

One AI Assistant Answers - Implementation Packs

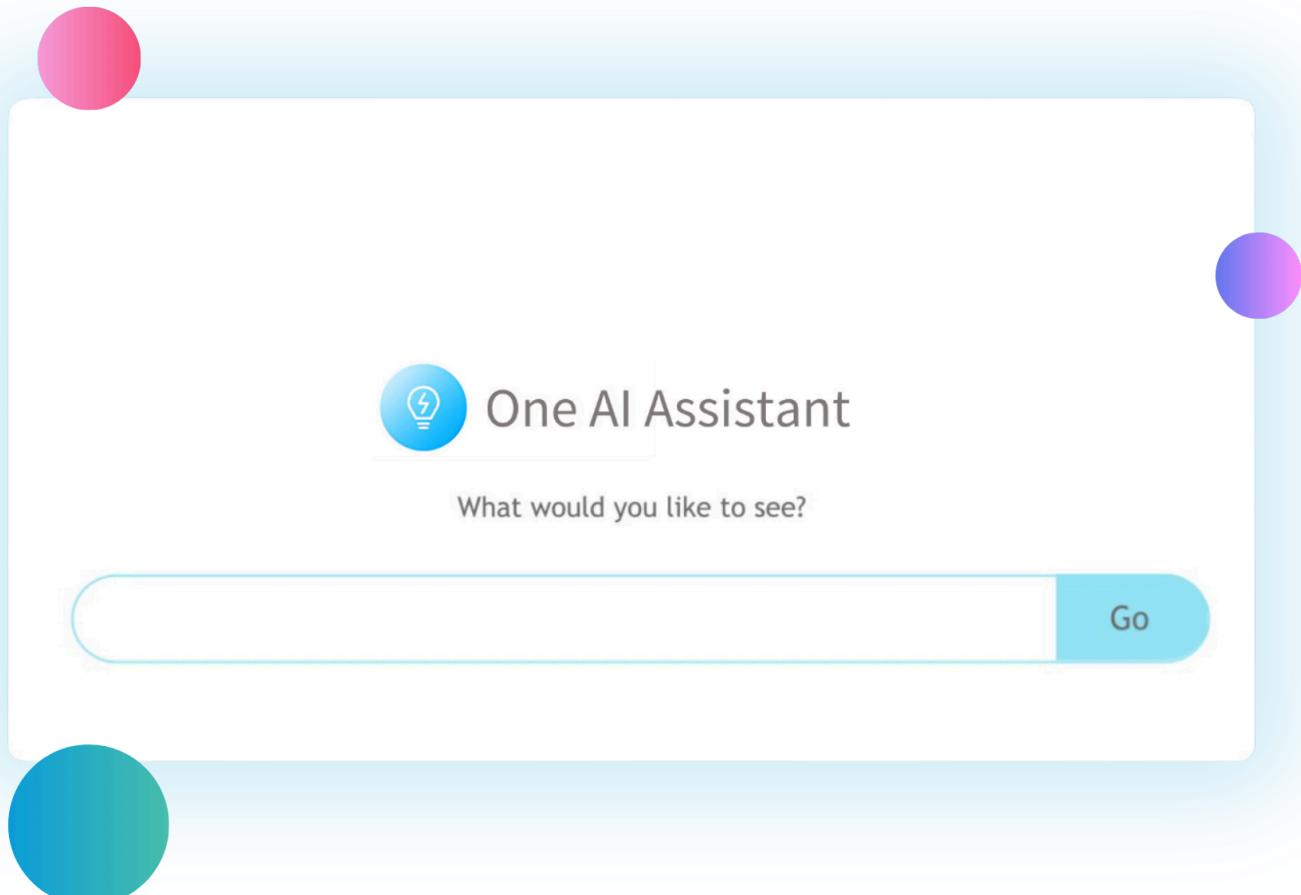


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Purpose

This document showcases example One AI Assistant Answers for common workforce topics. The examples mirror the configurations that come with our standard implementation packs and are intended both as starting points for new implementations and as inspiration for legacy customers who want to refresh or expand their existing Answers. By experimenting with how each question is phrased and which chart it points to, you can shape the story you tell and guide users toward the insights that matter most in your organization.

For more detailed guidance on how to design, phrase and configure Answers, refer to the [One AI Assistant Answers best practices guide](#).

You can also reference the [companion Google Sheet](#), which lists the configured Answers in a shorter, text-only format, though it is most useful if you are using our standard implementation packs and naming conventions since it does not include screenshots or additional context. Instead, it focuses on configuration.

Workforce

Description

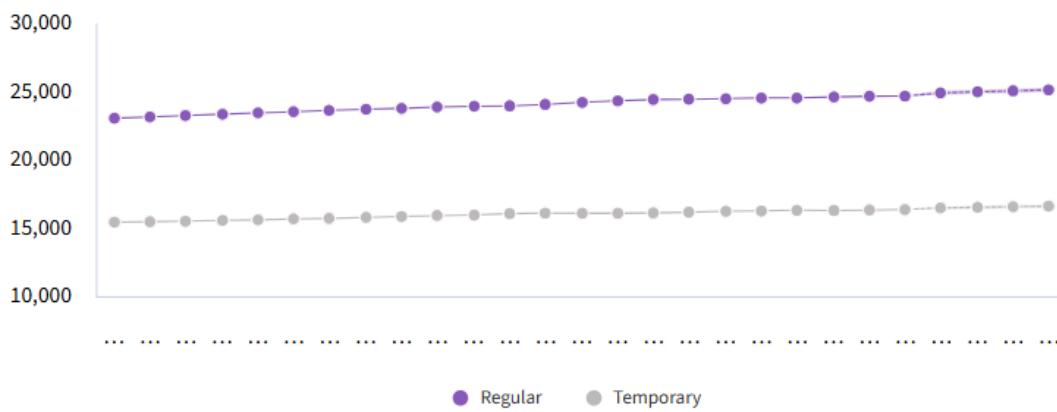
The Workforce storyboard pack provides an integrated view of workforce composition across headcount, workforce profile, starts, internal mobility and separations. It highlights how the size and mix of the workforce are changing over time and where growth or decline is occurring across departments and locations. It also surfaces patterns in talent flow, including internal moves and voluntary or involuntary exits, to frame overall organizational stability.

Answers

1. How has headcount trended over the last few years, and how has the regular-temporary mix shifted?

 **How has headcount trended over the last few years, and how has the regular-temporary mix shifted?**

Total headcount has grown steadily from 38,479 in Dec 2023 (23,050 Regular + 15,429 Temporary) to 40,154 in Dec 2024 and 41,087 in Nov 2025 (24,662 Regular + 16,425 Temporary). The Regular-Temporary mix has stayed essentially stable at about 60%/40%, with Regular increasing from 23,050 to 24,662 and Temporary from 15,429 to 16,425 over the period.



This information is from the Storyboard tile [1. Workforce > Headcount > Headcount by Employee Type Forecast](#)

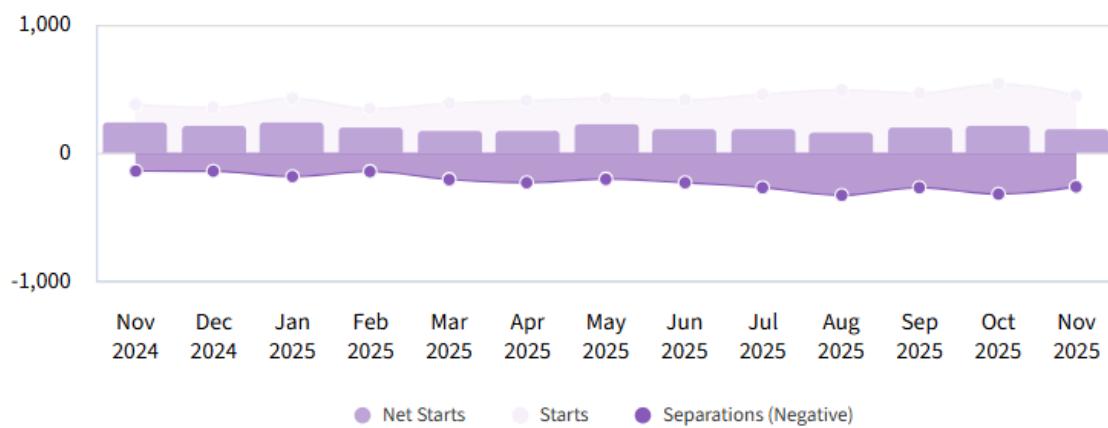
Other questions related to this topic:

[In the past year, are changes in net starts being driven more by starts or separations?](#)

2. In the past year, are changes in net starts being driven more by starts or separations?

In the past year, are changes in net starts being driven more by starts or separations?

Separations are driving changes in net starts more than starts. Over the past year, starts rose from 353 in Dec 2024 to 538 in Oct 2025, yet net starts barely moved (209 to 215) because separations worsened from -144 to -323. For example, Aug 2025 had high starts (492) but low net starts (160) due to very high separations (-332).



This information is from the Storyboard tile [1. Workforce > Headcount > Net Start Monthly Trend](#)

3. Which departments have seen the strongest and weakest workforce growth over the past few years?

Which departments have seen the strongest and weakest workforce growth over the past few years?

Admin shows the strongest growth, increasing from 11,096 in 2022 to 12,338 in 2025 (+1,242), with Engineering also rising from 9,311 to 10,506 (+1,195). The weakest growth is Payroll, which moved from 303 in 2022 to 345 in 2025 (+42).

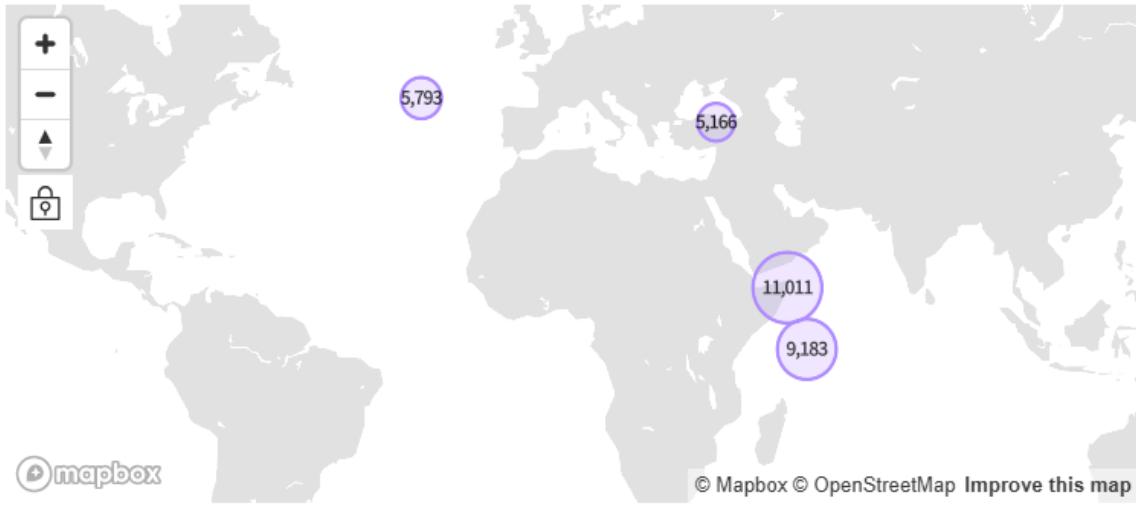
Department	2022	2023	2024	2025	YoY Trend
> Admin	11,096	11,696	12,120	12,338	
> Engineering	9,311	9,681	10,221	10,506	
> Finance	2,454	2,479	2,622	2,696	
Total	36,558	38,479	40,154	41,087	

4. How is our workforce geographically distributed across work locations today?



How is our workforce geographically distributed across work locations today?

Today's workforce totals 41,087 people, distributed across work locations as follows: Germany 11,011 (~26.8%), Great Britain 9,183 (~22.4%), Canada 7,562 (~18.4%), Australia 5,793 (~14.1%), Japan 5,166 (~12.6%), and United States 2,372 (~5.8%).



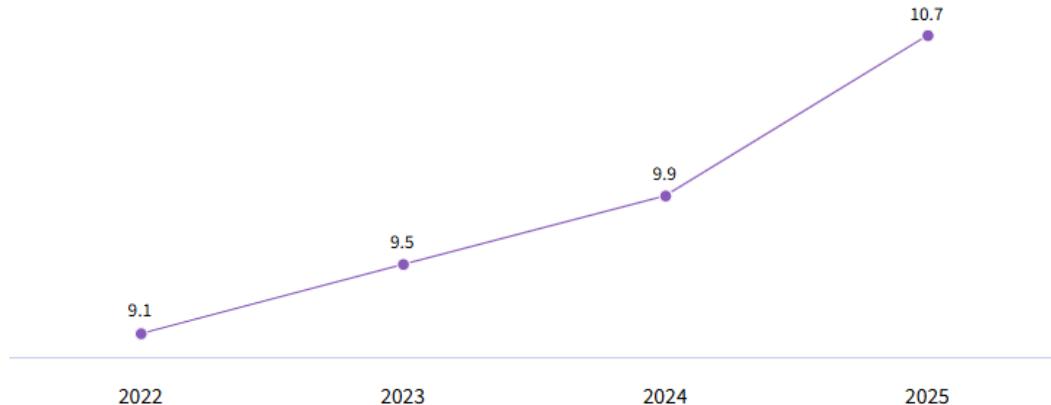
This information is from the Storyboard tile [1. Workforce > Workforce Profile > Headcount by Work Location](#)

5. How has average tenure changed over the last few years?



How has average tenure changed over the last few years?

Average tenure has risen steadily from 9.1 in 2022 to 10.7 in 2025. Year-over-year values are 9.1 (2022), 9.5 (2023), 9.9 (2024), and 10.7 (2025). This is a total increase of 1.6 since 2022.



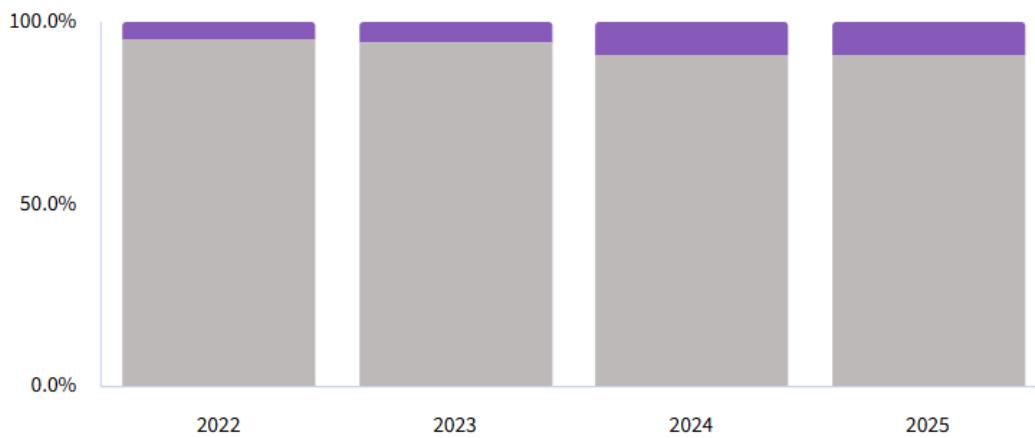
This information is from the Storyboard tile [1. Workforce > Workforce Profile > Average Tenure Trend](#)

6. How has the balance between managers and individual contributors evolved across the last few years?



How has the balance between managers and individual contributors evolved across the last few years?

The organization has shifted toward a higher proportion of managers in recent years. Managers increased from 4.9% in 2022 to 5.6% in 2023 and 9.2% in 2024, holding at 9.2% in 2025, while individual contributors decreased from 95.1% to 94.4% to 90.8%, then held at 90.8%. This shows a rise in managerial share through 2024 with the mix stabilizing in 2024-2025.



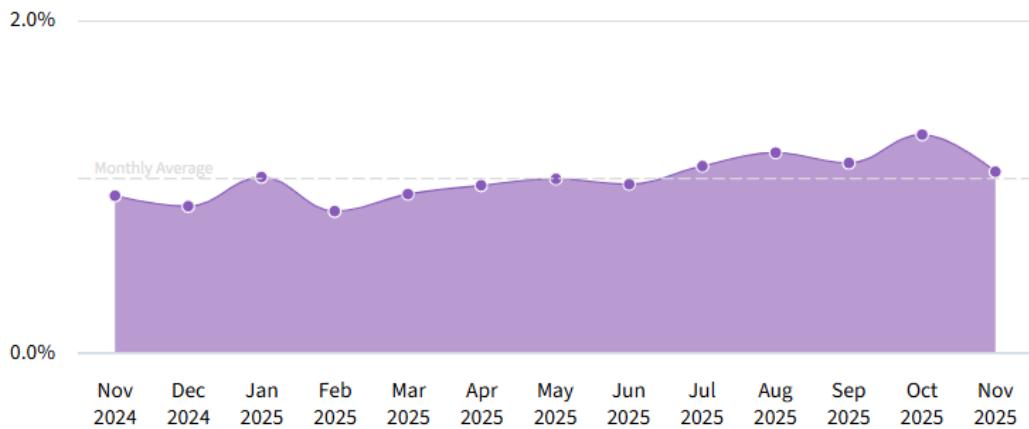
This information is from the Storyboard tile [1. Workforce > Workforce Profile > Percent of Managers / Individual](#)

7. How have starts trended over the last 12 months, and has the regular-temporary mix shifted?



How have starts trended over the last 12 months, and has the regular-temporary mix shifted?

Over the last 12 months (Dec 2024–Nov 2025), the start rate was steady early at 0.9–1.1% (e.g., 0.9% in Dec 2024 and 1.1% in Jan 2025), then ticked up mid-year to 1.2% in Aug 2025, peaked at 1.3% in Oct 2025, and eased to 1.1% in Nov 2025. The data does not include a regular vs. temporary breakdown, so we cannot determine whether the mix has shifted.



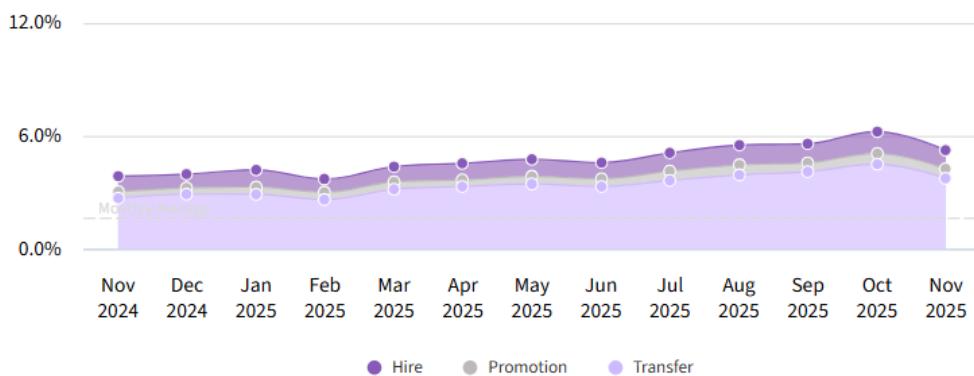
This information is from the Storyboard tile [1. Workforce > Starts > Start Rate Monthly Trend](#)

8. Does the volume of external hires suggest we are blocking internal career paths?



Does the volume of external hires suggest we are blocking internal career paths?

No—external hiring does not appear to be blocking internal career paths, as internal movements (promotions + transfers) consistently exceed hires. For example, Oct 2025 shows 1.2% hires versus 0.6% promotions and 4.5% transfers, and May 2025 shows 0.9% hires versus 0.4% promotions and 3.4% transfers. However, promotions alone are below hire rates in many months (e.g., Dec 2024: 0.7% hires vs 0.3% promotions; Nov 2025: 1.0% hires vs 0.5% promotions), which may warrant monitoring.



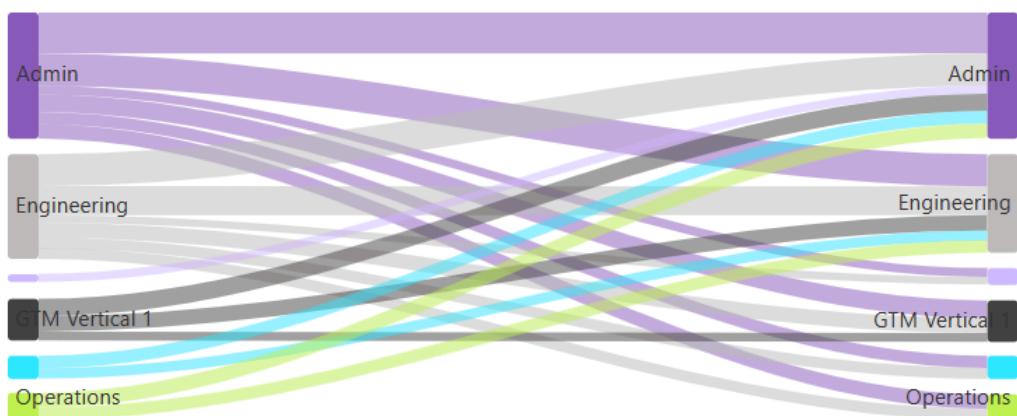
This information is from the Storyboard tile [1. Workforce > Mobility > Start \(Hire\), Promotion and Transfer Rates Trend](#)

9. What is notable about how talent is flowing between departments?



What is notable about how talent is circulating between departments this year?

Talent is circulating in a highly bidirectional, balanced way across major pairs—Admin↔Engineering (1,312 vs 1,308), Admin↔GTM Vertical 1 (722 vs 708), GTM Vertical 1↔Engineering (623 vs 612), Admin↔Operations (591 vs 599), and Admin↔GTM Vertical 2 (490 vs 508)—with Finance also showing near-balance with Admin (361 vs 334) and steady inflow from Engineering (305). The biggest volumes are still intra-department, led by Admin→Admin (1,666) and Engineering→Engineering (1,174), indicating substantial internal reshuffling within those groups.

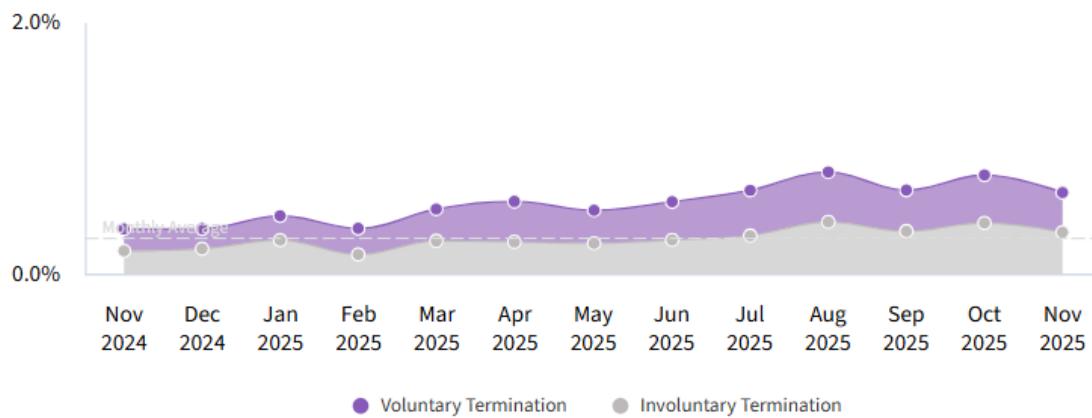


This information is from the Storyboard tile [1. Workforce > Mobility > Top Internal Movements Previous Department](#)

10. What share of separations are voluntary vs. involuntary? How has that changed over time?

What share of separations are voluntary vs. involuntary this year? How has that changed over time?

Year-to-date 2025, separations are about 51% voluntary and 49% involuntary, based on summed monthly rates of 3.4% voluntary vs. 3.3% involuntary across Jan–Nov 2025. Over time, the mix moved from even in late 2024 (Nov–Dec 2024: 0.2% voluntary vs. 0.2% involuntary) to slightly involuntary-leaning early this year (Jan 2025: 0.2% vs. 0.3%) and then to parity or voluntary-leaning in several months (May 2025: 0.3% vs. 0.2%; Jul 2025: 0.4% vs. 0.3%).



This information is from the Storyboard tile [1. Workforce > Separations > Separation Rate Trend](#)

11. Which departments lead and which lag on separation rate over the last few years?

Which departments lead and which lag on separation rate over the last few years?

Leaders: Admin and Engineering consistently have the highest separations, rising from 203 and 209 in 2022 to 831 and 708 in 2025, with Human Resources and Software Development also high by 2025 at 438 and 419. Laggards: Payroll and Product Management remain lowest, moving from 6 and 20 in 2022 to just 16 and 101 in 2025 (Quality Assurance also stays relatively low at 26→69).

Department	2022	2023	2024	2025	YoY Trend
> Admin	203	306	478	831	
> Engineering	209	249	435	708	
> Finance	70	57	121	136	
Total	745	967	1,543	2,681	

12. What are the leading reasons employees are voluntarily separating?



What are the leading reasons employees are voluntarily separating?

In 2025, the leading voluntary separation reasons are Resignation – Career Advancement, Resignation – Job Dissatisfaction, Resignation – Personal, and Redundancy, each at 0.6%. Resignation – Compensation and Retirement are slightly lower at 0.5% each.



This information is from the Storyboard tile [1. Workforce > Separations > Top Reasons for Leaving Voluntarily](#)

Spans and Layers

Description

The Spans and Layers storyboard pack provides a structured view of managerial coverage and hierarchy across the organization, including manager population, span of control, and layers. It shows how the number of direct and indirect reports per manager compares with target ranges and how spans differ by level, function and location. It also reveals how deep the hierarchy is, where layers concentrate, and where structures may signal bottlenecks, silos or opportunities to create more scalable and empowered teams.

Answers

1. How has the balance between managers and ICs shifted over time and what does this suggest?

 **How has the balance between managers and ICs shifted over time and what does this suggest?**

From 2022 to 2025, the share of managers increased from 4.9% (2022) to 5.6% (2023) and then to 9.2% (2024–2025), while individual contributors decreased from 95.1% to 94.4% to 90.8% (holding at 90.8% in 2025). This shift toward a larger management layer—nearly doubling manager representation from 4.9% to 9.2%—suggests investment in leadership capacity and tighter spans of control. The flat mix in 2024–2025 (9.2% managers, 90.8% ICs) indicates the structure may be stabilizing.



This information is from the Storyboard tile [2. Span and Layers > Manager Overview > Percent Managers / Individual Contributors Trend](#)

2. What does the manager-IC mix reveal about how leadership is distributed?



What does the manager vs. IC mix reveal about how leadership is distributed across departments?

Across most departments the mix is consistent at roughly 1 manager per ~10 ICs—for example, Engineering has 874 managers (710 firstline, 162 middle, 2 execs) to 8,777 ICs, Admin has 1,027 to 10,423, and Human Resources has 547 to 5,514. Manager density runs higher in Payroll (36 to 288 ICs) and Sales (combined 312 to 2,795 across the two Sales entries), and lower in Legal (144 to 1,631) and one Account Manager listing (257 to 2,764). Senior leaders are concentrated in Admin (3), Human Resources (3), and Engineering (2), with single executives in Operations (1), Software Design (1), Software Development (1), and Customer Service (1).

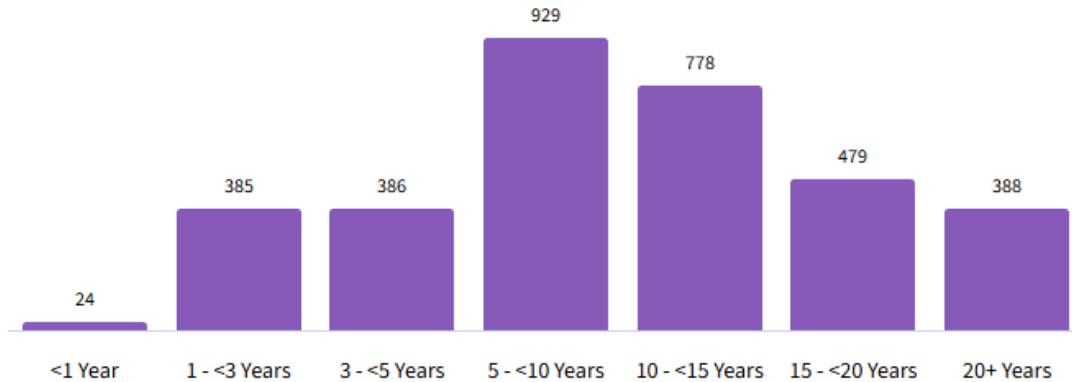
Department	Manager	Firstline Manager	Individual Contributor	Unknown	Distribution
> Admin	191	833	10,423	670	
> Engineering	162	710	8,777	570	
Total	612	2,862	34,441	2,232	

3. What does the manager tenure distribution reveal about depth of leadership experience?



What does the manager tenure distribution tell us about depth of leadership experience?

The manager bench is experienced: 2,574 have 5+ years (929 with 5-<10, 778 with 10-<15, 479 with 15-<20, and 388 with 20+), about 76% of the 3,369 total, indicating strong depth and institutional knowledge. Early-tenure managers are a smaller share at 795 with <5 years (24 <1, 385 1-<3, 386 3-<5), providing a moderate pipeline of newer leaders.



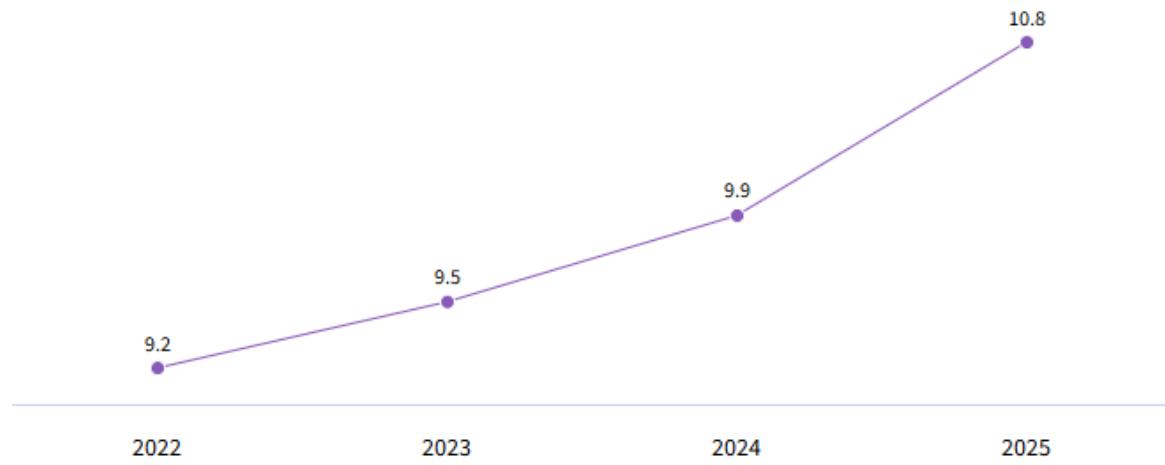
This information is from the Storyboard tile [2. Span and Layers > Manager Profile > Manager Tenure Distribution](#)

4. Are we building a more experienced manager cohort or turning over leadership faster?



Are we building a more experienced manager cohort or turning over leadership faster?

We're building a more experienced manager cohort. The Average Time Since Start for managers increased from 9.2 years in 2022 to 10.8 years in 2025, with steady gains in between (9.5 in 2023 and 9.9 in 2024). This upward trend (+1.6 years since 2022) suggests reduced turnover at the leadership level.



This information is from the Storyboard tile 2. Span and Layers > Manager Profile > Manager Average Tenure Trend

5. Is manager experience distributed relatively evenly across departments this year?



Is manager experience distributed relatively evenly across departments this year?

Not entirely—there's a wide spread in 2025, from Payroll at 7.9 years to Product Management and Vertical 2 Specialist at 11.9 years, with several others high as well (Quality Assurance 11.4, Legal 11.3, Controller 11.3). While many departments cluster around 10–11 years (e.g., Finance 10.5, Engineering 10.6, Human Resources 10.9), the 4.0-year gap indicates experience is not evenly distributed this year.

Department	2022	2023	2024	2025	YoY Trend
> Admin	9.6	9.9	10.1	11.1	
> Engineering	8.7	8.9	9.6	10.6	
> Finance	8.6	9.1	9.5	10.5	
Median	9.0	9.6	9.9	10.8	

6. How does our average span of control compare with the optimal range (6-9) over time?



How does our average span of control compare with the optimal range (6-9) over time?

Across all managers, our average span of control rose from 5.0 in 2022 to 5.8 in 2025, remaining below the optimal 6–9 range each year (2022: 5.0; 2023: 5.3; 2024: 5.6; 2025: 5.8). By level, Firstline Managers increased from 5.1 (2022) to 5.8 (2025) and Middle Managers from 5.0 (2022) to 5.7 (2025), both still below 6; Senior Leadership/Executives briefly reached the lower bound at 6.0 in 2024 but dipped to 5.8 in 2025. Overall, we're trending upward but generally remain short of the optimal range.



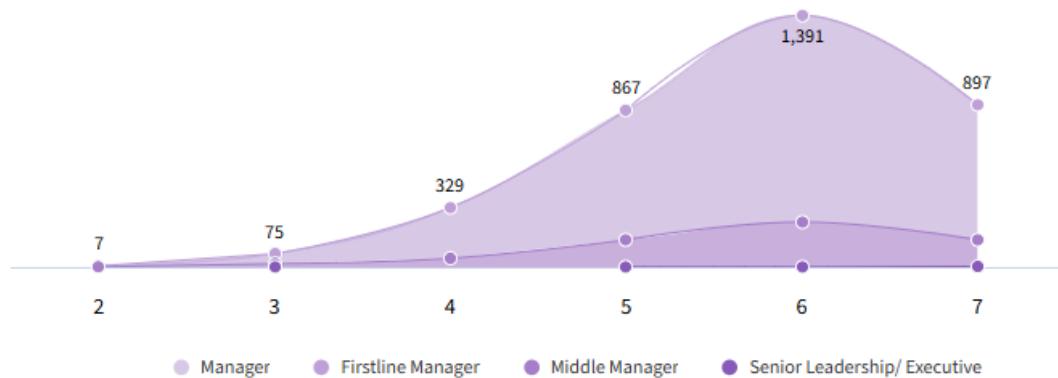
This information is from the Storyboard tile [2. Span and Layers > Span of Control > Average Span of Control Trend by](#)

7. Which manager types most often oversee larger teams compared to smaller spans of control?



Which manager types most often oversee larger teams compared to smaller spans of control?

All manager types—Managers, Firstline Managers, Middle Managers, and Senior Leadership/Executive—most often oversee larger teams, with more observations at spans of control 5–7 than at 2–4. Examples: Managers 867/1391/897 (spans 5–7) vs 7/75/329 (2–4); Firstline Managers 716/1142/746 vs 5/55/280; Middle Managers 150/248/147 vs 2/19/49; Senior Leadership/Executive 1/1/4 at 5–7 vs 1 at span 3 and none at 2 or 4.



This information is from the Storyboard tile [2. Span and Layers > Span of Control > Manager Span of Control](#)

8. What does span by department tell us about where structures may be lean or layered?

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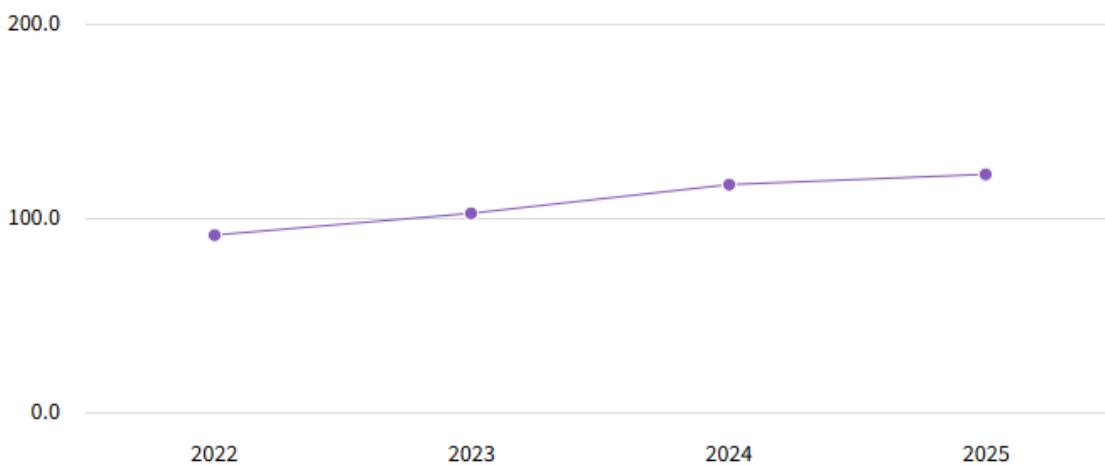
Span by department suggests structures became leaner from 2024 to 2025, widening from about 5.5–5.7 in 2024 (e.g., GTM Vertical 2, Payroll, and Quality Assurance at 5.5) to 5.7–5.9 in 2025. The leanest areas in 2025 are Product Management and Vertical 2 Specialist at 5.9, with many functions at 5.8 (Admin, Operations, Software Development, Customer Service, Account Manager, Controller, Human Resources). Relative layering is now minimal, but departments at 5.7 in 2025 (Finance, Engineering, Legal, Payroll, Software Design, Quality Assurance, Technical Infrastructure, Management Accounts, Financial Services) are slightly more layered than their 5.8–5.9 peers.

Department	2024	2025	YoY Trend	Last 2 Years Change
> Admin	5.6	5.8		▲ + 0.2
> Engineering	5.6	5.7		▲ + 0.1
> Finance	5.6	5.7		▲ + 0.1
Median	5.6	5.8		

9. How has total span of control for mid-level managers changed over time?

How has total span of control for mid-level+ managers changed over time?

The average total span of control for mid-level+ managers has increased each year, from 91.2 in 2022 to 102.4 in 2023, 117.2 in 2024, and 122.5 in 2025. That's a cumulative rise of 31.3 (about 34%) over the period, with year-over-year gains of +11.2, +14.8, and +5.3 respectively.



This information is from the Storyboard tile [2. Span and Layers > Total Span of Control > Mid Mgr+ Average Total Span of Control Trend](#)

10. What does department-level total span say about where mid-level+ roles may be overloaded/underused?



What does department level total span say about where mid-level+ roles may be overloaded/underused?

High average spans in 2025 point to potential overload for mid-level+ roles, especially in Software Design at 281.5 and Payroll at 259.3, plus several 160+ areas such as Finance at 177.0, Management Accounts at 164.2, Human Resources at 163.7, and Financial Services at 161.4. Lower spans suggest possible underuse or capacity to absorb more in Technical Infrastructure at 54.7, Legal at 63.0, and Product Management at 76.3 (up from 47.1 in 2024), with Vertical 2 Specialist also at 76.3 (up from 47.1). Notable shifts to monitor include Payroll dropping from 337.3 to 259.3, Software Design rising from 235.0 to 281.5, Finance increasing from 127.5 to 177.0, and Operations declining from 115.1 to 86.4.

Department	2024	2025	YoY Trend	Last 2 Years Change
> Admin	131.9	128.5		▼ - 3.4
> Engineering	134.4	145.0		▲ + 10.6
> Finance	127.5	177.0		▲ + 49.5
Median	94.6	107.0		

11. Are managers and ICs now sitting further from or closer to top leadership than before?



Are managers and ICs now sitting further from or closer to top leadership than before?

Further. In 2025, Individual Contributors average 6.7 layers from the top (vs 6.6 in 2022–2023 and 6.7 in 2024), and Managers average 5.5 layers (vs 5.4 in 2022–2023 and 5.5 in 2024). This means both groups are marginally farther from top leadership than in 2022–2023, unchanged from 2024.



This information is from the Storyboard tile [2. Span and Layers > Layers > Average Layer Trend by Manager/Individual Contributor](#)

12. What does the manager layer distribution by department suggest about decision speed?



What does the manager layer distribution by department suggest about decision speed?

The concentration of managers at higher layers suggests slower decision speed in many functions—for example, Admin (350 at Layer 5, 608 at Layer 6), Engineering (268, 568), HR (190, 318), and GTM Vertical 1 (166, 297). Conversely, smaller or flatter groups may move faster, such as Payroll (2 at Layer 4; 11 at Layer 5; 14 at Layer 6), Management Accounts (3; 31; 36), and Technical Infrastructure, which starts at Layer 4 (18 at L4; 64 at L5; 118 at L6). Overall, heavily layered areas like Finance (87 at L5; 132 at L6), Sales (63; 144), and Controller (115; 196) likely have slower decision cycles than these leaner teams.

Department	Layer 3	Layer 4	Layer 5	Layer 6	Distribution
> Admin	13	67	350	608	
> Engineering	9	41	268	568	
> Finance	2	14	87	132	
Total	35	200	1,131	2,193	

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This information is from the Storyboard tile 2. Span and Layers > Layers > Manager Layer Distribution by Department

Compensation, Performance, and Progression

Description

The Compensation, Performance and Progression storyboard pack provides an integrated view of pay levels, compensation spend, performance outcomes and career movement. It highlights how average total target cash, salary, bonus and compa ratios compare with internal midpoints across grades, functions and locations, and where pay is concentrated above or below target. It also connects performance ratings with promotions, compa ratio changes and separations to reveal patterns in pay for performance, career velocity and potential equity or retention risks.

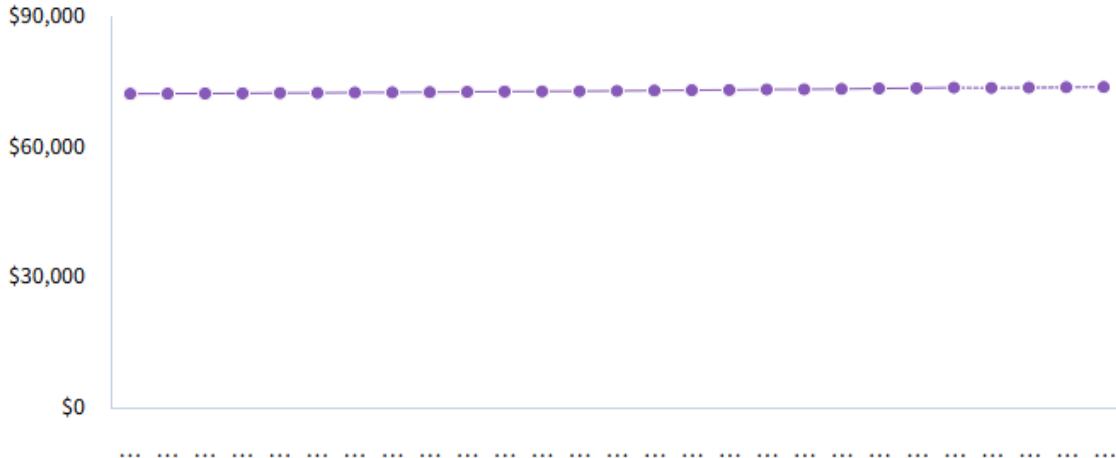
Answers

1. How has average total target cash per employee changed over time?



How has average total target cash per employee changed, and what can the forecast tell us?

Average Annual Total Target Cash per employee rose steadily from 72,130 in Dec 2023 to 72,731 in Dec 2024, an increase of 601 (e.g., Jun 2024 72,415; Nov 2024 72,686). The forecast shows this gradual climb continuing through 2025, from 72,801 in Jan 2025 to 73,649 by Nov 2025, indicating sustained but modest growth.



This information is from the Storyboard tile [3. Compensation, Performance and Progression > Avg Total Target Cash, Salary, Bonus > Average Annual Total Target Cash Forecast](#)

Other questions related to this topic:

[How do average bonus targets differ by pay grade today—what notable trends stand out?](#)

[What does the annual total target cash trend and forecast suggest about future cost pressure?](#)

2. How do average bonus targets differ by pay grade today—what notable trends stand out?



How do average bonus targets differ by pay grade today—what notable trends stand out?

Today (2025), average bonus targets rise steeply by grade: Associate 3189, Intermediate Staff 5491, Senior Staff 7054, Manager 13369, Director 27153, Senior Director 35478, and Executive 64084. Notable trends vs. 2024: most grades ticked up slightly (e.g., Executive 63639 to 64084; Manager 13292 to 13369; Associate 3182 to 3189), while Director edged down (27326 to 27153) and Senior Director was flat at 35478.

Pay Grade	2023	2024	2025	YoY Trend	Last 2 Years Percent Change
> Associate	\$3,178	\$3,182	\$3,189		▲ + 0%
> Intermediate Staff	\$5,489	\$5,490	\$5,491		▲ + 0%
> Senior Staff	\$7,047	\$7,048	\$7,054		▲ + 0%
Median	\$7,871	\$7,903	\$7,856		

3. What does the annual total target cash trend suggest about future cost pressure?



What does the annual total target cash trend and forecast suggest about future cost pressure?

The annual total target cash is steadily rising, from 3060767463 in Dec 2023 to 3264104809 in Dec 2024 and 3475366903 by Nov 2025. This upward trend (about a 13.6% increase from Dec 2023 to Nov 2025) indicates sustained and growing cost pressure, so HR should plan for higher compensation budgets through 2025.

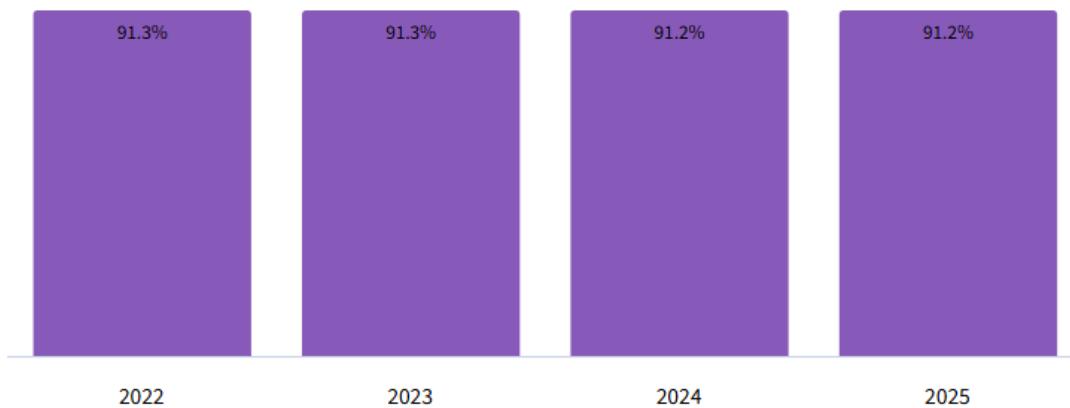


This information is from the Storyboard tile [3. Compensation, Performance and Progression > Total Target Cash, Salary, Bonus > Annual Total Target Cash Forecast](#)

4. Is salary taking up more or less of total cash, and what does that suggest about variable pay?

 **Is salary taking up more or less of total cash, and what does that suggest about variable pay?**

Salary is taking up slightly less of total cash, holding at 91.3% in 2022–2023 and dipping to 91.2% in 2024–2025. This implies variable pay's share increased marginally by about 0.1 percentage points. Overall, the cash compensation mix is essentially stable with only a minimal shift toward variable pay.

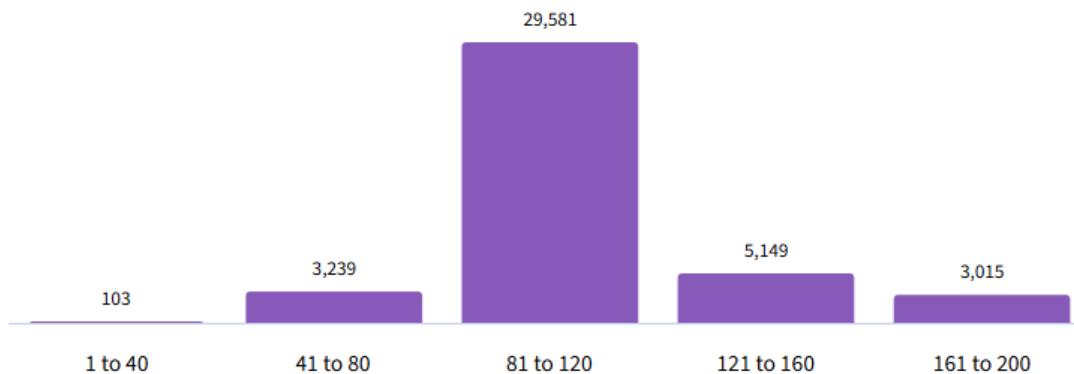


This information is from the Storyboard tile [3. Compensation, Performance and Progression > Total Target Cash](#),

5. Does our compa ratio distribution reveal any signs of pay compression or misalignment?

 **Does our compa ratio distribution reveal any signs of pay compression or misalignment?**

Overall, the distribution looks broadly healthy, with 29,581 employees in the 81 to 120 compa ratio range in 2025 (about 72% of 41,087). However, 8,164 employees are above 120 (5,149 in 121 to 160 and 3,015 in 161 to 200; about 20%), which may indicate pay above range or compression relative to peers. Another 3,342 employees are below 80 (3,239 in 41 to 80 and 103 in 1 to 40; about 8%), suggesting potential misalignment that warrants targeted review.

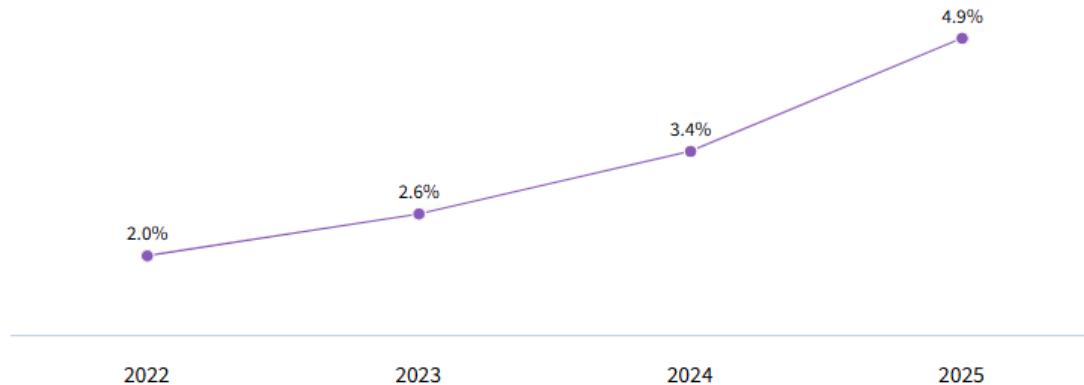


This information is from the Storyboard tile [3. Compensation, Performance and Progression > Compa](#)

6. What does the promotion trend reveal about our momentum in developing internal talent?

What does the promotion trend reveal about our momentum in developing internal talent?

Promotion rates have risen each year—from 2.0% in 2022 to 2.6% in 2023, 3.4% in 2024, and 4.9% in 2025—showing strong, accelerating momentum in developing internal talent. The rate has more than doubled over the period (2.0% to 4.9%), with larger year-over-year gains recently (e.g., +0.8 points from 2023 to 2024 and +1.5 points from 2024 to 2025). This indicates a strengthening internal pipeline.



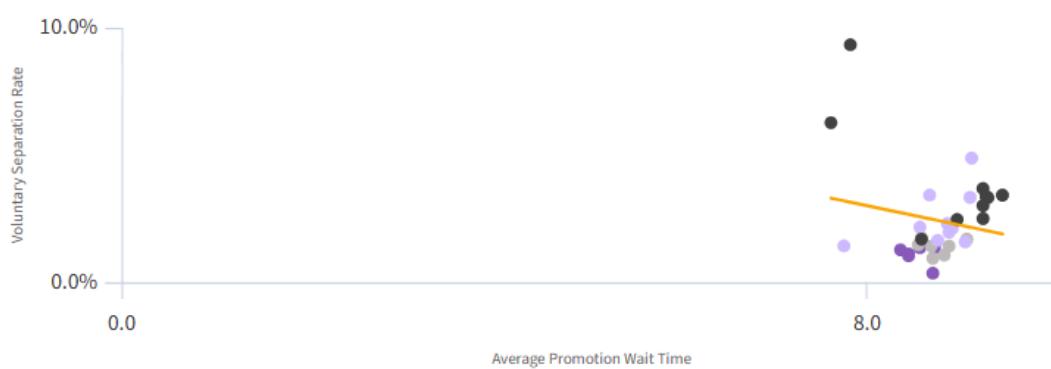
This information is from the Storyboard tile 3. Compensation, Performance and Progression > Career Progression >

7. Are issues with longer promotion wait times related to employees voluntarily separating?

Are issues with longer promotion wait times related to employees voluntarily separating?

Often yes: across several pay grades, longer promotion waits align with higher voluntary separations—for example, Associate 1 wait time rose 8.5→9.5 while separations increased 1.0%→3.4% (2022–2025), Manager 1 increased 8.7→9.2 with separations 1.3%→3.7%, and Intermediate Staff 1 increased 8.4→9.3 with separations 1.3%→3.3%. However, it's not universal: Intermediate Staff 2 had a shorter wait in 2025 (7.8 vs 9.1 in 2024) yet separations jumped 4.9%→9.3%, and Director 1 stayed near 7.6–7.7 while separations spiked to 6.3% in 2025.

$$Y = 9.12 + -0.76 X \quad R = -0.19$$

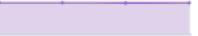


8. What do shifts in start vs. separation compa ratios reveal about how we position talent over time?



What do shifts in start vs separation compa ratios reveal about how we position talent over time?

Across years, separation compa ratios are roughly flat or slightly higher than start (2022: 110.2 start vs 110 separation; 2023: 110.2 vs 112.7; 2024: 109.6 vs 108; 2025: 110 vs 111). This suggests we generally move talent slightly upward relative to midpoint by exit, with 2024 as a notable dip where leavers ended below their start positioning. Meanwhile, the Separation Rate - Below Pay Level Midpoint rising from 2.0% (2022) to 6.4% (2025) signals a growing share of departures among below-midpoint employees, indicating risk in how lower-positioned talent is being managed.

Metric	2022	2023	2024	2025	YoY Trend
Average Compa Ratio at Start	110.2	110.2	109.6	110.0	
Average Compa Ratio at Separation	110.0	112.7	108.0	111.0	
Separation Rate - Below Pay	2.0%	2.4%	4.1%	6.4%	

9. How does compa ratio relate to voluntary separation rates by pay grade?



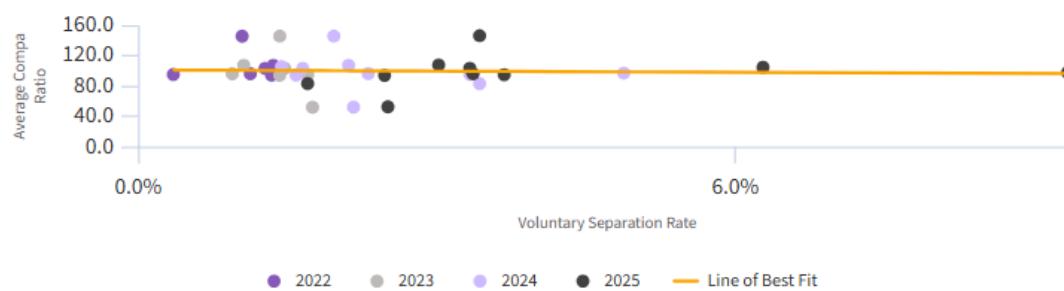
How does compa ratio relate to voluntary separation rates by pay grade?

There isn't a consistent relationship between compa ratio and voluntary separation by pay grade—separation rates generally rise over time even as compa ratios stay fairly stable (e.g., Manager 1 compa ~94.1–94.8 with separations increasing from 1.3% in 2022 to 3.7% in 2025). For example, Intermediate Staff 2 has a below-midpoint compa (~97–98) with high separations (4.9% in 2024 and 9.3% in 2025), while Sr Staff 1 has a higher compa (~107.3–107.6) with lower separations (1.1% in 2023 to 3.0% in 2025). High compa does not guarantee low attrition (Associate 1 at ~145.8–146.3 with 2.0%–3.4% and Director 1 at 104.6 in 2025 with 6.3%), and very low compa can still see moderate attrition (Executive 1 at ~51.9–52.5 with 1.7%–2.5%).

$Y = 101.12 + -0.52 X$ $R = -0.04$

There is a weak negative linear relationship between Voluntary Separation Rate and Average Compa Ratio.

This result is unlikely to be statistically significant.

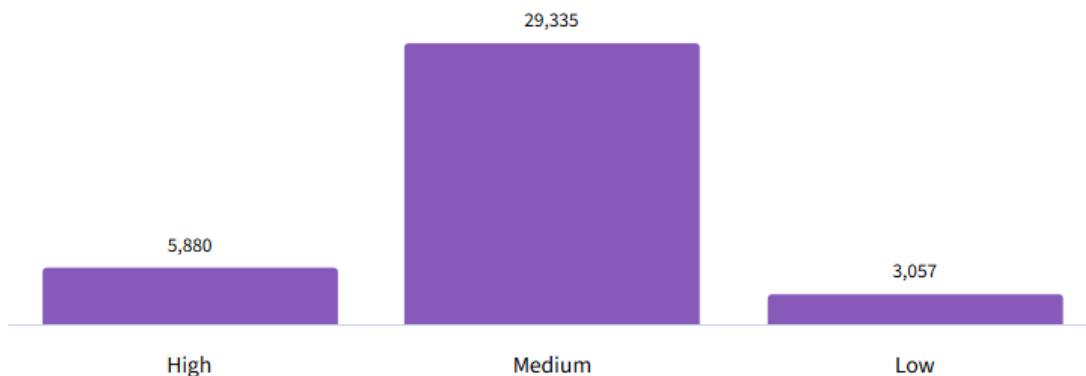


10. Does our rating pattern suggest meaningful differentiation or signs of rating inflation?



Does our performance rating pattern suggest meaningful differentiation or signs of rating inflation?

In 2025, 29,335 employees were rated Medium versus 5,880 High and 3,057 Low (about 76.6%, 15.4%, and 8.0% of 38,272 rated employees), showing a strong middle clustering. This points to limited differentiation and a central-tendency pattern more than outright rating inflation. If sharper differentiation is desired, consider calibration so High and Low are used more consistently relative to Medium.



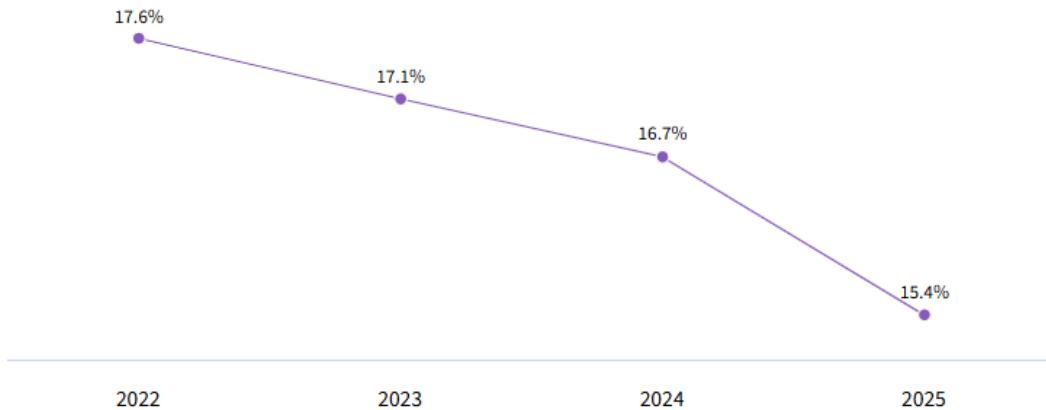
This information is from the Storyboard tile [3. Compensation, Performance and Progression > Performance > Performance Rating Distribution](#)

11. Are we seeing growth or decline in the percentage of high performers?



Are we seeing growth or decline in the percentage of high performers?

Decline — the percentage of high performers fell each year: 17.6% (2022) → 17.1% (2023) → 16.7% (2024) → 15.4% (2025). That's a 2.2 percentage point drop from 2022 to 2025.



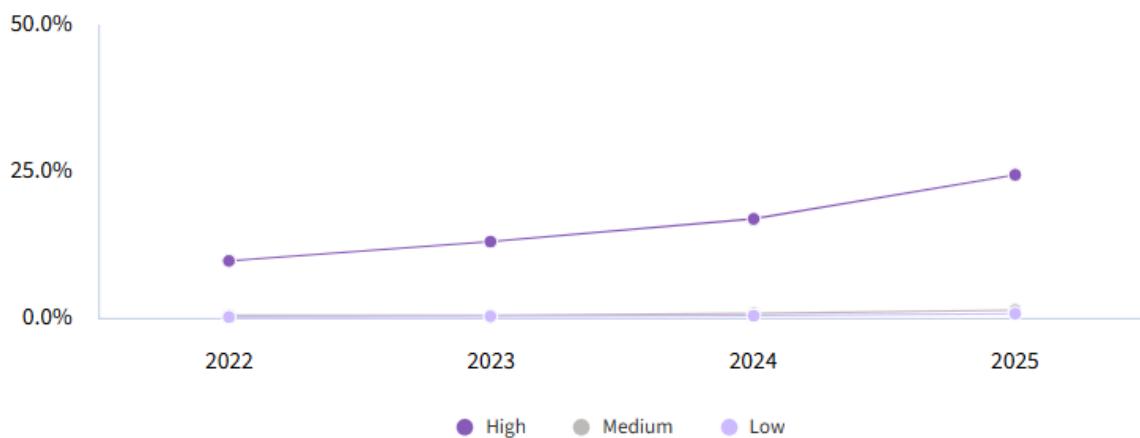
This information is from the Storyboard tile [3. Compensation, Performance and Progression > Performance > % High-Performers Trend](#)

12. Are high performers rewarded with promotions more often than average or low performers?



Are high performers rewarded with promotions more often than average or low performers?

Yes. In every year, high performers have much higher promotion rates than medium/average and low performers: 2022 high 9.7% vs medium 0.4% and low 0.1%; 2023 high 13.0% vs medium 0.4% and low 0.3%; 2024 high 16.9% vs medium 0.7% and low 0.4%; 2025 high 24.4% vs medium 1.3% and low 0.7%. The gap has widened over time, peaking in 2025 with 24.4% for high performers versus 1.3% (medium) and 0.7% (low).



This information is from the Storyboard tile [3. Compensation, Performance and Progression > Performance, Comp and Career Progression > Promotion Rate by Performance Rating](#)

Workforce Demographics - Gender

Description

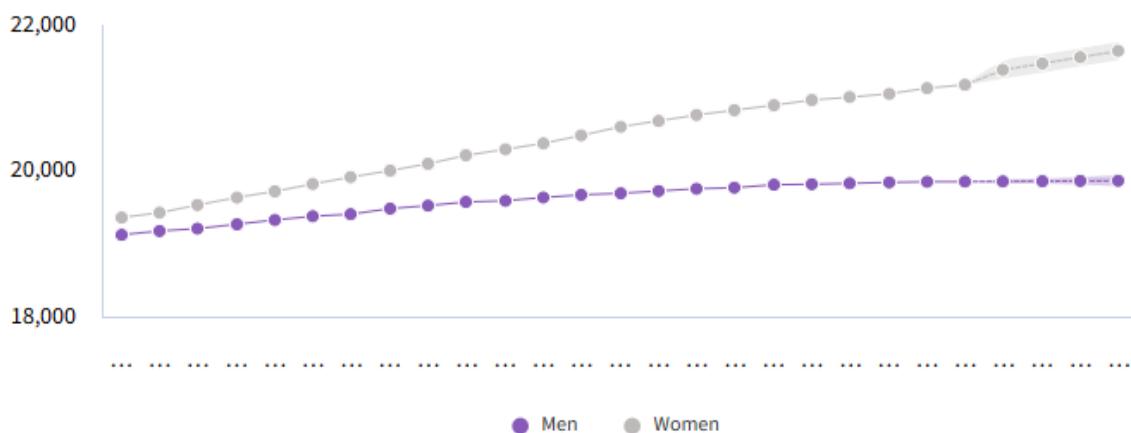
The Workforce Demographics – Gender storyboard pack provides a cross-cut view of your workforce by gender across headcount, hiring, mobility, separations, performance, compensation and management roles. It highlights how representation, progression and outcomes differ for women and men over time and across departments, locations and grades. It also surfaces patterns in pay equity, promotion rates and turnover that can signal strengths or gaps in gender inclusion.

Answers

1. How is gender representation in our workforce changing over time?

How is gender representation in our workforce changing over time?

Both groups are growing over time, with men increasing from 19,121 to 19,867 and women from 19,358 to 21,220 between Dec 2023 and Nov 2025. Women have consistently outnumbered men, and the gap has widened from 237 in Dec 2023 (19,358 vs. 19,121) to 1,353 in Nov 2025 (21,220 vs. 19,867). This indicates women's representation is increasing faster than men's.



This information is from the Storyboard tile [4. Demographics - Gender > Headcount > Headcount by Gender Forecast](#)

Other questions related to this topic:

[Overall, are gender gaps generally improving or worsening across departments?](#)

[How does average tenure compare between women and men?](#)

2. Overall, are gender gaps generally improving or worsening across departments?



Overall, are gender gaps generally improving or worsening across departments?

Overall, gender gaps are generally widening across departments (larger differences in headcount), often shifting from small male leads to larger female leads. For example, Engineering moved from 4,709 men vs 4,602 women in 2022 to 5,105 men vs 5,401 women in 2025 (gap grew from 107 to 296), GTM Vertical 2 from 1,691 men vs 1,792 women to 1,761 men vs 2,102 women (101 to 341), and Account Manager from 1,450 men vs 1,477 women to 1,585 men vs 1,749 women (27 to 164). There are pockets of improvement toward parity, such as Legal narrowing from 883 men vs 811 women to 959 men vs 962 women (72 to 3), Product Management from 591 vs 619 to 687 vs 710 (28 to 23), and Admin from 5,699 vs 5,397 to 6,029 vs 6,309 (302 to 280).

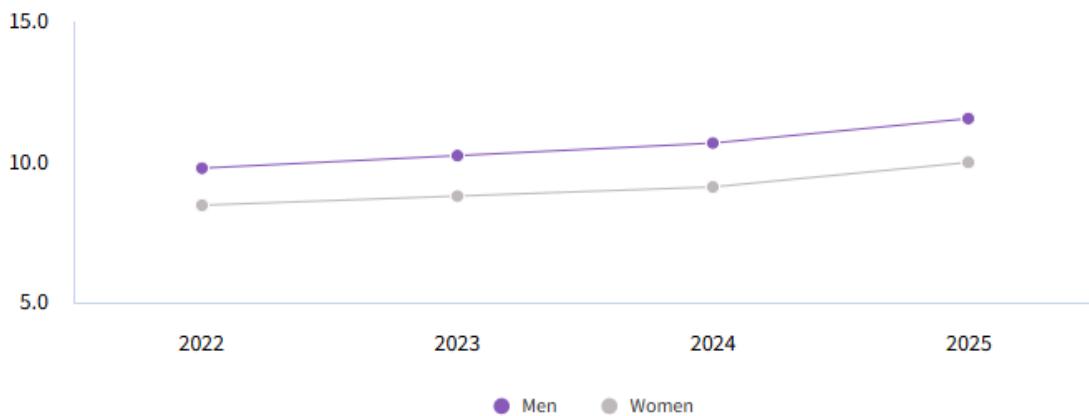
Department	2024		2025		% Difference
	Women	Men	Women	Men	
> Admin	6,080	6,029	6,309	6,029	▲ + 5%
> Engineering	5,200	5,105	5,401	5,105	▲ + 6%
> Finance	1,358	1,324	1,372	1,324	▲ + 4%
Total	20,484	19,867	21,220	19,867	

3. How does average tenure compare between women and men?



How does average tenure compare between women and men?

Across 2022–2025, men have consistently higher average tenure than women by about 1.3–1.6 years: 9.8 vs 8.5 in 2022 (+1.3), 10.2 vs 8.8 in 2023 (+1.4), 10.7 vs 9.1 in 2024 (+1.6), and 11.5 vs 10.0 in 2025 (+1.5). Both groups' tenure is rising over time (men from 9.8 to 11.5; women from 8.5 to 10.0).



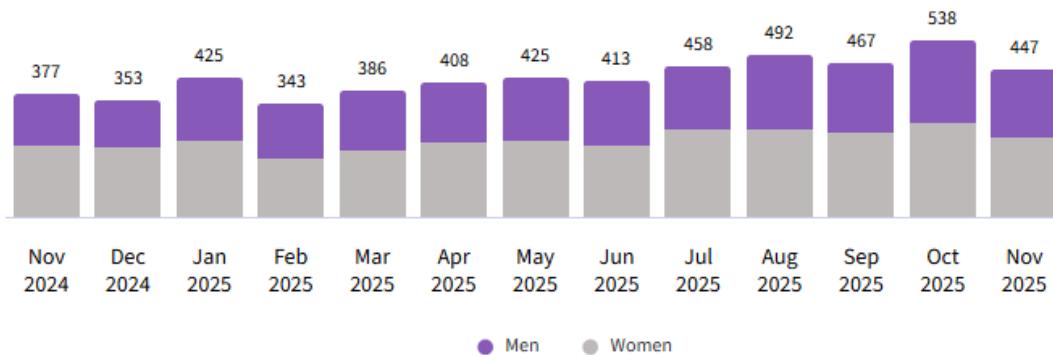
This information is from the Storyboard tile [4. Demographics - Gender > Workforce Profile > Average Tenure Trend by Gender](#)

4. What stands out in the trend of gender representation in hiring over the past year?



What stands out in the trend of gender representation in hiring over the past year?

Women consistently outpaced men in new hires every month, from 217 vs 160 in Nov 2024 to 287 vs 251 in Oct 2025, with the widest gap in Jul 2025 (265 women vs 193 men) and the narrowest in Feb 2025 (178 vs 165). Both genders rose to a peak in Oct 2025 before dipping in Nov 2025 (men 251 to 206; women 287 to 241).



This information is from the Storyboard tile [4. Demographics - Gender > Starts > Starts by Gender Monthly Trend](#)

5. How are promotion and transfer patterns different between women and men?



How are promotion and transfer patterns different between women and men?

From 2022–2024, women had slightly higher promotion rates than men (2022: 2.1% vs 2.0%; 2023: 2.7% vs 2.5%; 2024: 3.5% vs 3.3%), but in 2025 men surpassed women (5.1% vs 4.8%). Transfer rates were very close: women were marginally higher in 2022–2023 (16.0% vs 15.9%; 20.7% vs 20.0%), near parity in 2024 (27.7% women vs 27.8% men), and men slightly higher in 2025 (38.7% vs 38.6%). Overall, both genders show steady year-over-year increases in promotions and transfers, converging to near parity by 2024–2025.



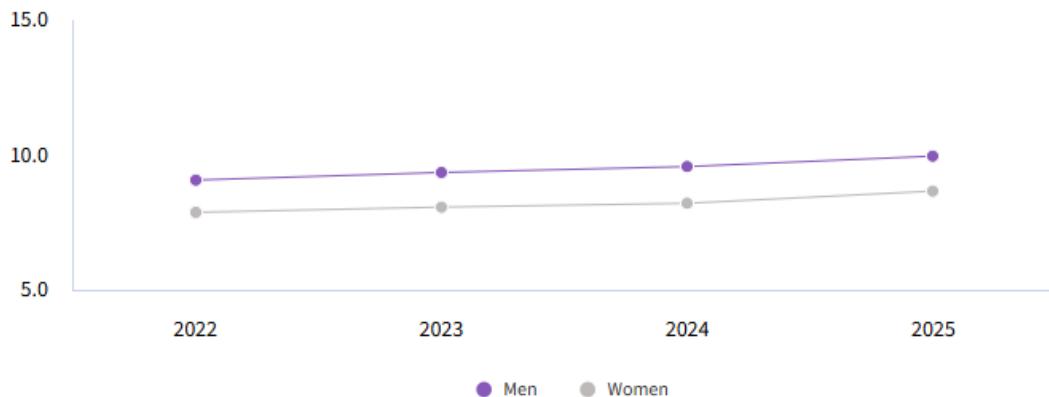
This information is from the Storyboard tile [4. Demographics - Gender > Mobility > Promotion and Transfer Rates](#)

6. Do women and men experience different wait times before promotion?



Do women and men experience different wait times before promotion?

Yes. In each year, men have a higher average promotion wait time than women (2022: 9.1 vs 7.9; 2023: 9.3 vs 8.1; 2024: 9.6 vs 8.2; 2025: 10.0 vs 8.7). The gap is consistently about 1.2–1.4, and both groups' wait times have risen from 2022 to 2025.



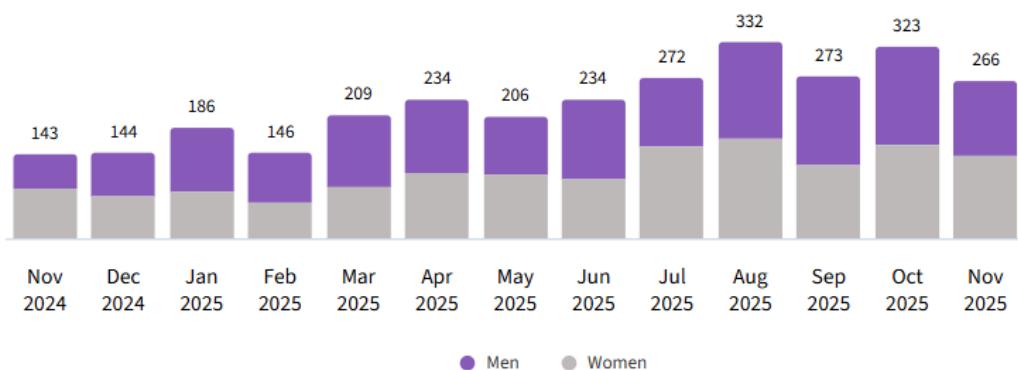
This information is from the Storyboard tile [4. Demographics - Gender > Mobility > Average Promotion Wait Time Trend by Gender](#)

7. How do overall separation trends for women and men compare over the past year?



How do overall separation trends for women and men compare over the past year?

From Dec 2024 to Nov 2025, both groups rose from winter into late summer/fall: men went from 74 (Dec 2024) to a peak of 166 (Oct 2025), while women went from 70 (Dec 2024) to a higher peak of 169 (Aug 2025), with spikes in Jul–Aug (154–169). Overall, men had more separations in 8 of 12 months and a higher annual total (men 1467 vs women 1358), though women led in May (107 vs 99), Jul (154 vs 118), Aug (169 vs 163), and Nov (140 vs 126). By Nov 2025, women remained above men (140 vs 126).



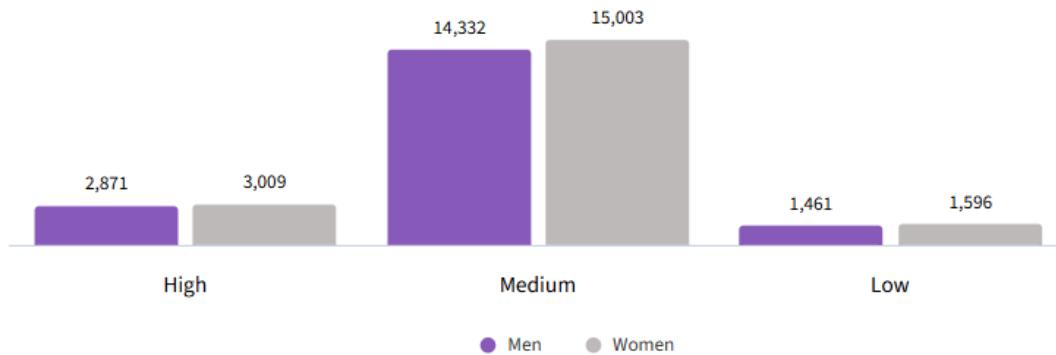
This information is from the Storyboard tile [4. Demographics - Gender > Separations > Separations by Gender Trend](#)

8. Are women and men recognized at similar rates across performance levels?



Are women and men recognized at similar rates across performance levels?

Yes—recognition counts are very similar by gender across performance levels, with women slightly higher in each category: High (Women 3,009 vs Men 2,871), Medium (Women 15,003 vs Men 14,332), and Low (Women 1,596 vs Men 1,461). This suggests no large gender gap in recognition within each performance tier.



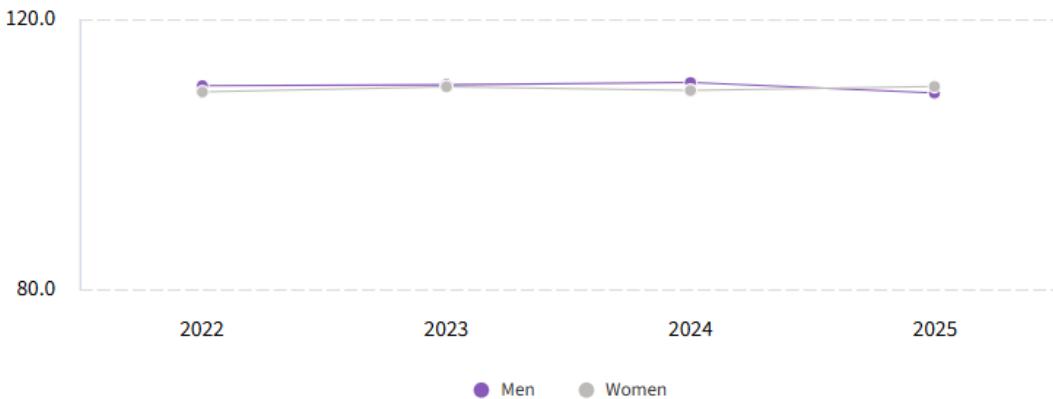
This information is from the Storyboard tile [4. Demographics - Gender > Performance > Performance Rating](#)

9. How have pay levels for high-performing women and men compared to market rates?



How have pay levels for high-performing women and men compared to market rates over time?

Across 2022–2025, high-performing men and women were consistently paid above market (compa ratios >100), with men at 110.2 (2022), 110.3 (2023), 110.6 (2024), then 109.1 (2025) and women at 109.2 (2022), 110.0 (2023), 109.5 (2024), then 110.1 (2025). Men were slightly higher than women from 2022–2024, but women edged ahead in 2025 (110.1 vs 109.1). Overall, both groups stayed around 109–111% of market, with a modest dip for men and an uptick for women in 2025.

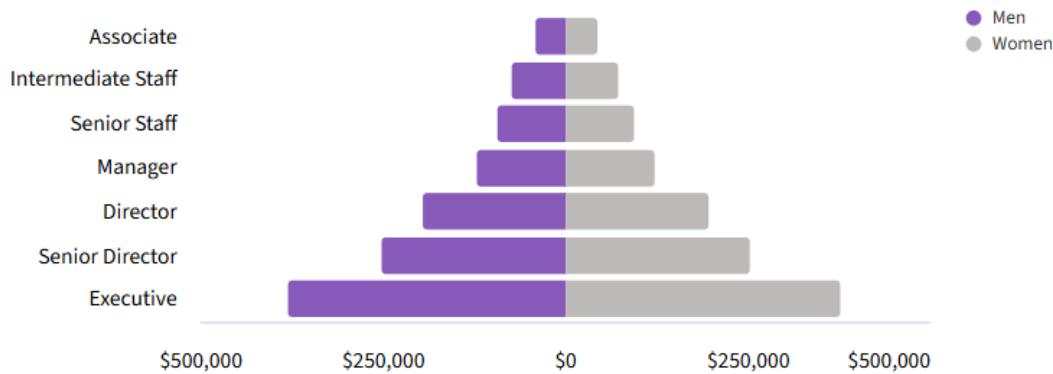


This information is from the Storyboard tile [4. Demographics - Gender > Performance > High-Performers Average](#)

10. Are women and men paid similarly across pay grades?

Are women and men paid similarly across different pay grades?

Yes—pay is very similar by grade: Associates (42195 men vs 42533 women), Intermediate Staff (73058 men vs 72443 women), Senior Staff (93571 men vs 93626 women), Managers (121998 men vs 122434 women), Directors (194667 men vs 194976 women), and Senior Directors (252197 men vs 252627 women) differ by only a few hundred dollars. The largest gap is at Executive, where men average 379980 vs 376828 for women (about 3152 more for men).

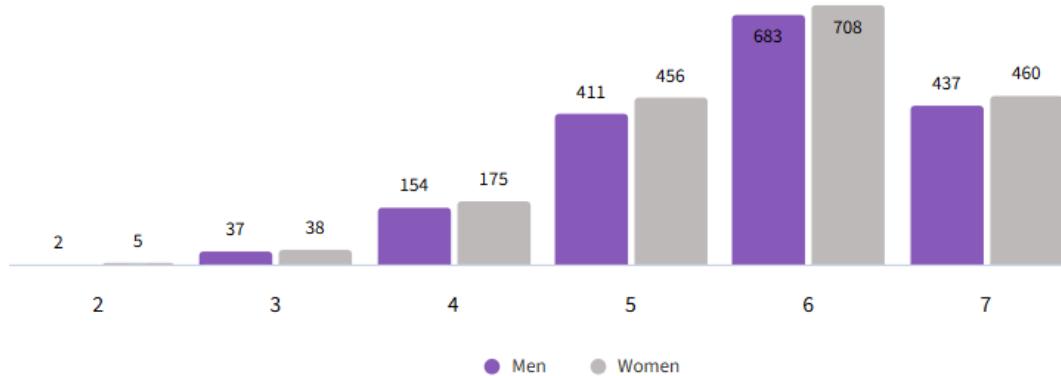


This information is from the Storyboard tile [4. Demographics - Gender > Compa Ratios and Total Target Cash > Average Annual Total Target Cash by Gender and Pay Grade](#)

11. Do women and men manage teams of similar sizes?

Do women and men manage teams of similar sizes?

Yes—women and men manage similarly sized teams: the weighted average Span of Control is about 5.77 for men (9943/1724) and 5.74 for women (10572/1842). The distribution by Span of Control is closely matched across 2–7, for example 683 men vs 708 women at span 6 and 437 men vs 460 women at span 7.



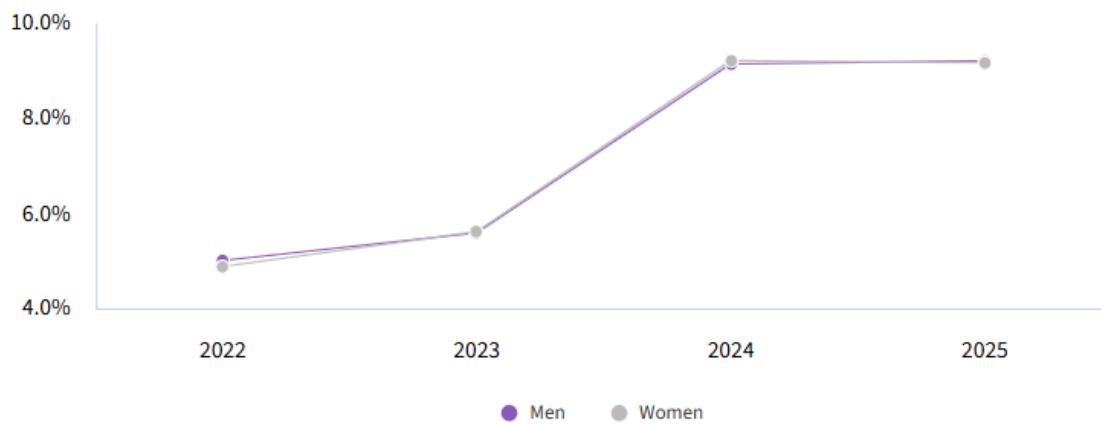
This information is from the Storyboard tile [4. Demographics - Gender > Manager > Span of Control Distribution by Gender](#)

12. How has gender representation changed among managers over time?



How has gender representation changed among managers over time?

Manager representation rose for both genders, from 5.0% for men and 4.9% for women in 2022 to 9.2% for both in 2025. The gap narrowed and briefly flipped: parity in 2023 at 5.6% each, women slightly ahead in 2024 (9.2% vs 9.1% men), then equal again in 2025 (9.2% each).



This information is from the Storyboard tile [4. Demographics - Gender > Manager > Percent of Managers Trend by Gender](#)

Workforce Demographics - Age

Description

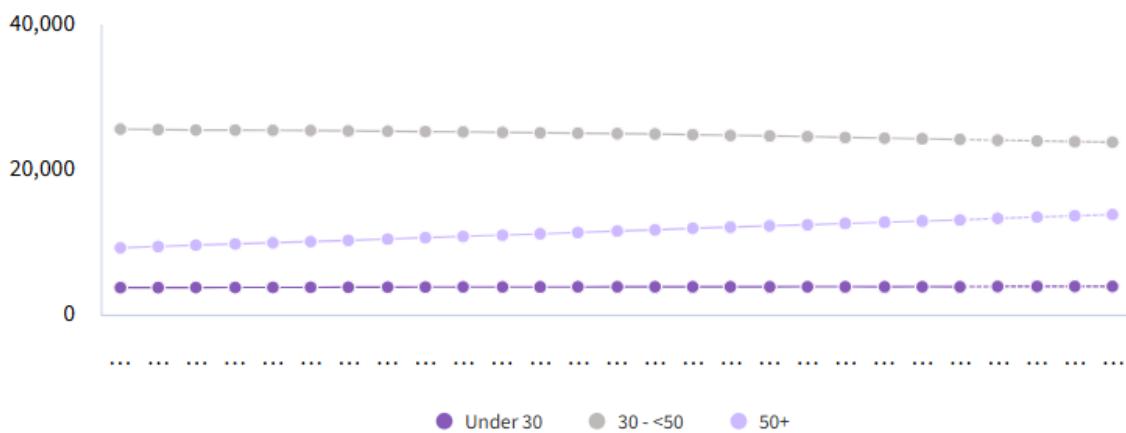
The Workforce Demographics – Age storyboard pack provides a cross-cut view of your workforce by age group across headcount, hiring, mobility, separations, performance, compensation and management roles. It highlights how representation and tenure differ for younger and older employees over time and across departments, locations and grades. It also surfaces patterns in pay equity, promotion rates, turnover and leadership opportunities that can inform succession planning and age-related inclusion efforts.

Answers

1. Are certain age groups becoming more or less represented in our workforce over time?

 **Are certain age groups becoming more or less represented in our workforce over time?**

Yes—employees 50+ are becoming more represented, increasing steadily from 9,197 in Dec 2023 to 13,173 in Nov 2025. Employees aged 30–<50 are becoming less represented, declining from 25,574 in Dec 2023 to 24,091 in Nov 2025. Under 30 remains relatively stable with a slight increase, from 3,708 in Dec 2023 to 3,823 in Nov 2025.



This information is from the Storyboard tile [5. Demographics - Age > Headcount > Headcount by Age Forecast](#)

Other questions related to this topic:

[Where is the under 30 or 50+ share higher than others, signaling pipeline or experience risk?](#)

[Are we building tenure fast enough among younger employees for succession purposes?](#)

2. Where is the under 30 or 50+ share higher than others, signaling pipeline or experience risk?



Where is the under 30 or 50+ share higher than others, signaling pipeline or experience risk?

Under 30 share is highest in Account Manager (337 of 3,334; ~10.1%) and in Product Management and Vertical 2 Specialist (each 141 of 1,397; ~10.1%), indicating junior-heavy teams. 50+ share is highest in Payroll (119 of 345; ~34.5%), Sales (815 of 2,415; ~33.8%), and GTM Vertical 1 (1,916 of 5,749; ~33.3%), signaling retirement/experience risk. These shares are higher than in other departments in the data.

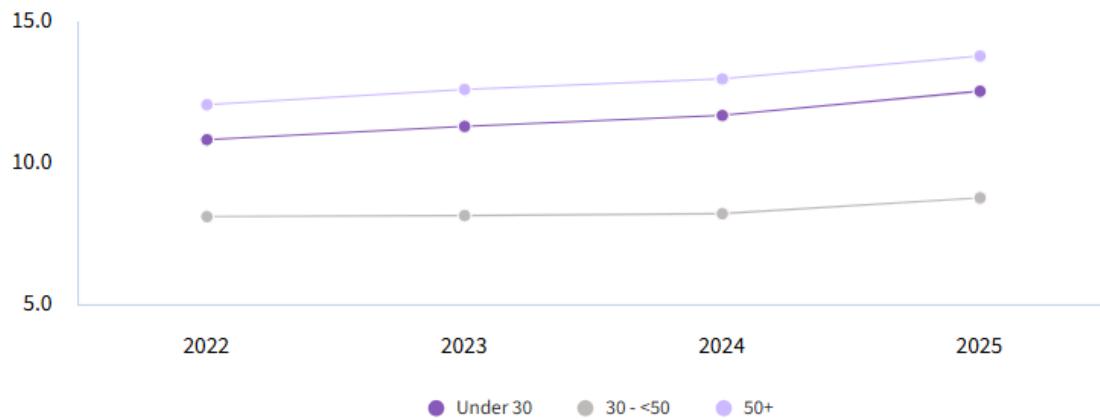
Department	Under 30	30 - <50	50+	Distribution
> Admin	1,131	7,323	3,884	
> Engineering	987	6,106	3,413	
> Finance	233	1,610	853	
Median	233	1,610	853	

3. Are we building tenure fast enough among younger employees for succession purposes?



Are we building tenure fast enough among younger employees for succession purposes?

Tenure among younger employees is rising steadily—Under 30 increased from 10.8 in 2022 to 12.5 in 2025 (+1.7), outpacing the 30-<50 group (8.1 to 8.8, +0.7). However, this growth matches the 50+ cohort (12.1 to 13.8, +1.7), keeping the experience gap unchanged at 1.3 years each year (e.g., 2025: 12.5 vs 13.8). So while progress is positive, we are not closing the tenure gap needed for succession readiness.



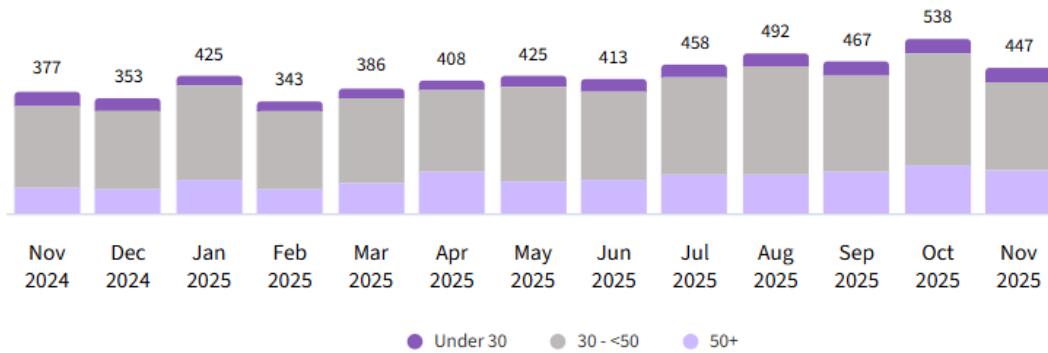
This information is from the Storyboard tile [5. Demographics - Age > Workforce Profile > Average Tenure Trend by Age Group](#)

4. What stands out in the trend of age representation in hiring over the past year?



What stands out in the trend of age representation in hiring over the past year?

The 30-<50 group consistently dominates hiring and trends upward, peaking at 349 starts in Oct 2025 before easing to 270 in Nov 2025 (e.g., 241 in Dec 2024, 295 in Jan 2025, 332 in Aug 2025). The 50+ cohort shows notable growth over the year, rising from 75-79 in Nov-Dec 2024 to 146 in Oct 2025 and holding at 133 in Nov 2025. Under 30 remains the smallest cohort, dipping to 25 in Feb 2025 and stabilizing around the low 40s later (43-44 in Oct-Nov 2025).



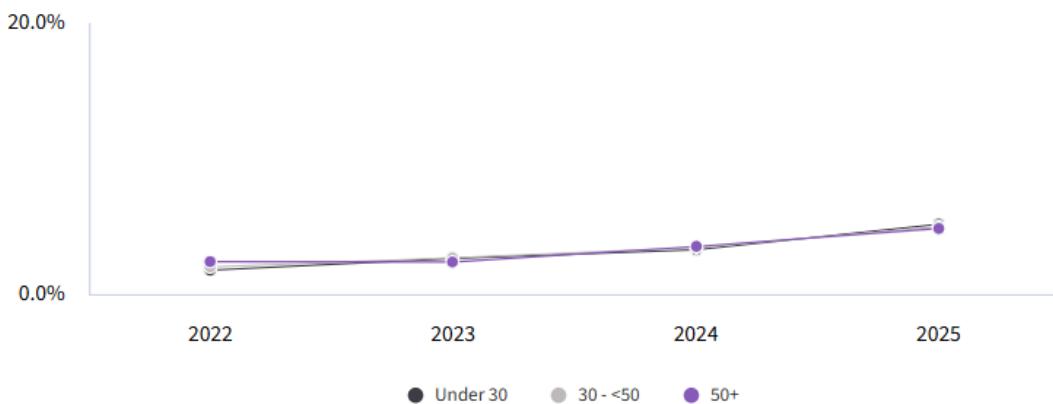
This information is from the Storyboard tile [5. Demographics - Age > Starts > Starts by Age Group Monthly Trend](#)

5. Are promotion rates equitable across age groups over time?



Are promotion rates equitable across age groups over time?

Promotion rates were uneven early on, with 2022 showing 50+ at 2.4% vs Under 30 at 1.8% and 30-<50 at 2.0%, and 2023 showing 50+ at 2.4% vs Under 30 at 2.6% and 30-<50 at 2.7%. By 2024-2025, rates converge and are closely aligned across age groups (2024: 3.3%-3.5%; 2025: 4.8%-5.1%). Overall, equity has improved over time and appears equitable in the most recent years.

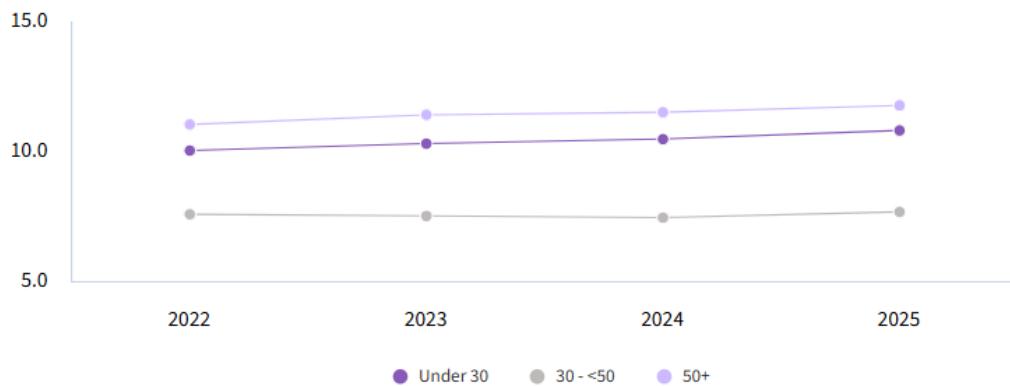


This information is from the Storyboard tile [5. Demographics - Age > Mobility > Promotion Rate Trend by Age Group](#)

6. Are there meaningful differences in promotion wait times between the different age groups?

Are there meaningful differences in promotion wait times between the different age groups?

Yes—there are consistent, meaningful differences by age group: from 2022–2025 the 30-<50 group has the shortest average wait (7.6, 7.5, 7.4, 7.7 years), Under 30 is longer (10.0, 10.3, 10.5, 10.8), and 50+ is longest (11.0, 11.4, 11.5, 11.8). For example, in 2024 the 30-<50 group waited 7.4 years versus 10.5 for Under 30 (about 3.1 years longer) and 11.5 for 50+ (about 4.1 years longer), with 50+ also about 1.0–1.3 years longer than Under 30 across the years (e.g., 2025: 11.8 vs 10.8).

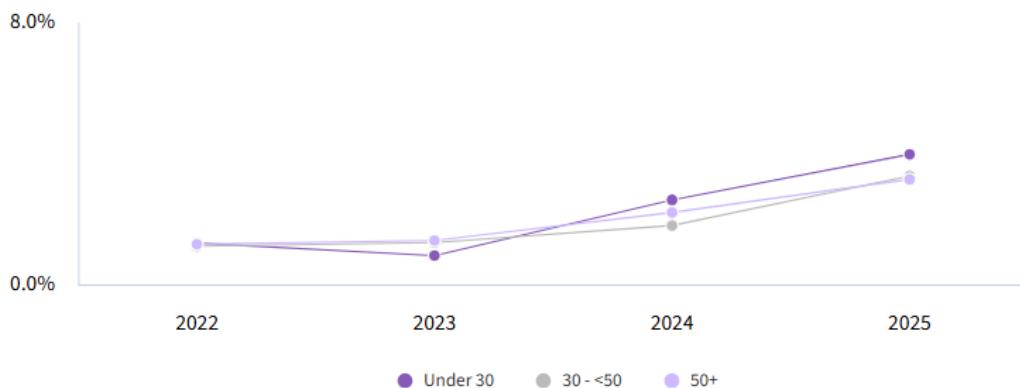


This information is from the Storyboard tile [5. Demographics - Age > Mobility > Average Promotion Wait Time Trend](#)

7. Recently, are younger employees quitting at meaningfully different rates than older employees?

Recently, are younger employees quitting at meaningfully different rates than older employees?

Yes. In 2025, Under 30 have a 4.0% voluntary separation rate versus 3.2% for 50+ and 3.3% for 30 - <50 (0.8 and 0.7 percentage point gaps), and in 2024 it was 2.6% versus 2.2% and 1.8% (0.4 and 0.8 point gaps). For context, 2023 showed Under 30 lower at 0.9% versus 1.3% for 50+, but the most recent years indicate younger employees are quitting more.



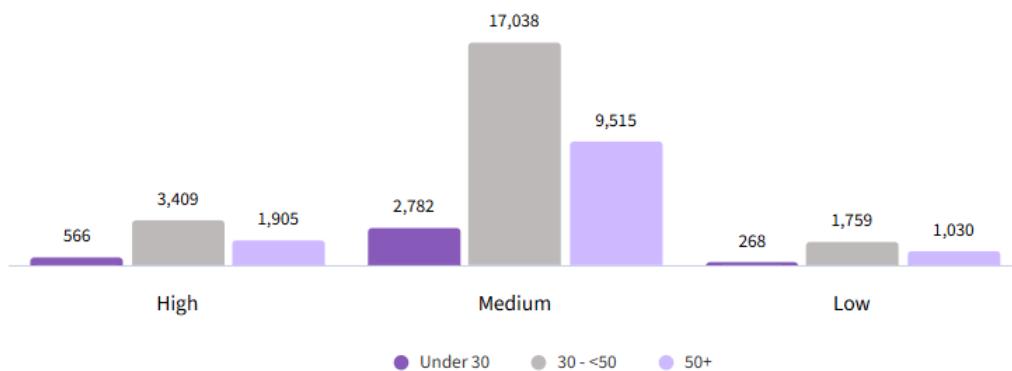
This information is from the Storyboard tile [5. Demographics - Age > Separations > Voluntary Separation Rate Trend](#)

8. Are employees of each age group recognized at similar rates across performance levels?



Are employees of each age group recognized at similar rates across performance levels?

Yes—each age group shows a very similar distribution of performance ratings. Under 30 has 566 High, 2,782 Medium, 268 Low; ages 30–<50 have 3,409 High, 17,038 Medium, 1,759 Low; ages 50+ have 1,905 High, 9,515 Medium, 1,030 Low. These correspond to roughly 15% High, 76–77% Medium, and 7–8% Low in each group, indicating similar recognition rates across ages.



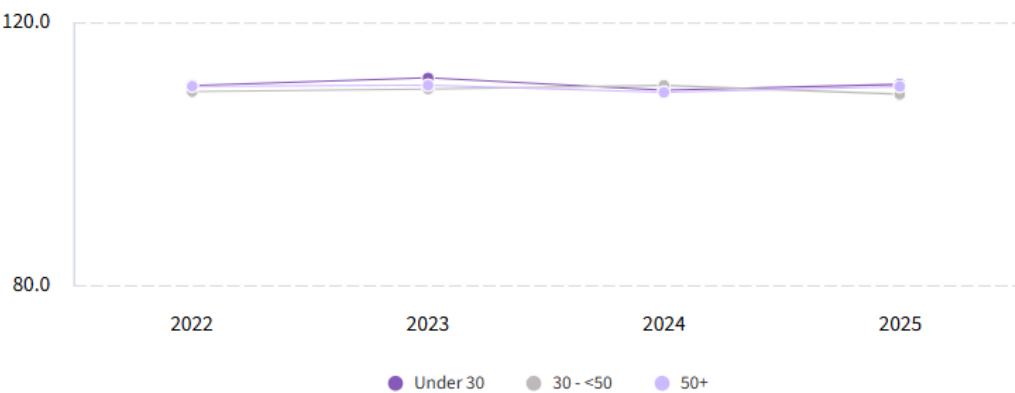
This information is from the Storyboard tile [5. Demographics - Age > Performance > Performance Rating Distribution](#)

9. Are high performers from each age group paid at similar market rates or are there meaningful gaps?



Are high performers from each age group paid at similar market rates or are there meaningful gaps?

High performers across age groups are paid at similar market rates, with average compa ratios clustered around 109–112 each year. The gaps between the highest and lowest age groups are modest—2022: 30–<50 at 109.4 vs Under 30 at 110.4 (1.0); 2023: 30–<50 at 109.8 vs Under 30 at 111.5 (1.7); 2024: 50+ at 109.3 vs 30–<50 at 110.4 (1.1); 2025: 30–<50 at 109.1 vs Under 30 at 110.6 (1.5).

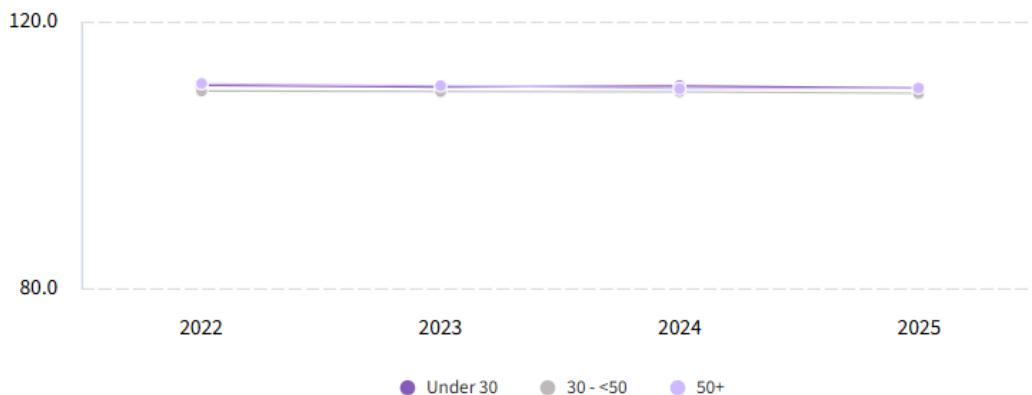


This information is from the Storyboard tile [5. Demographics - Age > Performance > High-Performers Average Compa Ratio Trend by Age Group](#)

10. Which age groups are trending above or below market?

Which age groups are trending above or below market?

All age groups are above market across 2022–2025 (Average Compa Ratios all >100). In 2025, 50+ is 110.0, Under 30 is 110.0, and 30–<50 is 109.2—still above market but the lowest of the three. Over time, 50+ eased from 110.7 (2022) to 110.0 (2025), Under 30 from 110.4 (2022) to 110.0 (2025), and 30–<50 from 109.6 (2022) to 109.2 (2025).



This information is from the Storyboard tile [5. Demographics - Age > Compa Ratios and Total Target Cash > Average Compa Ratio Trend by Age Group](#)

11. Is there a relationship between compensation, grade and age?

Is there a relationship between compensation, grade and age?

Compensation clearly rises with pay grade: Average Annual Total Target Cash increases from Associate \$41,247–\$45,708 to Intermediate Staff \$72,204–\$73,512, Senior Staff \$90,749–\$95,422, Manager \$115,366–\$128,615, Director \$181,055–\$226,059, Senior Director \$221,886–\$273,940, and Executive \$332,669–\$434,308. Age does not consistently increase with grade—many grades cluster around 43–45 years (e.g., Associate 43.1–44.4 and Manager 43.0–45.2), with higher-grade roles sometimes younger (Director Quality Assurance 39.4; Senior Director Legal 37.1) or older (Director Management Accounts 54.6; Executive Management Accounts 53.2). In short, compensation strongly tracks grade, while age varies by role/department rather than by grade.

$$Y = 43.61 + 0.00 X \quad R = 0.19$$

There is a weak positive linear relationship between Average Annual Total Target Cash and Average Age.

This result is unlikely to be statistically significant.



12. How has age representation changed among managers? Are younger employees getting opportunities?



How has age representation changed among managers? Are younger employees getting opportunities?

Manager representation increased across all age groups from 2022 to 2024: 50+ rose from 4.4% to 8.7%, 30-50 from 5.0% to 9.3%, and Under 30 from 5.9% to 9.9%. In 2025, these levels held near their peaks (50+ 8.7%, 30-50 9.4%, Under 30 9.7%). Yes—**younger employees are getting opportunities**, as the Under 30 group leads in manager representation in both 2024 (9.9%) and 2025 (9.7%), up from 5.9% in 2022.



This information is from the Storyboard tile [5. Demographics - Age > Manager > Percent of Managers Trend by Age Group](#)

Workforce Demographics - Race and Ethnicity

Description

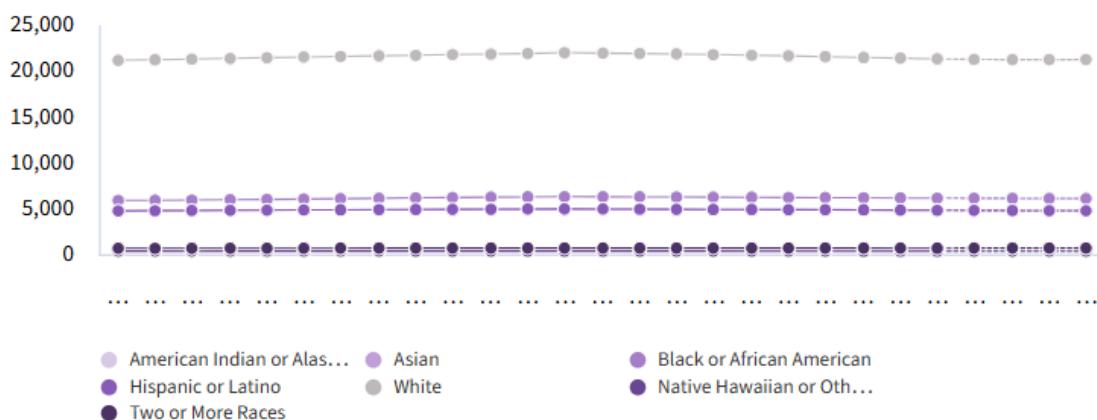
The Workforce Demographics – Race and Ethnicity storyboard pack provides a cross-cut view of your workforce by racial and ethnic group across headcount, hiring, mobility, separations, performance, compensation and management roles. It highlights how representation, tenure and outcomes differ for diverse and white employees over time and across departments, locations and grades. It also surfaces patterns in pay equity, promotion rates, turnover and leadership opportunities that can inform diversity, equity and inclusion strategies.

Answers

- 1. Is our workforce becoming more or less diverse over time, and where do we see the biggest shifts?**

 **Is our workforce becoming more or less diverse over time, and where do we see the biggest shifts?**

Slightly more diverse: the White share edged down from 55.9% (21,175 of 37,859 in Dec 2023) to 55.6% (21,249 of 38,247 in Nov 2025), while most non-White groups increased modestly. The biggest shifts are growth among Black or African American (+235, 5,871 to 6,106) and Hispanic or Latino (+60, 4,730 to 4,790), with smaller gains in Asian (4,761 to 4,773) and American Indian or Alaska Native (334 to 344), and a slight decline in Native Hawaiian or Other Pacific Islander (335 to 327).

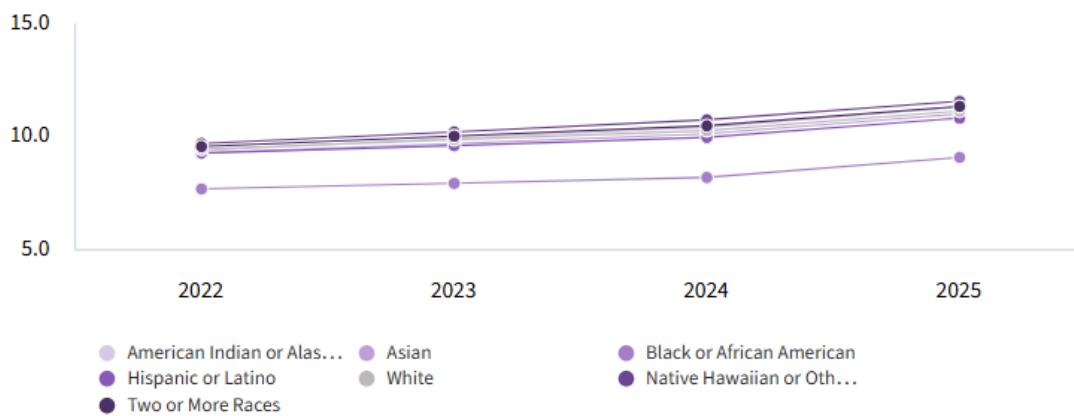


This information is from the Storyboard tile [6. Demographics - Diversity > Headcount > Headcount Forecast by Diversity](#)

2. Are there meaningful tenure gaps between diversity groups, and are those gaps closing?

↗ Are there meaningful tenure gaps between diversity groups, and are those gaps closing?

Yes—meaningful tenure gaps exist and are not closing. Black or African American employees have the lowest average tenure each year (7.7 in 2022, 7.9 in 2023, 8.2 in 2024, 9.1 in 2025) compared with the highest group, Native Hawaiian or Other Pacific Islander (9.7, 10.2, 10.7, 11.5). The gap between the highest and lowest widened from 2.0 years in 2022 (9.7 vs 7.7) to 2.5 in 2024 (10.7 vs 8.2) and remains 2.4 in 2025 (11.5 vs 9.1), and the Black vs White gap also increased from 1.7 in 2022 (7.7 vs 9.4) to 2.0 in 2024–2025 (8.2 vs 10.2; 9.1 vs 11.1).



This information is from the Storyboard tile [6. Demographics - Diversity > Workforce Profile > Average Tenure Trend](#)

3. Which departments had the most growth and decline in hiring diverse employees this year?

↗ Which departments had the strongest growth and decline in hiring diverse employees this year?

Strongest growth in diverse hiring was in Financial Services and Sales, evidenced by very high start rates such as Native Hawaiian or Other Pacific Islander at 24.0% in Financial Services and 16.9% in Sales, with Sales also high for Two or More Races at 15.6% and Black or African American at 9.0%. The weakest was in Engineering and Management Accounts, where diverse start rates were very low—Native Hawaiian or Other Pacific Islander at 1.1% in Engineering and Hispanic or Latino at 1.2% in Management Accounts (with Quality Assurance also low for Black or African American at 2.1%).

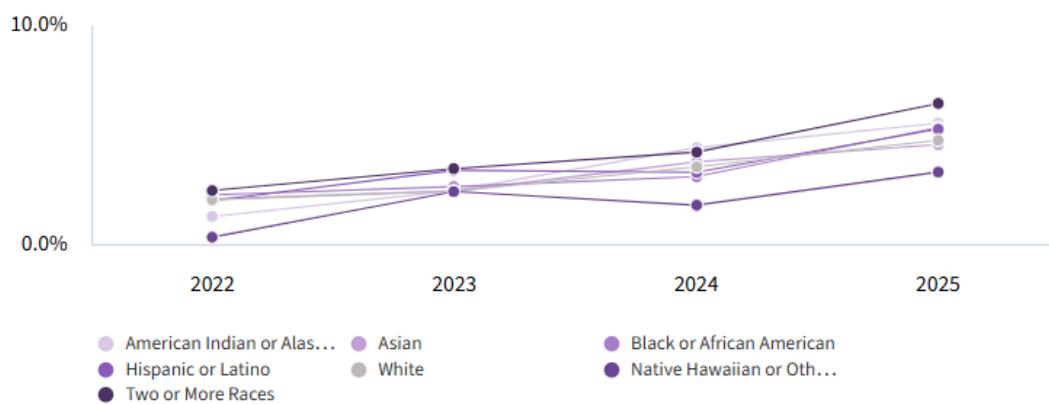
Department	Hispanic or Latino	White	Native Hawaiian or Other Pacific Islander	Two or More Races	Distribution
> Engineering	6.1%	6.3%	1.1%	4.0%	
> Finance	4.1%	5.9%	15.0%	4.2%	
Median	6.5%	5.9%	7.1%	5.5%	

4. Are promotion opportunities equitable across racial and ethnic groups?



Are promotion opportunities equitable across racial and ethnic groups?

Promotion opportunities are not fully equitable across racial and ethnic groups. In 2025, movement rates range from 3.3% for Native Hawaiian or Other Pacific Islander to 6.4% for Two or More Races, with others at American Indian or Alaska Native 5.5%, Black or African American 5.3%, Hispanic or Latino 5.3%, White 4.7%, and Asian 4.5%. While rates have risen for all groups since 2022 (e.g., Native Hawaiian or Other Pacific Islander from 0.3% in 2022 to 3.3% in 2025), gaps remain.



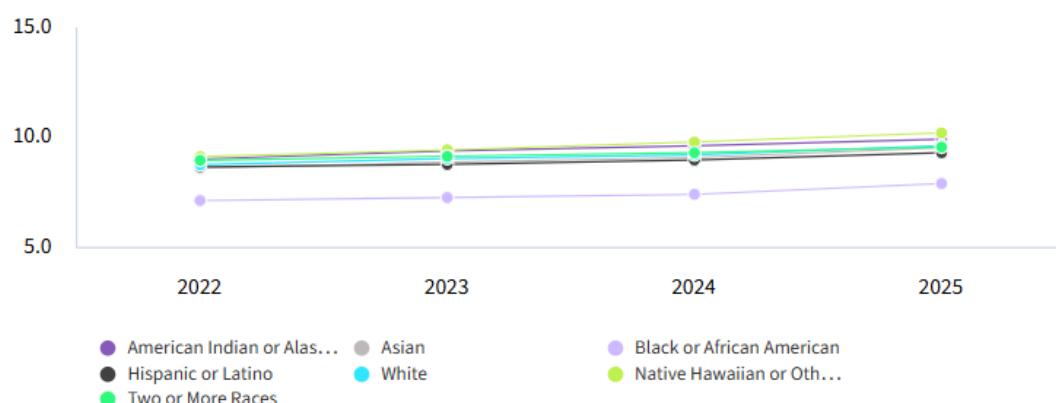
This information is from the Storyboard tile [6. Demographics - Diversity > Mobility > Promotion Rate Trend by](#)

5. Are there meaningful differences in promotion wait times between diverse and white employees?



Are there meaningful differences in promotion wait times between diverse and white employees?

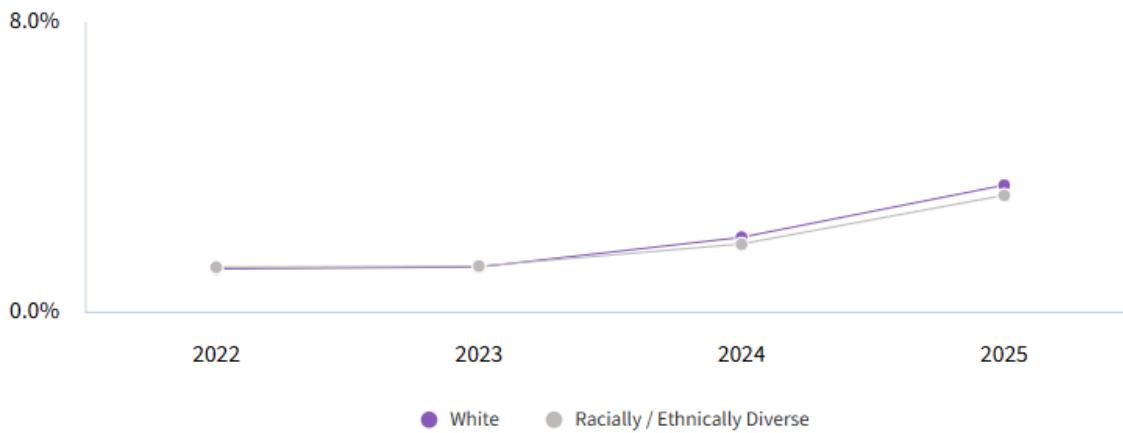
Yes—there are clear differences: Black or African American employees have consistently shorter average promotion wait times (7.1–7.9) than White employees (8.7–9.6) from 2022–2025. Native Hawaiian or Other Pacific Islander and American Indian or Alaska Native employees wait longer than White peers (e.g., 2025: 10.2 and 9.9 vs White 9.6). Asian and Hispanic or Latino employees are slightly faster than White (typically 0.1–0.3 shorter, e.g., 2024 Asian 9.1 and Hispanic 9.0 vs White 9.2), while Two or More Races is near parity (2025: 9.5 vs White 9.6).



6. Are diverse employees voluntarily leaving at different rates than white employees over time?

 **Are diverse employees voluntarily leaving at different rates than white employees over time?**

Yes, but the differences are small and shift by year. In 2022 the rates were equal at 1.2% for both groups, in 2023 diverse employees were slightly higher (1.3% vs 1.2%), and in 2024–2025 white employees were higher (2.1% vs 1.9% and 3.5% vs 3.2%). Both groups' rates increased over time, from 1.2% in 2022 to 3.2% (diverse) and 3.5% (white) in 2025.



This information is from the Storyboard tile [6. Demographics - Diversity > Separations > Voluntary Separation Rate Trend by Diversity](#).

7. Are any departments showing cause for concern with retention of diverse vs. white employees?

 **Are any departments showing cause for concern with retention of diverse vs. white employees?**

Yes—several departments show materially higher separation rates for some racial/ethnic groups than for White employees. Notable gaps include Financial Services (Native Hawaiian or Other Pacific Islander 31.9% vs White 5.3%), Product Management (American Indian or Alaska Native 27.0% vs White 8.0%), Quality Assurance (American Indian or Alaska Native 24.8% vs White 7.9%), Human Resources (Two or More Races 15.5% and Native Hawaiian or Other Pacific Islander 15.0% vs White 6.6%), and Finance (Native Hawaiian or Other Pacific Islander 19.9% vs White 5.1%).

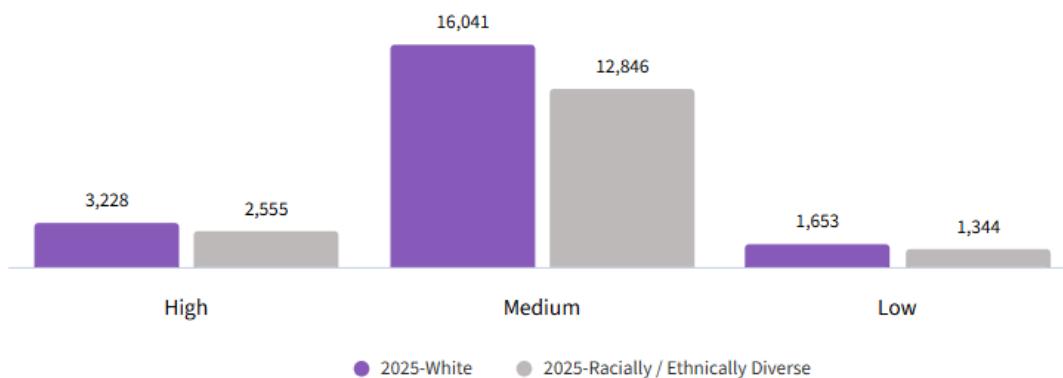
Department	Hispanic or Latino	White	Native Hawaiian or Other Pacific Islander	Two or More Races	Comparison
> Admin	8.1%	6.8%	10.0%	11.0%	
> Engineering	6.2%	7.4%	2.3%	6.9%	
Median	6.6%	6.7%	14.2%	9.1%	

8. Are diverse and white employees recognized at similar rates across performance levels?



Are diverse employees and white employees recognized at similar rates across performance levels?

Yes. In 2025, racially/ethnically diverse employees have 2,555 High, 12,846 Medium, and 1,344 Low ratings, while white employees have 3,228 High, 16,041 Medium, and 1,653 Low. These distributions are nearly identical—about 15% High, 77% Medium, and 8% Low for both groups—indicating similar recognition rates across performance levels.



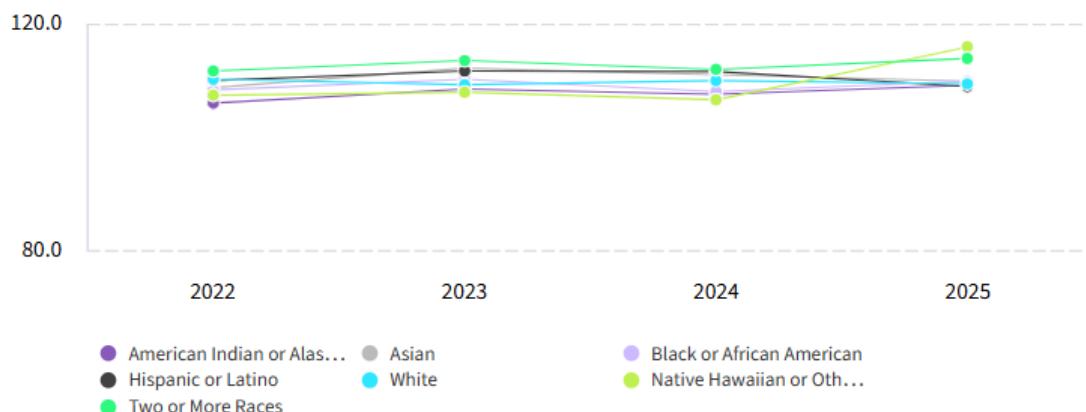
This information is from the Storyboard tile [6. Demographics - Diversity > Performance > Performance Rating Distribution by Diversity](#)

9. Are diverse high performers paid at similar market rates as white high performers?



Are diverse high performers paid at similar market rates as white high performers?

Mostly yes, with small differences, and by 2025 most diverse high performers are at or near the White compa ratio. In 2025, White is 109.4 vs American Indian or Alaska Native 109.1, Asian 109.8, Black or African American 109.8, and Hispanic or Latino 108.9 (all roughly similar), while Native Hawaiian or Other Pacific Islander 115.9 and Two or More Races 113.9 are higher. Earlier years were mixed: in 2022 most were below White 110.2 (e.g., American Indian or Alaska Native 106.0, Black or African American 108.3), whereas in 2023–2024 several groups exceeded White (e.g., 2023 Asian 112.1 vs White 109.2; 2024 Hispanic or Latino 111.5 vs White 110.0).

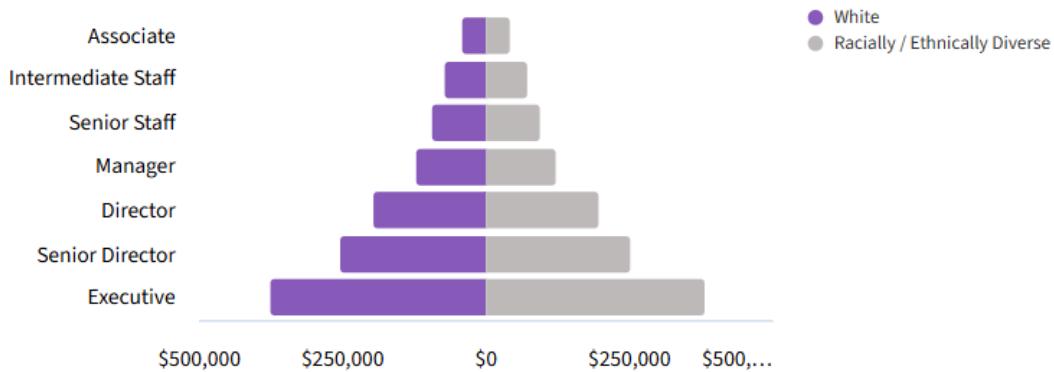


10. Are there meaningful pay differences between diverse and white employees at the same grade level?



Are there meaningful pay differences between diverse and white employees at the same grade level?

Across pay grades, average pay for racially/ethnically diverse and white employees is very similar: Associates \$42,353 vs \$42,358, Managers \$121,871 vs \$122,548, and Senior Directors \$252,757 vs \$253,354. The largest difference is at the Executive level, where diverse employees average \$380,824 vs \$376,659 for white (about 1.1% higher). Overall, these small gaps indicate no meaningful pay differences by grade in this data.



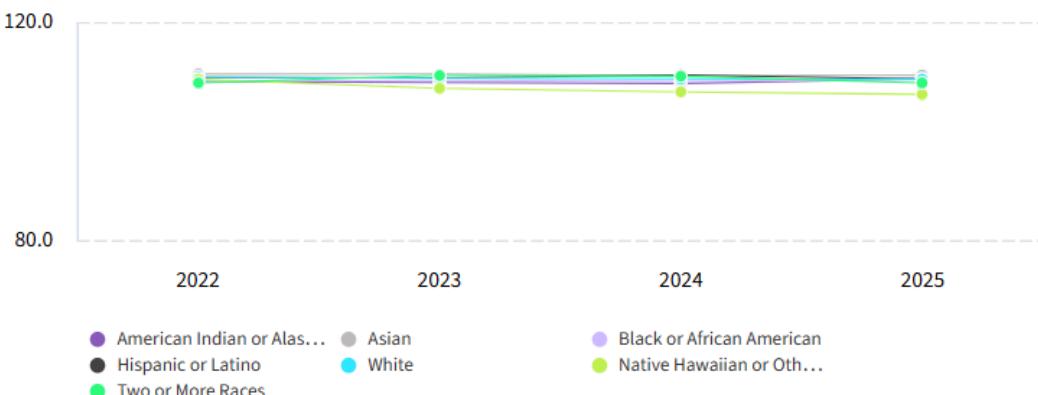
This information is from the Storyboard tile [6. Demographics - Diversity > Compa Ratios and Total Target Cash > Average Annual Total Target Cash by Diversity and Pay Grade](#)

11. Are diverse and white employees tracking similarly to market pay?



Are diverse and white employees tracking similarly to market pay?

Yes—overall, White employees' average compa ratios stay around 109.5–109.9 from 2022–2025, and most diverse groups are close to that range (e.g., Black 109.1–109.4; Hispanic 109.6–110.3; American Indian/Alaska Native 108.8–109.6; Two or More Races 108.9–110.2), with Asians slightly higher at 110.2–110.5. One notable gap is Native Hawaiian or Other Pacific Islander, which declines from 109.5 (2022) to 106.8 (2025), about 2.7 points below White in 2025 (106.8 vs 109.5).

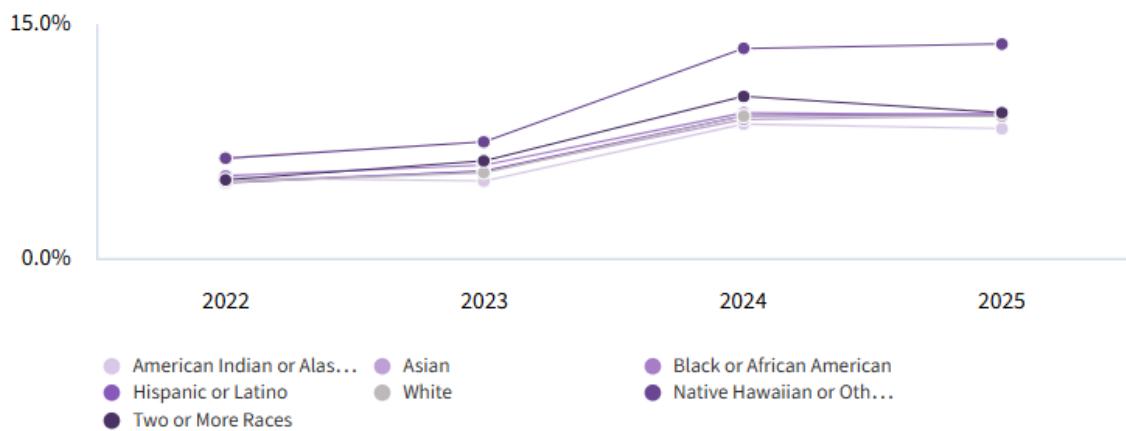


12. Do we have proportional representation of diverse employees in management roles?



Do we have proportional representation of diverse employees in management roles?

Largely yes: in 2025 most groups have a similar share of managers around 9% (American Indian or Alaska Native 8.3%, Asian 9.1%, Black or African American 9.2%, Hispanic or Latino 9.3%, White 9.1%). Notable exceptions are Native Hawaiian or Other Pacific Islander at 13.7% in 2025 (13.4% in 2024) and a modestly higher share for Two or More Races in 2024 at 10.4% (then 9.3% in 2025). This is a marked convergence compared to 2022, when most groups were between 4.8% and 6.4% managers.



This information is from the Storyboard tile [6. Demographics - Diversity > Manager > Percent of Managers Trend by Diversity Breakdown](#)