SkillSherpa®
EXCELLENCE THROUGH KNOWLEDGE

PORTFOLIO MONITORING REPORT

Lutech

Benchmarked against Engineering Group, Accenture Italia, Almaviva Group, and Bip.



DATE	CLIENT	VERSION	FREQUENCY
October 2026	Lutech	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

Lutech benchmarked against 4 relevant peers, using HR data covering 25,999 professionals.



PORTFOLIO COMPANY

Lutech

3,347 FTE

#1

COMPARABLE SET	SKILLSHERPA RANKING	22,652 FTE across 4 peers
Engineering Group	#3	7,818 FTE
Accenture Italia	#5	6,541 FTE
Almaviva Group	#2	3,990 FTE
Bip	#4	4,303 FTE

WORKFORCE IN VIEW

25,999 FTE

3,347 target, 22,652 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 128 people, and the share that generates revenue held steady and sits above the set. Executives have held their seats for 6.2 years on average, against 11.7 in the set.

C-LEVEL HEALTH CHECK

PRIORITY METRIC

⚠ 6.2 years average tenure

Executives have held their seats for less time than in the peer set, which averages 11.7 years.

OTHER HEALTH METRICS ✓ in line ✕ worse than the set

- ✓ 1 seat changed in 12 months (CEO)
  2 in the peer set
- ✕ 6.2 years average tenure
  11.7 years in the peer set
- ✓ 6 of 6 executive seats filled
  4.3 of 6 in the peer set
- ✓ 2 of 6 promoted internally (33%)
  29% in the peer set

REVENUE-GENERATING SHARE OF THE WORKFORCE

BUSINESS STANCE

Efficiency Loss

unchanged since Q2 2025

WHERE THE +128 HEADCOUNT WENT



92 into the Revenue Core (72%), 36 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

Software E... loses 17% of its new hires within a year, the joint worst in the set.

€4.7M

FORECAST | NEXT 12 MONTHS

Replacement cost, Software Eng. & Dev. only

at the current departure pace

48 exits × €98k per person. Estimate, to be validated.

48 of 606
people expected to leave

15
of them first-year hires

€98k
per replacement

⚠ The CTO seat, which owns Software Engineering & Development, is filled; attrition is not a leadership gap.

ANNUALISED ATTRITION BY JOB FAMILY

Bar = Lutech | 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 – Selling Capacity

LAGGING | #4 OF 5

SALES | 1 OF 2

Veterans represent 39% of Lutech's sales team. Peers average 48%.

LUTECH

39%

42 Veterans today, out of 109 sellers

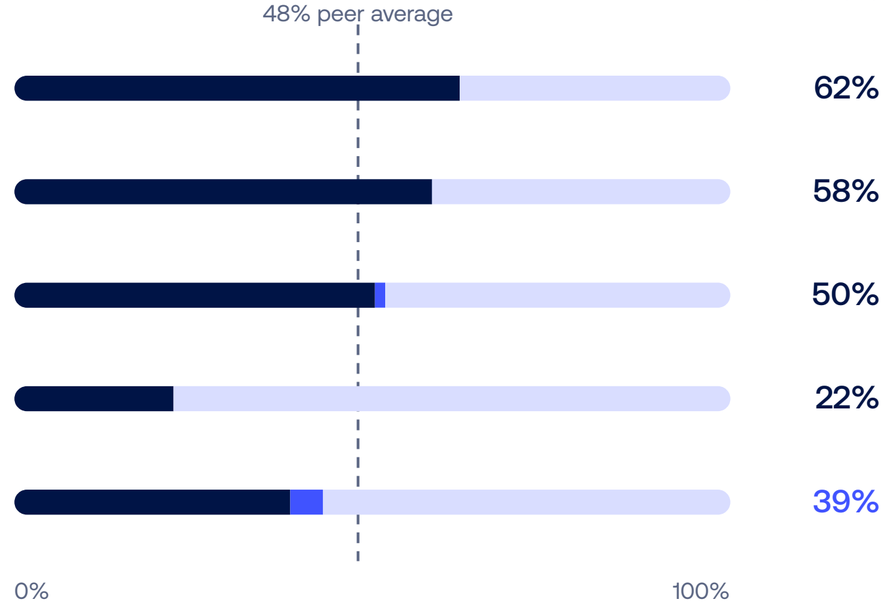


39% Veterans | 5% Ramping | 57% Bets | 1 square ≈ 10%

10–11 Veterans missing against a team of 109 with the set's mix (48% × 109 ≈ 52.3)

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.

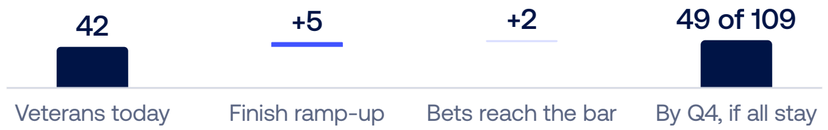
SALES | 2 OF 2

6 of 29 Bets hired since Jul 2023 became Veterans; 5 have left.

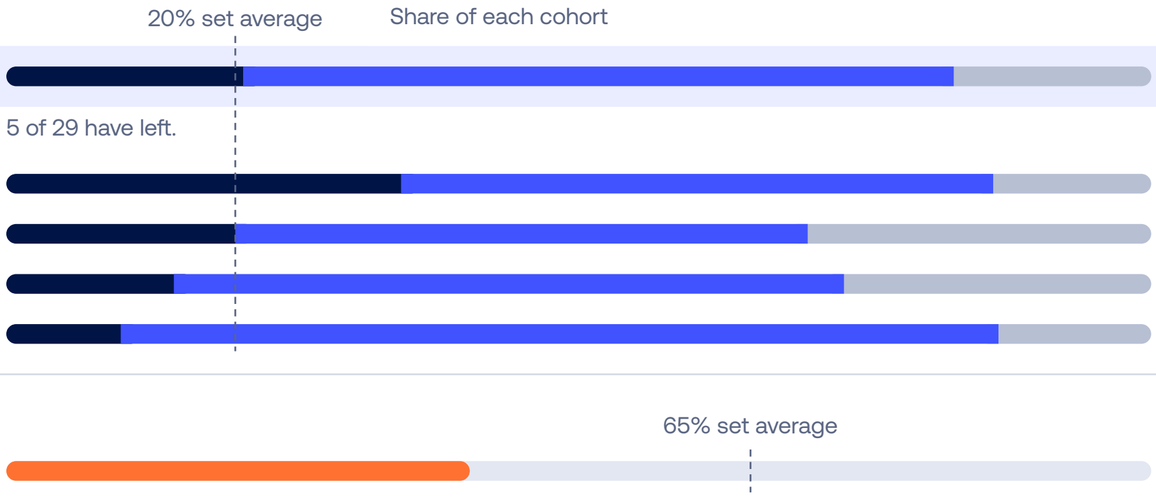
45%

UPPER BOUND | BY Q4 2026

Veteran share by Q4 2026
if all 109 sellers stay | set 49%
Assumes no departures before Q4. Set computed the same way.



BETS HIRED SINCE JUL 2023



OUTCOME	Hired	Veteran	Left
Lutech	29	21%	17%
Almaviva Group	29	34%	14%
Accenture Italia	10	20%	30%
Engineering Grou...	41	15%	27%
Bip	30	10%	13%
Set average	—	20%	21%
Veterans developed in-house		17 built from Bets, 25 hired | 40%	

Became Veteran Still developing Left dashed line = set average

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

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

EARLY STAGE

No AI function yet

BUILD UP

An AI function is being built

No company in the set

DEPLOY

Mature and spreading beyond tech



2 PEERS

Engineering Group
Accenture Italia



LUTECH

TODAY AND BY Q4 2026

CRUISING

Mature, diffused, consolidated



2 PEERS

Almaviva Group, Bip

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): 72 today, 25 needed	✓ More than three AI professionals

■ Lutech 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

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

	STAGE	MATURITY Peer percentile (sector peers) AI readiness	MOMENTUM 24-month growth	DIFFUSION AI-ready outside tech
		Deploy bar | 25		
Lutech	Deploy	✓ 72	✓ +70%	✓ 11%
		72 against a Deploy bar of 25: 47 points above it. AI readiness is in line (45.8); AI density is in line (3%).		
Engineering Group	Deploy	69	+36%	13%
Accenture Italia	Deploy	65	+27%	10%
Almaviva Group	Cruising	51	–16%	11%
Bip	Cruising	78	+8%	14%
Set average		66	+14%	12%

Stage reached · Lutech 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)
Lutech	Deploy	92	3%	45.8
Engineering Group	Deploy	124	2%	51.9
Accenture Italia	Deploy	159	2%	43.5
Almaviva Group	Cruising	27	1%	49.3
Bip	Cruising	226	5%	37.9
Set average		134	2%	45.7

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 €16.2M; none of the three is still growing.

€16.2M

Twelve-month estimate

Value creation opportunity

↘ -€2.6M vs Q2 2025

twelve-month value of the three gaps

€4.9k

PER FTE

€16.2M over 3,347 FTE

Lutech €4.9k

Set average €13.3k

COMPOSITION

GAP	VALUE	TREND	OBSERVED SIGNALS | Q2 2025 → TODAY	
Overstaffing Payroll carried above what today's output requires.	€14.0M	Stable	Total headcount 3,219 → 3,347	Revenue-supporting share 44% → 44%
Excessive turnover Leavers above the set's rate: replacement, lost productivity and rehiring.	€0k	↘ Decreasing	Attrition, last 12 months 10% → 7%	Families above the set average 1 of 3 → 0 of 3
Failed first-year hires People who leave within 12 months: recruiting, onboarding and ramp never repaid.	€2.3M	Stable	First-year attrition, company 14% → 13%	First-year attrition, Software En... 14% → 17%

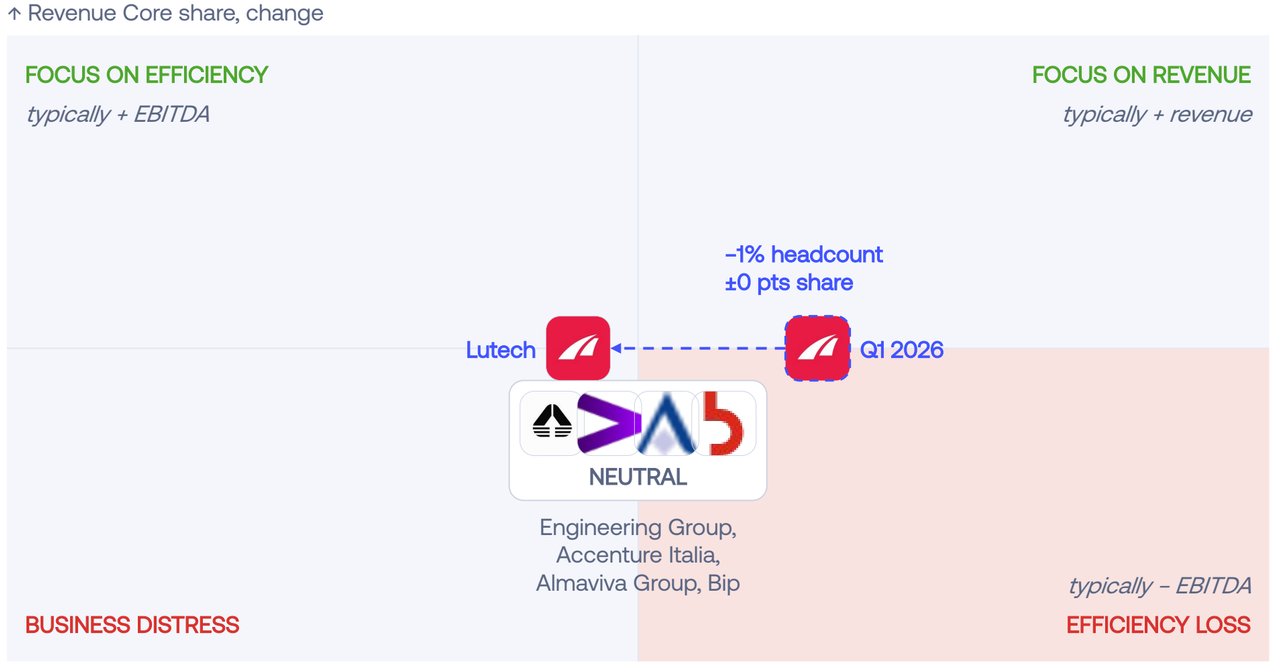
REVENUE-SUPPORTING All roles outside the Revenue Core. Values are twelve-month estimates; signals compare Q2 2025 with today. Headcount as of 30 Jun 2026.

DEEP DIVE | 2 OF 4

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

BUSINESS STANCE MAP

Neutral | Efficiency Loss year on year, page 04



WHAT MOVED | Q1 2026 → TODAY

Headcount

3,366 → 3,347 **–19**

63%

12 from the Revenue Core, 7 from outside it

Revenue Core share

56% → 56% **±0 pts** vs Q1

Q1 2026

Today

Data & Analytics share

4% → 5% **+1 pt** vs Q1

Q1 2026

Today

Data & Analytics held steady while the company lost 19.

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.

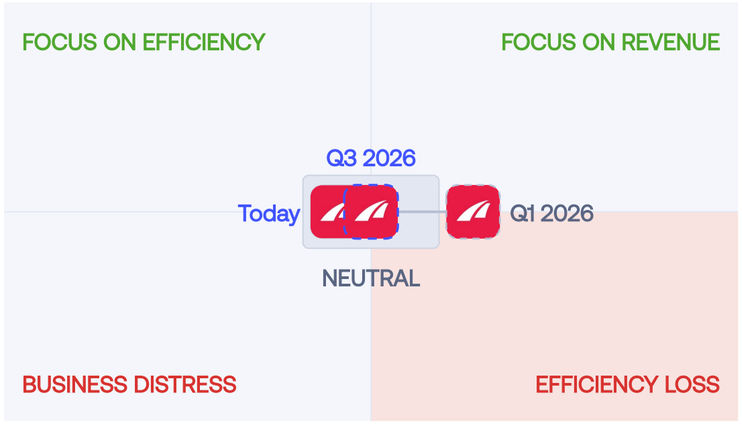
Q1 2026	TODAY	Q3 2026 | PREDICTED
EFFICIENCY LOSS	NEUTRAL	NEUTRAL

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

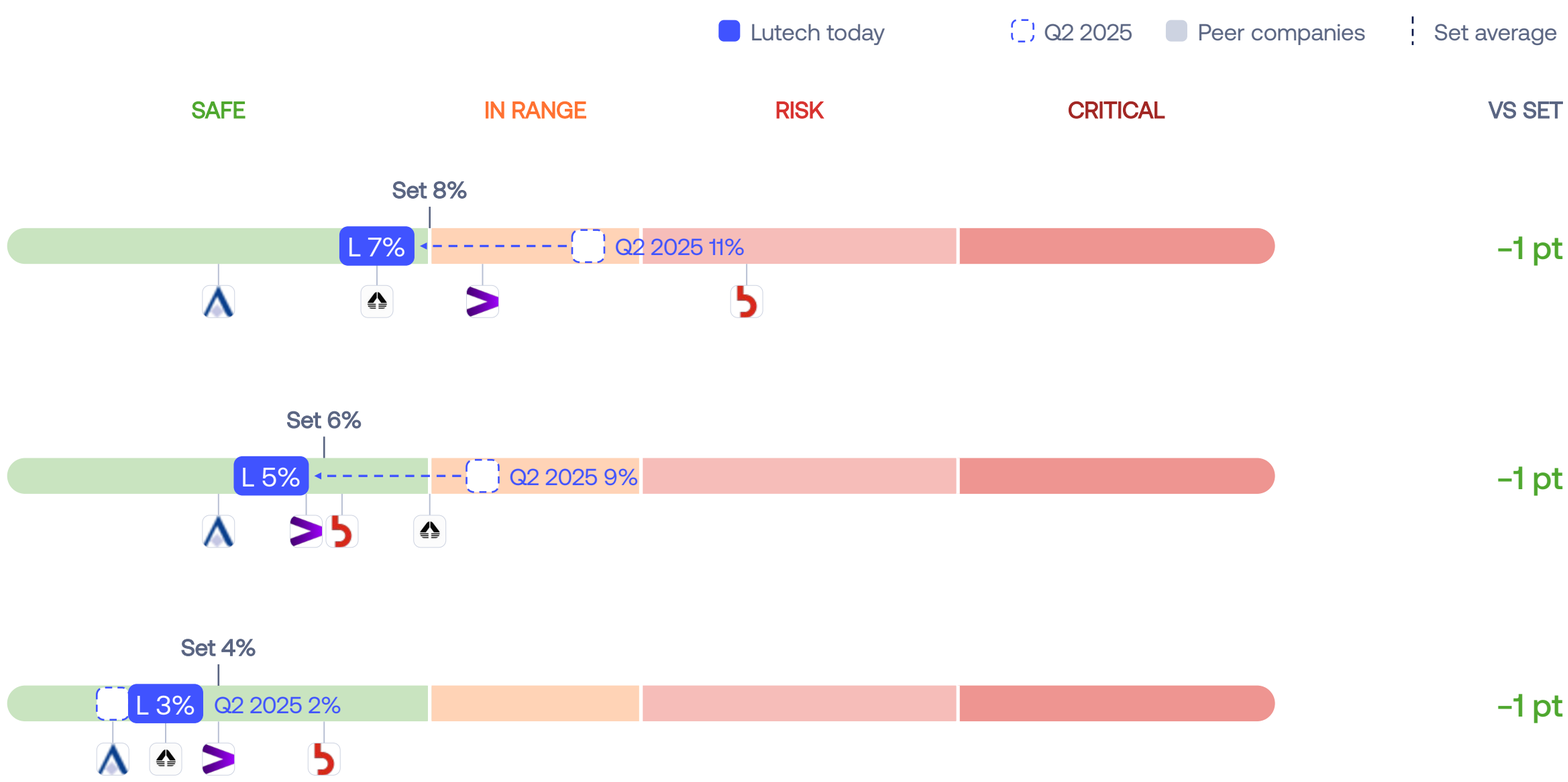
	SIGNAL	TODAY	SOURCE
✗	Net hiring continues in Software Engineering and IT Infrastructure	−3 and −3 people this quarter	
✓	Data & Analytics share does not fall	**5%**, up from 4% in Q1	page 12
✗	The five ramping sellers keep staying through ramp-up	**5** of 109 sellers still ramping, 1 left this quarter	page 06
✗	Software Engineering first-year attrition stays near the 10% set average	**17%** of new hires lost in year one	page 05
✓	Supporting roles keep growing slower than the Revenue Core	**36** of 128 hires went outside it	page 04

PREDICTION Next-quarter Business Stance of Lutech, 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 of three clusters moved into a lower 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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PORTFOLIO MONITORING REPORT

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