

NORWEST

2025 Talent & People Benchmark Survey



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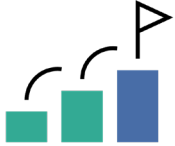
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Background & Methodology



Audience

Our ninth annual Talent & People Benchmark Survey was sent to Norwest's active, North America-based portfolio companies in the summer of 2025.



Focus Areas

The survey measures benchmarks and best practices in people operations, spanning talent acquisition and org design, HR infrastructure, culture & employee development, total rewards, and the AI adoption.



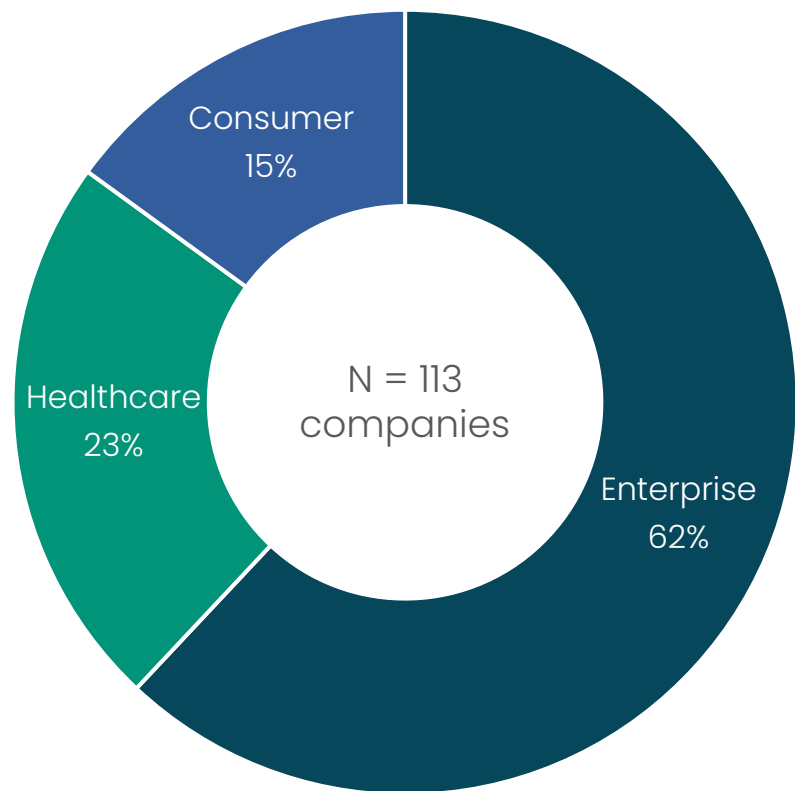
Respondents

113 portfolio companies participated in this year's survey, representing a cross-section of sector, stage, and geographic location.

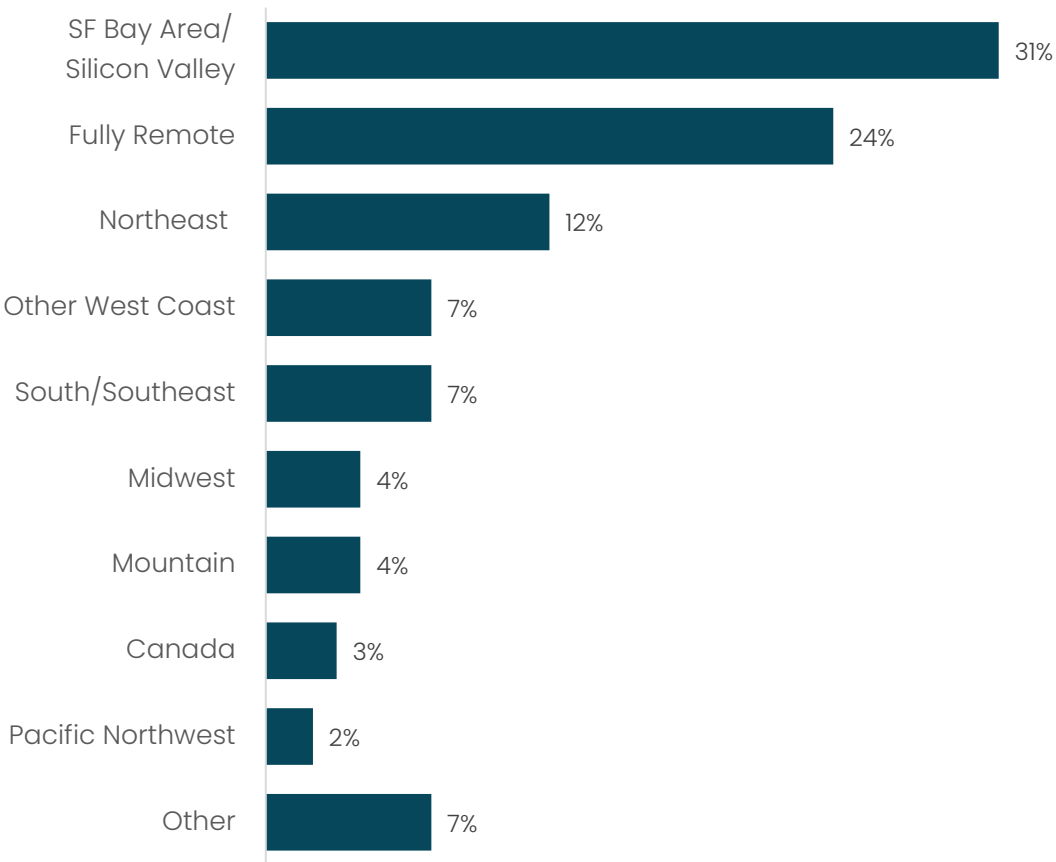
Questions about the survey or the results? Please email ltennant@nvp.com

Company Demographics

Portfolio Company Sector

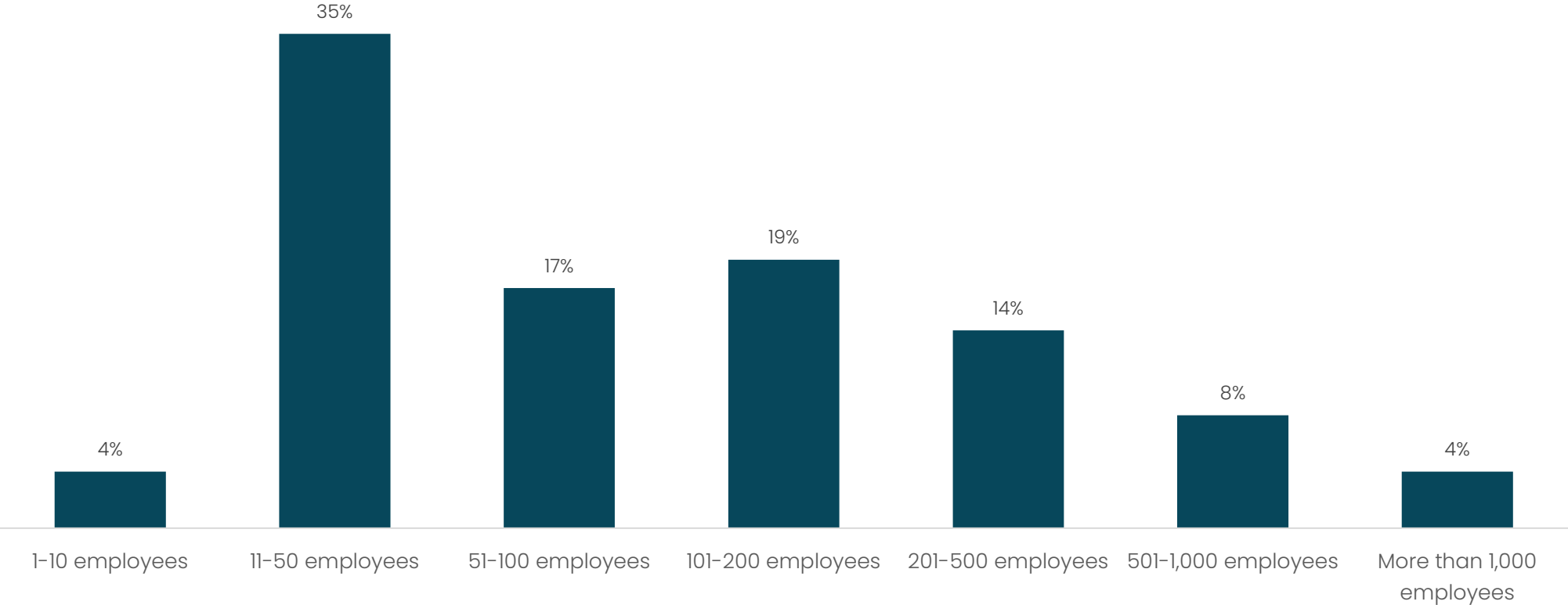


In what region of North America is the majority of your employee population located?



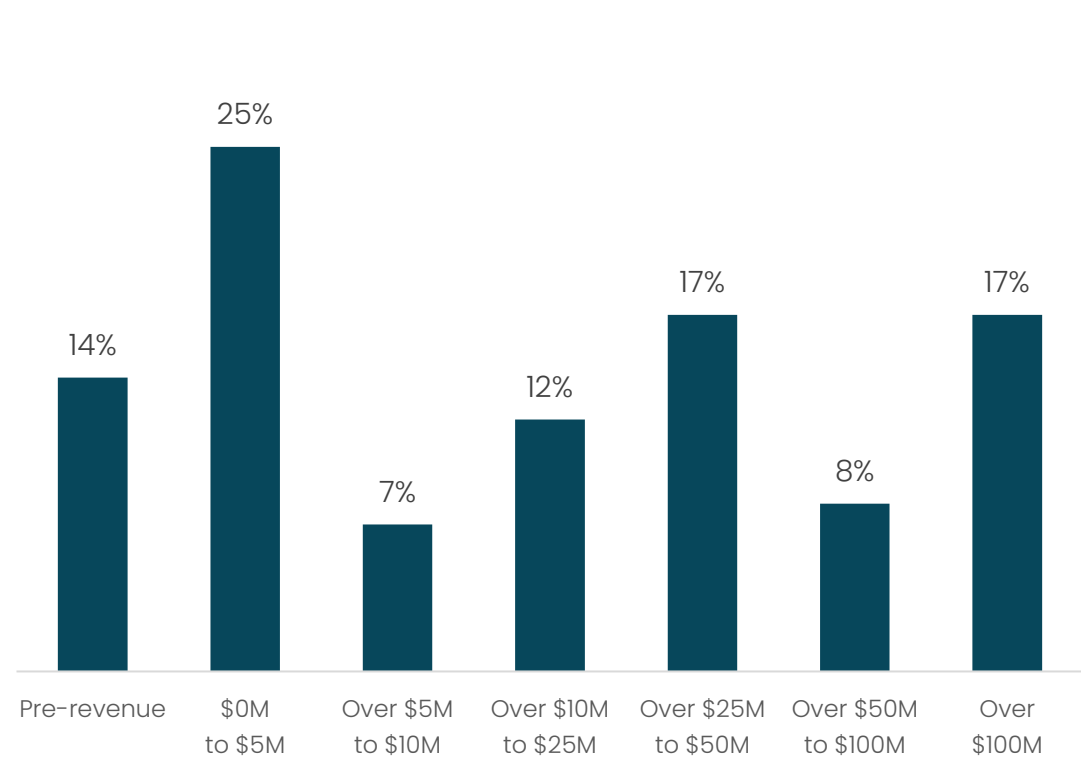
Company Demographics

How many employees work at your company?

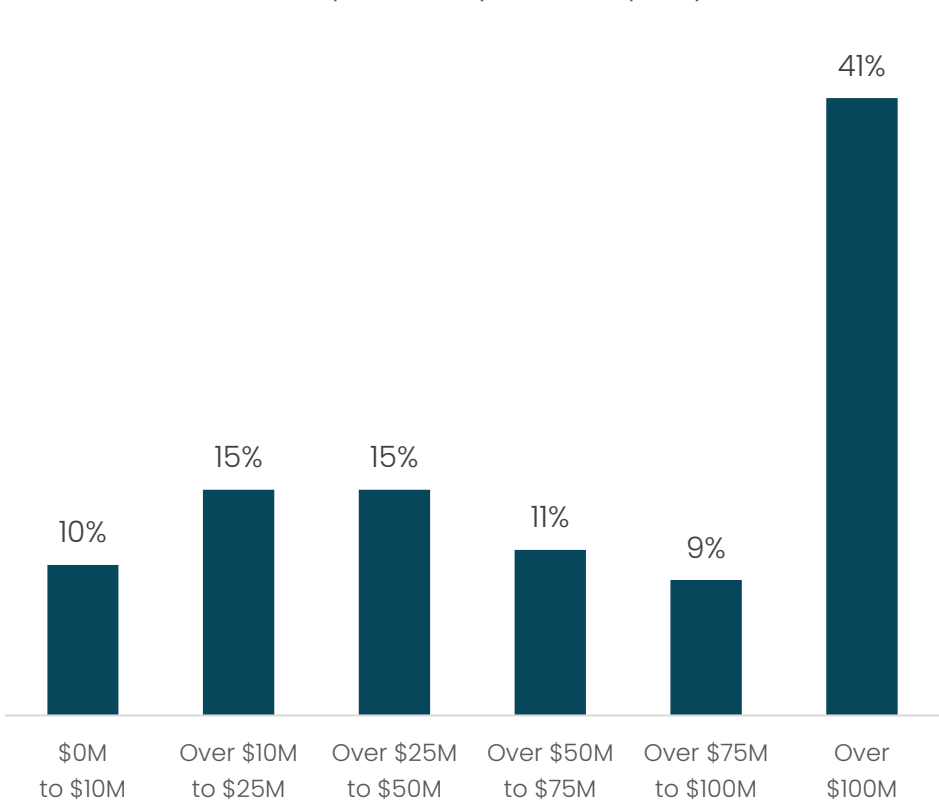


Company Demographics

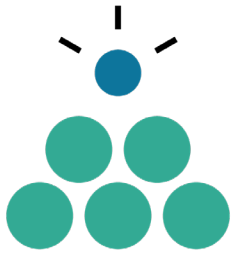
How much did your company earn in revenue in 2024?



How much capital has your company raised?



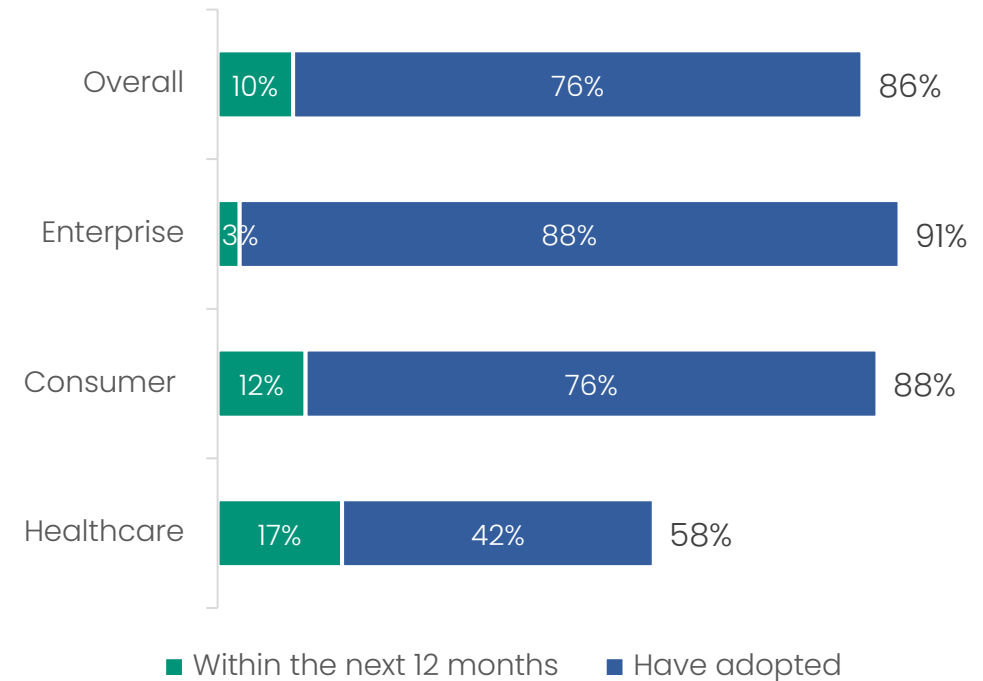
Key Takeaways



Adoption of AI tools is nearly universal across sectors.

86% of companies have either already adopted AI (76%) or plan to do so within the next 12 months (10%). While adoption is strong across most sectors, healthcare is adopting AI more cautiously compared to others.

Percentage of companies that have adopted or will soon adopt AI tools – *By Sector*



OUR TAKE:

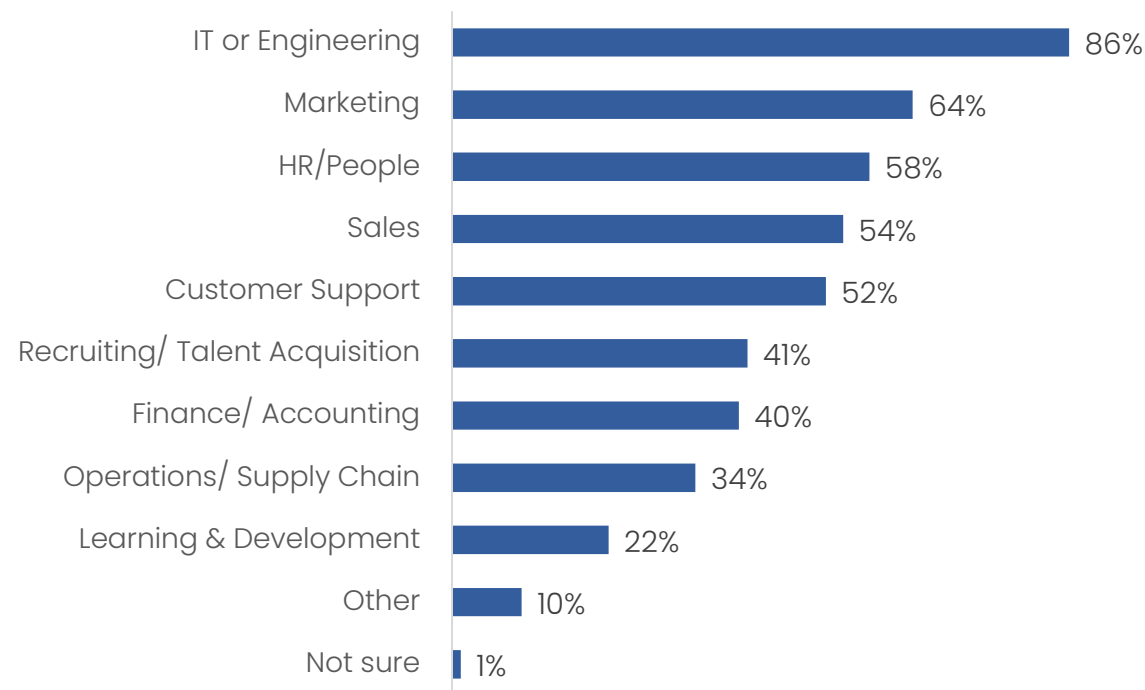
As AI delivers clear gains in efficiency, decision-making, and cost savings, companies will continue to accelerate adoption. The slower pace of adoption in healthcare likely reflects higher regulatory hurdles, concerns about data privacy, and the complexity of integrating AI into clinical and compliance-heavy environments.



AI is firmly embedded across functions.

AI adoption is strongest in IT and Engineering, where 86% of portfolio companies report using AI tools. More than half of companies use AI in Marketing (64%), HR/People (58%), Sales (54%), and Customer Support (52%). These functions are likely turning to AI to boost efficiency and scale operations.

Business functions that currently use AI tools



Respondents could choose more than one option

OUR TAKE:

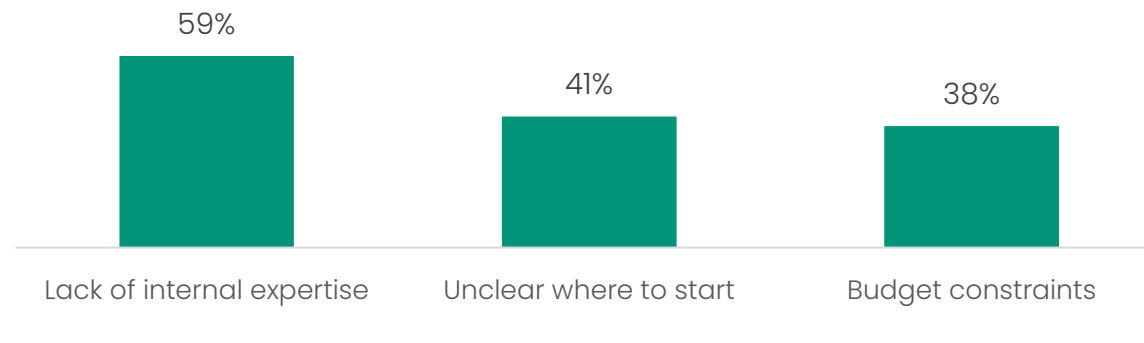
Code generation and related applications provide fast, measurable value for technical teams. Marketing's high usage is likely tied to content generation and refinement. What stands out most is that more than half of HR departments are already using AI, signaling its growing role in people-related functions.



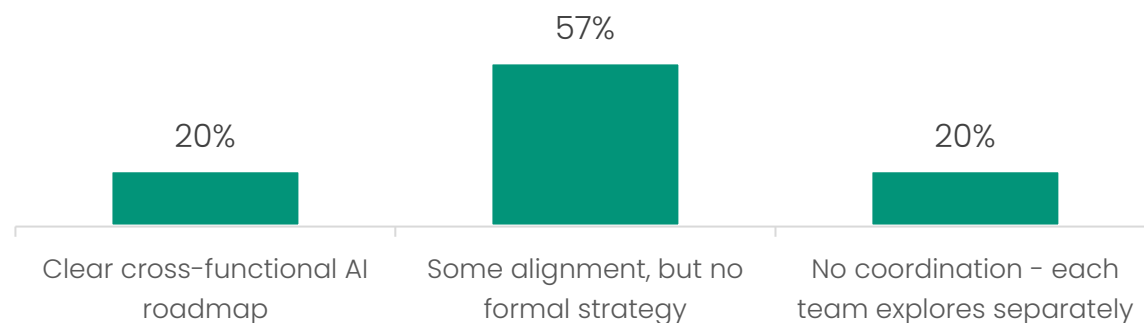
Advancing AI requires stronger expertise and alignment.

60% of companies admit they lack the expertise to manage AI adoption effectively, and 40% are unclear where to even start. Coordination is another challenge: only 20% report having a clear cross-functional roadmap, while just as many say there is no organization-wide plan for AI.

Top barriers to AI adoption

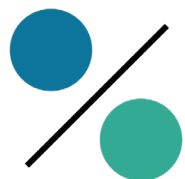


Level of coordination in AI adoption



OUR TAKE:

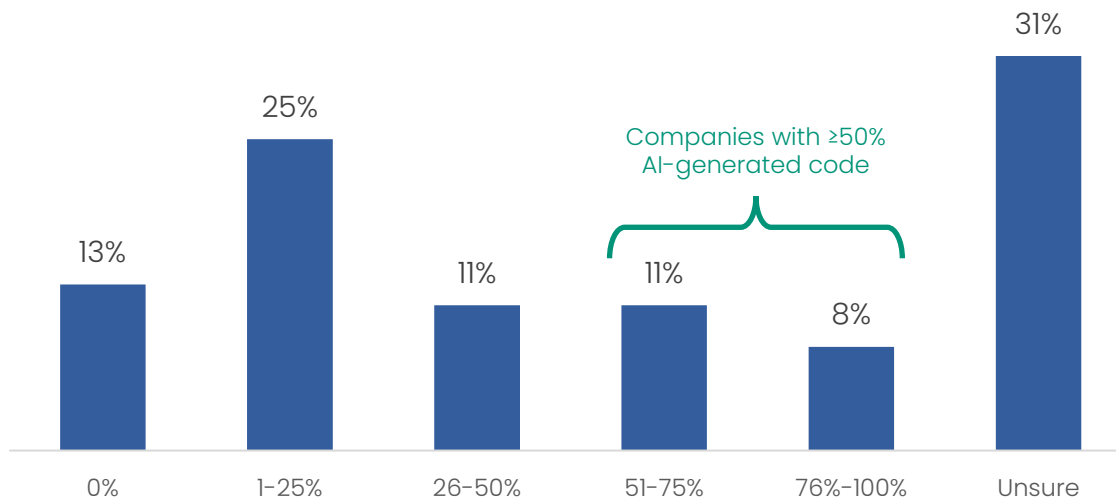
The obstacles portfolio companies face show that AI adoption is not just a technology initiative but a company-wide transformation challenge. Realizing AI's potential requires deliberate change management that addresses people, processes, and systems to drive meaningful business outcomes.



1 in 5 companies say that more than half their code is AI-assisted.

Among companies that have adopted AI tools, 19% report their engineering teams now generate at least half of their code with AI. This level of adoption is approaching the ~30% share of new code [estimated to be AI-generated at Google and Microsoft](#).

Approximately what percentage of code written by your engineering teams is currently assisted by AI tools?



Base: Companies that have adopted AI tools

OUR TAKE:

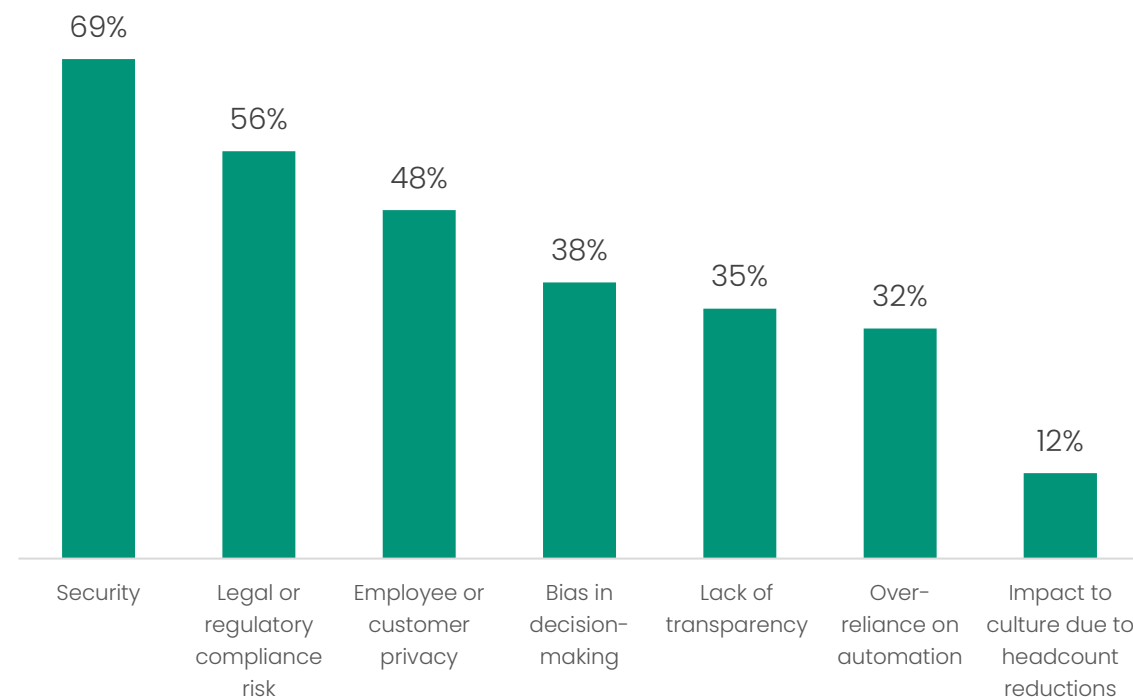
One in five companies rely on AI-assisted coding, a sign that the tools are driving clear productivity benefits. At the same time, many leaders remain unsure of actual usage, suggesting adoption is happening bottom-up within engineering teams rather than through centralized oversight. Many companies are still early in setting policies, tracking use, and establishing guardrails.



Security and compliance risks are top AI concerns.

Almost 70% of companies cite security as their greatest AI worry, followed by legal compliance and privacy. Fewer expressed concern about AI's impact on culture or jobs. This aligns with a recent [Morgan Stanley study](#) suggesting that "...while certain occupations may shrink or disappear, the vast majority of jobs will be reshaped, not replaced."

Concerns about using AI



Respondents could choose more than one option

OUR TAKE:

Companies are primarily focused on security and compliance, ensuring systems and data are protected while managing regulatory risk. Concerns about headcount and culture are secondary, though organizations still recognize the importance of balancing safeguards with team culture, since trust is critical to driving successful AI adoption.

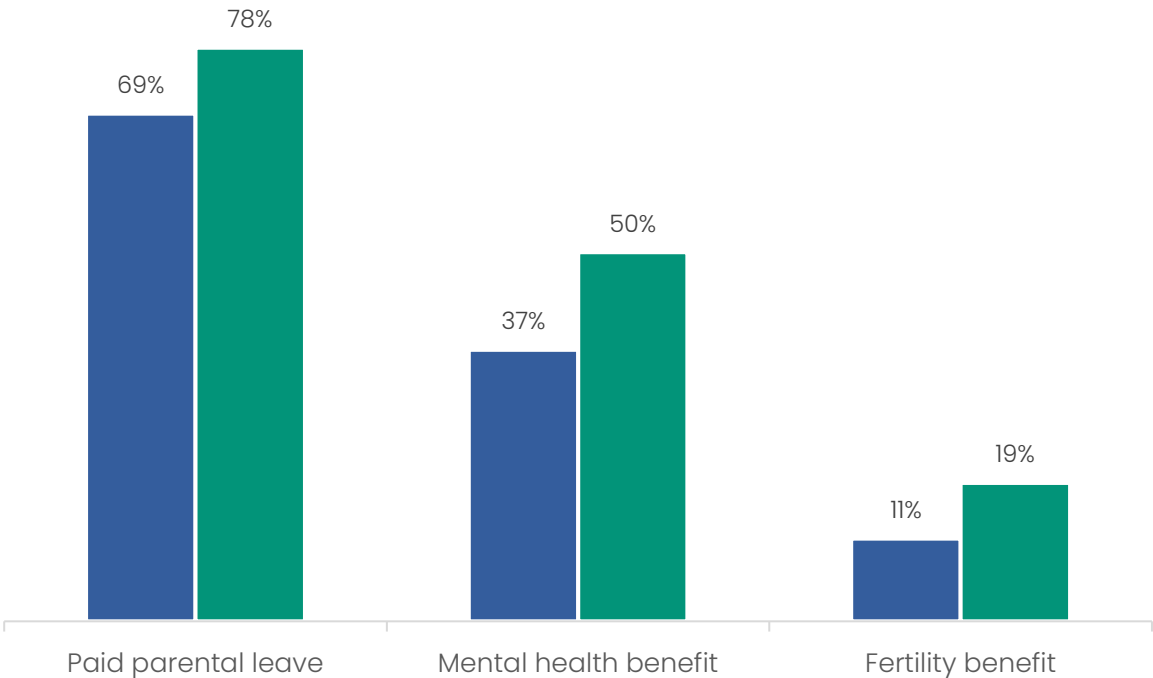


Companies expand family and wellness benefits.

Portfolio companies are enhancing benefit offerings to support employees' lives beyond work. Paid parental leave increased by 13%, while offerings for mental health benefits and fertility benefits increased by 35% and 73%, respectively.

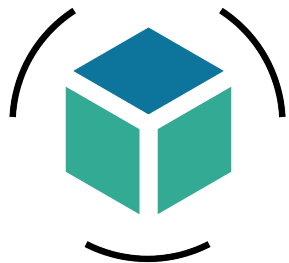
Change in benefits offered

■ 2023 ■ 2025



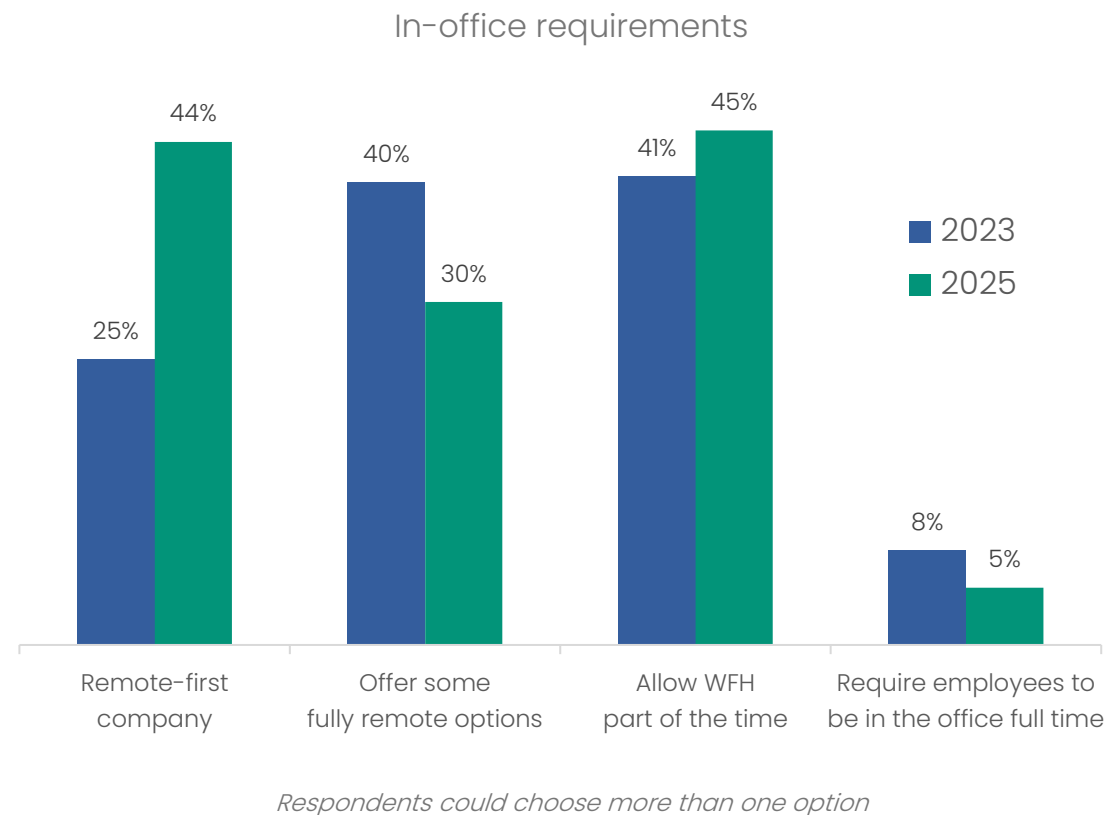
OUR TAKE:

These shifts highlight growing employee expectations and competition for talent in a tight labor market. Companies are signaling commitment to well-being, inclusivity, and support for diverse family needs.



Flexibility evolves from perk to policy.

44% of our companies now have “remote” as a default way of working, up from 25% in 2023 when many companies were already fully remote or closed their offices to transition to a remote-first model. Only 5% of our companies require employees to be in the office full time.



OUR TAKE:

While some of our companies are increasing in-office time to strengthen culture and collaboration, others are expanding remote-first models that achieve those goals through flexibility and connection across distributed teams. What began as a cost-saving response has evolved into a long-term strategy centered on talent access and sustainable growth.

NORWEST

Detailed Findings

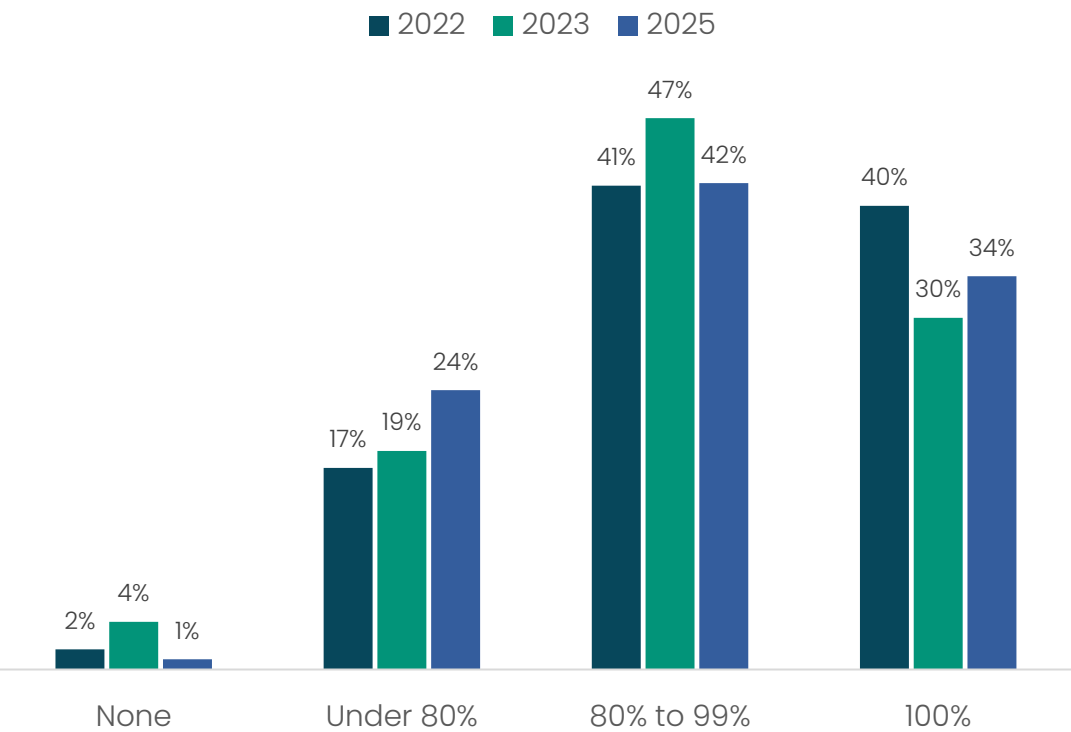


Total Rewards

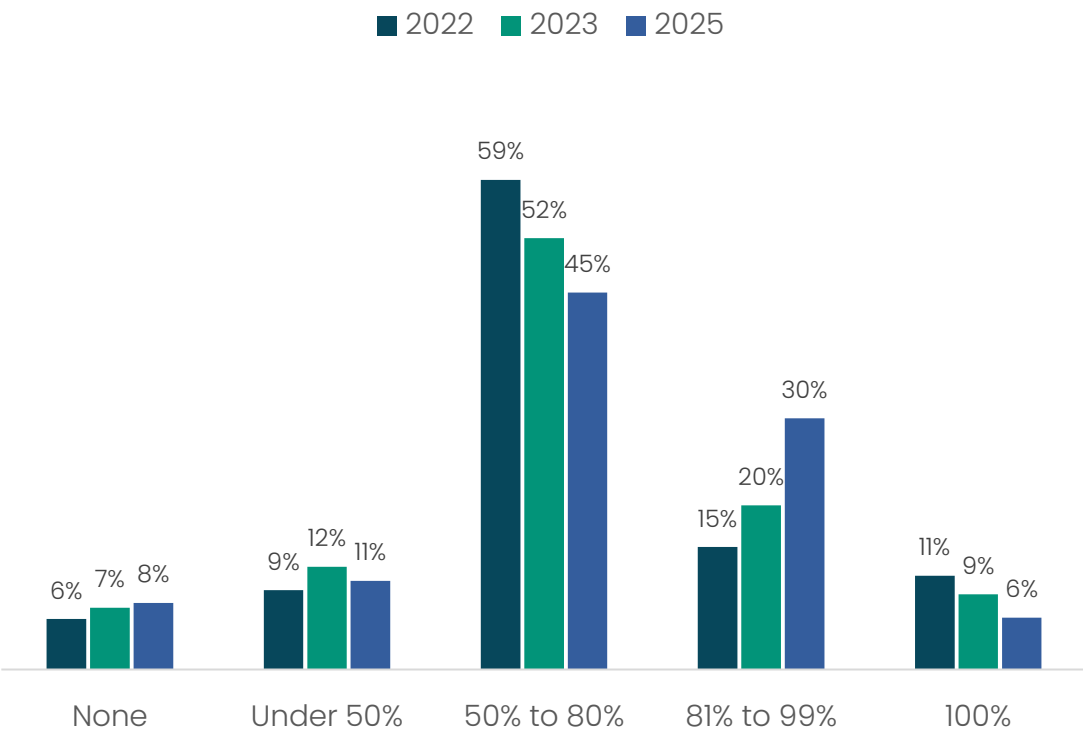
Dependent health coverage is gradually increasing

Since 2022, companies have moved from partial to higher dependent coverage.

What percentage of the monthly health premium does your company pay for employee coverage?

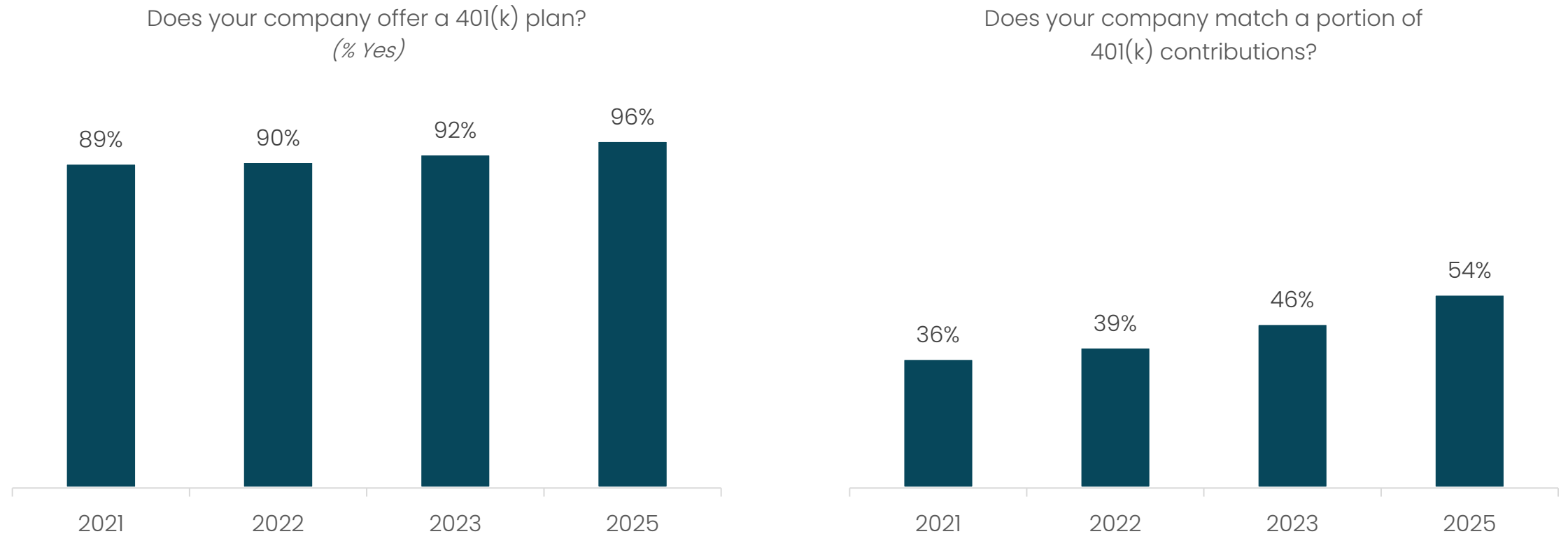


What percentage of the monthly health premium does your company pay for dependent coverage?



Nearly all companies offer 401(k) plans; just over half provide matching

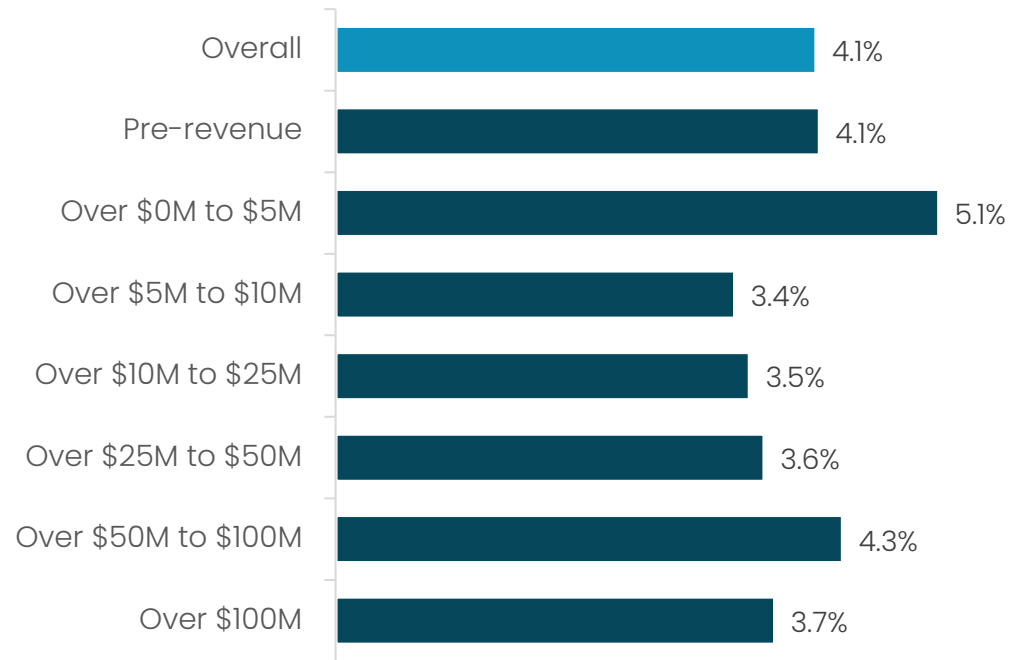
More companies now offer a 401(k) match, rising from 36% in 2021 to 54% in 2025.



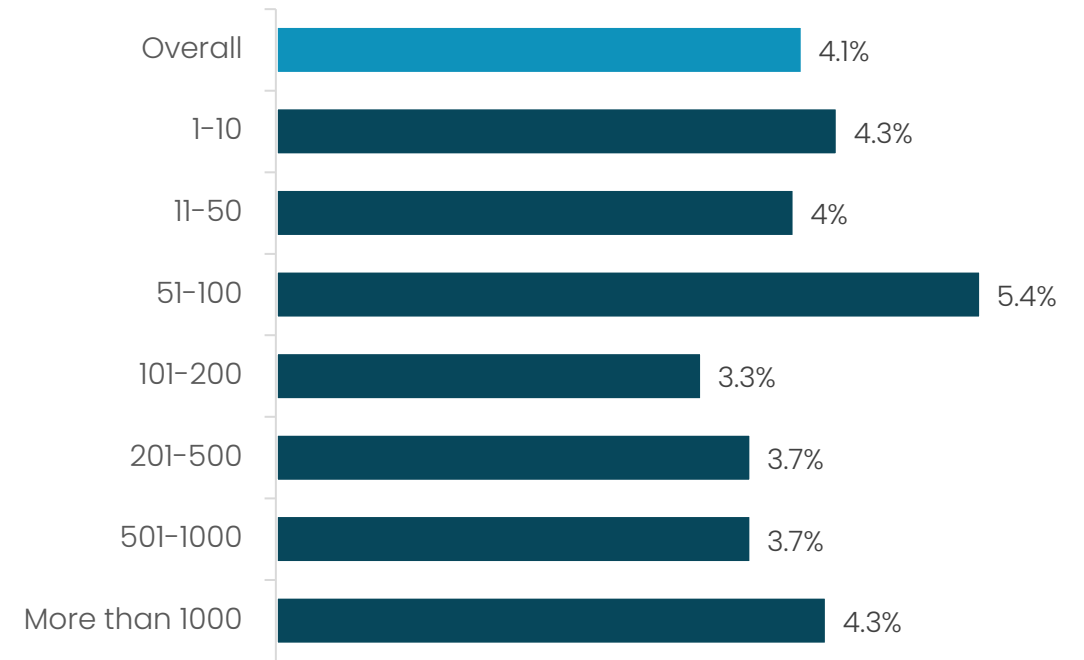
Average 401(k) match hovers at 4%

Matches vary only slightly by revenue and headcount, with no clear pattern as companies grow.

What percentage do you match for 401(k) contributions?
(Mean %; by revenue)

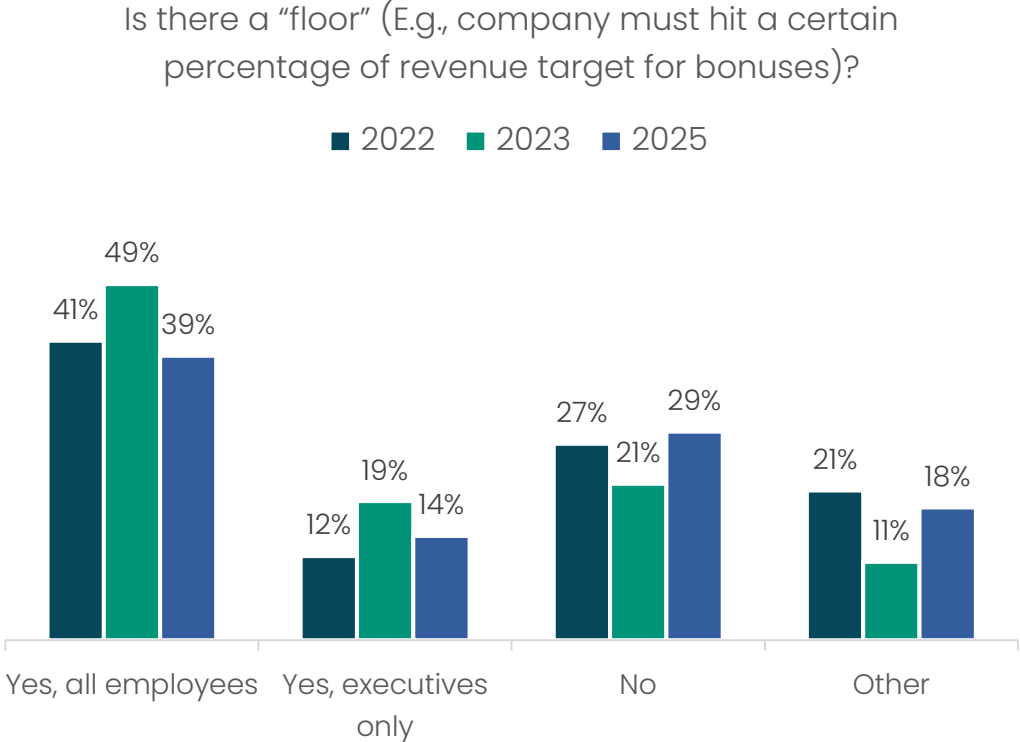
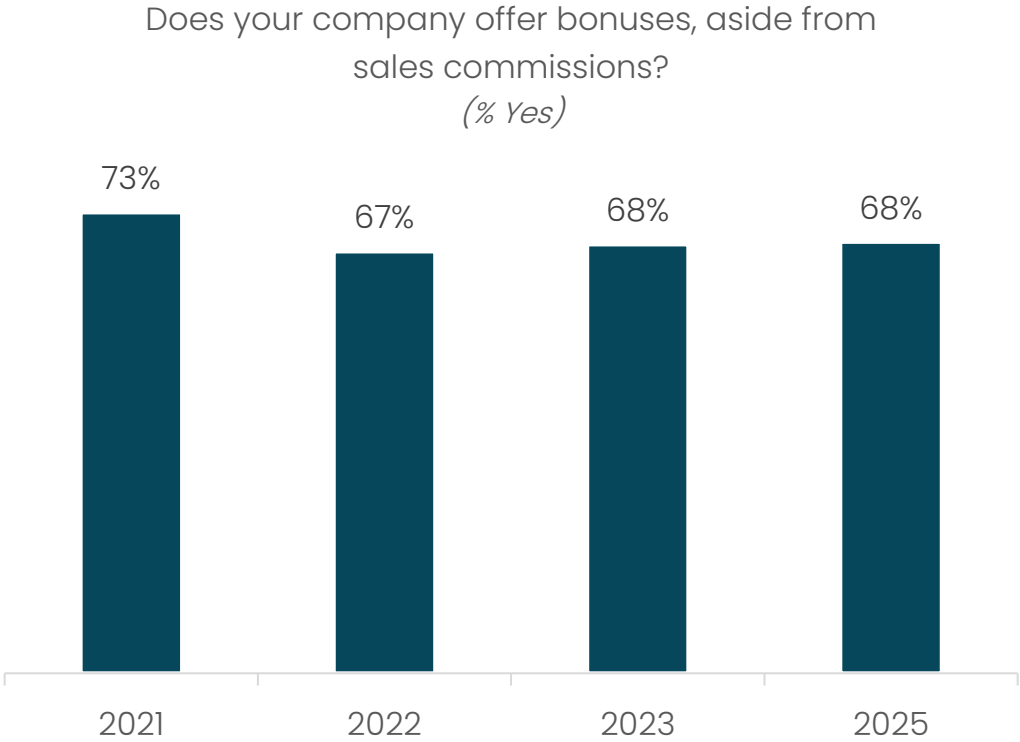


What percentage do you match for 401(k) contributions?
(Mean %; by headcount)



Bonuses extend beyond sales commissions, but revenue floors still apply

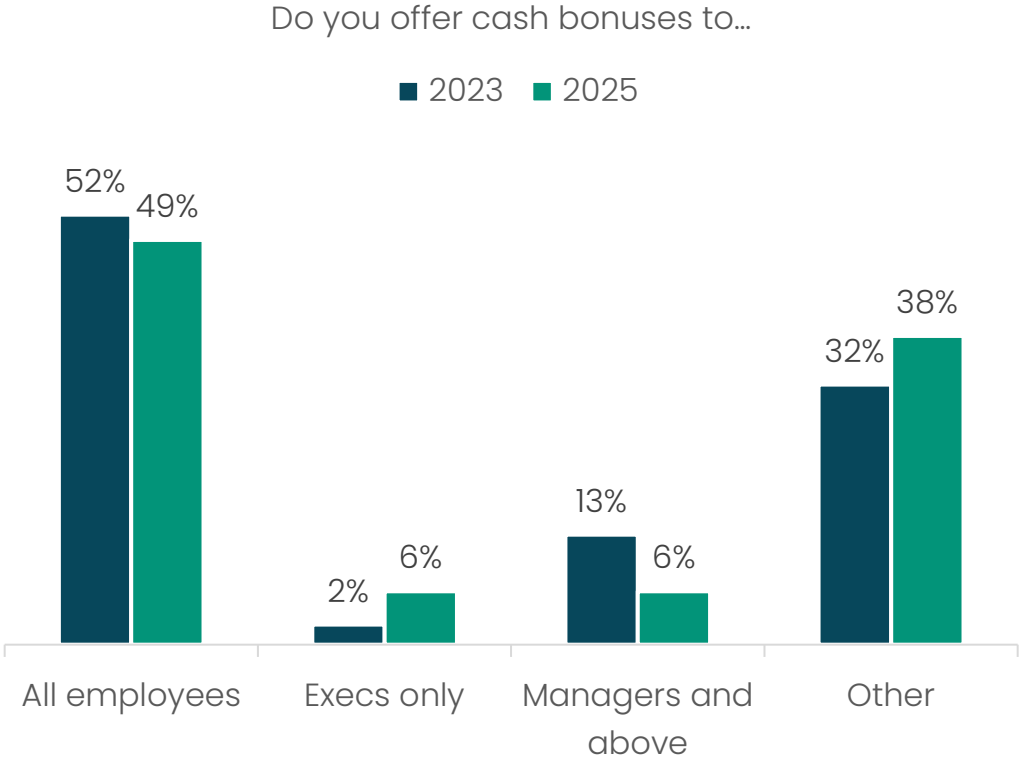
While two-thirds of companies offer bonuses, only a minority award them without revenue thresholds.



Base: Companies that offer bonuses

Half of surveyed companies give bonuses company-wide

Just 12% of companies reserve bonuses for executives or managers. The rest limit them to other groups or apply varied policies.

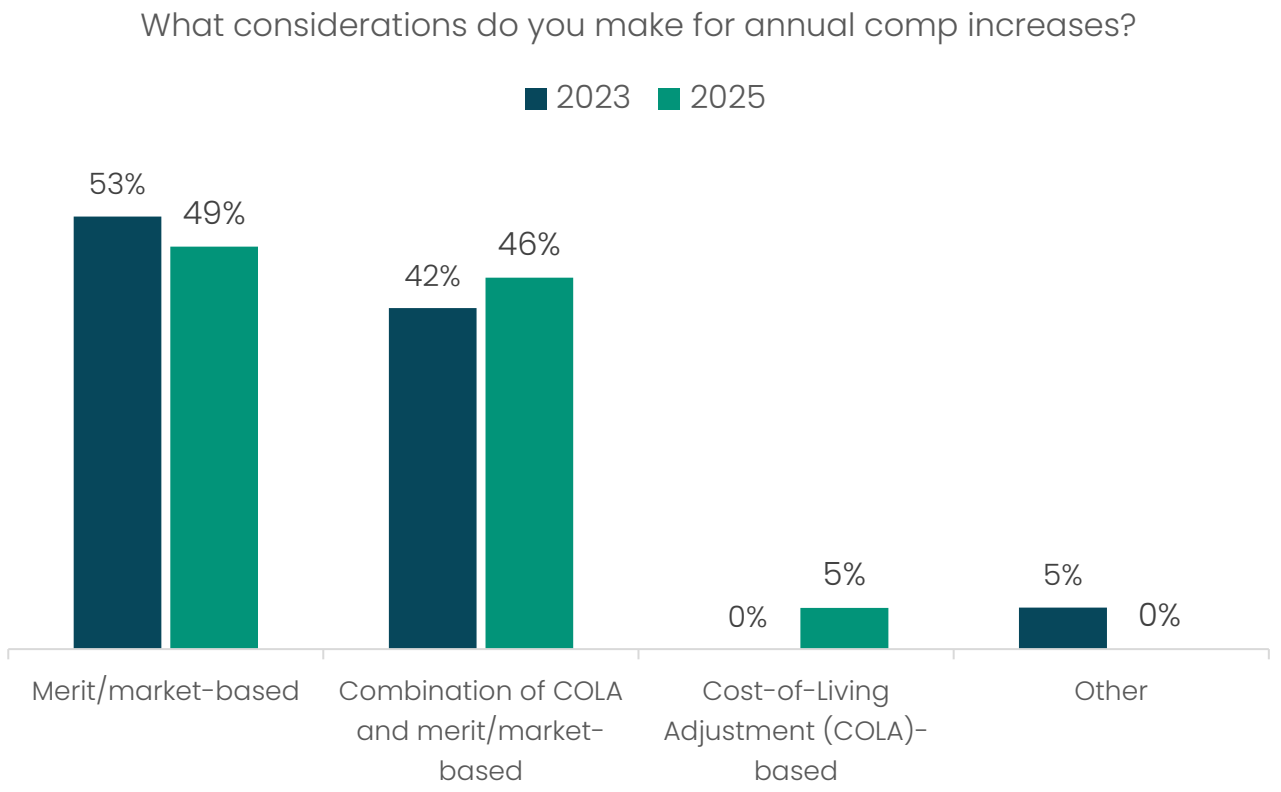
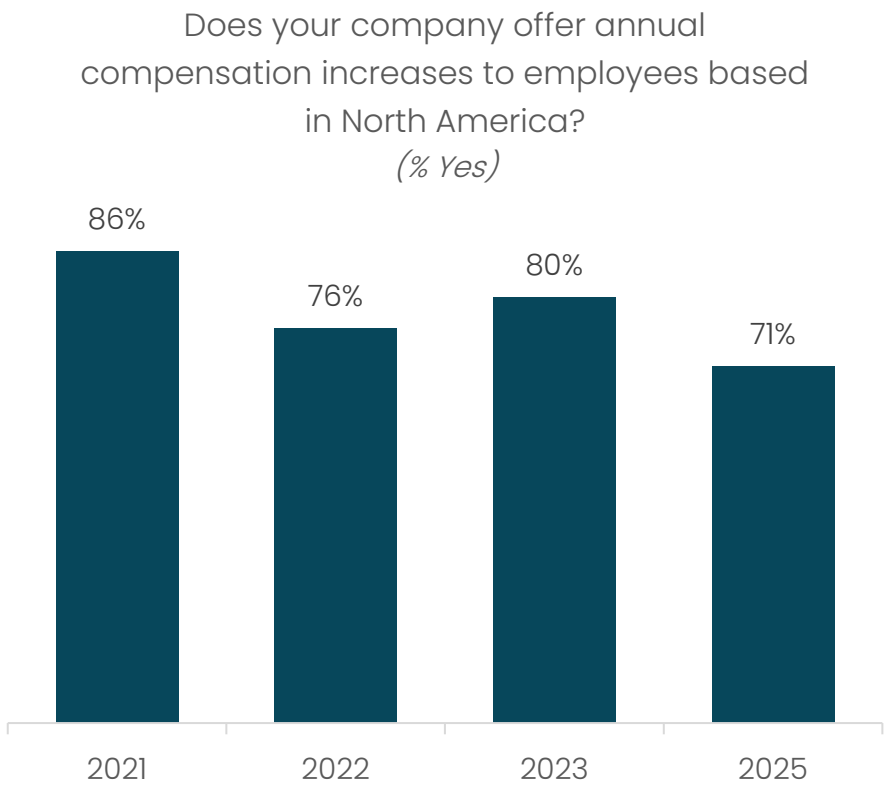


Base: Companies that offer bonuses

Revenue	All employees	Execs only	Managers & above	Other
Overall	49%	6%	6%	38%
Pre-revenue	100%	-	-	-
\$0M to \$5M	40%	20%	10%	30%
Over \$5M to \$10M	100%	-	-	-
Over \$10M to \$25M	25%	17%	-	58%
Over \$25M to \$50M	40%	-	7%	53%
Over \$50M to \$100M	44%	11%	11%	33%
Over \$100M	41%	-	12%	47%

70% of firms continue to offer annual compensation increases

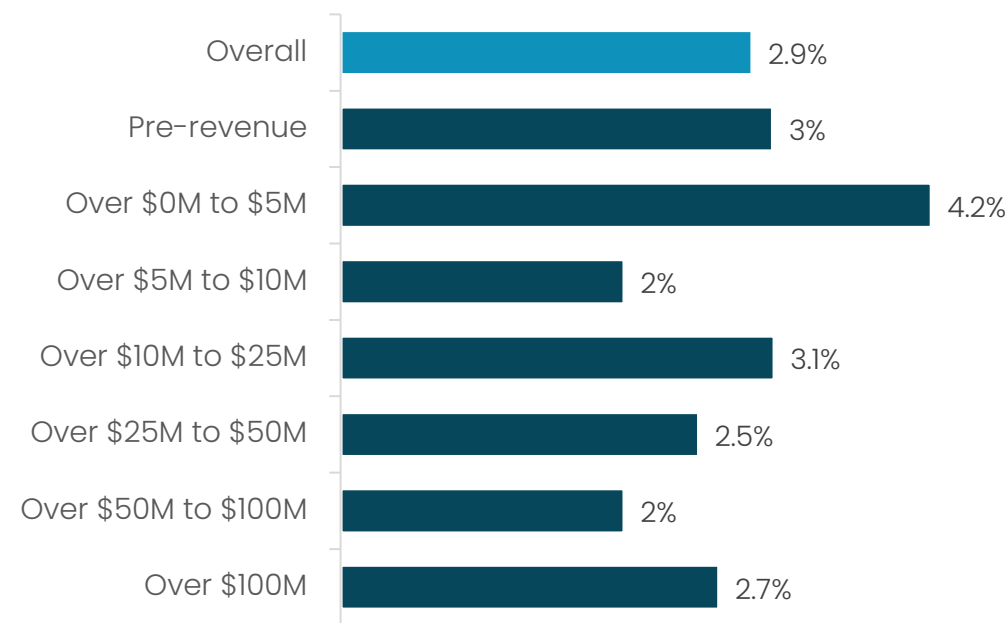
When setting increases, nearly all companies look at employee performance, while around half also take cost of living into account.



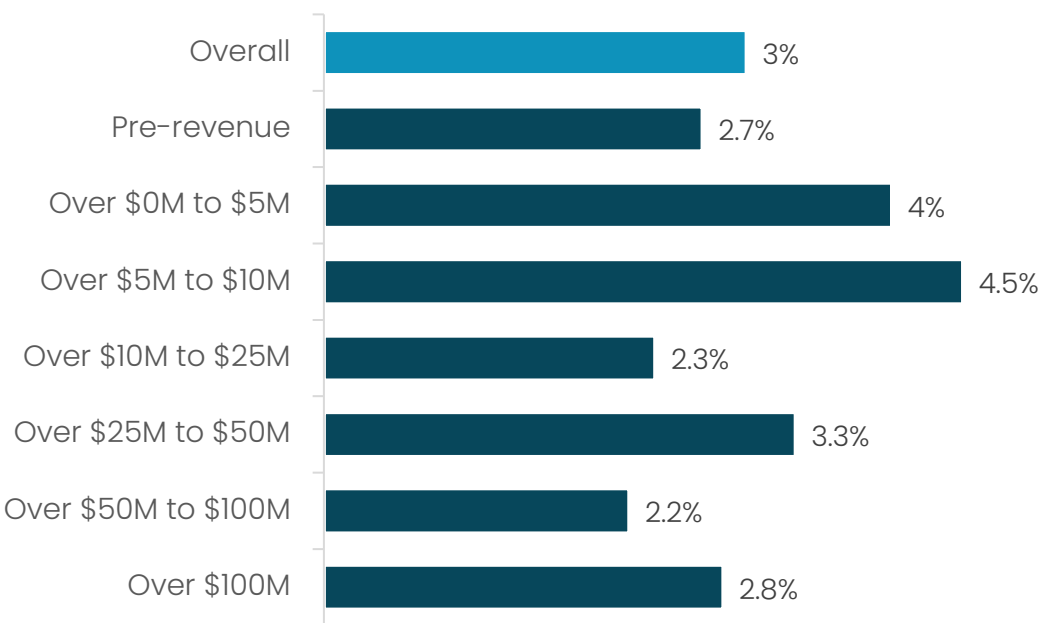
Executive compensation growth remains consistent

Executives received average raises of 2.9% in 2025, with 3% expected in 2026. There was no significant variation by company size.

Not including promotions, what was your average percentage compensation increase for North America-based *executives* in 2025?



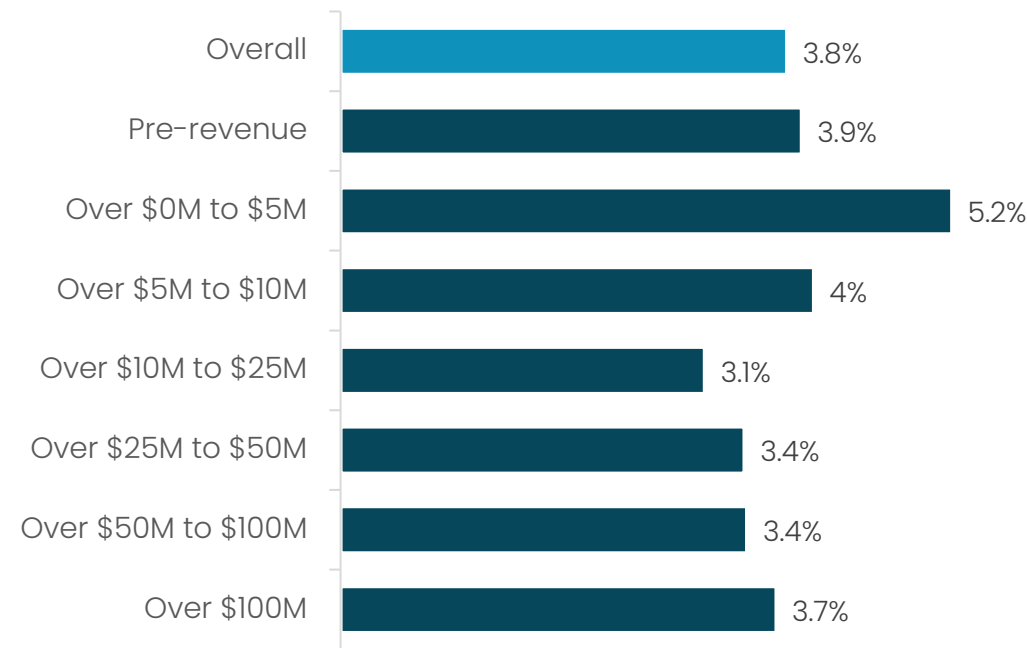
Not including promotions, what percentage compensation increase do you anticipate for North America-based *executives* in 2026?



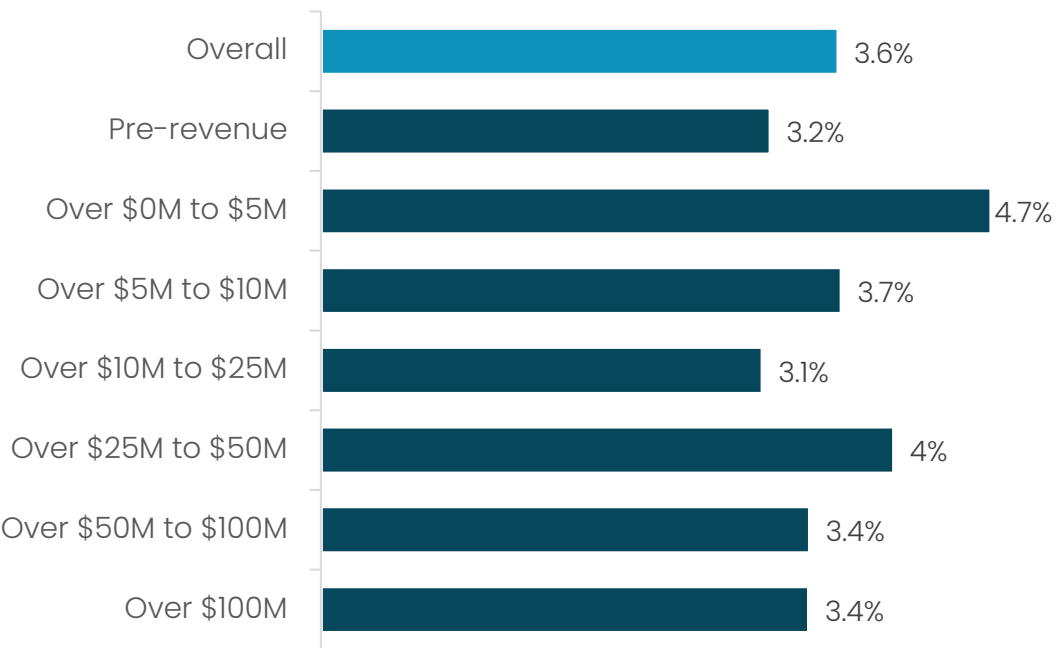
Employee comp increases averaged just over 3% in 2025

Pay growth is expected to remain steady, with similar percentage increases projected for 2026.

Not including promotions, what was your average percentage compensation increase for North America-based *employees* in 2025?



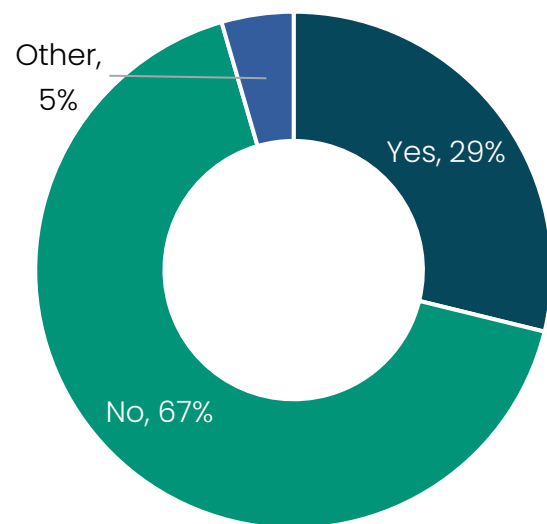
Not including promotions, what percentage compensation increase do you anticipate for North America-based *employees* in 2026?



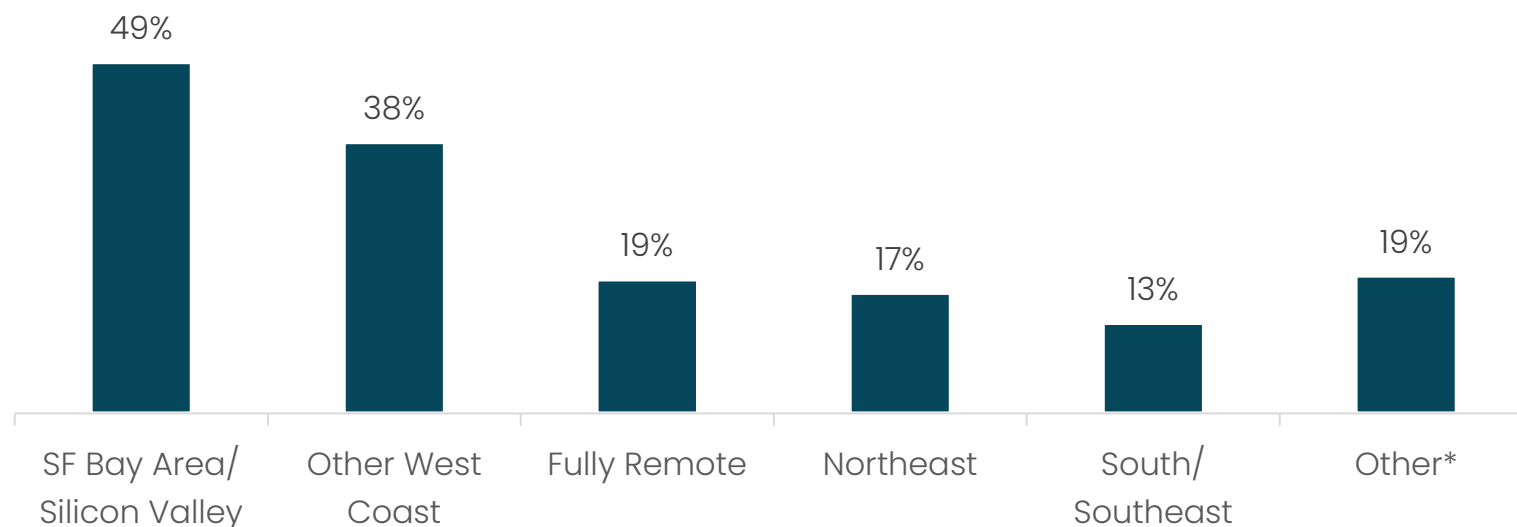
29% of companies have geography-based compensation policies

Location has a greater influence on compensation decisions for West Coast companies.

Do you have geography-based compensation policies for different regions of the U.S.?



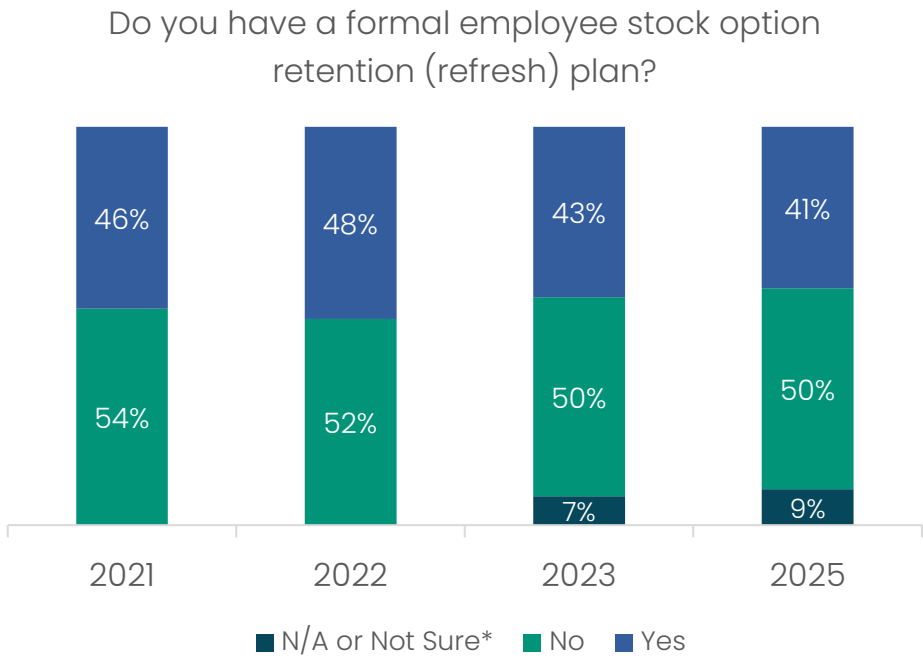
Do you have geography-based compensation policies for different regions of the U.S.?
(% Yes by location)



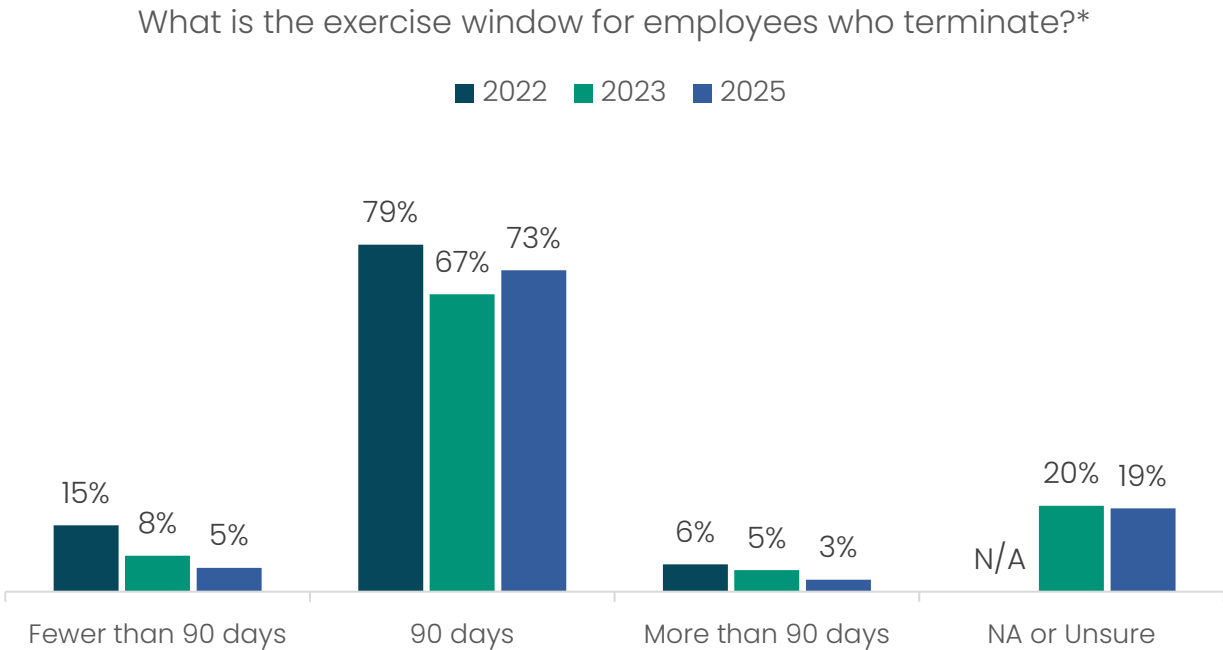
**Due to small sample size ($n < 5$), the following locations were rolled up into the "Other" group: Pacific Northwest, Midwest, Mountain, and Canada.*

40% of companies offer formal employee stock option retention plans

Most follow a standard 90-day exercise window for departing employees, consistent with prior years.

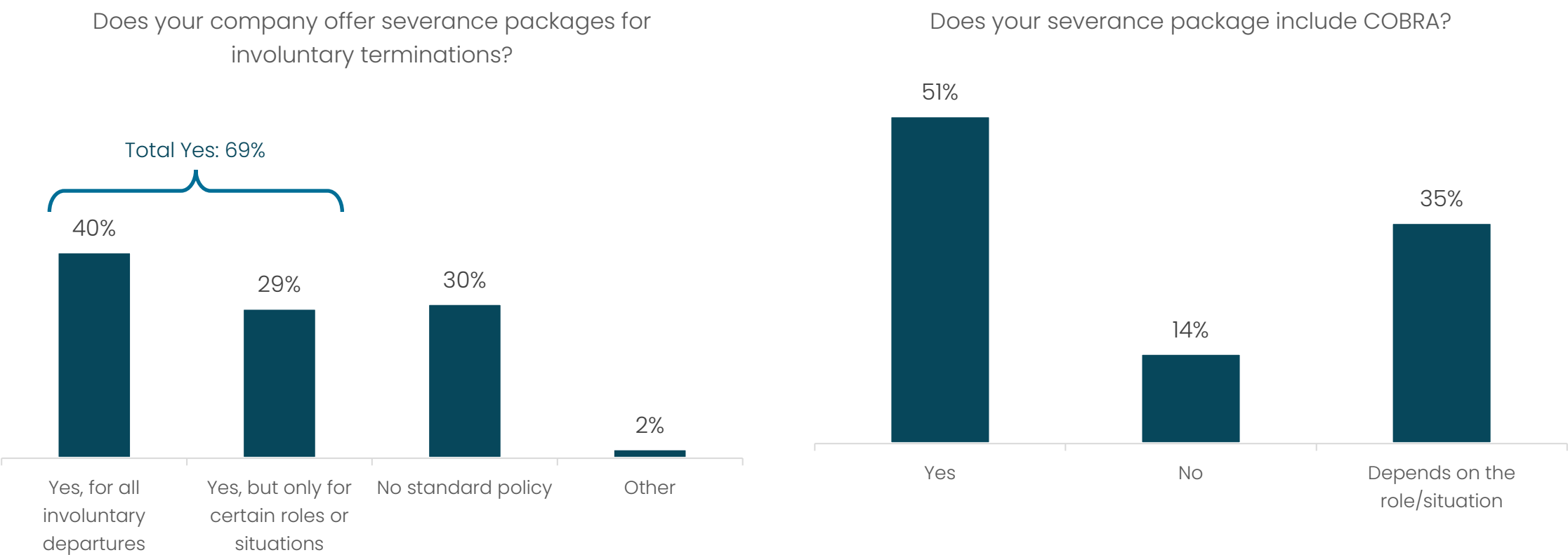


*N/A option was not available in 2022



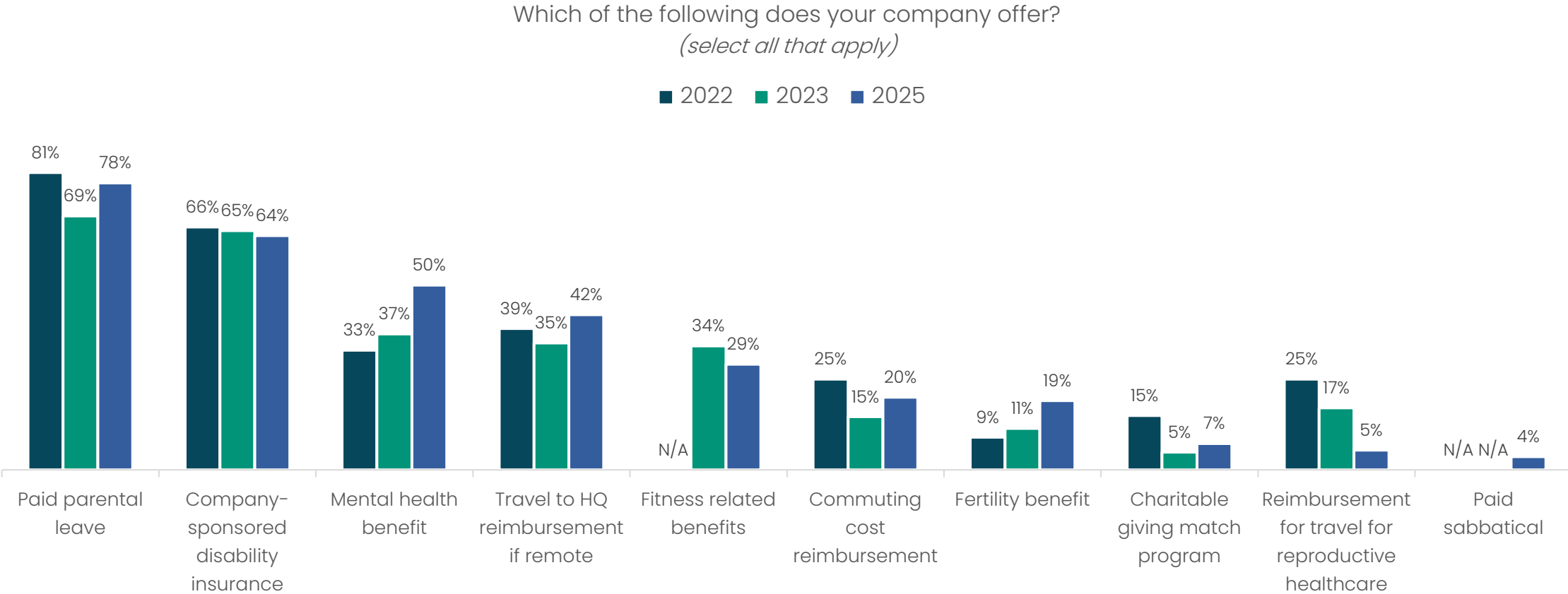
Severance packages are common in involuntary terminations

Just over two-thirds of companies provide severance packages, often including COBRA coverage.



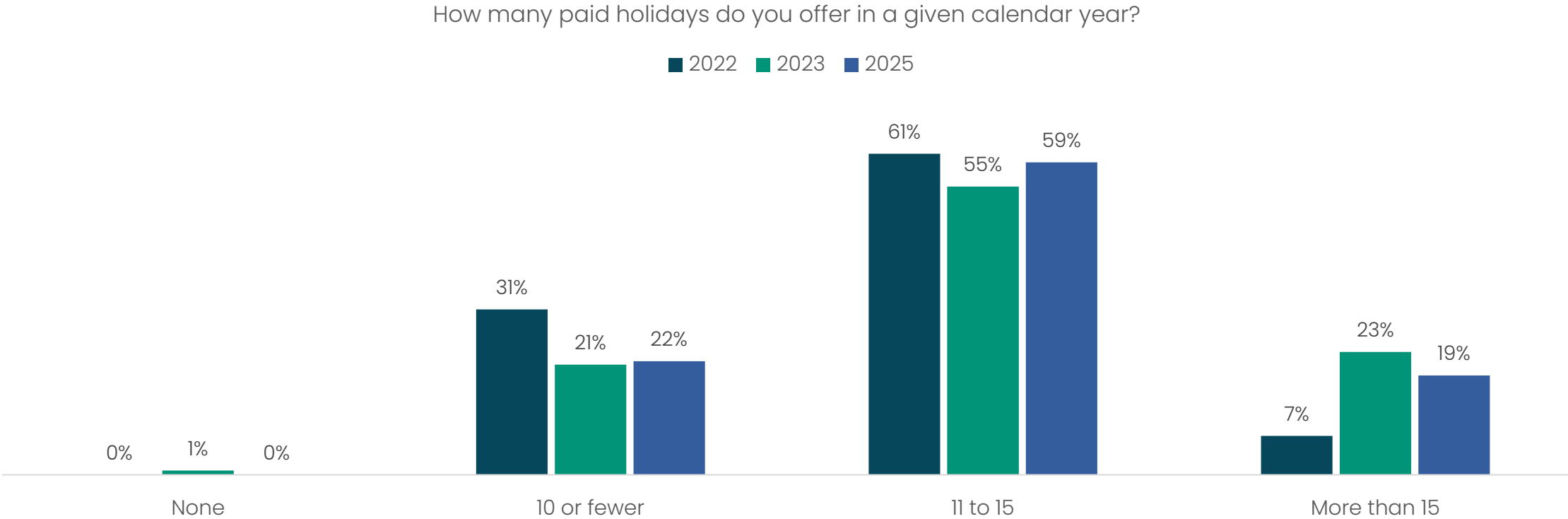
Employers broaden coverage to mental health and fertility

Parental leave and disability remain the most common benefit offerings.



Holiday allowances remain steady year-over-year

Close to 60% of companies offer 11-15 paid holidays annually.

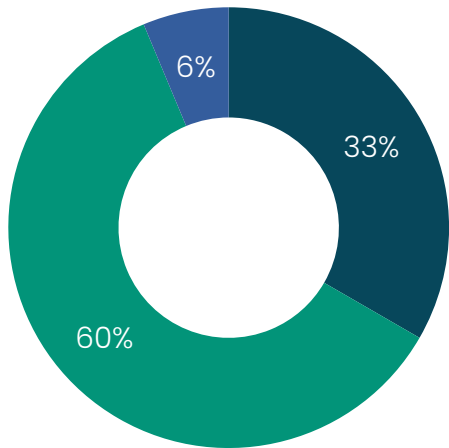


Most companies have adopted unlimited PTO/sick policies

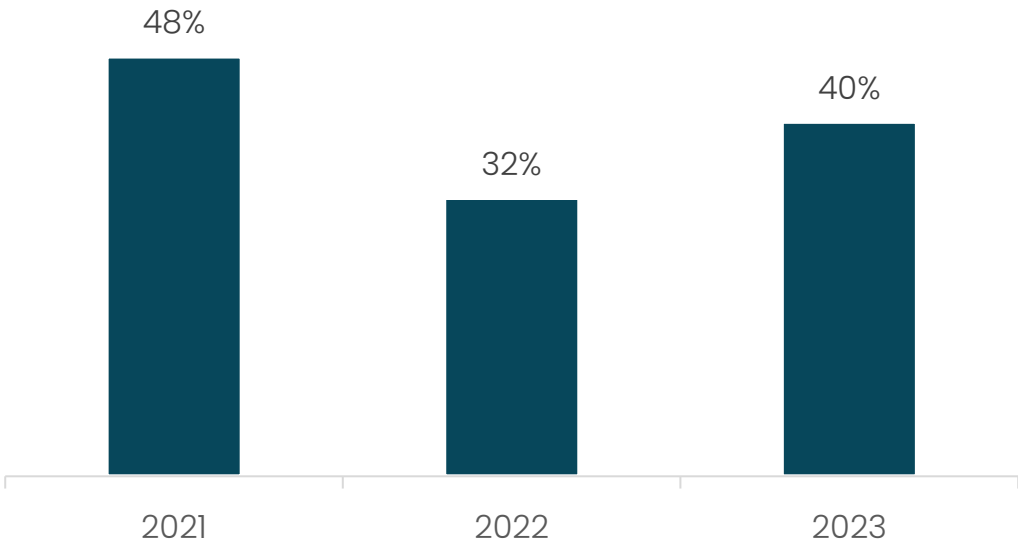
Only one third offer tracked PTO. This is on par with results from 2022 and 2023*.

Does your company offer tracked or unlimited PTO/sick time?

■ Tracked ■ Unlimited ■ Other



Percentage who offered tracked PTO/sick time in previous years*



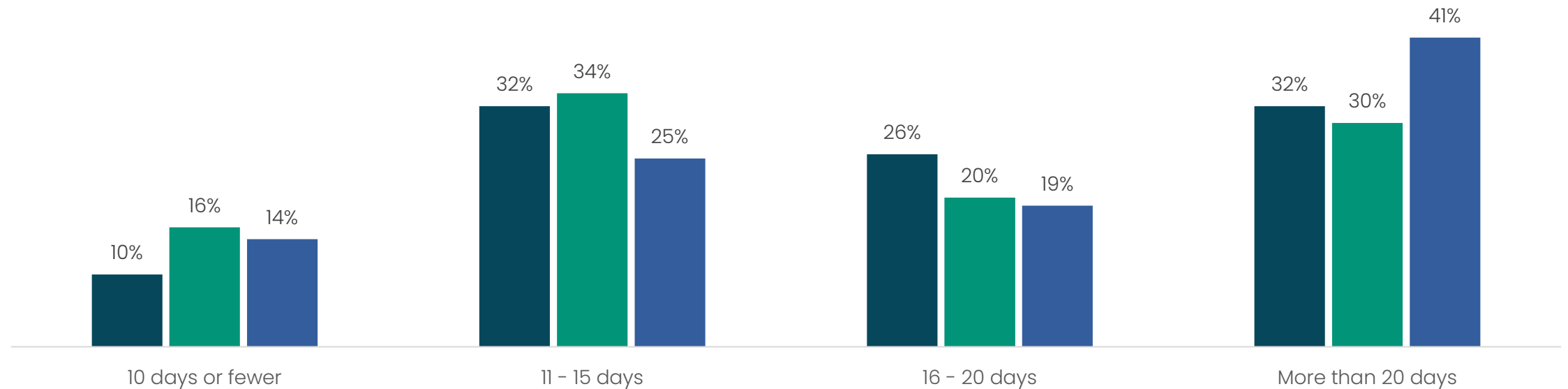
Note: Past surveys listed 'Tracked PTO' under a different category. 2025 results may not align directly with prior years.

New employees typically receive 20+ PTO days in year one

The share of companies offering 20+ PTO days has grown from 30% in 2023 to 41% in 2025.

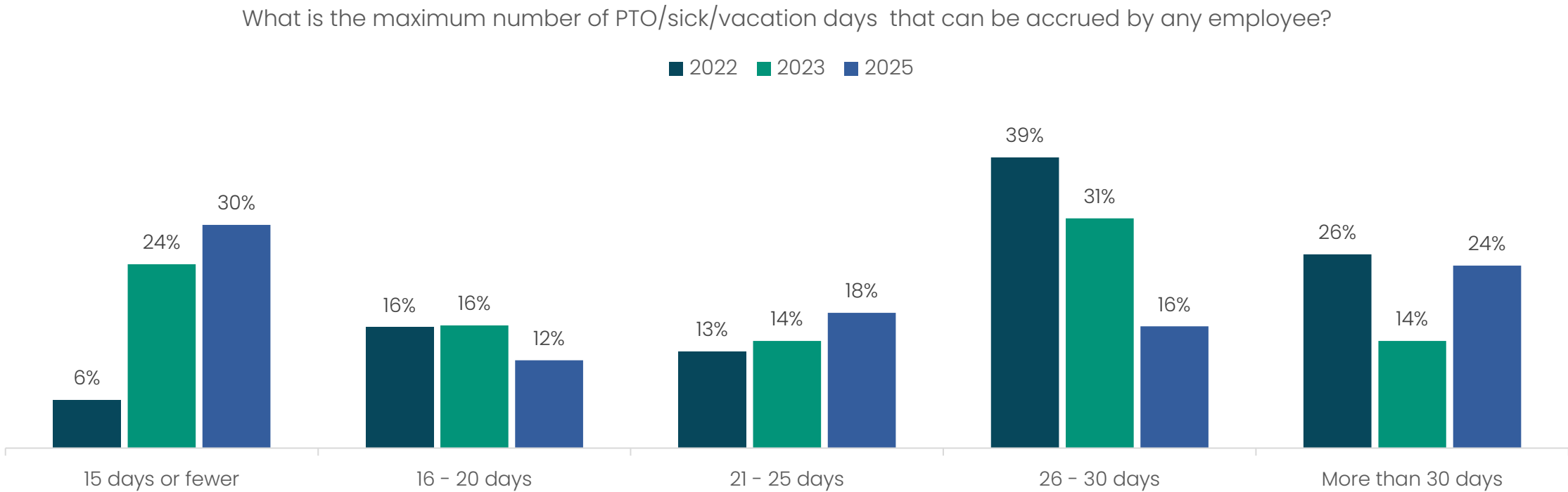
How many PTO/sick/vacation days are new employees allowed in the first year?

■ 2022 ■ 2023 ■ 2025



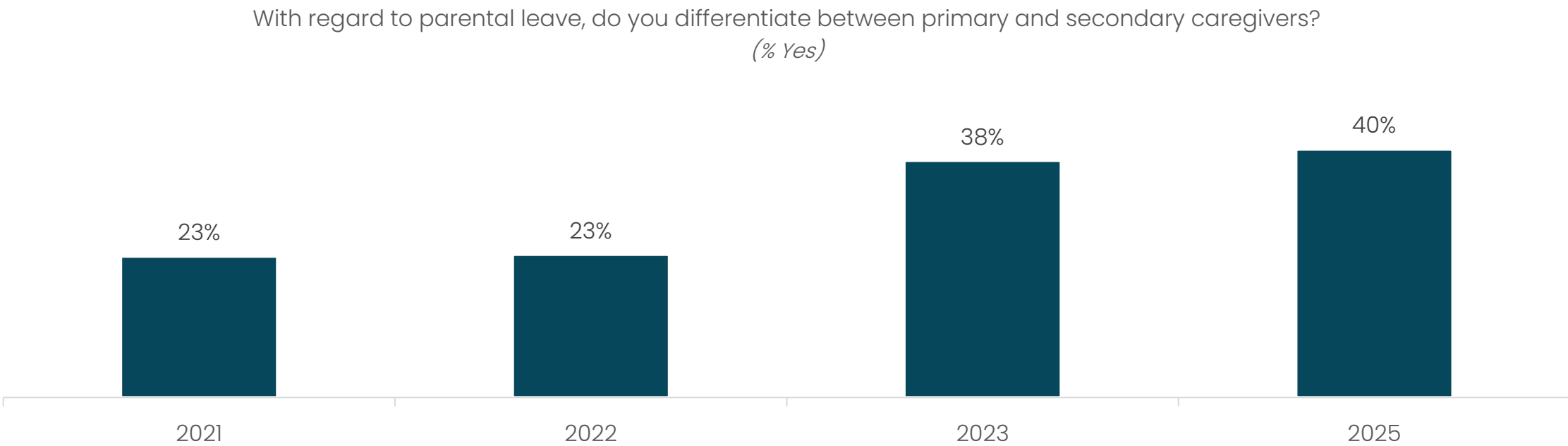
PTO accrual limits show stability with small shifts

More companies cap at 15 days or fewer, and a smaller share of companies allow 26–30 days accrued PTO (compared to 2022).



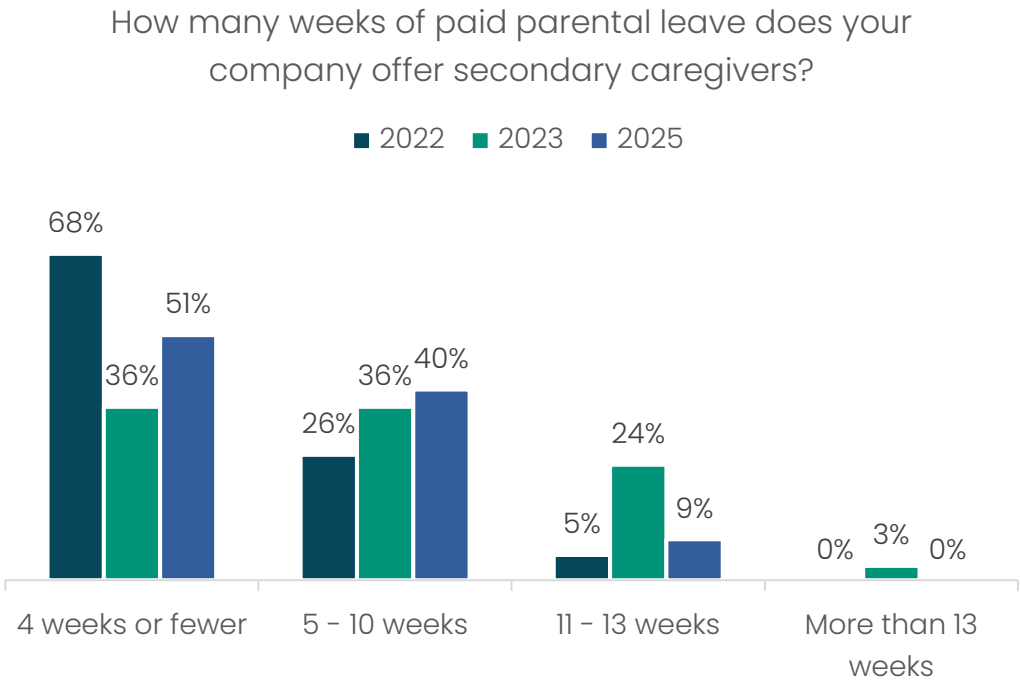
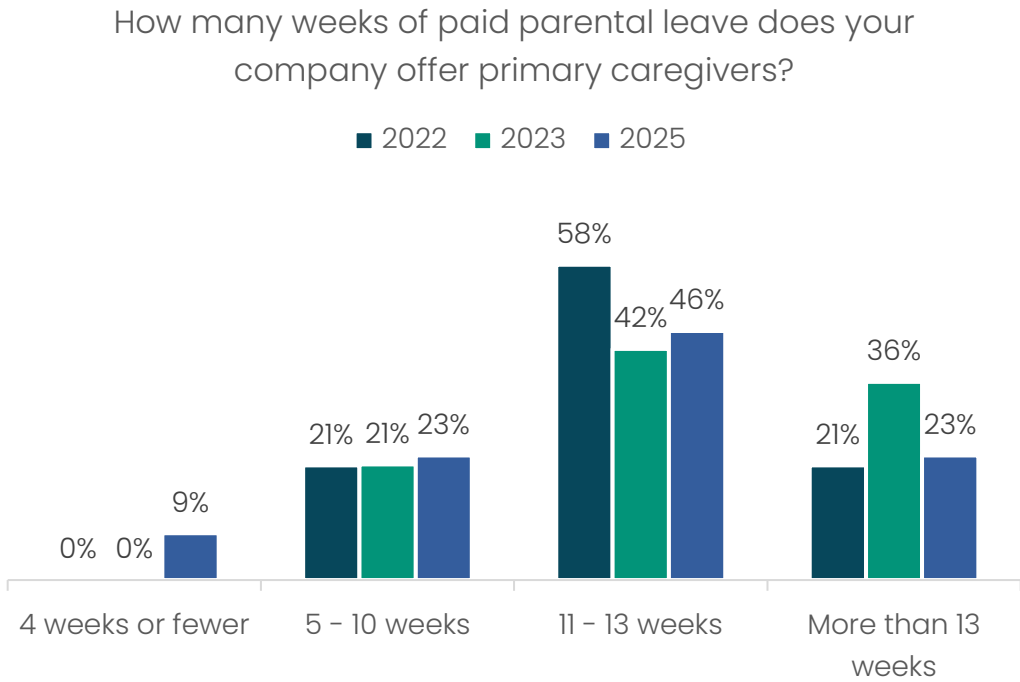
Caregiver distinctions absent at most companies

While the majority of companies (60%) do not distinguish between primary and secondary caregivers, the share that do has grown since 2022.



Parental leave length differs sharply between primary and secondary caregivers

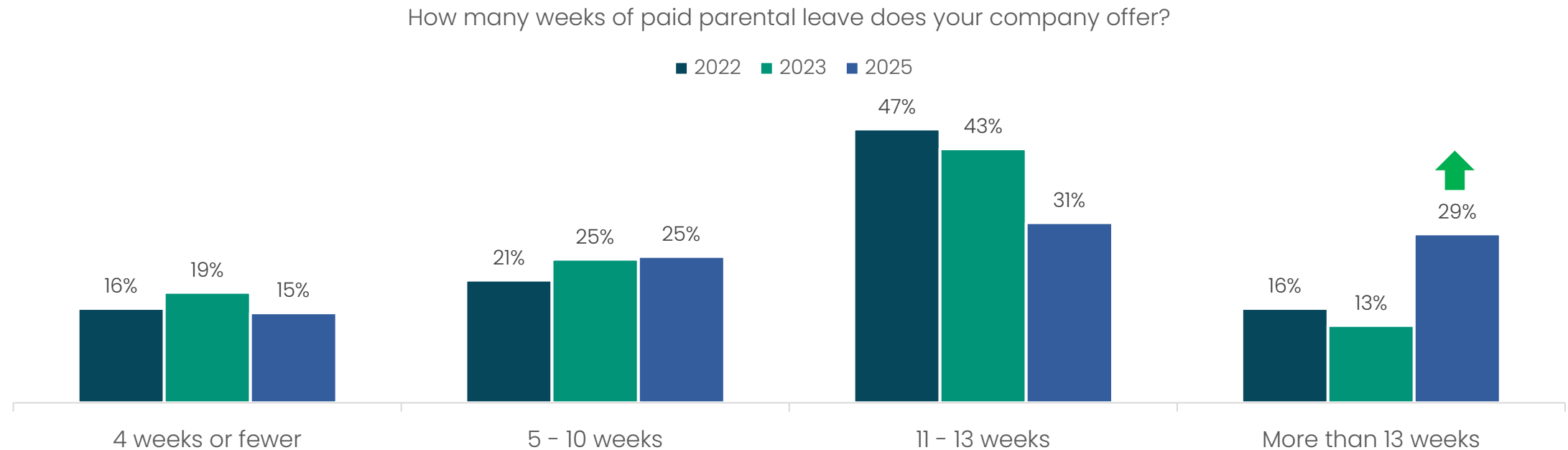
Nearly all companies provide at least 5 weeks to primary caregivers. Only about 10% extend 11 or more weeks to secondary caregivers.



Base: Respondents whose company differentiates between primary and secondary caregivers

More companies now provide 13+ weeks of parental leave

This increase is significant since 2023, even among firms that don't distinguish between primary and secondary caregivers.

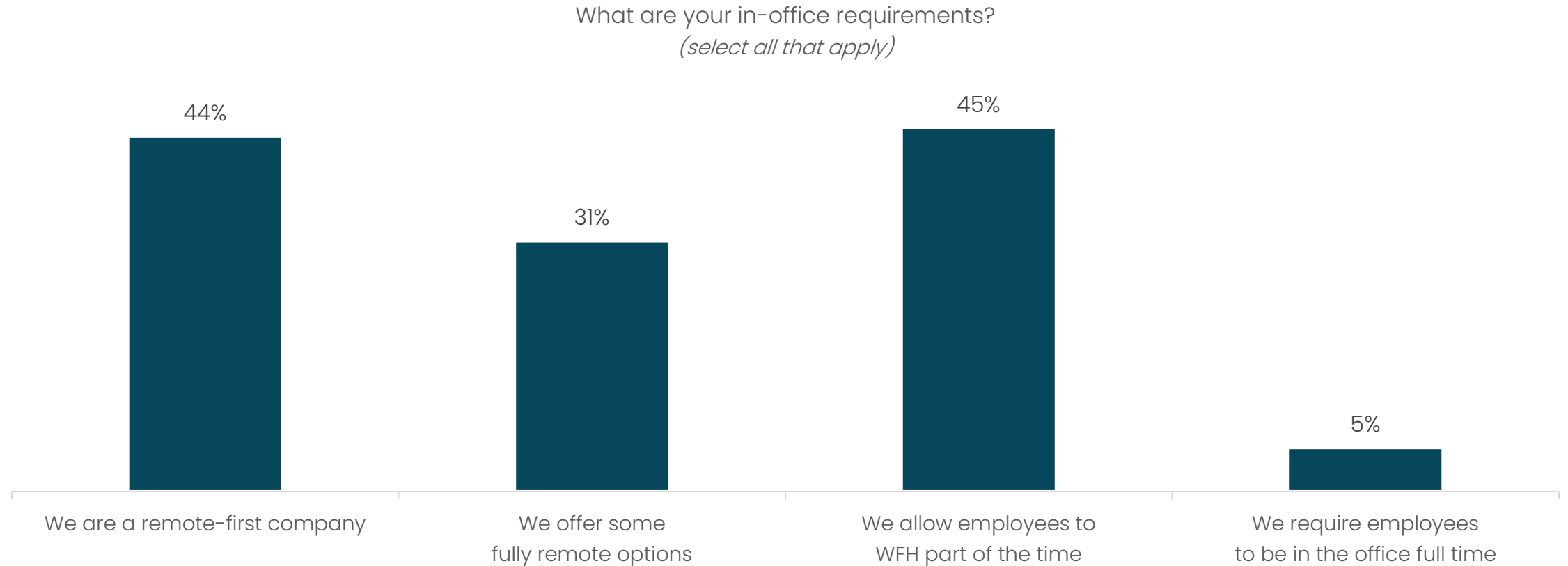


Base: Respondents whose company does not differentiate between primary and secondary caregivers

Culture & Employee Development

Hybrid and remote define the modern workplace

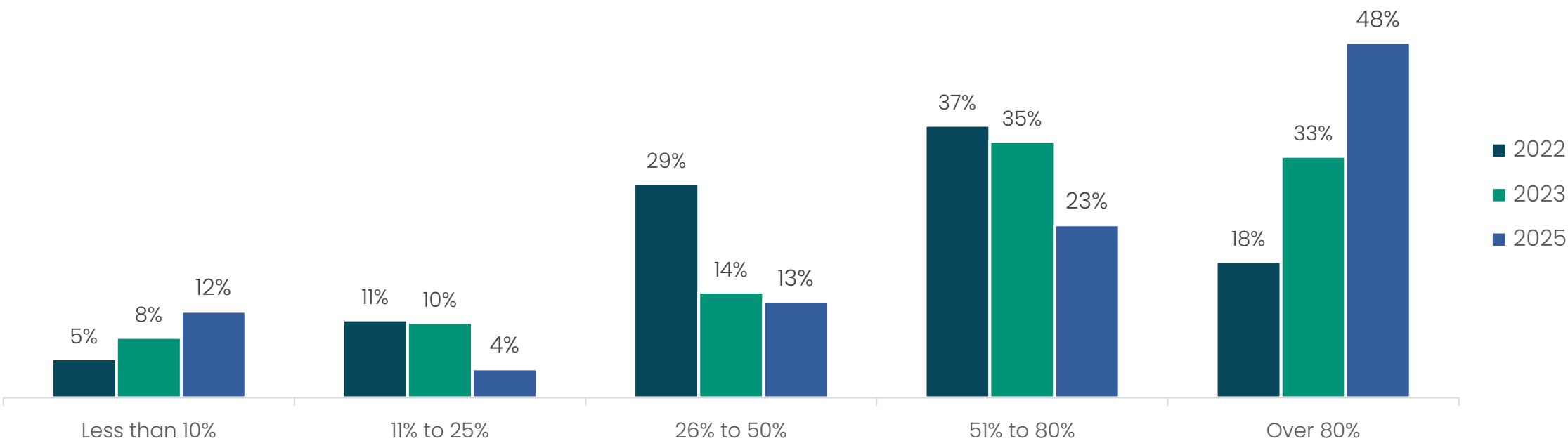
Most companies use remote or hybrid models, and few require full-time office presence.



Remote work is reaching deeper into companies

Among companies with remote roles, almost half report that most employees are fully remote.

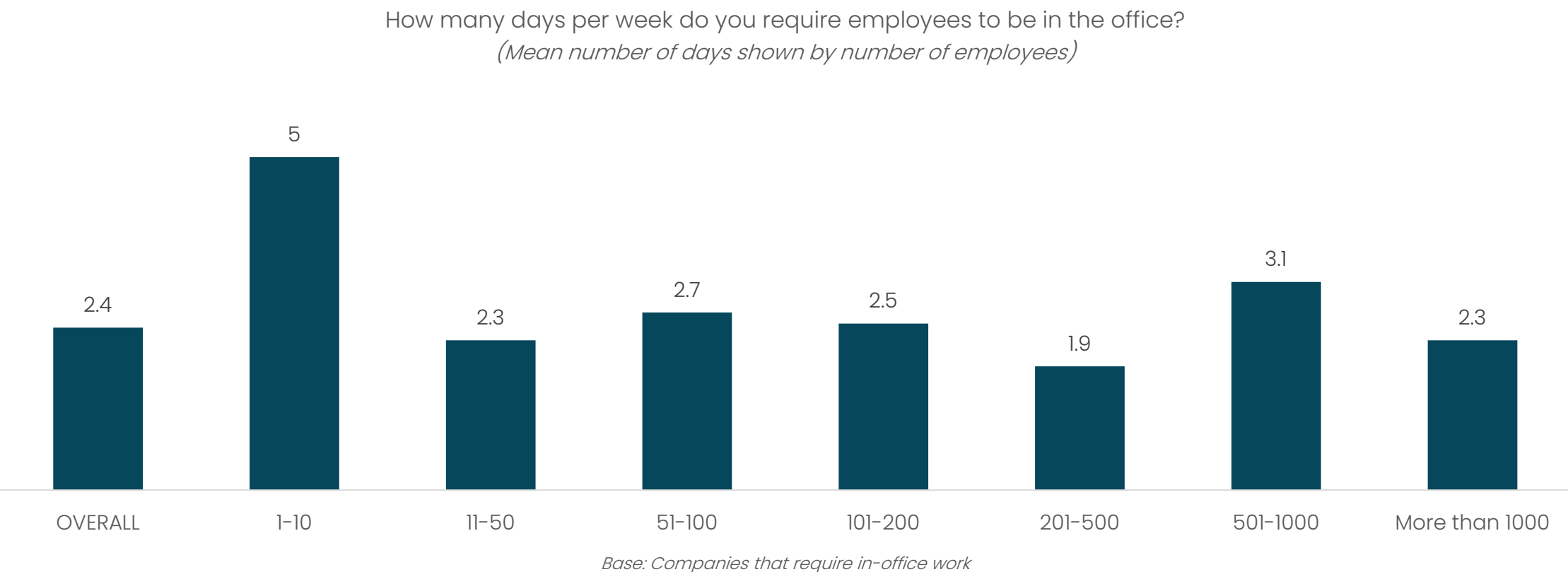
What percentage of your employee base is fully remote?



Base: Companies that identify as remote-first or offer fully remote options

Average in-office requirement: 2.4 days per week

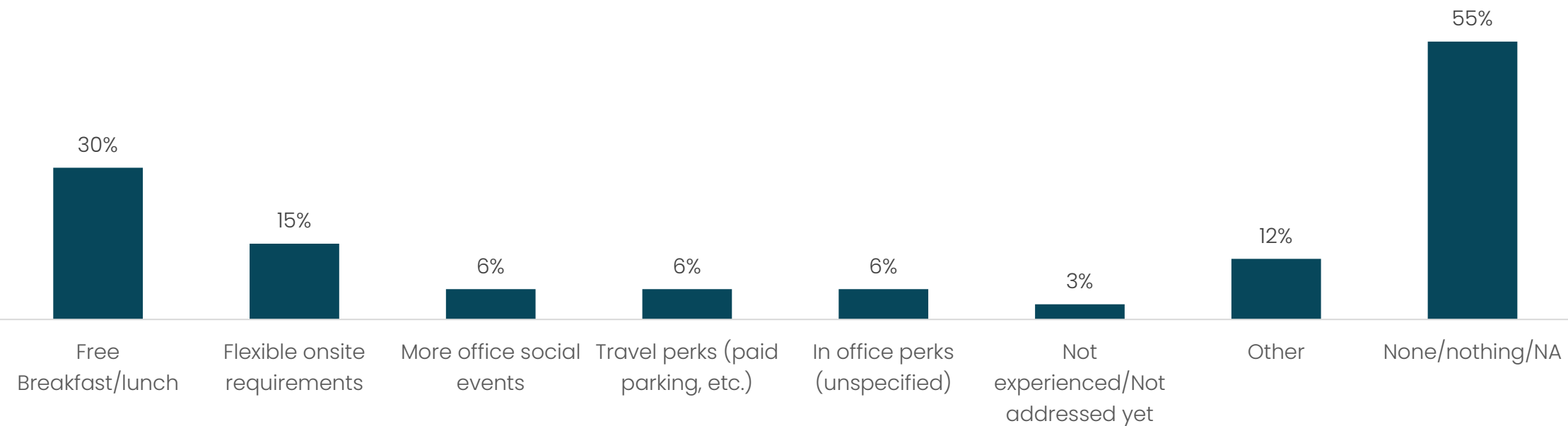
Headcount has little effect on in-office expectations, which average 2–3 days per week.



Meals are a frequent incentive for office attendance

Companies commonly provide breakfast or lunch when addressing return-to-office challenges.

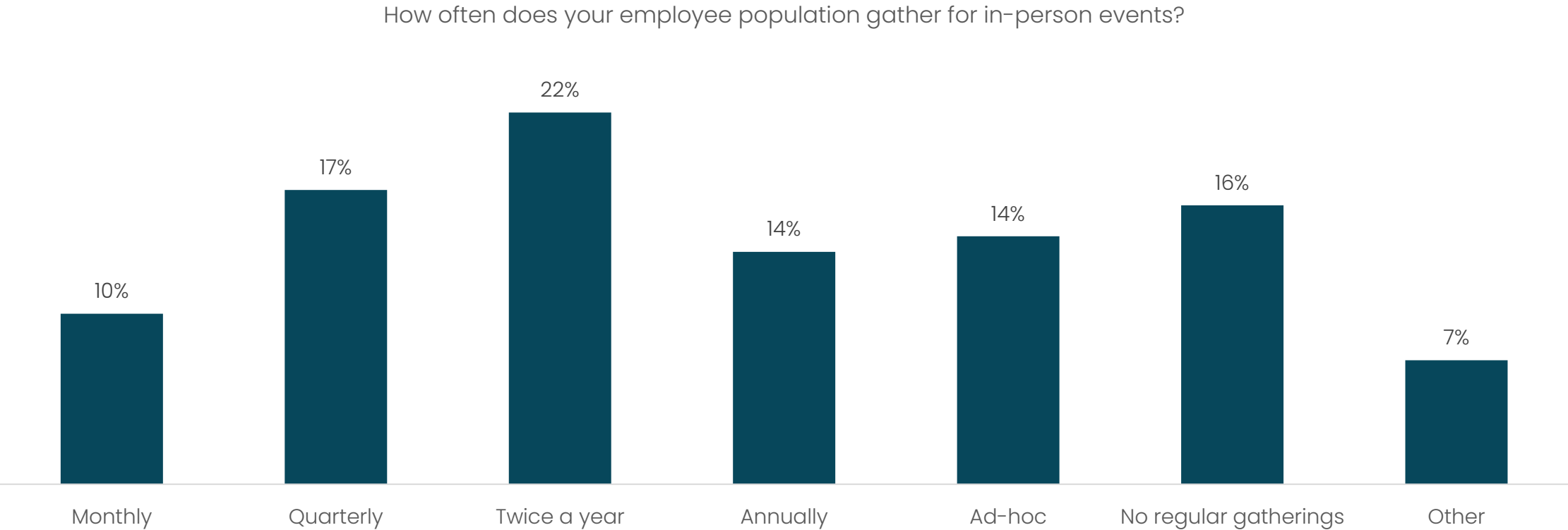
If your company has experienced challenges motivating employees to return to the office, what solutions have you offered to mitigate these challenges?
(Open text)



Base: Companies that require in-office work

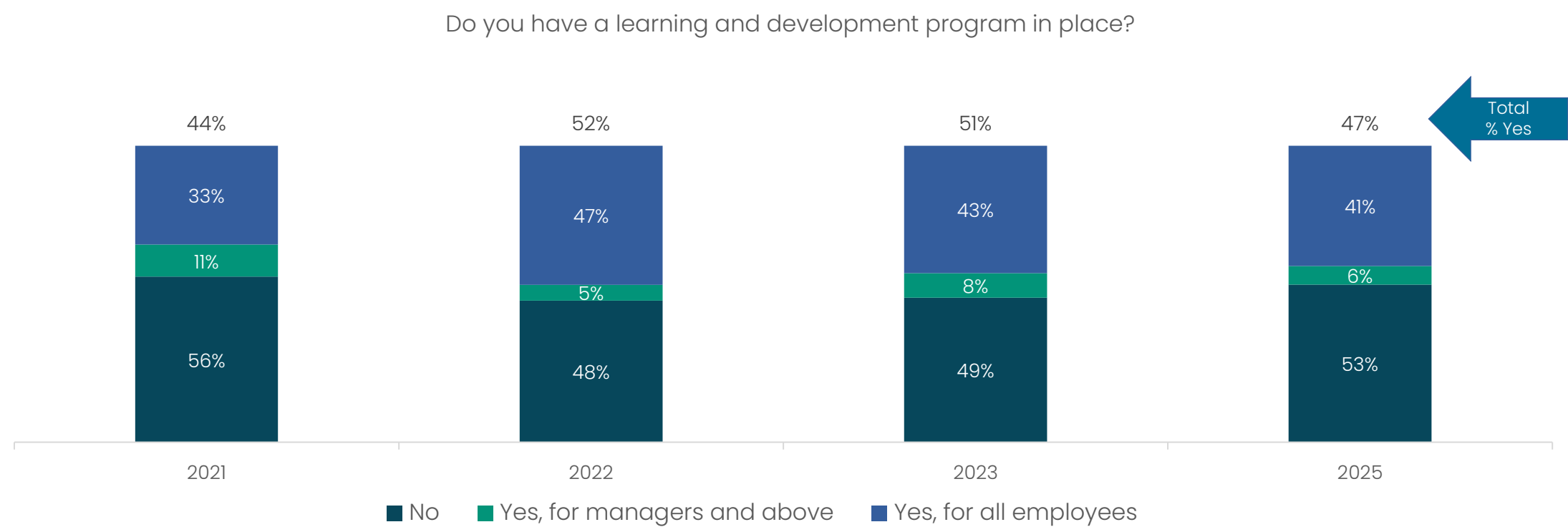
Half of companies gather in person at least twice a year

Frequency differs, but many see in-person events as a driver of connection in distributed teams.



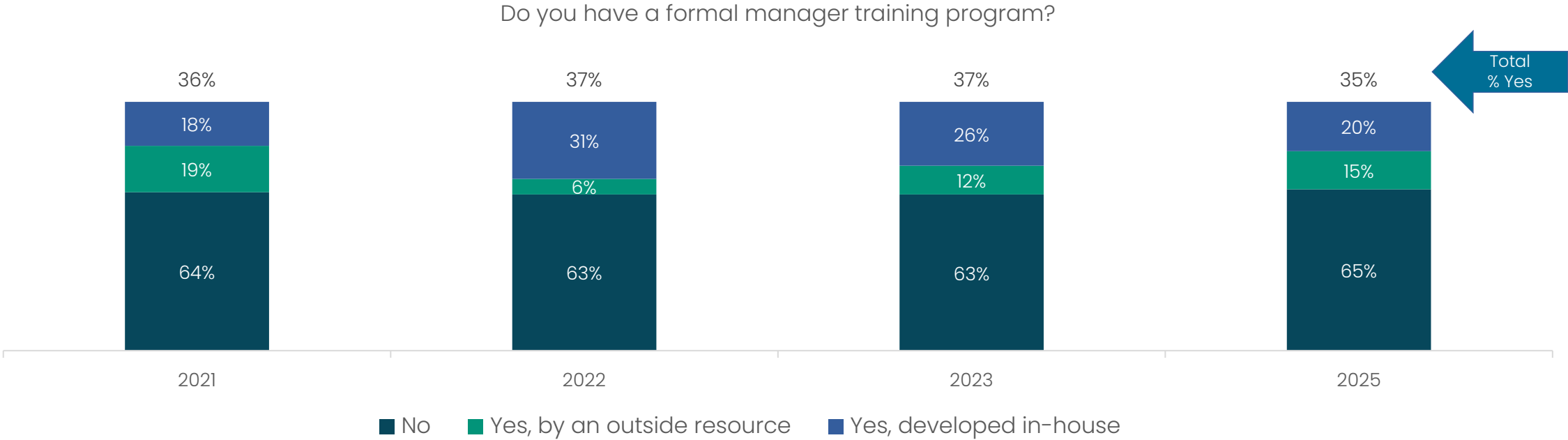
Just under half of companies offer L&D programs

Most companies that do offer programs make them available to the entire workforce.



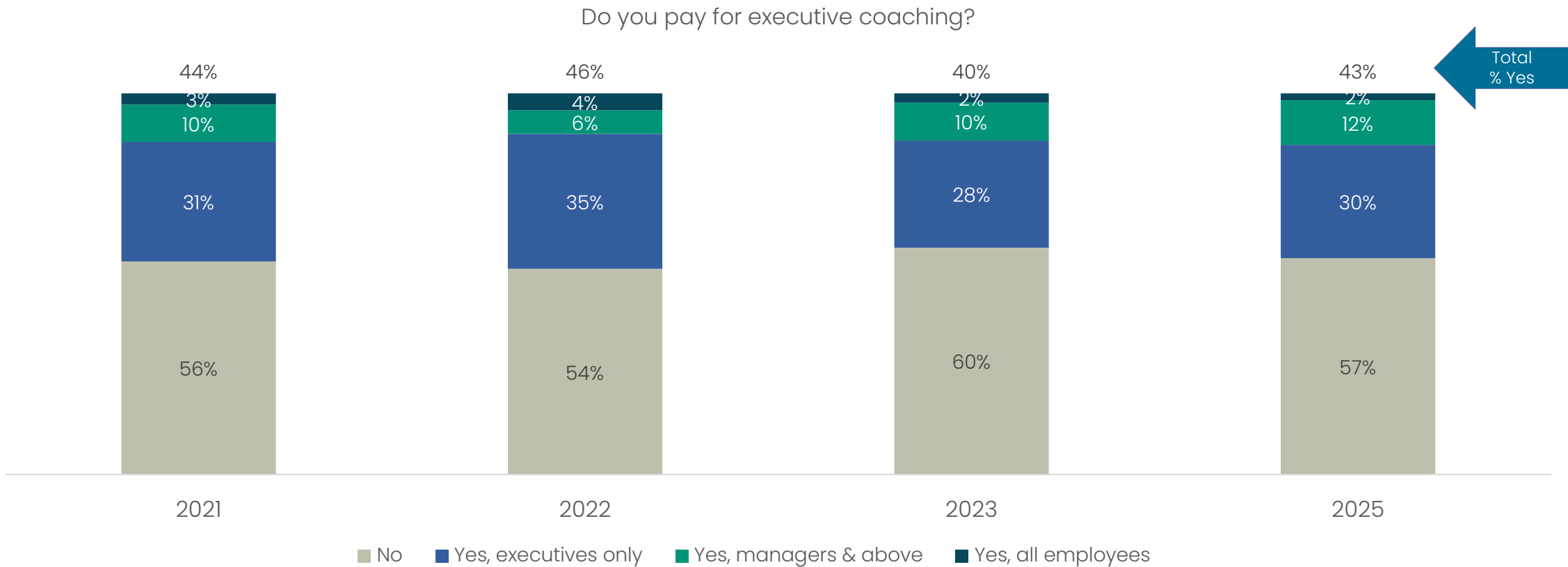
Formal manager training is not widespread

A third of companies provide such programs, usually built internally rather than through outside providers.



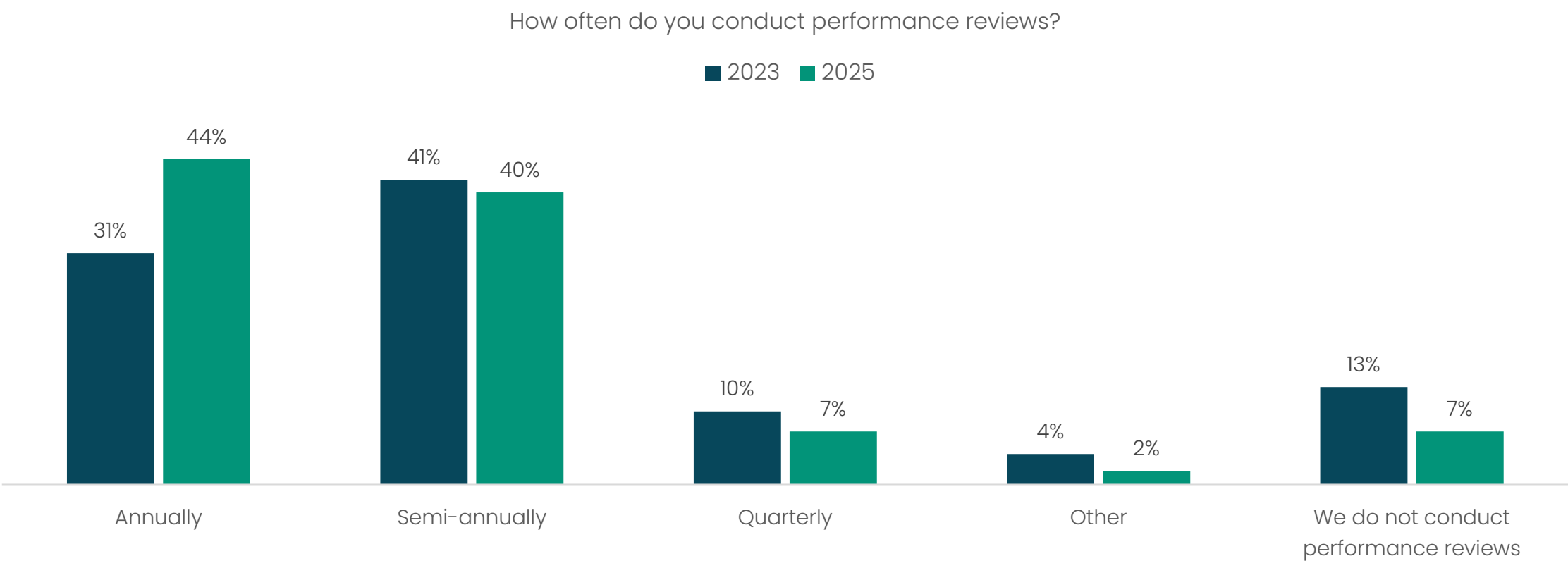
More than 40% of companies provide executive coaching

Most companies restrict coaching to executives, with limited access for managers.



Most companies review performance once or twice a year

Annual performance reviews are more common this year than in 2023, while the share of companies not conducting reviews has fallen slightly.



Review frequency increases with company growth

Companies with \$10M+ revenue and 100+ employees are most likely to review semi-annually, while smaller companies tend to review annually.

Performance Review Frequency – By Revenue

Revenue	Annually	Semi-Annually	Quarterly	Other	Never
Pre-revenue	56%	25%	6%	–	13%
\$0M to \$5M	48%	26%	19%	–	7%
Over \$5M to \$10M	43%	29%	–	14%	14%
Over \$10M to \$25M	36%	43%	7%	7%	7%
Over \$25M to \$50M	47%	53%	–	–	–
Over \$50M to \$100M	44%	44%	–	–	11%
Over \$100M	32%	58%	5%	–	5%

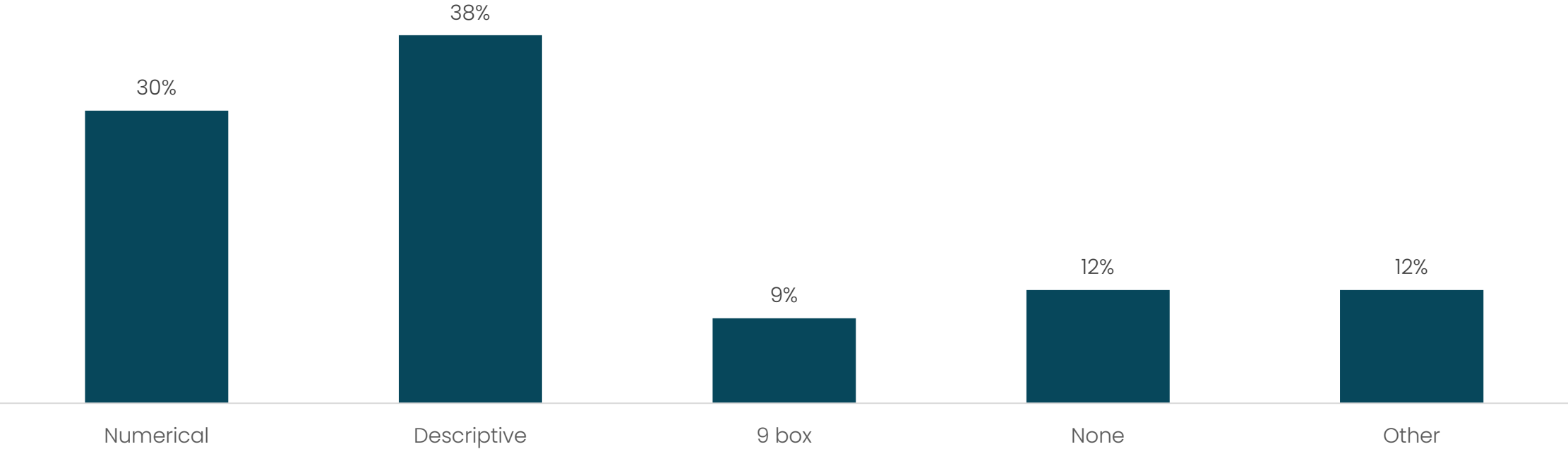
Performance Review Frequency – By Headcount

Headcount	Annually	Semi-Annually	Quarterly	Other	Never
1-10	–	25%	25%	–	50%
11-50	53%	24%	13%	–	11%
50-100	50%	44%	–	6%	–
101-200	43%	48%	5%	5%	–
201-500	31%	56%	–	–	13%
501-1,000	44%	56%	–	–	–
More than 1,000	40%	40%	20%	–	–

Base: Companies that conduct performance reviews

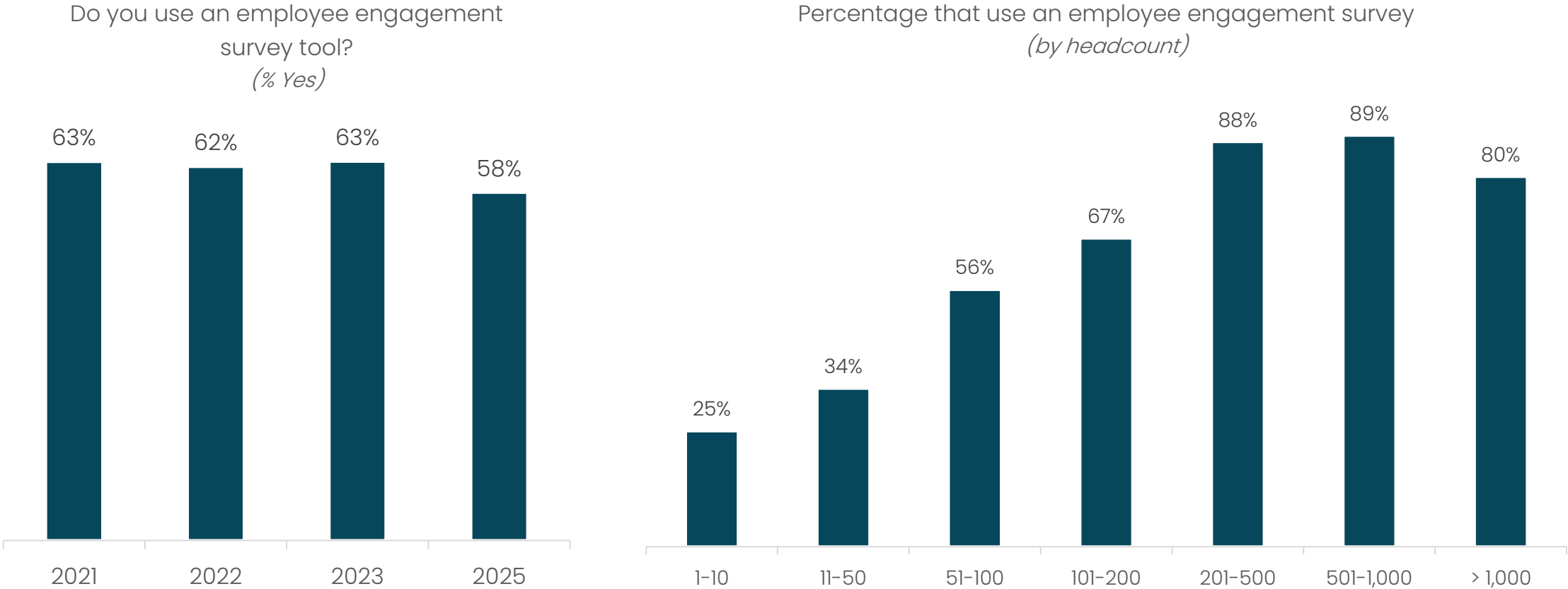
Reviews most often use descriptive or numerical ratings

What type of ratings do you use in your performance reviews?



60% of companies use employee engagement surveys

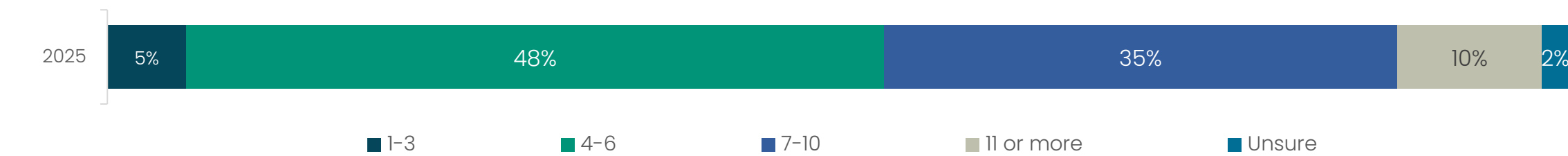
Employee engagement surveys are more common as headcount grows.



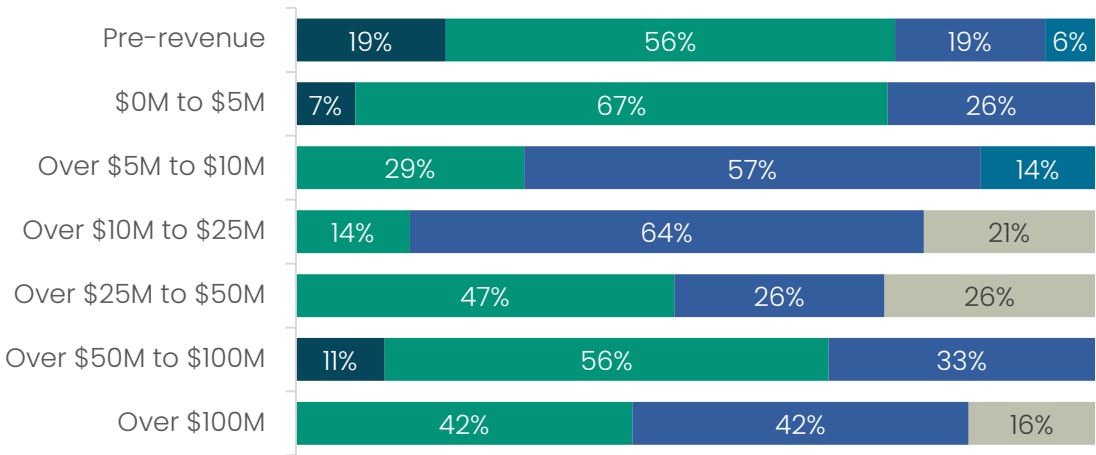
Talent & Org Design

Most CEOs have between 4-6 direct reports

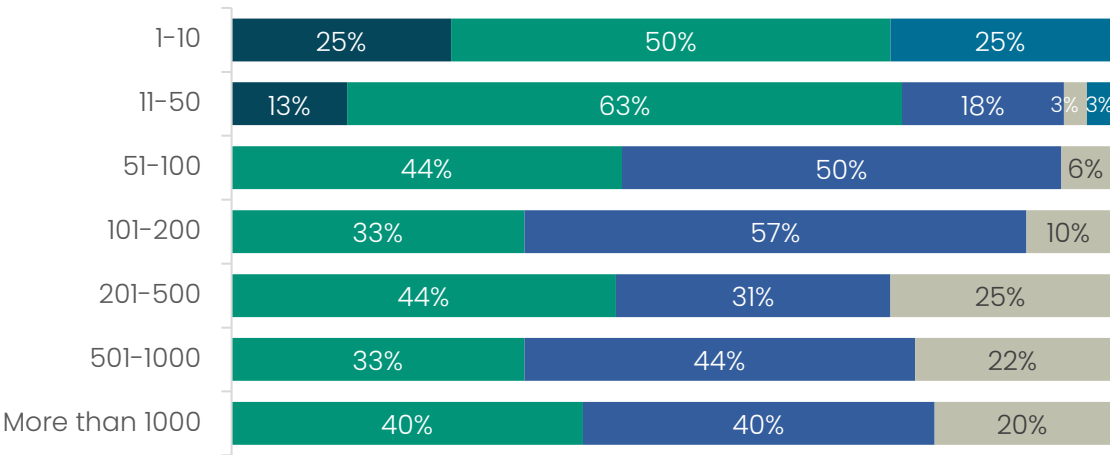
How many direct reports does your CEO have?



By Revenue



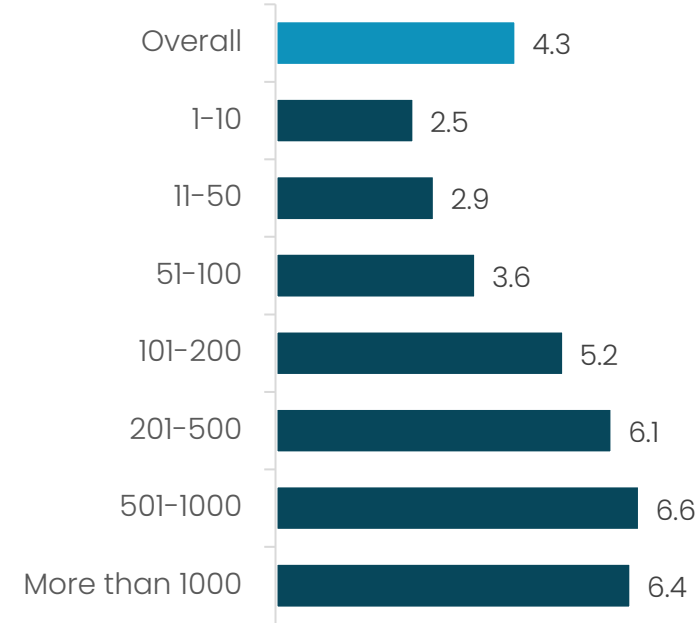
By Number of Employees



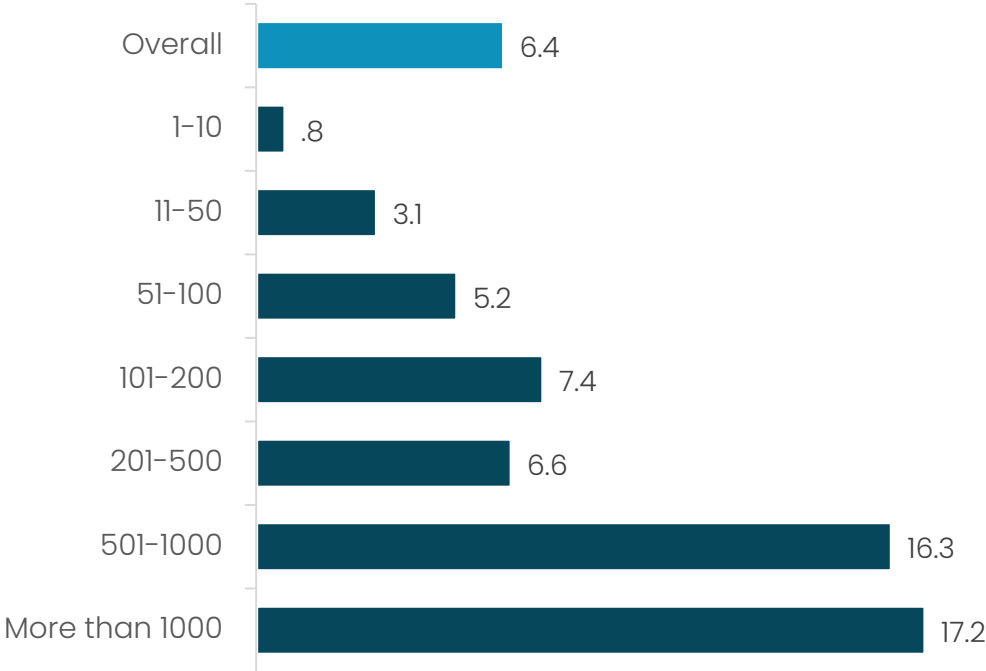
C-level growth levels off around 200 employees

VP counts continue to climb as companies grow.

How many C-level executives does your company have?
(open text; averages by headcount)



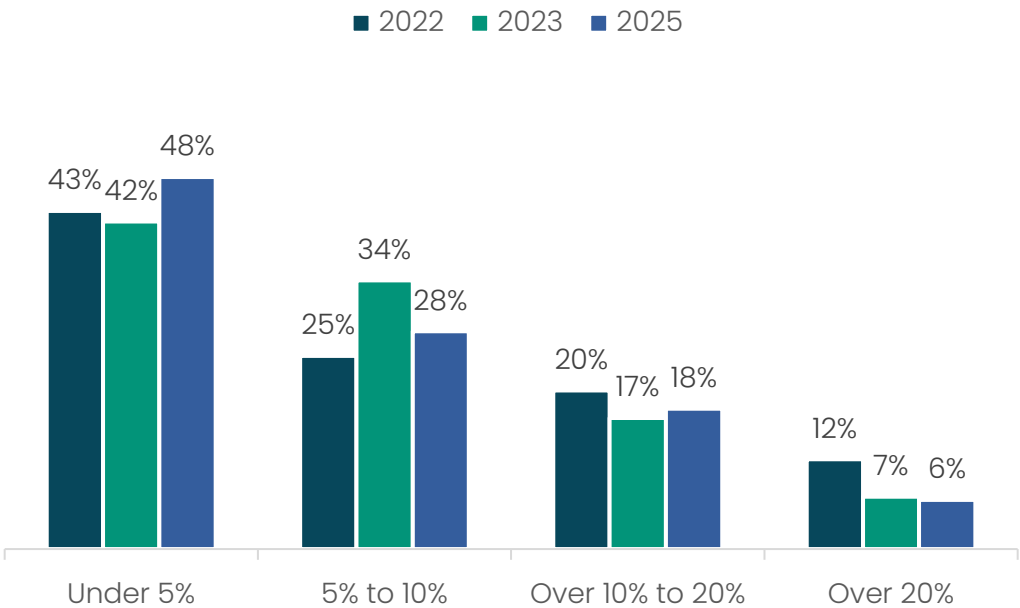
How many VPs does your company have?
(open text; averages by headcount)



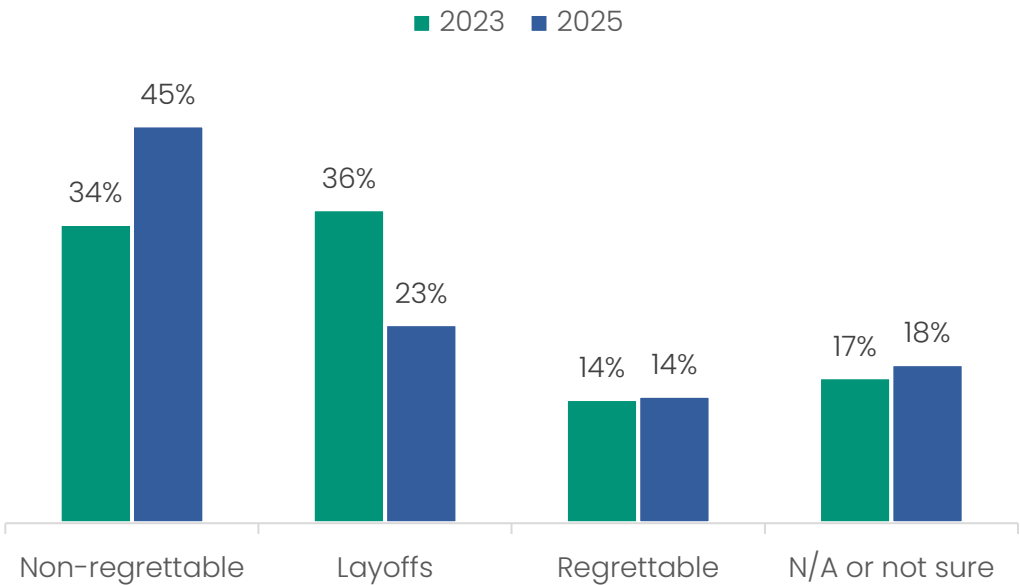
Regrettable attrition is 10% or less at most companies

Layoffs and non-regrettable exits are more common, though layoffs have trended lower since 2023.

Which best represents your company's annual regrettable attrition rate (employee turnover)?



Over the last 12 months, what were the main drivers of attrition at your company?

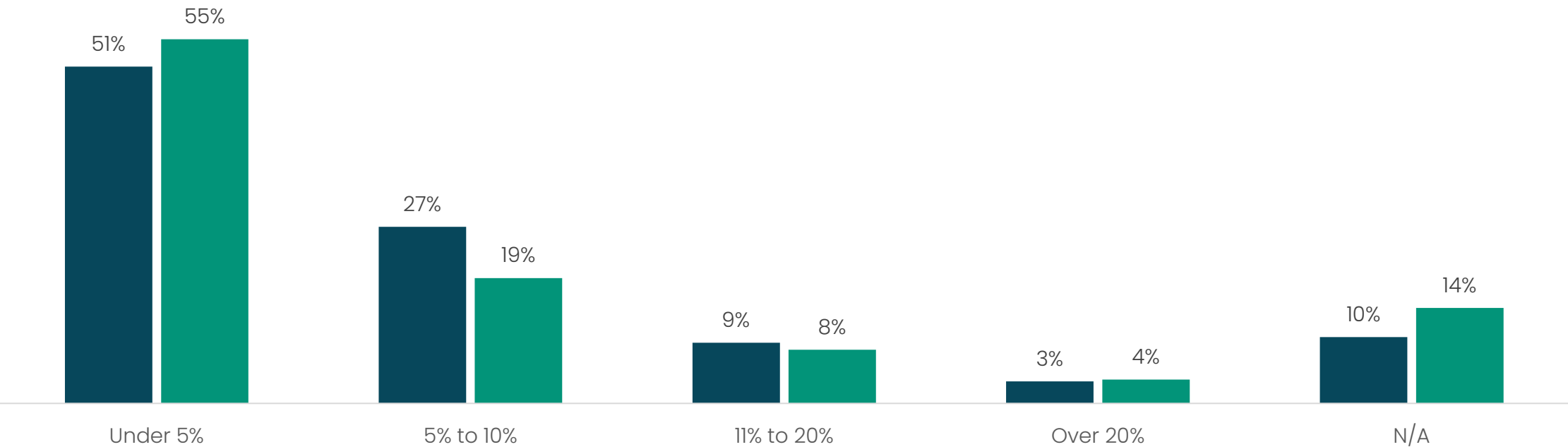


Regrettable attrition in technical roles mirrors overall levels

About three-quarters of companies report 10% or less regrettable attrition in technical roles.

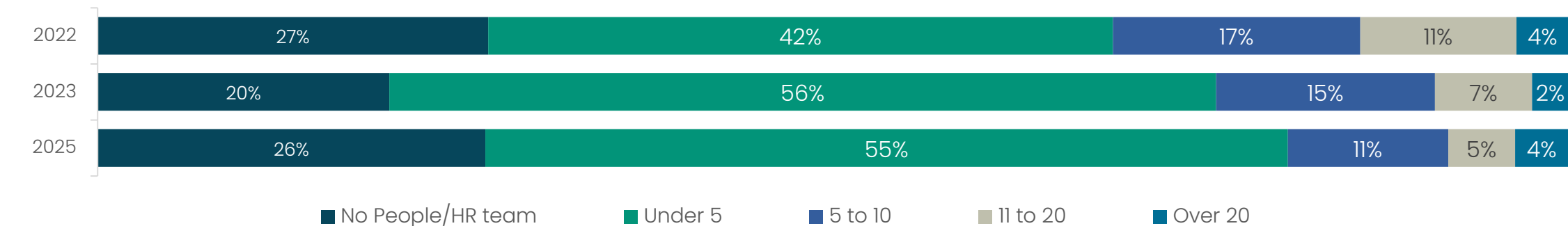
Which best represents your company's annual regrettable attrition rate for technical roles only?

■ 2023 ■ 2025

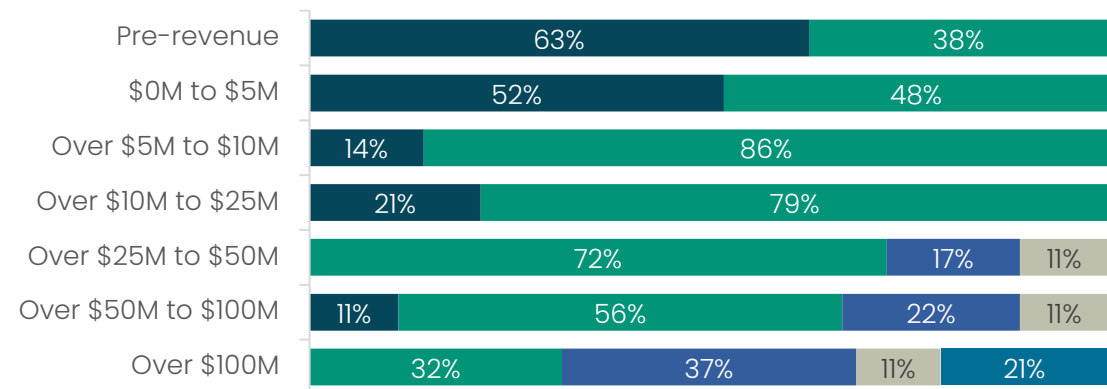


55% of companies have People/HR teams of five or fewer

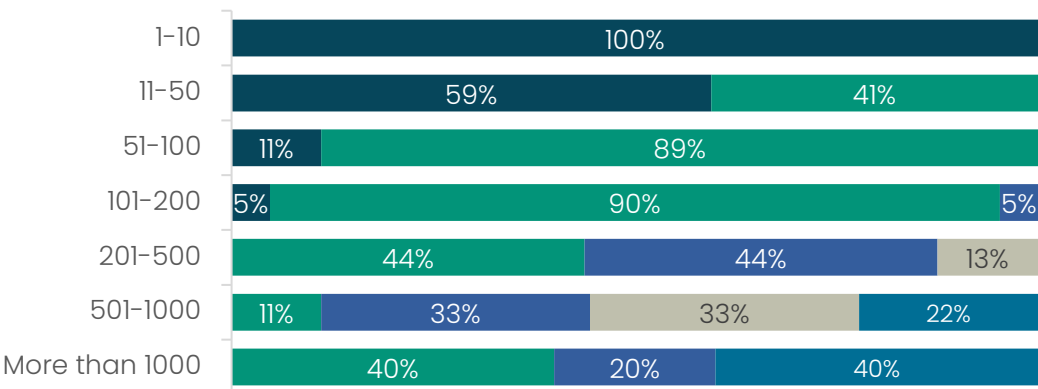
How many employees make up the People/HR team (excluding recruiting) in your company?



By Revenue



By Number of Employees

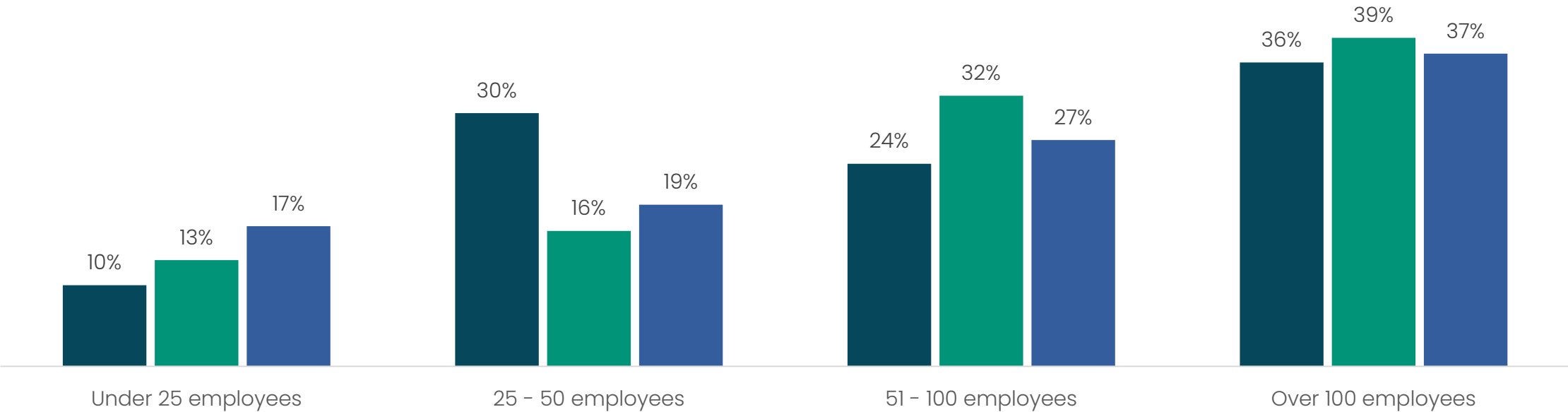


No clear threshold for hiring a Head of People

Only 26% of companies wait until hitting 100 employees to bring on a Head of People.

At what number of employees did you hire a Head of People (HR)?

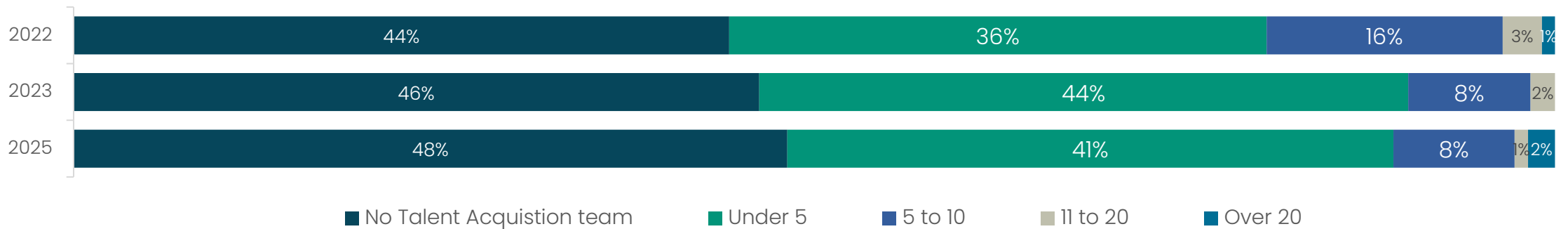
2022 2023 2025



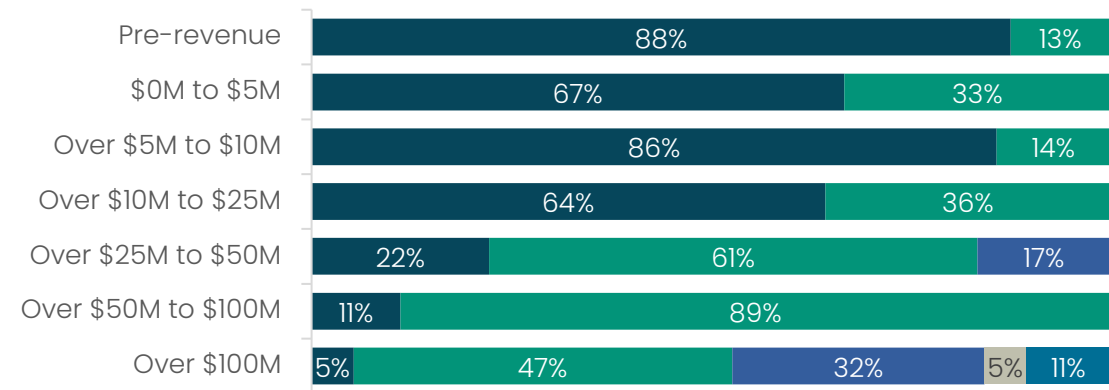
Base: Companies with a Head of People

Talent acquisition teams stay small until companies scale

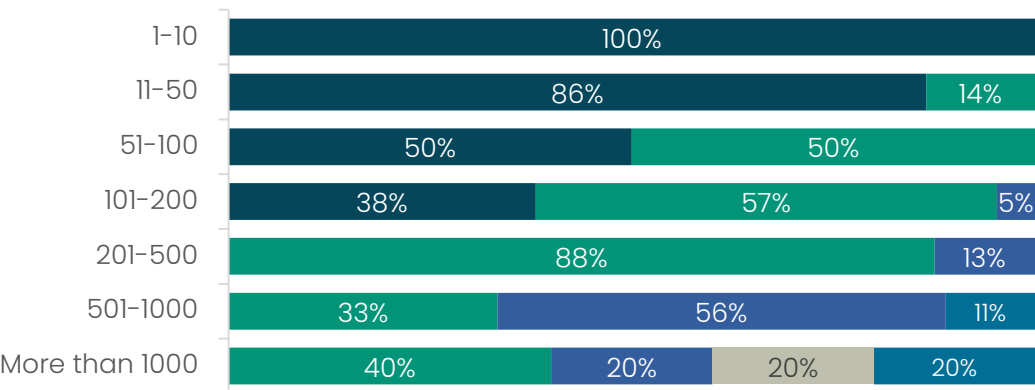
How many employees make up the Talent Acquisition (recruiting) team at your company?



By Revenue

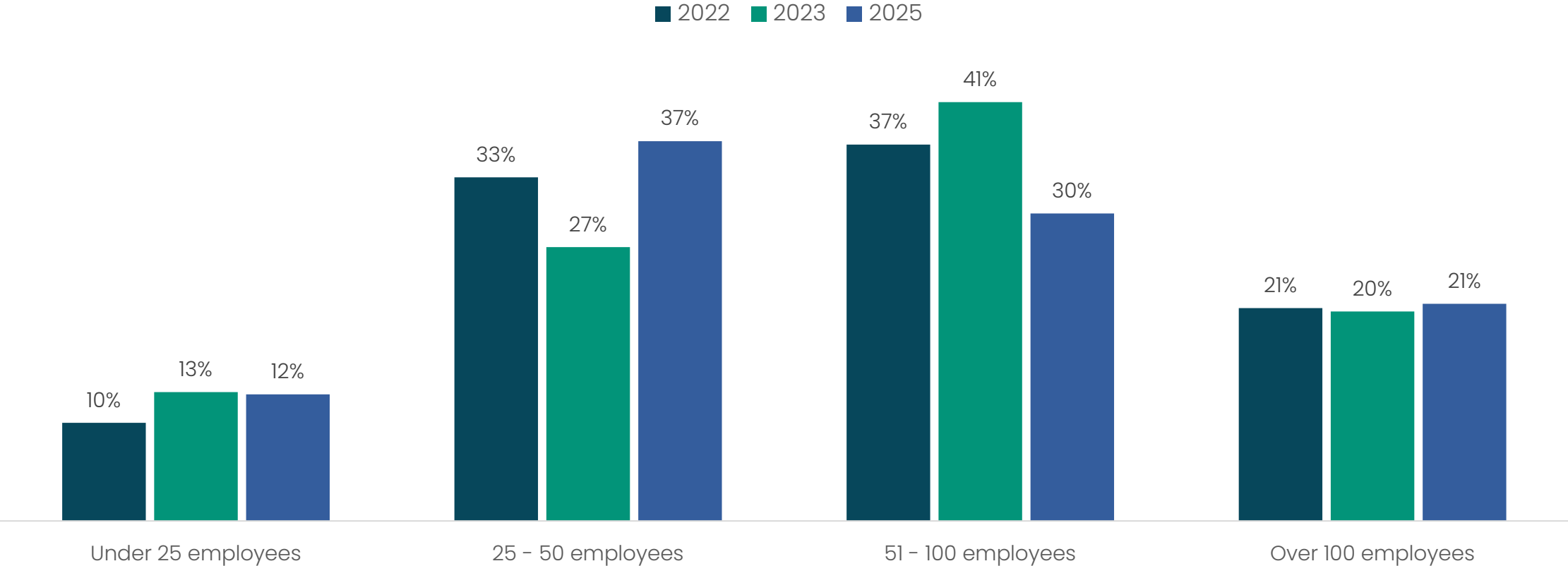


By Number of Employees



Many companies hire their first recruiter pre-100 employees

At what number of employees did you hire your first internal recruiter?

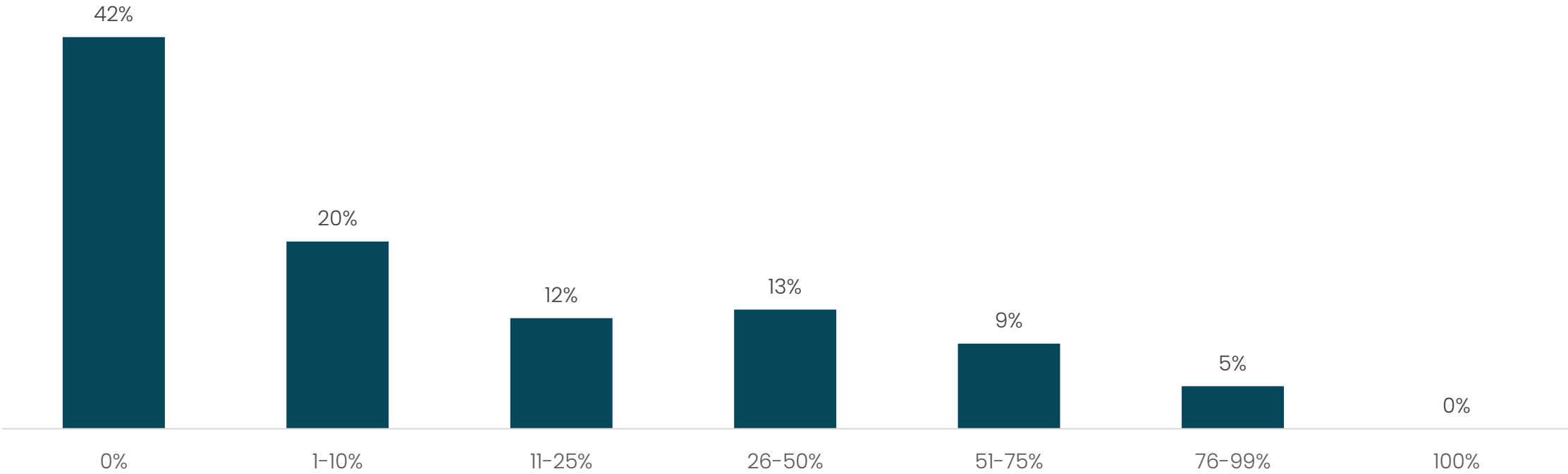


Base: Companies with a talent acquisition team

Most keep offshore teams at 25% or less of their workforce

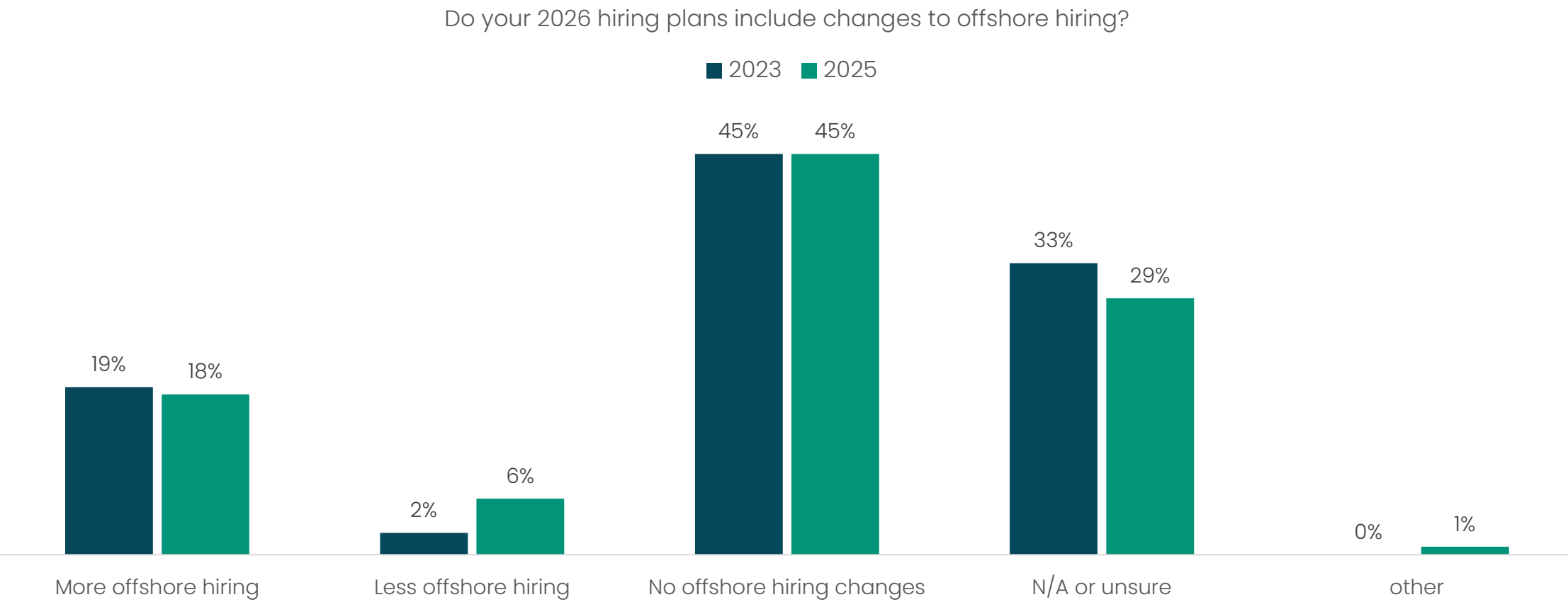
Most companies maintain some level of offshore presence.

What percentage of your workforce is offshore?



Offshore hiring shifts unlikely in 2026

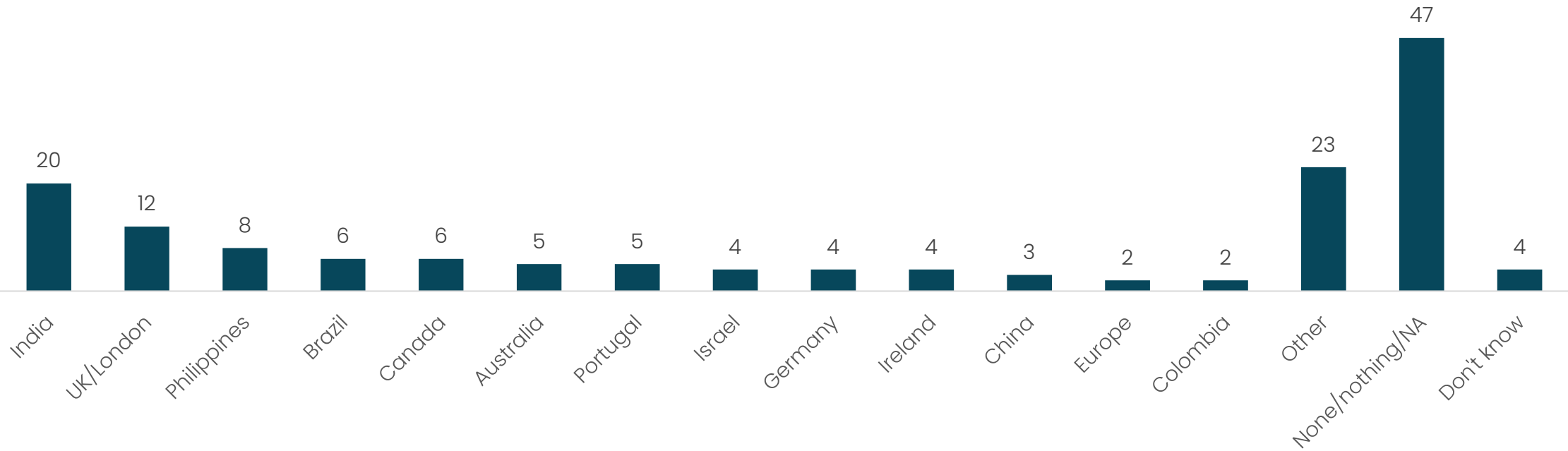
Offshore hiring is projected to stay stable, with adjustments focused on expansion rather than cuts.



India and the UK are the most common offshore locations

Most companies, however, report having no offshore staff.

Where do you have, or plan to have, offshore locations?
(open-text; shown by number of mentions)



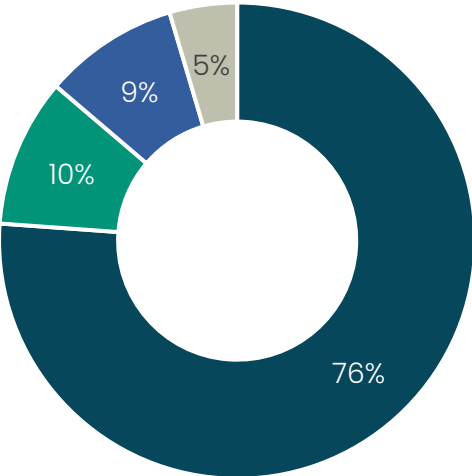
"Other" locations: Latin/South America (3); Singapore (3); Netherlands (2); Amsterdam (2); Spain (2); EMEA (2); Vietnam (2); Argentina, APAC, Ecuador, Egypt, Hungary, Nigeria, Poland, Serbia, South Korea, Sweden, Switzerland (1)

AI Adoption

76% of Norwest companies use AI tools today

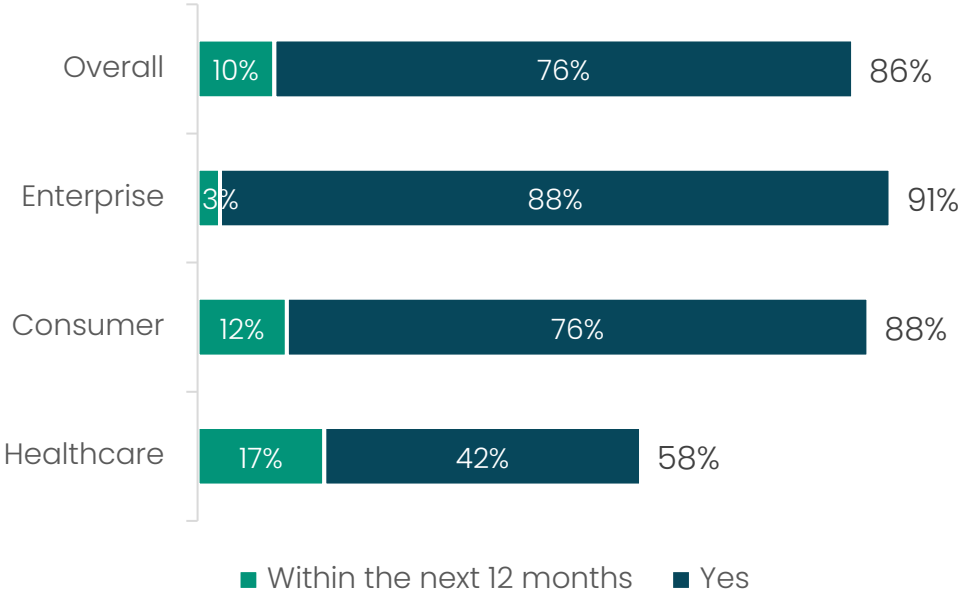
An additional 10% expect to adopt AI tool usage within a year.

Has your company adopted any AI tools or technologies (in any department/function)?



■ Yes ■ Within the next 12 months ■ No ■ Not sure

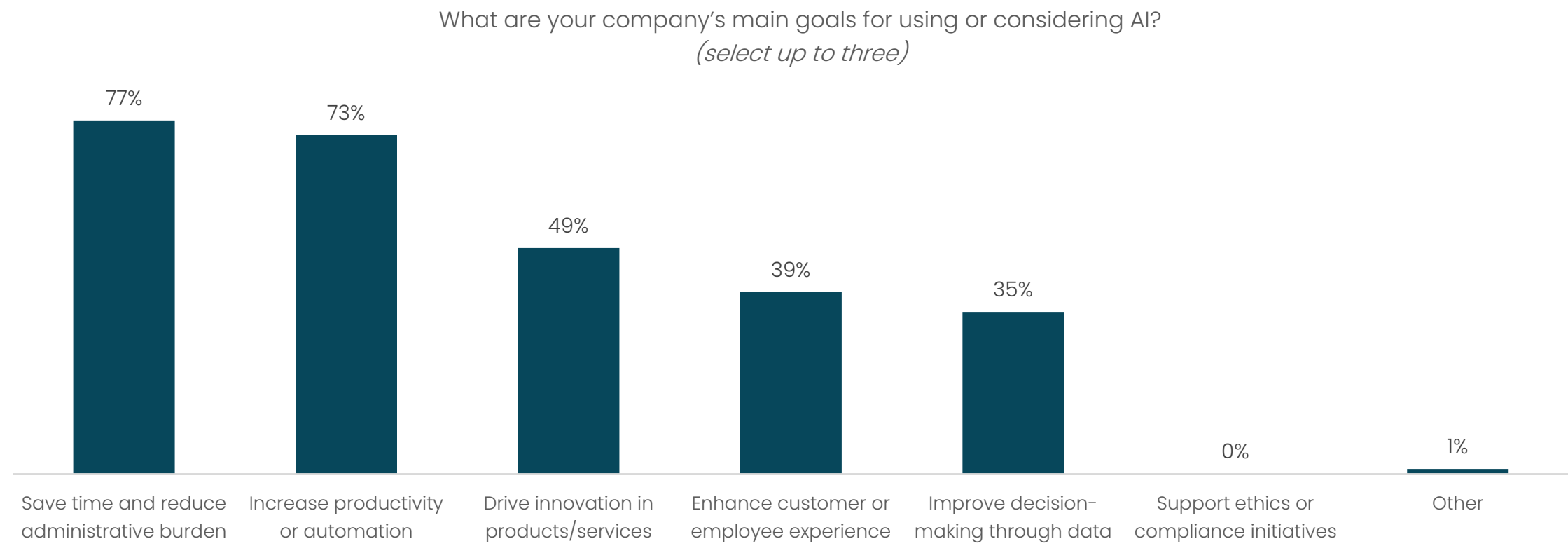
Percentage of companies who have adopted or will soon adopt AI tools
(By Sector)



■ Within the next 12 months ■ Yes

AI adoption driven by productivity and time savings

AI adoption centers on efficiency, with less focus on enhancing experiences or supporting decisions.

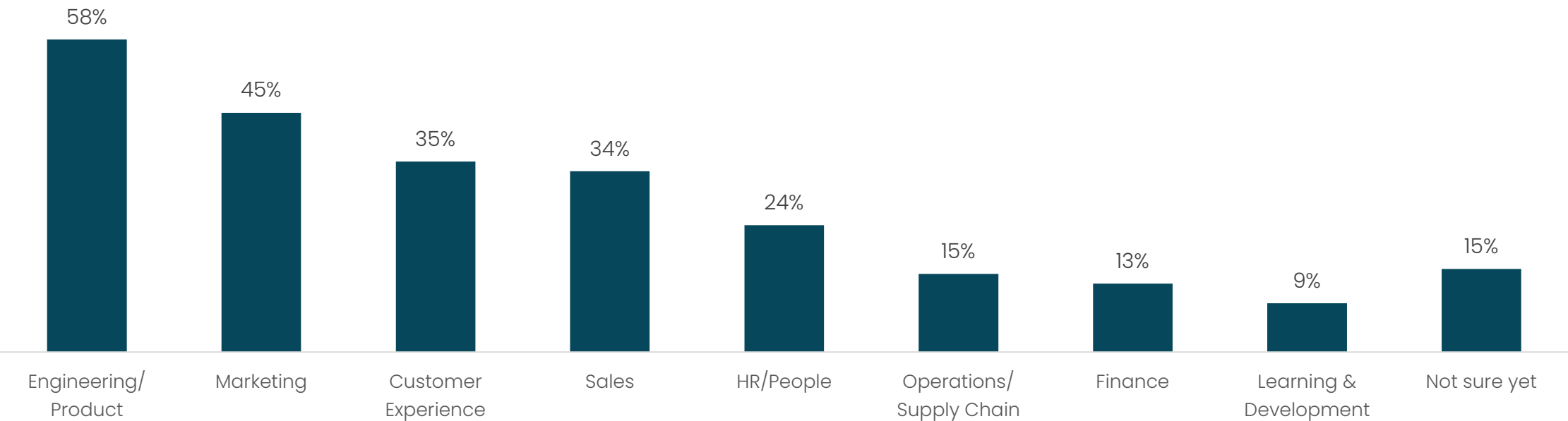


Base: Companies that have adopted or will soon adopt AI tools

Engineering/Product expected to lead AI impact

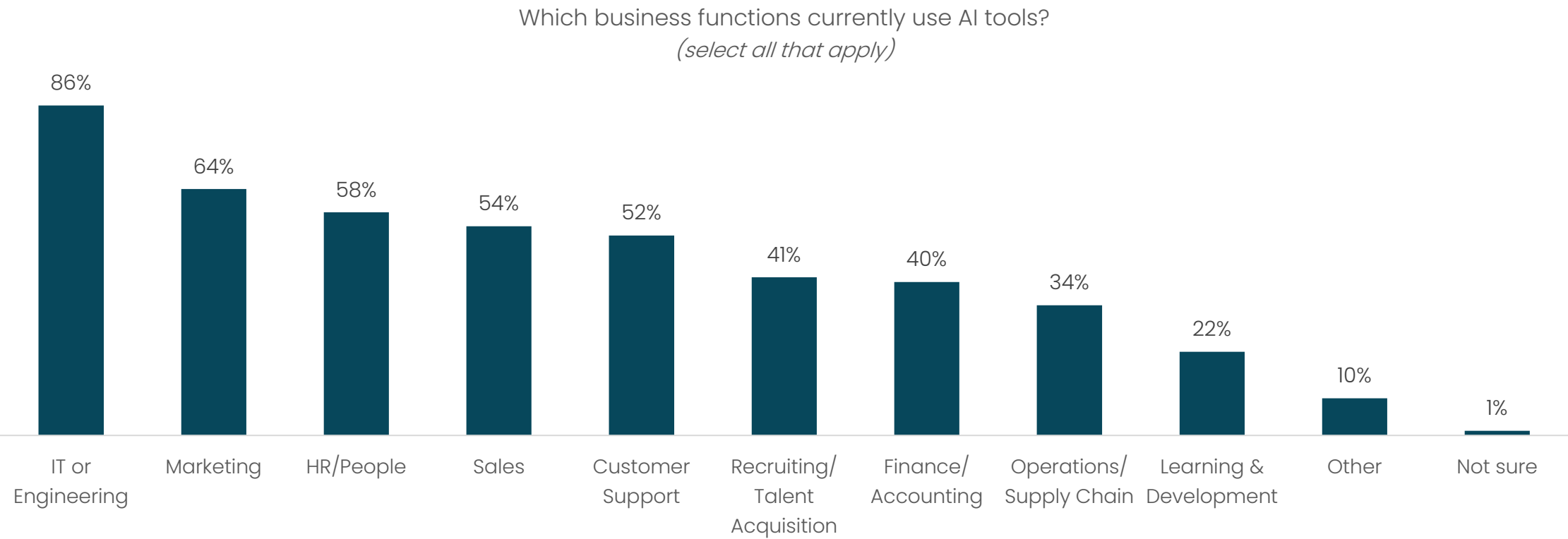
Nearly 60% see these functions as top drivers, followed by Marketing, Customer Experience, and Sales.

Which functional areas within your company do you believe AI could benefit the most?
(select up to three)



IT and engineering lead in AI tool adoption

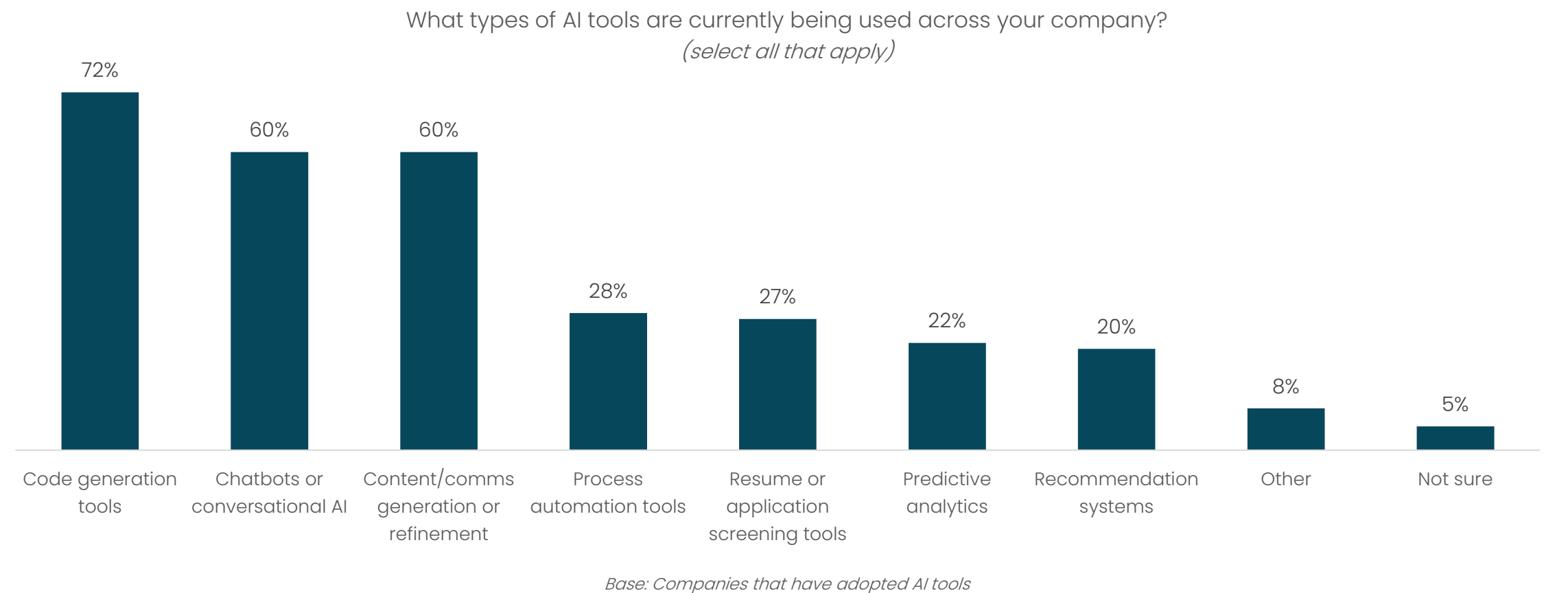
More than half of companies also use AI tools in marketing, HR, sales, and customer support.



Base: Companies that have adopted AI tools

Code generation is the leading use case for AI tools

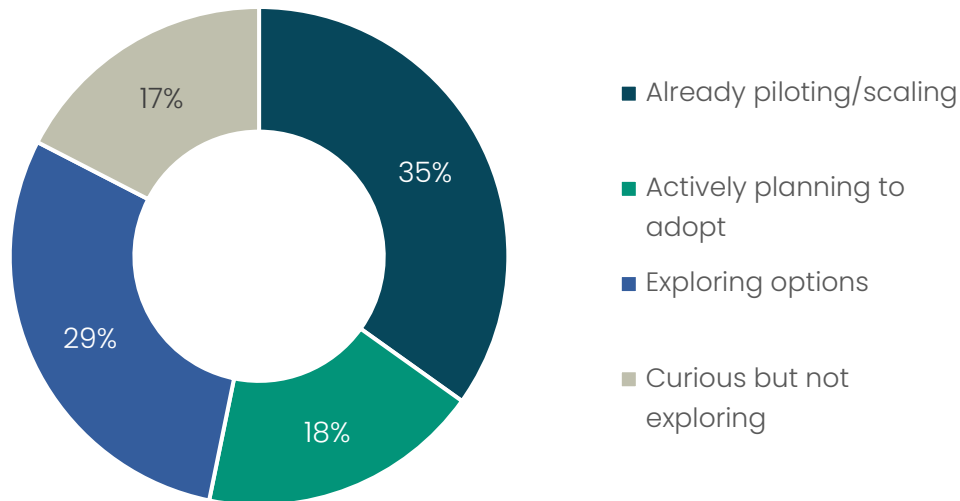
Most companies use AI for code generation, chatbots, and content creation.



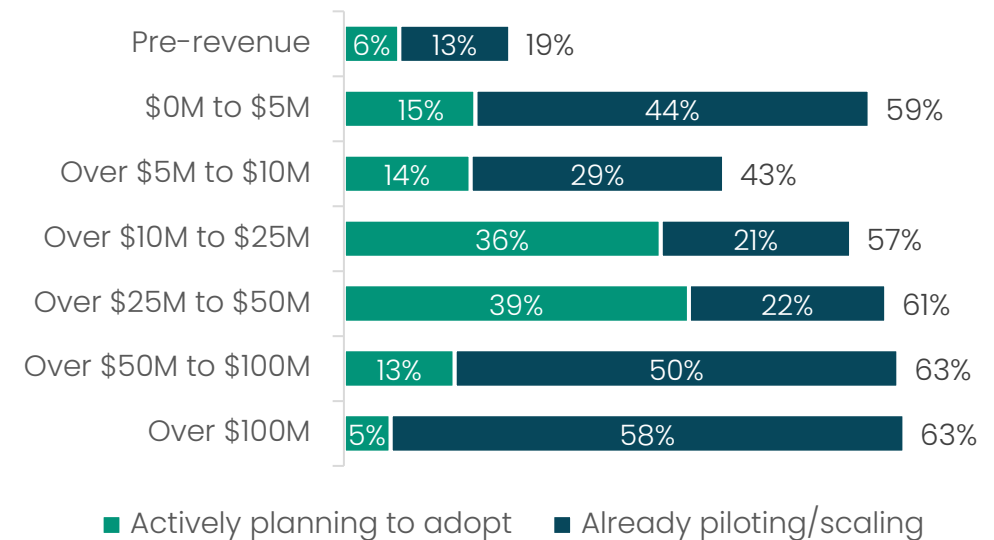
AI usage is widespread, but structured adoption has yet to catch up

While 76% of companies report using AI, only half are piloting or scaling it formally. Adoption is most advanced at the lowest (\$0–5M) and highest (\$50M+) revenue levels.

How interested is your company in starting to use or expanding AI use over the next 2 years?



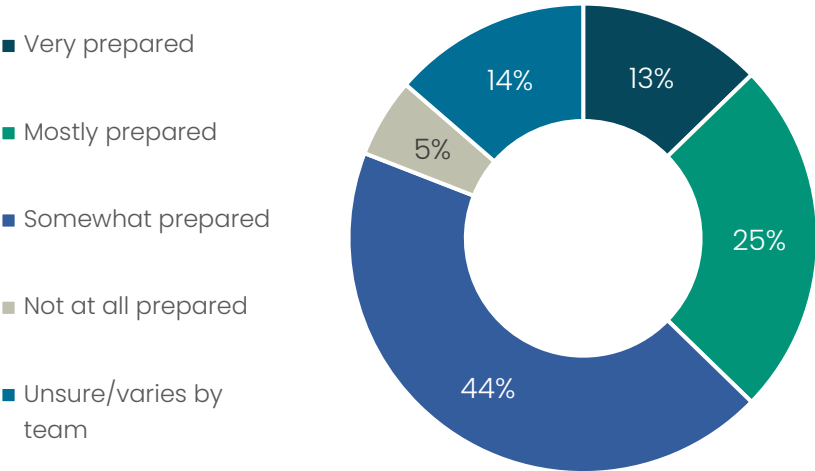
Percentage of companies that have adopted or will soon adopt AI tools
(By Revenue)



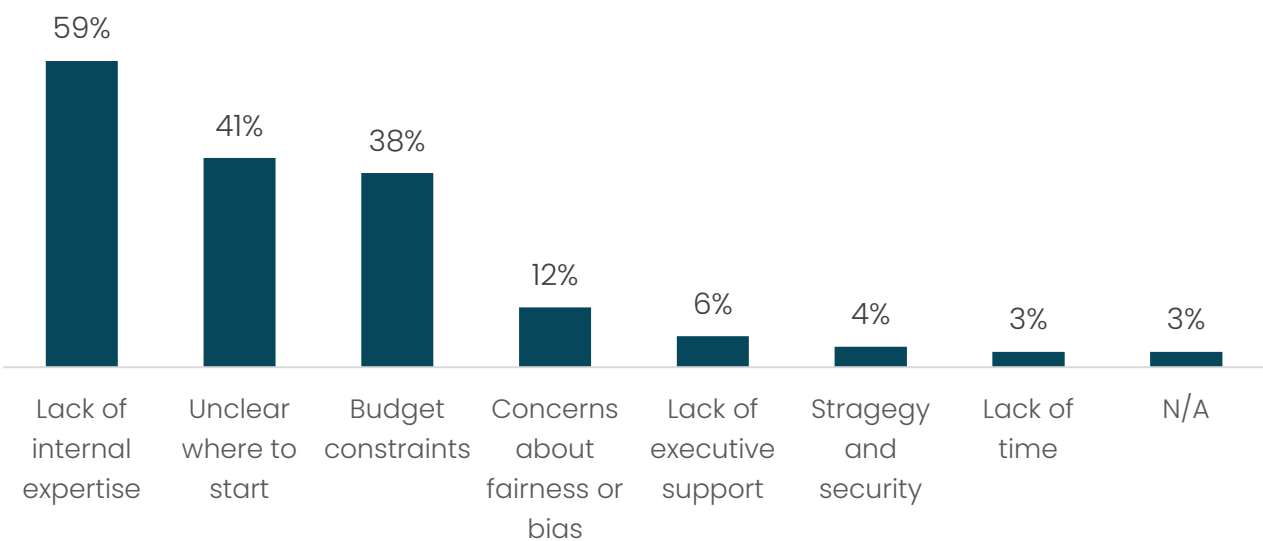
AI use outpaces company-wide preparedness

The biggest barrier to preparedness is lack of expertise, followed by uncertainty about where to start, and budget constraints.

How prepared are your teams across departments to begin or expand AI use?



What are the biggest barriers your company faces in adopting AI?
(select all that apply)

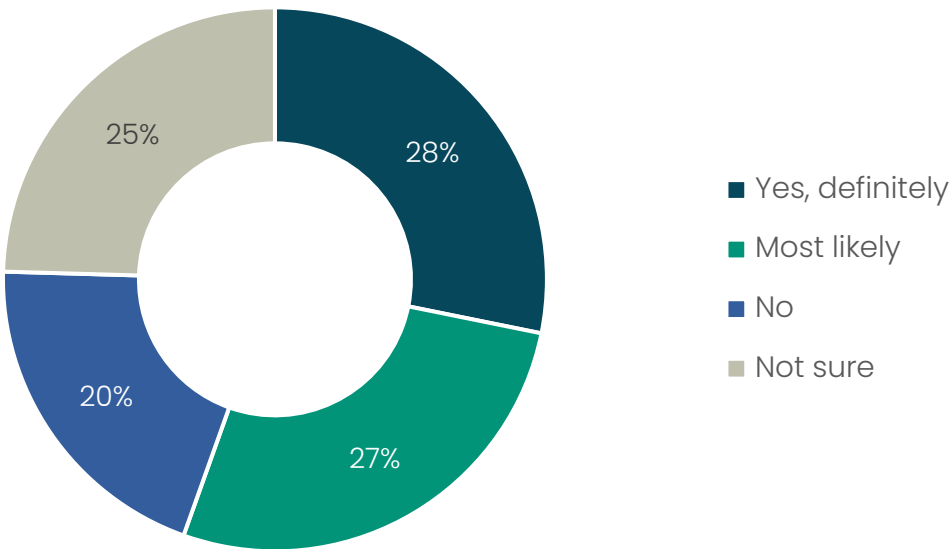


Base: Companies that reported they feel unsure, unprepared, or only somewhat prepared

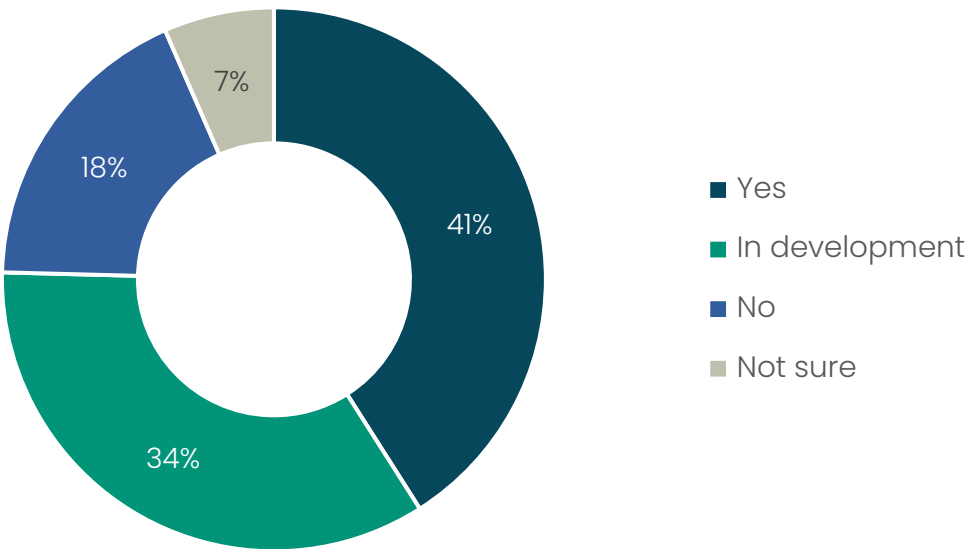
55% of companies plan AI training to close readiness gaps

Three quarters of organizations investing in AI training are pairing it with ethics frameworks.

Does your company offer or plan to offer AI-related training or enablement for teams across functions?



Does your company have policies or guidelines for ethical AI use?

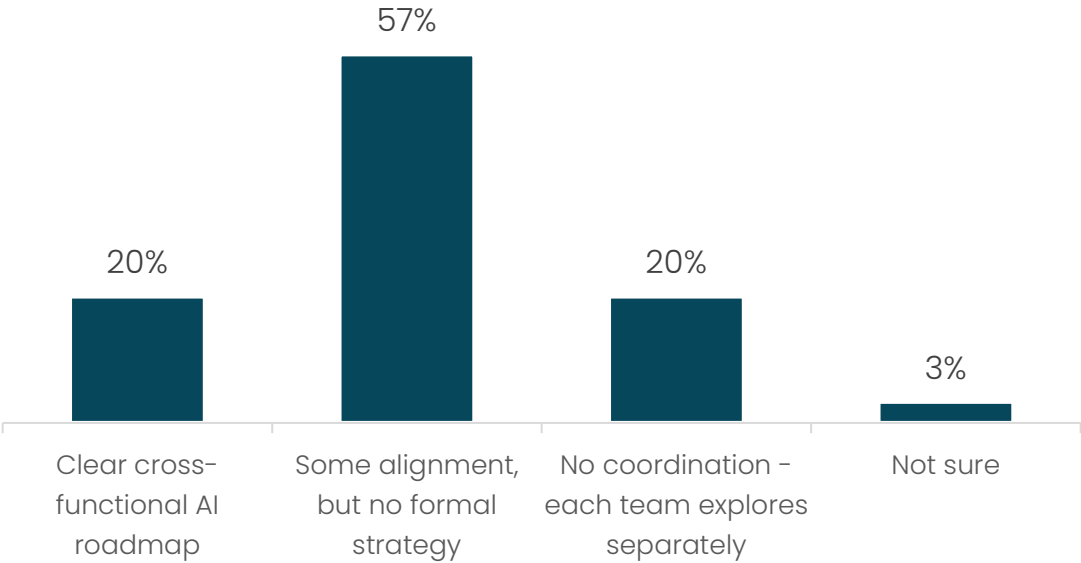


Base: Companies that are likely to offer AI-related training

Most companies lack full coordination on AI usage

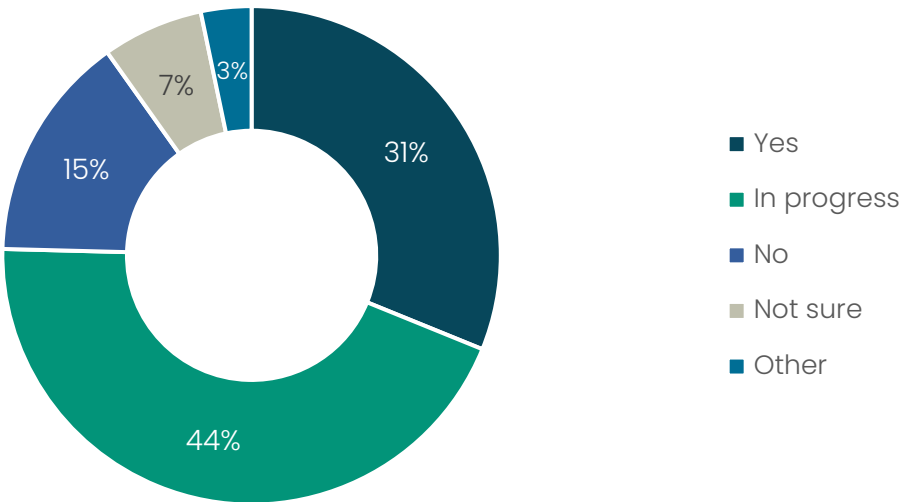
57% of companies show partial alignment, but no formal cross-department strategy.

How coordinated is your company's approach to AI adoption across departments?



Base: Companies interested in expanding AI use

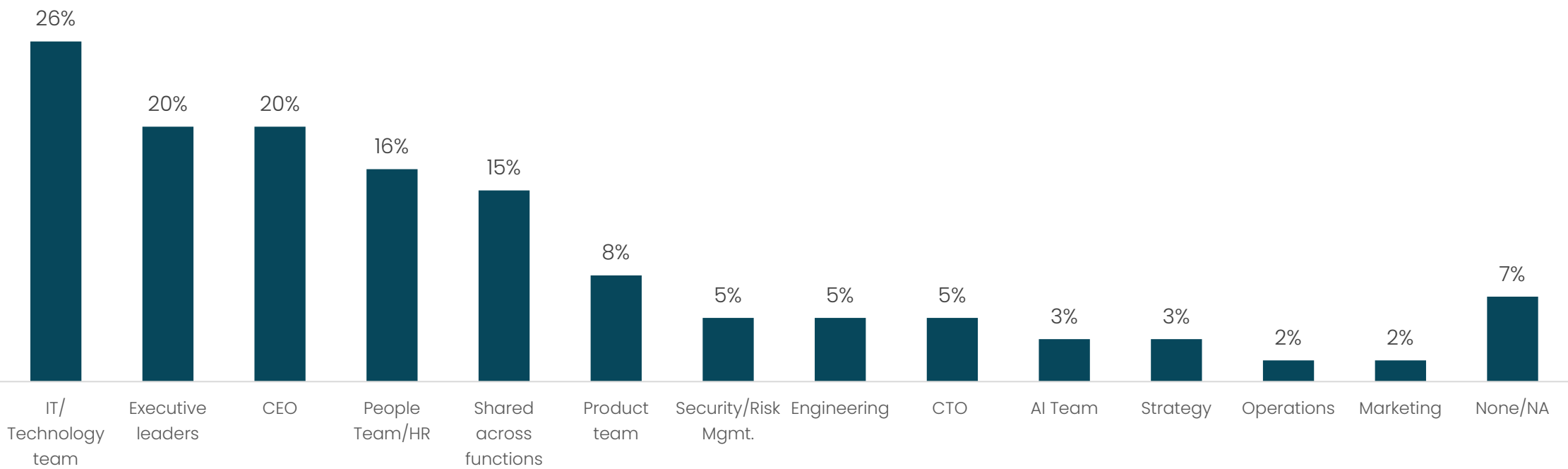
Is there alignment between your HR team and company leadership on how AI should be used?



IT teams are most often tasked with leading AI transformation

Though IT teams most often lead AI transformation, significant responsibility also sits with company executives, HR, and other functions.

Which team or role is responsible for leading AI transformation and change management at your company?
(open text)

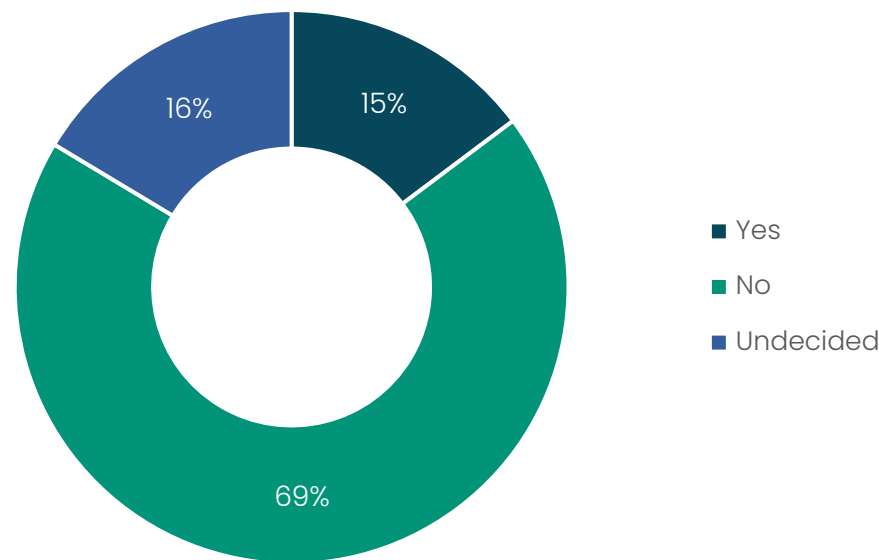


Base: Companies interested in expanding AI use

Head of AI roles are rare and not widely planned

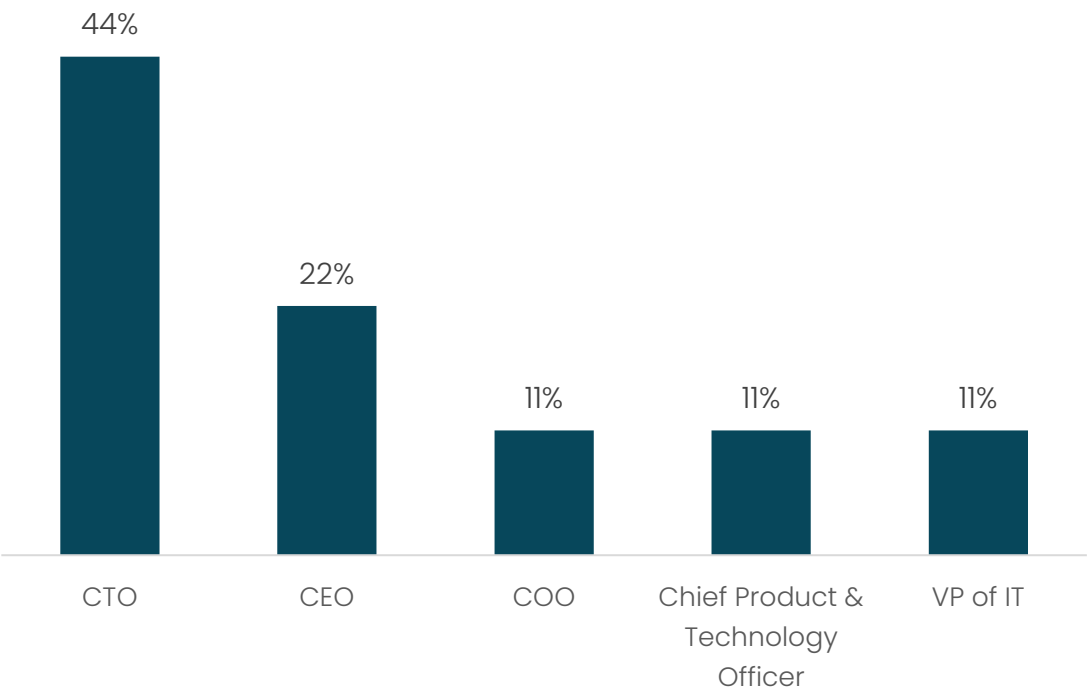
When in place, the Head of AI role generally reports to the CTO or other senior IT executives.

Does your company currently have, or plan to hire, a Head of AI?



Base: Companies interested in expanding AI use

Who does (or will) the Head of AI report to?

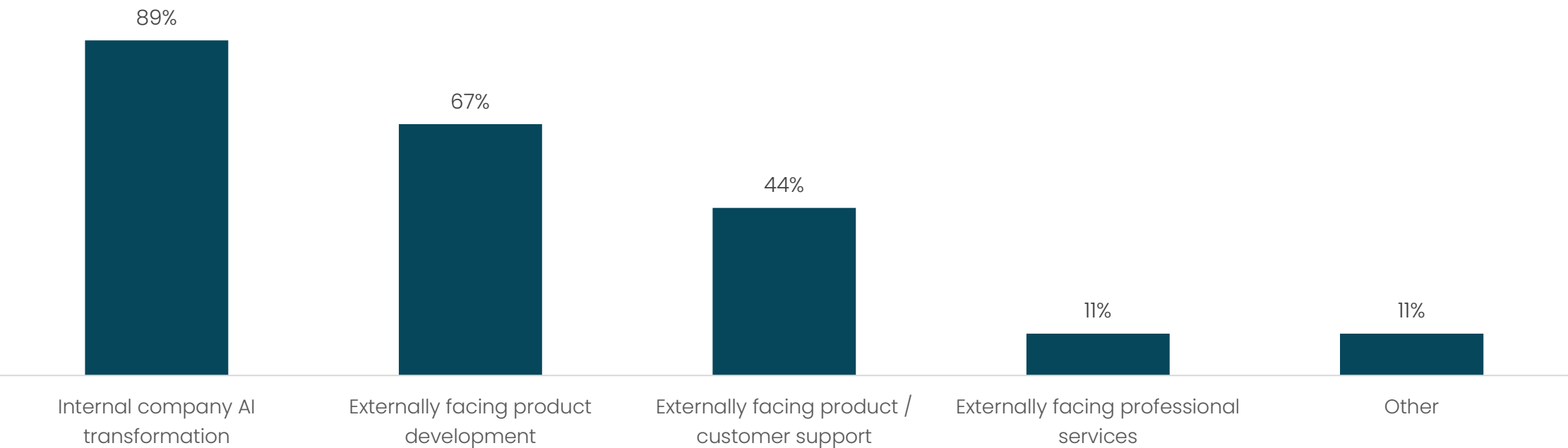


Base: Companies that currently have or plan to hire a Head of AI

Head of AI roles prioritize internal transformation

While the focus is driving AI adoption across the company, some Head of AI roles also carry responsibility for external-facing areas such as product development and customer support.

What are the main objectives or area of responsibility for the Head of AI role at your company?
(select all that apply)

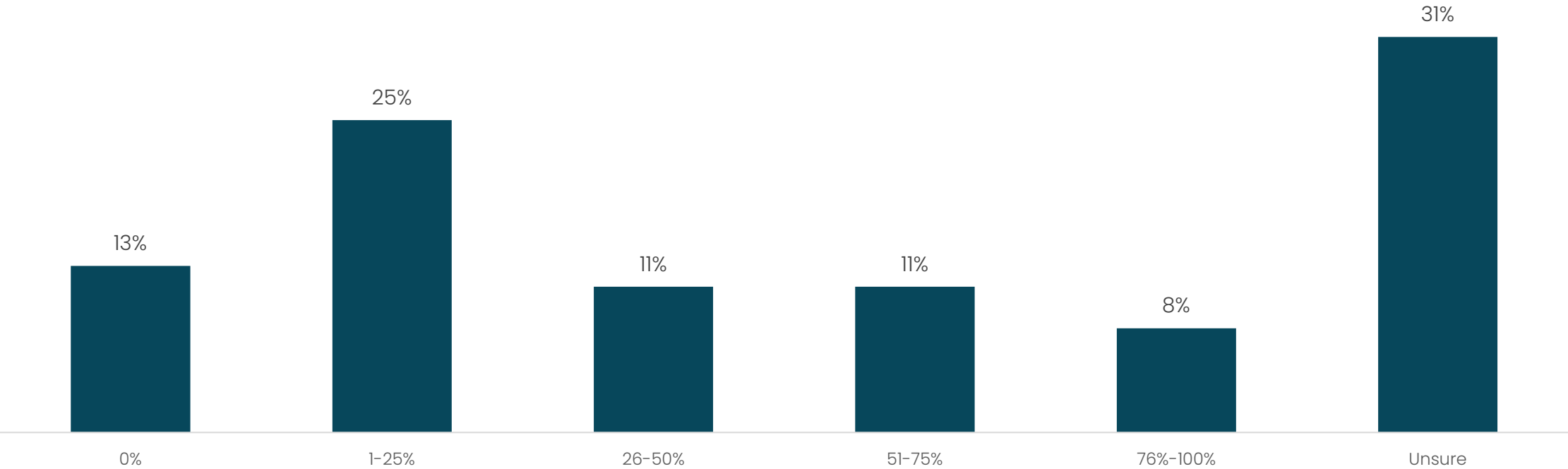


Base: Companies that have or plan to hire a Head of AI

19% of companies say over half of their code is AI-assisted

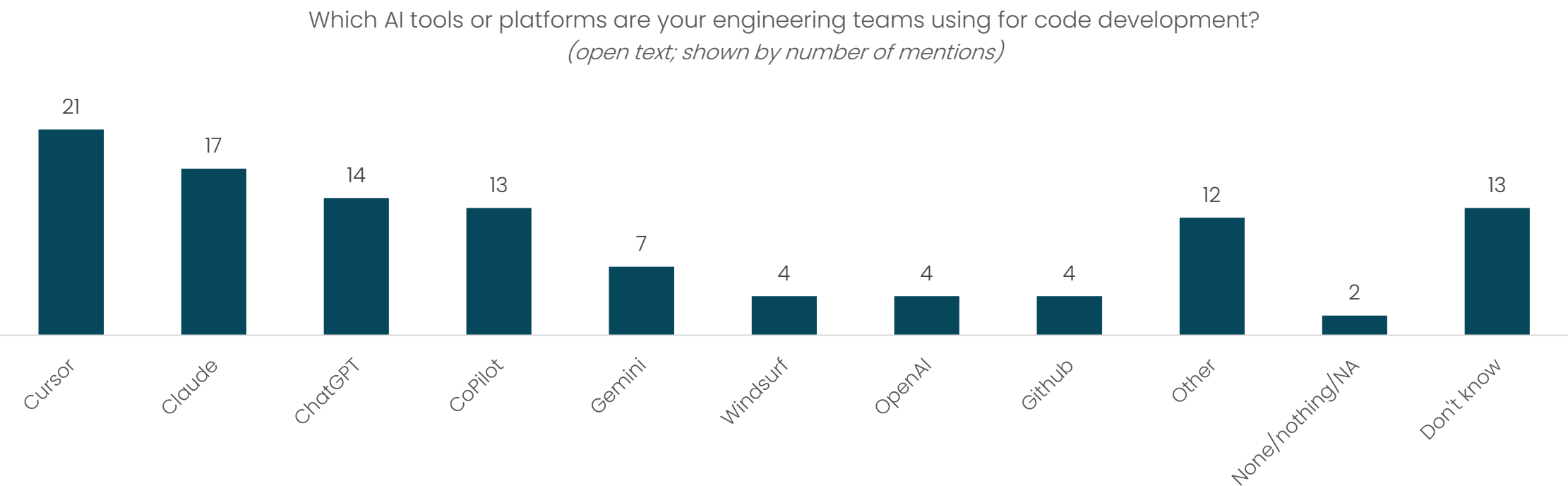
31% of companies are unsure how much their engineering teams use AI-assisted coding.

Approximately what percentage of code written by your engineering teams is currently assisted by AI tools?



Cursor, Claude, ChatGPT are the top AI assistants for coding

There is a great variety of tools being used across portfolio companies.

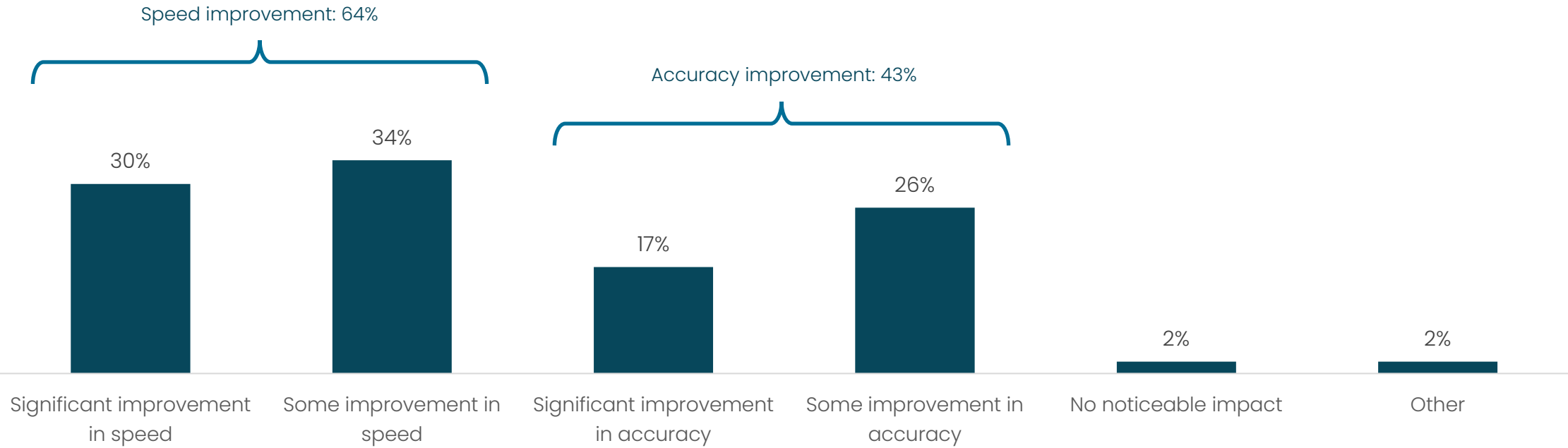


*Base: Companies where engineering teams use AI-assisted coding tools.
Others listed (1 mention each): Aider; Cline; Devin; IntelliJ; Lovable; ML LM Python; Microsoft Intellicode; Ollama; Perplexity; PyCharm; RAG;
Varies by OpCo (no specific tool/platform mentioned); Vercel; Webstorm; Zed.*

AI's strongest impact is on speed and accuracy

Nearly two thirds of companies say AI has improved speed, while 43% report gains in accuracy.

How have these tools impacted development, speed, and accuracy?

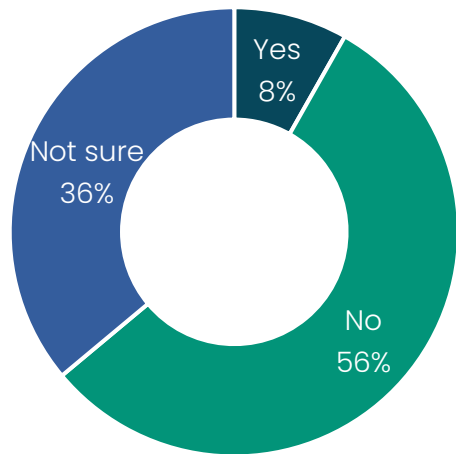


Base: Companies where engineering teams use AI-assisted coding tools

8% of companies will reduce headcount due to AI

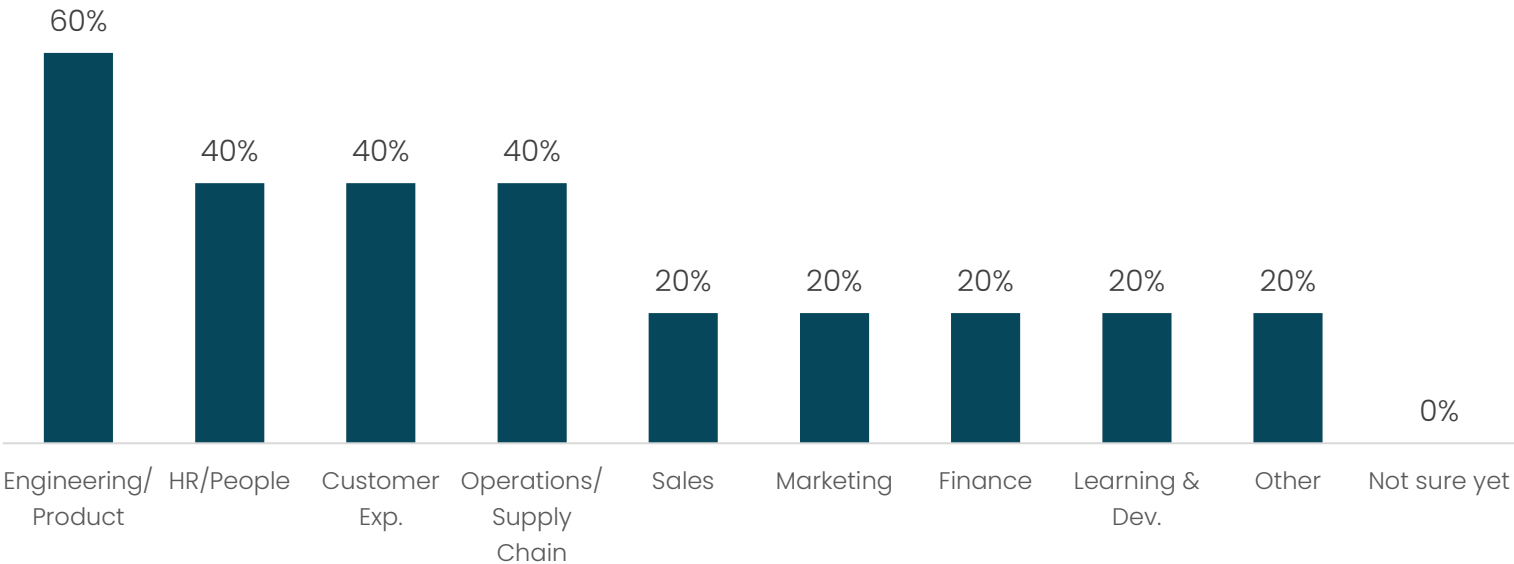
While there is still a lot of uncertainty, companies mainly anticipate impacts to engineering, with HR/People, Customer Experience, and Operations also mentioned.

Do you plan to reduce headcount because of AI?



Base: Companies interested in expanding AI use

If yes, which functions will be impacted?

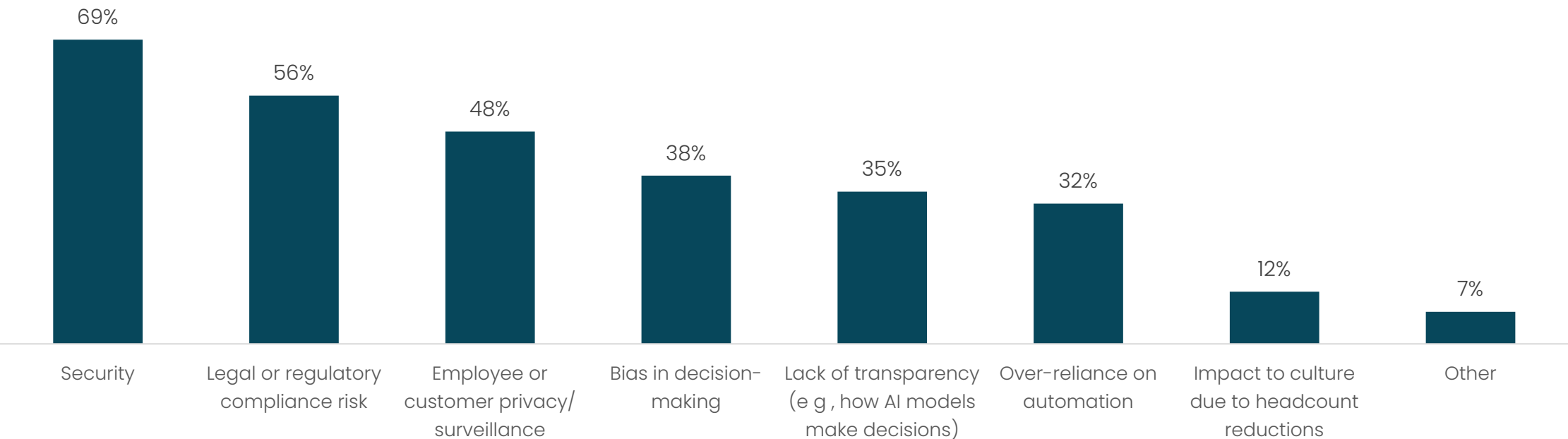


Base: Companies that plan to reduce headcount because of AI.

Top AI concerns center on security and compliance

Other worries include privacy, bias, transparency, and over-reliance on automation.

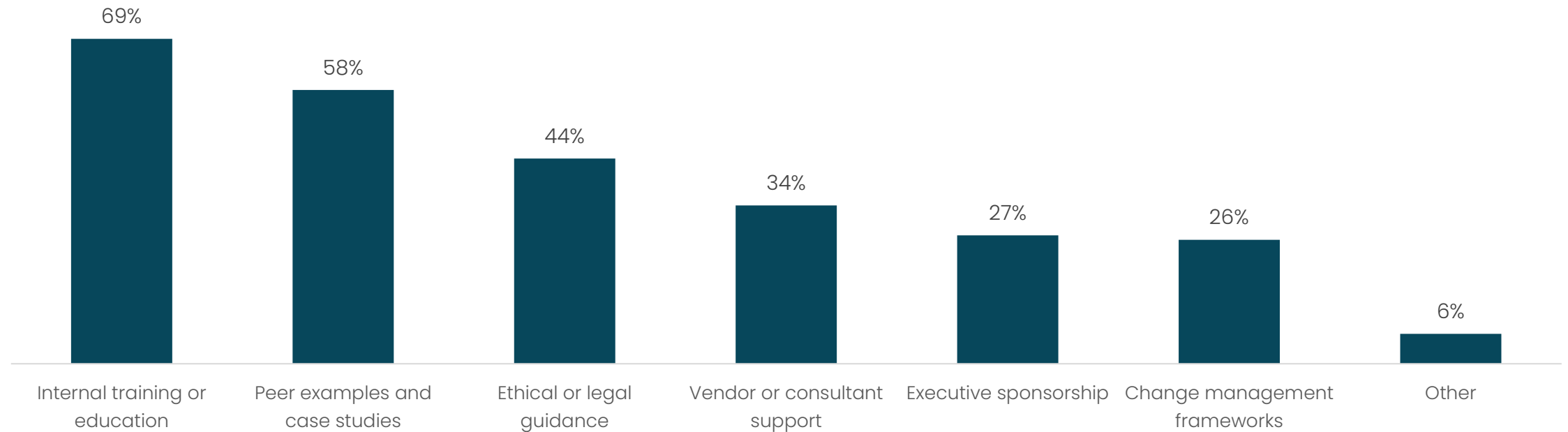
How concerned are you about the following risks of using AI in business functions?
(select all that apply)



Training tops the list for building AI confidence

Peer examples and case studies follow close behind.

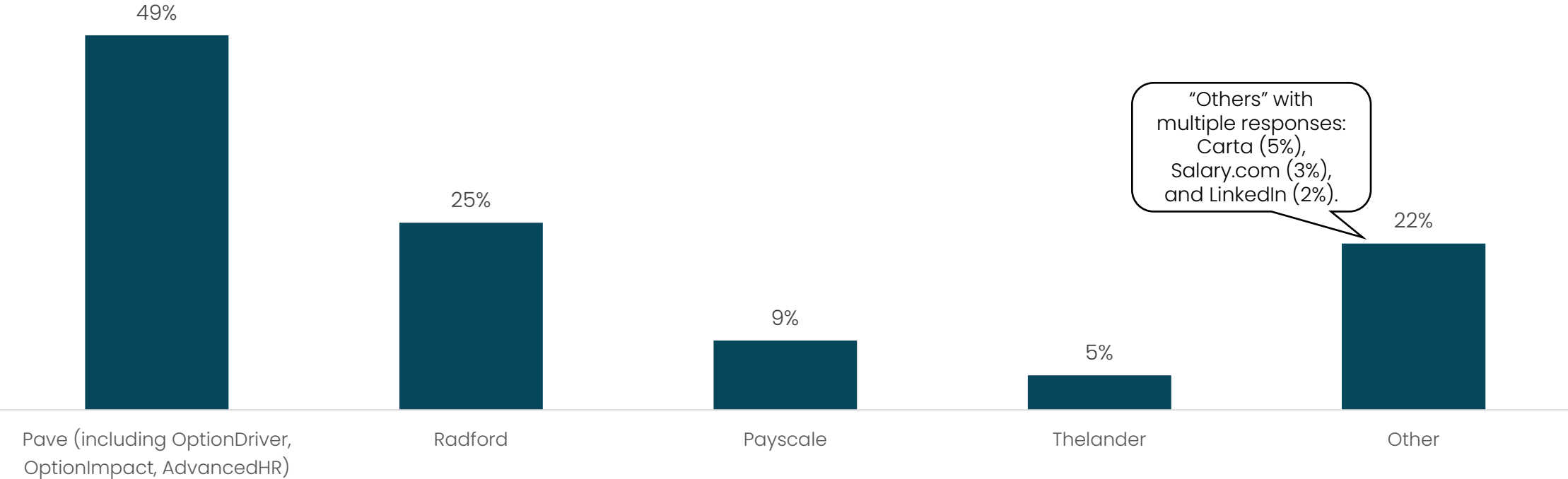
What would help your company adopt AI more confidently across departments?
(select all that apply)



HR Infrastructure

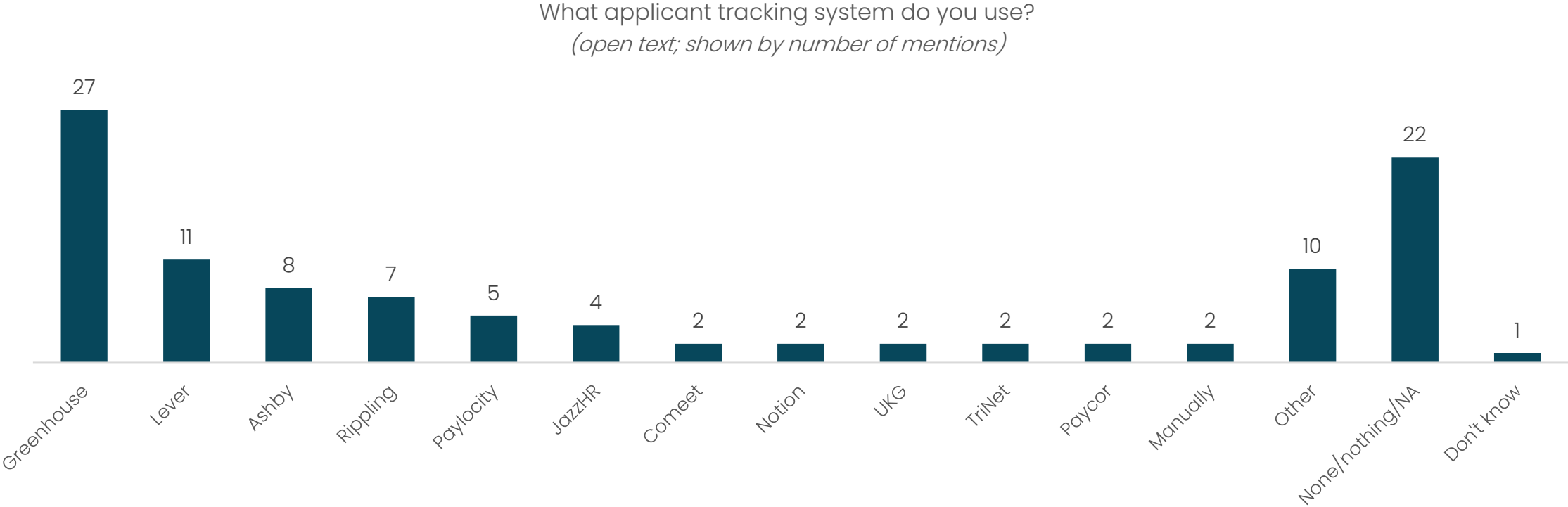
Pave is most often used for compensation data, followed by Radford

Which sources do you use for compensation data?
(select all that apply)



Greenhouse leads ATS use

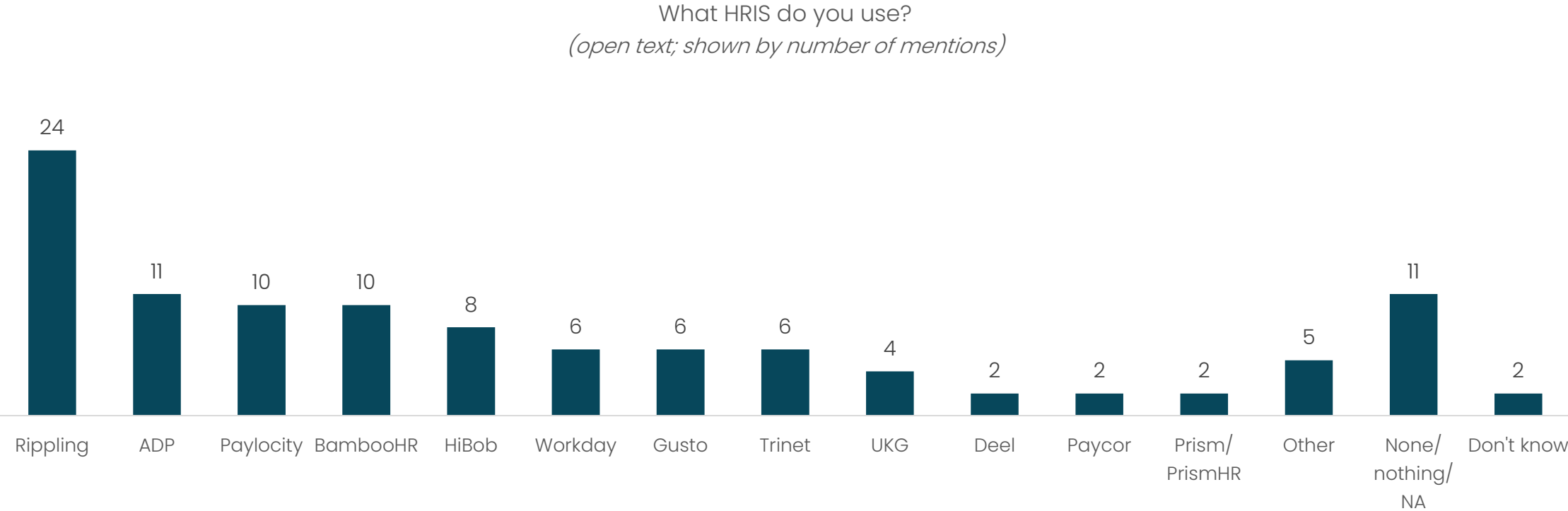
Almost as many companies report using no system at all.



"Other" responses (one mention each): ADP WorkforceNow; Breezy; Indeed; LinkedIn; Paycom; SmartRecruiters; Spark Hire; TAM; Vensure; Workable

Rippling is the most widely used HRIS

Nearly 25% of respondents use Rippling, while only three other systems pass the 6% mark.

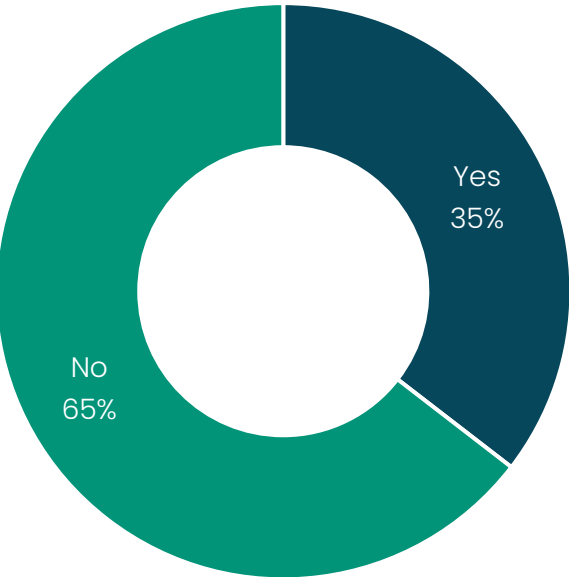


Other (1 mention each): ChartHop; Google Sheets; Justworks; Namely; Paycom

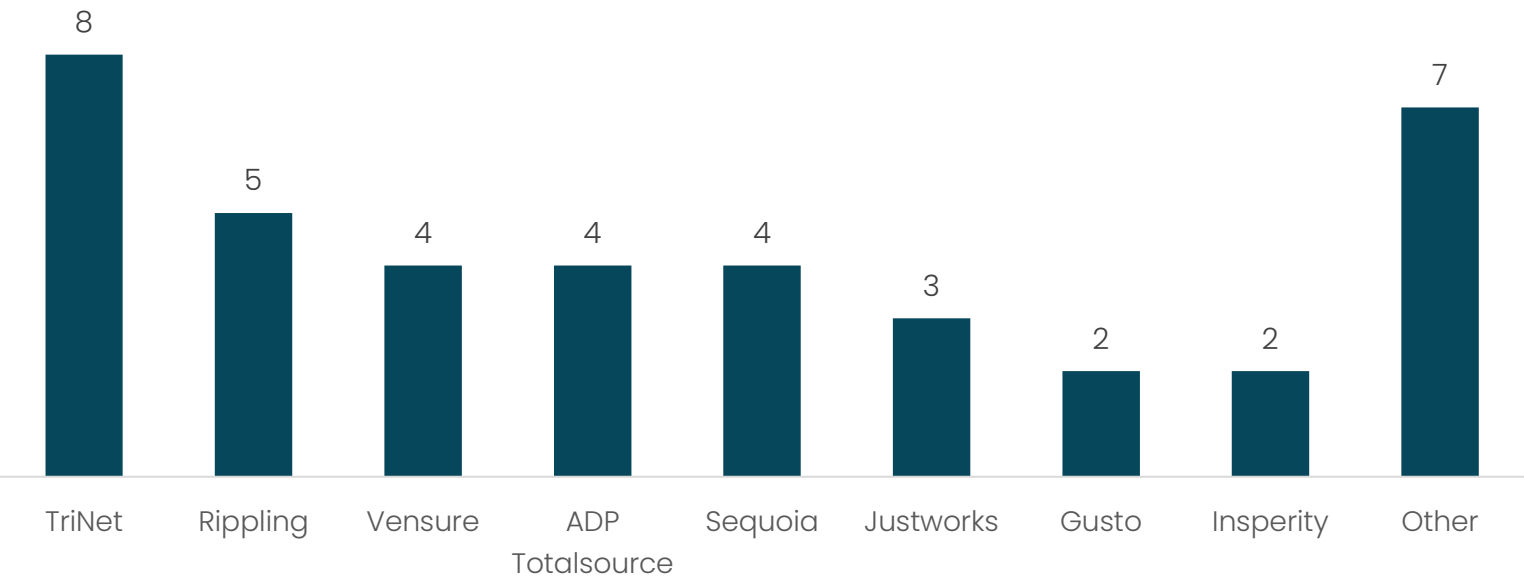
About one third of companies in North America use a PEO

Among companies that use a PEO, TriNet tops the list.

Do you use a PEO in North America?



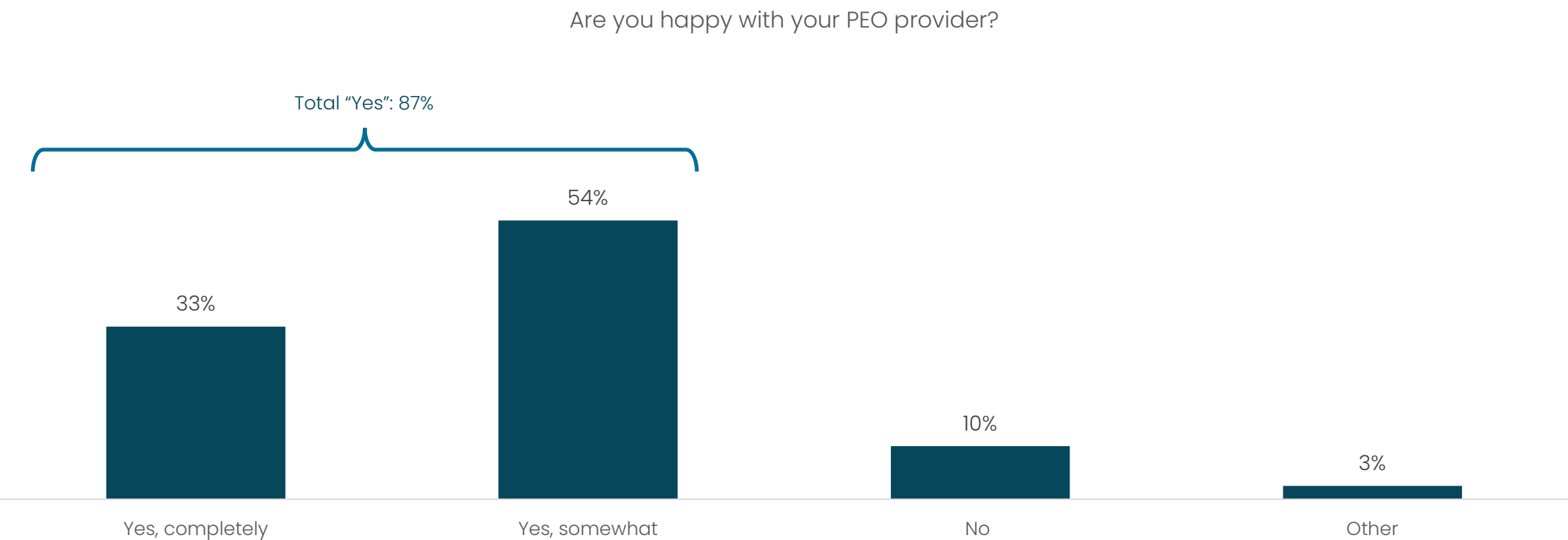
Which PEO provider do you use?
(open-text; shown by number of mentions)



Base: Companies that use a PEO provider in North America
"Other" responses: AlphaStaff; Deel; Lonestar; Mauve; Paylocity; Tim Andrews Associates; Varies by OpCo

Strong satisfaction with PEO providers

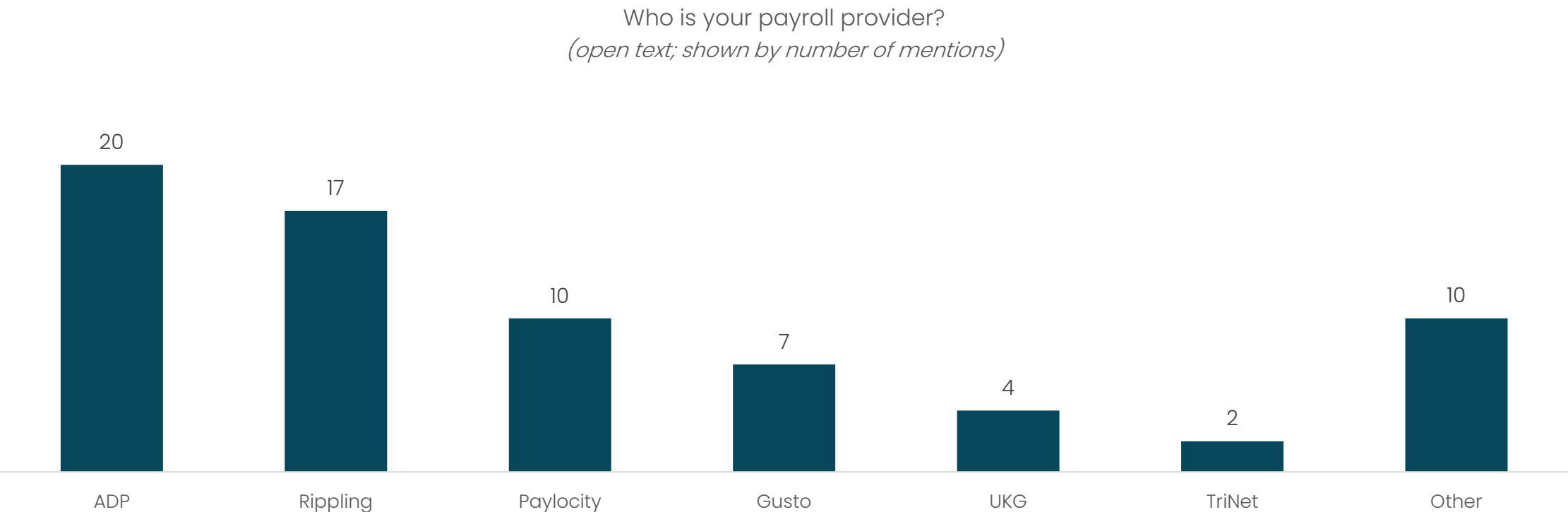
Close to 90% of companies are happy with their PEO provider, including one third who are completely satisfied.



Base: companies that use a PEO provider in North America

ADP and Rippling top the list of payroll providers

Just over half of companies use one of the two, while Paylocity, Gusto, UKG, and TriNet see less frequent use.

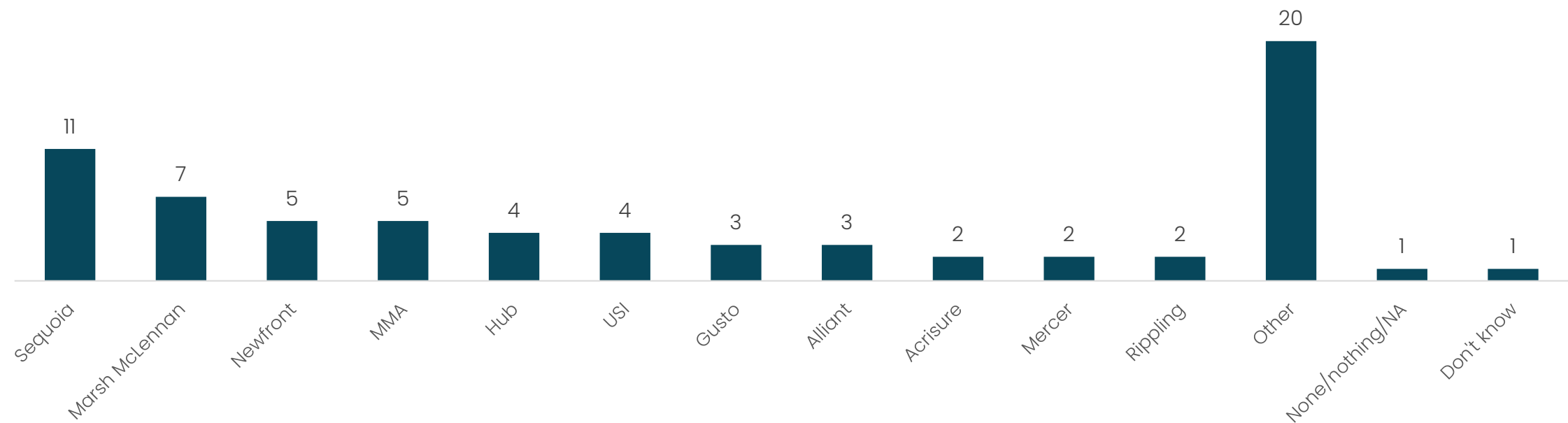


Other responses (one mention each): BambooHR (US); In-house solution (2 mentions); Justworks; Paycom; Paycor; PayEvo (Canada); Sequoia; Traxx; Vensure; Warp

Benefits broker landscape is fragmented

Sequoia and Marsh McLennan are the only firms above 10%.

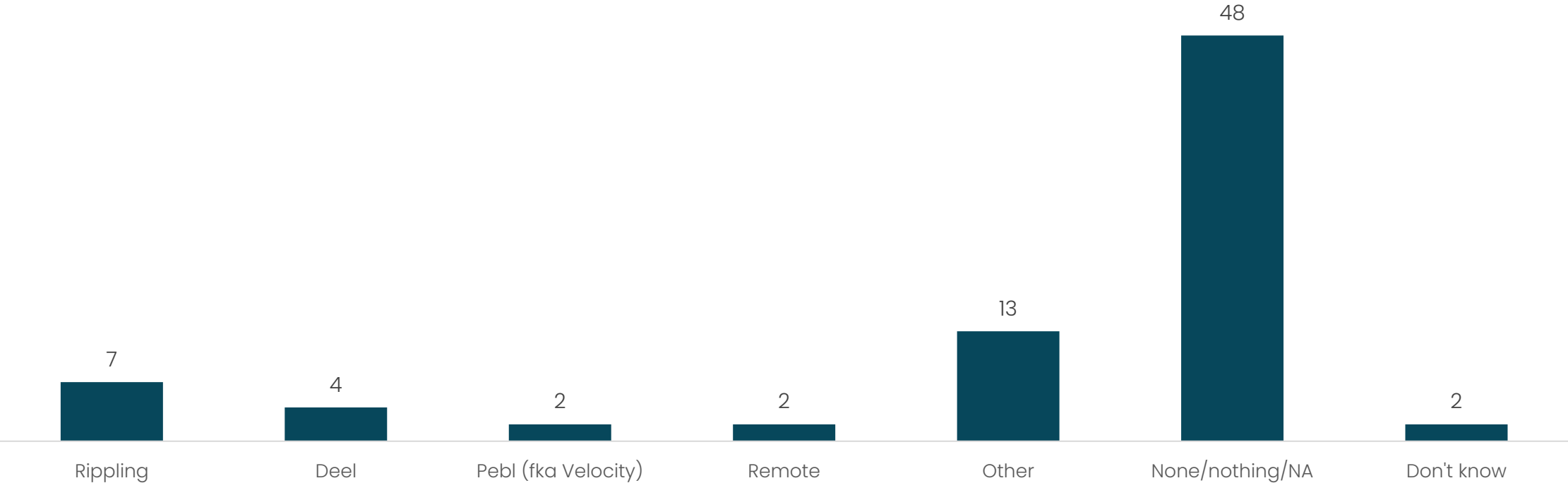
Who is your benefits broker?
(open text; shown by number of mentions)



Other responses (one mention each): Brio; Cobbs Allen Capital; Fidelity; Harvey and Associates; IBI; IMA; Insurance Office of America; IntoBenefits; James Brassill; Justworks; KCAL Insurance; Lockton; M&M; NFP; OneDigital; RBI Benefits; SimplyInsured; UPG; WTW.

Two thirds of companies do not use a global HR provider

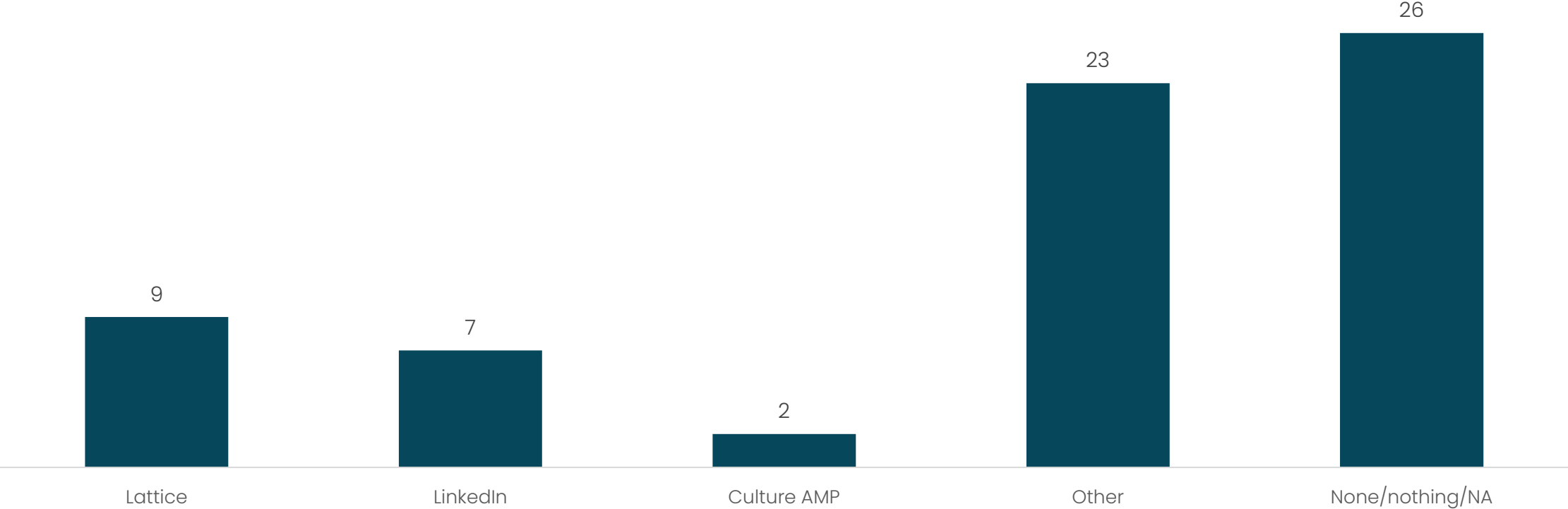
If you have a global HR provider, who is it?
(open text; shown by number of mentions)



Other responses (one mention each): ADP; Cowan Insurance Group; Global Experience; Globalization Partners; GP; Gusto; Multiplier; Plane; Sequoia; Sterling; Terminal; TurboHR; Use a consultant; VensureHR.

Lattice, LinkedIn, and Culture Amp are top recommended tools

Are there HR or other recruiting tools and/or systems that you would recommend?
(open text; shown by number of mentions)



Other responses (one mention each): AmpersandPeople; BambooHR; BrightHire; Carta; Copper CRM; Cornerstone; Covey; Deel; Endorsed; Fairygodboss; Findem; Gem; Globalization Partners; Greenhouse; Harper by Wisq; Juicebox; JustWorks; Metaview; Mineral; Plan.com; Rippling; Simpplr; the MOM project; Warp; Wishlist Rewards & Recognition; Workday.

Disclosures

- The data in this report was collected from 113 Norwest portfolio companies between July 21 and August 25, 2025 by Savanta, a third-party, full-service market research company. Responses collected included 110 respondents who fully completed the survey and 3 respondents who partially completed the survey.
- Rapidly changing market conditions should be considered when reviewing this benchmarking data. This report is intended to be point of reference and should not be taken as a recommended course of action or legal advice.
- References to “companies” refers to portfolio companies surveyed through the 2025 Norwest Talent & People Benchmark Survey.
- Percentages in some charts may total more than 100% due to multi-select questions, where respondents could choose more than one option.
- Throughout this report, there may be references to statistically significant differences. This means that an observed difference has been mathematically determined to be an actual difference that did not occur due to random fluctuations in the data. Statistical testing was done at a 90% confidence level which means that there is at least a 90% probability that the difference did not occur due to chance.

