

Turnover in ESN: systemic problem or poor talent management?

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Turnover in ESN is both a sector model issue and a matter of improvable HR practices. The article shows how better support, clear perspectives, and an appropriate salary policy can reduce it.

Turnover in ESN is a topic that keeps coming up in discussions among executives, managers, and HR. Is it simply inherent to the ESN model or is it the consequence of improvable talent management?

A structural turnover... but not a fatality

ESNs are based on a model where mobility is the norm. Missions are temporary, consultants quickly seek new challenges, and clients themselves impose limits to avoid requalification risks. Result: frequent staff renewal that seems difficult to curb.

But if this phenomenon seems inevitable, does it mean that ESNs should just accept it?

Improvable talent management

Turnover is not just an external or structural problem. It is also, and above all, a reflection of how ESNs manage their talents. Some management errors are particularly widespread:

- **Lack of career prospects:** Many consultants see no clear trajectory within their ESN, pushing them to leave as soon as a better opportunity arises.

- **Insufficient HR and managerial support:** Too often, once on a mission, consultants are left to their own devices. Their only point of contact becomes the client, and the ESN no longer plays its role as an employer.
- **A transactional recruitment approach:** ESNs often recruit in urgency, prioritizing volume over quality matching. Result: consultants who feel poorly integrated and leave quickly.
- **Non-competitive salary policy:** Facing high demand, the market requires regular salary increases. However, many ESNs are reluctant to adjust salaries, pushing their talents towards the competition.

Can turnover really be limited?

While it cannot be eradicated, it can be significantly reduced with a more human and strategic approach. This involves better support for consultants, genuine reflection on their development, a more attractive salary policy, and a company culture that makes people want to stay.

Ultimately, turnover in ESN is both a systemic issue and a question of talent management. Accepting this reality is already a first step towards concrete solutions.