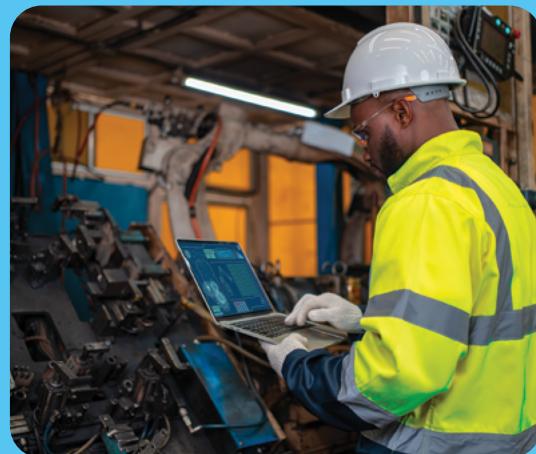


2026 Employee Turnover



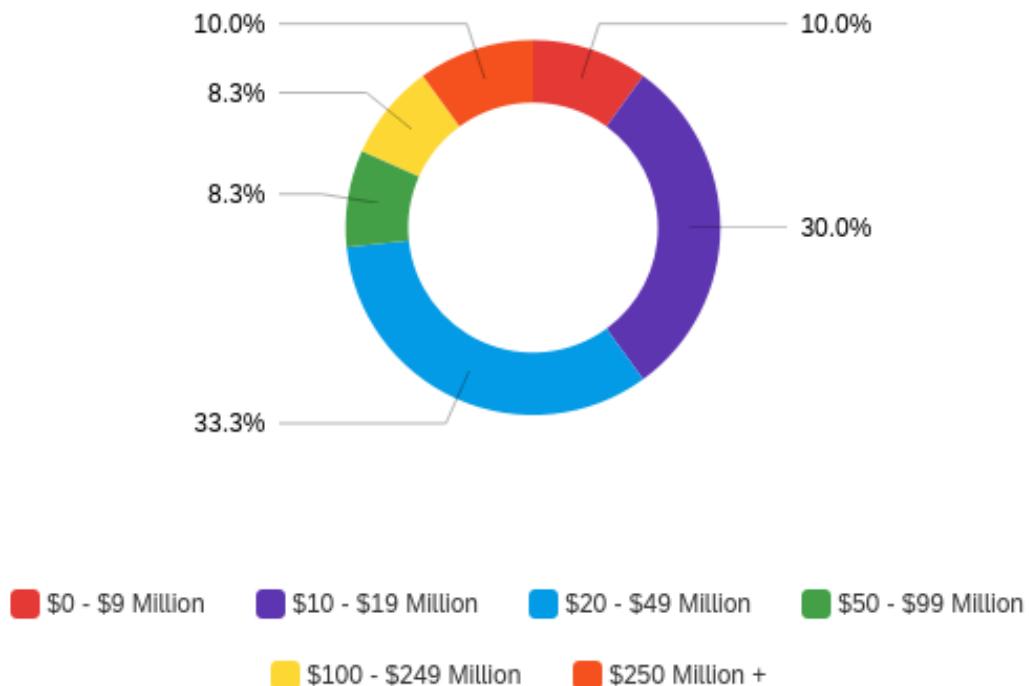
Objective: To benchmark how other member companies measure, manage, and experience employee turnover.

Respondents = 60

Summary

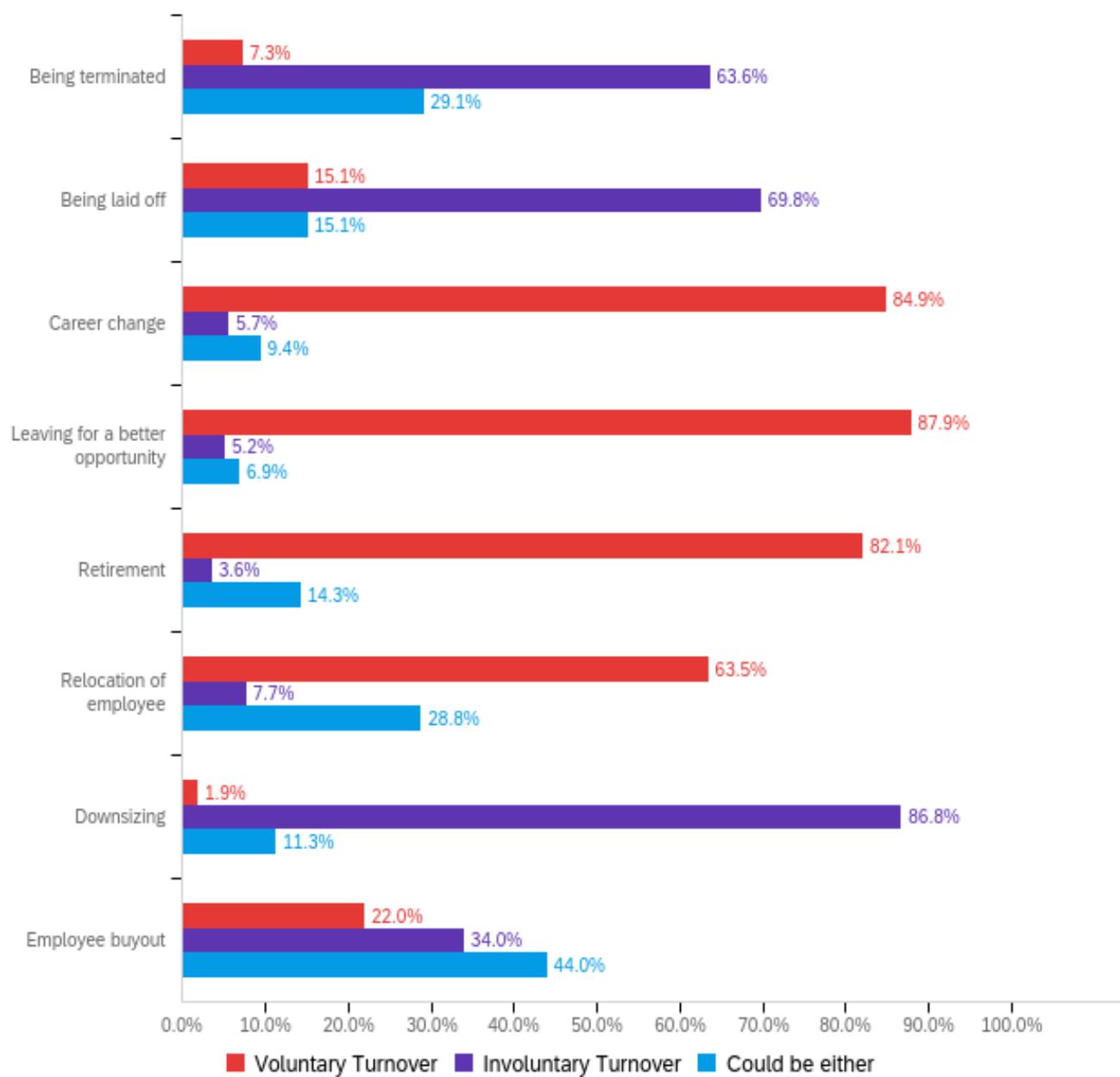
The most common reasons employees choose to voluntarily leave their company are for better opportunity (68.3%), more money/better benefits (63.3%), and retirement (56.7%). Retirement ranked as the third most common reason, reflecting the industry's ongoing transition to a new generation of employees, based on broader industry knowledge and experience. Over the last two years, the average annual voluntary turnover rate was 12.9%, compared to 9.6% for involuntary turnover, with smaller companies reporting higher voluntary turnover rates than larger companies.

Annual Revenue



	Total	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
Number of Respondents	60	6	18	20	5	5	6

1. What category would you classify each type of employee separation as?



Being terminated

Response Percentage by Revenue Range						
	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
Voluntary Turnover	-	-	15.8%	-	20.0%	-
Involuntary Turnover	75.0%	76.5%	47.4%	60.0%	80.0%	60.0%
Could be either	25.0%	23.5%	36.8%	40.0%	-	40.0%
Total	4	17	19	5	5	5

Being laid off

Response Percentage by Revenue Range						
	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
Voluntary Turnover	25.0%	18.8%	15.8%	20.0%	-	-
Involuntary Turnover	50.0%	68.8%	73.7%	60.0%	75.0%	80.0%
Could be either	25.0%	12.5%	10.5%	20.0%	25.0%	20.0%
Total	4	16	19	5	4	5

Career change

Response Percentage by Revenue Range						
	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
Voluntary Turnover	50.0%	94.1%	88.9%	60.0%	100.0%	80.0%
Involuntary Turnover	25.0%	5.9%	5.6%	-	-	-
Could be either	25.0%	-	5.6%	40.0%	-	20.0%
Total	4	17	18	5	4	5

Leaving for a better opportunity

Response Percentage by Revenue Range						
	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
Voluntary Turnover	80.0%	82.4%	90.0%	80.0%	100.0%	100.0%
Involuntary Turnover	20.0%	5.9%	5.0%	-	-	-
Could be either	-	11.8%	5.0%	20.0%	-	-
Total	5	17	20	5	5	6

Retirement

Response Percentage by Revenue Range						
	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
Voluntary Turnover	83.3%	77.8%	94.4%	60.0%	75.0%	80.0%
Involuntary Turnover	-	-	5.6%	20.0%	-	-
Could be either	16.7%	22.2%	-	20.0%	25.0%	20.0%
Total	6	18	18	5	4	5

Relocation of employee

Response Percentage by Revenue Range						
	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
Voluntary Turnover	75.0%	70.6%	64.7%	60.0%	50.0%	40.0%
Involuntary Turnover	-	5.9%	17.6%	-	-	-
Could be either	25.0%	23.5%	17.6%	40.0%	50.0%	60.0%
Total	4	17	17	5	4	5

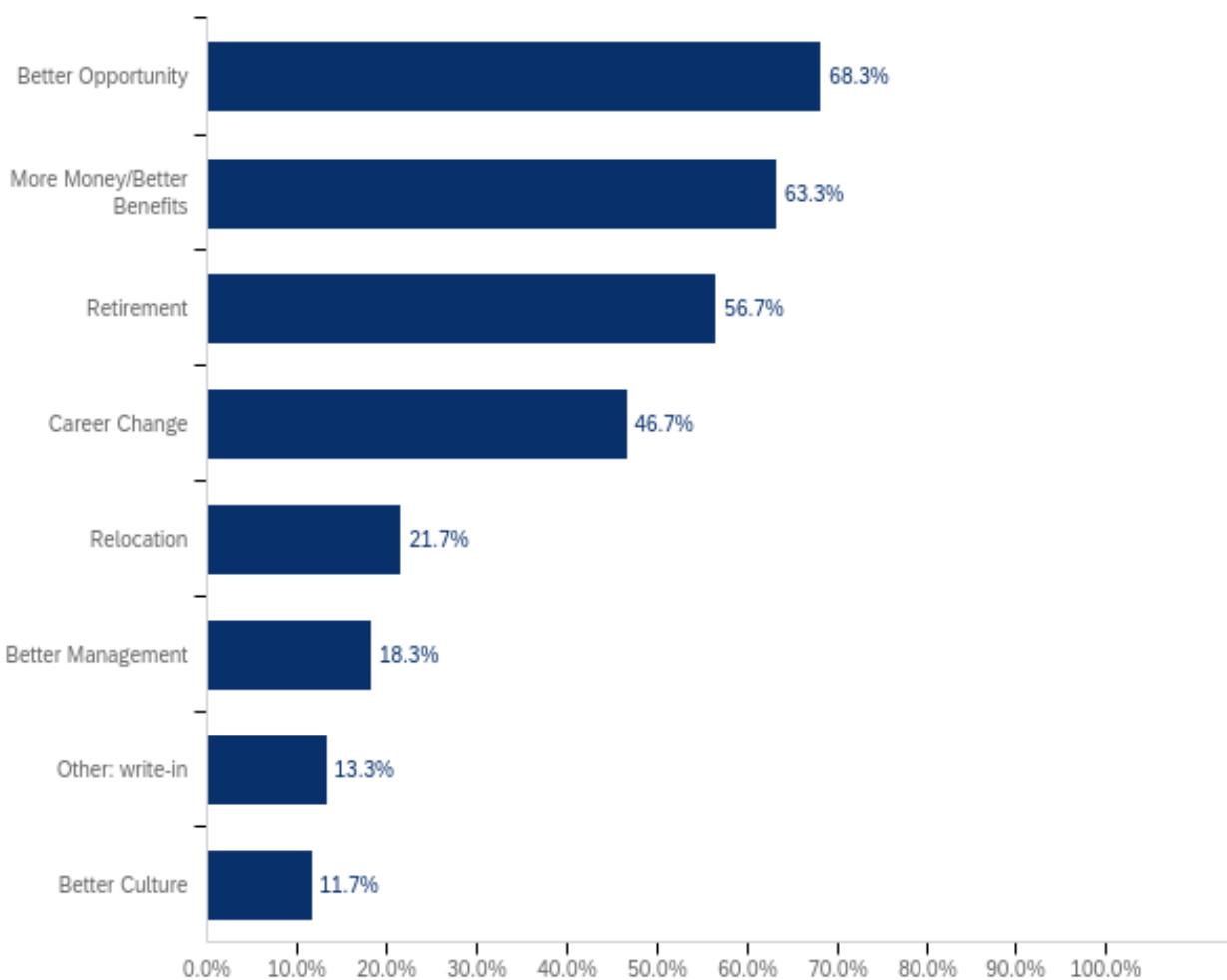
Downsizing

Response Percentage by Revenue Range						
	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
Voluntary Turnover	-	-	5.6%	-	-	-
Involuntary Turnover	100.0%	88.2%	83.3%	80.0%	100.0%	80.0%
Could be either	-	11.8%	11.1%	20.0%	-	20.0%
Total	4	17	18	5	4	5

Employee buyout

Response Percentage by Revenue Range						
	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
Voluntary Turnover	25.0%	29.4%	13.3%	40.0%	25.0%	-
Involuntary Turnover	25.0%	5.9%	66.7%	20.0%	75.0%	20.0%
Could be either	50.0%	64.7%	20.0%	40.0%	-	80.0%
Total	4	17	15	5	4	5

2. What are the most common reasons employees choose to leave your company voluntarily? (select all that apply)



Response Percentage by Revenue Range						
	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
Better Culture	-	11.1%	10.0%	-	40.0%	16.7%
Better Management	-	16.7%	20.0%	-	40.0%	33.3%
Better Opportunity	50.0%	77.8%	70.0%	20.0%	100.0%	66.7%
Career Change	33.3%	50.0%	45.0%	60.0%	60.0%	33.3%
More Money/Better Benefits	50.0%	66.7%	60.0%	80.0%	60.0%	66.7%
Relocation	-	22.2%	30.0%	60.0%	-	-
Retirement	50.0%	55.6%	60.0%	80.0%	40.0%	50.0%
Other: write-in	16.7%	11.1%	10.0%	40.0%	0.0%	16.7%
Total	6	18	20	5	5	6

Other: Write-in (by Revenue Range)

\$0 - \$9 Million

- School

\$10 - \$19 Million

- Feeling like there is a better opportunity however may not be

\$20 - \$49 Million

- Cannot perform the duties of which they are responsible or do not think they are fit for the job position they were hired. Poor worth ethic.
- Life changing event such as marriage or children.

\$50 - \$99 Million

- Personal issues
- Family circumstances

\$250 Million +

- Shorter commute

3. Over the last 2 years, what is your average yearly headcount employee turnover rate?

Please provide your answer as a percentage (%)

Field	Average Turnover Rate	Count
Voluntary Turnover	12.9	55
Involuntary Turnover	9.6	47

Voluntary Turnover

Average Turnover Rate by Revenue Range		
	Average Turnover Rate	Count
\$0 - \$9 Million	34.3%	6
\$10 - \$19 Million	13.6%	15
\$20 - \$49 Million	8.2%	20
\$50 - \$99 Million	11.2%	5
\$100 - \$249 Million	11.0%	5
\$250 Million +	6.8%	4

Involuntary Turnover

Average Turnover Rate by Revenue Range		
	Average Turnover Rate	Count
\$0 - \$9 Million	9.3%	4
\$10 - \$19 Million	11.9%	12
\$20 - \$49 Million	9.9%	18
\$50 - \$99 Million	10.6%	5
\$100 - \$249 Million	5.2%	5
\$250 Million +	5.0%	3

4. What is your average annual employee total turnover rate among employees with the following tenure levels? Please provide your answer as a percentage (%)

Field	Average Turnover Rate	Count
Less than 2 years at the company	19.8%	45
2-5 years at the company	9.7%	41
5-10 years at the company	5.6%	34
Over 10 years at the company	6.5%	32

Less than 2 years at the company

Average Turnover Rate by Revenue Range		
	Average Turnover Rate	Count
\$0 - \$9 Million	27.0%	5
\$10 - \$19 Million	18.3%	13
\$20 - \$49 Million	21.9%	17
\$50 - \$99 Million	27.8%	4
\$100 - \$249 Million	8.0%	3
\$250 Million +	3.3%	3

2-5 years at the company

Average Turnover Rate by Revenue Range		
	Average Turnover Rate	Count
\$0 - \$9 Million	22.4%	5
\$10 - \$19 Million	6.4%	9
\$20 - \$49 Million	8.5%	16
\$50 - \$99 Million	10.3%	4
\$100 - \$249 Million	11.7%	3
\$250 Million +	4.3%	4

5-10 years at the company

Average Turnover Rate by Revenue Range		
	Average Turnover Rate	Count
\$0 - \$9 Million	1.3%	3
\$10 - \$19 Million	4.1%	9
\$20 - \$49 Million	7.2%	12
\$50 - \$99 Million	7.8%	4
\$100 - \$249 Million	6.0%	3
\$250 Million +	5.3%	3

Over 10 years at the company

Average Turnover Rate by Revenue Range		
	Average Turnover Rate	Count
\$0 - \$9 Million	7.0%	4
\$10 - \$19 Million	4.4%	7
\$20 - \$49 Million	5.5%	11
\$50 - \$99 Million	18.8%	4
\$100 - \$249 Million	2.7%	3
\$250 Million +	1.3%	3

5. What is your average employee total turnover rate by department? Please provide your answer as a percentage (%)

Field	Average Turnover Rate	Count
Accounting	11.8%	21
Admin	10.4%	22
Engineering	6.4%	32
HR	18.2%	19
Marketing	4.6%	14
Operations	17.3%	37
Sales	12.9%	33

Accounting

Average Turnover Rate by Revenue Range		
	Average Turnover Rate	Count
\$0 - \$9 Million	5.0%	2
\$10 - \$19 Million	3.3%	3
\$20 - \$49 Million	20.3%	10
\$50 - \$99 Million	2.5%	2
\$100 - \$249 Million	6.5%	2
\$250 Million +	3.5%	2

Admin

Average Turnover Rate by Revenue Range		
	Average Turnover Rate	Count
\$0 - \$9 Million	21.7%	3
\$10 - \$19 Million	0.8%	5
\$20 - \$49 Million	17.6%	7
\$50 - \$99 Million	7.7%	3
\$100 - \$249 Million	2.0%	3
\$250 Million +	7.0%	1

Engineering

Average Turnover Rate by Revenue Range		
	Average Turnover Rate	Count
\$0 - \$9 Million	5.5%	4
\$10 - \$19 Million	6.5%	6
\$20 - \$49 Million	5.7%	15
\$50 - \$99 Million	7.5%	2
\$100 - \$249 Million	11.3%	3
\$250 Million +	5.0%	2

HR

Average Turnover Rate by Revenue Range		
	Average Turnover Rate	Count
\$0 - \$9 Million	3.3%	3
\$10 - \$19 Million	27.8%	4
\$20 - \$49 Million	26.3%	6
\$50 - \$99 Million	25.5%	2
\$100 - \$249 Million	5.0%	2
\$250 Million +	3.0%	2

Marketing

Average Turnover Rate by Revenue Range		
	Average Turnover Rate	Count
\$0 - \$9 Million	8.8%	4
\$10 - \$19 Million	-	1
\$20 - \$49 Million	3.0%	5
\$50 - \$99 Million	2.0%	1
\$100 - \$249 Million	3.0%	1
\$250 Million +	4.5%	2

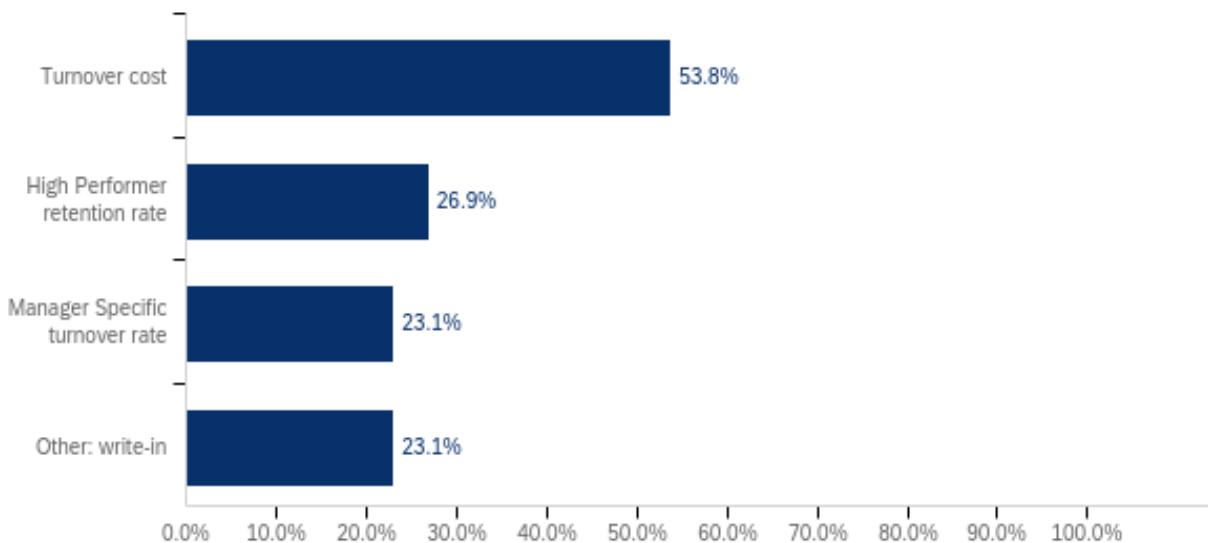
Operations

Average Turnover Rate by Revenue Range		
	Average Turnover Rate	Count
\$0 - \$9 Million	42.3%	4
\$10 - \$19 Million	21.0%	7
\$20 - \$49 Million	10.6%	17
\$50 - \$99 Million	31.7%	3
\$100 - \$249 Million	8.8%	4
\$250 Million +	6.5%	2

Sales

Average Turnover Rate by Revenue Range		
	Average Turnover Rate	Count
\$0 - \$9 Million	20.5%	4
\$10 - \$19 Million	10.5%	6
\$20 - \$49 Million	11.4%	14
\$50 - \$99 Million	34.0%	2
\$100 - \$249 Million	10.5%	4
\$250 Million +	4.0%	3

6. Do you measure employee turnover in any other way? (select all that apply)



Response Percentage by Revenue Range						
	\$0 - \$9 Million	\$10 - \$19 Million	\$20 - \$49 Million	\$50 - \$99 Million	\$100 - \$249 Million	\$250 Million +
Turnover cost	75.0%	25.0%	77.8%	-	50.0%	66.7%
High Performer retention rate	25.0%	25.0%	22.2%	50.0%	-	33.3%
Manager Specific turnover rate	-	50.0%	11.1%	50.0%	-	33.3%
Other: write-in	25.0%	50.0%	11.1%	25.0%	50.0%	0.0%
Total	4	4	9	4	2	3

Other: Write-in (by Revenue Range)

\$20 - \$49 Million

- New hire repetitive training cuts into existing employee work time

7. Any additional comments on employee turnover?

Responses by Revenue Range

\$0 - \$9 Million

- We are a small company. We have about 9 employees and sell through distributors. Everyone is 50 years or older.. except 1 person. Retirement or illness forcing retirement is usually the reason people leave.
- Americans now move their residence on average every 5 years. We have become a nomadic society.

\$10 - \$19 Million

- When employees leave, it seems to be mostly for one of two reasons: more money, or because they are bored and scared in the midst of slowdown in activity.

\$20 - \$49 Million

- On the question, "What is your average employee total turnover rate by department?", you should've included SHOP as a department category. Could have zeroed in on age factor, too. 95% of our turnover is finding & retaining motivated, trainable, reliable, grateful shop personnel, of which candidates are typically Gen Z. On a positive note, you could've also asked about employees that leave (for whatever reason) but then RETURN when they realize the grass elsewhere wasn't as green as they'd expected. Sometimes they're worth it, sometimes they're not.
- Many people cannot take the pressure of manufacturing and leave. The culture of management is a factor due to headquarters being in Europe and the influences are noticeable.

\$250 Million +

- Times are tougher, employee turnover is low VS 2021-22



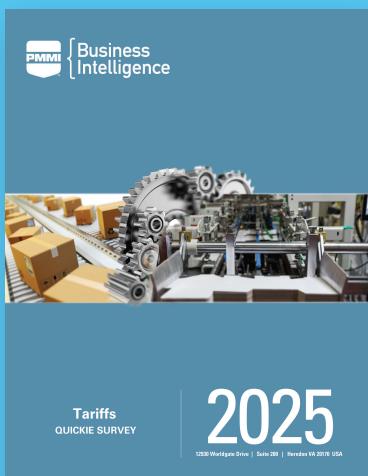
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