



2021 NORWEST TALENT & PEOPLE PRACTICES BENCHMARK SURVEY

1. COVID'S EFFECT ON REMOTE WORK WILL BE LONG-TERM:

53% of companies added (or already had) fully remote options, and 14% have closed all offices to go fully remote. Looking at the full pie, only 7% have seen no change, and 93% of responding companies have adjusted their remote work policy in some capacity.

Our Take:

The pandemic forced many employers shift to remote work, and in doing so perhaps revealed something they weren't expecting: employees were not only still productive while working from home, [but productivity spiked](#) in many cases. While it is too early to tell what the remote work landscape will look like 5-10 years from now, it's safe to say that a heightened acceptance of remote work will have a lasting impact.



2. GEOGRAPHY-BASED COMP ADJUSTMENTS ARE A CONTENTIOUS TOPIC:

56% of responding companies indicated that they do not plan to adjust compensation based on geography, while 39% said they had plans to modify cash but not equity.

Our Take:

Undoubtedly a heated topic, tech companies have weighed their options and come out on both sides of this compelling issue. [Zillow recently announced](#) it would do away with location-based pay, citing that an employee's "long-term earning potential is determined by how they perform, and will not be limited by where they live." Google, on the other hand, told employees it would [cut salaries of remote workers](#), with a few commute-based caveats. While Zillow's approach may be aimed, in part, at avoiding future recruitment pitfalls, a survey conducted by WorldatWork in February 2021 found that [67% of employees](#) expected their compensation to reflect their geographic location. We don't foresee this issue being resolved anytime soon, but we do expect employers to factor geography-based compensation into their recruitment strategies.





3. DEI PROGRAMS ARE FRONT OF MIND FOR 2022:

Almost 50% of responding companies say that diversity, equity, and inclusion programs are a priority for 2022.

Our Take:

Norwest is committed to supporting all our portfolio companies with achieving their DEI goals in 2022 and beyond. We have internal teams in place building out strategy for hiring, wiring, and a special focus on ways to support our portfolio companies, including working with external partners to offer resources and tools to strengthen DEI efforts across the portfolio. Stay tuned for information about our DEI Toolkit, launching soon.

5. 401(K) IS A NO-BRAINER:

Almost all responding companies (89%) offer 401(k) plans, and the percentage of Norwest portfolio companies that match contributions has increased from 27% in 2018 to 36% in 2021.

Our Take:

Job seekers expect to see 401(k) plans as part of a company's total compensation package, and companies are catching on. Offering a competitive match is also holding steady, with [Fidelity reporting](#) that employers continue to make matching contributions, even after a tumultuous year. As of Q1 2021, Fidelity indicated that the average 401(k) employer contribution rate was 4.6%, which is only [down 0.1%](#) from our last full benchmark survey in 2019.



6. EMPLOYEE PERKS ARE EVOLVING:

New employee perks making an appearance in 2021 include a therapy platform, charitable giving match program, and fertility benefits. Other popular perks and benefits include: money for continuing education, tuition, or other L & D activities (23% of respondents); health, wellness, and fitness related stipends (22%); and WFH or home-office reimbursements (21%).

Our Take:

We are happy to see portfolio companies adding therapy platforms as a health and wellness perk. A December 2020 [survey by the U.S. Census Bureau](#) found that more than 42% of people reported experiencing symptoms of anxiety or depression, an 11% increase from the previous year. Norwest portfolio companies like [Calm](#) (an award-winning meditation, sleep and relaxation app) and [Talkspace](#) (a leading virtual behavioral health company) offer health and wellness solutions through technology. Learn more about our preferred Talkspace pricing offer for Norwest portfolio companies, [here](#).





7. INCREASED EQUALITY IN PARENTAL LEAVE POLICIES:

A growing number of portfolio companies are choosing not to differentiate between primary and secondary caregivers when offering paid parental leave, and 50% of companies offer at least 11 weeks of paid time off to care for a child.

Our Take:

As more companies remove the words “primary” and “secondary” from caregiver labels, it points to a larger overall trend that promotes equity for co-parenting couples, even as [79% of U.S. workers](#) still do not have access to paid family leave.

8. THE VACCINE REQUIREMENT DEBATE RAGES ON:

Opinions on vaccination requirements are evenly split between the yes, no, and undecided options. Of the companies that will require vaccination, only 14% report they will terminate employment for those who do not get the vaccine.

Our Take:

A hot button issue across the globe, it is no surprise that portfolio companies are split on vaccine requirements for employees. U.S. companies with at least 100 employees may have the decision made for them, however, as [President Biden announced](#) on September 9, 2021, plans for an “emergency temporary standard requiring employers with at least 100 employees to mandate that their workers be vaccinated or undergo weekly testing.”



9. THE SWEET SPOT FOR A SECOND TECHNICAL LEADER:

The majority of responding companies with two technical leaders brought on the second technical title when their headcount was in the 21-50 employee range.

Our Take:

56% of companies surveyed did not have both a VP of Engineering and a CTO. Whether this is due to a company's small size or a current need for only one technical leader, [there is often confusion](#) in companies as to the specific divided roles and responsibilities of a VP of Engineering and a CTO, including how the roles can sometimes overlap.



10. ADVANCED-HR AND RADFORD PRODUCTS REMAIN DOMINANT FOR COMP DATA:

When it comes to compensation data tools, 53% of responding portfolio companies use Advanced-HR (OptionImpact/OptionDriver) and 38% use Radford.

Our Take:

11% of portfolio companies surveyed don't use any type of market data for compensation, and 5% rely on potentially unreliable sources for comp data (word of mouth, interviews, networking, generic search engines). It should be noted that free websites that feature self-reported compensation data are often “inaccurate and unverified.” If you have questions about compensation data, our Talent team has resources for both compensation and equity benchmarks.

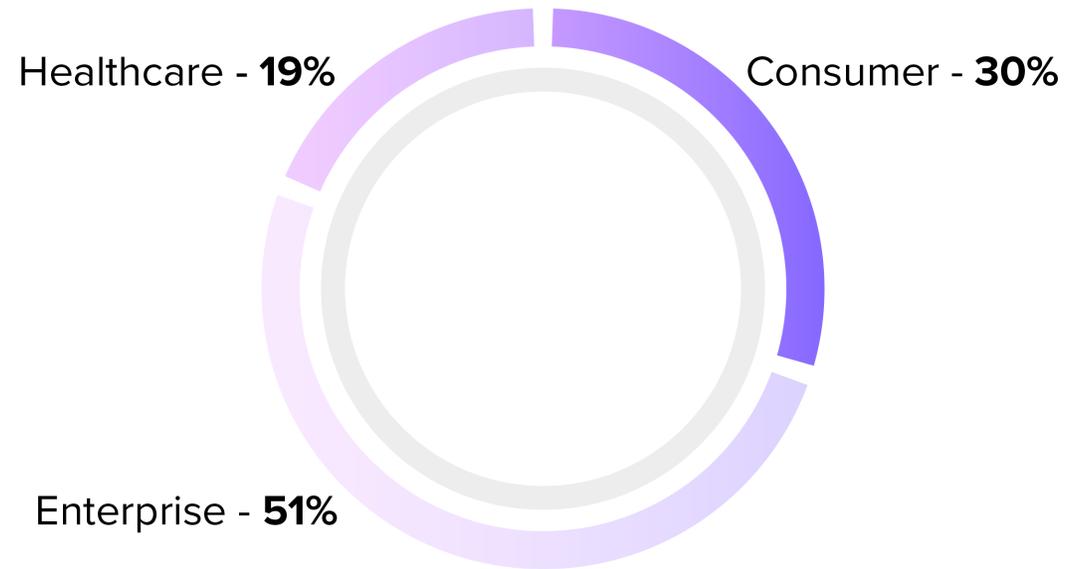


DETAILED RESULTS

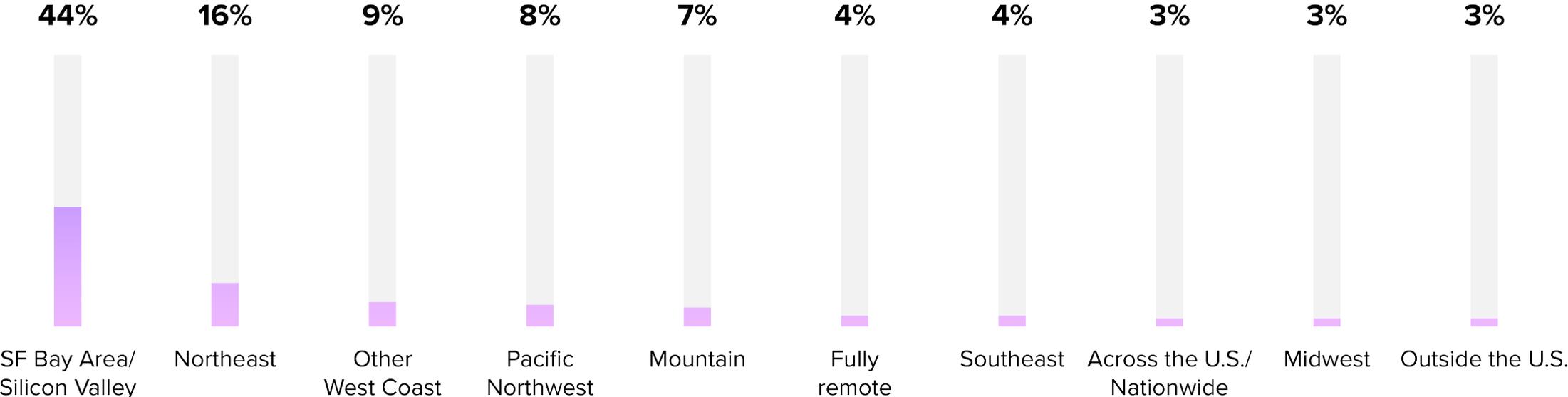


ALL ABOUT YOU

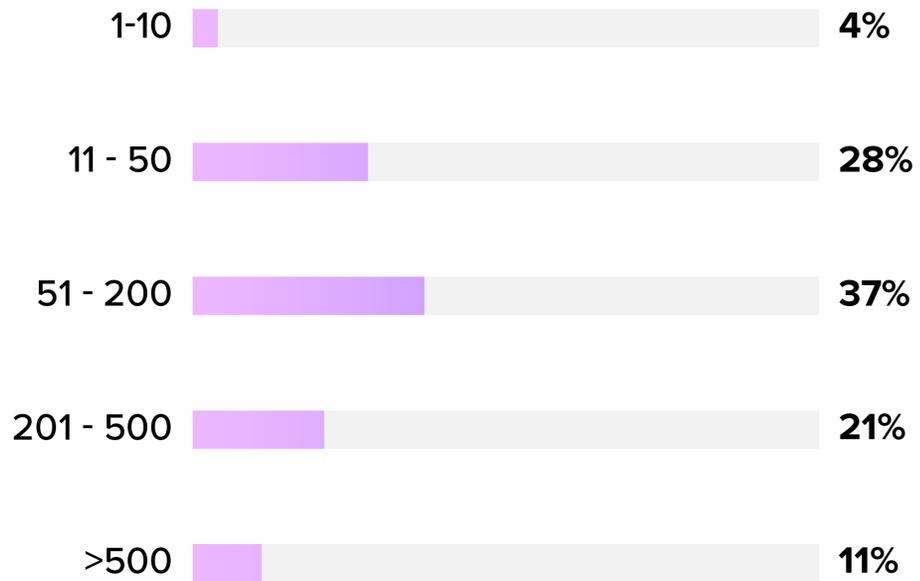
1. Which of the following sectors best describes your company's industry?



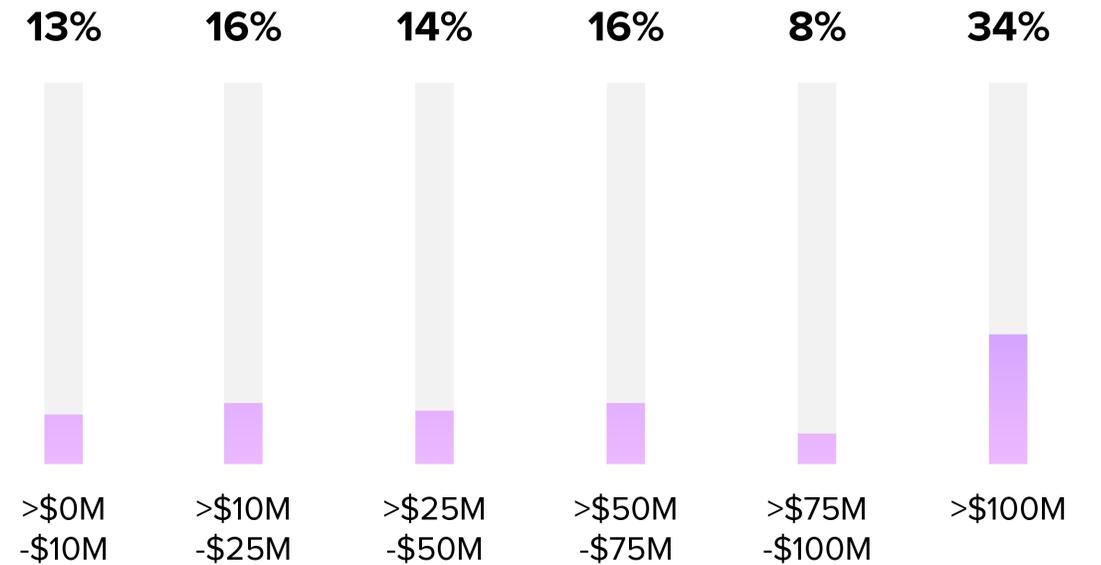
2. In what region is your company located?



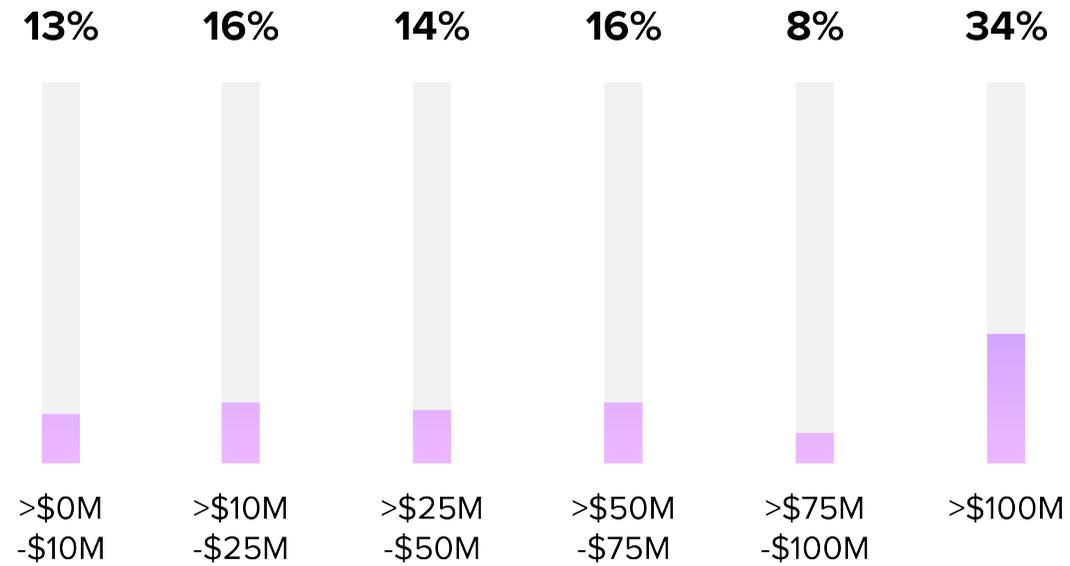
3. How many employees work at your company?



4. How much did your company earn in revenue in 2020?



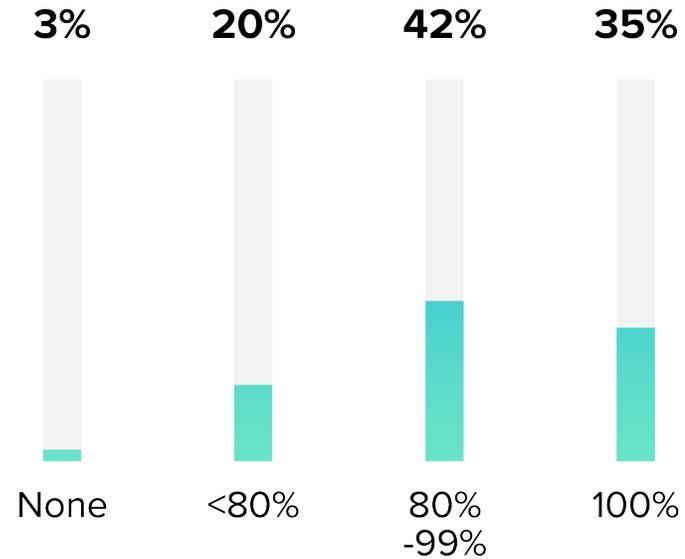
5. How much capital has your company raised?



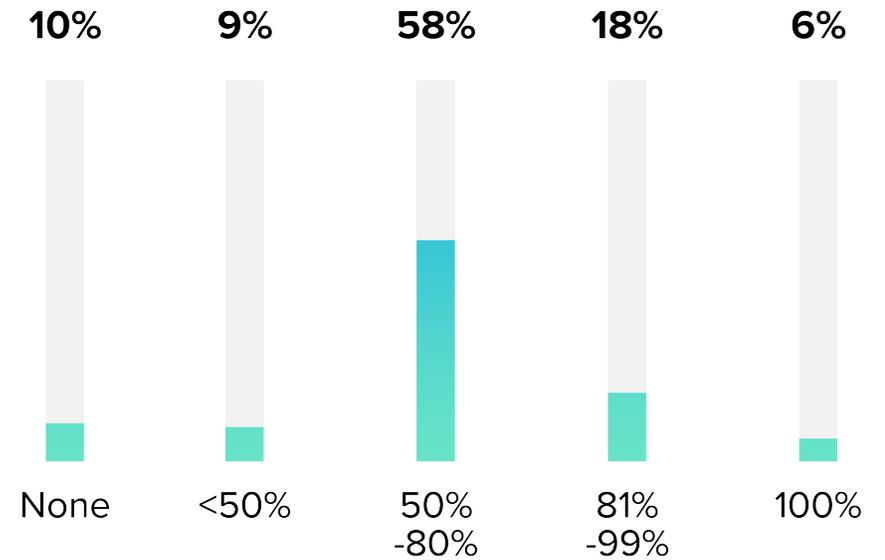
TOTAL REWARDS



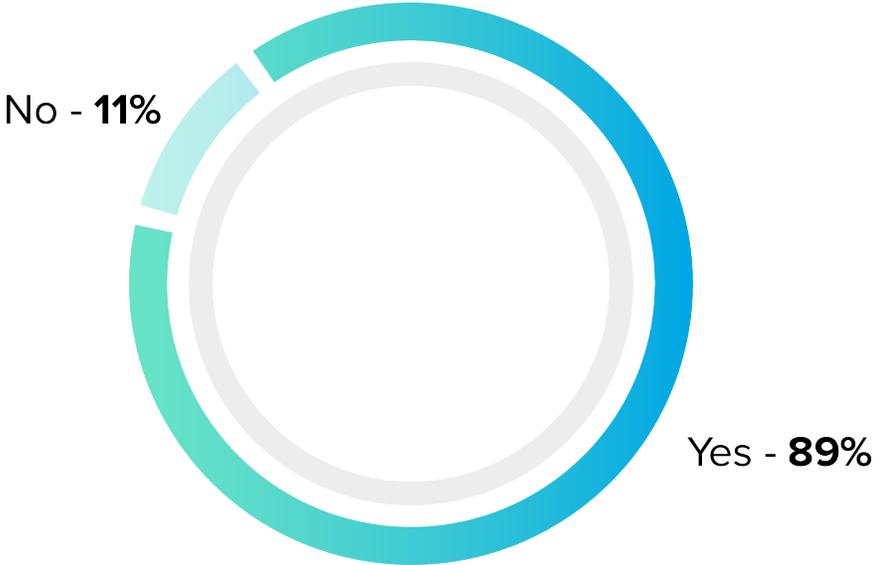
6. What percentage of the monthly health premium does your company pay for employee coverage?



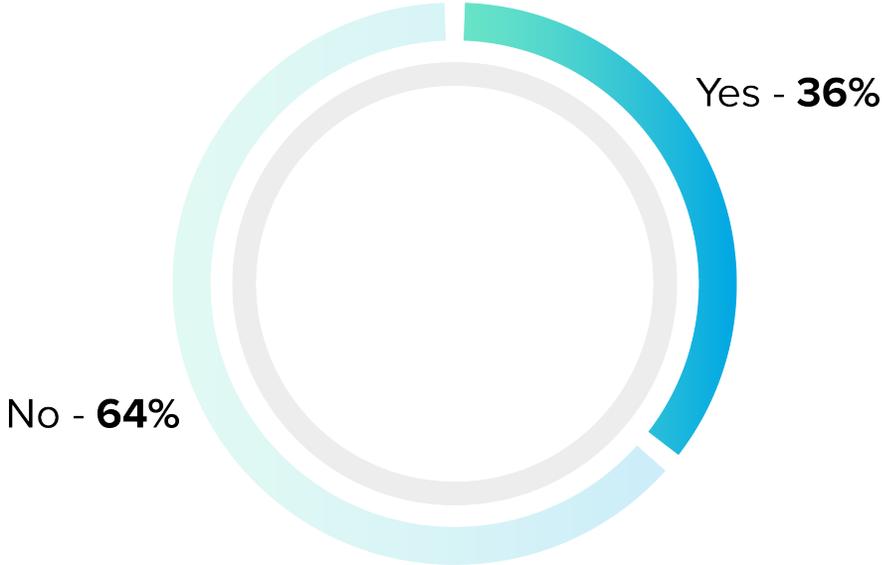
7. What percentage of the monthly health premium does your company pay for dependent coverage?



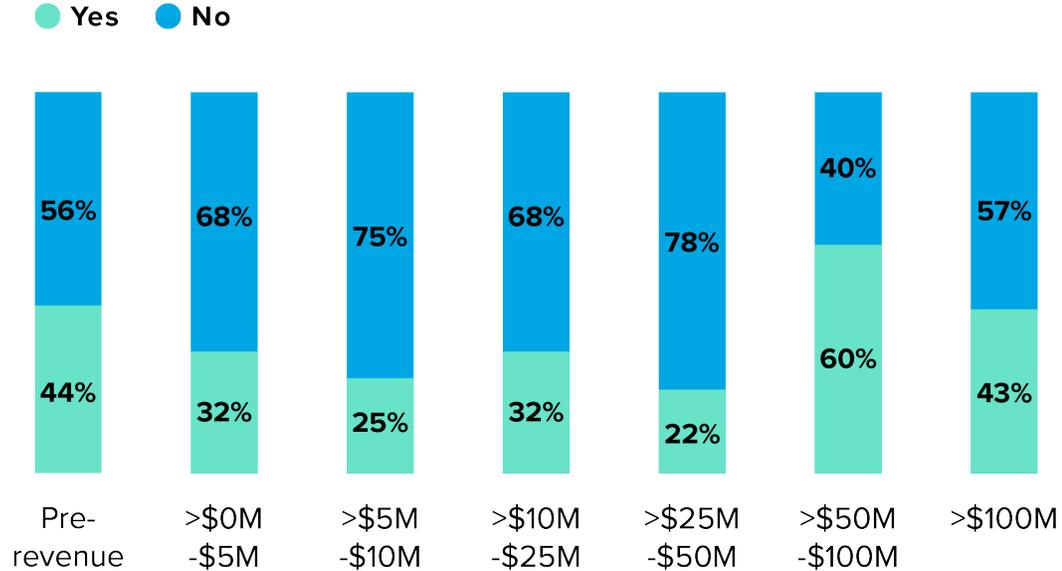
8. Does your company offer a 401(k) plan?



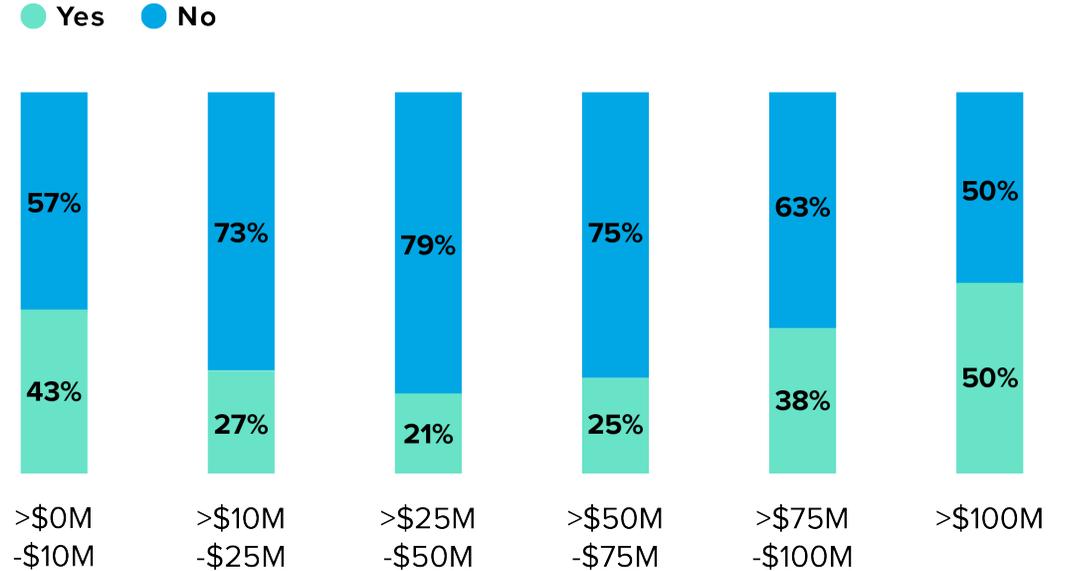
9. Does your company match a portion of 401(k) contributions?



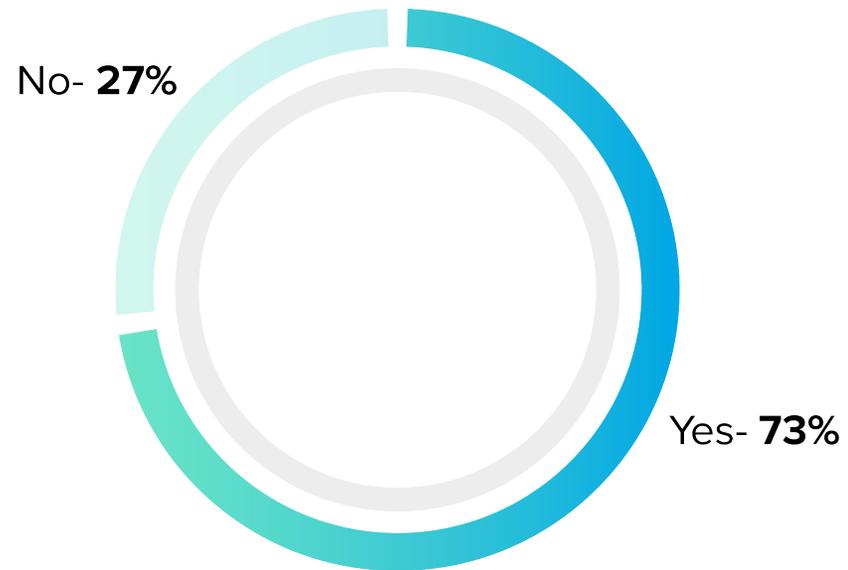
9a. Does your company match a portion of 401(k) contributions?
(Shown by 2020 company revenue)



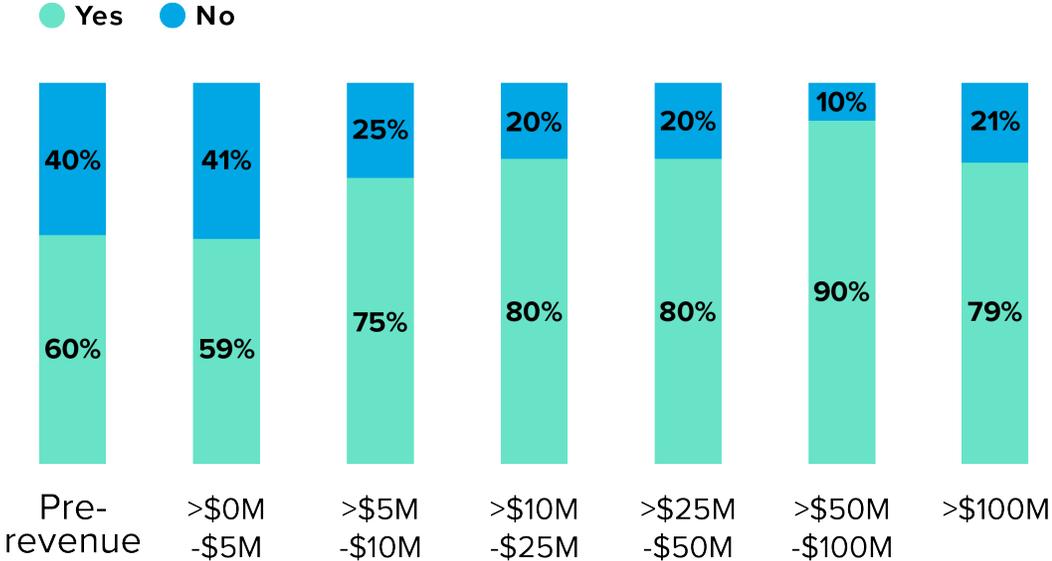
9b. Does your company match a portion of 401(k) contributions?
(Shown by capital raised)



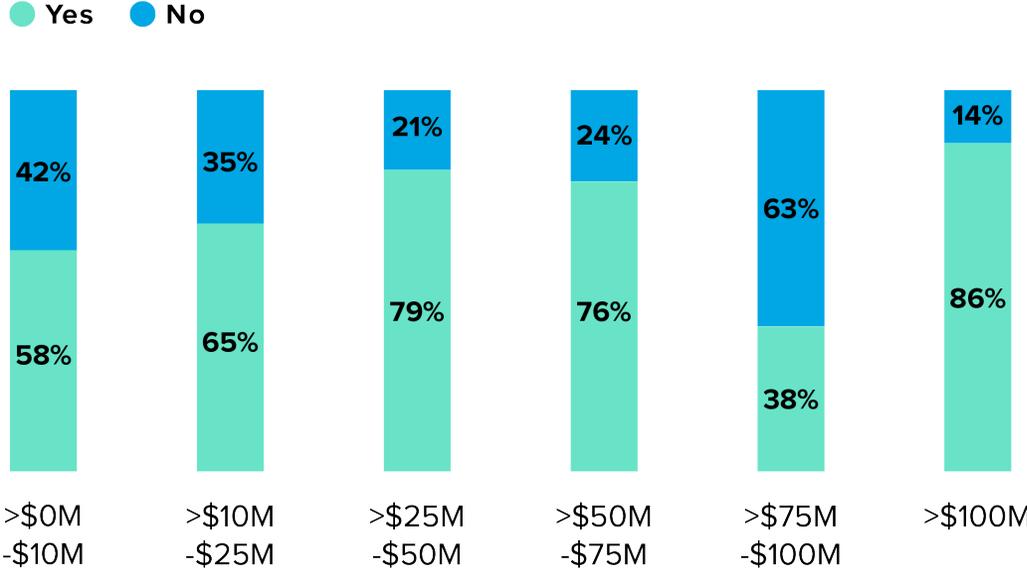
10. Does your company offer bonuses, aside from sales commissions?



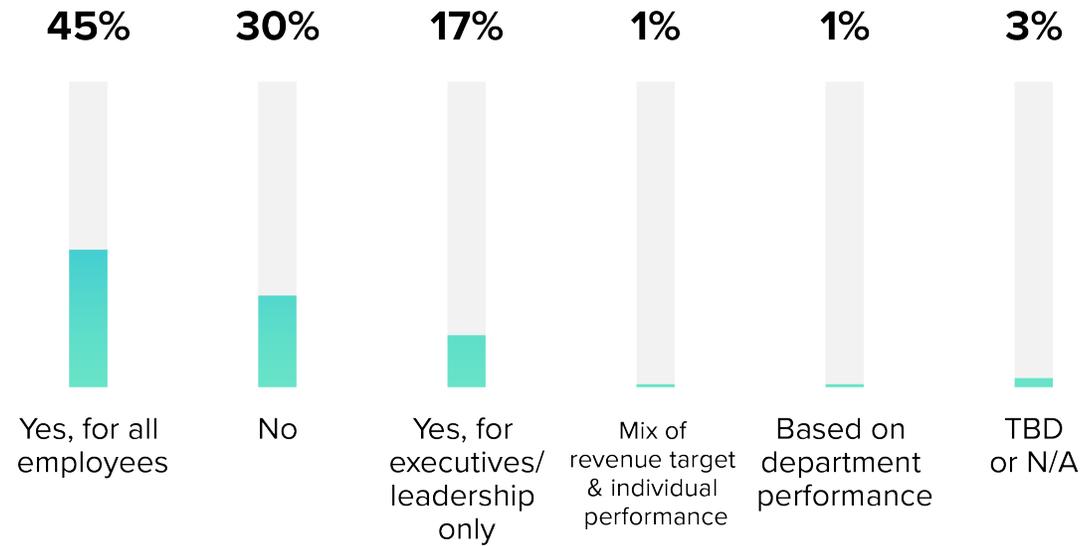
10a. Does your company offer bonuses, aside from sales commissions? (Shown by 2020 company revenue)



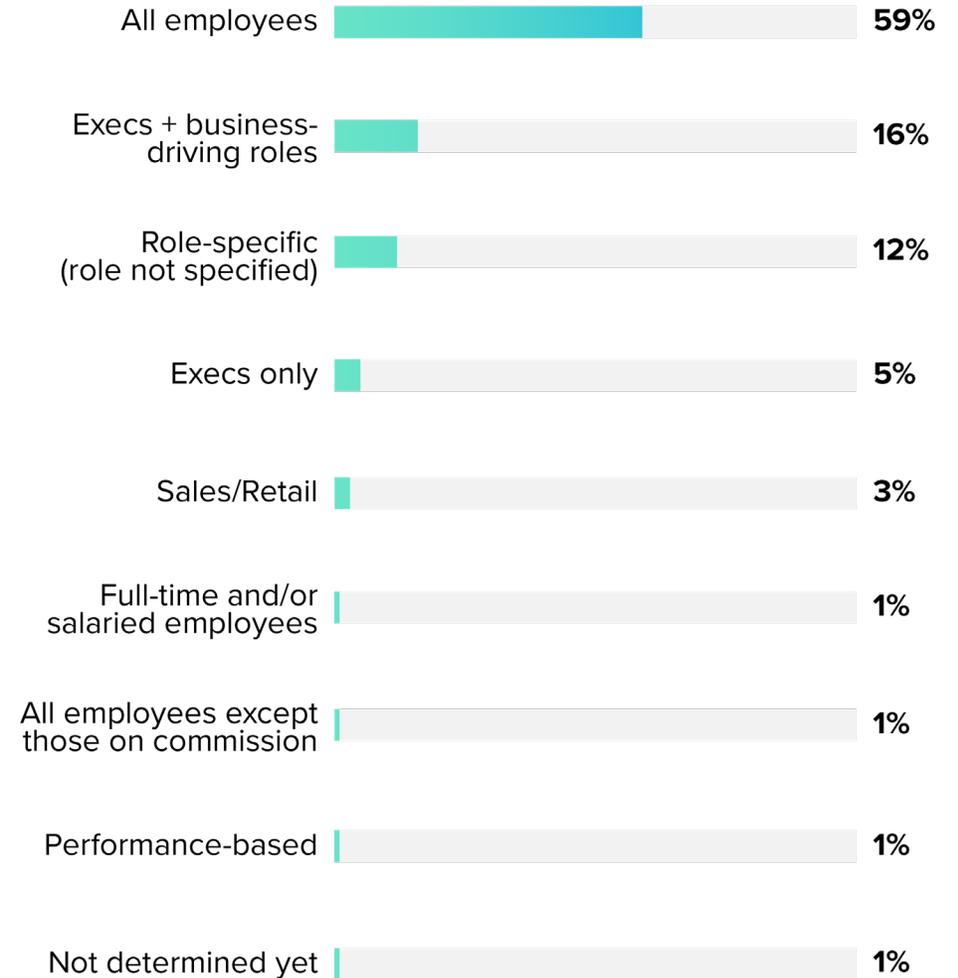
10b. Does your company offer bonuses, aside from sales commissions? (Shown by capital raised)



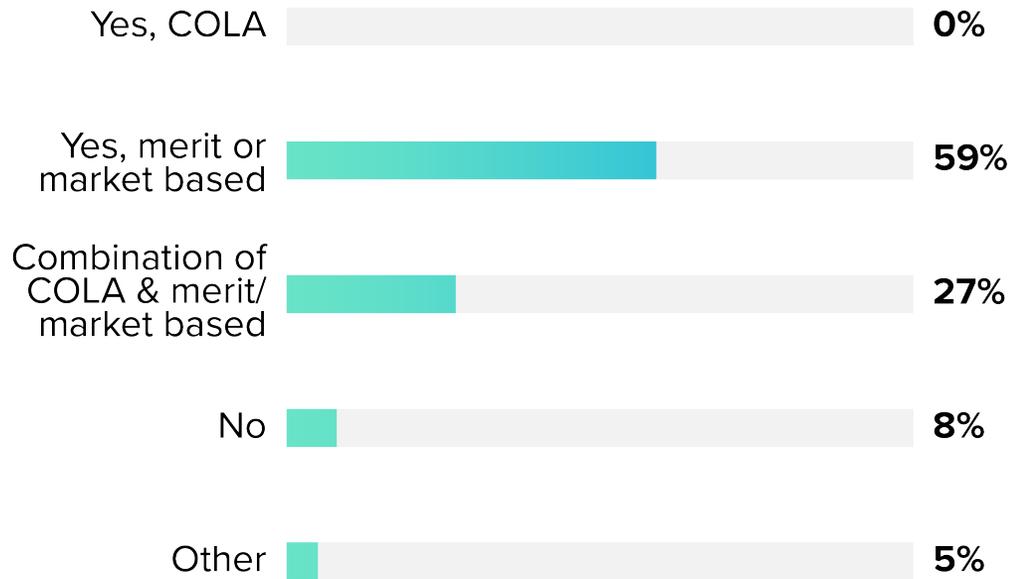
11. Is there a “floor” (e.g. company must hit certain percentage of revenue target for employees to receive bonuses?)



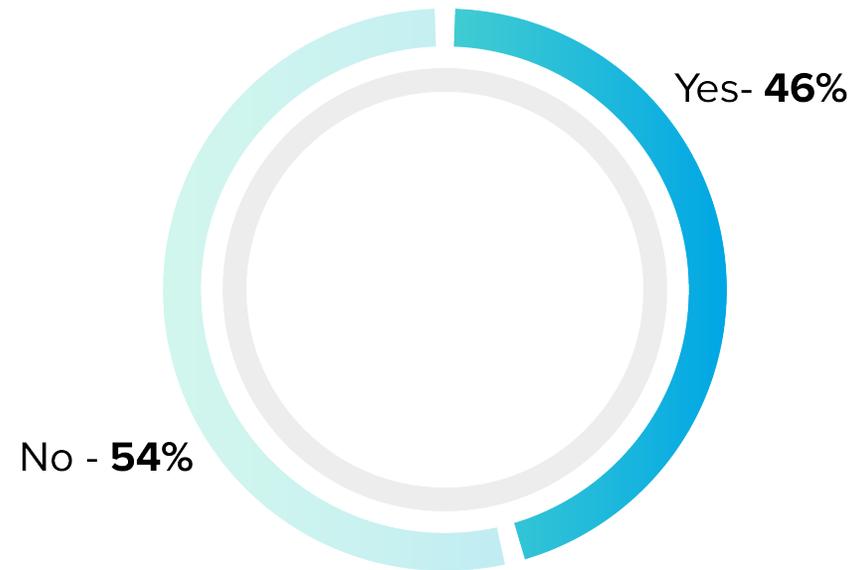
12. Do you offer bonuses to:



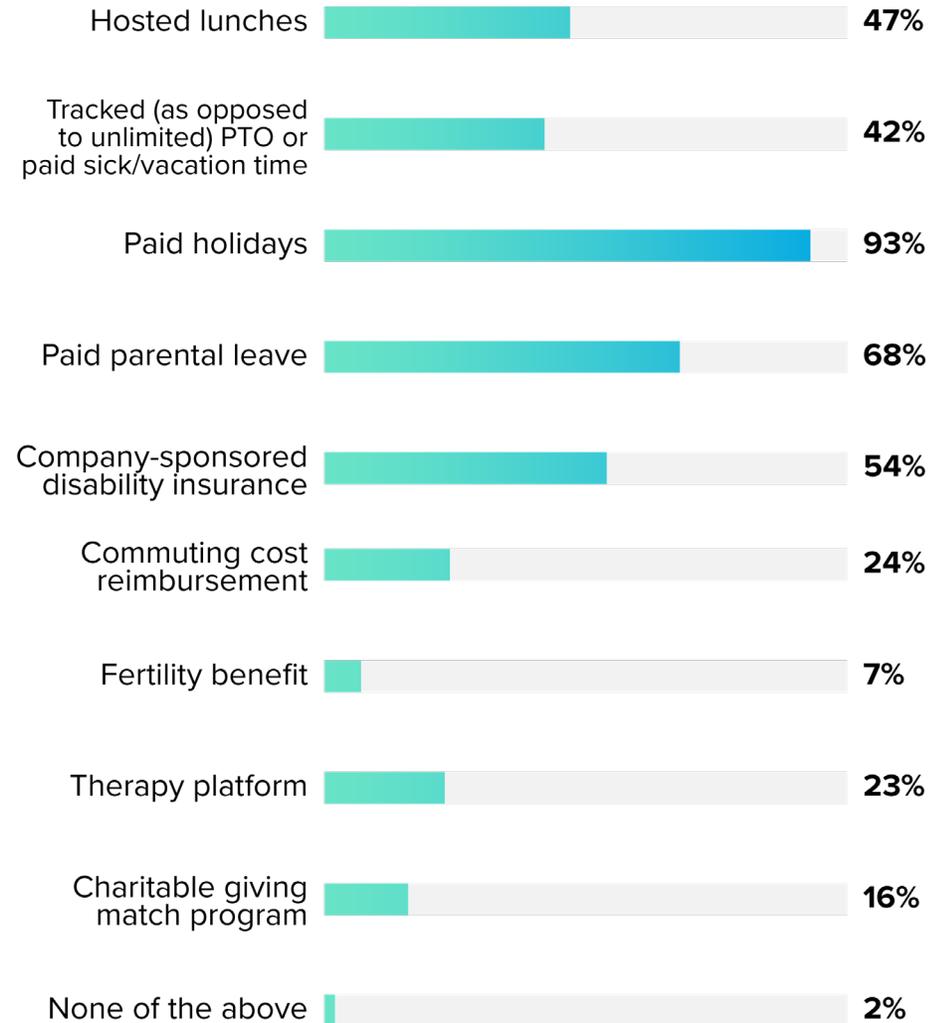
13. Does your company offer annual compensation increases?



14. Do you have a formal employee stock option retention (refresh) program?



15. Which of the following does your company offer? Please select all that apply.



16. Are there any other interesting perks and/or benefits that your company offers?

HEALTH & WELLNESS

- COVID vaccine bonus incentive
- CrossFit
- Gym membership/Fitness classes
- Insurance supplement (HSA, FSA)
- Massage therapy
- Meditation
- Mental health/telehealth
- Personal development stipend
- Recharge/Paid wellness days
- Vacation stipend/Travel assistance/
Paid "Workation"
- Yoga

CORPORATE CULTURE BENEFITS

- Charity match
- Commuter benefits
- Corporate sponsored events/
meals/activities/happy hours
- Early close on Fridays
- Flexible work schedules
- Free or discounted company products
- Peer recognition awards
- PerkSpot
- Referral bonus
- Volunteer/Philanthropy time off

LEARNING & DEVELOPMENT

- Coaching/Career development
- Continuous learning stipend
- Scholarship program
- Tuition & Books reimbursement

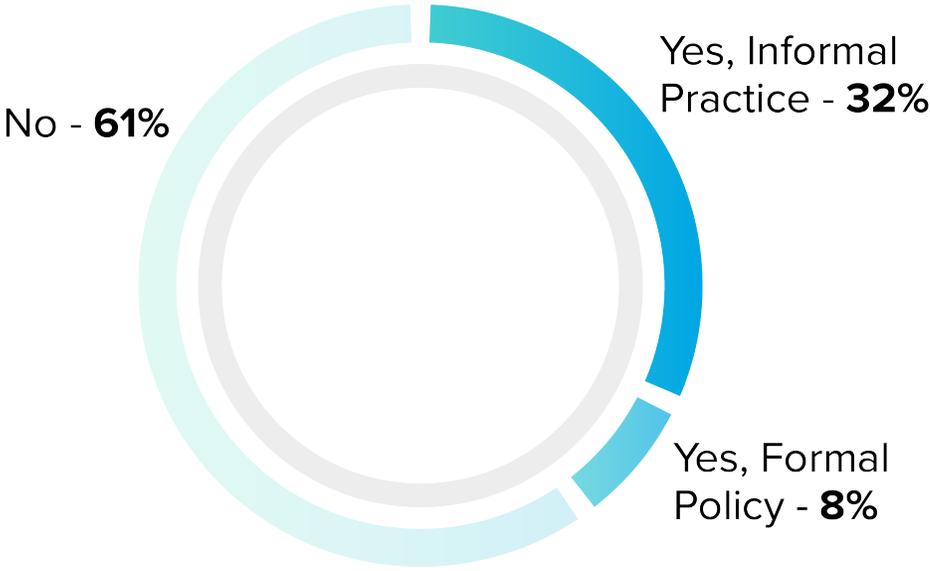
HOME & FAMILY BENEFITS

- Financial wellbeing benefit
- Legal EAP
- Life insurance
- Pet insurance

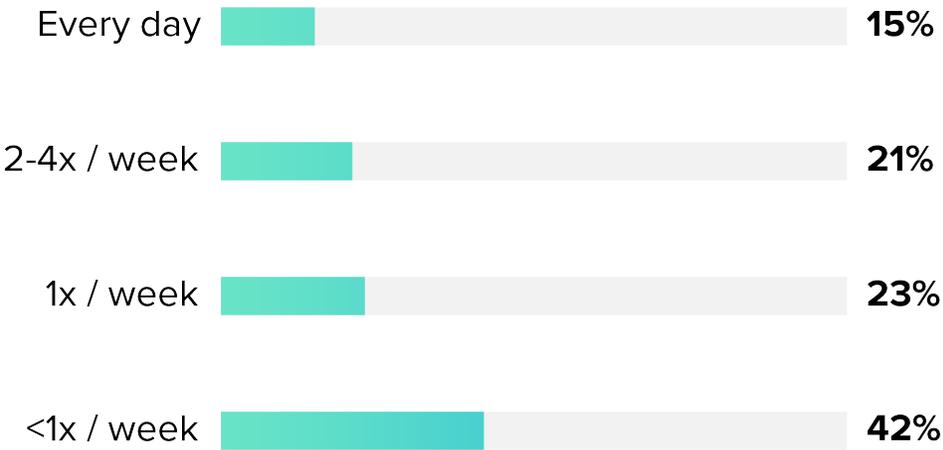
REMOTE WORK/WFH RELATED REIMBURSEMENT

- Cell phone
- Food & Grocery stipend
- Home office equipment
- Internet/Connectivity
- Software/Technology credit

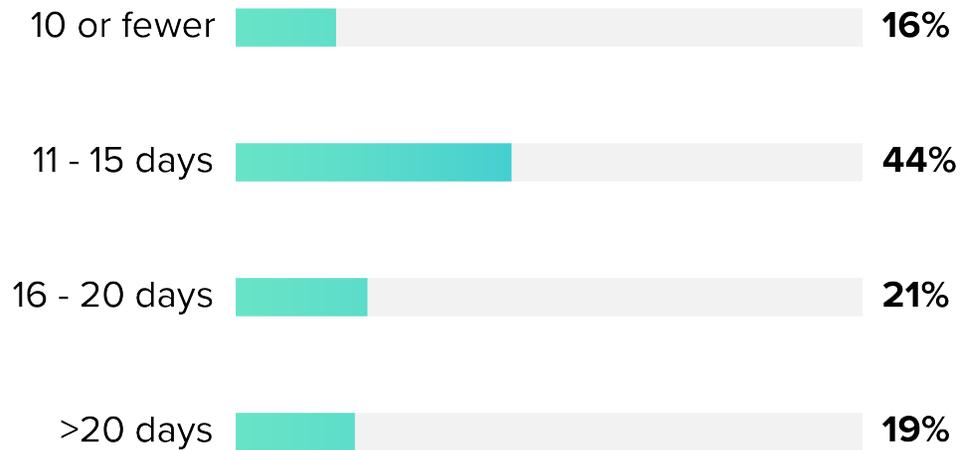
18. Does your company allow employees to bring their dog(s) into the office?



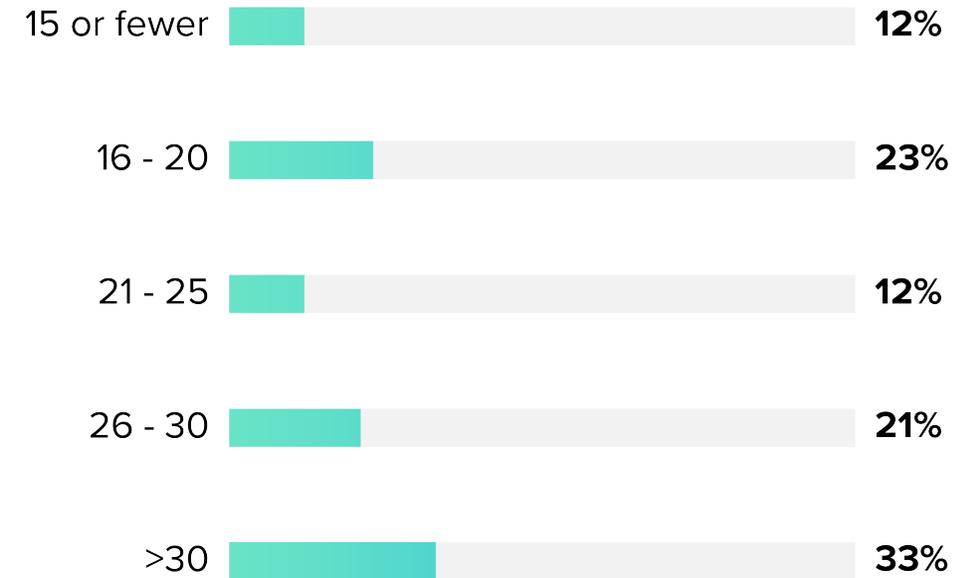
19. How often does your company offer hosted lunches?



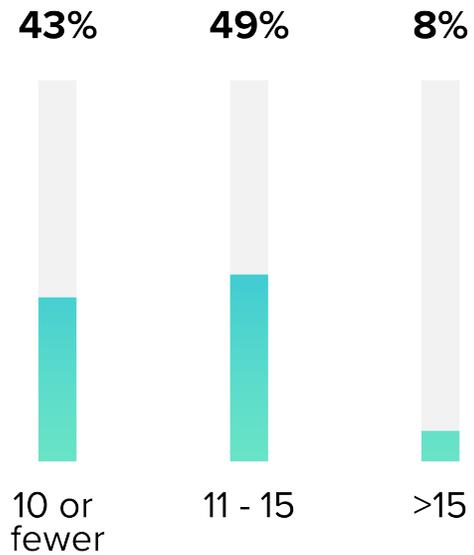
20. How many PTO/sick/vacation days are new employees allowed in their first year?



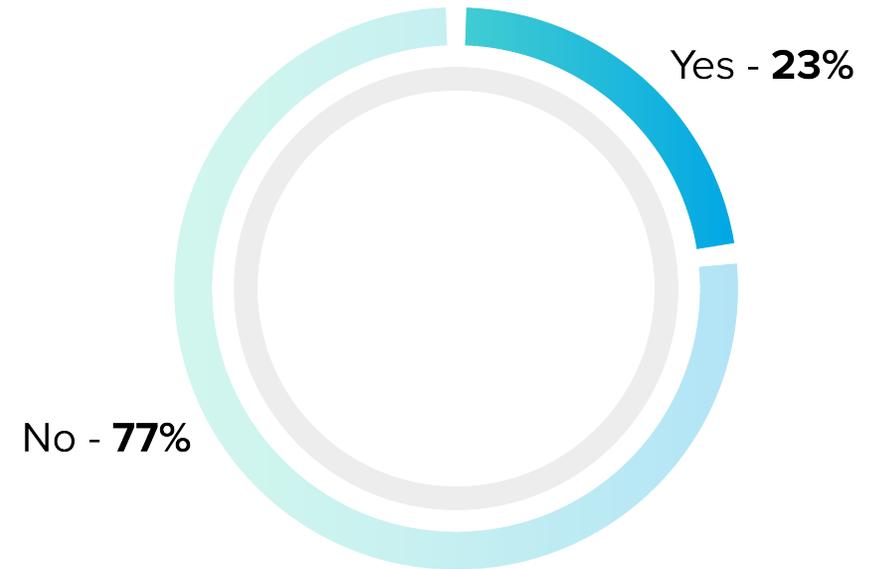
21. What is the maximum number of PTO/sick/vacation days that can be accrued by any employee?



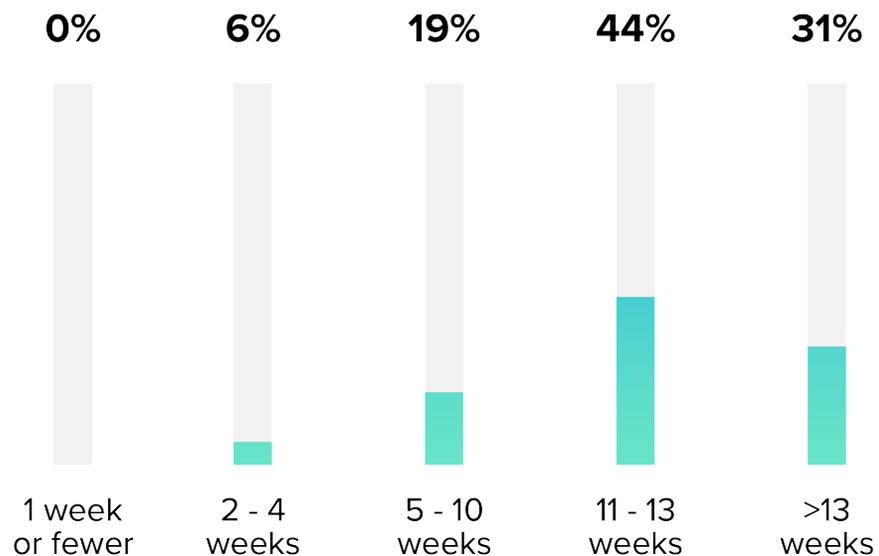
22. How many paid holidays do you offer in a given calendar year?



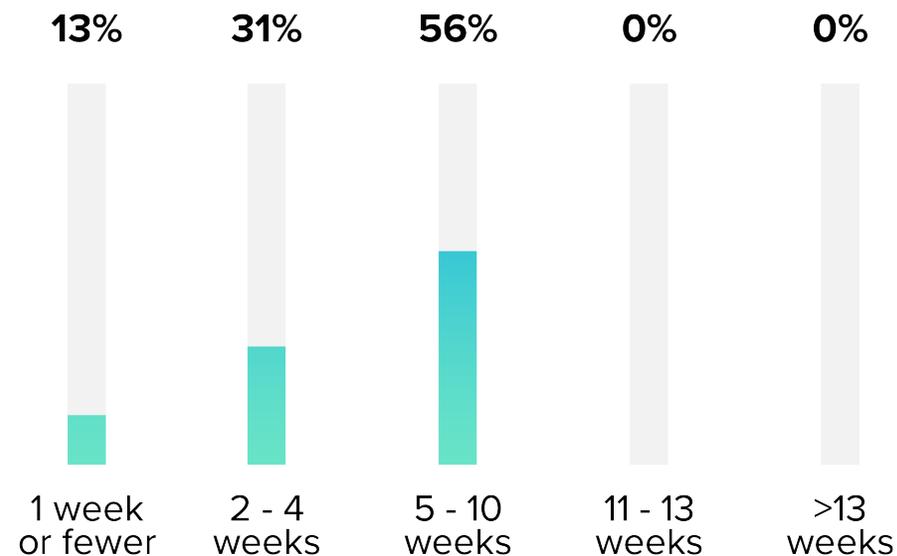
23. Regarding parental leave, do you differentiate between primary and secondary caregivers?



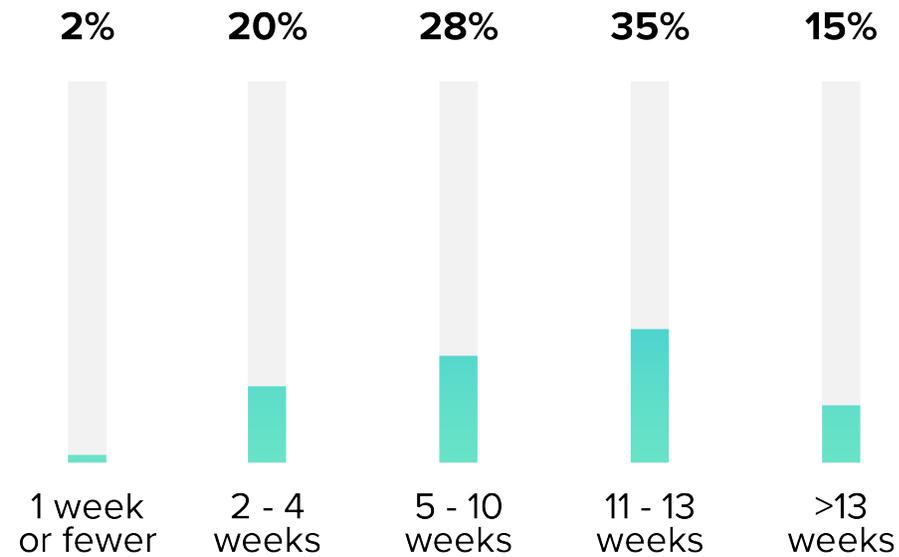
24. How many weeks of paid parental leave do you offer primary caregivers?



25. How many weeks of paid parental leave do you offer secondary caregivers?



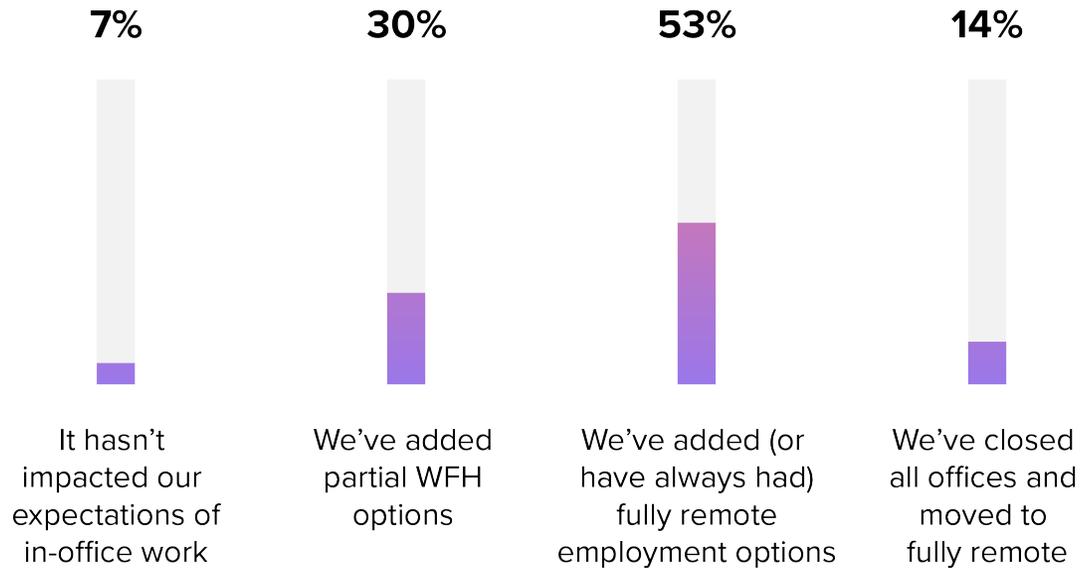
26. If your company does not differentiate between primary and secondary caregivers, how many weeks of paid parental leave do you offer?



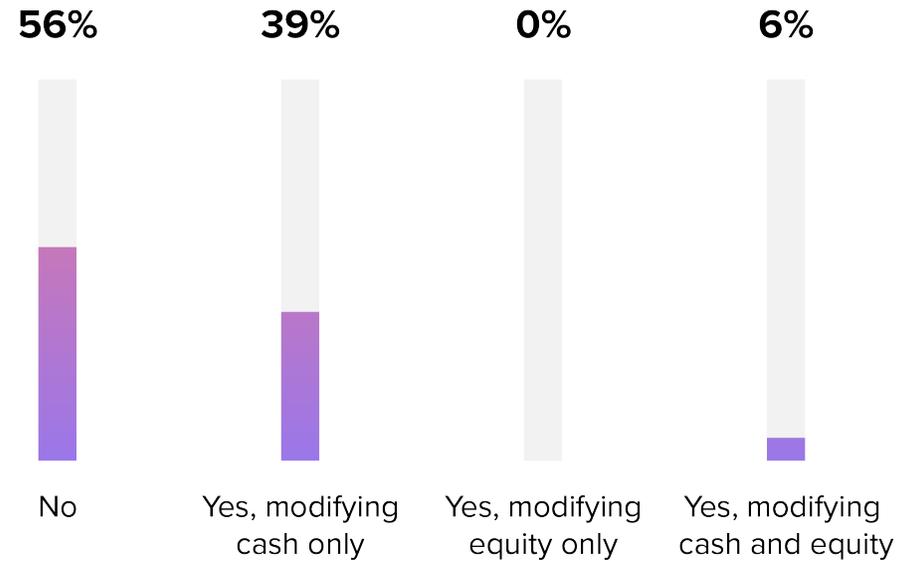


POST-COVID IMPACTS

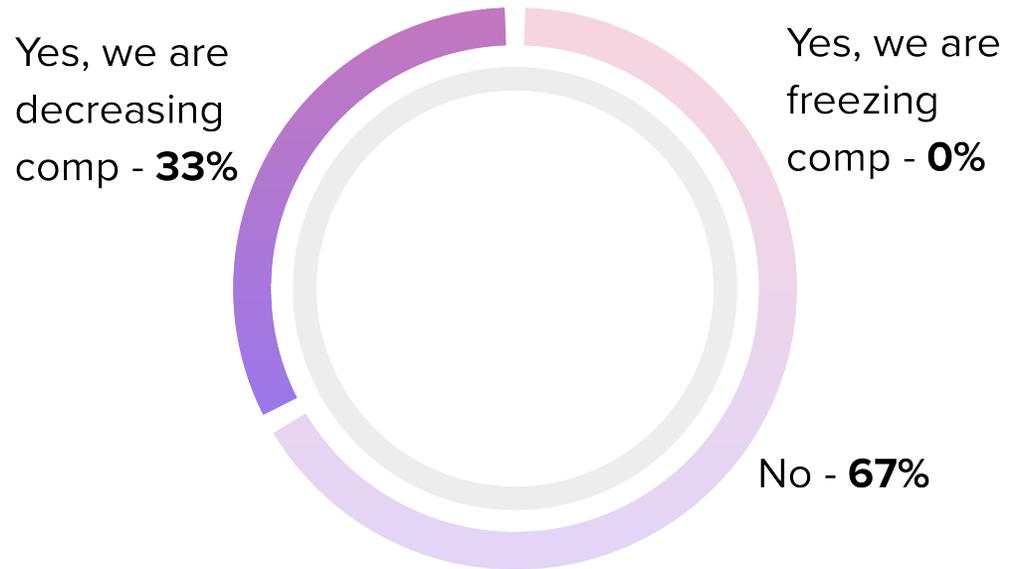
27. How has COVID impacted your return-to-office plans?



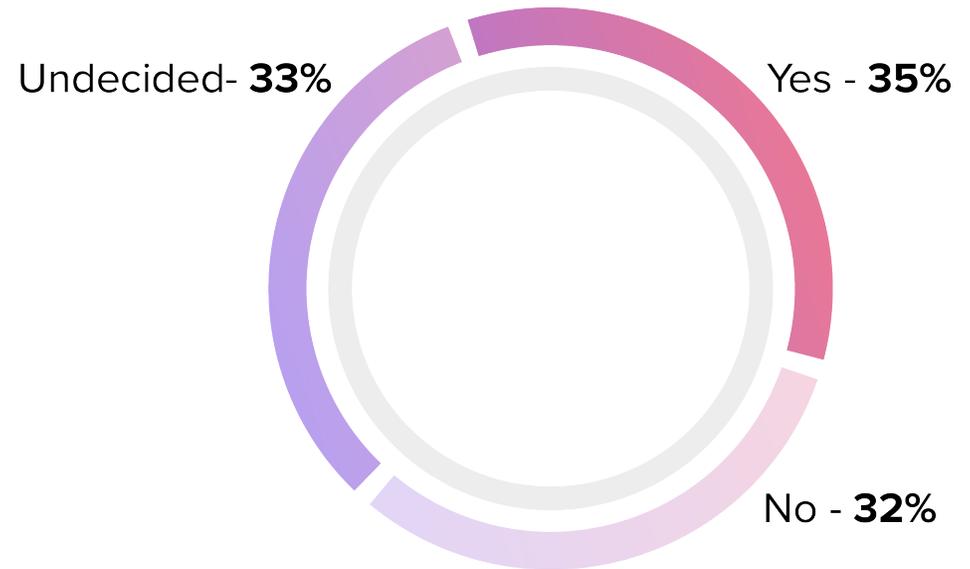
28. Are you creating geography-based compensation policies?



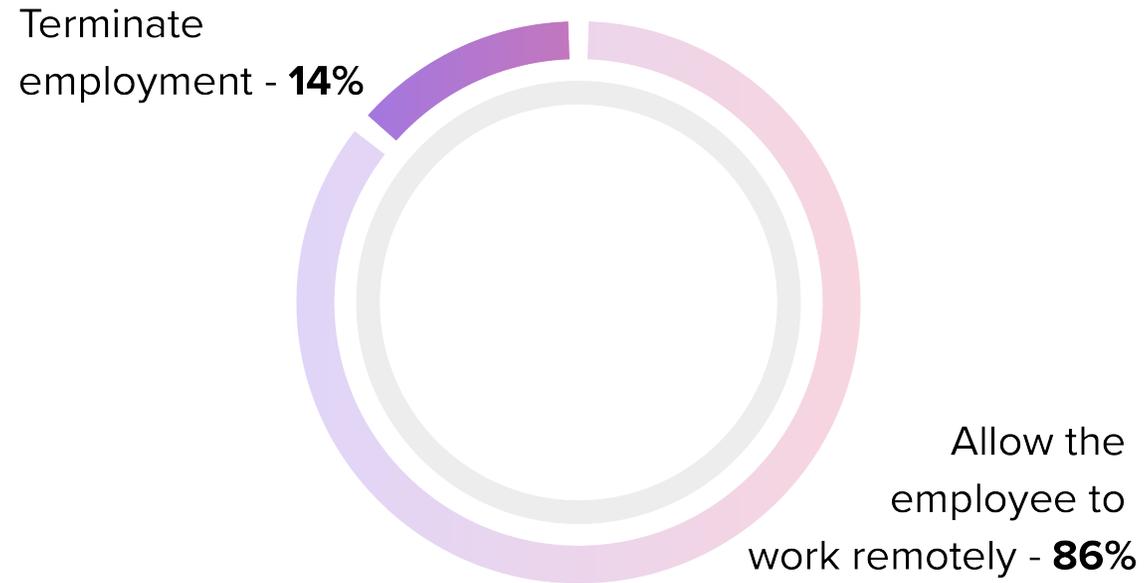
29. Are you adjusting for current employees?



30. Do you require COVID vaccines as a condition of working in the office?



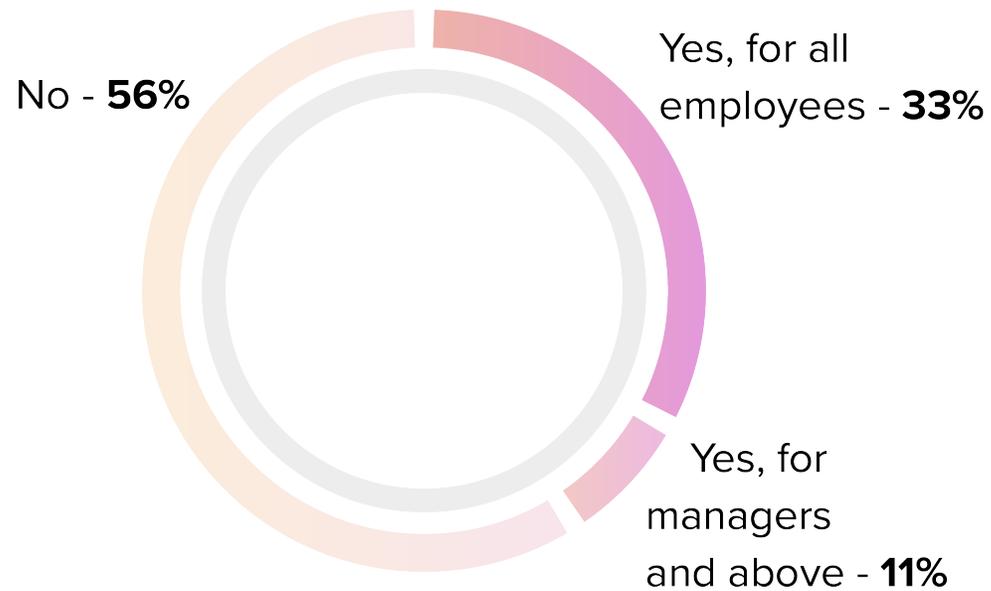
31. What do you do for employees who do not get a vaccine and do not qualify for an EEOC-allowed accommodation?



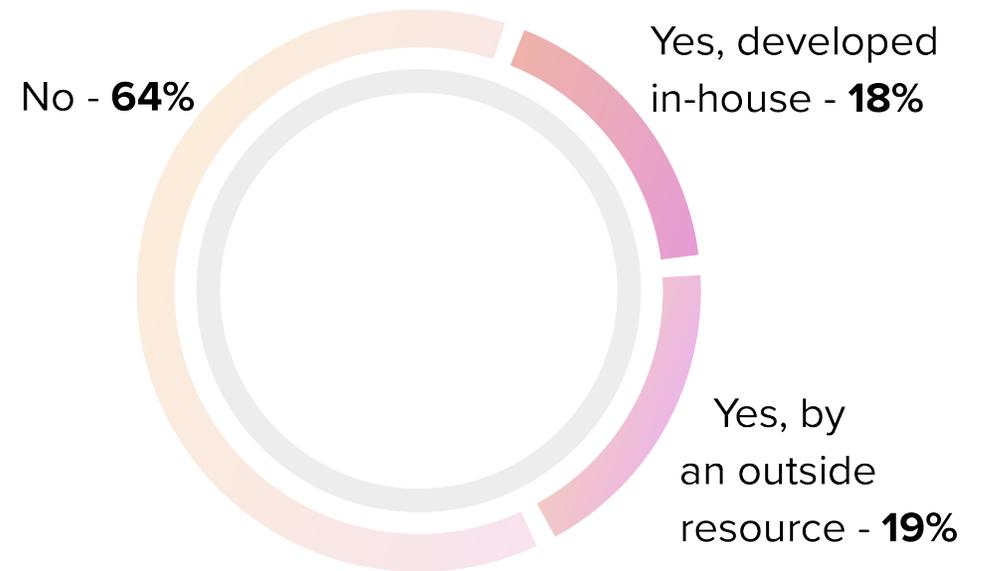
CULTURE AND EMPLOYEE DEVELOPMENT



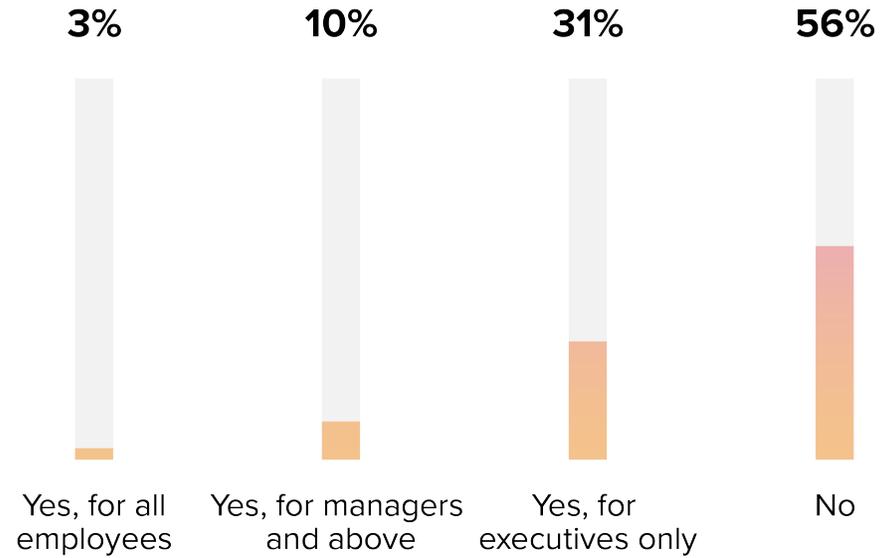
32. Do you have a learning & development program in place?



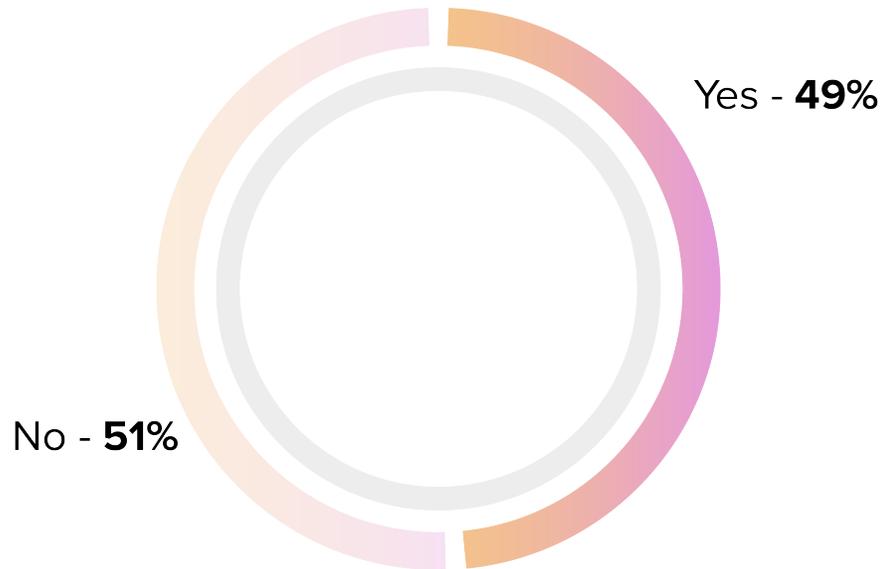
33. Do you have a formal manager training program?



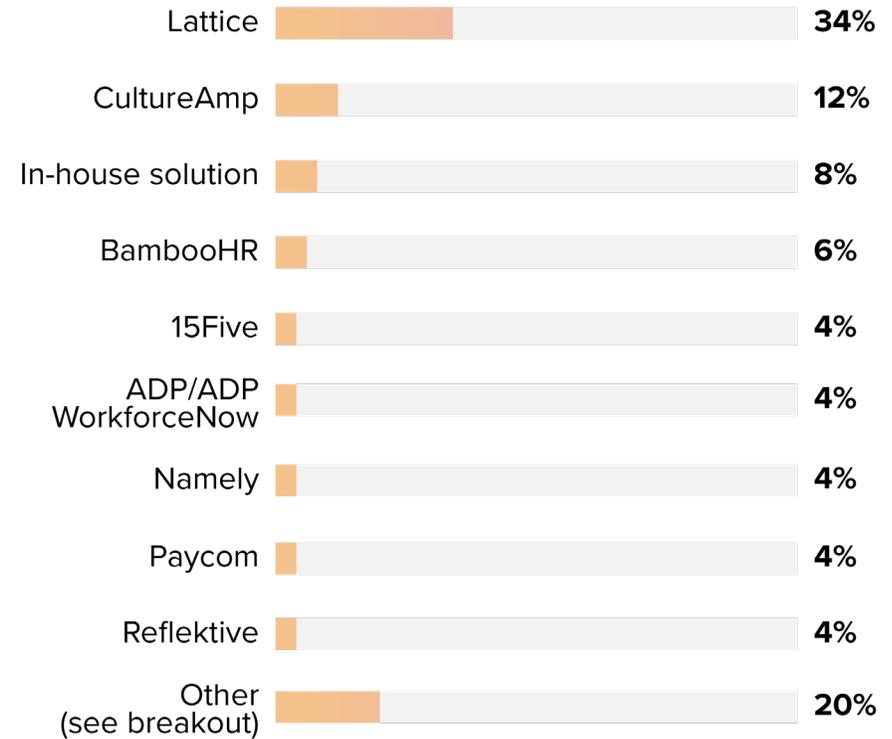
34. Do you pay for executive coaching?



35. Do you use a performance management system?



36. Which one?

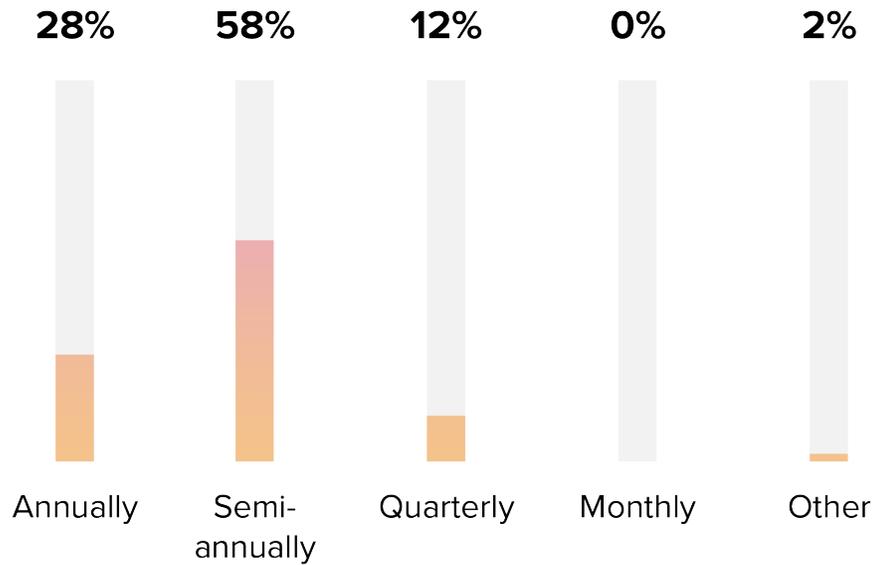


Other (2% each):

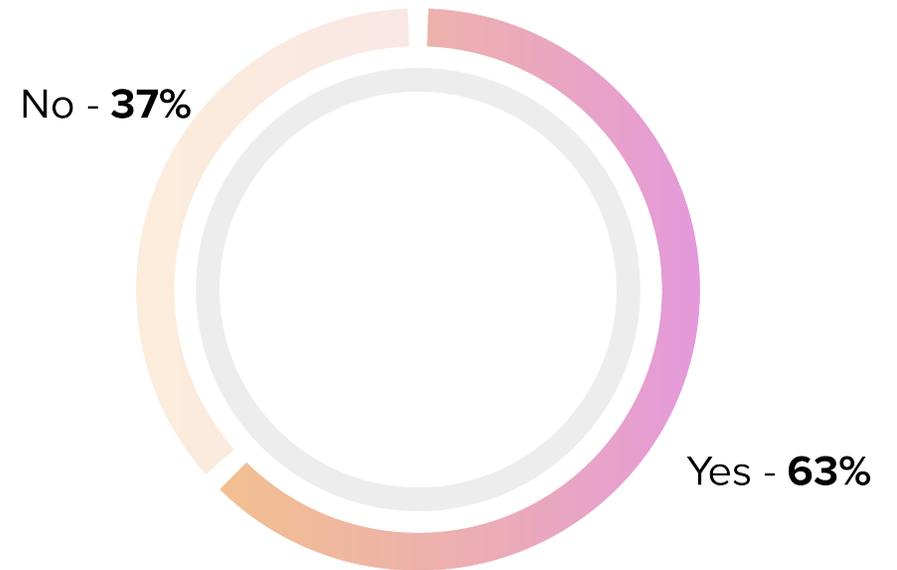
- Betterworks
- Engagedly
- Glint
- Hi-Bob
- Insperity
- Paychex
- Small Improvements
- Trakstar
- V2MOM
- Zenefits



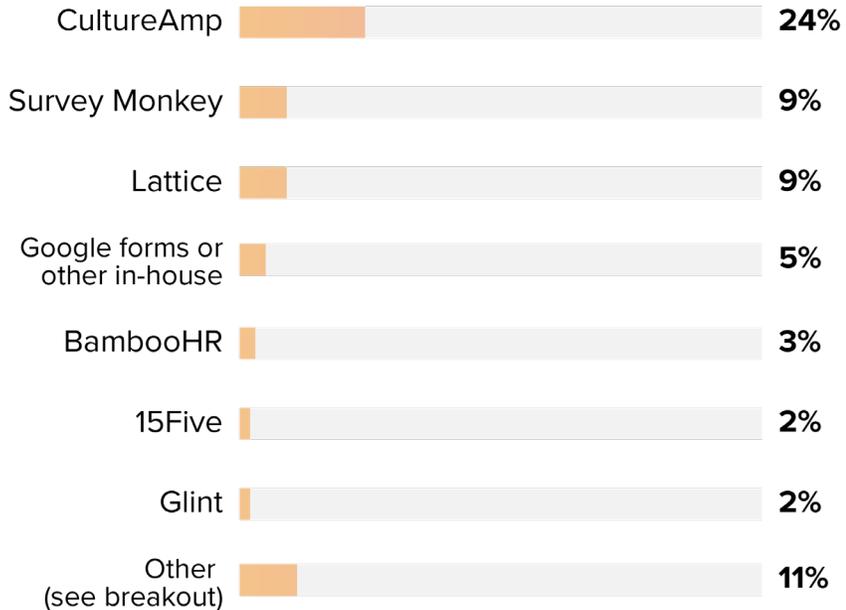
37. How often do you perform reviews?



38. Do you use an employee engagement survey tool?



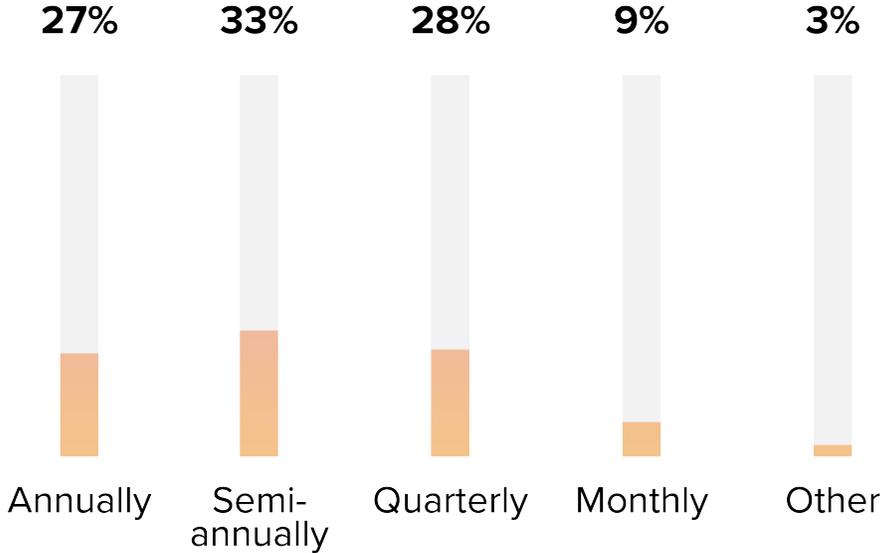
39. Which employee engagement survey tool do you use?



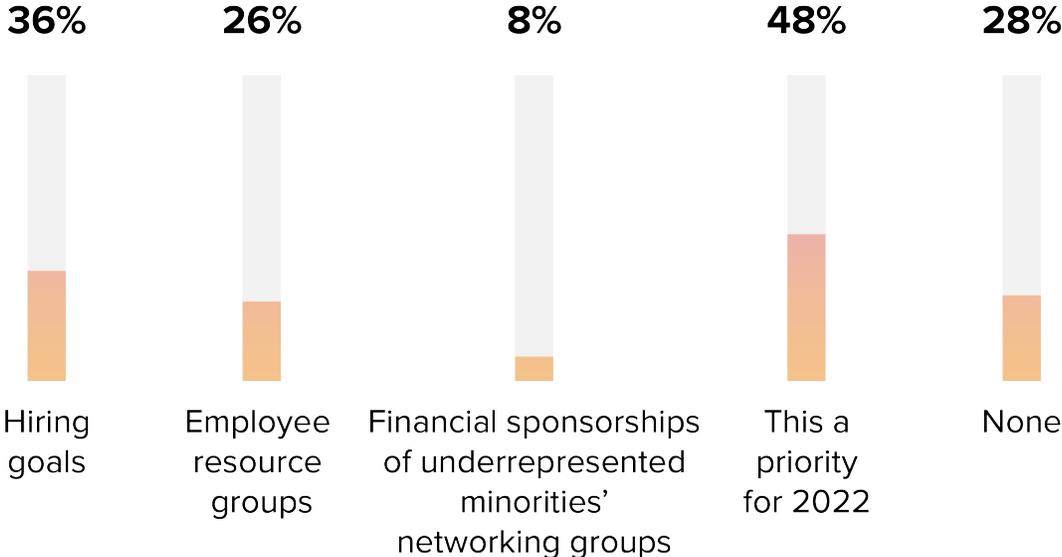
Other (1% each):

- Best Places to Work
- Betterworks
- Franchise Business Review
- Gallup
- GetFeedback
- GPTW
- Hi-Bob
- Officevibe
- Reflektive
- Typeform
- Zenefits

40. How often do you send surveys?



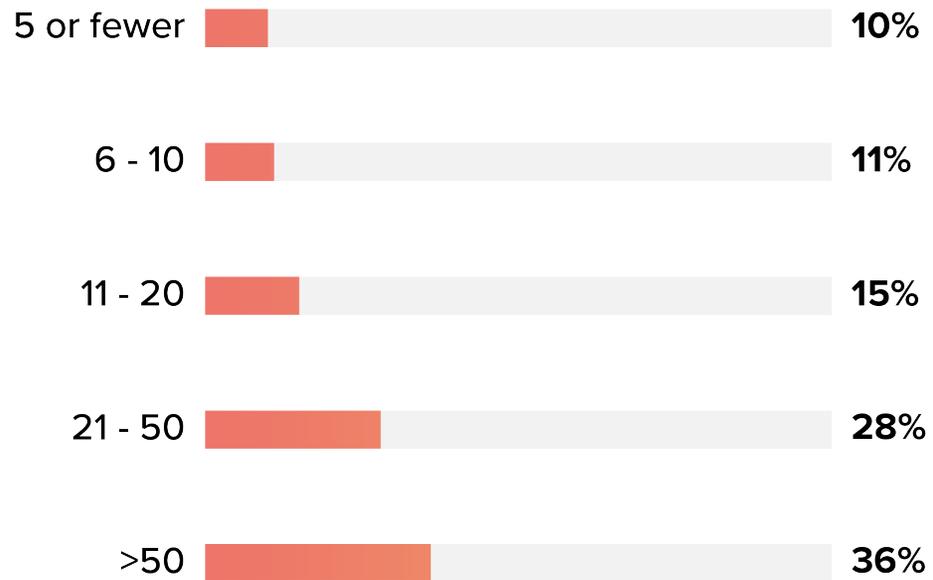
41. What DEI programs do you have in place?
Please select all that apply.



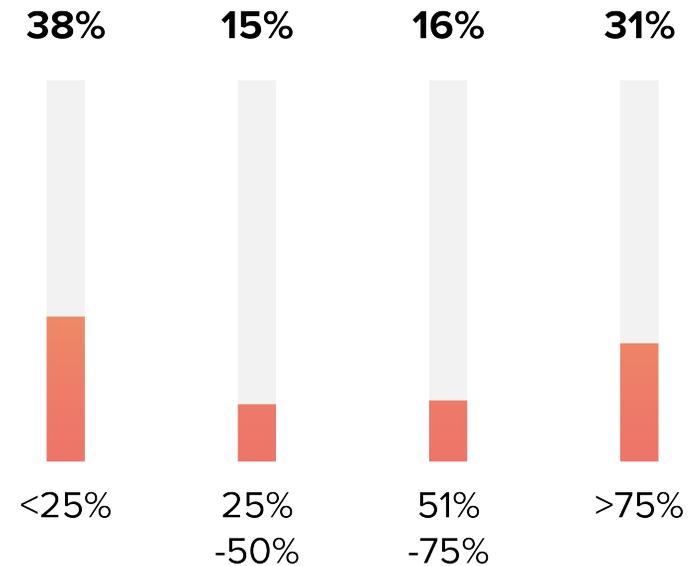
TALENT AND RETENTION



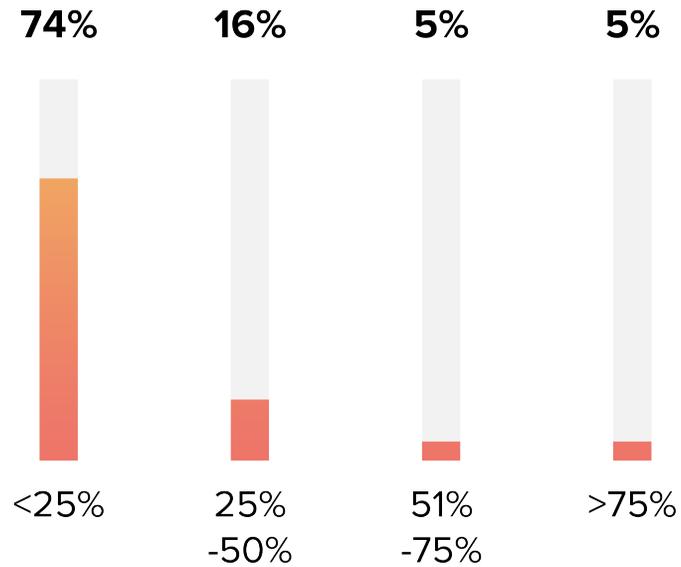
42. How many hires do you anticipate making this year?



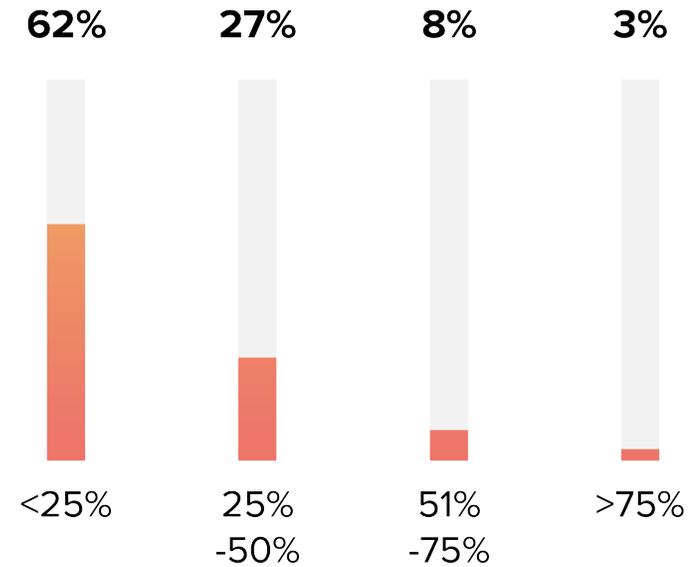
43. Approximately what percentage of employees come to your company from an internal Talent Acquisition (recruiting) team?



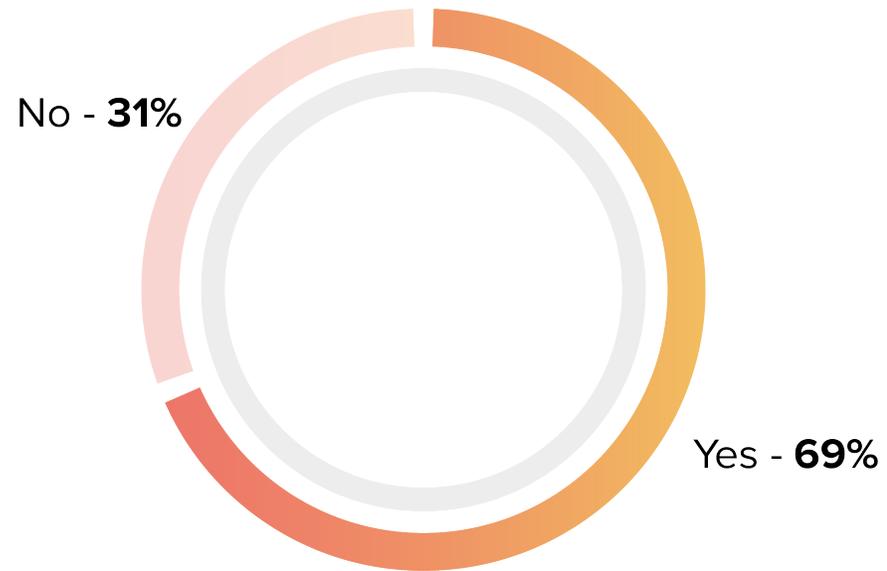
44. Approximately what percentage of employees come to your company from outside agencies?



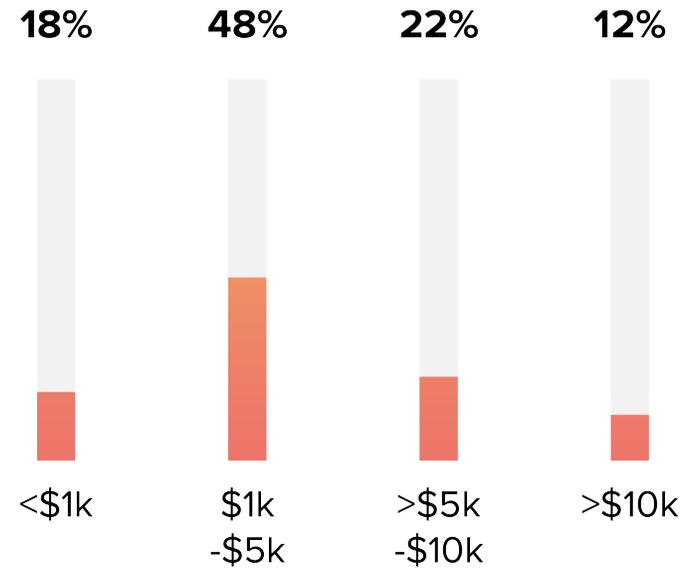
45. Approximately what percentage of employees come to your company through employee referral?



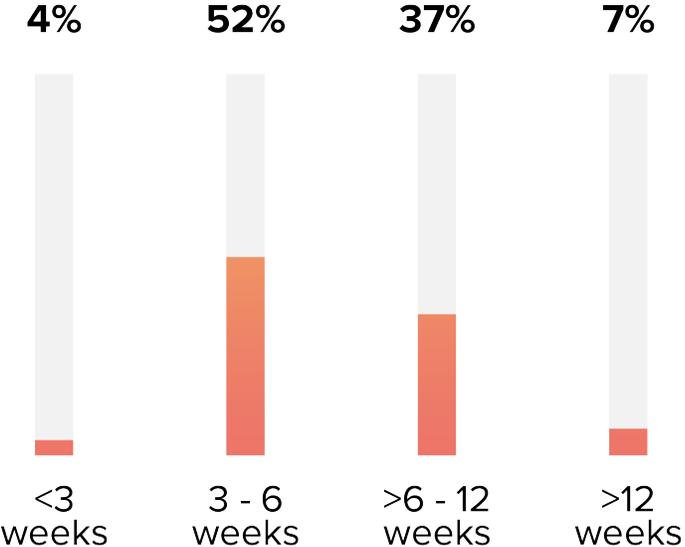
46. Do you offer an employee referral incentive program?



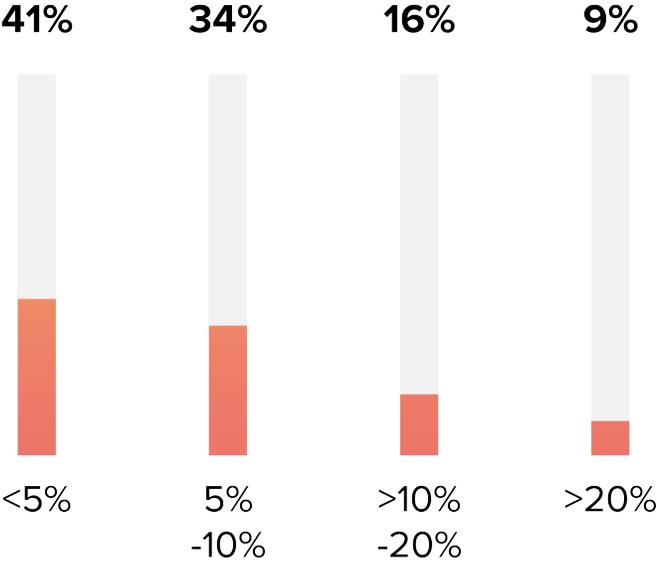
47. What is the average cost per hire at your company?



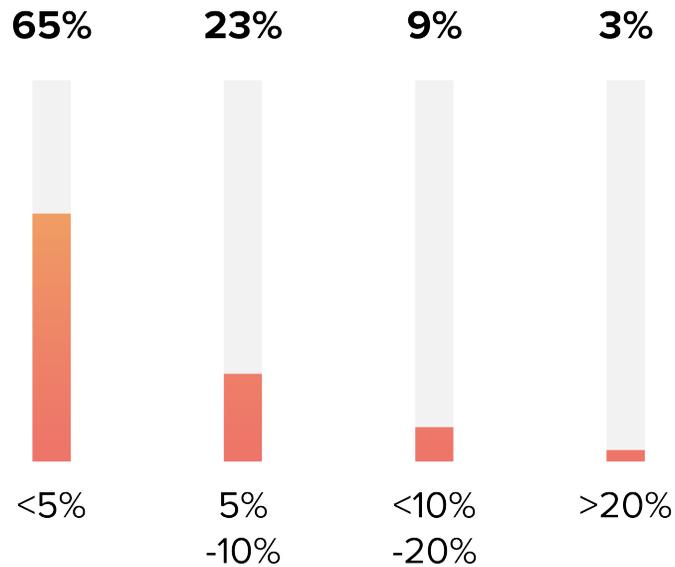
48. What is the average time to fill a position at your company?



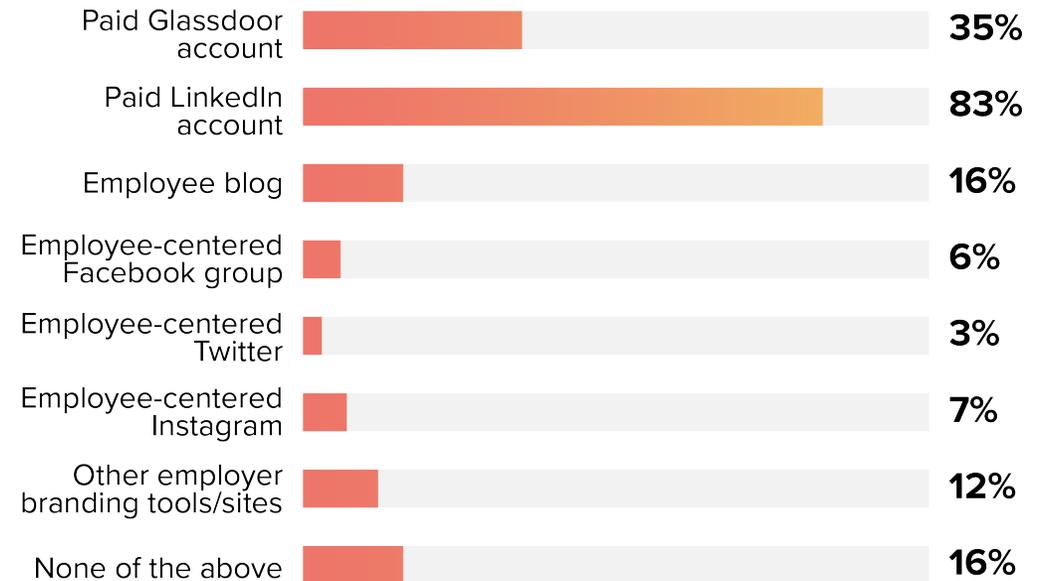
49. Which best represents your company's annual regrettable attrition rate (employee turnover)?



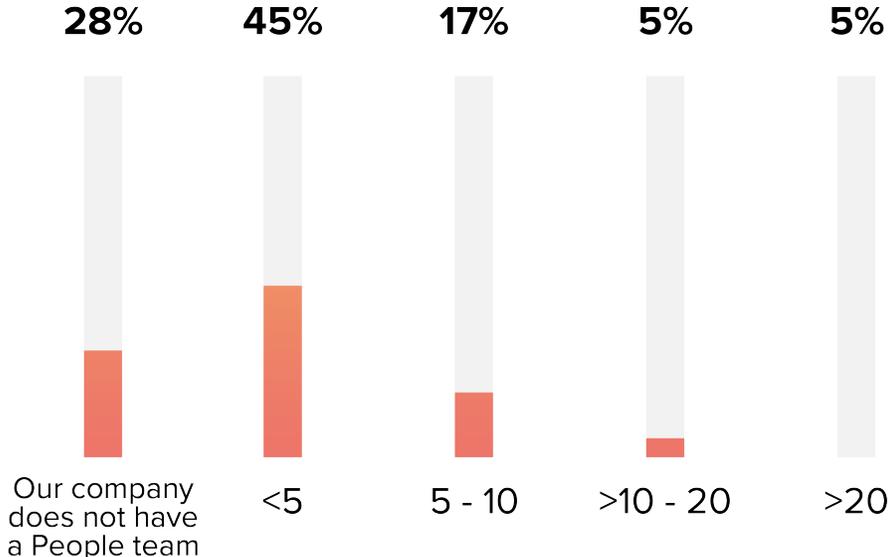
50. Which best represents your company's annual regrettable attrition rate for engineers only?



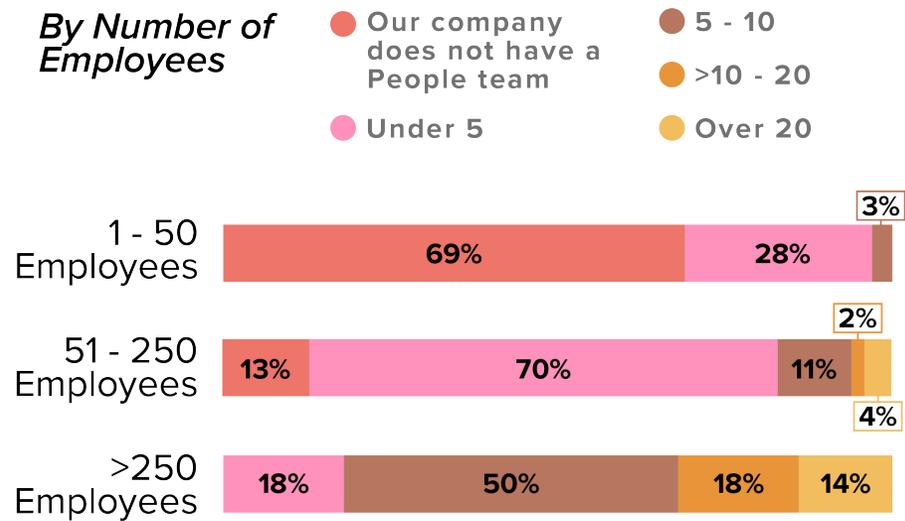
51. Which of the following does your company maintain? Please select all that apply.



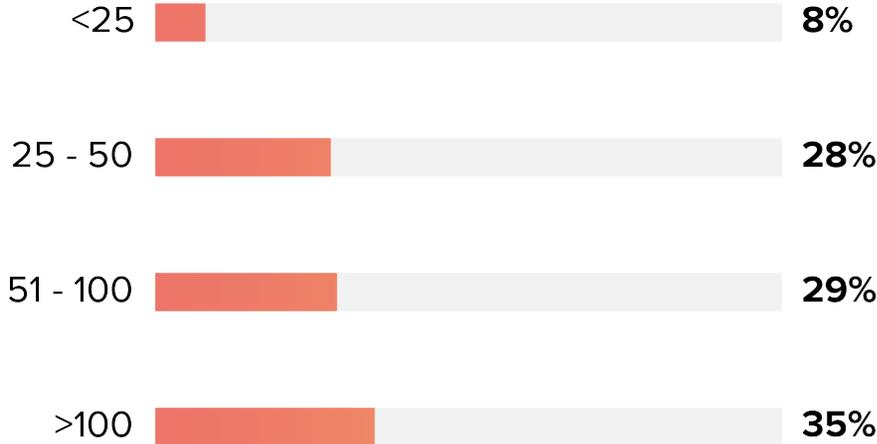
52. How many employees make up the People (HR) Team in your company?



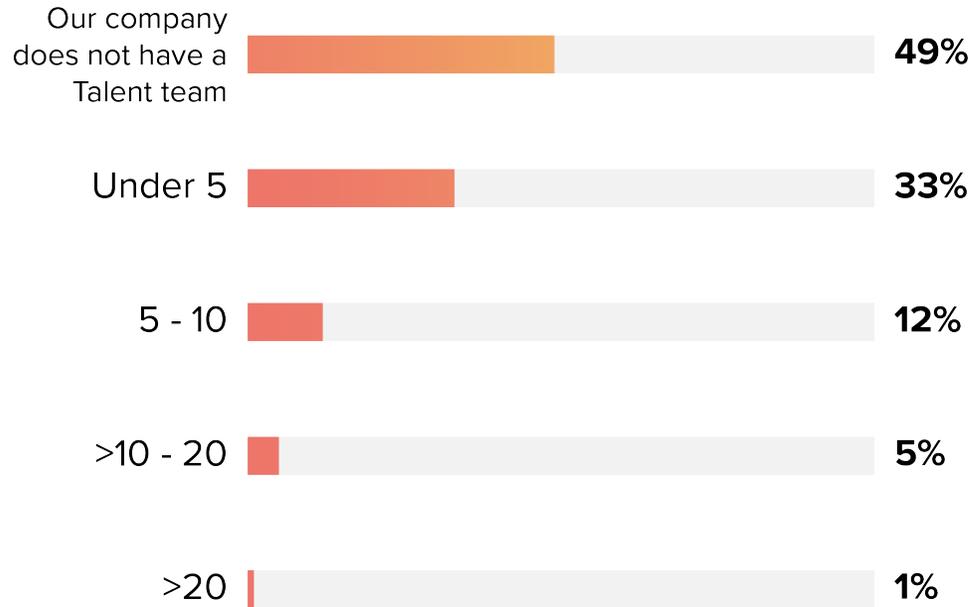
52a. How many employees make up the People (HR) Team in your company? (Shown by number of employees)



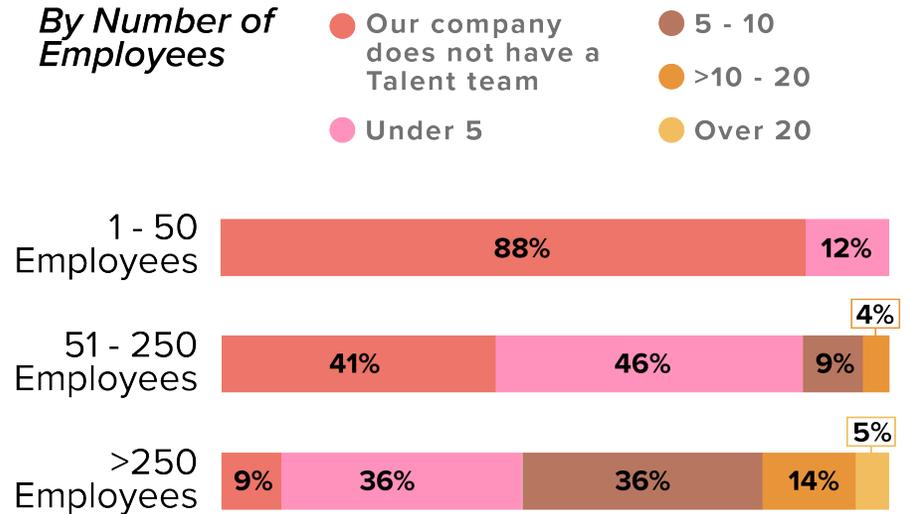
53. At what number of employees did you hire a Head of People (HR)?



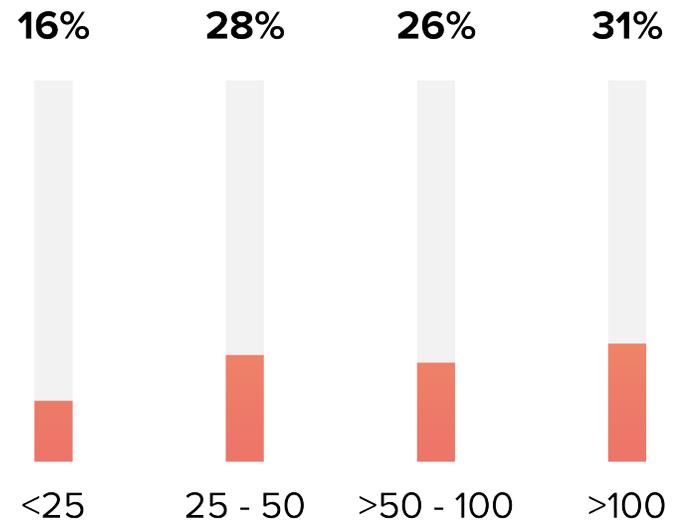
54. How many employees make up the Talent Acquisition (recruiting) Team in your company?



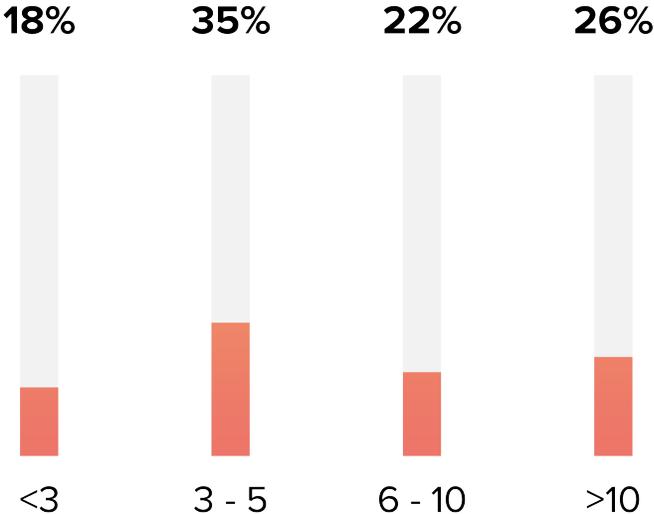
54a. How many employees make up the Talent Acquisition (recruiting) Team in your company? (Shown by number of employees)



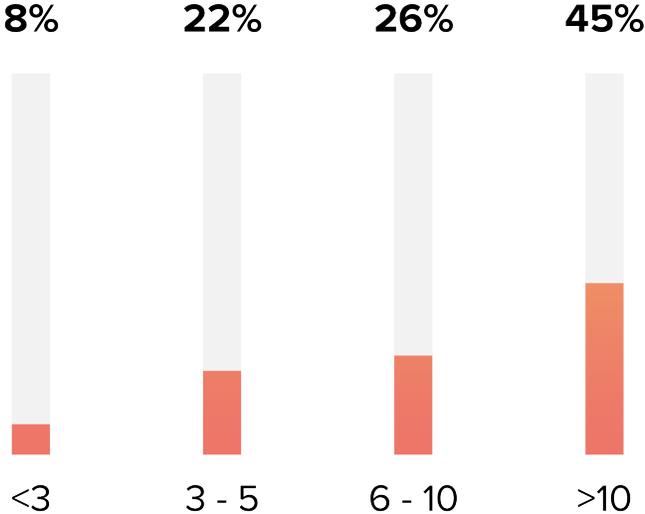
55. If your company has a Talent Acquisition Team, at what number of employees did you hire your first internal recruiter?



56. For internal technical recruiters, what is the average number of roles filled per quarter?



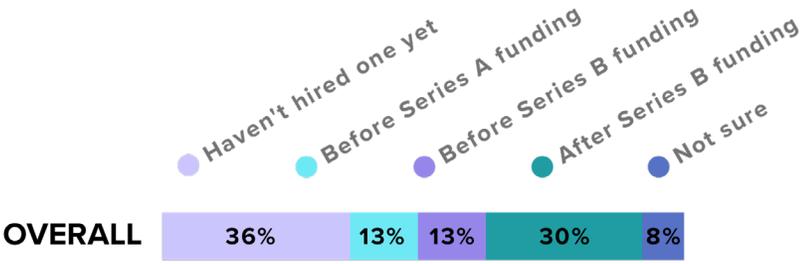
57. For internal non-technical recruiters, what is the average number of roles filled per quarter?



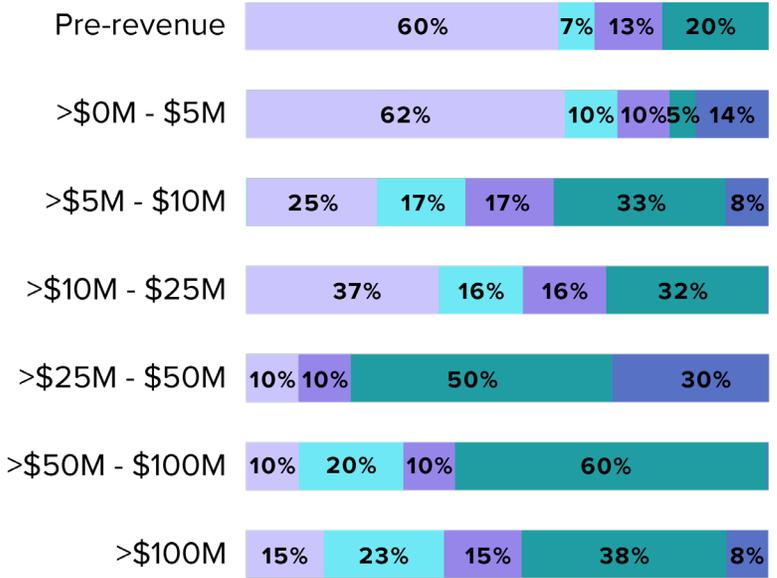
COMPANY STRUCTURE



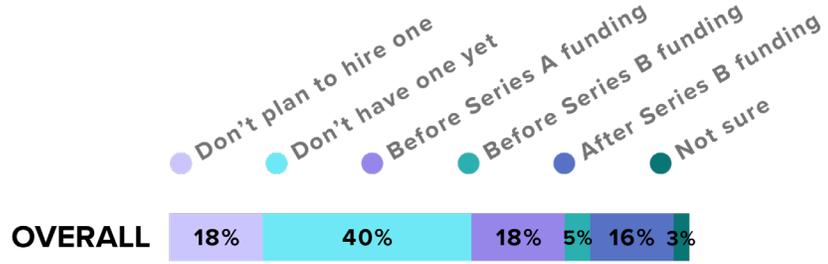
58. At what point did you hire a full-time CFO?



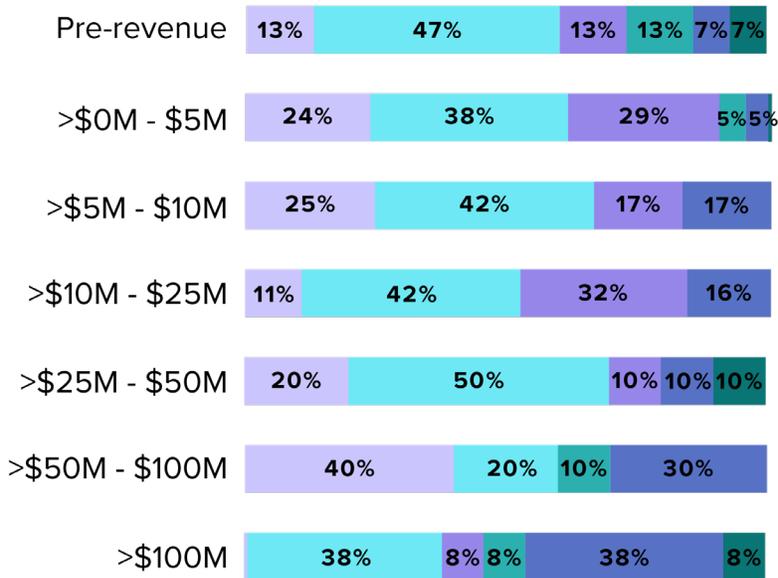
By 2020 Company Revenue



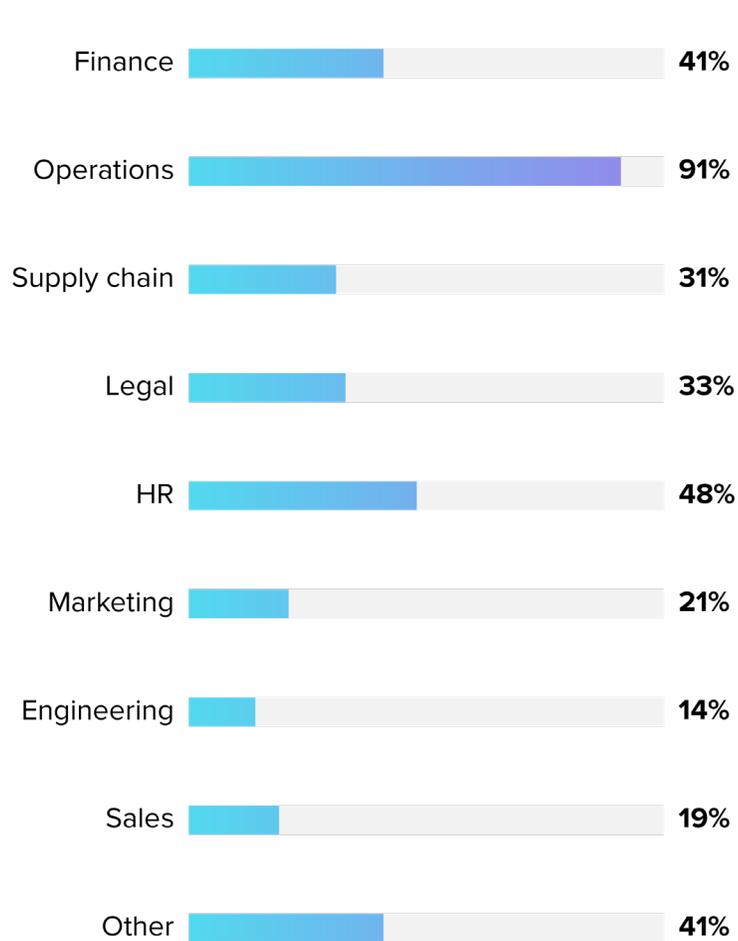
59. If you have a full-time COO, at what point did you hire them?



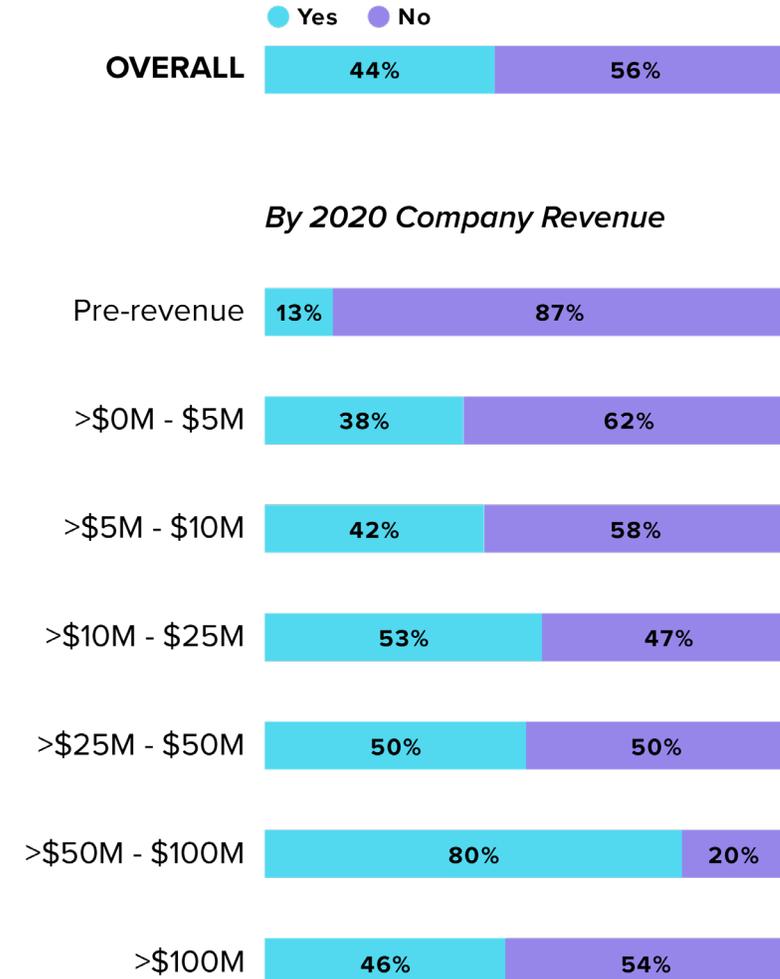
By 2020 Company Revenue



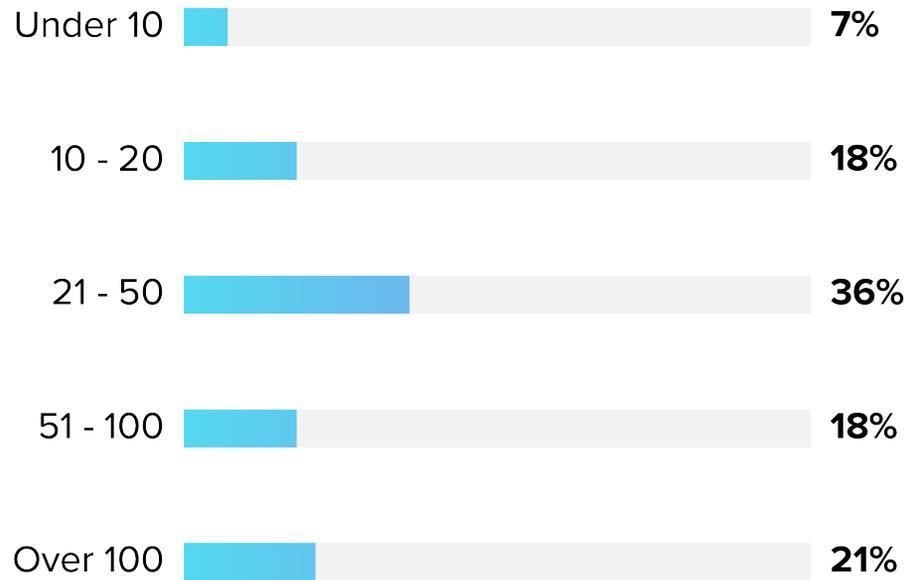
60. If you have a COO, which functions do they manage?



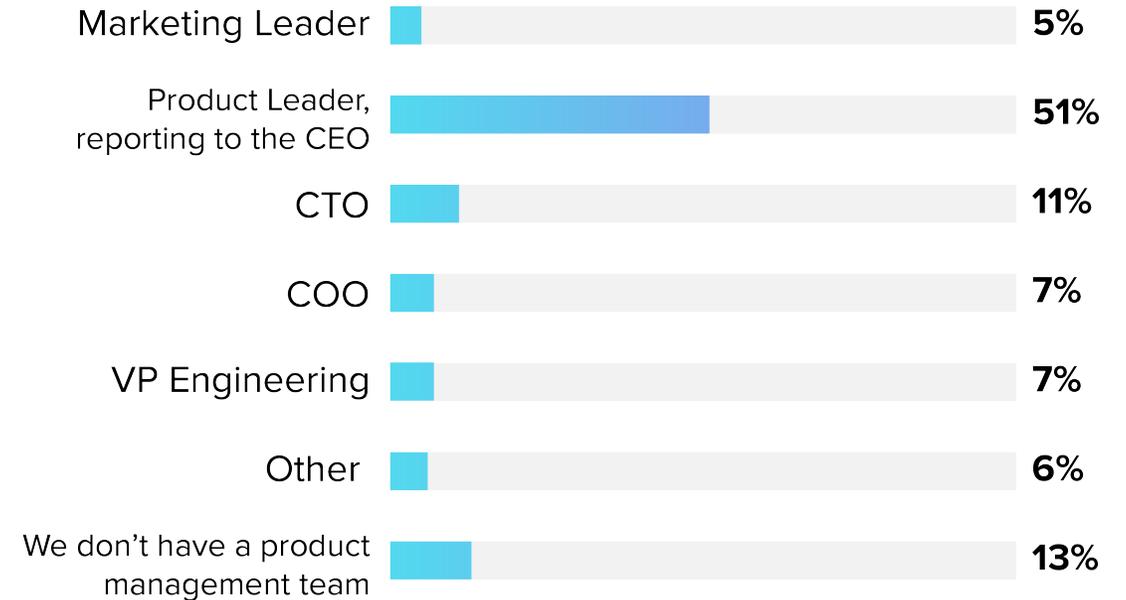
61. Do you have both a CTO and a VP of Engineering?



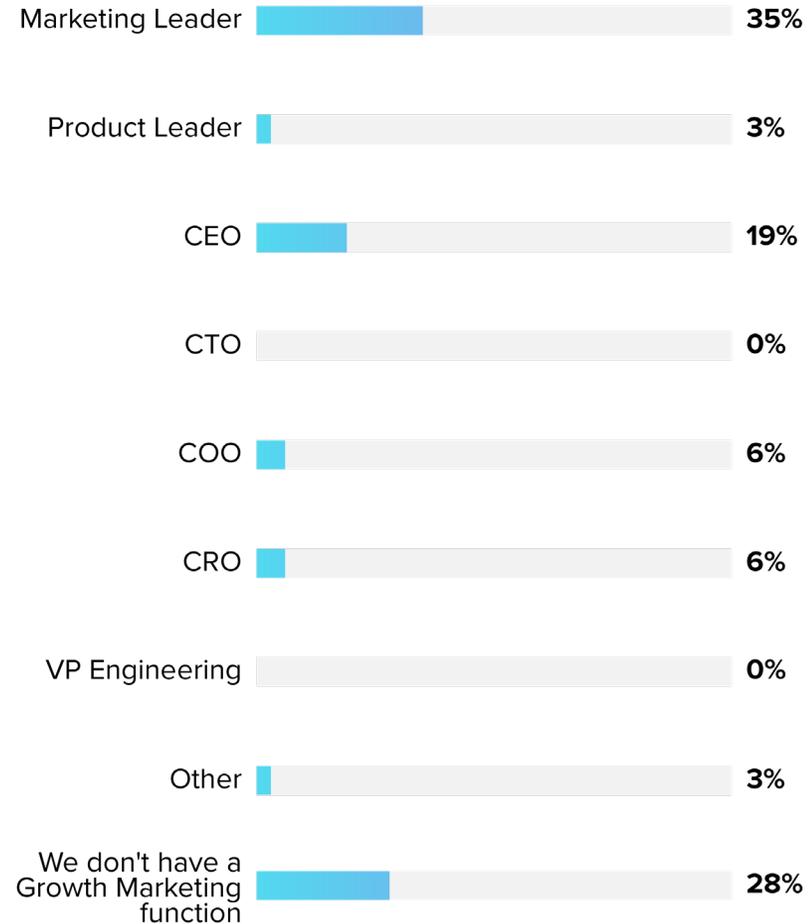
62. At what point did you bring in the second technical leader?



63. If your company has a product management team, into which function does it report?



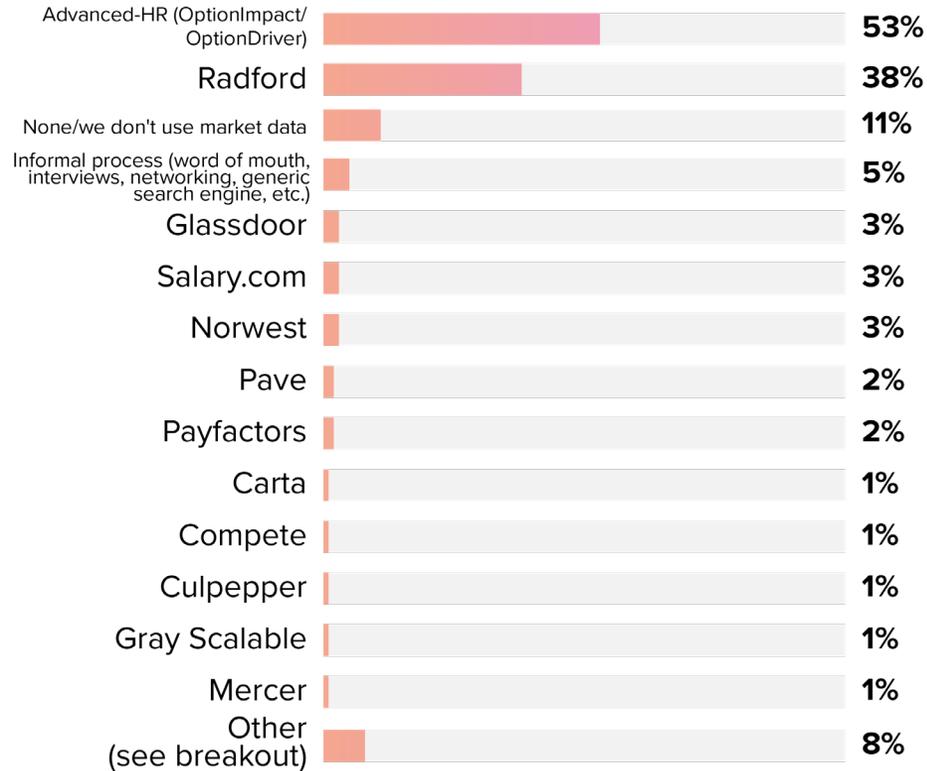
64. If your company has a Growth Marketing function, into which function does it report?



SYSTEMS AND TOOLS



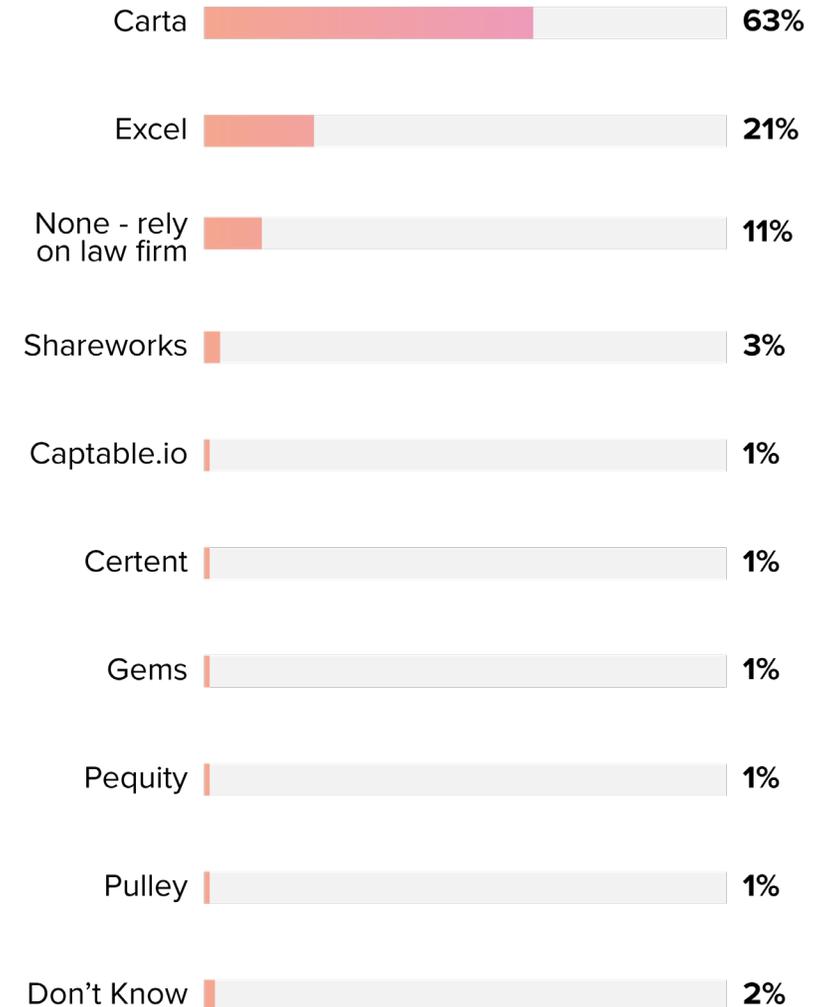
65. Which sources do you use for compensation data? Please select all that apply.



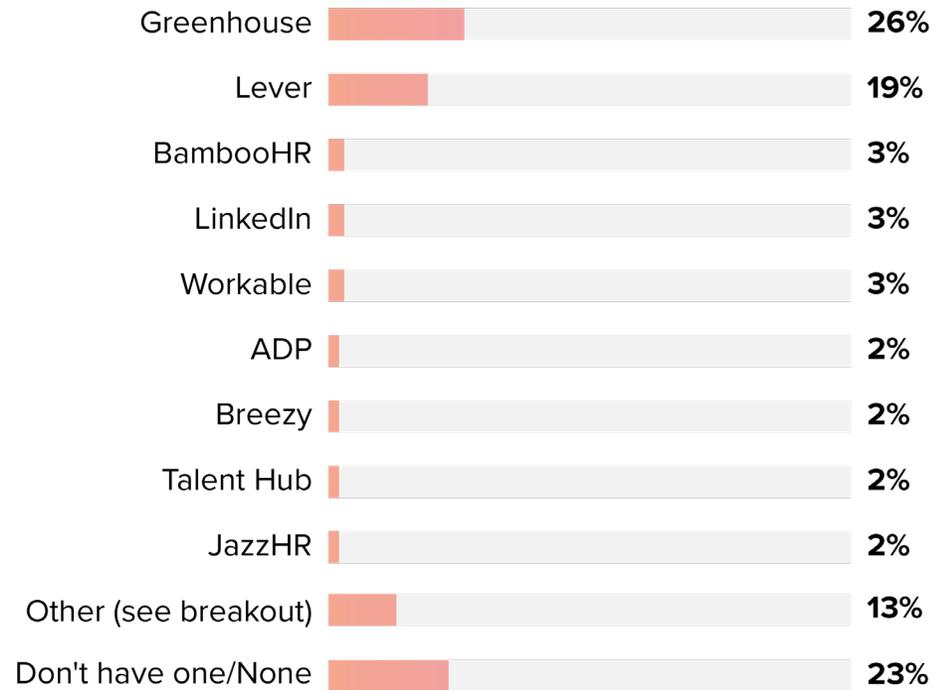
Other (less than 1% each):

- Blue Cross Blue Shield Salary Data for Medicare Advantage Health Plan
- Compensia
- ERI
- Levels.fyi
- LinkedIn
- MGMA
- Open Comp/Connery
- Payscale.com
- Pequity
- Price-Waterhouse
- Zviran

66. What tool do you use to track stock options? Please select all that apply.



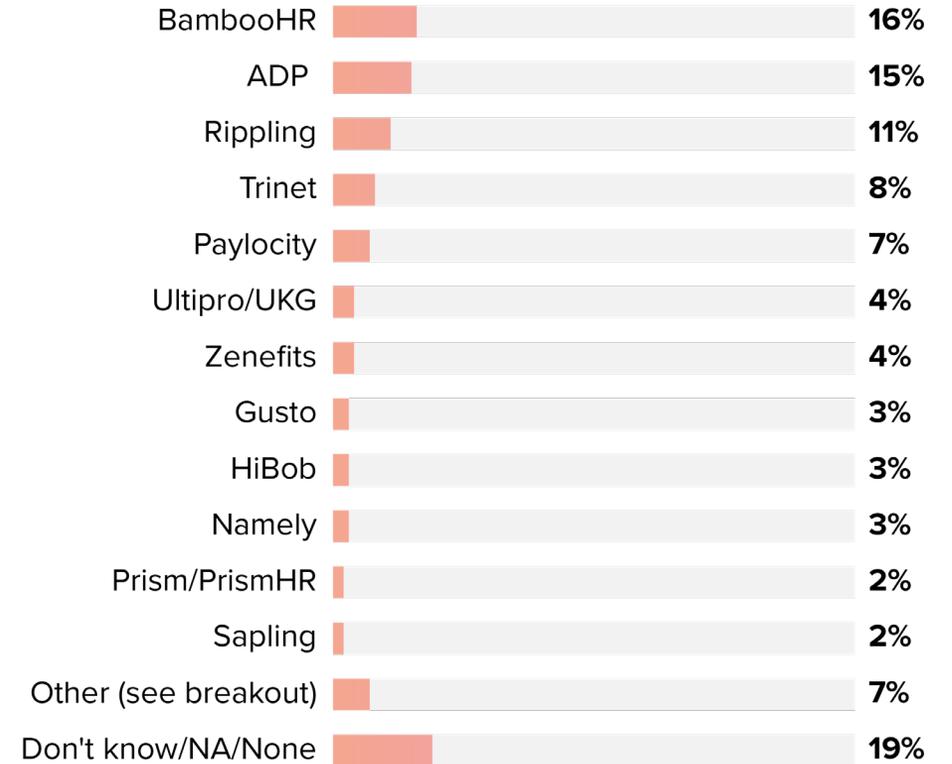
67. What applicant tracking system do you use?



Other (1% each)

- Ashby
- Brass Ring
- Gems
- Google Sheet
- Jobscore
- Jobvite
- Online portal
- Paychex
- Paycom
- Paylocity
- Rippling
- The Applicant Manager
- UKG/Ultipro Payroll

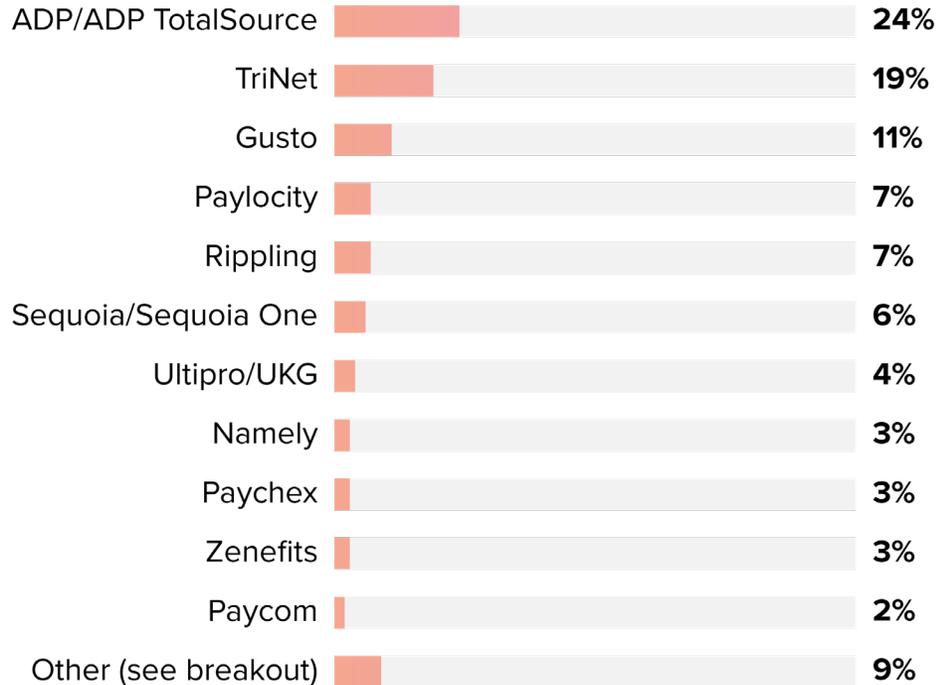
68. What HRIS do you use?



Other (1% each):

- Dayforce
- In-house solution
- Insperity
- Justworks
- Lattice
- Paycom
- Pequity

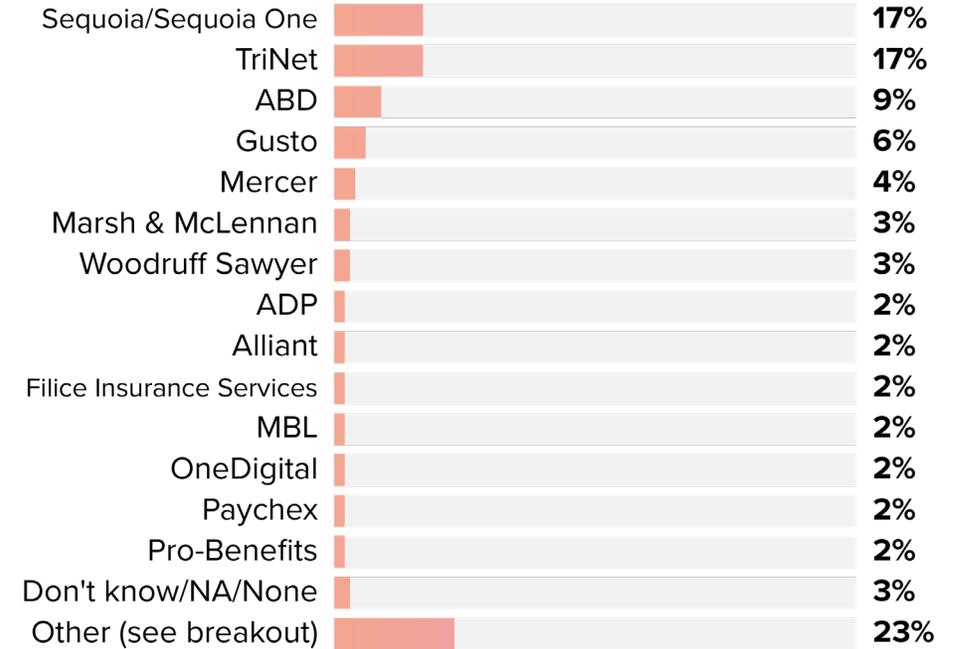
69. Who is your payroll provider?



Other (1% each):

- BambooHR
- Coastal
- Escalon
- Insperity
- Justworks
- LBMC PEO (outsourced)
- Payroll Resource Group (PRG)
- Vensure
- Wells Fargo

70. Who is your benefits broker?



Other (1% each):

- All Spectrum Insurance Brokers
- Ari Wind
- Comfort Insurance Services
- Diversified
- Hub International
- Insperity
- Justworks
- KCAL
- Lockton
- Lumity
- McGriff
- NFP CA Insurance Services
- Proco
- RBI Benefits
- Rippling
- Ruffin Insurance Solutions
- Savvy
- ThinkTank
- USI
- Vensure
- Vitolo
- Washington Life Sciences
- Zenefits

THANK YOU

Thank you to all our portfolio companies that participated in this year's survey.