Deltabase

Company Headcount Analysis

Intelligence Product Overview
July 2023

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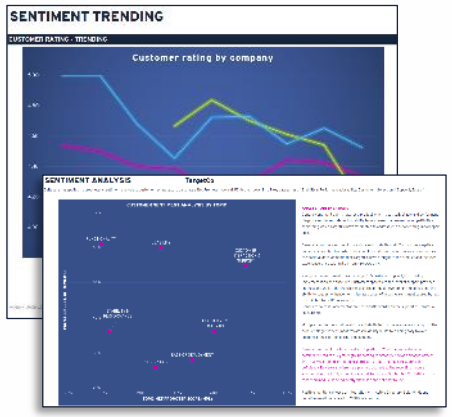
“Deltabase is the ‘Swiss Army Knife’ of Benchmarking”

DIRECTOR, DELTABASE CUSTOMER

Due Diligence & Value Creation Accelerators

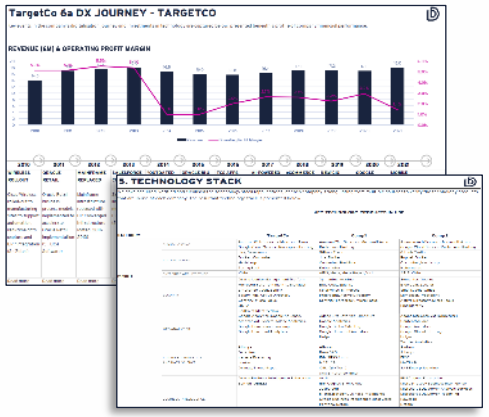
Commercial

- Products & Services
- Feature comparison (apps, software, eCommerce)
- Customer Sentiment
- Web traffic analysis
- Social channel performance



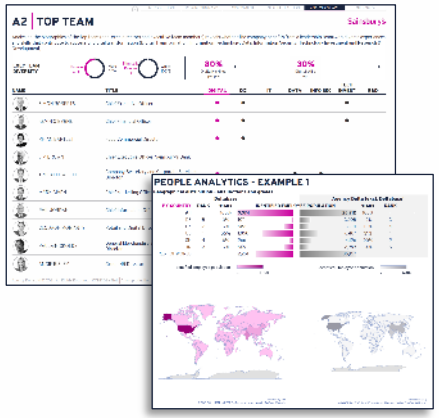
Technology & Digital

- Tech Stack
- Tech Skills & Recruitment
- Tech Operating Model
- Dx Journey Timeline
- Cyber (tools, skills, people)



People & Ops

- Skills & Recruitment
- Headcount Analytics
- Culture & EX
- Diversity & Inclusion
- Salary Intelligence



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People & Ops Intelligence

For most companies, there is more data on their employees in the public domain than there is in internal HRIS/HCM systems.

We use cutting-edge techniques, including Machine Learning (ML), to acquire, process and analyse this data and we benchmark companies against their competitors.

Our people intelligence & benchmarking products include:

- Employee sentiment & culture
- Headcount analytics (available at whole company level or function deep-dives)
- Skills & recruitment
- Salary Intelligence
- Tailored timeline (people focus)

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Understand the composition of a company's headcount by function, location and seniority.

Benchmark companies against their competitors to identify areas which appear over-indexed or under-indexed versus peer-set averages.

Sector-agnostic functions (non-exhaustive)

- ✓ Sales
- ✓ Marketing
- ✓ Customer Service
- ✓ HR
- ✓ Finance
- ✓ IT
- ✓ Supply Chain
- ✓ Data & Analytics
- ✓ Research & Development

Sector-specific functions (examples)

- ✓ Clinical Affairs / Market Access / Clinical Operations
- ✓ Retail / Guest Services / Housekeeping
- ✓ Operations & Manufacturing / Engineering & Maintenance
- ✓ ESG
- ✓ Installations
- ✓ Consulting / Professional Services / Deployment
- ✓ Claims / Actuarial / Underwriting
- ✓ Risk & Compliance / Financial Crime
- ✓ Ground Operations / Aircrew

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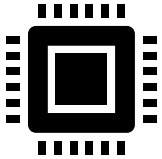
Features and Benefits



Intelligent algorithms

Fine-tuned for each peer set, enhancing headcount allocation accuracy for any company in any sector.

Geo analysis

Identify geographic distribution of headcount, by function, and understand the use of low-cost geographies.

Focus areas for recent recruitment

Analyse team tenure and composition of new joiners to understand where companies have invested most in recruitment.

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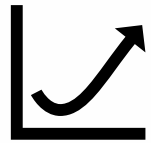
Use Cases

M&A Advisory

- M&A due diligence (Ops DD, people / HR / human capital risks & opportunities)
- M&A integration (benchmark function sizing against competitors and peer-set averages)
- Value Creation

Consulting

- People advisory (strategy, transformation, org design)
- Operating model transformation



Business Development

- Data-led client conversations
- RFP responses
- Account planning

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Screenshots

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Compare headcount by function across a peer set

	Knight Insurance	Helix Insurance	Co Mutual	Crossways	
KEY: Largest function as % of total employees within the peer set					
FUNCTION SIZING AS % OF TOTAL EMPLOYEES					Peer Set Average
Executive Leadership	2.7%	3.3%	**3.8%**	2.6%	3.1%
Managers	5.4%	**9.5%**	9.4%	7.4%	7.9%
Strategy & Transformation	2.8%	3.6%	**4.5%**	2.3%	3.3%
Procurement & Supply Chain	**1.4%**	0.9%	0.8%	0.3%	0.9%
Policy Management	5.6%	**7.1%**	2.9%	0.1%	3.9%
Product Management	1.3%	1.5%	0.9%	**1.8%**	1.4%
Marketing	2.7%	1.9%	2.1%	**4.3%**	2.8%
Sales & Commercial	8.8%	8.7%	7.2%	**24.1%**	12.2%
Actuarial	**9.4%**	6.8%	8.0%	8.0%	8.1%
Claims	4.3%	4.1%	**5.1%**	2.9%	4.1%
Technology	7.2%	**8.9%**	7.1%	7.2%	7.6%
HR	2.9%	2.8%	**4.8%**	2.6%	3.3%
Finance	4.0%	**6.5%**	5.6%	5.2%	5.3%
Customer Service	**9.5%**	4.9%	8.0%	3.7%	6.5%
Data & Analytics	2.5%	2.8%	**2.9%**	1.0%	2.3%
Governance, Risk & Compliance	1.4%	1.4%	**1.6%**	0.8%	1.3%
ESG	0.3%	**0.4%**	0.2%	0.2%	0.3%

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Understand geographical distribution by function

Company	Knight Insurance								
FUNCTION HEADCOUNT BY CONTINENT	Executive Leadership	Managers	Strategy & Transformation	Procurement & Supply Chain	Policy Management	Product Management	Marketing	Sales & Commercial	Actuarial
North America	241	649	253	31	6	169	308	2,499	855
Latin America	5	7	3	-	-	3	65	8	2
Europe	50	136	13	4	-	31	85	276	63
Middle East	-	2	3	1	1	1	3	11	3
Africa	2	2	-	-	1	1	4	6	3
Asia	11	12	-	-	-	-	20	22	10
Oceania	7	76	7	2	3	10	25	72	22
Total	**316**	**884**	**279**	**38**	**11**	**215**	**510**	**2,894**	**958**

KEY: Primary location for function

FUNCTION HEADCOUNT (%) BY CONTINENT	Executive Leadership	Managers	Strategy & Transformation	Procurement & Supply Chain	Policy Management	Product Management	Marketing	Sales & Commercial	Actuarial
North America	**76.3%**	**73.4%**	**90.7%**	**81.6%**	**54.5%**	**78.6%**	**60.4%**	**86.4%**	**89.2%**
Latin America	1.6%	0.8%	1.1%			1.4%	12.7%	0.3%	0.2%
Europe	15.8%	15.4%	4.7%	10.5%		14.4%	16.7%	9.5%	6.6%
Middle East		0.2%	1.1%	2.6%	9.1%	0.5%	0.6%	0.4%	0.3%
Africa	0.6%	0.2%			9.1%	0.5%	0.8%	0.2%	0.3%
Asia	3.5%	1.4%					3.9%	0.8%	1.0%
Oceania	2.2%	8.6%	2.5%	5.3%	27.3%	4.7%	4.9%	2.5%	2.3%
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

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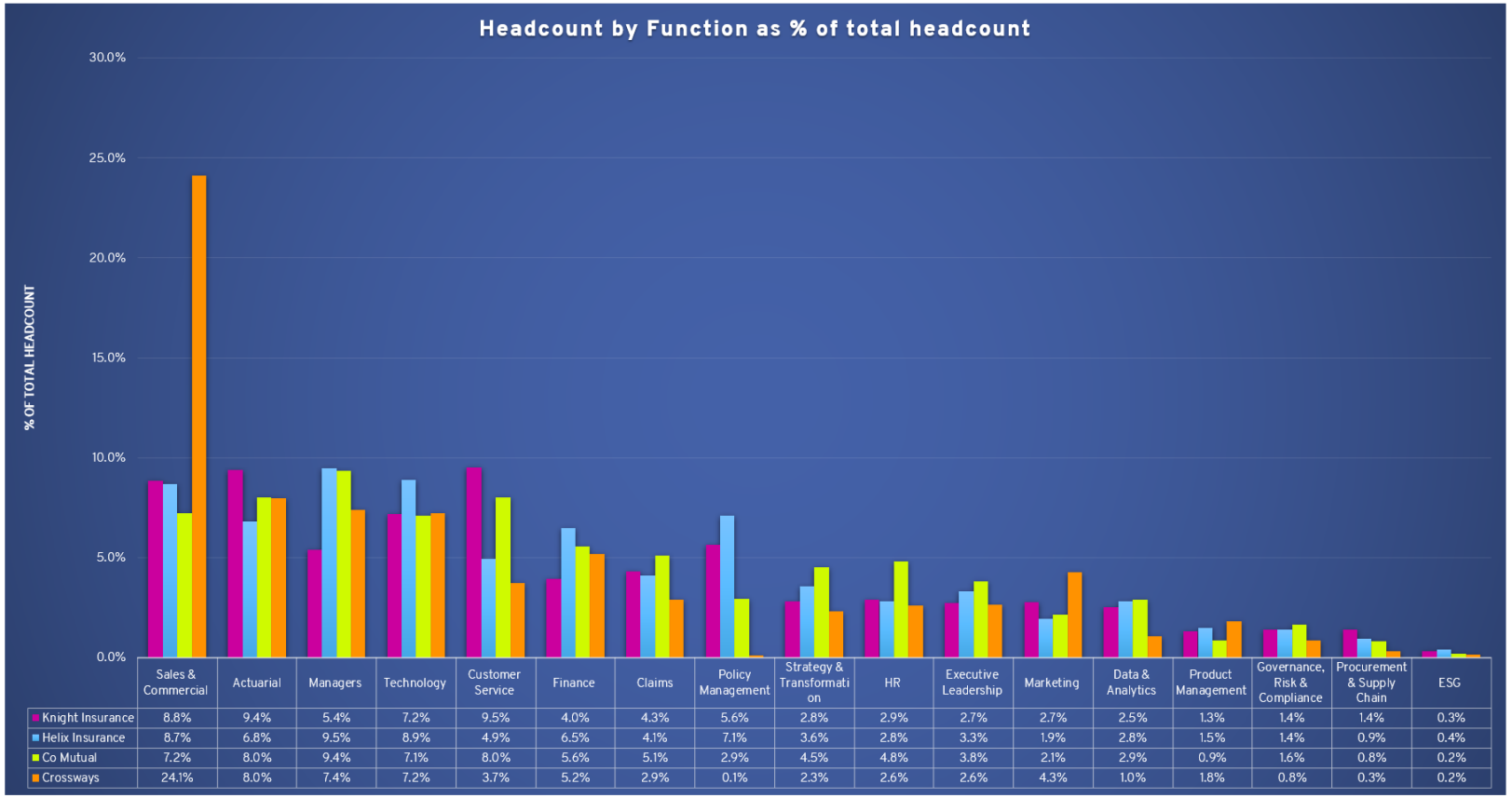
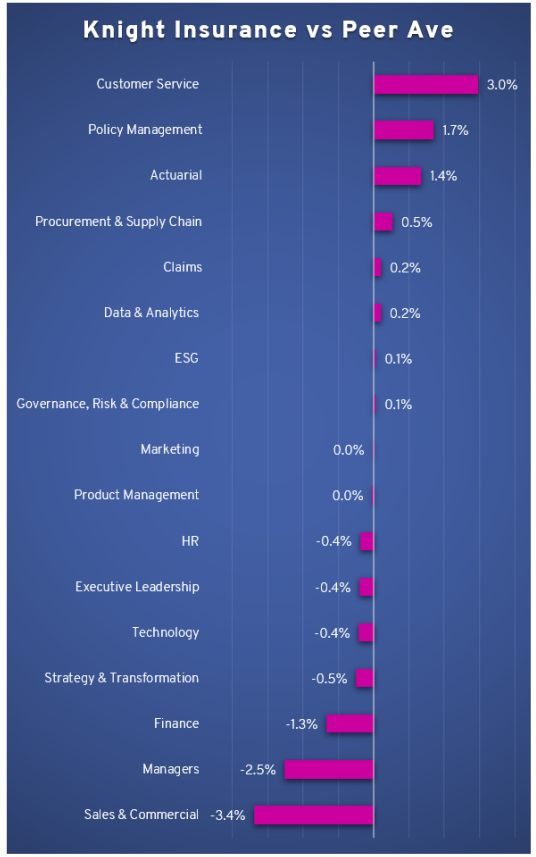
Index each company's operating model versus peer averages

KNIGHT Insurance

1. HEADCOUNT BY FUNCTION



	Sales & Commercial	Actuarial	Managers	Technology	Customer Service	Finance	Claims	Policy Management	Strategy & Transformation	HR	Executive Leadership	Marketing	Data & Analytics	Product Management	Governance, Risk & Compliance	Procurement & Supply Chain	ESG
Knight Insurance	8.8%	9.4%	5.4%	7.2%	9.5%	4.0%	4.3%	5.6%	2.8%	2.9%	2.7%	2.7%	2.5%	1.3%	1.4%	1.4%	0.3%
Helix Insurance	8.7%	6.8%	9.5%	8.9%	4.9%	6.5%	4.1%	7.1%	3.6%	2.8%	3.3%	1.9%	2.8%	1.5%	1.4%	0.9%	0.4%
Co Mutual	7.2%	8.0%	9.4%	7.1%	8.0%	5.6%	5.1%	2.9%	4.5%	4.8%	3.8%	2.1%	2.9%	0.9%	1.6%	0.8%	0.2%
Crossways	24.1%	8.0%	7.4%	7.2%	3.7%	5.2%	2.9%	0.1%	2.3%	2.6%	2.6%	4.3%	1.0%	1.8%	0.8%	0.3%	0.2%



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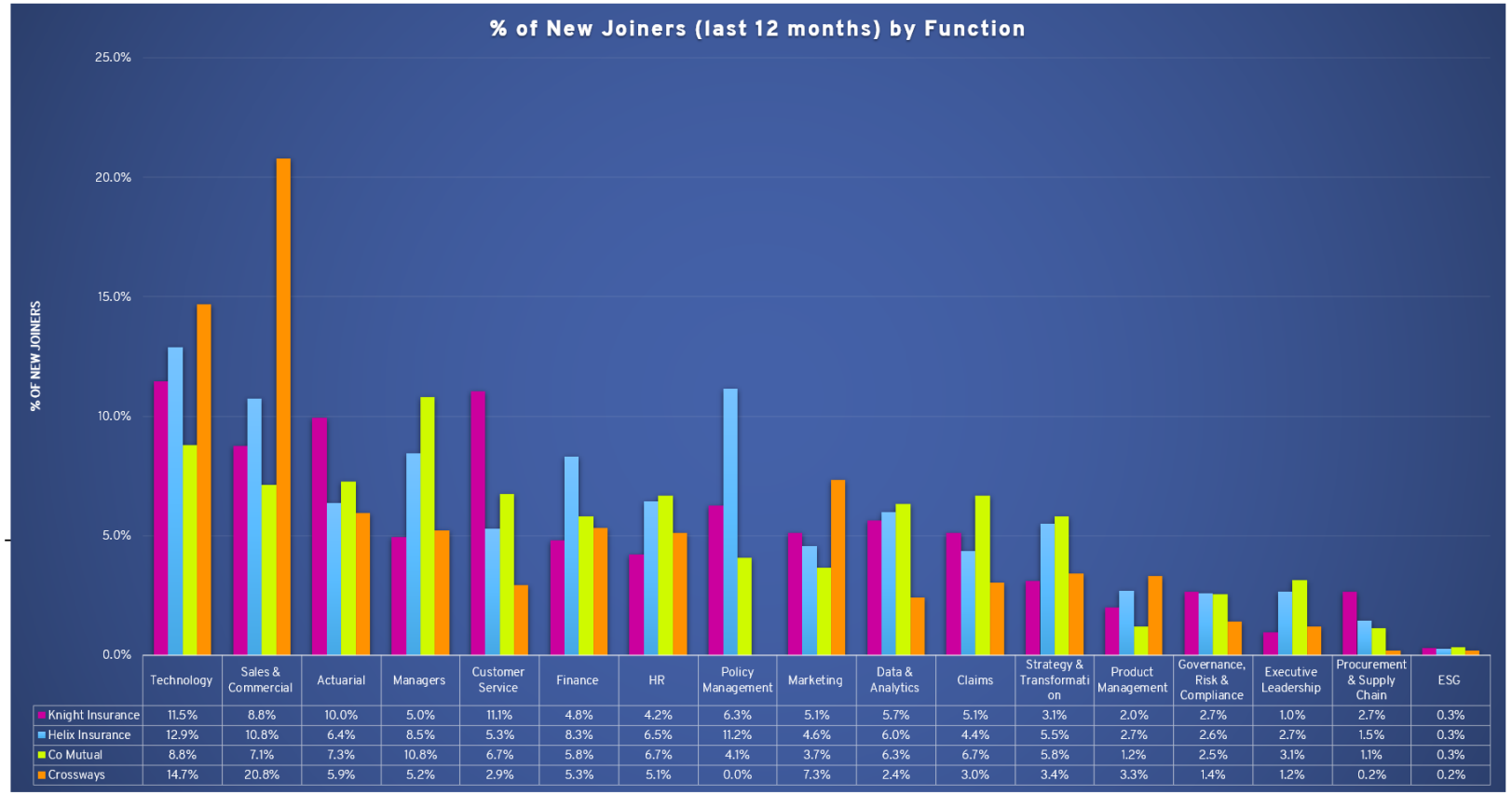
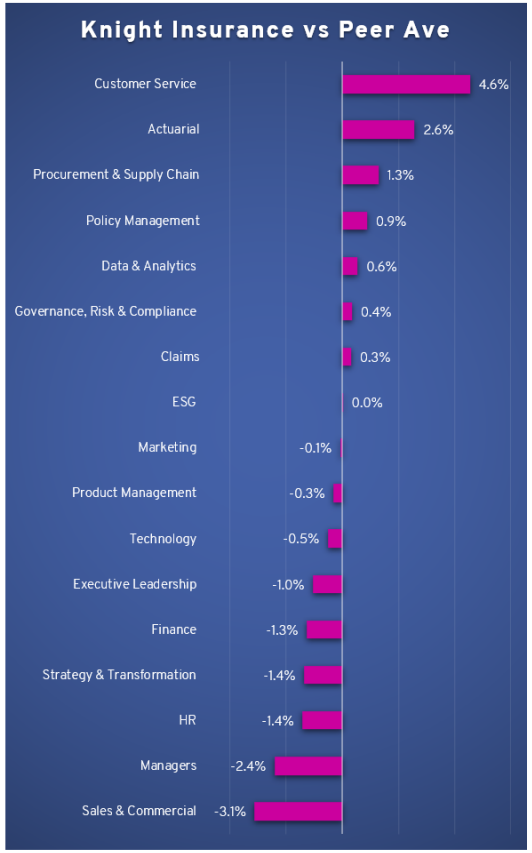
Benchmark recruitment focus versus competitors

2. RECENT RECRUITMENT (LAST 12 MONTHS)



	Technology	Sales & Commercial	Actuarial	Managers	Customer Service	Finance	HR	Policy Management	Marketing	Data & Analytics	Claims	Strategy & Transformation	Product Management	Governance, Risk & Compliance	Executive Leadership	Procurement & Supply Chain	ESG
Knight Insurance	11.5%	8.8%	10.0%	5.0%	11.1%	4.8%	4.2%	6.3%	5.1%	5.7%	5.1%	3.1%	2.0%	2.7%	1.0%	2.7%	0.3%
Helix Insurance	12.9%	10.8%	6.4%	8.5%	5.3%	8.3%	6.5%	11.2%	4.6%	6.0%	4.4%	5.5%	2.7%	2.6%	2.7%	1.5%	0.3%
Co Mutual	8.8%	7.1%	7.3%	10.8%	6.7%	5.8%	6.7%	4.1%	3.7%	6.3%	6.7%	5.8%	1.2%	2.5%	3.1%	1.1%	0.3%
Crossways	14.7%	20.8%	5.9%	5.2%	2.9%	5.3%	5.1%	0.0%	7.3%	2.4%	3.0%	3.4%	3.3%	1.4%	1.2%	0.2%	0.2%



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Geo Coverage

- Since our data sources are global, we can assess target companies headquartered in a range of locations.
- Source language is not usually a challenge for us, although some data types are more readily available in some jurisdictions.
- An evidence scan is completed to confirm adequate data coverage before we start work on any brief.

Geographies tried and tested

- ✓ UK (incl. Channel Islands, Gibraltar), Ireland
- ✓ United States, Canada
- ✓ Australia, New Zealand
- ✓ EU: France, Germany, Spain, Italy, Sweden, Switzerland, Poland, Belgium, Netherlands
- ✓ Israel
- ✓ India
- ✓ Singapore

Geographies with known data limitations

- ✓ Russia
- ✓ China, Hong Kong
- ✓ Japan
- ✓ Pakistan

All other countries: Subject to evidence scan

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