SkillSherpa®
EXCELLENCE THROUGH KNOWLEDGE

PORTFOLIO MONITORING REPORT

Jet Hr

Benchmarked against Payfit, Factorial, Personio, and Inaz Srl.



DATE	CLIENT	VERSION	FREQUENCY
October 2026	Jet Hr	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

Jet Hr benchmarked against 4 relevant peers, using HR data covering 4,621 professionals.

PORTFOLIO COMPANY

Jet Hr

295 FTE

#5

COMPARABLE SET	SKILLSHERPA RANKING	4,326 FTE across 4 peers
Payfit	#2	741 FTE
Factorial	#1	1,654 FTE
Personio	#3	1,563 FTE
Inaz Srl	#4	368 FTE

WORKFORCE IN VIEW

4,621 FTE

295 target, 4,326 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 grew by 147 people, and the share that generates revenue rose and sits below the set. The seat that owns finance is empty.

C-LEVEL HEALTH CHECK

PRIORITY METRIC

⚠ CFO seat vacant

The executive who owns finance is missing while its share declines.

OTHER HEALTH METRICS ✓ in line ✗ worse than the set

- ✗ 1 seat changed in 12 months (CRO/CMO)
  0.8 in the peer set
- ✗ 2.6 years average tenure
  6.1 years in the peer set
- ✗ 3 of 6 executive seats filled
  4.3 of 6 in the peer set
- ✗ 0 of 3 promoted internally (0%)
  41% in the peer set

REVENUE-GENERATING SHARE OF THE WORKFORCE

BUSINESS STANCE

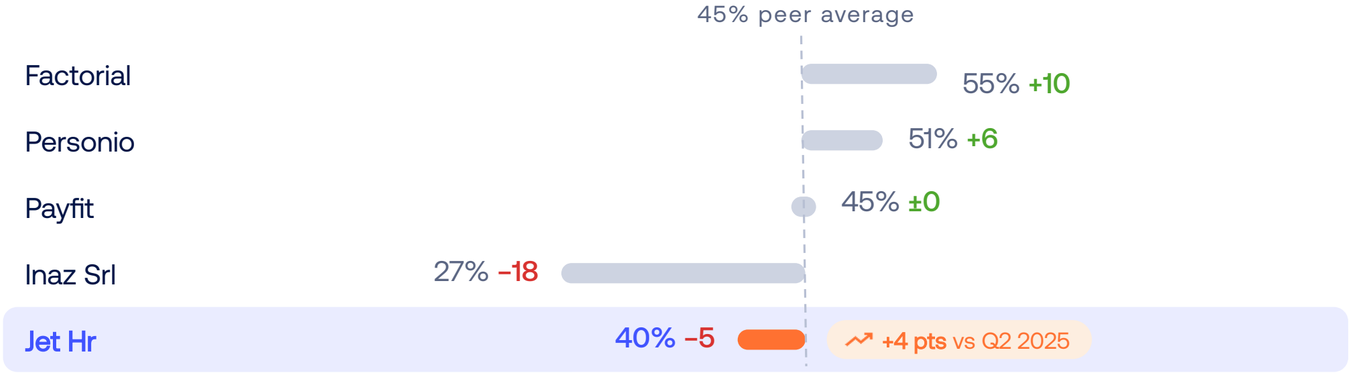
Focus on Revenue

from Efficiency Loss

WHERE THE +147 HEADCOUNT WENT



66 into the Revenue Core (45%), 81 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 56% of its people every year, the worst in the set.

€356k

FORECAST | NEXT 12 MONTHS

Replacement cost, Marketing & Comms only

at the current departure pace

4 exits × €89k per person. Estimate, to be validated.

4 of 7
people expected to leave

1
of them first-year hires

€89k
per replacement

⚠ The CRO/CMO seat, which owns the Marketing & Communications organisation, changed in the last 12 months. Read with Core Business – Health, page 04.

ANNUALISED ATTRITION BY JOB FAMILY

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



	Rate	GAP vs set average
Company-wide	15%	−6 pts
Sales & Business Dev.	24%	−2 pts
Software Eng. & Dev.	8%	−7 pts
Marketing & Comms	56%	+32 pts
New Marketing hires lost in year one	50%	+29 pts

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 5% of Jet Hr's sales team. Peers average 39%.

JET HR

5%

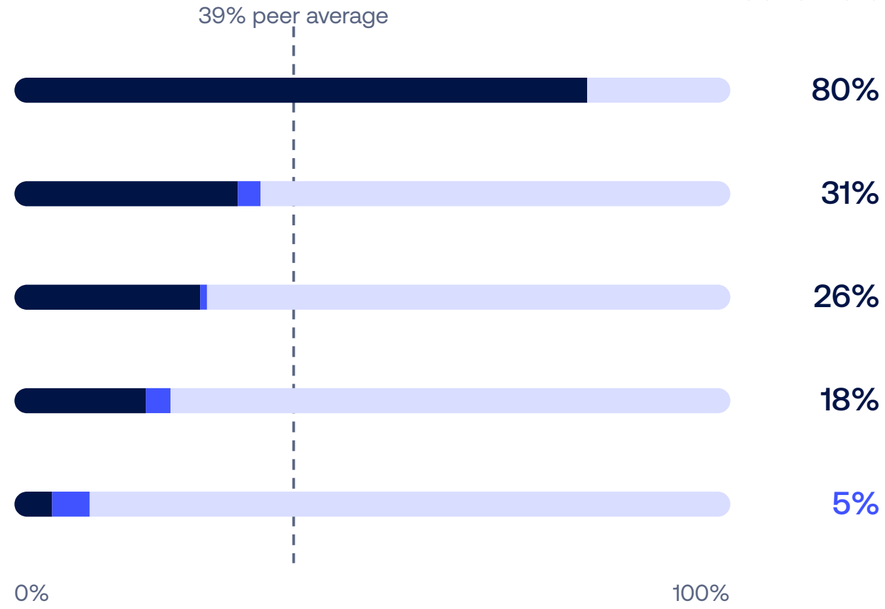
3 Veterans today, out of 57 sellers

5% Veterans | 5% Ramping | 89% Bets | 1 square ≈ 10%

19–20 Veterans missing against a team of 57 with the set's mix (39% × 57 ≈ 22.2)

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 83 Bets hired since Jul 2023 became a Veteran; 31 have left.

12%

UPPER BOUND | BY Q4 2026

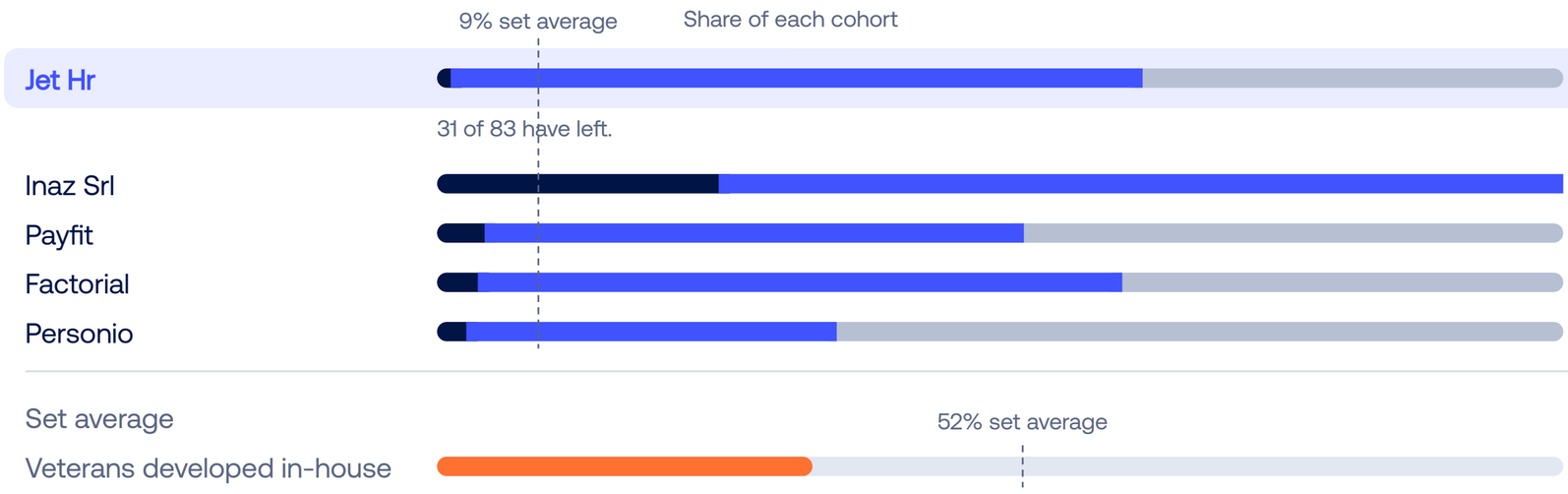
Veteran share by Q4 2026

if all 57 sellers stay | set 43%

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

3	+3	+1	7 of 57
Veterans today	Finish ramp-up	Bets reach the bar	By Q4, if all stay

BETS HIRED SINCE JUL 2023



OUTCOME	Hired	Veteran	Left
Jet Hr	83	1%	37%
Inaz Srl	4	25%	0%
Payfit	142	4%	48%
Factorial	498	4%	39%
Personio	231	3%	65%
Set average	—	9%	38%
Veterans developed in-house		1 built from Bets, 2 hired	33%

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

Jet Hr is in Build Up and should still be there by Q4 2026.

EARLY STAGE	BUILD UP	DEPLOY	CRUISING
No AI function yet	An AI function is being built	Mature and spreading beyond tech	Mature, diffused, consolidated
	4 PEERS Payfit, Factorial, Personio, Inaz Srl	JET TODAY AND BY Q4 2026	*No company in the set*

1 — 2 — 3 — 4

NEXT STEP | 2 OF 3 MET

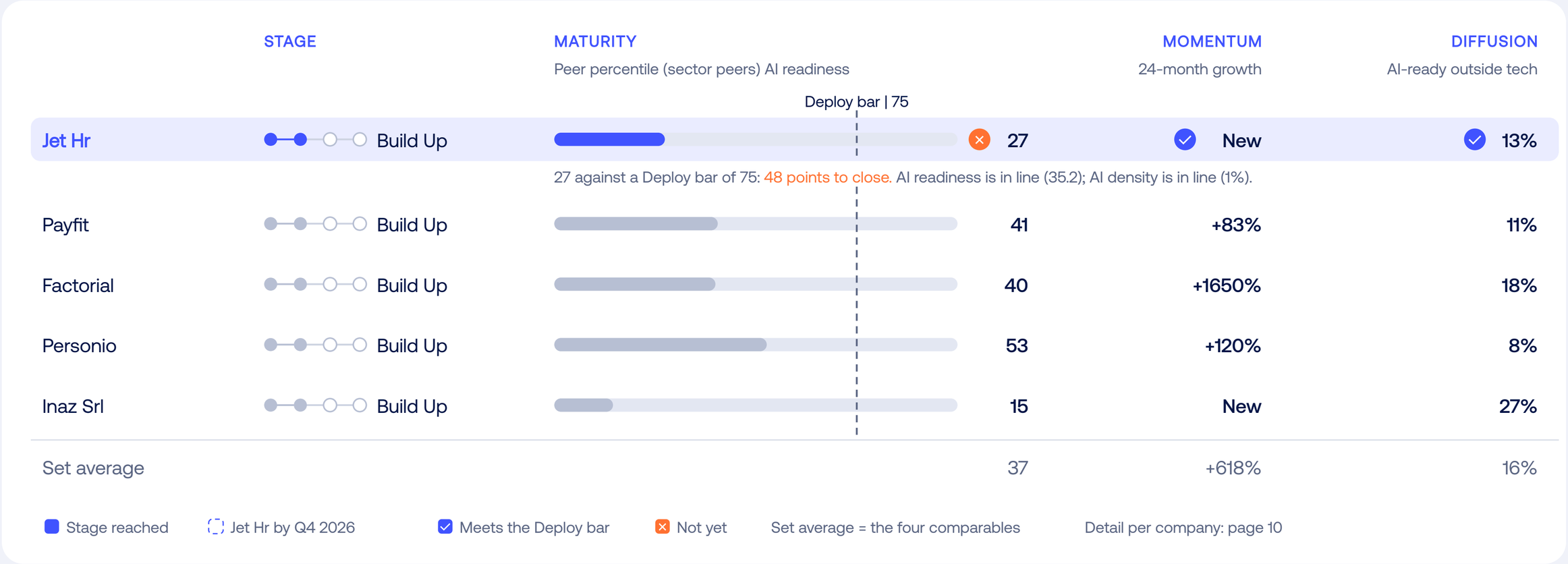
✓ No AI professionals, or a first single hire	✓ AI function growing, or created recently	✓ AI function growing faster than peers	○ Mature and diffused, as in Deploy
✓ Or a low-maturity team that shrank or never grew	✓ Maturity below peers, or AI still confined to tech	✓ AI-ready people outside Technology & 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): 27 today, 75 needed	○ More than three AI professionals

■ Jet Hr 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

Maturity is what keeps Jet Hr out of Deploy.



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)
Jet Hr	Build Up	3	1%	35.2
Payfit	Build Up	11	1%	34.9
Factorial	Build Up	35	2%	29.7
Personio	Build Up	33	2%	39.3
Inaz Srl	Build Up	2	1%	34.8
Set average		20	2%	34.7

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 €5.9M; all but excessive turnover are still growing.

€5.9M

Twelve-month estimate

Value creation opportunity

+€1.9M vs Q2 2025

twelve-month value of the three gaps

€20.2k

PER FTE

€5.9M over 295 FTE

Jet Hr	€20.2k
Set average	€20.8k

COMPOSITION

GAP	VALUE	TREND	OBSERVED SIGNALS | Q2 2025 → TODAY	
Overstaffing Payroll carried above what today's output requires.	€5.5M	Increasing	Total headcount 148 → 295	Revenue-supporting share 64% → 60%
Excessive turnover Leavers above the set's rate: replacement, lost productivity and rehiring.	€0k	Stable	Attrition, last 12 months 11% → 15%	Families above the set average 1 of 3 → 1 of 3
Failed first-year hires People who leave within 12 months: recruiting, onboarding and ramp never repaid.	€447k	Increasing	First-year attrition, company 15% → 15%	First-year attrition, Marketing 50% → 50%

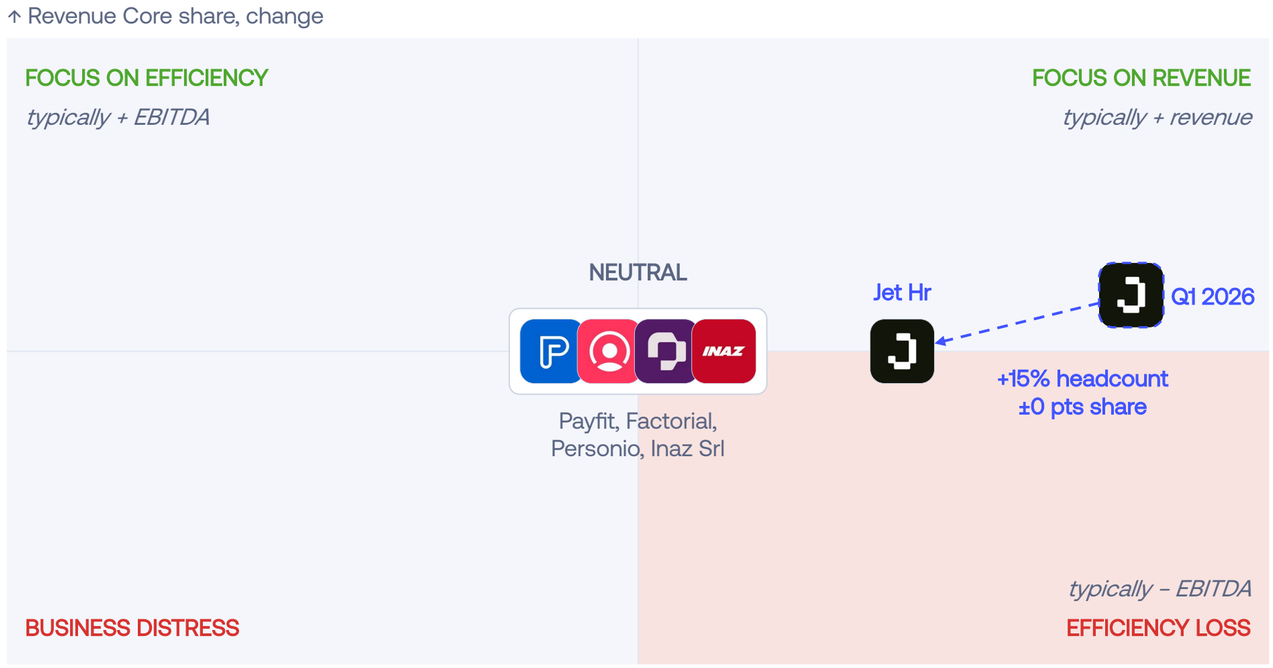
REVENUE-SUPPORTING All roles outside the Revenue Core. Values are twelve-month estimates; signals compare Q2 2025 with today. Headcount as of 30 Jun 2026.

DEEP DIVE | 2 OF 4

Efficiency Loss: headcount grew 15% while the Revenue Core share held steady.

BUSINESS STANCE MAP

Efficiency Loss | Focus on Revenue year on year, page 04



WHAT MOVED | Q1 2026 → TODAY

Headcount

256 → 295 **+39**

44%

17 into the Revenue Core, 22 outside it

Revenue Core share

40% → 40% **±0 pts** vs Q1

Q1 2026

Today

Software Engineering & Development share

12% → 13% **+1 pt** vs Q1

Q1 2026

Today

Software Engineering added seven people while the company added 39.

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 Efficiency Loss next quarter, with low confidence.

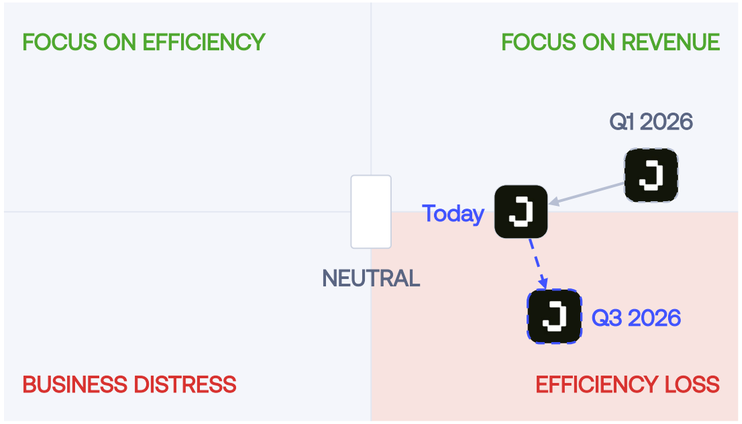
Q1 2026	TODAY	Q3 2026 | PREDICTED
FOCUS ON REVENUE	EFFICIENCY LOSS	EFFICIENCY LOSS

Confidence — LOW

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 | 1 OF 5 VISIBLE

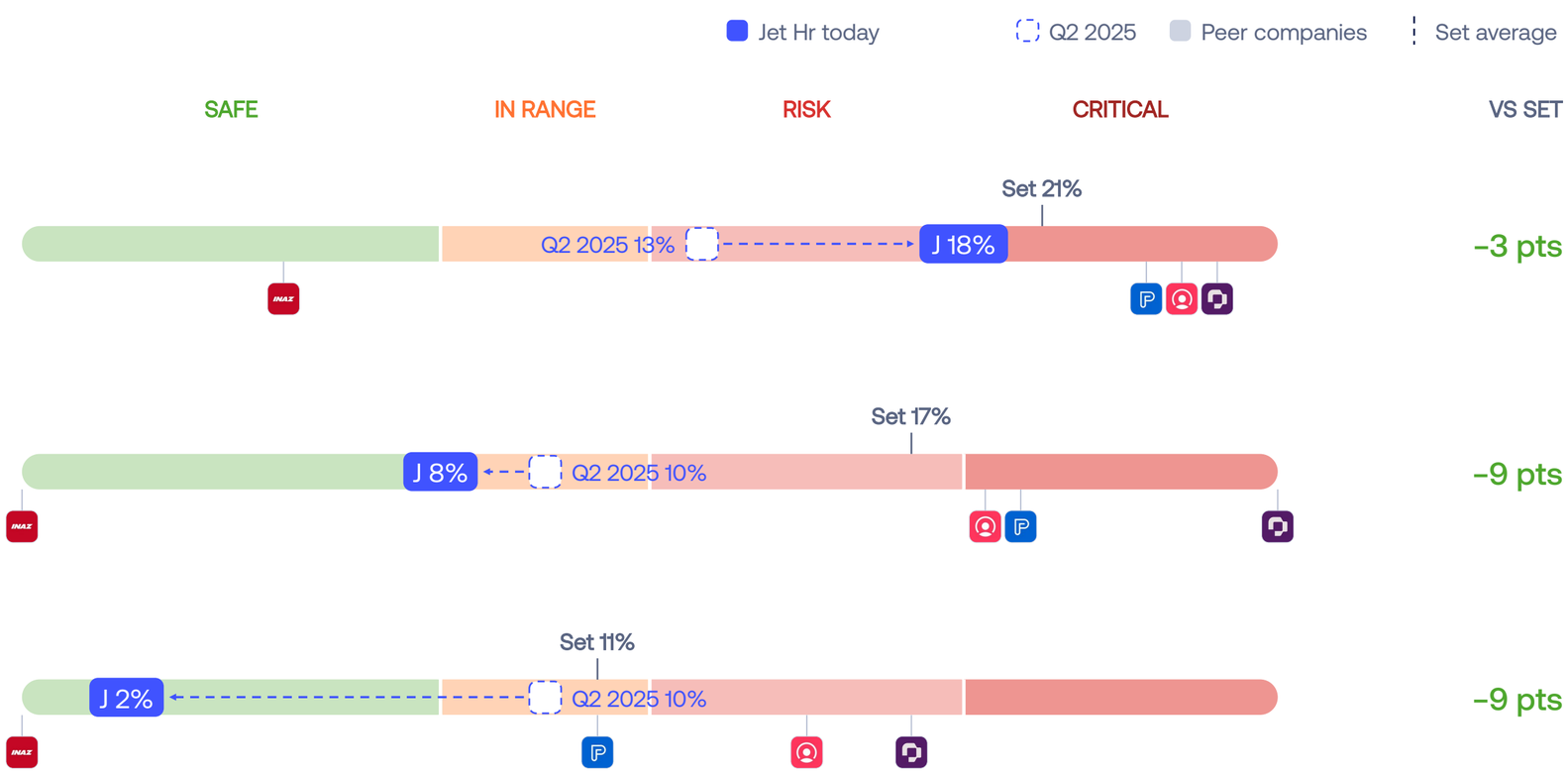
	SIGNAL	TODAY	SOURCE
✗	No net hiring in Sales and Software Engineering	+7 and +7 people this quarter	
✗	Software Engineering share does not rise	**13%**, up from 12% in Q1	page 12
✗	Ramping sellers keep leaving before ramp-up	**3** of 57 sellers still ramping	page 06
✓	Marketing first-year attrition stays above the 21% set average	**50%** of new hires lost in year one	page 05
✗	Supporting roles keep growing faster than the Revenue Core	**81** of 147 hires went outside it	page 04

PREDICTION Next-quarter Business Stance of Jet Hr, 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 cluster 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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