HOLT Private Equity Consultants   mm&k   Buyouts

NORTH AMERICAN PE/VC COMPENSATION REPORT

EXECUTIVE SUMMARY

Current trends in the design and levels of compensation in the private equity and venture capital industry

September 2025

PEI

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Survey Background

The 2025-2026 Holt-MM&K-Buyouts Private Equity and Venture Capital Compensation Report is a joint effort of three parties. They are compensation consultants Holt Private Equity Consultants and MM&K; and global private equity publisher Buyouts. It is jointly written by Michael Holt, Kelley Holt-Harmon, Evie Taylor & Will Kelsey.

The report is based on an extensive, two-part survey of private equity firms conducted in the spring and summer of 2025.

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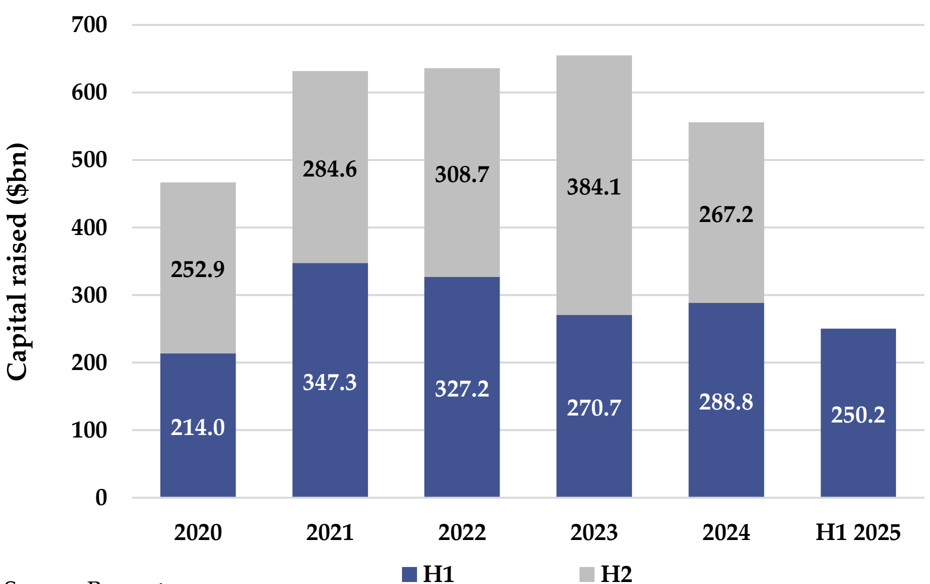
Key Findings

PART 1. Section I. Introduction/Participant Summary

Table 1: Changes in Median Compensation, 2012-2025

	Partner			Non-Partner			All Investment Managers		
	Salary	Salary + Bonus	Salary + Bonus + Carry	Salary	Salary + Bonus	Salary + Bonus + Carry	Salary	Salary + Bonus	Salary + Bonus + Carry
2012/2013	6%	10%	16%	6%	19%	24%	6%	13%	16%
2013/2014	5%	14%	30%	6%	22%	22%	6%	18%	26%
2014/2015	8%	15%	23%	10%	23%	24%	9%	19%	24%
2015/2016	9%	14%	23%	9%	21%	25%	9%	19%	24%
2016/2017	7%	15%	27%	14%	22%	18%	11%	19%	22%
2017/2018	4%	18%	4%	13%	20%	118%	9%	19%	9%
2018/2019	11%	13%	30%	16%	21%	22%	14%	17%	25%
2019/2020	14%	18%	17%	12%	25%	27%	12%	23%	23%
2020/2021	10%	28%	36%	8%	22%	25%	9%	25%	29%
2021/2022	12%	14%	15%	15%	21%	21%	14%	18%	18%
2022/2023	9%	30%	12%	9%	25%	23%	9%	27%	19%
2023/2024	13%	16%	10%	18%	57%	58%	17%	45%	43%
2024/2025	6%	6%	8%	10%	11%	11%	9%	9%	10%

Figure 1: Private equity fundraising of managers headquartered in North America



Source: Buyouts

Compensation for private equity fund management employees is heavily influenced by market conditions. Higher fundraising levels mean more investor commitments and increased management fees, which in turn allow fund managers to offer more competitive salaries and bonuses. Increased deal flow means more opportunity for maximizing compensation.

According to *Buyouts*, US-headquartered firms raised $250.2 billion in H1 2025, down 13% from the equivalent period in 2024. H1's fundraise was buttressed in Q2 by a handful of notable fund closes above target, leading to a Q2 total fundraise of $150 billion, yet this was itself down from $177 billion from 2024 Q2.

The average size of the funds that closed in H1 was $499 million, down from $526 million in H1 2024, suggesting a mix of GPs setting lower targets, as well as failing to hit these targets in a tough fundraising environment.

As of July 1, 2025, 3,763 US-headquartered fund managers are in the market with new funds, targeting $749 billion between them. Fund managers with strong track records will continue to raise capital successfully, often leaving smaller mid-market and emerging managers struggling on the sidelines. Managers of all stripes are also keen to target new growth areas such as non-institutional pools of capital – in particular, private wealth capital.

Nonetheless, LP appetite for private equity investments is showing positive signs. In *Private Equity International*'s LP Perspectives Survey, 93% of LPs surveyed expressed a desire to either invest more or the same amount of capital into private equity in 2025. This is up from 82% in the previous year's survey, reflecting a growing preference for alternatives among investors.

Yet reported preferences belie the fact that, on average, institutions allocated only 10.8% of their total assets to private equity in H1 2025. An unstable exit environment has increased illiquidity, in turn tightening the selectivity with which investors are willing to commit to managers.

This year's compensation data reflects the uncertain fundraising and dealmaking environment and reveals the variances in compensation levels depending on seniority, firm type and region, among other factors. At the senior level, partners' bonus compensation shows a modest growth from 2024. Non-Partners' bonus compensation has broadly stood still in the past year. A rise in overall compensation can also be seen at both the partner and non-partner level.

Key Findings

Sources of Revenue

The average private equity firm devotes 56% of its total GP fees/revenues to payroll – see Table 2 below – showing a negligible change from last year's 57%. However, the data shows a greater spread from 2024, with the 25th percentile showing 37% of fees and revenues going to payroll costs, with firms at the 75th percentile spending over three-quarters of revenue (76%) on payroll.

Private equity firms usually charge investors management fees ranging from 1.5% to 2.5% of committed capital, with smaller funds often charging higher percentages. To understand the management fees across different funds, we have analyzed the fee ratios for a firm's most recent fund as well as all active funds. This helps us observe the fee structures and how they evolve throughout the life of a fund. The data shows that average management fees have remained the same in comparison to the 2024/2025 survey for all active funds at 0.6%, while the figure is 0.8% for LBO firms and 1.0% for Venture Capital firms – see Table 3 below.

Management fees are higher during the investment phases of funds due to the higher workload. This is compared to when funds are in harvest mode, and the manager is often collecting full fees on successor funds. Median overall management fees as a percent of the most recent fund managed by LBO and Venture Capital managers are 1.4% and 3.7%, respectively.

Table 2: Payroll Cost As % of General Partner Fees/Revenues

Firm Classification	Average Payroll Cost As % of General Partner Fees/Revenues			
	Avg.	25th	50th	75th
LBO/VC/Growth Equity (Large)				
LBO/VC/Growth Equity (Small/Mid-Size)				
LBO/VC/Growth Equity				
LBO / Growth Equity (Large)				
LBO / Growth Equity (Small/Mid-Size)				
LBO / Growth Equity	59%	40%	62%	71%
Venture Capital (Large)				
Venture Capital (Small/Mid-Size)				
Venture Capital	53%	30%	61%	75%
Mezzanine/Debt/Infrastructure/Real Estate				
Fund of Funds				
Secondary/Co-Investment				
Institutional (Large)				
Institutional (Small/Mid-Size)				
Institutional				
All Firms	56%	37%	61%	76%

Table 3: Management Fee Ratio As % of Funds

Firm Classification	Management Fee Ratios							
	As a % of All Funds				As a % of Most Recent Fund			
	Avg.	25th	50th	75th	Avg.	25th	50th	75th
LBO/VC/Growth Equity (Large)								
LBO/VC/Growth Equity (Small/Mid-Size)								
LBO/VC/Growth Equity								
LBO / Growth Equity (Large)								
LBO / Growth Equity (Small/Mid-Size)								
LBO / Growth Equity	0.7%	0.0%	0.8%	1.0%	1.4%	0.0%	1.0%	2.8%
Venture Capital (Large)								
Venture Capital (Small/Mid-Size)								
Venture Capital	1.0%	0.3%	1.1%	1.4%	3.7%	0.8%	3.8%	5.8%
Mezzanine/Debt/Infrastructure/Real Estate								
Fund of Funds								
Secondary/Co-Investment								
Institutional (Large)								
Institutional (Small/Mid-Size)								
Institutional								
All Firms	0.6%	0.0%	0.5%	1.1%	2.8%	0.0%	1.6%	4.2%

Key Findings

Sources of Revenue (Continued)

Private equity firms that amass larger funds typically engage in bigger deals, which don't always demand additional resources to execute. Consequently, we can anticipate a strong correlation between the salaries and bonuses of private equity employees and firms' assets under management.

This correlation between compensation and assets under management can be seen within the data. Firms that manage more money tend to pay more to their employees than those that manage less. For example, senior partners (our 2nd level investment management position) at large buyout firms ($6.0 billion or more in assets under management) earned an average of $1,705,800 in salary and bonus payments in this year's report, compared with $750,500 for their counterparts at small buyout firms (less than $2.5 billion). Their counterparts at medium-sized buyout firms ($2.5 billion to $6.0 billion) earned an average of $975,300.

Buyout firms in our sample offer higher salaries and bonuses than Venture Capital firms, partly because they manage larger funds and handle a greater volume of transactions. Additionally, many buyout professionals come from the lucrative investment banking sector, leading buyout firms to compete with Wall Street for talent. In contrast, venture capitalists often have operational backgrounds in the traditionally lower-paying fields of technology, healthcare, and consulting.

Table 4: Hurdle Rates to Determine Carried Interest

Firm Classification	Firms Using Hurdle Rates to Determine Carried Interest									
	Preferred return with catch-up		Threshold return, no catch up		Money Multiple return with catch-up		Money Multiple return, no catch-up		Other Method	
	% of Firms	Rate	% of Firms	Rate	% of Firms	Rate	% of Firms	Rate	% of Firms	Rate
LBO/VC/Growth Equity										
LBO / Growth Equity	100%	8%	0%	0%	0%	0%	0%	0%	0%	NA
Venture Capital	50%	8%	33%	3%	17%	0%	0%	0%	0%	NA
Mezzanine/Debt/Infrastructure/Real Estate										
Fund of Funds										
Secondary/Co-Investment										
Institutional										
All Firms	81%	8%	14%	3%	5%	0%	0%	0%	0%	NA

Salaries and bonuses form two parts of the compensation structure. The third, and most crucial for investment professionals, is carried interest distributions.

Looking at hurdle rates used by firms, we see a slightly different narrative this year, compared to the past few years. All LBO/Growth Equity firms in the survey must meet a "preferred return" that is typically 8% (followed by a "catch-up") – see Table 4. For the Venture Capital firms that utilize hurdle rates, the use of a preferred return strategy is half that of LBO/Growth Equity firms, yet this is an increased figure from our 2024 study, where only one in four VC firms did so.

Next, we look at industry trends that play into compensation payouts in the largest market sub-sector: LBO/Growth Equity.

Key Findings

2024-2025 Compensation Trends: Independent LBO/Growth Equity

In our analysis of average base salaries for LBO/Growth Equity firms in 2025, there are some interesting changes.

While Associates and VPs saw a salary decrease of 8.7% and 10%, respectively, Senior Associates experienced an increase in their average base salary of 6.4%. Those at Senior Partner / Senior Managing Director levels received an increase in base salary of 7%. Average Managing General Partner/CEO salaries increased by just over $130,000, after modest growth in the two previous years.

Bonus compensation for LBO/Growth Equity has fallen across several occupation levels with these figures notably reduced for Chief Operating Officers, down from an average of $1,000,000 to $825,000. Decreases were also observed for Principal/Directors, Vice Presidents, and Associates. It appears that the aforementioned increase in Senior Associates' base salary is being tempered by a lower bonus level, meaning overall salary plus bonus figures are down 3.5% for that position.

Conversely, for c-suite positions such as Managing General Partner/CEOs and Chief Financial Officers, salary plus bonus rose 11.3% and 13.5%, respectively.

Carried distribution changes show a notable level of variation across positions. Chief Financial Officers have experienced the largest percentage increase (+34.9%), while this year's Vice President average stands at $113,700, down from last year's $174,600.

Table 5: All LBO/Growth Equity, Common Job Titles, Compensation

Job Code	Job Title	# Firms	Base Salary ($000)				Salary + Bonus ($000)				Carry Distribution ($000)				
			Avg.	25th	50th	75th	Avg.	25th	50th	75th	# Firms	Avg.	25th	50th	75th
PE01	Managing General Partner(s) / CEO	27	1,519.2		1,053.6		2,326.5		1,250.0		8.0	12,252.4		2,004.1	
PE02	Senior Partner / Senior Managing Director	51	899.8		600.0		1,299.2		1,115.0		19.0	4,676.1		746.0	
PE03	Partner / MD(s) / Portfolio Manager	36	572.7		500.0		885.3		732.5		9.0	992.6		716.0	
PE04	Principal / Director	42	394.6		322.5		578.6		557.5		14.0	365.2		304.5	
PE05a	Vice President	41	268.4		235.0		387.8		375.0		3.0	113.7		75.0	
PE05b	Senior Associate	41	214.1		206.0		301.3		295.0		2.0	19.4		19.4	
PE06	Associate	49	162.1		155.0		220.0		215.0		1.0	-		-	
AS01	Chief Operating Officer (COO)	5	543.6		500.0		825.7		736.0		1.0	-		-	
FN01	Chief Financial Officer (CFO)	18	595.9		406.0		851.9		701.5		7.0	516.5		650.0	

Key Findings

Human Capital

Decisions on hiring personnel have taken a different direction since last year. The personnel changes seems to be somewhat bifurcated between broadly retaining the level of Partners/MDs (84% reporting no change), while only 13% of firms say there will be no change for the more junior, Non-Partners. In a positive sign for the industry, the number of firms reporting that they will decrease headcount has lowered to 6% at both the Partner and Non-Partner levels.

Table 6: Staffing Changes 2024 and Projected 2025, Investment Professionals Partners and Non-Partners, LBO/Growth Equity

	Increase				Decrease				No Change	
	2024		2025		2024		2025		2024	2025
	% Firms	% Change (Median)	% Firms	% Change (Median)	% Firms	% Change (Median)	% Firms	% Change (Median)		
Partners/M.D.	15%	8%	9%	11%	18%	14%	6%	14%	67%	84%
Non-Partners	42%	41%	81%	15%	33%	4%	6%	10%	24%	13%

In 2025, the average committed capital per Partner/MD is $354.4 million in our sample of LBO/Growth Equity for all active funds, which is a significant decrease from last year's figure of $472 million for the same category (see Table 7 below). This figure shows a modest improvement from two years ago, when it stood at $317.5 million.

The number of portfolio companies per investment manager has trended upwards from last year. Venture Capital firms have 22 companies per partner on average and 16.9 per investment professional, compared to, respectively. This contrasts with LBO/Growth Equity firms, which saw a decrease from 2024's data of 14.3 companies per partner and 6.4 per investment professional compared to 9.1 and 3.7, respectively, this year. This exacerbates the year-on-year trend of Venture Capital firms managing more companies on average than LBO/Growth Equity firms.

Table 7: Investment Manager Ratios

Firm Classification	Committed Capital (All Active Funds) Per Investment Manager - Millions								Management Fees Per Investment Manager - Millions								Portfolio Companies Per Investment Manager							
	Partner / M.D.				All Investment Professionals				Partner / M.D.				All Investment Professionals				Partner / M.D.				All Investment Professionals			
	Avg.	25th	50th	75th	Avg.	25th	50th	75th	Avg.	25th	50th	75th	Avg.	25th	50th	75th	Avg.	25th	50th	75th	Avg.	25th	50th	75th
LBO/VC/Growth Equity (Large)																								
LBO/VC/Growth Equity (Small/Mid-Size)																								
LBO/VC/Growth Equity																								
LBO / Growth Equity (Large)																								
LBO / Growth Equity (Small/Mid-Size)																								
LBO / Growth Equity	354.4	61.54	159.95	348.92	144.67	25.12	65.29	142.43	3.98	0.57	1.59	4.66	0.65	0.23	0.65	1.90	9.11	2.78	4.37	15.11	3.72	1.14	1.79	6.17
Venture Capital (Large)																								
Venture Capital (Small/Mid-Size)																								
Venture Capital	332.1	88.03	152.30	310.29	254.87	67.57	116.89	238.15	4.00	1.19	2.45	4.63	1.88	0.91	1.88	3.55	22.03	6.69	11.81	17.79	16.91	5.13	9.07	13.66
Mezzanine/Debt/Infrastructure/Real Estate																								
Fund of Funds																								
Secondary/Co-Investment																								
Institutional (Large)																								
Institutional (Small/Mid-Size)																								
Institutional																								
All Firms	268.3	56.66	133.30	299.76	141.10	29.80	70.11	157.67	2.91	0.67	1.29	3.32	1.53	0.35	0.68	1.75	11.76	2.50	6.11	13.36	6.19	1.31	3.21	7.03

Scope and Methodology

PART 2. Sections II - IV: Strategy and Design

PART 2. Sections II - IV are the qualitative or "How" sections of the report. We collected and analyzed data concerning financial and operations information; human capital practices; and the design of compensation plans including salary, bonus/incentive plans, carried interest plans, co-investment plans, general partner commitment and employee benefits. Although this is 2025 information, we believe it can be helpful in planning for 2026.

PART 2. Sections II - IV Firm Classifications:

We classify firms by type and by committed capital to all active funds. Altogether, we created 16 sample groups to complement our discussion of firm-wide compensation issues (Sections II-IV of report). The smaller samples (i.e., Large VC or Small/Mid-size VC) correspond to your peer groups; the larger samples (i.e. All Firms) showcase broader industry trends.

- LBO/VC/Growth Capital: Combines LBO / Growth Equity and VC firms into one "Catch-All" category with a standard 20% carried interest:
  - > Large: firms with $6.0 billion plus in committed capital (all active funds)
  - > Small/Mid-Size: firms with less than $6.0 billion in committed capital (all active funds)
  - >All Firms
- LBO / Growth Equity – same as LBO/VC/Growth Capital
- Venture Capital – same as LBO/VC/Growth Capital
- Institutional – All firms
- Mezzanine/Debt/Infrastructure/Real Estate – All firms
- Fund of Funds/- All firms
- Secondary/Co-Investment – All firms
- All Firms (includes all investment types as described above)

Overall, 103 organization types participated in the survey, who provided information on 4,976 workers, employed in 53 different positions, ranging from analyst to managing general partner on the investment side, and receptionist to chief operating officer on the administrative side.

The survey questionnaire consisted of two parts: the first gathered data on firm-wide recruiting and compensation practices, such as the structure of carried interest and co-investment programs; the second gathered data on the compensation packages of individual employees.

Sample Characteristics

The table below shows you the number of firms populating each of the 16 sample groups used in Sections II-IV of this report covering firm-wide compensation practices. You can also see the make-up of each sample in terms of assets under management (committed capital, all active funds).

Table 8: Firm Size Statistics

Firm Classification	Committed Capital ($Millions)				
	All Active Funds				
	# Firms	Avg.	25th	50th	75th
LBO/VC/Growth Equity (Large)	17	5,583.9	779.0	2,674.0	8,500.0
LBO/VC/Growth Equity (Small/Mid-Size)	43	1,285.9	517.4	1,000.0	1,736.9
LBO/VC/Growth Equity	60	2,503.7	529.5	1,117.5	2,491.7
LBO / Growth Equity (Large)	11	5,380.2	1,291.4	2,430.9	8,561.6
LBO / Growth Equity (Small/Mid-Size)	19	1,107.6	393.0	648.5	1,457.2
LBO / Growth Equity	30	2,674.3	464.4	1,206.9	2,632.7
Venture Capital (Large)	6	5,957.2	1,006.0	4,542.5	7,977.8
Venture Capital (Small/Mid-Size)	24	1,427.1	645.5	1,020.0	1,857.1
Venture Capital	30	2,333.1	618.5	1,070.0	2,180.0
Mezzanine/Debt/Infrastructure/Real Estate	7	1,351.0	518.5	747.5	1,736.4
Fund of Funds	8	2,565.4	1,325.0	1,792.5	3,571.8
Secondary/Co-Investment	12	1,543.2	161.6	1,058.0	1,907.3
Institutional (Large)	10	4,478.5	796.8	1,363.3	3,589.1
Institutional (Small/Mid-Size)	14	1,068.0	288.8	554.3	1,115.9
Institutional	24	2,489.0	362.8	925.0	2,201.6
All Firms	87	2,284.1	482.4	1,135.0	2,552.5

Scope and Methodology

PART 3. Sections V - VII: Compensation Data

PART 3. Sections V – VII are the quantitative or "How Much" sections of the report. We collected and analyzed data for various positions on salaries, bonuses, and carried interest distributions. It also covers carried interest as a percent of the fund and as “dollars at work” from both “most recent fund” and “all active funds.”

The table below is an example of the exhibits we provide to summarize data collected on Part 3 of the survey report.

Sample Tables: PE 02. Senior Partner / Senior Managing Director (s) – All LBO/VC/Growth Capital combined (Details in full report)

Job Title	# Firms	Base Salary ($000)				Salary + Bonus ($000)				Carry Distribution ($000)				
		Avg.	25th	50th	75th	Avg.	25th	50th	75th	#Firms	Avg.	25th	50th	75th
LBO/VC/Growth Equity (Large)	54	1,123.6	672.0	900.0	1,603.8	1,496.7	1,012.5	1,300.0	1,606.0	18.0	4,564.6	104.2	127.5	2,030.0
LBO/VC/Growth Equity (Mid)	26	630.4	461.3	524.9	700.0	933.8	700.0	800.0	1,085.0	7.0	493.5	3.1	154.0	391.2
LBO/VC/Growth Equity (Small)	19	535.4	450.0	500.0	500.0	768.1	500.0	690.0	955.0	5.0	1,845.7	746.0	959.0	1,635.0
LBO/VC/Growth Equity (All)	99	881.2	500.0	700.0	1,050.0	1,211.9	752.5	1,039.8	1,568.8	30.0	3,161.5	104.2	226.7	1,941.0

Job Title	# Firms	Carried Interest											
		% of Most Recent Fund				Dollars At Work Most Recent Fund (Millions)				Dollars At Work All Active Funds (Millions)			
		Avg.	25th	50th	75th	Avg.	25th	50th	75th	Avg.	25th	50th	75th
LBO/VC/Growth Equity (Large)	17	1.57%	0.06%	0.34%	1.62%	36.3	20.3	25.0	36.0	82.1	45.0	53.0	110.0
LBO/VC/Growth Equity (Mid)	17	2.36%	1.00%	1.70%	3.18%	10.8	5.0	8.0	14.0	42.6	17.9	48.0	57.4
LBO/VC/Growth Equity (Small)	17	4.68%	3.20%	3.60%	5.01%	8.7	3.1	6.7	10.1	23.1	6.6	21.3	31.3
LBO/VC/Growth Equity (All)	51	2.87%	0.59%	2.87%	4.50%	19.1	6.7	11.2	25.0	49.3	18.9	35.4	56.8

Scope and Methodology

PART 3. Sections V - VII : Compensation Data Definitions

Levels Of Compensation:
For each sample statistic, we typically show average, 25th percentile, median and 75th percentile. Please bear in mind that the average can be influenced by particularly high or low data points in the sample, especially if the sample size is small. Most firms that use compensation surveys set compensation targets somewhere between the median and the 75th percentile.

Firm-Weighted Data versus Incumbent-Weighted Data:
Compensation reports based on employee surveys may show data on either an incumbent-weighted or a firm-weighted basis. Incumbent-weighted samples simply include all employees in the sample, even if a significant percentage of them all work for the same firm; the results may therefore be unduly influenced by one or more firms and won't be representative of the overall marketplace. We can correct for this potential flaw by calculating the data on a firm-weighted basis. For example, assume there are 10 firms in a survey and nine firms have one incumbent on a position, and one firm has 10 incumbents. The firm with 10 incumbents would affect over 50% of the data. However, if we average the 10 incumbents in the one firm and treat them as one, we eliminate this issue. Nevertheless, we use incumbent – weighted data in this report.

Mix of Compensation Types:
In our employee compensation tables, we show salaries, salaries plus bonuses, and carried interest distributions. However, firms in our samples may view the mix of these compensation components in different ways and give more emphasis to one or the other. Venture firms tend to pay high salaries and low bonuses, while buyout firms, with their roots in investment banking, tend to pay lower salaries and larger bonuses. Most firms see carried interest as the most important compensation component – at least for higher-level employees – as it rewards long-term positive performance on behalf of the firm and its investors. In light of this, well-established firms whose partners already have a high net worth may well pay relatively low salaries and/or bonuses. This, of course, can vary based on the amount of management and other fees that are received as revenues.

Carry Distributions:
Historically, we have added carried interest distributions to salary plus bonus. There is a "flaw" in this approach because many firms do not report the distributions. They may consider the data confidential or simply do not wish to take the time to report them. Thus, if 10 firms report salary plus bonus, but only five of them report distribution, we previously were dividing by ten to obtain salary plus bonus plus distributions. Starting in 2014, we do not add the distributions to salary plus bonus. We show the distributions separately, but only for those that reported a distribution. From our above example, we divide by five rather than ten. Firms can decide for themselves how to use this data.

Carried Interest Plan Allocation:
Where applicable, we show three carried interest allocations. The first is the **percent of the most recent fund (and not the percent of the carry, as the carry may or may not be 20%) because percent of the fund normalizes the data regardless of the percent of the carry.** The percent allocated to each employee as carried interest also is referred to as **carried interest points**. Employees typically share the 20 or other points of carry allocated to the GP, although a portion may be allocated to a parent company or held in reserve for future hires and promotions. We also show the **carried interest "dollars at work"** for the most recent fund, which is the carried interest points assigned to an employee multiplied by the size of the fund. For example, a partner with 1 point of carry on a $100 million fund has $1 million at work in that fund—in other words, the dollars at work that can result in realized investment gains. We also show the most important feature of carried interest - the dollars at work for all active funds.

Scope and Methodology

PART 3. Sections V - VII : Compensation Data

PART 3. Sections V - VII. Firm Classification: For our analysis of employee compensation starting in Section V of this report, we created 20 samples described below. Institutional firms (groups sponsored by banks or other large parents) are included in these samples unless otherwise noted.

- LBO/VC/Growth Capital: Combines LBO / Growth Equity, and Venture Capital firms.
    - Large: $6.0 billion or more
    - Mid Size: $2.5 billion to $6.0 billion
    - Small: Less than $2.5 billion
    - All Firms
- LBO / Growth Equity – same as LBO/VC/Growth Capital
- Venture Capital
    - Large: $6.0 billion or more
    - Mid Size: $1.5 billion to $6.0 billion
    - Small: Less than $1.5 billion
- Institutional – Large followed by combined mid and small size
- Mezzanine/Debt/Infrastructure/Real Estate – All Firms
- Fund of Funds – All Firms
- Co-Investment/Secondary – All Firms
- Asia Pacific – All Firms

Studied Positions

INVESTMENT PROFESSIONALS
Managing General Partner/CEO
Senior Partner/Senior Managing Director
Partner/Managing Director/Portfolio Manager
Principal/Director
Vice President
Senior Associate
Associate
Senior Analyst
Analyst
Senior Venture Partner/Senior Operations Partner
Venture Partner/Operations Partner

DEAL ORIGINATION
Deal Origination Partner/Director
Senior Deal Origination Manager
Deal Origination Manager

ASSET MANAGEMENT
Senior Partner/Director of Asset Management or Portfolio Management
Asset or Portfolio Management Partner/Director
Asset or Portfolio Management Principal/Senior Portfolio Manager
Portfolio Manager

ADMINISTRATIVE SUPPORT
Chief Operating Officer (COO)
Administrative/Office Manager
Executive Assistant
Secretary/Administrator
Receptionist

FINANCE
Chief Financial Officer (CFO)
Financial Controller
Assistant Financial Controller
Senior Accountant
Junior Accountant
Fund Accountant
Junior Fund Accountant/Fund Administrator
Tax Manager

MARKETING AND INVESTOR RELATIONS
Chief Marketing Officer/Head of Marketing
Marketing Manager
Marketing Assistant
Investor Relations Director/Head of Investor Relations
Investor Relations Manager
Investor Relations Professional

LEGAL
Chief Legal Counsel
Head of Compliance
Compliance Manager/Compliance Professional
Lawyer/Junior Lawyer

HUMAN RESOURCES AND HR-PORTFOLIO COMPANIES
Human Resources Director
Human Resources Manager
Human Resources Assistant/Officer
Talent Director
Talent Manager
Talent Assistant

ENVIRONMENTAL, SOCIAL, AND CORPORATE GOVERNANCE
Head of ESG/Sustainability
ESG/Sustainability Analyst

INFORMATION TECHNOLOGY
Chief Technology Officer
Information Technology Manager
Information Technology Assistant

Scope & Methodology

Partial Participant List (Certain firms have requested anonymity)

LBO/GROWTH EQUITY

Azimut Alternative Capital Partners
Battery Ventures
B-FLEXION
Bessemer Venture Partners
C.M. Capital Partners
Capricorn Investment Group LLC
Corinthian Capital Group, LLC
The Cynosure Group
Delta-v Capital, LLC
The Edgewater Funds
Great Hill Partners, LP
Great Range Capital, LLC
JDH Capital
JMI Equity
LeapFrog Investments
Lightspeed Venture Partners
LLR Partners
Lovell Minnick Partners
MiddleGround Capital
Northleaf Capital Partners
Norwest Equity Partners
Norwest Venture Partners
Proterra Investment Partners LP
Rotunda Capital Partners LLC
SV Health Investors LLC
TT Capital Partners
Vivo Capital, LLC
Waterstreet Healthcare Partners

VENTURE CAPITAL

5 AM Venture Management, LLC
Altos Ventures Management, Inc.
American Family Insurance
Anthos Capital
AP Ventures LLP
Aramco Ventures
ATW Partners LLC
B Capital Group
B-FLEXION
Battery Ventures
Bessemer Venture Partners
C.M. Capital Partners
Capricorn Investment Group LLC
CRV, LLC (Charles River Ventures)
Eight Roads Ventures
Emergence Capital
Forgepoint Capital Management LLC
F-Prime Capital Partners
Grotech Ventures
Gullspang Re: Food II Invest AB
Icon Ventures
IVP (Institutional Venture Partners)
Lightspeed Venture Partners
Longitude Capital Management
March Venture Capital Management Services LLC
Mouro Capital
New Leaf Venture Partners
Newpath Partners
Next47
Nokia Growth Partners US, LLC
Northleaf Capital Partners
Norwest Venture Partners
Pappas Capital, LLC (Pappas Ventures)
Primary Venture Management LLC

VENTURE CAPITAL (Continued)

RiverVest Venture Partners
Scale Venture Partners
SV Health Investors LLC
TrueBridge Capital Partners
Vertex Management Inc
Vivo Capital, LLC

FUND OF FUNDS

C.M. Capital Corporation
Capricorn Investment Group LLC
Glouston Capital Partners
JDH Capital
Manulife/John Hancock
Northleaf Capital Partners
RCP Advisors
TrueBridge Capital Partners
Twin Bridge Capital Partners

MEZZANINE/DEBT/REAL ESTATE/INFRASTRUCTURE

B-FLEXION
C.M. Capital Corporation
Cloud Capital LLP
The Cynosure Group
Manulife/John Hancock
Northleaf Capital Partners
Norwest Mezzanine Partners
Proterra Investment Partners LP
Qualitas Energy
Yukon Partners

CO-INVESTMENT/SECONDARY

American Family Insurance
ATW Partners LLC
Capricorn Investment Group LLC
Glouston Capital Partners
Manulife/John Hancock
Northleaf Capital Partners
PNC Capital Finance, LLC
RCP Advisors
Rotunda Capital Partners LLC
TrueBridge Capital Partners
Twin Bridge Capital Partners
Vivo Capital, LLC

INSTITUTIONAL

Altos Ventures Management, Inc.
American Family Insurance
Aramco Ventures
Azimut Alternative Capital Partners
Bessemer Venture Partners
Eight Roads Ventures
F-Prime Capital Partners
Icon Ventures
Manulife/John Hancock
MiddleGround Capital
Next47
Nokia Growth Partners US, LLC
Northleaf Capital Partners
Northleaf Capital Partners
Norwest Equity Partners
Norwest Mezzanine Partners
Norwest Venture Partners
Qualitas Energy
Vertex Management Inc
Yukon Partners

About The Authors

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Holt Private Equity Consultants specializes in assisting clients with private equity/venture capital organizational and human resources issues, which includes compensation and performance management. The Holt firm has designed numerous carried interest and co-investment plans, as well as annual incentive plans. It also has consulted with various real estate and investment/funds management organizations.

Mike Holt has been an "expert witness" on numerous occasions.

Prior to founding Holt private equity Consultants in 2001, Mike was a consultant with William M. Mercer, KPMG, and Hay Management Consultants, where among other things he conducted private equity/venture capital compensation surveys. Previously, he was head of compensation and employee benefits at Norwest (now Wells Fargo) and for Pillsbury (consumer products).

Mike received his undergraduate degree at the University of Notre Dame and a Masters Degree in Business Administration from Roosevelt University. He also served as a Lieutenant in the U.S. Army.

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MM&K is the leading independent UK consultancy specializing in the planning, design and implementation of business-driven pay and reward strategies. The company was established in 1973, and we are the longest serving, independent advisory firm in the UK. We are well versed in working with businesses who need to ensure that any changes to remuneration are fair and are linked to delivering increased value for all stakeholders.

We have extensive experience in advising Private Equity, Venture Capital, Infrastructure and Real Estate fund management businesses, both captive and independent, on the design and structure of their remuneration policies, covering base pay levels, partner drawings and profit shares, annual bonus plans, carried interest and co-investment structures as well as partnership/equity participation and other long-term incentive arrangements.

Our team has a wealth of Remuneration experience and we each assist a portfolio of both listed and unlisted clients. As an independent organization, our only focus is on providing the right remuneration advice to our clients.

Further information on MM&K's services can be found here.

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