SkillSherpa®
EXCELLENCE THROUGH KNOWLEDGE

PORTFOLIO MONITORING REPORT

Ecovadis

Benchmarked against Watershed, Plan a, Persefoni, and Integritynext.



DATE	CLIENT	VERSION	FREQUENCY
October 2026	Ecovadis	V2026 Q3	Quarterly

ABOUT THIS REPORT

An independent workforce view for portfolio decisions

Understand where your company stands against peers and which workforce gaps deserve attention.



Built from public signals

Professional profiles, job postings and company pages.



Complements management reporting

An outside view, with no data request to the portfolio company.

TRUSTED BY

accenture

BAIN & COMPANY

CRIF

Nextalia
INVESTMENT MANAGEMENT

SCOPE OF THE REPORT

Ecovadis benchmarked against 4 relevant peers, using HR data covering 1,411 professionals.

PORTFOLIO COMPANY

Ecovadis

1,050 FTE **#2**

COMPARABLE SET	SKILLSHERPA RANKING	361 FTE across 4 peers
Watershed	#4	118 FTE
Plan a	#5	60 FTE
Persefoni	#1	34 FTE
Integritynext	#3	149 FTE

WORKFORCE IN VIEW

1,411 FTE

1,050 target, 361 comparables

REPORTING PERIOD

Q2 2026

Compared with **Q2 2025**

Data as of Jun 2026

METRICS BENCHMARKED

40+

12 in this Executive View

CORE BUSINESS | 1 OF 2

Headcount fell by 54 people, and the share that generates revenue rose and is in line with the set. The CEO seat is empty.

C-LEVEL HEALTH CHECK

PRIORITY METRIC

⚠ CEO seat vacant

No chief executive is in view among the company's observed profiles.

OTHER HEALTH METRICS ✓ in line ✕ worse than the set

- ✕ 1 seat changed in 12 months (CRO/CMO)
  0.5 in the peer set
- ✕ 4.7 years average tenure
  9.4 years in the peer set
- ✓ 4 of 6 executive seats filled
  1.5 of 6 in the peer set
- ✕ 0 of 4 promoted internally (0%)
  42% in the peer set

REVENUE-GENERATING SHARE OF THE WORKFORCE

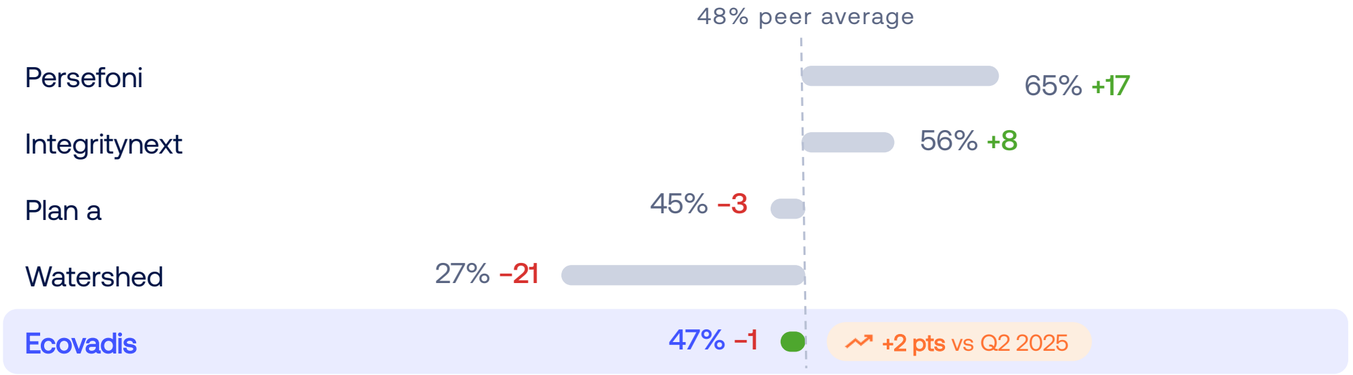
BUSINESS STANCE

Focus on Efficiency

from Focus on Revenue

WHERE THE -54 HEADCOUNT CAME FROM

0 from the Revenue Core (0%), 54 from outside of it



CORE BUSINESS The job families that directly generate, deliver and sell revenue, plus the leadership that owns them. Enabling functions such as HR and Office Management are excluded. Headcount as of 30 Jun 2026.

CORE BUSINESS | 2 OF 2

Data loses 18% of its new hires within a year, 7 points above the set average.

€280–637k

FORECAST | NEXT 12 MONTHS

Replacement cost, Data & Analytics only

at the current departure pace

7 exits × €40–91k per person. Estimate, to be validated.

7 of 52
people expected to leave

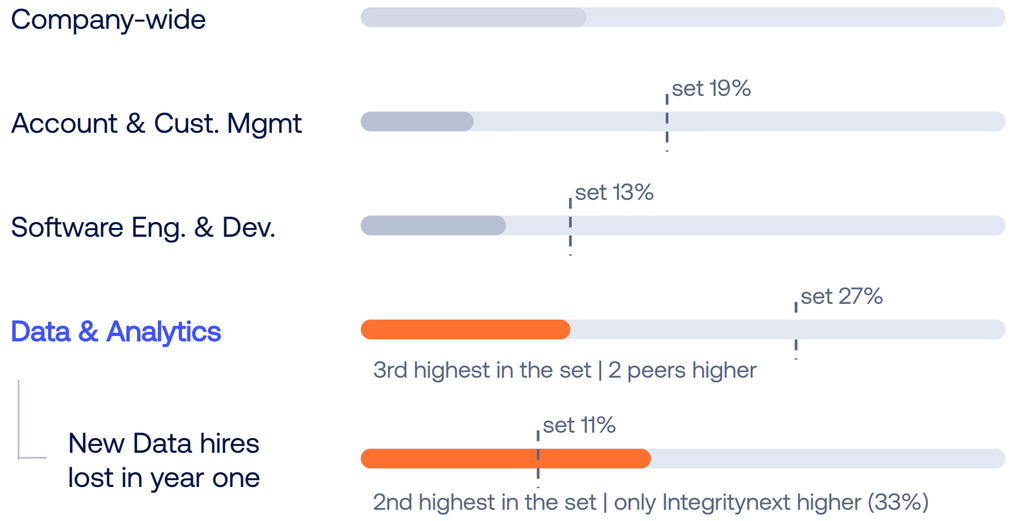
3
of them first-year hires

€40–91k
per replacement

⚠ The CTO seat, which owns Data & Analytics, is filled; attrition is not a leadership gap.

ANNUALISED ATTRITION BY JOB FAMILY

Bar = Ecovadis | dashed line = set average for that family | scale 0–40% | changes vs Q2 2025 not supplied



	Rate	GAP vs set average
Company-wide	14%	-10 pts
Account & Cust. Mgmt	7%	-12 pts
Software Eng. & Dev.	9%	-4 pts
Data & Analytics	13%	-14 pts
3rd highest in the set | 2 peers higher		
New Data hires lost in year one	18%	+7 pts
2nd highest in the set | only Integritynext higher (33%)		

CORE BUSINESS The job families that directly generate, deliver and sell revenue, plus their leadership. First-year attrition measures exits within 12 months of joining. Headcount as of 30 Jun 2026.

Sales – Selling Capacity

CRITICAL | #3 OF 4

SALES | 1 OF 2

Veterans represent 42% of Ecovadis's sales team. Peers average 65%.

ECOVADIS

42%

19 Veterans today, out of 45 sellers

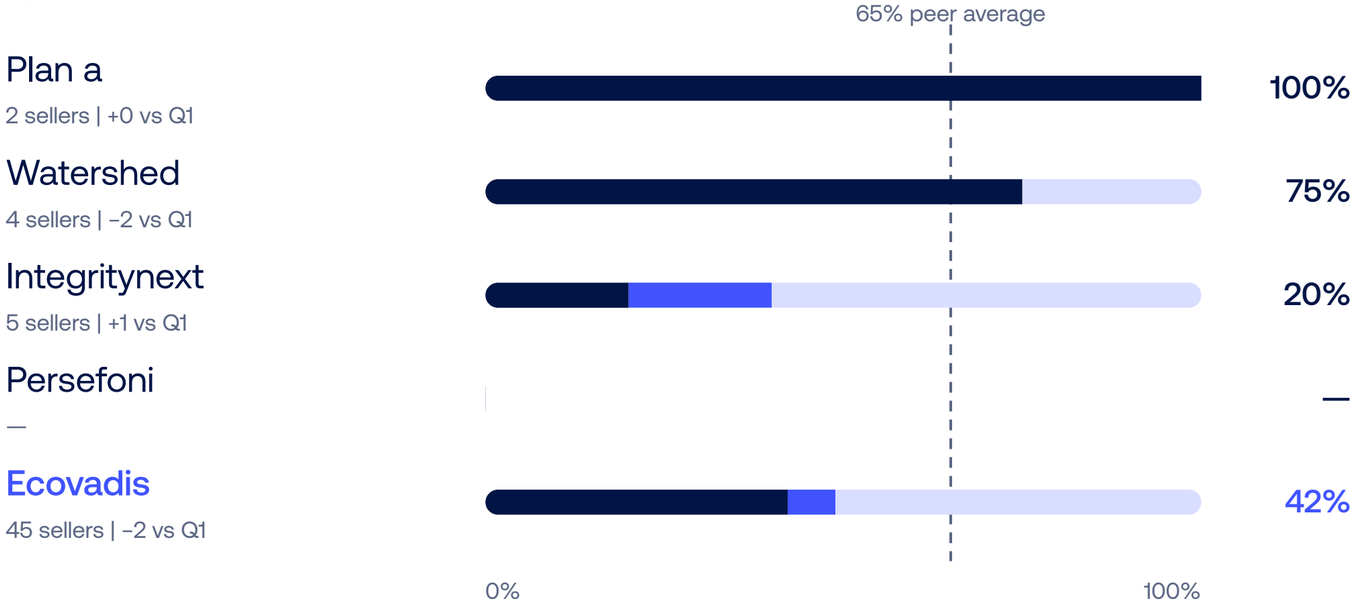


42% Veterans | 7% Ramping | 51% Bets | 1 square ≈ 10%

10–11 Veterans missing against a team of 45 with the set's mix (65% × 45 ≈ 29.2)

SET COMPARISON

As of Jun 2026



Veterans

Sellers with at least three years of experience in the industry and past the ramp-up phase.

Ramping

Recent hires with prior experience in both the role and the industry.

Bets

No industry background, or in their first senior sales seat.

SALES | 2 OF 2

Only 1 of 43 Bets hired since Jul 2023 became a Veteran; 19 have left.

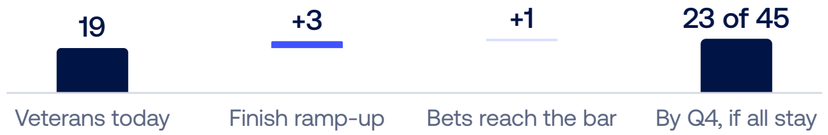
51%

UPPER BOUND | BY Q4 2026

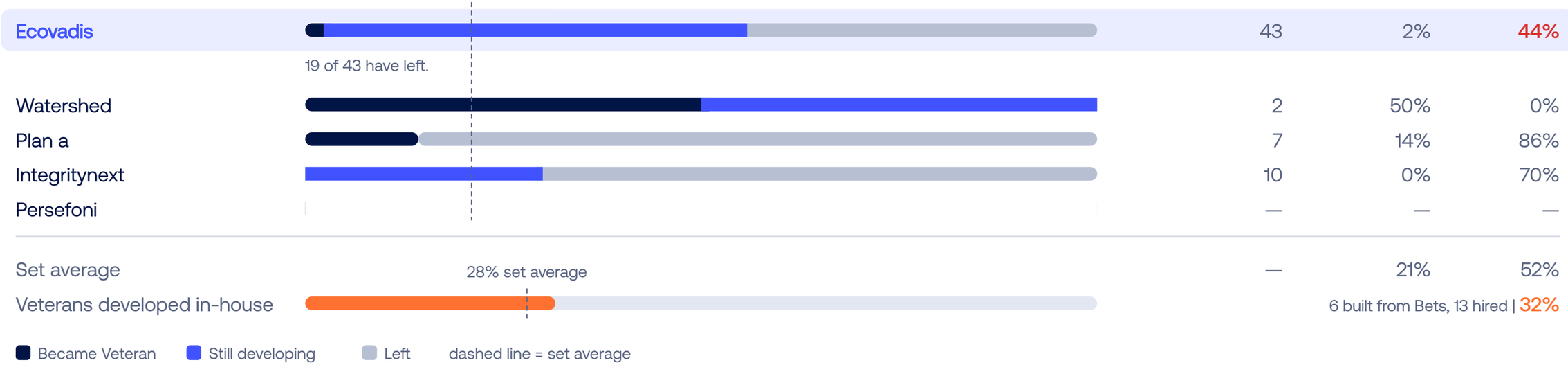
Veteran share by Q4 2026

if all 45 sellers stay | set 72%

Assumes no departures before Q4. Set computed the same way.



BETS HIRED SINCE JUL 2023



OUTCOME	Hired	Veteran	Left
Ecovadis	43	2%	44%
Watershed	2	50%	0%
Plan a	7	14%	86%
Integritynext	10	0%	70%
Persefoni	—	—	—
Set average	—	21%	52%
Veterans developed in-house		6 built from Bets, 13 hired | 32%	

COHORT Sellers who joined as Bets from Jul 2023 to Jun 2026, followed to 30 Jun 2026. Leavers stay in the denominator. Headcount as of 30 Jun 2026.

AI WORKFORCE IMPACT | 1 OF 2

Ecovadis is in Deploy and should still be there by Q4 2026.

EARLY STAGE

No AI function yet



2 PEERS

Plan a, Persefoni

BUILD UP

An AI function is being built



2 PEERS

Watershed, Integritynext

DEPLOY

Mature and spreading beyond tech



ECOVADIS

TODAY AND BY Q4 2026

CRUISING

Mature, diffused, consolidated

No company in the set

1 — 2 — 3 — 4

NEXT STEP | 2 OF 3 MET

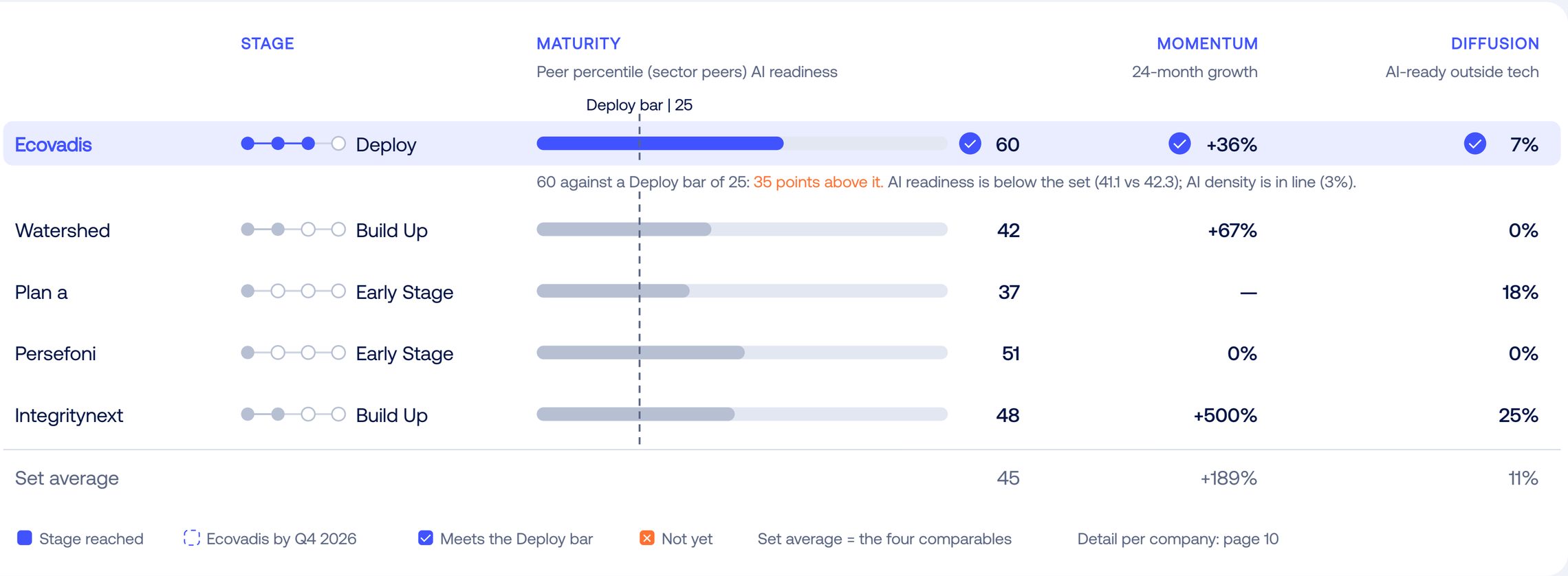
✓ No AI professionals, or a first single hire	✓ AI function growing, or created recently	✓ AI function growing faster than peers	✓ Mature and diffused, as in Deploy
✓ Or a low-maturity team that shrank or never grew	✓ Maturity below peers, or AI still confined to tech	✓ AI-ready people outside Technology & Data	○ Growth in line with or below peers
✓ Workforce AI readiness shows the potential	✓ No slide back to Early unless the function shrinks	✓ Maturity above peers (AI density and readiness): 60 today, 25 needed	✓ More than three AI professionals

■ Ecovadis today ⬚ By Q4 2026, if AI professionals keep growing at the current pace

AI WORKFORCE IMPACT How large a company's AI function is, how fast it grows and how far AI skills have spread beyond tech, read against the AI readiness of the workforce. AI professionals are roles explicitly defined as AI.

AI WORKFORCE IMPACT | 2 OF 2

Ecovadis is in Deploy: a mature, diffused AI function growing faster than peers.



HOW THE STAGE IS SET Maturity averages the peer percentiles AI readiness, measured on the whole workforce. Momentum is the 24-month growth of AI professionals against the peer median. Diffusion is the share of AI-ready people outside Technology & Data. Peers share sector and size and set the thresholds; they are not the four comparables. Headcount as of 30 Jun 2026.

APPENDIX | AI WORKFORCE IMPACT

The numbers behind the maturity score, by company.

	STAGE	AI PROFESSIONALS	AI DENSITY	AI READINESS (WORKFORCE)
Ecovadis	Deploy	34	3%	41.1
Watershed	Build Up	5	4%	29.3
Plan a	Early Stage	0	0%	52.1
Persefoni	Early Stage	1	3%	51.9
Integritynext	Build Up	6	4%	35.6
Set average		3	3%	42.3

Maturity is the average of the sector-peer percentiles of AI density and AI readiness. Size gives context but does not decide the stage. Set average = the four comparables. Headcount as of 30 Jun 2026.

HOW THE STAGE IS SET Maturity averages the peer percentiles of AI density (AI professionals over headcount) and AI readiness, measured on the whole workforce. Momentum is the 24-month growth of AI professionals against the peer median. Diffusion is the share of AI-ready people outside Technology & Data. Peers share sector and size and set the thresholds; they are not the four comparables.

DEEP DIVE | 1 OF 4

Workforce gaps worth €8.4M; none of the three is still growing.

€8.4M

Twelve-month estimate

Value creation opportunity

↘ -€2.2M vs Q2 2025

twelve-month value of the three gaps

€8.0k

PER FTE

€8.4M over 1,050 FTE

Ecovadis	€8.0k
Set average	€26.4k

COMPOSITION

GAP	VALUE	TREND	OBSERVED SIGNALS | Q2 2025 → TODAY	
Overstaffing Payroll carried above what today's output requires.	€7.8M	↘ Decreasing	Total headcount 1,104 → 1,050	Revenue-supporting share 55% → 53%
Excessive turnover Leavers above the set's rate: replacement, lost productivity and rehiring.	€0k	Stable	Attrition, last 12 months 13% → 14%	Families above the set average 0 of 3 → 0 of 3
Failed first-year hires People who leave within 12 months: recruiting, onboarding and ramp never repaid.	€657k	Stable	First-year attrition, company 15% → 16%	First-year attrition, Data 24% → 18%

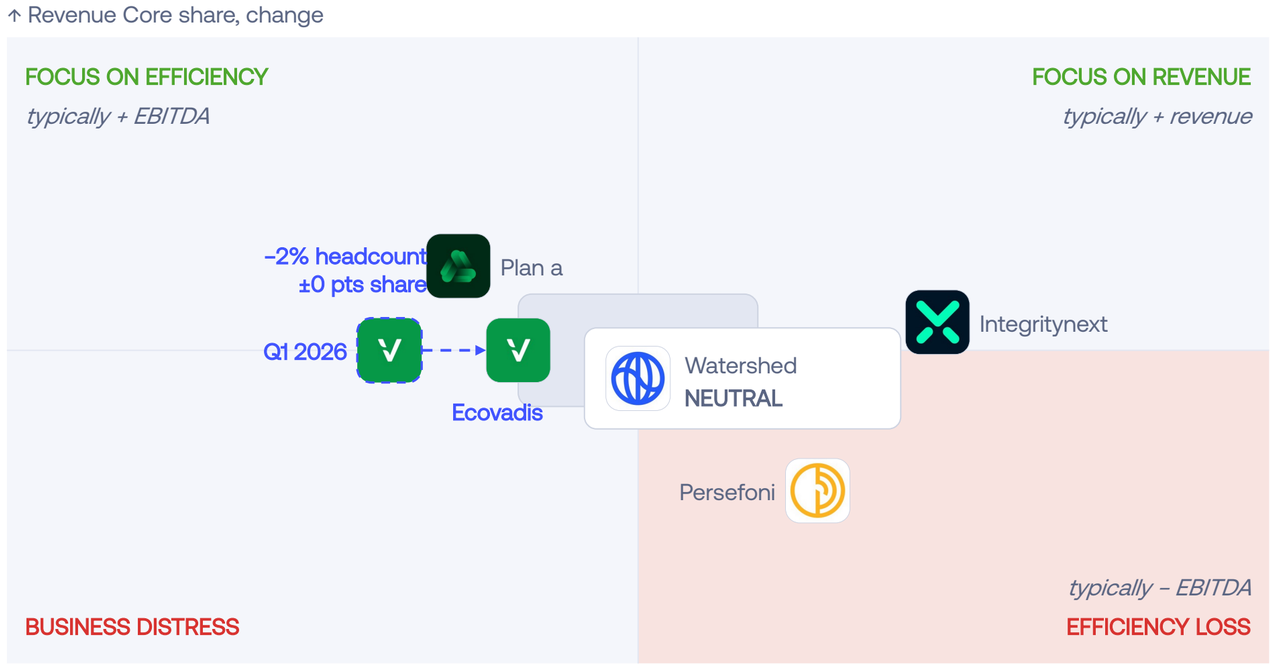
REVENUE-SUPPORTING All roles outside the Revenue Core. Values are twelve-month estimates; signals compare Q2 2025 with today. Headcount as of 30 Jun 2026.

DEEP DIVE | 2 OF 4

Neutral: headcount (–2%) and the Revenue Core share (±0 pts) barely moved.

BUSINESS STANCE MAP

Neutral | Focus on Efficiency year on year, page 04



WHAT MOVED | Q1 2026 → TODAY

Headcount

1,075 → 1,050 **–25**

40%

10 from the Revenue Core, 15 from outside it

Revenue Core share

47% → 47% **±0 pts** vs Q1

Q1 2026

Today

Product Management share

5% → 4% **↘ –1 pt** vs Q1

Q1 2026

Today

Product Management lost five people while the company lost 25.

BUSINESS STANCE Position on quarterly headcount growth and on the change in the Revenue Core share. Neutral when both changes are small. P&L reads under the quadrant names are typical outcomes, not measured ones. Headcount as of 30 Jun 2026.

DEEP DIVE | 3 OF 4

Predicted to stay in Neutral next quarter, with moderate confidence.

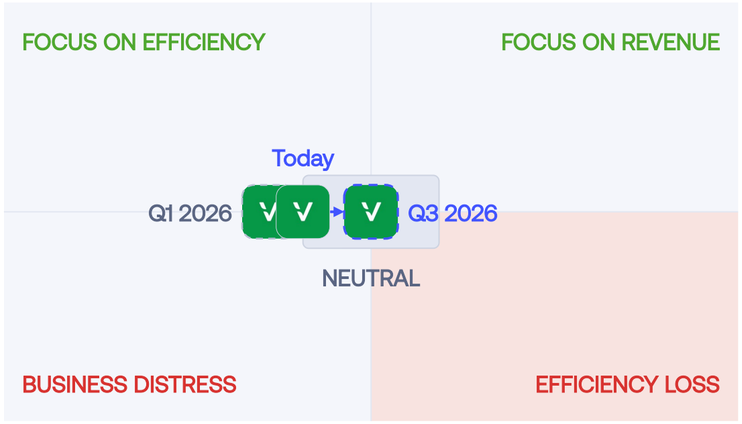
Q1 2026	TODAY	Q3 2026 | PREDICTED
BUSINESS DISTRESS	NEUTRAL	NEUTRAL

Confidence — MODERATE

Backtest hit rate
next-quarter stance, portfolio and industry — 46%

STANCE MAP

↑ Revenue Core share, change



Q1 2026 · Today · Q3 2026 · Headcount growth →

WHAT MUST SHOW UP

✓ visible ✗ not visible yet | 2 OF 5 VISIBLE

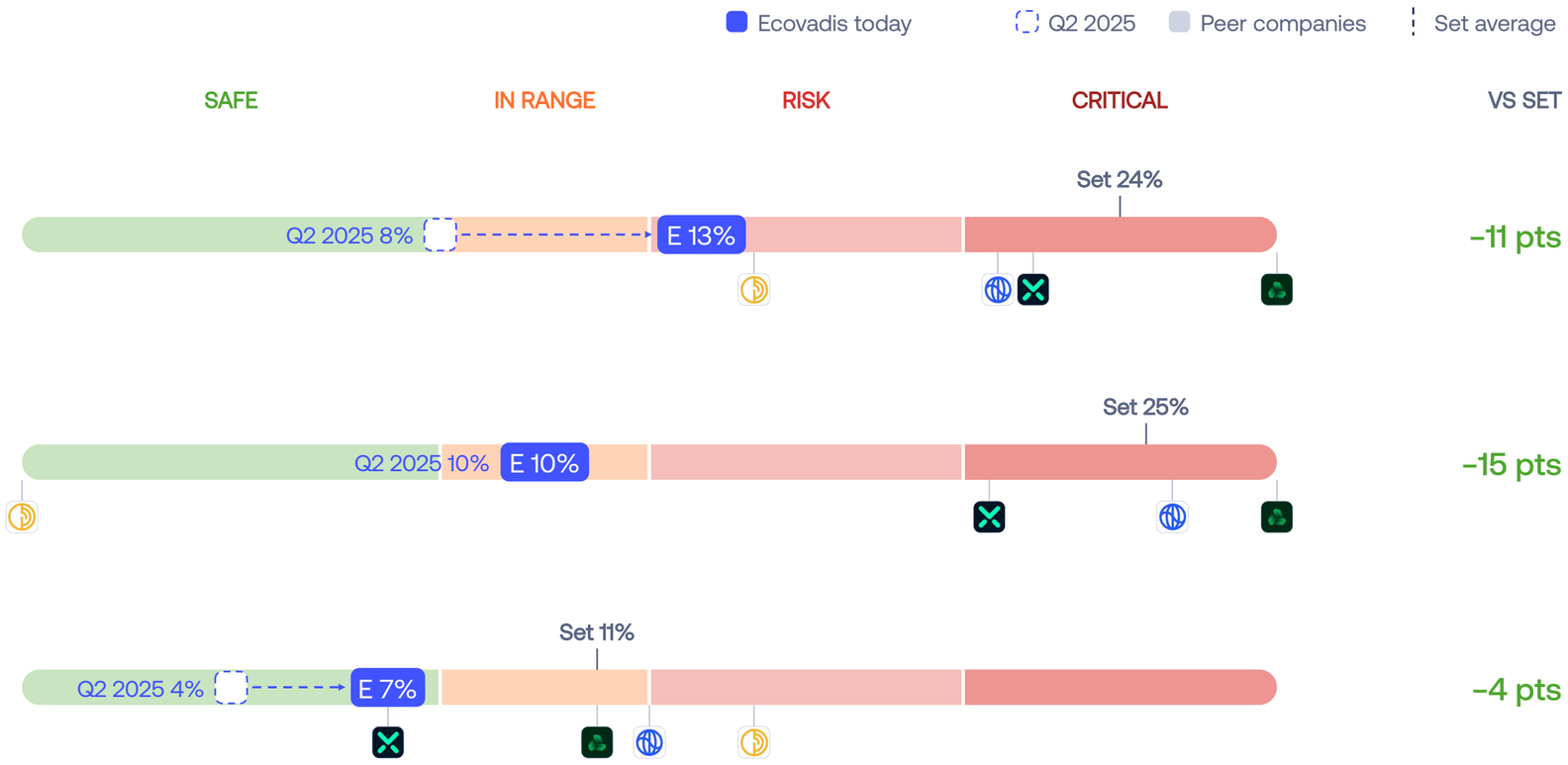
	SIGNAL	TODAY	SOURCE
✗	Net hiring continues in Account and Software Engineering	+2 and –1 people this quarter	
✗	Product Management share does not fall	**4%**, down from 5% in Q1	page 12
✓	The three ramping sellers keep staying through ramp-up	**3** of 45 sellers still ramping	page 06
✗	Data & Analytics first-year attrition stays near the 11% set average	**18%** of new hires lost in year one	page 05
✓	Supporting roles keep growing slower than the Revenue Core	**±0** inside it, –54 outside it	page 04

PREDICTION Next-quarter Business Stance of Ecovadis, validated by backtesting on portfolio and industry companies. The listed signals are what the prediction needs to hold. The AI outlook on page 08 looks two quarters ahead, to Q4 2026.

DEEP DIVE | 4 OF 4

One of three clusters moved into a higher attrition band since Q2 2025.

ATTRITION BY CLUSTER



ATTRITION Exits in the trailing window over average monthly headcount. Bands: safe below 8%, in range 8–12%, risk 12–18%, critical 18% and above. Middle & executive = Middle-Management and Executive levels. Clusters overlap and use a different base from the job families on page 05.

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