

LEARNING HUB · INDUSTRY INTELLIGENCE

High-Turnover Industry Learning Benchmark

2026 Edition · Retail · Hospitality · Healthcare · Financial Services · Manufacturing

26.7%

Retail & wholesale turnover — nearly 2× national average

*Mercer Workforce Turnover Survey, 2025***75.2%**

Hospitality total turnover — highest of any sector

*Second Talent / BLS, 2026***\$4,700**

Average cost per hire, before productivity losses are counted

*SHRM Benchmarking, 2025***88%**

Of employees say their organization does NOT do onboarding well

*Gallup, 2025***\$1.2T**

Annual cost of voluntary turnover to U.S. employers

Zippia / BLS analysis, 2025

All data drawn from publicly available workforce research, government labour statistics, and named third-party sources published 2025–2026. LearningHub client outcome data is derived from aggregated client deployments in each sector.

About this report

This benchmark compiles learning and workforce data across five high-turnover industries: retail, hospitality, healthcare, financial services, and manufacturing. These sectors share a common challenge — high headcount churn that continuously resets organizational knowledge — and a common failure mode: treating training as a one-time event rather than a continuous infrastructure.

Every data point in this report is attributed to a named source. Industry averages draw on published research from SHRM, Mercer, Gallup, BLS, LinkedIn, and sector-specific bodies. Where LearningHub client outcomes are referenced, they reflect aggregated data from client deployments in the 200–5,000 employee range that mirrors the benchmark cohort.

The purpose is not comprehensiveness. It is to surface the specific numbers that L&D leaders, HR Directors, and COOs consistently underestimate — and to make the cost of inaction concrete.

How to use this report

Each section covers one industry. Benchmark your own organization against sector averages, then compare against LearningHub client outcomes. The gap between where you are and where the best performers sit is your opportunity size.

Retail

26.7%

Annual turnover in retail & wholesale — nearly 2x the national average of 13%

Mercer Workforce Turnover Survey, 2025

88%

Of retail employees say their onboarding experience was inadequate or poor

Gallup / SHRM, 2025

\$4,700

Average cost per hire — before lost productivity during ramp-up is counted

SHRM Benchmarking, 2025

Retail is the highest-turnover sector in this benchmark. The challenge is not just volume — it is velocity. With turnover running at 26.7% annually according to Mercer's 2025 survey, many retailers are replacing over a quarter of their workforce every year, which means the onboarding machine never stops running. The 88% of employees who say their organization does not do onboarding well (Gallup, 2025) are predominantly concentrated in frontline, high-churn roles — precisely where the productivity gap is most expensive.

Sector benchmark

Industry averages and top-quartile figures sourced from Mercer, BLS JOLTS, SHRM, ATD, and sector-specific research. LH client figures reflect aggregated LearningHub client outcomes in this sector.

Metric	Industry avg.	Top quartile	LH clients	Source
Annual turnover rate	26.7%	~15–18%	~15–18%	<i>Mercer, 2025</i>
Employees rating onboarding 'poor'	88%	~40%	~12%	<i>Gallup, 2025</i>
Structured onboarding in place	36%	75%+	100%	<i>SHRM, 2025</i>
Onboarding cost per hire	\$4,700	\$3,200	\$2,800	<i>SHRM, 2025</i>
Manager Q&A hrs, week one	9–11 hrs	5–6 hrs	~3 hrs	<i>SHRM est., 2025</i>
Failed first-year hire cost	\$14,900	\$9,000	\$6,000	<i>FirstHR / SHRM, 2026</i>

The number most organizations get wrong

Retail organizations consistently underestimate the compounding cost of a 10-day reduction in ramp time. For a retailer hiring 200 people per year at average frontline wages, closing even half the gap between a poor onboarding experience and a structured one — which SHRM associates with 50% higher new-hire productivity and 82% better retention (Brandon Hall Group, 2025) — generates savings that substantially exceed the cost of the infrastructure that delivers it.

Source: SHRM; Brandon Hall Group, 2025

What LearningHub clients in this sector see

Retail clients typically see new hires reaching independent productivity in approximately 35 days versus the sector norm of 70–80 days. The primary driver is role-specific SOP content delivered in the first 48 hours — not generic orientation that gets forgotten before it is applied.

Hospitality

75.2%

Total annual turnover — the highest of any sector tracked by BLS

Second Talent / BLS, 2026

29%

Of new hires felt fully supported and prepared after onboarding

Gallup, 2025

\$2.9T

Global annual cost of voluntary turnover — hospitality accounts for a disproportionate share

Second Talent, 2026

Hospitality has the highest turnover rate of any sector in this benchmark at 75.2% (BLS / Second Talent, 2026). In practice this means many operators are replacing three quarters of their frontline workforce every year. The combination of seasonal demand, multi-site operations, and predominantly verbal onboarding creates an environment where the knowledge base of any given team resets constantly — and where the guest experience delivered by a new hire in Location A is materially different from Location B, because nobody documented the standard.

Sector benchmark

Industry averages and top-quartile figures sourced from Mercer, BLS JOLTS, SHRM, ATD, and sector-specific research. LH client figures reflect aggregated LearningHub client outcomes in this sector.

Metric	Industry avg.	Top quartile	LH clients	Source
Annual turnover rate	75.2%	~45–50%	~45–50%	BLS / Second Talent, 2026
New hires feeling prepared post-onboarding	29%	60%+	85%+	Gallup, 2025
Structured onboarding in place	36%	75%+	100%	SHRM, 2025
Onboarding cost per hire	\$4,700	\$3,000	\$2,600	SHRM, 2025
Manager Q&A hrs, week one	10–12 hrs	5–6 hrs	~3.5 hrs	SHRM est., 2025
Training completion compliance	~61%	88%+	98%+	LH client data

The number most organizations get wrong

Multi-site inconsistency is the hidden cost in hospitality. When onboarding is delivered verbally by local managers without a documented standard, consistency across locations is impossible to achieve or measure. The 75% of voluntary exits that Work Institute (2025) identifies as preventable are disproportionately concentrated in the first 90 days — precisely the window that structured onboarding is designed to address.

Source: Work Institute Retention Report, 2025

What LearningHub clients in this sector see

Hospitality clients see the largest manager time savings of any sector — from 10–12 hours per hire in week one to approximately 3.5 hours, driven by self-service content that answers procedural questions before new hires need to ask them. Multi-site brand consistency is achieved by default because content is centrally managed and standardized.

Healthcare

27%

Annual turnover in healthcare — lower volume than hospitality, but dramatically higher compliance stakes

Mercer / BLS, 2025

47.6%

Of the entire U.S. corporate training market is driven by healthcare compliance requirements

Market Data Forecast, 2025

98%

Of small healthcare organizations believed they were compliant — but most were not upon audit review

Becker's Hospital Review / OCR data, 2025

Healthcare presents a different challenge from retail and hospitality: turnover volume is lower, but the compliance stakes are categorically higher. The 98% of small healthcare organizations that believed they were operating in compliance — when closer inspection showed most were not (Becker's Hospital Review, 2025, citing OCR enforcement data) — illustrates the gap between compliance as a paperwork exercise and compliance as an operational reality. A training gap in a clinical role creates regulatory exposure, patient safety risk, and in some jurisdictions, direct liability. The gap between believing you are compliant and being able to demonstrate it under audit is where most healthcare organizations are currently sitting.

Sector benchmark

Industry averages and top-quartile figures sourced from Mercer, BLS JOLTS, SHRM, ATD, and sector-specific research. LH client figures reflect aggregated LearningHub client outcomes in this sector.

Metric	Industry avg.	Top quartile	LH clients	Source
Annual turnover rate	27%	~16–18%	~16–18%	<i>Mercer / BLS, 2025</i>
Orgs. believing they're compliant (pre-audit)	~98%	—	100% audit-ready	<i>Becker's / OCR, 2025</i>
Structured onboarding in place	36%	75%+	100%	<i>SHRM, 2025</i>
Onboarding cost per hire	\$4,700	\$3,500	\$3,000	<i>SHRM, 2025</i>
Training content aligned to current SOPs	~49%	81%+	100%	<i>LH client data</i>
Manager Q&A hrs, week one	7–9 hrs	4–5 hrs	~3 hrs	<i>SHRM est., 2025</i>

The number most organizations get wrong

The training completion versus competency gap is most dangerous in healthcare. A staff member who has clicked through a compliance module is not the same as a staff member who can apply the relevant protocol correctly under real conditions. OCR enforcement action reviews

show a consistent pattern: a substantial majority of penalties cite deficiencies in risk analysis documentation — not the absence of training records, but the absence of a demonstrated connection between training and operational behaviour.

Source: OCR Enforcement Actions review, 2025–2026 (via Becker's Hospital Review / WCHSB Insights)

What LearningHub clients in this sector see

Healthcare clients report 100% audit-ready documentation rates — achieved not through pre-audit compliance drives, but through continuous tracking that flags gaps before they become findings. Training content is aligned to current clinical protocols and updated by LearningHub as SOPs evolve.

Financial Services

18%

Annual turnover — below the national average but with the highest per-hire replacement cost of any sector

Mercer Workforce Turnover Survey, 2025

\$10,000

Average per-employee annual compliance spend in financial services

Financial Services Consulting Data, 2025

82%

Of financial services employees say upskilling opportunities would increase their likelihood to stay

ZipDo / Industry Research, 2026

Financial services has the lowest turnover rate in this benchmark but carries some of the highest stakes for training gaps. Financial regulations change continuously — new SEC rules, updated FINRA requirements, revised AML procedures — and traditional organizations require manual content updates that create compliance windows. The 5mins.ai analysis of the sector found that conventional compliance platforms achieve under 5% completion rates for required training; purpose-built platforms consistently achieve 95%+. The gap between assigned and completed is where regulatory exposure lives.

Sector benchmark

Industry averages and top-quartile figures sourced from Mercer, BLS JOLTS, SHRM, ATD, and sector-specific research. LH client figures reflect aggregated LearningHub client outcomes in this sector.

Metric	Industry avg.	Top quartile	LH clients	Source
Annual turnover rate	18%	~10–12%	~10–12%	<i>Mercer, 2025</i>
Compliance training completion (avg.)	<5% on generic LMS	60%+	95%+	<i>5mins.ai analysis, 2026</i>
Per-employee compliance spend	\$10,000	\$7,000	\$6,000	<i>FinSvcs Consulting Data, 2025</i>
Employees saying upskilling improves retention	82%	—	—	<i>ZipDo, 2026</i>
Structured onboarding in place	36%	75%+	100%	<i>SHRM, 2025</i>
Manager Q&A hrs, week one	8–10 hrs	4–5 hrs	~3 hrs	<i>SHRM est., 2025</i>

The number most organizations get wrong

Financial services organizations are most likely to confuse content completion with competency. Clicking through a regulatory module satisfies an internal metric but does not ensure the employee can apply that regulation correctly under client pressure. FCA enforcement in the UK fined Starling Bank £29 million in September 2024 for compliance controls that failed to keep

pace with growth — a direct consequence of infrastructure that did not scale with headcount. The pattern is not unique to Starling.

Source: FCA Enforcement Notice, Starling Bank, September 2024

What LearningHub clients in this sector see

Financial services clients achieve 95%+ training completion rates against an industry norm below 5% on generic platforms. Content is structured around real regulatory scenarios and updated automatically as requirements change — removing the manual update cycle that creates compliance windows.

Manufacturing

<h2 style="color: #c85130;">19%</h2> <p>Annual turnover in manufacturing — moderate volume, but with OSHA safety and compliance stakes <i>Mercer / BLS, 2025</i></p>	<h2 style="color: #c85130;">5,070</h2> <p>Fatal workplace injuries recorded in the U.S. in 2024 — manufacturing accounts for a disproportionate share <i>BLS Census of Fatal Occupational Injuries, 2024</i></p>	<h2 style="color: #c85130;">\$16,550</h2> <p>Maximum OSHA fine per serious violation as of January 2025 — willful violations up to \$165,514 <i>OSHA, January 2025</i></p>
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Manufacturing combines the compliance pressure of healthcare with the operational velocity of retail. OSHA's most frequently cited violations in 2024 — fall protection, hazard communication, lockout/tagout, ladder safety, respiratory protection — are all training-preventable. Yet only 22.9% of workers report having professional training in their field, with even fewer having received safety-specific instruction (OSHA Training Statistics, 2025). SOP drift in manufacturing is particularly dangerous: process changes that are not reflected in training do not just create inefficiency — they create accident conditions.

Sector benchmark

Industry averages and top-quartile figures sourced from Mercer, BLS JOLTS, SHRM, ATD, and sector-specific research. LH client figures reflect aggregated LearningHub client outcomes in this sector.

Metric	Industry avg.	Top quartile	LH clients	Source
Annual turnover rate	19%	~12–14%	~12–14%	<i>Mercer / BLS, 2025</i>
Workers with professional field training	22.9%	60%+	100%	<i>OSHA Statistics, 2025</i>
OSHA max fine per serious violation	\$16,550	—	0 violations	<i>OSHA, Jan 2025</i>
Structured onboarding in place	36%	75%+	100%	<i>SHRM, 2025</i>
Onboarding cost per hire	\$4,700	\$3,000	\$2,600	<i>SHRM, 2025</i>
Manager Q&A hrs, week one	9–11 hrs	5–6 hrs	~3 hrs	<i>SHRM est., 2025</i>

The number most organizations get wrong

The SOP drift problem is most acute in manufacturing. Process improvements, equipment changes, and OSHA regulatory updates — including revised PPE standards and updated Hazard Communication Standards both implemented in 2025 — outpace content updates by months in the average organization. New hires are consistently trained on procedures that do

not reflect current operating conditions, and the gap is invisible until an inspection or incident surfaces it.

Source: OSHA regulatory updates, January 2025; OSHA Training Statistics, 2025

What LearningHub clients in this sector see

Manufacturing clients report 100% safety and compliance training completion maintained continuously — not through pre-inspection drives, but through a managed infrastructure that tracks gaps in real time and updates content whenever SOPs or OSHA standards change.

Cross-industry patterns

Across all five sectors, three failure patterns account for the majority of avoidable productivity loss and turnover risk. Each is structural — which means they do not self-correct without deliberate infrastructure change.

Pattern 1: The onboarding cliff

In every sector benchmarked, structured learning drops sharply after the first two weeks. New hires receive the most support at the moment they understand their role least — and minimal support at 30–90 days, when that understanding has developed enough for learning to actually embed. Only 15% of employers extend onboarding beyond six months, despite Gallup data showing that 90% of retention decisions occur within that window.

Source: Gallup State of the Global Workplace, 2025; BambooHR Onboarding Report, 2025

Pattern 2: SOP drift

Training content consistently lags behind operational SOPs by 6–18 months across healthcare, financial services, and manufacturing in particular. New hires are trained on processes that have since changed. Compliance exposure is invisible until an audit surfaces it. McKinsey estimates that nearly 90% of organizations are currently experiencing measurable skill gaps — and in regulated industries, the undocumented portion of that gap creates direct liability.

Source: McKinsey Global Institute, 2025; LinkedIn Workplace Learning Report, 2025

Pattern 3: The manager dependency trap

When learning infrastructure is absent, new hires default to asking managers — and managers default to verbal answers rather than documentation. SHRM benchmarking estimates managers spend 10+ hours per new hire in week one on direct training and Q&A. In high-turnover sectors where managers are simultaneously covering the operational gap left by departing employees, this cost compounds into a cycle that never resolves itself.

Source: SHRM Benchmarking, 2025

Summary: industry averages vs. Learning Hub client outcomes

Metric	Retail	Hospitality	Healthcare	Fin. Svcs	Mfg.
Annual turnover (industry avg.)	26.7%*	75.2%	27%	18%	19%
Days to productivity (industry avg.)	~70–80	~60–70	~80–90	~85–95	~65–75

Days to productivity (LH clients)	~35	~30	~40	~45	~33
Onboarding cost per hire (SHRM avg.)	\$4,700	\$4,700	\$4,700	\$4,700	\$4,700
Manager Q&A hrs, week one (est.)	9–11	10–12	7–9	8–10	9–11
<i>Only 12% of employees say onboarding done well</i>	<i>Gallup, 2025</i>	<i>Gallup, 2025</i>	<i>Gallup, 2025</i>	<i>Gallup, 2025</i>	<i>Gallup, 2025</i>

* Mercer 2025 Workforce Turnover Survey (Retail & Wholesale combined). Hospitality: Second Talent / BLS, 2026. Healthcare, Financial Services, Manufacturing: Mercer 2025 / BLS sector data. Days-to-productivity estimates based on SHRM research and LearningHub client data.

What to do with this data

The purpose of a benchmark is to make the abstract concrete. The numbers in this report are not alarming because they are exceptional — they are alarming because they are normal. Slow onboarding, compliance drift, and manager dependency are the default state across high-turnover industries.

Only 36% of U.S. employers say they have a structured onboarding process in place, according to SHRM research published in 2025. That means nearly two thirds of organizations are managing workforce knowledge through informal, undocumented, inconsistent processes — and paying for it in productivity, compliance, and retention every quarter.

Source: SHRM / Exploding Topics, 2025

The organizations in the top quartile of every metric in this report share one structural characteristic: they treat learning as infrastructure, not as events.

01 Run the SOP-to-training gap audit

Map your current training coverage against your active SOPs. Identify where content is missing, outdated, or misaligned to current processes. Most organizations discover a gap of 30–50%.

02 Calculate your onboarding drag cost

Take your monthly hire volume, average salary, and weeks to independent productivity. The SHRM benchmark of \$4,700 per hire is a floor — when productivity losses are included, full onboarding costs reach \$7,500–\$28,000 per hire (Yomly, 2026).

03 Benchmark your compliance coverage

For each regulated role, confirm what percentage have documented, current, verified training records. If you cannot answer this in under 10 minutes, you have a compliance infrastructure gap — not a compliance team problem.

We go from signed contract to live learning environment in 4 to 8 weeks.

No IT resource required. No generic content. Your brand, your SOPs, your results.

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