

**Best
Workplaces™**

in Retail

**Great
Place
To
Work®**

INDIA
2020

Supported by



ACHIEVING THE BUSINESS IMPERATIVE OF CREATING A GREAT PLACE TO WORK FOR ALL

Insights from India's Best
Workplaces in Retail 2020

Authored by:

Sreemoyee
Sengupta

Co-Authored by:

Priyasha Pandya

Supported by:

Ayush Khaitan,
Praneet Tandon,
Punit Goyal



THE RETAIL SECTOR IN INDIA: A MACRO-VIEW



Contributes to **10%** of India's GDP



8% of India's workforce



India ranks **second** in the 2019 Kearney Global Retail Development Index™



The apparel segment tops the list of organized sector segments at **33%**, followed by food and grocery at **11%**

Sources: *The Economic Times, Livemint.com, Kearney, IBEF*

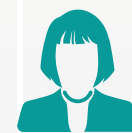
OVERVIEW OF INSIGHTS FROM INDIA'S BEST WORKPLACES IN RETAIL 2020



Part-time employees report a significant increase in positive experience



Fairness: An area positively impacting the experience of traditionally marginalized demographic groups



The Best create a superior experience for their women employees



FROM THE LEADER'S DESK

Basuri Dutta
Vice President, Great Place to Work® India

Customer Service expert Damon Richards once said, "Your customer doesn't care how much you know until they know how much you care." This gets reinforced yet again, through our Study of the Best Workplaces in the Retail Industry. A company may be the best in what they offer, but if the customer doesn't trust the company, it is worthless. Hence before selling the customer on the offering, it is essential to show them that the company has their best intentions at heart and can add value to their lives. The Top 10 Best Workplaces in the Retail Sector in India are operationalizing this insight, by building Trust within their respective organizations, and their employees in turn build Trust with their customers.

This year's Study on the Best Workplaces in Retail saw some very interesting trends, the key among which has been the significant reduction in the rate of hiring, given the current slow-down in the Indian economy. What is, however, pertinent to note is that companies in the Retail Sector have shifted their focus on developing the existing talent by way of enhanced effort and investment in Learning & Development.

Another noteworthy finding in this year's study has been the significantly enhanced quality of workplace experience, reported by the part-time employees, over last year. One of the key elements that is driving this enhanced experience is a more favourable perception of 'Impartiality of Managers'. The enhanced quality of employee experience in several aspects of 'Fairness at the Workplace' over last year, is even more pronounced among the 10 Best Workplaces in the Retail Industry.

The logic fits fairly and squarely. Because there is ample focus on Learning & Development in these organizations, the people managers seem to be better equipped to deliver positive experiences to their teams, which in turn favourably impacts the perception of impartiality of Managers.

The Retail Industry in India has the potential to drive far-reaching socio-economic changes by enfranchising the disadvantaged demographic segments like women and youth from economically underprivileged sections, into the mainstream economic system and make them a valuable part of the economic apparatus of the country. The frontline employees of the Retail Industry who represent the largest demographic group are mostly from the economically and socially underprivileged backgrounds. A combination of factors like the currently promising business model of Omnichannel Retail which can create large scale employment opportunities in the sector and a concerted effort by Retail Companies to create superior workplace experience for their employees can make Retail a very attractive sector to work in. One envisions a day when young women in large numbers, from all parts of India, will have employment opportunities in the Retail Industry and they will become significant contributors to the family income. It will not only improve their economic situation but also potentially impact their social status, as breadwinners for their families. Some of the Best Workplaces in the sector are consciously working in that direction and they are truly creating a GREAT PLACE TO WORK FOR ALL.

OUR METHODOLOGY FOR SELECTING THE BEST WORKPLACES

Every year, more than 10,000 organizations from over 60 countries partner Great Place to Work® Institute for assessment, benchmarking and planning actions to strengthen their workplace culture. Great Place to Work® Institute's methodology is recognized as rigorous and objective and is considered as the 'Gold Standard' for defining great workplaces across business, academia and government organizations.

Great Place to Work® Institute invites applications from organizations in the Retail Sector, which are assessed and evaluated for being considered among 'India's Best Workplaces in Retail'. This year 32 organizations applied, representing the voice of 1,04,921 employees - we have identified the Top 10. All these organizations underwent a rigorous assessment. As part of this assessment, the organizations are studied through two lenses. The first lens measures

the quality of employee experience through our globally validated survey instrument known as Trust Index®. The survey helps in seeking anonymous feedback from employees and carries 2/3rd weightage. The second lens is called Culture Audit®, which is a proprietary tool of the Institute that evaluates the quality of people practices of an organization, covering the entire employee life-cycle. The Culture Audit® carries 1/3rd weightage. The Institute undertakes a robust validation process on the data gathered through the assessment process. The cumulative score of Trust Index® and Culture Audit® determines an organization's inclusion in **India's Best Workplaces in Retail 2020**. No individual or jury has a say in who makes it to the list - only employee feedback and quality of people practice determine if an organization is a great workplace. The Top 10 are being published in alphabetical order.

Criteria for selecting the Best Workplaces

TRUST
INDEX®

2/3rd +
weightage

An EMPLOYEE
SURVEY seeking
anonymous
feedback

CULTURE
AUDIT®

1/3rd
weightage

A study of the
PEOPLE PRACTICES

INDIA'S BEST WORKPLACES IN RETAIL 2020 - TOP 10

(Listed in alphabetical order)

Barbeque-Nation Hospitality Ltd.

Hardcastle Restaurants Pvt. Ltd.

Infiniti Retail Ltd.

Lifestyle International Pvt. Ltd.

Marks & Spencer Reliance India Pvt. Ltd.

Max Hypermarkets India Pvt. Ltd.

METRO Cash & Carry India Pvt. Ltd.

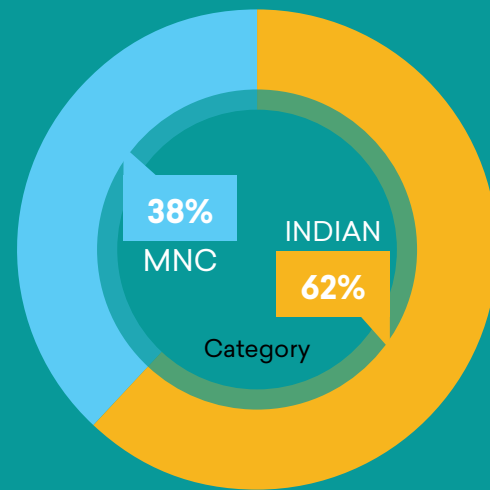
PUMA Sports India Pvt. Ltd.

Titan Company Ltd.

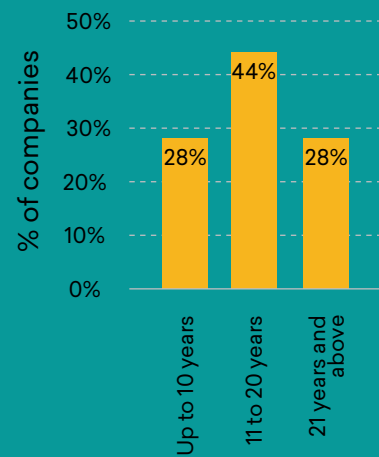
Walmart India Pvt. Ltd.

PARTICIPANT PROFILE

32 companies studied
104921 employees represented



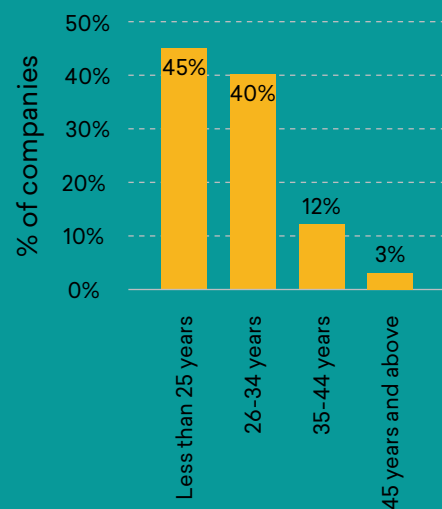
Years of Operations



Employee Strength



Age Profile of Employees



Average Tenure of Employees



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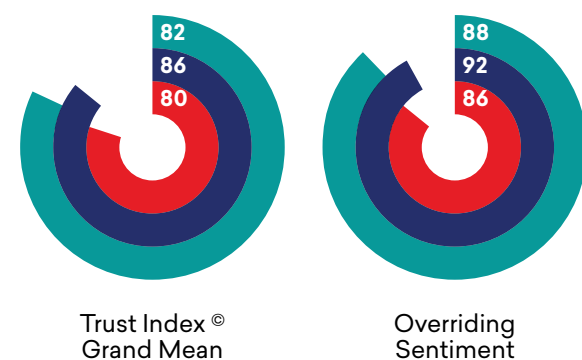
HIGHLIGHTS OF WORKPLACE CULTURE IN THE RETAIL INDUSTRY

With contributors like foreign investment, entry of large Indian conglomerates, changing consumer trends and rising purchasing power, the retail industry in India (the second largest retail market in the world) continues to maintain its momentum. Factors like liberal retail policies, removal of trade barriers and encouragement of foreign investment are helping the retail industry in India see stability in the current climate of the economic slowdown.

According to Kearney 2019 Global Retail Development Index™, India ranks second and remains a stand-out retail leader. The GRDI also says that the retail industry in India will account for 25% of India's total organized market and grow to 37% by 2030. The study notes how in growing economies like China* and India, the future is likely to see a balance between modern and traditional forms of retail. Modern retail, especially, is expected to grow at 18% for the next five years with online retail - especially grocery - taking off.

In light of these statistics, it may be interesting to note that only 8% of the industry is currently organized. In 2019, major players have struggled to keep themselves in the growth chart. However, they expect double-digit growth in 2020.

Experts are cautious. While they have highlighted that the recovery of



Overriding Sentiment (Positive Responses of scores to the statement 'Taking everything into account, I would say this is a great place to work.')

Trust Index® Grand Mean (Positive Responses of scores across the core 56 statements of the Trust Index® Survey)

manufacturing and other sectors is important for the retail industry to see this growth, they have also linked it to the availability of money in the hands of consumers to make purchasing decisions. Additionally, they have shared that it is likely to take at least another six months for the economy to blossom. They have gone on to highlight the impact and importance of government support (including ease of doing business across sectors) on the retail industry as well.

While the economic slowdown started in high-ticket segments (like auto, real estate and consumer durables), with the consumption bucket having shrunk, it has now spread to sectors such as the retail industry as well.

All in all, 2019 was a mixed year for the retail industry. A logical expectation would be to see similar impacts on workplace culture as well. However, the industry seems to be defined by defying the odds. This year, India's Best Workplaces in Retail by Great Place to Work® Institute represents the voice of 1,04,921 employees, through which it is clear that 82% of employees report a positive experience at their workplace, bringing the engagement levels marginally up from those of last year (80% employees reported a positive experience in 2019).

Hiring has been reported to have reduced from 13% to 9% as compared to the previous year. This finding is supported by efforts from India's Best Workplaces in Retail 2020, who are investing around 24% more formal training hours than the Rest of the workplaces.

* A recent study by Bain & Company analyzed the anticipated effects of the coronavirus outbreak. The study mentions two looming challenges that the biggest retail industry in the world faces - the first is a logistical bottleneck and the second is of supply shortages.

“Especially over the last two years, our focus has been on developing our internal talent. This is a way through which we hope people will be able to continue to build trust and confidence. Between April 2018 and December 2019, 22% of our people have grown internally.”

Sutanu Chowdhury,
Senior Vice President, Human Resources
at Max Hypermarkets India Pvt. Ltd. (SPAR)

The nine practice areas assessed by Great Place To Work® Institute are evaluated on five parameters. One of these parameters that the Best organizations in Retail 2020 have been excelling at is 'Integration'. Through 'Integration' the Institute assesses whether the programs and policies of an organization are linked by a central strategic theme and an overarching framework which is integrated into the organization's culture.

CULTURE AUDIT®

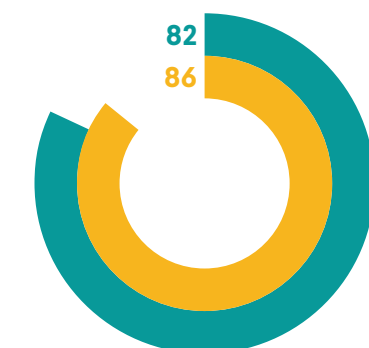


Showcase of the Workplace to our Swabhimaan Employees (inclusion of the differently abled)

Lifestyle International Pvt Ltd.

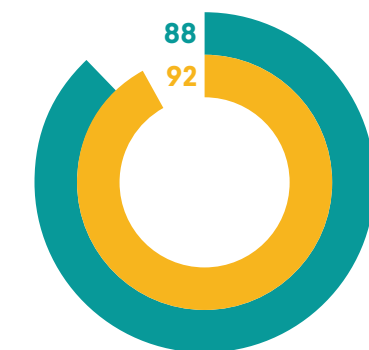
With an objective of creating a sense of belonging among the Swabhimaan employees and to sensitise their corporate employees about the Swabhimaan Program, the organization invited 50 of their Swabhimaan employees from various stores to spend a day at their corporate office. The program intended to help them understand the value of their work towards supporting the whole organization. Often, these employees work in their silos at the store and are able to converse with very few employees. Therefore, taking them out of their regular environment and appreciating them made them feel valued and a stronger part of the organization. To aid in the process, the organization also had translators join them on this day. A presentation about the organization was made to the Swabhimaan employees. The various benefits they can avail were explained to them, they were given a tour of the office and they interacted with various teams. The organization also conducted some fun activities to ensure it did not feel like just any other day at work.

Interestingly, there is one group of employees who are expressing a significant difference as compared to last year. Part-time employees (forming about 10% of the employees represented) have reported the highest increase in experience as compared to last year. With an increase of 8% of positive responses, this group has recorded a consistent 7.6% increase in positive responses on all five dimensions of the Trust Index® Survey as compared to last year. Is this an indication that groups that may have traditionally been excluded from the larger organizational experience are now being integrated into mainstream experiences? If so, why is the same trend in experience not filtering into other demographic groups? Is this unique to the nature of the industry?



Trust Index® Grand Mean

Overall
Part-Time Employees



Overriding Sentiment

Overriding Sentiment (Positive Responses of scores to the statement 'Taking everything into account, I would say this is a great place to work.')

Trust Index® Grand Mean (Positive Responses of scores across the core 56 statements of the Trust Index® Survey)

MAKING INDIA A GREAT PLACE TO WORK FOR ALL

At Great Place To Work® Institute, India, our vision is to make India a Great Place to Work FOR ALL. We place a premium on the integrity of our Certification Program and Best Workplaces lists and we want to ensure that all organizations acknowledged for creating great workplace cultures for their employees are accurately represented.

Our research shows that best workplaces ensure consistent experience for all their employees irrespective of their role, gender, level, tenure, and other demographics in the organization. Therefore, when certifying and recognizing organizations, the Institute not only considers whether an organization has met the threshold on Trust Index® and Culture Audit®, but also that it is a 'Great Place to Work FOR ALL'. In this criterion, any demographic group that forms 10% or more

of the company's employee strength, should not have a significantly different experience (Trust Index® score) from the average score of the entire organization.

The important thing to note here is the larger philosophy underlying the kind of experiences that Great Place to Work - Certified™ organizations are able to provide their employees. Therefore, this shift in experience for part-time employees is exciting and intriguing at the same time.

Through this report, we analyse the implications of this shift – is it a glimmer of hope? What can all of us learn from this shift? Or does this shift only reveal some harsh truths (apparent in the overall scores) being imprinted into smaller demographic groups?

Helping lesser privileged people find work through the Marks & Start Employability Programme

Marks & Spencer Reliance India Pvt. Ltd.

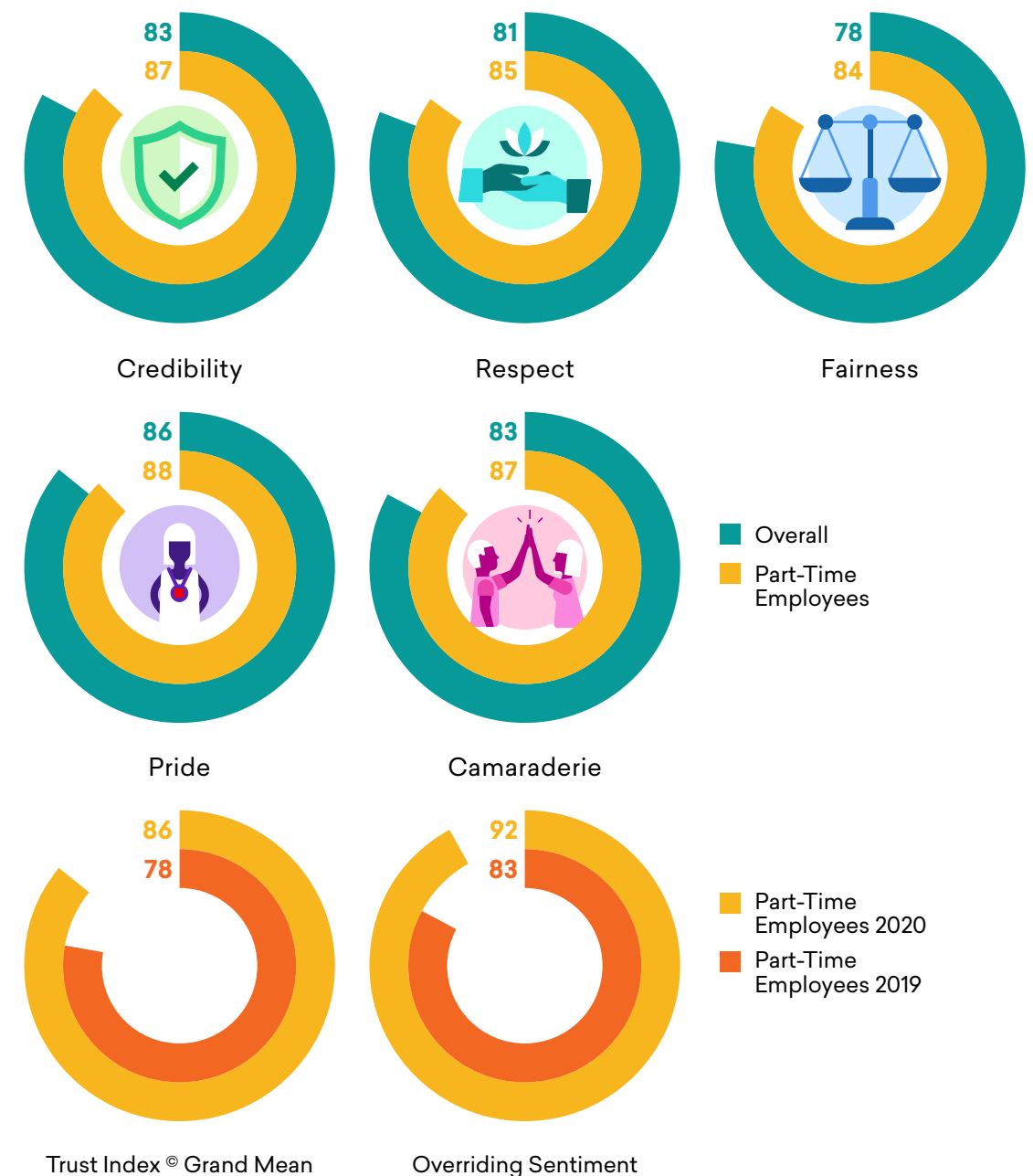
'Marks & Start' is the global work placement programme for Marks & Spencer Reliance India Pvt. Ltd. This programme helps people from lesser privileged backgrounds find work. The candidates accepted for this programme receive coaching and support to take part in a two or four week placement in an M&S store. They are given the support of a buddy as they learn more about the role and get real insights into the job. Some candidates even get a permanent role at M&S.

This program intends to support the economically weaker sections of society and helps support the livelihoods of disadvantaged youth. In India, Marks & Start was launched in May 2016 and the organization has since then supported 9 batches and 166 candidates with 3-month internship in their stores. 16% of these candidates have been employed across their stores on company payroll.

WHAT IS THE PART-TIME DEMOGRAPHIC GROUP REALLY TELLING US?

The demographic group of part-time employees, who have also marginally decreased as a proportion of the total employees represented by the Great Place to Work® Survey in 2019 (14% in 2019 to 10% in 2020), seem to be one among various demographic groups declaring that they are having a rather different experience.

With a Trust Index® Grand Mean Score of 86 (4% higher positive responses than the overall scores of the industry), the part-time employees share that their best experience falls in the dimension of Pride. Their positive and consistent experiences in the dimensions of Camaraderie and Credibility are not far behind.



As compared to last year, part-time employees seem to be rather positive about most experiences measured throughout the Great Place to Work® framework. However, their most significant shift in experience seems to be in the dimension of Credibility. Among others, a 15% increase in positive responses on the statement 'Management's actions match its words' may be important to acknowledge here.

The Fairness Factor

At the same time, a more micro-level analysis of the data from the part-time demography tells us that their most valued experience is the fairness they have experienced in pay. The statement 'People here are paid fairly for the work they do' has seen the highest increase in positive responses – from 69% in 2019 to 85% in 2020. This is also 11% higher in terms of positive responses as compared to the overall population's score on the statement. Interestingly, this statement is from the dimension of Fairness, an area that could be challenging to significantly impact.

In fact, part-time employees in the Best Workplaces have also scored this statement significantly higher as a demographic as compared to the overall score on this statement.

Another statement under the dimension of Fairness that seems to have significantly changed is regarding managers playing favourites. Part-time employees have reported an increase of 12% of positive responses on the statement 'Managers avoid playing favourites'.



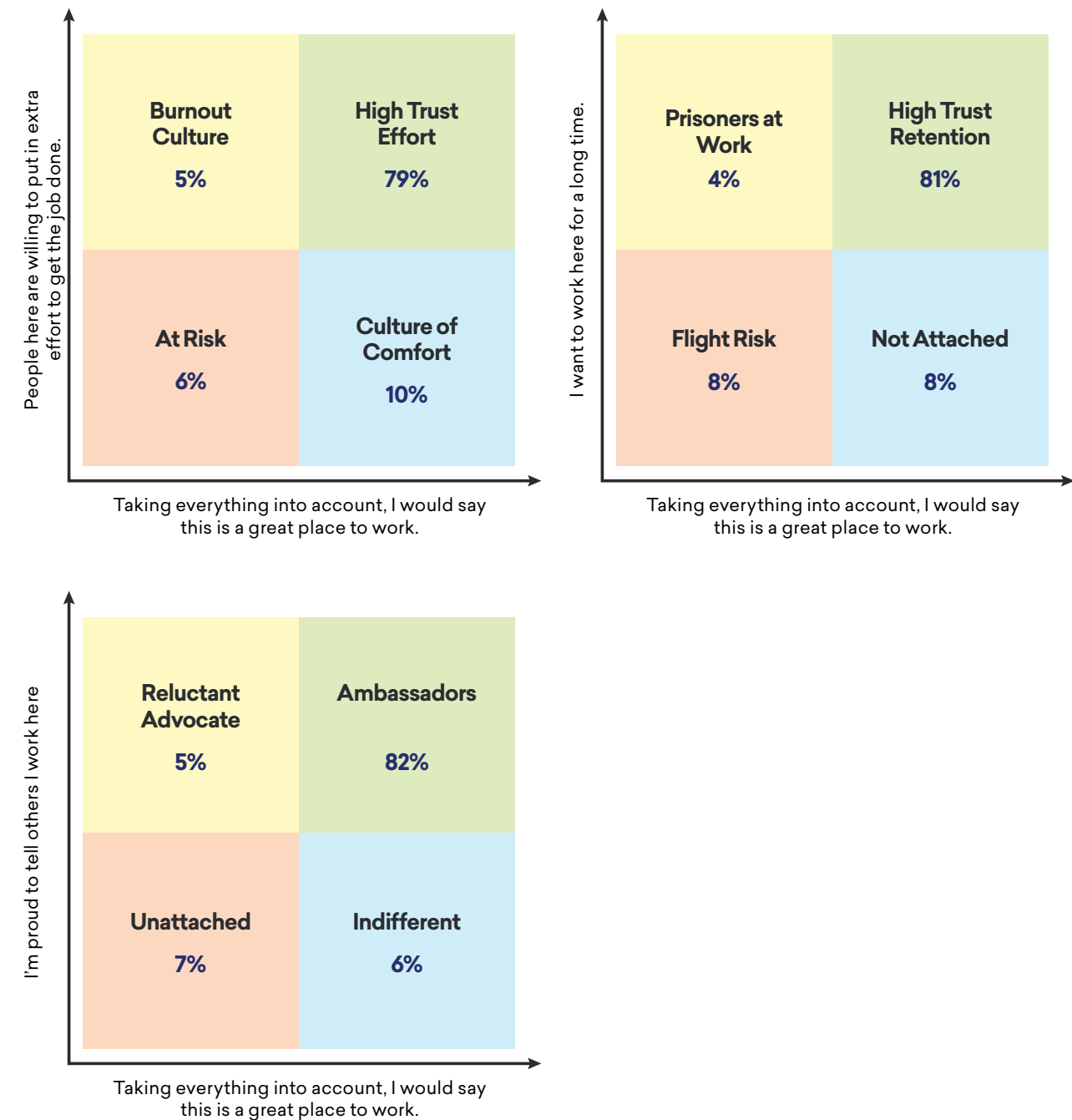
Work atmosphere is very good in Barbeque Nation.

Everyone behaves like a family over here.

- Part-time employee at Barbeque-Nation Hospitality Ltd.



Part-Time Employees - Insights into Some Strong Sentiments



Note - Due to rounding off to absolute percentage value the total of % might vary by 1%.

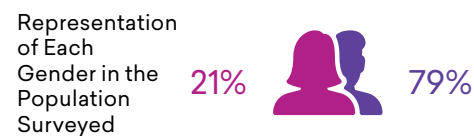
Part-Time vs Other Demographics

Full-time employees form 90% of the represented employees of the retail industry. Their story of experiences, therefore, mirror those of the overall group.

The demographics that have reported a more positive experience than the group of part-time employees are those that are in the age groups of 45 to 54 years and 55 years and older and those in the tenure ranges of more than 15 years to 20 years and above 20 years.

Part-Time Voice: The Voice of the Male Employee?

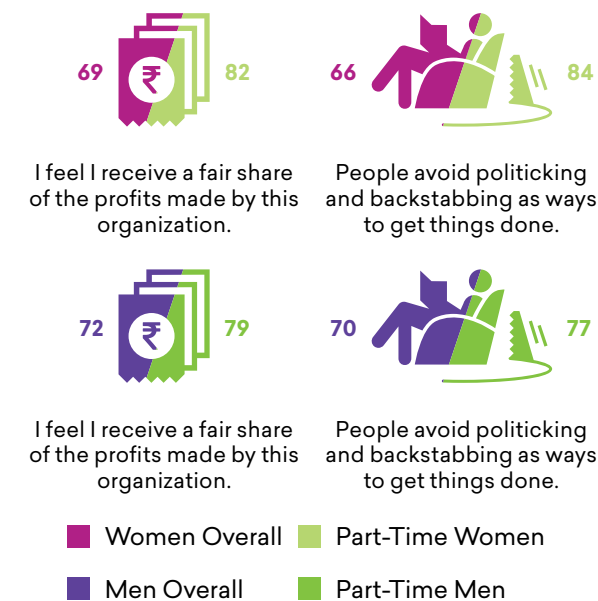
However, another demographic group that tends to have the strongest voice both overall and in the group of part-time employees are male employees.



As a trend, it can be expected that after the first few months of experience within an organization, employees with about six months to a year of experience generally express a dip in positive experience. Similarly, within the part-time demographic too, employees with six months to a year of experience within the organization have not reported as positive an experience as those within other tenure bands. In fact, it is only one of the two groups within the part-time demographic that has demonstrated a drop in scores as compared to last year. The other group that has shown a significant difference in experience is the 'Professionals'. There seems to be a decline in the overall industry scores for Professionals too.

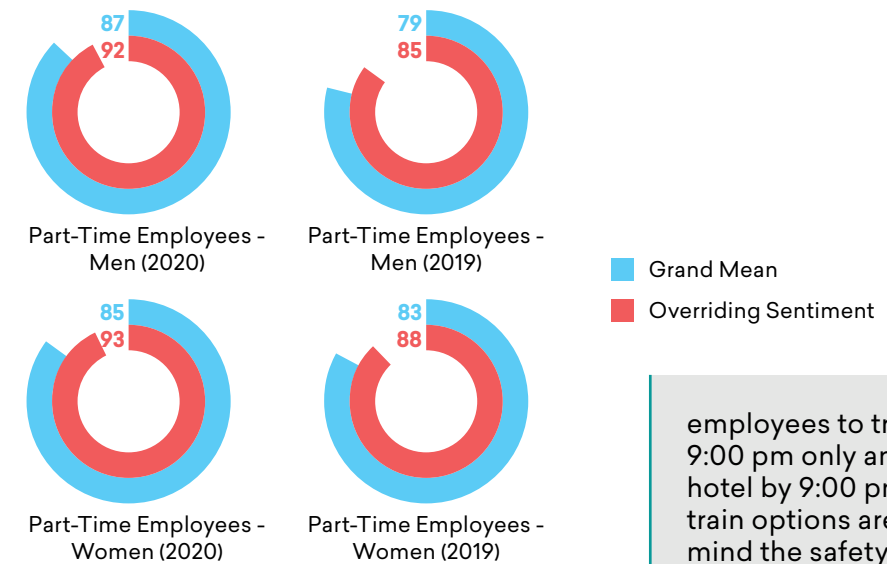
Women employees in the part-time demography have rated their experience far

more positively than the overall population of women represented by this survey in the retail industry. Their biggest difference in positive experience as compared to overall group of women lies in the dimension of Fairness, with the statements 'I feel I receive a fair share of the profits made by this organization' and 'People avoid politicking and backstabbing as ways to get things done' being experienced far more positively by the women within the part-time demography. These same statements have men within the part-time demography experiencing them at least 7% less positively than the overall group of men represented.



The real story behind the increase in scores

While the male demographic group may very closely mirror the overall experience of the industry largely due to their sheer numbers, one cannot help but wonder what the story would have been if we had a greater representation of women within the retail industry. While the Trust Index® Grand Mean for women employees in the part-time demographics have increased marginally from last year to this, in 2019 this sub-group of part-time workers had reported an even better experience than male employees.



Here is another way to look at this information – in 2019, women scored higher than men in the part-time group. This year, men have increased significantly (by 8% of positive responses) with women feeling pretty much the same.

Themes in the comments that both full-time and part-time women employees have shared lean heavily towards industry challenges that prevent women from actively, and in large numbers, participate in the retail industry. These include challenges with work/shift timings, safety and balancing professional and personal life.

Gender Diversity

Infiniti Retail Limited

The policies the organization currently has which have an impact on the retention and further advancement of women include:

- Maternity policy
- Policy on Prevention of Sexual Harassment at the Workplace
- Flexible work timings and work location preference as on request (for corporate office and regional office employees) and
- Five and a half-day work week for retail shop floor employees.

They hope to ensure that their women employees get adequate rest and have time for their families and personal commitments, in turn leading to a healthier work-life balance.

As a policy, they schedule the first shift for women staff at stores to enable them to leave at a reasonable hour and discourage them from staying back beyond a specified time. Their travel policy encourages women

employees to travel between 6:00 am to 9:00 pm only and ideally check-in to the hotel by 9:00 pm. Late evening flights and train options are to be avoided keeping in mind the safety of the women employees.

As far as maternity benefits are concerned, the organization provides flexibility in timings just before the employee goes on maternity leave and post her resuming from the leave.

Special Uniforms for Store Staff: Two sets of special uniforms will be provided to pregnant women employees.

Through such practices, the organization hopes to drive the importance of 'Safety', 'Security' and 'Care for Employees' within the organization and thereby impact the retention of women.

Women in the Best

Another glimmer of hope is that Best organizations have been able to create a marginally different experience for their part-time women workers. With women reporting 89% of positive responses (as compared to 86% of positive responses reported by male employees), women from these organizations have been very vocal about how safe and respected they feel within these organizations.

Women Power

With a view to increase the diversity ratio within the organization and bring in a more balanced workforce, Barbeque Nation has been keenly hiring women employees at various levels, especially at the supervisory and managerial levels both at the outlet and in support functions.

With a view to empowering women, they also hired a visually challenged candidate to manage the front desk at their corporate office through an NGO.

WHAT DIFFERENTIATES THE BEST FROM THE ASPIRANTS?

When analyzing the participating organizations in the retail industry this year, three clear groups emerged. These are –

- The Best (Top 10)
- The Next
- The Aspirants (Bottom 10)

This section focuses on the strides that the Aspirants can make towards the Best.

While the overall average score for the Best organizations in the Retail Industry is at 86% positive responses, the Aspirants are not far behind (at 78% positive responses).

The previous sections of the report have focused on one aspect of inclusivity, where we have noticed a marked change in the experience of part-time employees. This section of the report brings us to a rather contrasting aspect – the ability of organizations within this industry to deliver an equal experience to both male and female employees.

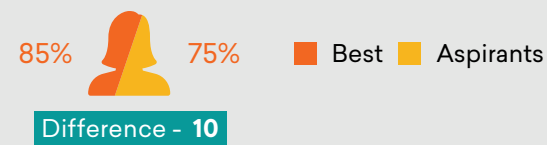
The great news for us here is that the Best organizations in the industry have been able to deliver an equal experience to both, male and female employees.



However, women employees in the Aspirant organizations in the industry report a marginal difference in their experience from those of the male employees.

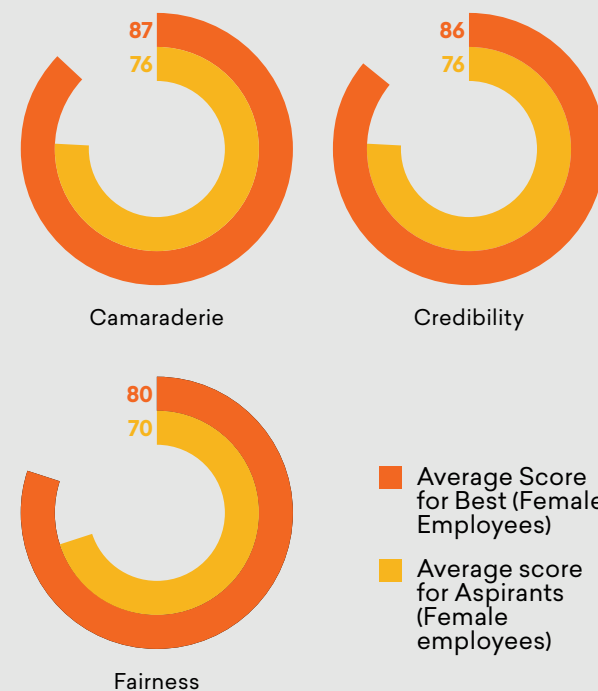


In fact, a considerable gap in the experience of female employees can be identified between the Best organizations and the Aspirant organizations.



HIGHLIGHTS OF THE POSITIVE EXPERIENCES THAT WOMEN EMPLOYEES HAVE REPORTED IN THE BEST ORGANIZATIONS

While the female employees in the Best have spoken highly of the Camaraderie they experience at their workplace, they report strong experiences in the dimensions of Credibility and Fairness too.



Credibility, as a dimension, tries to understand the degree to which the employees in an organization find their management to be believable and trustworthy. Credibility of management is built when the management does a good job in terms of:

- 1) Communication, i.e. they listen to what employees have to say and are easily accessible to the employees;
- 2) Competence, i.e. they articulate and enact the vision for the organization, coordinate with resources effectively and oversee the employee's work.
- 3) Integrity, i.e. management walks the talk and is ethical in business dealings.

Of these three sub-dimensions, one of the areas where the Best organizations have done exceptionally well as compared to the Aspirants is that of Integrity. The statements mentioned below together attempt to understand the sub-dimension of Integrity:



Fairness, one of the five dimensions of the Trust Index® Survey, talks about a just, fair and equitable management which treats all its employees equally and avoids favouritism.

While it can be difficult to address this dimension, the Best organizations have been effective in delivering superior experience by focusing on the area of Equity:



FOCUS AREAS FOR ASPIRANTS TO BEGIN TO BRIDGE THE GAP WITH THE BEST:

While the Aspirants will need to critically assess the overall experience their women employees are reporting, the two areas of immediate focus could be:

- **Integrity:** By focusing on the initiatives that demonstrate and communicate that the management walks the talk and is ethical in business dealings, the Aspirants could begin to arrest this critical difference.
- **Equity:** The Aspirants could also enhance the experience of their female employees by immediately focusing on practices (and the translations thereof) that focus on equity, impartiality and justice.

Robin Sharma, Head of Department-Learning and Development at Infiniti Retail Ltd., tells us how interventions are run across all demographics. However, even within them, the programs are specifically designed for the groups. For example, they have specific programs consciously designed for women, for the differently abled and even for different kinds of roles. Interestingly, he speaks fondly about their health and safety practices, asserting very clearly that some practices are for anybody and everybody!

Women's Resource Council (WRC)

Walmart India Pvt. Ltd.

Walmart's Women's Resource Council has three dimensions – Attraction, Development and Retention (ADR). They aim to pursue all three dimensions in various ways. The members have a pivotal role to play as Change Agents as they work towards the Women's ADR strategy. This also helps each member build and develop leadership skills and contribute towards organizational success. The Women Resource Council (WRC) is a step towards increasing diversity in the company. It is a platform for their women associates to Believe, Aspire and Inspire. A core team in the organization, the WRC formulates and implements practical strategies/

solutions for the advancement of women employees and ensures ongoing success. The key areas of focus include driving initiatives that aim at reducing hurdles in the life of women workforce –

- M3: Marriage, Mobility & Maternity:
 - o Advocate for meaningful policy changes to support women during these three phases
 - o Drive the Buddy Program for returning mothers
- Addressing unconscious biases not just through a point in time training but by a proactive engaging culture
- Support the execution of Gender Empathy/Sensitization training

The practice area of **contributing** attempts to capture how organizations encourage their employees to give back to society by way of corporate social responsibility.

Developing is an area that focuses on how organizations help employees develop talents and grow within the organization and in their individual careers.

Hardcastle Restaurants Pvt. Ltd.

“Giving back to the community is a core value at Hardcastle and a foundation of its culture. As a company, they collaborate with their employees, franchisees, suppliers, and charitable organizations to create and support programs that help address the local needs and societal issues.

McDonald's in the past had been associated with the Nareshwadi project that served over 550 underprivileged children from the local Warli tribal community by supporting them to meet their nutritional requirements. They also impart training in farming and cultivation to enable them to be economically independent.

Apart from this, McDonald's had also joined hands with Muktangan, a unit of the Paragon Charitable Trust that runs a pioneering educational programme with an innovative model, working in close partnership with the Municipal Corporation of Greater Mumbai. They have also partnered with several NGOs across the country. Month on month they engage with various NGOs across the cities they operate in to give employment opportunities to students who have completed their 12th Standard and are above 18 years of age.”

METRO Cash & Carry India Pvt. Ltd.

Digitization of Kiranas

With the advancement of technology, changing customer habits, mushrooming of e-commerce platforms, traders lagged behind when it came to meeting the demands of the fast-paced technology-driven environment. Kiranas have to build a strong personal connect with the customers and thereby need to keep themselves up to date with respect to inventory and various payments options to make the entire experience more customer friendly. To enable the Kirana community to compete against modern retailers and e-commerce, METRO Cash & Carry India Pvt. Ltd. has distributed POS machines which provide smart, tech-enabled solutions for everyday transactions.

PUMA Sports India Pvt. Ltd.

Staff Movement to International Locations

Recognition of PUMA India's talent at PUMA's international stores is a matter of immense pride. In the recent past, two of their marketing managers have accepted offers from PUMA Dubai and PUMA Salzburg.

Barbeque-Nation Hospitality Ltd.

“Barbeque Nation has an interesting practice which they call UDAAN. This initiative is focused on empowering entry level employees from remote villages with basic education (10th Standard), and therefore, possibly low growth prospects.

As an initiative to help & empower them, Barbeque Nation has introduced

HOW DO PEOPLE PRACTICES AT THE BEST WORKPLACES COMPARE WITH THE REST?

As mentioned in the methodology section of the report, each organization participating in the Great Place to Work® assessment is viewed from two lenses. The second of these lenses is that of the evaluation of people practices shared by the organizations.

These practices describe the philosophy of each organization and help us understand the life cycle of an employee.

Upon evaluating the people practices for the Best organizations, we came across three practice areas where the Best have done significantly better in comparison to the rest. These are:

- Contributing
- Developing
- Collaborating

EEL - Education Employment Livelihood. This is their way of ensuring that their employees get a fair chance and equal opportunities to grow as they continue to work with Barbeque Nation.

As part of the larger initiative of UDAAN, they have also introduced UDAAN - Sab Pado Aage Bado where their staff can study at a subsidized fee while simultaneously working. Employees who get through this program are rewarded with a certificate in Food Retailing from Tourism & Hospitality Skill Development.

This initiative helps the under-privileged team members stand tall among their peers and not only helps them grow within Barbeque Nation but also beyond."

Max Hypermarkets India Pvt. Ltd.

"Communicating with Confidence is a program specially designed for the professional development of front-line employees at Max Hypermarket's stores. It is a certification program which encompasses areas like English, grammar, training for delivering delightful shopping experience to their guests (customers) at stores.

The content is delivered through various training methodologies like role-plays, simulation, gamification, storytelling, experiential training, classroom coaching, etc.

The first cycle of the initiative has been completed and the eligible candidates have been certified. CWC has given the organization wonderful results and the employees who participated in the program have been able to apply their learnings in their day to day routine."

The practice area of **Collaborating** helps us understand how organizations involve their employees in the decision making process for decisions that affect their jobs or work environment.

Open House and Let's Catch Up

Infiniti Retail Ltd.

Cluster HR team members of Infiniti Retail conduct an Open House every month (a focus group discussion in the absence of store management team) to collect feedback and suggestions about overall employee experience and to understand issues being faced (if any). The feedback/concerns are recorded along with actionable points and shared with the respective stakeholders. The Open House starts with a status update on the previous month's feedback.

Infiniti Retail also has an open communication forum – Let's Catch Up for the Support Office and Zonal Office staff. The feedback/ concerns are recorded along with the actionable points and shared with the respective stakeholders. If any of the suggestions cannot be implemented, this is communicated during the subsequent sessions."

Happy Clubs as part of Landmark Happiness Movement

Lifestyle International Pvt. Ltd.

This organization believes that employees need downtime to pursue passions and hobbies that they love. Since employees spend a majority of their waking hours in office, Happy Clubs have been instituted to allow the employees to pursue their passion and collaborate with like-minded people.

Music Club, Art Club, Photography Club and, most recently, the Wellness Club have been launched as a part of this initiative. Investments have been made on equipment and resources for each of these clubs to ensure employees can run these on their own

and have fun while doing so.

This has helped unite employees with shared interests and cultivate a sense of pride in working for a company which believes in fostering intellectual, creative, and spiritual well-being of employees. As a result, the Clubs have been a huge success amongst employees who eagerly look forward to their weekly Friday sessions, practices and opportunities to share updates with one-another. They also ensure that they remain connected outside office on private WhatsApp Groups.

Employees who are a part of such Clubs have also put on spectacular live shows and exhibitions during various in-house events."

Ignitor

Titan Company Ltd.

Ignitor, a unique program launched in 2013, aims to channel Titan's employees' entrepreneurial capabilities while reviving Titan's start-up spirit. Employees submit business plans that could be taken up by the organization. This could involve new businesses or extensions of the current businesses. Employees can apply in

teams or seek partners with specific skills. Individuals can also apply to join projects that interest them. The plans are evaluated on parameters like business potential, alignment with Titan's vision, values and business plans, and the execution ability of the team involved. Identified teams get the resources and the freedom to execute their plans for a period of 12 weeks. The resources provided by Titan include:

- Office space specially created for and by the teams, called Ignitor Labs
- Seed Funding
- Mentoring and guidance by senior executives and external experts.

During these 12 weeks, individuals are released from their regular jobs to work on their chosen project, while receiving their salaries. After 12 weeks, in case the project does not take off, the employees have the assurance of returning to their jobs. This eliminates any fear of failure. In its first iteration, the project evoked a tremendous response, with over 700 employees forming teams and submitting 800 proposals. Three proposals were finally selected of which one has been piloted as a new business venture – Taneira, Titan's newest venture that is two stores strong.



THE WAY AHEAD FOR THE RETAIL INDUSTRY

With hiring having reduced significantly in the last year (from 13% to 9%), and organizations focusing on developing internal talent, the retail industry may run the risk of retaining the current demographic representations. Will the voice of the retail industry continue to be dominated by men?

The positive experience reported by part-time employees in the retail industry is definitely a step in the right direction. The criticality of the dimensions of Fairness and Credibility in ensuring that a traditionally marginalised group feels included and heard is a notable learning from their experiences.

However, the retail industry will have to overcome some inherent biases to ensure that it is truly inclusive. While Fairness seems to have been a consistent differentiator for women employees too, safety and respect are aspects specific to the industry that women employees seem to repeatedly value.

While the Best Workplaces show us that certain measures go a long way in including women employees in the industry, organizations now have to prepare themselves to be conscious of and equipped to manage the experiences of many other demographic groups.

With the Rest attempting to bridge the gap that they may have previously had with the Best, this industry seems to be ready to learn and act on feedback.

Making India a Great Place to Work FOR ALL may not be too far into the future...

Take the first step towards creating an effective wellness program for your organization that fosters a healthy and high-performance workplace culture.



Why should you participate in this study?

- Become part of the Best Workplaces for Health and Wellness ecosystem to learn and share from each other and lead the conversation on workplace wellness
- Employee Wellbeing is at the centre of driving high performance. Understand your **Workplace Wellness Index™** and **Health Quotient™**
- Benchmark yourself against the best in your industry.
- Get actionable insights for your leaders and organization to design an effective workplace wellness program that fosters high performance.

To apply for the study and know more:
visit – www.workplacewellnessindex.com

To know more about the study, contact:
Ms. Asfia Javed (+91) 937 25 43 167
Asfia.Javed@greatplacetowork.com



Dr Ram Charan (World's Most Influential Consultant), Harsh Mariwala (Founder, Marico) & Dr. Sanrupt Misra (CEO, Birla Carbon & Director-HR, ABG) in a discussion at the Best Employers' Club Meet, June 2018.

Nominate your organization for India's Best Workplaces Study 2020, and leverage the opportunity to join the elite community of CEOs & CHROs of 'India's Best Companies to Work For' and 'India's Great Mid-Size Workplaces'.

India's Best Companies To Work For 2020

A STUDY BY THE ECONOMIC TIMES



India's Great Mid-size Workplaces



India 2020

BEST EMPLOYERS' CLUB



The Best Employer's Club is an elite group of CEOs, CHROs and Business Heads of those organizations that have featured in 'India's Best Companies to Work For' or 'India's Great Mid-Size Workplaces' lists, published by the Great Place to Work® Institute. The member CXOs come together in a series of regular meetings for 2 days, once every quarter across a year, to contribute towards creating a great workplace culture – a culture that fuels performance.

Members meet four times a year to support each other in:

- **Learning** best practices, principles and new ideas relevant in the current context
- **Connecting** to build supportive networks with other leaders, and
- **Raising the Bar** for all organizations on the most relevant practices and the business benefits of creating great workplaces.

Day 1: Study Mission

One of the member organizations invites other members to its facilities and demonstrates how a better workplace culture is keeping their employees and business goals driven. The mission essentially focuses on how best people practices can be implemented effectively to provide consistent experience to employees. Few of the past Study Missions were hosted by organizations such as Microsoft, Godrej Consumer Products, FedEx, Intuit and Mahindra, to name a few.

Day 2: The Strategy Meet

All Business Leaders gather in a classroom-like learning setup where few of the selected member organizations present about their workplace culture and best people practices. These strategy meets are fuelled with a lot of niche and privileged knowledge; and brainstorming sessions on how people strategies can become successful. In the recently held Strategy Meets, point of views on people strategy, challenges and measures for success were presented by leaders such as –

- **Dr Ram Charan**, World's Most Influential Consultant
- **The legendary - Mr Tony Buzan**, Inventor of Mind Mapping
- **Mr Rajan Anandan** from Google
- **Mr Arun Maira** (ex-Planning Commission, ex-BCG)
- **Mr Naushad Forbes** from Forbes Marshall
- **Mr Suresh Narayan** from Nestle
- **Mr Deep Kalra** from MakeMyTrip.com

Refer Page 25 to know how you can become a member of the club.

It all starts with getting Great Place to Work-Certified™

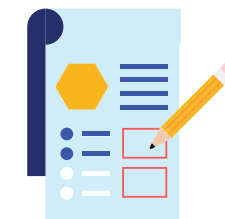
Great Place to Work-Certified™ is the 'Gold Standard' organizations around the world aspire to achieve to showcase their great work culture and enhance their employer brand. Every year, more than 10,000 organizations across 58 countries apply to Great Place to Work® study on Best Workplaces to get recognized and to obtain actionable insights into formulating a winning people strategy.

Through an objective, research-driven and globally adopted framework, your workplace culture will be assessed and on meeting the required criteria will be certified as a Great Place to Work. Once Certified, based on the scores obtained in the assessment, your organization has the opportunity to feature among 'India's Best Companies to Work For', 'India's Great Mid-Size Workplaces' and many other industry and category recognitions.

How to get Certified?



Select a 2-week period to launch the Trust Index®, our globally renowned research based employee survey.



Provide details about your company's programs and practices on our Culture Audit®.



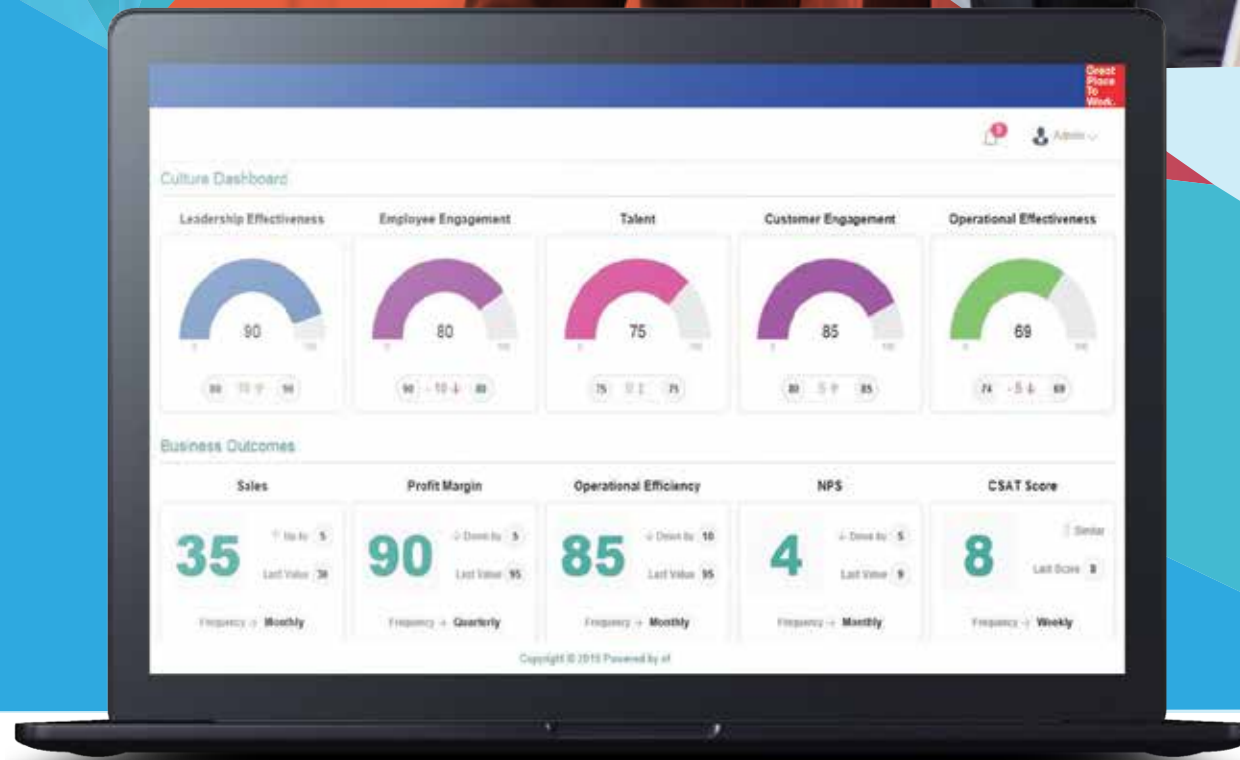
Meet our benchmark for Certification and you'll be eligible for more than a dozen additional recognition opportunities.



Obtain actionable insights to formulate a winning People Strategy

Visit www.greatplacetowork.in/getcertified or write to Bhavishya.Sharma@greatplacetowork.com

CEO CULTURE DASHBOARD



Employee Feedback is a proven lead indicator of business performance. We empower Business Leaders to manage their workplace culture by designing and deploying a dynamic Culture Dashboard that provides answers to these Top 5 questions:

1. Leadership Effectiveness

Are my leaders shaping the right culture?

2. Employee Engagement

Is my culture engaging my employees to put in discretionary efforts?

3. Talent

Is my culture attracting and retaining the right talent?

4. Customer Engagement

Is my culture driving customer orientation?

5. Operational Effectiveness

Is my culture supporting our people to deliver our business goals & priorities?

By leveraging the power of continuous feedback, the CEO will be able to track the real-time correlations between culture and business and use employee feedback as an input to the broader decision-making framework.

GET RECOGNIZED FOR YOUR GREAT WORK CULTURE.

As a Great Place to Work-Certified™ organization, you have the opportunity to feature among the most credible Best Workplaces lists in India and globally. Organizations are recognized across more than 20 industries, types, sizes and themes that matter to employees.

Great Place to Work® Annual Calendar

	India's Best Workplaces in BFSI 2020	APRIL 2020
	Asia's Best Workplaces 2020	APRIL 2020
	India's Best Companies To Work For India's Best Companies to Work For 2020	JUNE 2020
	India's Great Mid-size Workplaces 2020	JULY 2020
	India's Best Workplaces for Women 2020	SEPTEMBER 2020
	India's Best NGOs to Work For 2020	OCTOBER 2020
	World's Best Workplaces 2020	OCTOBER 2020
	India's Best Workplaces in IT & IT-BPM 2020	NOVEMBER 2020
	India's Best Workplaces in Manufacturing 2021	JANUARY 2021
	India's Best Workplaces in Retail 2021	FEBRUARY 2021
	FOR ALL 2021 SUMMIT	FEBRUARY 2021

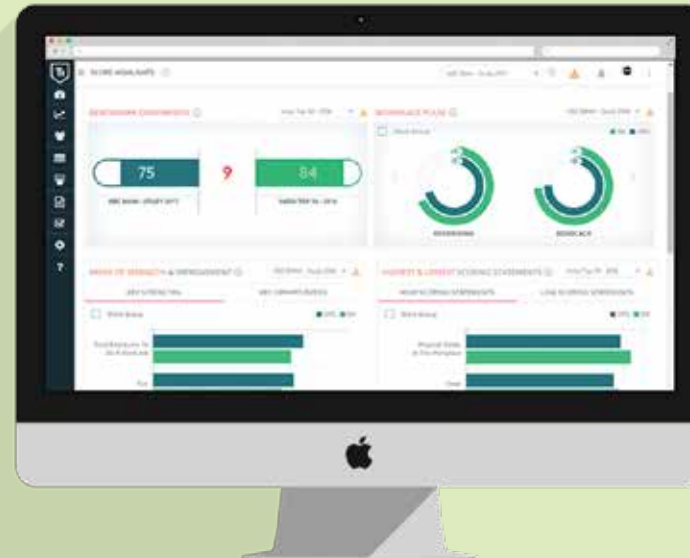
REGISTRATIONS OPEN! BOOK YOUR SURVEY SLOT NOW!

Visit www.greatplacetowork.in/get-certified or write to Bhavishya.Sharma@greatplacetowork.com

Note: Since the lists are announced throughout the year, there are process deadlines for each. Please reach out to us to know more.



An integrated platform that enables leaders and people managers **leverage actionable insights to craft impactful actions plans and measure employee pulse on the go.**



“

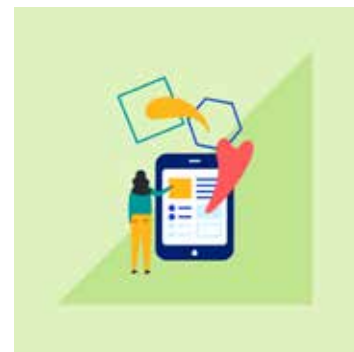
Trust Impact has been a great help for our managers to create Action Plans to focus on their improvement areas and reaffirm their strengths. The reference to best practices available on the tool that are helpful to design activities customized to our needs.

Sterlite Technologies Limited

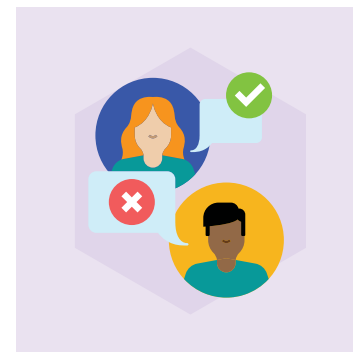
In the journey to become a great workplace, listening to the employee voice is critical and many organizations have started doing it in a regular and structured manner. However, a major challenge comes later - **how to interpret the employee voice and how to take action in a comprehensive manner.**



Reporting Platform



Action Planning Tracker



Platform to Launch Micro Surveys

With a focus on Empowering People Managers!

This is where TrustImpact™ comes in.

- It allows Business Leaders, People Managers, HR to go beyond the feedback data and access actionable insights.
- It helps to prioritize what to action and supports in the action planning process by providing best practices and suggestions from great workplaces.
- It allows to take focused pulse checks to see if their action plans are working and course correct if required.
- Organizational Leaders and HR have an oversight on what actions are being taken across the organization and is the needle moving towards a great employee experience!

Go beyond data.

Access actionable insights like **comparison with benchmarks, areas of improvement and key drivers of engagement.**

ABOUT GREAT PLACE TO WORK® INSTITUTE

Great Place to Work® Institute is the global research and consulting authority on workplace culture, that helps organizations identify, create and sustain High-Trust, High-Performance Culture™ at their workplaces. The Institute has crafted its perspective by learning from great leaders, surveying millions of employees, and examining thousands of best workplaces around the globe. Great Place to Work® believes that all organizations can become great workplaces and hence, highly productive organizations, by fostering trust within the ethos of their culture – referred as High-Trust, High-Performance Culture™. The Institute serves businesses, non-profits and government agencies in more than 60 countries and has conducted pioneering research on the characteristics of great workplaces for over three decades.

Every year, Great Place to Work® Institute partners with more than 10,000 organizations and analyses perspectives representing the voice of over 12 million employees around the world. This helps organizations create and sustain a High-Trust, High-Performance Culture™. In India, the Institute partners with around 1000 organizations annually to work towards the mission of 'Making India a Great Place to Work FOR ALL'. The Institute thrives on sharing insights gleaned

from the work done with organizations belonging to all industries and of all sizes. This is done to help organizations become a Great Place to Work® by recognising them through the Great Place to Work® Certification and thorough research based annual lists of Best Workplaces. The Institutes' proprietary and globally validated framework is considered the 'Gold Standard' in workplace culture assessment and is endorsed by business leaders, academic scholars and government organizations around the world. They have also adopted the Institutes' models and methodology as a valuable way to measure and create great workplaces. The Institute partners with leading media houses like Fortune in USA and The Economic Times in India to publish its findings.

The Institutes' research shows that great workplaces are characterised by great leadership, consistent employee experience, and sustainable financial performance. These organizations are able to deliver a consistent experience to all their employees irrespective of their role, gender, tenure or level in the organization. Their leaders believe in the vision of creating and sustaining a Great Place to Work FOR ALL and role model being 'FOR ALL' Leaders.



**Better for People.
Better for Business.
Better for the World.**



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.





For Research Collaborations or Feedback:
In_Research@greatplacetowork.com

For Certification or Business enquiries:

India

Ms. Srabani Dubey

+91 931 316 6760

Srabani.Dubey@greatplacetowork.com

Ms. Preeti Malhotra

+91 982 020 6482

Preeti.Malhotra@greatplacetowork.com

International

Ms. Basuri Dutta

+91 981 994 6992

Basuri.Dutta@greatplacetowork.com



Great Place to Work® Institute (India)



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To start your organization's journey towards creating a great workplace register at <https://survey.greatplacetoworkindia.co.in/2021study>



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