

# The 96% Retention Framework

How We Beat the Industry Average by 28 Percentage Points

Industry average: **68%** retention  
Our achievement: **96%** retention  
Through scaling from **10** to **187** engineers across **14** countries

## The Four Pillars

### 1. People: Hire for the long game

- Cultural fit matters more than you think. Skills can be taught. Values can't.
- The three-pillar hiring filter: Cultural fit → Business interest → Talent (in that order)
- Multi-region consideration: Hire people who can work across time zones and cultures
- Early warning system: Track engagement from week one, not just after problems surface

### 2. Process: Autonomy Within Structure

- Give engineers ownership, not just tasks. Teams that own outcomes stay engaged.
- Career pathing that works: Clear progression from IC to senior IC to lead to manager (dual tracks)
- Regular 1-on-1s with substance: Not status updates. Real conversations about growth, blockers, aspirations.
- Transparent decision-making: Engineers understand why decisions are made, even when they disagree

### 3. Purpose: Connect Work to Impact

- Show the line from code to customer value. Engineers who see impact don't leave.
- Company vision that resonates: Beyond "we're growing fast" - what are we building and why?
- Team mission clarity: Every squad knows how their work moves the business forward
- Celebrate wins as a team: Make progress visible, not just problems

### 4. Performance: Recognition and Growth

- Compensation philosophy: Pay fairly, consistently, transparently across regions
- Equity that means something: Explain it, make it real, refresh it when earned
- Recognition beyond money: Public wins, growth opportunities, increased scope
- Development investment: Training, conferences, mentorship (budget and time for learning)

## Why This Framework Works in Hypergrowth

- Most companies focus on hiring fast. We focused on hiring right and keeping them.
- At scale (**187** people), **96%** retention vs **68%** industry average meant:
- We replaced **7** people instead of **60** people annually
- That's **53** fewer hiring processes
- **£2M+** saved in recruiting and lost productivity

## Getting Started

Three simple scenarios:

### **If you're under 20 engineers:**

- Nail the cultural fit in hiring
- Set up basic 1-on-1 rhythm
- Over-communicate company direction

### **If you're 20-50 engineers:**

- Add formal career pathing
- Implement transparent compensation bands
- Create team ownership structures

### **If you're 50+ engineers:**

- Build leadership pipeline internally
- Implement engagement surveys
- Create retention playbooks for managers

## Need Help?

If your retention is below 85% or you're scaling fast and worried about losing key people, let's talk. I've built this system once from 10 to 187 people. I can help you build it faster.

Book a retention audit: [lloyd@lloydmoore.com](mailto:lloyd@lloydmoore.com)