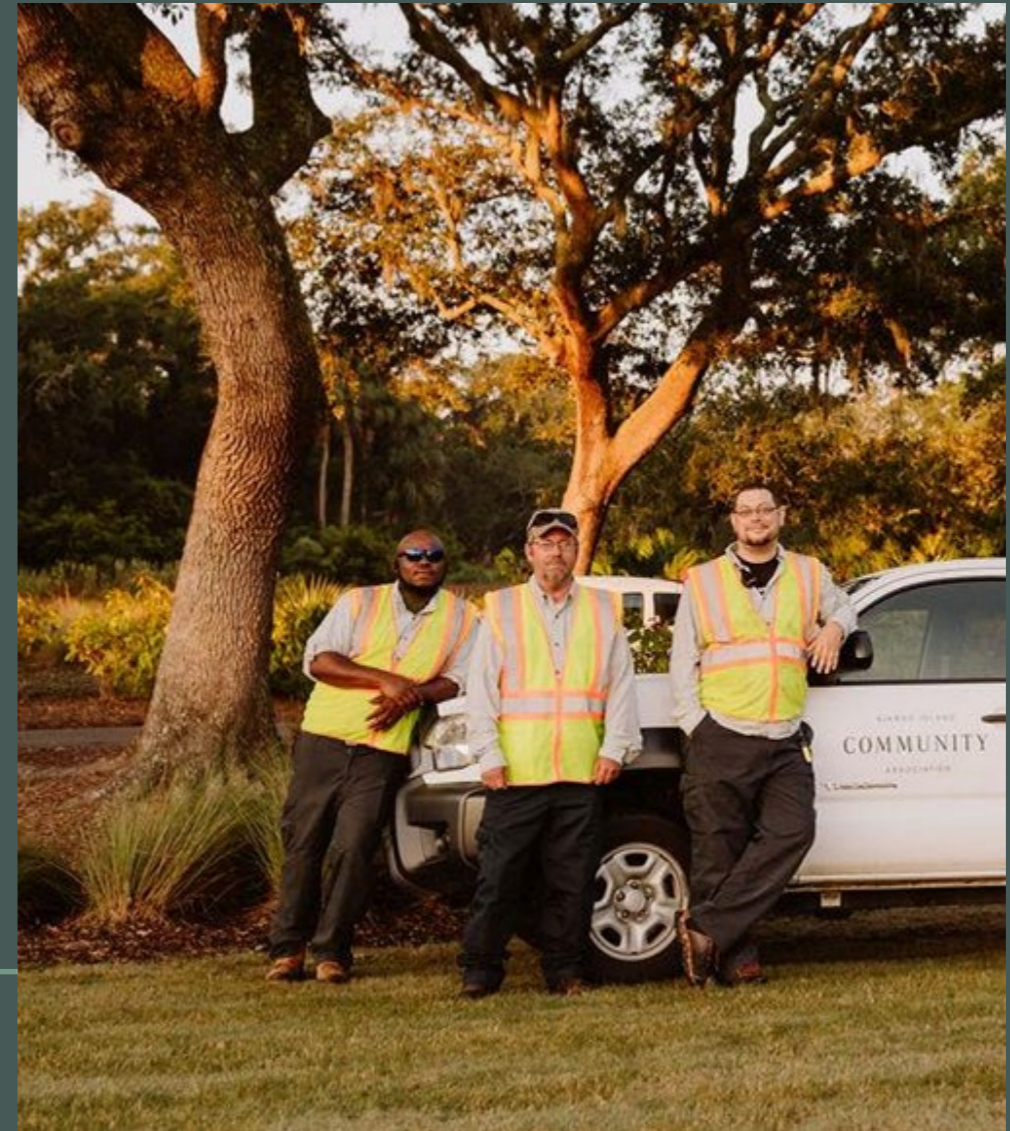


KIAWAH ISLAND
COMMUNITY
ASSOCIATION

Recruiting and Retention Update

APR. 10, 2023
KICA BOARD MEETING



Turnover & Retention

Background

- In 2022, we were chasing extraordinary inflation and rapidly rising gas prices.
- The board committed over \$1M towards increasing employees' take-home pay in a strategic attempt to improve our recruiting and retention rates.
- Initiatives included multiple increases to base pay, implementation to cover half of employee's commute costs, a sign-on bonus, and a retention bonus.
- These incentives have continued into 2023 with annual merit pay increases.
- In 2023, we are seeing gas prices stabilize and inflation is currently trending down.
- We will continue to track these metrics to determine if new incentives are needed for 2023.
- As a reminder, we set aside \$100k in the budget if needed.



Turnover & Retention

Highlights & Stats

	2021	2022	2023 (YTD)
Average Monthly Turnover	3.2%	2.9%	0.9%
Overall Annual Turnover	39%	29%	4%
Overall Retention Rate	60%	68%	96%

- Based on the year-over-year and year-to-date data, we are seeing a positive trend in our turnover and retention rates
- In 2022, we consistently had 8-13 full-time openings throughout the company, currently we have 4 openings.
- In 2022, we had to utilize recruiting services to help fill some key roles, costing KICA approximately \$50k in additional fees. In 2023, we have not utilized recruiting services to date.
- We have had only 4 terminations in 4 months. All were under 2 years of service, and none were for a reason the recent incentives addressed



Turnover & Retention

Highlights & Stats

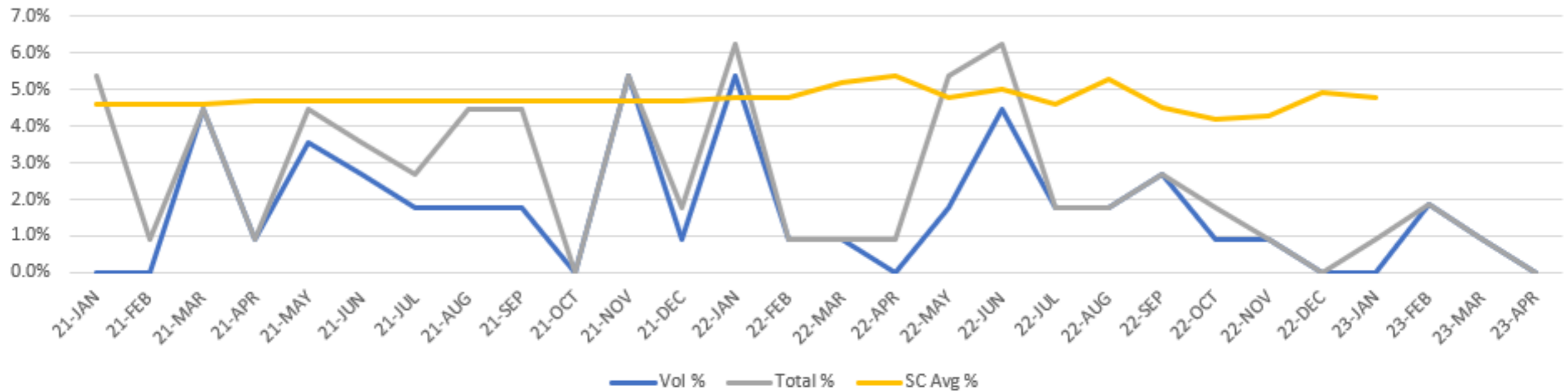
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- We are trending more favorable than the monthly national and state averages for turnover.
- Key Department Successes:
 - Security has been fully staffed for 4 months, and at times have been over-staffed to help manage the impact of attrition.
 - Currently ramping up pool attendant staffing, 10 offered, which is a strong starting position for the season. Anticipated to start mid-May.
 - Land has received their full H2B request of 8 for the summer season.



Turnover Rates

2021 - 2023 YTD Turnover Trend



- Like most companies, we experienced volatility through 2021 and 2022.
- The last update provided was in November, soon after most incentives were put into place. We were starting to see a positive trend, which has continued.
- Staying at 0-1% turnover is unrealistic, we expect to see it rise some as we head into the summer heat and busy season on the island.

