

Seasonal Hire Survey Results

September 6, 2011

- Compared to last year, how many seasonal workers are you planning to hire this year?

	Sept 2011	Sept 2010
Over 25% Less	5%	0%
16 - 25% Less	5%	0%
5 – 15% Less	14%	17%
About the same	67%	61%
5 – 15% More	10%	22%
16 – 25% More	0%	*
Over 25% More	0%	*

- Are you planning to offset cost inflation by hiring fewer seasonal employees?

	Sept 2011
Yes	10%
No	90%

- Has the growth in e-commerce sales impacted your seasonal staff hiring?

	Sept 2011
Yes, we are hiring more seasonal staff in distribution centers due to .com sales	19%
Yes, we are hiring less seasonal staff in stores due to .com sales	19%
No, .com sales have no impact on seasonal staffing (in the DCs or stores)	29%
Not applicable – we have not seen a growth in e-commerce sales	19%
Other, please explain	14%

➤ Compared to last year, what is your ratio of permanent to seasonal store employees?

	Sept 2011	Sept 2010
Fewer permanent workers, more seasonal workers	5%	11%
About the same	76%	63%
Fewer seasonal works, more permanent workers	19%	26%

➤ Compared to last year what is your permanent/normal store employee staffing level?

	Sept 2011	Sept 2010
Lower than usual	14%	10%
At the normal level for our stores	71%	90%
Higher than usual	14%	0%

➤ On average, what are this year's anticipated hire rates for seasonal employees compared to last year?

	Sept 2011	Sept 2010
\$.15 less	5%	6%
About the same	71%	94%
\$.05-\$15 more	19%	0%
\$.16-\$.30 more	5%	*
\$.31-\$.60 more	0%	0%
\$.61-\$.90 more	0%	0%
\$.91-\$1.10 more	0%	*
\$1.10+ more	0%	*

➤ **How many hours per week will the seasonal employee work compared to last year?**

	Sept 2011	Sept 2010
Over 25% more hours	0%	*
16-25% more hours	5%	*
5-15% more hours	0%	6%
About the same	86%	88%
5-15% fewer hours	5%	6%
16-25% fewer hours	5%	*
Over 25% fewer hours	0%	*

➤ **What incentives/benefits do you offer seasonal workers?**

	Sept 2011	Sept 2010
Discounts	76%	74%
Flexible Schedules	48%	50%
Spot Bonuses	10%	11%
We do not offer incentives/bonuses to seasonal workers	14%	21%
We do not offer incentives/bonuses to any associates at the store level	5%	0%

➤ **On average, compared to permanent workers in the same position, how do you pay seasonal workers?**

	Sept 2011	Sept 2010
Over 25% less pay	0%	*
16-25% less pay	10%	6%
5-15% less pay	38%	19%
About the same	52%	75%
5-15% more pay	0%	*
16-25% more pay	0%	*
Over 25% more pay	0%	*

➤ **How does the quantity of seasonal applicant compare to that of last year?**

	Sept 2011	Sept 2010
Over 25% fewer applicants	5%	*
16-25% fewer applicants	0%	*
5-15% fewer applicants	11%	7%
About the same	63%	50%
5-15% more applicants	16%	43%
16-25% more applicants	5%	0%
Over 25% more applicants	0%	0%

➤ **Compared to last year, how is the quality of seasonal associate applicants?**

	Sept 2011
Significantly better	6%
Better	11%
About the same	78%
Worse	0%
Significantly worse	6%

➤ **If you plan to hire fewer seasonal workers this year, what are the primary reasons?**

	Sept 2011	Sept 2010
Minimum wage increases	0%	0%
Reduced sales plan requiring fewer people	6%	4%
Reduced hours/staffing levels compared to last year	18%	9%
Other, please explain	12%	*
Not applicable	65%	18%

➤ **How much of an increase/decrease in sales do you predict this holiday season over last year?**

	Sept 2011	Sept 2010
Over 25% increase in sales	5%	0%
16 – 25% increase in sales	0%	0%
6 – 15% increase in sales	26%	35%
0 – 5% increase in sales	37%	29%
About the same	26%	36%
0 – 5% decrease in sales	5%	0%
6 – 15% decrease in sales	0%	0%
16 – 25% decrease in sales	0%	0%
Over 25% decrease in sales	0%	0%

➤ **Compared to last year, do you plan to offer deeper discounts on Black Friday this year?**

	Sept 2011
Yes	11%
No	89%

➤ **Compared to last year, do you plan to offer deeper discounts on Cyber Monday this year?**

	Sept 2011
Yes	6%
No	94%

➤ **How does the timing of holiday promotions differ this year compared to last year?**

	Sept 2011	Sept 2010
Promotions will begin earlier this year	22%	22%
There is no difference in timing of promotions	78%	78%
Promotions will begin later this year	0%	0%

➤ **In which month will you begin your promotions?**

	Sept 2011
January	0%
February	0%
March	6%
April	0%
May	0%
June	0%
July	0%
August	6%
September	6%
October	13%
November	63%
December	6%

➤ **Would your company be willing to be named in a press release as a participant in this survey? Individual responses will not be shared.**

	Sept 2011
Yes	33%
No	67%

***Indicates where answer options vary from 2010 to 2011**