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How to Hire 3,000 People

A test in design, demand, and durability.

Safe Harbor Statement

This presentation contains forward-looking statements that reflect our current views with respect to, among other things, our service offerings and product features. Forward-looking statements include all statements that are not historical facts. In some cases, you can identify these forward-looking statements by the use of words such as "outlook," "believes," "expects," "potential," "continues," "may," "will," "should," "could," "seeks," "predicts," "intends," "trends," "plans," "estimates," "anticipates," or the negative version of these words or other comparable words.

The forward-looking statements contained in this presentation are based on our current expectations and are not guarantees of future performance. There can be no assurance that our expectations, beliefs and projections will result or be achieved. Such forward-looking statements are subject to various risks, uncertainties, assumptions or changes in circumstances that are difficult to predict or quantify. Important factors that could cause actual results to differ materially from those indicated by the provided forward-looking information include risks and uncertainties relating to: [(1) the impact of COVID-19; (2) the effects of competition; (3) changes in business plans; and (4)] other factors discussed in documents ZoomInfo Technologies Inc. has filed, or may file from time to time, with the United States Securities and Exchange Commission. Each forward-looking statement contained in this [presentation] speaks only as of the date of this [presentation]. We undertake no obligation to publicly update or review any forward-looking statement, whether as a result of new information, future developments or otherwise, except as required by law."

Agenda

Part 1
And Then There Were 3,000

Part 2
Disaster

Part 3
And Here we Remain

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Part 1

And Then There Were 3,000

The cutting edge of modern GTM...

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...and our customers...

400,000+ users across 30,000+ customers

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Product excellence will help our customers...

Unlock insights.

Engage customers.

Win faster.

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Commitment to the best B2B data

UNLOCK INSIGHTS

2.5x
Job change detection volume

64M
Companies published in H2 2022

2x
IP-company pairings coverage in 2023

50M
New direct & mobile numbers in 2023

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ENGAGE CUSTOMERS

Lead Routing:

Getting the right leads into the right hands

NEW LEAD GENERATED

Eden Westwood
Facilities Director, Acme Inc.

STATE:	Oregon
HEADCOUNT:	950
REVENUE	$486M

Routing Criteria

FIELD	OPERATION	VALUE
Territory	is	Northwest
	AND	
Revenue	is greater than	250 million

+ Add Criteria

Assign To:

Enterprise Northwest Round Robin

ENT Northwest Sales Rep #3

✓ LEAD ROUTED

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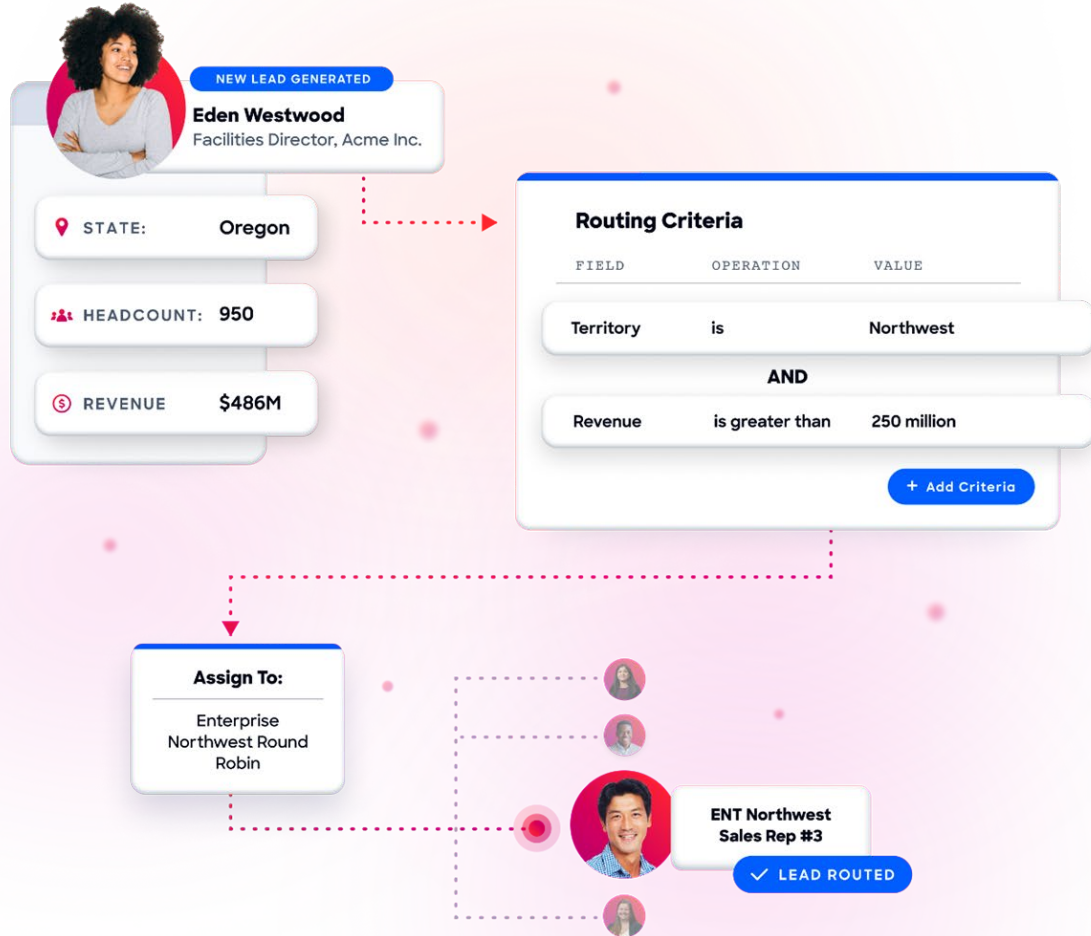
Automate GTM Orchestration

In-Market & Account-Fit Scores →

Workflow

Routing Rules Engine

In Market Score **HIGH**

Account-Fit Score **HIGH**

Assign

Notify Sales Rep

Add to Email Campaign

Run Display/Social Ads

Personalized Chat

Email — A buying committee has been assigned to you

CRM — Contact | Company | Assigned to

Slack — Someone viewed your pricing page!

Email — To | Subject | Hello,

Display

Display

Chat — Eden Westwood

Sales Rep

Eden Westwood
I do have a few questions around pricing packages. Can you help?

Chat with Eden

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Aggressive History

1,100

Headcount
2020

14,000

Customers
2020

>3,000

Headcount
2023

>30,000

Customers
2023

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Deliberate Design

1. Defined **Success Profile**

2. Structured **Selection**

3. Evaluate both **Outcomes** (Performance) and **Behaviors** (Teamwork)

4. Intentional **Culture**

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1. Defined Success Profiles for All Roles

What People KNOW

Technical and/or professional information needed to perform job activities successfully

Examples:
- C++ Programming
- Client Acquisition Strategies
- Cross-Cultural Differences

What People HAVE DONE

Educational and work achievements needed to perform job activities successfully

Examples:
- Led a Sales Team
- Started up an Operation
- Launched a New Product

Knowledge | Competencies

Success Profiles℠

Experience | Personal Attributes

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What People CAN DO

A cluster of behaviors performed on a job

Examples:
- Decision Making
- Planning and Organizing
- Coaching

Who People ARE

Personal dispositions and motivations that relate to job satisfaction, job success, or failure

Examples:
- Leadership Disposition
- Cognitive Ability
- Risk Averse

2. Structured Selection

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2. Cultivate & Retain	**1. Strategic Hire**
• The market is accessible and the roles are highly critical to the business as described in Box 1. 50/50 internal to external: Internal scan against Top 5% of the market 50/50 In-Office and Remote Pay at [50th] to [75th] of market. Above the median of the team.	• High Stakes Hiring • Role is a "Critical Role" • Scarce skills • Very thin labor market • Always in-demand across industries • Highly developed and experienced talent. Hire Top 5% Anywhere Pay at [75th] percentile of market Materially raises the average
4. Grow & Develop	**3. Opportunistic Talent**
• The positions and talent are prime ground for development. We only hire in-office when considering external hires. We frequently promote from within. Pay is at the 50th percentile. Talent is at the median or above of the team.	• Non-critical but necessary positions to ensure consistent operations We consider younger and/or less experienced talent externally or internally to hire or promote and grow. We focus first on in-office talent for at least 60 days before remote sourcing. Pay at [50th] to [75th] of market Talent is at or above the median of the team.

Business Criticality — Strategic / Operational

Talent Competitiveness — Accessible / Competitiveness
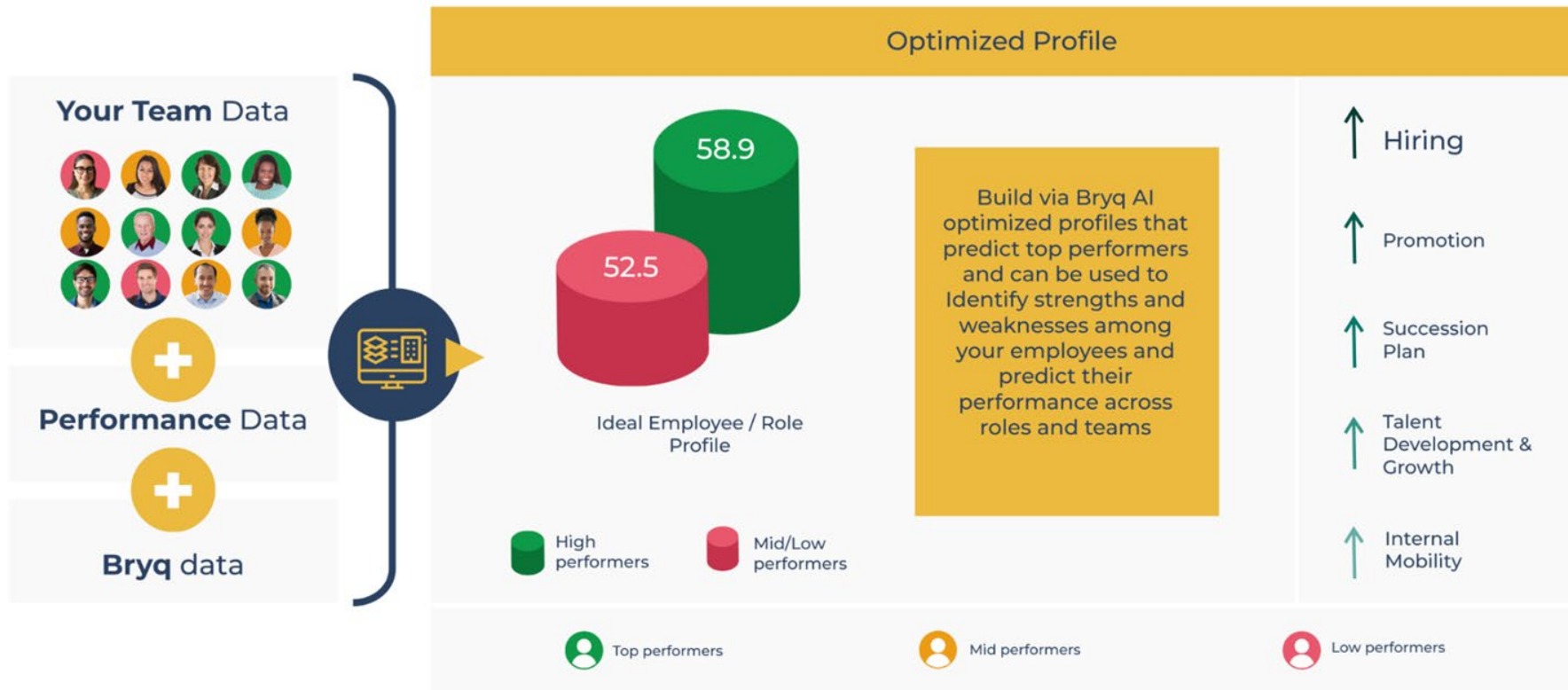
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1. Assign and Train Interviewers

2. Consistent Scoring

3. Categorize your Roles

4. Leverage Pre-Hire Assessments

2. Pre-Hire Employment Assessment: Bryq

1. Behavioral and Cognitive

2. Establish a statistically significant baseline

3. A/B Testing

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TALENT INSIGHTS & ROLE OPTIMIZED PROFILES

Performance no longer needs to be a black box; Bryq's AI help identify **the true drivers of performance** for every team

Optimized Profile

Your Team Data

Performance Data

Bryq data

58.9

52.5

Ideal Employee / Role Profile

Build via Bryq AI optimized profiles that predict top performers and can be used to Identify strengths and weaknesses among your employees and predict their performance across roles and teams

High performers

Mid/Low performers

↑ Hiring

↑ Promotion

↑ Succession Plan

↑ Talent Development & Growth

↑ Internal Mobility

Top performers

Mid performers

Low performers

Bryq

ZoomInfo + Bryq

FINAL PROFILES - PERSONALITY TRAITS

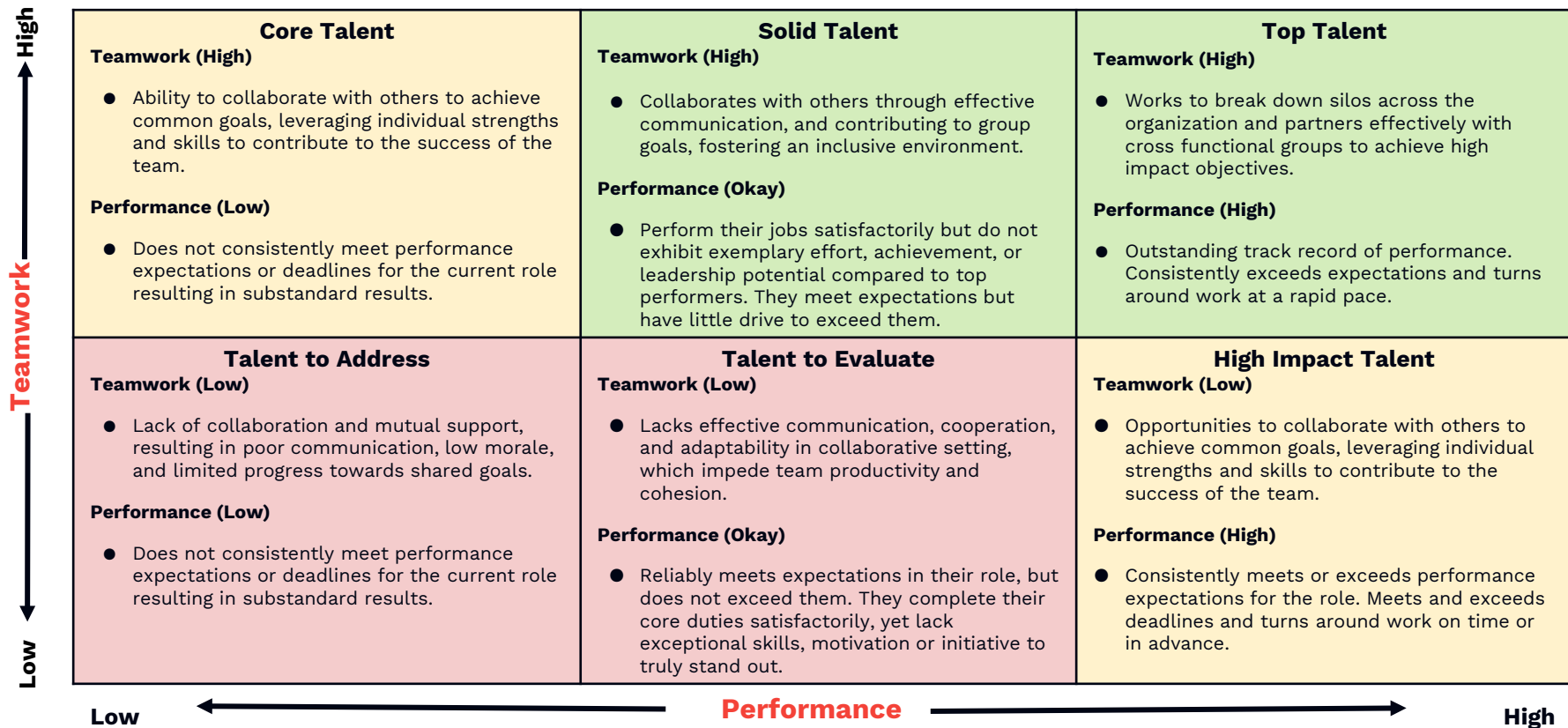| Category	Personality Traits	Account Executive Profile	Corporate Profile	Commercial Profile	Strategic Profile
WORK STYLE	Abstractedness	Practical	Practical	Practical	
	Openness to Change				
	Reasoning				
	Perfectionism	Flexible			
SOCIAL SKILLS	Liveliness	Serious		Serious	
	Social Boldness		Hesitant		
	Privateness				
	Warmth	Reserved			
PERSONALITY	Apprehension		Apprehensive	Confident	
	Sensitivity		Sensitive	Objective	Sensitive
	Emotional Stability				Adaptive
	Tension				Easygoing
	Rule-Consciousness	Non-Conforming	Non-Conforming	Rule-conscious	Non-Conforming
TEAM WORK	Dominance				Assertive
	Self-Reliance	Self-reliant	Self-reliant	Group-oriented	
	Vigilance				Skeptical

2. Structured Selection Results

Before
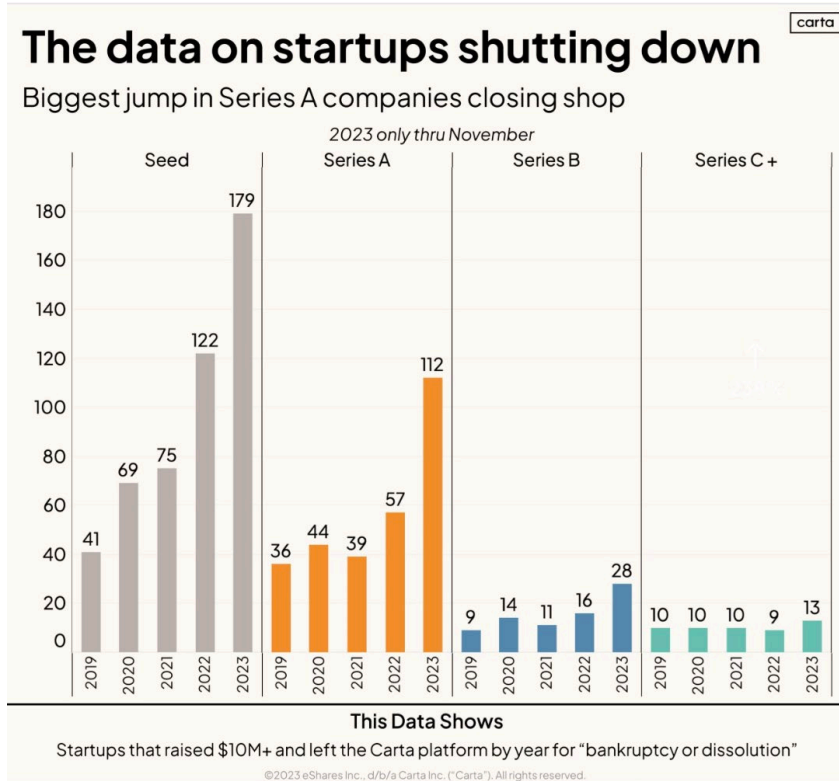ZI Hired **Core & Top People**
50% of the Time

After
ZI Hired **Core & Top People**
73% of the Time
Resets the Bar

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3. Performance & Teamwork

	Performance →	
Core Talent **Teamwork (High)** ● Ability to collaborate with others to achieve common goals, leveraging individual strengths and skills to contribute to the success of the team. **Performance (Low)** ● Does not consistently meet performance expectations or deadlines for the current role resulting in substandard results.	**Solid Talent** **Teamwork (High)** ● Collaborates with others through effective communication, and contributing to group goals, fostering an inclusive environment. **Performance (Okay)** ● Perform their jobs satisfactorily but do not exhibit exemplary effort, achievement, or leadership potential compared to top performers. They meet expectations but have little drive to exceed them.	**Top Talent** **Teamwork (High)** ● Works to break down silos across the organization and partners effectively with cross functional groups to achieve high impact objectives. **Performance (High)** ● Outstanding track record of performance. Consistently exceeds expectations and turns around work at a rapid pace.
Talent to Address **Teamwork (Low)** ● Lack of collaboration and mutual support, resulting in poor communication, low morale, and limited progress towards shared goals. **Performance (Low)** ● Does not consistently meet performance expectations or deadlines for the current role resulting in substandard results.	**Talent to Evaluate** **Teamwork (Low)** ● Lacks effective communication, cooperation, and adaptability in collaborative setting, which impede team productivity and cohesion. **Performance (Okay)** ● Reliably meets expectations in their role, but does not exceed them. They complete their core duties satisfactorily, yet lack exceptional skills, motivation or initiative to truly stand out.	**High Impact Talent** **Teamwork (Low)** ● Opportunities to collaborate with others to achieve common goals, leveraging individual strengths and skills to contribute to the success of the team. **Performance (High)** ● Consistently meets or exceeds performance expectations for the role. Meets and exceeds deadlines and turns around work on time or in advance.

Teamwork (High ↑ / Low ↓)

Low ← **Performance** → High

4. Be Intentional About the Culture

Deliberate action sets up **scale** and **survivability**

(high growth + high margins) X great talent - (waste + bureaucracy) = <u>**staggeringly valuable company**</u>

"This is an extinction level event in tech."

\- Gary Tan
CEO, Y-Combinator

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Cathie Wood
CEO, ARK Invest

Silicon Valley Bank meltdown: Here's how it happened in real time

CNBC

0:00   00:00 / 03:10

Low Cost of Capital	Interest Rates Rise *Oops…*	
Investment in Companies	Investment Flows to [Bonds] *Oops…*	
Product Innovation	Product Stasis/Degradation *Uh oh…*	DEMAND
Discretionary Purchasing	Curb Spending *Oh no…*	
Product Inelasticity	Product Elasticity *Oh sh!t...*	

Everyone Stands Up

Thousands of customers exposed

Hundreds in billions in uninsured deposits trapped

A portion of ZI cash trapped

Payroll Operated through SVB

Redundancy in place for Payroll by 10am

Emergency LOC opened

Pause on AR and Customer Requirements

Communication begins <u>before</u> start of business

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Team Sentiment Continued to Improve

+2 Years

June, 2021

Employee NPS: 78/100

Voluntary Attrition: 20%

ARR per FTE: $352.8k

June, 2023

Employee NPS: 86/100. +8pts

Voluntary Attrition: 16% -4%

ARR per FTE: $360.2k +7.4k

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3,500+

$1.2B+ in Revenue

> 40% Margin

Philosophizing

1. **Occupy the High Ground.** Leadership sees the workforce from a different altitude. Use it to identify patterns on your teams and other teams. Identify the patterns through observations, not inferences.

2. **Don't Build Fortresses, Isolation is Dangerous**. Be approachable and available to each other and your teams. Building a wall cuts off access to the information you need.

3. **Concentrate** your effort and communication.

4. **Be Like Water.**

5. **Use the Theory of Constraints.** Every goal has a constraint–a blocker. Identify the blockers and eliminate or minimize them. Use positive inversion, convert the blocker into the goal.

6. **Beware the Unhappy and the Unlucky**. Negativity is exhausting and toxic. Stop it, in yourself and in our teams. Isolate and exit the chronically disavowed and disaffected. They will sow panic and fear in your team.

7. **Identify and Hold up Your Ballasts.** They are the informal leaders. The ones unafraid to give you honest feedback.

8. **Trade space for time.**

9. **Plan all the Way to the End.**