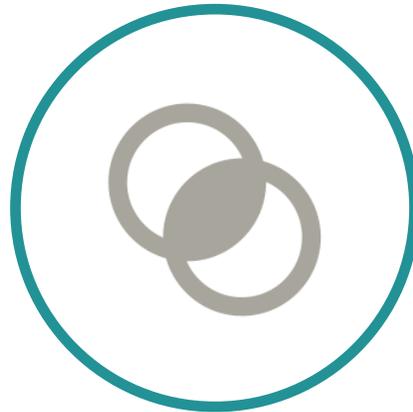


2018 TPA Conference

Practical Lessons from "Best Places to Work"
—April 16, 2018



What are the biggest talent challenges for supply chains today?



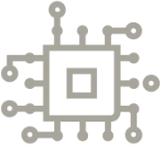
What common traits do great places to work share?



What are some practical tips to improve engagement at your company?



~60% of supply chain leaders have concerns about recruiting and retaining talent



~70% believe digitalization is important, but cannot find right people to drive it



174,000 truck drivers projected to be missing by 2026 (ATA)



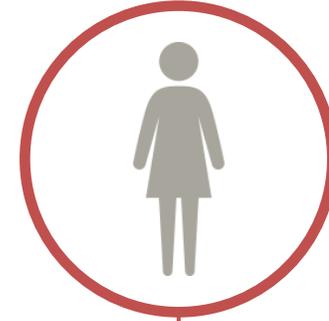
Up to 100% annual turnover of warehouse labor in some parts of the country



Retailers founded pre-1995 are 21% more likely to report a talent shortage



"The job feels like work—I have what I need to do it but I just don't enjoy it—I'd switch jobs if I found something that excited me"



"I joined this company because I believed in what it was trying to do— but I can never get the resources I need and seem set up for failure—why bother trying"



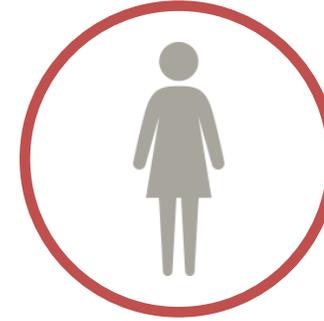
"It's an okay job.
I mean, we aren't
changing the world
or anything. They
pay for my time, and
I do what's required.
Expectations met"



"This is more than just any old job to me. I am proud to be part of this place. I'm taken care of, and care about our company"



"I believe in what we are trying to do here and I am given what I need to get the job done well—I'm willing to do what it takes to make sure we're successful"



Engagement goes beyond satisfaction—employees feel a bond with their company, care about its future, and are motivated to give their best

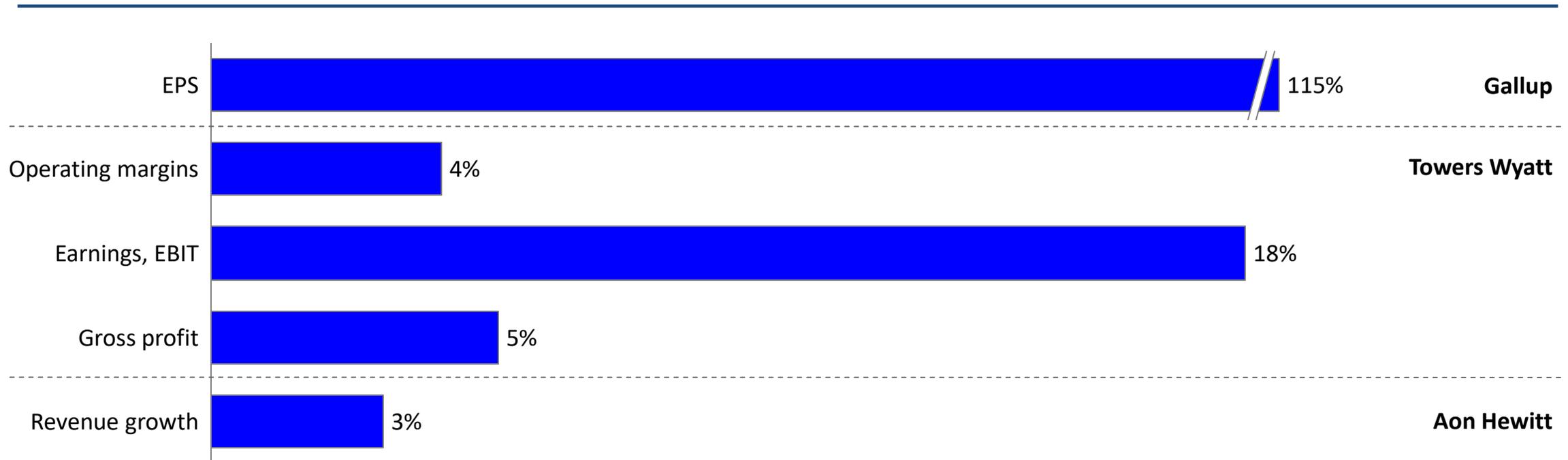
**Q1. How does the average worker
feel in your organization?**

- A. Highly engaged
- B. Engaged
- C. Neutral
- D. Disengaged
- E. Highly disengaged

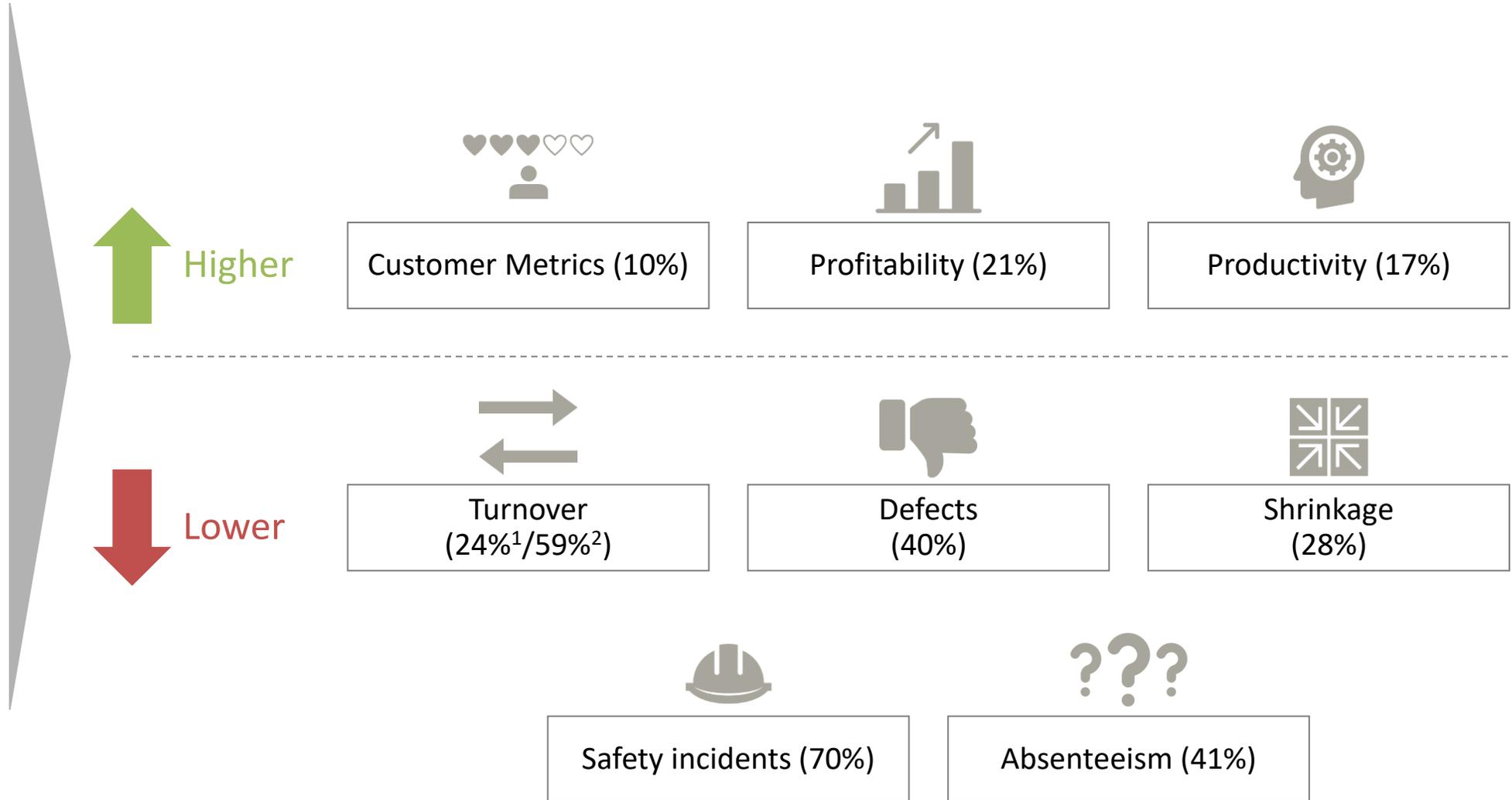
**Q2. How does the average front-line worker
feel in your organization?**

- A. Highly engaged
- B. Engaged
- C. Neutral
- D. Disengaged
- E. Highly disengaged

Outperformance rates by companies with high vs. low engagement



Top quartile
engagement
BUs enjoy ...



1. For high turnover companies, which are those with 60% or higher annualized turnover 2. For low turnover companies, which are those with 40% or lower annualized turnover
Source: Gallup, State of the American Workplace 2017, "The Competitive Advantage of Engaging Employees", S. 68

Today's panelists come from companies each recognized as great places to work



Joe Bobko

VP of Transportation



100

Named to Crain's
100 Best Places to
Work in NYC



Pam Erb

VP of Supply Chain



#2

Fortune Best
Companies to
Work for in 2017
and 2018



Bob Black

Former Group President



#1

CPG employer on
Forbes 2017
America's Best
Large Employers



Elfrun Von Koeller

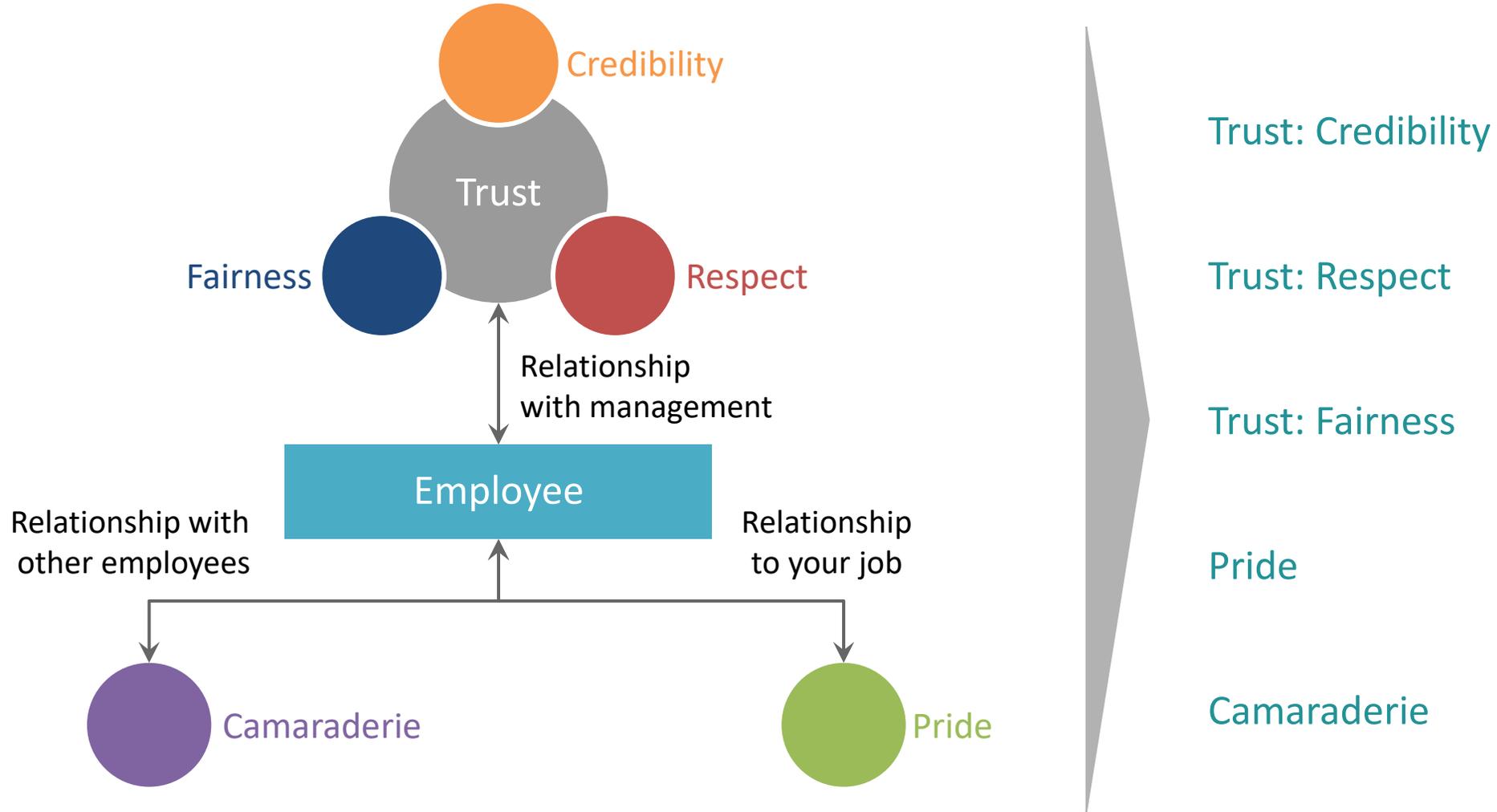
Partner



THE BOSTON CONSULTING GROUP

**Top
5**

Fortune Best
Companies to
Work for each of
past 8 years





Embed video



Foundations of fairness



Fairness is in the **eye of the beholder**;
left to the individual's
interpretation



We believe if we focus on **respect and listening** to each other,
fairness will follow

Key practices and tools

Focus groups

Open door days

Ask Jack

Job posting feedback and extra express announcements

Two-way process in performance plans and reviews



Foundations of credibility



Key to credibility is **individual communication** ...



... even in the context of 48,000 employees working 24x7, in 7 states and hundreds of work sites

Key practices and tools

Annual meeting in a box

Daily huddles

Employee representative role

Team assignments

BOXED

Embed video



Key practices and tools

Introductions on all-hands conference calls

Moving past and learning from mistakes

Transparency

Accessibility—planned office hours

Humble/Take Blame/Give Credit





Key practices and tools

Corporate governance

Customer testimonials

Community engagement

Ultimate Role Model

Engagement surveys and action plans



Key practices and tools

BCG Values Rollout

Office, practice and cohort affiliation events

Upward and 360 degree feedback

Diversity and inclusion networks



*"I'm lucky to call several people at BCG my mentors.
What I love is that these mentoring relationships extend
beyond our professional environment"*

Q3. Which practices do you already use broadly at your company? What do you think your company does well

- A. Maintaining **credibility**
(annual meetings, daily huddles, employee representatives)
- B. Treating employees with **respect**
(learning from mistakes, transparency, accessibility, humbleness)
- C. Upholding **fairness** in your practices
(focus groups, open door days, two-way reviews)
- D. Fostering a sense of **pride** in your work
(testimonials, role modeling, community engagement)
- E. Building **camaraderie**
(affiliation events, upward feedback, interest group networks)
- F. Other practices

Q4. Are you surprised at what your peers are doing? Where do you think your company is on the spectrum?

- A. Ahead of the curve
- B. In line with other companies
- C. Behind the curve