# BAIN & COMPANY

#### Human Resources Solutions for **Sprouts Farmers Market**

December 2021





#### Who We Are





Nilla Hail
Project Leader
Nilla is an HR specialist with great knowledge in best HR practices and has helped many companies with their culture.



Richa Shah
Growth Strategy Specialist
Richa has a background in growth
and development and has worked
with renowned companies on
growth implementation efforts.



HR Consultant
Andrew is an HR consultant
with a background in various
S&P 500 companies to better
their corporate culture

**Andrew Jin** 



## Agenda



- 1. Current HR Issues
- 2. Industry Comparisons
- 3. Analyzing HR Issues
- 4. Impact on Business
- 5. Ideas for Implementation
- 6. Implementation Plan





#### Current HR Issues



90% turnover rate 53% voluntary turnover

(2020 Sprouts Annual Report)



#### **Current HR Issues**



**BOTTOM 50/0**of approval ratings
(Comparably)





## **Industry Comparisons**







Turnover	90%	15%	10%
Voluntary Turnover	53%	14%	4%
Approval Ratings	Bottom 5%	Top 15%	Top 35%
<b>Culture Score</b>	2 Stars	4.5 Stars	3.8 Stars



## Analyzing HR Issues



### Why high turnover and poor approval?

- Discrimination of employees by managers
- Employees don't feel cared for
- Higher-ups and managers are unaware of labor laws
- Employees want more working hours

\*All according to testimonials on Glassdoor and Indeed



#### Impact on Business



\$22,500

recruiting and training costs to replace a worker who makes \$30,000/year

(SHRM)

\$16,000

average loss per year of a single disengaged worker

(Forbes)



## Ideas for Implementation



#### **Issues and Solutions**

Discrimination of employees by managers

- Invest in DEI programs and education for managers
- Establish clear and strict policies that outline penalties

Employees don't feel cared for

- Offer greater compensation packages and benefits like flexibility and time off
- Promote from within; hire internally



## Ideas for Implementation



#### **Issues and Solutions**

Managers are unaware of labor laws

 Hold both voluntary and required education and training in legal rights

Employees want more hours and opportunities

- Offer professional development and establish clear future directions for each worker
- Hold frequent performance evaluations



## Implementation Plan and Timeline



#### Six months: Two months: Four months: One week: Establish benefits Hold diversity and Introduce more Identify and like team building legal labor rights frequent redefine events and promote trainings for performance company more flexibility and executives and evaluations, at least values time off once a quarter managers

#### One month:

Create and announce defined, clear discrimination policies and penalties

#### Three months:

Announce DEI programs like mentoring and diversity task forces

#### Five months:

Create and publish clear pathways for advancement for each type of worker

#### Seven months:

Enjoy your new culture and decreased turnover!

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## Thank you!

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