SkillSherpa®
EXCELLENCE THROUGH KNOWLEDGE

PORTFOLIO MONITORING REPORT

Homelight

Benchmarked against Homeward, Flyhomes, Zillow, and Realtor.Com.



DATE	CLIENT	VERSION	FREQUENCY
October 2026	Homelight	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

Homelight benchmarked against 4 relevant peers, using HR data covering 460 professionals.

PORTFOLIO COMPANY

Homelight

61 FTE

#1

COMPARABLE SET	SKILLSHERPA RANKING	399 FTE across 4 peers
Homeward	#2	69 FTE
Flyhomes	#5	74 FTE
Zillow	#4	205 FTE
Realtor.Com	#3	51 FTE

WORKFORCE IN VIEW

460 FTE

61 target, 399 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 held steady, and the share that generates revenue held steady and sits above the set. The seat that owns the commercial engine is empty.

C-LEVEL HEALTH CHECK

PRIORITY METRIC

⚠ CRO/CMO seat vacant

The executive who owns the commercial engine is missing while its share holds steady.

OTHER HEALTH METRICS ✓ in line ✕ worse than the set

- ✓ 0 seats changed in 12 months
  0 in the peer set
- – No executive seat filled
  — in the peer set
- ✓ 0 of 6 executive seats filled
  0 of 6 in the peer set
- – No executive seat filled
  — in the peer set

REVENUE-GENERATING SHARE OF THE WORKFORCE

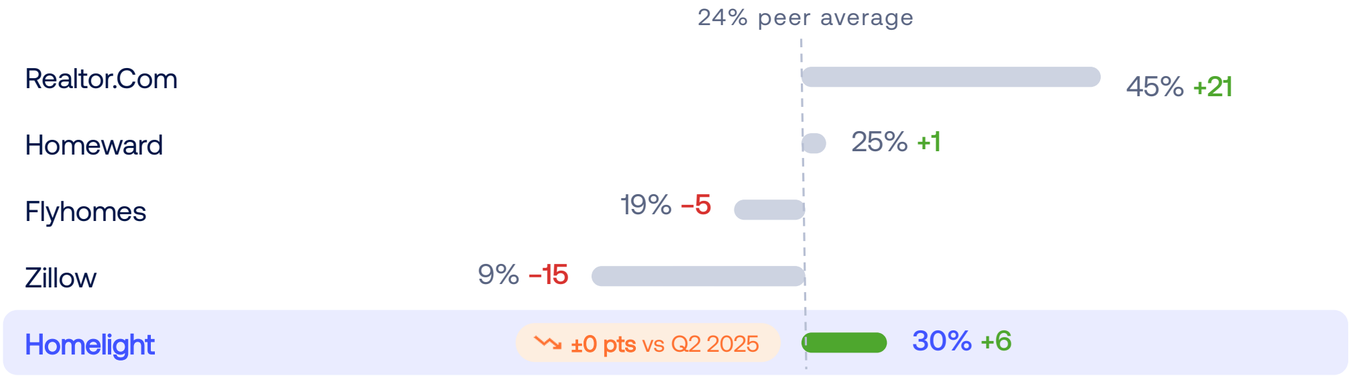
BUSINESS STANCE

Neutral

from Focus on Efficiency

WHERE THE ±0 HEADCOUNT WENT

No net change: ±0 in the Revenue Core, ±0 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

Marketing loses 0% of its people every year, 13 points below the set average.

€0k

FORECAST | NEXT 12 MONTHS

Replacement cost, Marketing & Comms only

at the current departure pace

0 exits × €12–89k per person. Estimate, to be validated.

0 of 6
people expected to leave

0
of them first-year hires

€12–89k
per replacement

⚠ The CRO/CMO seat, which owns the Marketing & Communications organisation, is vacant. Read with Core Business – Health, page 04.

ANNUALISED ATTRITION BY JOB FAMILY

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



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 | 1 OF 2

Veterans represent 0% of Homelight's sales team. Peers average 28%.

HOMELIGHT

0%

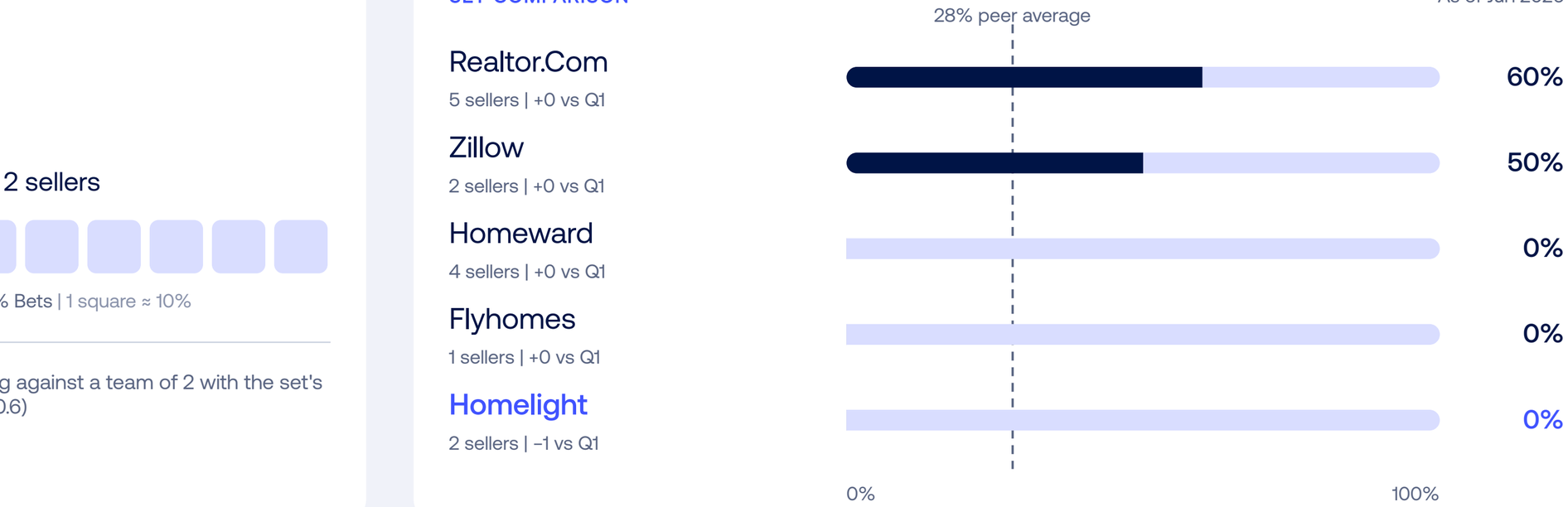
0 Veterans today, out of 2 sellers

0% Veterans | 0% Ramping | 100% Bets | 1 square ≈ 10%

0–1 Veterans missing against a team of 2 with the set's mix (28% × 2 ≈ 0.6)

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 0 of 1 Bet hired since Jul 2023 became a Veteran; 1 has left.

0%

UPPER BOUND | BY Q4 2026

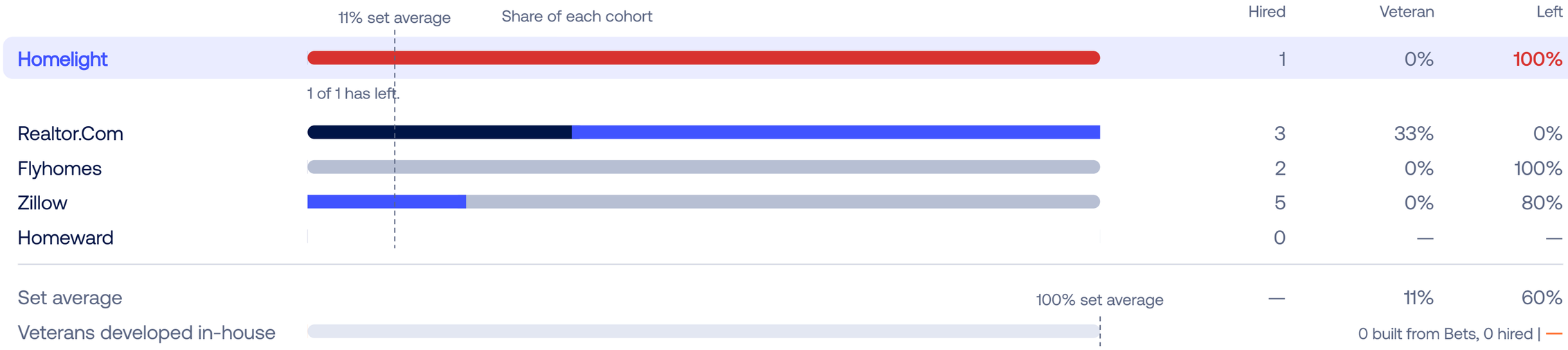
Veteran share by Q4 2026

if all 2 sellers stay | set 28%

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

0	+0	+0	0 of 2
Veterans today	Finish ramp-up	Bets reach the bar	By Q4, if all stay

BETS HIRED SINCE JUL 2023

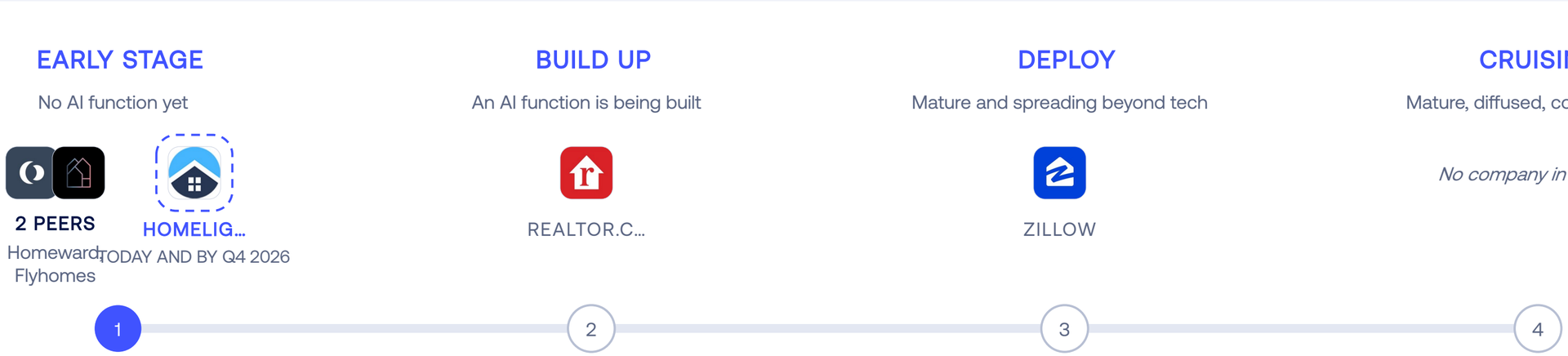


OUTCOME	Hired	Veteran	Left
Homelight	1	0%	100%
Realtor.Com	3	33%	0%
Flyhomes	2	0%	100%
Zillow	5	0%	80%
Homeward	0	—	—
Set average	—	11%	60%
Veterans developed in-house		0 built from Bets, 0 hired | —	

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

Homelight is in Early Stage and should still be there by Q4 2026.



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): 47 today, 75 needed	○ More than three AI professionals

■ Homelight 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

Homelight has no AI professionals yet.

	STAGE	MATURITY Peer percentile (sector peers) AI readiness	MOMENTUM 24-month growth	DIFFUSION AI-ready outside tech
		Deploy bar | 75		
Homelight	Early Stage	47 ✕	— ✕	0% ✕
		47 against a Deploy bar of 75: 28 points to close. AI readiness is above the set (41.8 vs 38.9); AI density is below the set (0% vs 2%).		
Homeward	Early Stage	20	—	100%
Flyhomes	Early Stage	36	-100%	25%
Zillow	Deploy	91	-44%	54%
Realtor.Com	Build Up	56	-50%	0%
Set average		51	-65%	45%

Stage reached · Homelight by Q4 2026 · Meets the Deploy bar · Not yet · Set average = the four comparables · Detail per company: page 10

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)
Homelight	Early Stage	0	0%	41.8
Homeward	Early Stage	0	0%	25.8
Flyhomes	Early Stage	0	0%	36.0
Zillow	Deploy	5	2%	46.2
Realtor.Com	Build Up	2	4%	47.3
Set average		2	2%	38.9

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 €521k; none of the three is still growing.

€521k

Twelve-month estimate

Value creation opportunity

+€26k vs Q2 2025

twelve-month value of the three gaps

€8.5k

PER FTE

€521k over 61 FTE

Homelight	€8.5k
Set average	€17.4k

COMPOSITION

GAP	VALUE	TREND	OBSERVED SIGNALS | Q2 2025 → TODAY	
Overstaffing Payroll carried above what today's output requires.	€521k	Stable	Total headcount 61 → **61**	Revenue-supporting share 70% → **70%**
Excessive turnover Leavers above the set's rate: replacement, lost productivity and rehiring.	€0k	Stable	Attrition, last 12 months 8% → **8%**	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.	€0k	Stable	First-year attrition, company 0% → **0%**	First-year attrition, Marketing 0% → —

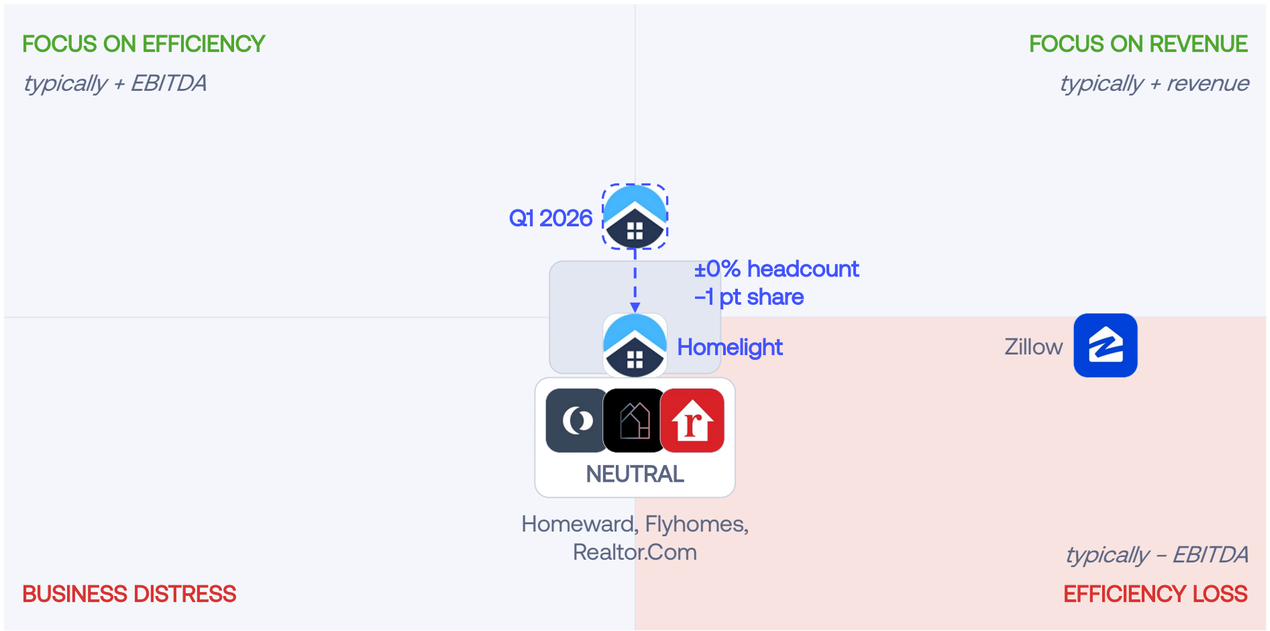
REVENUE-SUPPORTING All roles outside the Revenue Core. Values are twelve-month estimates; signals compare Q2 2025 with today. Headcount as of 30 Jun 2026.

DEEP DIVE | 2 OF 4

Neutral: headcount (±0%) and the Revenue Core share (–1 pt) barely moved.

BUSINESS STANCE MAP

Neutral | Business Stance on page 04



WHAT MOVED | Q1 2026 → TODAY

Headcount

61 → 61 **±0**

No net change: –1 in the Revenue Core, +1 outside it

Revenue Core share

31% → **30%** ↘ **–1 pt** vs Q1

Q1 2026

Today

Sales & Business Development share

5% → **3%** ↘ **–2 pts** vs Q1

Q1 2026

Today

Sales lost one seller while the company's headcount held steady (page 06).

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 high confidence.

Q1 2026	TODAY	Q3 2026 | PREDICTED
NEUTRAL	NEUTRAL	NEUTRAL

Confidence ■■■■■ HIGH

Backtest hit rate
next-quarter stance, portfolio and industry

50%

STANCE MAP

↑ Revenue Core share, change



Q1 2026 ■ Today Q3 2026 Headcount growth →

WHAT MUST SHOW UP

✓ visible ✗ not visible yet | 1 OF 5 VISIBLE

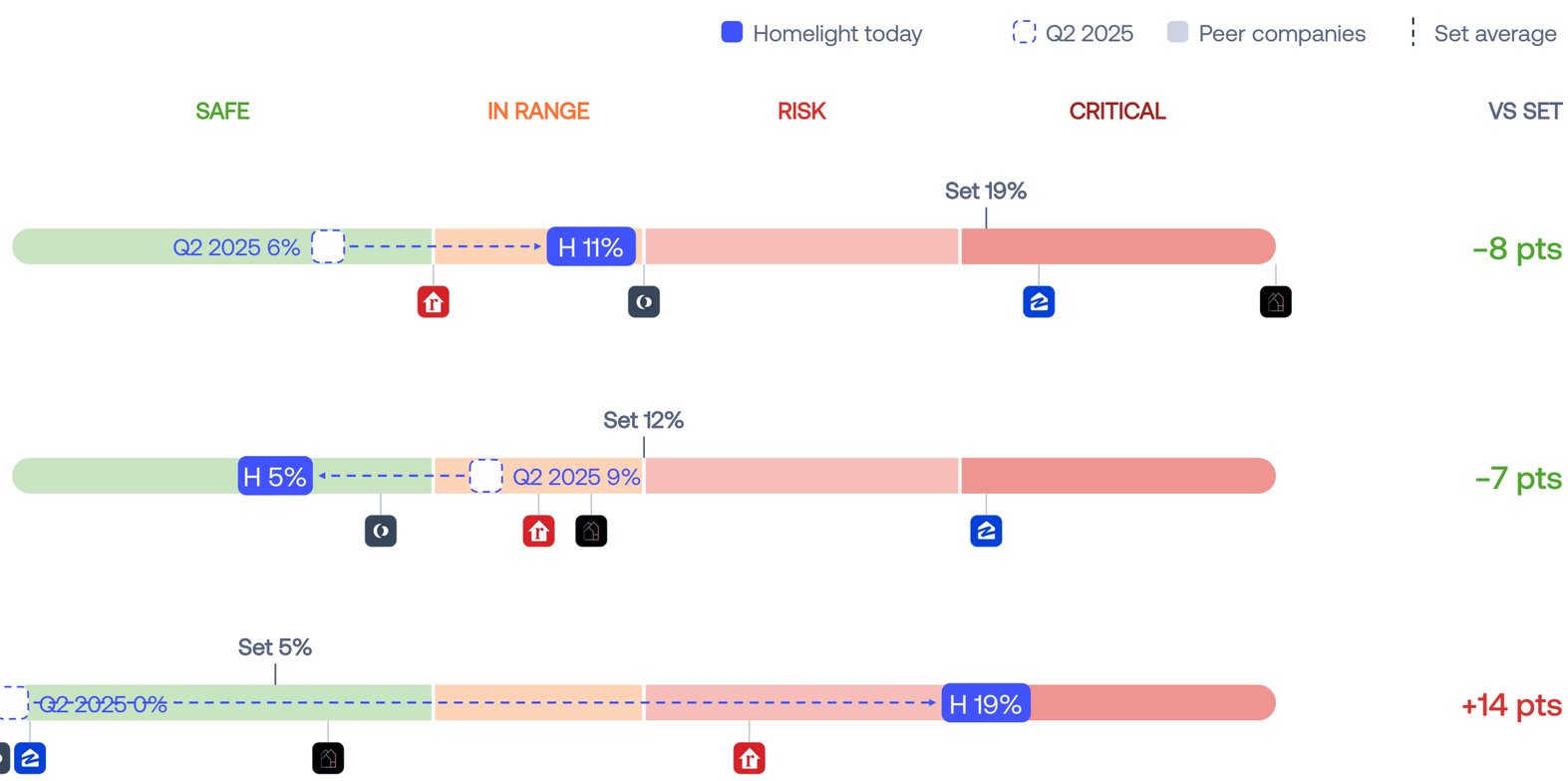
	SIGNAL	TODAY	SOURCE
✗	Net hiring continues in Marketing and Real Estate	±0 and ±0 people this quarter	
✗	Sales share does not fall	**3%**, down from 5% in Q1	page 12
✓	New sellers keep staying through ramp-up	**0** of 2 sellers still ramping	page 06
✗	Marketing first-year attrition stays near the 0% set average	— no first-year cohort in view	page 05
✗	Supporting roles keep growing slower than the Revenue Core	**±0** inside it, ±0 outside it	page 04

PREDICTION Next-quarter Business Stance of Homelight, 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

Two clusters moved to a higher attrition band since Q2 2025, one to a lower.

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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PORTFOLIO MONITORING REPORT

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