



2020

Global
Compensation
Survey

Proudly Designed by

Superside



SURVEY OVERVIEW AND RESPONDENTS



For the 4th 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. Formed organically in 2012, the VC Platform Global Community is a peer-led independent group of 1000+ members who hold platform roles at 300+ firms globally.

This survey included a broad group of 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.

Given the anonymity of the survey, we cannot identify exactly which firms had individuals participate in the survey. However, there were over 300 firms with individuals invited to participate including those included to the left.



WHO TOOK THE SURVEY?

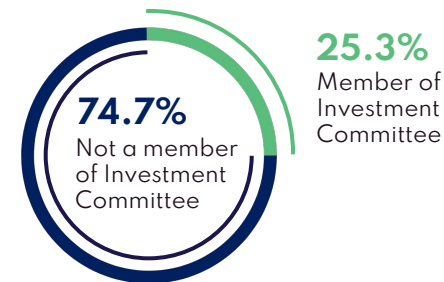
300

Respondents

Gender

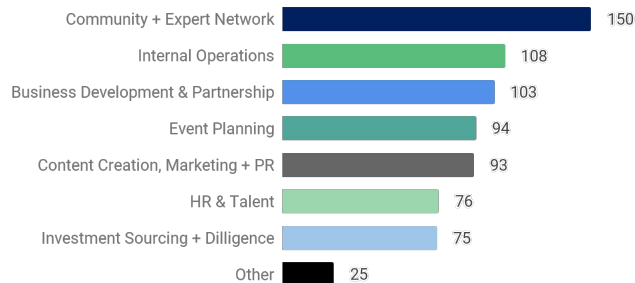


Investment Committee Involvement

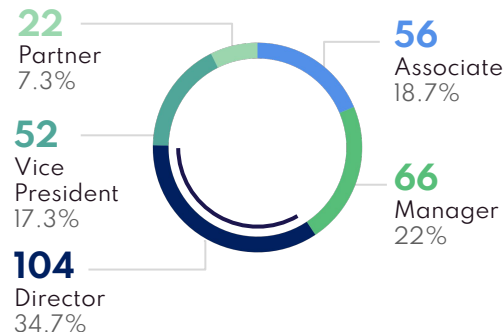


Focusing On

* Respondents were allowed to select multiple focus areas



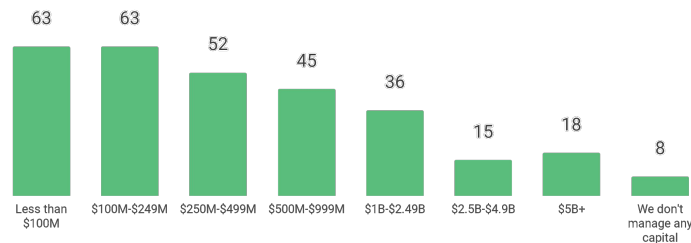
What title best matches your own?



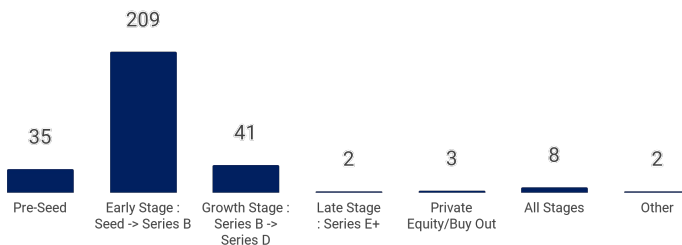
*"Other" Response Categories: Finance, Sales Process Management, Data Analysis, Fundraising & Go-to-market Support for Portfolio Companies, Deep Operational Projects with Portfolio, Platform Team Management & Program Development, Portfolio Company Operations.

RESPONDENTS FIRM INFORMATION

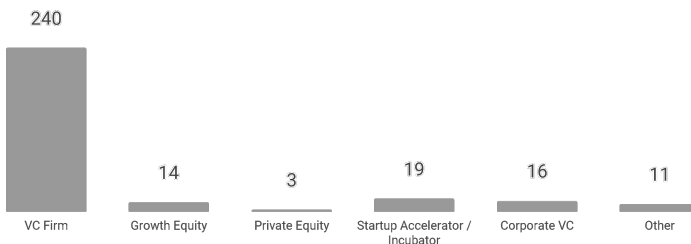
Assets Under Management



At What Stage Does Your Firm Primarily Invest?

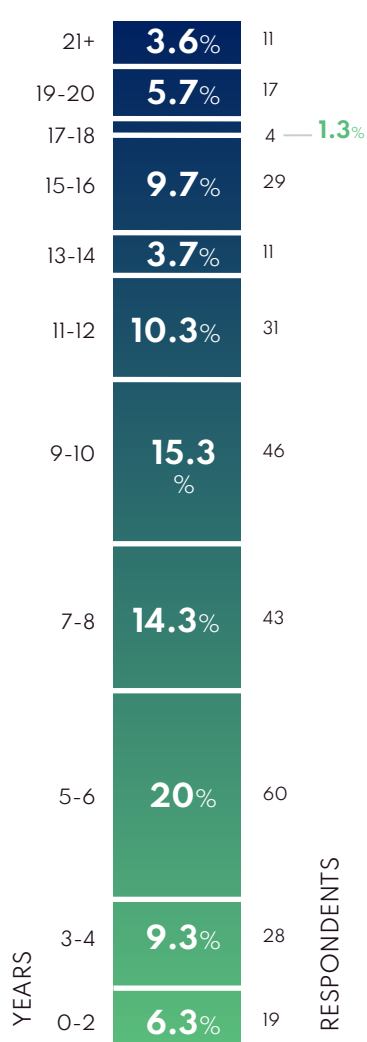


How Would You Best Describe Your Firm?



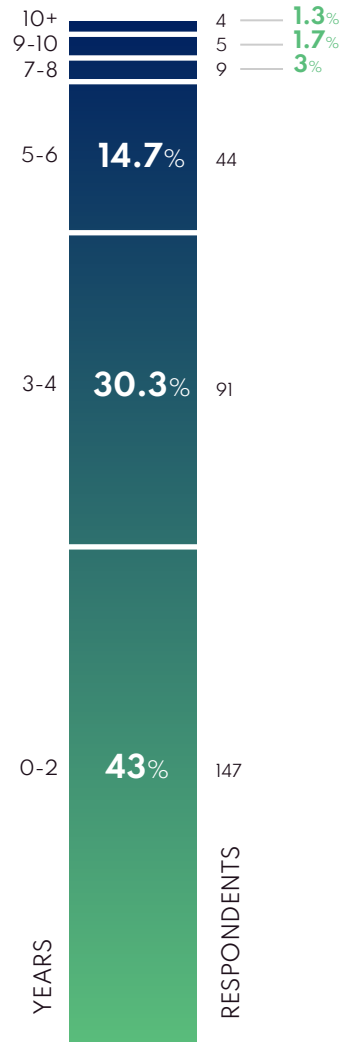
2020

Years of PROFESSIONAL EXPERIENCE



2020

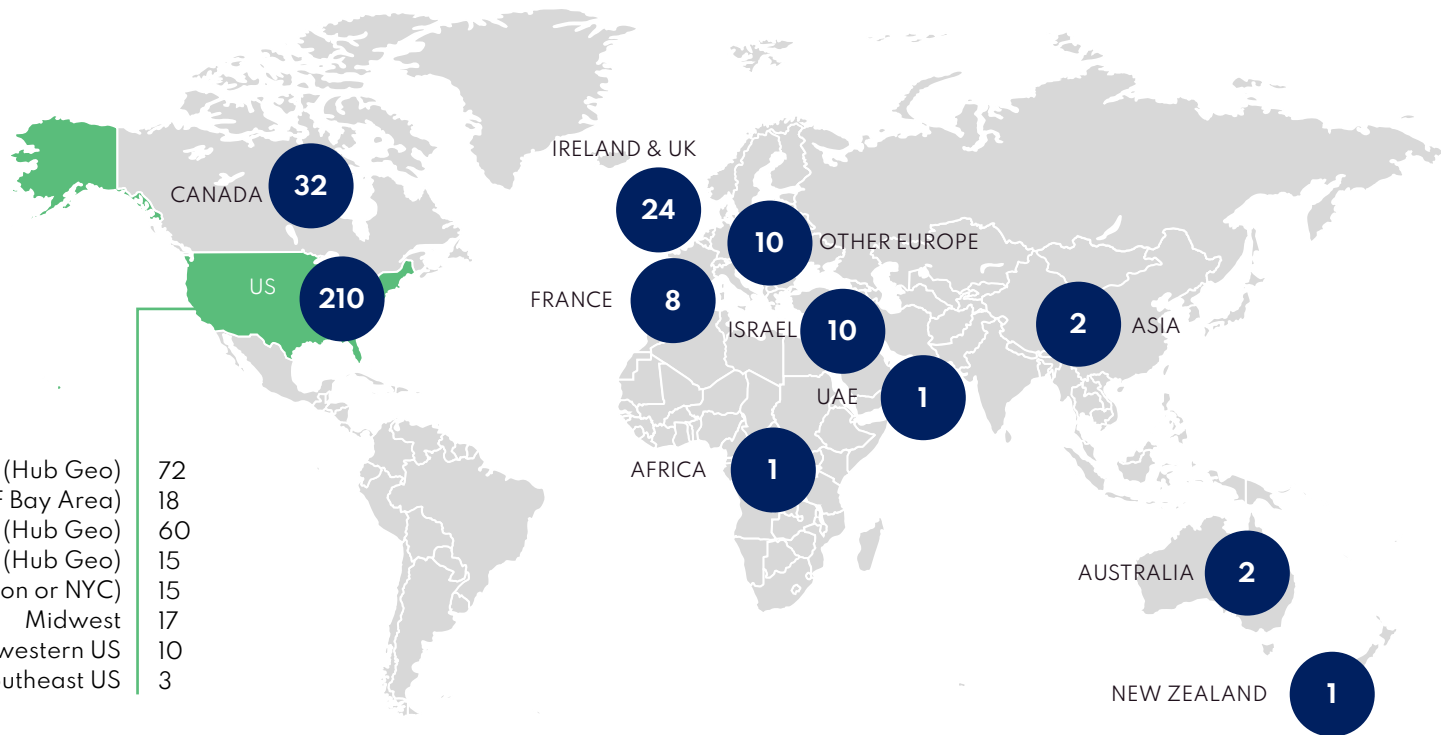
Years in PE/VC



RESPONDENT GEOGRAPHY



SF Bay Area (Hub Geo)	72
West Coast USA (Not SF Bay Area)	18
NYC (Hub Geo)	60
Boston (Hub Geo)	15
Northeast US (Not Boston or NYC)	15
Midwest	17
Southwestern US	10
Southeast US	3





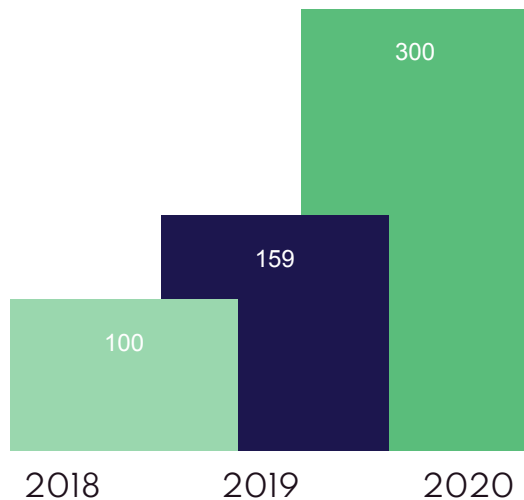
Year-over-Year
Participation



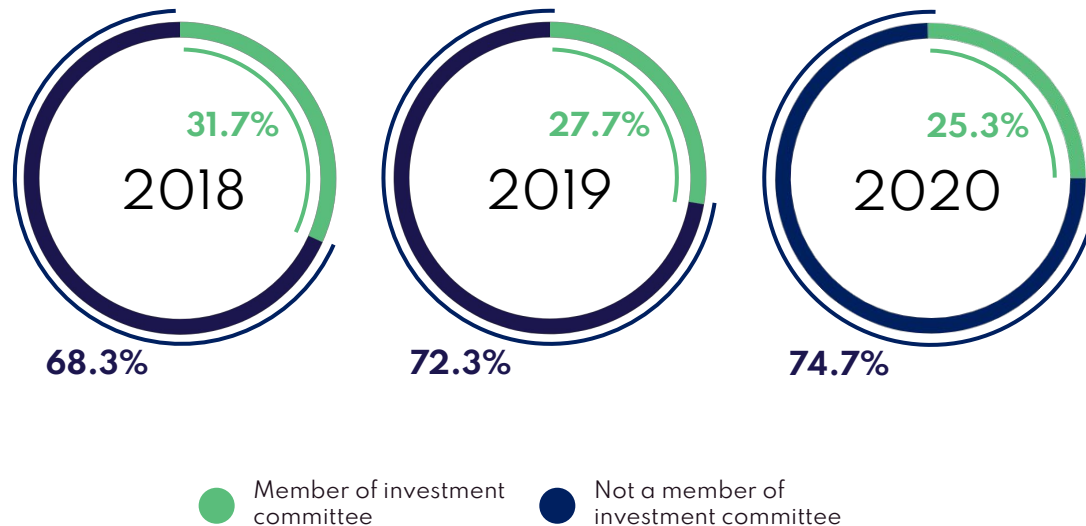
YEAR OVER YEAR PARTICIPATION

Year over Year Survey Participation

* Total respondent count



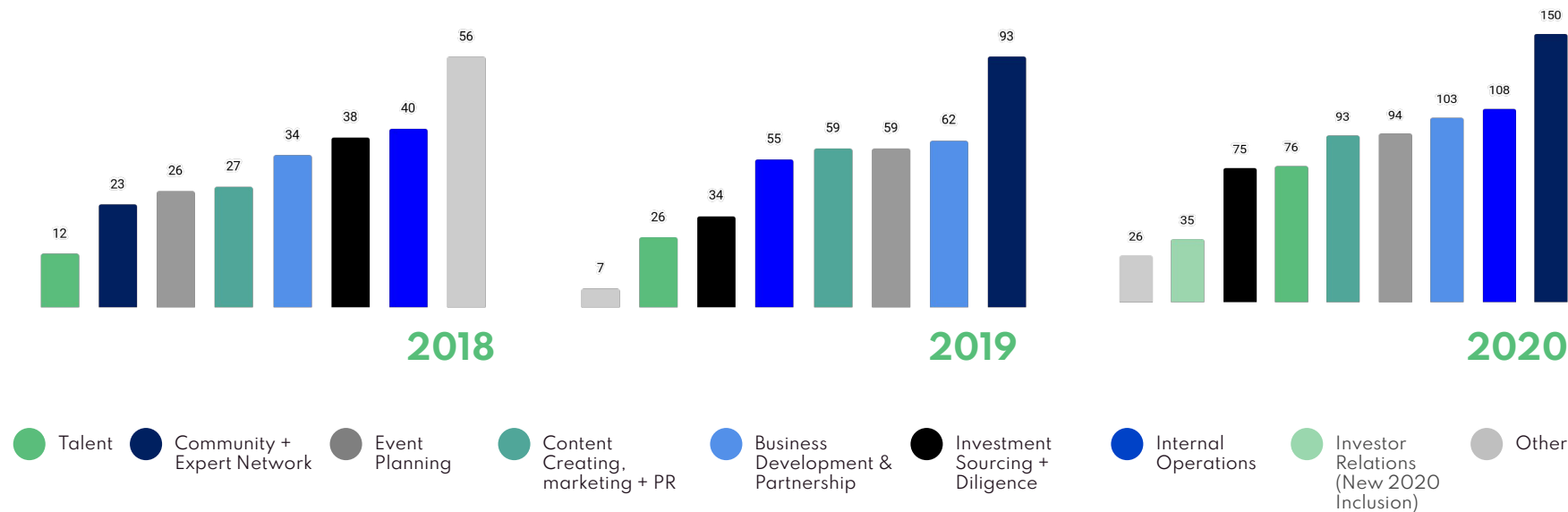
Investment Committee Involvement



YEAR OVER YEAR PARTICIPATION

Breakdown by Role

Respondents were allowed to select multiple areas of focus





Total Compensation Analysis in USD



2020

Global
Compensation
Survey

2020 RESPONDENT GENDER AND AVG. TOTAL COMPENSATION IN USD BY SENIORITY

27.7%

Prefer not to say

70.7%

Male

Female



COUNT

18

\$87,588

Associate

\$89,631

COUNT

36

Manager

\$101,767

Director

\$156,604

Vice President

\$239,764

Partner

\$361,681



11

\$369,090

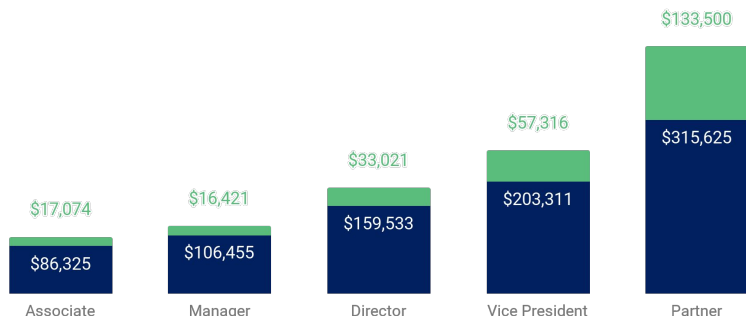
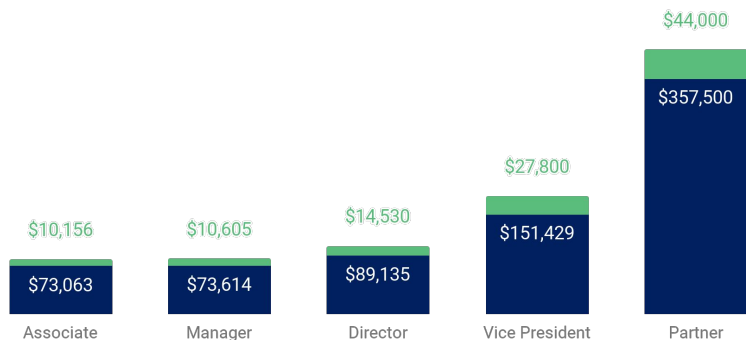
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AVERAGE COMPENSATION IN USD BY ROLE TITLE

Non-US

US



Title	Avg. Base Salary	#Respodnets	Avg. Bonus (if applicable)	Count Bonus	Avg. Years Exp.	Avg. Years in PE/VC
Associate	\$73,063	22	\$10,156	14	5.7	2.3
Manager	\$73,614	27	\$10,605	18	6.7	2.7
Director	\$89,135	28	\$14,530	20	8.9	2.7
Vice President	\$151,429	7	\$27,800	5	15.1	7.2
Partner	\$357,500	6	\$44,000	4	19.8	4.6

Title	Avg. Base Salary	#Respodnets	Avg. Bonus (if applicable)	Count Bonus	Avg. Years Exp.	Avg. Years in PE/VC
Associate	\$86,325	34	\$17,074	23	4.7	2.1
Manager	\$106,455	39	\$16,421	25	7.5	2.8
Director	\$159,533	76	\$33,021	52	10.4	3.6
Vice President	\$203,311	45	\$57,316	38	12.8	3.3
Partner	\$315,625	16	\$133,500	5	18.7	4.3



Non-US Salary Breakdown by Role Title



NON-US Role	1st Quartile	Median	Average	3rd Quartile
Associate	\$55,675	\$62,438	\$73,062	\$82,500
Manager	\$65,150	\$73,000	\$73,613	\$84,500
Director	\$76,000	\$85,000	\$89,207	\$104,000
Vice President	\$79,500	\$91,000	\$151,428	\$138,000
Partner	\$177,500	\$227,500	\$357,500	\$288,750

US Salary Breakdown by Role Title



NON-US Role	1st Quartile	Median	Average	3rd Quartile
Associate	\$70,500	\$80,000	\$86,325	\$98,750
Manager	\$80,000	\$100,000	\$106,455	\$126,750
Director	\$109,500	\$150,000	\$159,533	\$200,000
Vice President	\$165,000	\$200,000	\$203,311	\$250,000
Partner	\$250,000	\$312,500	\$315,625	\$350,000



GLOBAL BONUS INFORMATION

Partner

Median: \$70,000
Average: \$109,842
1st Quartile: \$300,00
3rd Quartile: \$93,750
US Avg: \$133,500

Vice President

Median: \$45,000
Average: \$53,883
1st Quartile: \$15,750
3rd Quartile: \$72,500
US Avg: \$57,315

Director

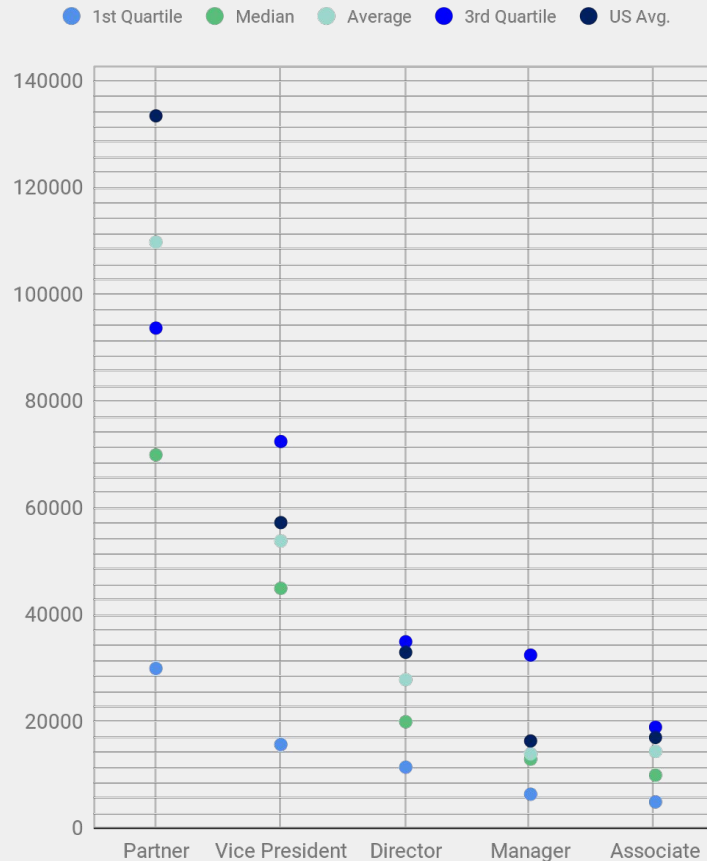
Median: \$20,000
Average: \$27,884
1st Quartile: \$11,500
3rd Quartile: \$35,000
US Avg: \$33,021

Manager

Median: \$33,021
Average: \$13,986
1st Quartile: \$6,441
3rd Quartile: \$32,500
US Avg: \$16,420

Associate

Median: \$10,000
Average: \$14,456
1st Quartile: \$5,000
3rd Quartile: \$19,000
US Avg: \$17,073

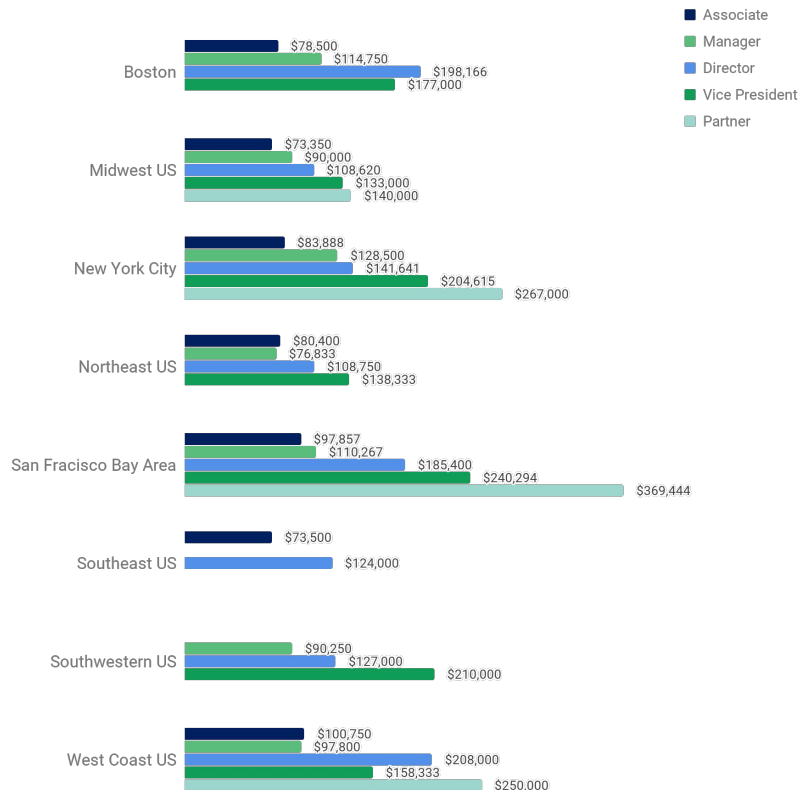




SALARY BREAKDOWN - LOCATION / ROLE (US ONLY)

The average base salary (all in USD) is broken down by geographical location in the US. A total of 210 respondents identified as being located in the US.

US Only – Average Base Salary by Role and Location

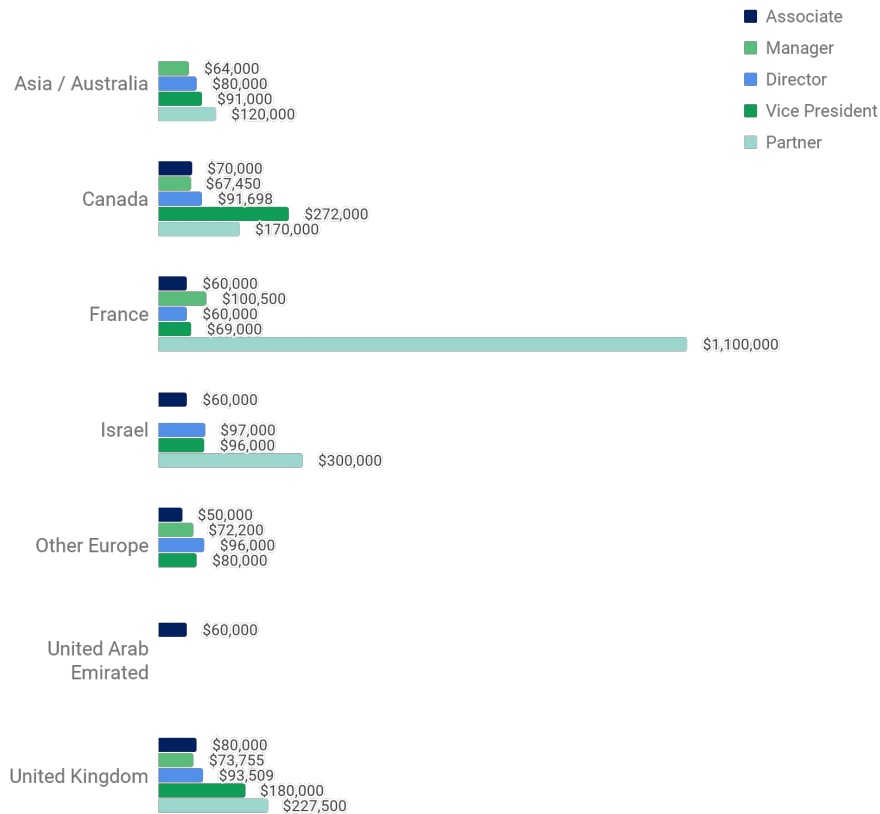




SALARY BREAKDOWN - LOCATION / ROLE (NON US)

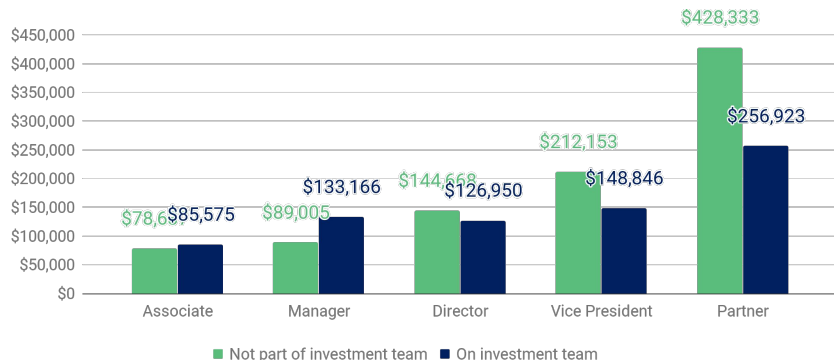
There were 90 survey respondents located outside of the US. A breakdown of the number of respondents by geography can be found on page 6

Non-US – Average Base Salary by Role and Location (in USD)



SALARY BREAKDOWN BY PARTICIPANTS WHO IDENTIFIED AS A MEMBER (OR NOT A MEMBER) OF THE INVESTMENT COMMITTEE

Average Base Salary (in USD) - for participants who identified as part of the investment team



*2020: 224 respondents are not part of their firm's investment committee while 76 are part of their firm's investment committee.

Investment committee?	Title	Average Base Salary	Average Annual Bonus
No	Associate	\$78,636.86	\$12,825.09
	Manager	\$89,005.35	\$13,848.70
	Director	\$144,668.43	\$29,526.13
	Partner	\$428,333.33	\$60,700.00
	Vice President	\$212,153.00	\$58,421.00
Yes	Associate	\$85,575.00	\$17,135.71
	Manager	\$133,166.67	\$14,833.33
	Director	\$126,950.71	\$23,305.63
	Partner	\$256,923.08	\$135,000.00
	Vice President	\$148,846.15	\$40,681.82

COMPENSATION DATA BY AREAS OF RESPONSIBILITY - ASSOCIATE

US - ASSOCIATE	# Respondents	Avg Base Salary	Avg Bonus	Avg Total Comp	Total comp compared to mean for Associate (\$97,875)
Business Development & Partnerships	13	\$ 91,538.00	\$ 19,450.00	\$ 106,500.00	8.81%
Investment Sourcing + Diligence	12	\$ 86,125.00	\$ 18,500.00	\$ 98,458.00	0.59%
Event Planning	10	\$ 78,755.00	\$ 19,400.00	\$ 94,275.00	-3.69%
Content Creation, Marketing + PR	10	\$ 80,125.00	\$ 10,857.00	\$ 87,725.00	-10.37%
Community + Expert Network	13	\$ 94,061.00	\$ 18,881.00	\$ 110,038.00	12.43%
Internal Operations	19	\$ 85,789.00	\$ 16,000.00	\$ 96,736.00	-1.16%
HR & Talent	6	\$ 82,416.00	\$ 11,875.00	\$ 90,333.00	-7.71%
Investor Relations	6	\$ 93,541.00	\$ 20,500.00	\$ 100,375.00	2.55%

COMPENSATION DATA BY AREAS OF RESPONSIBILITY - ASSOCIATE

NON US - ASSOCIATE	# Respondents	Avg Base Salary	Avg Bonus	Avg Total Comp	Total comp compared to mean for Associate (\$79,525)
Business Development & Partnerships	10	\$ 73,987.00	\$ 6,800.00	\$ 77,387.00	-2.69%
Investment Sourcing + Diligence	13	\$ 75,276.00	\$ 12,737.00	\$ 83,115.00	4.51%
Event Planning	3	\$ 52,859.00	-	\$ 54,859.00	-31.02%
Content Creation, Marketing + PR	3	\$ 60,925.00	\$ 4,888.00	\$ 64,184.00	-19.29%
Community + Expert Network	4	\$ 57,325.00	\$ 6,750.00	\$ 60,700.00	-23.6%
Internal Operations	12	\$ 68,200.00	\$ 6,334.00	\$ 72,423.00	-8.93%
HR & Talent	3	\$ 85,166.00	\$ 3,888.00	\$ 87,759.00	10.35%
Investor Relations	3	\$ 80,000.00	-	\$ 81,000.00	1.85%

COMPENSATION DATA BY AREAS OF RESPONSIBILITY - MANAGER

US - MANAGER	# Respondents	Avg Base Salary	Avg Bonus	Avg Total Comp	Total comp compared to mean for Manager (\$116,981)
Business Development & Partnerships	7	\$ 106,857.00	\$ 14,600.00	\$ 117,285.00	0.26%
Investment Sourcing + Diligence	5	\$ 113,600.00	\$ 13,250.00	\$ 124,200.00	6.17%
Event Planning	11	\$ 108,568.00	\$ 18,074.00	\$ 120,070.00	2.64%
Content Creation, Marketing + PR	15	\$ 94,983.00	\$ 17,280.00	\$ 106,503.00	-8.96%
Community + Expert Network	22	\$ 103,613.00	\$ 14,680.00	\$ 112,955.00	-3.44%
Internal Operations	10	\$ 93,550.00	\$ 11,833.00	\$ 100,650.00	-13.96%
HR & Talent	10	\$ 131,750.00	\$ 19,571.00	\$ 145,450.00	24.34%
Investor Relations	3	\$ 78,666.00	-	\$ 81,333.00	-30.47%

COMPENSATION DATA BY AREAS OF RESPONSIBILITY - MANAGER

NON US - MANAGER	# Respondents	Avg Base Salary	Avg Bonus	Avg Total Comp	Total comp compared to mean for Manager (\$80,683)
Business Development & Partnerships	5	\$ 72,960.00	\$ 8,000.00	\$ 79,360.00	-1.64%
Investment Sourcing + Diligence	2	\$ 75,000.00	\$ 4,500.00	\$ 79,500.00	-1.46%
Event Planning	14	\$ 70,731.00	\$ 9,431.00	\$ 76,794.00	-4.82%
Content Creation, Marketing + PR	12	\$ 69,609.00	\$ 13,547.00	\$ 78,641.00	-2.53%
Community + Expert Network	20	\$ 71,503.00	\$ 11,260.00	\$ 78,822.00	-2.31%
Internal Operations	8	\$ 76,968.00	\$ 11,900.00	\$ 84,406.00	4.60%
HR & Talent	3	\$ 81,416.00	\$ 7,166.00	\$ 88,583.00	9.79%
Investor Relations	4	\$ 90,000.00	\$ 17,500.00	\$ 103,125.00	27.82%

COMPENSATION DATA BY AREAS OF RESPONSIBILITY - DIRECTOR

US - DIRECTOR	# Respondents	Avg Base Salary	Avg Bonus	Avg Total Comp	Total comp compared to mean for Director (\$182,126)
Business Development & Partnerships	28	\$ 151,232.00	\$ 42,333.00	\$ 182,982.00	0.47%
Investment Sourcing + Diligence	16	\$ 143,400.00	\$ 28,136.00	\$ 162,743.00	-10.64%
Event Planning	29	\$ 159,331.00	\$ 28,155.00	\$ 178,748.00	-1.85%
Content Creation, Marketing + PR	27	\$ 136,607.00	\$ 20,843.00	\$ 148,959.00	-18.21%
Community + Expert Network	46	\$ 155,260.00	\$ 31,815.00	\$ 177,393.00	-2.59%
Internal Operations	22	\$ 145,931.00	\$ 22,083.00	\$ 157,977.00	-13.26%
HR & Talent	19	\$ 187,842.00	\$ 44,961.00	\$ 218,605.00	20.03%
Investor Relations	8	\$ 149,387.00	\$ 41,600.00	\$ 180,587.00	-0.85%

COMPENSATION DATA BY AREAS OF RESPONSIBILITY - DIRECTOR

NON US - DIRECTOR	# Respondents	Avg Base Salary	Avg Bonus	Avg Total Comp	Total comp compared to mean for Director (\$99,513)
Business Development & Partnerships	10	\$ 92,066.00	\$ 18,420.00	\$ 108,644.00	9.18%
Investment Sourcing + Diligence	9	\$ 96,090.00	\$ 20,467.00	\$ 109,736.00	10.27%
Event Planning	14	\$ 82,172.00	\$ 7,988.00	\$ 87,307.00	-12.27%
Content Creation, Marketing + PR	9	\$ 86,146.00	\$ 11,400.00	\$ 92,479.00	-7.07%
Community + Expert Network	14	\$ 85,886.00	\$ 10,689.00	\$ 93,521.00	-6.02%
Internal Operations	9	\$ 97,042.00	\$ 19,333.00	\$ 109,931.00	10.47%
HR & Talent	4	\$ 90,250.00	\$ 15,675.00	\$ 105,925.00	6.44%
Investor Relations	6	\$ 85,396.00	\$ 13,200.00	\$ 96,396.00	-3.13%

COMPENSATION DATA BY AREAS OF RESPONSIBILITY - VP

US - VP	# Respondents	Avg Base Salary	Avg Bonus	Avg Total Comp	Total comp compared to mean for VP (\$251,711)
Business Development & Partnerships	20	\$ 193,450.00	\$ 54,205.00	\$ 239,525.00	-4.84%
Investment Sourcing + Diligence	12	\$ 184,583.00	\$ 70,000.00	\$ 242,916.00	-3.49%
Event Planning	10	\$ 208,500.00	\$ 36,437.00	\$ 237,650.00	-5.59%
Content Creation, Marketing + PR	10	\$ 189,000.00	\$ 31,150.00	\$ 220,150.00	-12.54%
Community + Expert Network	16	\$ 204,937.00	\$ 57,166.00	\$ 247,812.00	-1.55%
Internal Operations	14	\$ 179,214.00	\$ 50,954.00	\$ 219,250.00	-12.90%
HR & Talent	18	\$ 225,277.00	\$ 67,964.00	\$ 278,138.00	10.50%
Investor Relations	5	\$ 129,000.00	\$ 14,125.00	\$ 140,300.00	-44.26%

COMPENSATION DATA BY AREAS OF RESPONSIBILITY - VP

NON US - VP	# Respondents	Avg Base Salary	Avg Bonus	Avg Total Comp	Total comp compared to mean for VP (\$171,285)
Business Development & Partnerships	2	\$ 74,500.00	\$ 7,500.00	\$ 82,000.00	-52.13%
Investment Sourcing + Diligence	1	\$ 180,000.00	\$ 110,000.00	\$ 290,000.00	69.31%
Event Planning	3	\$ 212,000.00	\$ 4,500.00	\$ 215,000.00	25.52%
Content Creation, Marketing + PR	1	\$ 79,000.00	-	\$ 79,000.00	-53.88%
Community + Expert Network	5	\$ 180,200.00	\$ 33,500.00	\$ 207,000.00	20.85%
Internal Operations	5	\$ 160,000.00	\$ 8,000.00	\$ 164,800.00	-3.78%
HR & Talent	2	\$ 138,000.00	\$ 60,000.00	\$ 198,000.00	15.60%
Investor Relations	-	-	-	-	-

COMPENSATION DATA BY AREAS OF RESPONSIBILITY - PARTNER

US - PARTNER	# Respondents	Avg Base Salary	Avg Bonus	Avg Total Comp	Total comp compared to mean for Partner (\$357,343)
Business Development & Partnerships	4	\$ 251,250.00	\$ 70,000.00	\$ 268,750.00	-24.79%
Investment Sourcing + Diligence	5	\$ 386,000.00	\$ 400,000.00	\$ 466,000.00	30.41%
Event Planning	-	-	-	-	-
Content Creation, Marketing + PR	4	\$ 247,500.00	\$ 183,333.00	\$ 385,000.00	7.74%
Community + Expert Network	7	\$ 325,000.00	\$ 78,750.00	\$ 347,500.00	-2.75%
Internal Operations	7	\$ 277,142.00	\$ 83,750.00	\$ 301,071.00	-15.75%
HR & Talent	9	\$ 328,333.00	\$ 65,833.00	\$ 350,277.00	-1.98%
Investor Relations	-	-	-	-	-

COMPENSATION DATA BY AREAS OF RESPONSIBILITY - PARTNER

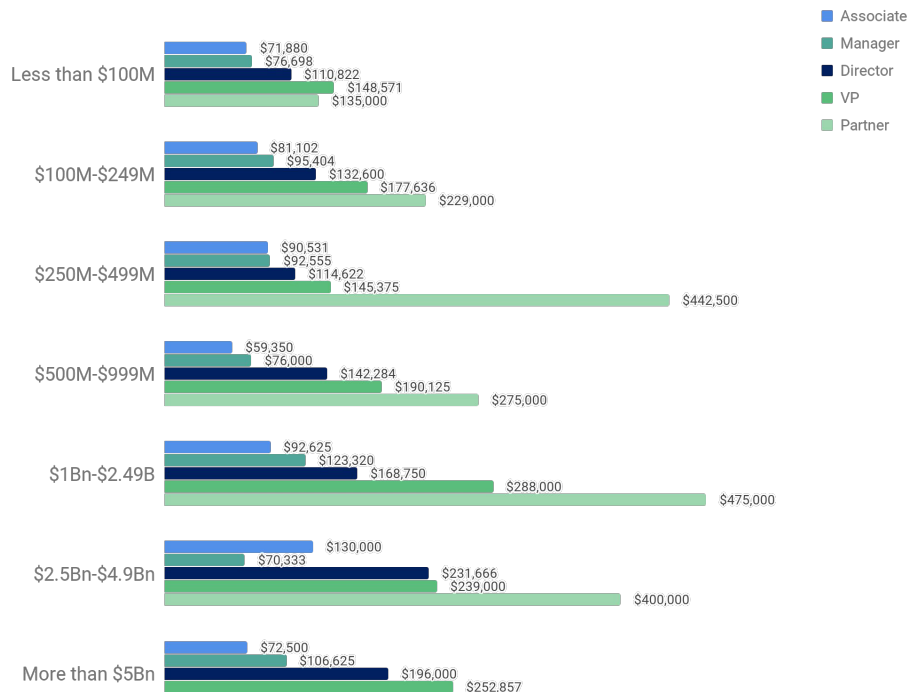
NON US - PARTNER	# Respondents	Avg Base Salary	Avg Bonus	Avg Total Comp	Total comp compared to mean for Partner (\$386,833)
Business Development & Partnerships	4	\$ 456,250.00	\$ 53,000.00	\$ 482,750.00	24.80%
Investment Sourcing + Diligence	-	-	-	-	-
Event Planning	-	-	-	-	-
Content Creation, Marketing + PR	2	\$ 650,000.00	\$ 33,000.00	\$ 683,000.00	76.56%
Community + Expert Network	3	\$ 223,333.00	\$ 80,000.00	\$ 276,666.00	-28.48%
Internal Operations	2	\$ 187,500.00	\$ 10,000.00	\$ 192,500.00	-50.24%
HR & Talent	3	\$ 251,666.00	\$ 80,000.00	\$ 305,000.00	-21.15%
Investor Relations	-	-	-	-	-

AVERAGE COMPENSATION BY YEARS' EXPERIENCE

	Years' experience	Avg base salary	Avg bonus	Avg total comp	Number of respondents
Non-US	0-2	\$ 56,800.00	\$ 8,975.00	\$ 61,928.57	7
	3-4	\$ 72,851.36	\$ 7,750.00	\$ 77,078.64	11
	5-6	\$ 70,064.09	\$ 8,096.94	\$ 75,952.77	22
	7-8	\$ 83,020.00	\$ 11,927.27	\$ 91,766.67	15
	9-10	\$ 98,979.57	\$ 27,000.00	\$ 116,336.71	14
	11-12	\$ 95,043.75	\$ 11,500.00	\$ 103,668.75	8
	15-16	\$ 94,250.00	\$ 15,000.00	\$ 109,250.00	4
	17-18	\$ 300,000.00	\$ 100,000.00	\$ 400,000.00	1
	19-20	\$ 330,400.00	\$ 21,166.67	\$ 343,100.00	5
	21+	\$ 278,333.33	\$ 60,000.00	\$ 298,333.33	3
US	0-2	\$ 79,441.67	\$ 18,022.22	\$ 92,958.33	12
	3-4	\$ 87,494.12	\$ 14,875.00	\$ 97,994.12	17
	5-6	\$ 107,875.00	\$ 22,242.86	\$ 120,167.11	38
	7-8	\$ 136,258.93	\$ 36,590.00	\$ 162,394.64	28
	9-10	\$ 156,062.50	\$ 34,104.17	\$ 181,640.63	32
	11-12	\$ 163,178.26	\$ 36,483.53	\$ 190,144.35	23
	13-14	\$ 198,181.82	\$ 51,875.00	\$ 235,909.09	11
	15-16	\$ 203,400.00	\$ 65,388.89	\$ 250,480.00	25
	17-18	\$ 236,666.67	\$ 54,000.00	\$ 272,666.67	3
	19-20	\$ 277,000.00	\$ 47,142.86	\$ 304,500.00	12
	21+	\$ 334,333.33	\$ 71,500.00	\$ 374,055.56	9

AVERAGE SALARY (USD) BY ROLE / FUND AUM

The following chart shows a breakdown of salaries by role based on the current fund assets under management (AUM).

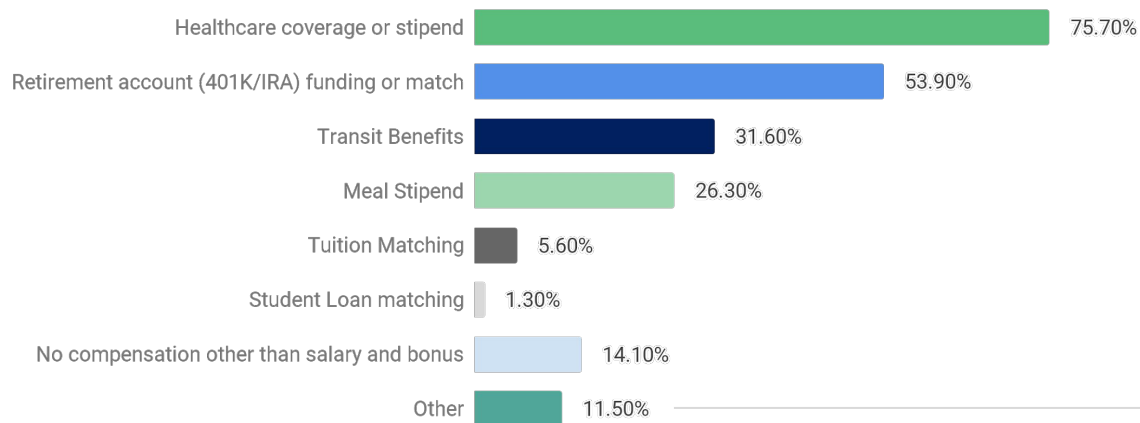




AVERAGE COMPENSATION BY ROLE COMPARING RESPONDENTS WITH / WITHOUT A POSTGRADUATE DEGREE

Title	Education	Avg Base Salary (USD)	Avg Bonus (USD)	Number of Respondents
Associate	Undergraduate degree	\$ 80,888.75	\$ 12,394.88	40
	Masters Degree - MBA	\$ 74,546.17	\$ 11,200.00	6
	Masters Degree - Other	\$ 85,960.00	\$ 22,675.00	10
Manager	High School Degree	\$ 98,750.00	\$ 15,000.00	2
	Undergraduate degree	\$ 94,856.07	\$ 15,860.00	43
	Masters Degree - MBA	\$ 91,375.00	\$ 7,500.00	8
	Masters Degree - Other	\$ 87,077.69	\$ 12,700.17	13
Director	High School Degree	\$ 275,000.00	\$ 45,000.00	1
	College	\$ 73,500.00	\$ 17,000.00	2
	Undergraduate degree	\$ 142,655.83	\$ 31,474.58	63
	Masters Degree - MBA	\$ 168,117.65	\$ 31,409.09	17
	Masters Degree - Other	\$ 101,576.33	\$ 12,440.42	18
	JD	\$ 220,000.00	\$ 37,000.00	2
Vice President	High School Degree	\$ 200,000.00	\$ 45,000.00	1
	Undergraduate degree	\$ 197,555.00	\$ 60,395.00	27
	Masters Degree - MBA	\$ 180,000.00	\$ 46,666.67	9
	Masters Degree - Other	\$ 215,384.62	\$ 50,954.55	13
	JD	\$ 175,000.00	\$ 25,000.00	1
	PhD	\$ 80,000.00	\$ 5,000.00	1
Partner	High School Degree	\$ 712,500.00	\$ 18,000.00	2
	College	\$ 170,000.00	-	1
	Undergraduate degree	\$ 305,909.09	\$ 125,500.00	11
	Masters Degree - MBA	\$ 261,666.67	\$ 80,000.00	3
	Masters Degree - Other	\$ 300,000.00	-	3
	PhD	\$ 275,000.00	\$ 100,000.00	2

IN ADDITION TO YOUR BASE SALARY AND ANNUAL BONUS, WHICH OF THE FOLLOWING DID YOU RECEIVE FROM YOUR FIRM IN THE PREVIOUS YEAR?



Other responses included:

Sports & Culture Stipend, Fitness Stipend, Housing Stipend, Wellness Stipend, Mobile Phone Stipend, Home Internet Stipend, Professional Development Stipend, Business Car



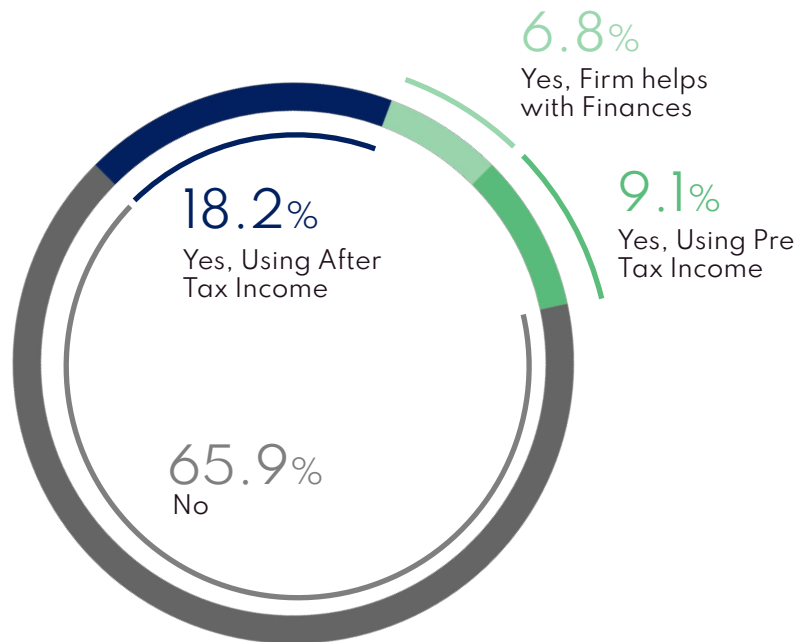
Carry/Profit Share Analysis



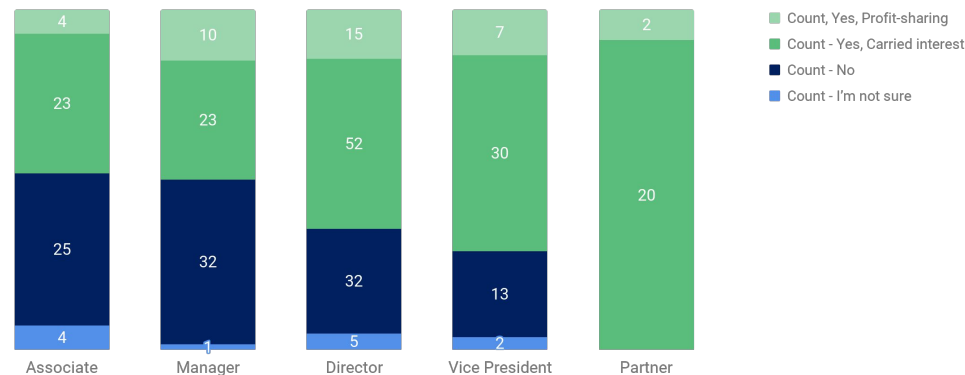
2020

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DO YOU CONTRIBUTE CAPITAL TOWARDS YOUR PORTION OF CARRY?



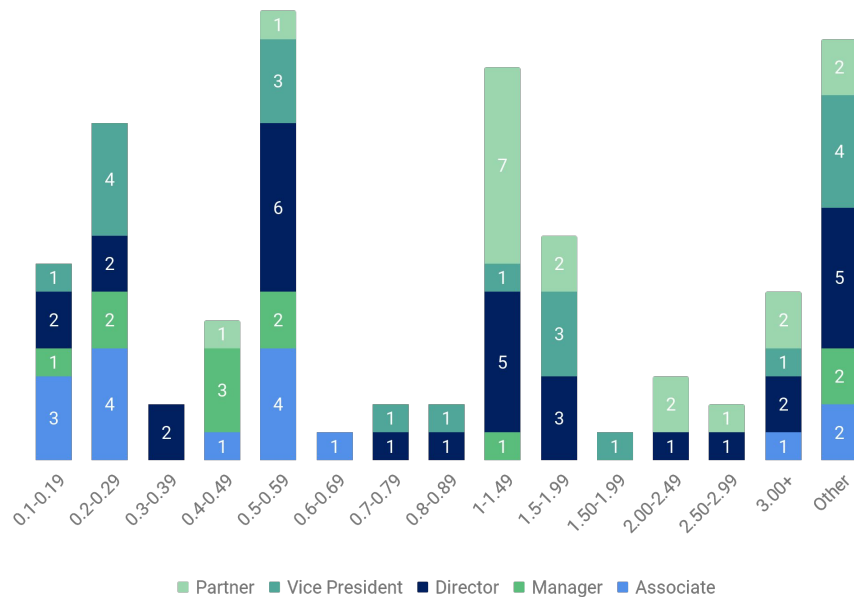
BREAKDOWN OF RESPONDENTS WHO RECEIVE CARRY OR PROFIT SHARE BY ROLE



Title	Count - I'm not sure	Count - No	Count - Yes, Carried interest	% that receive carried interest	Count, Yes, Profit-sharing	% that receive profit share
Associate	4	25	23	41%	4	7%
Manager	1	32	23	35%	10	15%
Director	5	32	52	50%	15	14%
Vice President	2	13	30	59%	7	13%
Partner	-	-	20	91%	2	9%



CARRY / PROFIT SHARE POINTS ALLOCATED BY ROLE

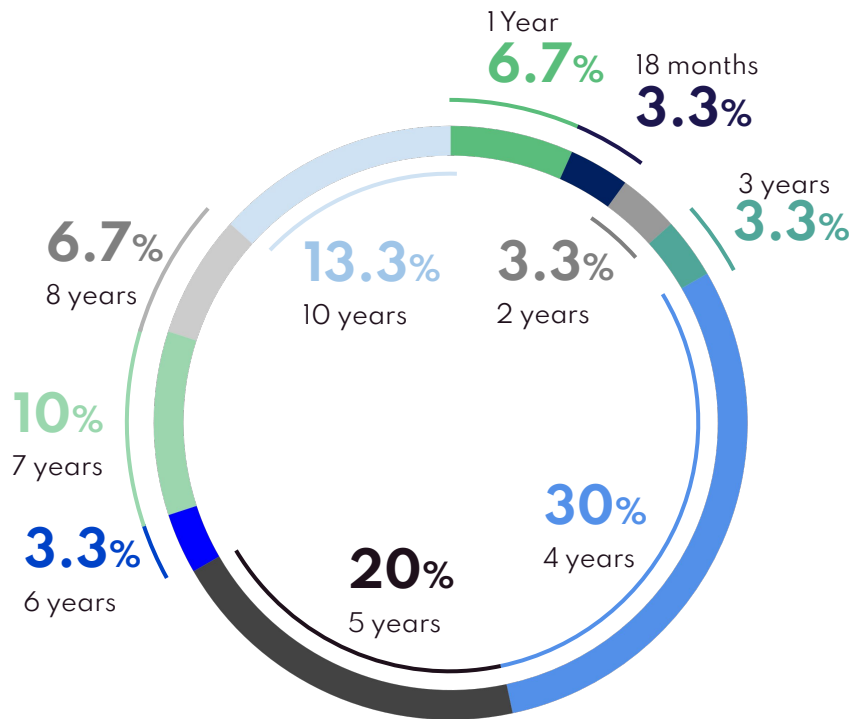


Title	Average point of carry	Number of responses
Associate	2.2	16
Manager	1.8	11
Director	2.5	31
Vice President	2	20
Partner	2.2	18

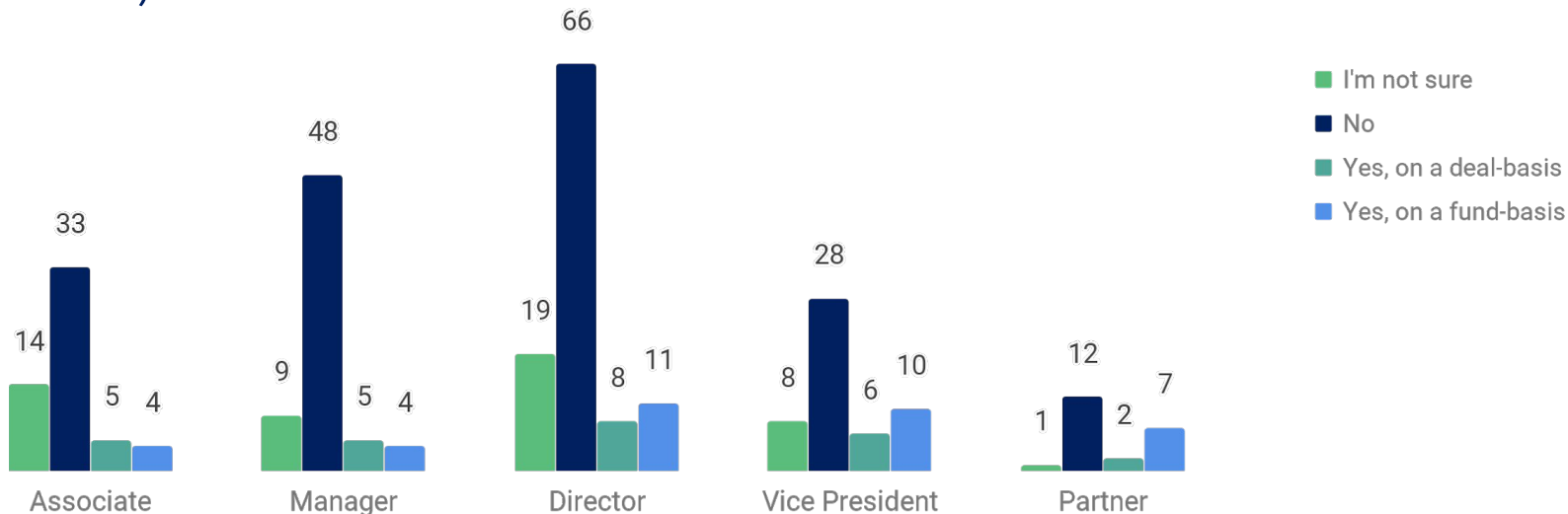
Note: We don't believe that this data tells a story, aside from the fact that carry and profit share points are unique to each fund. We've included for transparency, and to allow you to draw your own conclusion.

NUMBER OF YEARS FOR CARRY / PROFIT SHARE TO BE FULLY VESTED

***2020:** We received a total of 11 responses for this question (all varying answers)- given the limited amount of data we are showing the **2019** results which includes 51 respondents.



DOES YOUR FIRM OFFER YOU THE OPPORTUNITY TO PARTICIPATE IN A CO-INVESTMENT PLAN? (TOTAL COUNT)





VC Platform

GLOBAL COMMUNITY

2020

Global Compensation Survey

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DESIGN LED COMPANIES GROW TWICE AS FAST

McKinsey report shows that companies that invest in design outperform peers



What happens when a company really commits to great design over a five-year period? [1]

32%

Increase in revenue

56%

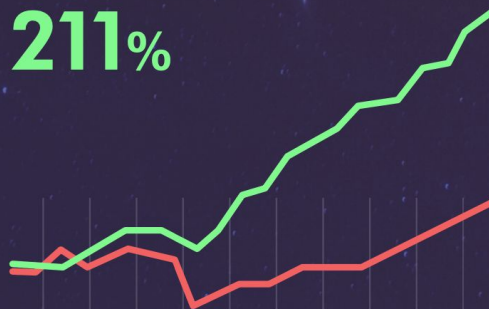
Increase in total returns to shareholders

Companies that foster creativity enjoy 1.5 times greater market share. [2]



How much better, on average, that design-led companies performed over the S&P 500. [3]

211%



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