



# 2022 Frontline Employee Experience Survey

HOW TO MAKE FRONTLINE CAREERS ATTRACTIVE AGAIN

CONDUCTED BY



# Foreword

Your friends and family will likely never say this to you, but I will make this bold statement: There has never been a more exciting, meaningful, and bountiful time to choose retail as a career. Why do I say that?

As a retail professional, you are immediately part of a community of millions of people that have a similar job; they may just sell something different than you do. And it makes no difference the title you have today. You are an entrepreneur. You are a leader and coach. You can influence company decisions at any level across the company. You are making a memorable, positive impact on the lives of everyone around you.

And most importantly, as you think about retail as a career, you have hundreds of different companies and brands to use your talents. That's right....you get to choose. You can select the brand. You can choose the leader who will support your career growth when you join that team. And others will choose you as the one that can get them where they want to go. That's when it really gets fun.

I started as a part-time sales associate at GAP and then spent years learning everything I could about being a great coach, leader, merchant, operations expert, HR professional, and so much more. With this foundation in place, I was able to go on to lead the retail teams for some of America's most prominent brands, including West Elm, Apple, Tory Burch, Bonobos, and INTERMIX. And the last three decades have been highlighted by the people around me on the front lines.

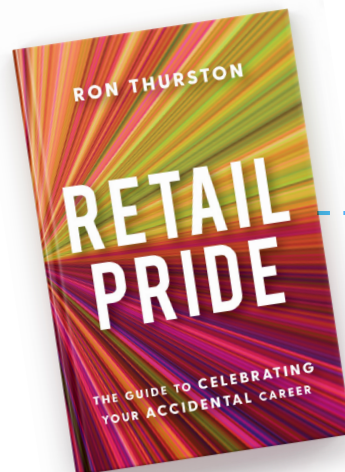
When you look at the retail profession as a whole, the way of working has also evolved tremendously. The multi-disciplinary role of the brick and mortar store teams, the complex omnichannel processes, and the rising customer expectations all make working in this industry more challenging and exciting at the same time. Luckily, technology plays a significant role in supporting this evolution, most notably in enhancing the employee experience.

And technology is not just for e-commerce; physical retail has increasingly become digital. Indeed, the days when the cash register was the only advanced technology in stores are over. Frontline store teams can now be equipped with cutting-edge tools and technologies such as digital workplace apps and become knowledge workers, no less critical than anyone in a corporate role.

***"When you think of the many teams in your life, be proud of your "retail family." You are among a prosperous, powerful, hard-working group of people who lead multi- million dollar businesses. We have a significant impact on the economy, and we're part of an unparalleled network of talent. Spend a few minutes today telling someone how proud you are and inspire a future leader to choose the same profession as you did."***

**From RETAIL PRIDE by Ron Thurston**

I'm cheering all retail workers and businesses on with great retail pride!



**Ron Thurston**

**Best selling author of Retail Pride, host of RETAIL IN AMERICA, 2022 Top 100 Retail Influencer**

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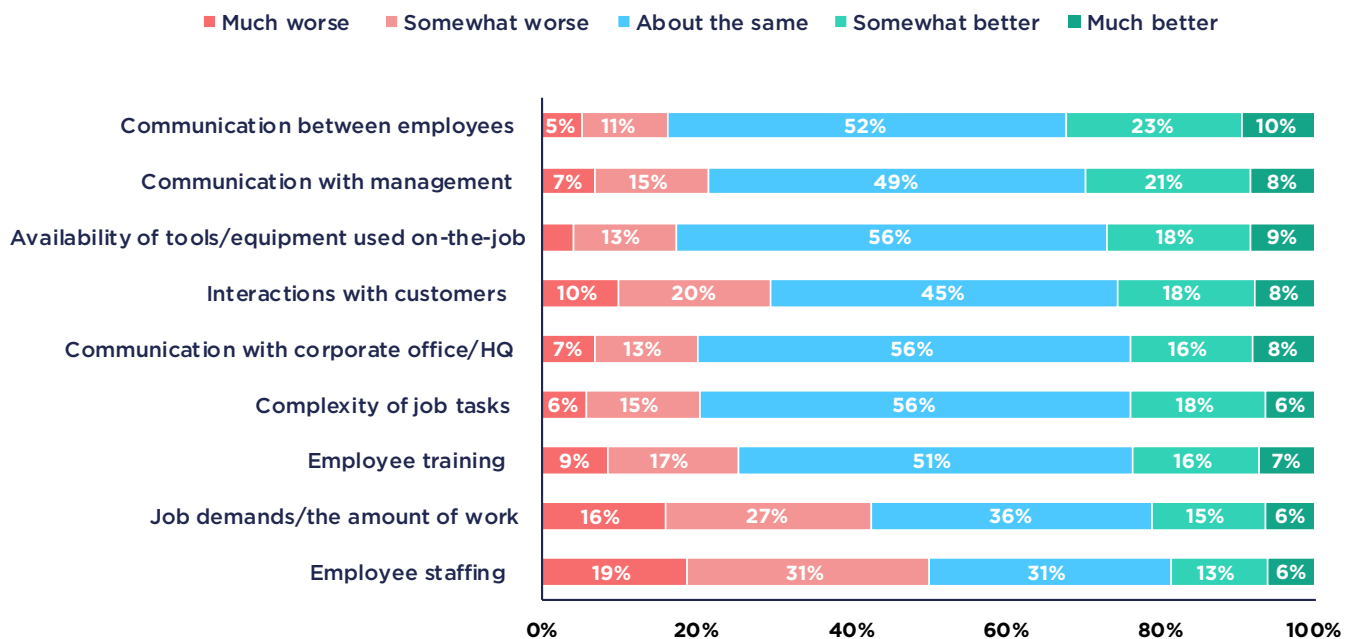


# Introduction

Frontline heroes. Rockstars. This is how frontline workers were described at the height of the pandemic, finally recognized as the linchpins of the retail and hospitality industries that they have always been.

But this was short lived. As restrictions have eased and the frenzy of the early lockdowns died down, the new-found admiration and public praise for frontline workers has faded away with it.

## WORKPLACE CHANGES SINCE THE ONSET OF THE COVID-19 PANDEMIC



Now, they're facing more challenges than ever before: managing increased workloads with fewer hands on deck in the midst of the Great Resignation. Despite increased responsibilities and expectations, the majority of frontline employees agree that factors like communication, availability of tools, and training have either remained the same or worsened since the onset of the pandemic.



These obstacles are driving frontline workers away. Last year, approximately **4 million people handed in their notice** every month, with retail and hospitality experiencing record-breaking quit rates.

Those that want to stay in the industry have more job options than ever before, so employers must work harder if they want to attract and retain talent. **But what's the secret formula to making a frontline career attractive again?**

We surveyed **over 1,400 frontline workers across the US, UK, Canada, and France** to reveal the biggest challenges your frontline employees are facing and what they want most from their employers to feel motivated and supported in 2022.

How can you give them a more empowering and fulfilling employee experience?

This is your chance to find out.



# The State of the Frontline Employee Experience

## The Big Quit Myth

Good news: it's a myth that most of your frontline workers only want to stick around short-term. Although frontline retail and hospitality roles are attractive to those looking for temporary or seasonal work, the idea that they're considered 'dead-end jobs' is a thing of the past. **In fact, most of your workforce (63%) are looking to stay for at least 4 more years.** They enjoy their jobs and want to work for you - of those we surveyed, 59% of frontline workers say that they feel proud of their jobs, 68% feel close to their coworkers and 65% enjoy using a variety of their skills and talents whilst working.

So if they like their jobs, then what's the real reason they're quitting?

### They want to feel invested in.

There is a **significant link between investment in employee experience and employee satisfaction.** Workers that feel their employer invests in them are more satisfied with their working experience. Yet over a third of employers are failing to do this effectively. The following comments from workers highlight the impact that feeling invested in (or not feeling invested in) has.

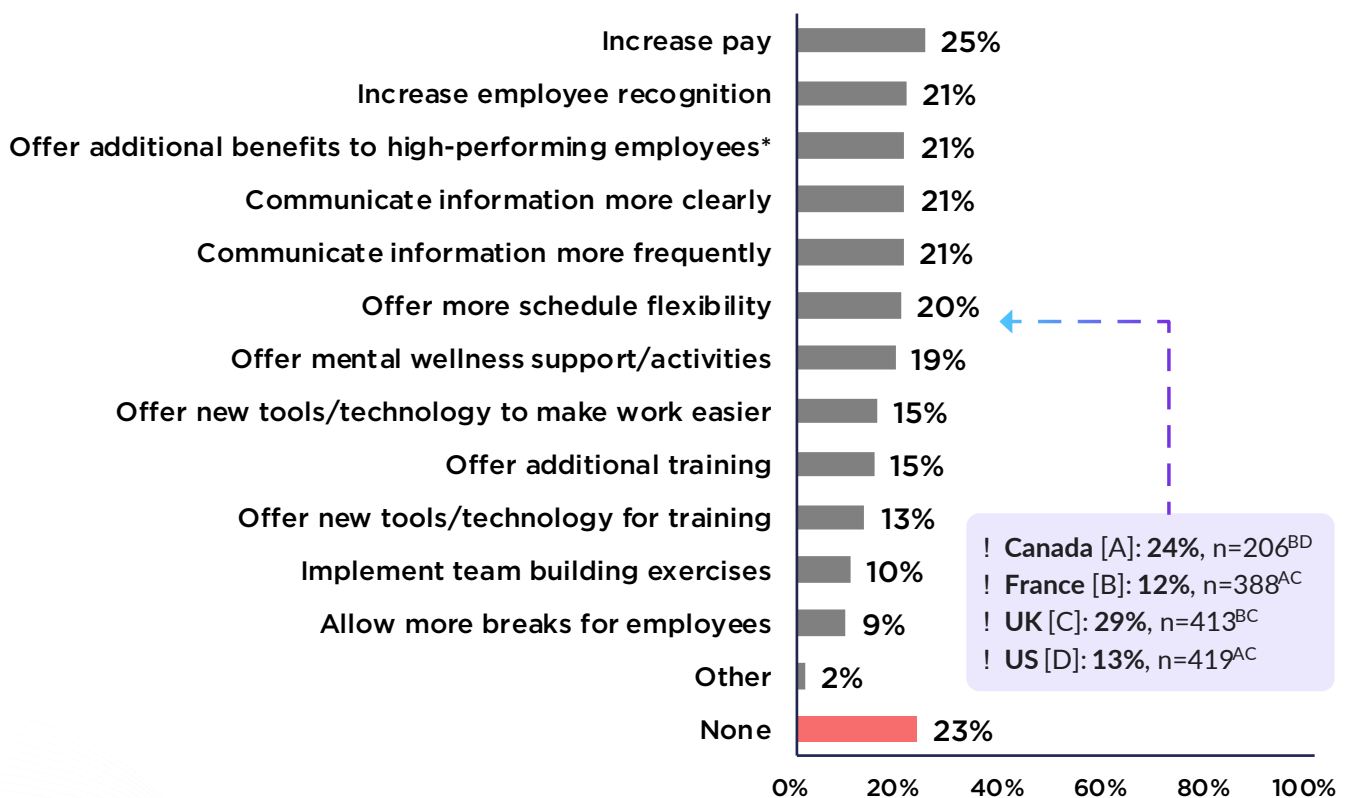
#### AGREEMENT WITH ORGANIZATIONAL INVESTMENT



## What Are Frontline Employees Missing?

Frontline workers are clearly feeling the weight of the past 2 years, and retail and hospitality employers are largely aware of this. 77% of workers say that their employers have taken steps to improve their experience, the most common initiative being to increase pay. But while necessary, this is simply a short-term fix. It's not possible to continue increasing wages and hiring efforts indefinitely, so other steps need to be taken to get to the root of the problem.

### INITIATIVES TO INCREASE EMPLOYEE ENGAGEMENT

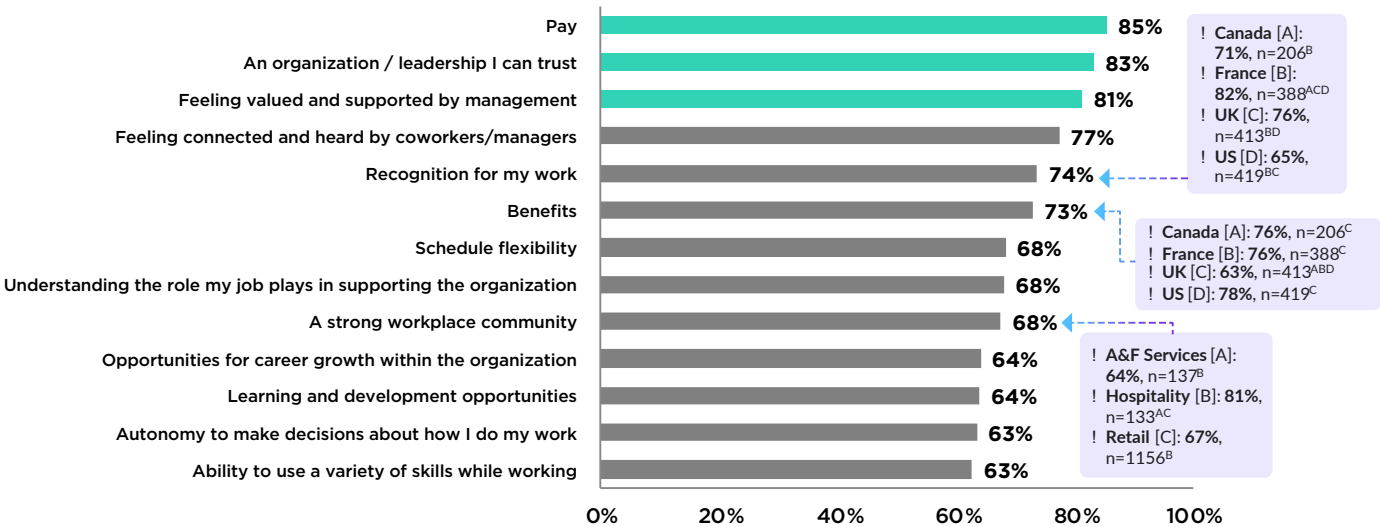




**Employees want more than just more money.** In fact, when we asked them which workplace attributes they feel are most important, they ranked trusting their employer and feeling valued and supported by management almost as highly as their wage! To meaningfully invest in employees and make frontline careers attractive again, you need to invest in solutions which combat the tough realities that frontline workers face day to day.

### IMPORTANT WORKPLACE ATTRIBUTES (TOP 2 BOX)

*Top 2 Box Includes “Very” and “Extremely” Important*



77%

of workers say that their employers have taken steps to improve their experience, the most common initiative being to increase pay.



# 5 Tough Realities

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Our survey of frontline employees in April 2022 highlighted 5 tough realities that frontline employees are currently facing. The data showed that they feel:



## **OVERLOADED**

72% feel worn out at the end of their shift to the point that they do not enjoy their time away from work at least once a week.



## **AMBITIOUS (BUT STAGNANT)**

63% want to stay in their current industry for at least 4 more years, but less than half (44%) feel their organization is investing in their development.



## **UNDervalUED**

Only 16% feel that their organization highly values their role.



## **DISCONNECTED**

Just 38% feel well connected to their organization's management and HQ.



## **BURNT OUT**

Only 45% think that management cares about their mental health.

# How to Make Frontline Careers Attractive Again?

This report dives into each reality to explore what has led to your workers feeling this way and the actions you can take to resolve them. You'll discover how you can invest in them to give them a more fulfilling experience and make frontline careers attractive again.

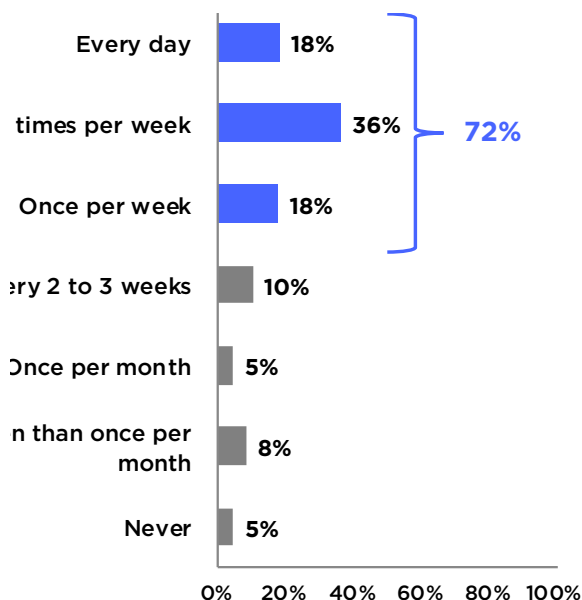




## Reality #1 OVERLOADED

Frontline workers are expected to do more than ever, managing an increased workload with severely reduced teams. They are taking on more responsibilities and straining to meet higher expectations with the same limited resources they had pre-pandemic.

### FREQUENCY OF FEELING WORN OUT AFTER WORK



# 72%

*of those surveyed feel worn out at the end of their shift to the point that they do not enjoy their time away from work at least once a week.*

# 60%

*of workers describe their job as understaffed.*

# 43%

*of frontline employees say that their workload has become even worse since the onset of the pandemic*

## What's the solution?

Employers have fought to evolve to keep meeting customer needs throughout the challenges of the past few years, but the same cannot be said for the needs of frontline employees. 81% of those we surveyed want to feel supported by management, but only half (53%) are satisfied with the support they currently get.

Provide better support by investing in tools to help manage the workload: **half of the workers wish for tools that would make their job easier**, with the most desired tool amongst those surveyed being a **task management app**.

Good task management tools make processes clear and intuitive, enabling employees to work autonomously and be confident that they have completed everything to the expected standard. They also give HQ clear insight into what has been completed, so there's no need to waste time individually contacting different locations to follow up on task completion.



## Action Plan

### 1. Gather thoughts



Ask your employees which tasks or processes they feel they spend too much time on – where do they feel things could be simplified or automated? **Automate monotonous and time-consuming tasks** to give employees additional time for tasks which are more personally fulfilling and valuable to the business – like spending time with customers.

### 2. Reduce the noise



Look at the tasks you are actually sending to frontline teams and **evaluate priorities**. Are people only receiving the instructions which are relevant to them? Is there anything that can wait? Are there clear deadlines for tasks?

### 3. Center the attention



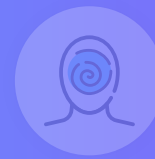
Digitize and centralize processes - step away from excel, paper checklists and WhatsApp. Use technology that **centralizes all communication, information, and tasks in one place**. Decluttering in this way creates clearer, more streamlined processes and reduces employee stress and uncertainty. This avoids frontline employees having to switch from one platform to the other and needing to waste time searching for information.



Find out how Fitness World helps its clubs save time while increasing the daily task completion rate by 63%.

[Read the Case Study](#)





## Reality #2 AMBITIOUS (BUT STAGNANT)

**Learning and job satisfaction go hand in hand** - our survey found that workers who reported being dissatisfied with their jobs also reported having a lack of learning and development opportunities. Of those we surveyed, only 24% of workers had some level of college or tertiary education.

Everyone deserves the chance to grow professionally, and offering skills-based training and vocational qualifications is a great incentive for workers who may not have otherwise had the opportunity for further education. However, 58% of workers don't think their organization has invested in their professional development.

# 64%

*want opportunities for career growth within the organization.*

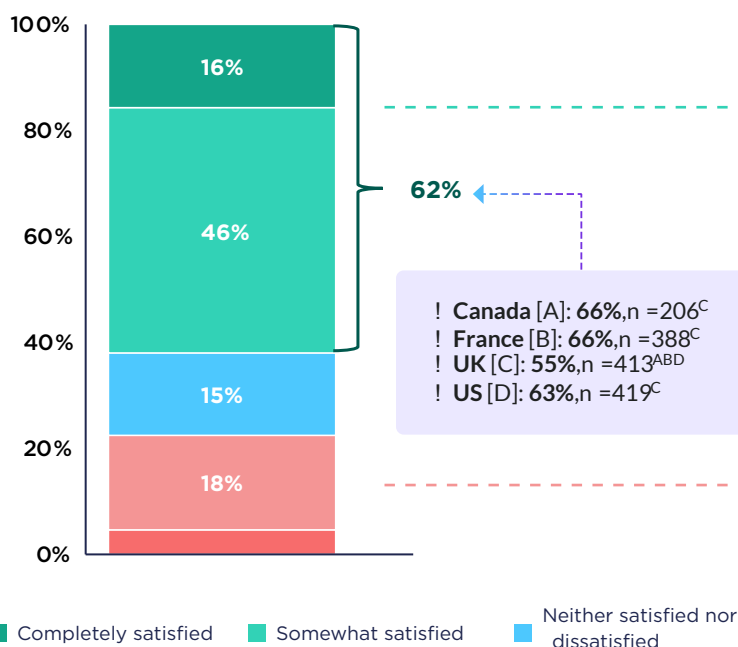
# 49%

*of frontline workers don't think that onboarding prepared them well for their job.*

# 50%

*are not satisfied with current opportunities for growth*

### JOB SATISFACTION



#### Satisfied Workers

- "I get good training."
- "They ensure we get training."
- "Training is sufficient."
- "They provided me with the necessary skills to do my job."
- "Training is given if needed."

#### Dissatisfied Workers

- "No training."
- "We don't get any training."
- "Lack of quality training."
- "Poor development opportunities."
- "They don't care."

## What's the solution?

Your employees want to develop and progress their careers in the industry, but many aren't being given the opportunity to do so - **53% don't receive regular training to develop their skills.**

Being able to work autonomously is important to 63% of workers, so learning should be autonomous, too. Frontline roles are fast-paced and your employees don't have time to go to the back office to read a training manual or complete training courses on a desktop computer. Employees need learning that can be accessed at any time without disrupting their flow of work.

To avoid feeling stagnant, workers need to know precisely how they can progress. They will feel more supported if you show them exactly what learning they need to do to achieve their career goals.



## Action Plan

### 1. Equip for equality

- ✓ All employees, whether full-time or temporary, office-based or deskless, deserve the opportunity to learn and progress. Frontline workers need **the same access to frequent training as their office-based colleagues**. An easy way to provide this is using a BYOD policy so employees can access training whenever they need to learn.

### 2. Cut down to size

- ✓ Provide training that fits into the reality of frontline jobs. **Mobile learning and microlearning** are the best ways to do this because they fit short bursts of learning into a busy and active working day.

### 3. Fit into the flow

- ✓ **Centralize training, operations, and communication in one place** so learning is accessible without disrupting the flow of work. Centralizing everything directly links learning to daily operations and clearly shows the impact of training on communication, tasks, and processes.

### 4. Put employees in the driver's seat

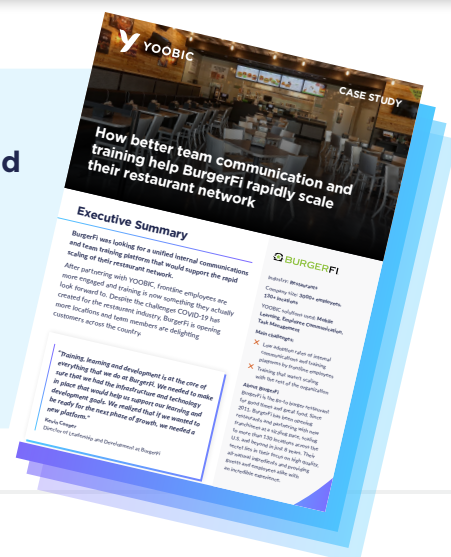
- ✓ Link training to progression with **personalized learning paths** to map out exactly what each employee needs to do to steer their career in the desired direction. Offer training that fuels your employees' professional development, go beyond just training them for their specific role and help them **nurture soft skills** like management and self-reflection.

### 5. Use fun and games!

- ✓ Employees will retain more if they're having fun. Incorporating **game-playing elements** like battles, scoring, leaderboards, and badges into your training makes it more appealing to engage with.

Find out how BurgerFi revamped training and motivated their teams to complete 47,000 courses in just 6 months!

Read the Case Study







## Reality #3 UNDERVALUED

Your frontline workers have the critical role of delivering your brand vision and values to customers on a daily basis. Yet they can't see the impact of their work and aren't being invested in the same way that their office-based colleagues are. This is understandably demotivating. **81% of workers believe that recognition is very important, yet 45% don't feel adequately recognized for their efforts.** This reality hinders both employees and employers, as one-third of workers we surveyed said that better recognition for their work would make them consider a longer career at their organization.

Only **16%**

*of workers are completely satisfied with how they feel their organization values them.*

**44%**

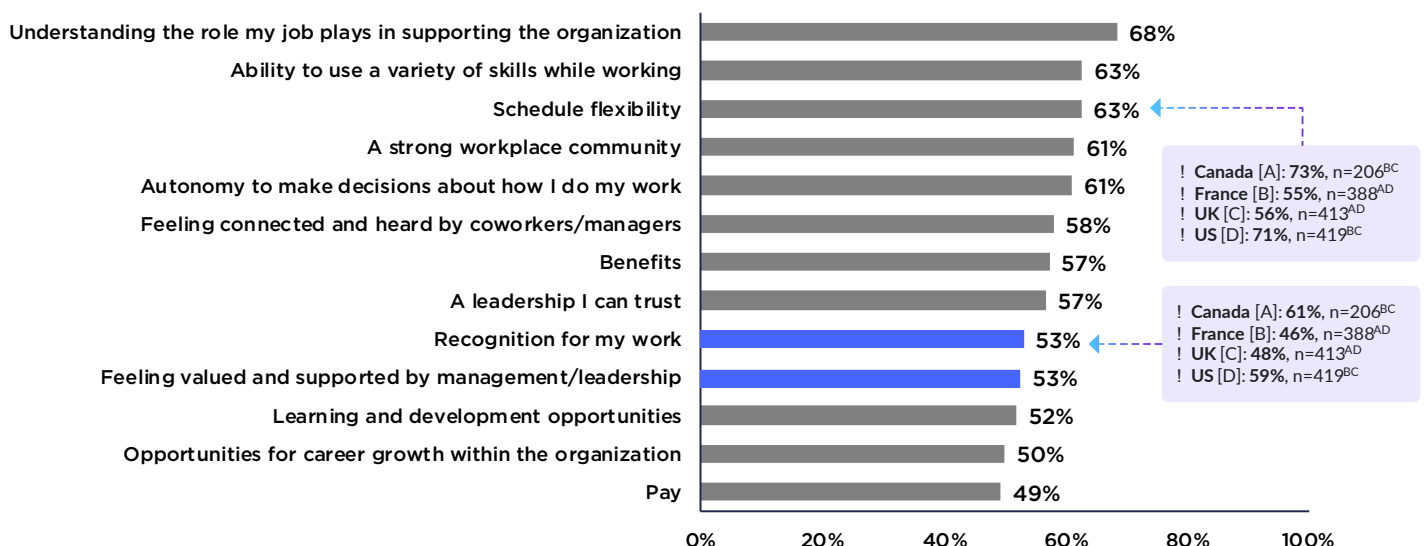
*don't feel that they are making an impact in their work.*

**47%**

*are not satisfied with the recognition they receive.*

## SATISFACTION WITH THE FOLLOWING JOB ASPECTS (TOP 2 BOX)

*Top 2 Box Includes "Somewhat" and "Completely" Satisfied*



## What's the solution?

Workers want to know the value of the work they do. 68% want to understand the role their job plays in supporting the wider organization and workers who report having a better understanding of this are more satisfied in their roles overall.

Showing employees that they are valued means tapping into a sense of pride employees have in their work. **59% of employees already feel proud of their job - capitalize on that with incentives and external motivators to encourage a feeling of achievement.**

Additionally, investing in tools which enable employees to work autonomously demonstrates that you trust and value their skills and judgment. To optimize both engagement and productivity, organizations need to strike a balance between ensuring HQ has visibility and frontline teams have the tools to be autonomous but still be confident that they've done everything correctly.



## Action Plan

### 1. Share the love



Post **positive customer reviews**, **impressive performance stats**, and **shout-outs** for high performing teams on the company newsfeed to demonstrate the impact that frontline employees are making.

### 2. Inspire with incentives



Incentivize employees with **team prizes**, **bonuses**, **perks**, **promotions** and **not forgetting regular verbal or written praise!** Show that you value great work.

### 3. Trust in transparency



Create **continuous feedback loops** with tools which enable frontline teams to share photos of work and submit checklists for HQ to provide real-time feedback. **Share best practices** on communication channels and encourage employees to share their own expertise through peer-to-peer learning.

### 4. Live, laugh, LEARN



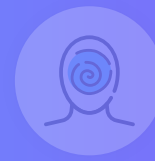
Invest in providing **regular learning opportunities** to show employees that you value their development - see page 12 for more details.



### Want some inspiration?

**Here's 6 ways to Support Frontline Employees with Internal Communications**

[Read Now](#)



## Reality #4 DISCONNECTED

Workers want to be part of a supportive workplace community where they feel listened to. On average, **68% of those surveyed value a strong workplace community as very important, rising to 81% in the hospitality industry.**

Although the majority (68%) feel close to their coworkers, the connection to those higher up in the organization is a different story. Managers and HQ are failing to cultivate a fully connected workplace community that establishes transparency from the top-down, as many don't feel connected to or trusting of their managers and supervisors.

**AGREE THAT A STRONG  
WORKPLACE COMMUNITY IS  
VERY IMPORTANT**

**A&F Services [A]: 64%,  
Hospitality [B]: 81%,  
Retail [C]: 67%,**

**FEEL WELL CONNECTED TO  
MANAGEMENT AND HQ**

**A&F Services [A]: 44%,  
Hospitality [B]: 56%,  
Retail [C]: 36%,**

# 62%

*don't feel well connected  
to their organization's  
management and HQ.*

# 39%

*don't feel like they have  
a strong workplace  
community, even though  
this is highly valued  
amongst frontline workers.*

# 42%

*don't feel like they can  
trust their managers and  
supervisors.*

## What's the solution?

Frontline retail and hospitality roles are social by nature, so tools for communication and learning should reflect this reality. These tools should **connect all employees enabling them to share knowledge, celebrate each others' successes and learn from each other.**

30% of frontline workers feel that a professional messaging app would make their job easier and 24% would appreciate being able to connect with company news and updates on breaks or whilst they are away.

Additionally, social learning enables employees to learn and improve collaboratively, strengthening the sense of community across teams and locations.

A personal mobile device is already the preferred workplace tool for a third of workers, so mobile-first apps modelled after social media connect workers in a format that feels fun and intuitive to use.



## Action Plan

### 1. Style like social media



It's time to get rid of old-school intranets and email. For communication to be intuitive and collaborative, communication tools have to feel familiar to employees who are used to navigating social media apps. Use a **social media-style mobile app** to keep employees in the loop, celebrate successes, and cultivate a sense of belonging.

### 2. Give them a voice



Ensure frontline workers have opportunities to give their opinions and that communication is **top-down, bottom-up, and peer-to-peer**. Give them access to post on newsfeeds and share their thoughts in comments.

### 3. Don't stagnate, collaborate!



Use interactive training features like **battles, points-scoring, and leaderboards** so employees can learn collaboratively.

### 4. Speak the language



Eradicate language barriers. Companies operating in multiple international markets should use tools that **automatically translate** comments and posts to each user's native language to connect employees across borders.

Discover how GANT increased its employee engagement score and created a globally connected digital community!

[Read the Case Study](#)







## Reality #5 BURNT OUT

Retail and hospitality employers have understood the importance of protecting employee health during the pandemic, but a large factor of overall health is mental health, and this has not been effectively taken into consideration. **69% of employees feel that management has done well to keep them physically safe during the pandemic, but less than half feel that management cares about their mental health.** The consequences of this should not be underestimated, as their jobs have become more stressful and demanding and they don't feel prepared or emotionally supported to handle it.

**Only 45%**

*of workers agree that management cares about their mental health.*

**30%**

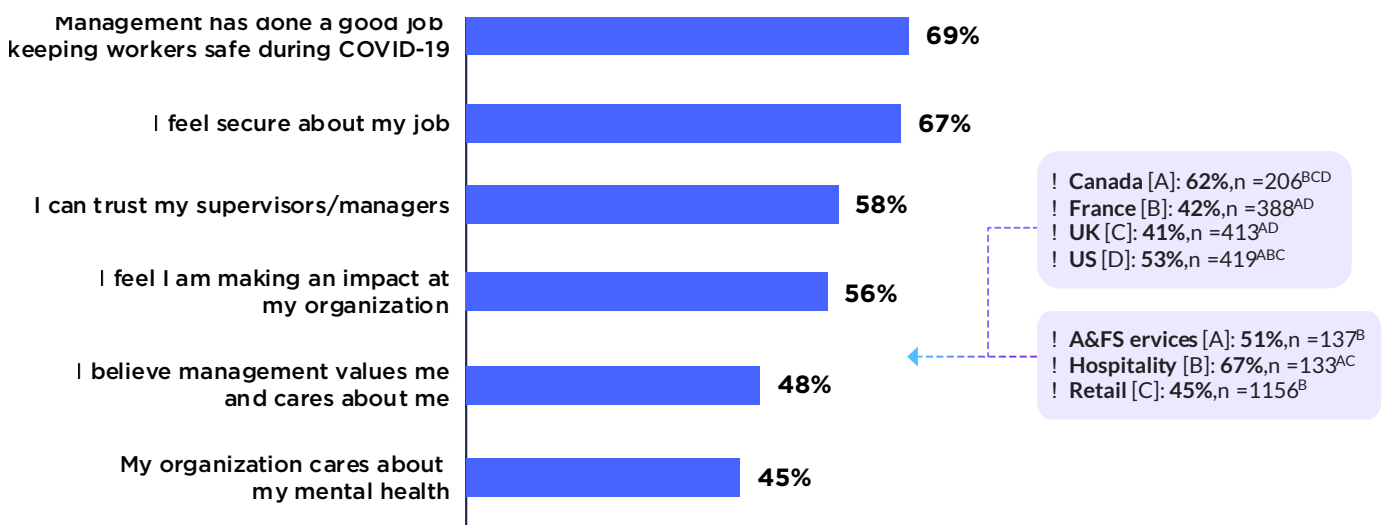
*of workers say interactions with customers have got worse since the pandemic began.*

**Only 19%**

*of workers say their employers have taken new initiatives to offer mental wellness support/activities.*

## AGREEMENT WITH STATEMENTS ABOUT JOB (TOP 2 BOX)

*Top 2 Box Includes "Somewhat" and "Strongly" Agree*



## What's the solution?

Your employees want to feel listened to and be sure that you care about how they are coping. **77% of those we surveyed feel that being connected and feeling heard by coworkers and managers is very important to them, so providing frontline workers with regular opportunities to share their feelings, ideas and concerns is crucial.**

Checking in with how useful employees find training, processes and new tools helps employers understand the reality of their day to day and strategize to provide a better employee experience. Being proactive in understanding where employees need extra support demonstrates that you care and want them to do well.

Although mobile devices are great for connecting and supporting employees on the job, protecting work/life balance must be a priority. The main concerns employees have about using a personal device to make work easier are that it's harder to maintain a work/life balance and protect their data privacy. Invest in tools which protect employees' privacy and free time to avoid improving productivity at the expense of mental wellbeing.



## Action Plan

### 1. Check their pulse



Conduct regular pulse checks with employee satisfaction surveys. **Short, digital surveys** regularly sent straight to employees' devices enable you to gauge when employees may be finding things tough.

### 2. Make confidence key



Use **confidence-based learning** to better gauge employees' understanding of their responsibilities and get a clearer idea of where more support is needed.

### 3. Protect boundaries



Ensure any software used has strong data security credentials and that employees can **turn off notifications** when their shift ends if they wish.

### 4. Be a warrior for wellness



Consider implementing initiatives which can benefit mental health, like **cycle to work schemes, subsidized healthcare/childcare or flexible hours**.

### 5. Strengthen support systems



**Train managers in the skill of mental health awareness** so they can be strong sources of support for frontline teams.

Check out this comprehensive guide to creating a culture of mental health awareness for frontline employees!

[Read More](#)



# Key takeaways

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To enable your frontline employees to have a positive and fulfilling working experience in 2022 and consider a long-term career in the industry, you need to find a way to:

- 1** Streamline employee workloads with better task management and productivity-enhancing tools.
- 2** Demonstrate that your organization values the role of frontline employees, regularly highlighting the impact of their work.
- 3** Provide engaging, accessible training which acts as a catalyst for development and progression.
- 4** Cultivate a strong sense of community across the organization and boost engagement through social interactions.
- 5** Select workplace tools which cultivate and protect a healthy and supportive work/life balance and create space for employees to share concerns.

# How Digital Workplaces like YOOBIC can help break the silos.

An all-in-one Digital Workplace Solution breaks the silos that frontline employees are experiencing with communication, training, and task management. A digital workplace provides everything frontline employees need to communicate, learn, and manage tasks throughout their working day in a seamless, accessible format.



**82%**

of retailers have seen an **improvement in sales.**



**75%**

have seen **improved engagement** in frontline employees.



**77%**

have **reduced time and effort needed** to effectively skill, upskill and reskill staff.



**79%**

have **reduced costs due to increased store compliance** and a **reduction in the need** for costly store visits.

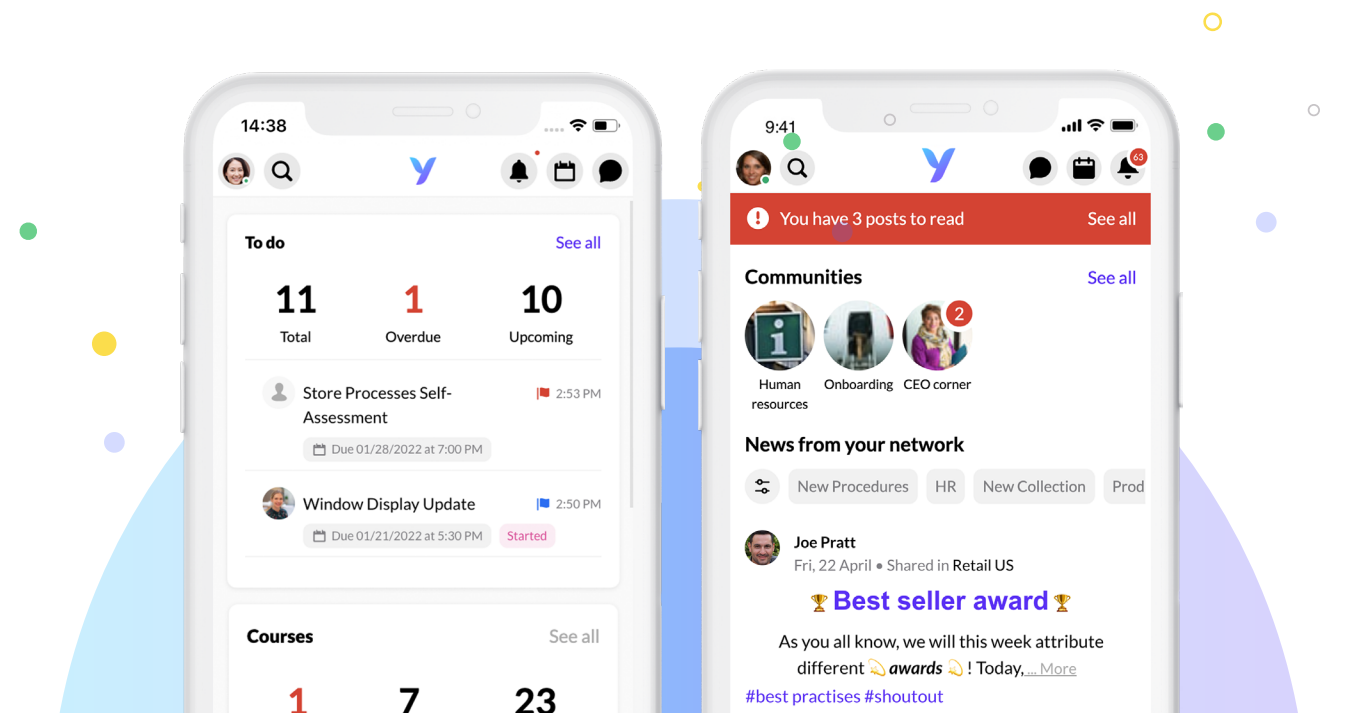


**75%**

have seen **significant cost savings** in task management.

In one app, YOOBIC offers:

- **A tool that consolidates everything** in a single, social media-style platform that users love. YOOBIC declutters, streamlines, and reduces the noise of using different platforms and channels for daily tasks and enables real-time feedback and collaboration for daily tasks.
- **Gamified, mobile microlearning** which can be accessed in the flow of work that drives employee development and grows the talent of teams. YOOBIC enables employers to create the next generation of managers, directors, and eventually VPs within their organization!
- **More than a communications tool**, YOOBIC is an engagement platform that supports not only top-down, but also bottom-up and peer-to-peer communication and encourages constant feedback loops. YOOBIC gives frontline teams regular opportunities to express where they need extra support, ask for help and make suggestions.
- **A collaborative community space** that connects employees across teams, roles, and locations and allows them to share knowledge and celebrate each other's successes.
- **A solution that synergizes communication, task management, and learning** and embeds them in the same workflow to empower employees and provide the most productive and fulfilling working experience.





# Methodology

## Survey Administration and Survey Sample

- ✓ The survey was administered online in March 2022 by Hanover Research and respondents were recruited via a panel.
- ✓ The analysis includes a total of 1,426 respondents following data cleaning and quality control.

## Respondent Qualifications

- ✓ Age 18+, living in Canada, France, the United Kingdom, or the United States
- ✓ Employed full-time or part-time, working more than 20 hours per week
- ✓ Work in the Accommodation and Food Service, Hospitality, or Retail industries
- ✓ Work as a Frontline manager or associate for an organization with at least 20 locations

## Key Segmentations

This analysis includes questions segmented by country and by industry. Statistically significant differences are calculated at the 95% confidence level and are denoted by superscript letters (e.g., A, B, C). Corresponding letters indicate significant differences between groups.

INDUSTRY		COUNTRY	
Accommodation and Food Services (n=137)	10%	Canada (n=206)	14%
Hospitality (n=133)	9%	France (n=388)	27%
Retail (n=1156)	81%	United Kingdom (n=413)	29%
		United States (n=419)	29%

# Respondent Characteristics

## Age (n=1426)

18 to 24	8%
25 to 34	25%
35 to 44	29%
45 to 54	19%
55 to 64	15%
65 and older	4%

## Gender (n=1426)

Male	40%
Female	60%
Non-binary	<1%
Prefer not to say	<1%

## Race (n=419)

American Indian or Alaska Native	2%
Asian	4%
Black or African American	10%
Hispanic	10%
Native Hawaiian or Pacific Islander	<1%
White	82%
Other	1%

## Country (n=1426)

Canada	14%
France	27%
United Kingdom	29%
United States	29%

## Residence (n=1426)

Urban area	44%
Suburban area	38%
Rural area	17%
Prefer not to say	1%

## Number of Locations (n=1426)

20 to 29	8%
30 to 39	5%
40 to 49	7%
50 to 100	13%
101 to 250	14%
251 to 500	14%
501 or more	40%

## Company Size (n=1426)

0 - 249 employees	11%
250 - 499 employees	8%
500 - 999 employees	10%
1,000 - 4,999 employees	17%
5,000 - 19,999 employees	17%
20,000 employees or more	33%
I don't know	5%

## Education (n=1426)

Some high school	6%
High school diploma/GED	29%
Some college	24%
2-year degree	13%
4-year degree	15%
Some graduate school	3%
Graduate degree	10%
Prefer not to say	<1%

## Length of Current Employment (n=1426)

Less than a year	10%
2 to 3 years	20%
4 to 5 years	16%
6 to 10 years	23%
11 to 15 years	14%
16 to 20 years	8%
21 years or more	9%

## Employment Status (n=1426)

Full-time	77%
Part-time, working >20 hours per week	23%

## Job Role (n=1426)

Frontline Manager	41%
Frontline Associate	59%

## Years Experience (n=1426)

0 to 1 year	7%
2 to 5 years	29%
6 to 10 years	25%
11 to 15 years	16%
16 to 20 years	10%
21 years or more	13%

# YOOBIC: The #1 Frontline Employee Experience Platform

YOOBIC provides business leaders and frontline teams with the performance tools they need to learn, communicate and organize tasks seamlessly in the flow of work.

350+ companies around the world trust YOOBIC to elevate the employee and customer experience and increase sales conversions, while reducing operational costs.



To learn more go to [www.yoobic.com](http://www.yoobic.com) or request a demo to see YOOBIC's Frontline Employee Experience Platform in action.

**Want to see YOOBIC in action?**

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