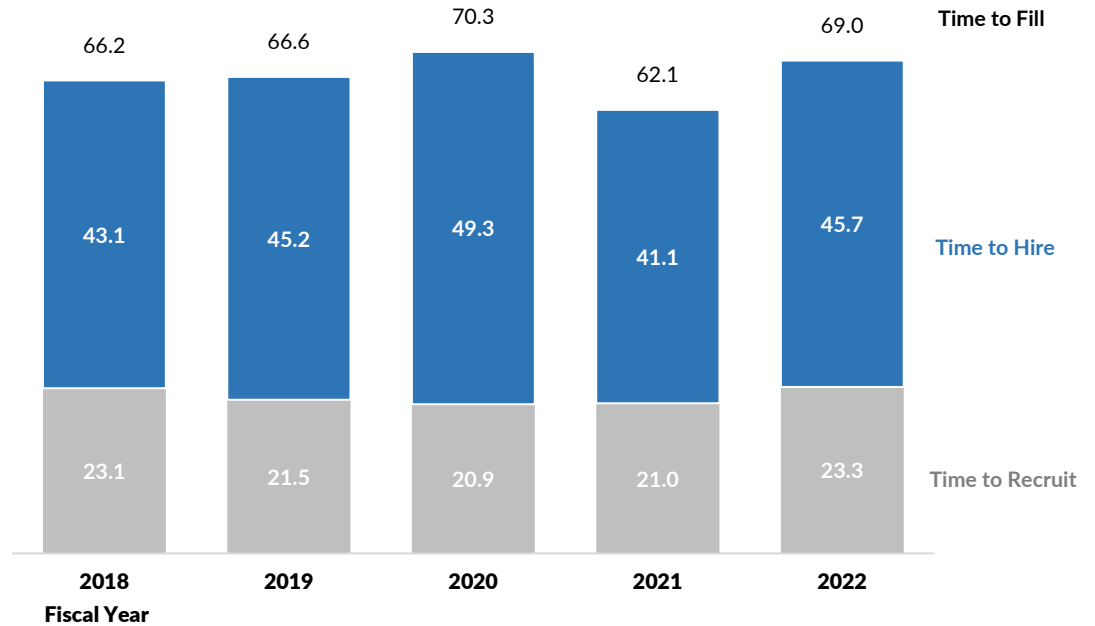


Table 23 Time to Fill by Fiscal Year

66.8
The five-year average calendar days to fill.



In Fiscal Year 2022 unprecedented labor market conditions combined with a historic high turnover rate led to the highest number of job openings recruited and lowest number of applicants per job opening resulting in both increased time to recruit and time to hire.

Source: SuccessFactors Recruiting. Data includes only classified job openings and excludes continuous recruitments and recruitments with a multiple headcount. Time to Recruit – the time (calendar days) from the creation of the requisition to the point that candidates are presented to the hiring manager. Time to recruit contains the contractually mandated 10 working days posting period. Time to Hire – the time from when the hiring manager has candidates to consider to the date of hire - it is the point at which they are “hired” but not their start date. Time to Fill – is the total of Time to Recruit and Time to Hire. All measures are in calendar days.

From Fiscal Year 2018 to Fiscal Year 2022 the overall time to fill increased by 4.2%. The five-year average time to fill was 66.8 calendar days – almost two and ½ months.

The increase in the average time to fill can be traced to two fiscal years where there were unusual factors that came into play. In fiscal year 2020 the increase in time to fill can be directly attributed to the impacts of the COVID-19 pandemic. And in Fiscal Year 2022 unprecedented labor market conditions combined with a historic high turnover rate (See Table 28) led to the highest number of job openings recruited and lowest number of applicants per job opening (See Table 18) resulting in both increased time to recruit and time to hire.