



# Organisational Benchmark Data Professional Services Sector

Source: National Professional Services HR Benchmark Report 2025  26 (4th Edition) Publisher: Workforce Analytics Council  
Coverage: 94 professional services firms, median headcount 520, total sample 48,700 employees Report date: February 2026  
Downstream use: This data feeds into HR17  Engagement Survey Insights & Actions

## Engagement Benchmarks

### Overall Engagement

Metric	Sector Median	Top Quartile	Bottom Quartile
Overall engagement favourability	72%	79%	63%
Survey response rate	76%	84%	64%
Year-on-year engagement change	+1.2 pts	+3.8 pts	-1.4 pts

### Engagement by Dimension

#	Dimension	Sector Median	Top Quartile	Bottom Quartile
1	Career Development & Progression	65%	74%	54%
2	Manager Effectiveness	74%	81%	66%
3	Compensation & Total Rewards	68%	76%	58%
4	Organisational Culture & Inclusion	71%	80%	62%
5	Workload Management	66%	73%	57%
6	Communication & Transparency	69%	77%	60%
7	Learning & Professional Development	67%	75%	56%

**Methodology note:** Sector benchmarks are based on a 5-point agreement scale. Firms using alternative scales (e.g., 6-point with no neutral midpoint) may see favourability percentages that are not directly comparable. The report recommends treating cross-scale comparisons as directional indicators, not precise deltas.

## Turnover and Retention

Metric	Sector Median	Top Quartile	Bottom Quartile
Voluntary turnover rate	13.2%	9.8%	17.5%
Involuntary turnover rate	3.1%	1.9%	5.2%
Total turnover rate	16.3%	12.4%	22.1%
Average tenure (years)	3.8	4.6	2.9
First-year voluntary turnover	22%	15%	31%
Exit interview completion rate	58%	74%	39%

## Turnover by Job Family

Job Family	Median Voluntary Turnover	Range
Client-facing consultants	15.4%	10%–22%
Practice/engagement managers	8.7%	5%–14%
Shared services / corporate	11.3%	7%–16%
Technology / digital roles	18.9%	12%–28%
Early-career / associate level	24.1%	16%–34%

## Compensation Competitiveness

Metric	Sector Median	Top Quartile	Bottom Quartile
Base pay position vs market median	+2%	+8%	-7%
Total compensation position vs market	+4%	+11%	-5%
Compensation benchmark gap (deviation from market)	6%	3%	12%
Annual merit increase (median)	4.2%	5.8%	2.9%
Promotion-linked salary uplift	9.5%	13%	6%

**Note:** Compensation benchmark gap is measured as the absolute average deviation from market median across all roles. A gap below 5% is considered competitive; above 10% indicates structural misalignment requiring intervention.

## Onboarding and Productivity

Metric	Sector Median	Top Quartile	Bottom Quartile
30-day onboarding completion rate	84%	93%	68%
Time to productivity (days)	95	72	125
New hire satisfaction at 90 days	74%	83%	61%
Buddy/mentor programme coverage	67%	88%	41%

## Recruitment Efficiency

Metric	Sector Median	Top Quartile	Bottom Quartile
Time to fill (days)	44	33	58
Offer acceptance rate	81%	89%	72%
Cost per hire	\$8,400	\$5,900	\$12,200
Recruiter requisition load	18	12	26

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## Engagement Drivers ♦ Regression Analysis

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The benchmark report includes a regression analysis of the strongest predictors of overall engagement favourability in professional services firms:

Rank	Driver	Beta Coefficient	Interpretation
1	Career Development & Progression	0.31	Strongest single predictor of engagement
2	Manager Effectiveness	0.26	Second strongest; especially influential for tenure < 2 years
3	Compensation & Total Rewards	0.19	Moderate effect; weakens at higher pay levels
4	Workload Management	0.17	Significant when combined with manager effectiveness
5	Organisational Culture & Inclusion	0.14	Stronger effect in post-M&A firms (beta rises to 0.22)
6	Learning & Professional Development	0.12	Correlated with career development; partial overlap
7	Communication & Transparency	0.09	Weakest standalone predictor; acts as a moderator

**Key finding for post-M&A firms:** The report notes that firms within 24 months of a significant acquisition show a 4♦7 point depression in Culture & Belonging scores relative to non-M&A peers, with recovery typically requiring 18♦30 months of active integration effort. Engagement favourability in post-M&A firms averages 68% versus 73% for stable firms of similar size.

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## Data Quality and Comparability Caveats

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- Scale mismatch:** The benchmark uses a 5-point Likert scale. Firms using 4-point or 6-point scales should apply the conversion guidance in Appendix C (not included in this extract). Direct percentage comparisons across different scales carry a margin of error of approximately ♦3 points.
- Firm size effect:** The benchmark sample median headcount is 520. Firms with 600♦800 employees tend to score 1♦2 points lower on Communication and Culture dimensions due to coordination complexity.
- Sector composition:** The sample includes management consulting (34%), technology advisory (21%), financial services advisory (18%), legal services (12%), and other professional services (15%). Firms with a different practice mix may find some dimension benchmarks less relevant.
- Survey timing:** Benchmark data was collected September♦November 2025. Firms surveying in Q1 2026 may see timing effects related to annual review cycles and bonus announcements.
- Turnover data lag:** Turnover benchmarks reflect the 12-month period ending September 2025. Firms experiencing recent turnover spikes (e.g., due to restructuring or acquisition integration) may find the benchmark understates current sector norms.

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AGASI AiOS — Sample material. For illustrative purposes. All data is fictional.