

Workforce Deck 3 – Workforce Analysis



DRAFT

BAIN & COMPANY 

Major caveats and summary of count of profiles

/ NOT EXHAUSTIVE

Major caveats

Confidence index

- The workforce analysis through Aura and LinkedIn provides a quick **directional answer** with medium to high confidence
- Employee information is sourced from various data sources that **are user reported**

Data sources

- The Aura dataset **combines several sources** (CRMs, job boards, socials, etc.) and performs entity resolution in merging overlapping data

Coverage

- For these specific set of companies operating **in the Economic consulting** space, Aura covers **~90% of the total profiles on LinkedIn**
- Given that Aura and LinkedIn is extracting data from user reported sources, all fields are not consistently reported, and therefore, top lines across pages will not exactly match

Data period

- The **Aura dataset is updated quarterly**, and the current analysis is based on the **latest pull as of August 2024**

Summary – profile count for Aura and LinkedIn

Key companies	# LinkedIn profiles (current)	Aura fill rate (%)	# Overall Aura profiles
A	B	C	D=BxC
Target	208	100%	247
Peer 1	918	97%	893
Peer 7	1,684	92%	1557
Peer 5	1562	87%	1353
Peer 4	1864	95%	1772
Peer 8	892	76%	679
Peer 6	1085	93%	1005
Peer 3	574	95%	545
Peer 2	393	80%	314
Peer 9	87	100%	88
Total (in K)	9.2K	91%	8.5K

Profiles on website

Target witnessed relatively higher CAGR of ~15% in its workforce in the last 5 years; Most players witnessed ~5-10% CAGR during the same period

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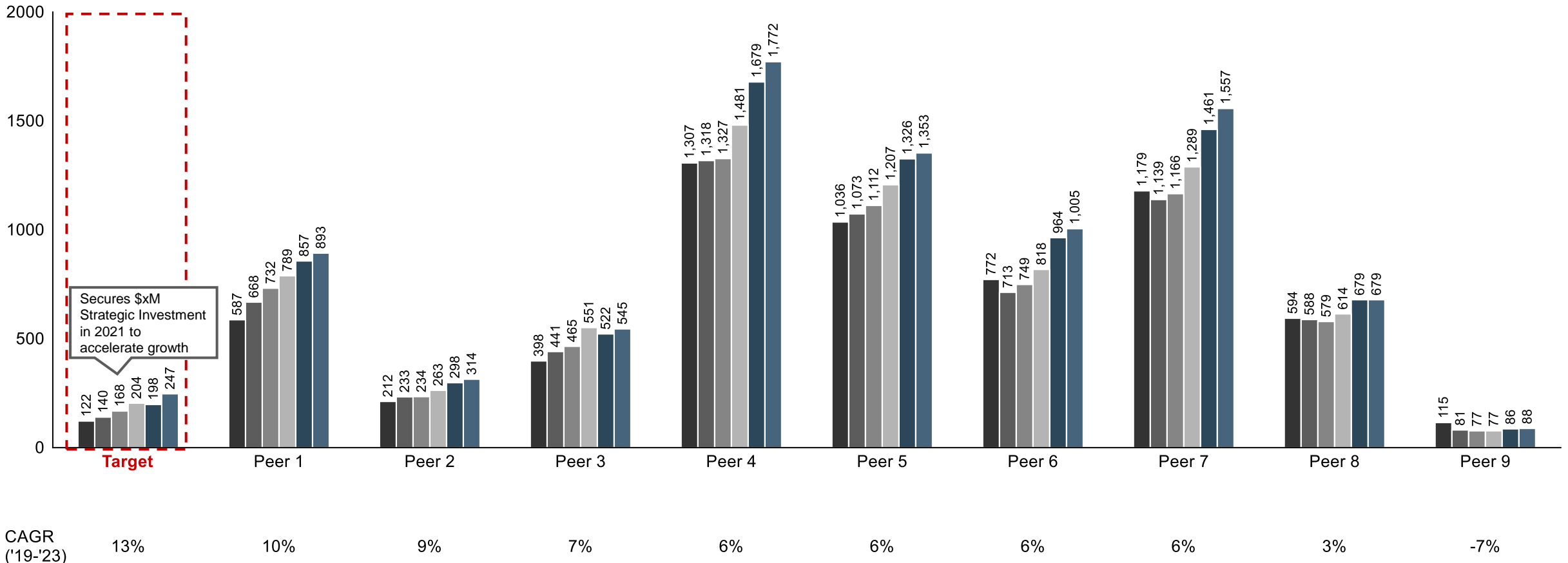
GROWTH

/ OVERALL / DIRE

BCN updated
05/09

Total profiles (# of current employees)

2019 2020 2021 2022 2023 2024YTD



Note: Irrelevant profiles (interns, former, retired employees) have been excluded; Bars sorted basis CAGR
Source: Aura, Bain analysis



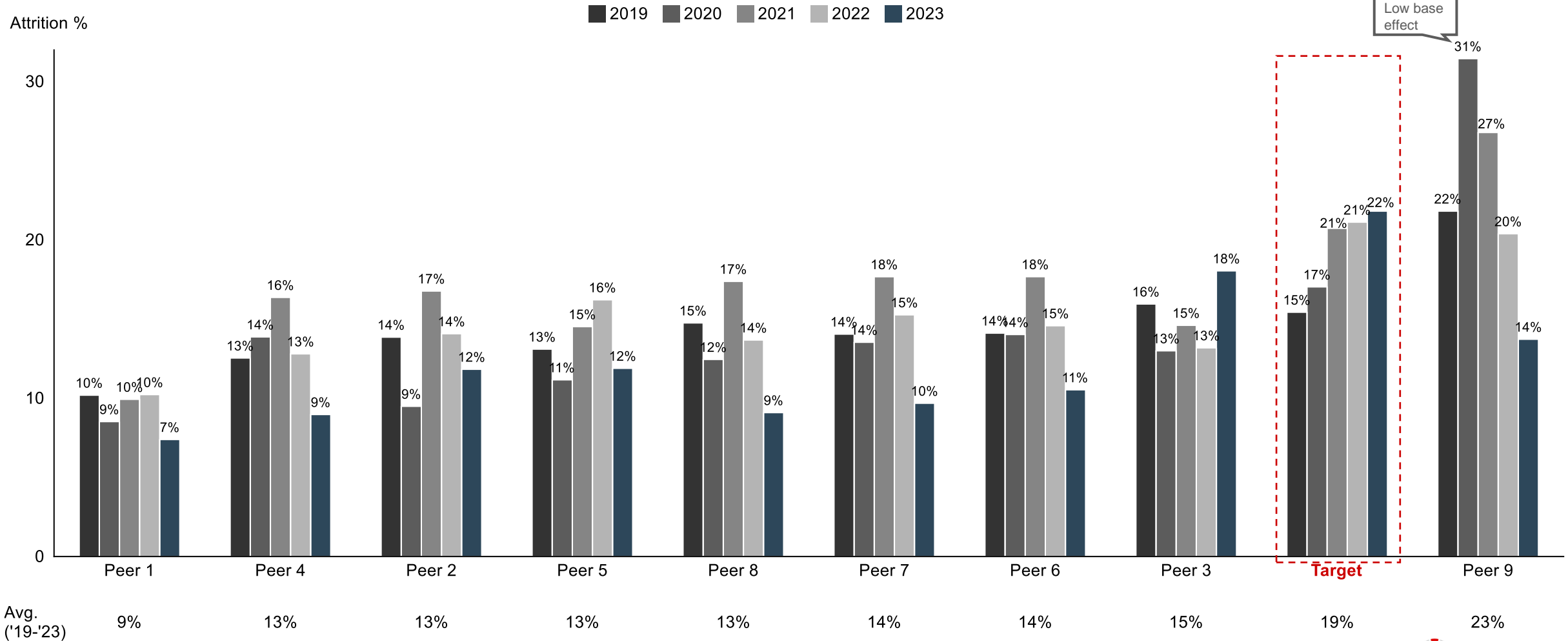
Target noted relatively higher avg. attrition of ~20% amongst the peers during '19-'23; Most players witnessed avg. attrition of ~10-15% during the same period

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ATTRITION

/ OVERALL / DIRE

BCN updated
05/09



Note: Irrelevant profiles (interns, former, retired employees) have been excluded; Attrition rate calculated by dividing total number of exits in a year by the employee base at the start of the year for the given year; Bars sorted basis average attrition | Source: Aura, Bain analysis



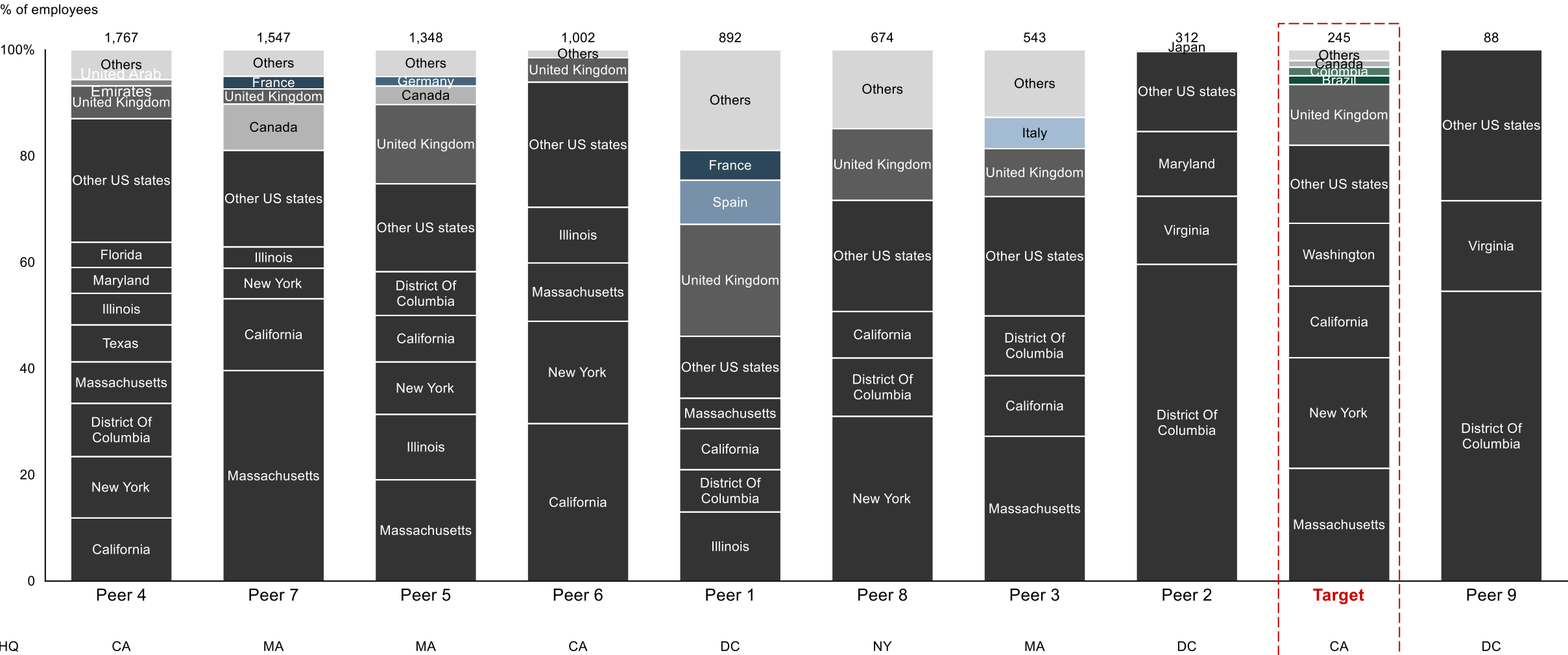
Majority of employees are based out of US for most peers; Massachusetts, District of Columbia, New York and California are the most common US regions across peers

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GEOGRAPHY

/ OVERALL / DIRE

BCN updated
05/09



Note: Top US states across players and countries shown on the chart, Bars sorted basis the # of profiles; Top lines may not match since Geography is a user reported KPI and not all users mention about the same
Source: Aura, Bain analysis

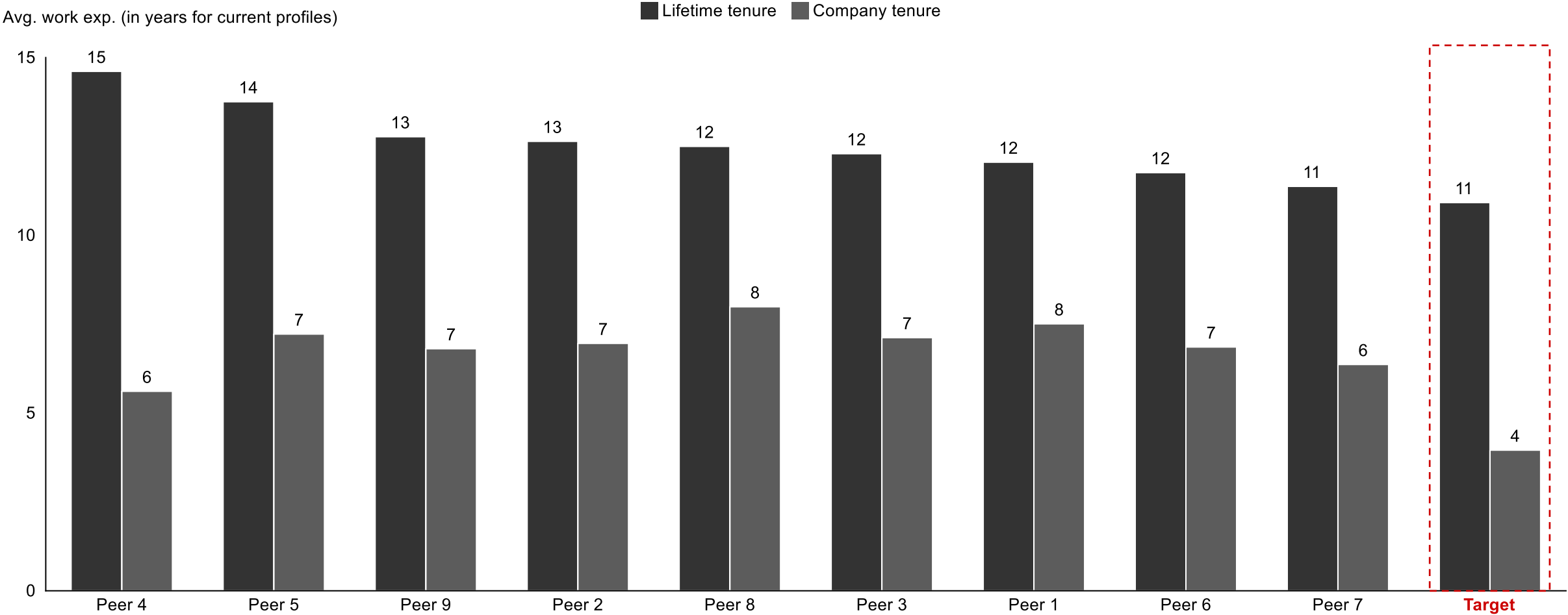


Average lifetime tenure lies between ~10-15 years while average company tenure is ~7 years; Target falls behind its peers with relatively lower avg. company tenure

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TENURE

/ D I R E C T O R I A L
BCN updated 05/09



Note: Irrelevant profiles (interns, former, retired employees) have been excluded; Bars are sorted basis lifetime tenure
Source: Aura, Bain analysis



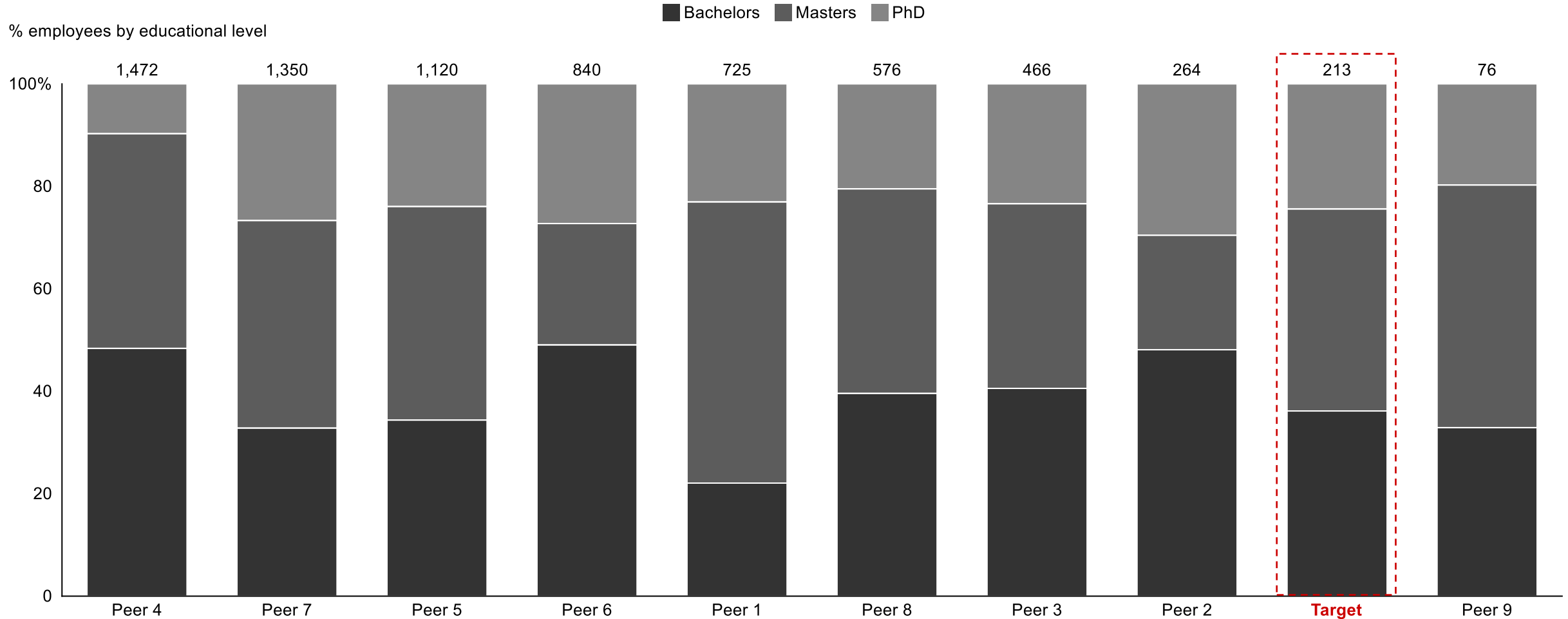
Majority of emp. hold a Master's degree across most players with Peer 1 having higher share of emp. with a Master's degree; Target falls in line with peers

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EDUCATION

/OVERALL /DIRE

BCN updated
05/09



Note: Bars are sorted basis total number of employees; Top lines may not match since Education is a user reported KPI and not all users mention about the same
Source: Aura, Bain analysis

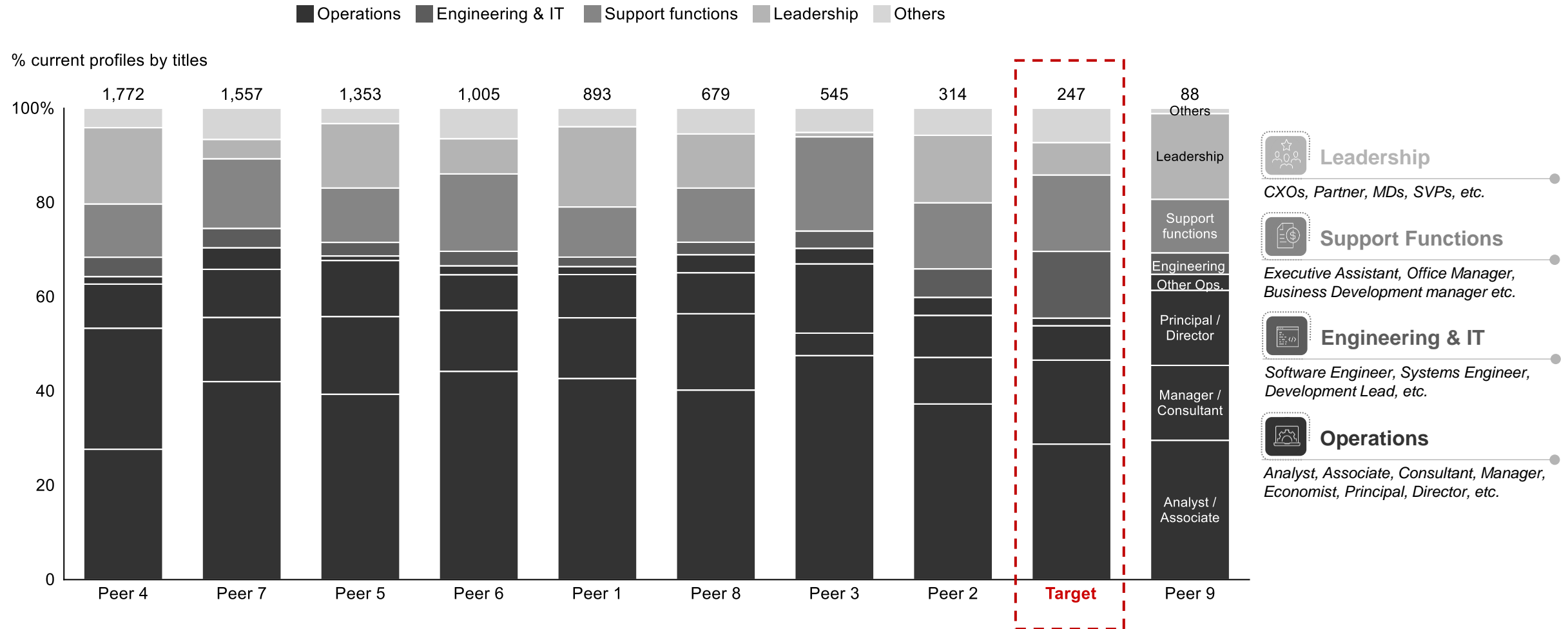


Operations constitute ~55-65% of the workforce across peers; Target's function split lies in line with the peer set

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FUNCTION SPLIT

/ D I R E C T O R I A L
BCN updated 11/09



Note: Irrelevant profiles (interns, former, retired employees) have been excluded; Others include generic and untagged roles; Bars sorted basis total # of profiles
Source: Aura, Bain analysis



Majority of the employees come from 'University/ Colleges' across peers, followed by the Big 4s; Peer 1 hire relative higher share of talent from peers

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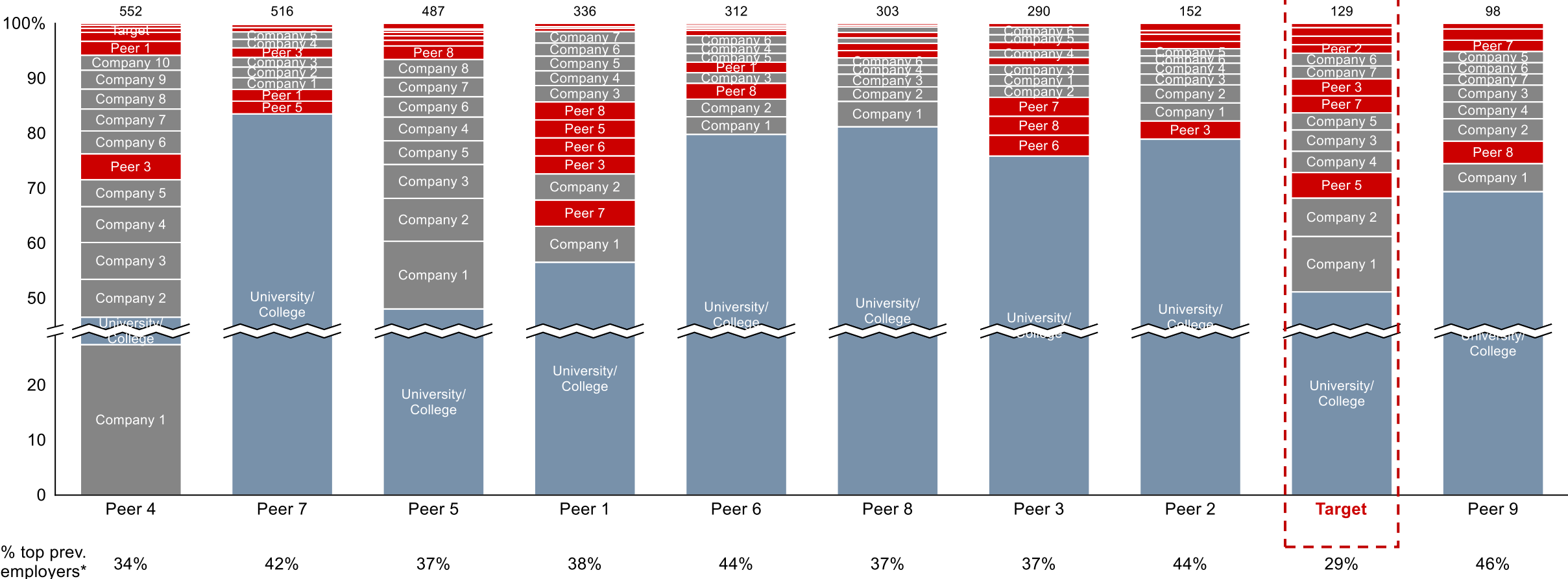
TALENT SOURCES

/ OVERALL / DIRE

BCN updated
11/09

Peer Set University/ Colleges

of profiles split by immediate past employer



Note: *Peers + top previous employers (basis highest N) have been shown in the chart; Bars sorted basis total # of profiles; Top lines may not match since Previous/ Next employers are unavailable for some profiles
Source: Aura, Bain analysis



University/ Colleges, Peer 1, Peer 7 and Peer 4 are major talent destinations across most peers

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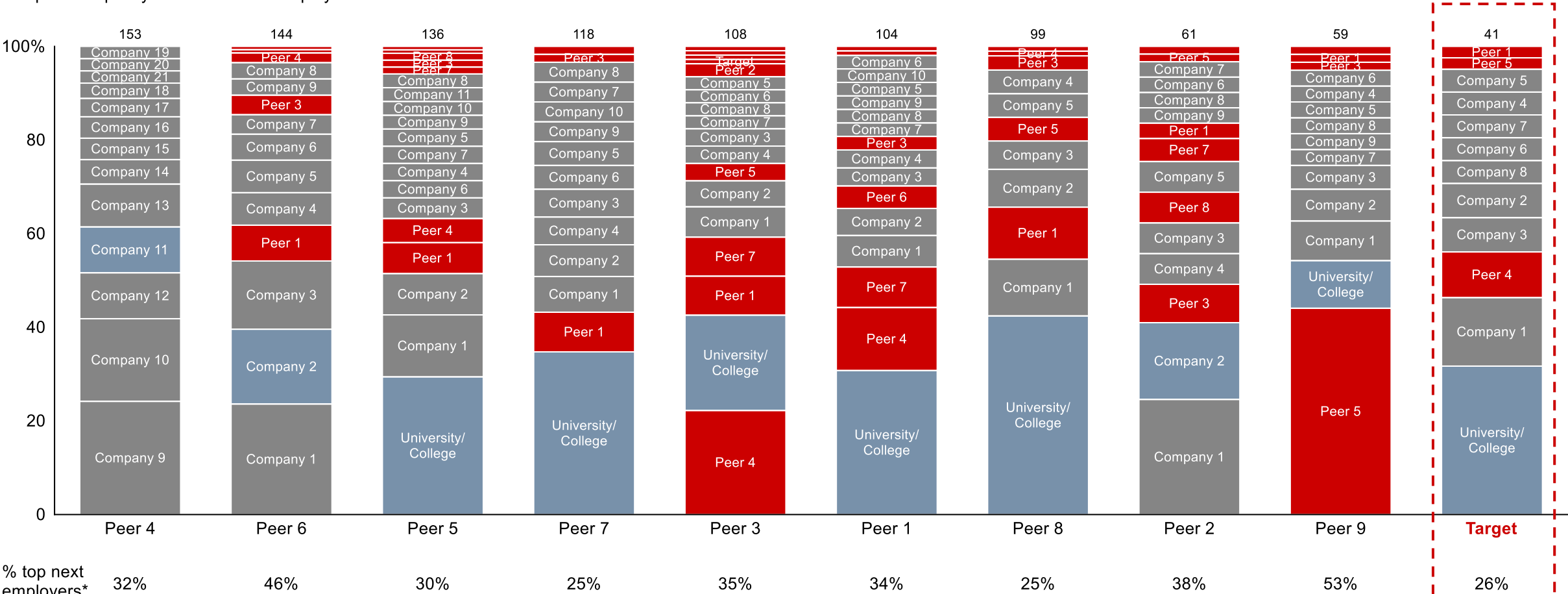
TALENT DESTINATION

/ OVERALL / DIRECTION

BCN updated
11/09

Peer Set University/ Colleges

of profiles split by immediate next employer



Note: *Peers + top next employers (basis highest N) have been shown in the chart; Bars sorted basis total # of profiles; Top lines may not match since Previous/ Next employers are unavailable for some profiles
Source: Aura, Bain analysis



Most companies have ~40-60% of junior level roles in their workforce; Target and Peer 4 have higher share of mid level roles compared to peers

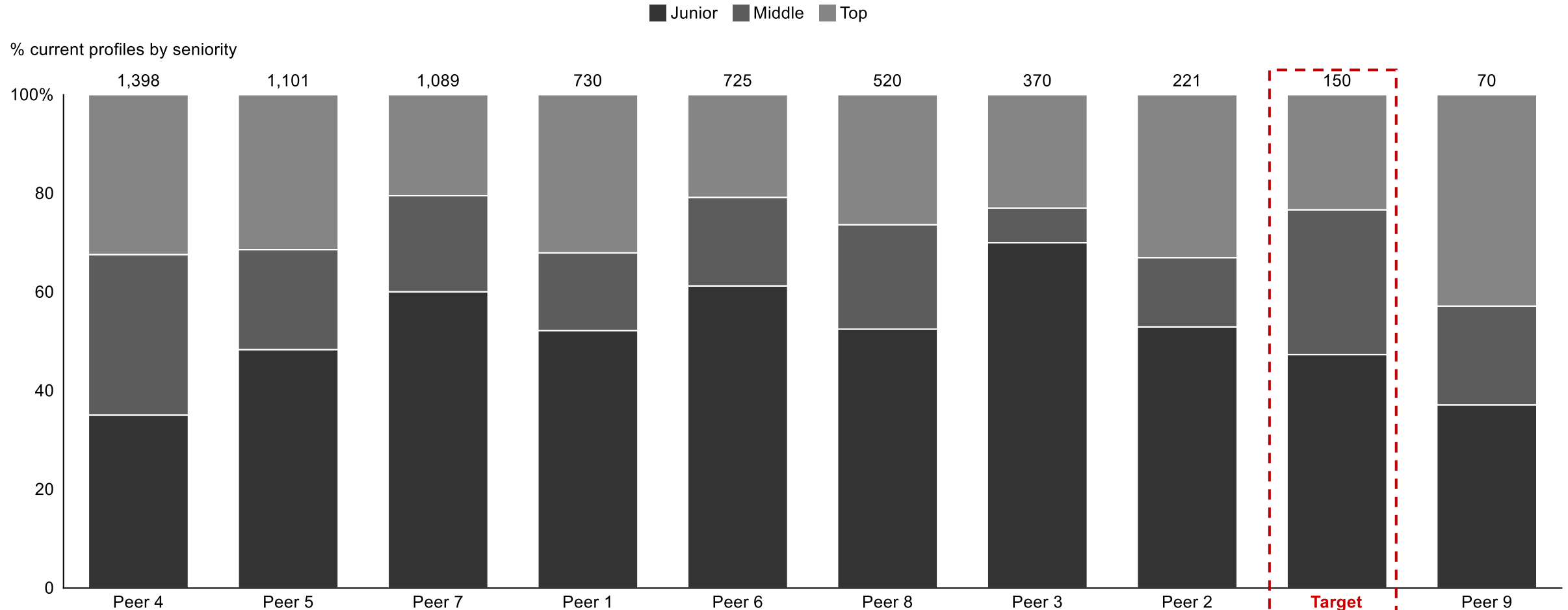
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SENIORITY

Version 1 –
Operations + Leadership Only
(Using manual tagging)

/ D I R E

BCN updated
11/09



Note: Junior includes Analysts, Associates etc., Middle includes Managers, Consultants, Senior Associates etc. ;Top includes Directors, VPs, Partners, CXOs etc. Bars sorted basis total # of profiles; Top lines may not match since seniority for some generic titles is unavailable | Source: Aura, Bain analysis



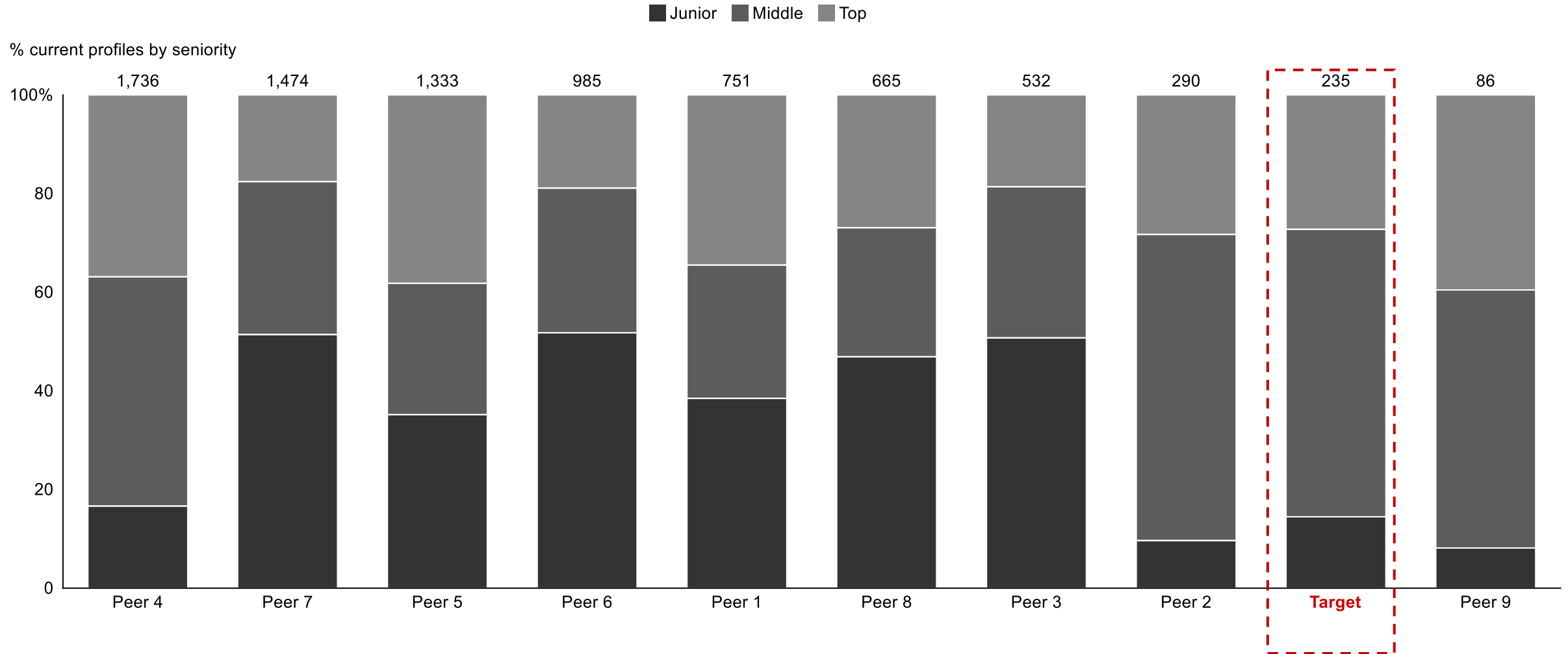
Target, Peer 4 and Peer 2 have higher share of their workforce (~50-60%) in mid level roles as compared to peers

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SENIORITY

Version 2 –
Overall workforce
(Using Aura default tagging)

/ D I R E C T O R S
BCN updated
11/09



Note: Junior includes Analysts, Associates etc., Middle includes Managers, Consultants, Senior Associates etc. ;Top includes Directors, VPs, Partners, CXOs etc. Bars sorted basis total # of profiles; Top lines may not match since seniority for some generic titles is unavailable | Source: Aura, Bain analysis

