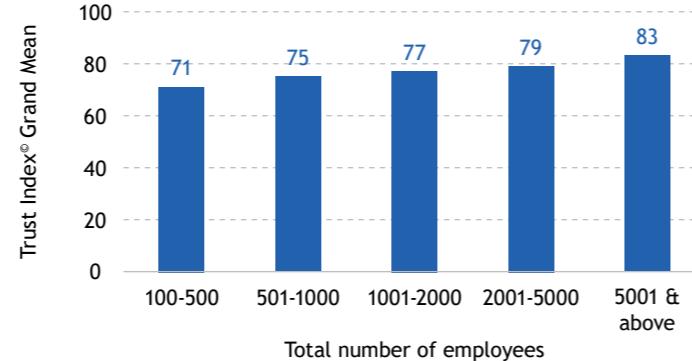
* <https://www.ibef.org/industry/retail-india.aspx>

Trust Index® Grand Mean represents the average of percentage of positive responses of the core 56 statements of the Trust Index® employee survey instrument.

SEGMENTS WITHIN THE RETAIL INDUSTRY

Employee Perception In Retail Organizations By Employee Size

Positive employee perception rises as employee size of the company increases. In the journey from a <500 employee organization to a 5000+ employee organization, workplace culture is seen to have maximum enhancement in training & development opportunities, fair compensation as well as fair promotions and recognitions.



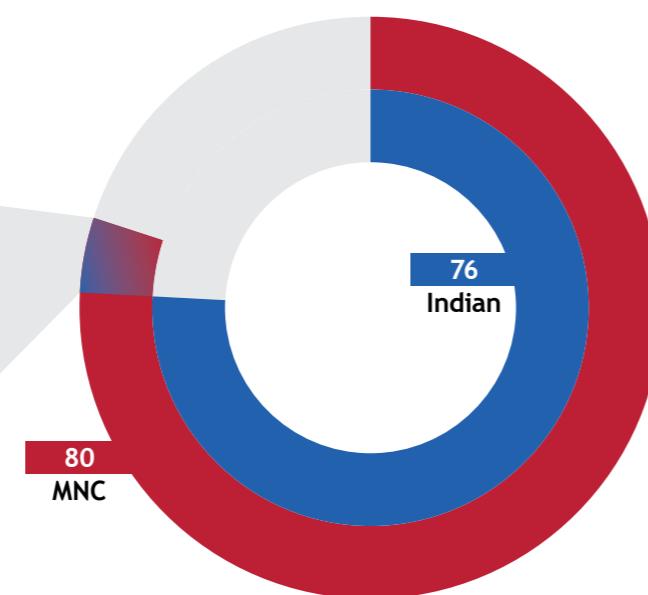
EMPLOYEE PERCEPTION IN RETAIL ORGANIZATIONS BY YEARS OF OPERATION

Highest positive jump in employee perception is seen as the organization crosses the 10-year mark! Major improvements that lead to this are a fair working environment (including fair promotions, performance evaluations and decreasing workplace politics) and involving employees in key decisions that impact them.



EMPLOYEE PERCEPTION IN RETAIL ORGANIZATIONS BY TYPE OF ORGANIZATION (INDIAN OR MNC)

- Areas where MNC Retail companies are doing better than Indian:
- Fair profit share
 - Special benefits
 - Candid two-way communication
 - Management Approachability



We at PUMA strongly believe in our team and function like a close-knit family. This ensures that we strive and deliver our promise to our customers – ‘FOREVER FASTER’. By focusing on key people metrics, our attrition levels are significantly down from previous years and we are able to attract better talent which has a direct result on productivity and efficiency. Being a great workplace has helped us deliver superlative results year after year.

Manisha Agarwal

Head - Human Resources, PUMA India



The benefits of being a great workplace are enormous and multi-layered for any business, but more so in retail. Our sector is manpower intense and our ability to nurture relationships and build value for our stakeholders defines us. It makes great business sense for us to invest in people as they ensure that our stakeholders are always with us. By investing to create and sustain an ecosystem which promotes a culture of openness, transparency and empowerment, we ensure continuous engagement translating into better sales and profitability for the company. We applaud Great Place to Work® Institute, India for constantly engaging with us and bringing this critical aspect of a company’s operations to the mainstream of discussions about business imperatives.

Uday Khanna

Director - Human Resources,
METRO Cash & Carry India Pvt. Ltd.

KEY CHALLENGES & HOW THE BEST WORKPLACES ARE HANDLING THEM

The retail sector in India has always been synonymous with very high attrition and consequent mass hiring. The nature of the industry translates into the kind of workforce it attracts for frontline roles, which is a majority of the workforce, which comprises of manpower from relatively lower education and skill background. Given the long and late-night working hours, lack of proper workspace facilities and a limiting career path, a profession in front-end retail is seldom viewed as an aspirational choice for the working population.

The irony is that the industry, which contributes 10% to India's GDP (including online format), attracts relatively low-skill labour for roles which are usually considered as the most critical for any business, i.e., the customer-facing roles. Even with the advent of online retail, the number of brick-and-mortar retail stores is expected to mushroom, particularly after the relaxation in local sourcing norms by the government with respect to Foreign Direct Investment in single-brand retail. A key focus of offline retail businesses is to achieve a high degree of personalized customer service, since this is a differentiating factor that gives them an edge over online players. This is especially true for wholesale organizations where competitive prices and a wide product-range tend to be key tenets of the customer value proposition. However, owing to market forces, organizations may not be able to deliver on this at all times. A superior customer service offered by store employees, on the other hand, is something that is completely driven by the organization itself and serves as a major pull factor in bringing customers back to the store. The store employees, hence, play a crucial role in ensuring the survival and success of offline retail businesses. The priority, therefore, for HR leaders in Retail industry is to keep frontline attrition levels at a manageable rate and maintain a running supply of trained workforce for these roles.

Retention motivators in Retail industry: how the best workplaces are tasting success by replacing money with dignity and personal development as motivators

Realizing that the money game is never-ending and can motivate people only up to a level, these best workplaces in Retail have developed a multi-plugged relationship with employees. HR leaders in such organizations understand money to be a superficial need of their customer-facing store staff. They choose to focus instead on the stronger underlying needs of people coming from the less-privileged

strata of society, such as, dignity of labour, respect as an individual and the educational qualification required to upgrade to a higher financial and social status.

1. Opportunities for education and professional development

On an average, employees in best workplaces in Retail spend 31%* more time in developmental training for higher roles than employees in other workplaces. This is supported by the fact that the training & development practices followed by best workplaces are 32% stronger than the rest. Following are some examples of such initiatives that bring store employees closer to the dream of a brighter future. This helps in bridging the economic divide that the store employees experience every day by servicing customers who are much ahead in terms of financial status and standard of living.



BEST PEOPLE PRACTICE

Barbeque nation has introduced an education initiative called UDAAN - Sab Pado Aage Bado which encourages the store staff to pursue diploma courses at a subsidized fee along with their job. Employees who get through are rewarded with a certificate in Food Retailing from Tourism & Hospitality Skill Development. This helps them in strengthening their professional capabilities for a brighter career.

In order to help their store-level associates build a fruitful career, **Walmart India** has created a framework called Associate Opportunity Map (AOM). The AOM allows an associate to get a clear visibility of career opportunities, both laterally and vertically, along with the skill sets required for that growth.

Lifestyle International runs a career development program called LIFE to enable their frontline employees to grow to the role of a Supervisor in 18 months. The progress is documented through a report called 'Life Dashboard'. Throughout the duration of the 4-phase training program, the Supervisor or Concept Manager provides on-the-job coaching and continuous feedback for improvement.

Customer Care Associates at **Shoppers Stop** have an opportunity to undergo the 'Baby Kangaroo' program

and progress to managing a department individually. Associates undergo an assessment centre approach and the ones who clear it are selected for the development program. The program includes 272 hours of internal and external training interventions that cover aspects on product, processes, technical and behavioural sciences. After this training, the selected Baby Kangaroos are placed at a new store where they are responsible for managing a small department and a team and are mentored by a senior Department Manager or a Retail Operations Manager for 9 months before being promoted to 'Customer Care Associate & Department Manager'.

2. Respect & dignity of labour

Careers in retail outlets are also not an aspirational choice due to dearth of dignity of labour in Indian culture. The best workplaces in Retail are working towards this by attributing due respect to the store employees and underlining the importance of the job done by them. 88% employees in best workplaces feel that their work has special meaning and is not 'just a job', as compared to 81% employees in other workplaces. Practices followed by the best workplaces have not only resulted in employees in best workplaces showing a higher willingness to stay with the organization for a longer time, but also in a higher rate of referrals. Best workplaces report a 42% proportion of new hires coming from employee referrals, as against 31% in the other workplaces. Below are few examples of such practices:



BEST PEOPLE PRACTICE

On their first day at any **Barbeque Nations** outlet, new joiners are served food by the store management team comprising of the Business Manager, Restaurant Manager, Executive Chef and the Captains to ensure that they get a feeling of being treated like a guest.

Every employee in **TATA Starbucks**, even those belonging to the executive and management cadre, are trained in store operations like coffee-making, serving the customer etc. during their induction. Moreover, every employee is required to put in a specific number of hours performing key operations at the store during their induction. In times of need, corporate employees have been seen helping out their colleagues at the store by pitching in to serve coffee to the customers. Every job is viewed as important and dignified from a customer-service point-of-view and hence, every employee is called as 'Partner'.

3. Special benefits and work-life balance

Given the thin profit margins, retail organizations are not known to be high on offering employee benefits. Since the land cost or rent of the store is a significant fixed cost for these organizations, their business success is heavily dependent on efficient operations that can lead to optimized cost structures in variable components. While "efficient operations" is usually interpreted as "longer working hours" for store employees in most organizations, so as to achieve maximum utilization, the best workplaces play by completely different rules. Successful businesses like these have realized that investment in employee benefits and training initiatives actually has a direct impact on improving cost and operational efficiency. Training produces highly efficient manpower and investment in benefits leads to lower attrition, thus leading to cost saving in the hiring, onboarding and training departments. Best workplaces boast of 79% of their workforce reporting a positive experience on special benefits as compared to 65% in other workplaces. 80% employees in best workplaces feel that they are encouraged to balance their work and personal life, as compared to 69% in the other workplaces in Retail industry. Some people practices which have led to this positive experience are:



BEST PEOPLE PRACTICE

Every employee of **PUMA** is insured for a sum of INR 5,00,000 for health. This cover includes not only the employee but also dependent parents/in-laws, spouse and two children. PUMA also supports employees with education-related child care by offering reimbursement of up to INR 25000 per annum per child.

In order to improve the work-life balance of store employees, **TATA Starbucks** follows a 9-hour, 5-day work week for store employees which was unheard of in QSR chains prior to this.

Infiniti Retail, which operates a chain of multi-brand electronic stores under the brand name of Croma, has also introduced a 5 ½ days week for their frontline employees where they are supposed to take their 1 ½ days off at a stretch. In addition to this, they are given more privilege leaves and need-based leaves as compared to the support office staff, who have a five-day working week. The organization also provides a 12-week adoption leave, 6-week leave on account of miscarriage/medical termination of pregnancy and a 2-week leave on account of tubectomy to women employees, apart from the mandated 6-month paid maternity leave.

* excluding one outlier

FOCUS ON GENDER DIVERSITY IN OFFLINE RETAIL

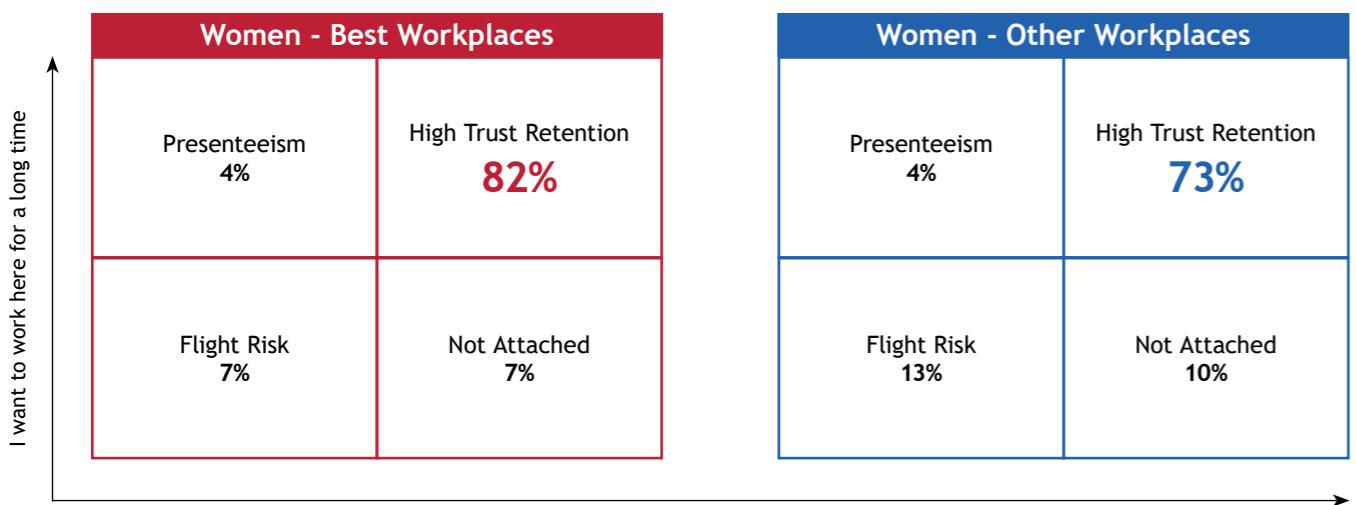
Achieving a healthy gender mix by increasing the proportion of women employees appears to be another focus of organizations in the Retail industry. One key reason for doing this is to attract and engage women customers which constitute a significant segment for high-end retail chains. Improving gender diversity is also a priority for wholesale B2B organizations like METRO Cash & Carry which usually tend to male customers. Every unit at METRO has a Women Task Force which aims at promoting personal and professional growth of women employees. From a business point-of-view, women employees play a major role in pulling up the retention figures. In a business that operates on very thin margins, the importance of saving on hiring and inducting costs cannot be stressed



KEY FACT: 19% Senior Management positions in Retail industry are occupied by women, as compared to 13% in all other industries (excluding Retail) combined!

THE BEST WORKPLACES BENEFIT FROM A HIGH-TRUST, HIGH-RETENTION CULTURE FOR WOMEN EMPLOYEES!

An organization where employees carry a positive perception about being in a great workplace and are also willing to stay with the organization for a long time enjoys a high-trust, high-retention culture.



Presenteeism: Employees are present yet disconnected from the culture
Not Attached: Employees like the culture but may not be fully invested
Flight Risk: Employees are disconnected and not invested in staying long term

enough. The gender inclusion programmes at Hardcastle Restaurants have led to an increase of 6.84% to 11.65% in the proportion of women employees in different regions in a span of four years. Restaurants which had a higher proportion of women employees were seen to have the following business benefits:

- Better scores on friendliness as a parameter under Customer Service Opportunity
- Lower 90-day turnover
- Less number of discipline issues like calling-in sick, no shows and other disciplinary concerns
- Improvised representation of the customer profile



Building a vibrant culture has differentiated us as a brand which is reflected in our strong service culture. Our high CSAT scores speak volumes about it and 74% of our business is generated from our loyal customer base. Culture building is not happenstance but a strategy at Shoppers stop."

BVM Rao

Customer Care Associate & Head - Human Resources,
Shoppers Stop Ltd.



We are very proud of being listed among India's Top 10 Best Workplaces in Retail 2018 by Great Place to Work® Institute! This recognition is a reaffirmation of the fact that our culture defines who we are and how we do business. As our Founder Sam Walton had said, "happy associates make happy customers". Indeed, our associates make all the difference. Walmart India is a place of opportunity. Here, associates can go as far as their hard work and talent can take them. Our associates are not just building better lives for their families, they also go the extra mile to serve members- to help them save money and live better and create 'shared value' for all stakeholders. We're proud to be a part of their journey and their success stories. I would like to thank each one of the associates for living the Walmart culture every day and for proving yet again that our culture is indeed our competitive advantage.

Avishkar Mehrotra
Chief People Officer,
Walmart India

STUDYING THE HIGH-TRUST, HIGH-RETENTION EXPERIENCE ACROSS TENURE GROUPS IN RETAIL INDUSTRY

An organization where employees carry a positive perception about being in a great workplace and are also willing to stay with the organization for a long time enjoys a high-trust, high-retention culture.

Taking a look at employee perceptions about willingness of long-term retention across tenure groups:

Up to 1 Year	
Presenteeism 4%	High Trust Retention 78%
Flight Risk 9%	Not Attached 9%

1 to 2 Years	
Presenteeism 5%	High Trust Retention 73%
Flight Risk 12%	Not Attached 10%

2 to 5 Years	
Presenteeism 4%	High Trust Retention 77%
Flight Risk 10%	Not Attached 8%

5 to 10 Years	
Presenteeism 6%	High Trust Retention 77%
Flight Risk 10%	Not Attached 7%

Presenteeism: Employees are present yet disconnected from the culture
Not Attached: Employees like the culture but may not be fully invested
Flight Risk: Employees are disconnected and not invested in staying long term

Note - Due to rounding off to absolute percentage value the total of % is adding up to 99% instead of 100%

It appears that employees in the tenure group 1 to 2 years are at the highest 'Flight Risk', i.e., they are less likely to stay with their current organization for a long time owing to a less positive perception of working in a great workplace culture.

The best workplaces are at a lower risk of attrition in the tenure group 1 to 2 years!

Career opportunities emerges as the most important driver of retention in this tenure group. 84% employees from this group in the best workplaces report a positive experience on opportunities for career growth, as compared to 69% in the other workplaces!

1 to 2 Years - Best Workplaces	
Presenteeism 4%	High Trust Retention 78%
Flight Risk 9%	Not Attached 9%

1 to 2 Years - Other Workplaces	
Presenteeism 5%	High Trust Retention 69%
Flight Risk 15%	Not Attached 11%

Presenteeism: Employees are present yet disconnected from the culture
Not Attached: Employees like the culture but may not be fully invested
Flight Risk: Employees are disconnected and not invested in staying long term

"This company treats each and every employee fairly. It provides equal opportunity to every employee for their growth and provides timely training to help in developing their skills for a better professional and personal life.

Employee at Infiniti Retail Ltd.

Employee Speak from best workplaces

Company treats employees in the same way as they treat their customers."

Employee at TATA Starbucks Pvt. Ltd.



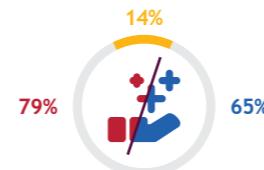
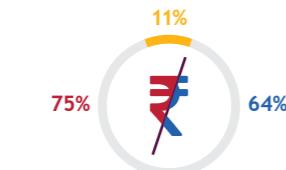
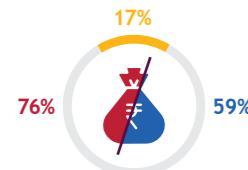
WHAT SETS THE BEST APART FROM THE REST?

Salient features that differentiate the High-Trust, High-Performance™ cultures of the best workplaces in Retail industry from all others

Best Workplaces - Retail VS Rest workplaces - Retail

PERCEPTION OF WORKPLACE CULTURE AS REPORTED BY EMPLOYEES

Fair compensation and special benefits

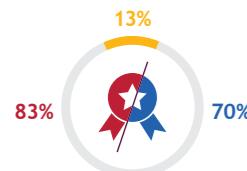


I feel I receive a fair share of the profits made by this organization.

People here are paid fairly for the work they do.

We have special and unique benefits here.

Fair work environment & fair promotions



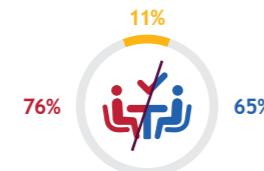
Everyone has an opportunity to get special recognition.

Managers avoid playing favourites.

People avoid politicking and backstabbing as ways to get things done.

Promotions go to those who best deserve them.

Involvement in Decision Making

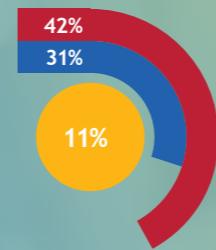


Management involves people in decisions that affect their jobs or work environment.

% difference

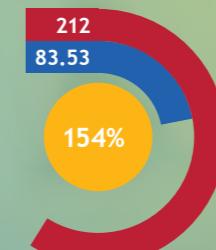
QUANTITATIVE MEASURES OF A HIGH-TRUST, HIGH-PERFORMANCE™ CULTURE

Employee Referrals



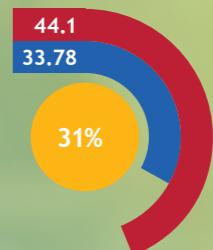
What percentage of last twelve months' new hires was referred by existing employees?

Training & Development

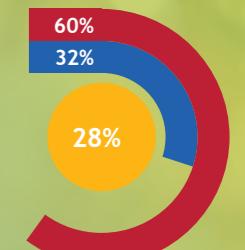


On an average, how many hours per year per employee do the employees of the largest occupational group receive as formal job training (on-boarding induction and training required to perform the job)

Training & Development

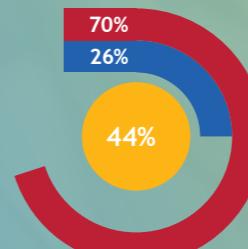


On an average, how many hours of inputs per year per employee do the employees of the largest occupational group receive in form of development training (to be able to do a different or higher-level job)

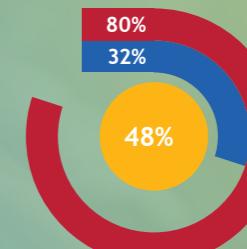


Does the organization subsidise non-work-related courses?

Fair Pay & Special Benefits



Have you conducted an Equal Pay Audit? (Internal Equity assessment)



Does the organization pay for Life insurance? - Yes

Top 10 Workplaces in Retail
Other Workplaces in Retail
% Difference

PEOPLE PRACTICE AREAS WHERE THE BEST WORKPLACES OUTSHINE THE REST



Contributing: opportunities through which employees can contribute to CSR activities



Including: practices that encourage a culture of diversity & inclusion



Developing: opportunities for training, all-round development and career progression



Collaborating: avenues used for the management to gather employee feedback, suggestions, participation in decision-making and cross-functional collaboration



Inspiring: the ways in which organizations instill pride in the employees about their job as well as their organization and inspire them to give their best at work



Thanking: practices that facilitate employee recognition and appreciation

“

Our mission is to “Inspire and nurture the human spirit - one person, one cup, and one neighbourhood at a time”. At Starbucks, employees are called partners, because it is not just a job, it's our passion. Together, we embrace diversity to create a place where each of us can be ourselves. This helps us deliver the best in all that we do – whether it is making signature handcrafted beverages for our customers, or creating a culture of warmth and belonging where everyone is welcome. We live our mission every day by inspiring and nurturing our partners, by connecting with respect and dignity and by providing differentiated experiences and benefits that lead to elevated engagement.

Sumitro Ghosh

Chief Executive Officer,
Tata Starbucks Pvt. Ltd.



RE-LIVE THE SMALL JOYS - *Lifestyle International Pvt Ltd.*

Managers at the store or warehouse recreated the treasured moments from their team members' past and help them in re-living the small joys of life. Cards were provided to the employees to write their small joys from the past, which they could write and hang on a tree. Managers picked up two cards to fulfil the small joys of the employees such as - “I want to spend a day with my mother”, “I want to take my father out for shopping”, “I want to visit my school”, “I want to meet my friend whom I have not met for many years.

COMPANY ANTHEM - *Shoppers Stop Ltd.*

The company anthem - ‘Hadh Se Aage’ continues to be played across the organization - services offices, regional offices, stores and distribution centres at 10:45 a.m. every morning, with associates singing the words which remind and enthuse them to make a wholehearted and meaningful contribution to the organization and to society that day. A well-loved composition, this song has been sung by Sonu Nigam and written by Gulzar.

CULTURE COMMITTEE - *Walmart India Pvt Ltd.*

Culture Committee has been formed to strengthen the organization's cultural values and to ensure that associates display them at the workplace. It is constituted of the associates from both India Support Centre and stores who are passionately living and driving the Walmart culture every day. Few initiatives undertaken were:

1. **10-foot rule month** - The 10-foot rule is that if an associate comes within 10 feet of a customer, he or she will look the customer in the eye and greet him/her and ask if he/she needs any help. In the month of January, employees who had practiced the 10-foot rule in the best manner were recognized.
2. **Sundown rule month** - This rule lays out a standard that every work request of colleagues or customers that comes in on any particular day should be serviced the same day before the sun goes down. Whether it's a request from a store across the country or a call from down the hall, every request should get same-day service. The rule was communicated and cascaded through every level of the organization through posters and screensavers. In addition, a short survey was launched at the India Support Centre with the objective to find out if the organization is indeed living up to the expectations of this rule.

PLAY IN A DAY: SOLVING PROBLEMS THROUGH THEATRE - *Lifestyle International Pvt Ltd.*

A play in a day activity is used to bring to light few important issues that employees face every day at the workplace like fairness, work-life balance, transparency etc. Employees are asked to nominate themselves to act in the Play in a Day. This methodology has been leveraged to depict the organization's values in real-life situations where employees find themselves in every day. The idea is to show employees the dilemma and the right solution to the situation.

STYLE CARDS - *PUMA Sports India Pvt. Ltd.*

Puma encourages STYLE & SPORT. They inspire these two elements giving PUMA Style Cards to those who live the brand and are absolutely stylish. In-house style ambassadors are given the right and duty to recognize all the employees who are stylish. The style card is like an award which inspires and encourages employees to live the brand and be stylish.

CONCLUSION:

The Retail sector is poised to grow significantly in the near future owing to growing urbanization, booming middle class population and conducive government policies, among other factors. However, the sector is seldom viewed as one of the most lucrative career choices for talented professionals. As we have seen, attrition in frontline roles is the most immediate challenge that needs to be addressed soon in order to reap maximum gains from the favourable macro-economic environment. The best workplaces have already started witnessing business benefits and a drop in attrition rates as a result of creating a great workplace culture. Basis our learnings from the best workplaces, we recommend organizations in the Retail industry to focus on the following areas in order to address the challenge of frontline attrition and meet hiring needs:

- Creating a women-friendly workplace**

Providing options for a better work-life balance, flexibility and part-time working arrangements will ensure higher stickiness of women employees. Benefits like assistance for child education and maternity will also encourage women employees to stay, hence saving the cost of hiring and training new employees. Organizations would do well to work to target a healthy gender mix and track progress in that direction.

Creating a great workplace environment would hence go towards building a High-Trust, High-Performance™ culture.

- Creating opportunities for development and career progression**

Employees would appreciate educational assistance, clear visibility of a structured growth path and opportunities to uplift their employability and financial status in life. Retail organizations which provide equal opportunities for development to all employees are likely to experience higher employee loyalty. Sharing success stories or employees who have grown through the ranks internally will also motivate people to stay longer and perform better.

- Creating an environment of respect and dignity of labour**

Employees, especially those who come from Tier 2 and Tier 3 cities, need care and support to find their comfort in the new environment. Organizations should ensure that these employees find pride in what they do and understand the importance of their role in achieving the overall goals of the company. Organizations can explore ways to communicate more about how crucial the customer-servicing employees are to the company and how they contribute directly to the profit. Practices that promote behaviours of dignity of labour, both by colleagues and customers alike, can be explored.

ANNEXURE

PARTICIPANT PROFILE

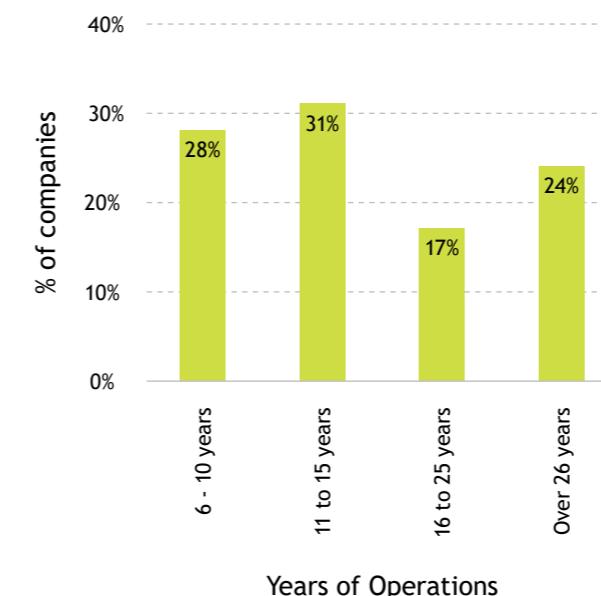
29

Number of companies studied

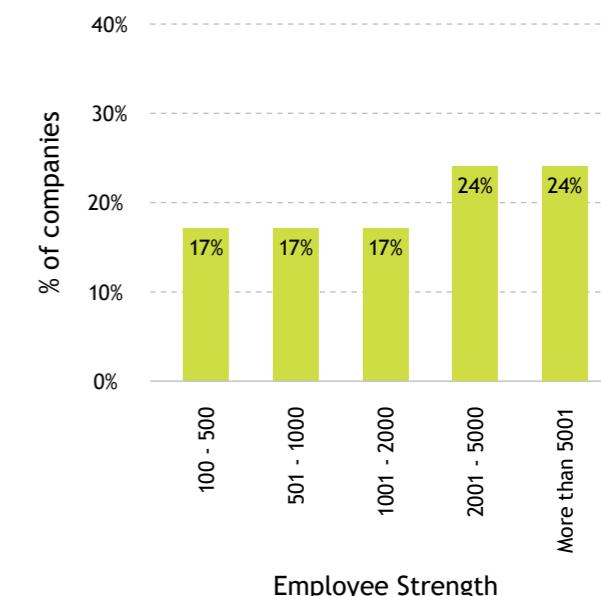
6,759

Number of employees surveyed

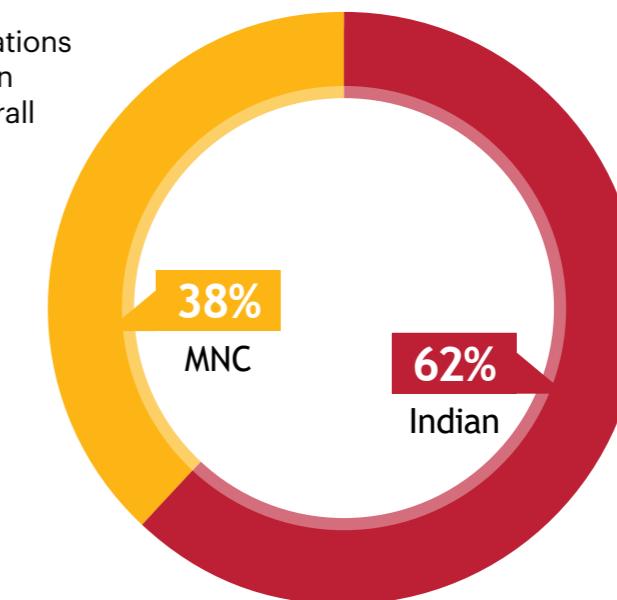
Representation of organizations as per Years of Operation in the overall participant pool



Representation of organizations as per Employee Strength in the overall participant pool



Representation of organizations as per Type of Organization (Indian or MNC) in the overall participant pool



Note - Due to rounding off to absolute percentage value the total of % is adding up to 99% instead of 100%

OUR METHODOLOGY FOR SELECTING THE BEST WORKPLACES:

Being simple yet effective, the Great Place to Work® Institute's methodology focusses on 2 lenses to assess workplace cultures. The first lens looks for employee advocates and measures the experiences of employees in the workplace through a survey instrument known as Trust Index®. Carrying a 2/3rd weightage, the anonymous survey seeks employees' responses on 62 statements based on trust in the people they work for, pride in the work they do and enjoying the company of the people they work with.

The second lens takes a microscopic look at the people practices of the organization, gathered through a largely open-ended line of questioning, and seeks to measure the effectiveness of these practices in creating a positive experience for the employees. The assessment through this lens, known as the Culture Audit® carries a 1/3rd weightage. Basis this, 10 best workplaces in Retail industry were identified.

Criteria for selecting the Best Workplaces

TRUST INDEX®

2/3rd
weightage

An **ANONYMOUS EMPLOYEE SURVEY** comprising of 62 statements across 5 dimensions



CULTURE AUDIT®

1/3rd
weightage

A study of the
PEOPLE PRACTICES
of an organization



Have you built a High-Trust, High-Performance Culture™ at your workplace? You too can get recognized as a great workplace by applying to get Great Place to Work-Certified™.

To know more, visit: www.greatplacetowork.in/getcertified

To register for certification, visit: www.greatplacetowork.in/applicationform

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To start your organization's journey towards creating a great workplace register at <http://www.greatplacetowork.in/applicationform>



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