

Growth-First Retention Audit



A practical tool to help FMCG leaders assess and improve employee retention through development-focused strategies

What's Broken With Retention?

Today's top FMCG talent doesn't wait around. The era of 5-10 year loyalty is fading, replaced by professionals switching roles every 1-2 years in pursuit of faster growth.

Attraction alone isn't enough. If your development paths aren't clear, if your stretch challenges are vague, and if salaries only get reviewed when someone leaves, you risk becoming a stepping stone.

This audit will help you:

- Spot your blind spots
- Benchmark your retention readiness
- Take quick action to retain your best people

Whether you're hiring hungry hunters or prefer steady Eddies, long-term retention only works when your team can grow with you.

Retention Audit: How Growth Ready Are You?

Score each area from 1 (never), to 5 (always), based on your current business practices.

Area	Audit Question	Score (1-5)
Development Path	Do you clearly communicate promotion timelines and criteria to employees?	
Growth conversations	Do you/managers hold quarterly career development conversations?	
Stretch Projects	Are employees regularly given stretch challenges to grow within their roles?	
Internal Mobility	Are internal moves and promotions actively encouraged and supported?	



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Salary	Do you review current employees' salaries at least once/twice per year?	
Market Awareness	Are you aware of what recruiters are offering your top people?	
Exit Insights	Do you ask leavers why they left... and act on any trends?	
Manager Capability	Are you/your managers aware of how to spot disengagement early and intervene?	
Cultural Fit	Do employees feel their personal growth aligns with company goals, vision & purpose?	
Company Alignment	How do your Company goals, vision & purpose link into your team's goals?	
Retention Strategy	Do you have a documented, reviewed retention strategy?	
	Total Score	/60

What Your Score Means

Total Score	Retention Health	What it Means
45 - 60	☀️ Growth Springboard	You're building real growth. Focus on refinement and visibility
30 - 44	⚠️ Vulnerable Zone	You're halfway there. Your team may <i>like</i> working for you... but they will also leave.
< 30	🚧 Stepping Stone	Your high performers are already talking to recruiters. It's time to act.

Even one weak area can create risk. Prioritise fast wins in development, pay, or communication.

Now move on to your 90 day retention action plan. This is an example of stages you could move through over 90 days to improve retention within your organisation. Use our questions, or modify it to fit your company needs.



90-Day Retention Action Plan

Use this as a roadmap to implement high-impact retention improvements quickly.



Week	Action Item	Complete
Week 1	Launch a short, anonymous pulse survey to assess employee development needs	<input type="checkbox"/>
Week 2-3	Map out growth paths and promotion criteria for 3 priority roles	<input type="checkbox"/>
Week 4	Run development-focused 1:1s using the script on the next page (or develop your own)	<input type="checkbox"/>
Week 5-6	Assign 2 new stretch projects to high performers	<input type="checkbox"/>
Week 7-8	Conduct internal salary benchmarking and adjust where needed	<input type="checkbox"/>
Week 9	Launch an internal mobility/progression policy and make it visible	<input type="checkbox"/>
Week 12	Review feedback from employees and refine retention strategy for the next quarter	<input type="checkbox"/>

On the next page you will find an example of a conversation script you might want to have with your employees as part of week 4 (detailed above).

We recommend you have these conversations outside of periodic reviews. You may have heard this type of conversation called a ‘stay conversation’ or ‘development pathway’, whatever you call it, it’s a good idea to check in with your team in this way to find out how your team want to develop... as it may just uncover some gaps you need to fill!



Manager 1:1 Conversation Script

Use these prompts (or develop your own) to uncover dissatisfaction before it leads to a resignation.

Opening questions

- “What part of your current role feels most energising?”
- “Is there something you’d like to be working on that you aren’t?”
- “What’s one skill you’d love to develop this year?”

Development & Progression

- “Where do you see yourself in the next 12-18 months?”
- “Do you feel you have a clear path to grow here?”

Stretch & Challenge

- “What challenge would push you to the next level?”
- “Would a temporary cross-functional project interest you?”

Closing

- “What’s one thing we could do better to support your development?”

Don’t Wait for exit interviews to hear the truth. Ask early. Act often.

Remember, if your team can’t grow with you... there’s a chance they’ll outgrow you.

This audit is just the beginning.

If you want further support on how to run an effective recruitment process, visit our [website](#) for lots of tips and tools on our [resources](#) page.

Or, contact us directly for no obligation advice.



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