



# Innovative Approaches Expanding the Workforce Pool and Addressing Employee Scheduling Needs





## Flexible Workforce Program



# Topics

1. The Promise
  2. Program Overview
    - a. What's a Flex Program?
    - b. Measuring Success
    - c. KPIs of Success
- 
1. Going to Market
    - a. What's the target labor pool?
    - b. Advertising
    - c. Internal Mobility

A promise that we can uniquely own;  
we empower customers to create spaces 'just right' for them

Families, young professionals , empty nesters,  
students,  
working class warriors and more.

We are **purpose-built** for providing inspiration  
and ideas that help you imagine your  
possibilities.

Wayfair gives **everyone** the **power to create**  
**spaces** that are **just right for them.**

Whether it's a WFH or On-Site, warehouse,  
corporate, customer service, or operational support  
role.

Whether someone is an experienced  
professional, starting their career, managing  
through life changes, or simply seeking  
flexibility.



# Flex Worker Program Overview

# What's a Flex Program?

## Wayfair's Flex = On-Demand

- Wayfair's approach to dynamic variable scheduling aimed at bringing in labor at the most impactful times to the immediate business need
- We bring in additional team members at the most critical times in an effort to keep our customer promise
- Frontline employees hired at a Part Time capacity seeking flexible schedules
- Complete same interview and onboarding as all other employee types
- They select from available hours posted to a scheduling platform

## What are the benefits?



**Expanded Talent Pool** Attract candidates looking for supplemental income or who have a desire for varying shifts vs. a dedicated schedule.



**Reduced Cost Per Hire** Empower the business with additional staffing levers to meet forecast volatility and demand. Reduce the use of third party staffing agencies for fluctuating needs.



**Scheduling Flexibility** Create a competitive advantage in our labor markets for Wayfair.



**Increased Staffing Levers** Offer additional staffing strategies to deploy based on market and forecast trends.



**Employee Retention** Retain existing employees who face schedule conflicts with flexible scheduling options to prevent attrition.

# Measuring Success

## Key Measurements/Learnings

### Does the process work and is it scalable?

- Goal: **90%** of available flex shifts filled by flex workers

### Has the talent pool truly expanded?

- More applicants, shorter time to fill, lower attrition rate, etc.

### Does it drive labor productivity?

- Operational productivity KPIs

### Do we see an negative impact to safety?

- Is there an increases operational safety risk correlated to this employee type?

## Cost Benefit Goals

### Reduce use of Staffing Agencies



Reduction of **3rd Party Agency** from 4% to 1%

Reduction of **Overtime Hours and Voluntary Time Off**



Prevention of **Backlogs**



Shorter (or no) **Onboarding Ramp** when converting compared to temps/new hires do to high volume of continuous needs



Reduced **Attrition** by retaining employees with schedule conflicts

# KPIs of Success

Measures of success fall into 4 pillars, and would be comparatively measured in hours worked (Flex Worker) vs. time in role (Seasonal/PT/FT Associate).

## Acquisition

- Applicant Flow
- Time in Process
- Time to Fill
- Bails

## Performance

- Operational Productivity
- Gap Time
- Indirect Time Percentage
- Reduction in MOT & VTO

## Retention

- Attrition
- Attrition due to scheduling related reason codes
- Attendance
- eNPS

## Safety

- Safety Incident Rate





# Go to Market Strategy

# What's the target labor pool?

## Campus

Students enrolled in trade schools or local 2 or 4 year universities

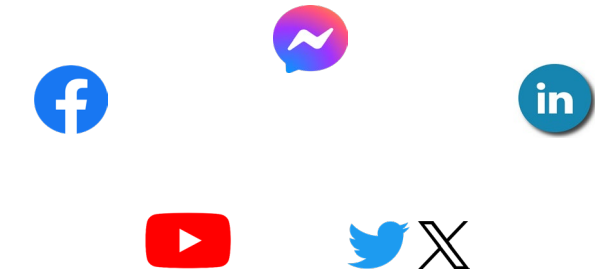
## Experienced Hires

Individuals with similar work experience looking for supplemental income

## Current Wayfair Employees

FTEs at risk of attrition due to scheduling conflicts or Seasonals that we desire to keep engaged after hiring ramps for C5, WayDay, etc.

# Advertising



HIRING OUR HEROES



# Internal Mobility



## Strengthen

the diversity commitment



## Adaptability

to individual needs within the organization's workforce



## Internal Growth

creating a built-in pipeline of candidates for roles across the organization



## 18% transfers

internally into Flex in 2023 YTD



## Solution

to seasonal attrition and forecast volatility



The logo icon consists of five overlapping hexagons in shades of green, yellow, and purple, arranged in a circular pattern.

**wayfair**<sup>®</sup>

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On-Demand Labor

### About Us:

- Incorporated in May 2016
- Headquartered in Dallas, TX
- Launched initial marketplaces in Dallas and Houston in mid 2017
- Venture-backed Tech Company
- Active now in 45 US metro areas
- Users: 1k+ businesses and 1mm+ operators

### What we are not:

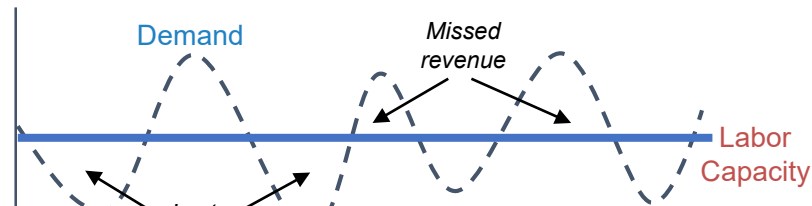
X **Staffing Company**

### What we are:

Problem: Manufacturing & distribution have always been challenged with supply-demand balancing...

## Fundamental Challenges Facing Supply Chain & Manufacturing Companies

- Businesses have traditionally been forced to plan capacity based on averages
  - *Historically there has been no alternative: upfront costs to recruit and acquire skilled labor, capital and equipment constraints, etc.*
- This practice hurts businesses by limiting revenue growth and productivity



- **Businesses are affected most as the demand swings are more significant as is the need to grow their businesses**

## Georgia Macro Economic Challenges

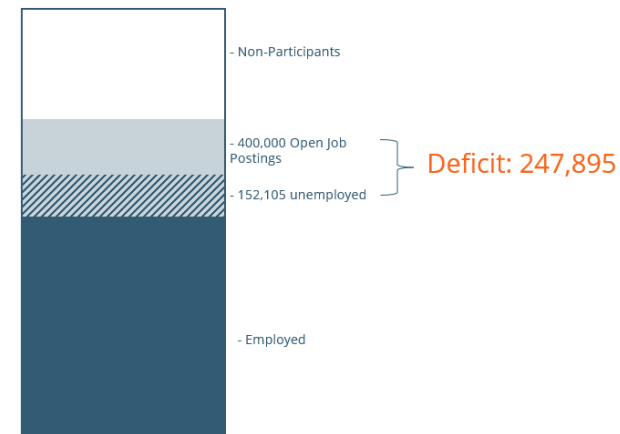
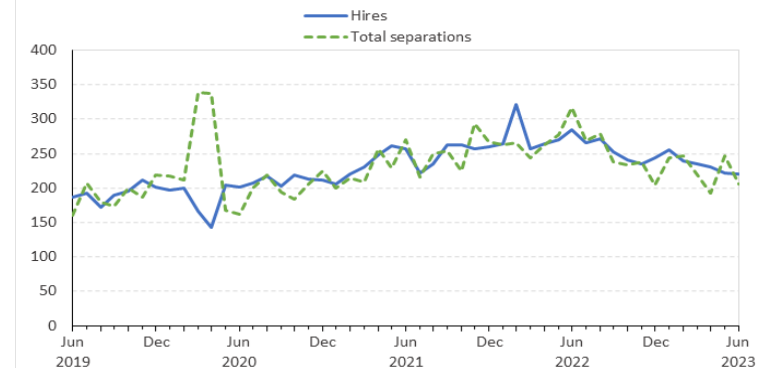


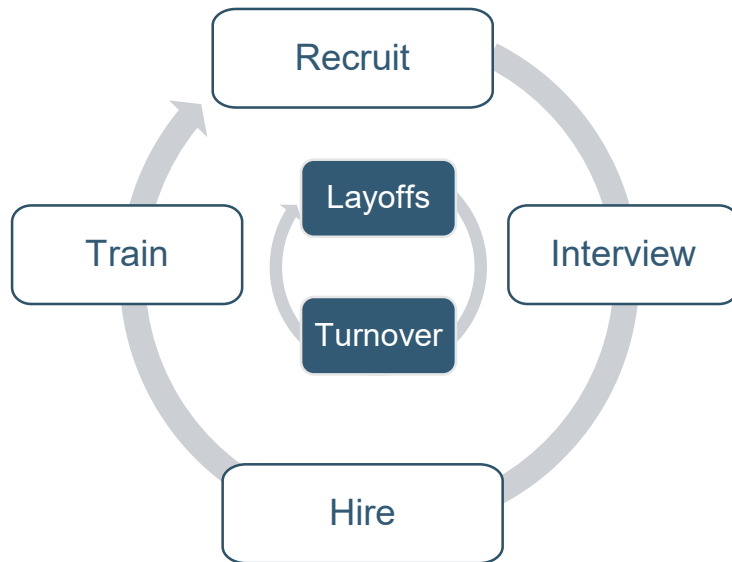
Chart 2. Hires and total separations in Georgia, seasonally adjusted (in thousands)



Source: U.S. Bureau of Labor Statistics.

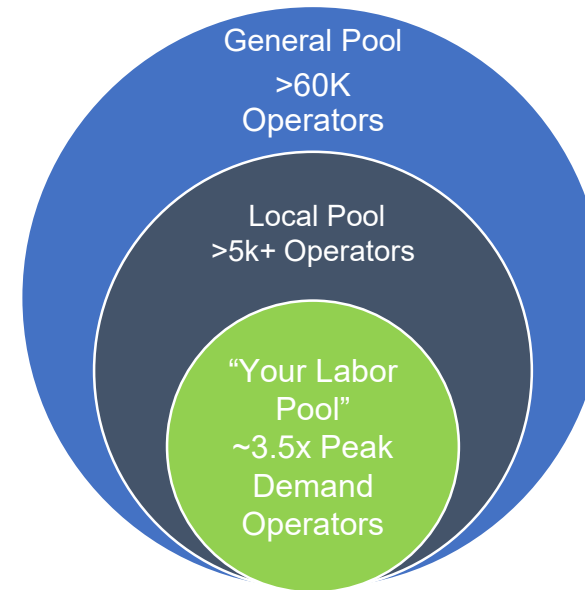


### Old Paradigm



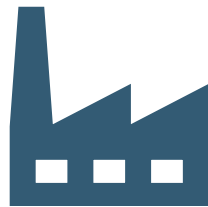
High turnover  
High administrative burden  
Ongoing Capacity constraints

### New Paradigm



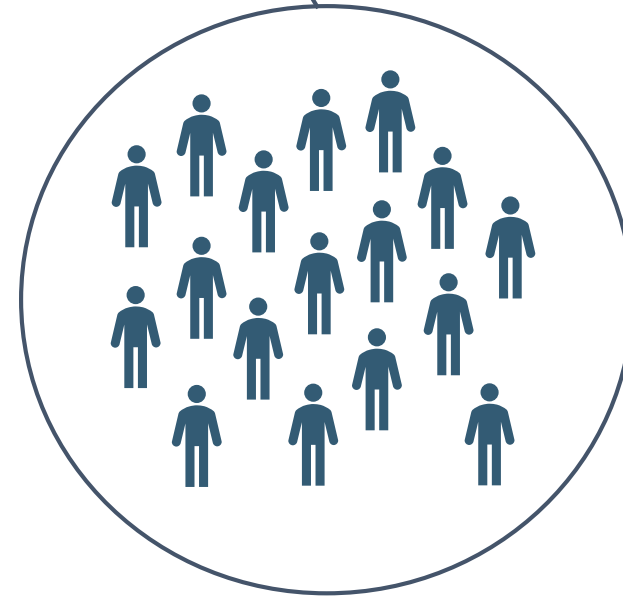
A network of familiar just-in-time workers that are scaled up and down to your demand

## How it Works



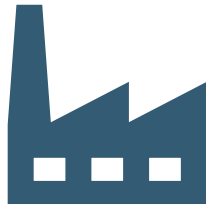
**Labor Pool**

- Vetted
- Trained
- Ready to react

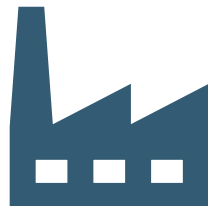


## How it Works

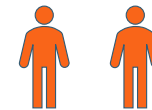
“I need 2 people to work production in two days. I need them to start at 7:30am, end at 4:00pm, and I want to pay them \$150.”

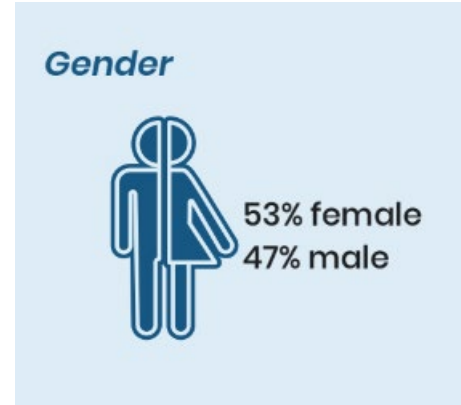
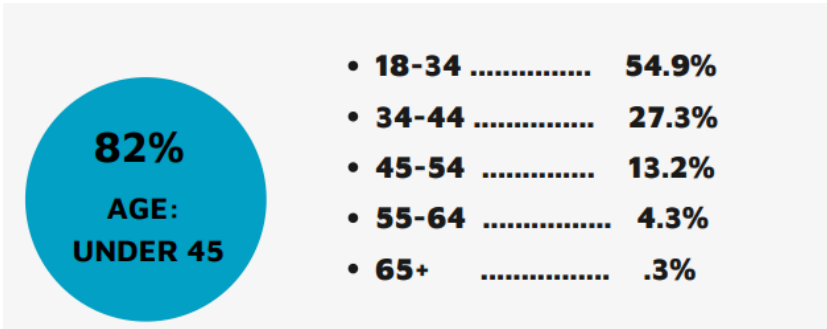


# How it Works



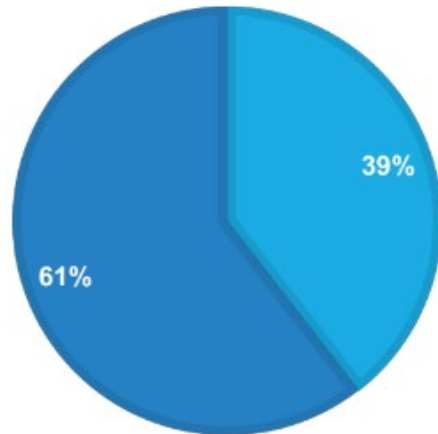
We will work it!





61% of Operators use Veryable as a supplemental source of income

39% of Operators use Veryable as a primary source of income



## How do they use Veryable?

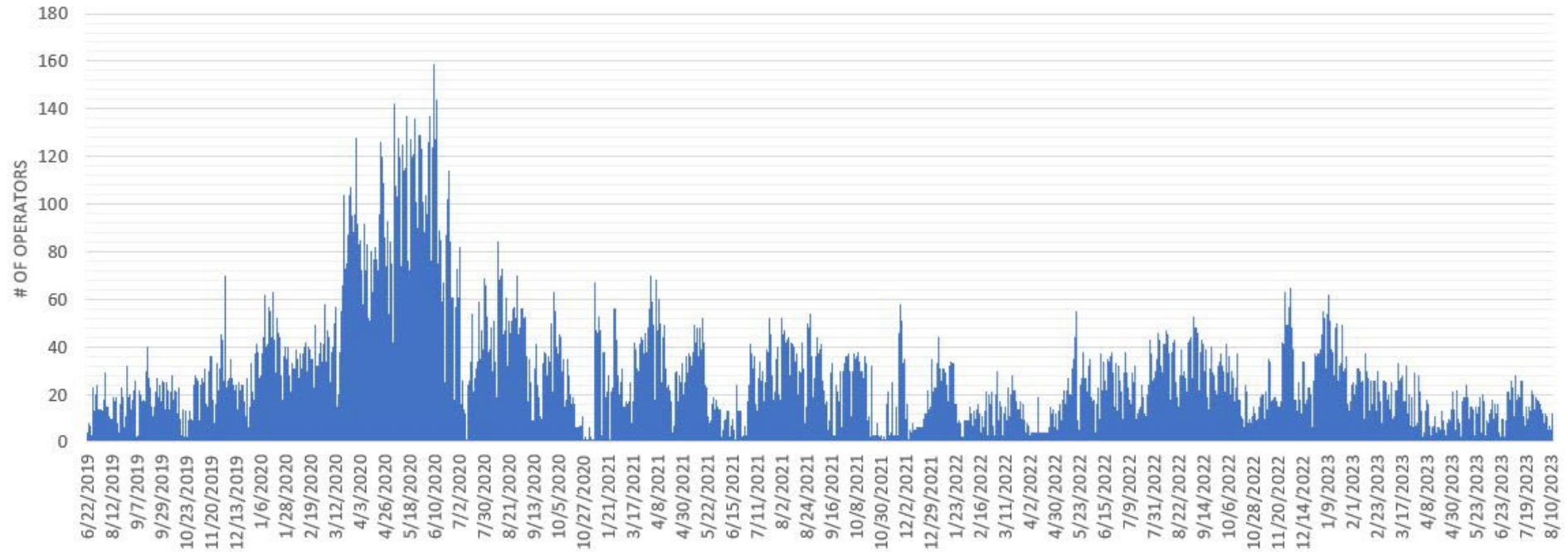
### Operator App Usage Weekly





- Increased population of workers to draw from without adding any new people
- Solves for trends in what workers want and real constraints and what companies actually need
- Ability to scale labor needs up / down at a moment's notice - zero cost to scale
- Allows businesses to meet and respond to fluctuating demand/production needs

# Uniform E-Commerce Company on Veryable Daily Usage



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November 2023

# Flexible Scheduling



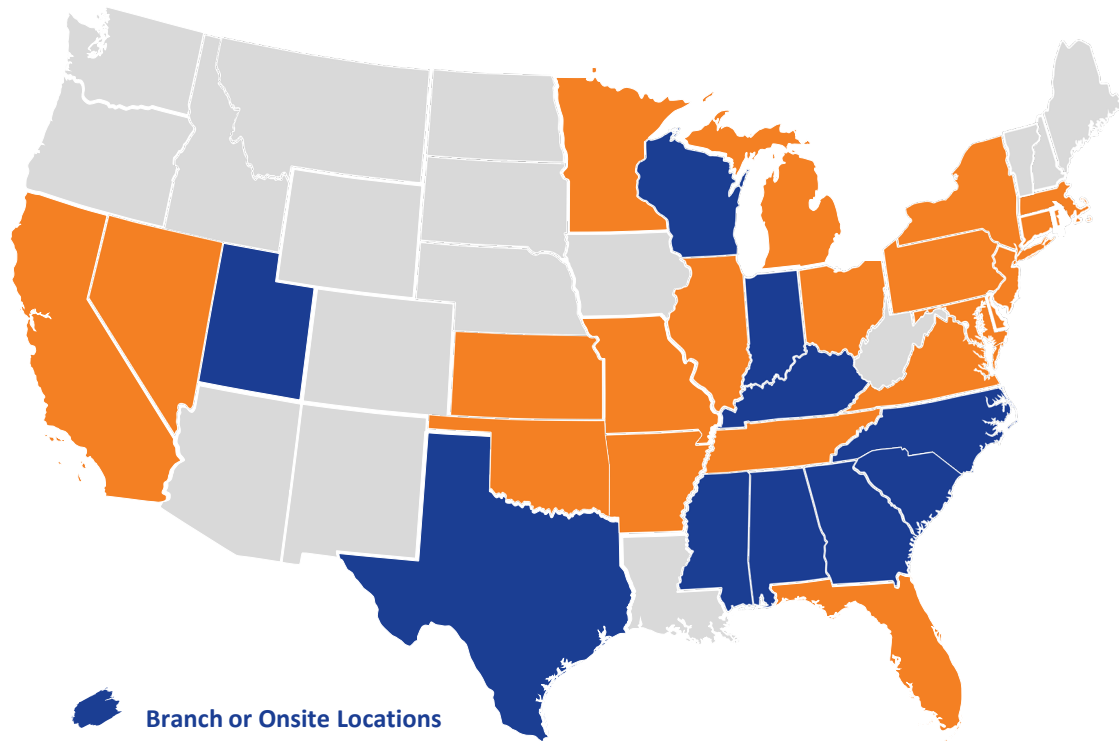
Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA





# Who We Are

Tailored, flexible plant-floor solutions for  
manufacturing and supply chain



 Branch or Onsite Locations  
 Active Projects



**10,000+ Associates**  
**450+ FT Employees**



**Minority, Family-  
Owned and Operated**  
Since 1973

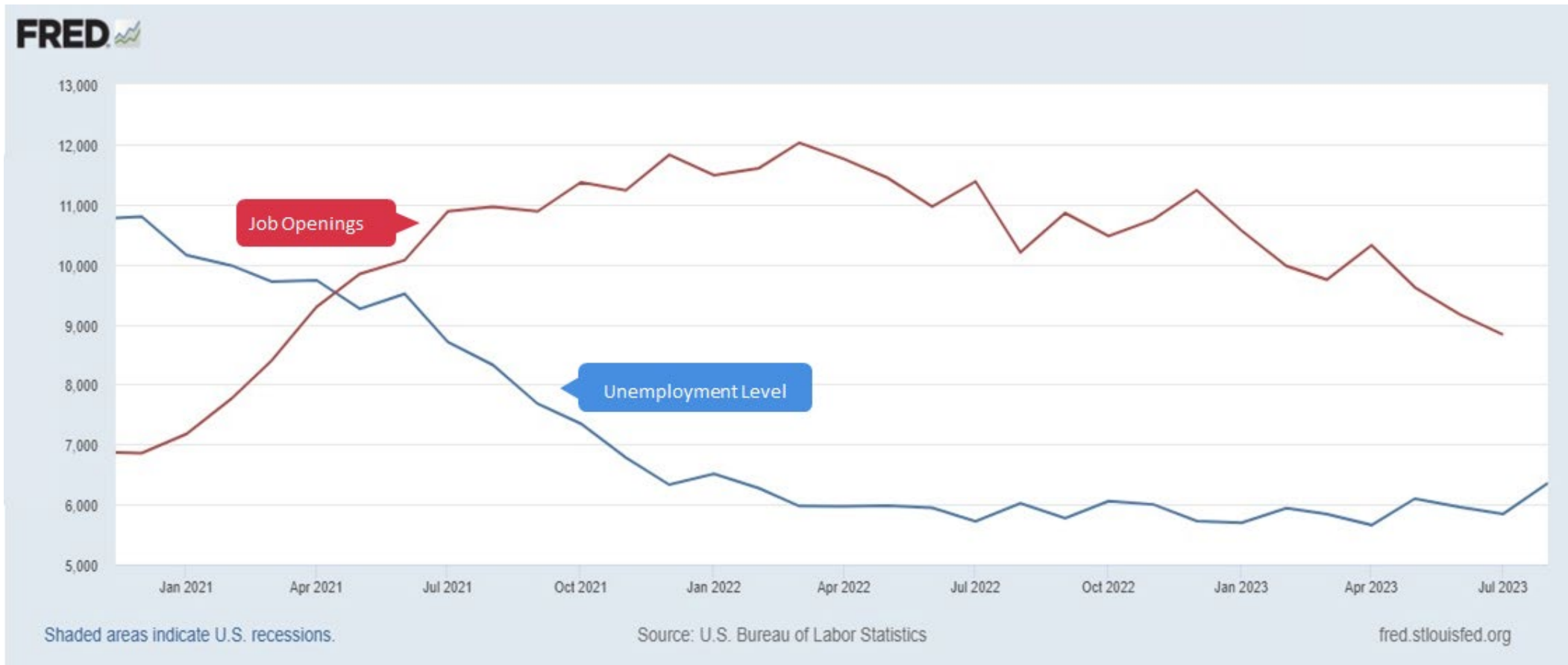


**90% Manufacturing &  
Supply Chain Focus**

# **Market Data & Job Seeker Insights**

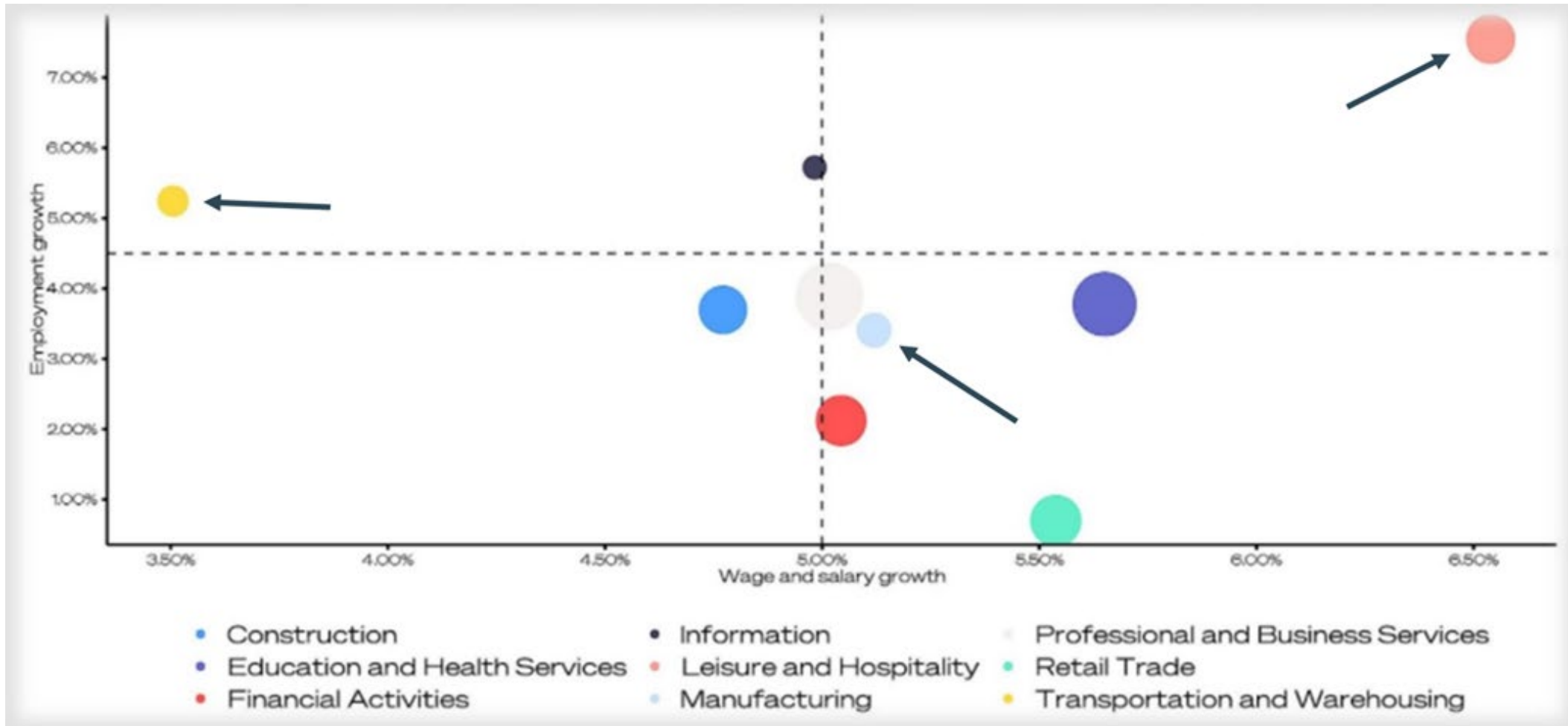
# National Trends

**2.5 million jobs would remain open** if all unemployed persons were to fill job openings.

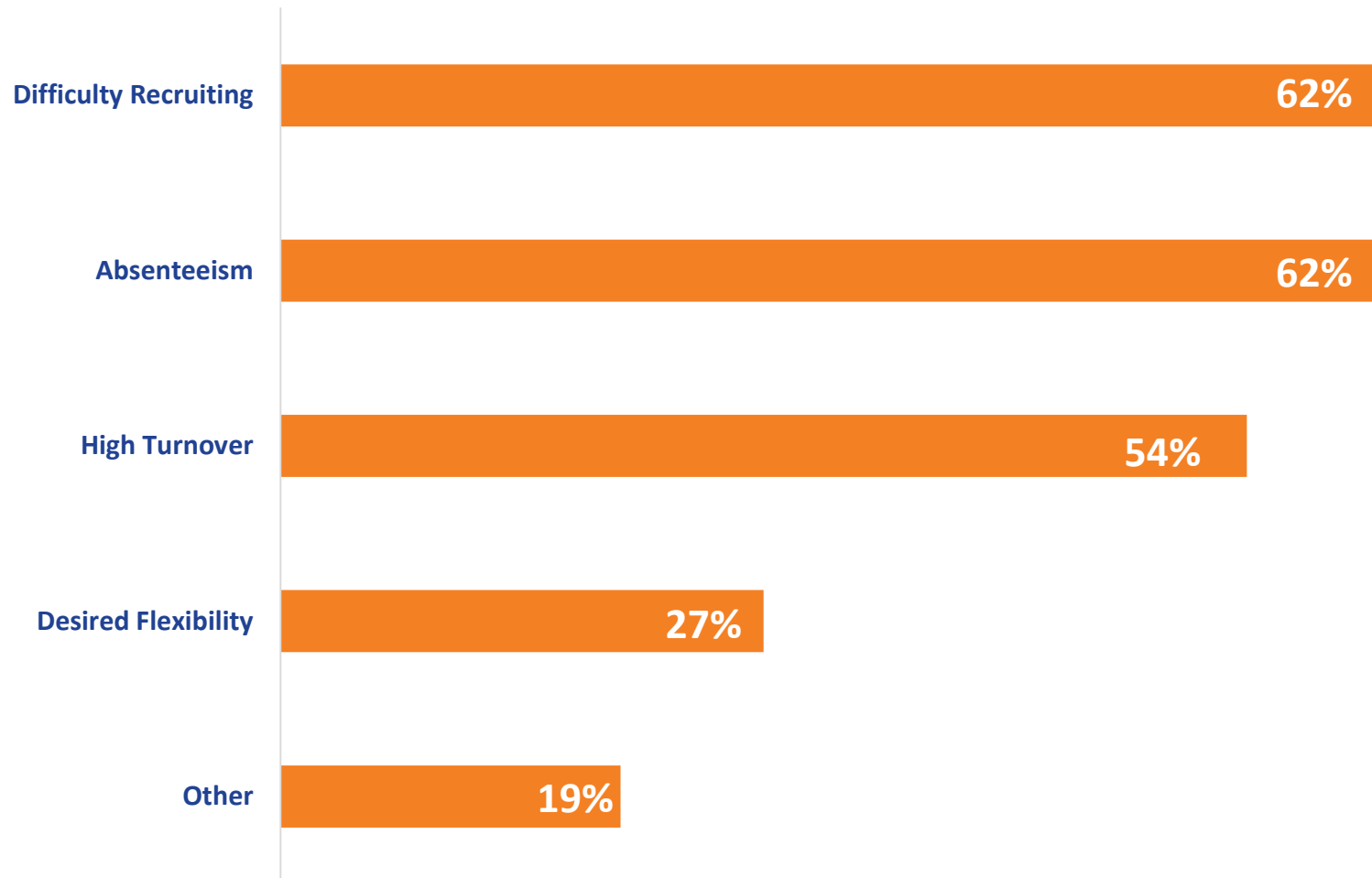


# National Trends

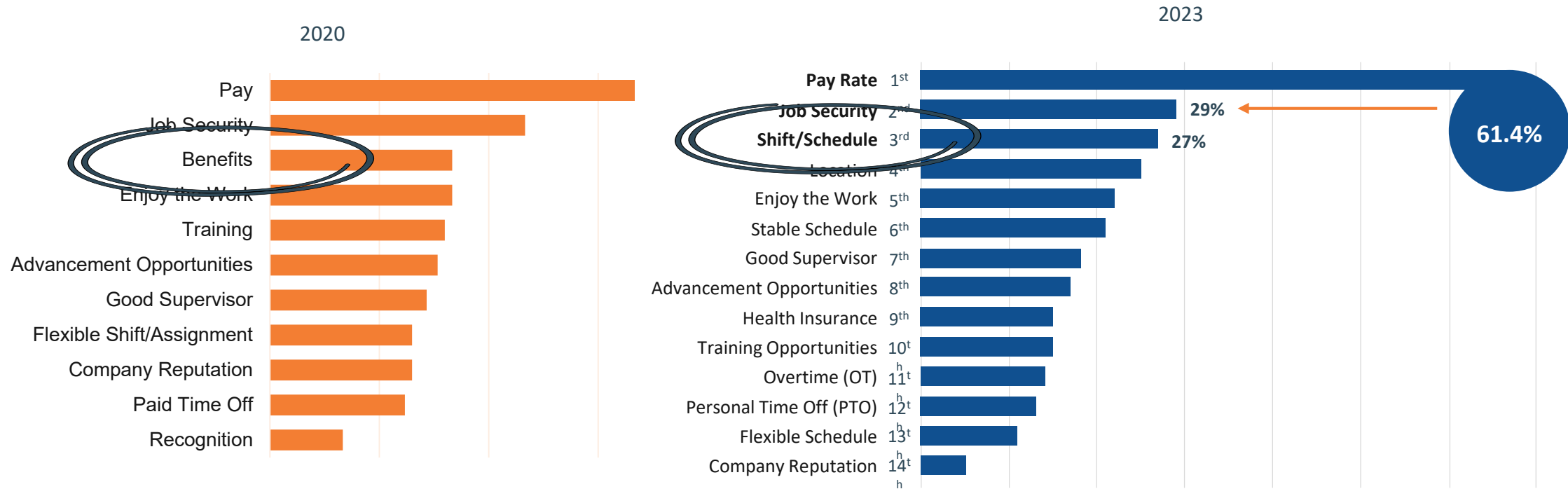
The playing field has been leveled.



## What challenges have you specifically experienced as it relates to your workforce?



# What is most important when looking for a job?



Ongoing inflation continues to put pressure on workers to earn more to keep up with the cost of living.

Worker's whose status in  
**"Employed Full-Time, More than One Job"**

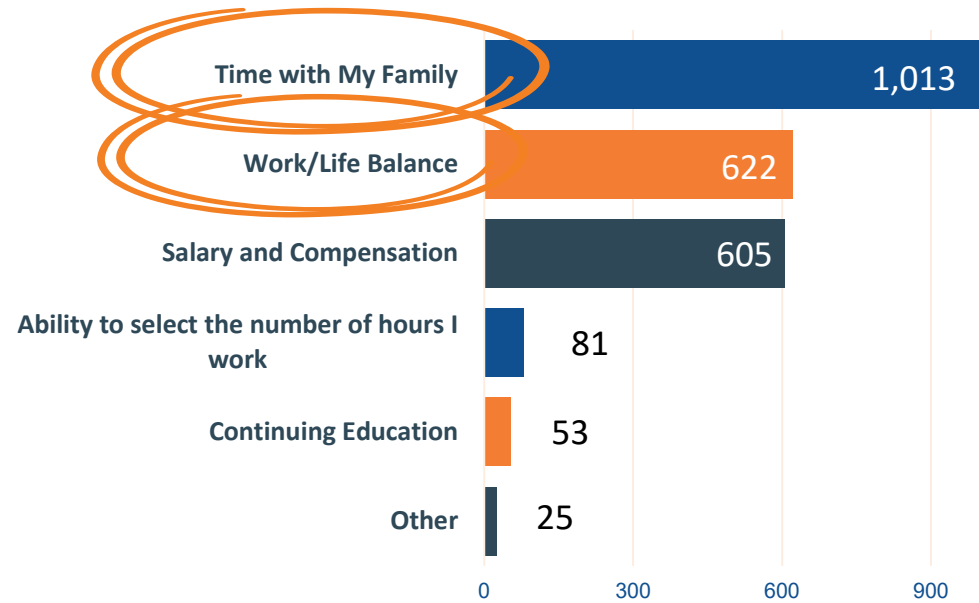


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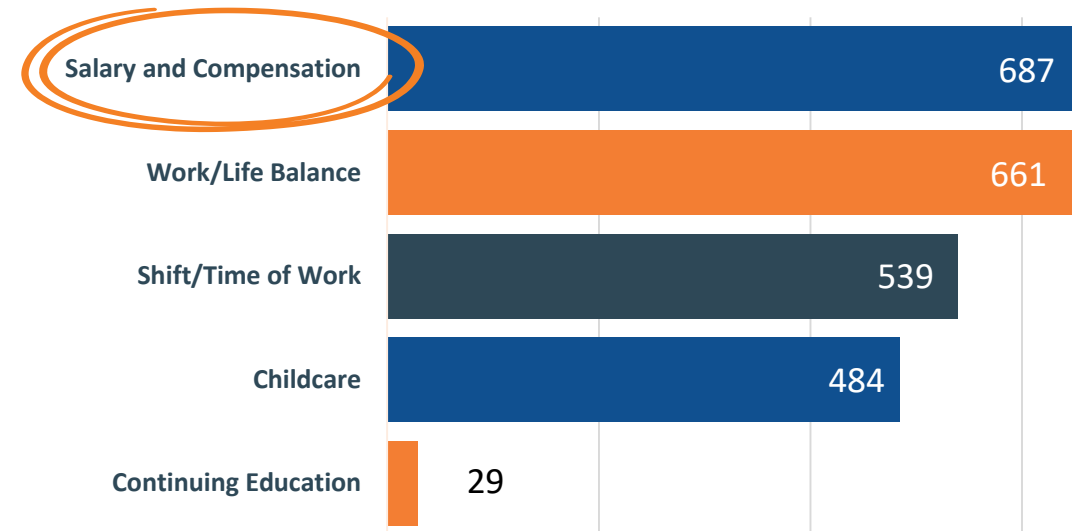
# Workers Feel the Economic Squeeze

Source:  
*"The Voice of the American Workforce" Survey*



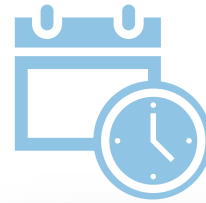


*What is most valuable to you when it comes to work?*



*What is the biggest consideration when it comes to your work schedule?*

# Preferred Shift Schedules

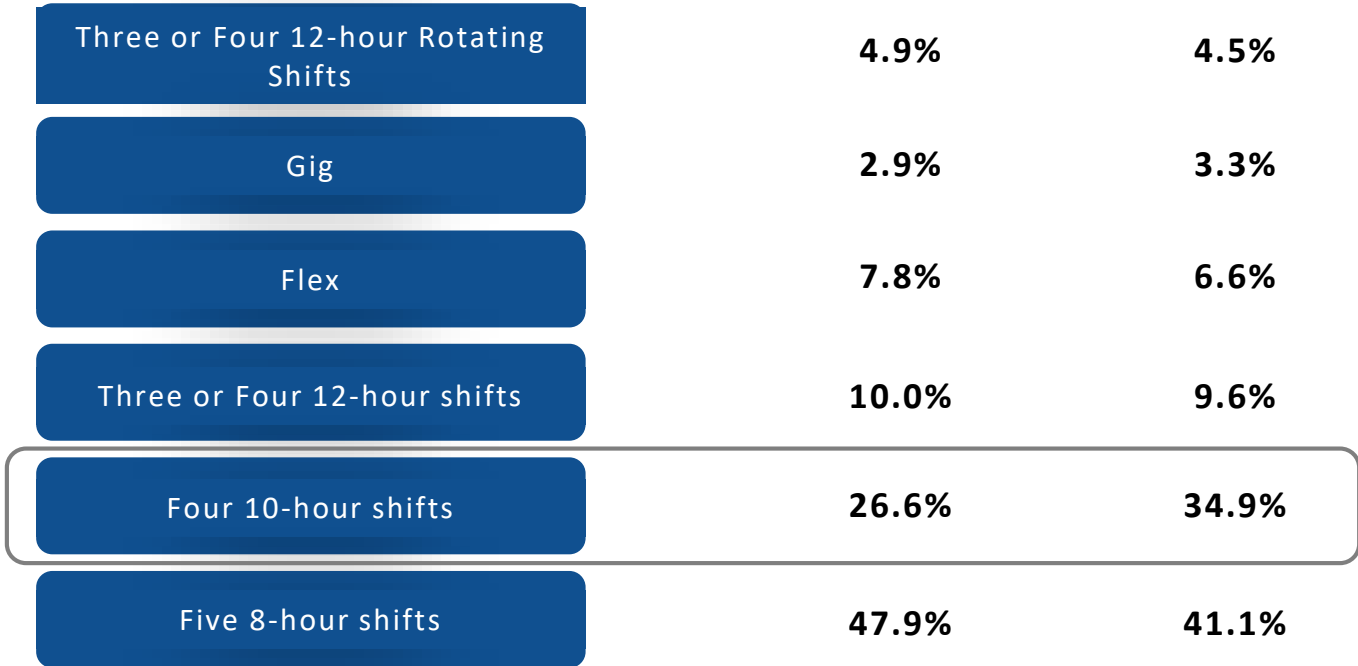


## WHAT IS YOUR CURRENT SHIFT STRUCTURE?

| Logistics | Manufacturing |
|-----------|---------------|
| 4.3%      | 4.9%          |
| 4.3%      | 4.0%          |
| 8.2%      | 8.6%          |
| 8.8%      | 10.7%         |
| 22.6%     | 15.2%         |
| 51.8%     | 56.7%         |

## WHAT SHIFT STRUCTURE DO YOU PREFER?

| Logistics | Manufacturing |
|-----------|---------------|
| 4.9%      | 4.5%          |
| 2.9%      | 3.3%          |
| 7.8%      | 6.6%          |
| 10.0%     | 9.6%          |
| 26.6%     | 34.9%         |
| 47.9%     | 41.1%         |





**MAU**  
WORKFORCE SOLUTIONS<sup>SM</sup>