



Enabling Business Success
through a
**GREAT WORKPLACE
CULTURE**

Lessons From India's Best Companies
to Work for in Retail



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Acknowledgements

We would like to thank the Retailers Association of India for their support and all the participating organisations for the opportunity to study their engagement practices. We are also grateful to the winning organisations for allowing us to share their practices, knowledge and expertise developed with great effort over time.

Authored by:

Charlotte Baptista, Great Place to Work® Institute
Jash Shah, Great Place to Work® Institute

Anchored by:

Aniruddha Kulkarni, Great Place to Work® Institute

Supported by:

Basuri Dutta, Great Place to Work® Institute
Anita Borate, Great Place to Work® Institute

[Foreword]



The retail sector is experiencing a boom; already it accounts for over 10 per cent of the country's GDP and around 8 per cent of employment, according to IBEF. The momentum is expected to sustain with the entry of international players and with existing retail giants taking innovative steps to win over customers.

In terms of emerging trends, the online format is gaining prominence with the industry turning to omni- and e-retailing. Online retail is expected to catch up with physical stores, and mobile payments is the new kid on the block.

Being a massive manpower-oriented sector comprising predominantly of young individuals,

these transformations in Indian retail come armed with fresh challenges for workforce management. The key people issues remain hiring skilled talent, retaining critical talent and, engaging and motivating employees. At Great Place to Work®, we have seen a correlation between business success and great workplace culture. Given the optimistic outlook for this sector, we hope that retail organisations across the country are inspired to bolster their engagement practices in light of the findings and recommendations in this report.

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



It's no secret that attracting and retaining the best talent greatly depends on the kind of leadership strategy and vibrant culture one creates. Retailing is a demanding profession and it is important that retailers benchmark themselves against standards from across the industry. An enthusiastic workforce can have a long-standing impact on a company's customers. Good service is paramount to satisfying the needs of consumers and it can be achieved through happy employees.

This is the 4th year that RAI and Great Place to Work® are joining hands to recognize and reward top 10 retail organisations that create a culture that inspires employees to put in their best. The report delves into the best people practices that

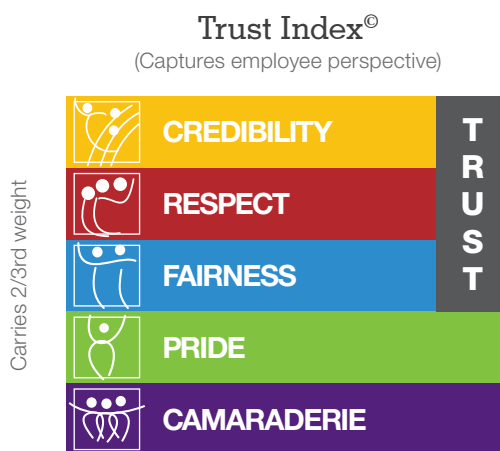
have helped them achieve this feat. We hope that other retail organisations, too, feel inspired to make further improvements in the areas of employee engagement, talent management and people practices and aspire to be among the Top 10 Retail Companies to Work For, next year. Healthy competition and ambition of this kind will only serve to raise the overall quality of the workforce, making retail an industry of choice for employment seekers.

***Kumar Rajagopalan, CEO
Retailers Association of India (RAI)***

The METHODOLOGY

Great workplaces are built through the day-to-day relationships that employees experience. The Great Place to Work® Model® is derived from the definition of a great workplace. A great workplace is one where employees:

- TRUST the people they work for;
- Have PRIDE in what they do; and
- ENJOY the people they work with.



TRUST INDEX® FRAMEWORK

looks at a workplace from employees' perspective.

The three key relationships (Trust, Pride and Camaraderie) in the definition of a great workplace map to the five dimensions of the Trust Index® model: Credibility, Respect and Fairness (which form the cornerstone of TRUST between management and employees), Pride, and Camaraderie.

The **CREDIBILITY** dimension measures the extent to which employees see management as credible (believable, trustworthy), by assessing employees' perceptions of management's communication practices, competence, and integrity.

The **RESPECT** dimension measures the extent to which employees feel respected by management, by assessing the levels of support, collaboration, and care employees experience through management's actions towards them.

The **FAIRNESS** dimension measures the extent to which employees feel that management practices and policies are fair by assessing the equity, impartiality, and justice employees perceive in the workplace.

The **PRIDE** dimension measures employees' sense of pride in their work by assessing the feelings employees have towards their jobs, team or work group, and the company workplace.

The **CAMARADERIE** dimension measures employees' sense of camaraderie in the workplace by assessing the quality of the hospitality and community within the workplace.

Culture Audit®

(Captures management perspective)



CULTURE AUDIT® FRAMEWORK

looks at a workplace from management's perspective.

The Culture Audit® tool has been developed to provide insights into a company's policies, processes, and overall workplace culture. The Culture Audit® framework assesses the following 15 practice areas within an organisation:

Culture Audit® practice area

1. Hiring
2. Welcoming
3. Inspiring
4. Speaking
5. Listening
6. Collaborating
7. Grievance Redressal
8. Thanking
9. Developing
10. Balancing
11. Supporting
12. Including
13. Celebrating
14. Rewarding
15. Contributing

Related organization process or practices

1. Recruitment and selection
2. Induction for new hires
3. Communication and actions that build pride in job and organisation
4. Top-down communication
5. Bottom-up communication
6. Employee participation and involvement
7. Grievance redressal mechanisms
8. Appreciation and recognition
9. Training, development and career management
10. Policies that support work-life balance
11. Support systems and benefits
12. Policies that support diversity and inclusion
13. Employee engagement activities that enhance fun at work
14. Compensation and rewards management
15. Corporate social responsibility and employee volunteerism

How Can Trust Be Measured?

We look at TRUST through two lenses. We assess the culture of the organisation through answers provided on an employee survey, the Trust Index® survey, which is modeled on the five dimensions found in the employee view of a great workplace. And we look at the workplace through a Culture Audit®, organised by the nine practice areas in the management definition of a great workplace.

This survey precisely measures the behaviours and the environment that forms the underpinning of world's most desirable workplaces and successful businesses.

Business leaders, academics and the media rely upon Great Place to Work® metrics to establish an objective standard that defines a great workplace. These metrics – from the Trust Index and Culture Audit – form the basis of the methodology Great Place to Work® uses to advise and train companies on how to transform themselves into great workplaces.

Interpreting Scores

The Trust Index survey uses a 1-5 "truth scale" (instead of an agreement scale) to assess the consistency to which the event in the survey statement actually occurs in the workplace.

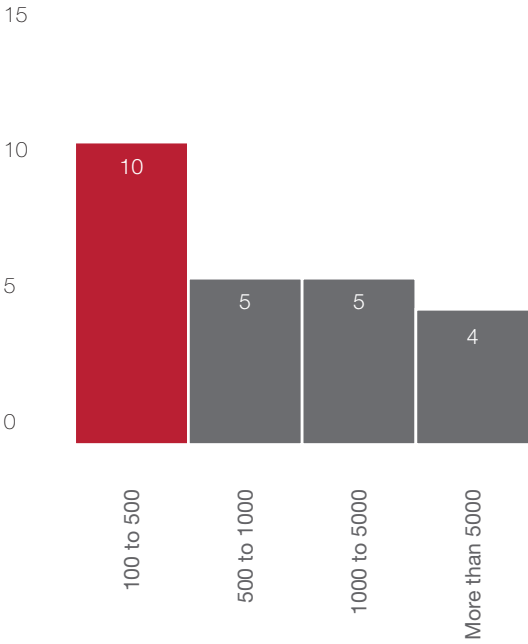
The truth scale allows us to assess the degree to which something is true for employees in the workplace (that is how consistently does the event in the survey statement actually occur in the workplace) versus any sense of agreement in the abstract with a concept that is embodied in a survey statement.

We report on the percentage of people who respond with a 4 or 5. This is because in a great workplace, people can count on a positive experience more often than not.

DEMOGRAPHIC PROFILE

PARTICIPATING ORGANISATIONS

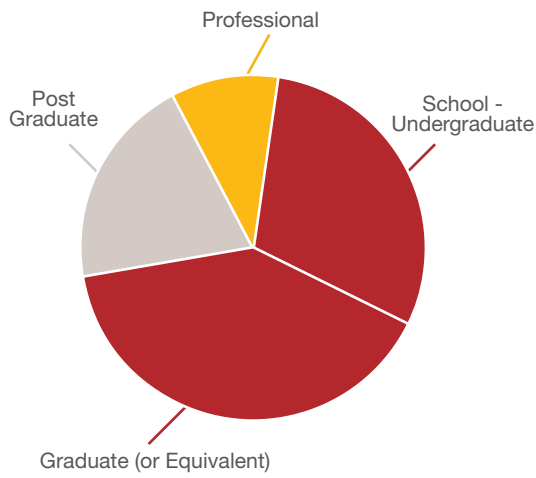
Typical employee size: 100 to 500



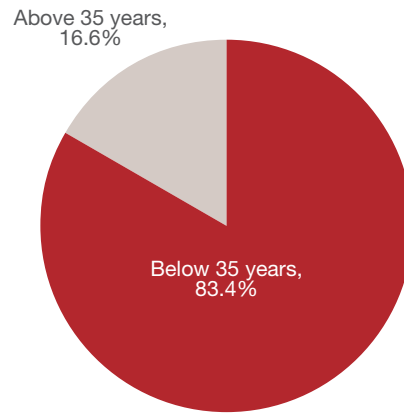
EMPLOYEES SURVEYED

4953

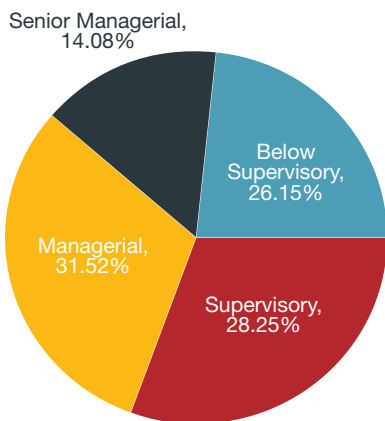
PRIMARILY 10+2 OR GRADUATES



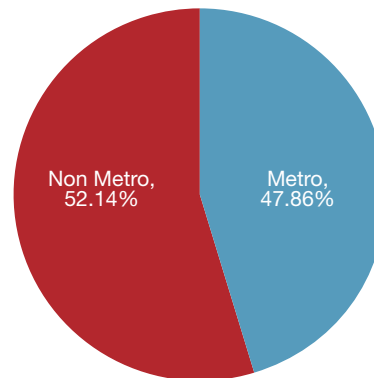
GEN Y IS THE DRIVING FORCE



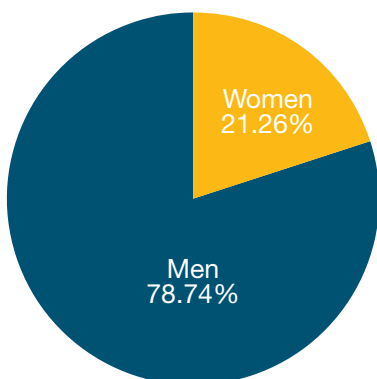
JOB LEVELS



MORE EMPLOYEES are from the Non-metro Areas

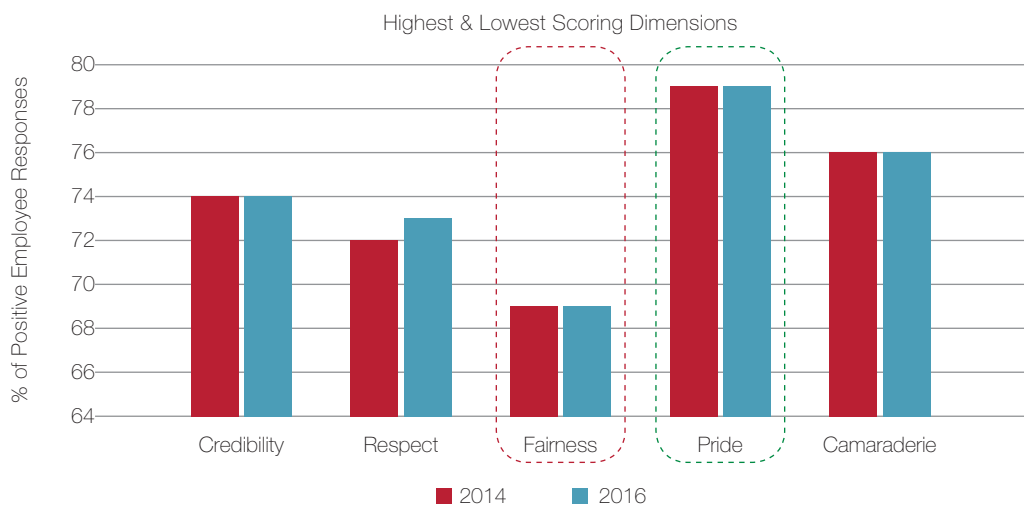


HIGHLY SKEWED TOWARD MALE EMPLOYEES



Factors Underlying THE BEST WORKPLACE CULTURES

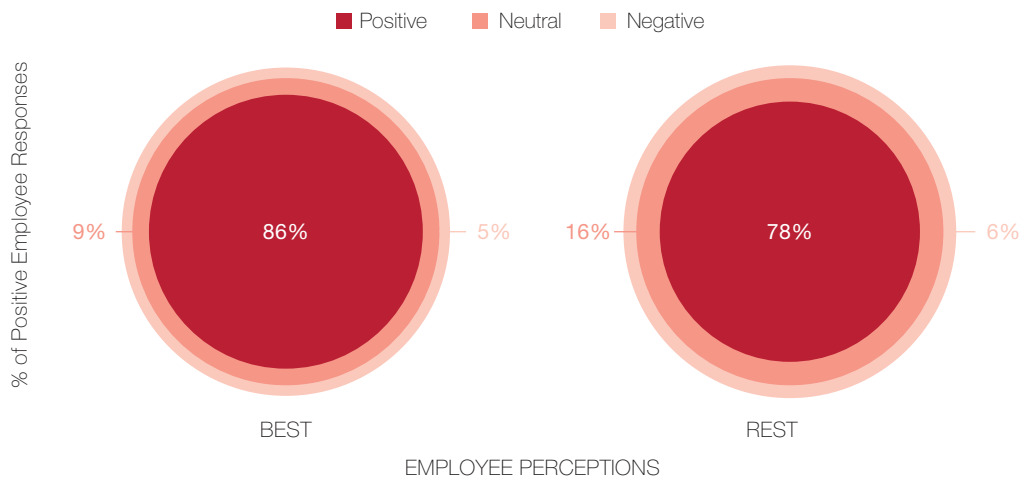
Based on company results across the 5 key dimensions of the Great Place to Work® Model®, we observed that Pride takes the mantle as the highest scoring dimension, and Fairness is the lowest scoring dimension. This echoes the trend we see across the majority of organisations.



The Fairness dimension measures the extent to which employees perceive that management practices and policies are fair by assessing the equity, impartiality, and justice employees perceive in the workplace.

The Pride dimension measures employees' sense of pride in their work by assessing the feeling employees have towards their jobs, team or work group.

The scores on the statement 'Taking everything into account, I would say this is a great place to work' reveal that a significantly higher percentage of people in the best companies – the top 10 retail companies – share a positive perception of the workplace. In contrast, those in the remaining companies show a less favourable rating.



India's Best Workplaces TO WORK FOR IN RETAIL - 2016

The Best Workplaces in the Indian Retail Sector for 2016 are listed below.

1. Hardcastle Restaurants Pvt Ltd.

Number of Employees: 2308
Years of Operations in India: 21

2. METRO Cash & Carry India Pvt Ltd

Number of Employees: 3631
Years of Operations in India: 13

3. Lifestyle International Pvt Ltd

Number of Employees: 12096
Years of Operations in India: 17

4. Titan Company Limited

Number of Employees: 7828
Years of Operations in India: 30

5. Levi Strauss (India) Pvt Ltd

Number of Employees: 219
Years of Operations in India: 22

6. Marks and Spencer Reliance India Pvt Ltd

Number of Employees: 1188
Years of Operations in India: 7

7. Kirtikal Kalidas Jewellers Pvt Ltd

Number of Employees: 910
Years of Operations in India: 77

8. PUMA Sports India Pvt Ltd

Number of Employees: 449
Years of Operations in India: 11

9. Jubilant FoodWorks Ltd

Number of Employees: 23819
Years of Operations in India: 21

10. Kaya Ltd

Number of Employees: 1957
Years of Operations in India: 14

What gives the best companies in retail an edge over the others?

Our research indicates that the top 10 companies in retail – the best of the lot – significantly outperform the rest in the following areas:

1. **Benefits:** Providing employees with unique benefits (Best – 70%, Rest – 57%)
2. **Profit sharing:** Extending rewards to employees through profit-sharing (Best – 66%, Rest – 55%)
3. **Training & development:** Offering employees opportunities for professional growth (Best – 78%, Rest – 67%)
4. **Management reliability:** Displaying high integrity, dependability and consistency (Best – 75%, Rest – 64%)
5. **Communication & involvement:** Having open top-down communication channels and involving employees in decision-making (Best – 82%, Rest – 70%)

We discuss each of these areas in detail in the coming sections.

Factors Differentiating THE BEST FROM THE REST

Benefits

Respondents from the best retail organisations affirmed that they had access to benefits that they considered to be special and distinctive. The best companies significantly outstrip the rest in terms of the variety and quantum of

benefits offered. Employees are predominantly offered health benefits, car schemes and other forms of insurance. Compared with the top organisations, we found that hospital tie-ups are seldom offered among the remaining organisations surveyed.

Benefits Offered	Proportion of companies that offer these benefits among	
	The BEST	The REST
Car scheme	70%	33%
Life insurance	70%	27%
Health care premium	80%	40%
Premium for dependents	90%	33%
Personal accident insurance	80%	40%
Tie-up with hospitals	90%	6%

Profit sharing

Employees of the best companies also perceive receiving a fair share of the profits made by the company more favourably than the other companies. About 40% of the best organisations have a profit-sharing plan based on organisation's performance while only 26.67% of the rest have one. Similarly 50% of the best companies have an employee stock ownership plan compared to just 26.67% of the rest.

Training and development

The best companies offer more and better training facilities to develop their employees. Our data shows that the best companies in retail spend an average of 212 hours per year per employee in formal sales training (given that sales persons form the largest employee group). In comparison, other organisations spend just 57.23 hours. Further, 60% of the best companies subsidise non-work related courses, while none of the other companies do. Among the best

companies, 80% allotted a development budget for each employee while only 26.67% of the rest had one.

Management reliability

Employees from the best companies repose trust in their managers and leaders; they believe that management would eliminate people's jobs only when it is the last option and try everything else possible before laying off employees, that management's actions match its words, and that management would follow through on the commitments it makes. Thus, the best companies tend to distinguish themselves on a high degree of consistency and dependability of managers and leaders.

Communication and involvement

Personnel from the top 10 best companies to work for perceived a higher degree of access to information & communication about the business and higher levels of employee involvement in the decision-making process related to their jobs and workplace environment.

Demographic Insights

IN RETAIL

The findings so far provide a good overall sense of the areas in which the best retail companies are successfully enriching employee experience. This section highlights key insights on employee perception across demographic groups.

When we view the underlying motivations of employees through the lens of gender, age, hierarchy, education levels, and region, a deeper understanding of the broad findings is possible.

Gender

Although the proportion of women across organisations is similar (21.47% for best vs 20.27% for rest), the best companies have a significantly larger number of women at the senior levels (21.27% compared to 16.87% in the rest). Indeed, forward-looking companies understand they need women in top roles to figure out how to market to women.

Overall, the top 3 areas where women's perceptions were significantly lower than men are below:

1. An equal chance to receive distinctive acknowledgement in the workplace
2. Opportunities to participate in decisions that impact employees' jobs or work environment.
3. Merit-based role advancement

We see, in contrast, that the best companies have implemented policies against such discrimination and differentiated themselves on the first two out of the three areas mentioned above.

Age

The Below 35 age group – largely comprising the Gen Y –

is of particular significance to the retail industry as close to 84% of employees belonged to this demographic among our survey participants. The perception scores for the Below 35 age group are lower in terms of both the Trust Index® and Perception levels than that of the above 35 group. Only 56% of organisations we studied had a code of conduct or other written policy setting out its commitment to combat discrimination on age.

Overall, the top 3 areas where the Below 35 age group scored lower than the Above 35 age group are –

1. Employees believing their work has an impact on the organisation's goals and their presence makes a difference
2. Management being confident that employees in this group can get work done without supervision, acknowledging that honest mistakes are an inherent part of doing business
3. Employees being allowed to express their individual personality at work and are personally valued by the managers.

The best companies create a much more equitable workplace.

Job Levels

The Trust Index® and the overall perception scores for employees in the Below Supervisory are lower than those for others. This group is also of prime importance to the retail sector as this segment is represented by most of the employees on the payroll of retail businesses with a sales profile – notably, front-line staff.

Overall, below are the top 3 areas where the employees in the 'Below Supervisory' category have returned relatively unfavourable responses:

1. Employees are given work that is meaningful to their position, and management acknowledges that honest mistakes are inherent in the process of work.
2. The nature of work gives employees a sense that they are contributing to something special, that the work they do is valuable.
3. Management is accessible and interested in engaging in conversations with employees and making them feeling comfortable sharing ideas and information with them.

The best companies fare significantly better than the rest because their employees feel that they are contributing to something special and the work they do is valuable.

Education levels

Our data captured four different levels of education: School to Undergraduate, Graduate, Post Graduate and Professional. The overall trend shows that the higher the level of education, the less favourable the employee response. Moreover, employees from the Professional segment show a less positive perception because they appear to have fewer opportunities for training to enable them to advance in their careers. This is a major reason why they return significantly less favourable feedback compared to undergraduates.

Metro vs Non-metro employees

Overall, across the retail sector, employees from the metros had a less favourable perception as compared to people hailing from non-metros. The following were among the lowest scoring areas observed for employees from the metro areas:

1. Employees have access to information required for doing their job and are able to ask the management reasonable questions and get straight answers.
2. Management keeps employees informed about important issues and changes
3. Management demonstrates appreciation for employees who deliver quality work and perform well.

While these concerns are observed among employees from metros, employees from the best companies (even in metros) return significantly positive scores. The best companies have again differentiated themselves in the area of employee recognition by showing appreciation for employees with good performance and extra effort.

Key Engagement Drivers FOR RETAIL EMPLOYEES

This section discusses the key drivers of organisation culture and employee engagement in the retail industry in terms of employees' overall perception and motivation levels, intent to stay with the organisation, pride associated with the job, and willingness to go the extra mile. We also present the people-related strengths and challenges faced in this sector.

Key Drivers

Motivation

Overall, 74% of people have a positive perception about the workplace and are pleased to go to work and perform their duties. The top 3 people-based themes that drive motivation within the retail industry are as follows:

1. Employees believe that the management is confident of employees getting their work done and discharging their responsibilities without too much supervision.
2. They believe that management follows through on its commitments and that the management's actions match its words.
3. They hold a sense of pride in the job, specifically their contribution to something special and for the greater good of the company.

Perception

Overall, 81% of people have a positive perception of their organisation. The factors driving the perception that a retail organisation is a great workplace are as follows:

1. There are career growth and leadership development opportunities for employees.

2. It is a fun and friendly place to work.
3. There are special & unique benefits for employees.
4. Employees are amply recognized; there is appreciation for good performance and extra effort.
5. Employees are given work that is meaningful and are given adequate responsibilities.
6. Performance is evaluated in a fair and unbiased manner.

Notably, the results of the last year's study of the retail industry also featured growth and development, fair performance evaluation, and a fun workplace among the key drivers of this perception. Along with these, pride in the organisation and being treated as a full member regardless of one's position in the organisation were also key drivers of employee engagement last year. We can see a clear shift in employee's perceptions, as they place higher weight now on recognition and appreciation in the workplace as well as being assigned more meaningful work.

Retention

Understanding what drives employees' willingness to work for the organisation for a long period of time is critical for the retail industry considering the high attrition rates in this

sector. Overall, 78% of employees share the perception that they will work for the organisation for a long period of time.

Below are the major factors that drive retention:

1. Retail employees value fair and equal treatment.
2. They would also like to have more opportunities for career growth and development.
3. They want to see the organisation care for its employees.
4. They put a premium on communication, and want to be involved in organisational activities.
5. They want management to be accessible and keenly speak to and share ideas with employees.
6. They value the feeling of pride in their jobs and pride in telling others that they work for the organisation.
7. Fun at work is an important factor considering the tough working conditions.
8. Retail employees would like the management to encourage a better balance between work life and personal life.

Strengths & Improvements

A comparison of these findings for the retail industry with India's Top 50 Best Workplaces featured in the 2015 Economic Times & Great Place to Work® Study reveals certain areas of strengths and improvements.

Strengths

One key area of strength among retail organisations is their **ability to inspire employees** and help them believe that they are contributing to something special. Employees feel good about the collective effort of the work group and hold a sense of pride in the organisation. A great example of this can be seen in the Play in a Day initiative at Landmark (Lifestyle International Pvt Ltd), an employee-driven Corporate Theatre approach that has been used to educate employees on policies, people development, and to drive initiatives like the 'I love Lifestyle' campaign.

Another strength is also observed in organisations that create a relaxed **work environment** and an atmosphere where people can enjoy the friendship and camaraderie of colleagues. Such organisations enable a support group feeling that allows employees to develop strong bonds.

The third strength emerges from the fact that a high proportion of retail employees believe that **management is proficient** at making business decisions and providing leadership and that the organisation as well as leaders have a grand idea about the future of the organisation and how they will pursue this vision.

Finally, we also observe a strength in employees' perception that **opportunities for career growth** exist; they feel that the organisation recognizes their value as they are provided with growth opportunities that enable them to advance in their careers. This finding is validated when we consider efforts made by organisations such as Metro Cash & Carry India Pvt Ltd, where the talent management and career development framework MSPARK & MSTEP was rolled out for front-line associates & store supervisory staff.

Areas of Improvement

One area of improvement is that employees do not believe they have **access to distinctive benefits**. Our study reveals that only 8% of companies in this sector had a car scheme for all employees, and 56% of the companies provided personal accident insurance.

Secondly, employees also do not perceive that they receive a fair **share of the profits** made by the organisation. Only 32% of the organisations had a profit-sharing plan based on organisation performance. While 36% of organisations had an employee stock ownership plan (ESOP), only 12% had made them available to all employees.

Management's integrity and credibility are not very highly perceived, either. Employees appear to feel that management does not follow through on commitments

made and that their behaviour is not always consistent with their public statements.

There is also a low **degree of employee involvement** in the decision-making process on affairs that affect employees' jobs or workplaces. Organisations should seek to adopt collaborative practices along the lines of the 'Ambition Club' at Jubilant FoodWorks Ltd, where employees are involved in framing organisational strategy.

Employees in this sector also face challenges on impartiality or the degree to which management avoids favouritism and promotes fair assessment of people. They perceive that managers treat some employees preferentially and that people use slander or seek undue influence as means to further their own interests. A **grievance redressal system** can help in such cases; the Ripple Program at Lifestyle International Pvt Ltd is a great example of this.

Learning From The Best:

NOTABLE PRACTICES IN RETAIL

We present 5 key recommendations from our study that can improve employee perception of the workplace, along with a selection of inspiring people practices from the best workplaces.

Key Takeaway 1: Provide employees with unique benefits having an impact on their lives outside work.

PUMA – Comprehensive Benefits

PUMA employees enjoy a wide variety of benefits that clearly display the level of care and respect given to them as individuals. For example, sick leave can be availed of not only for oneself, but also to take care of ailing family members. Support is extended during personal crises or family emergencies. A congratulatory email is sent on

special occasions, and employees are gifted vouchers of their choice. Paid maternity leave of 12 weeks before or after delivery is provided, along with an additional 12 weeks of unpaid leave, if desired; new dads can also take 10 days of paternity leave. PUMA extends support to employees with children with their education and child-care related expenses with a reimbursement policy.

Key Takeaway 2: Enhance the reward structure through incentives and profit-sharing facilities

Hardcastle Restaurants Pvt Ltd (Mcdonalds India) – Sales Operating Income

Sales operating income (SOI) is a profit-sharing plan, wherein a pre-defined percentage of profits are allocated to team members who achieve their targets and contributions towards store profitability. This is an Annual Scheme with

half yearly pay-outs. If the restaurant achieves over a certain percentage increase on the year till date SOI% compared to the same year till date SOI% of the previous year, certain percentage of the increase will be awarded to the store management team. There is no upper limit on the amount that be earned.

Key Takeaway 3: Provide ample opportunities for career growth through skill development.

Metro Cash & Carry India Pvt Ltd – MSPARK & MSTEP

The Metro Specialized Program for Accelerated C(K)areer (MSPARK) and Metro Supervisory Talent Enhancement Program (MSTEP) aimed to create a talent pool of trained employees in order to support the expansion of the organisation, make them an Employer of Choice, enhance

growth opportunities for employees, provide aspirants with a rewarding career path in operations, address the growing gap between demand and supply of trained manpower, and ensure threshold skill sets for frontline operations in minimum lead time.

Key Takeaway 4: Ensure that management is consistent, dependable and delivers on commitments.

Hardcastle Restaurants Pvt Ltd (Mcdonalds India) – COSMOS

McDonald's India believes that feedback from each employee is critical to their success. Therefore, they conduct and act on COSMOS (Crew Opinion Survey/ Management Opinion Survey), an anonymous Employee Opinion Survey for employees to voice their opinion freely

regarding the company and their work culture. Feedback received through COSMOS is considered extremely valuable and is analyzed by management for continuous improvement, especially to make changes within the organisation as per employee sentiment. Such initiatives can enhance perception on management credibility.

Key Takeaway 5: Encourage communication and involve employees in decisions affecting them.

Jubilant Foodworks Ltd – Ambition Club

'Ambition' refers to the company's 3-year vision. Ambition is formulated by a committee comprising young managers spanning across departments with varied levels of experience in the company; they are called the Ambition

Committee – Young Board. Involving young minds of the company ensures that fresh ideas are extracted while at same time increasing their sense of ownership. Being involved in strategy also helps young managers to connect their job to the larger picture.

Enabling Business Success THROUGH ENGAGEMENT

The companies we have studied are successfully implementing numerous initiatives to retain existing talent and foster a great workplace culture experience among employees, a majority of whom belong to the Gen Y segment: examples include annual employee engagement surveys, training programmes, clearly articulated values, transparent feedback mechanism, and performance-linked incentive & promotion programmes.

Retail employees are normally expected to put in long monotonous hours of on the floor, generally resulting in fatigue and flagging motivation. The nature of the job intensifies the situation and results in the notoriously high churn. Recognizing the unique challenges of managing this segment, B. Venkataramana, President - Group HR, Landmark Group (Lifestyle Pvt Ltd) shares that the key to retaining and engaging this demographic starts with a strong hiring and welcoming process, conscious efforts invested in dialogue during the first 90 days of the employee life cycle, and the ability of the organisation to define a strong career path for them. He also highlights the critical need to show respect to front-line staff to bolster their personal and professional self-worth.

To tackle attrition, retailers should – and indeed some are – increasingly turning to diverse sources of recruitment. We observed, for instance, that organisations are recruiting differently abled candidates for certain roles, which is in fact improving retention in these roles. The attrition levels are exacerbated by the shortage of skills that comes with a large section of retail staff having a 10+2 education.

Providing ample training is likely to ensure retention, according to Ruhie Pande, VP & Head – HR & Training of Kaya Ltd, where beauty therapists undergo 60 days of training before hitting the shop floor. Biplob Banerjee of Jubilant FoodWorks Ltd echoes this need by maintaining the importance of recognizing and developing talent through global training programmes even if they the undergraduate level.

Truly great places to work are built on the bedrock of strong and sustainable performance and profitability, tough but right decisions, good managers who mirror the company values and employees who take pride in their work, and the company.

– Shobha Wilson Simon, Director of Human Resources, Levi Strauss

The best workplaces are investing in training centres and building better people capabilities. Skills development will be a continuous need as organisations work toward augmenting staff expertise and leadership capabilities in order to keep delighting consumers in both the analogous environment and the new digital paradigm.

On the subject of e-tailing, our data reveals a trend of offline retailers scoring higher than online ones on most employee engagement parameters. Offline retailers score better on training and development, developing people for leadership positions and fostering a sense of camaraderie between employees. However, they score relatively lower than their online counterparts when it comes to fairness and equitable

treatment on basis of sex, age and race/caste; on the work environment being enjoyable; and people having a sense of freedom to take time off from work.

Ultimately, how retail organisations address these people challenges in the new business environment comes down to sincere commitment. As Shobha Wilson Simon,

Director of Human Resources, Levi Strauss summarises, 'a commitment to our communities, our vendors, partners, employees and the way we run our business anchors the underlying "profits through principles" approach. Building and sustaining a great place to work is a commitment to these key strokes.'

About

Great Place to Work® Institute

is known globally as one of the pioneers in the practice of studying and recognizing the best workplaces. Millions of employees from over 50 countries participate in the Best Workplace study each year, making this the largest global study of its kind in the world. For the past 9 years, the **Great Place to Work® Institute India** has been providing advisory and consulting support for companies that wish to enhance their workplace experience. The Best Workplaces Study in India is inspired by the vision of 'Making India a Great Place to Work'.

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.

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