NORWEST

2022 TALENT & PEOPLE PRACTICES
BENCHMARK SURVEY
Our seventh annual Talent & People Practices Benchmark Survey was sent to Norwest’s active North America-based portfolio companies in late summer 2022.

The survey measures benchmarks and best practices around people operations, talent acquisition, team structure, total rewards, systems and tools, and post-pandemic impacts (including return-to-work expectations).

121 companies in the Norwest portfolio participated in this year’s survey, and we are eager to present the top takeaways, along with the detailed findings.

Questions about the survey or the results? Please email ltennant@nvp.com
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FEWER COMP INCREASES ON THE HORIZON

The number of companies planning to offer annual comp increases, decreased by 12%.

Conflicting findings around annual compensation revealed a disconnect between budget-conscious frugality with salary increases, and no-strings-attached generosity with bonuses.

Our take: Fewer companies are planning annual increases, and 27% do not have a revenue target floor for bonuses.
EMPLOYEE FLEXIBILITY MATTERS MORE THAN EVER

68% of companies now offer 11+ paid holidays per year

Benefits that support employees throughout their personal and professional lives are becoming the standard. Results showed a 19% increase since 2021 of companies offering 11 or more paid holidays.

Our take: Increased employee flexibility is table stakes in the war for talent, which continues for many companies even as the economic downturn has resulted in layoffs at others. Most companies surveyed have added partial or fully remote working opportunities.
SMALLER TALENT TEAMS NEEDED IN 2023

More than three-quarters of new hires come from internal Talent Acquisition (TA) teams.

Economic concerns will dictate employers' hiring and TA priorities. In 2022, 37% of companies sourced most of their new hires from internal TA teams, a significant increase since 2019.

**Our take:** As hiring plans scale back, internal TA teams will also face reductions, as smaller teams can execute on fewer hires.
FEWER COST-OF-LIVING ADJUSTMENTS EXPECTED

Only 26% of companies factor in Cost-of-Living-Adjustments (COLA)

Inflation, along with uncertain market conditions and acclimation to distributed workforces, will continue to put HR comp decisions at odds with employees expecting pay bumps to cover rising costs. Results showed that only 26% of companies who offer annual comp increases, factor in COLA.

Our take: In the battle between employees’ inflation concerns and employers’ downturn-driven cost cutting, expect employers’ bottom line to prevail.
LEARNING & DEVELOPMENT BOUNCES BACK

Learning & Development (L&D) offerings increased by 42%

After a dip in 2021, there was a 42% rebound in 2022 for companies that offer L&D options to all employees. Employers are increasingly investing in the professional development for their employees, which is a win for both businesses and workers.

Our take: There is a clear connection between L&D programs and attracting and retaining top talent, especially in a hybrid and remote working environment.
VALUE OF DEI STILL BEING UNDERSTOOD

Seventy-five percent of companies are prioritizing Diversity, Equity, & Inclusion (DEI)

We are encouraged to see that 75% of companies are still prioritizing DEI initiatives.

Our take: As employers push to conserve budget heading into the downturn, they would be well advised to lean into the opportunity to build their pool of candidates from underrepresented groups. We believe that the best teams and the best long-term value comes from companies made up of individuals with varying points of view and experiences.
HIRING COSTS ON THE RISE

Average cost per hire is $5-10K for 30% of companies

Hiring costs seem to be reverting to pre-pandemic levels. Thirty percent of companies reported their average cost per hire is between $5-10K, a significant jump since 2021.

Our take: The hiring cost efficiencies gained in 2021 look like a blip on the radar, which could put a strain on budgets as companies look to optimize in all aspects of business.
1. Which of the following sectors best describes your company’s industry?

- Healthcare: 19%
- Consumer: 36%
- Enterprise: 45%

2. In what region is your North American headquarters?

- SF Bay Area/Silicon Valley: 44%
- Northeast: 14%
- Fully remote: 9%
- Other West Coast: 7%
- Pacific Northwest: 7%
- Mountain: 6%
- Midwest: 5%
- Southeast: 3%
- Other: 4%

3. How many employees work at your company?

- 1-10 employees: 8%
- 11-50 employees: 25%
- 51-200 employees: 34%
- 201-500 employees: 20%
- More than 500 employees: 13%
4. How much did your company earn in revenue in 2021?

- Pre-revenue: 18%
- Over $0M to $5M: 19%
- Over $5M to $10M: 12%
- Over $10M to $25M: 16%
- Over $25M to $50M: 18%
- Over $50M to $100M: 8%
- Over $100M: 10%

5. How much capital has your company raised?

- $0M to $10M: 17%
- Over $10M to $25M: 16%
- Over $25M to $50M: 16%
- Over $50M to $75M: 13%
- Over $75M to $100M: 8%
- Over $100M: 32%
TOTAL REWARDS
6. What percentage of the monthly health premium does your company pay for employee coverage?

- None: 2%
- Under 80%: 17%
- 80% to 99%: 41%
- 100%: 40%

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

- None: 6%
- Under 50%: 9%
- Under 80%: 59%
- 80% to 99%: 15%
- 100%: 11%
8. Does your company offer a 401(k) plan?

- Yes: 90%
- No: 10%

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

- Yes: 39%
- No: 61%
9a. Does your company match a portion of 401(k) contributions?  
(Shown by 2021 company revenue)

<table>
<thead>
<tr>
<th>Revenue Range</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0M to $5M</td>
<td>46%</td>
<td>54%</td>
</tr>
<tr>
<td>$5M to $10M</td>
<td>62%</td>
<td>38%</td>
</tr>
<tr>
<td>$10M to $25M</td>
<td>84%</td>
<td>16%</td>
</tr>
<tr>
<td>$25M to $50M</td>
<td>64%</td>
<td>36%</td>
</tr>
<tr>
<td>$50M to $100M</td>
<td>57%</td>
<td>43%</td>
</tr>
<tr>
<td>Over $100M</td>
<td>53%</td>
<td>47%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Revenue Range</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0M to $10M</td>
<td>46%</td>
<td>54%</td>
</tr>
<tr>
<td>$10M to $25M</td>
<td>62%</td>
<td>38%</td>
</tr>
<tr>
<td>$25M to $50M</td>
<td>84%</td>
<td>16%</td>
</tr>
<tr>
<td>$50M to $75M</td>
<td>64%</td>
<td>36%</td>
</tr>
<tr>
<td>$75M to $100M</td>
<td>43%</td>
<td>47%</td>
</tr>
<tr>
<td>Over $100M</td>
<td>53%</td>
<td>47%</td>
</tr>
</tbody>
</table>
10. Does your company offer bonuses, aside from sales commissions?

Yes 67%
No 33%

10a. Does your company offer bonuses, aside from sales commissions?
(Shown by 2021 company revenue)

<table>
<thead>
<tr>
<th></th>
<th>Pre-revenue</th>
<th>Over $0M to $5M</th>
<th>Over $5M to $10M</th>
<th>Over $10M to $25M</th>
<th>Over $25M to $50M</th>
<th>Over $50M to $100M</th>
<th>Over $100M</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>64%</td>
<td>43%</td>
<td>31%</td>
<td>29%</td>
<td>10%</td>
<td>11%</td>
<td>25%</td>
</tr>
<tr>
<td>Yes</td>
<td>36%</td>
<td>57%</td>
<td>69%</td>
<td>71%</td>
<td>90%</td>
<td>89%</td>
<td>75%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>$0M to $10M</th>
<th>Over $10M to $25M</th>
<th>Over $25M to $50M</th>
<th>Over $50M to $75M</th>
<th>Over $75M to $100M</th>
<th>Over $100M</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>50%</td>
<td>42%</td>
<td>42%</td>
<td>36%</td>
<td>25%</td>
<td>16%</td>
</tr>
<tr>
<td>Yes</td>
<td>50%</td>
<td>58%</td>
<td>58%</td>
<td>64%</td>
<td>75%</td>
<td>84%</td>
</tr>
</tbody>
</table>
11. Is there a “floor” (e.g. company must hit certain percentage of revenue target) for employees to receive bonuses?

- Yes, for all employees: 41%
- No: 27%
- Yes, for executives only: 12%
- Based on department performance: 10%
- Mix of revenue target & individual performance: 8%
- TBD or N/A: 3%

12. Do you offer bonuses to:

- All employees: 60%
- Execs + business-driving roles: 15%
- Performance-based: 8%
- Role-specific (role not specified): 6%
- Execs only: 4%
- Full-time and/or salaried employees: 3%
- US employees only: 1%
- Everyone receives options: 1%
- Other (no open-end response provided): 1%
13. Does your company offer annual compensation increases?

- Yes, COLA: 0%
- Yes, merit or market based: 50%
- Combination of COLA & merit/market based: 26%
- No: 11%
- Other: 13%

14. What was your average percentage compensation increase in 2022? (Shown by 2021 company revenue)

<table>
<thead>
<tr>
<th>Revenue Range</th>
<th>Overall</th>
<th>Pre-revenue</th>
<th>Over $0M to $5M</th>
<th>Over $5M to $10M</th>
<th>Over $10M to $25M</th>
<th>Over $25M to $50M</th>
<th>Over $50M to $100M</th>
<th>Over $100M</th>
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</thead>
<tbody>
<tr>
<td>Overall</td>
<td>5.1%</td>
<td>5.0%</td>
<td>8.0%</td>
<td>5.6%</td>
<td>5.7%</td>
<td>3.9%</td>
<td>4.9%</td>
<td>4.8%</td>
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<tr>
<td>Pre-revenue</td>
<td></td>
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<td></td>
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<td>Over $0M to $5M</td>
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<td>Over $5M to $10M</td>
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<td>Over $10M to $25M</td>
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15. What percentage compensation increase do you anticipate in 2023? (Shown by 2021 company revenue)

<table>
<thead>
<tr>
<th>Revenue Range</th>
<th>Overall</th>
<th>Pre-revenue</th>
<th>Over $0M to $5M</th>
<th>Over $5M to $10M</th>
<th>Over $10M to $25M</th>
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<th>Over $50M to $100M</th>
<th>Over $100M</th>
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</thead>
<tbody>
<tr>
<td>Overall</td>
<td>4.7%</td>
<td>6.3%</td>
<td>6.0%</td>
<td>5.6%</td>
<td>4.3%</td>
<td>4.1%</td>
<td>4.6%</td>
<td>3.8%</td>
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<tr>
<td>Pre-revenue</td>
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<td>Over $50M to $100M</td>
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</table>
16. Do you have a formal employee stock option retention (refresh) program?

- Yes 48%
- No 52%

17. What is the exercise window for employees who terminate?

- 90 Days 79%
- Less than 90 Days 15%
- More than 90 Days 6%
18. Which of the following does your company offer? (Respondents were allowed to select more than one option)
19. Are there any other interesting perks and/or benefits that your company offers?

**Total Rewards**

- Remote work
- WFH-related reimbursement
- Mental health benefits
- Fitness related benefits
- Fitness allowance, gym membership, yoga classes
- Learning & development benefits
- Coaching, learning stipend
- Compensation related benefits
- Bonus, commission, company discounts
- Insurance benefits
- Supplement, HSA, FSA, or wellness stipend
- Unlimited or flexible PTO
- Corporate sponsored events
- Activities, meals, happy hours
- Volunteering related benefits
- Transportation
- Commute related, parking
- In-office gadgets or kitchen related
- Pet related benefits
- Pet insurance, 'paw'-rental leave for pet adoption
- Birthdays off
- Miscellaneous/Other
- None

**Shown by number of mentions**

- Remote work: 26
- WFH-related reimbursement: 22
- Mental health benefits: 21
- Fitness related benefits: 21
- Learning & development benefits: 15
- Compensation related benefits: 13
- Insurance benefits: 13
- Unlimited or flexible PTO: 9
- Corporate sponsored events: 7
- Volunteering related benefits: 6
- Transportation: 3
- In-office gadgets or kitchen related: 3
- Pet related benefits: 2
- Birthdays off: 16
- Miscellaneous/Other: 4
- None: 4
20. Are there any other perks you are considering offering?

**SHOWN BY NUMBER OF MENTIONS**

- Enhance health/dental benefits coverage
- Fertility benefit/travel reimbursement for reproductive healthcare
- Fitness related benefits (gym membership, yoga classes)
- 401k match
- Expand parental leave
- Learning & development (Coaching, learning stipend)
- Unlimited or flexible PTO
- Charitable giving match or charity/volunteer related
- Transportation (Commute related, parking)
- Stipend or support for remote work or relocation
- Awards program/non-cash rewards (Meals, trips, etc.)
- Miscellaneous/Other
- None

Total Rewards

NORWEST | 2022 Talent & People Practices Benchmark Survey
### 21. How often does your company offer hosted/reimbursed lunches?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Every day</td>
<td>16%</td>
</tr>
<tr>
<td>2 – 4 times per week</td>
<td>11%</td>
</tr>
<tr>
<td>1 time per week</td>
<td>29%</td>
</tr>
<tr>
<td>Less than 1 time per week</td>
<td>44%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Days Allowed</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 days or fewer</td>
<td>10%</td>
</tr>
<tr>
<td>11 to 15 days</td>
<td>32%</td>
</tr>
<tr>
<td>16 to 20 days</td>
<td>26%</td>
</tr>
<tr>
<td>More than 20 days</td>
<td>32%</td>
</tr>
</tbody>
</table>

*OF COMPANIES THAT OFFER TRACKED PTO
23. What is the maximum number of PTO/sick/vacation days that can be accrued by any employee?

- 15 days or fewer: 6%
- 16 to 20 days: 16%
- 21 to 25 days: 13%
- 26 to 30 days: 39%
- More than 30 days: 26%

*OF COMPANIES THAT OFFER TRACKED PTO

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

- 10 or fewer: 32%
- 11 – 15: 61%
- More than 15: 7%
25. With regard to parental leave, do you differentiate between primary and secondary caregivers?

- Yes: 23%
- No: 77%

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

- 4 weeks or fewer: 0%
- 5 – 10 weeks: 21%
- 11 – 13 weeks: 58%
- More than 13 weeks: 21%
27. How many weeks of paid parental leave do you offer secondary caregivers?

- 1 week or fewer: 26%
- 2 – 4 weeks: 42%
- 5 – 10 weeks: 26%
- 11 – 13 weeks: 5%
- More than 13 weeks: 0%

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

- 4 weeks or fewer: 16%
- 5 – 10 weeks: 21%
- 11 – 13 weeks: 47%
- More than 13 weeks: 16%
POST-PANDEMIC IMPACTS
29. What are your return-to-office requirements?

- We have not changed our expectations of in-office work: 13%
- We’ve added partial WFH options: 25%
- We’ve added fully remote employment options: 34%
- We’ve closed all offices and moved to fully remote: 8%
- We have always been fully remote: 11%
- Other: 10%

30. What percentage of your employee base do you expect to be fully remote?

- 10% or less: 5%
- 11% - 25%: 11%
- 26% - 50%: 29%
- 51 - 80%: 37%
- More than 80%: 18%
31. Do you have geography-based compensation policies?

- Yes, modifying cash only: 49%
- Yes, modifying equity only: 45%
- Yes, modifying cash and equity: 6%
- No: 0%

32. Does the remote work option vary by function or level?

- Yes, engineering only: 0%
- Yes, sales only: 0%
- Yes, executives only: 0%
- Yes, other function or level: 33%
- No, the option is available to all: 67%
CULTURE & EMPLOYEE DEVELOPMENT
33. Do you have a learning & development program in place?

- Yes, for all employees: 47%
- Yes, for managers and above: 5%
- No: 48%

34. Do you have a formal manager training program?

- Yes, developed in-house: 31%
- Yes, by an outside resource: 6%
- No: 63%

35. Do you pay for executive coaching?

- Yes, for all employees: 4%
- Yes, for managers and above: 6%
- Yes, for executives only: 35%
- No: 54%
### 36. Do you use a performance management system?

- **Yes**: 54%
- **No**: 46%

### 36a. Do you use a performance management system? (Shown by 2021 company revenue)

<table>
<thead>
<tr>
<th>Revenue Range</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-revenue</td>
<td>32%</td>
<td>68%</td>
</tr>
<tr>
<td>Over $0M to $5M</td>
<td>30%</td>
<td>70%</td>
</tr>
<tr>
<td>Over $5M to $10M</td>
<td>77%</td>
<td>23%</td>
</tr>
<tr>
<td>Over $10M to $25M</td>
<td>41%</td>
<td>59%</td>
</tr>
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<td>Over $25M to $50M</td>
<td>62%</td>
<td>38%</td>
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<td>Over $50M to $100M</td>
<td>78%</td>
<td>22%</td>
</tr>
<tr>
<td>Over $100M</td>
<td>100%</td>
<td>0%</td>
</tr>
</tbody>
</table>

### 36b. Do you use a performance management system? (Shown by capital raised)

<table>
<thead>
<tr>
<th>Capital Raised</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0M to $10M</td>
<td>28%</td>
<td>72%</td>
</tr>
<tr>
<td>Over $10M to $25M</td>
<td>28%</td>
<td>72%</td>
</tr>
<tr>
<td>Over $25M to $50M</td>
<td>53%</td>
<td>47%</td>
</tr>
<tr>
<td>Over $50M to $75M</td>
<td>71%</td>
<td>29%</td>
</tr>
<tr>
<td>Over $75M to $100M</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Over $100M</td>
<td>75%</td>
<td>25%</td>
</tr>
</tbody>
</table>
36c. Which performance management system do you use? (Respondents were allowed to list more than one option)

- Lattice: 38 mentions
- CultureAmp: 11 mentions
- Zenefits: 5 mentions
- ADP/ADP WorkforceNow: 3 mentions
- 15Five: 7 mentions
- BambooHR: 3 mentions
- Betterworks: 3 mentions
- Engagedly: 3 mentions
- Namely: 3 mentions
- Paylocity: 3 mentions
- Small Improvements: 3 mentions
- Trinet: 3 mentions
- UKG: 3 mentions
- Other (see breakout): 20 mentions

"Other" Breakout (2% each): ClearCompany, GoCo, Greenhouse, Gusto, In-house solution, Jira, Mesh, Mode, Officevibe, PiiQ, Salesforce, Workday Talent

SHOWN BY NUMBER OF MENTIONS
37. How often do you perform reviews?

- Annually: 34%
- Semi-annually: 52%
- Quarterly: 10%
- Monthly: 0%
- Other: 3%

38. Do you use an employee engagement survey tool?

- Yes: 62%
- No: 38%
38a. Which employee engagement survey tool do you use?

- Culture Amp: 31%
- SurveyMonkey/other in-house solution: 23%
- Lattice: 20%
- 15Five: 4%
- Glint: 4%
- Officevibe: 3%
- UKG: 3%
- Other: 11%

“Other” Breakout (1% each): Atronomy, Betterworks, Delighted, Engage, GetFeedback, Mesh, TINYpulse, Zenefits

<table>
<thead>
<tr>
<th>Tool Type</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture Amp</td>
<td>31%</td>
</tr>
<tr>
<td>SurveyMonkey/other in-house solution</td>
<td>23%</td>
</tr>
<tr>
<td>Lattice</td>
<td>20%</td>
</tr>
<tr>
<td>15Five</td>
<td>4%</td>
</tr>
<tr>
<td>Glint</td>
<td>4%</td>
</tr>
<tr>
<td>Officevibe</td>
<td>3%</td>
</tr>
<tr>
<td>UKG</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>11%</td>
</tr>
</tbody>
</table>

38b. How often do you send employee engagement surveys?

- Annually: 16%
- Semi-annually: 33%
- Quarterly: 26%
- Monthly: 11%
- Other: 14%

SHOWN BY NUMBER OF MENTIONIONS
39. What DEI programs do you have in place? (Respondents were allowed to select more than one option)

- Diversity recruiting goals: 37%
- Employee Resource Groups: 27%
- Financial sponsorships of under-represented employees’ networking groups: 2%
- DEI training: 34%
- This a priority for 2023: 38%
- Other: 11%
- None: 25%
TALENT & RETENTION
40. How many hires do you anticipate making this year?

- 20%: 5 or fewer
- 11%: 6 to 10
- 13%: 11 to 20
- 28%: 21 to 50
- 27%: More than 50
- 1%: N/A

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

- 33%: Under 25%
- 11%: 25% to 50%
- 19%: 51% to 75%
- 37%: Over 75%
42. Approximately what percentage of employees come to your company from outside agencies?

- Under 25%: 70%
- 25% to 50%: 22%
- 51% to 75%: 4%
- Over 75%: 4%

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

- Under 25%: 58%
- 25% to 50%: 27%
- 51% to 75%: 12%
- Over 75%: 3%

44. Do you offer an employee referral incentive program?

- Yes: 76%
- No: 24%
45. What is the average cost per hire at your company?

- Under $1k: 12%
- $1k to $5k: 42%
- Over $5k to $10k: 30%
- Over $10k: 16%

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

- Under 3 weeks: 4%
- 3 to 6 weeks: 48%
- Over 6 weeks to 12 weeks: 46%
- Over 12 weeks: 2%
47. What is the average time to fill an engineering position at your company?

- Under 3 weeks: 6%
- 3 to 6 weeks: 28%
- Over 6 weeks to 12 weeks: 50%
- Over 12 weeks: 16%

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

- Under 3 weeks: 9%
- 3 to 6 weeks: 51%
- Over 6 weeks to 12 weeks: 30%
- Over 12 weeks: 10%
49. Which best represents your company’s annual regrettable attrition rate (employee turnover)?

- Under 5%: 43%
- 5% to 10%: 25%
- Over 10% to 20%: 20%
- Over 20%: 12%

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

- Under 5%: 58%
- 5% to 10%: 24%
- Over 10% to 20%: 11%
- Over 20%: 7%
51. How many employees make up the People (HR) Team in your company?

- 27% of companies have a People team under 5 employees.
- 42% have a team with 5 to 10 employees.
- 17% have a team with 10 to 20 employees.
- 11% have a team with over 20 employees.
- 4% of companies do not have a People team.

51a. How many employees make up the People (HR) Team in your company? (Shown by number of employees)

- 65% of companies with 1-50 employees have a team under 5 employees.
- 35% have a team with 5 to 10 employees.
- 13% have a team with 10 to 20 employees.
- 68% have a team with over 20 employees.
- 19% of companies with 51-250 employees have a team under 5 employees.
- 68% have a team with 5 to 10 employees.
- 13% have a team with 10 to 20 employees.
- 14% have a team with over 20 employees.
- 10% of companies with more than 250 employees have a team under 5 employees.
- 34% have a team with 5 to 10 employees.
- 41% have a team with 10 to 20 employees.
- 14% have a team with over 20 employees.

Our company does not have a People team.

- Under 5
- 5 to 10
- Over 10 to 20
- Over 20
52. At what number of employees did you hire a Head of People (HR)?

- Under 25 employees: 10%
- 25 to 50 employees: 30%
- Over 50 to 100 employees: 24%
- Over 100 employees: 36%

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

- Our company does not have a Talent Team: 44%
- Under 5 employees: 36%
- 5 to 10 employees: 16%
- Over 10 to 20 employees: 3%
- Over 20 employees: 1%
53a. How many employees make up the Talent Acquisition (recruiting) Team in your company? (Shown by number of employees)

- 1-50 employees
  - Our company does not have a Talent team: 95%
  - Under 5: 5%
- 51-250 employees
  - Our company does not have a Talent team: 32%
  - Under 5: 64%
  - 5 to 10: 4%
- More than 250 employees
  - Our company does not have a Talent team: 31%
  - Under 5: 55%
  - 5 to 10: 10%
  - Over 10 to 20: 3%

54. At what number of employees did you hire your first internal recruiter?

- Under 25 employees: 10%
- 25 to 50 employees: 33%
- Over 50 to 100 employees: 37%
- Over 100 employees: 21%
55. For internal technical recruiters, what is the average number of roles filled per quarter?

- Under 3: 19%
- 3 to 5: 29%
- 6 to 10: 35%
- Over 10: 17%

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

- Under 3: 5%
- 3 to 5: 21%
- 6 to 10: 32%
- Over 10: 43%
COMPANY STRUCTURE
57. At what point did you hire a full-time CFO?

<table>
<thead>
<tr>
<th>Overall</th>
<th>42%</th>
<th>16%</th>
<th>7%</th>
<th>21%</th>
<th>13%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Haven't hired one yet</td>
<td>Before Series A funding</td>
<td>Before Series B funding</td>
<td>After Series B funding</td>
<td>Not Sure</td>
</tr>
</tbody>
</table>

**BY 2021 COMPANY REVENUE**

<table>
<thead>
<tr>
<th>Pre-revenue</th>
<th>68%</th>
<th>16%</th>
<th>11%</th>
<th>5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over $0M to $5M</td>
<td>61%</td>
<td>17%</td>
<td>9%</td>
<td>13%</td>
</tr>
<tr>
<td>Over $5M to $10M</td>
<td>23%</td>
<td>23%</td>
<td>15%</td>
<td>23%</td>
</tr>
<tr>
<td>Over $10M to $25M</td>
<td>41%</td>
<td>24%</td>
<td>24%</td>
<td>12%</td>
</tr>
<tr>
<td>Over $25M to $50M</td>
<td>43%</td>
<td>19%</td>
<td>19%</td>
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<tr>
<td>Over $50M to $100M</td>
<td>13%</td>
<td>13%</td>
<td>50%</td>
<td>25%</td>
</tr>
<tr>
<td>Over $100M</td>
<td>18%</td>
<td>9%</td>
<td>36%</td>
<td>36%</td>
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</tbody>
</table>

**BY CAPITAL RAISED**

<table>
<thead>
<tr>
<th>$0M to 10M</th>
<th>56%</th>
<th>17%</th>
<th>6%</th>
<th>22%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over $10M to $25M</td>
<td>67%</td>
<td>17%</td>
<td>6%</td>
<td>22%</td>
</tr>
<tr>
<td>Over $25M to $50M</td>
<td>58%</td>
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<td>16%</td>
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<tr>
<td>Over $50M to $75M</td>
<td>50%</td>
<td>14%</td>
<td>29%</td>
<td>7%</td>
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<tr>
<td>Over $75M to $100M</td>
<td>13%</td>
<td>38%</td>
<td>13%</td>
<td>25%</td>
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<tr>
<td>Over $100M</td>
<td>17%</td>
<td>17%</td>
<td>3%</td>
<td>43%</td>
</tr>
</tbody>
</table>
58. If you have a full-time COO, at what point did you hire them?

<table>
<thead>
<tr>
<th>Overall</th>
<th>19%</th>
<th>38%</th>
<th>23%</th>
<th>4%</th>
<th>11%</th>
<th>6%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Don’t plan to hire</td>
<td>Don’t have one yet</td>
<td>Before Series A funding</td>
<td>Before Series B funding</td>
<td>After Series B funding</td>
<td>Not Sure</td>
</tr>
</tbody>
</table>

**BY 2021 COMPANY REVENUE**

<table>
<thead>
<tr>
<th>Pre-revenue</th>
<th>Before Series A funding</th>
<th>Before Series B funding</th>
<th>After Series B funding</th>
<th>Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>21%</td>
<td>53%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>$0M to 10M</td>
<td>26%</td>
<td>26%</td>
<td>39%</td>
<td>4%</td>
</tr>
<tr>
<td>Over $10M to $25M</td>
<td>15%</td>
<td>38%</td>
<td>31%</td>
<td>15%</td>
</tr>
<tr>
<td>Over $25M to $50M</td>
<td>12%</td>
<td>35%</td>
<td>35%</td>
<td>12%</td>
</tr>
<tr>
<td>Over $50M to $100M</td>
<td>19%</td>
<td>43%</td>
<td>19%</td>
<td>10%</td>
</tr>
<tr>
<td>Over $100M</td>
<td>25%</td>
<td>38%</td>
<td>25%</td>
<td>13%</td>
</tr>
<tr>
<td>Over $100M</td>
<td>9%</td>
<td>27%</td>
<td>18%</td>
<td>27%</td>
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</table>

**BY CAPITAL RAISED**

<table>
<thead>
<tr>
<th>$0M to 10M</th>
<th>28%</th>
<th>39%</th>
<th>28%</th>
<th>6%</th>
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</thead>
<tbody>
<tr>
<td>Over $10M to $25M</td>
<td>11%</td>
<td>33%</td>
<td>39%</td>
<td>6%</td>
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<tr>
<td>Over $25M to $50M</td>
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<td>47%</td>
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<td>5%</td>
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<tr>
<td>Over $50M to $75M</td>
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<td>43%</td>
<td>21%</td>
<td>21%</td>
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<tr>
<td>Over $75M to $100M</td>
<td>38%</td>
<td>25%</td>
<td>25%</td>
<td>13%</td>
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<tr>
<td>Over $100M</td>
<td>23%</td>
<td>34%</td>
<td>9%</td>
<td>17%</td>
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</tbody>
</table>
59. If you have a COO, which functions do they manage? (Respondents were allowed to select more than one option)

<table>
<thead>
<tr>
<th>Overall</th>
<th>41%</th>
<th>90%</th>
<th>33%</th>
<th>22%</th>
<th>33%</th>
<th>29%</th>
<th>16%</th>
<th>27%</th>
<th>45%</th>
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<tr>
<td>Supply chain</td>
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<tr>
<td>Marketing</td>
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<tr>
<td>Engineering</td>
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<tr>
<td>Other</td>
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</tr>
</tbody>
</table>

**BY 2021 COMPANY REVENUE**

- Pre-revenue: 80% Finance, 100% Operations, 60% Supply chain, 60% Legal, 20% HR, 20% Marketing, 40% Engineering, 40% Sales, 40% Other
- Over $0M to $5M: 55% Finance, 73% Operations, 27% Supply chain, 9% Legal, 27% HR, 45% Marketing, 27% Engineering, 27% Sales, 36% Other
- Over $5M to $10M: 67% Finance, 100% Operations, 33% Supply chain, 33% Legal, 33% HR, 17% Marketing, 17% Engineering, 83% Sales, 83% Other
- Over $10M to $25M: 44% Finance, 100% Operations, 33% Supply chain, 22% Legal, 56% HR, 33% Marketing, 11% Engineering, 44% Sales, 22% Other
- Over $25M to $50M: 33% Finance, 88% Operations, 63% Supply chain, 25% Legal, 25% HR, 13% Marketing, 25% Engineering, 13% Sales, 63% Other
- Over $50M to $100M: 100% Finance, 33% Operations, 33% Supply chain, 33% Legal, 33% HR, 67% Marketing, 33% Engineering, 67% Sales, 33% Other
- Over $100M: 14% Finance, 86% Operations, 43% Supply chain, 14% Legal, 29% HR, 29% Marketing, 29% Engineering, 43% Sales, 43% Other

**BY CAPITAL RAISED**

- $0M to 10M: 50% Finance, 100% Operations, 67% Supply chain, 67% Legal, 67% HR, 67% Marketing, 67% Engineering, 67% Sales, 67% Other
- Over $10M to $25M: 50% Finance, 80% Operations, 50% Supply chain, 50% Legal, 40% HR, 40% Marketing, 40% Engineering, 40% Sales, 40% Other
- Over $25M to $50M: 44% Finance, 100% Operations, 22% Supply chain, 22% Legal, 22% HR, 33% Marketing, 22% Engineering, 44% Sales, 33% Other
- Over $50M to $75M: 33% Finance, 83% Operations, 33% Supply chain, 17% Legal, 33% HR, 33% Marketing, 33% Engineering, 33% Sales, 33% Other
- Over $75M to $100M: 67% Finance, 67% Operations, 33% Supply chain, 33% Legal, 33% HR, 33% Marketing, 33% Engineering, 67% Sales, 67% Other
- Over $100M: 27% Finance, 93% Operations, 20% Supply chain, 20% Legal, 13% HR, 27% Marketing, 27% Engineering, 27% Sales, 47% Other
60. Do you have both a CTO and a VP of Engineering?

Overall

- **32% Yes**
- **68% No**

**BY 2021 COMPANY REVENUE**

- Pre-revenue: 16% Yes, 84% No
- Over $0M to $5M: 22% Yes, 78% No
- Over $5M to $10M: 46% Yes, 54% No
- Over $10M to $25M: 29% Yes, 71% No
- Over $25M to $50M: 38% Yes, 62% No
- Over $50M to $100M: 37% Yes, 63% No
- Over $100M: 55% Yes, 45% No

**BY CAPITAL RAISED**

- $0M to 10M: 100% No
- Over $10M to $25M: 22% Yes, 78% No
- Over $25M to $50M: 16% Yes, 84% No
- Over $50M to $75M: 57% Yes, 43% No
- Over $75M to $100M: 25% Yes, 75% No
- Over $100M: 54% Yes, 46% No
61. If you have both a CTO and a VP of Engineering, at what point did you bring in the second technical leader? When tech org was:

<table>
<thead>
<tr>
<th>Company Structure</th>
<th>Overall</th>
<th>Under 10 employees</th>
<th>10 to 20 employees</th>
<th>21 to 50 employees</th>
<th>51 to 100 employees</th>
<th>Over 100 employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>14%</td>
<td>17%</td>
<td>33%</td>
<td>14%</td>
<td>22%</td>
<td></td>
</tr>
</tbody>
</table>

**BY 2021 COMPANY REVENUE**

<table>
<thead>
<tr>
<th>Pre-revenue</th>
<th>Overall</th>
<th>Under 10 employees</th>
<th>10 to 20 employees</th>
<th>21 to 50 employees</th>
<th>51 to 100 employees</th>
<th>Over 100 employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over $0M to $5M</td>
<td>33%</td>
<td>33%</td>
<td>33%</td>
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<tr>
<td>Over $5M to $10M</td>
<td>33%</td>
<td>33%</td>
<td>33%</td>
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<td></td>
<td></td>
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<tr>
<td>Over $10M to $25M</td>
<td>60%</td>
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<td></td>
</tr>
<tr>
<td>Over $25M to $50M</td>
<td>33%</td>
<td>38%</td>
<td>38%</td>
<td>13%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over $50M to $100M</td>
<td>33%</td>
<td>33%</td>
<td>33%</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Over $100M</td>
<td>17%</td>
<td>17%</td>
<td>67%</td>
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<td></td>
<td></td>
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</tbody>
</table>

**BY CAPITAL RAISED**

<table>
<thead>
<tr>
<th>$0M to 10M</th>
<th>Overall</th>
<th>Under 10 employees</th>
<th>10 to 20 employees</th>
<th>21 to 50 employees</th>
<th>51 to 100 employees</th>
<th>Over 100 employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over $10M to $25M</td>
<td>50%</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Over $25M to $50M</td>
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<td></td>
</tr>
<tr>
<td>Over $50M to $75M</td>
<td>13%</td>
<td>38%</td>
<td>13%</td>
<td>25%</td>
<td>13%</td>
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</tr>
<tr>
<td>Over $75M to $100M</td>
<td>50%</td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Over $100M</td>
<td>11%</td>
<td>16%</td>
<td>32%</td>
<td>11%</td>
<td>32%</td>
<td></td>
</tr>
</tbody>
</table>
62. If your company has a product management team, into which function does it report?

<table>
<thead>
<tr>
<th>Overall</th>
<th>Marketing Leader</th>
<th>Product Leader Reporting to the CEO</th>
<th>CTO</th>
<th>COO</th>
<th>VP Engineering</th>
<th>Other</th>
<th>Don’t have a product management team</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4%</td>
<td>46%</td>
<td>10%</td>
<td>9%</td>
<td>2%</td>
<td>7%</td>
<td>22%</td>
</tr>
</tbody>
</table>

**BY 2021 COMPANY REVENUE**

<table>
<thead>
<tr>
<th>Pre-revenue</th>
<th>Marketing Leader</th>
<th>Product Leader Reporting to the CEO</th>
<th>CTO</th>
<th>COO</th>
<th>VP Engineering</th>
<th>Other</th>
<th>Don’t have a product management team</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>37%</td>
<td>5%</td>
<td>5%</td>
<td>11%</td>
<td>42%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over $0M to $5M</td>
<td>52%</td>
<td>13%</td>
<td>35%</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Over $5M to $10M</td>
<td>46%</td>
<td>23%</td>
<td>23%</td>
<td>8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over $10M to $25M</td>
<td>6%</td>
<td>24%</td>
<td>12%</td>
<td>18%</td>
<td>6%</td>
<td>6%</td>
<td>29%</td>
</tr>
<tr>
<td>Over $25M to $50M</td>
<td>10%</td>
<td>38%</td>
<td>10%</td>
<td>14%</td>
<td>19%</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Over $50M to $100M</td>
<td>88%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over $100M</td>
<td>9%</td>
<td>73%</td>
<td>9%</td>
<td>9%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**BY CAPITAL RAISED**

<table>
<thead>
<tr>
<th>$0M to 10M</th>
<th>Marketing Leader</th>
<th>Product Leader Reporting to the CEO</th>
<th>CTO</th>
<th>COO</th>
<th>VP Engineering</th>
<th>Other</th>
<th>Don’t have a product management team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over $10M to $25M</td>
<td>6%</td>
<td>39%</td>
<td>6%</td>
<td>50%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over $25M to $50M</td>
<td>33%</td>
<td>28%</td>
<td>11%</td>
<td>6%</td>
<td>22%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over $50M to $75M</td>
<td>47%</td>
<td>5%</td>
<td>16%</td>
<td>11%</td>
<td>21%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over $75M to $100M</td>
<td>57%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>14%</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Over $100M</td>
<td>13%</td>
<td>38%</td>
<td>25%</td>
<td>13%</td>
<td>13%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Over $100M</th>
<th>Marketing Leader</th>
<th>Product Leader Reporting to the CEO</th>
<th>CTO</th>
<th>COO</th>
<th>VP Engineering</th>
<th>Other</th>
<th>Don’t have a product management team</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0M to 10M</td>
<td>6%</td>
<td>54%</td>
<td>11%</td>
<td>6%</td>
<td>6%</td>
<td>17%</td>
<td></td>
</tr>
</tbody>
</table>
63. If your company has a Growth Marketing function, into which function does it report?

**Overall**

- **Marketing Leader**
  - Over $0M to $10M: 36%
  - Over $10M to $25M: 17%
  - Over $25M to $50M: 17%
  - Over $50M to $100M: 17%
  - Over $100M: 6%

- **Product Leader Reporting to the CEO**
  - Over $0M to $10M: 1%
  - Over $10M to $25M: 4%
  - Over $25M to $50M: 4%
  - Over $50M to $100M: 4%
  - Over $100M: 5%

- **CEO**
  - Over $0M to $10M: 5%
  - Over $10M to $25M: 6%
  - Over $25M to $50M: 6%
  - Over $50M to $100M: 4%
  - Over $100M: 6%

- **CTO**
  - Over $0M to $10M: 4%
  - Over $10M to $25M: 4%
  - Over $25M to $50M: 4%
  - Over $50M to $100M: 4%
  - Over $100M: 4%

- **COO**
  - Over $0M to $10M: 5%
  - Over $10M to $25M: 6%
  - Over $25M to $50M: 6%
  - Over $50M to $100M: 4%
  - Over $100M: 6%

- **CRO**
  - Over $0M to $10M: 4%
  - Over $10M to $25M: 4%
  - Over $25M to $50M: 4%
  - Over $50M to $100M: 4%
  - Over $100M: 4%

- **Other**
  - Over $0M to $10M: 30%
  - Over $10M to $25M: 30%
  - Over $25M to $50M: 30%
  - Over $50M to $100M: 30%
  - Over $100M: 30%

- **Don't have a Growth Marketing function**
  - Over $0M to $10M: 30%
  - Over $10M to $25M: 30%
  - Over $25M to $50M: 30%
  - Over $50M to $100M: 30%
  - Over $100M: 30%

**By 2021 Company Revenue**

- **Pre-revenue**
  - 21% Marketing Leader
  - 5% Product Leader Reporting to the CEO
  - 5% CEO
  - 8% CTO
  - 13% COO
  - 38% CRO
  - 5% Other
  - 68% Don't have a Growth Marketing function

- **Over $0M to $5M**
  - 26% Marketing Leader
  - 26% Product Leader Reporting to the CEO
  - 4% CEO
  - 8% CTO
  - 5% COO
  - 15% CRO
  - 6% Other
  - 43% Don’t have a Growth Marketing function

- **Over $5M to $10M**
  - 24% Marketing Leader
  - 41% Product Leader Reporting to the CEO
  - 6% CEO
  - 6% CTO
  - 24% COO
  - 13% CRO
  - 13% Other
  - 5% Don’t have a Growth Marketing function

- **Over $10M to $25M**
  - 38% Marketing Leader
  - 19% Product Leader Reporting to the CEO
  - 5% CEO
  - 5% CTO
  - 5% COO
  - 5% CRO
  - 13% Other
  - 5% Don’t have a Growth Marketing function

- **Over $25M to $50M**
  - 38% Marketing Leader
  - 13% Product Leader Reporting to the CEO
  - 13% CEO
  - 13% CTO
  - 13% COO
  - 6% CRO
  - 13% Other
  - 6% Don’t have a Growth Marketing function

- **Over $50M to $100M**
  - 45% Marketing Leader
  - 18% Product Leader Reporting to the CEO
  - 9% CEO
  - 18% CTO
  - 9% COO
  - 9% CRO
  - 9% Other
  - 9% Don’t have a Growth Marketing function

**By Capital Raised**

- **$0M to 10M**
  - 17% Marketing Leader
  - 44% Product Leader Reporting to the CEO
  - 39% CEO
  - 37% CTO
  - 21% COO
  - 11% CRO
  - 13% Other
  - 13% Don’t have a Growth Marketing function

- **Over $10M to $25M**
  - 11% Marketing Leader
  - 33% Product Leader Reporting to the CEO
  - 11% CEO
  - 37% CTO
  - 25% COO
  - 4% CRO
  - 13% Other
  - 44% Don’t have a Growth Marketing function

- **Over $25M to $50M**
  - 57% Marketing Leader
  - 14% Product Leader Reporting to the CEO
  - 7% CEO
  - 57% CTO
  - 25% COO
  - 11% CRO
  - 13% Other
  - 42% Don’t have a Growth Marketing function

- **Over $50M to $75M**
  - 38% Marketing Leader
  - 25% Product Leader Reporting to the CEO
  - 13% CEO
  - 38% CTO
  - 13% COO
  - 5% CRO
  - 13% Other
  - 25% Don’t have a Growth Marketing function

- **Over $75M to $100M**
  - 49% Marketing Leader
  - 3% Product Leader Reporting to the CEO
  - 3% CEO
  - 49% CTO
  - 3% COO
  - 11% CRO
  - 3% Other
  - 17% Don’t have a Growth Marketing function

- **Over $100M**
  - 49% Marketing Leader
  - 3% Product Leader Reporting to the CEO
  - 3% CEO
  - 49% CTO
  - 3% COO
  - 11% CRO
  - 3% Other
  - 17% Don’t have a Growth Marketing function
64. How many C-level executives does your company have?

<table>
<thead>
<tr>
<th></th>
<th>Overall</th>
<th>1-50 employees</th>
<th>51-250 employees</th>
<th>More than 250 employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.3</td>
<td>2.6</td>
<td>4.7</td>
<td>6</td>
</tr>
</tbody>
</table>

65. How many VPs (includes SVPs and EVPs) does your company have?

<table>
<thead>
<tr>
<th></th>
<th>Overall</th>
<th>1-50 employees</th>
<th>51-250 employees</th>
<th>More than 250 employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6.6</td>
<td>2.3</td>
<td>5.8</td>
<td>13.7</td>
</tr>
</tbody>
</table>
66. How many Directors (includes Sr. Directors) does your company have?

- Overall: 12.8
- 1-50 employees: 2.5
- 51-250 employees: 10.3
- More than 250 employees: 29.8

67. How many direct reports does your CEO have?

- Overall:
  - 1: 1%
  - 2 to 5: 40%
  - 6 to 10: 54%
  - More than 10: 5%
- 1-50 employees:
  - 1: 3%
  - 2 to 5: 70%
  - 6 to 10: 27%
- 51-250 employees:
  - 1: 30%
  - 2 to 5: 57%
  - 6 to 10: 13%
- More than 250 employees:
  - 1: 18%
  - 2 to 5: 82%
SYSTEMS & TOOLS
### 68. Which sources do you use for compensation data? (Respondents were allowed to select more than one option)

<table>
<thead>
<tr>
<th>Source</th>
<th>Impact/Option</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced-HR</td>
<td>46%</td>
</tr>
<tr>
<td>Radford</td>
<td>31%</td>
</tr>
<tr>
<td>Thelander</td>
<td>2%</td>
</tr>
<tr>
<td>None</td>
<td>7%</td>
</tr>
<tr>
<td>Consultant/Generie available external data</td>
<td>9%</td>
</tr>
<tr>
<td>Anecdotal/Word of mouth, or available internal data</td>
<td>6%</td>
</tr>
<tr>
<td>Carta</td>
<td>6%</td>
</tr>
<tr>
<td>Pave</td>
<td>6%</td>
</tr>
<tr>
<td>Salary.com</td>
<td>5%</td>
</tr>
<tr>
<td>Payscale</td>
<td>4%</td>
</tr>
<tr>
<td>Culpepper</td>
<td>3%</td>
</tr>
<tr>
<td>Glassdoor</td>
<td>3%</td>
</tr>
<tr>
<td>Mercer</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>13%</td>
</tr>
</tbody>
</table>

“Other” Breakout (less than 1% each): Competewith.com, Comp Analyst, ERI, Grayscale, Indeed, Open Comp, Payfactors, Robert Half Salary Guide, Trinet, VCECS, Willis Tower Watson, Zviran
69. What tool do you use to track stock options? (Respondents were allowed to select more than one option)
70. What applicant tracking system do you use? (Respondents were allowed to list more than one option)

- **Greenhouse**: 33%
- **Lever**: 19%
- **JazzHR**: 4%
- **LinkedIn**: 3%
- **ADP**: 2%
- **Ashby**: 2%
- **ClearCompany**: 2%
- **Excel**: 2%
- **Fresh Teams**: 2%
- **Jobvite**: 2%
- **UKG**: 2%
- **Workable**: 17%
- **Other**: 11%
- **None/NA**: We don’t have one

“Other” Breakout (1% each): Asana, BambooHR, Breezy, Comeet, Google/Google Sheets, iCIMS, Indeed, JobScore, Monday.com, Paychex, Paycor, Paylocity, The Applicant Manager (TAM), Trackstar Hire, TriNet, Workday, Zenefit
71. What HRIS do you use? (Respondents were allowed to list more than one option)

- BambooHR: 11%
- ADP: 10%
- Paylocity: 10%
- Rippling: 10%
- UKG: 10%
- TriNet: 8%
- Gusto: 7%
- Zenefits: 4%
- Insperity: 3%
- Namely: 3%
- Dayforce: 2%
- HiBob: 2%
- Paycom: 2%
- Workday: 2%
- Other: 6%
- None/NA: 15%

*"Other" Breakout (1% each): Bob, Ceridian, GoCo, Paychex, PEO, Sapling*
72. Who is your payroll provider? (Respondents were allowed to list more than one option)

- ADP: 23%
- Gusto: 16%
- Trinet: 12%
- Rippling: 8%
- Paylocity: 7%
- Sequoia/Sequoia One: 7%
- UKG: 7%
- Insperity: 3%
- Jostworks: 3%
- Dayforce: 2%
- Paychex: 2%
- Paycom: 2%
- PEO: 2%
- Other: 10%

"Other:" Breakout (1% each): Ceridian, Coastal, Countsy, LBMC PEO, Namely, Quickbooks, TRAX Payroll, VenSure, Workday, Zenefits
73. Who is your benefits broker? (Respondents were allowed to list more than one option)

74. If you have a global HR provider, who is it? (Respondents were allowed to list more than one option)

- Deel: 20%
- TriNet: 16%
- Globalization Partners: 12%
- Gusto: 8%
- OysterHR: 8%
- Other: 36%

*Other* Breakout (4% each): Atlas, Danforth, JCSS, Keka HR, Mercer, Papaya, Pilot, Sequoia, Vistra
METHODOLOGY AND DISCLOSURES

• The data in this report was collected from 121 Norwest portfolio companies between July 25 to August 29, 2022 by Infosurv, a third-party full-service market research company. Responses collected included 112 respondents who fully completed the survey and 9 respondents who partially completed the survey.

• Rapidly changing market conditions and your organization’s own circumstances should be considered when reviewing this benchmarking data. This report is intended to be point of reference and should not be taken as a recommended course of action or legal advice.

• References to “companies” refers to portfolio companies surveyed through the 2022 Norwest Talent & People Practices Benchmark Survey.

• A full survey was not conducted in 2020; YoY data may not be available in some instances.

• Throughout this report, there may be references to statistically significant differences. This means that an observed difference has been mathematically determined to be an actual difference that did not occur due to random fluctuations in the data. Statistical testing was done at a 90% confidence level which means that there is at least a 90% probability that the difference did not occur due to chance.
THANK YOU