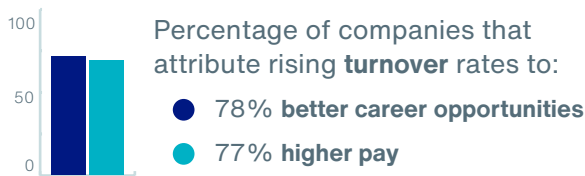


How Are Retail and e-Commerce Companies Addressing the Great Resignation?

Talent shortages are a top issue facing 86 percent of the HR professionals that responded to our eighth global HR pulse survey (conducted in December 2021 and January 2022 with 812 participants). What’s more, **three-quarters say they are losing key skills** to remain agile and adaptable for the future. Here is a snapshot of how the retail and e-commerce industry is accelerating workforce change to address rising turnover in today’s competitive labor market.

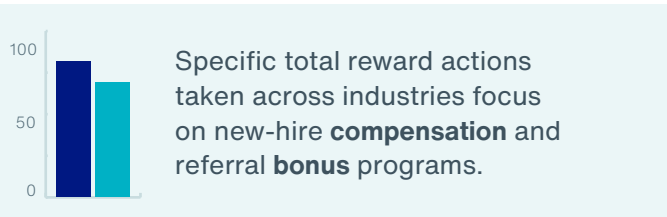
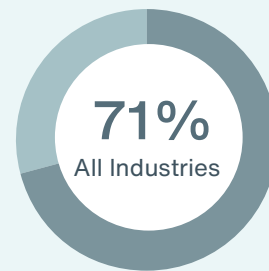
Why are people on the move?



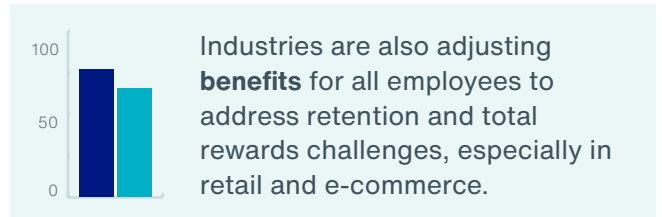
Although the **retail and e-commerce** industry is focused on compensation, there could be untapped potential to **attract and retain talent** through investing more in the **employee value proposition**. This includes flexible work, career promotions and training and development opportunities.



Percentage of respondents adjusting **total rewards** to address hiring and retention challenges.



- 81% adjusting new-hire **compensation**
- 63% increasing/adding **referral bonus** programs



- 78% of retail/e-commerce companies are evaluating changes to **flexible benefits** versus 46% across all industries.
- 60% are evaluating virtual **care plans for uninsured** populations versus 16% across all industries.

For more insights from our survey or to speak with one of our experts about these topics, please contact us at humancapital.aon.com/contact-us.