

VC Platform Global Compensation Survey

July 2018

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Table of Contents:

Survey Overview and Respondents	4
Fig 1: Respondent Fund Size by Total Current Assets Under Management (AUM)	5
Fig 2: Respondent Breakdown by Geographic Location	6
Fig 3: Respondent Breakdown by Primary Focus Area(s) of Platform Role	7
Compensation Analysis	8
Fig 4: Total Compensation Distribution (by role + geography) United States Only	8
Fig 5: Total Compensation Distribution (by role + geography) Non-United States	9
Fig 6: Respondent Breakdown by Role	9
Fig 7: Average Total Compensation by Role United States Only	10
Fig 8: Average Total Compensation by Role Non-United States	10
Fig 9: Average Total Compensation by Role and Detailed Regional Area	11
Fig 10: Average Total Compensation by Role and Primary Responsibilities	13
Fig 11: Average Total Compensation by Role and Assets Under Management	15
Fig 12: Respondent Role Breakdown by Years of Professional Experience	16
Fig 13: Average Total Compensation by Years of Professional Experience United States Only ...	17
Fig 14: Average Total Compensation by Years of Professional Experience Non-United States	17
Fig 15: Respondent Role Breakdown by Years of Experience in VC/PE	18
Fig 16: Average Total Compensation by Years of Experience in VC/PE United States Only	18
Fig 17: Average Total Compensation by Years of Experience in VC/PE Non-United States	18
Fig 18: Average Total Compensation by Role With vs. Without an MBA	19

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July 2018

Table of Contents:

Annual Bonus Analysis	20
Fig 19: Bonus Compensation Methodology Breakdown	20
Fig 20: Average Annual Bonus as a Percentage of Base Compensation United States Only	20
Fig 21: Average Annual Bonus as a Percentage of Base Compensation Non-United States	20
Carry and Profit Share Analysis	22
Fig 22: Capital Contribution Requirement of Respondents Who Receive Carry or Profit Share	22
Fig 23: Respondent Breakdown by Role Who Receive Carry or Profit Share	23
Fig 24: Carry / Profit Share Points Allocated by Role	24
Fig 25: Carry / Profit Share Points Allocated by Total Current Assets Under Management	25
Fig 26: Number of Years for Carry / Profit Share to be Fully Vested Platform Professionals	26
Fig 27: Number of Years for Carry / Profit Share to be Fully Vested Investment Professionals ..	26
Fig 28: Number of Years for Carry / Profit Share to be Fully Vested by Role	27

The 2018 VC Platform Global Compensation Survey was managed and administered by Cory Bolotsky, Head of Platform and Community at Underscore VC, who analyzed the final data and prepared this report. The report was reviewed by the admin group of the VC Platform Global Community prior to final distribution. Any questions can be directed to Cory Bolotsky at bolotsky.c@gmail.com.

Survey Overview and Respondents

For the second year, the VC Platform Global Community, conducted a compensation survey to understand trends and industry standards of how platform roles are compensated at leading venture firms globally. Formed organically in 2012, the VC Platform Global Community is a peer-led independent group of 200+ members who hold platform roles at 150+ firms globally.

This survey included a broad group individuals with “platform” as the primary focus of their role, but it should be noted that each firm looks at these individuals and their responsibilities slightly differently. As part of the analysis of data, we did our best to normalize the data based on geography, seniority, fund size, individual role, functional responsibilities and level of experience, but the ultimate findings may not align with the standards of every firm. Respondents who’s data was included in the final analysis had roles that primarily (66% of their time, or more) focused on: Community + Expert Network, Event Planning, Content Creation, Marketing + PR, Business Development + Partnerships, and Internal Operations. Respondents determined to primarily hold investment-related roles were not included in the analysis.

The survey was conducted over a one-month period and had 101 respondents, of which 96 were deemed as “qualified respondents” who hold primarily platform-focused roles. Given the anonymity of the survey, we cannot identify exactly which firms had individuals participate in the survey. There were over 155 firms with individuals invited to participate including:



In addition to variety in the firms invited to participate, there was significant variety in the roles and titles of each individual who responded. Based on those invited to participate in the survey, some of the most common titles include:

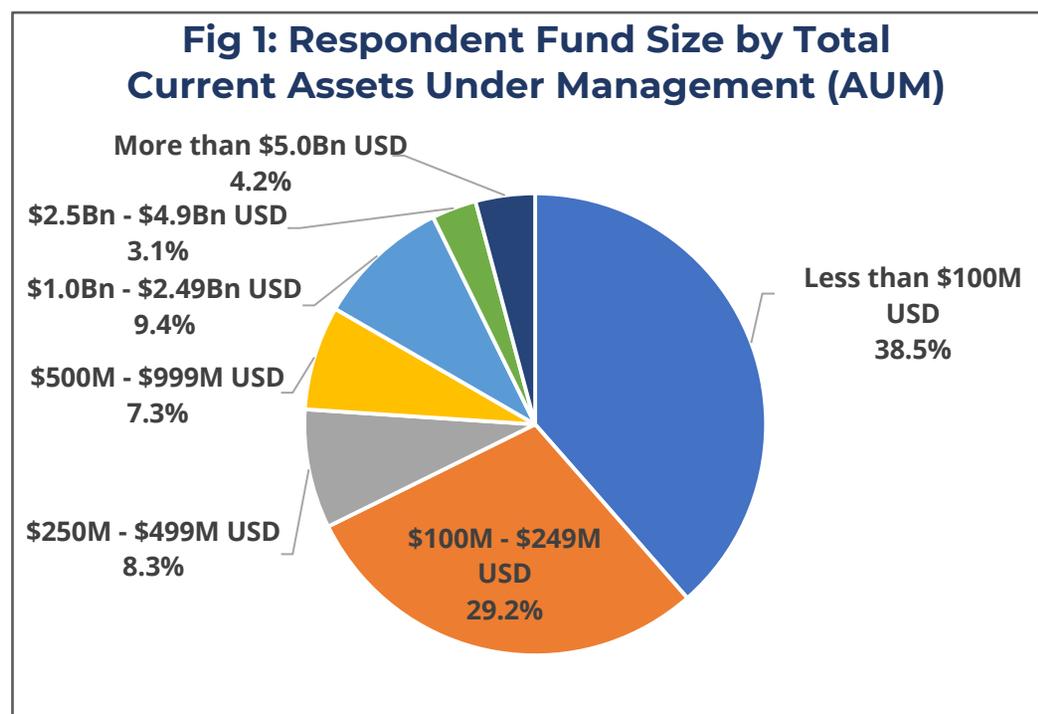
- Business Development Manager
- Community Associate
- Community Manager
- Director of Business Development
- Director of Community
- Director of Growth
- Director of Marketing
- Director of Platform
- Director of Talent
- General Manager
- Head of Business Development
- Head of Marketing
- Head of Platform
- Head of Talent
- Operations Manager
- Platform Manager
- Senior Marketing Manager
- Senior Talent Manager
- Talent Partner
- VP of Talent
- VP of Network

The survey had a total of sixteen questions, covering individual salary, bonus, carry/profit share, attributes of their role, years of professional experience and education. Surveys were completed anonymously, and some questions were optional to provide further anonymity.

Of the respondents, **the majority of survey participants (67.7%) represent smaller venture funds with less than \$250M USD in total current assets under management.**

Total Current Assets Under Management	Number of Respondents
Less than \$100M USD	37
\$100M - \$249M USD	28
\$250M - \$499M USD	8
\$500M - \$999M USD	7
\$1.0Bn - \$2.49Bn USD	9
\$2.5Bn - \$4.9Bn USD	3
More than \$5.0Bn USD	4

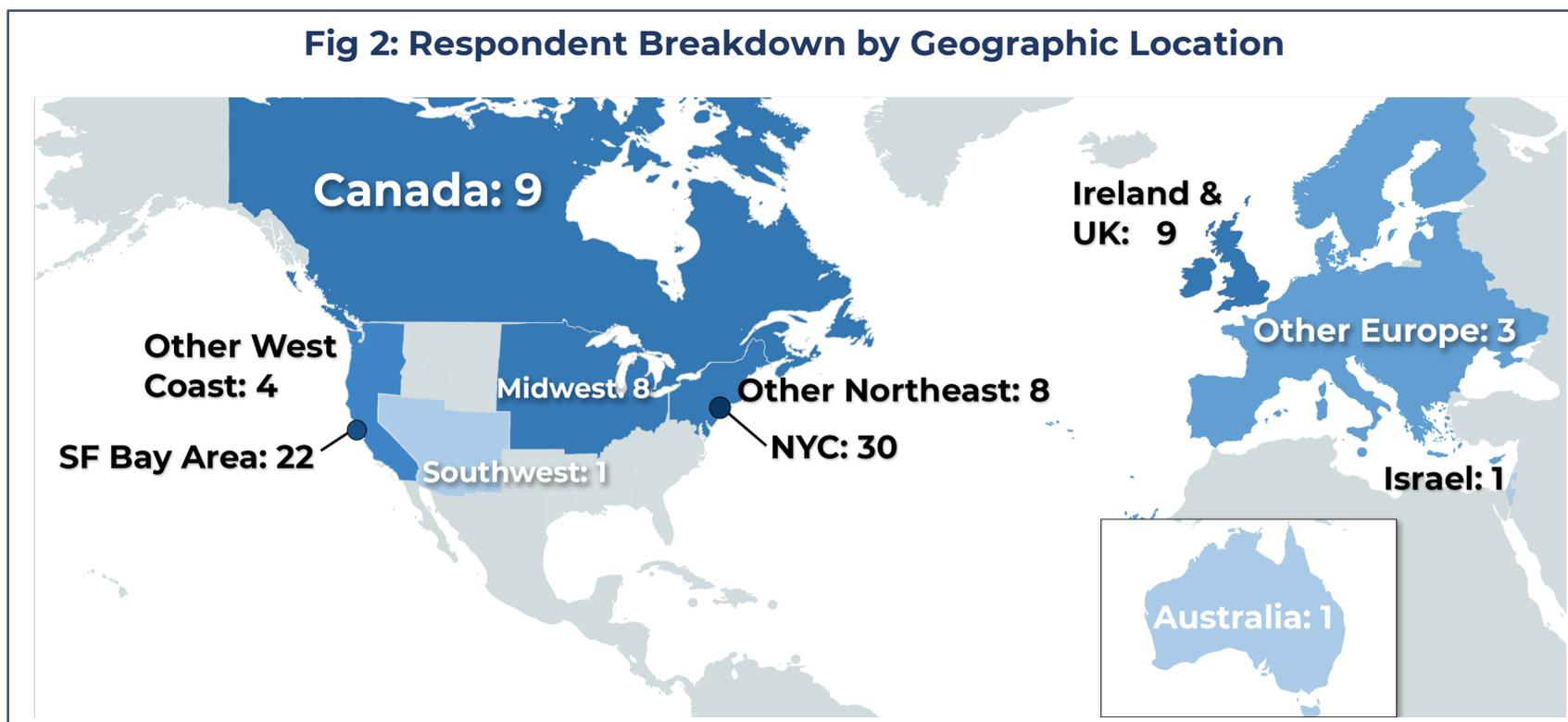
The over representation of smaller funds should not come as a surprise as, historically,



the introduction of platform roles has primarily been catalyzed by early stage (Seed to Series B) venture capital firms, when founders need the most support. In a future survey, we will consider answering a more detailed question around what stage each respondent's firm primarily invests in. While we can assume that the vast majority of respondents represent early-stage venture capital firms, we should acknowledge there are a few outliers who were invited to participate in the survey, such as corporate venture capital firms (eg. American Family Ventures), venture studios (eg. High Alpha), angel groups (eg. Hyde Park Angels), fund-of-funds (eg. Greenspring Associates), and growth stage venture firms (eg. Insight Venture Partners).

With the broad reach of the VC Platform Global Community, the survey respondents represent firms across the globe. Given the variance in compensation levels, benefits, cost of living, etc. across geographies, most analysis in this report is separated by geographic region. Typically, we have found that salaries in the United States (which represents 76.0% of respondents, the majority being in areas with a high cost of living, such as NYC and SF) tend to be higher than those in other regions.

Fig 2: Respondent Breakdown by Geographic Location

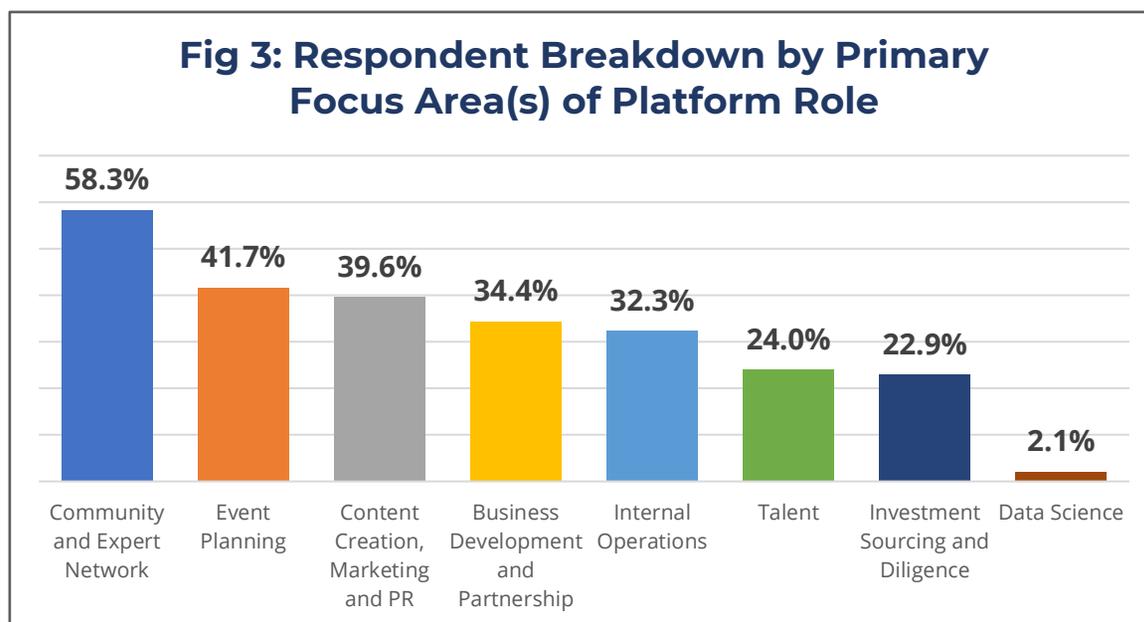


This is the first year that the VC Platform Compensation Survey has included non-United States based individual's data. The expansion in the group's reach is thanks to the leadership and engagement of platform professionals who have introduced their peers to the community, specifically in Canada and the United Kingdom. We look forward to continuing to expand the survey's reach through the community's organic growth.

Geographic Location	Number of Respondents
Australia	1
Canada	9
Ireland + UK	9
Israel	1
Midwest US	8
Northeast US (non-NYC)	8

Geographic Location	Number of Respondents
NYC Area	30
Other Europe	3
SF Bay Area	22
Southwest US	1
West Coast US (non-SF)	4

Given that the role of platform varies so significantly from firm to firm, we polled each respondent on the primary focus area(s) of their role. Specifically, we asked each individual what buckets of responsibility consume 33% of their time or more. The majority of respondents provided 2 to 3 primary focus areas, detailed in Figure 3.

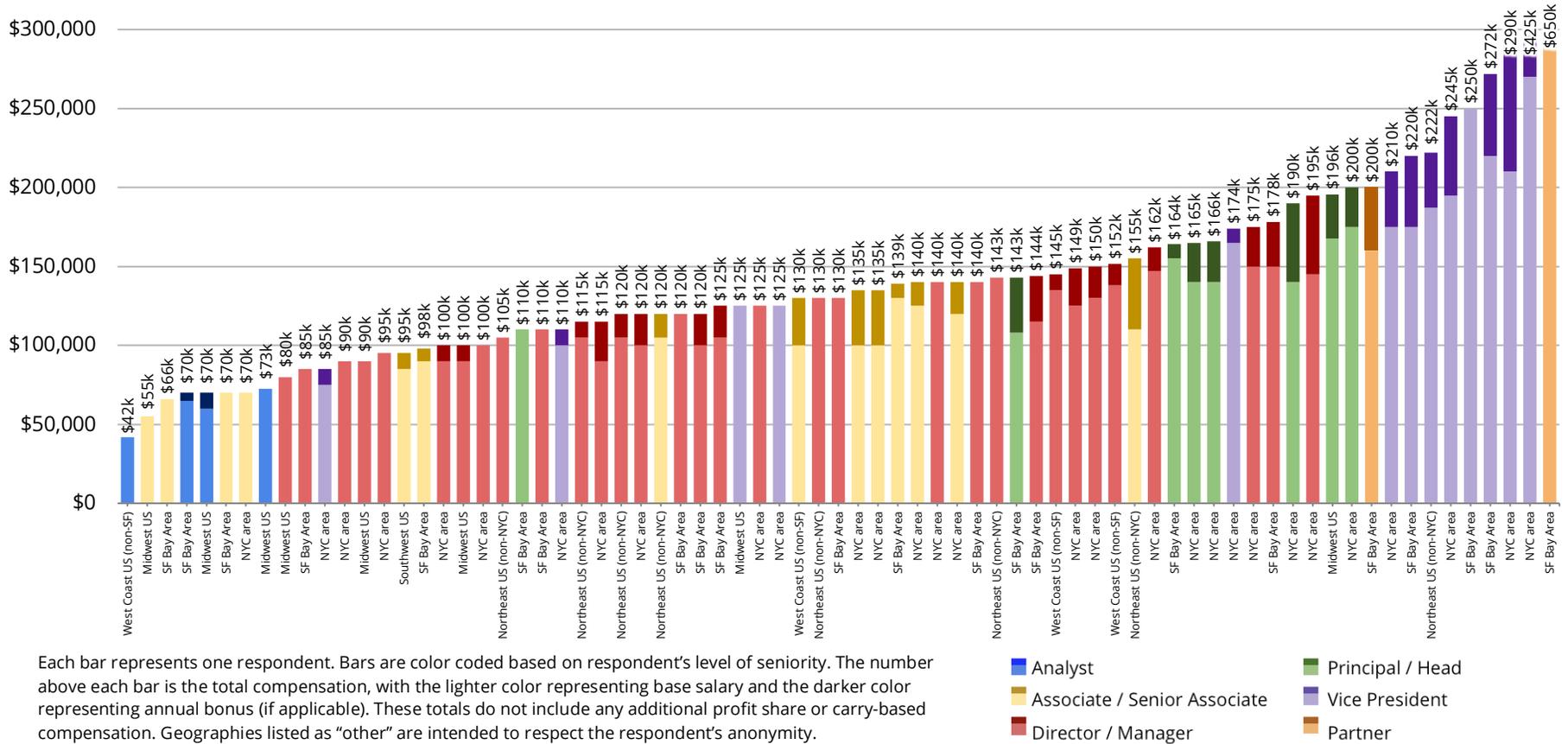


Primary Focus Area(s) of Role	Number of Respondents
Community and Expert Network	56
Event Planning	40
Content Creation, Marketing and PR	38
Business Development and Partnership	33
Internal Operations	31
Talent	23
Investment Sourcing and Diligence	22
Data Science	2

Compensation Analysis

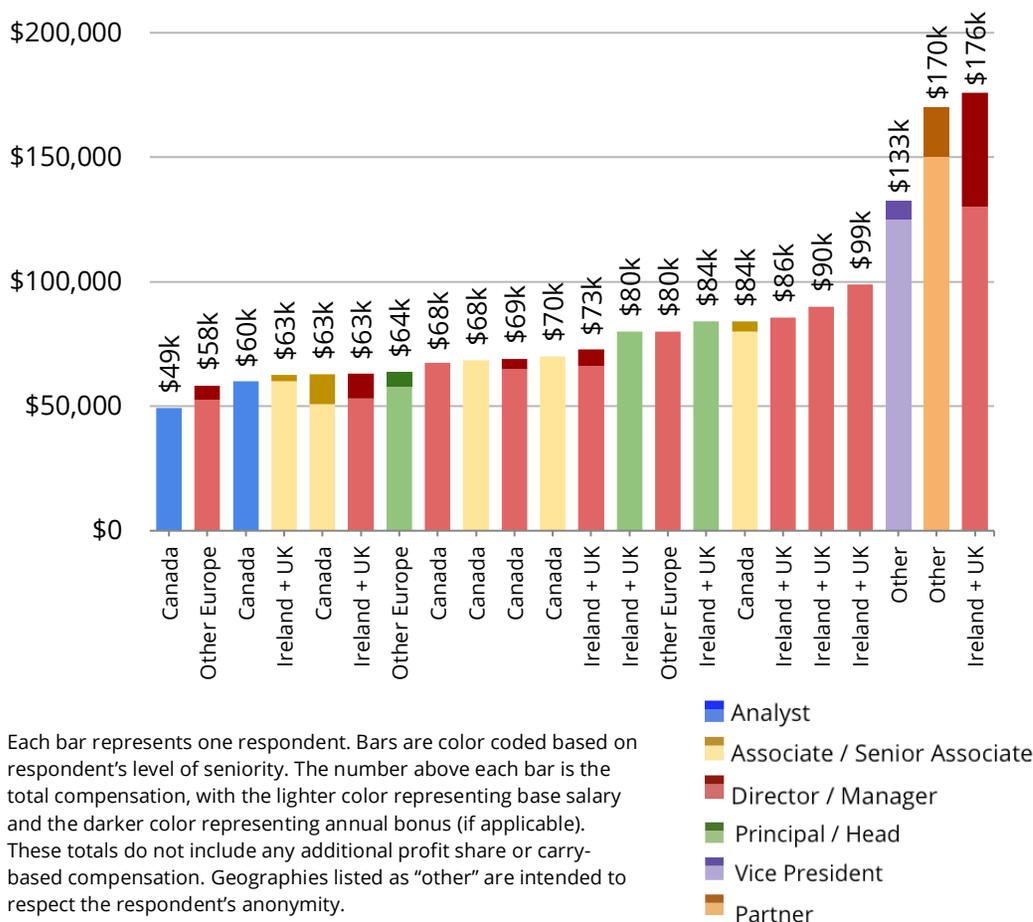
For the analysis in this report, most numbers will be broken down by geographic area and level of seniority in each individual's role. At the highest level, we received 96 qualified responses, 73 from the United States and 23 representing other countries. Figure 4 and Figure 5 show each individual respondent's total compensation by role and geography including base and bonus.

Fig 4: Total Compensation Distribution (by role + geography)
United States Only



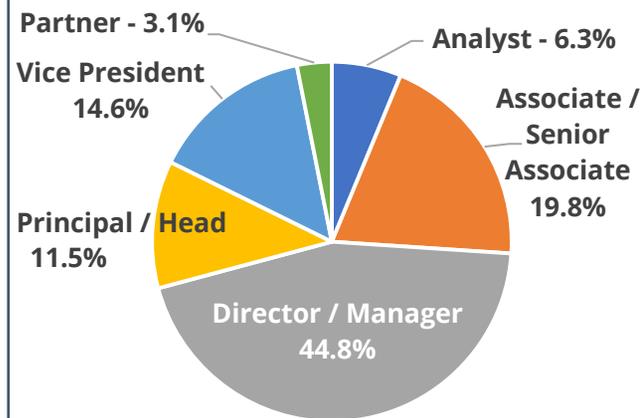
All respondents provided their compensation data in US Dollars or a converted USD equivalent in order to provide comparable analysis. While there are many factors that contribute to the different compensation level, such as regional benefits, taxes and cost of living, on average, **non-US platform professionals get compensated 59.6% of what their US-based counterparts get paid for comparable work.**

Fig 5: Total Compensation Distribution (by role + geo)
Non-United States

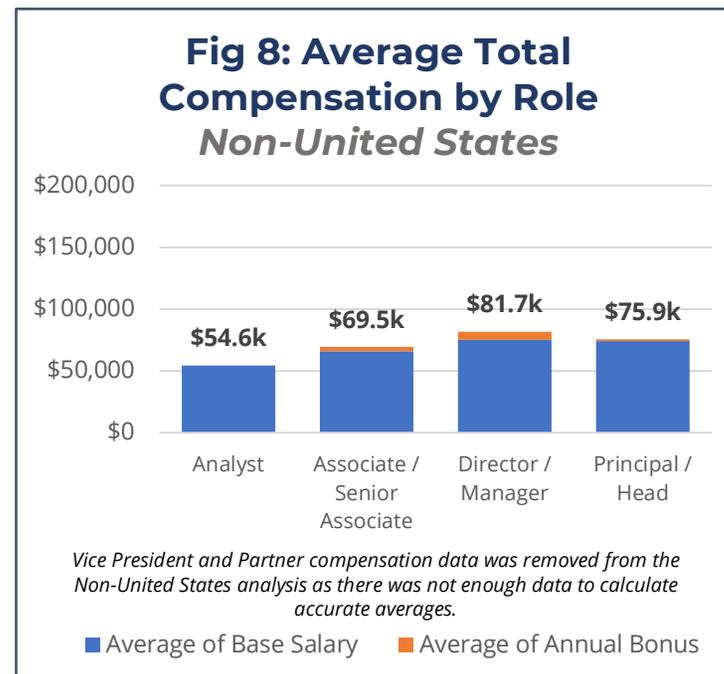
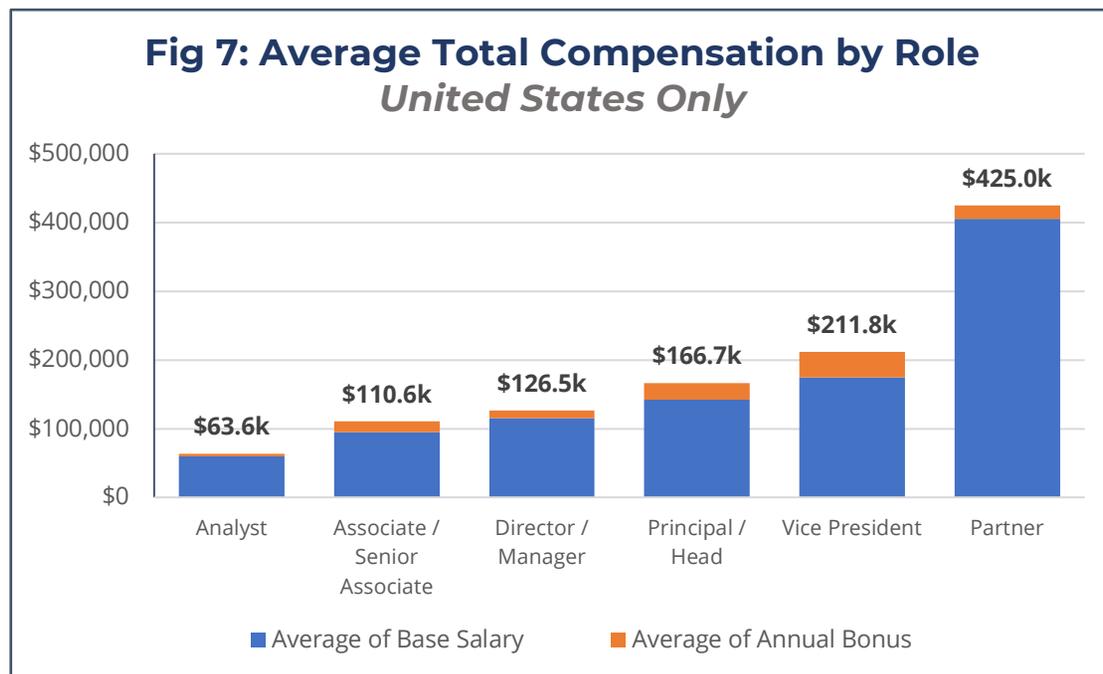


Across all respondents, **the majority of individuals in platform roles are in junior or mid-level roles in their firms** (70.8% are analyst, associate, senior associate, manager or director level). 3 of the 96 respondents were Partner level and 14 were Vice President level. Because of the relative immaturity of the platform role in the industry, we anticipate that the percentage of more senior-level VC Platform professionals will increase in the next few years.

Fig 6: Respondent Breakdown by Role (All)



While not all platform professionals have standard titles and seniority, we have categorized all respondents into six primary seniority-based role categories compared to their teams, which have the significant correlation to level of total compensation.

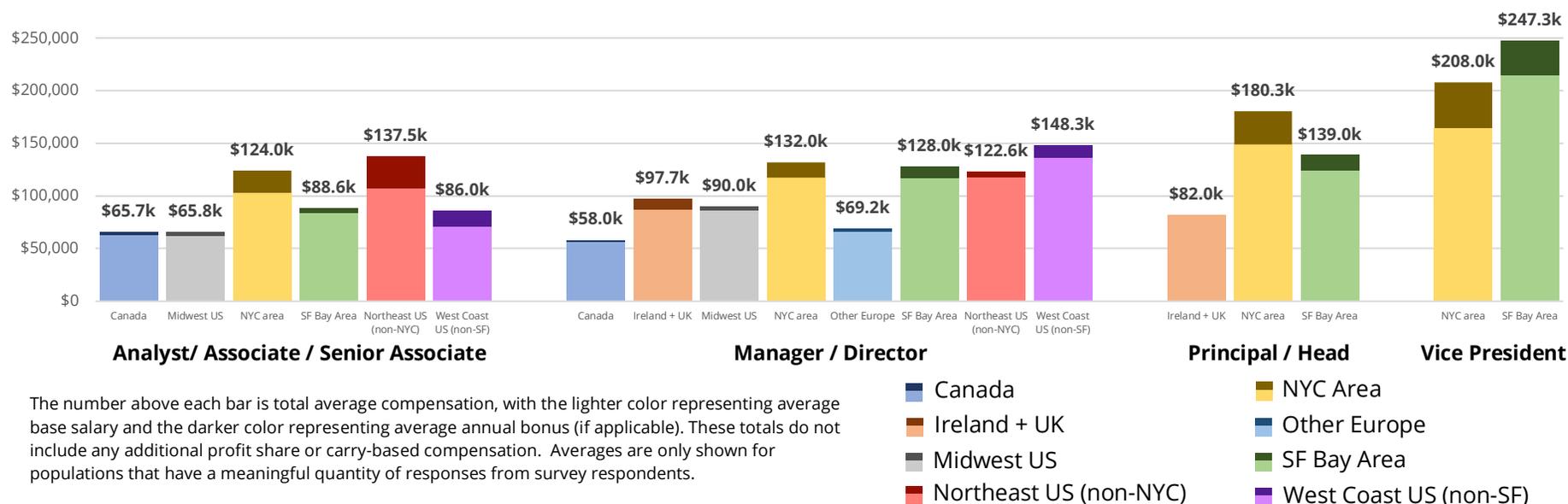


		Average of Base Salary	Average of Annual Bonus	Average of Total Comp	Number of Responses
United States	Analyst	\$59,875	\$3,750	\$63,625	4
	Associate / Senior Associate	\$94,714	\$15,857	\$110,571	14
	Director / Manager	\$115,719	\$10,766	\$126,484	32
	Principal / Head	\$141,938	\$24,750	\$166,688	8
	Vice President	\$174,769	\$37,000	\$211,769	13
	Partner	\$405,000	\$20,000	\$425,000	2
Non-USA	Analyst	\$54,617	\$0	\$54,617	2
	Associate / Senior Associate	\$65,838	\$3,700	\$69,538	5
	Director / Manager	\$75,130	\$6,585	\$81,715	11
	Principal / Head	\$74,000	\$1,933	\$75,933	3

Since we don't have a meaningful quantity of data on all roles, we can't provide averages for all populations, but these average benchmarks should provide an accurate guide, specifically for the junior and mid-level roles that have significant numbers of responses.

Regional-level compensation standards and city-level cost of living factors have a significant impact on compensation levels. When possible, we have analyzed the average role-based total compensation on a regional level, as seen in Figure 9. Take note that, for this part of the analysis, we determined the difference in compensation between individuals who identified themselves as “analyst” level compared with those who identified as “associate or senior associate” level was not significant, and thus we combined those categories.

Fig 9: Average Total Compensation by Role and Detailed Regional Area



	Region	Average of Base Salary	Average of Annual Bonus	Average of Total Comp	Number of Responses
Analyst / Associate / Senior Associate	Canada	\$63,071	\$2,667	\$65,737	6
	Midwest US	\$62,500	\$3,333	\$65,833	3
	NYC area	\$103,000	\$21,000	\$124,000	5
	SF Bay Area	\$84,200	\$4,400	\$88,600	5
	Northeast US (non-NYC)	\$107,500	\$30,000	\$137,500	2
	West Coast US (non-SF)	\$71,000	\$15,000	\$86,000	2

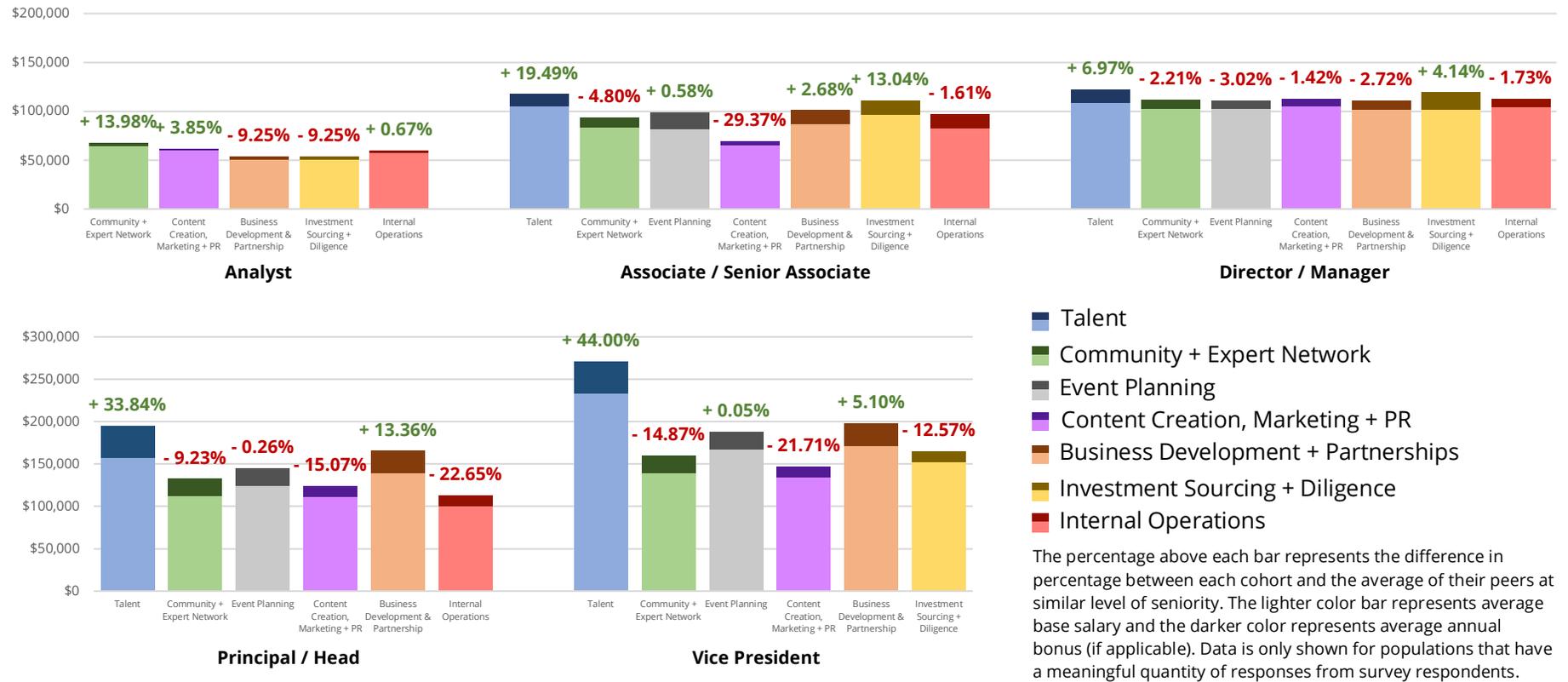
	Region	Average of Base Salary	Average of Annual Bonus	Average of Total Comp	Number of Responses
Manager / Director	Canada	\$56,709	\$1,333	\$58,043	3
	Ireland + UK	\$87,300	\$10,433	\$97,733	6
	Midwest US	\$86,667	\$3,333	\$90,000	3
	NYC	\$117,462	\$14,538	\$132,000	13
	Other Europe	\$66,250	\$2,917	\$69,167	2
	SF Bay Area	\$117,222	\$10,778	\$128,000	9
	Northeast US (non-NYC)	\$117,600	\$5,000	\$122,600	5
	West Coast US (non-SF)	\$136,500	\$11,750	\$148,250	2
Principal / Head	Ireland + UK	\$82,000	\$0	\$82,000	2
	NYC area	\$148,750	\$31,500	\$180,250	4
	SF Bay Area	\$124,333	\$14,667	\$139,000	3
Vice President	NYC area	\$164,375	\$43,625	\$208,000	8
	SF Bay Area	\$215,000	\$32,333	\$247,333	3

As noted previously in Figure 3, the breakdown of each platform professional's role varies from firm to firm. With the difference in role, we have found a noticeable correlation to compensation. Figure 10 breaks this down showing the percentage difference, by level of seniority, between primary responsibilities to the average compensation of their peers. The table to the right shows aggregate differences in level of compensation across all respondents to the average compensation of their peers, determined by level of seniority.

Across all respondents, **platform professionals who focus a significant portion of their time (greater than 33%) on talent, are compensated 26.1% more than their peers. By contrast, platform professionals who focus a significant portion of their time on marketing, content and PR are compensated 12.7% less than their peers.**

Primary Area of Responsibility	Compensation Compared to Average of Peers
Talent	+ 26.1%
Business Development & Partnership	+ 1.8%
Event Planning	- 0.7%
Investment Sourcing + Diligence	- 1.2%
Community + Expert Network	- 3.4%
Internal Operations	- 6.3%
Content Creation, Marketing + PR	- 12.7%

Fig 10: Average Total Compensation by Role and Primary Responsibilities (All Respondents)



While there is significant variance in compensation by role and responsibility across firms, the breakdown of an individual's responsibilities has a meaningful impact on their total compensation. As noted previously, most respondents are included in multiple populations in the analysis in Figure 10, as most identify with 2 – 3 areas that constitute their primary areas of focus.

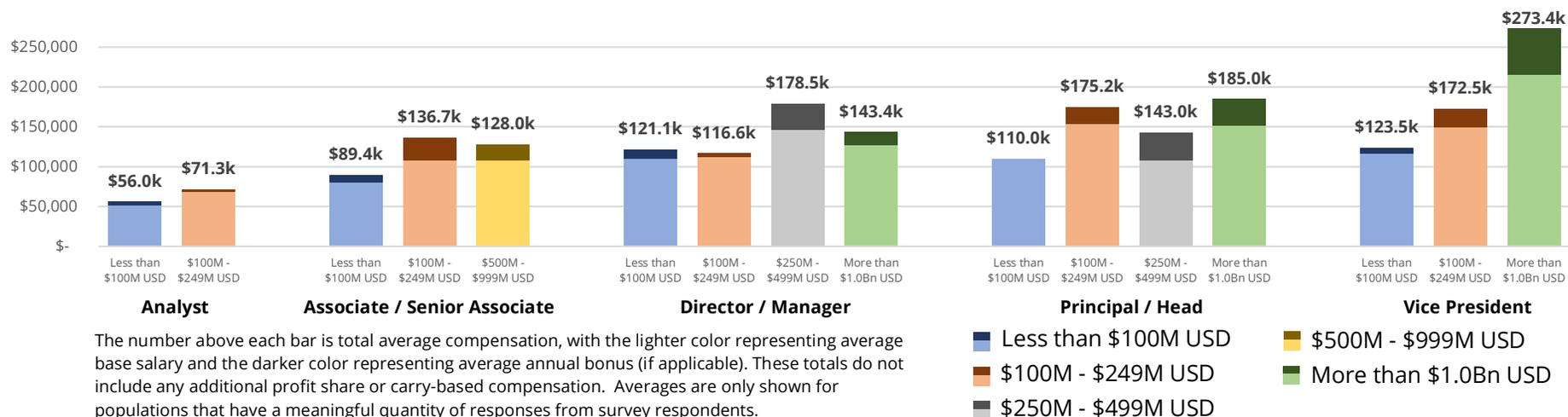
One responsibility area not analyzed in this report, but to be considered for a following survey is VC professionals focused on Data Science. Data Science seems to be an emerging role for many venture firms, with at least 2 respondents providing it as a primary area of focus for them.

The following table shows the detailed compensation data, based on survey responses, analyzed in Figure 10, which includes data from all respondents regardless of geographic location:

	Primary Area of Responsibility	Average of Base Salary	Average of Annual Bonus	Average of Total Comp	Compensation Compared to Mean	Number of Responses
Analyst	Community + Expert Network	\$64,167	\$3,333	\$67,500	+ 13.98%	3
	Content Creation, Marketing + PR	\$59,833	\$1,667	\$61,500	+ 3.85%	3
	Business Development & Partnership	\$50,411	\$3,333	\$53,745	- 9.25%	3
	Investment Sourcing + Diligence	\$50,411	\$3,333	\$53,745	- 9.25%	3
	Internal Operations	\$57,117	\$2,500	\$59,617	+ 0.67%	2
Associate / Senior Associate	Talent	\$105,000	\$12,500	\$117,500	+ 19.49%	2
	Community + Expert Network	\$83,654	\$9,955	\$93,608	- 4.80%	11
	Event Planning	\$82,232	\$16,667	\$98,898	+ 0.58%	6
	Content Creation, Marketing + PR	\$65,698	\$3,750	\$69,448	- 29.37%	6
	Business Development & Partnership	\$86,686	\$14,286	\$100,971	+ 2.68%	7
	Investment Sourcing + Diligence	\$96,600	\$14,550	\$111,150	+ 13.04%	10
	Internal Operations	\$82,500	\$14,250	\$96,750	- 1.61%	8
Director / Manager	Talent	\$109,185	\$13,056	\$122,240	+ 6.97%	15
	Community + Expert Network	\$102,710	\$9,033	\$111,743	- 2.21%	28
	Event Planning	\$102,936	\$7,883	\$110,820	- 3.02%	22
	Content Creation, Marketing + PR	\$105,118	\$7,528	\$112,646	- 1.42%	18
	Business Development & Partnership	\$102,237	\$8,933	\$111,171	- 2.72%	15
	Investment Sourcing + Diligence	\$101,500	\$17,500	\$119,000	+ 4.14%	2
	Internal Operations	\$104,357	\$7,940	\$112,297	- 1.73%	15
Principal	Talent	\$157,500	\$37,500	\$195,000	+ 33.84%	2
	Community + Expert Network	\$112,143	\$20,114	\$132,257	- 9.23%	7
	Event Planning	\$124,643	\$20,686	\$145,329	- 0.26%	7
	Content Creation, Marketing + PR	\$111,000	\$12,750	\$123,750	- 15.07%	4
	Business Development & Partnership	\$139,167	\$26,000	\$165,167	+ 13.36%	3
	Internal Operations	\$100,250	\$12,450	\$112,700	- 22.65%	4
Vice President	Talent	\$233,333	\$37,500	\$270,833	+ 44.00%	3
	Community + Expert Network	\$140,000	\$20,114	\$160,114	- 14.87%	5
	Event Planning	\$167,500	\$20,686	\$188,186	+ 0.05%	2
	Content Creation, Marketing + PR	\$134,500	\$12,750	\$147,250	- 21.71%	6
	Business Development & Partnership	\$171,667	\$26,000	\$197,667	+ 5.10%	3
	Investment Sourcing + Diligence	\$152,000	\$12,450	\$164,450	- 12.57%	5

For nearly all traditional venture capital firms, their annual budgets, including personnel salaries, are derived by management fees which are charged as a percentage of total current assets under management. Figure 11 shows the comparison of average total compensation by role broken down by total current assets under management (cumulative for all active funds). With the exception of Vice President roles, **we can determine that there is not a strong correlation between a fund's total assets under management and individual compensation for platform professionals.** One exception to note is that, for the most part, funds with less that \$100M USD in assets under management tend to compensate slightly below average.

Fig 11: Average Total Compensation by Role and Assets Under Management
United States Only

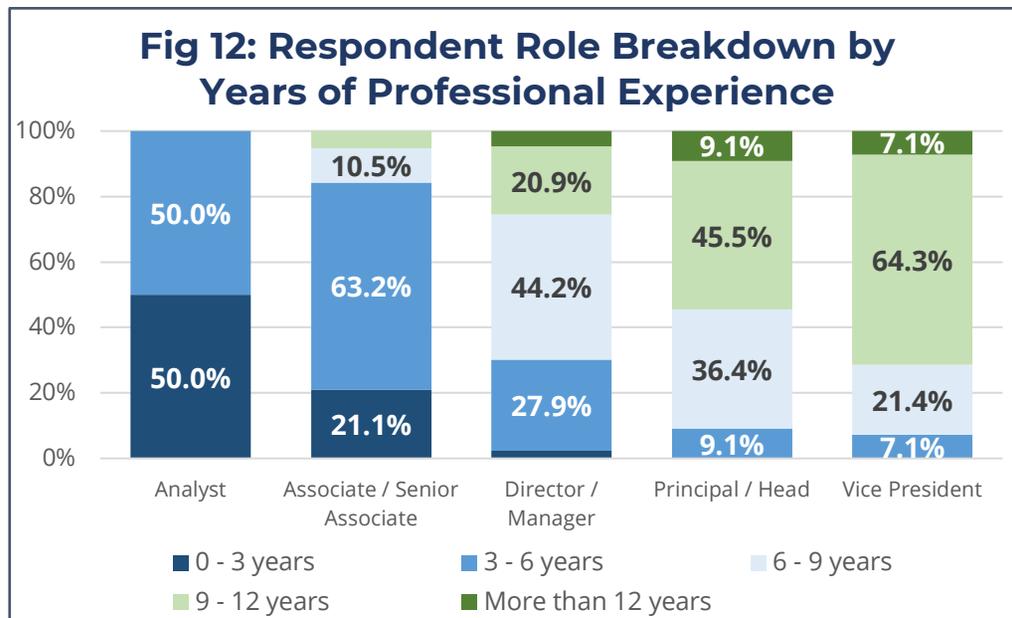


	Total Current Assets Under Management	Average of Base Salary	Average of Annual Bonus	Average of Total Comp	Number of Responses
Analyst	Less than \$100M USD	\$51,000	\$5,000	\$56,000	2
	\$100M - \$249M USD	\$68,750	\$2,500	\$71,250	2
Associate / Senior Associate	Less than \$100M USD	\$80,857	\$8,571	\$89,429	7
	\$100M - \$249M USD	\$108,333	\$28,333	\$136,667	3
	\$500M - \$999M USD	\$108,750	\$19,250	\$128,000	4

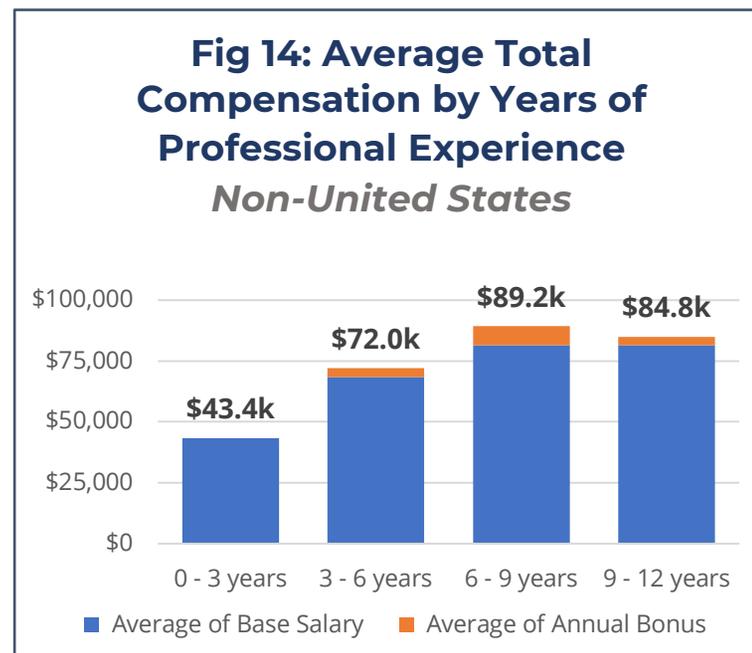
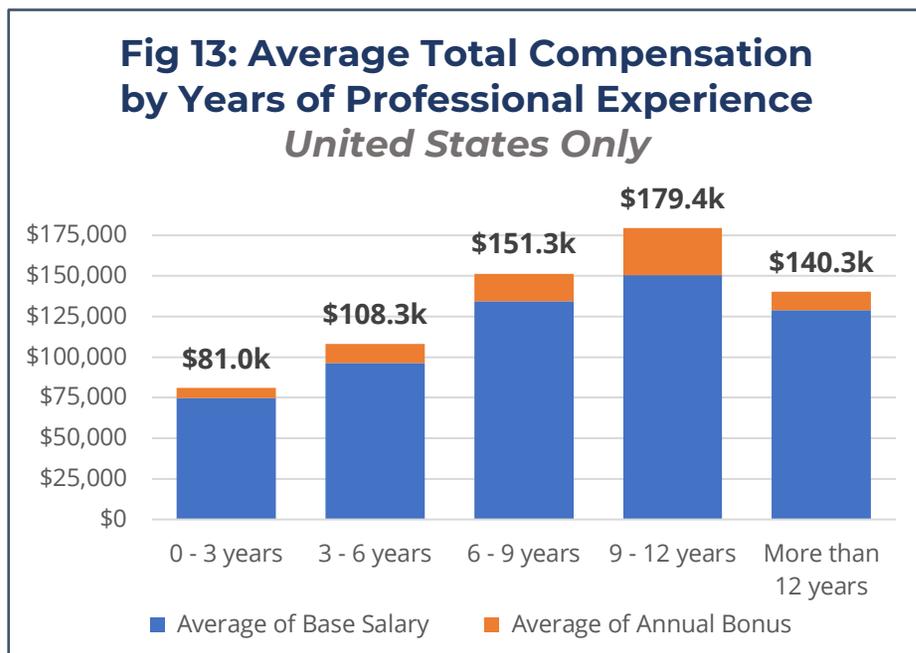
	Total Current Assets Under Management	Average of Base Salary	Average of Annual Bonus	Average of Total Comp	Number of Responses
Director / Manager	Less than \$100M USD	\$110,385	\$10,692	\$121,077	13
	\$100M - \$249M USD	\$111,750	\$4,875	\$116,625	12
	\$250M - \$499M USD	\$146,000	\$32,500	\$178,500	2
	More than \$1.0Bn USD	\$127,000	\$16,400	\$143,400	5
Principal / Head	Less than \$100M USD	\$110,000	\$0	\$110,000	1
	\$100M - \$249M USD	\$154,167	\$21,000	\$175,167	3
	\$250M - \$499M USD	\$108,000	\$35,000	\$143,000	1
	More than \$1.0Bn USD	\$151,667	\$33,333	\$185,000	3
Vice President	Less than \$100M USD	\$116,250	\$7,250	\$123,500	4
	\$100M - \$249M USD	\$150,000	\$22,500	\$172,500	2
	More than \$1.0Bn USD	\$215,286	\$58,143	\$273,429	7

Similar to the correlation between level of seniority and compensation, an influential input to an individual's role is their cumulative number of years of professional experience. As one would expect, Figure 12 shows that **the more years of professional experience an individual has, the more senior of a role they have.**

Role	Average Years of Professional Experience
Analyst	3.0
Associate / Senior Associate	4.5
Director / Manager	7.4
Principal / Head	9.0
Vice President	9.6



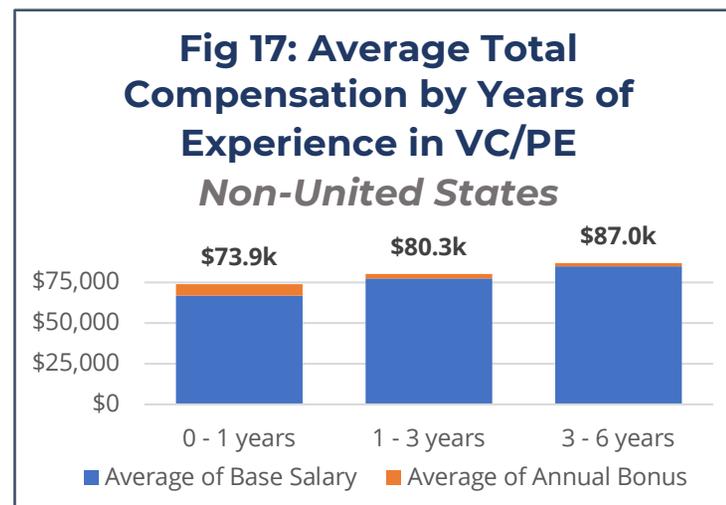
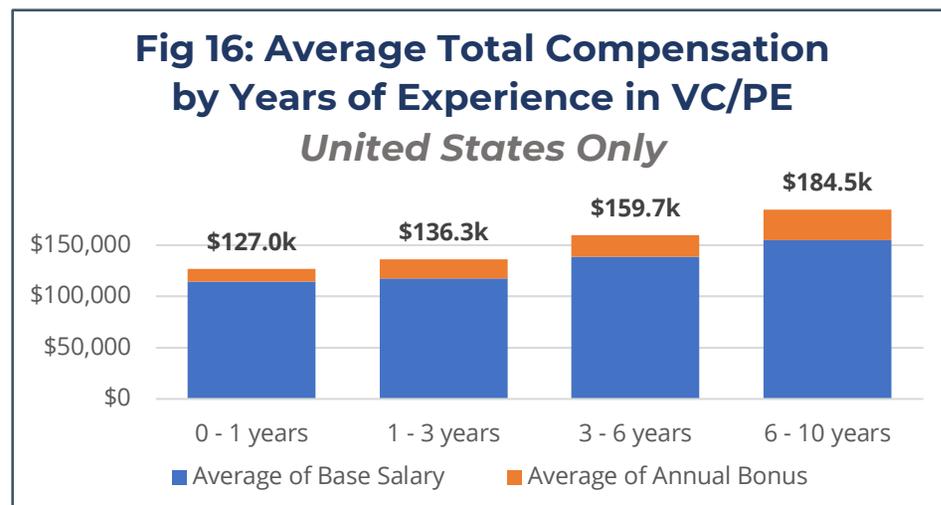
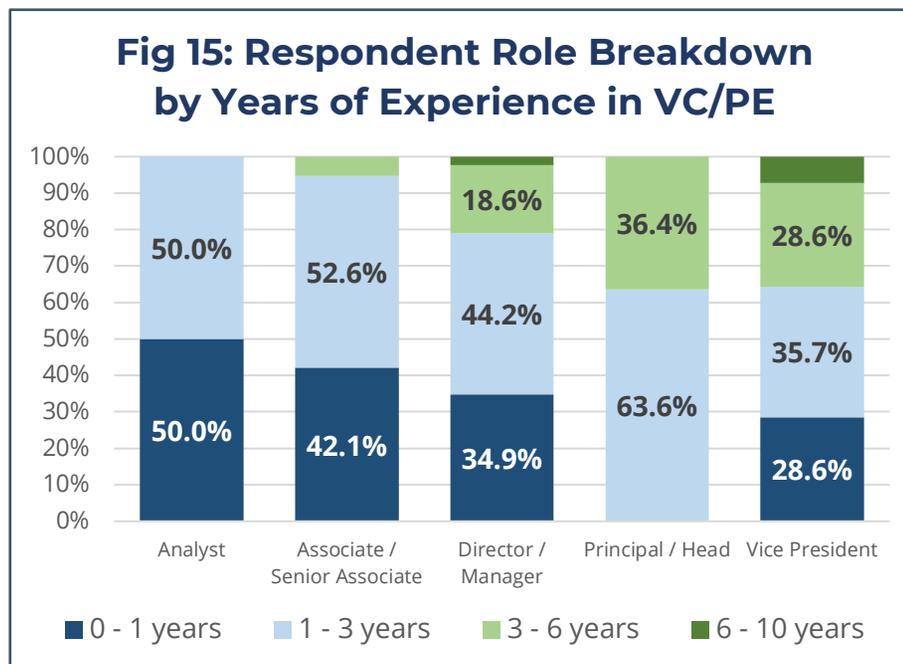
As we also found in the 2016 VC Platform Global Compensation Survey results, there is a direct correlation between an individual's number of years of professional experience and their total average compensation, with the noticeable exception of individuals with more than 12 years of professional experience.



	Years of Professional Experience	Average of Base Salary	Average of Annual Bonus	Average of Total Comp	Number of Responses
United States	0 - 3 years	\$74,667	\$6,333	\$81,000	6
	3 - 6 years	\$96,167	\$12,143	\$108,310	21
	6 - 9 years	\$134,300	\$17,025	\$151,325	20
	9 - 12 years	\$150,375	\$29,050	\$179,425	20
	More than 12 years	\$128,750	\$11,500	\$140,250	4
Non-USA	0 - 3 years	\$43,397	\$0	\$43,397	2
	3 - 6 years	\$68,475	\$3,563	\$72,038	8
	6 - 9 years	\$81,421	\$7,800	\$89,221	8
	9 - 12 years	\$81,473	\$3,334	\$84,806	4

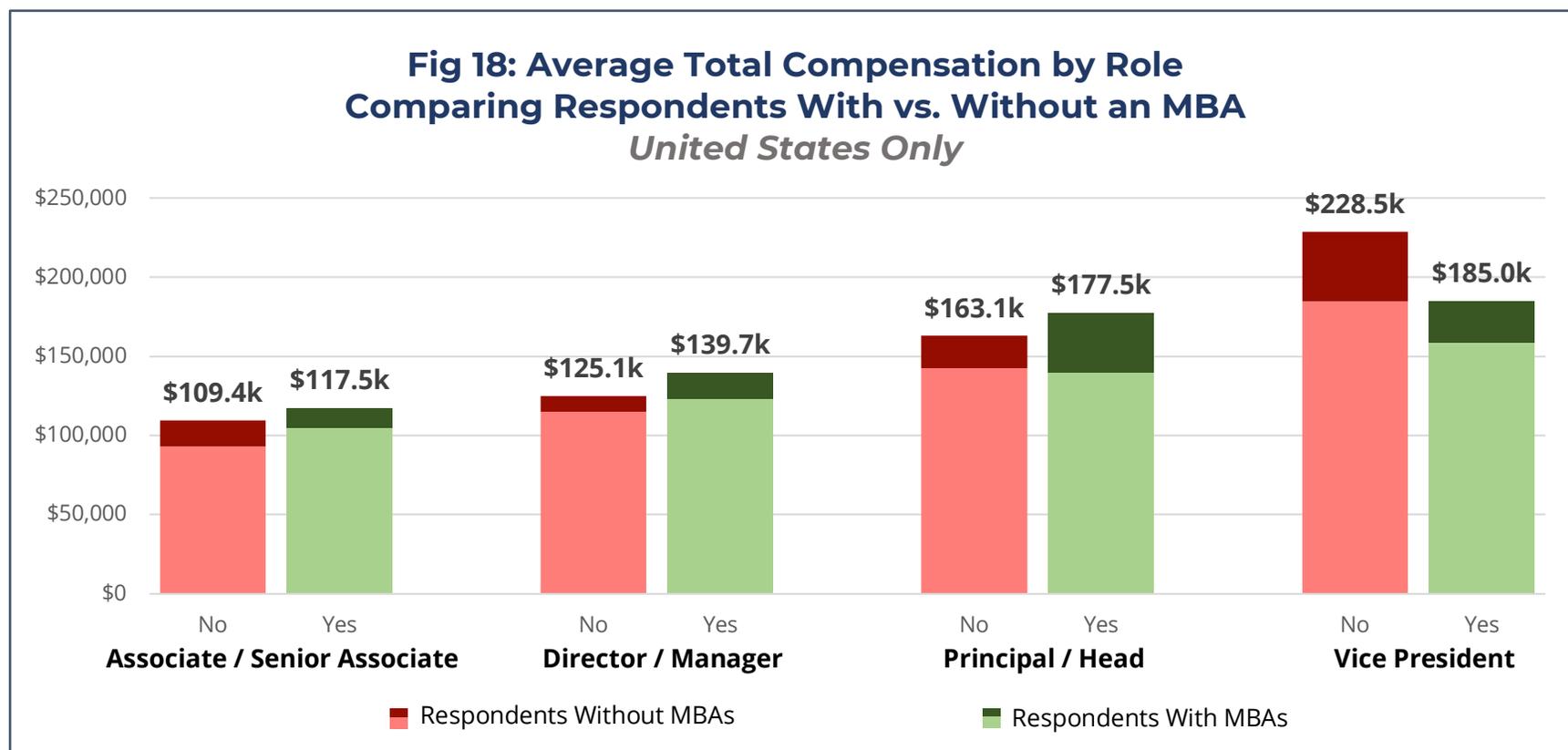
For this year's survey, we added a question to understand compensation not just by total years of professional experience, but specifically by years of experience an individual has in the venture capital or private equity industry. Unlike many other roles in VC/PE firms, survey results show that prior experience in the investment industry is not necessary to hold a platform role across all levels of seniority. In fact, as detailed in Figure 15, **79.6% of all platform professionals have less than 3 years of experience in VC/PE.**

In looking further at the impact that years of experience in VC/PE has on compensation, while there is a generally positive trend, the impact is more closely related to years of general professional experience and seniority rather than specific industry experience. In general, **years of experience in VC/PE does not have a significant or meaningful impact on average compensation for platform professionals.**



An additional question added to this year's survey was to understand each individual's level of education and any advanced degrees they hold. Of all respondents, 40.6% of platform professionals held some level of advanced degree. The most common degree for platform professionals was an MBA, with 13.5% of all individuals holding an MBA. In Figure 18, you can see the relationship between compensation for US-based platform individuals who hold MBAs compared to their peers who do not. Among junior and mid-level platform professionals (Associate, Senior Associate, Director, Manager, Principal and Head), individuals with an MBA, on average, receive 9.3% more total compensation compared to those without MBAs.

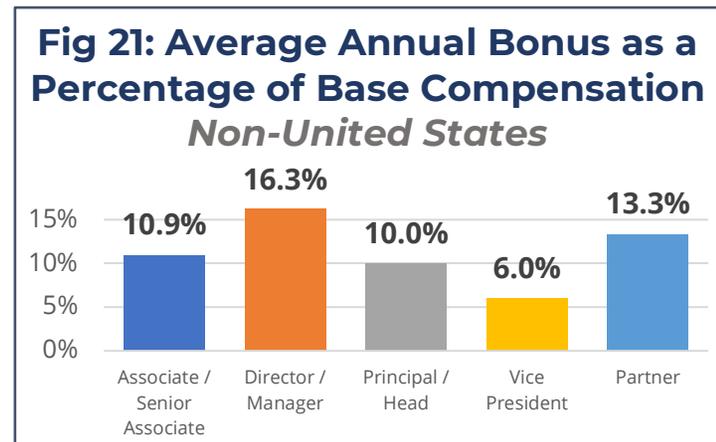
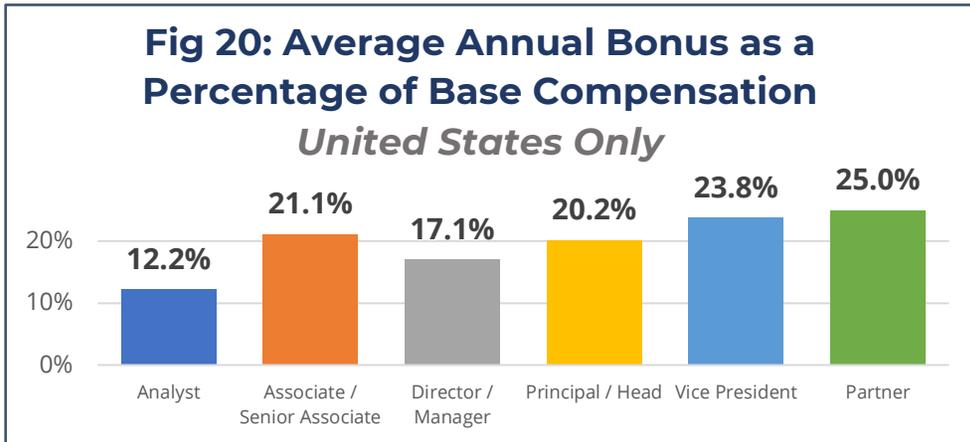
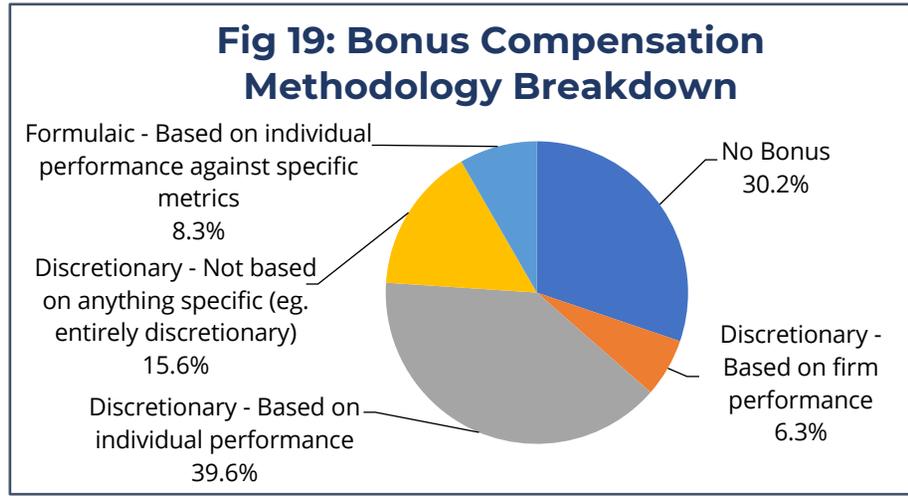
The one exception is for Vice President-level platform professionals. Individuals at the Vice President level are most likely to hold an MBA, with 38.5% of platform-focused Vice Presidents having received an MBA. For that population, however, those individuals with an MBA, on average, receive 19.0% less annual total compensation compared to their peers without an MBA.



Annual Bonus Analysis

For the majority of individuals in a platform role, annual bonuses contribute significantly to their total annual compensation. **The vast majority of platform professionals (69.8%) receive an annual bonus on top of their compensation.** As seen in Figure 19, of those individuals who receive annual cash bonuses, the majority of bonuses are determined by individual performance rather than by firm-wide performance.

In analyzing respondent's average annual bonus data, the difference in bonus culture in the United States compared to other countries is notable, as seen in Figures 20 and 21. **In the United States, of those individuals who receive an annual cash bonus, their average bonus is 19.8% of their base salary for the year. For non-US based respondents, the average annual bonus is slightly less, with an average bonus of 13.1% of an individual's base salary.**



Average bonus percentage is calculated as bonus amount as a percentage of reported annual base compensation. Averages are calculated only among the population of individuals who receive an annual bonus. Percentages are only shown for populations that have a reasonable quantity of responses from survey respondents.

When looking at the influence seniority and role has on an individual's annual bonus, while the average dollar amount of an individual's bonus increases with their seniority, the percentage of bonus based on their annual base salary does not vary significantly across role.

	Role	Average of Bonus as Percentage of Base Comp	Minimum Bonus as Percentage of Base Comp	Maximum Bonus as Percentage of Base Comp	Number of Responses
United States	Analyst	12.2%	7.7%	16.7%	2
	Associate / Senior Associate	21.1%	6.9%	40.9%	10
	Director / Manager	17.1%	7.4%	34.5%	17
	Principal / Head	20.2%	5.8%	35.7%	7
	Vice President	23.8%	5.5%	57.4%	10
Non-USA	Associate / Senior Associate	10.9%	4.2%	23.6%	3
	Director / Manager	16.3%	6.2%	35.4%	5
	Principal / Head	10.0%	<i>Not enough data</i>		1
	Vice President	6.0%	<i>Not enough data</i>		1

In the next section we will discuss participation in carried interest/profit share by platform professionals. Annual bonus does not seemingly have an impact on an individual's likelihood to participate in carry/profit share. Of the 30.2% of individuals who do not receive an annual bonus, they have nearly the same likelihood to participate in their firm's carry/profit share with 48.3% of individuals participating in carry/profit share who do not receive a bonus, compared to 43.3% of individuals participating in carry/profit share who do receive a bonus. Based on this, it can be determined that firms do not look at annual bonuses as a substitution to carry/profit share compensation based on a fund's financial performance.

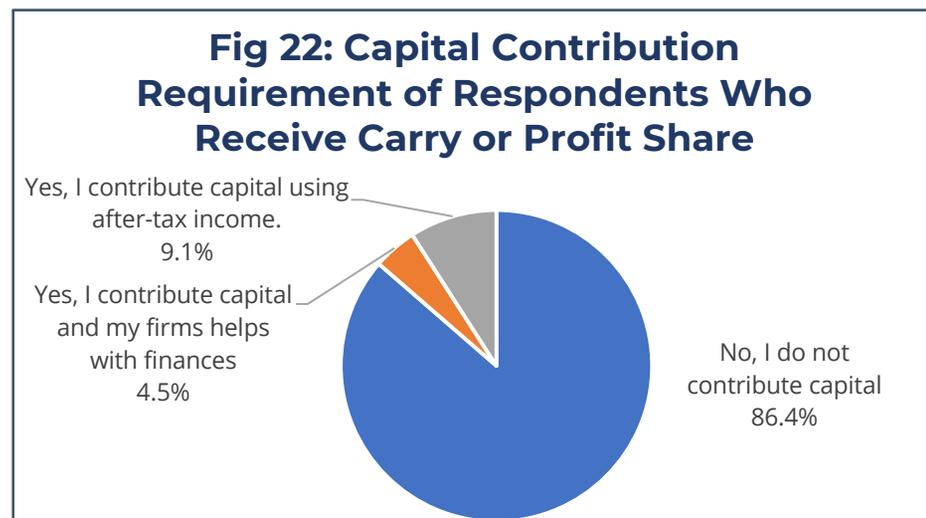
	Receive Carry / Profit Share	Do Not Receive Carry / Profit Share
Individuals Who Receive an Annual Bonus	29 (43.3%)	38 (56.7%)
Individuals Who Do Not Receive an Annual Bonus	14 (48.3%)	15 (51.7%)

Carry and Profit Share Analysis

In the Venture Capital and Private Equity industry, carried interest is a standard form of long-term compensation that investment professionals receive participation rights in based on their fund's performance. With the addition of more non-investment roles such as platform professionals, many firms have expanded participation in carried interest to these individuals to be compensated for their contributions to the fund's performance and work directly impacting portfolio companies. As noted previously, carry-based compensation is perceived as additional benefit on top of annual salary and bonus. Given the inherent risk of venture capital, carry / profit share cannot be an assumed form of compensation, as it is dependent on fund performance.

Participation in the upside of carried interest is often complex and varies significantly by firm. While every firm's General Partnership (GP) and Management Company is setup differently, we have done our best to standardize all responses to be comparable. As such, we have assumed that all firms collect an industry-standard 20% Carry from their Limited Partners (LPs) and have adjusted all responses accordingly that disclosed a different GP carry arrangement.

For many firms, they find it is often easier to provide a carried interest-based form of compensation to individuals who are not members of the GP through a profit share plan, which is equivalent to a certain number of points of the GP's Carry. We have standardized all responses, whether an individual receives a direct assignment of carry points through the GP or an indirect assignment through a profit share plan. It is important to note that there are some consequences to either structure, including taxes. For example, in the United States, profit share income will usually be considered normal earned income rather than capital gains income which will be taxed at a very different rate. Likewise, as seen in Figure 22, a small percentage of individuals in platform roles (13.6%) need to contribute capital into their GP in exchange for their participation in their firm's carry/profit share, with some firms helping with these financial obligations.



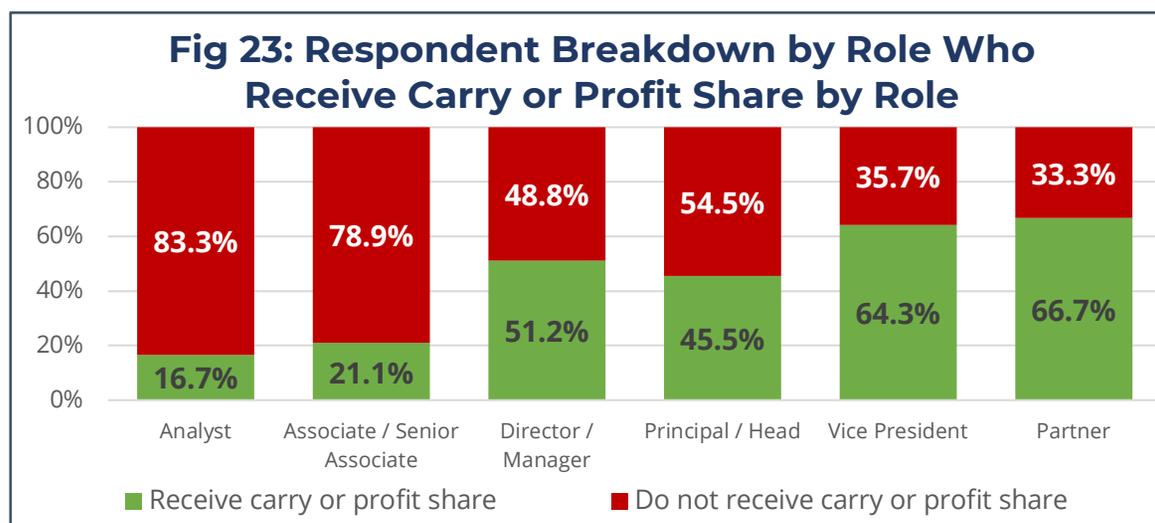
While most firms provide carry or profit share on a traditional points basis, some firms (particularly larger funds with \$1.0Bn or more in AUM) use other methodologies for assigning carry. Two of the more common methods, which are categorized as “Other” on the carry points analysis in Figure 24 and 25 include dollars-at-work carry (eg. 500K in "dollars-at-work" in the current fund), or other formats of fixed-basis multiplier carry or ‘phantom carry’ (eg. \$100K if the fund makes 2x, \$150K if the fund makes 3x, etc.). An obvious factor to note on carry or profit share is that the actual dollar outcomes are fundamentally correlated with total assets under management. For example, 0.50 points of carry or profit share in a \$100M fund is \$500k dollars at work whereas 0.50 points of carry or profit share in a \$500M fund is \$2.5M dollars at work.

A final point to clarify is that, in standardizing all of the carry or profit share numbers, we made them all consistent to represent number of points based on the entire fund, not the GP portion. For example, assuming a standard 20% GP Carry, 0.50 points of carry is equal to 2.5% of the GPs total 20-point carry pool.

Across all platform professionals, 44.8% of individuals receive carry or profit share by their firm.

In addition, when you remove junior platform professionals (analysts, associates and senior associates), 53.5% of mid and senior-level platform professionals receiving carry or profit share.

Of those individuals who receive carry or profit share in their funds, the



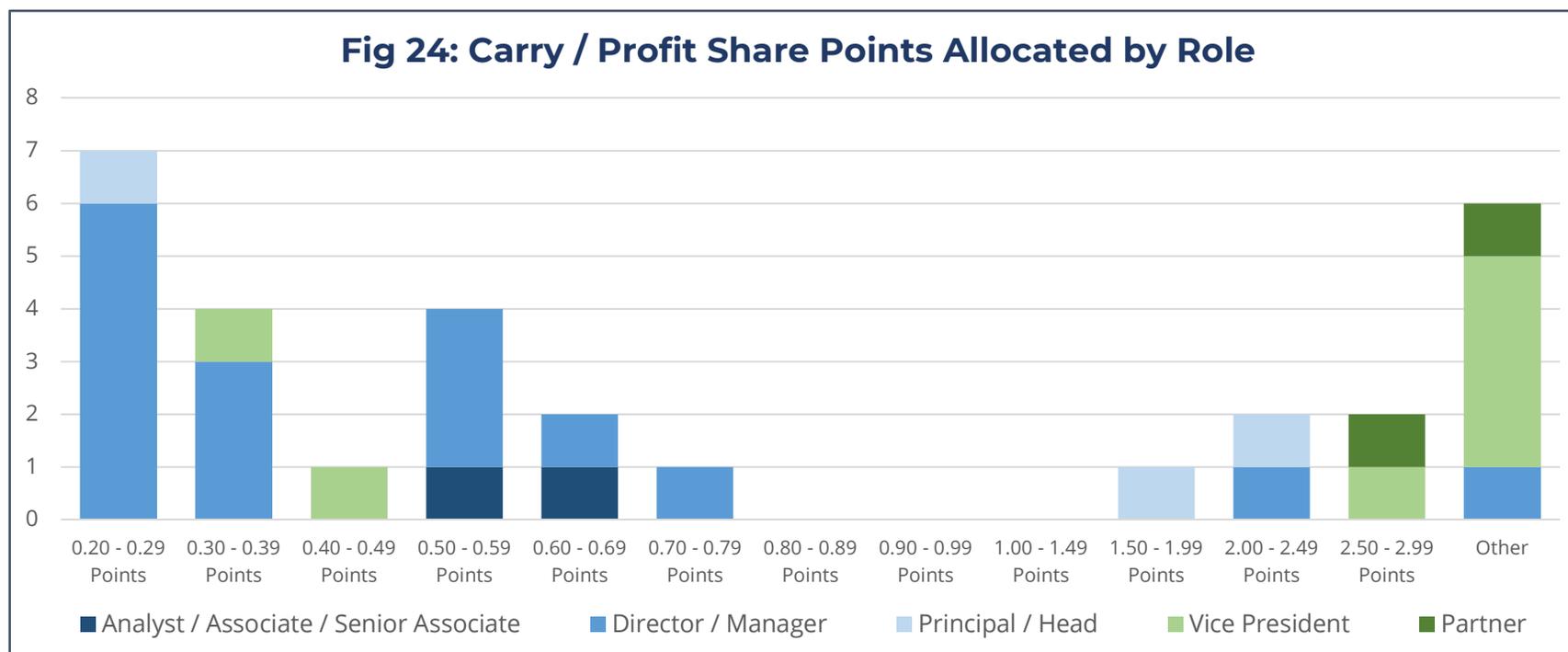
Role	Receive carry or profit share	Do not receive carry or profit share	Percentage who receive carry or profit share
Analyst	1	5	16.7%
Associate / Senior Associate	4	15	21.1%
Director / Manager	22	21	51.2%
Principal / Head	5	6	45.5%
Vice President	9	5	64.3%
Partner	2	1	66.7%

actual number of points they are assigned varies significantly. In Figures 24 and 25 we breakdown the points allocation by role and total current assets under management. Note that given the quality and consistency of data we only included 30 of the 43 individual responses.

Across all respondents, **the average platform professional is assigned 0.74 Points of carry or the equivalent profit share assignment.**

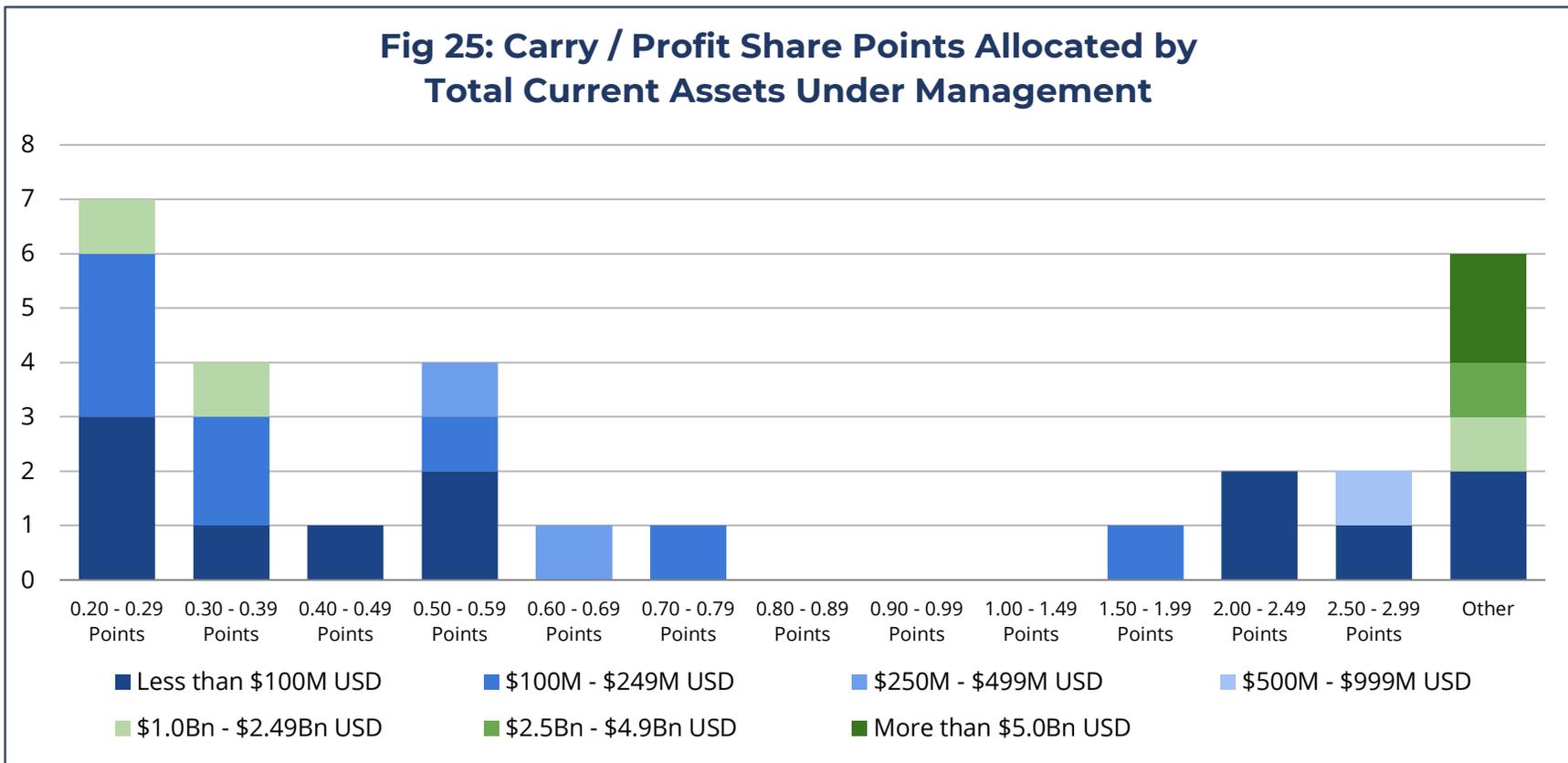
As one would expect, platform professionals with more seniority typically receive a higher number of points allocated, as seen in Figure 24.

Role	Average Point of Carry	Number of Responses
Analyst / Associate / Senior Associate	0.55	2
Director / Manager	0.48	16
Principal / Head	1.23	3
Vice President	1.07	7
Partner	2.50	2



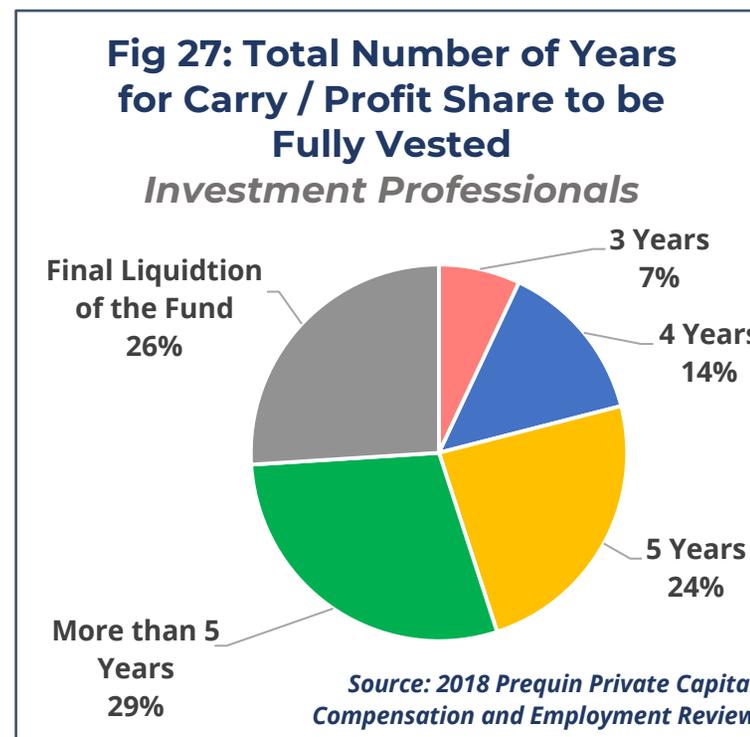
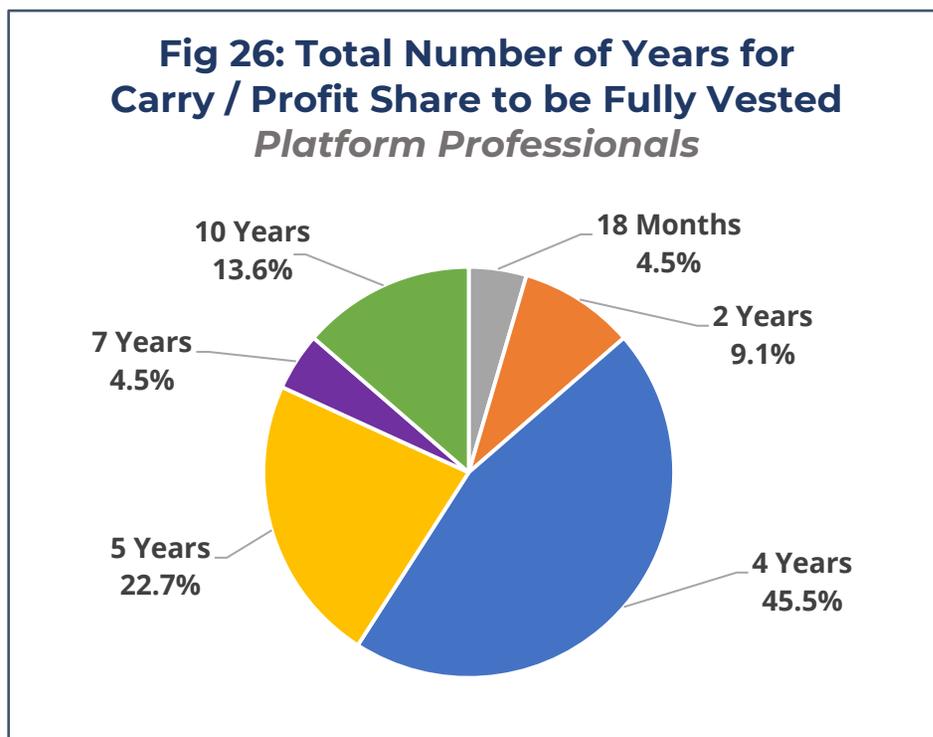
As we previously alluded to, given the relationship between total current assets under management and the value of a point of carry, there is an inverse relationship between these two numbers. Specifically, funds with less capital under management will, on average, allocate more shares to individuals. For example, funds with less than \$100M AUM allocate, on average, 0.87 Points to their platform professionals. Similarly, of the respondents at funds over \$1.0Bn AUM, most receive carry or profit share through a non-points based arrangement (eg. phantom carry or dollars-at-work) and those who receive carry or profit share on a points basis at those funds receive an average of 0.25 Points.

Fig 25: Carry / Profit Share Points Allocated by Total Current Assets Under Management



All firms that provide carry or profit share to their platform professionals do so under a predefined vesting schedule, similar to what most companies use for stock grants. What's unique about the vesting of carry or profit share is that, for the most part, the industry looks at an early-stage venture fund's investment cycle as a 10-year period. However, based on this survey's results, **the vast majority of platform professionals (81.8%) fully vest their carry or profit share in less than 5 years.** To compare that to industry data, a similar recent study, the *2018 Prequin Private Capital Compensation and Employment Review*, surveyed venture capital investment professionals who receive similar carry or profit share assignments as the platform professionals on their vesting period. The Prequin survey, seen in Figure 27, shows that only 45% of investment professionals fully vest their carry or profit share in less than five years and only 21% of investment professionals are fully vested in 4 years or less, compared to 59.1% of platform professionals.

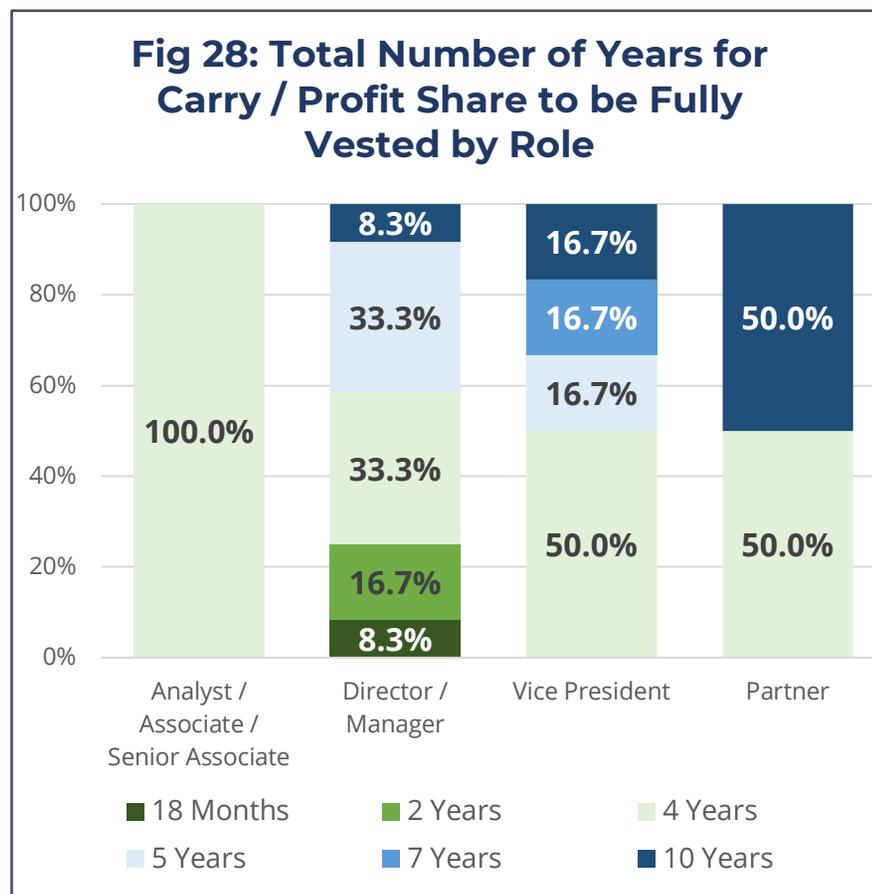
Based on the data captured, and for simplicity, we did not go into detail on factors that impact vesting periods, such as cliffs. Nearly all respondents reported to have a straight-line vesting schedule, with many having a one-year cliff.



As seen in Figure 28, it is clear that there is a strong correlation between role and vesting period, as would be expected. Notably, 92.9% of junior and mid-level platform professionals have a 5 year or less vesting period for their carry / profit share allocation.

While the vesting periods reported seemingly are contrary to typical venture capital timelines many investment professionals are tied to, it does introduce an important question around the anticipated tenure of an individual in a VC Platform role. Since platform roles are still relatively new for most firms, and there are very few people who have been in such a role for more than 5 years, it's difficult to determine what the future will hold.

The VC Platform Global Community has hosted related conversations around career progression in platform roles before, which has raised the question of what growth opportunities there are in the field as current platform professionals advance in their roles. Without question, the role that compensation, and specifically fund-correlated carry incentives play in the VC Platform profession will be a key driver in how individuals in these roles think of their career.



Though there are still dozens of open questions and areas to explore around the influencers to compensation and industry benchmarks for VC Platform professionals, we hope that this report provides enough analysis to help the role continue to grow with equality and competitive compensation across the industry.