

Policy: Employee Retention Policy	
Policy no.: POL049	Date of Issue: 31/05/2023
Policy Owner: Head of People and Corporate Services	Authorised by: CEO
Date reviewed: 31/05/2023	Reviewed by: Chief Executive Officer

1. Introduction

Policy Statement

At ARA, we recognize the importance of attracting and retaining talented employees to achieve our goals and maintain a positive work environment. This Employee Retention Policy outlines our commitment to promoting employee satisfaction, engagement, and long-term retention within the organization.

2. Purpose

The primary purpose of our Employee Retention Policy are as follows:

- To attract and hire qualified individuals who align with our company values and culture.
- To provide competitive compensation and benefits packages that reward and recognize employee contributions.
- To foster a positive work environment that promotes employee growth, development, and job satisfaction.
- To establish effective communication channels that encourage employee feedback, engagement, and retention.
- To identify and address potential factors that may contribute to employee turnover and take proactive measures to mitigate them.

3. Employee Development and Growth

- a) **Training and Development:** We are committed to providing employees with opportunities for professional growth and development. We will offer training programs, workshops, seminars, and mentorship opportunities to enhance their skills, knowledge, and career prospects within the organization.
- b) **Performance Management:** Regular performance evaluations will be conducted to provide feedback, set goals, and identify areas for improvement. These evaluations will serve as a basis for recognizing achievements, offering constructive feedback, and providing career development guidance.
- c) **Career Advancement:** We encourage internal promotions and career advancement opportunities whenever possible. Employees will be considered for higher-level positions based on their performance, skills, experience, and potential.

4. Compensation and Benefits

- a. **Competitive Compensation:** We strive to offer competitive salaries that align with industry standards and reflect employees' skills, experience, and performance levels. Periodic reviews will be conducted to ensure that compensation remains fair and equitable.
- b. **Benefits Package:** We provide a comprehensive benefits package that includes discounted health insurance, Employee Rewards program gives employees access to a wide range of benefits and discounts through well-known brands and organizations, paid time off, parental leave, and other valuable benefits. These offerings are designed to support employees' well-being, work-life balance, and overall job satisfaction.

- c. **Recognition and Rewards:** We recognize and appreciate employees' contributions through various recognition programs. ARA National Rewards and Recognition program is designed to acknowledge individuals and teams for exceptional contributions to the business. The program will create opportunities throughout the year to highlight contributions that make a difference.

There are four types of awards represented under Rewards and Recognition.

Spot Awards

Spot Awards that are designed to recognise special efforts of ARA workers through immediate and spontaneous appreciation as they occur through the year, for a specific task or project accomplished over a relatively short time period. This award is relatively small, but no less meaningful in its ability to recognize contributions; it will have many forms, they may be financial, non-financial, social, or even group celebrations.

Peer to Peer Award

Peer-to-Peer Award encourages employees to acknowledge the efforts of colleagues and to share this appreciation with others. All employees will have the opportunity to nominate a peer and be nominated for consideration by a recognition panel of peers.

Tenure Award

The third award will be recognition of tenure milestones of 3, 5, 7, 10, 15, 17, 20 years of service.

Excellence Award

The most exciting Award is the end of year Excellence Award. An annual award, given at our Christmas celebration to 3 deserving recipients who consistently display characteristics we value in an ARA employee. It is intended to highlight exceptional contributions that support our business goals.

5. Work Environment and Culture

- a. **Work-Life Balance:** We believe in promoting work-life balance and offer flexible work arrangements, where feasible, to accommodate employees' personal needs and responsibilities.
- b. **Inclusive and Diverse Culture:** We foster an inclusive work environment that values diversity and treats all employees with respect and fairness. Discrimination or harassment of any kind will not be tolerated.
- c. **Communication and Feedback:** We encourage open and transparent communication throughout the organization. Regular employee feedback mechanisms, such as surveys, suggestion boxes, and town hall meetings, will be implemented to address concerns, gather input, and improve the work environment.

6. Retention Strategies

- a. **Exit Interviews:** Conducting exit interviews with departing employees to gain insights into their reasons for leaving, identify areas for improvement, and implement measures to enhance employee retention.
- b. **Employee Engagement:** Implement strategies to increase employee engagement, such as team-building activities, social events, and opportunities for cross-departmental collaboration.

- c. **Career Pathing:** Facilitate discussions with employees regarding their career aspirations and provide guidance on potential growth opportunities within the organization.

ARA Employee Pathway program enable external candidates and existing employees to build skills, competencies required to perform a specialized task or a role over a time of period. Once they complete the training, they will be transitioned into their respective role and will be supported by a mentor.

- d. **Workload Management:** Regularly assess and manage workloads to avoid excessive stress and burnout among employees.

7. Policy Review

This Employee Retention Policy will be reviewed periodically to ensure its effectiveness and relevance. Any necessary updates or amendments will be made to align with evolving business needs and best practices.

By implementing this Employee Retention Policy, we aim to create a supportive and engaging work environment

Change Register

Revision Number	Date	Change
1	31/05/2023	New Policy

Authorised by the Chief Executive Officer

Signature:		Date:	
Name:			