

THE **FY22** ATTRITION BENCHMARKING STUDY



**ATTRITION | DEMOGRAPHIC ANALYSIS | TRENDS AND
HEADLINES | ATTRITION OUTLOOK**

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Introduction

IMA India's FY22 Attrition Benchmarking Study aims to assess trends in attrition, by function, level of management and gender across companies. Over 70 organisations across a wide gamut of industries and of varying size and ownership participated in a survey on these issues, conducted in September-October 2021.

Attrition data is presented for each function (sales, marketing, operations, finance, HR, IT etc.) and management level (C-level, senior management, middle management, junior management, blue collar workforce). Detailed data-splits are offered for each parameter by sector, revenue band, ownership (foreign vs Indian), listing, domain (manufacturing vs services) and orientation (B2B vs B2C).

In addition to the detailed numerical cuts, the report aims to offer actionable inputs for CXOs and other decision-makers on some of the qualitative issues around attrition, including the drivers of attrition, the types of challenges companies are facing and the mitigation strategies they are adopting.

Methodology and Definitions (1/2)

- Attrition data for **FY20, FY21, FY22** and the **first quarter (Apr-Jun)** of **FY22** was collated and distilled from responses from **~70 companies** to a questionnaire that was administered in **September-October 2021**.
- Respondents were grouped and the results are reported as follows:
 - **Sector:** 8 broad industries
 - **Revenue:** 3 bands (<Rs 500 crores, Rs 500-1,000 crores, >Rs 1,000 crores)
 - **Workforce size:** 4 bands (<500, 500-1,000, 1,000-5,000, >5000)
 - **Domain:** Manufacturing and Services
 - **Orientation:** B2B and B2C
 - **Ownership:** Foreign MNC, Indian MNC and Indian domestic (companies with no foreign subsidiaries/operations that exclusively/primarily serve the Indian market)
 - **Listing:** Listed/Unlisted in India
- Definitions of functions have been standardised as follows:

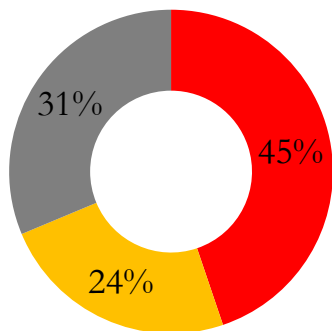
• Operations	• Sales	• Strategy and Planning
• HR	• Risk and Regulatory	• Procurement/Supply Chain
• R&D	• Finance	• Corporate Communication
• Marketing	• IT	

Methodology and Definitions (2/2)

- Data is reported for 5 management levels, which were defined as follows:
 - **Executive leadership** includes the Chief Executive Officer, Chief Financial Officer, Chief Human Resource Officer, Chief Marketing Officer etc., i.e. individuals who run either the entire business, a major SBU or a functional area.
 - **Senior management** refers to executives who have 15 years or more of experience, or are placed above the Mid-Management level and report directly to the C-suite.
 - **Middle management** refers to executives with 8-15 years of experience.
 - **Junior management** refers to executives with 2-8 years of experience.
 - **Blue-collar staff** refers to shop-floor workers, and in the case of construction, to on-site labour.

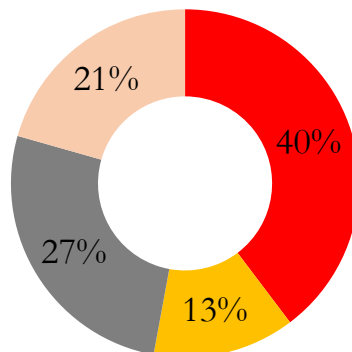
Sample Demographics (1/2)

Turnover



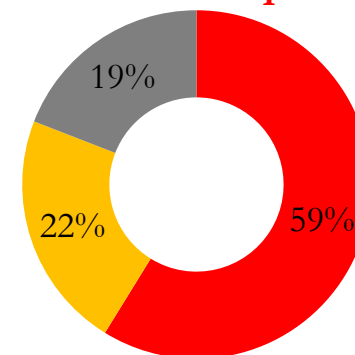
■ < Rs 500 crore ■ Rs 500-1,000 crore
■ > Rs 1,000 crore

Workforce



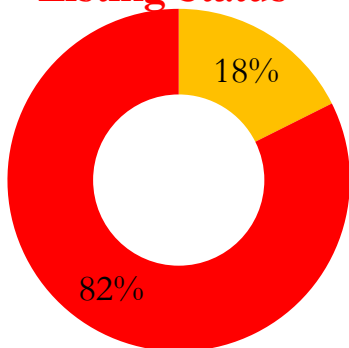
■ < 500 ■ 500-1,000
■ 1,000-5,000 ■ > 5,000

Ownership



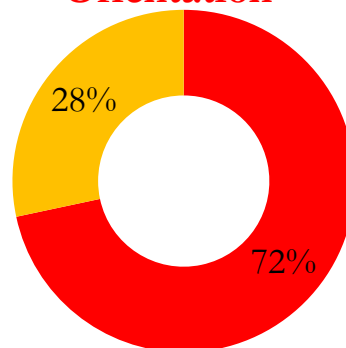
■ Foreign MNC ■ Indian domestic
■ Indian MNC

Listing Status



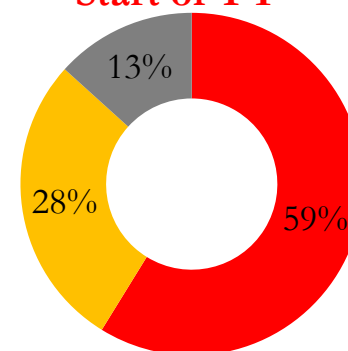
■ Listed ■ Unlisted

Orientation



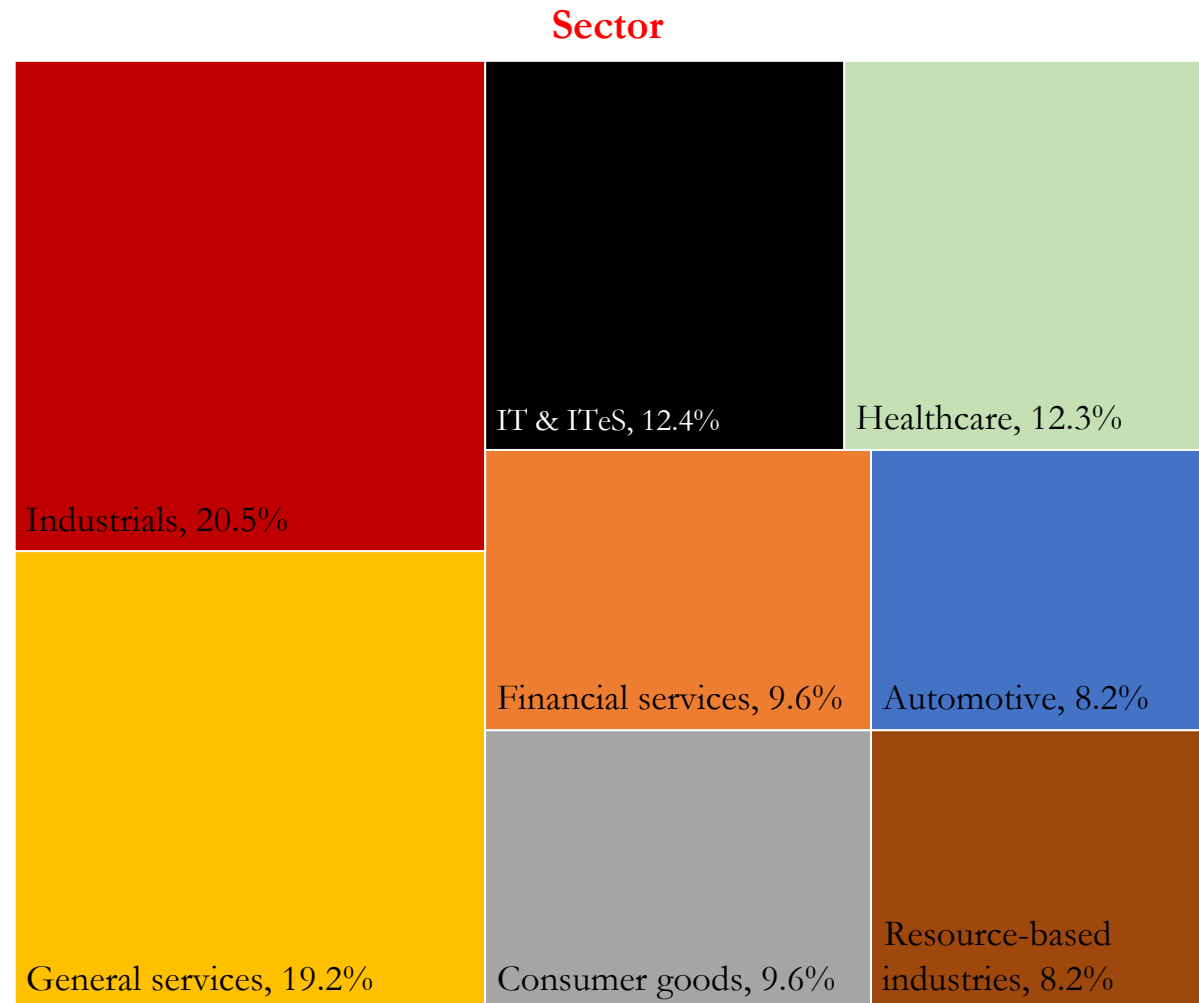
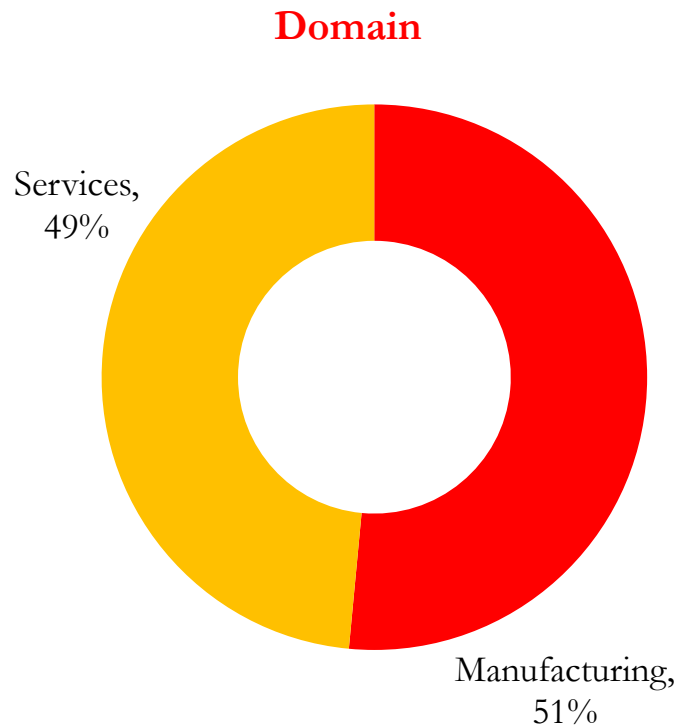
■ B2B ■ B2C

Start of FY



■ April ■ January ■ Others

Sample Demographics (2/2)



Executive Summary(1/3)

- Average, industry-wide attrition edged down from 14.9% in FY20 to 14.1% in FY21. The first quarter (Apr-Jun) of FY22 saw a sharp dip, to 8.4%, presumably owing to Covid's second wave.
- Overall attrition is expected to remain in a similar range this year (FY22). However, there are significant sectoral variations.
- The key driver of attrition is rising competition for talent – and linked to that, pay-related considerations. Changing employee attitudes to work are also a big factor.
- Voluntary attrition fell to 68% in FY21, from 72% the previous year, but is projected to climb to 74% this year as growth resumes and job opportunities open up.
- Attrition rises mildly with company revenue but is much more even across firms of different workforce sizes, except those in the 1,000-5,000-person band (much higher).
- On average, foreign MNCs have the lowest rates of attrition and Indian domestic businesses the highest. Indian MNCs fall in the middle.

Executive Summary(2/3)

- Very significantly, services companies average twice the rate of churn as that of manufacturing companies. Financial services and IT/ITeS lead the way by a distance.
- Function wise, IT, Sales and Operations have the highest rates of attrition; Corporate Communications, R&D and Strategy and Planning the lowest.
- HR and Marketing are expected to see the biggest dip in attrition of any function between FY20 and FY22. In other functions, attrition is stable-to-mildly-rising.
- Level-wise, across firms of different size, revenue, ownership and sector, attrition peaks at the Junior and Middle-Management levels. Overall, half of all companies expect attrition at these levels to pick up in FY22. It is lowest at the Executive Leadership level.
- Attrition among male employees has remained broadly stable at 13.5-14%, but it has *plunged* among females, from 15.5% in FY20 to 11.1% (expected) this year. This could possibly be linked to the greater flexibility offered by hybrid work models.

Executive Summary(3/3)

- Expectedly, rates of churn are highest among workers in the 20-25 and (especially) in the 26-35 age groups, falling rapidly thereafter. Also along expected lines, employees with *some* work experience (6-24 months) tend to move around the most.
- In order to *bring down attrition rates*, firms are focusing on their workplace culture, employee engagement and performance measurement/management.
- Some of the top *mitigation strategies* being include investing in automation/technology, restructuring processes, and cutting other costs in order to hike pay.

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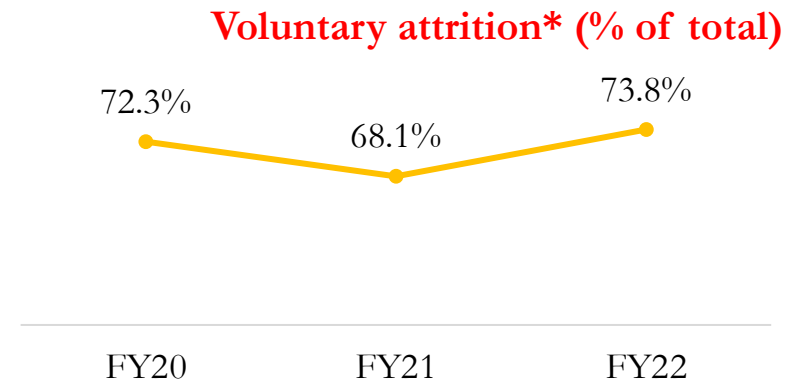
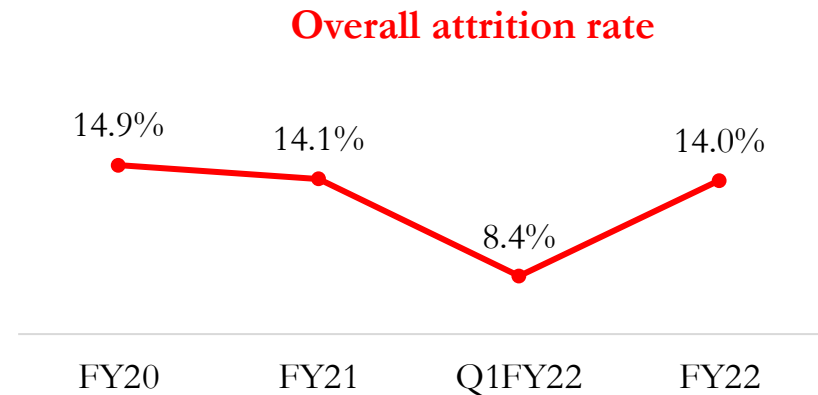
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Annexure

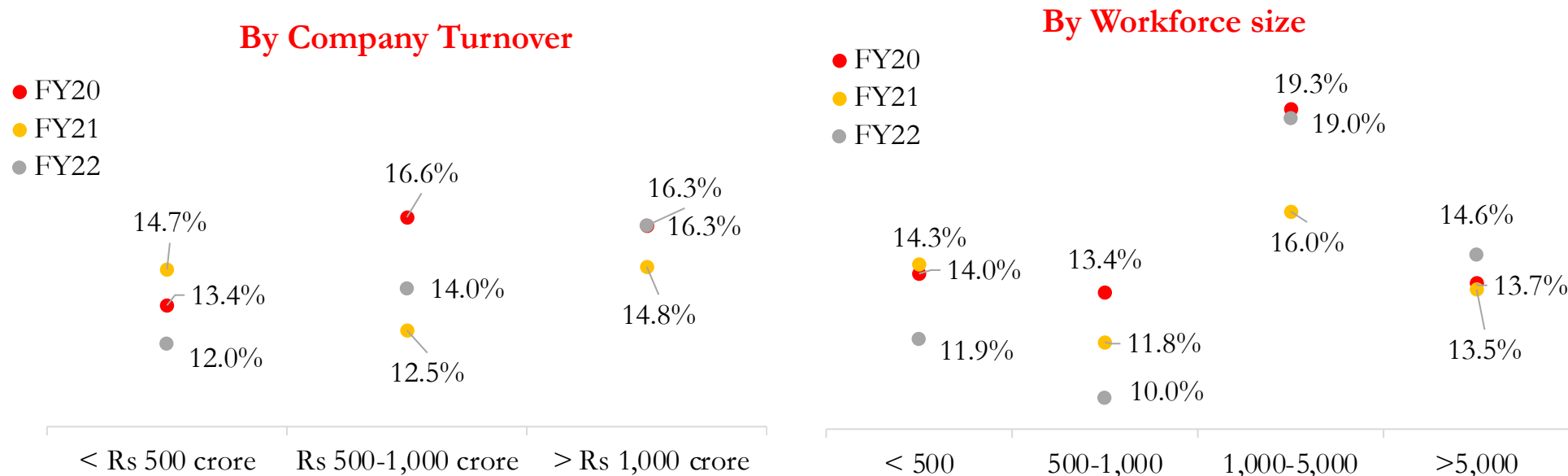
Overall and Voluntary Attrition

- Over the last two years, overall attrition has remained broadly stable, with a small decline in FY21 relative to FY20.
- Attrition dipped in Q1 (Apr-Jun) of FY22, owing to the uncertainties around Covid's second wave.
- The much higher figure expected for FY22 indicates that churn will accelerate sharply over the rest of the year, but will still remain below pre-COVID-19 levels.
- In contrast, voluntary attrition dipped significantly but is expected to climb again in the current year (FY22) as new opportunities start to open up and as employees re-evaluate their career paths.



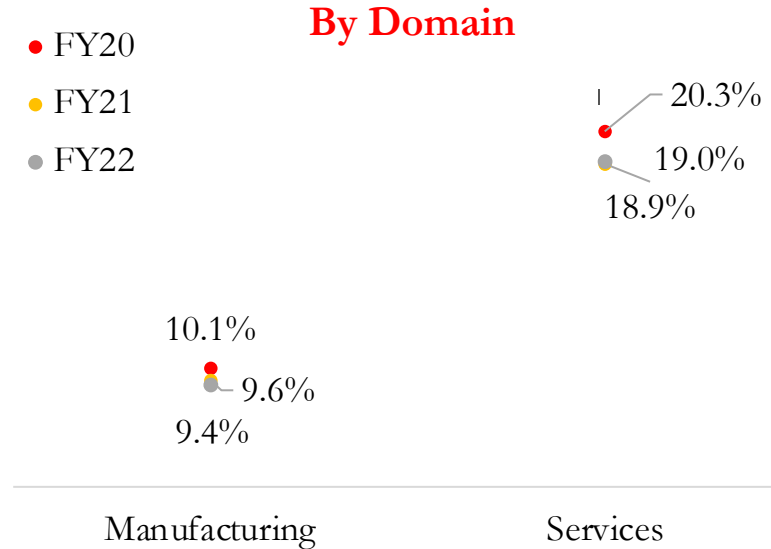
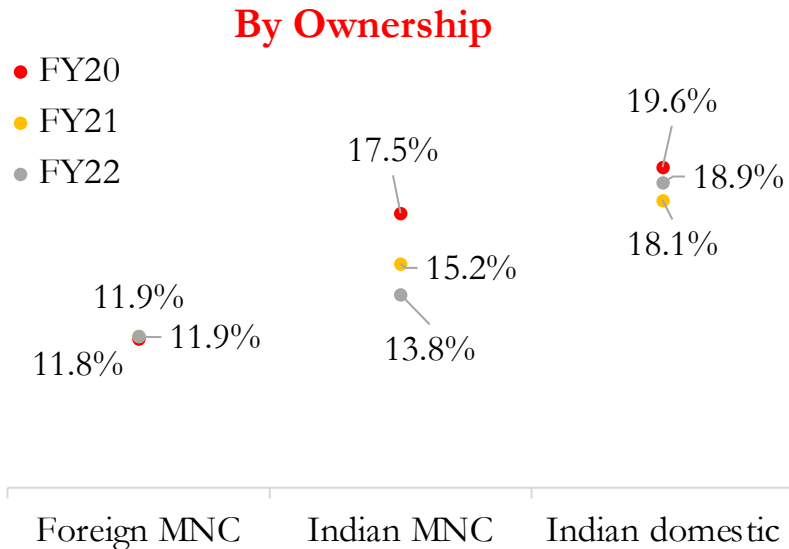
** % of employees leaving voluntarily as a share of all people who left their jobs*

Attrition: By Company Turnover and Workforce Size



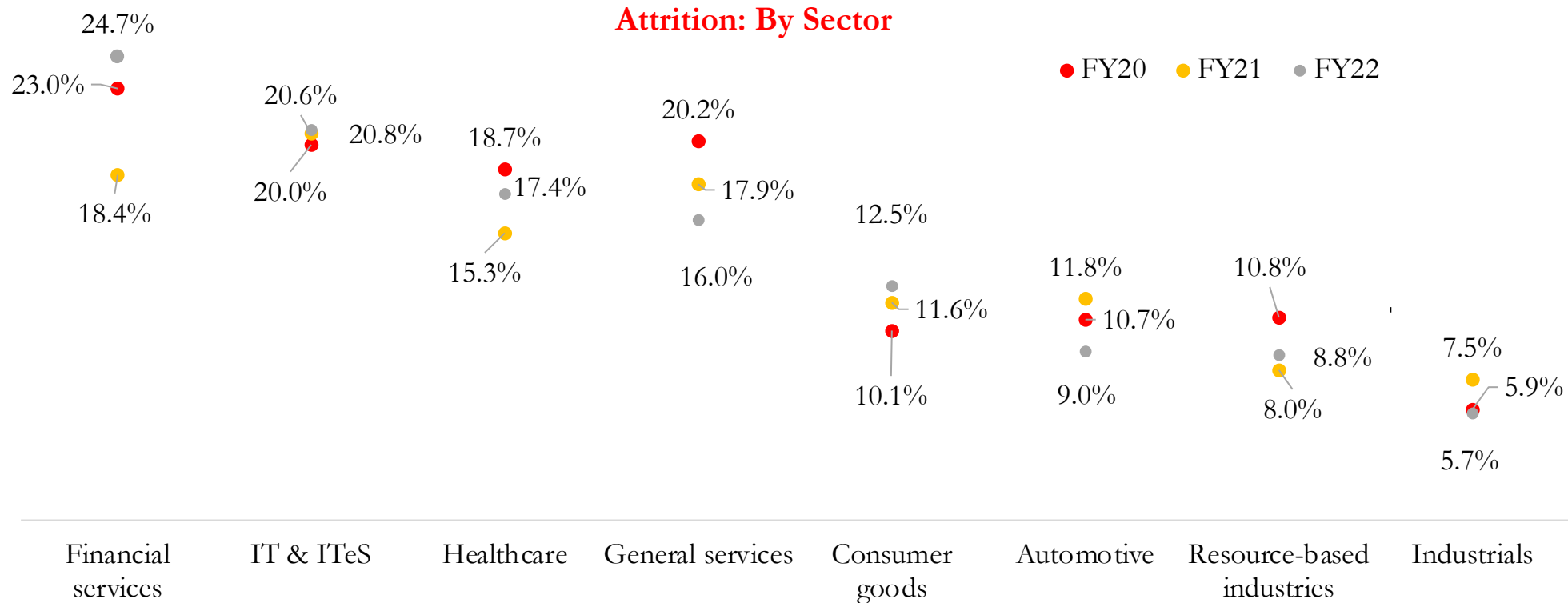
- Attrition trends vary across firms of different sizes. Smaller companies are expecting attrition to fall in FY22 after a jump in FY21, but larger ones are seeing the opposite.
- Shifting workplace dynamics have pushed larger companies to rethink strategies to preserve their company culture and productivity. In some cases, an inability to adapt to a changing environment may be pushing up attrition. On the other hand, smaller companies often have more flexible structures and are better able to keep employees engaged.

Attrition: By Ownership and Domain



- Over the last two years, attrition has remained stable at foreign MNCs and – to a lesser degree – at Indian domestic companies. However, Indian MNCs report a steep decline in attrition in both FY21 and expected in FY22.
- Strikingly, services firms report attrition rates that are, on average, 2x higher than in manufacturing companies.

Attrition: By Sector



Financial services firms report not only the highest attrition rates overall, but have seen a sharp increase in the last 2 years. IT & ITeS comes next, but with little year-on-year volatility, followed by healthcare and general services. Most manufacturing companies hover in the ~10-11% range but industrial companies report the lowest levels of all.

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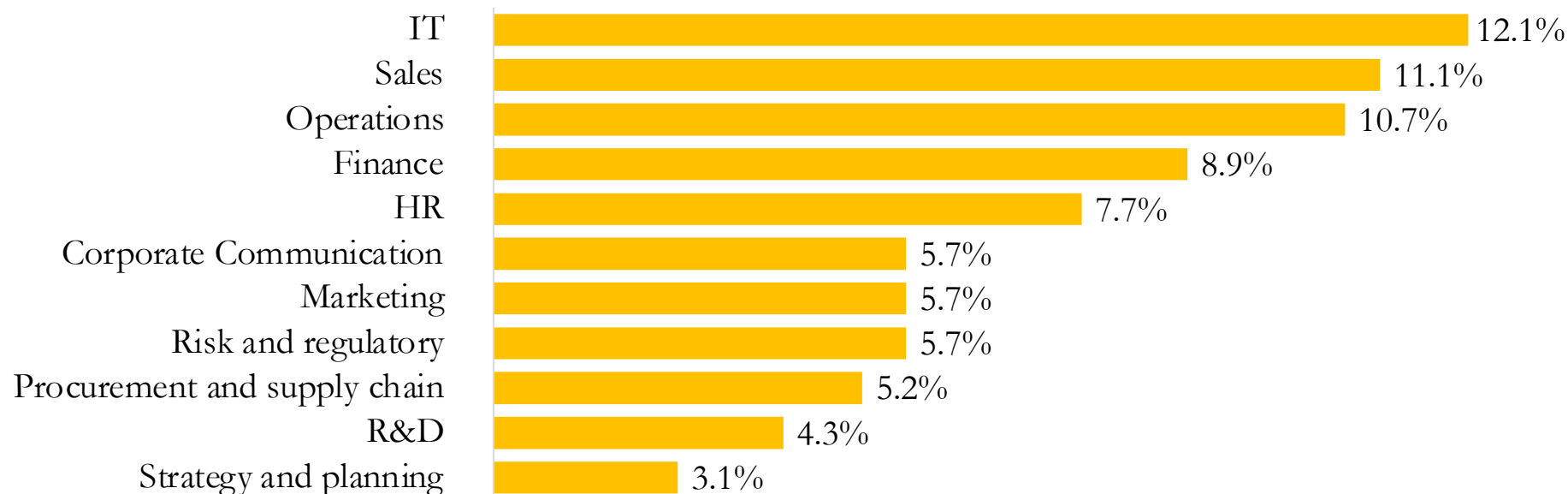
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Expected Attrition, FY22: By Function

Expected Attrition FY22: By Function

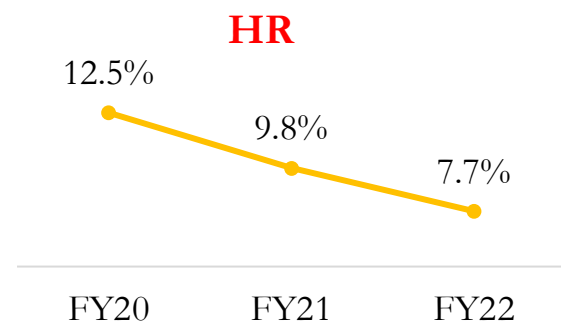
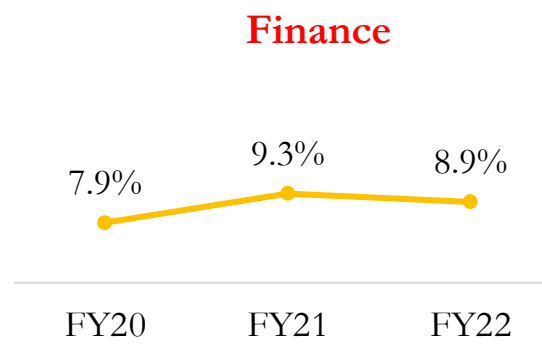
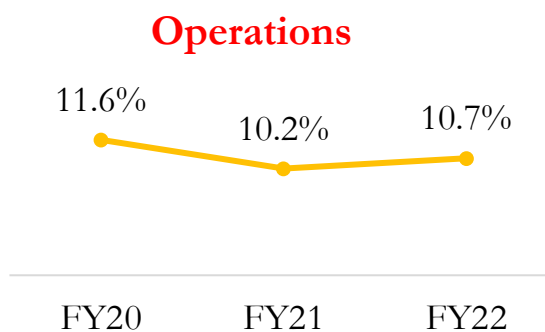
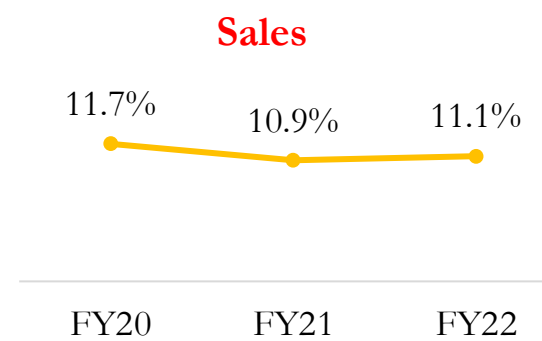
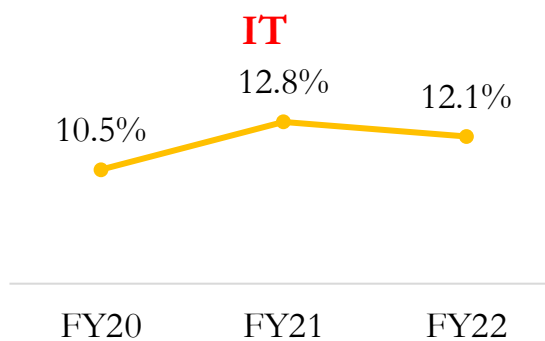


- IT, Sales and Operations have the highest rates of attrition – both historically and expected in FY22. In contrast, certain support functions, such as Procurement/Supply-chain and R&D have low and stable rates of churn.
- With a few exceptions – among B2C companies, Marketing had the highest rates of attrition last year – these trends are size, sector and ownership agnostic.

Trends in Attrition: By Function (1/2)

- Churn in the IT function is particularly high in smaller (<Rs 500 crores) companies*.
- Sales, operations and particularly HR have seen declines while Finance has edged up.
- With some variations, these trends are consistent across sectors, and are similar for companies of different sizes, ownership, orientation etc.*
- Across functions – as with overall, company-wide attrition – services companies are seeing twice the rate of churn as manufacturers.*

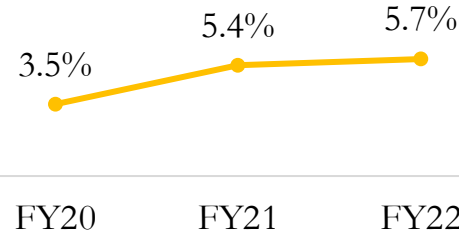
** The Annexure contains detailed cross-tabulations of this data by sector, size and other company-level characteristics*



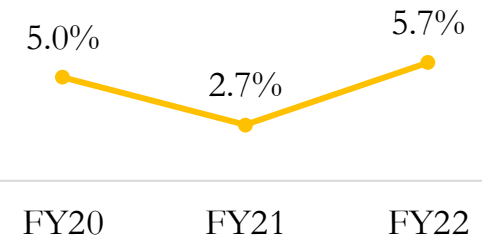
Trends in Attrition: By Function (2/2)

- R&D and Strategy and Planning have the lowest rates of attrition of any function, with little change in the last two years.
- Corp-Comm saw a dip in FY21 but attrition is expected to see a V-shaped 'recovery' this year.
- Marketing has witnessed a sharp decline as has – to a lesser degree – procurement and supply-chain. The risk and regulatory function is moving the other way.
- Marketing is seeing an overall fall in attrition, but among larger companies and B2Cs, it has increased over the last few years.

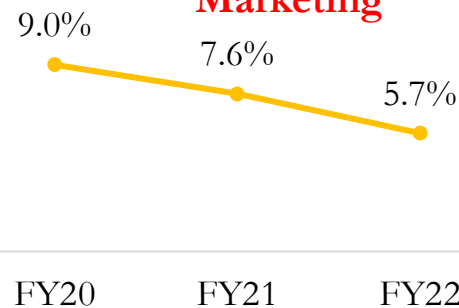
Risk and Regulatory



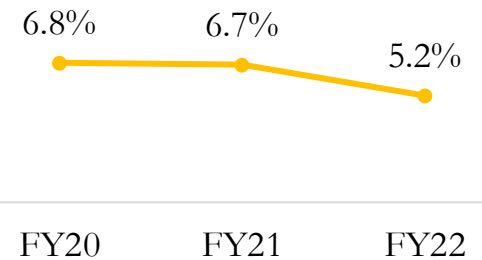
Corporate Communication



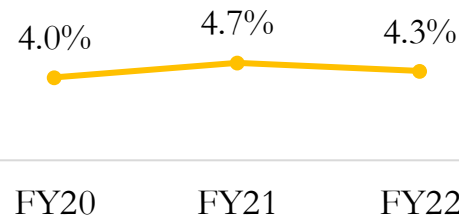
Marketing



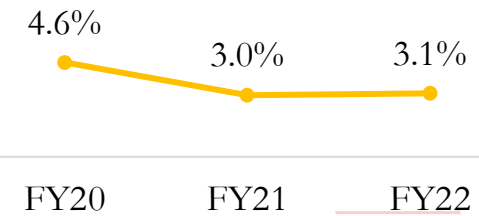
Procurement and Supply Chain



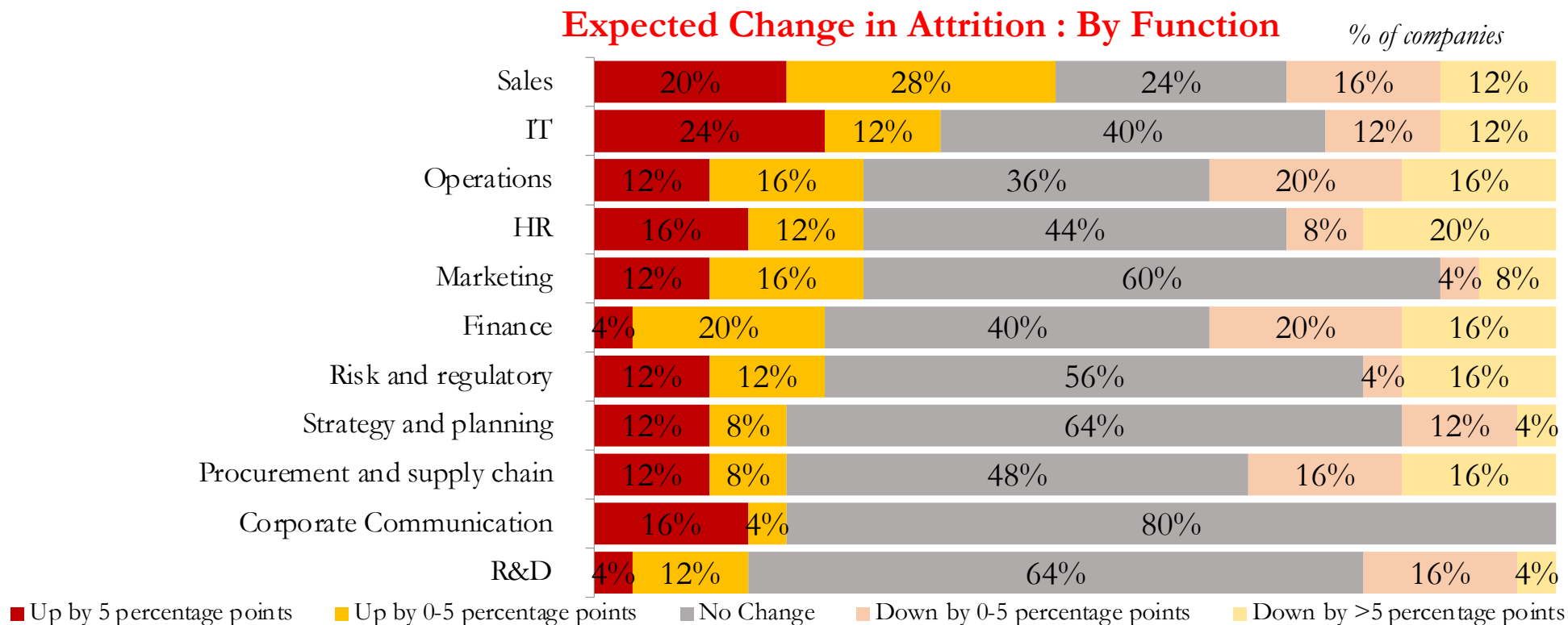
R&D



Strategy and Planning



Expected Change in Attrition, FY22: By Function

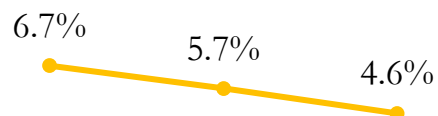


Aligning with the broader, function-wise trends, sales and IT are the two areas where attrition is expected to increase the most this year (FY22), with 20% and 24% of firms, respectively, projecting a >5 percentage point rise in attrition. Finance is likely to see a mild pick-up but functions like risk/regulatory, strategy/planning, R&D and corp-comm are unlikely to see much of a y-o-y change.

Trends in Attrition: By Level

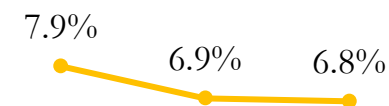
- Attrition rates in the C-suite and senior management are low – and declining.
- Junior management is the biggest problem area for the average firm, followed by middle management – where attrition is rising.
- Blue-collar attrition is generally well contained and relatively stable.

Executive Leadership



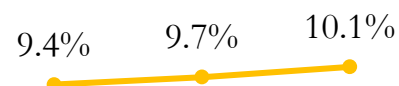
FY20 FY21 FY22

Senior Management



FY20 FY21 FY22

Middle Management



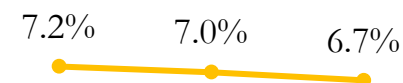
FY20 FY21 FY22

Junior Management



FY20 FY21 FY22

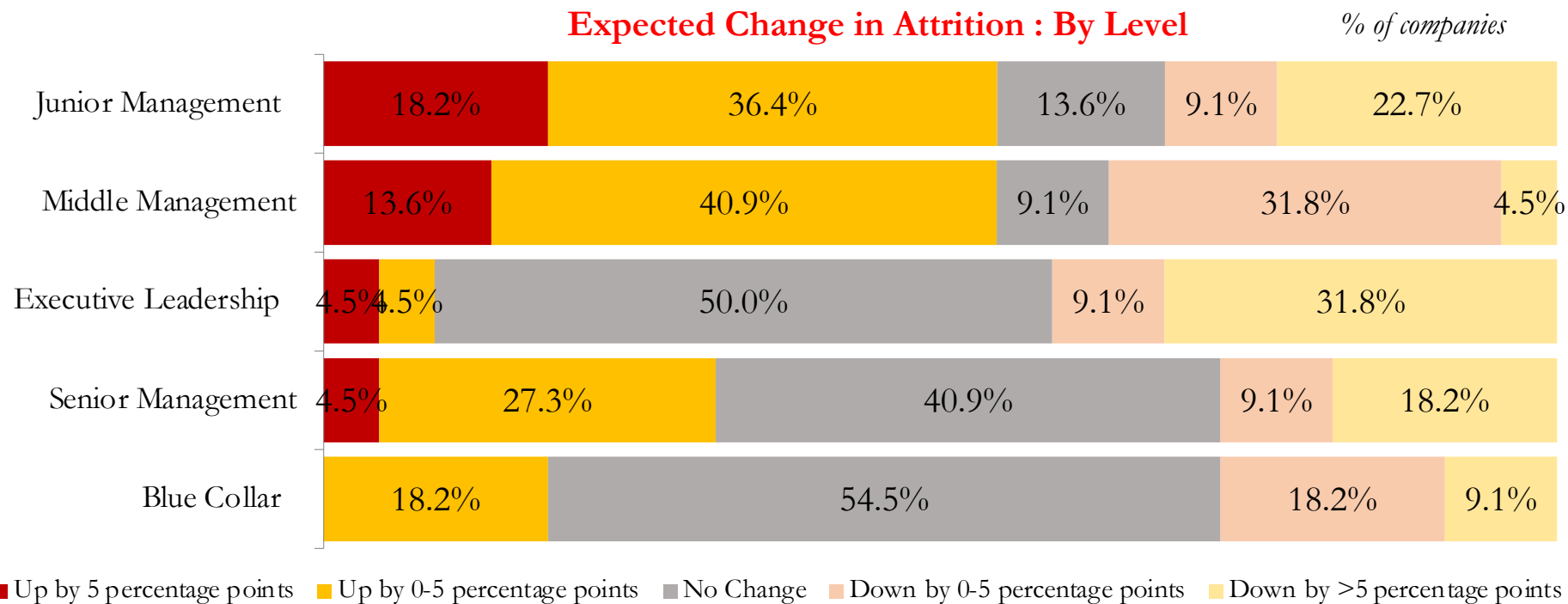
Blue Collar Workforce



FY20 FY21 FY22

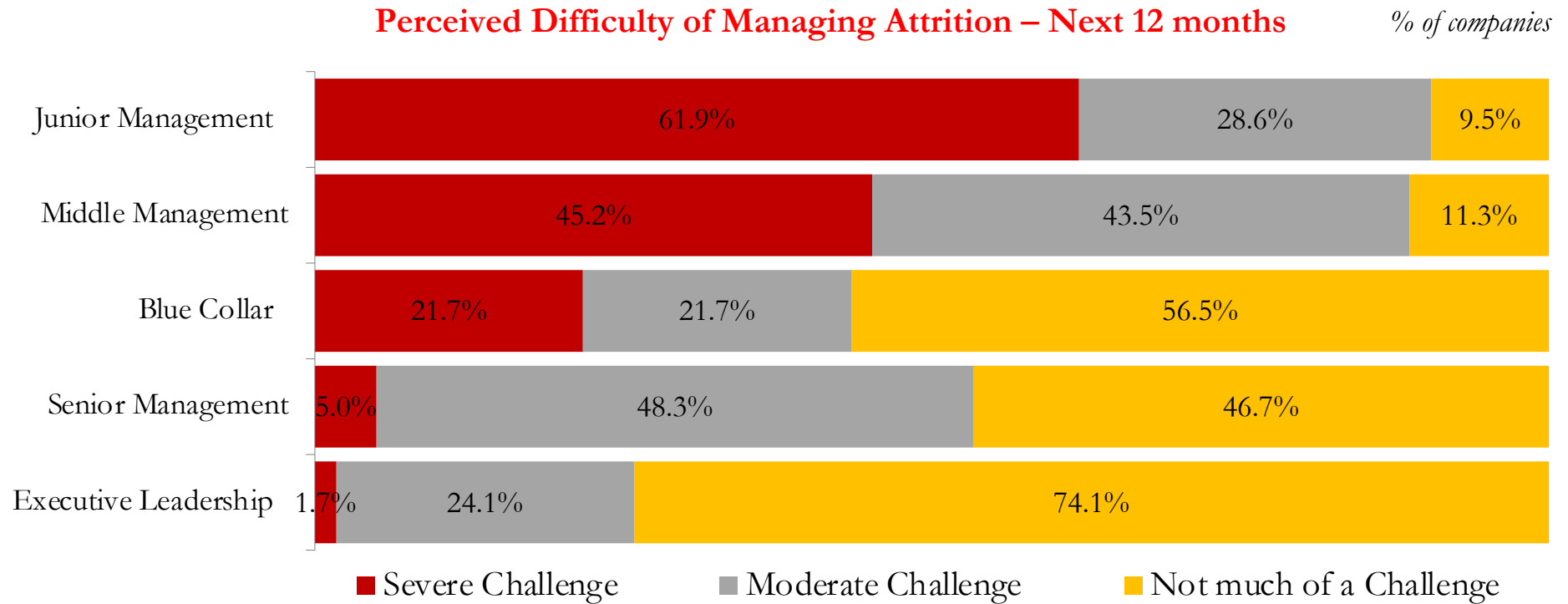
** The Annexure contains detailed cross-tabulations of this data by sector, size and other company-level characteristics*

Expected Change in Attrition, FY22: By Level



Over 50% of companies expect attrition to increase in the junior and middle management cadres in FY22. Blue-collar workers are the likeliest to ‘stay put’. There is some churn at the senior management level, but 91% of companies will see either no change or a decline in attrition at the executive leadership level.

How Much of a Challenge is Attrition at Each Level?

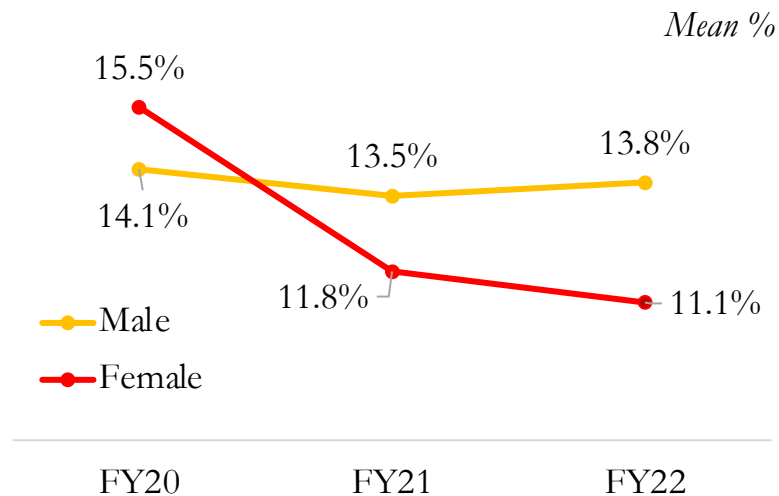


Echoing the previous results, companies face the greatest difficulty in managing attrition at the junior and mid-management levels. This holds true across companies of varying size, ownership and domain*. Relatively few think it is a challenge to managing churn at the higher ranks of the organisation, though ~22% of companies struggle with their blue-collar workforce.

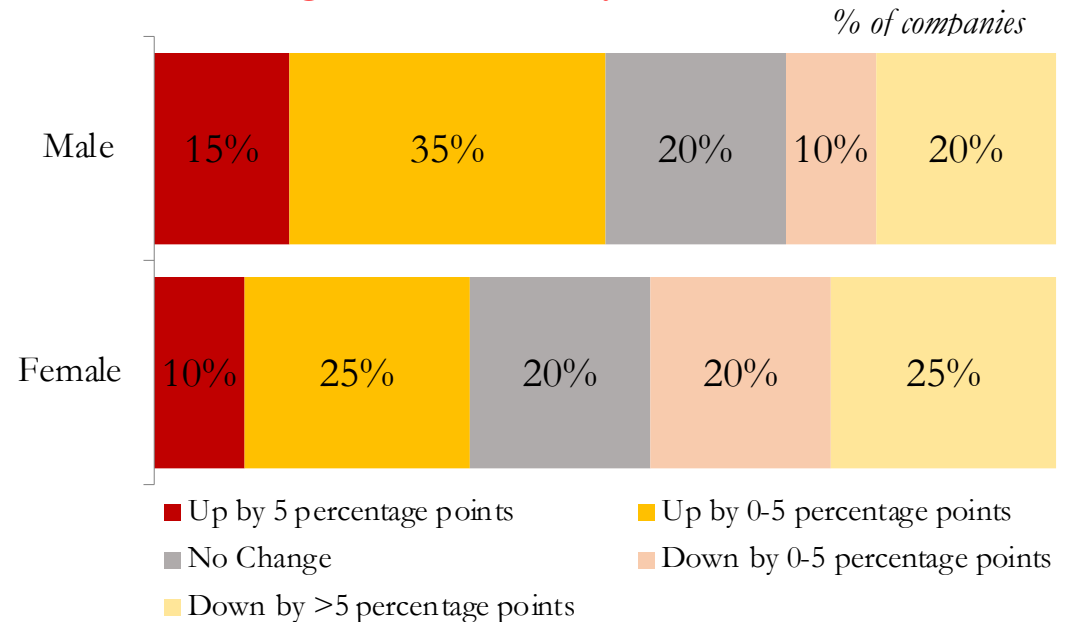
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Attrition: By Gender

Gender-wise Attrition Rates



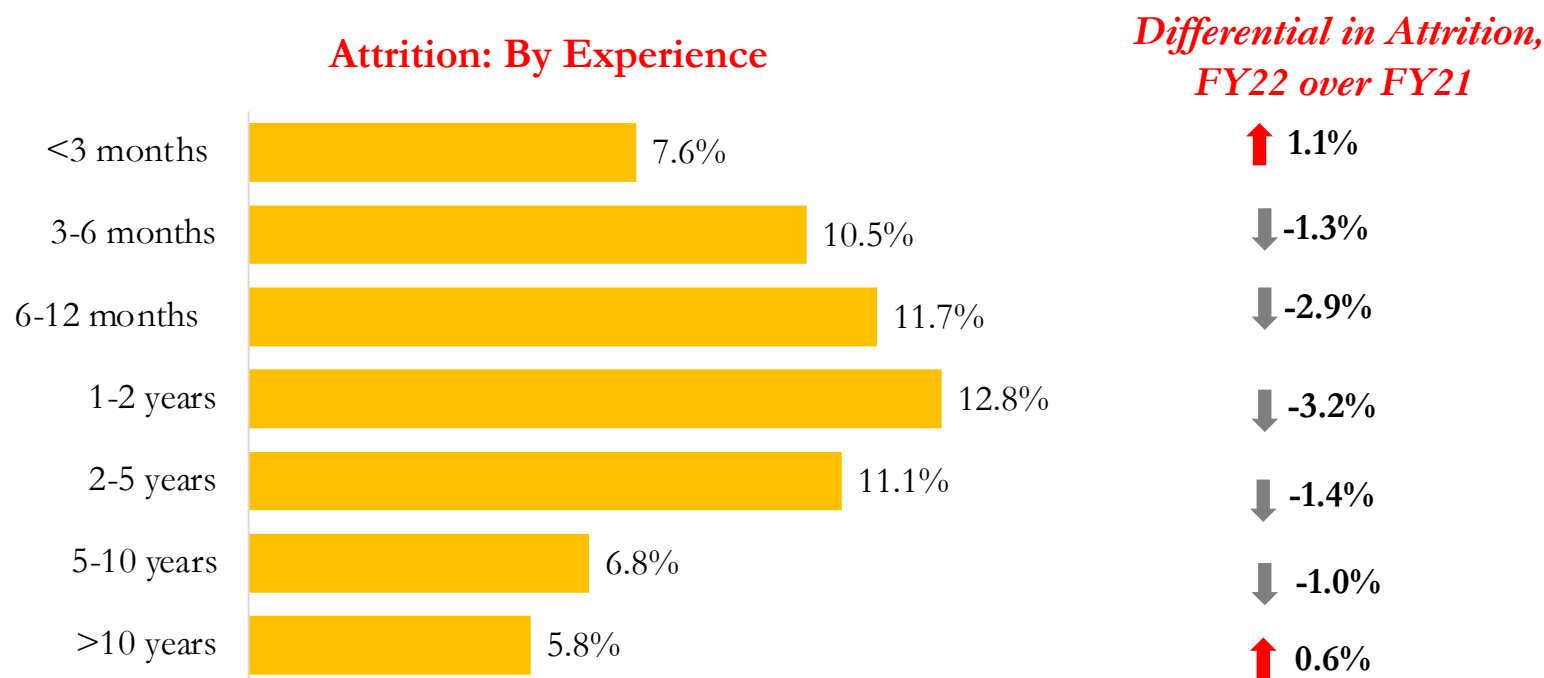
Change in Attrition: By Gender, FY22



At the average company, attrition among male employees has held largely steady, but among females, it has dropped sharply since FY20 and particularly so last year. These results are consistent across companies by size, turnover, ownership and domain.* This could be the result of both – the greater work flexibility offered by WFH/hybrid models, and a growing focus on diversity and inclusion.

* The Annexure contains detailed cross-tabulations of this data by sector, size and other company-level characteristics

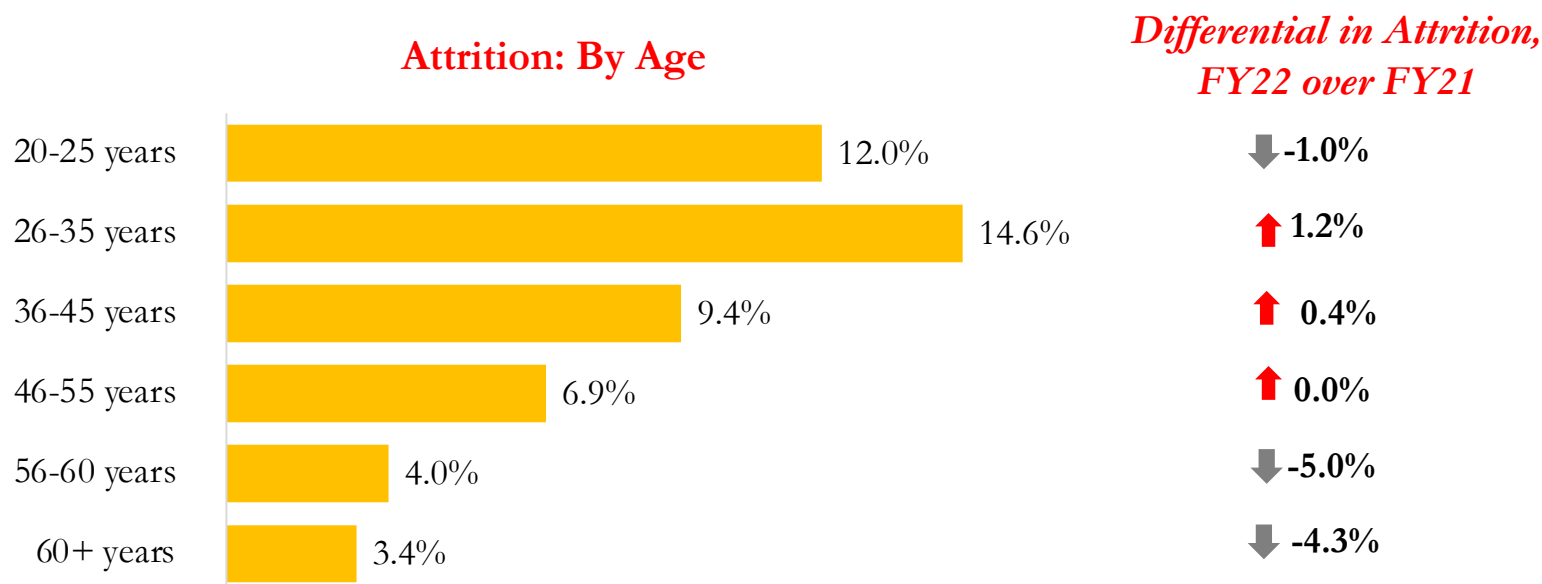
Attrition, FY22: By Level of Experience



Workers with between 6 and 24 months of experience are the likeliest to change jobs, but these groups are also expected to see the biggest y-o-y declines this year (FY22). Possibly, the uncertainties around the pandemic are causing them to ‘stick around.’ Notably, the least (<3 months) and the most experienced (>5 years) workers have lowest rates of attrition, though the former are expected to see greater churn (up 110 bps) in FY22 than last year.

* The Annexure contains detailed cross-tabulations of this data by sector, size and other company-level characteristics

Attrition, FY22: By Age Group



Rates of attrition tend to peak in the 26-35 age group and then gradually decline. This is also the group that is expected to see the biggest increase in churn (120 bps) in FY22. Older workers (55+) not only have sub-5% rates of attrition but have seen these rates fall by over half since FY21. This reflects a desire to ‘stay put’ in the later years of one’s career, but also limited prospects of finding a new job in the current environment. The youngest workers are also becoming more conservative about job changes.

** The Annexure contains detailed cross-tabulations of this data by sector, size and other company-level characteristics*

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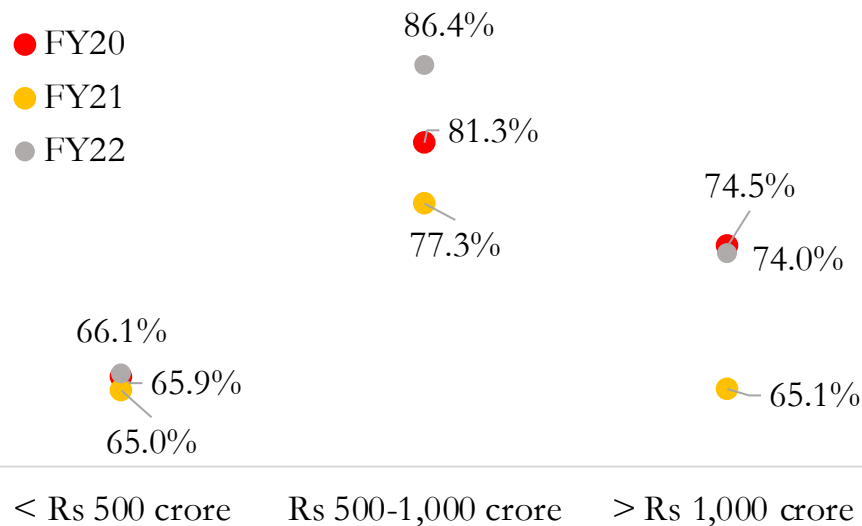
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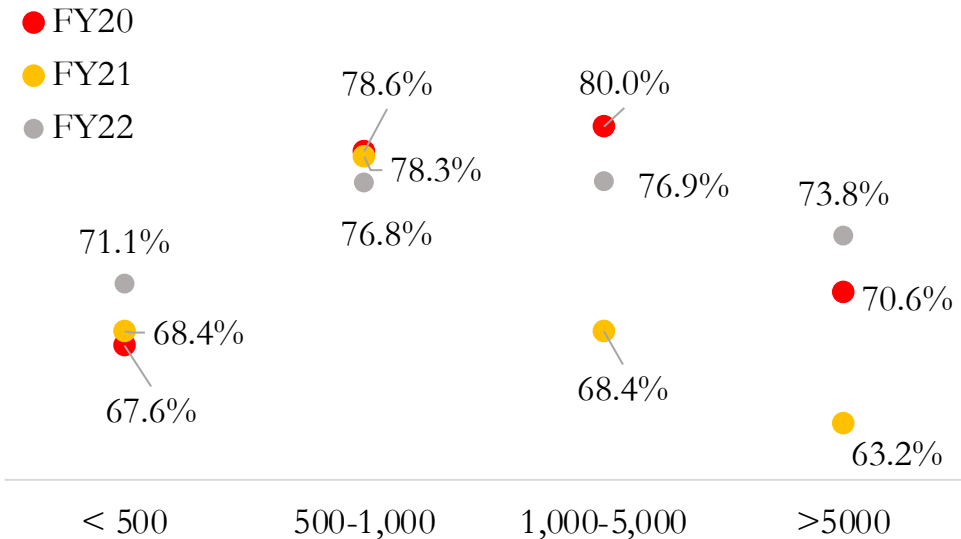
Annexure

Voluntary Attrition: By Company Turnover and Workforce Size

By Company Turnover

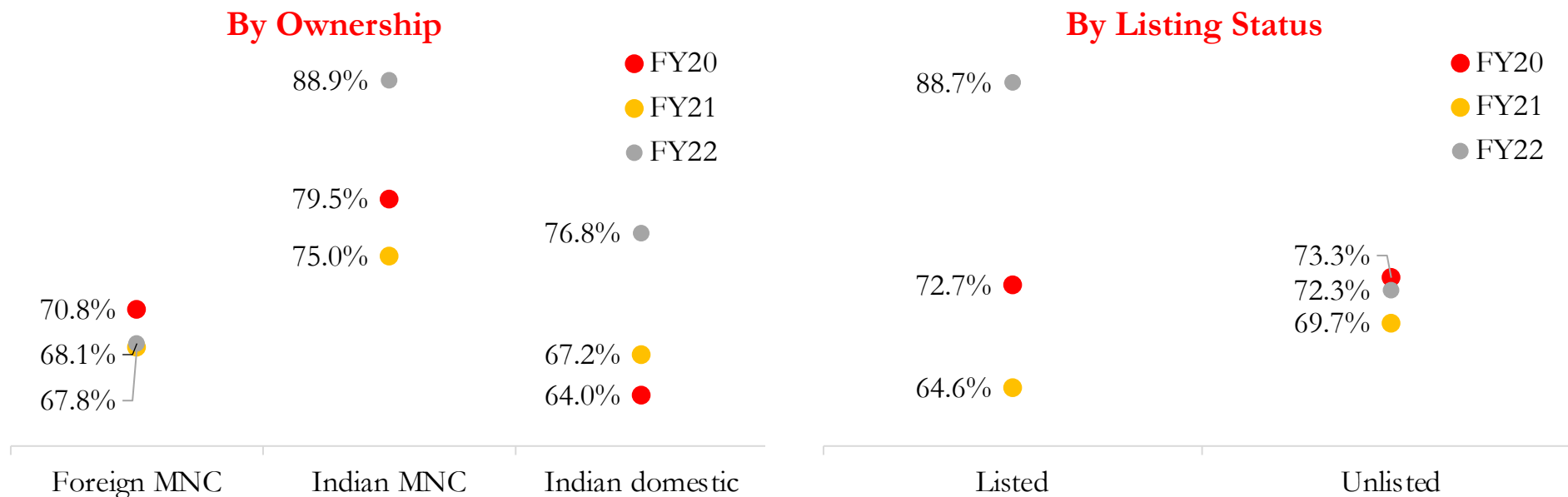


By Workforce Size



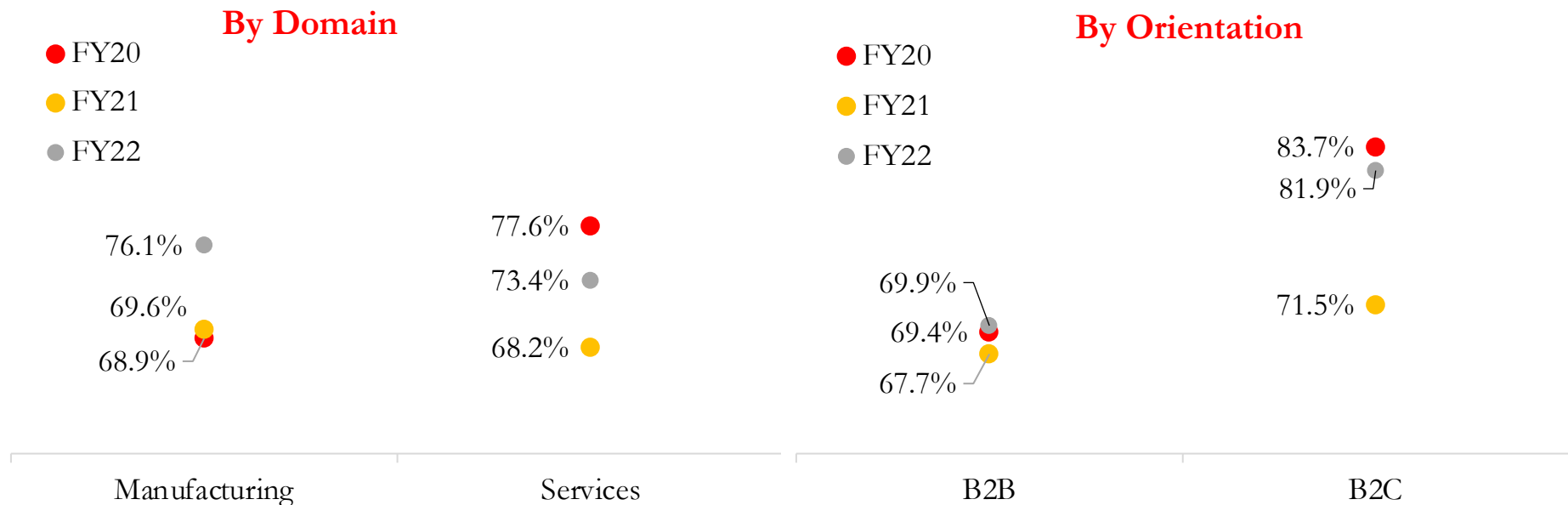
Across most revenue and workforce-size bands, voluntary attrition fell last year (FY21), reflecting rising layoffs due to the pandemic. In general, mid-sized firms have higher rates of voluntary attrition than either very small or very larger ones. This year, nearly across the board, a higher share of workers are expected to leave of their own accord – indicating an improving job market as well changing dynamics in terms of work-styles and workplaces.

Voluntary Attrition: By Ownership and Listing Status



Among foreign MNCs and unlisted companies, rates of voluntary attrition have remained broadly stable in the last 2 years. However, Indian companies – both domestically oriented and MNC – as well as listed organisations, have seen sharp dips, followed by a big (expected) jump this year.

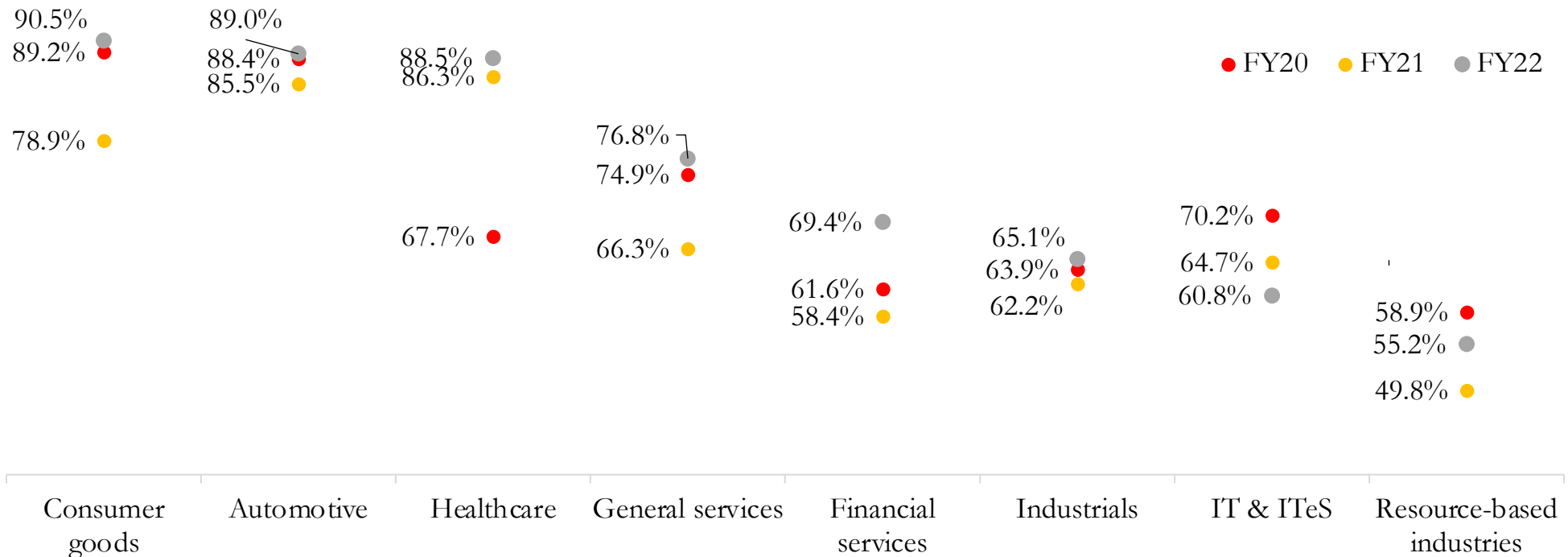
Voluntary Attrition: By Domain and Orientation



Whereas services firms and B2Cs both saw a big drop in voluntary attrition in FY21 – indicating large-scale layoffs – for manufacturers and B2Bs, the ratios barely moved. However, across all four categories, it is expected to pick up in FY22, indicating that the current recovery is broad-based.

Voluntary Attrition: By Sector

Voluntary Attrition: By Sector



Across sectors, voluntary attrition dipped in FY21 – a clear marker of corporate stress, indicating that layoffs rose. The one exception was healthcare, where it rose sharply, perhaps indicating burn-out among frontline workers. This year, all sectors but IT/ITeS expect voluntary attrition to rise, strongly indicative of a ‘hot’ jobs market.

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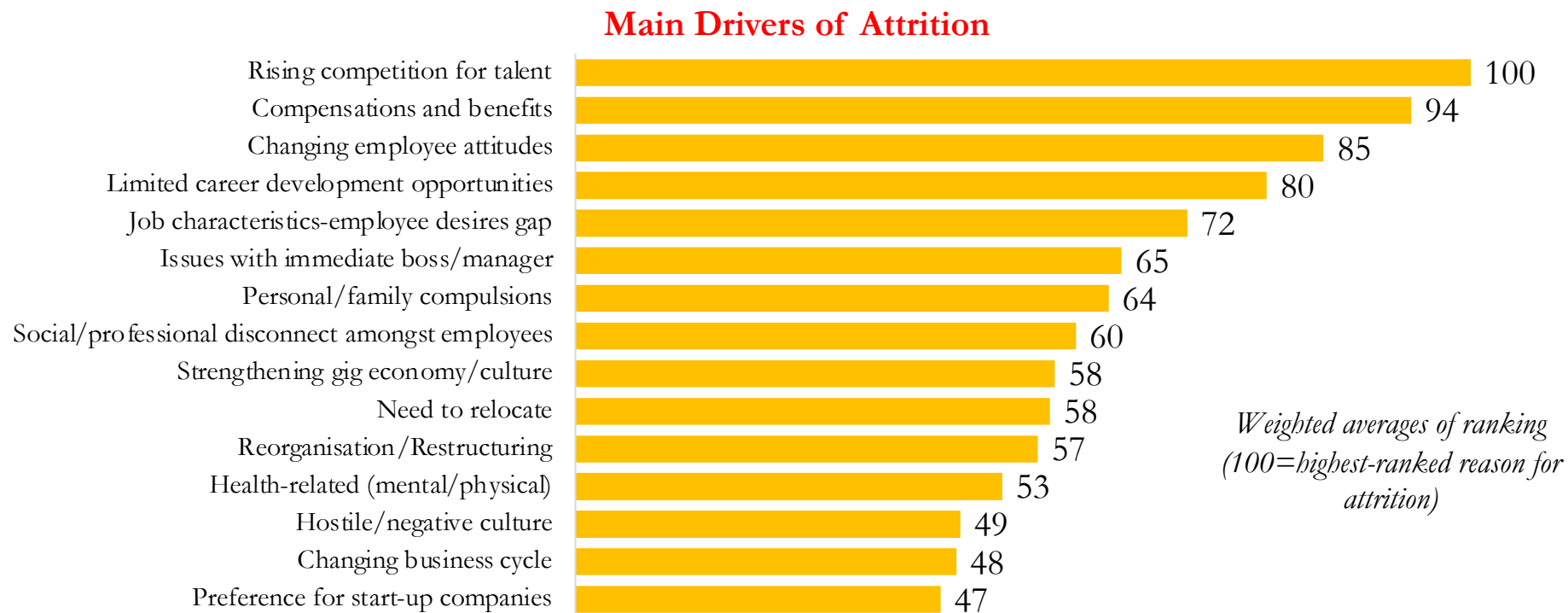
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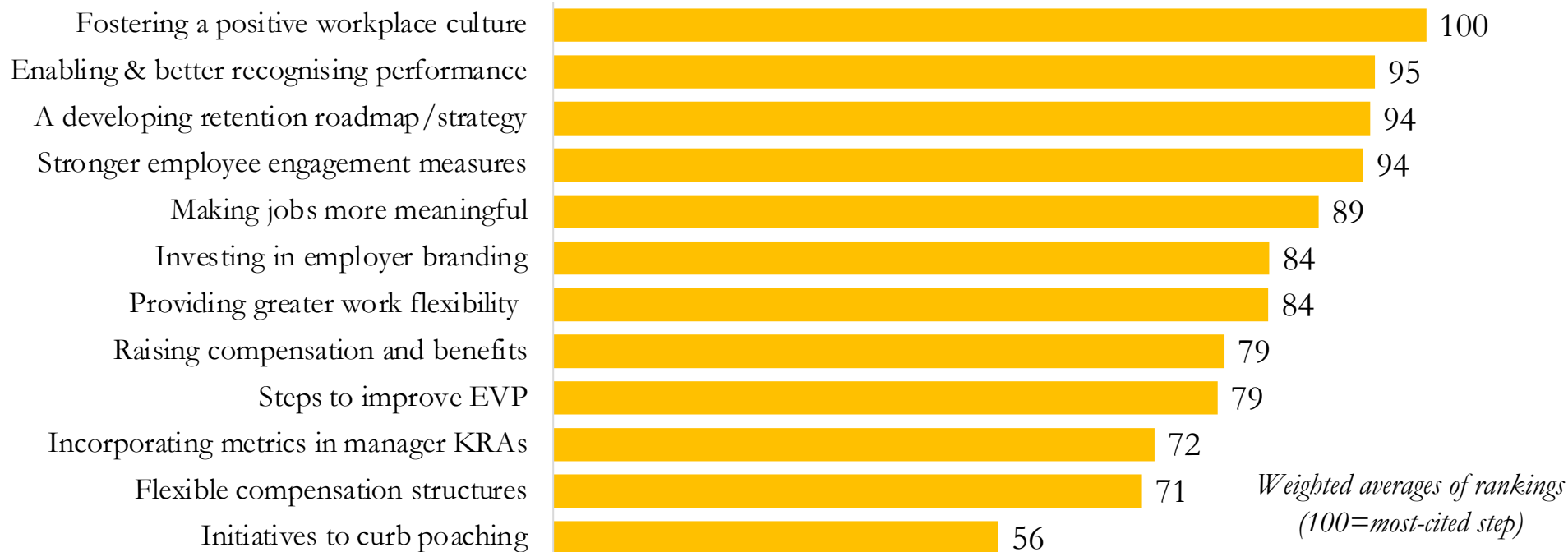
What is Driving Attrition?



By some distance, the key factor driving attrition is rising competition for talent – which also reflects in rising salaries. Shifting attitudes to work – such as work-life balance, career trajectory and the search for ‘meaning’ – are also playing an important role. So, too, are personal compulsions and growing feelings of ‘disconnect’ are also visible in rising rates of voluntary attrition. Consequently, employee welfare and engagement has become a key topic of CXO discussions.

What are Firms Doing to Bring Down Attrition...?

Steps to tackle Attrition



In order to tackle attrition, firms are focusing more on their workplace culture, employee engagement and making jobs more meaningful. There is a stark shift towards a less monetary-based approach, with compensation-related measures ranking low. However, smaller companies, and those in the general services segment, continue to rank compensation relatively high on this parameter.

...And How are they Coping with the New Reality?

Most Effective Mitigation Strategies



Faced with the *reality* of an intensifying war for talent, firms are pushing automation/other technology initiatives, as well as restructuring their processes to become less manpower-dependent. Both steps acknowledge the shifts underway in the world of work, and are designed to accommodate changing employee expectations. Many firms are also hiring more in general, employing more gig/contract workers, or outsourcing more than before.

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Overall Attrition, Attrition by Gender

Sector-wise Attrition

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Age-wise Attrition

Overall Attrition Rates: By Group

	Attrition (mean %)	FY20	FY21	Q1FY22	FY22
	Overall	14.9	14.1	8.4	14.0
Sector	Automotive	10.7	11.8	4.6	9.0
	Financial services	23.0	18.4	12.8	24.7
	Consumer goods	10.1	11.6	5.2	12.5
	General services	20.2	17.9	12.5	16.0
	Healthcare	18.7	15.3	4.9	17.4
	IT & ITeS	20.0	20.6	15.2	20.8
	Industrials	5.9	7.5	2.6	5.7
	Resource-based industries	10.8	8.0	5.8	8.8
Revenue	< Rs 500 crore	13.4	14.7	8.8	12.0
	Rs 500-1,000 crore	16.6	12.5	7.1	14.0
	> Rs 1,000 crore	16.3	14.8	8.8	16.3
Workforce	< 500	14.0	14.3	7.5	11.9
	500-1,000	13.4	11.8	7.1	10.0
	1,000-5,000	19.3	16.0	11.2	19.0
	>5,000	13.7	13.5	8.2	14.6
Ownership	Foreign MNC	11.8	11.9	7.0	11.9
	Indian MNC	17.5	15.2	13.0	13.8
	Indian domestic	19.6	18.1	7.7	18.9
Domain	Manufacturing	10.1	9.6	4.4	9.4
	Services	20.3	18.9	12.3	19.0
Orientation	B2B	13.9	13.4	7.9	12.0
	B2C	14.9	13.1	7.3	13.9
Listing	Listed	14.4	10.2	8.5	11.9
	Unlisted	14.5	14.6	8.4	14.0

Note: Red-highlighted cells identify the highest attrition rates within each group for every period

Overall Attrition: By Gender

(Mean %)

		FY20		FY21		Q1FY22		FY22	
		Male	Female	Male	Female	Male	Female	Male	Female
	Overall	14.1	15.5	13.5	11.8	8.9	7.5	13.8	11.1
Sector	Automotive	10.8	10.8	8.7	9.3	6.2	7.6	6.8	9.8
	Financial services	21.9	23.4	17.9	16.1	16.2	13.3	24.2	18.2
	General services	16.9	14.1	16.4	12.3	11.4	8.3	13.7	9.8
	Healthcare	18.9	25.2	14.3	16.5	4.1	5.8	17.0	16.5
	IT & ITeS	22.0	19.6	23.3	21.1	14.1	13.3	22.0	19.1
	Industrials	5.9	1.4	7.7	4.8	4.2	0.7	5.5	2.5
Revenue	< Rs 500 crore	11.7	14.1	13.8	9.8	7.9	7.1	11.5	11.1
	Rs 500-1,000 crore	17.6	17.8	12.8	13.3	8.9	7.0	15.7	11.1
	> Rs 1,000 crore	14.8	15.1	13.8	12.7	9.9	8.3	15.2	11.2
Workforce	< 500	13.1	16.9	13.6	9.4	7.3	5.8	11.1	7.3
	500-1,000	10.7	9.2	9.0	12.0	8.9	7.0	15.7	11.1
	1,000-5,000	18.3	17.6	14.9	13.1	12.1	10.2	20.4	15.0
	>5000	13.9	15.1	14.4	13.0	9.6	8.9	13.6	12.5
Ownership	Foreign MNC	12.2	13.5	12.2	9.0	8.2	6.3	12.9	9.5
	Indian MNC	20.0	19.0	15.0	15.0	5.0	4.0	15.0	15.0
	Indian domestic	9.9	16.5	10.3	13.3	8.8	8.4	6.5	4.8
Domain	Manufacturing	10.0	13.1	8.9	6.7	5.3	4.6	8.4	5.8
	Services	18.8	17.5	18.8	16.7	12.4	10.0	19.6	16.0
Orientation	B2B	13.0	12.1	13.4	12.2	8.5	7.6	12.1	10.6
	B2C	14.1	21.8	11.7	8.9	9.2	6.4	14.5	9.9
Listing	Listed	12.6	14.0	8.8	8.2	6.1	6.0	13.6	9.0
	Unlisted	14.2	15.5	14.4	12.4	9.7	8.0	13.8	11.4

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Overall Attrition, Attrition by Gender

Sector-wise Attrition

Function-wise Attrition

Level-wise Attrition

Experience-wise Attrition

Age-wise Attrition

Sector-wise Attrition: By Level

(Mean %)

	Executive Leadership			Senior Management			Middle Management			Junior Management			Blue Collar		
	FY20	FY21	FY22	FY20	FY21	FY22	FY20	FY21	FY22	FY20	FY21	FY22	FY20	FY21	FY22
Overall	6.7	5.7	4.6	7.9	6.9	6.8	9.4	9.7	10.1	12.4	11.7	12.7	7.2	7.0	6.7
Automotive	11.2	5.2	3.2	9.3	5.7	3.8	8.2	5.5	6.0	7.7	10.8	8.8	9.2	9.4	6.7
Financial services	10.4	11.1	3.0	13.7	10.9	11.2	13.0	14.0	17.3	18.3	15.9	21.2	15.2	10.7	13.4
Consumer goods	7.6	3.7	7.2	7.6	8.3	7.8	12.8	9.7	14.2	13.2	12.5	17.0	5.0	7.3	6.3
General services	2.3	4.5	6.4	10.3	9.4	9.8	12.8	15.9	12.3	17.6	15.5	14.9	5.0	7.6	5.2
Healthcare	21.8	15.3	6.0	10.2	11.5	6.6	11.7	9.3	6.5	12.7	11.0	8.6	12.7	9.0	13.2
IT & ITeS	7.1	8.1	7.0	5.5	8.3	9.7	9.5	12.8	12.4	17.4	16.3	15.0	21.7	15.3	20.0
Industrials	4.1	1.5	0.9	2.3	2.8	1.5	3.5	4.0	4.7	3.1	5.9	5.5	4.6	5.3	3.5
Resource-based industries	1.0	0.3	1.3	3.0	2.0	4.5	7.0	4.0	6.0	8.4	6.6	9.0	3.2	2.6	3.2

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Sector-wise Attrition: By Years of Experience

(Mean %)

	3 months			3-6 months			6-12 months			1-2 years			2-5 years			5-10 years			10+ years		
	FY20	FY21	FY22	FY20	FY21	FY22	FY20	FY21	FY22	FY20	FY21	FY22	FY20	FY21	FY22	FY20	FY21	FY22	FY20	FY21	FY22
Overall	13.6	6.5	7.6	13.5	11.8	10.5	13.2	14.6	11.7	15.9	16.0	12.8	13.8	12.5	11.1	8.5	7.8	6.8	5.3	5.2	5.8
Automotive	11.2	3.2	4.0	4.0	2.5	7.0	4.8	8.8	7.0	15.6	14.2	9.3	16.4	17.0	8.7	5.8	4.8	9.8	6.2	4.2	12.0
Financial services	18.0	12.3	17.8	13.7	12.7	14.3	15.5	11.8	11.7	16.8	16.5	14.0	14.2	11.8	14.0	7.2	3.0	3.0	1.7	1.0	2.0
Consumer goods	9.0	8.3	6.7	26.7	27.7	20.0	12.0	10.0	8.7	7.7	5.7	7.3	15.7	7.7	12.7	9.7	6.0	9.7	8.7	5.7	6.0
General services	22.0	8.8	6.0	16.4	13.8	8.4	7.0	15.2	17.3	15.8	18.8	12.1	12.8	10.6	11.3	11.6	10.6	6.7	6.8	5.0	10.0
Healthcare	23.2	7.8	13.3	14.0	13.8	18.5	21.0	16.2	15.0	19.3	14.6	14.8	18.7	12.4	9.3	8.1	6.1	6.3	4.7	4.7	3.4
IT & ITeS	24.6	12.9	16.0	18.2	19.5	19.4	23.4	18.8	19.0	20.0	20.3	18.5	17.8	19.8	19.2	10.0	11.7	9.2	2.6	6.2	8.3
Industrials	4.3	3.4	1.4	10.5	3.3	3.0	11.8	26.0	4.2	18.3	20.0	9.4	9.0	11.5	6.4	8.5	11.4	8.4	11.3	15.0	6.9
Resource-based industries	15.5	3.5	10.5	12.5	14.5	9.5	15.0	26.5	17.0	12.0	14.0	18.0	11.0	8.5	13.0	5.3	4.7	5.7	3.5	3.0	3.3

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Sector-wise Attrition: By Age Group

(Mean %)

	Age 20-25			Age 26-35			Age 36-45			Age 46-55			Age 56-60			Age 60+		
	FY20	FY21	FY22	FY20	FY21	FY22	FY20	FY21	FY22	FY20	FY21	FY22	FY20	FY21	FY22	FY20	FY21	FY22
Overall	16.0	13.0	12.0	14.6	13.4	14.6	10.3	9.0	9.4	10.1	6.9	6.9	9.5	9.0	4.0	4.4	7.7	3.4
Automotive	16.7	16.0	3.0	8.4	5.6	4.0	6.5	4.3	3.0	4.7	5.3	3.0	13.3	25.0	3.0	8.4	5.6	4.0
Financial services	20.0	17.8	19.2	31.2	26.0	30.4	14.8	14.4	15.2	12.8	10.4	10.0	6.6	6.4	6.2	31.2	26.0	30.4
Consumer goods	4.0	2.0	7.0	11.7	8.0	9.0	11.7	7.7	7.0	8.3	1.3	5.0	7.0	3.5	7.0	11.7	8.0	9.0
General services	16.0	14.4	7.8	13.1	12.1	12.3	11.3	9.7	8.0	15.3	11.8	5.6	9.2	10.3	4.8	13.1	12.1	12.3
Healthcare	38.0	18.3	25.5	19.7	15.9	19.3	9.5	8.1	8.6	9.8	7.0	7.8	24.4	10.5	3.3	19.7	15.9	19.3
IT & ITeS	40.3	28.3	42.5	22.8	22.8	25.0	13.5	12.5	15.0	10.0	12.7	17.5	40.0	25.5	7.5	22.8	22.8	25.0
Industrials	7.2	7.2	6.2	7.7	9.4	7.6	7.6	7.6	7.2	10.7	2.3	4.0	0.2	2.2	0.3	7.7	9.4	7.6
Resource-based industries	5.0	4.5	6.0	5.3	4.7	6.7	4.0	4.5	5.0	3.5	3.0	4.0	1.0	1.0	1.0	5.3	4.7	6.7

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Overall Attrition, Attrition by Gender

Sector-wise Attrition

Function-wise Attrition

Level-wise Attrition

Experience-wise Attrition

Age-wise Attrition

Function-wise Attrition: By Turnover

(Mean %)

	< Rs 500 crore				Rs 500-1,000 crore				> Rs 1,000 crore			
	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22
Overall	13.4	14.7	8.8	12.0	16.6	12.5	7.1	14.0	16.3	14.8	8.8	16.3
Operations	9.2	9.1	6.2	7.3	17.1	11.4	9.9	17.3	11.4	11.0	6.9	11.1
Sales	9.9	12.4	7.8	11.7	8.6	6.0	4.0	3.0	16.0	11.9	5.9	14.6
Strategy and planning	0.9	0.5	1.0	1.3	7.9	4.1	3.0	2.0	5.4	4.4	2.4	4.9
HR	14.8	11.7	2.1	6.9	8.5	6.7	5.8	5.9	12.8	9.8	6.5	9.7
Risk and regulatory	0.4	0.8	0.9	1.1	4.7	3.6	0.6	3.8	5.7	10.8	7.1	9.8
Procurement and supply chain	3.5	3.3	1.3	1.8	5.5	5.1	2.7	3.3	10.3	10.8	9.1	8.6
R&D	1.5	1.5	1.2	0.9	3.7	4.8	2.6	2.3	6.1	7.4	4.6	7.4
Finance	6.5	6.7	2.4	7.5	6.0	6.4	4.6	5.7	11.2	14.5	10.8	12.0
Marketing	9.4	11.5	3.1	3.1	3.6	1.8	3.0	2.8	11.3	7.0	5.0	8.8
Corporate Communication	4.7	2.8	2.6	5.4	5.0	5.7	3.0	3.0	8.4	4.2	5.2	7.3
IT	11.8	9.7	7.5	11.4	9.8	10.9	6.9	11.5	9.4	17.1	10.8	13.1

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Function-wise Attrition: By Workforce Size

(Mean %)

	< 500				500-1,000				1,000-5,000				>5,000			
	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22
Overall	14.0	14.3	7.5	11.9	13.4	11.8	7.1	10.0	19.3	16.0	11.2	19.0	13.7	13.5	8.2	14.6
Operations	10.8	9.4	6.3	5.5	7.8	8.0	6.4	6.2	19.4	16.0	11.1	18.8	8.8	8.2	7.2	12.9
Sales	12.9	11.8	8.8	10.8	11.7	11.3	6.1	11.2	11.6	9.9	4.0	10.3	10.6	12.2	5.4	12.5
Strategy and planning	0.4	2.3	2.2	2.3	5.6	3.4	2.3	3.3	10.3	1.9	1.2	3.6	6.2	5.9	3.4	3.9
HR	8.8	7.4	2.1	3.8	14.7	17	0	9	14.5	11	7.6	13.4	9.6	10.3	6.1	10.1
Risk and regulatory	0.4	2.8	5.5	4.7	4.3	6.3	3.6	6.0	9.7	10.9	2.6	8.0	2.9	5.3	2.6	5.2
Procurement and supply chain	3.1	1.6	1.3	1.6	6.4	6.7	5.3	5.2	9.5	11.8	9.9	8.6	6.7	6.8	4.6	5.3
R&D	0.5	0.5	0.1	0.5	4.1	5.2	3.0	4.4	8.1	10.8	6.6	8.4	3.6	4.2	2.5	4.3
Finance	5.4	7.4	2.8	5.9	8.7	9.4	6.6	8.9	11.9	11.9	9.5	10.0	8.8	8.9	7.6	10.9
Marketing	9.3	10.2	2.2	4.4	8.3	7.4	4.1	6.1	9.2	4.2	3.7	6.3	6.4	7.8	6.3	7.6
Corporate Communication	-	-	-	-	5.2	2.7	2.3	5.9	6.6	0.6	2.0	5.0	9.0	7.5	5.0	12.7
IT	8.9	10.8	3.3	5.7	11.4	13.9	9.9	13.1	14.4	18.4	16.0	19.4	10.8	12.5	10.4	14.3

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Function-wise Attrition: By Ownership

(Mean %)

	Foreign MNC				Indian MNC				Indian domestic			
	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22
Overall	11.8	11.9	7.0	11.9	17.5	15.2	13.0	13.8	19.6	18.1	7.7	18.9
Operations	10.0	8.9	7.6	11.0	13.8	12.0	7.8	11.0	8.1	7.6	3.7	5.6
Sales	8.5	8.5	4.7	9.5	10.1	9.4	5.5	9.6	9.8	4.6	6.0	6.8
Strategy and planning	4.1	4.5	1.6	3.0	7.1	2.2	1.9	2.7	5.0	0.2	6.6	4.2
HR	11.6	9.9	5.4	7.6	6.8	7.7	3.8	2	18.6	10.8	3.3	11.3
Risk and regulatory	2.8	5.7	4.7	6.5	4.7	6.5	2.2	6.0	2.2	4.4	1.7	2.0
Procurement and supply chain	5.1	6.2	5.4	5.1	6.7	7.2	3.4	5.3	9.2	5.7	3.3	1.6
R&D	2.8	3.0	2.0	3.7	4.0	5.3	2.4	4.1	5.2	5.1	2.7	3.0
Finance	5.6	9.6	6.3	8.9	9.0	8.5	6.0	8.5	7.0	7.2	5.2	4.2
Marketing	8.7	8.6	3.3	4.9	6.0	5.3	4.3	4.3	8.0	8.0	4.3	4.5
Corporate Communication	5.2	3.9	3.4	7.9	4.7	1.5	0.0	5.3	8.0	6.0	3.0	8.0
IT	7.1	10.0	6.8	9.5	13.1	13.9	10.4	15.1	12.8	10.7	6.2	3.2

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Function-wise Attrition: By Orientation

(Mean %)

	B2B				B2C			
	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22
Overall	13.9	13.4	7.9	12.0	14.9	13.1	7.3	13.9
Operations	10.4	9.6	7.5	10.6	11.6	9.3	8.4	10.4
Sales	8.1	7.9	4.4	7.5	13.4	12.8	7.4	13.3
Strategy and planning	5.2	2.2	3.1	3.1	1.8	1.0	0.9	2.3
HR	10.4	9.5	4.7	6.7	7.4	7.8	5.9	9.4
Risk and regulatory	2.0	3.5	4.4	5.5	6.5	4.8	2.8	3.4
Procurement and supply chain	7.6	7.8	6.4	4.5	5.1	4.4	1.5	5.3
R&D	3.5	4.9	2.7	2.8	5.4	5.2	2.7	6.0
Finance	5.6	8.2	5.9	7.3	10.7	8.2	5.7	8.9
Marketing	4.7	2.8	3.2	3.8	18.7	16.1	5.4	13.1
Corporate Communication	2.9	1.5	0.9	4.6	7.5	6.9	6.6	8.6
IT	9.6	12.7	8.9	10.8	9.9	8.1	8.4	10.3

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Function-wise Attrition: By Domain

(Mean %)

	Manufacturing				Services			
	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22
Overall	10.1	9.6	4.4	9.4	20.3	18.9	12.3	19.0
Operations	6.0	5.9	3.3	5.1	17.9	14.9	11.6	17.3
Sales	8.0	7.9	4.5	8.2	18.4	16.0	7.7	14.5
Strategy and planning	3.7	0.6	1.6	2.0	4.8	3.4	2.2	2.8
HR	10.6	9.3	3.5	4.6	15	10	5.1	10.3
Risk and regulatory	1.9	1.5	4.0	3.8	5.6	8.6	2.1	6.8
Procurement and supply chain	7.8	5.8	2.3	3.6	4.8	8.2	8.0	6.7
R&D	4.1	5.2	2.6	3.7	3.5	3.5	2.4	3.7
Finance	6.8	5.7	4.5	6.2	8.8	12.7	6.8	11.0
Marketing	10.7	8.9	3.8	6.3	6.6	3.8	2.7	3.2
Corporate Communication	1.2	0.3	1.1	1.9	6.7	2.1	-	5.7
IT	4.8	8.3	6.2	8.0	15.6	16.9	10.8	15.6

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Function-wise Attrition: By Listing Status

(Mean %)

	Listed				Unlisted			
	FY20	FY21	Q1FY22	FY22	FY20	FY21	Q1FY22	FY22
Overall	14.4	10.2	8.5	11.9	14.5	14.6	8.4	14.0
Operations	10.0	7.6	4.6	10.7	11.7	10.4	7.8	10.6
Sales	16.0	11.8	6.8	14.8	11.2	11.1	6.2	10.3
Strategy and planning	6.5	1.3	4.0	4.4	3.5	2.0	1.8	2.3
HR	19.5	7.7	3.5	7.6	11.2	9.8	4.7	7.5
Risk and regulatory	4.2	2.0	1.0	4.8	3.5	5.3	4.0	5.5
Procurement and supply chain	9.3	6.2	4.5	9.0	6.0	6.8	5.0	4.2
R&D	5.8	4.5	3.3	7.0	3.7	4.9	2.6	3.3
Finance	12.9	7.4	6.9	11.5	7.0	9.4	5.6	8.2
Marketing	7.7	5.2	5.0	6.4	9.6	7.5	3.4	5.1
Corporate Communication	16.7	9.2	8.8	13.2	2.1	1.1	0.7	3.5
IT	6.8	8.7	4.0	12.4	11.0	13.3	9.3	11.9

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Overall Attrition, Attrition by Gender

Sector-wise Attrition

Function-wise Attrition

Level-wise Attrition

Experience-wise Attrition

Age-wise Attrition

Level-wise Attrition: By Turnover

(Mean %)

	< Rs 500 crore				Rs 500-1,000 crore				> Rs 1,000 crore			
	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22
Overall	13.4	14.7	8.8	12.0	16.6	12.5	7.1	14.0	16.3	14.8	8.8	16.3
Executive Leadership	5.5	5.0	1.5	4.2	6.7	4.8	0.8	4.2	8.9	7.8	4.9	6.0
Senior Management	5.7	6.2	7.0	7.4	10.5	6.0	2.2	4.3	9.1	8.6	4.8	7.7
Middle Management	8.0	7.5	7.9	10.2	10.2	10.8	4.5	5.8	11.0	11.9	8.3	13.1
Junior Management	9.6	9.6	9.9	11.4	13.9	10.5	7.7	9.3	15.3	15.4	10.3	17.1
Blue Collar	4.7	6.5	1.9	3.9	8.6	5.8	2.4	6.9	9.5	8.7	5.2	10.0

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Level-wise Attrition: By Workforce Size

(Mean %)

	< 500				500-1,000				1,000-5,000				>5,000			
	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22
Overall	14.0	14.3	7.5	11.9	13.4	11.8	7.1	10.0	19.3	16.0	11.2	19.0	13.7	13.5	8.2	14.6
Executive Leadership	3.7	3.8	3.0	3.4	12.2	10.0	2.0	6.8	12.9	9.1	2.5	2.6	4.2	4.4	1.3	6.8
Senior Management	7.5	6.4	7.2	6.7	9.0	5.2	2.6	5.8	10.3	10.3	5.2	6.9	5.9	5.7	3.1	7.1
Middle Management	9.2	8.8	8.1	10.0	8.3	8.0	2.4	6.6	13.1	11.7	9.6	12.4	7.3	10.0	5.9	9.8
Junior Management	11.7	10.3	10.4	11.6	8.1	11.1	3.7	9.3	16.2	13.8	12.4	17.1	12.1	12.4	8.5	12.6
Blue Collar	2.1	3.0	1.4	2.2	4.6	5.0	1.2	2.5	16.4	12.7	6.6	14.6	8.6	9.1	3.6	8.8

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Level-wise Attrition: By Ownership

(Mean %)

	Foreign MNC				Indian MNC				Indian domestic			
	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22
Overall	11.8	11.9	7.0	11.9	17.5	15.2	13.0	13.8	19.6	18.1	7.7	18.9
Executive Leadership	5.4	5.0	1.4	5.0	8.2	6.9	2.7	5.2	3.8	3.2	4.7	2.6
Senior Management	5.2	4.6	2.8	4.8	9.6	8.7	6.3	8.7	13.0	8.8	10.6	10.0
Middle Management	7.6	8.4	5.3	8.3	9.6	10.1	7.8	11.3	9.8	9.9	10.1	11.4
Junior Management	9.5	9.2	6.6	10.0	13.7	12.9	10.9	14.7	13.7	13.8	14.5	15.1
Blue Collar	6.9	6.9	3.0	6.0	7.5	7.0	3.0	6.6	5.6	1.6	2.3	3.2

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Level-wise Attrition: By Orientation

(Mean %)

	B2B				B2C			
	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22
Overall	13.9	13.4	7.9	12.0	14.9	13.1	7.3	13.9
Executive Leadership	4.7	3.3	2.9	4.9	12.1	10.0	2.0	3.5
Senior Management	6.7	5.6	5.3	5.7	9.2	8.6	3.2	5.5
Middle Management	8.1	8.6	6.0	7.4	11.7	9.8	6.5	11.2
Junior Management	10.0	10.0	7.7	9.3	14.8	11.8	10.1	14.6
Blue Collar	6.9	7.3	2.9	6.3	6.5	6.3	3.5	6.5

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Level-wise Attrition: By Domain

(Mean %)

	Manufacturing				Services			
	FY20	FY21	Q1FY22	FY22	FY20	FY21	Q1FY22	FY22
Overall	10.1	9.6	4.4	9.4	20.3	18.9	12.3	19.0
Executive Leadership	7.9	4.3	0.7	3.4	5.6	6.7	3.4	4.7
Senior Management	6.1	5.0	2.0	3.5	9.9	8.7	7.7	9.3
Middle Management	7.2	5.6	3.6	6.8	12.0	14.0	10.7	13.1
Junior Management	8.3	8.2	5.3	8.9	16.6	15.5	13.4	16.5
Blue Collar	4.8	5.6	2.1	4.2	11.3	9.6	3.8	10.5

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Level-wise Attrition: By Listing Status

(Mean %)

	Listed				Unlisted			
	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22
Overall	14.4	10.2	8.5	11.9	14.5	14.6	8.4	14.0
Executive Leadership	12.3	11.7	3.3	4.9	5.8	4.4	2.2	4.3
Senior Management	10.4	6.9	4.3	7.4	7.5	6.9	5.4	6.5
Middle Management	12.4	8.8	6.3	10.9	9.1	9.7	7.6	9.8
Junior Management	15.3	11.7	10.0	15.5	11.5	11.5	9.5	12.1
Blue Collar	4.6	5.4	2.5	4.7	7.9	7.5	3.2	7.3

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Overall Attrition, Attrition by Gender

Sector-wise Attrition

Function-wise Attrition

Level-wise Attrition

Experience-wise Attrition

Age-wise Attrition

Experience-wise Attrition: By Company Turnover

(Mean %)

	< Rs 500 crore				Rs 500-1,000 crore				> Rs 1,000 crore			
	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22
Overall	13.4	14.7	8.8	12.0	16.6	12.5	7.1	14.0	16.3	14.8	8.8	16.3
<3 months	11.5	7.3	7.1	7.9	17.0	6.1	2.7	8.4	12.8	6.2	4.7	6.9
3-6 months	20.8	19.9	19.2	14.6	11.8	8.9	2.6	8.4	10.8	9.4	5.6	9.2
6-12 months	13.2	10.3	9.9	10.5	11.5	10.8	4.2	9.9	14.6	20.6	9.1	13.5
1-2 years	14.5	12.2	10.2	12.2	14.8	11.1	6.1	9.6	17.9	22.4	11.1	15.0
2-5 years	10.2	7.8	6.6	8.3	14.0	10.9	7.8	8.2	17.6	18.7	13.9	15.3
5-10 years	6.5	5.2	4.5	3.7	9.1	6.6	5.5	7.0	10.2	11.3	7.8	9.4
>10 years	3.4	2.9	0.9	3.0	6.3	4.5	4.9	6.2	5.8	7.1	4.1	7.5

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Experience-wise Attrition: By Workforce Size

(Mean %)

	< 500				500-1,000				1,000-5,000				>5,000			
	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22
Overall	14.0	14.3	7.5	11.9	13.4	11.8	7.1	10.0	19.3	16.0	11.2	19.0	13.7	13.5	8.2	14.6
<3 months	16.7	8.9	6.7	6.8	1.3	0.8	5.5	1.0	17.5	10.3	4.9	11.3	12.2	3.4	3.2	7.3
3-6 months	26.4	24.1	20.8	13.0	9.5	1.0	0.3	1.3	9.4	9.9	6.3	12.8	10.8	9.7	4.3	9.1
6-12 months	16.3	15.0	13.3	15.1	13.8	15.2	6.3	5.0	13.3	14.4	7.3	12.3	11.1	14.3	5.5	10.5
1-2 years	18.4	14.4	9.8	11.7	21.4	15.2	0.8	9.7	16.9	18.5	12.1	13.8	11.6	15.9	10.2	13.8
2-5 years	10.0	7.9	8.1	7.6	16.8	10.8	3.2	8.0	18.2	17.3	15.4	14.8	13.3	14.3	9.5	12.5
5-10 years	10.0	7.8	5.3	5.4	13.0	11.2	5.3	10.3	8.6	9.3	8.5	9.9	5.1	5.4	4.8	4.8
>10 years	7.7	5.4	5.9	8.1	8.8	11.4	3.5	3.3	4.7	4.7	3.9	6.9	3.2	3.0	2.0	3.5

Note: Red-highlighted cells identify the highest attrition rates within each period/group

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Experience-wise Attrition: By Ownership

(Mean %)

	Foreign MNC				Indian MNC				Indian domestic			
	FY20	FY21	Q1FY22	FY22	FY20	FY21	Q1FY22	FY22	FY20	FY21	Q1FY22	FY22
Overall	11.8	11.9	7.0	11.9	17.5	15.2	13.0	13.8	19.6	18.1	7.7	18.9
<3 months	10.4	5.8	4.6	6.8	5.0	3.0	2.0	3.0	27.4	2.6	3.0	6.5
3-6 months	15.9	11.6	9.3	11.1	8.0	4.0	1.0	4.0	10.6	16.2	5.0	6.0
6-12 months	13.4	14.2	7.8	12.4	8.0	6.0	1.0	5.0	18.5	20.8	9.0	9.0
1-2 years	16.2	14.3	8.7	12.7	10.0	10.0	3.0	9.0	13.2	17.5	12.3	11.8
2-5 years	13.4	12.0	9.4	11.3	7.0	7.0	2.0	7.0	14.6	13.1	12.6	9.4
5-10 years	8.5	8.4	6.0	6.2	2.0	1.0	0.0	1.0	7.0	7.4	8.4	6.4
>10 years	6.3	7.0	5.2	7.1	-	-	-	-	6.2	3.8	2.2	2.6

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Experience-wise Attrition: By Orientation

(Mean %)

	B2B				B2C			
	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22
Overall	13.9	13.4	7.9	12.0	14.9	13.1	7.3	13.9
<3 months	15.9	6.0	5.0	6.1	3.8	3.3	2.4	3.2
3-6 months	14.3	10.7	6.4	8.5	10.1	10.1	11.7	10.9
6-12 months	11.8	15.3	8.4	10.9	8.9	8.2	4.1	7.4
1-2 years	16.4	16.4	10.0	12.2	11.4	10.0	6.0	9.5
2-5 years	12.4	13.0	10.9	10.1	16.2	9.2	7.3	10.0
5-10 years	8.8	9.1	7.1	7.3	8.9	5.6	5.6	7.4
>10 years	6.3	6.6	5.4	7.3	6.3	4.1	1.7	4.0

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Experience-wise Attrition: By Domain

(Mean %)

	Manufacturing				Services			
	FY20	FY21	Q1FY22	FY22	FY20	FY21	Q1FY22	FY22
Overall	10.1	9.6	4.4	9.4	20.3	18.9	12.3	19.0
<3 months	7.3	3.4	2.3	2.8	20.3	9.8	7.6	11.7
3-6 months	11.0	9.4	8.6	9.3	16.5	14.2	8.8	11.8
6-12 months	9.7	9.7	3.0	8.2	17.4	19.4	12.2	14.6
1-2 years	12.8	10.5	6.7	9.3	17.9	20.0	11.6	14.7
2-5 years	12.5	10.4	7.4	7.9	14.6	13.8	11.5	13.6
5-10 years	7.1	5.7	5.6	7.9	9.8	9.7	6.1	5.5
>10 years	5.6	4.2	2.5	6.6	5.4	5.9	4.5	4.5

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Experience-wise Attrition: By Listing Status

(Mean %)

	Listed				Unlisted			
	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22
Overall	14.4	10.2	8.5	11.9	14.5	14.6	8.4	14.0
<3 months	12.7	5.4	2.1	10.3	14.1	6.8	5.8	6.9
3-6 months	6.9	6.9	2.3	8.3	15.8	13.4	10.5	11.2
6-12 months	11.7	11.1	5.4	10.3	13.7	15.8	8.9	12.2
1-2 years	9.1	9.4	5.4	11.8	17.4	17.5	10.7	13.1
2-5 years	18.7	8.9	5.1	9.2	12.6	12.9	11.2	11.5
5-10 years	7.1	4.1	4.1	6.7	8.9	8.6	6.6	6.7
>10 years	5.7	3.0	1.4	3.2	5.7	5.9	4.5	6.3

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Overall Attrition, Attrition by Gender

Sector-wise Attrition

Function-wise Attrition

Level-wise Attrition

Experience-wise Attrition

Age-wise Attrition

Age-wise Attrition: By Turnover

(Mean %)

	< Rs 500 crore				Rs 500-1,000 crore				> Rs 1,000 crore			
	FY20	FY21	Q1FY22	FY22	FY20	FY21	Q1FY22	FY22	FY20	FY21	Q1FY22	FY22
Overall	13.4	14.7	8.8	12.0	16.6	12.5	7.1	14.0	16.3	14.8	8.8	16.3
20-25 years	13.5	14.2	3.2	8.6	23.2	11.8	7.9	14.7	13.2	12.9	9.5	12.1
26-35 years	8.6	8.0	3.4	7.2	15.9	12.7	8.5	14.4	21.5	21.1	14.5	20.5
36-45 years	6.9	6.2	3.8	5.4	10.3	8.7	5.3	7.9	14.0	12.0	6.2	12.8
46-55 years	5.9	4.0	4.3	5.7	10.4	8.3	2.2	5.4	13.1	8.5	5.2	8.5
56-60 years	7.3	13.0	5.6	9.3	18.9	9.4	4.9	2.0	4.5	6.2	0.7	2.6
60+ years	-	-	-	-	12.2	11.8	5.6	9.4	9.1	9.0	0.5	1.3

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Age-wise Attrition: By Workforce Size

(Mean %)

	< 500				500-1,000				1,000-5,000				>5,000			
	FY20	FY21	Q1FY 22	FY22	FY20	FY21	Q1FY 22	FY22	FY20	FY21	Q1FY 22	FY22	FY20	FY21	Q1FY 22	FY22
Overall	14.0	14.3	7.5	11.9	13.4	11.8	7.1	10.0	19.3	16.0	11.2	19.0	13.7	13.5	8.2	14.6
20-25 years	8.4	4.6	3.9	7.3	20.4	15.4	7.3	12.3	30.3	21.0	12.9	25.3	9.9	13.0	5.9	7.0
26-35 years	10.2	8.2	3.4	8.4	16.0	16.2	2.4	15.8	22.0	16.8	13.4	21.4	14.9	16.4	13.2	15.3
36-45 years	10.1	7.9	4.6	6.9	13.2	10.8	3.0	11.0	13.6	10.7	7.7	15.0	7.7	8.3	5.0	7.3
46-55 years	14.0	7.1	6.2	7.4	14.8	4.0	6.5	7.0	12.4	9.8	4.0	10.7	2.6	6.2	1.7	4.0
56-60 years	12.6	4.0	3.6	4.6	5.4	9.0	3.8	5.0	15.9	2.9	1.1	2.3	5.0	15.8	4.5	4.5
60+ years	-	-	-	-	3.1	2.5	1.2	5.0	14.8	9.8	5.0	7.9	3.1	13.5	5.0	7.9

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Age-wise Attrition: By Ownership

(Mean %)

	Foreign MNC				Indian MNC				Indian domestic			
	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22
Overall	11.8	11.9	7.0	11.9	17.5	15.2	13.0	13.8	19.6	18.1	7.7	18.9
20-25 years	19.5	15.4	8.6	14.6	8.0	7.0	2.0	7.0	2.4	4.0	3.7	1.2
26-35 years	13.9	12.7	7.5	13.4	23.0	19.0	5.0	18.0	6.5	10.3	6.9	6.4
36-45 years	10.9	9.0	4.8	10.0	6.0	5.0	2.0	3.0	5.2	7.6	5.5	4.0
46-55 years	10.9	6.8	4.2	7.8	7.2	6.7	3.6	2.6	10.8	8.1	4.6	9.2
56-60 years	10.7	9.3	1.3	3.0	8.0	12..8	6.5	1.2	9.0	6.6	5.5	7.8
60+ years	3.6	6.8	3.6	5.4	5.2	14.3	3.0	1.2	8.5	5.3	2.9	1.2

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Age-wise Attrition: By Orientation

(Mean %)

	B2B				B2C			
	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22
Overall	13.9	13.4	7.9	12.0	14.9	13.1	7.3	13.9
20-25 years	15.8	13.5	6.0	10.4	16.7	10.2	7.6	13.3
26-35 years	11.3	11.9	7.1	11.7	17.0	11.8	7.1	14.8
36-45 years	9.7	8.2	4.2	7.6	10.1	7.7	5.4	9.8
46-55 years	10.7	7.1	3.9	6.0	7.9	4.0	3.2	6.0
56-60 years	11.4	8.4	3.1	2.2	7.0	5.5	2.6	4.0
60+ years	3.6	9.5	3.1	4.3	8.5	5.3	0.0	1.7

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Age-wise Attrition: By Domain

(Mean %)

	Manufacturing				Services			
	FY20	FY21	Q1 FY22	FY22	FY20	FY21	Q1 FY22	FY22
Overall	10.1	9.6	4.4	9.4	20.3	18.9	12.3	19.0
20-25 years	9.6	7.2	3.3	5.3	23.3	18.9	9.9	17.9
26-35 years	9.8	8.6	5.0	7.5	19.9	19.1	13.0	22.2
36-45 years	7.2	5.6	4.0	5.9	13.8	12.8	5.9	11.9
46-55 years	5.3	3.6	2.4	4.4	16.0	10.7	6.0	9.0
56-60 years	8.4	8.2	4.5	2.8	12.0	7.4	2.8	4.6
60+ years	5.7	9.1	0.0	1.5	3.8	5.1	3.8	4.5

Note: Red-highlighted cells identify the highest attrition rates within each period/group

Age-wise Attrition: By Listing Status

(Mean %)

	Listed				Unlisted			
	FY20	FY21	Q1FY22	FY22	FY20	FY21	Q1FY22	FY22
Overall	14.4	10.2	8.5	11.9	14.5	14.6	8.4	14.0
20-25 years	10.6	6.1	5.4	8.4	18.4	15.3	7.6	13.4
26-35 years	12.6	8.8	5.5	11.9	14.5	14.0	9.6	15.2
36-45 years	9.1	8.2	5.0	8.8	10.9	9.5	5.4	9.1
46-55 years	6.8	5.5	1.8	5.1	11.8	7.4	5.2	7.3
56-60 years	8.9	9.8	5.0	2.9	10.6	7.1	3.1	3.8
60+ years	2.7	5.3	1.2	2.3	6.6	10.2	2.6	3.1

Note: Red-highlighted cells identify the highest attrition rates within each period/group

About IMA India

IMA India is one of the country's largest research-oriented peer group platforms for top management executives, with over 2,000 participating Indian and global functional heads from over 1,400 member companies. Since 1994, we have harnessed the collective wisdom of our clients and leveraged our research capability to enable decision makers to interpret changes and forecast developments in the economic and operating environment.

Over a period of **26 years**, IMA India has built **significant experience in the field of economic, industry and management research** and developed **strong in-house research capability** to produce proprietary content, surveys, benchmarking studies and best practice solutions that enable business leaders to make informed decisions.

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