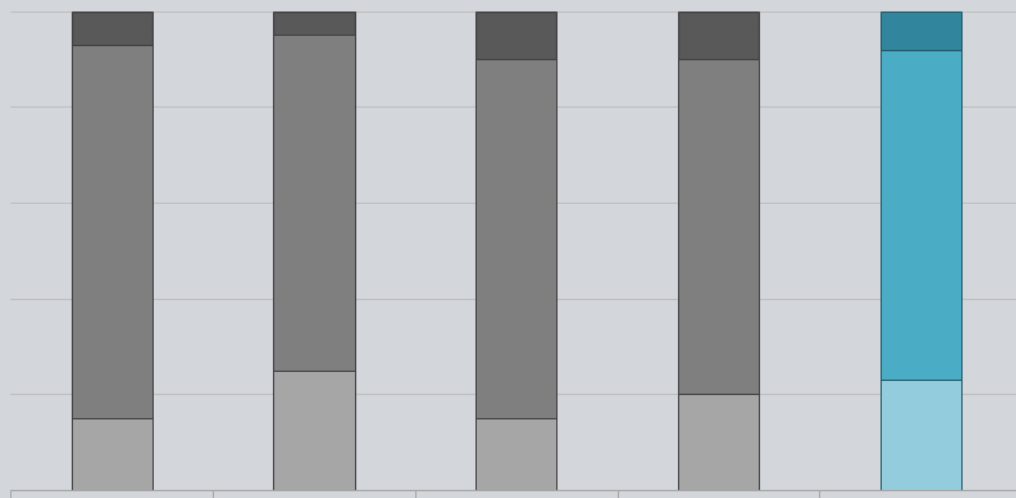# VENCON
RESEARCH INTERNATIONAL

2025

PARTNER REMUNERATION SURVEY - PART III
GLOBAL

An Examination of Performance Factors

- Revenue Metrics
- Pay-out Ratios
- Partner Ratios
- Incumbent Ratios
- 'At Risk' Income

Version 1.0

Market data gathered up to and including September 30th, 2025

venconresearch.com

This is an Example Version of Partner Survey Part III; all data contained within this Example document is illustrative only

- This version of Partner Survey Part III ("ParSur III") is an Example Version only.

- It is designed to allow the reader to better understand the contents, scope, layout and format of a purchased report.

- All data contained within this Example Version is purely illustrative, i.e. it is not a sample of data but an example of how data will appear. As such, the reader should not attempt to draw any conclusions from the illustrative data itself.

- This Example Version has been set-up to include the following illustrative market data:
  - » 6 Accounting-Based Firms   (ACFs)
  - » 6 IT-Based Firms   (ITFs)
  - » 6 Operations-Based and Full-Service Firms   (OPFs)
  - » 6 'Pure' Strategy Consulting Firms   (SCFs)

- Further, this Example Version contains illustrative "Your Firm" data to highlight how your firm's data could/would be included in a report. In this example case, "Your Firm" data can be found on each slide pertaining to IT-Based Firms (ITFs), on each "Overview" slide and alongside each key metric within the Executive Summary section.

- Certain sections have been purposefully omitted to expedite the reading of this Example Version. See pages 44 and 87 for further information on the additional pages that will appear in a purchased report.

- Finally, certain headings may appear incomplete due to the natural inconclusive nature of the data in this Example Version. In a purchased version, all headings will be complete and relevant to the data.

Privacy Notice and Disclaimer

Vencon Research International, its associates and affiliates (hereinafter referred to as "Vencon Research") endeavours to maintain the highest standards of confidentiality and respect with regard to the privacy of our client relationships. In that regard, the data contained in this material have been collected and prepared in the strictest confidence. We maintain physical, electronic and procedural controls designed to comply with legal and industry standards to safeguard your non-public information. Furthermore, Vencon Research conducts its business in strict compliance with the applicable antitrust and trade regulation laws. Partners, management and staff are required to adhere to this compliance policy when engaging in any activity and to immediately report to management and/or the firm's legal counsel, for appropriate action and advice, should any proposal, activity or incident potentially violate these antitrust compliance protocols.

By accepting delivery of this material you acknowledge and agree to comply with the following conditions:

This document and all of the information including, without limitation, all text, data, graphs, charts (collectively, "information") is the intellectual property of Vencon Research. None of the information contained herein may be reproduced, resold or distributed, in whole or in part, for use outside of the participating or sponsoring organisations without the prior written permission of Vencon Research. Once given, any reproduced copies must be accredited with the source of the information.

This material is provided for informational purposes only; we do not solicit any action based upon it. The user of the information assumes the entire risk with regard to its use and any subsequent actions arising therefrom. The material is based upon information and from sources that we consider reliable, but we cannot guarantee its accuracy or completeness, and it should be utilised in this context. Opinions expressed are our current opinions as of the date appearing on this material only and may be subject to change.

This material may contain forward-looking statements. Forward-looking statements are statements that are not historical facts; they include statements about our beliefs and expectations and the assumptions underlying them. By their very nature, forward-looking statements involve risks and uncertainties. A number of important factors could therefore cause actual results to differ materially from those contained in any forward-looking statement.

All of the data contained herein may be changed without prior notice, but we undertake no obligation to update any of them in light of new information or future events. Furthermore, this material can only be regarded as complete in connection with the verbal comments and discussions given during the course of a presentation of the material by Vencon Research.

An Introduction from Vencon Research

Vencon Research International is pleased to present **Part III** of the **Partner Remuneration Survey for 2025** examining the statistics behind the results found in the other parts of this survey. The analyses compare and contrast performance factors and other key influencing background parameters relevant for Partner and/or Vice President compensation.

Vencon Research's surveys are designed to help you successfully recruit and retain professionals of the highest quality.

If you have any further questions or issues you wish to discuss, please contact your representative at Vencon Research, who will be pleased to assist you.

Phone: +49-30-4435160
E-Mail: info@venconresearch.com
Web: www.venconresearch.com

Report content at a glance	
Type	ParSur Part III
Period	2025
Firm Types	All Types: ACFs, ITFs, OPFs and SCFs
Country	Global
Reference Currency	USD
Number of participating firms	24
Your Firm's Data	Included in report but not included in market calculations.
Reference Date	September 30th, 2025

Contents

Introduction

Executive Summary — 18

Results

Overview of Your Firm's Submitted Data and Calculated Metrics — 102

Appendix — 107

* / ** In a purchased report, these sections will contain an additional 15 and 20 pages respectively

Vencon Research's Partner Remuneration Survey is made up of four parts: This Survey is Part III

Vencon Research's Partner Remuneration Survey Parts I - III

▪ Vencon Research has gathered detailed information on current Partner remuneration and remuneration structures as used by relevant international management consulting firms.

▪ The Partner Remuneration Survey is made up of **three parts**:

– **Part I** allows participating clients to establish the competitiveness of their Partners' / Vice Presidents' / Senior Executives' total remuneration package. This includes a tabular comparison of the current and deferred cash remuneration (both target and actual) components, as well as detailed analyses of the remuneration being offered.

– **Part II** of the Partner Remuneration Survey allows participating clients to understand the structures behind the numbers, i.e. the systems of remuneration in place. Here, key aspects including career development, career tracks, calculation of Variable Bonus, equity-based components, evaluation procedures and management of poor performance are summarised as well as detailed Firm by Firm.

– **Part III** of the Partner Remuneration Survey examines the statistics behind the results found in Part I and Part II by comparing participating Firms according to Firm Type. The analyses compare and contrast performance factors and other key influencing background parameters such as: Firm Revenue per Partner, Sales Revenue per Partner (by Level), Partners' Target Income with respect to Firm/Sales Revenue, Partner and Incumbent Ratios, Target vs Achieved Income with respect to Total Incumbents, Partner 'At Risk' Income and average time of advancement.

The Survey's main objective was to benchmark the business models of the participating Firms

Main Objectives of the Survey

- Benchmark the business models of the various participating competitors.

- Compare the structure and performance of participating Firms with respect to:
  - Partner Levels
  - Firm Type

- Show similarities and differences between individual Firms and Firm Types with respect to:

  - Firm Performance
    - Target Firm Revenue per Partner, Consultant, Professional, etc.
    - Target Sales Revenue per Partner by Level

  - Incumbent Structures
    - Partner Ratios (distribution across Primary, Experienced and Senior Levels)
    - Incumbent Ratios (ratio of Partners to Consultants to Support Staff, etc.)

  - Partner Remuneration
    - Target Income per 'Average Target Firm Revenue per Partner'
    - Target Income per Target Sales Revenue
    - Target and Actual Income per 100 Incumbents
    - 'At Risk' Income (percentage of Total Income 'not guarantee').

  - Career Progression
    - Time for Partner advancement to the Experienced Partner Level.

Part III included Firms for whom both remuneration data and structure/performance data were available

Participants of Partner Remuneration Survey Part III

▪ The names of participating Firms are not specified and will not be disclosed due to the level of commercially sensitive structural and financial detail divulged within our Partner Remuneration Surveys.

▪ Instead, the number of Firms from within a series of broad categories is quoted, together with a profile table indicating the essential characteristics of each Firm in terms of size, Revenue per Consultant, geographic coverage etc.

▪ The broad categories (consulting Firm Types) are specified as follows:

  – **ACFs**: Accounting-Based Firms

  – **ITFs**: IT-Based Firms

  – **OPFs**: Operations-Based and Full-Service Firms

  – **SCFs**: 'Pure' Strategy Consulting Firms

▪ The overview provided on the next page, that includes a list of firms to indicate which Firms fall into the respective category (Firm Type), is purely exemplary. The naming of a firm on this list did not indicate that a particular Firm has actually been included in this report/survey nor should the inadvertent exclusion of a firm name infer that a particular Firm has not been included in the report.

▪ No participating Firms were identified by name, instead, they were randomly assigned a 'Firm' number that corresponds only to this version of this (Part III) survey.

Relevant Firms from four types of firms were included in the comparisons

Competitors compared – Breakdown by Firm Type

Firm Type	Example Firms for each Firm Type[1][2]	Number of Market Participants
"ACFs" Accounting-Based Firms	Baker Tilly, Begbies Traynor, BDO, Crowe, Deloitte, DFK, EY, Grant Thornton, Haines Watts, Kingston Smith, KPMG, Leading Edge Alliance, Mazars, MHA MacIntyre Hudson, Moore Stevens, Nexia, PKF, Praxity, PwC, RSM, Rödl & Partner, Smith & Williamson, UHY Hacker Young, Zolfo Cooper, …	6
"ITFs" IT-Based Firms	ATOS, Avanade, Capgemini, Cisco, CGI Group, Cognizant, CSC, Dell, EMC, Genpact, GeP, Hitachi Consulting, HP, IBM, Infosys Consulting, MHP, NTT Data, Oracle, SAP, Swisscom, Tata (TCS), Tech Mahindra, T-Systems, Unisys, Wipro Technologies, …	6
"OPFs" Operations-Based & Full-Service Firms	Accenture, Analysys Mason, AON Hewitt, Alvarez & Marsal, Barkawi (Genpact), Bates White, BearingPoint, Booz Allen Hamilton, BNP, Brattle Group, BTS, Capco (Wipro), Capgemini Invent, Charles River Associates (CRA) / CRA International, Deallus, dss+ (Dupont), FTI Consulting, Gartner, GE Healthcare Partners, Guidehouse (formerly Navigant), Heidrick & Struggles, Hitachi Consulting (formerly Celerant), Huron Consulting, IQVIA, Korn Ferry Hay Group, Kurt Salmon (Accenture), MasterCard Advisors, Mavens of London, Mercer, NERA, Nielsen, North Highland, PA Consulting, Oxera, Palladium Group (The), Point B, Porsche Consulting, Proudfoot, PublicisSapient, Ramboll, Simon-Kucher & Partners, Slalom Consulting, Syneos Health, West Monroe Partners (WMP), Willis Towers Watson (WTW), …	6
"SCFs" 'Pure' Strategy Consulting Firms	Arthur D. Little (ADL), Bain & Company, Boston Consulting Group (BCG), Cambridge Associates (CA), Corporate Value Associates (CVA), FTI Delta (FTI), Estin, EY-Parthenon, Kearney (formerly ATK), L.E.K., Marakon (CRA), Mars, McKinsey & Company, Monitor Deloitte, OC&C, Oliver Wyman, Partners in Performance (PiP), Roland Berger, Seabury (Accenture), Strategy& (PwC), Value Partners, ZS Associates, …	6
Total		**24**

[1] PLEASE NOTE: These examples of Firm Type have been given to indicate which firms fall into these four categories. These are examples only.
Thus, named firms do not necessarily represent participating Firms (available data) and non-named firms may have participated (available data).

[2] PLEASE NOTE: Vencon Research categorises the firms above according to their original or main services offering.
All data included in our reports, however, pertain only to the consulting and/or advisory services. We specify this in our documentation by using the capitalised 'Firm' in place of 'firm'.

To indicate the essential characteristics of each Firm, the Firms were categorised according to specific criteria

Categories of Firms (within Firm Type) [1]

Category of Firm	Low ⚪	Medium ◑	High ⚫
A: Size - Revenues (USD Mio.)	< 150	150 – 1,000	> 1,000
B: Size - Consultants (Number)	< 1,000	1,000 – 4,000	> 4,000
C: Revenue per consultant (USD 000's)	< 200	200 – 400	> 400
D: International presence (Countries with offices)	< 20	20 – 40	> 40
E: Industries served (Scope / Number)	**Limited** Only specific industry sectors; specialist	**Extensive** Has clear and specific exceptions, e.g. Government or Financial Services	**Comprehensive** Across many industries (incl. e.g. Government, Not-for-profit, Technology etc.)
F: Services / Functions offered (Scope / Number)	**Limited** Clear limits, e.g. no implementation; strategy & planning only	**Extensive** Clearly not full-service, specific exemptions	**Comprehensive** Across many functions (e.g. from corporate strategy through implementation to technology services)

(Criteria)

[1] To ensure utmost anonymity Firm names will not be disclosed; instead, Firms will be allocated to the above mentioned categories indicating the essential characteristics of each Firm in terms of size, revenue per consultant, geographic coverage etc. Please note that Firm numbers are random and do not relate to Firm numbers in any other parts of our Partner Surveys.

24 relevant competitors (or relevant divisions thereof), i.e. 'Firms', were included in the comparisons

Firms Selected for Comparison [1]

Firm Number *(for this version of this Survey only)*	Firm 01	Firm 02	Firm 03	Firm 04	Firm 05	Firm 06	Firm 07	Firm 08	Firm 09	Firm 10	Firm 11	Firm 12	Firm 13	Firm 14	Firm 15	Firm 16	Firm 17	Firm 18	Firm 19	Firm 20	Firm 21	Firm 22	Firm 23	Firm 24
Firm Type	ACF	ACF	ACF	ACF	ACF	ACF	ITF	ITF	ITF	ITF	ITF	ITF	OPF	OPF	OPF	OPF	OPF	OPF	SCF	SCF	SCF	SCF	SCF	SCF
A: Size - Revenues (USD Mio.)	●	●	●	◐	◐	◐	●	●	●	◐	◐	◐	●	●	●	◐	◐	◐	●	●	●	◐	◐	◐
B: Size - Consultants (Number)	●	●	●	◐	◐	○	●	●	●	◐	◐	○	●	●	●	◐	◐	○	●	●	●	◐	◐	○
C: Revenue per consultant (USD 000's)	◐	◐	◐	◐	◐	○	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐
D: International presence (Countries with offices)	●	●	●	◐	●	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●	◐	●	●	○
E: Industries served (Scope / Number)	●	◐	◐	◐	◐	○	●	◐	◐	◐	◐	◐	●	◐	◐	◐	◐	●	●	◐	◐	◐	◐	○
F: Services offered (Scope / Number)	●	◐	◐	◐	◐	○	●	◐	◐	◐	◐	○	●	◐	◐	◐	◐	○	●	●	◐	◐	◐	○

(Criteria)

Illustrative data only

Low	○	Medium	◐	High	●

[1] To ensure utmost anonymity Firm names will not be disclosed; instead, Firms will be allocated to the above mentioned categories indicating the essential characteristics of each Firm in terms of size, revenue per consultant, geographic coverage etc. Please note that Firm numbers are random and do not relate to Firm numbers in any other parts of our Partner Surveys.

A generic three level Partner career structure was applied to align and present market data

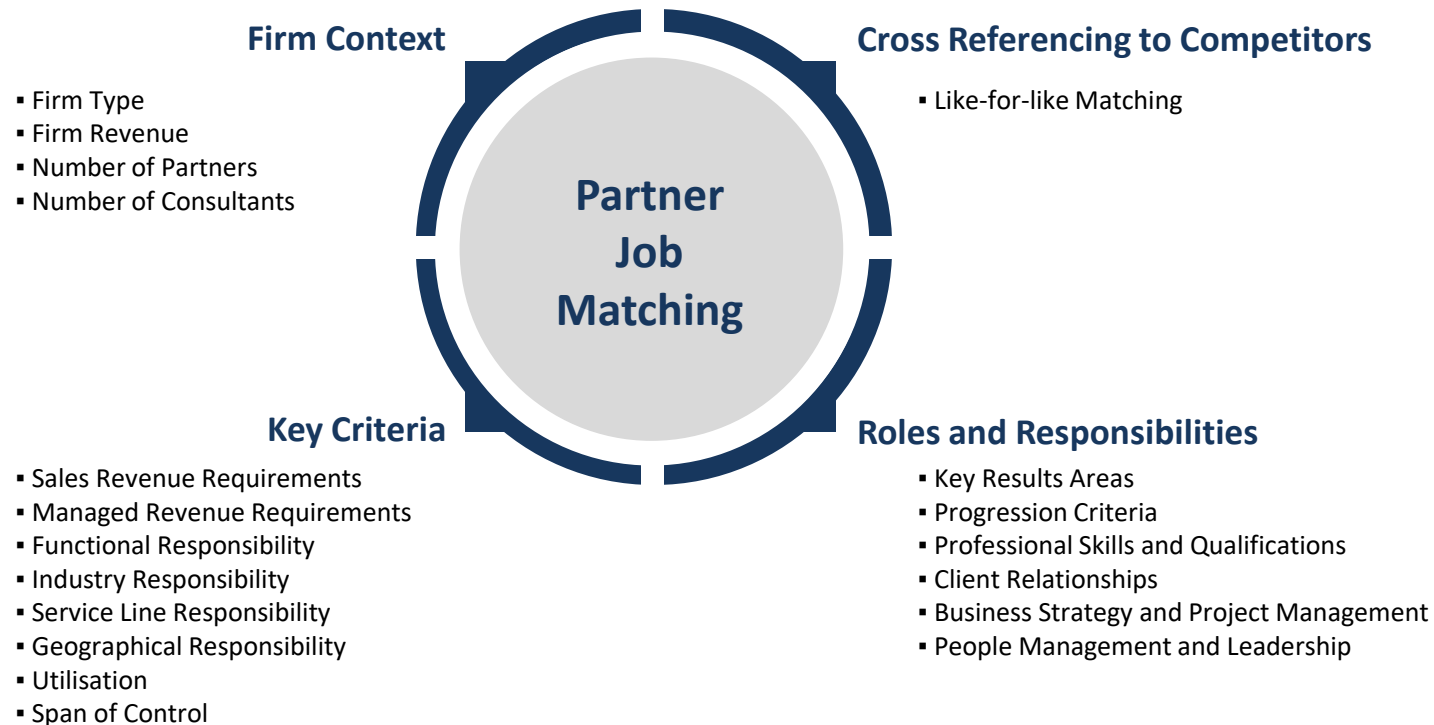**Vencon Research's Generic 3-Level Partner Career Structure**

- A generic three level Partner career structure was applied to align and present market data.

- Vencon's generic Partner career structure begins at the Primary Partner level, continues on through the Experienced level and ends with the Senior Partner level.

- The levels of Partner represent different levels of seniority, each with different degrees of responsibility, competency and expected contribution.

- **Extent of matching was context dependent.** For example, large firms may well have been matched up to and including Senior Partner while small firms may well have been matched only to Primary Partner.

Partner Job Matching considered Key Criteria, Roles and Responsibilities, Firm Context, and Cross Referencing to Competitors

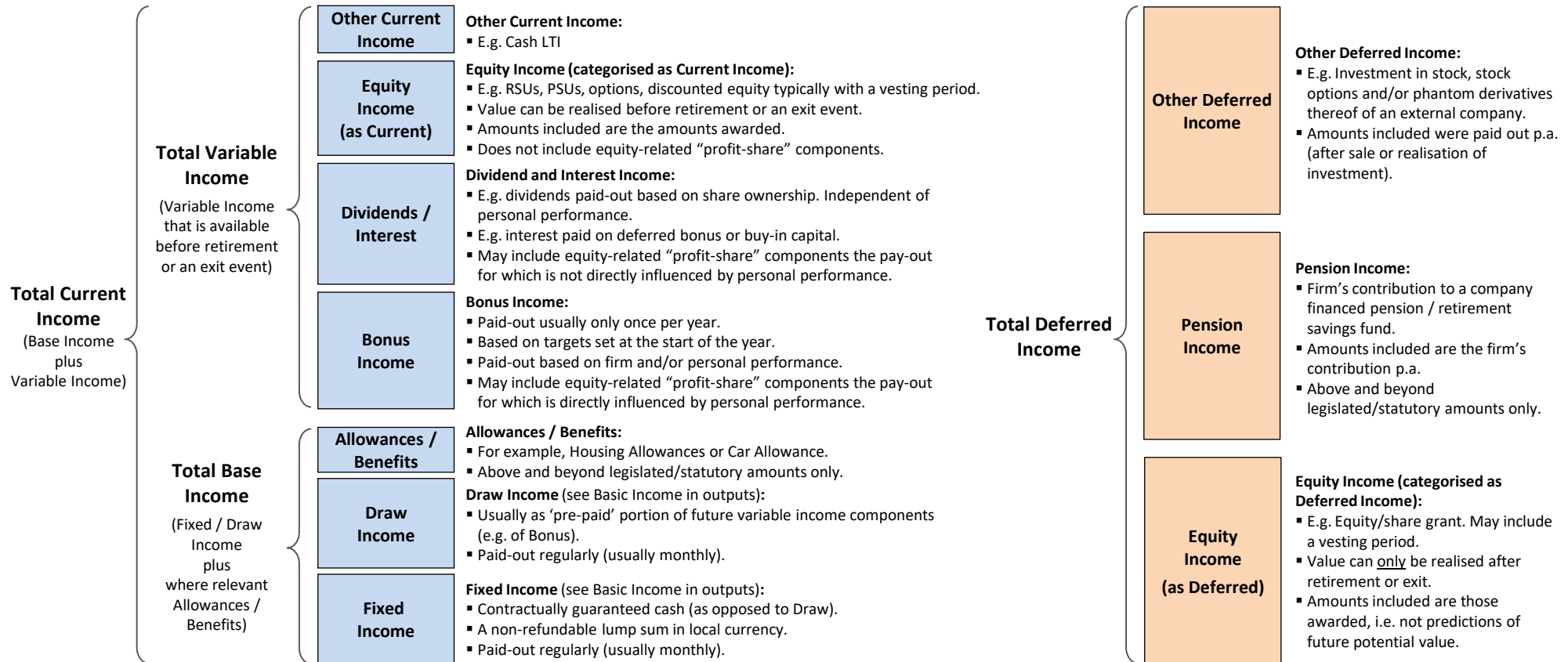**Partner Job Matching - Considerations**

- Partner Job Matching was undertaken on a level/sublevel basis, i.e. not on an individual incumbent basis.

- The process took into account the following relevant information:

Firm Context
- Firm Type
- Firm Revenue
- Number of Partners
- Number of Consultants

Cross Referencing to Competitors
- Like-for-like Matching

Partner Job Matching

Key Criteria
- Sales Revenue Requirements
- Managed Revenue Requirements
- Functional Responsibility
- Industry Responsibility
- Service Line Responsibility
- Geographical Responsibility
- Utilisation
- Span of Control

Roles and Responsibilities
- Key Results Areas
- Progression Criteria
- Professional Skills and Qualifications
- Client Relationships
- Business Strategy and Project Management
- People Management and Leadership

For further details on the Key Criteria and Roles and Responsibilities, please see pages 108 to 111 in the Appendix section.

Remuneration was categorised into various components for best comparison and included deferred remuneration

Partners' Compensation: Current and Deferred Remuneration

Total Current Income
(Base Income plus Variable Income)

Total Variable Income
(Variable Income that is available before retirement or an exit event)

Other Current Income

Equity Income (as Current)

Dividends / Interest

Bonus Income

Other Current Income:
- E.g. Cash LTI

Equity Income (categorised as Current Income):
- E.g. RSUs, PSUs, options, discounted equity typically with a vesting period.
- Value can be realised before retirement or an exit event.
- Amounts included are the amounts awarded.
- Does not include equity-related "profit-share" components.

Dividend and Interest Income:
- E.g. dividends paid-out based on share ownership. Independent of personal performance.
- E.g. interest paid on deferred bonus or buy-in capital.
- May include equity-related "profit-share" components the pay-out for which is not directly influenced by personal performance.

Bonus Income:
- Paid-out usually only once per year.
- Based on targets set at the start of the year.
- Paid-out based on firm and/or personal performance.
- May include equity-related "profit-share" components the pay-out for which is directly influenced by personal performance.

Total Base Income
(Fixed / Draw Income plus where relevant Allowances / Benefits)

Allowances / Benefits

Draw Income

Fixed Income

Allowances / Benefits:
- For example, Housing Allowances or Car Allowance.
- Above and beyond legislated/statutory amounts only.

Draw Income (see Basic Income in outputs):
- Usually as 'pre-paid' portion of future variable income components (e.g. of Bonus).
- Paid-out regularly (usually monthly).

Fixed Income (see Basic Income in outputs):
- Contractually guaranteed cash (as opposed to Draw).
- A non-refundable lump sum in local currency.
- Paid-out regularly (usually monthly).

Total Deferred Income

Other Deferred Income

Pension Income

Equity Income (as Deferred)

Other Deferred Income:
- E.g. Investment in stock, stock options and/or phantom derivatives thereof of an external company.
- Amounts included were paid out p.a. (after sale or realisation of investment).

Pension Income:
- Firm's contribution to a company financed pension / retirement savings fund.
- Amounts included are the firm's contribution p.a.
- Above and beyond legislated/statutory amounts only.

Equity Income (categorised as Deferred Income):
- E.g. Equity/share grant. May include a vesting period.
- Value can only be realised after retirement or exit.
- Amounts included are those awarded, i.e. not predictions of future potential value.

Current or Deferred?

Any income that is only available at retirement or an exit event was categorised by Vencon as Deferred Income. All other income was categorised as Current Income.

Therefore, some remuneration components, while technically deferred, may have been categorised as Current Income, particularly with due consideration of a 'steady state' concept.

Data being analysed and included were current and 'first sourced'

Sources

- Vencon Research's analyses were based on 'first source' data, i.e. remuneration and recruiting data were provided directly by the legitimate representatives of the Firms included.

- The report included only current data sets:

  - Responses included in the reports were based on Vencon Research's data base which was continually compiled and updated according to the HR teams of the participating Firms up until September 30th, 2025.

  - Received data was compared and contrasted. Obvious anomalies were rechecked and/or discarded with the agreement of the participant Firm.

Target Firm Revenue, Average Sales Revenue Targets, 'At Risk' Income, Target vs Achieved Income and (Market) Mean

Definitions and Further Information

- Target Firm Revenue includes:
  - Relevant revenue generated at the Partner Levels.
  - Relevant revenue generated below the Partner Levels that is allocated to the Partner Levels (i.e. 'overwrites').
  - Relevant revenue generated below the Partner Levels that is <u>not</u> allocated to the Partner Levels.

- Average Sales Revenue Targets include:
  - Relevant revenue generated at the Partner Levels.
  - Relevant revenue generated below the Partner Levels that is allocated to the Partner Levels (i.e. 'overwrites').

- 'At Risk' Income is:
  - Any Income 'not guaranteed'. Draw Income was not included as the majority of it is, more often than not, paid out. Pension Income was also not included as the majority is often linked to Basic Income (i.e. it is largely 'guaranteed').

- Target vs Achieved Income
  - Target Income represents the Income that a Firm intends to pay its Partners based on the current year and assuming that Partner and Firm performances are 'on-target'.
  - Achieved Income represents the Income that a Firm paid its Partners the previous year, based on measured Partner and Firm performances. (NOTE: Some payments may be deferred or withheld for some period of time, i.e. not necessarily paid out at the time.)

- Mean (of the market)
  - 'Mean' values represent the market mean (excludes 'Your Firm' data unless otherwise stated appropriate).

Where relevant the following exchange rates were used

Exchange Rate

▪ To ensure a consistent comparison with the other reports exchange rates from September 30th, 2025 have been applied. Some 'key' exchange rates are displayed below for quick reference:

Exchange Rates: September 30th, 2025									
USD	1.0000	=	0.8524	EUR	EUR	1.0000	=	1.1731	USD
USD	1.0000	=	0.7443	GBP	GBP	1.0000	=	1.3435	USD

▪ When other client internal exchange rate coefficients were given, these were used.

Contents

* / ** In a purchased report, these sections will contain an additional 15 and 20 pages respectively

Target Firm Revenue per Partner was …

Executive Summary – Market Means (1 / 6)

- **Target Firm Revenue per Partner** was:

  - » USD 4.3m in Accounting-Based Firms

  - » USD 4.3m in IT-Based Firms

  - » USD 4.3m in Operations-Based & Full-Service Firms

 - » USD 4.3m in 'Pure' Strategy Firms

  - » USD 4.0m at Your Firm

Illustrative data only

ACFs	ITFs	OPFs	SCFs	Your Firm
4.3	4.3	4.3	4.3	4.0
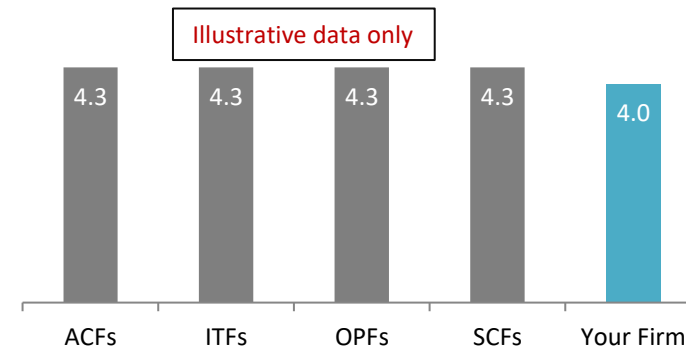
- **Target Revenue Responsibility Pay-out Ratios*** ranged (across Levels) from:

  - » 12% to 25% in Accounting-Based Firms

  - » 12% to 25% in IT-Based Firms

  - » 12% to 25% in Operations-Based & Full-Service Firms

  - » 12% to 25% in 'Pure' Strategy Firms
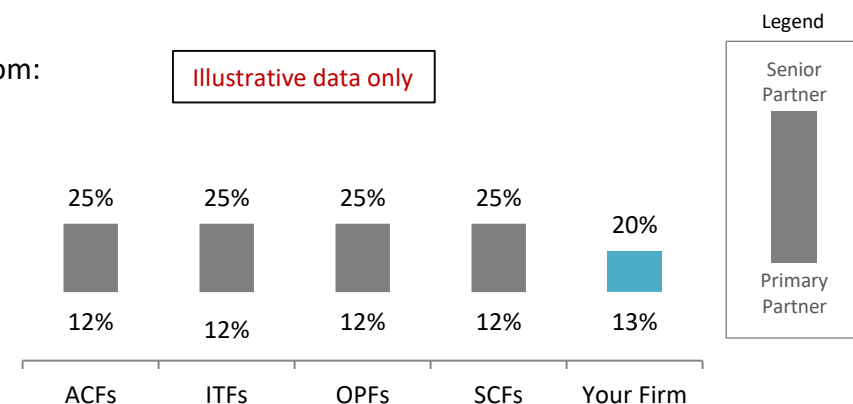
  - » 13% to 20% at Your Firm

Illustrative data only

	ACFs	ITFs	OPFs	SCFs	Your Firm
Top	25%	25%	25%	25%	20%
Bottom	12%	12%	12%	12%	13%

Legend
Senior Partner
Primary Partner

Partners = incumbents matched to Vencon's Partner levels. **Consultants =** incumbents matched to Vencon's Consultant levels. **Professionals** = Partners + Consultants. **Support Staff =** non-consulting support and administration incumbents. '**Incumbents**' = Partners + Consultants + Support Staff.
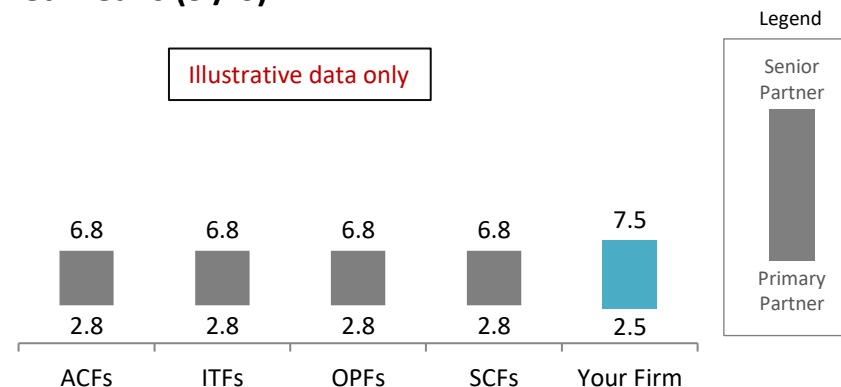
ACFs = Accounting-Based Firms. **ITFs** = IT-Based Firms. **OPFs** = Operations-Based & Full-Service Firms. **SCFs** = 'Pure' Strategy Firms.

* **Country-Specific Calculation:** Calculation based on each Firm's selected main country (e.g. USA, UK, GER).

VENCON
RESEARCH INTERNATIONAL

Target Firm Revenue per Consultant was ...

Executive Summary – Market Means (2 / 6)

▪ **Target Firm Revenue per Consultant** was:

  » USD 251k in Accounting-Based Firms

  » USD 251k in IT-Based Firms

  » USD 251k in Operations-Based & Full-Service Firms

  » USD 251k in 'Pure' Strategy Firms

  » USD 267k at Your Firm

Illustrative data only

ACFs	ITFs	OPFs	SCFs	Your Firm
251	251	251	251	267
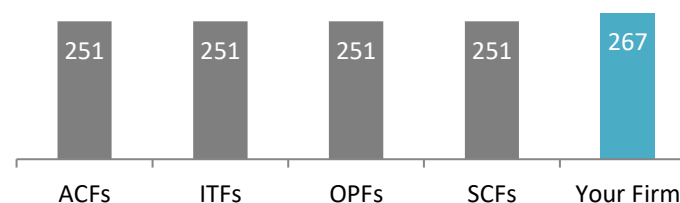
▪ **Target Firm Revenue per Professional** was:

  » USD 237k in Accounting-Based Firms

  » USD 237k in IT-Based Firms

  » USD 237k in Operations-Based & Full-Service Firms

  » USD 237k in 'Pure' Strategy Firms

  » USD 250k at Your Firm

Illustrative data only
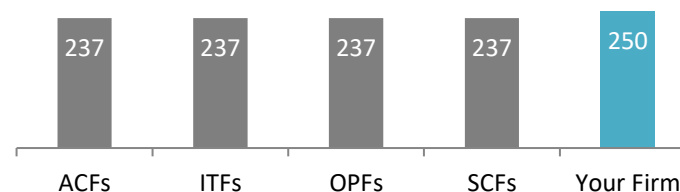
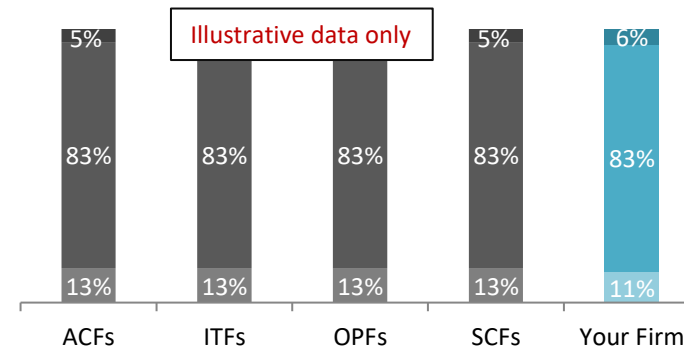| ACFs	ITFs	OPFs	SCFs	Your Firm
237	237	237	237	250

Partners = incumbents matched to Vencon's Partner levels. **Consultants** = incumbents matched to Vencon's Consultant levels. **Professionals** = Partners + Consultants. **Support Staff** = non-consulting support and administration incumbents. '**Incumbents**' = Partners + Consultants + Support Staff.

ACFs = Accounting-Based Firms. **ITFs** = IT-Based Firms. **OPFs** = Operations-Based & Full-Service Firms. **SCFs** = 'Pure' Strategy Firms.

Target Sales Revenue Payout Ratios were …

Executive Summary – Market Means (3 / 6)

- **Average Target Sales Revenue per Partner** ranged (across Levels) from:
  - » USD 2.8m to USD 6.8m in Accounting-Based Firms
  - » USD 2.8m to USD 6.8m in IT-Based Firms
  - » USD 2.8m to USD 6.8m in Operations-Based & Full-Service Firms
  - » USD 2.8m to USD 6.8m in 'Pure' Strategy Firms
  - » USD 2.5m to USD 7.5m at Your Firm

Illustrative data only

	ACFs	ITFs	OPFs	SCFs	Your Firm
Top	6.8	6.8	6.8	6.8	7.5
Bottom	2.8	2.8	2.8	2.8	2.5

Legend: Senior Partner / Primary Partner

- **Target Sales Revenue Pay-out Ratios*** ranged (across Levels) from:
  - » 15% to 20% in Accounting-Based Firms
  - » 15% to 20% in IT-Based Firms
  - » 15% to 20% in Operations-Based & Full-Service Firms
  - » 15% to 20% in 'Pure' Strategy Firms
  - » 13% to 20% at Your Firm
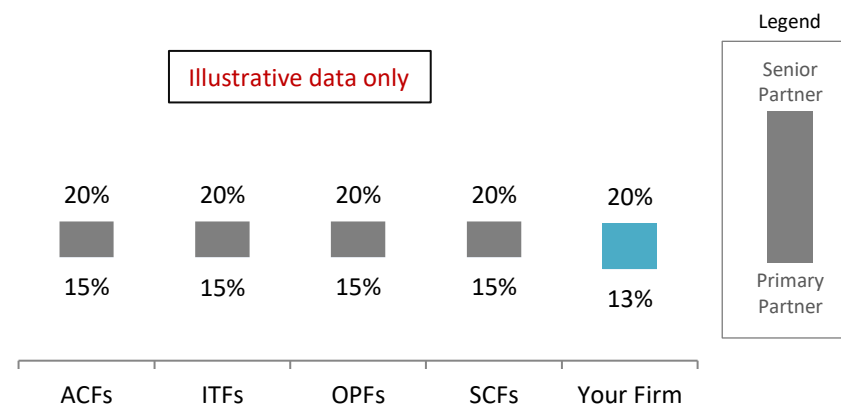
Illustrative data only

	ACFs	ITFs	OPFs	SCFs	Your Firm
Top	20%	20%	20%	20%	20%
Bottom	15%	15%	15%	15%	13%

Legend: Senior Partner / Primary Partner

ACFs = Accounting-Based Firms. **ITFs** = IT-Based Firms. **OPFs** = Operations-Based & Full-Service Firms. **SCFs** = 'Pure' Strategy Firms.

* **Country-Specific Calculation:** Calculation based on each Firm's selected main country (e.g. USA, UK, GER).

The number of Partners per 100 Incumbents was…

Executive Summary – Market Means (4 / 6)

- Firms employed the following **number of Partners per 100 Incumbents**:

  - » 4.8 Partners in Accounting-Based Firms

  - » 4.8 Partners in IT-Based Firms

  - » 4.8 Partners in Operations-Based & Full-Service Firms

  - » 4.8 Partners in 'Pure' Strategy Firms

  - » 5.6 Partners at Your Firm

Illustrative data only

ACFs	ITFs	OPFs	SCFs	Your Firm
4.8	4.8	4.8	4.8	5.6
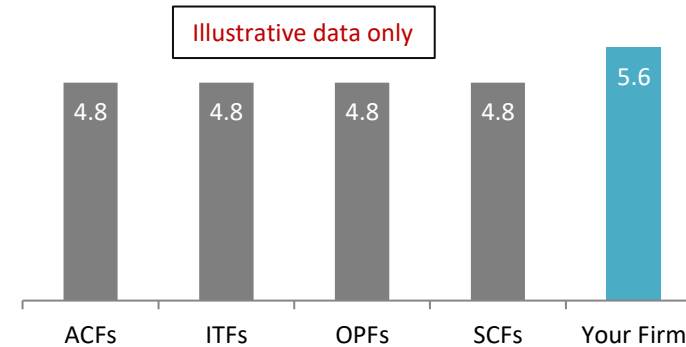
- The following **Partner Ratios** were found within:

  - » ACFs: 43% Primary, 38% Experienced, and 20% Senior Partners

  - » ITFs: 43% Primary, 38% Experienced, and 20% Senior Partners

  - » OPFs: 43% Primary, 38% Experienced, and 20% Senior Partners

  - » SCFs: 43% Primary, 38% Experienced, and 20% Senior Partners

  - » Your Firm: 50% Primary, 40% Experienced, and 10% Senior Partners
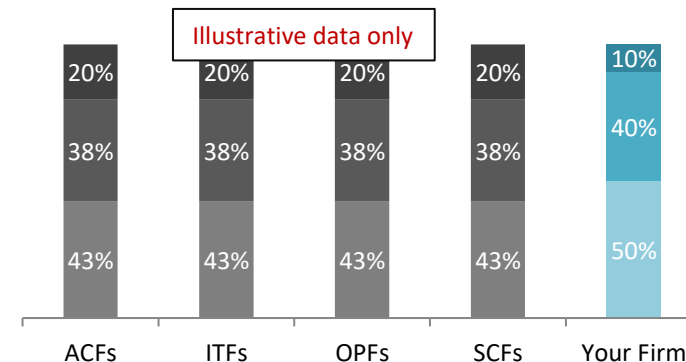
Illustrative data only

	ACFs	ITFs	OPFs	SCFs	Your Firm
	20%	20%	20%	20%	10%
	38%	38%	38%	38%	40%
	43%	43%	43%	43%	50%

Partners = incumbents matched to Vencon's Partner levels. **Consultants** = incumbents matched to Vencon's Consultant levels. **Professionals** = Partners + Consultants. **Support Staff** = non-consulting support and administration incumbents. '**Incumbents**' = Partners + Consultants + Support Staff.

ACFs = Accounting-Based Firms. **ITFs** = IT-Based Firms. **OPFs** = Operations-Based & Full-Service Firms. **SCFs** = 'Pure' Strategy Firms.

The highest percentage of Consultants was found in …

Executive Summary – Market Means (5 / 6)

- The following **Incumbent Ratios** were found within:

  » ACFs: 13% Support Staff, 83% Consultants, and 5% Partners

  » ITFs: 13% Support Staff, 83% Consultants, and 5% Partners

  » OPFs: 13% Support Staff, 83% Consultants, and 5% Partners

  » SCFs: 13% Support Staff, 83% Consultants, and 5% Partners

  » Your Firm: 11% Support Staff, 83% Consultants, and 6% Partners

- **Partner Total Target Income per 100 Incumbents** was:

  » USD 3.4m in Accounting-Based Firms

  » USD 3.4m in IT-Based Firms

  » USD 3.4m in Operations-Based & Full-Service Firms

  » USD 3.4m in 'Pure' Strategy Firms

  » USD 3.7m at Your Firm
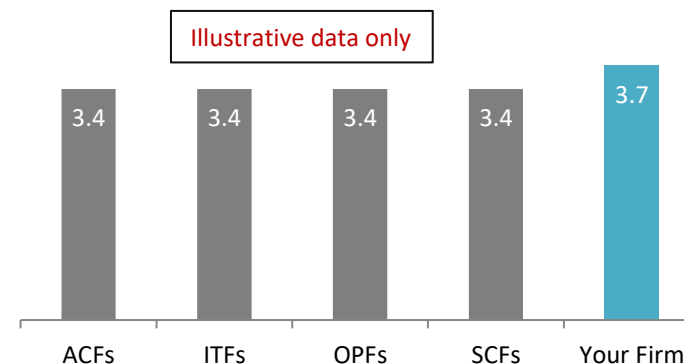
Partners = incumbents matched to Vencon's Partner levels. **Consultants =** incumbents matched to Vencon's Consultant levels. **Professionals** = Partners + Consultants. **Support Staff =** non-consulting support and administration incumbents. '**Incumbents**' = Partners + Consultants + Support Staff.

ACFs = Accounting-Based Firms. **ITFs** = IT-Based Firms. **OPFs** = Operations-Based & Full-Service Firms. **SCFs** = 'Pure' Strategy Firms.

Relative amounts of 'At Risk' Income were …

Executive Summary – Market Means (6 / 6)

- **Partner 'At Risk' Income* as a percentage of Total Target Income** was:

  » 38% in Accounting-Based Firms

  » 38% in IT-Based Firms

  » 38% in Operations-Based & Full-Service Firms

  » 38% in 'Pure' Strategy Firms

  » 25% at Your Firm

Illustrative data only

ACFs	ITFs	OPFs	SCFs	Your Firm
38%	38%	38%	38%	25%
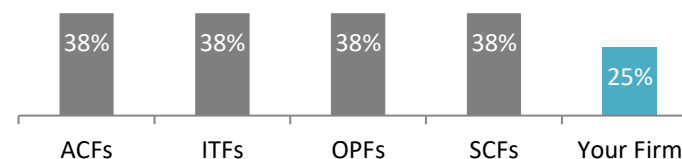
- **Time for Advancement to Senior Partner level** ranged between:

  » 4 and 9 years in Accounting-Based Firms

  » 4 and 9 years in IT-Based Firms

  » 4 and 9 years in Operations-Based & Full-Service Firms

  » 4 and 9 years in 'Pure' Strategy Firms

  » Your Firms Time for Advancement was 10 years

Illustrative data only

ACFs	ITFs	OPFs	SCFs	Your Firm
9	9	9	9	10
4	4	4	4	

Legend

Longest

Shortest
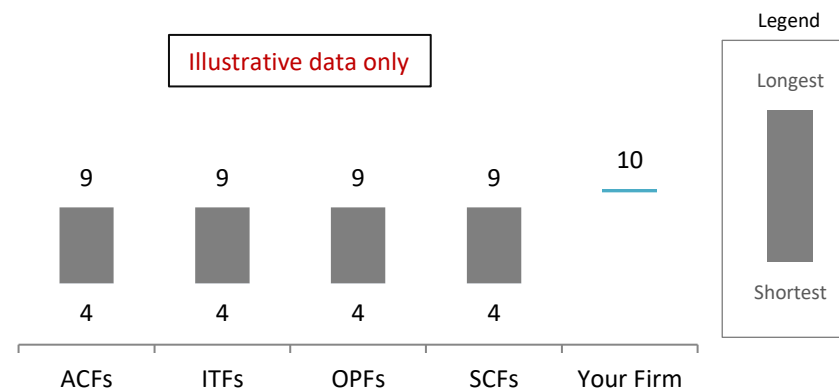
Partners = incumbents matched to Vencon's Partner levels.

* **'At Risk' Income** = Bonus Income + Dividends/Interest Income + Equity (as Current) Income + Other Current Income + Equity (as Deferred Income) + Other Investments. I.e. it is any Income 'not guaranteed'. Draw Income was not included as the majority is more often than not paid-out. Pension Income was also not included as the majority is often linked to Basic Income (i.e. it is largely 'guaranteed').

VENCON RESEARCH INTERNATIONAL

Contents

* / ** In a purchased report, these sections will contain an additional 15 and 20 pages respectively

Target Firm Revenue per Partner was highest at … and lowest at …

Market Means –Target Firm Revenue per Partner (in USD million) [1]

Bars: ACFs 4.3, ITFs 4.3, OPFs 4.3, SCFs 4.3, Your Firm 4.0

Illustrative data only

Target Firm Revenue per Partner = Total Target Firm Revenue / Number of Partners

YOUR FIRM

Target Firm Revenue per Partner = USD 400m / 100 Partners = USD 4.0m

Partner = those incumbents matched to Vencon's Partner Levels.

ACFs = Accounting-Based Firms. **ITFs** = IT-Based Firms. **OPFs** = Operations-Based & Full-Service Firms. **SCFs** = 'Pure' Strategy Firms.

Target Firm Revenue per Partner in ACFs varied around the mean of USD m by -23% to +16%

Target Firm Revenue per Partner in Accounting-Based Firms (in USD million) [1]
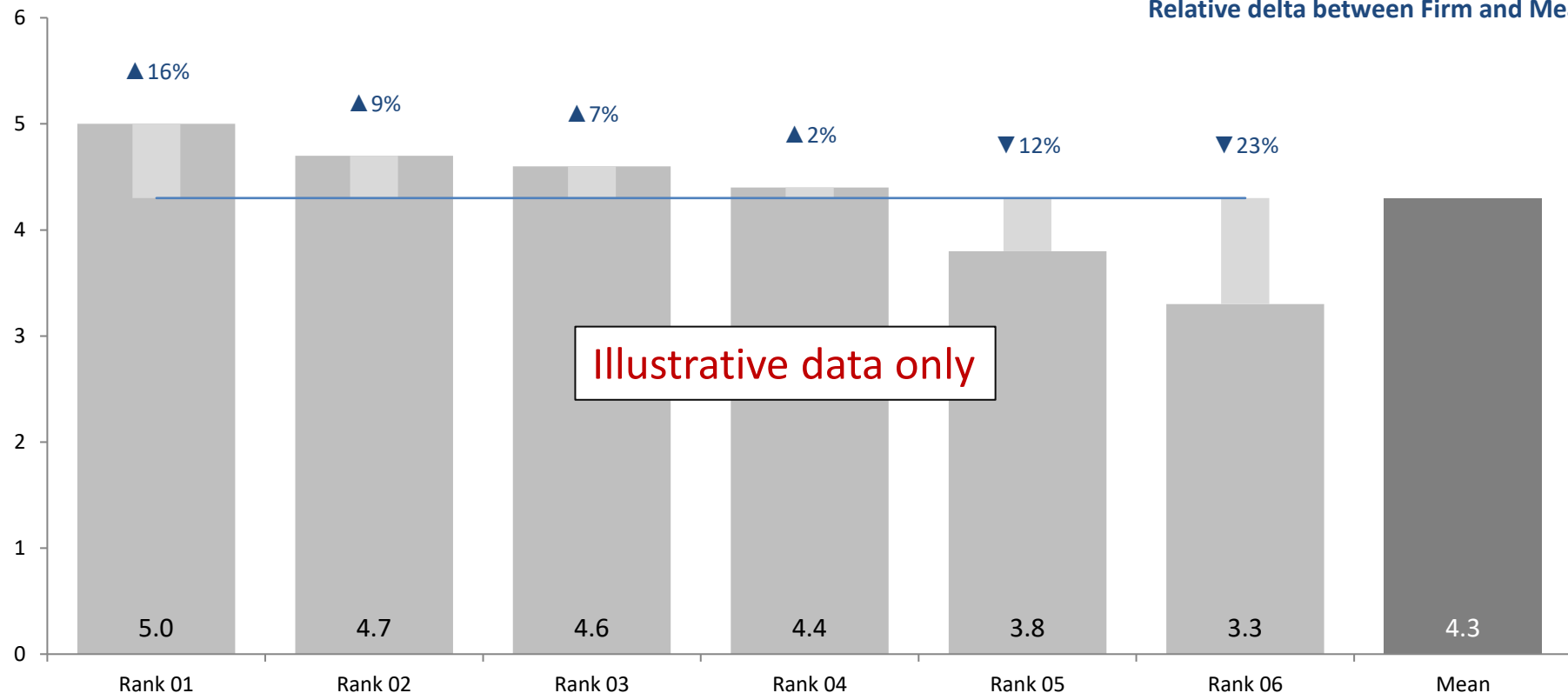
Relative delta between Firm and Mean

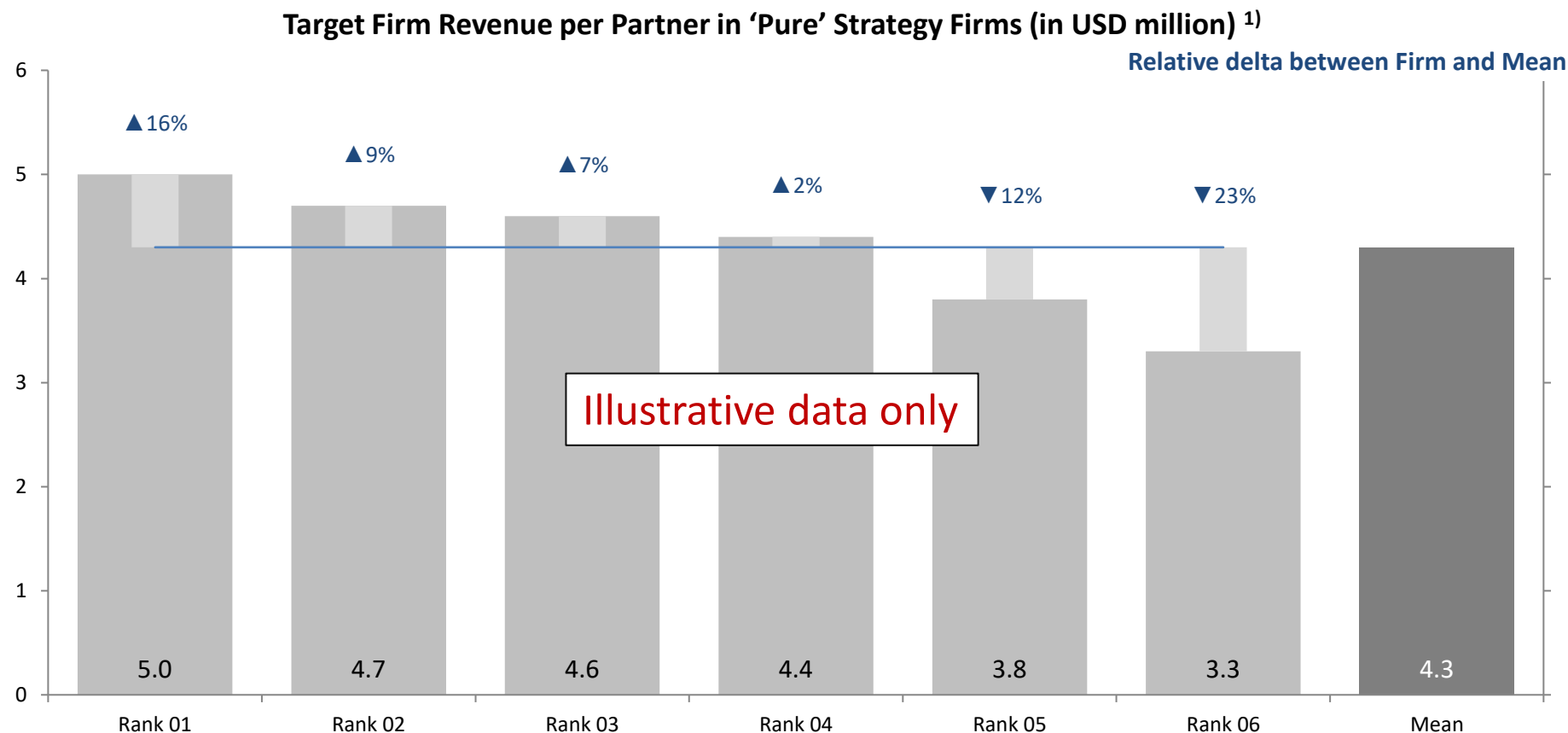Illustrative data only

▲16% ▲9% ▲7% ▲2% ▼12% ▼23%

Rank 01	Rank 02	Rank 03	Rank 04	Rank 05	Rank 06	Mean
5.0	4.7	4.6	4.4	3.8	3.3	4.3

1) Target Firm Revenue per Partner = Total Target Firm Revenue / Number of Partners (incumbents matched to Vencon's Partner Levels).
Example: A Firm with a Target Firm Revenue of USD 100m and 25 Partners (across Vencon's Primary, Experienced and Senior levels) would have a value of USD 4m per Partner.

Ranking: Firms were ranked from highest value to lowest.

Target Firm Revenue per Partner in ITFs varied around the mean of USD m by -23% to +16%
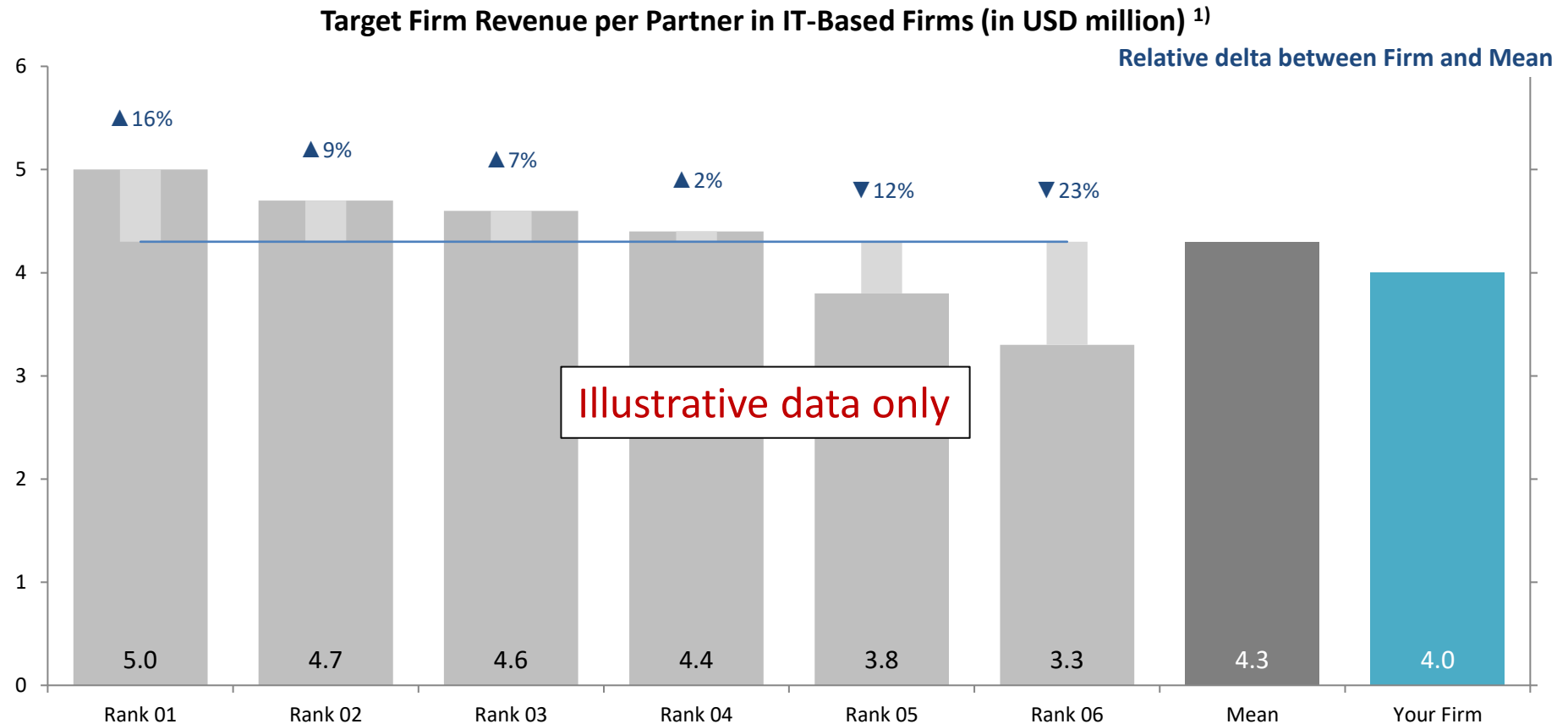
Target Firm Revenue per Partner in IT-Based Firms (in USD million) [1]

Relative delta between Firm and Mean

▲16% ▲9% ▲7% ▲2% ▼12% ▼23%

Illustrative data only

Rank 01	Rank 02	Rank 03	Rank 04	Rank 05	Rank 06	Mean	Your Firm
5.0	4.7	4.6	4.4	3.8	3.3	4.3	4.0

1) Target Firm Revenue per Partner = Total Target Firm Revenue / Number of Partners (incumbents matched to Vencon's Partner Levels).
Example: A Firm with a Target Firm Revenue of USD 100m and 25 Partners (across Vencon's Primary, Experienced and Senior levels) would have a value of USD 4m per Partner.

Ranking: Firms were ranked from highest value to lowest.

Target Firm Revenue per Partner in OPFs varied around the mean of USD m by -23% to +16%

Target Firm Revenue per Partner in Operations-Based & Full-Service Firms (in USD million) [1]

Relative delta between Firm and Mean

▲16%   ▲9%   ▲7%   ▲2%   ▼12%   ▼23%

Illustrative data only

Rank 01	Rank 02	Rank 03	Rank 04	Rank 05	Rank 06	Mean
5.0	4.7	4.6	4.4	3.8	3.3	4.3

1)   Target Firm Revenue per Partner = Total Target Firm Revenue / Number of Partners (incumbents matched to Vencon's Partner Levels).
Example: A Firm with a Target Firm Revenue of USD 100m and 25 Partners (across Vencon's Primary, Experienced and Senior levels) would have a value of USD 4m per Partner.

Ranking: Firms were ranked from highest value to lowest.
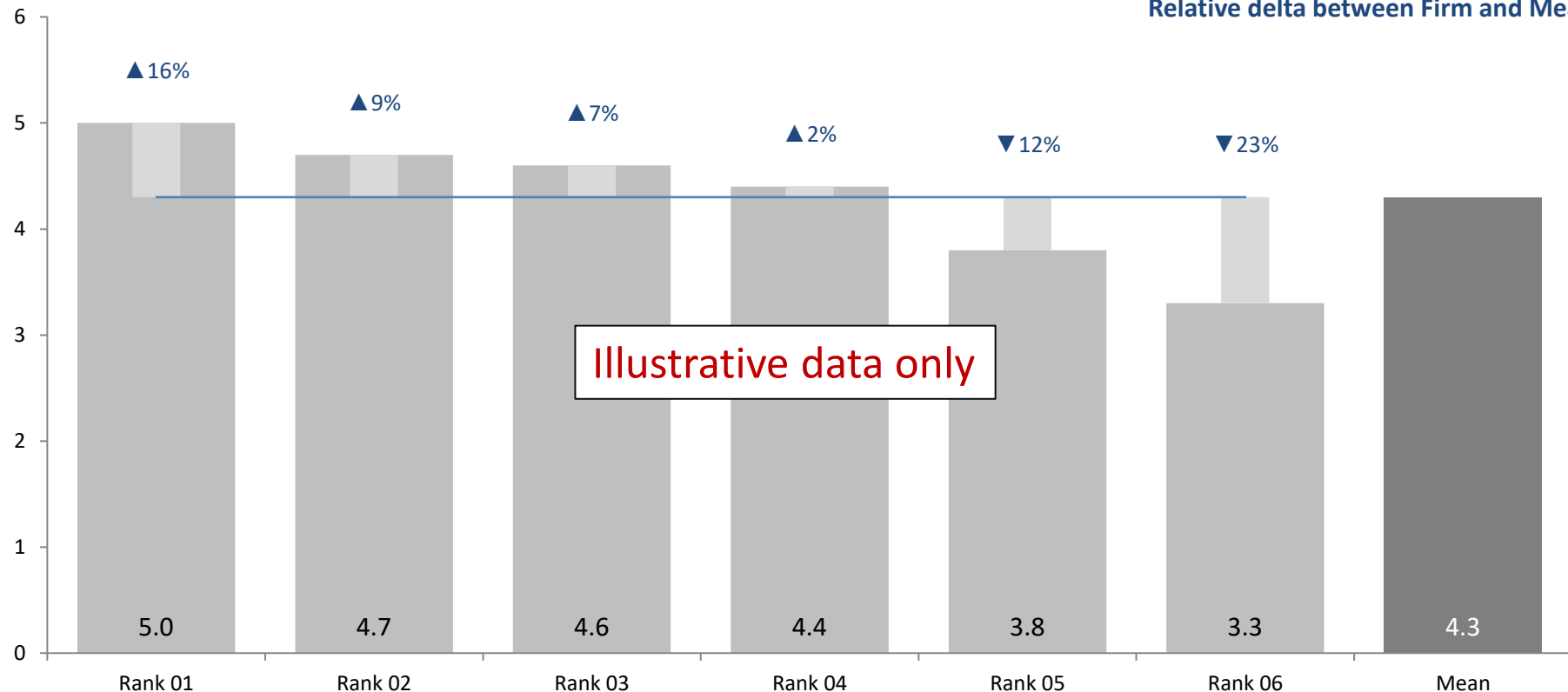
Target Firm Revenue per Partner in SCFs varied around the mean of USD m by -23% to +16%

Target Firm Revenue per Partner in 'Pure' Strategy Firms (in USD million) [1]

Relative delta between Firm and Mean

▲16% ▲9% ▲7% ▲2% ▼12% ▼23%

Illustrative data only

Rank 01	Rank 02	Rank 03	Rank 04	Rank 05	Rank 06	Mean
5.0	4.7	4.6	4.4	3.8	3.3	4.3

1) Target Firm Revenue per Partner = Total Target Firm Revenue / Number of Partners (incumbents matched to Vencon's Partner Levels).
Example: A Firm with a Target Firm Revenue of USD 100m and 25 Partners (across Vencon's Primary, Experienced and Senior levels) would have a value of USD 4m per Partner.

Ranking: Firms were ranked from highest value to lowest.

Revenue Responsibility Pay-out Ratios were highest at … and lowest at …

Market Means – Revenue Responsibility Pay-out Ratios [1]
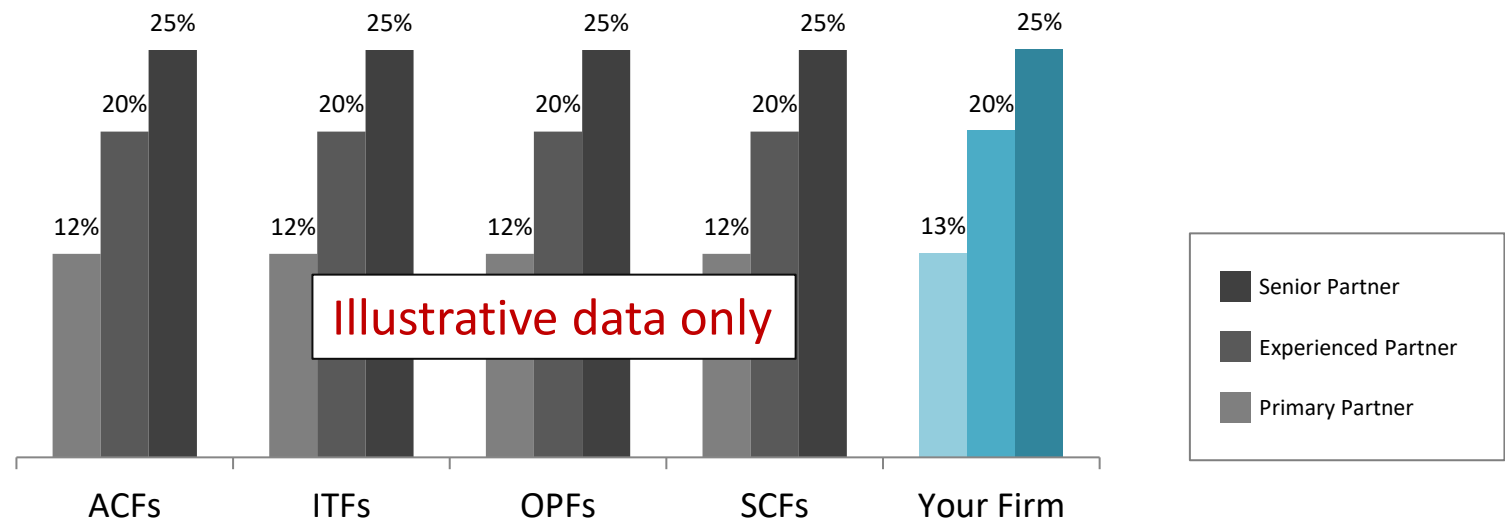
Illustrative data only

Legend: Senior Partner, Experienced Partner, Primary Partner

Categories: ACFs, ITFs, OPFs, SCFs, Your Firm

Revenue Responsibility Pay-out Ratio = (Median) Total Target Income at Level / Target Firm Revenue per Partner

YOUR FIRM

Primary Partner = USD 500k / USD 4.0m = 13%

Experienced Partner = USD 800k / USD 4.0m = 20%

Senior Partner = USD 1,000k / USD 4.0m = 25%

Partner = those incumbents matched to Vencon's Partner Levels. **ACFs** = Accounting-Based Firms. **ITFs** = IT-Based Firms. **OPFs** = Operations-Based & Full-Service Firms. **SCFs** = 'Pure' Strategy Firms.

Country-Specific Calculation: Calculation based on each Firm's selected main country (e.g. USA, UK, GER).

The market's mean Revenue Responsibility Pay-out Ratios ranged from 12% to 25% across the levels for ACFs

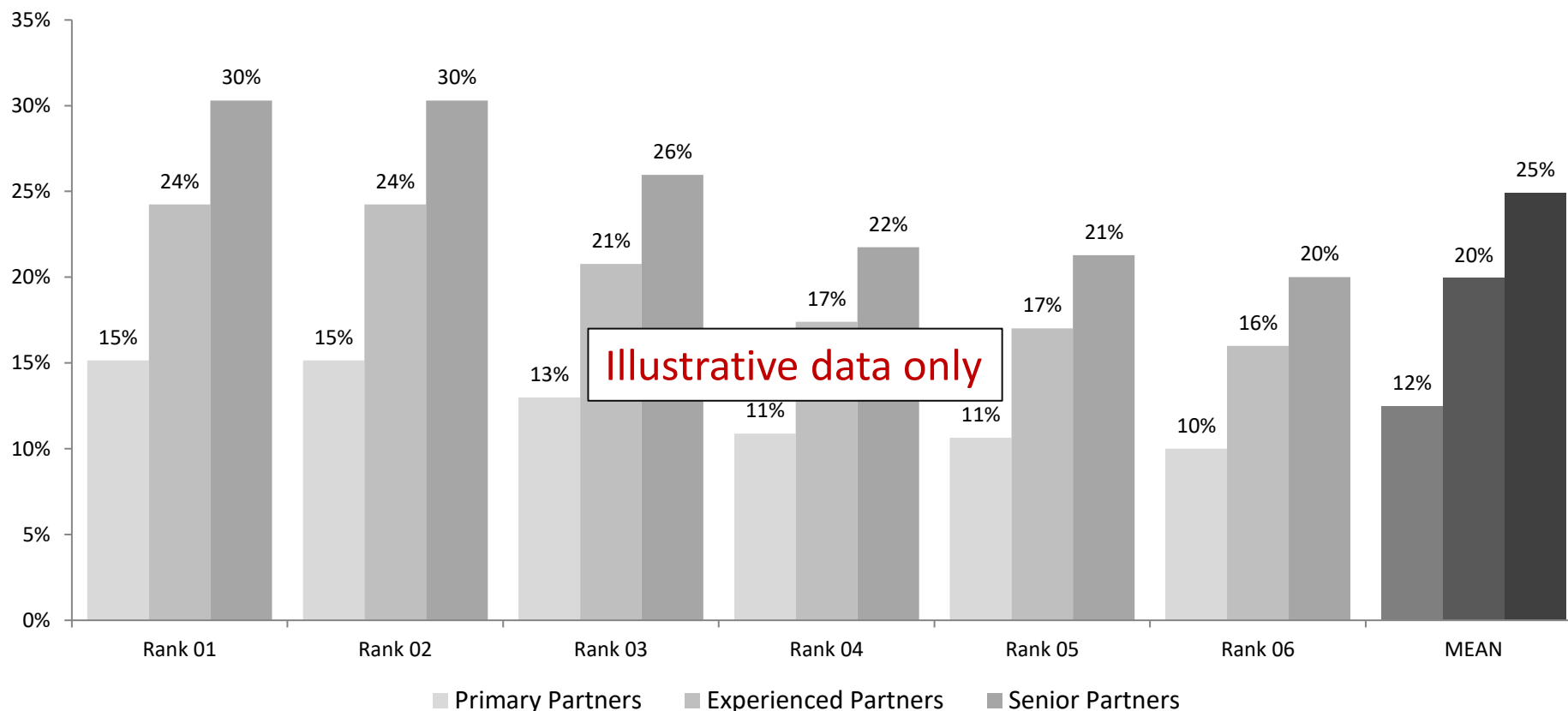**Revenue Responsibility Pay-out Ratios in Accounting-Based Firms** [1]
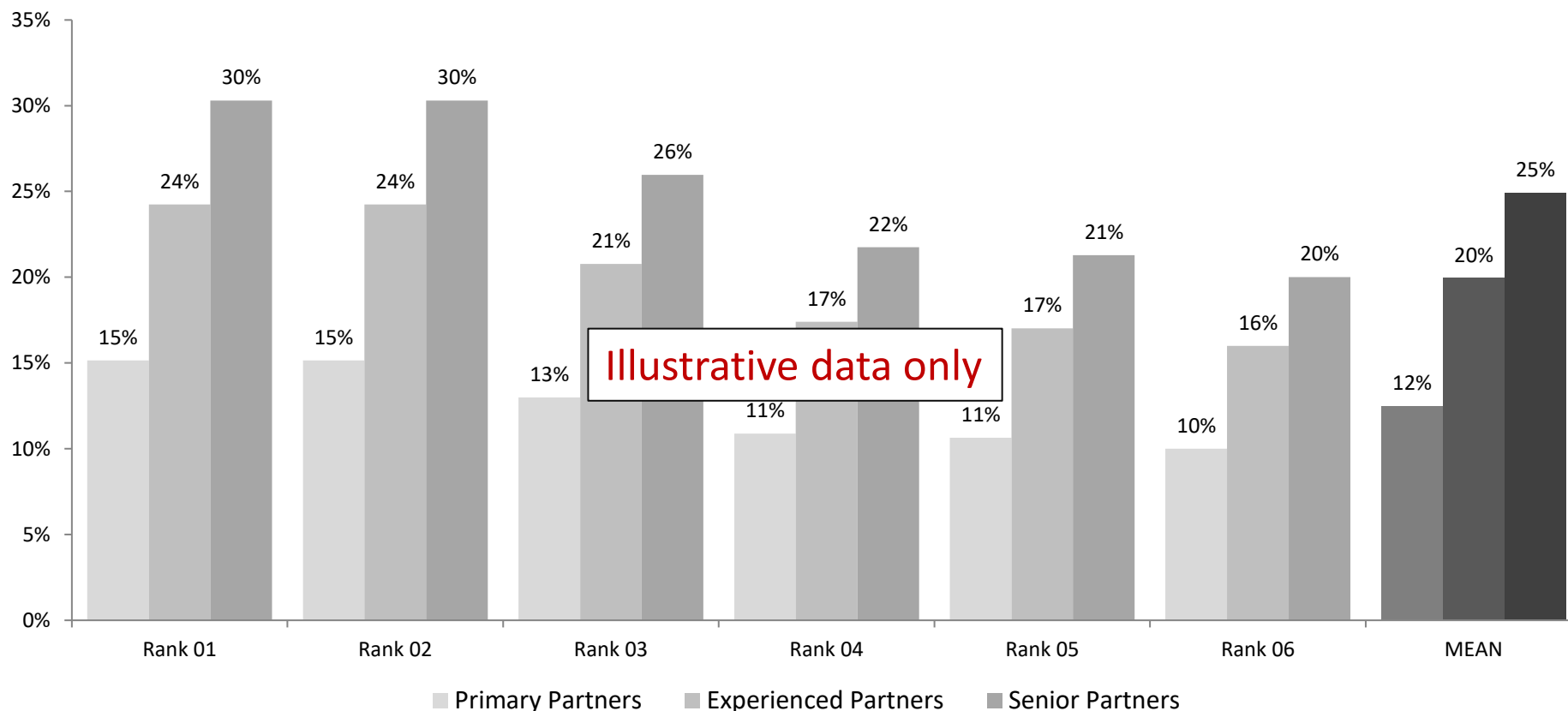
Illustrative data only

Legend: Primary Partners, Experienced Partners, Senior Partners

Data values by Rank:
- Rank 01: 15%, 24%, 30%
- Rank 02: 15%, 24%, 30%
- Rank 03: 13%, 21%, 26%
- Rank 04: 11%, 17%, 22%
- Rank 05: 11%, 17%, 21%
- Rank 06: 10%, 16%, 20%
- MEAN: 12%, 20%, 25%

1) Revenue Responsibility Pay-out Ratio = (Median) Total Target Income at Level / Target Firm Revenue per Partner.
Example: Partners with a Total Target Income of USD 200k at a Firm with a Target Revenue per Partner of USD 4m would have a ratio of 5%.

Ranking: Firms were ranked from highest Primary Partner values to lowest. **Country-Specific Calculation:** Calculation based on each Firm's selected main country (e.g. USA, UK, GER).

The market's mean Revenue Responsibility Pay-out Ratios ranged from 12% to 25% across the levels for ITFs

Revenue Responsibility Pay-out Ratios in IT-Based Firms [1]
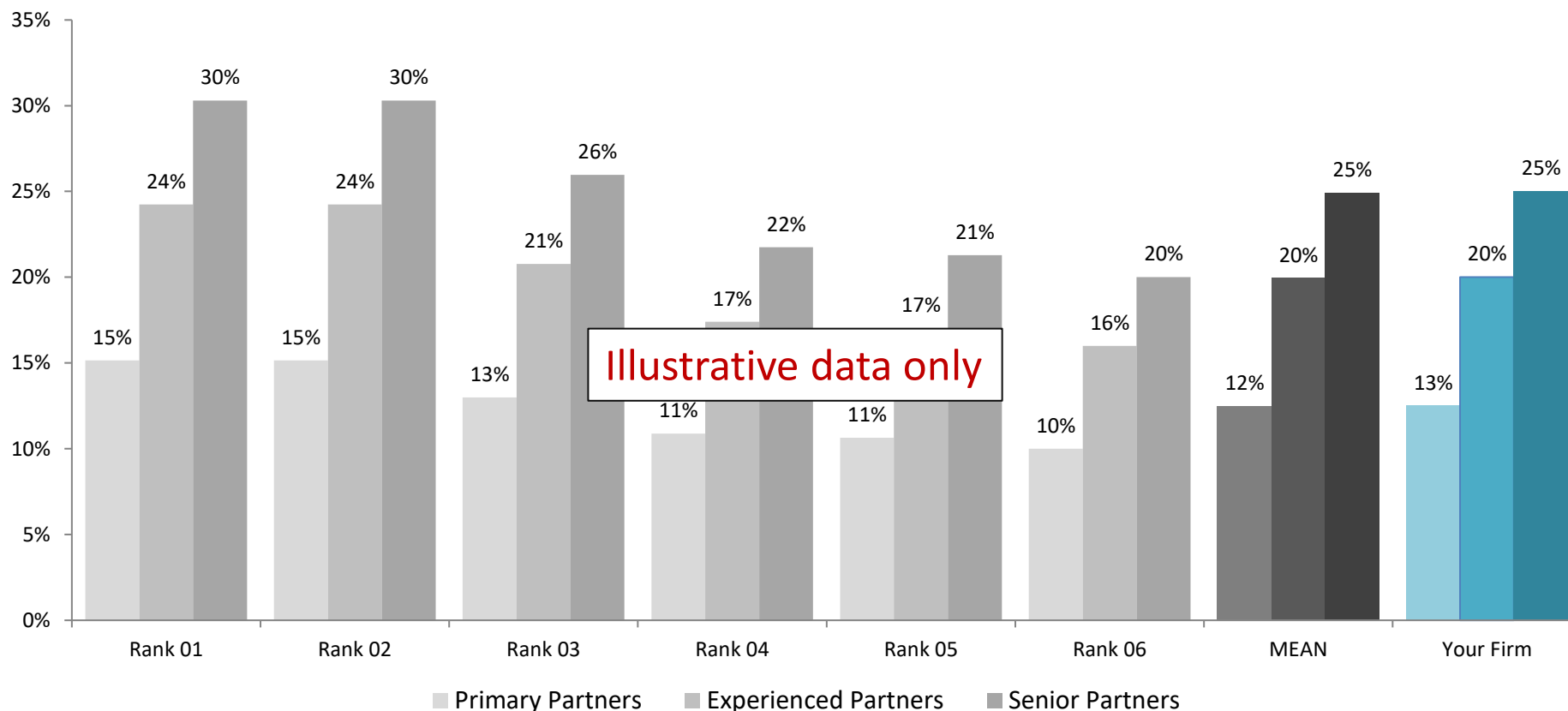
Illustrative data only

■ Primary Partners ■ Experienced Partners ■ Senior Partners

1) Revenue Responsibility Pay-out Ratio = (Median) Total Target Income at Level / Target Firm Revenue per Partner.
Example: Partners with a Total Target Income of USD 200k at a Firm with a Target Revenue per Partner of USD 4m would have a ratio of 5%.

Ranking: Firms were ranked from highest Primary Partner values to lowest. **Country-Specific Calculation:** Calculation based on each Firm's selected main country (e.g. USA, UK, GER).

The market's mean Revenue Responsibility Pay-out Ratios ranged from 12% to 25% across the levels for OPFs

Revenue Responsibility Pay-out Ratios in Operations-Based & Full-Service Firms [1]
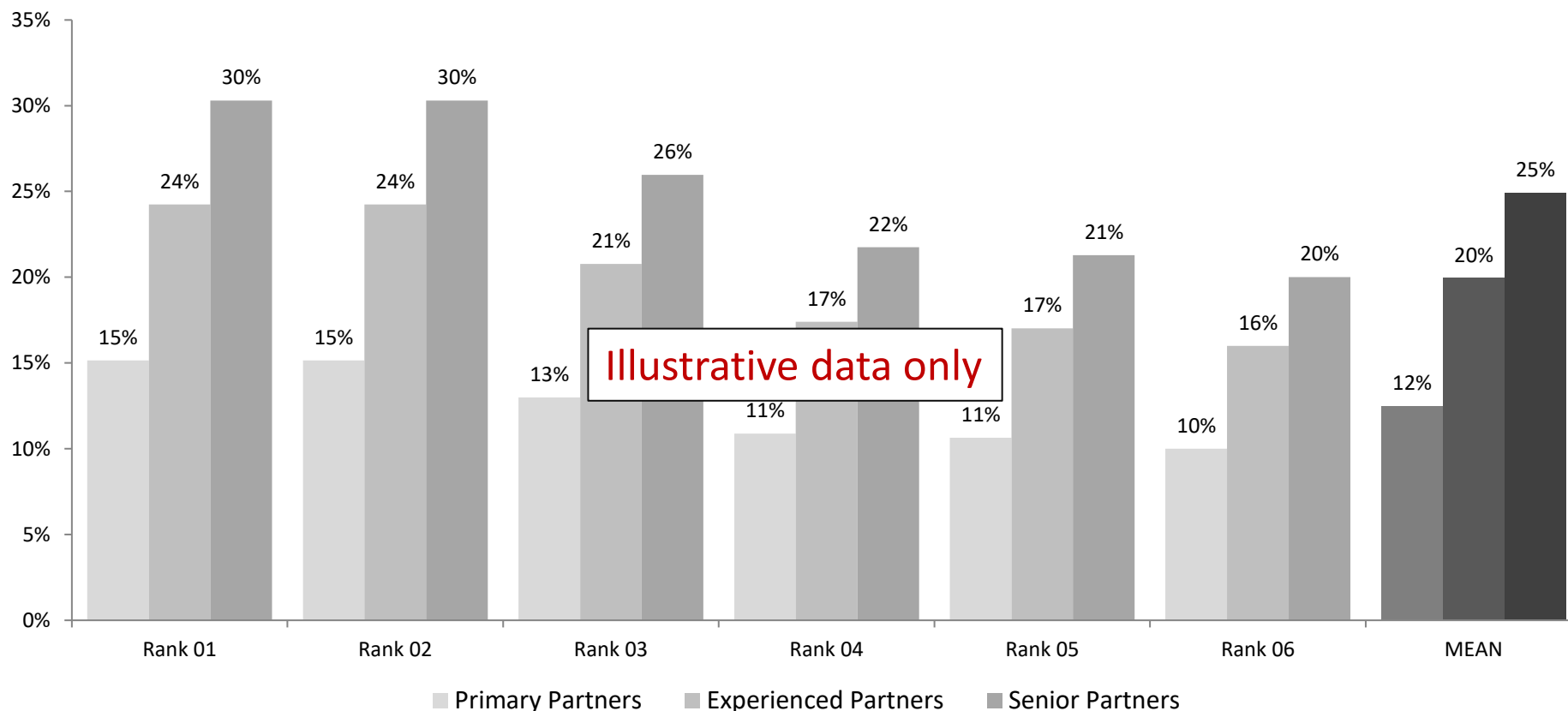
Illustrative data only

Legend: Primary Partners, Experienced Partners, Senior Partners

1) Revenue Responsibility Pay-out Ratio = (Median) Total Target Income at Level / Target Firm Revenue per Partner.
Example: Partners with a Total Target Income of USD 200k at a Firm with a Target Revenue per Partner of USD 4m would have a ratio of 5%.

Ranking: Firms were ranked from highest Primary Partner values to lowest. **Country-Specific Calculation:** Calculation based on each Firm's selected main country (e.g. USA, UK, GER).

The market's mean Revenue Responsibility Pay-out Ratios ranged from 12% to 25% across the levels for SCFs

Revenue Responsibility Pay-out Ratios in 'Pure' Strategy Firms [1]

Illustrative data only

■ Primary Partners   ■ Experienced Partners   ■ Senior Partners

1)   Revenue Responsibility Pay-out Ratio = (Median) Total Target Income at Level / Target Firm Revenue per Partner.
Example: Partners with a Total Target Income of USD 200k at a Firm with a Target Revenue per Partner of USD 4m would have a ratio of 5%.

Ranking: Firms were ranked from highest Primary Partner values to lowest. **Country-Specific Calculation:** Calculation based on each Firm's selected main country (e.g. USA, UK, GER).

Target Firm Revenue per Consultant was highest at ... and lowest at ...

Market Means - Target Firm Revenue per Consultant (in USD '000s) [1]
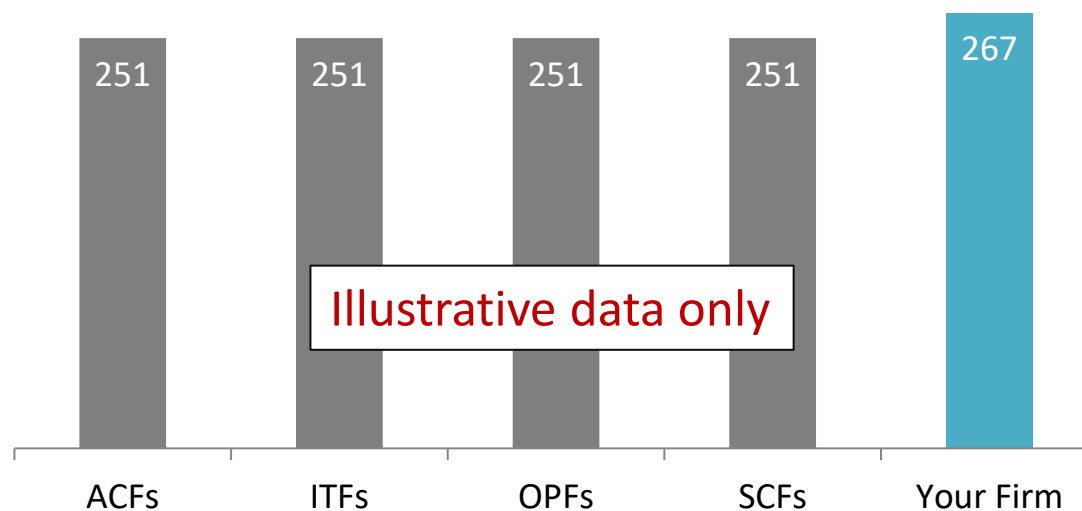
Target Firm Revenue per Consultant = Total Target Firm Revenue / Number of Consultants

YOUR FIRM

Target Firm Revenue per Consultant = USD 400m / 1,500 Consultants = USD 267k

Consultants = those incumbents matched to Vencon's Consultant Levels.

ACFs = Accounting-Based Firms. **ITFs** = IT-Based Firms. **OPFs** = Operations-Based & Full-Service Firms. **SCFs** = 'Pure' Strategy Firms.

The market's mean Target Firm Revenue per Consultant at ACFs was USD 251k
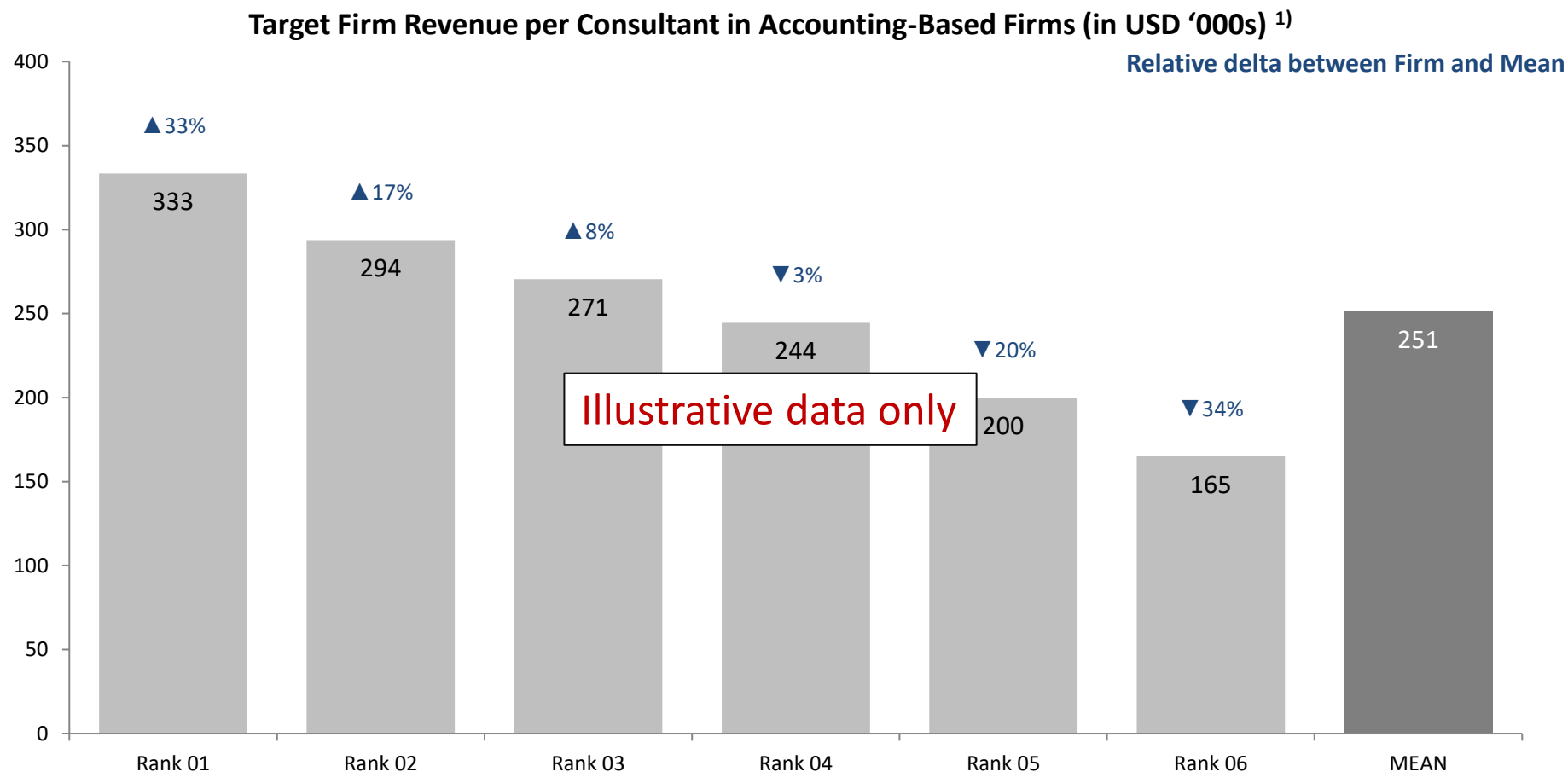
Target Firm Revenue per Consultant in Accounting-Based Firms (in USD '000s) [1]

Relative delta between Firm and Mean

▲33%
333 (Rank 01)

▲17%
294 (Rank 02)

▲8%
271 (Rank 03)

▼3%
244 (Rank 04)

▼20%
200 (Rank 05)

Illustrative data only

▼34%
165 (Rank 06)

251 (MEAN)

[1] Target Firm Revenue per Consultant = Total Target Firm Revenue / Number of Consultants (incumbents matched to Vencon's Consultant levels).
Example: A Firm with a Target Firm Revenue of USD 100m and 500 Consultants would have a value of USD 200k.

Ranking: Firms were ranked from highest value to lowest.

The market's mean Target Firm Revenue per Consultant at ITFs was USD 251k

Target Firm Revenue per Consultant in IT-Based Firms (in USD '000s) [1]
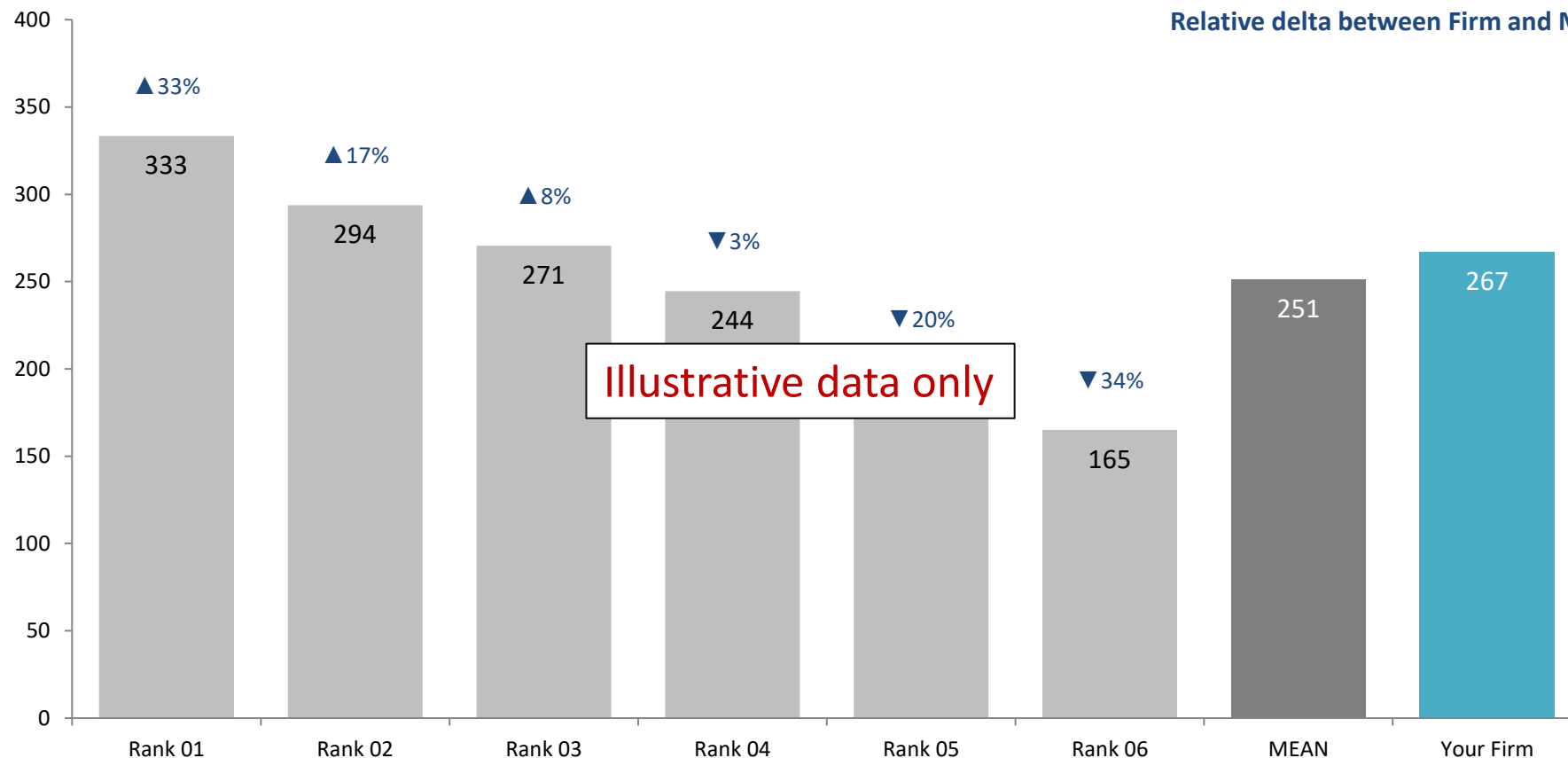
Relative delta between Firm and Mean

Illustrative data only

Rank 01: 333	▲33%	
Rank 02: 294	▲17%	
Rank 03: 271	▲8%	
Rank 04: 244	▼3%	
Rank 05	▼20%	
Rank 06: 165	▼34%	
MEAN: 251		
Your Firm: 267		

1) Target Firm Revenue per Consultant = Total Target Firm Revenue / Number of Consultants (incumbents matched to Vencon's Consultant levels).
Example: A Firm with a Target Firm Revenue of USD 100m and 500 Consultants would have a value of USD 200k.

Ranking: Firms were ranked from highest value to lowest.

The market's mean Target Firm Revenue per Consultant at OPFs was USD 251k
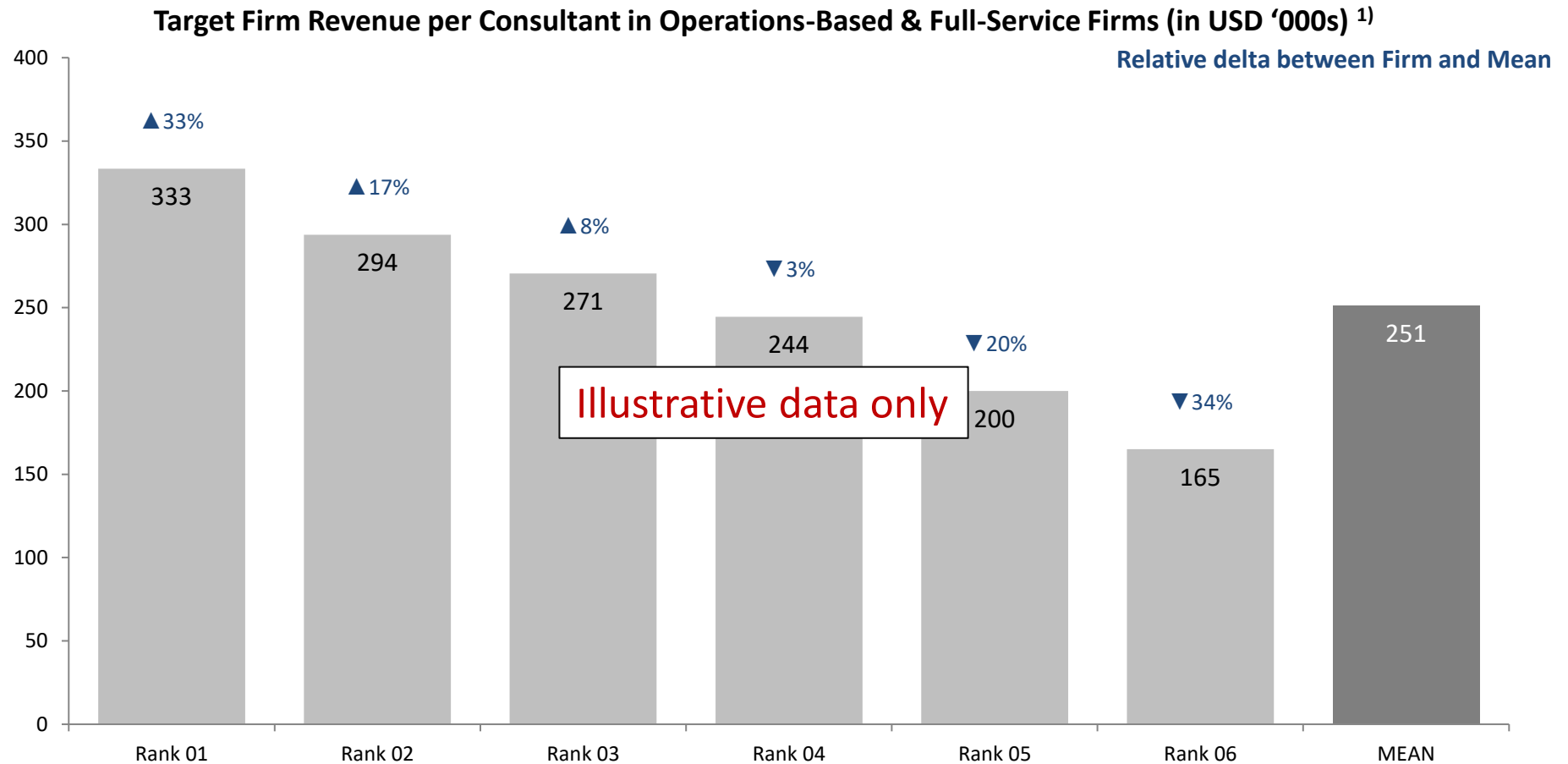
Target Firm Revenue per Consultant in Operations-Based & Full-Service Firms (in USD '000s) [1]

1) Target Firm Revenue per Consultant = Total Target Firm Revenue / Number of Consultants (incumbents matched to Vencon's Consultant levels).
Example: A Firm with a Target Firm Revenue of USD 100m and 500 Consultants would have a value of USD 200k.

Ranking: Firms were ranked from highest value to lowest.

The market's mean Target Firm Revenue per Consultant at SCFs was USD 251k

Target Firm Revenue per Consultant in 'Pure' Strategy Firms (in USD '000s) [1]
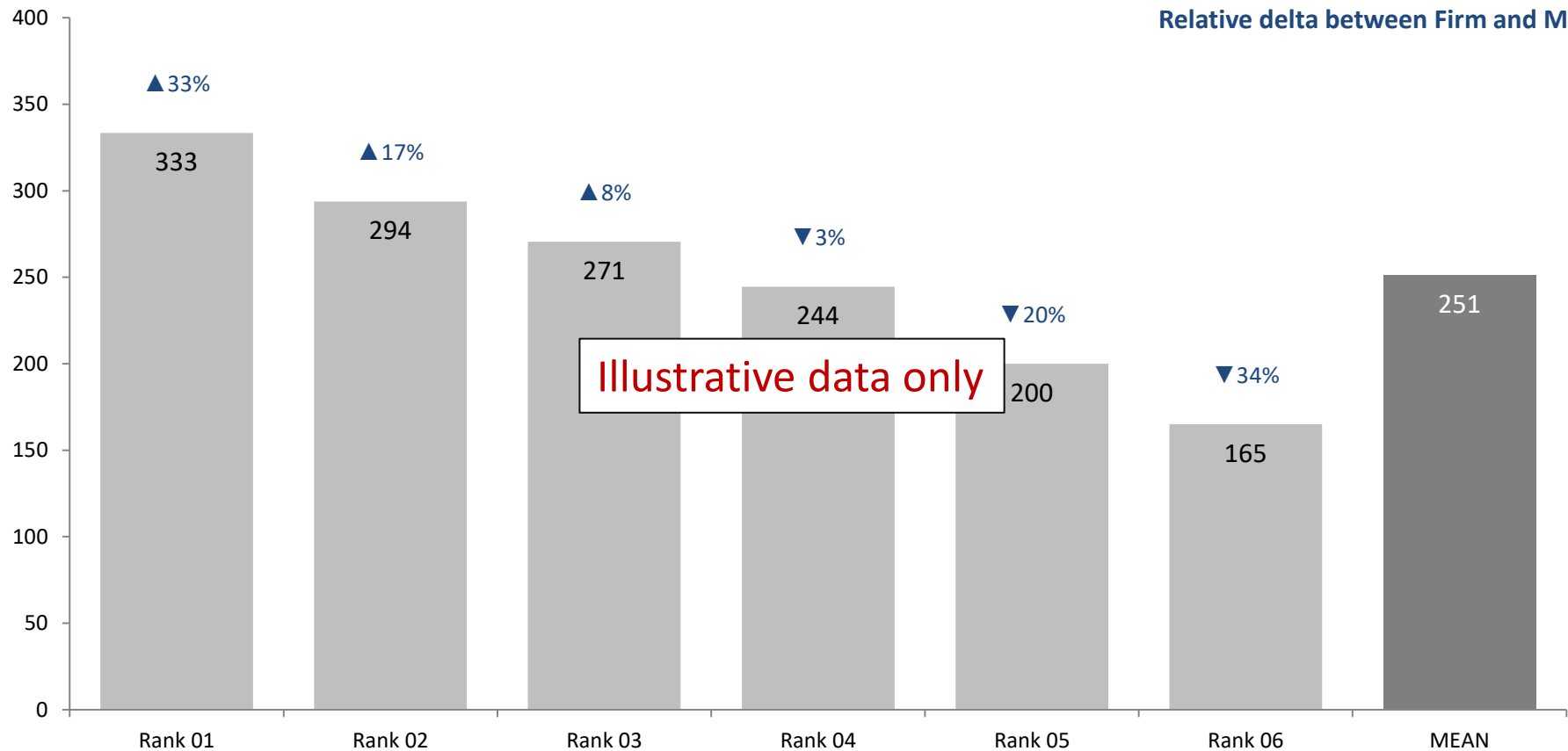
Relative delta between Firm and Mean

▲33% — 333 (Rank 01)
▲17% — 294 (Rank 02)
▲8% — 271 (Rank 03)
▼3% — 244 (Rank 04)
▼20% — 200 (Rank 05)
▼34% — 165 (Rank 06)
251 (MEAN)

Illustrative data only

[1] Target Firm Revenue per Consultant = Total Target Firm Revenue / Number of Consultants (incumbents matched to Vencon's Consultant levels).
Example: A Firm with a Target Firm Revenue of USD 100m and 500 Consultants would have a value of USD 200k.

Ranking: Firms were ranked from highest value to lowest.

Certain sections have been purposefully omitted to expedite the reading of this Example Version

Additional Sections Included as Standard in Purchased ParSur III Report

- As per the previous 5 slides for Target Firm Revenue per Consultant, data will also be presented for the following:

  » Target Firm Revenue per Professional   *(Professionals = Partners + Consultants)*

  » Target Firm Revenue per Consultant and Support Staff

  » Target Firm Revenue per Incumbent   *(Incumbents = Partners + Consultants + Support Staff)*

Contents

* / ** In a purchased report, these sections will contain an additional 15 and 20 pages respectively

Average Target Sales Revenue per Partner were highest at… and lowest at…

Market Means – Average Target Sales Revenue per Partner (by Level) (in USD '000s) [1]

Average Target Sales Revenue per Partner = Total Target Sales Revenue for Level / Number of Partners at Level

YOUR FIRM

Average Target Sales Revenue per Primary Partner = USD 125m / 50 = USD 2.5m

Average Target Sales Revenue per Experienced Partner = USD 200m / 40 = USD 5.0m

Average Target Sales Revenue per Senior Partner = USD 75m / 10 = USD 7.5m

Incumbents = Partners + Consultants + Support Staff. **Partners** = those matched to Vencon's Partner Levels. **Consultants** = those incumbents matched to Vencon's Consultant Levels. **Support Staff** = Administration and Support Staff (i.e. those not matched to Vencon's Partner or Consultant Levels. **ACFs** = Accounting-Based Firms. **ITFs** = IT-Based Firms. **OPFs** = Operations-Based & Full-Service Firms. S**CFs** = 'Pure' Strategy Firms.
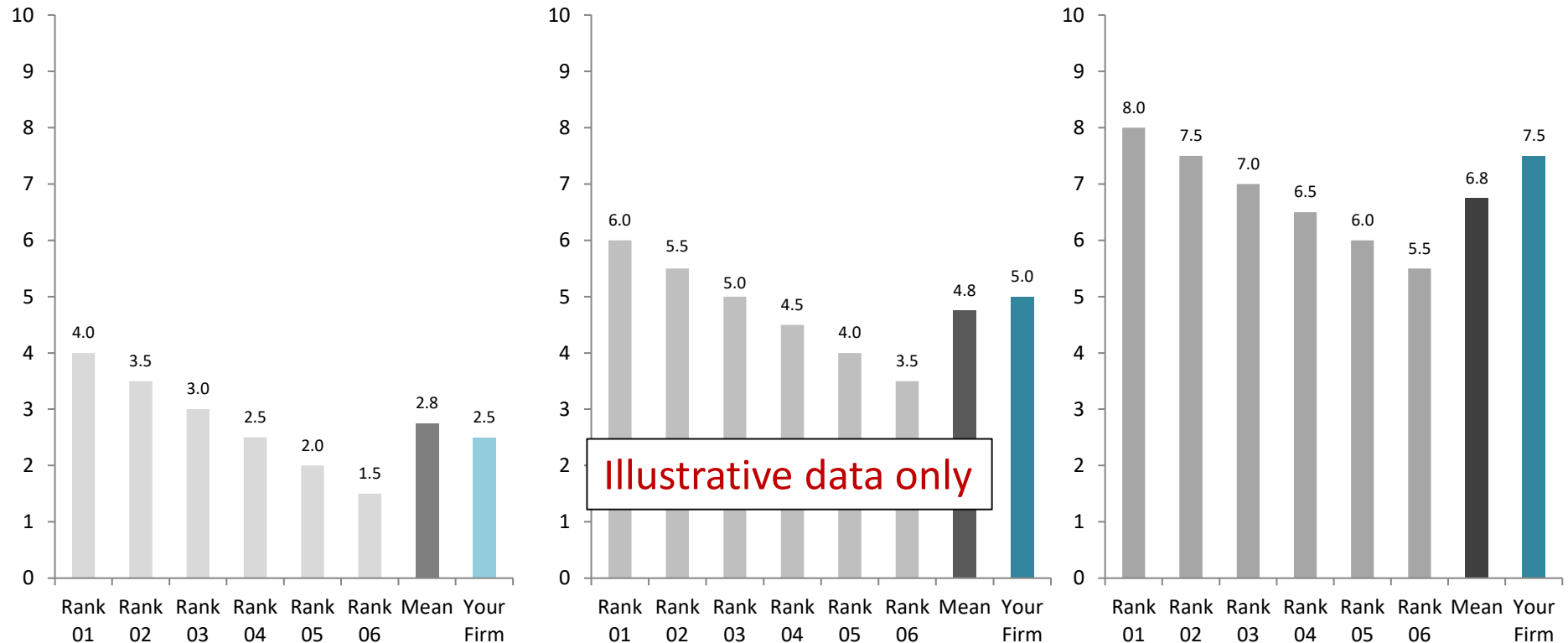
VENCON
RESEARCH INTERNATIONAL

The market's mean Average Target Sales Revenues in ACFs ranged between USD 2.8m and USD 6.8m

Average Target Sales Revenue per Partner (by Level) in Accounting-Based Firms (in USD million) [1]

Primary Partners

Rank 01: 4.0, Rank 02: 3.5, Rank 03: 3.0, Rank 04: 2.5, Rank 05: 2.0, Rank 06: 1.5, Mean: 2.8

Experienced Partners

Rank 01: 6.0, Rank 02: 5.5, Rank 03: 5.0, Rank 04: 4.5, Rank 05: 4.0, Rank 06: 3.5, Mean: 4.8

Illustrative data only

Senior Partners

Rank 01: 8.0, Rank 02: 7.5, Rank 03: 7.0, Rank 04: 6.5, Rank 05: 6.0, Rank 06: 5.5, Mean: 6.8

[1] Average Target Revenue per Partner (by Level) considers, per Level, all Target Firm Revenue and all Partners (incumbents matched to Vencon's Partner levels).

Ranking: Firms were ranked from highest average Target Revenue per Partner to lowest. Ranking for Primary Partners is separate from ranking for Experienced and Senior partners. e.g. the Firm 'Rank 01' for Primary Partners is not necessarily the same and not necessarily different from the Firm 'Rank 01' for Experienced Partners.

The market's mean Average Target Sales Revenues in ITFs ranged between USD 2.8m and USD 6.8m

Average Target Sales Revenue per Partner (by Level) in IT-Based Firms (in USD million) [1]

1) Average Target Revenue per Partner (by Level) considers, per Level, all Target Firm Revenue and all Partners (incumbents matched to Vencon's Partner levels).

Ranking: Firms were ranked from highest average Target Revenue per Partner to lowest. Ranking for Primary Partners is separate from ranking for Experienced and Senior partners. e.g. the Firm 'Rank 01' for Primary Partners is not necessarily the same and not necessarily different from the Firm 'Rank 01' for Experienced Partners.
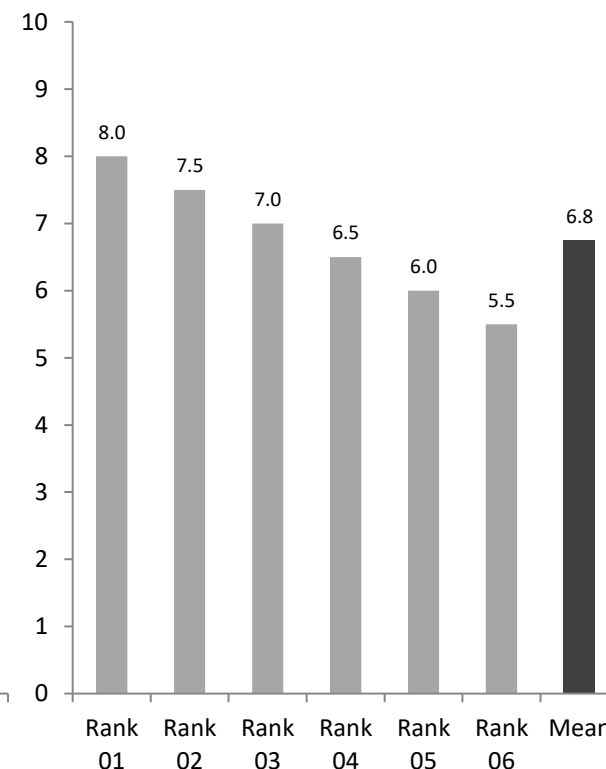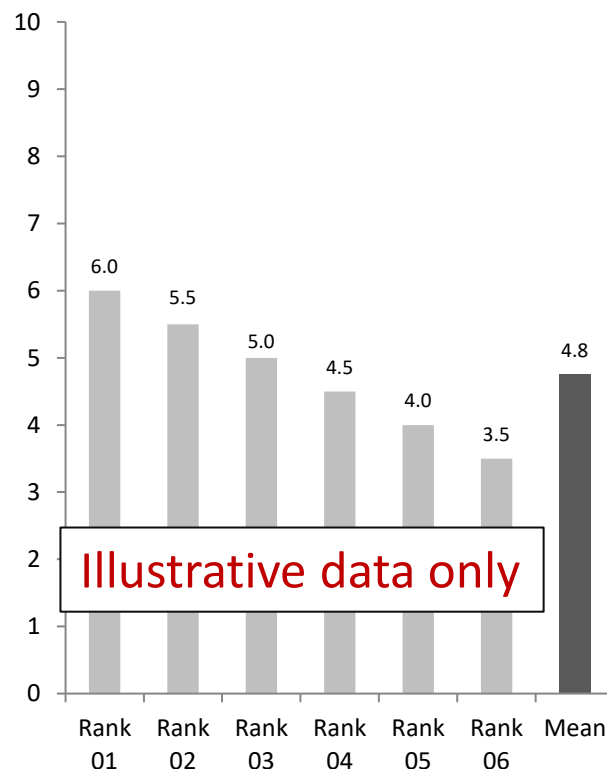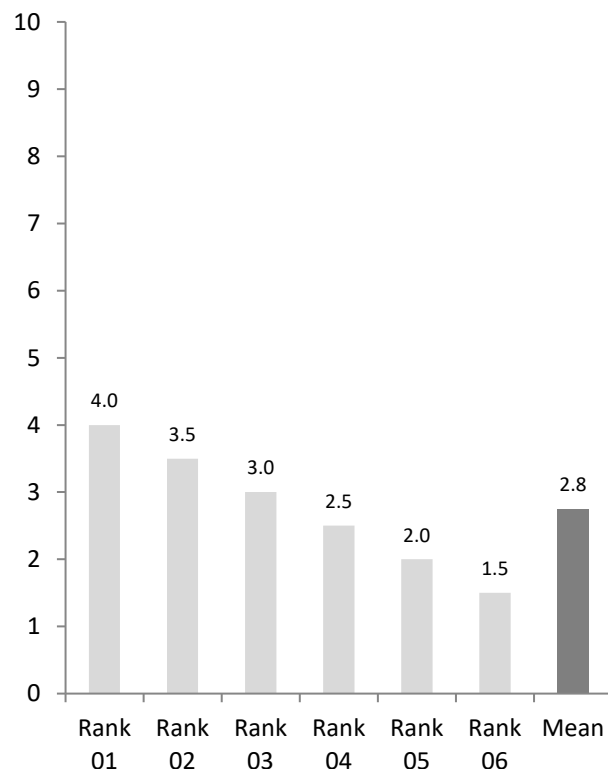
The market's mean Average Target Sales Revenues in OPFs ranged between USD 2.8m and USD 6.8m

Average Target Sales Revenue per Partner (by Level) in Operations-Based & Full-Service Firms (in USD million) [1]
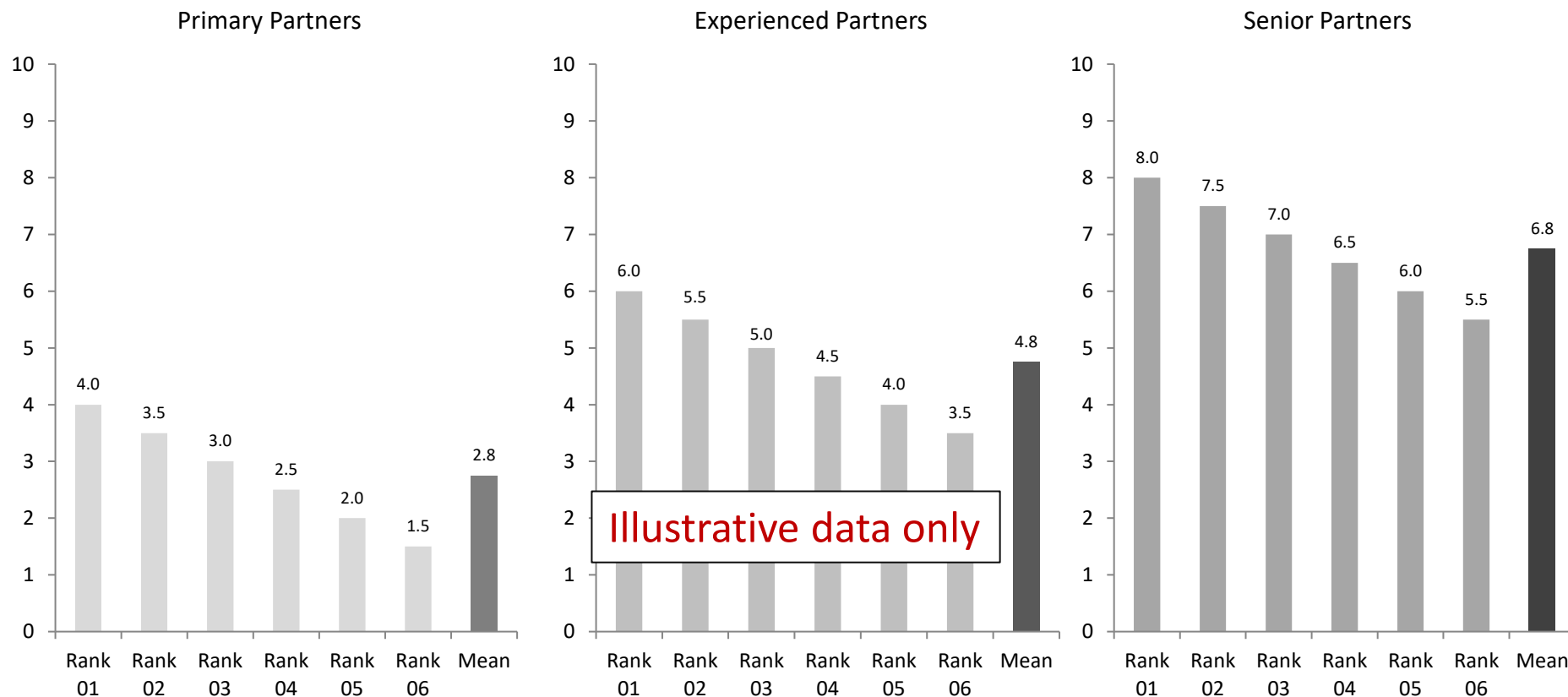
Primary Partners | Experienced Partners | Senior Partners
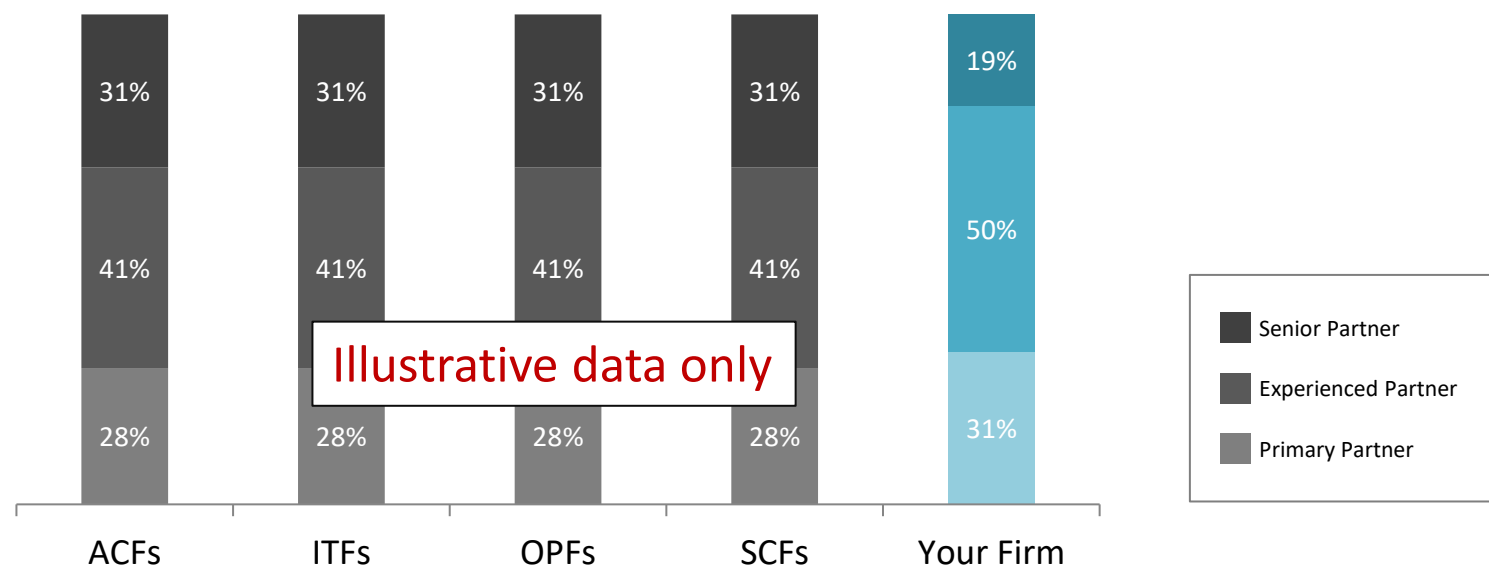
Illustrative data only

[1] Average Target Revenue per Partner (by Level) considers, per Level, all Target Firm Revenue and all Partners (incumbents matched to Vencon's Partner levels).

Ranking: Firms were ranked from highest average Target Revenue per Partner to lowest. Ranking for Primary Partners is separate from ranking for Experienced and Senior partners. e.g. the Firm 'Rank 01' for Primary Partners is not necessarily the same and not necessarily different from the Firm 'Rank 01' for Experienced Partners.

The market's mean Average Target Sales Revenues in SCFs ranged between USD 2.8m and USD 6.8m

Average Target Sales Revenue per Partner (by Level) in 'Pure' Strategy Firms (in USD million) [1]

Primary Partners — Experienced Partners — Senior Partners

Illustrative data only

[1] Average Target Revenue per Partner (by Level) considers, per Level, all Target Firm Revenue and all Partners (incumbents matched to Vencon's Partner levels).

Ranking: Firms were ranked from highest average Target Revenue per Partner to lowest. Ranking for Primary Partners is separate from ranking for Experienced and Senior partners. e.g. the Firm 'Rank 01' for Primary Partners is not necessarily the same and not necessarily different from the Firm 'Rank 01' for Experienced Partners.

Firms spread Target Sales Revenue requirements …

Market Means – Breakdown of Target Sales Revenue per Partner Level [1]

Illustrative data only

Legend: Senior Partner, Experienced Partner, Primary Partner

ACFs: 31% / 41% / 28%
ITFs: 31% / 41% / 28%
OPFs: 31% / 41% / 28%
SCFs: 31% / 41% / 28%
Your Firm: 19% / 50% / 31%

Target Sales Revenue Level Weighting % = Total Target Sales Revenue at Level / Total Target Firm Revenue

YOUR FIRM

Target Sales Revenue Primary Partner Weighting = USD 125m / USD 400m = 31%

Target Sales Revenue Experienced Partner Weighting = USD 200m / USD 400m = 50%

Target Sales Revenue Senior Partner Weighting = USD 75m / USD 400m = 19%

Incumbents = Partners + Consultants + Support Staff. **Partners** = those matched to Vencon's Partner Levels. **Consultants** = those incumbents matched to Vencon's Consultant Levels. **Support Staff** = Administration and Support Staff (i.e. those not matched to Vencon's Partner or Consultant Levels. **ACFs** = Accounting-Based Firms. **ITFs** = IT-Based Firms. **OPFs** = Operations-Based & Full-Service Firms. **SCFs** = 'Pure' Strategy Firms.

When weighted by Partner numbers, ACFs …

Breakdown of Target Sales Revenue per Partner Level in Accounting-Based Firms [1]
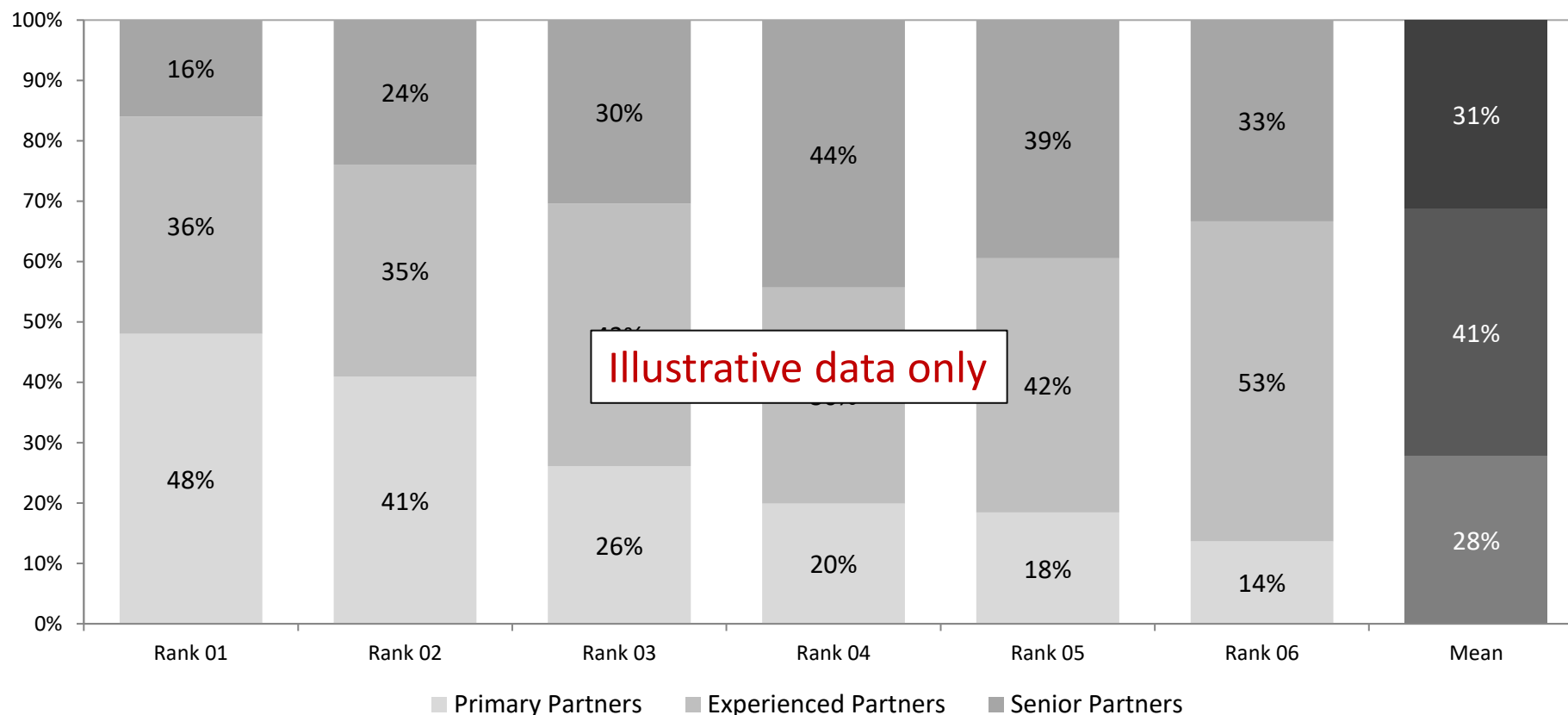
Illustrative data only

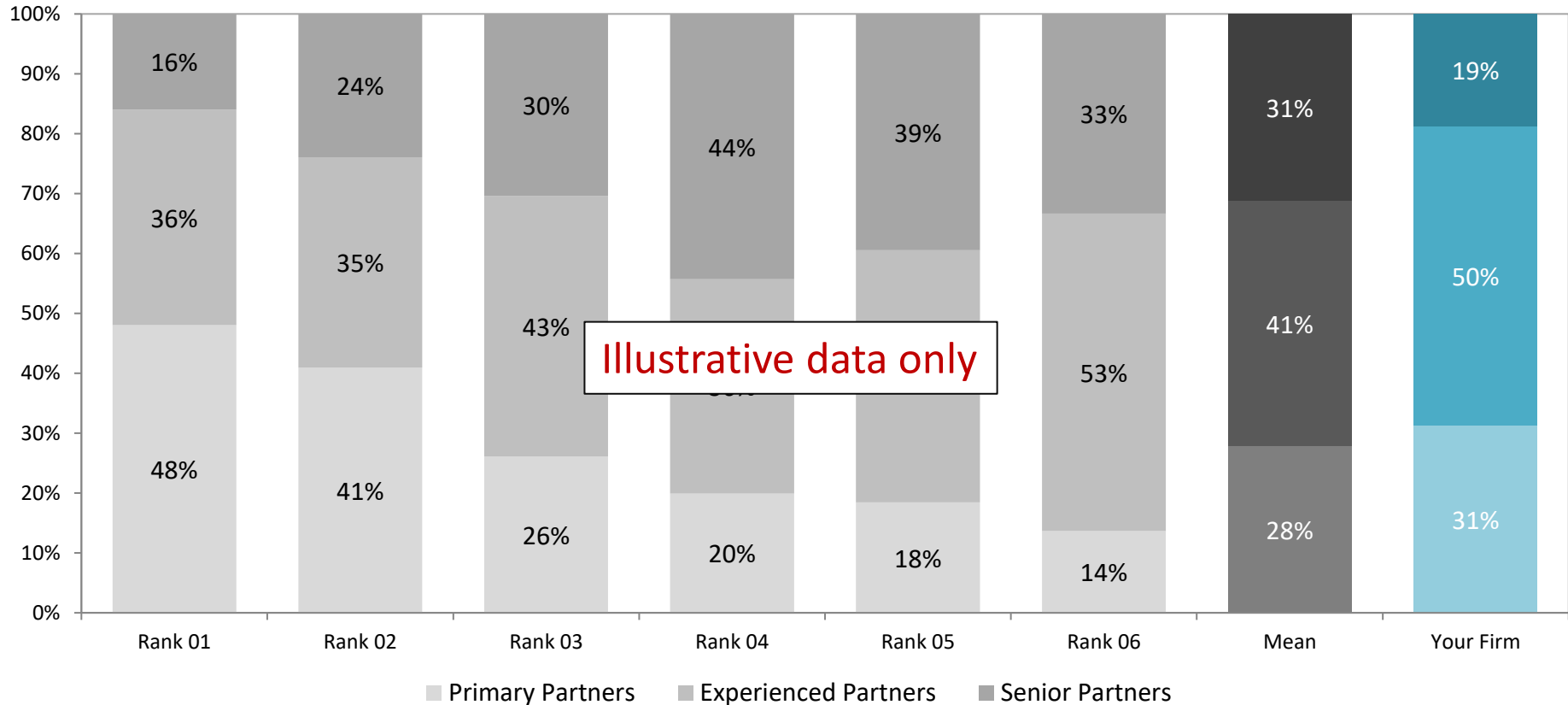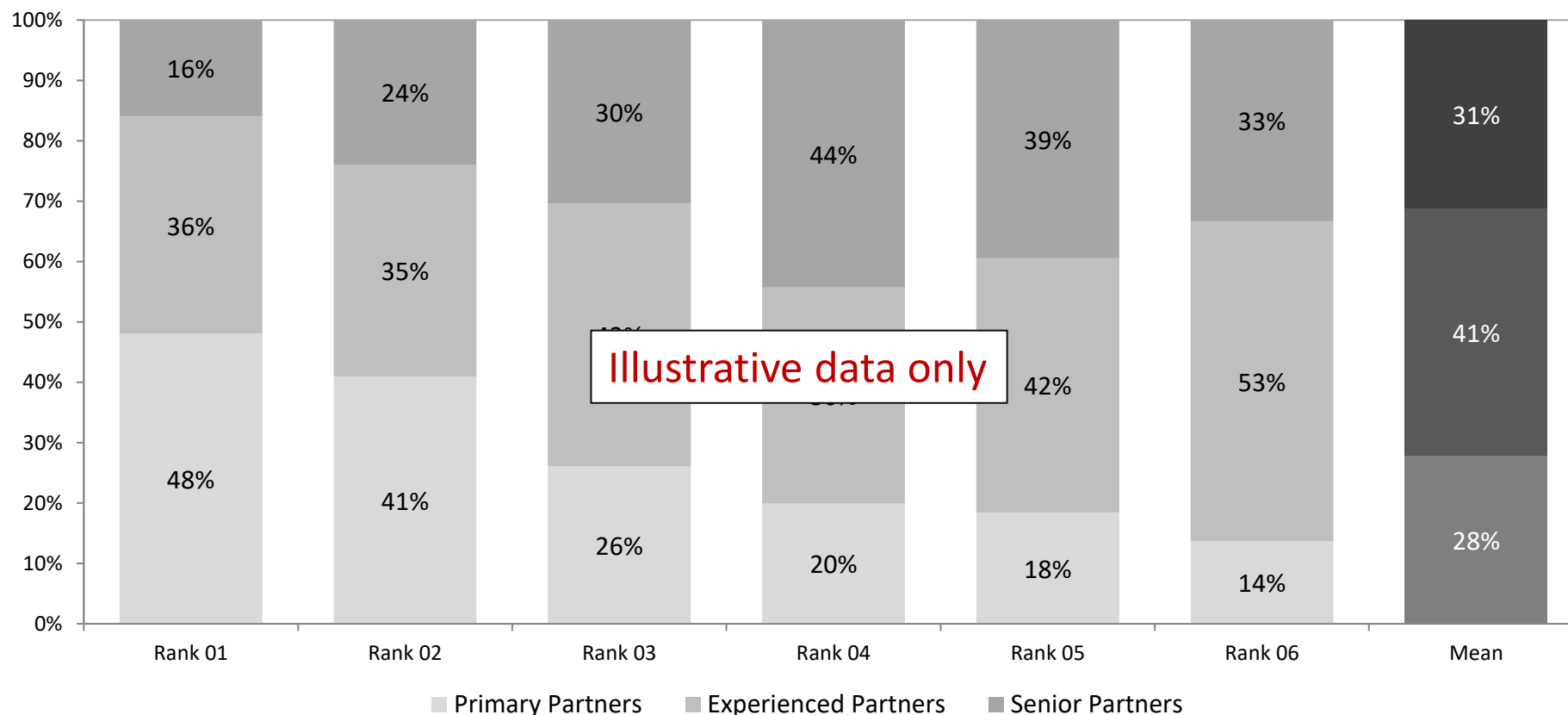Legend: Primary Partners | Experienced Partners | Senior Partners

[1] The above displays the relative Sales Revenue that entire Partner levels are expected to contribute.
Example: For a Firm with a Firm Target Revenue of USD 100m, a data point of 25% would indicate that that particular Level was expected to achieve USD 25m Sales Revenue.

Ranking: Firms were ranked from highest Primary Partner percentage to lowest.

When weighted by Partner numbers, ITFs …

Breakdown of Target Sales Revenue per Partner Level in IT-Based Firms [1]

Illustrative data only

Legend: Primary Partners | Experienced Partners | Senior Partners

Data by rank:
- Rank 01: 48% / 36% / 16%
- Rank 02: 41% / 35% / 24%
- Rank 03: 26% / 43% / 30%
- Rank 04: 20% / (Experienced) / 44%
- Rank 05: 18% / 39%
- Rank 06: 14% / 53% / 33%
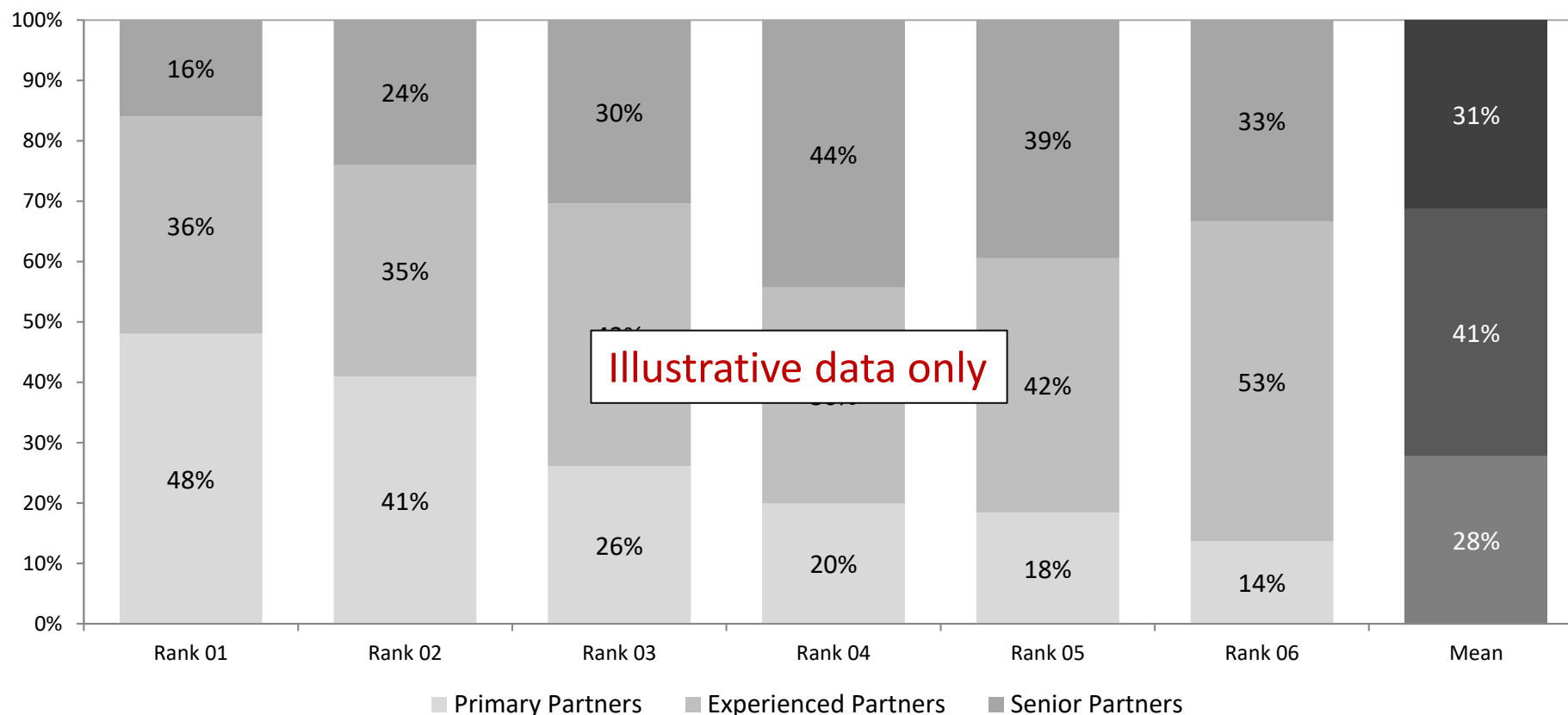- Mean: 28% / 41% / 31%
- Your Firm: 31% / 50% / 19%

[1]   The above displays the relative Sales Revenue that entire Partner levels are expected to contribute.
Example: For a Firm with a Firm Target Revenue of USD 100m, a data point of 25% would indicate that that particular Level was expected to achieve USD 25m Sales Revenue.

Ranking: Firms were ranked from highest Primary Partner percentage to lowest.

VENCON
RESEARCH INTERNATIONAL

When weighted by Partner numbers, OPFs ...

Breakdown of Target Sales Revenue per Partner Level in Operations-Based & Full-Service Firms [1]

Illustrative data only

■ Primary Partners ■ Experienced Partners ■ Senior Partners

[1]   The above displays the relative Sales Revenue that entire Partner levels are expected to contribute.
Example: For a Firm with a Firm Target Revenue of USD 100m, a data point of 25% would indicate that that particular Level was expected to achieve USD 25m Sales Revenue.

Ranking: Firms were ranked from highest Primary Partner percentage to lowest.

When weighted by Partner numbers, SCFs …

Breakdown of Target Sales Revenue per Partner Level in 'Pure' Strategy Firms [1]

Illustrative data only

Legend: Primary Partners | Experienced Partners | Senior Partners

	Rank 01	Rank 02	Rank 03	Rank 04	Rank 05	Rank 06	Mean
Senior Partners	16%	24%	30%	44%	39%	33%	31%
Experienced Partners	36%	35%			42%	53%	41%
Primary Partners	48%	41%	26%	20%	18%	14%	28%

[1]   The above displays the relative Sales Revenue that entire Partner levels are expected to contribute.
Example: For a Firm with a Firm Target Revenue of USD 100m, a data point of 25% would indicate that that particular Level was expected to achieve USD 25m Sales Revenue.

Ranking: Firms were ranked from highest Primary Partner percentage to lowest.

Target Sales Revenue Pay-out Ratios were highest at … and lowest at …

Market Means – Target Sales Revenue Pay-out Ratios [1]
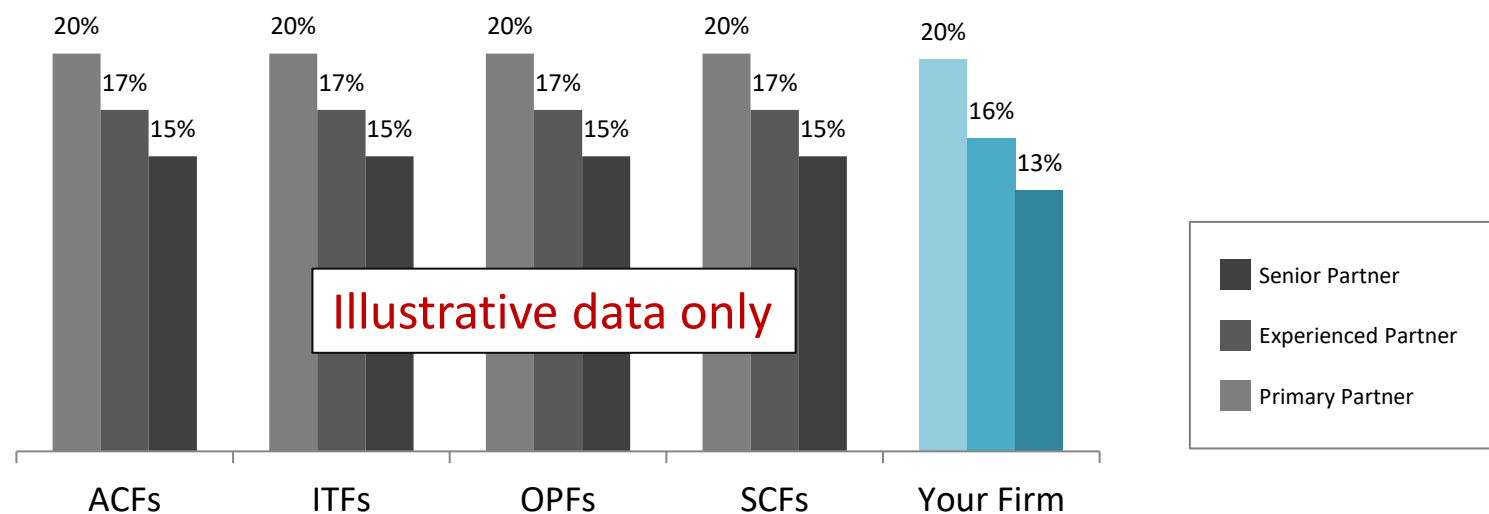
Target Revenue Pay-out Ratio = (Median) Total Target Income at Level / Average Target Sales Revenue at Level

YOUR FIRM

Primary Partner = USD 500k / USD 2.5m = 20%
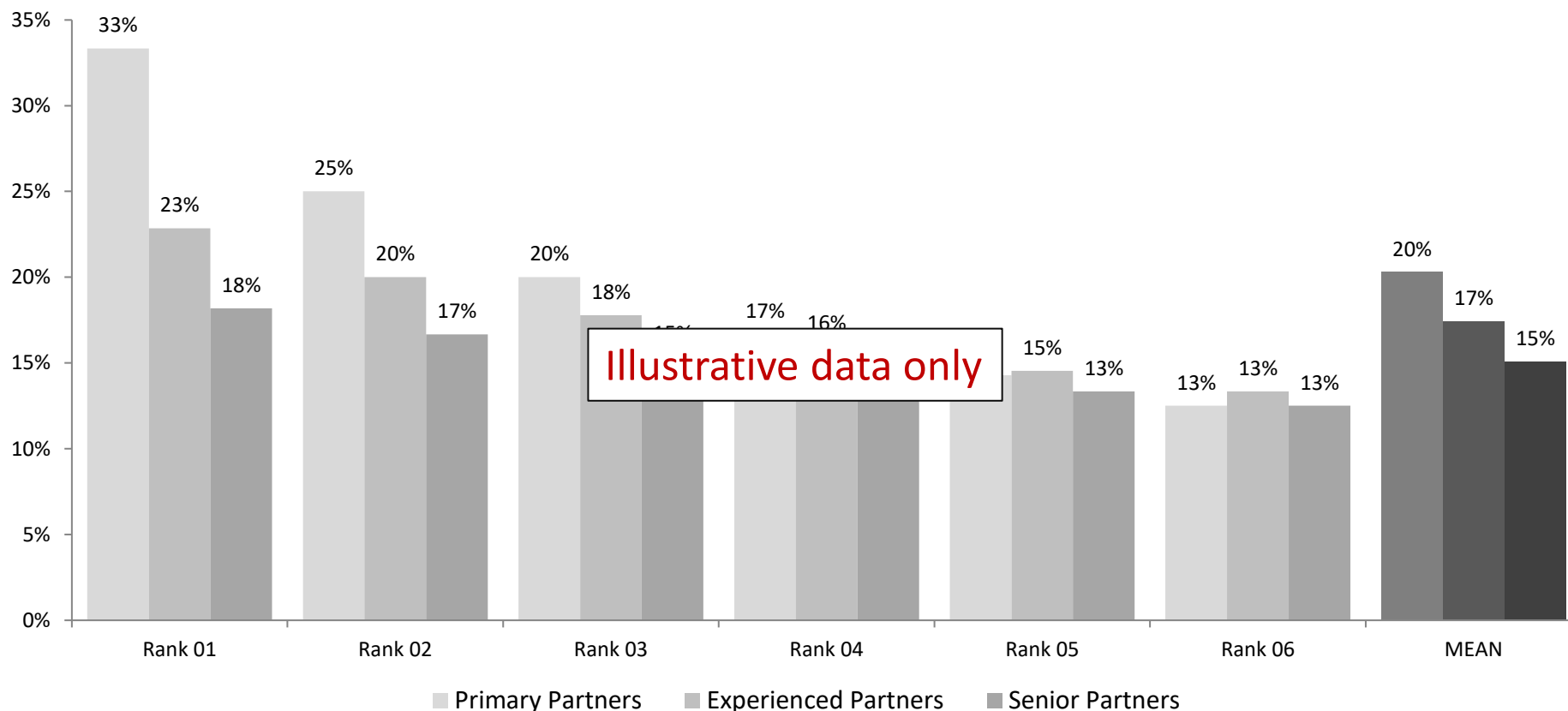
Experienced Partner = USD 800k / USD 5.0m = 16%

Senior Partner = USD 1,000k / USD 7.5m = 13%

Primary = Your Firm's "Level 1". **Experienced** = Your Firm's "Level 2". **Senior** = Your Firm's "Level 3". **Partner** = those incumbents matched to Vencon's Partner Levels. **ACFs** = Accounting-Based Firms. **ITFs** = IT-Based Firms. **OPFs** = Operations-Based & Full-Service Firms. **SCFs** = 'Pure' Strategy Firms.

Country-Specific Calculation: Calculation based on each Firm's selected main country (e.g. USA, UK, GER).

The market's mean Target Sales Revenue Pay-out Ratio ranged from 15% to 20% for ACFs

**Accounting-Based Firms' Target Sales Revenue Pay-out Ratios** [1]

Illustrative data only

Rank 01: Primary Partners 33%, Experienced Partners 23%, Senior Partners 18%
Rank 02: Primary Partners 25%, Experienced Partners 20%, Senior Partners 17%
Rank 03: Primary Partners 20%, Experienced Partners 18%, Senior Partners 15%
Rank 04: Primary Partners 17%, Experienced Partners 16%, Senior Partners 15%
Rank 05: Primary Partners 15%, Experienced Partners 15%, Senior Partners 13%
Rank 06: Primary Partners 13%, Experienced Partners 13%, Senior Partners 13%
MEAN: Primary Partners 20%, Experienced Partners 17%, Senior Partners 15%

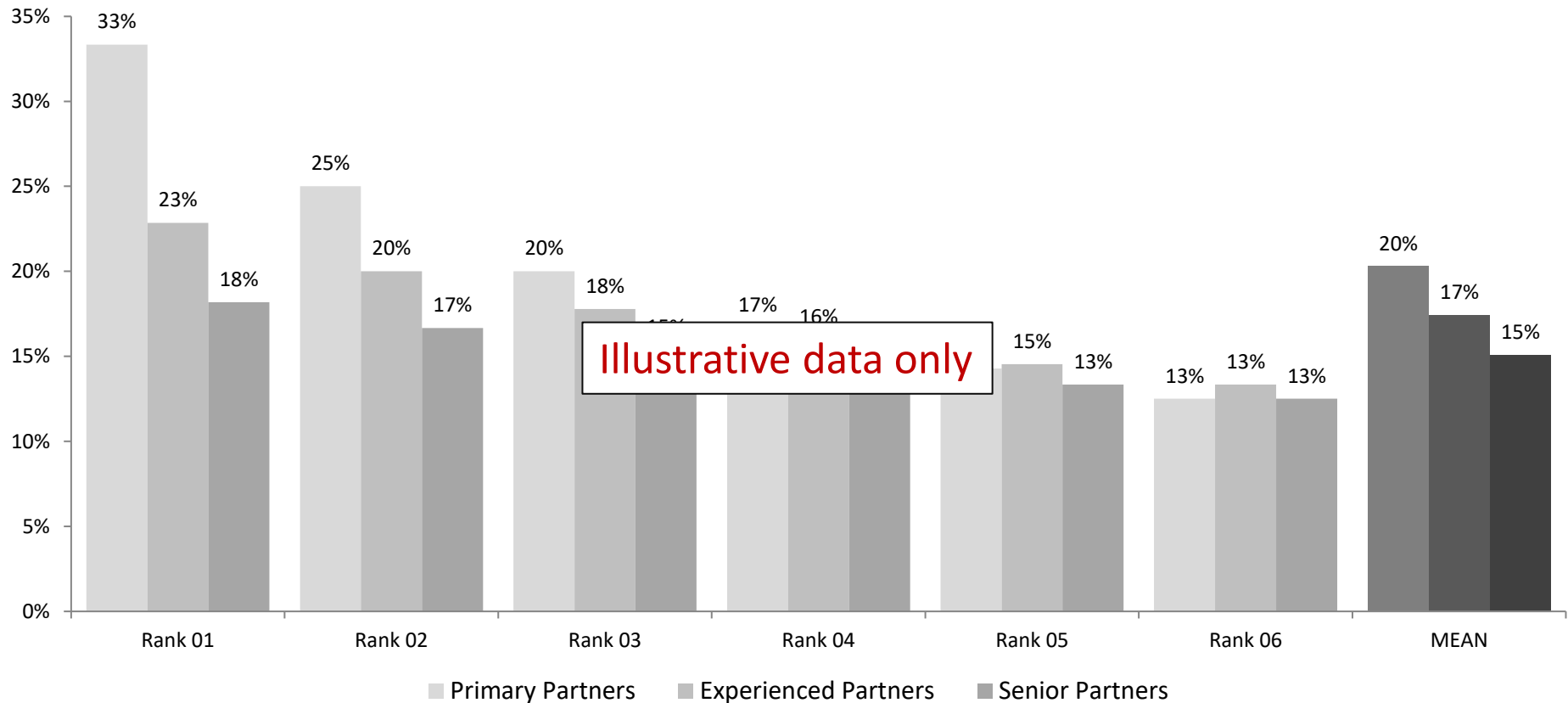■ Primary Partners ■ Experienced Partners ■ Senior Partners

1) Target Sales Revenue Pay-out Ratio (shown as percentages on chart above) = (Median) Total Target Income for Level / Average Target Sales Revenue at Level.
Example, Partners with a Total Target Income of USD 100k at a Level with an average Target Sales Revenue of USD 1m would have a ratio of 10%.

Ranking: Firms were ranked from highest Primary Partner values to lowest. **Country-Specific Calculation:** Calculation based on each Firm's selected main country (e.g. USA, UK, GER).

The market's mean Target Sales Revenue Pay-out Ratio ranged from 15% to 20% for ITFs

IT-Based Firms' Target Sales Revenue Pay-out Ratios [1]
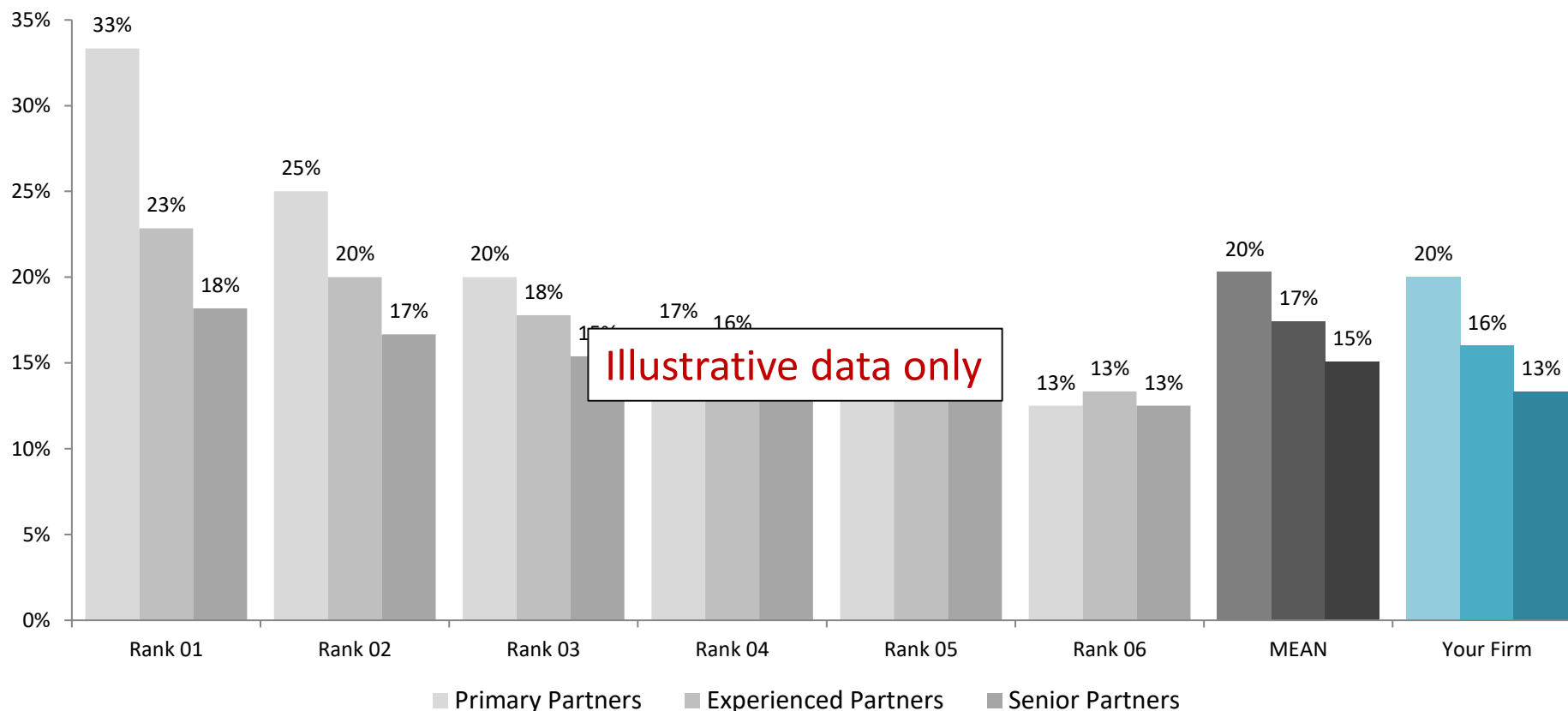
Illustrative data only

Legend: Primary Partners, Experienced Partners, Senior Partners

1) Target Sales Revenue Pay-out Ratio (shown as percentages on chart above) = (Median) Total Target Income for Level / Average Target Sales Revenue at Level.
Example, Partners with a Total Target Income of USD 100k at a Level with an average Target Sales Revenue of USD 1m would have a ratio of 10%.

Ranking: Firms were ranked from highest Primary Partner values to lowest. **Country-Specific Calculation:** Calculation based on each Firm's selected main country (e.g. USA, UK, GER).
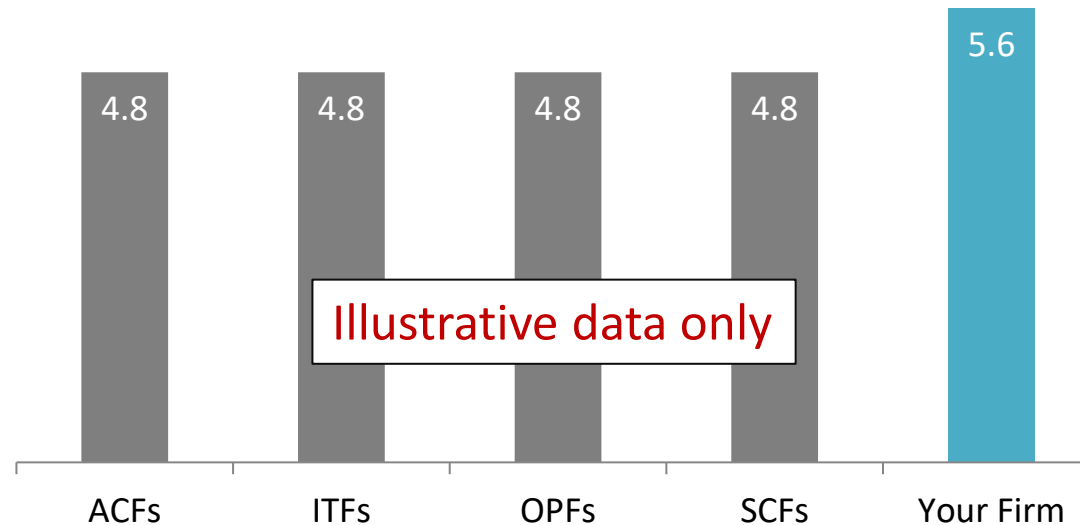
The market's mean Target Sales Revenue Pay-out Ratio ranged from 15% to 20% for OPFs

Op-Based & Full-Service Firms' Target Sales Revenue Pay-out Ratios [1]
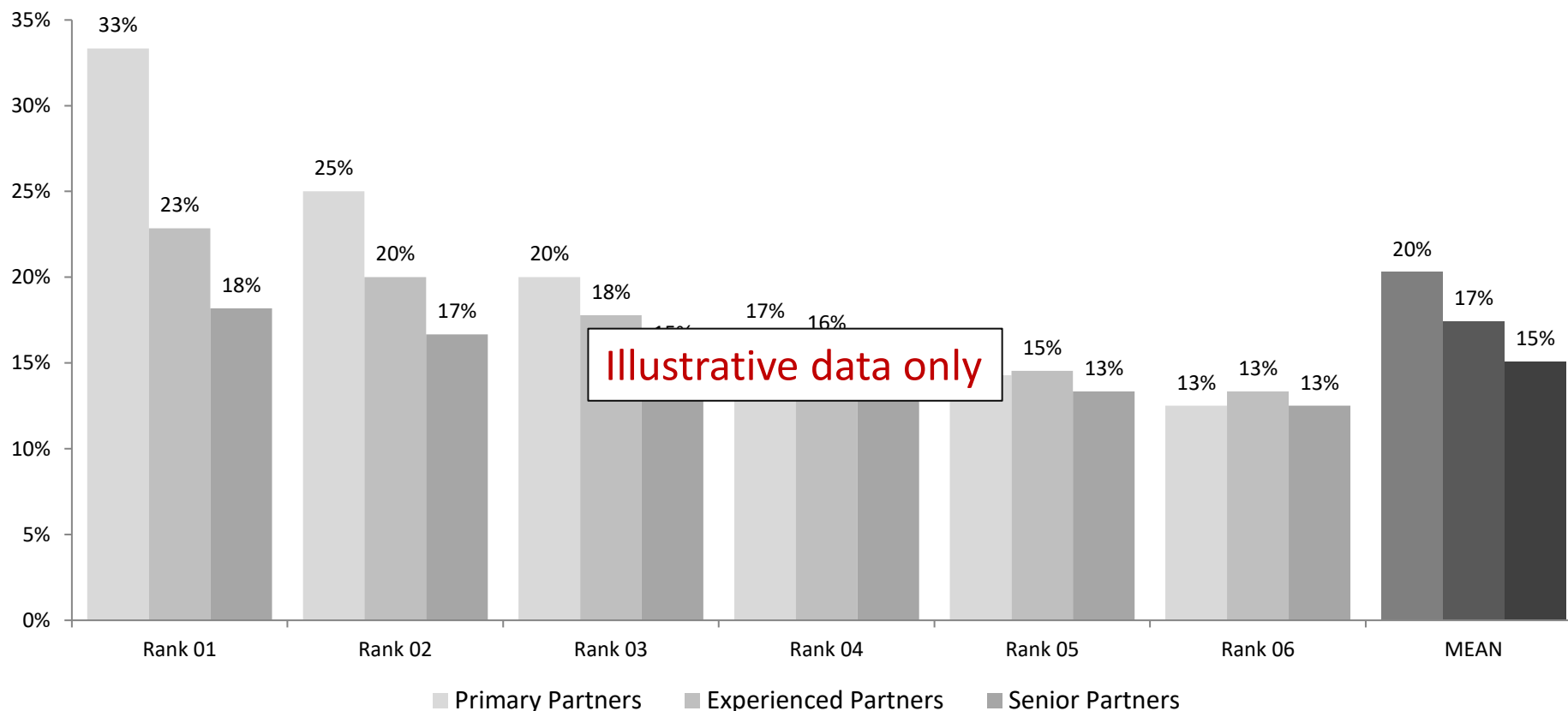
1) Target Sales Revenue Pay-out Ratio (shown as percentages on chart above) = (Median) Total Target Income for Level / Average Target Sales Revenue at Level.
Example, Partners with a Total Target Income of USD 100k at a Level with an average Target Sales Revenue of USD 1m would have a ratio of 10%.

Ranking: Firms were ranked from highest Primary Partner values to lowest. **Country-Specific Calculation:** Calculation based on each Firm's selected main country (e.g. USA, UK, GER).

The market's mean Target Sales Revenue Pay-out Ratio ranged from 15% to 20% for SCFs

'Pure' Strategy Firms' Target Sales Revenue Pay-out Ratios [1]

Illustrative data only

Primary Partners | Experienced Partners | Senior Partners

1) Target Sales Revenue Pay-out Ratio (shown as percentages on chart above) = (Median) Total Target Income for Level / Average Target Sales Revenue at Level.
Example, Partners with a Total Target Income of USD 100k at a Level with an average Target Sales Revenue of USD 1m would have a ratio of 10%.

Ranking: Firms were ranked from highest Primary Partner values to lowest. **Country-Specific Calculation:** Calculation based on each Firm's selected main country (e.g. USA, UK, GER).

VENCON
RESEARCH INTERNATIONAL

Contents

* / ** In a purchased report, these sections will contain an additional 15 and 20 pages respectively

Numbers of Partners per 100 Incumbents was highest at … and lowest at …

Market Means - Number of Partners per 100 Incumbents [1]

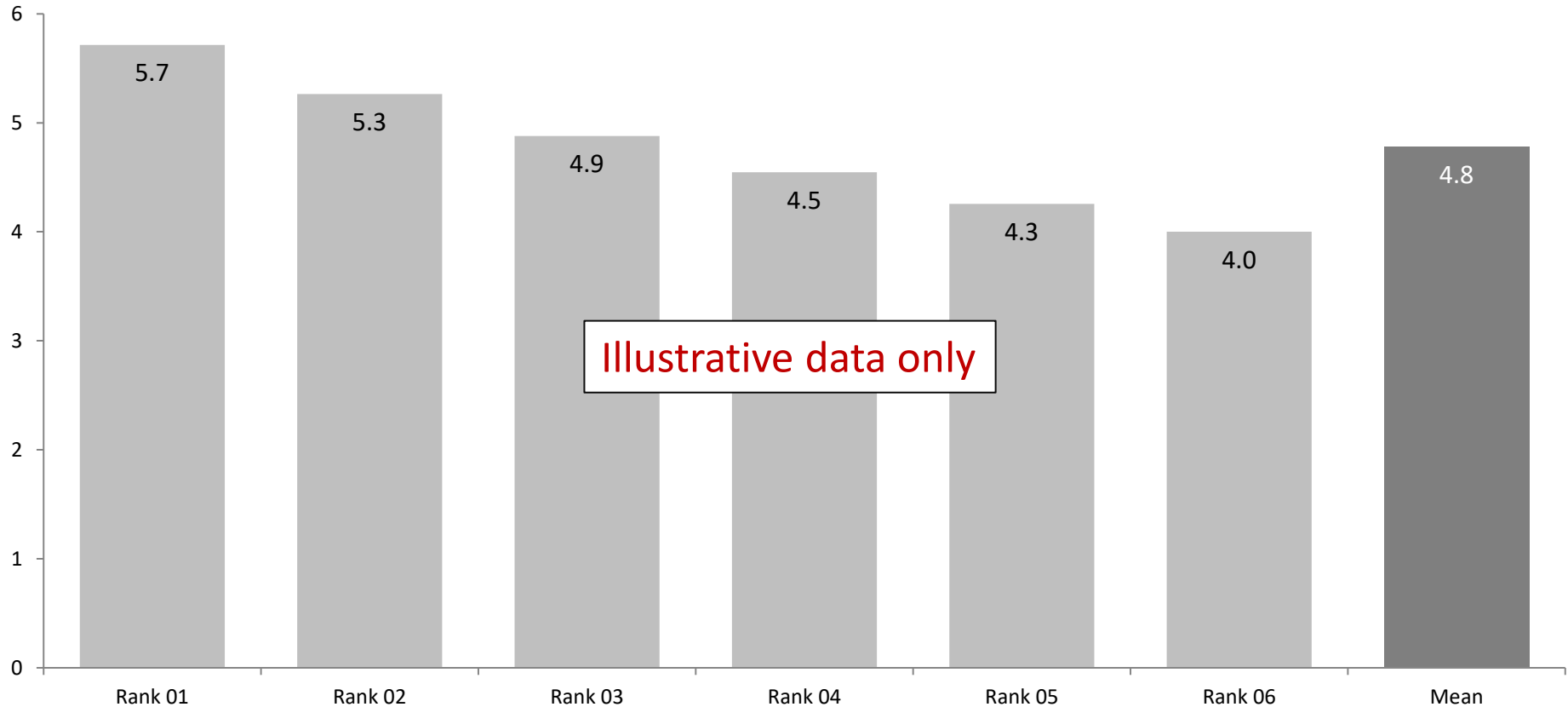**Number of Partners per 100 Incumbents = Number of Partners / (Number of Incumbents/100)**

YOUR FIRM

Number of Partners per 100 Incumbents = 100 / ((100 Partners + 1500 Consultants + 200 Support Staff)/100) = 5.6

Incumbents = Partners + Consultants + Support Staff. **Partners** = those matched to Vencon's Partner Levels. **Consultants** = those incumbents matched to Vencon's Consultant Levels. **Support Staff** = Administration and Support Staff (i.e. those not matched to Vencon's Partner or Consultant Levels. **ACFs** = Accounting-Based Firms. **ITFs** = IT-Based Firms. **OPFs** = Operations-Based & Full-Service Firms. **SCFs** = 'Pure' Strategy Firms.

Accounting-Based Firms employ on average 4.8 Partners per 100 Incumbents

Number of Partners in Accounting-Based Firms per 100 Incumbents [1]

Illustrative data only

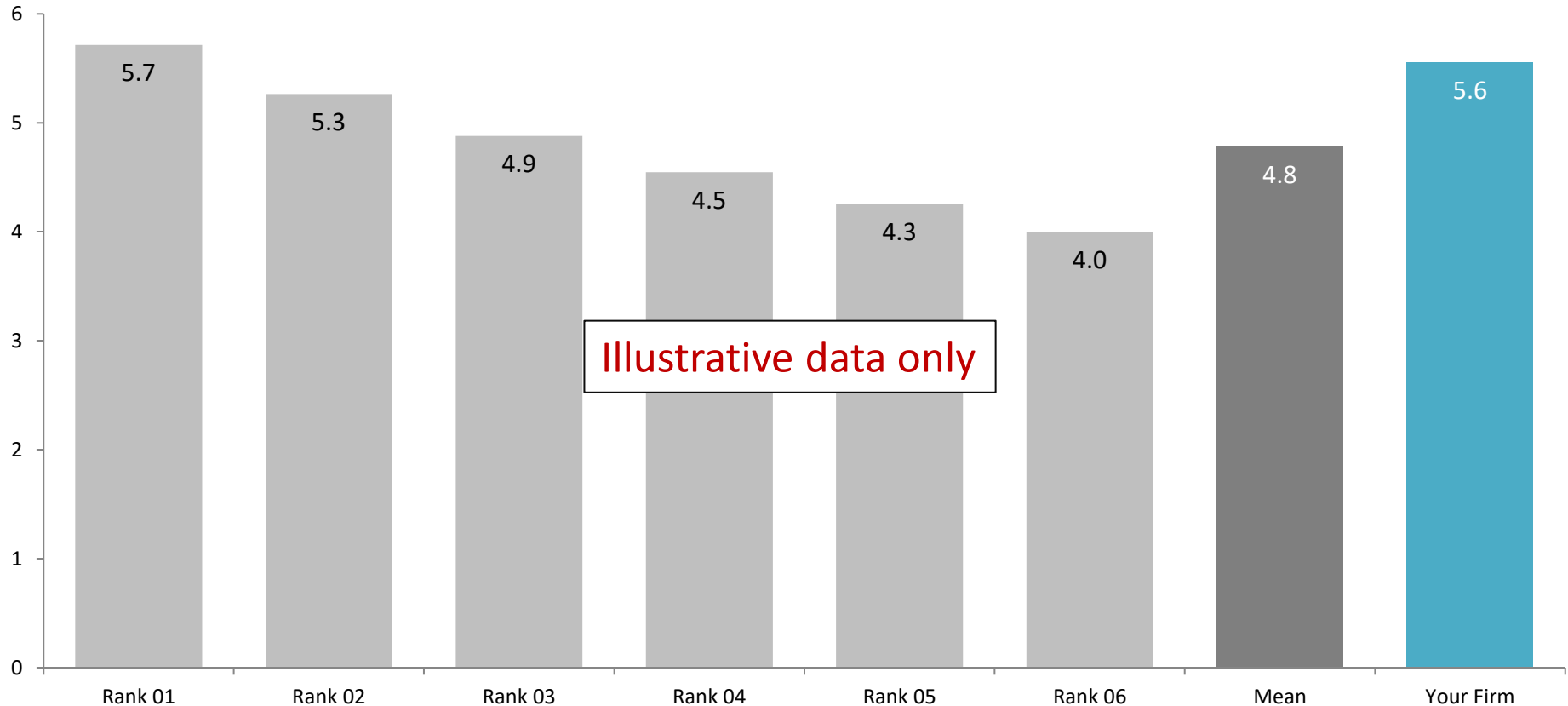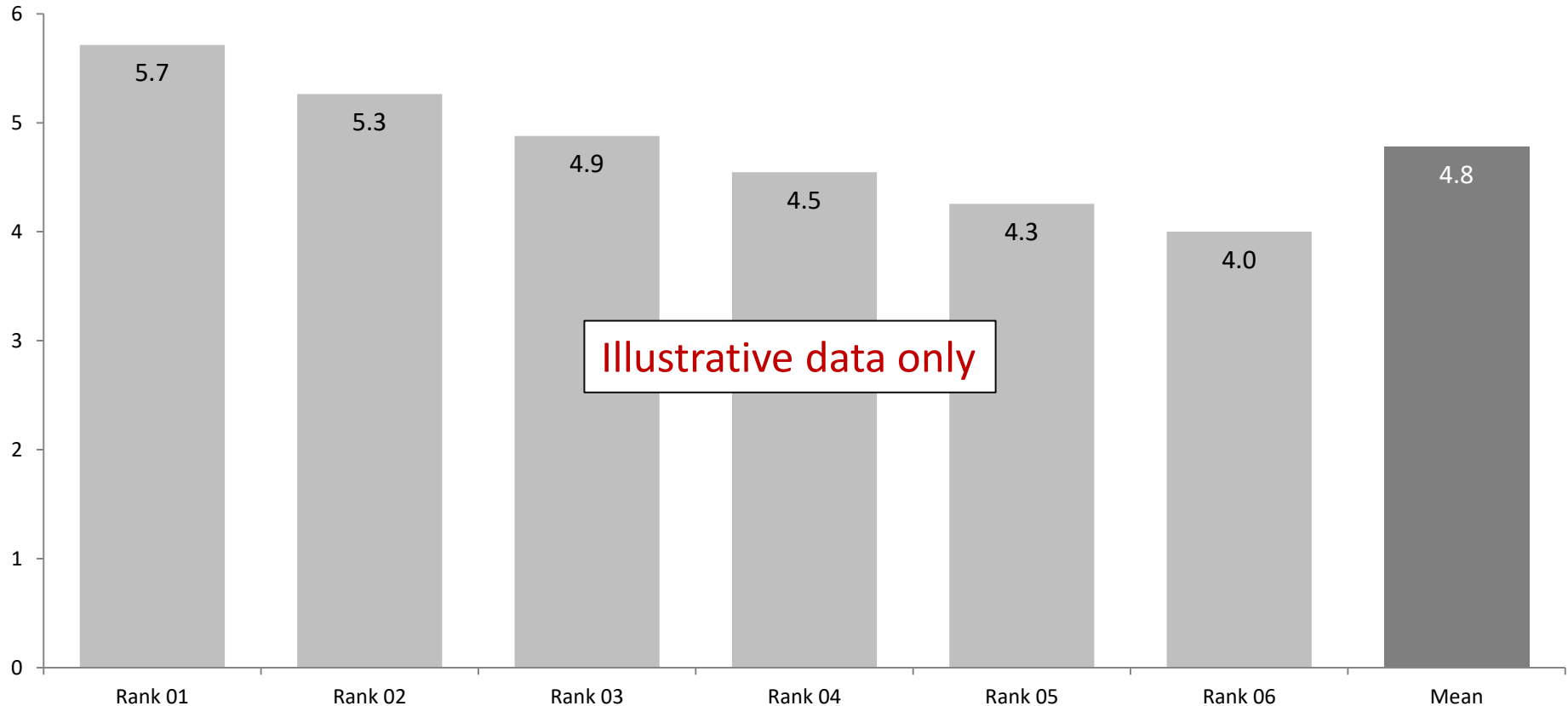| Rank 01	Rank 02	Rank 03	Rank 04	Rank 05	Rank 06	Mean
5.7	5.3	4.9	4.5	4.3	4.0	4.8

[1] The above included Partners (those matched to Vencon's Partner levels) and Incumbents (those matched to Vencon's Partner and Consultant levels as well as Support/Admin Staff).

Ranking: Firms were ranked from highest value to lowest.

IT-Based Firms employ on average 4.8 Partners per 100 Incumbents

Number of Partners in IT-Based Firms per 100 Incumbents [1]

Illustrative data only

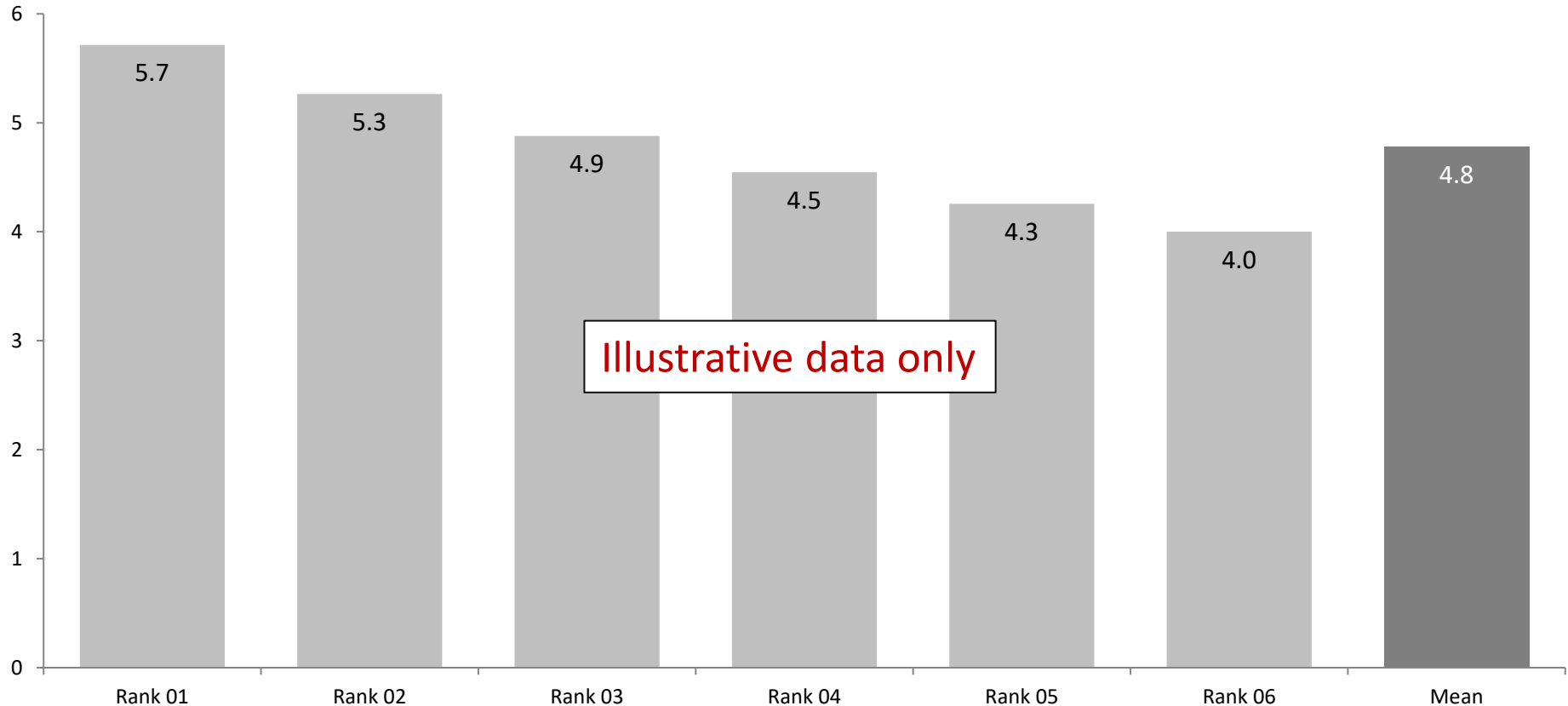| Rank 01	Rank 02	Rank 03	Rank 04	Rank 05	Rank 06	Mean	Your Firm
5.7	5.3	4.9	4.5	4.3	4.0	4.8	5.6

1) The above included Partners (those matched to Vencon's Partner levels) and Incumbents (those matched to Vencon's Partner and Consultant levels as well as Support/Admin Staff).

Ranking: Firms were ranked from highest value to lowest.

Operations-Based & Full-Service Firms employ on average 4.8 Partners per 100 Incumbents

Number of Partners in Operations-Based & Full-Service Firms per 100 Incumbents [1]
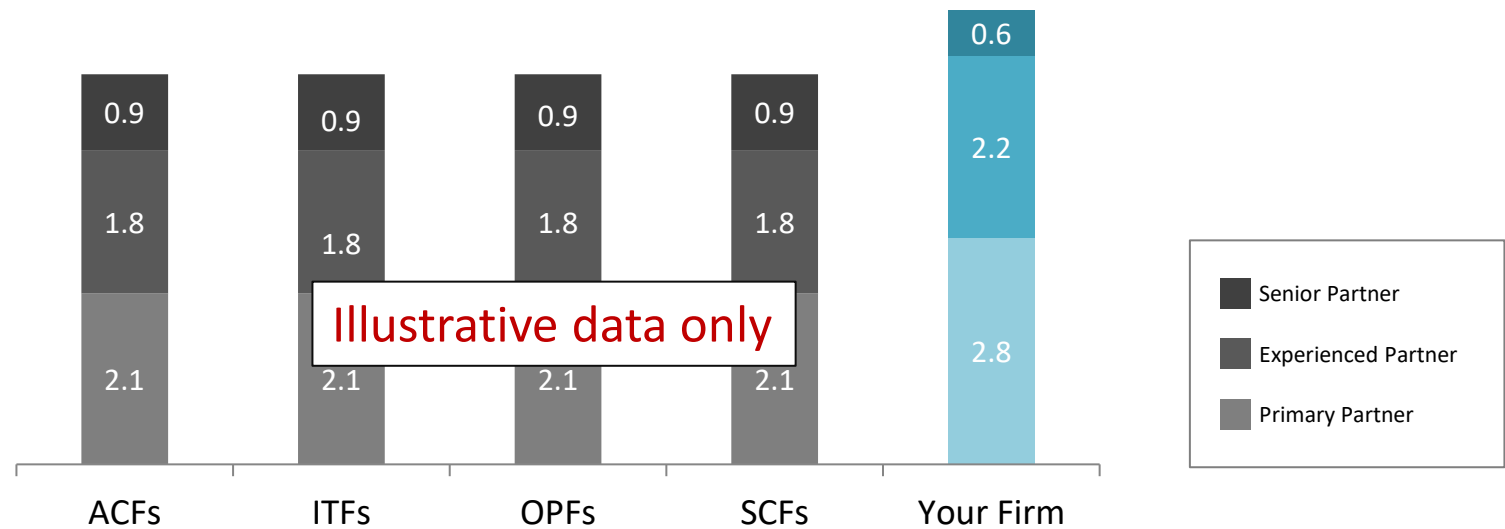

Illustrative data only

1) The above included Partners (those matched to Vencon's Partner levels) and Incumbents (those matched to Vencon's Partner and Consultant levels as well as Support/Admin Staff).
Ranking: Firms were ranked from highest value to lowest.

'Pure' Strategy Firms employ on average 4.8 Partners per 100 Incumbents

Number of Partners in 'Pure' Strategy Firms per 100 Incumbents [1]

Illustrative data only

	Rank 01	Rank 02	Rank 03	Rank 04	Rank 05	Rank 06	Mean
	5.7	5.3	4.9	4.5	4.3	4.0	4.8

1) The above included Partners (those matched to Vencon's Partner levels) and Incumbents (those matched to Vencon's Partner and Consultant levels as well as Support/Admin Staff).

Ranking: Firms were ranked from highest value to lowest.

Numbers of Senior Partners per Level per 100 Incumbents was highest at … and lowest at …

Market Means - Number of Partners per Level per 100 Incumbents [1]

Illustrative data only

Legend:
- Senior Partner
- Experienced Partner
- Primary Partner

Categories: ACFs, ITFs, OPFs, SCFs, Your Firm

Number of Partners per Level per 100 Incumbents = Number of Partners at Level / (Number of Incumbents/100)

YOUR FIRM

Number of Primary Partners per 100 Incumbents = 50 Primary Partners / ((100 Partners + 1500 Consultants + 200 Support Staff)/100) = 2.8
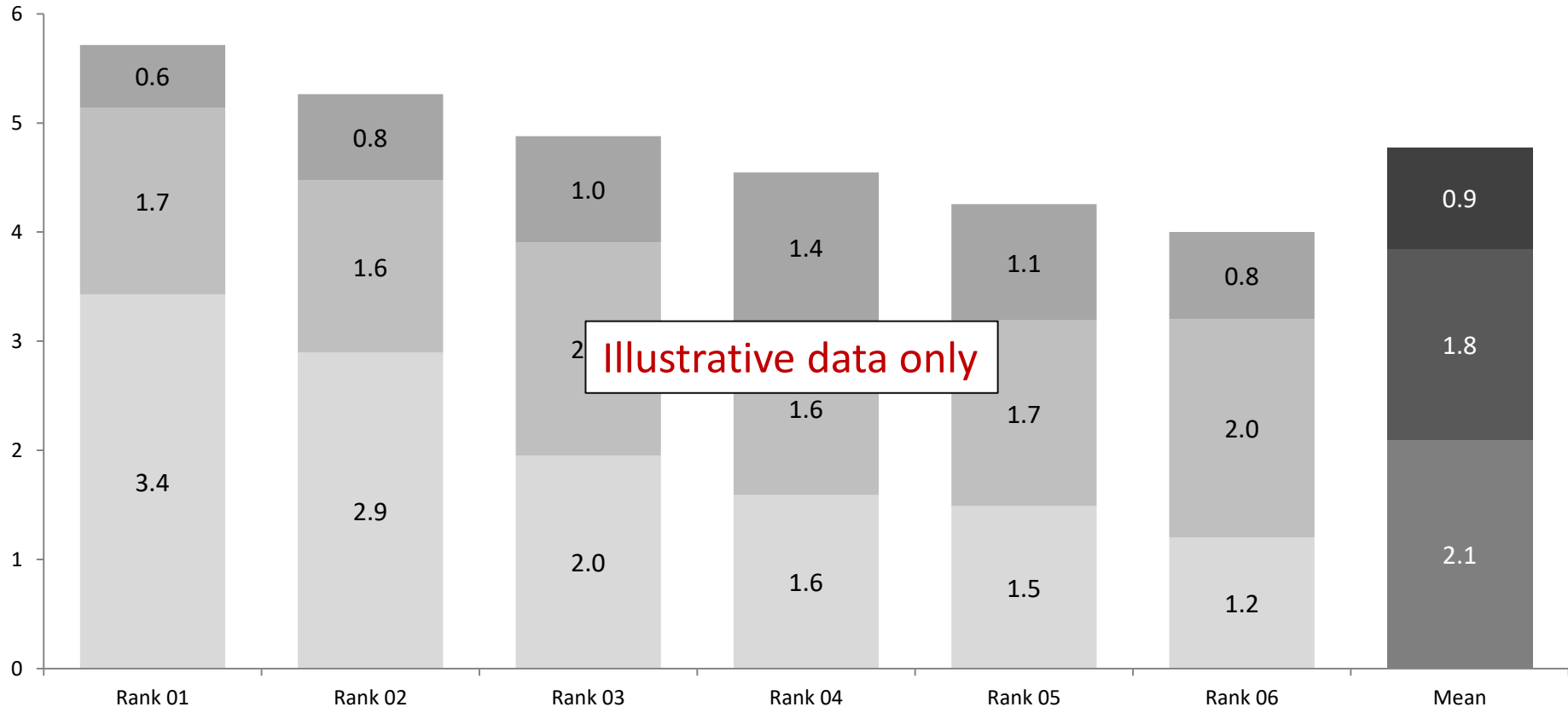
Number of Experienced Partners per 100 Incumbents = 40 Experienced Partners / ((100 Partners + 1500 Consultants + 200 Support Staff)/100) = 2.2

Number of Senior Partners per 100 Incumbents = 10 Senior Partners / ((100 Partners + 1500 Consultants + 200 Support Staff)/100) = 0.6

Incumbents = Partners + Consultants + Support Staff. **Partners** = those matched to Vencon's Partner Levels. **Consultants** = those incumbents matched to Vencon's Consultant Levels. **Support Staff** = Administration and Support Staff (i.e. those not matched to Vencon's Partner or Consultant Levels. **ACFs** = Accounting-Based Firms. **ITFs** = IT-Based Firms. **OPFs** = Operations-Based & Full-Service Firms. **SCFs** = 'Pure' Strategy Firms.

There were … differences between structures of Partner 'pyramids' found within ACFs when compared to number of Incumbents

**Number of Partners per Level in Accounting-Based Firms per 100 Incumbents** [1]

Illustrative data only

Rank 01: 3.4, 1.7, 0.6
Rank 02: 2.9, 1.6, 0.8
Rank 03: 2.0, 2.?, 1.0
Rank 04: 1.6, 1.6, 1.4
Rank 05: 1.5, 1.7, 1.1
Rank 06: 1.2, 2.0, 0.8
Mean: 2.1, 1.8, 0.9

1) Included Partners by Level (those matched to Vencon's Partner levels) and Incumbents (those matched to Vencon's Partner and Consultant levels as well as Support/Admin Staff).

Ranking: Firms were ranked from highest Primary Partner value to lowest.

There were … differences between structures of Partner 'pyramids' found within ITFs when compared to number of Incumbents

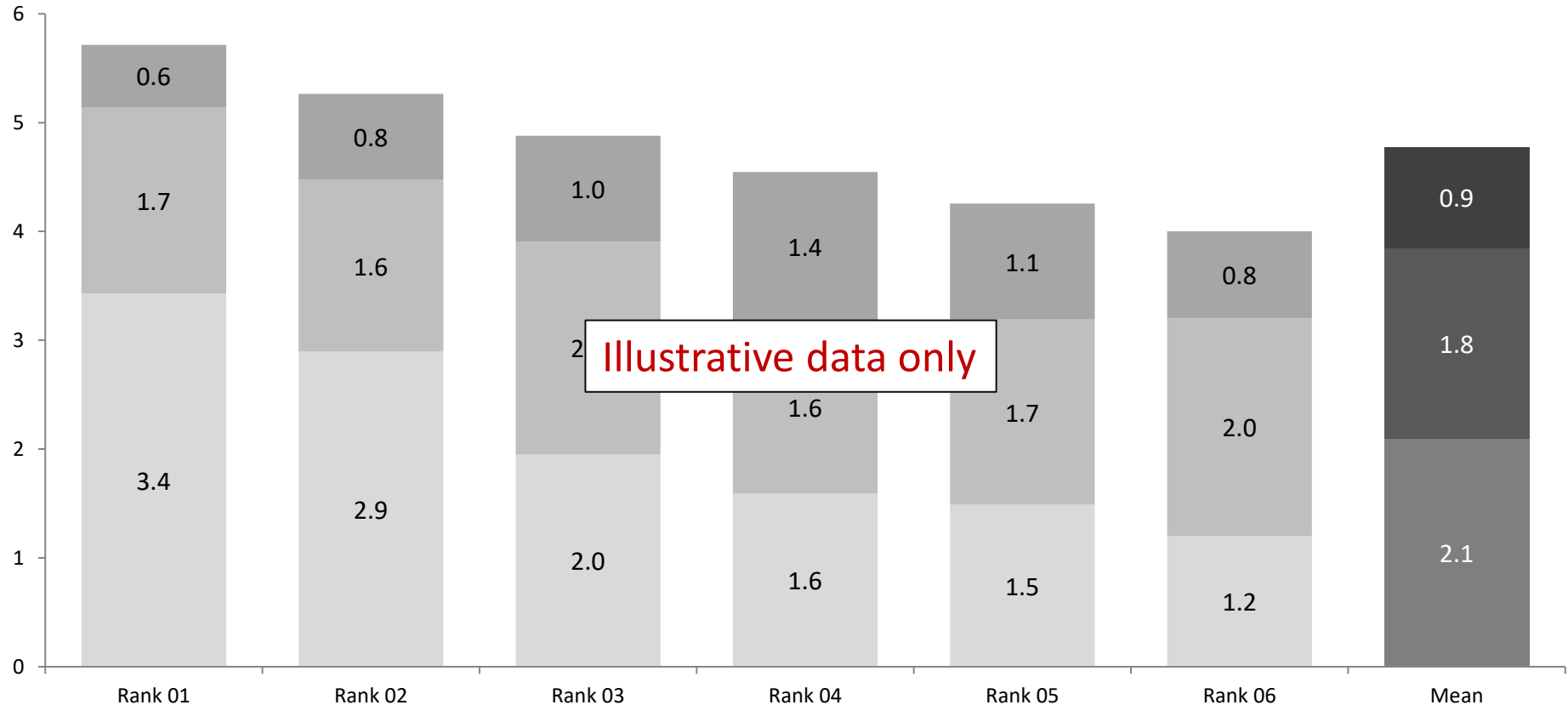**Number of Partners per Level in IT-Based Firms per 100 Incumbents [1]**
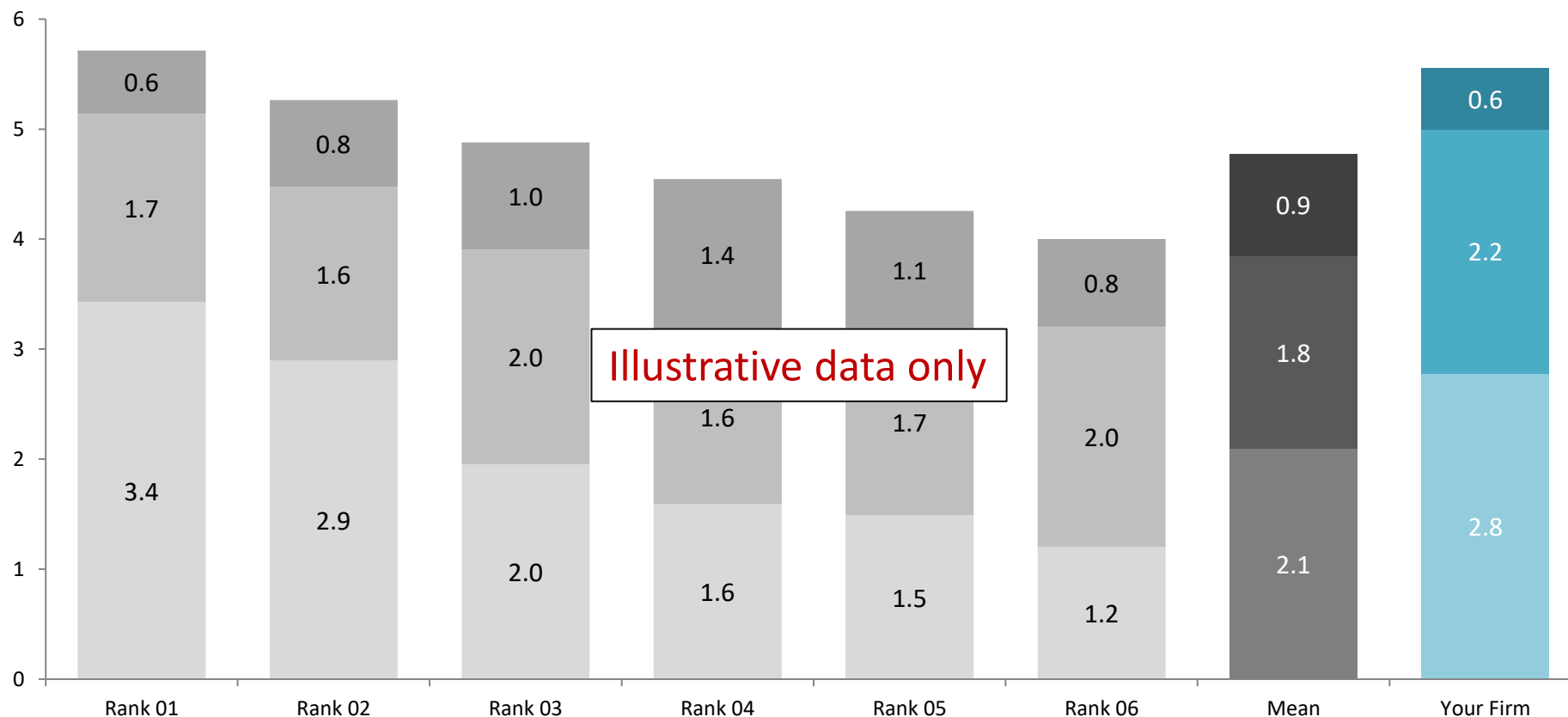
1) Included Partners by Level (those matched to Vencon's Partner levels) and Incumbents (those matched to Vencon's Partner and Consultant levels as well as Support/Admin Staff).

Ranking: Firms were ranked from highest Primary Partner value to lowest.

There were … differences between structures of Partner 'pyramids' found within OPFs when compared to number of Incumbents

Number of Partners per Level in Operations-Based & Full-Service Firms per 100 Incumbents [1]

Illustrative data only

Rank 01: 3.4, 1.7, 0.6
Rank 02: 2.9, 1.6, 0.8
Rank 03: 2.0, [2], 1.0
Rank 04: 1.6, 1.6, 1.4
Rank 05: 1.5, 1.7, 1.1
Rank 06: 1.2, 2.0, 0.8
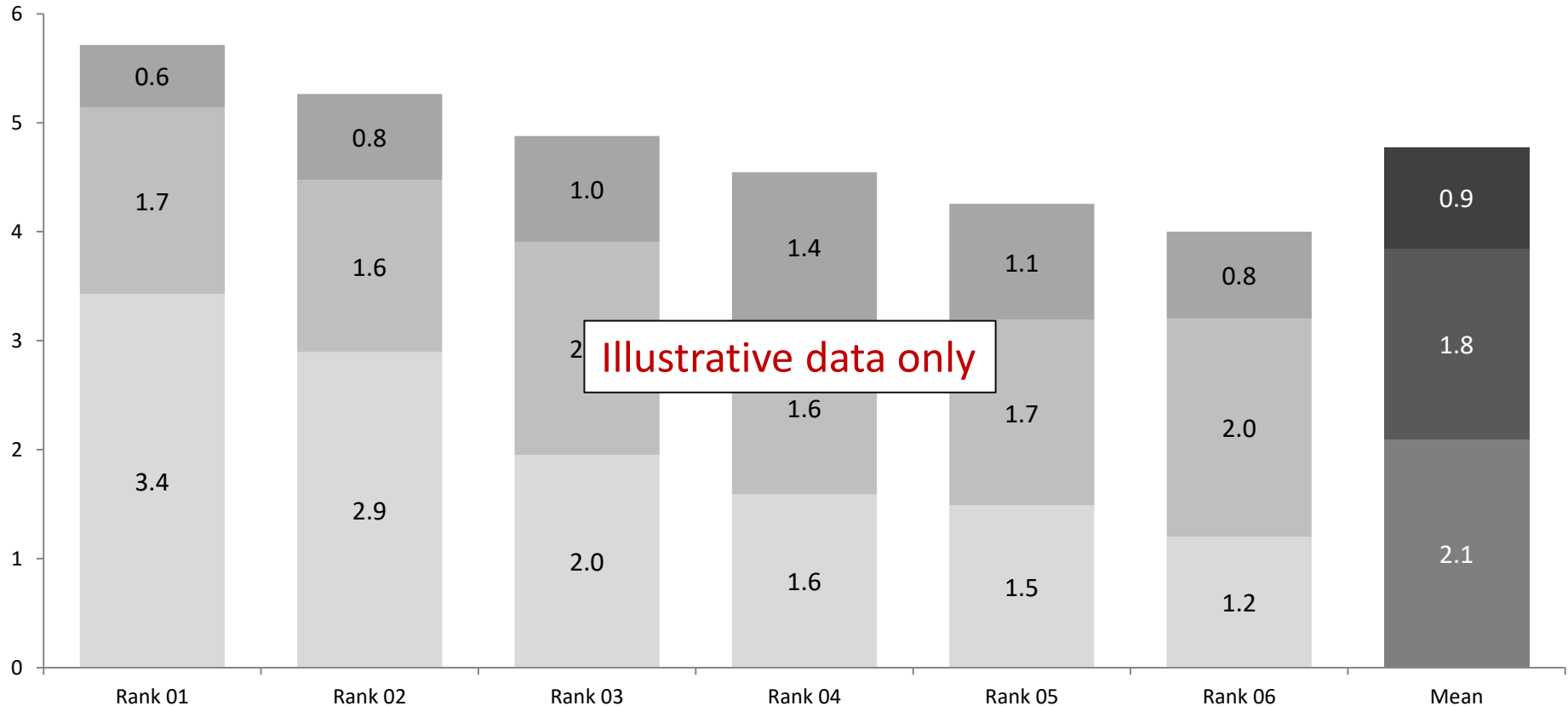Mean: 2.1, 1.8, 0.9

[1]   Included Partners by Level (those matched to Vencon's Partner levels) and Incumbents (those matched to Vencon's Partner and Consultant levels as well as Support/Admin Staff).

Ranking: Firms were ranked from highest Primary Partner value to lowest.

There were … differences between structures of the Partner 'pyramids' found within SCFs when compared to total staff

Number of Partners per Level in 'Pure' Strategy Firms per 100 Incumbents [1]

	Rank 01	Rank 02	Rank 03	Rank 04	Rank 05	Rank 06	Mean
Top	0.6	0.8	1.0	1.4	1.1	0.8	0.9
	1.7	1.6	2 (Illustrative data only)	1.6	1.7	2.0	1.8
Bottom	3.4	2.9	2.0	1.6	1.5	1.2	2.1

Illustrative data only

1)   Included Partners by Level (those matched to Vencon's Partner levels) and Incumbents (those matched to Vencon's Partner and Consultant levels as well as Support/Admin Staff).

Ranking: Firms were ranked from highest Primary Partner value to lowest.

Partner Ratios were most different at …

Market Means - Partner Ratios (Distribution by Level) [1]

Illustrative data only

Legend:
- Senior Partner
- Experienced Partner
- Primary Partner
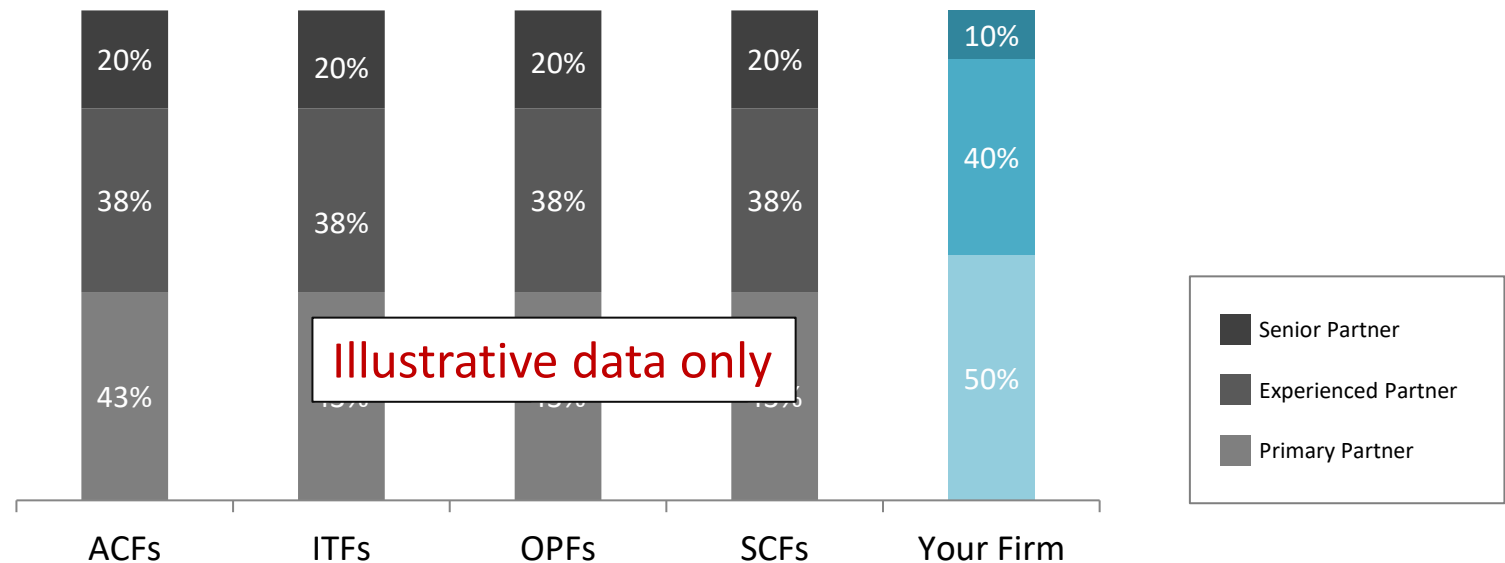
Partners Distribution at Level = Number of Partners at Level / Total Number of Partners
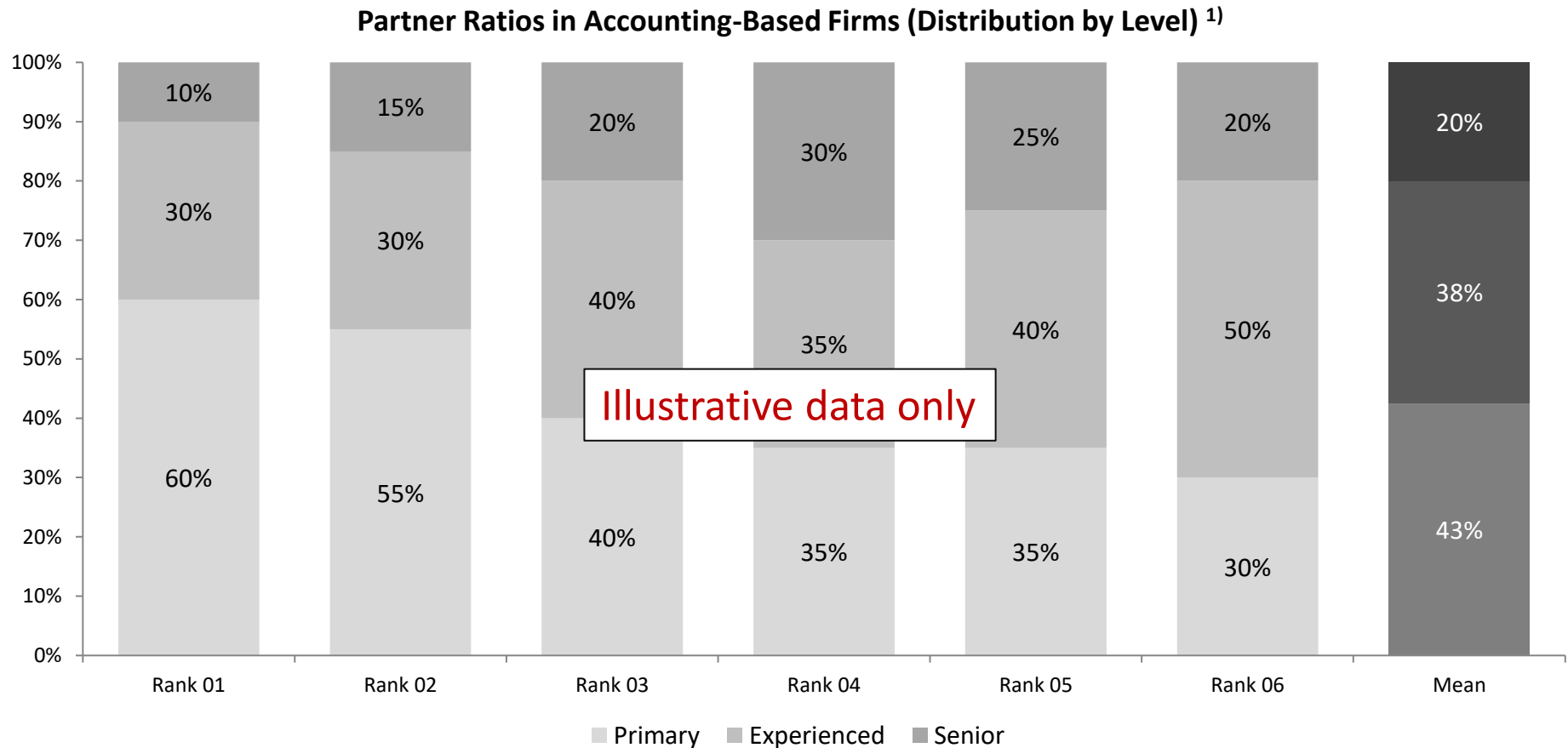
YOUR FIRM

Primary Partner percentage = 50 / 100 Partners = 50%

Experienced Partner percentage = 40 / 100 Partners = 40%

Senior Partner percentage = 10 / 100 Partners = 10%

Incumbents = Partners + Consultants + Support Staff. **Partners** = those matched to Vencon's Partner Levels. **Consultants** = those incumbents matched to Vencon's Consultant Levels. **Support Staff** = Administration and Support Staff (i.e. those not matched to Vencon's Partner or Consultant Levels. **ACFs** = Accounting-Based Firms. **ITFs** = IT-Based Firms. **OPFs** = Operations-Based & Full-Service Firms. **SCFs** = 'Pure' Strategy Firms.
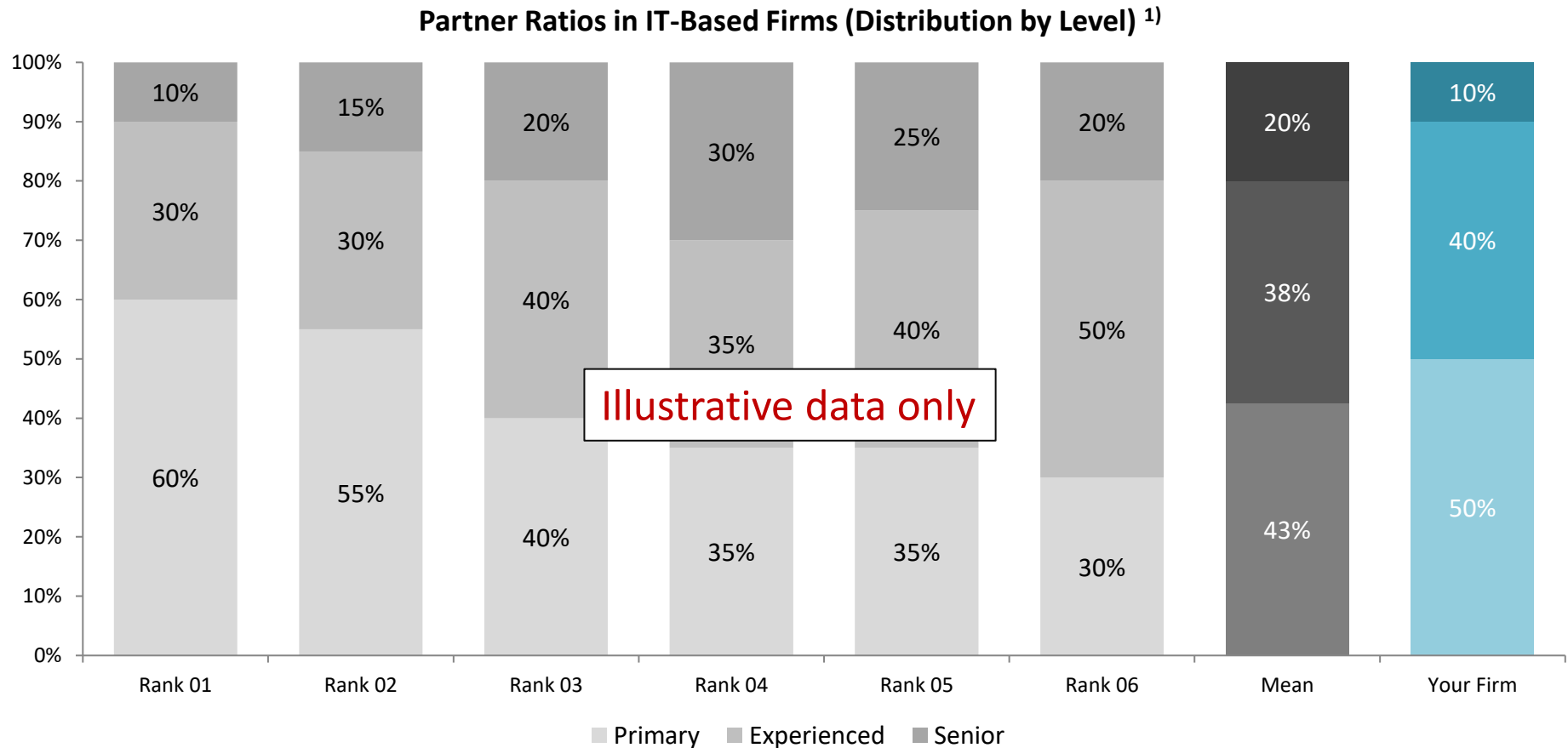
Introduction	Executive Summary	Results – Section C (12 of 50)	Overview of Your Firm's Data	Appendix

Partners Ratios (Distribution by Level)

Partner Ratios found within Accounting-Based Firms were …

Partner Ratios in Accounting-Based Firms (Distribution by Level) [1]

Illustrative data only

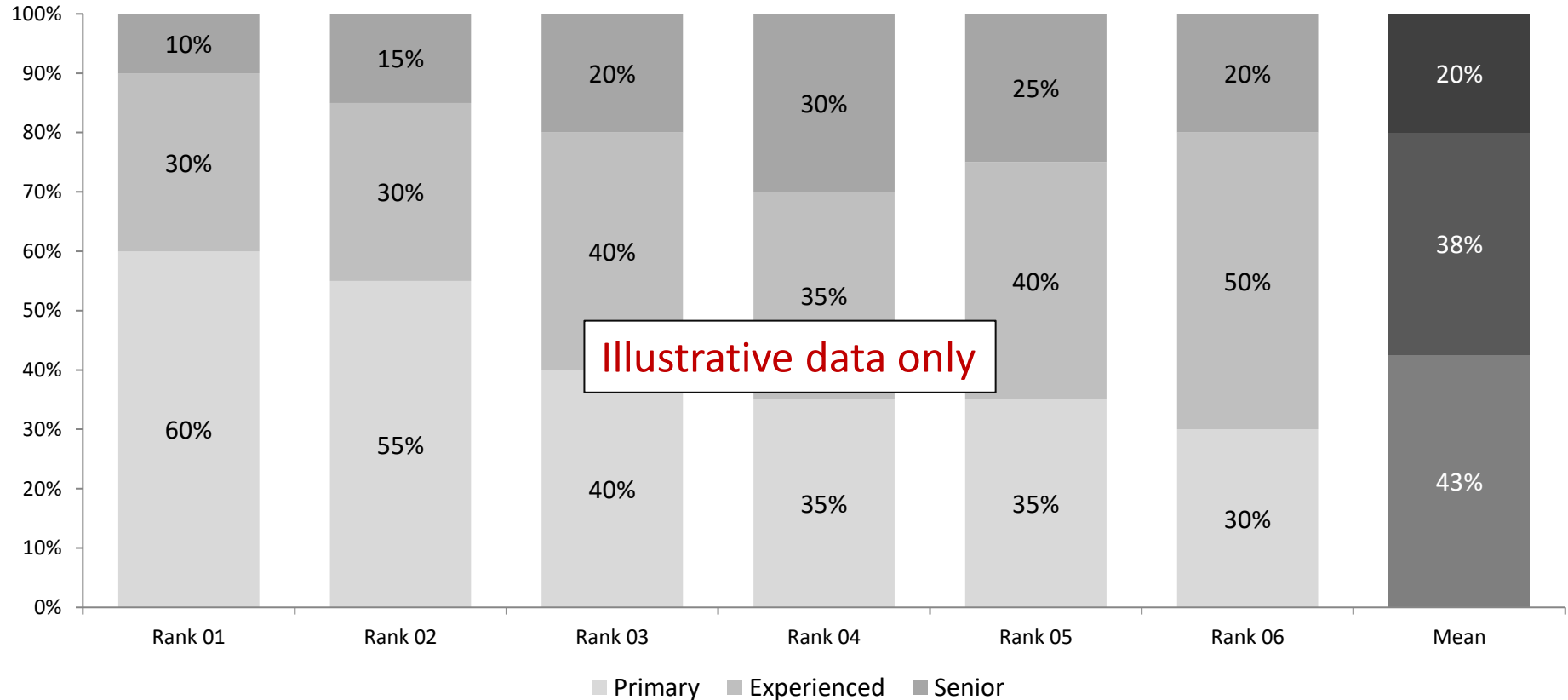Legend: Primary | Experienced | Senior

1) The above included Partners (those matched to Vencon's Primary, Experienced and Senior Partner levels).

Ranking: Firms were ranked from highest Primary Partner percentage to lowest.

Partner Ratios found within IT-Based Firms were …

Partner Ratios in IT-Based Firms (Distribution by Level) [1]

Illustrative data only

	Rank 01	Rank 02	Rank 03	Rank 04	Rank 05	Rank 06	Mean	Your Firm
Senior	10%	15%	20%	30%	25%	20%	20%	10%
Experienced	30%	30%	40%	35%	40%	50%	38%	40%
Primary	60%	55%	40%	35%	35%	30%	43%	50%

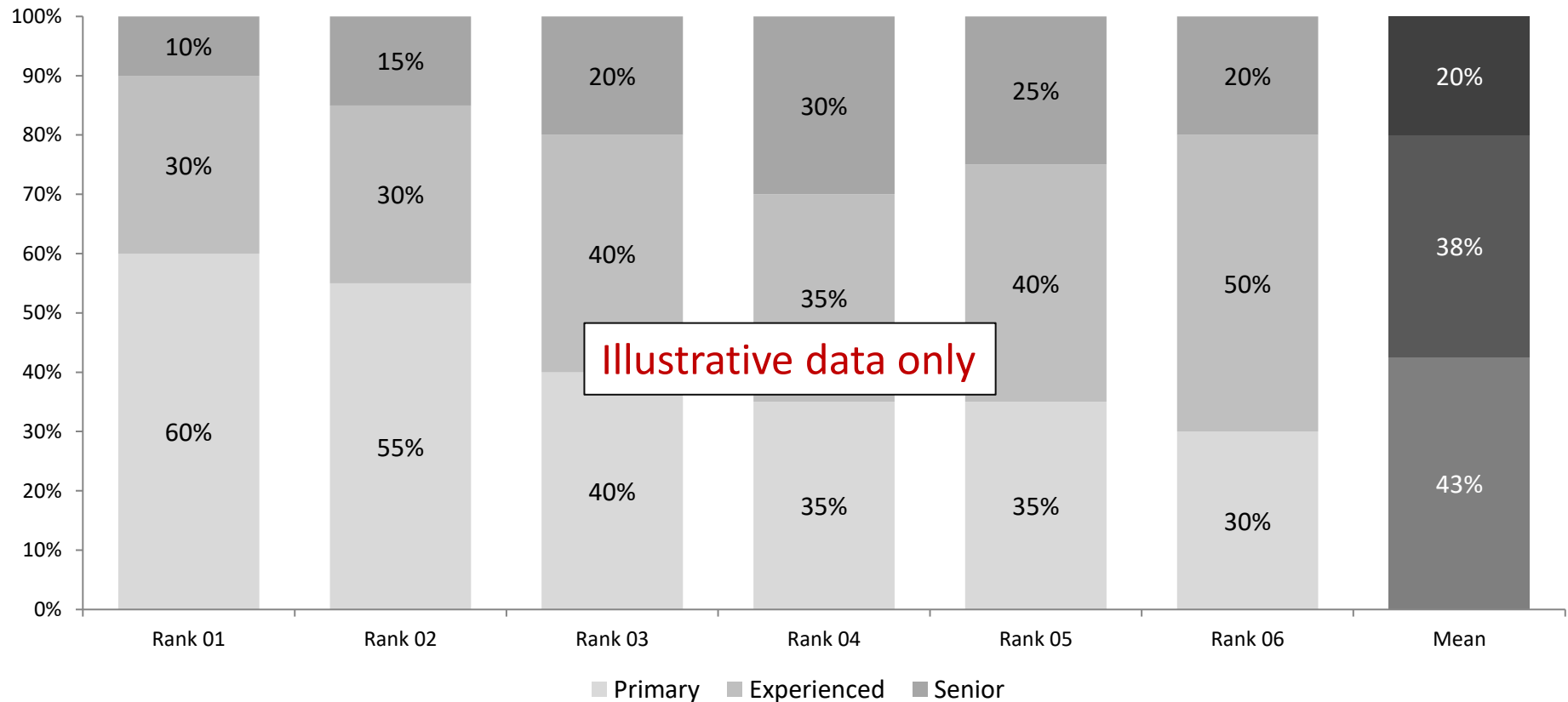Legend: ▢ Primary ▢ Experienced ▢ Senior

[1] The above included Partners (those matched to Vencon's Primary, Experienced and Senior Partner levels).

Ranking: Firms were ranked from highest Primary Partner percentage to lowest.

Partner Ratios found within Operations-Based & Full-Service Firms were …

Partner Ratios in Operations-Based & Full-Service Firms (Distribution by Level) [1]

Illustrative data only

Legend: Primary ■ Experienced ■ Senior

1) The above included Partners (those matched to Vencon's Primary, Experienced and Senior Partner levels).

Ranking: Firms were ranked from highest Primary Partner percentage to lowest.

Partner Ratios found within 'Pure' Strategy Firms were …

Partner Ratios in 'Pure' Strategy Firms (Distribution by Level) [1]

Illustrative data only

	Rank 01	Rank 02	Rank 03	Rank 04	Rank 05	Rank 06	Mean
Senior	10%	15%	20%	30%	25%	20%	20%
Experienced	30%	30%	40%	35%	40%	50%	38%
Primary	60%	55%	40%	35%	35%	30%	43%

■ Primary ■ Experienced ■ Senior

1) The above included Partners (those matched to Vencon's Primary, Experienced and Senior Partner levels).

Ranking: Firms were ranked from highest Primary Partner percentage to lowest.

Incumbent Ratios varied across Firm Types …

Market Means – Incumbent Ratios (Distribution by Incumbent Type) [1]
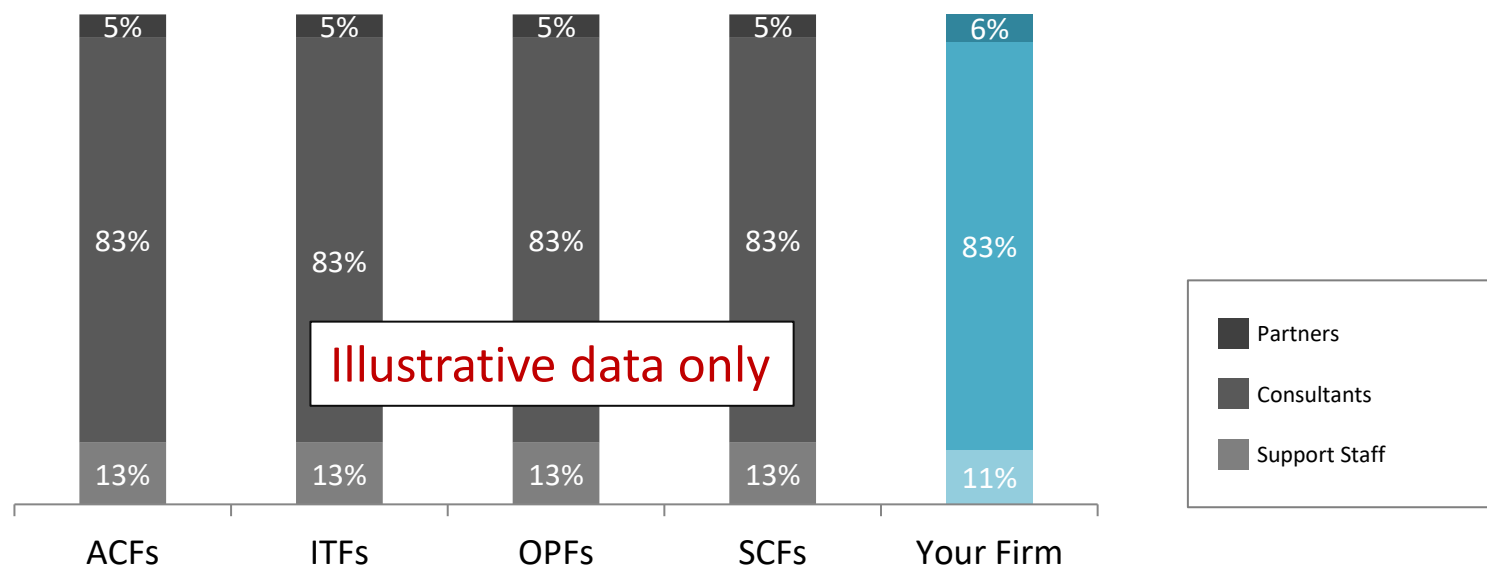
Incumbent Type Distribution = Number of incumbents of specified Incumbent Type / Total Number of Incumbents

YOUR FIRM

Partners = 100 Partners / (100 Partners + 1500 Consultants + 200 Support Staff) = 6%
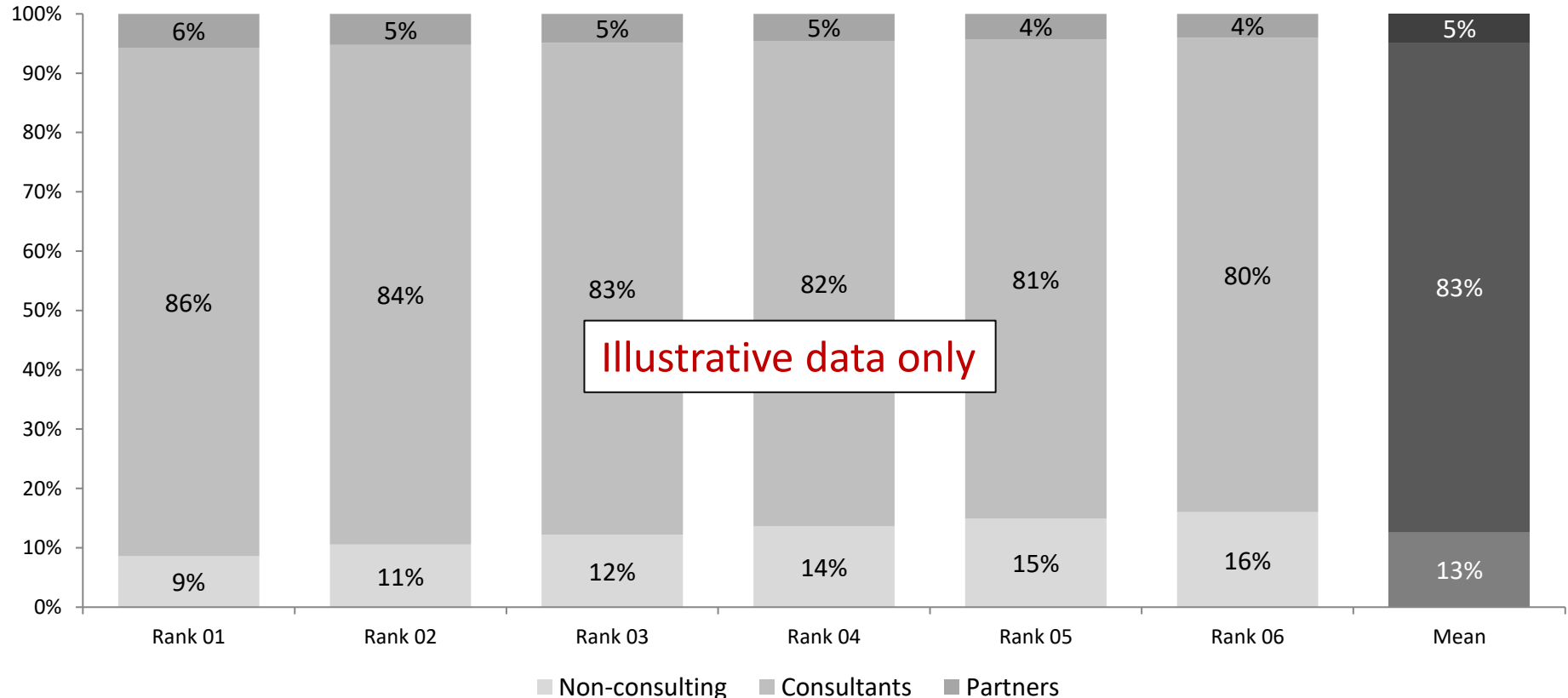
Consultants = 1500 Consultants / (100 Partners + 1500 Consultants + 200 Support Staff) = 83%

Support Staff = 200 Support Staff / (100 Partners + 1500 Consultants + 200 Support Staff) = 11%

Incumbents = Partners + Consultants + Support Staff. **Partners** = those matched to Vencon's Partner Levels. **Consultants** = those incumbents matched to Vencon's Consultant Levels. **Support Staff** = Administration and Support Staff (i.e. those not matched to Vencon's Partner or Consultant Levels. **ACFs** = Accounting-Based Firms. **ITFs** = IT-Based Firms. **OPFs** = Operations-Based & Full-Service Firms. **SCFs** = 'Pure' Strategy Firms.

On average, ACFs consisted of 5% Partners, 83% Consultants, and 13% Support Staff

**Accounting-Based Firms' Incumbent Ratios Incumbent Ratios (Distribution by Incumbent Type)** [1]

Illustrative data only

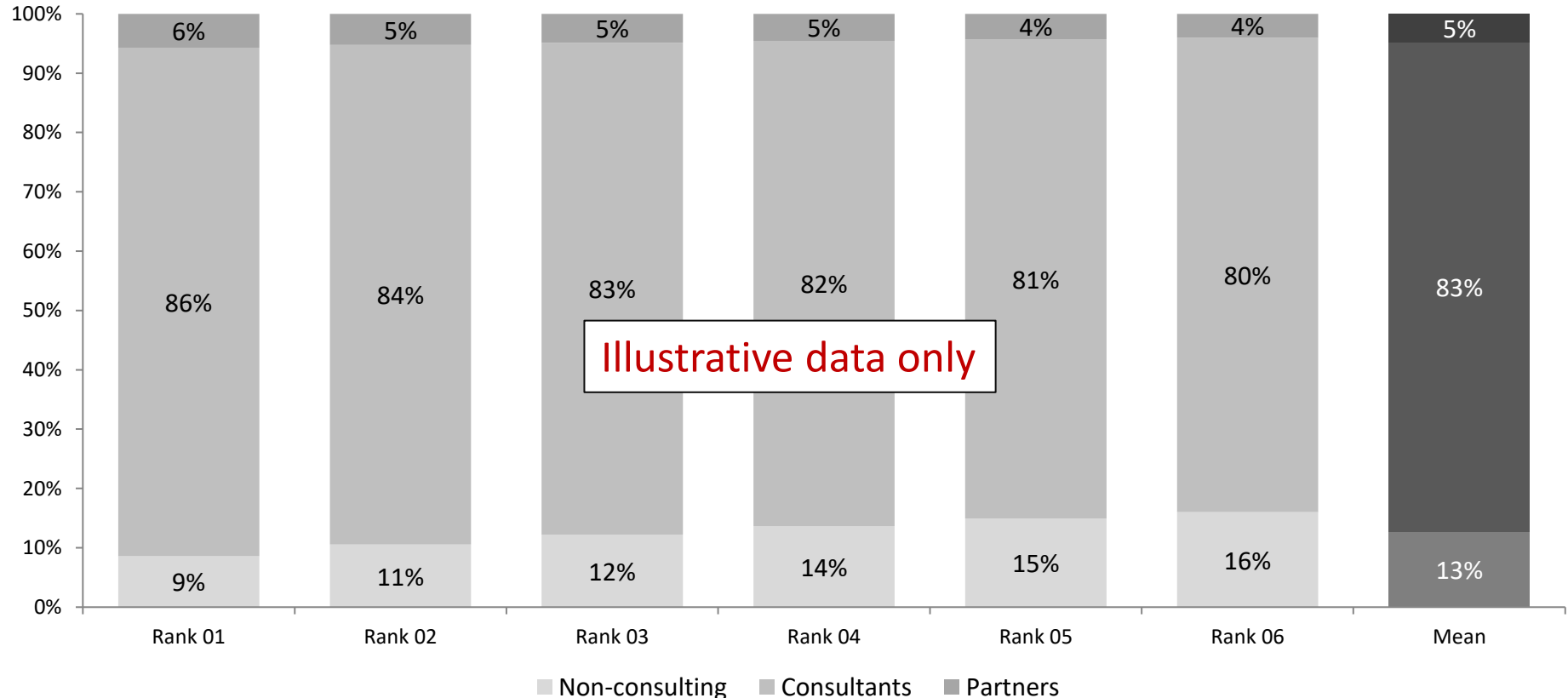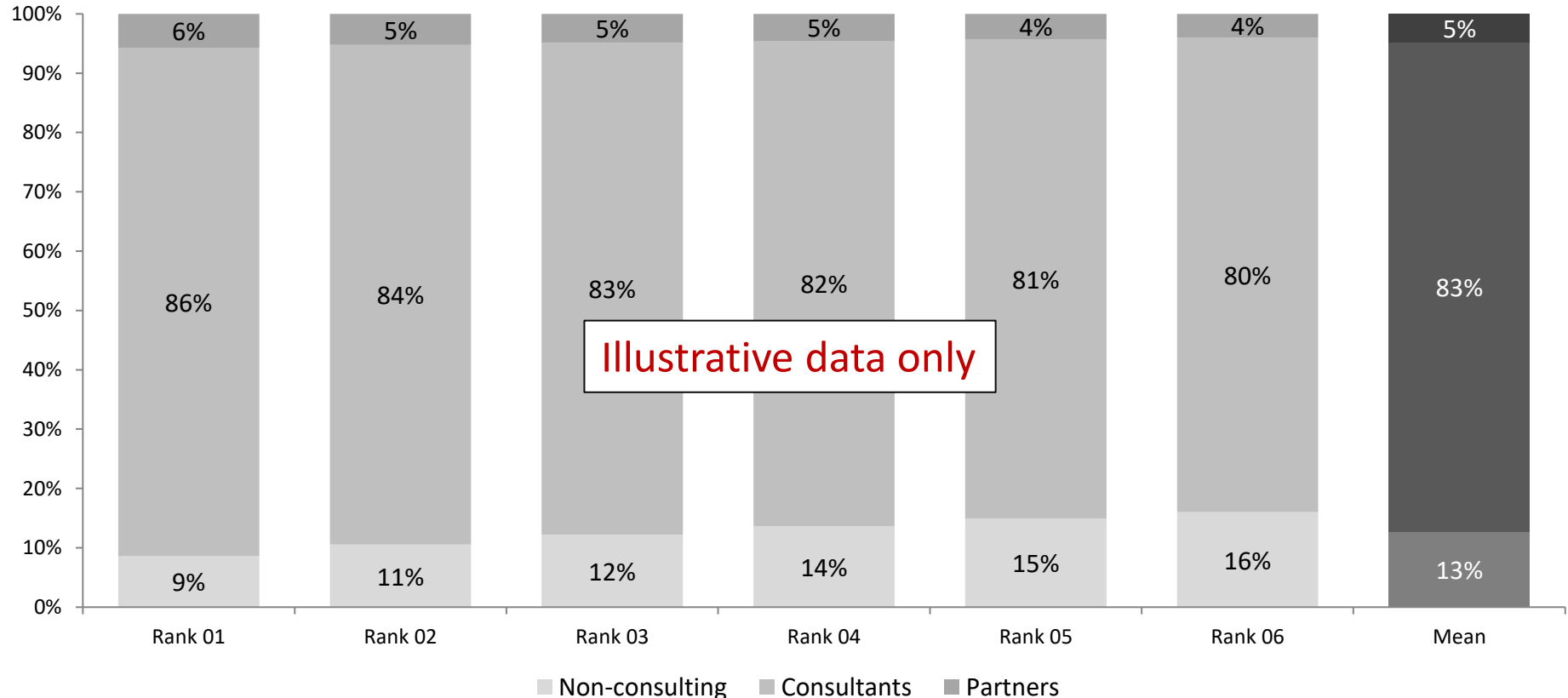|	Rank 01	Rank 02	Rank 03	Rank 04	Rank 05	Rank 06	Mean
Partners	6%	5%	5%	5%	4%	4%	5%
Consultants	86%	84%	83%	82%	81%	80%	83%
Non-consulting	9%	11%	12%	14%	15%	16%	13%

■ Non-consulting   ■ Consultants   ■ Partners

1) The above included Partners (those matched to Vencon's Partner levels), Consultants (those matched to Vencon's Consultant levels) and Support/Admin Staff (non-consulting staff).

Ranking: Firms were ranked from highest Partner percentage to lowest.

On average, ITFs consisted of 5% Partners, 83% Consultants, and 13% Support Staff

IT-Based Firms' Incumbent Ratios Incumbent Ratios (Distribution by Incumbent Type) [1]
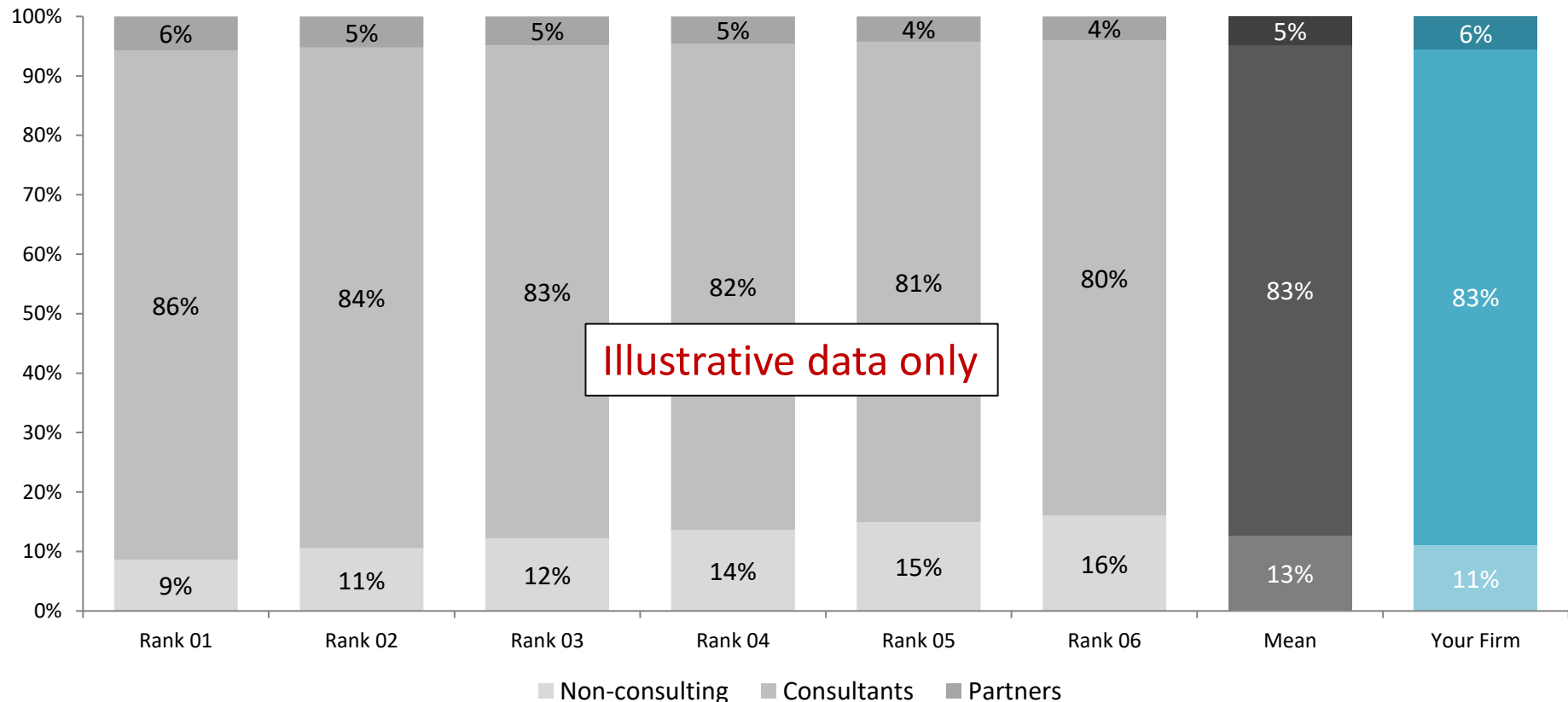
Illustrative data only
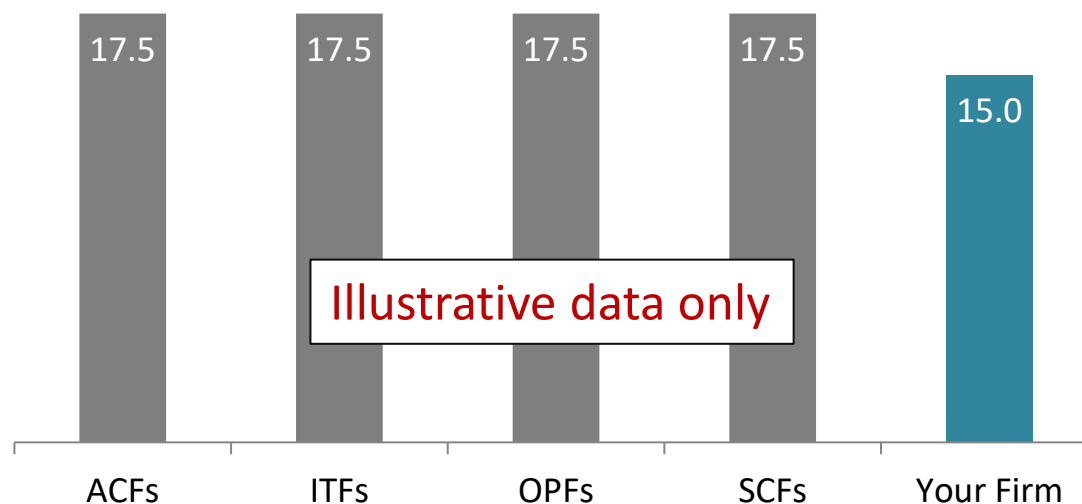
Non-consulting   Consultants   Partners

[1]   The above included Partners (those matched to Vencon's Partner levels), Consultants (those matched to Vencon's Consultant levels) and Support/Admin Staff (non-consulting staff).

Ranking: Firms were ranked from highest Partner percentage to lowest.

On average, OPFs consisted of 5% Partners, 83% Consultants, and 13% Support Staff

Operations-Based & Full-Service Firms' Incumbent Ratios Incumbent Ratios (Distribution by Incumbent Type) [1]

Illustrative data only

	Rank 01	Rank 02	Rank 03	Rank 04	Rank 05	Rank 06	Mean
Partners	6%	5%	5%	5%	4%	4%	5%
Consultants	86%	84%	83%	82%	81%	80%	83%
Non-consulting	9%	11%	12%	14%	15%	16%	13%

■ Non-consulting ■ Consultants ■ Partners

1) The above included Partners (those matched to Vencon's Partner levels), Consultants (those matched to Vencon's Consultant levels) and Support/Admin Staff (non-consulting staff).

Ranking: Firms were ranked from highest Partner percentage to lowest.

On average, SCFs consisted of 5% Partners, 83% Consultants, and 13% Support Staff

'Pure' Strategy Firms' Incumbent Ratios Incumbent Ratios (Distribution by Incumbent Type) [1]

Illustrative data only

Legend: Non-consulting — Consultants — Partners

Values by Rank:

	Rank 01	Rank 02	Rank 03	Rank 04	Rank 05	Rank 06	Mean
Partners	6%	5%	5%	5%	4%	4%	5%
Consultants	86%	84%	83%	82%	81%	80%	83%
Non-consulting	9%	11%	12%	14%	15%	16%	13%

[1] The above included Partners (those matched to Vencon's Partner levels), Consultants (those matched to Vencon's Consultant levels) and Support/Admin Staff (non-consulting staff).

Ranking: Firms were ranked from highest Partner percentage to lowest.

Numbers of Consultants per Partner was highest at … and lowest at …

Market Means - Consultants per Partner [1]

ACFs	ITFs	OPFs	SCFs	Your Firm
17.5	17.5	17.5	17.5	15.0

Illustrative data only

Number of Consultants per Partner = Number of Consultants / Number of Partners

YOUR FIRM

Number of Consultants per Partner = 1500 Consultants / 100 Partners = 15.0

Incumbents = Partners + Consultants + Support Staff. **Partners** = those matched to Vencon's Partner Levels. **Consultants** = those incumbents matched to Vencon's Consultant Levels. **Support Staff** = Administration and Support Staff (i.e. those not matched to Vencon's Partner or Consultant Levels. **ACFs** = Accounting-Based Firms. **ITFs** = IT-Based Firms. **OPFs** = Operations-Based & Full-Service Firms. **SCFs** = 'Pure' Strategy Firms.

Accounting-Based Firms employed, on average, 17.5 Consultants per Partner

Accounting-Based Firms – Consultants per Partner [1]

Relative delta between Firm and Mean

Illustrative data only

- Rank 01: 20.0 ▲14%
- Rank 02: 19.0 ▲9%
- Rank 03: 18.0 ▲3%
- Rank 04: 17.0 ▼3%
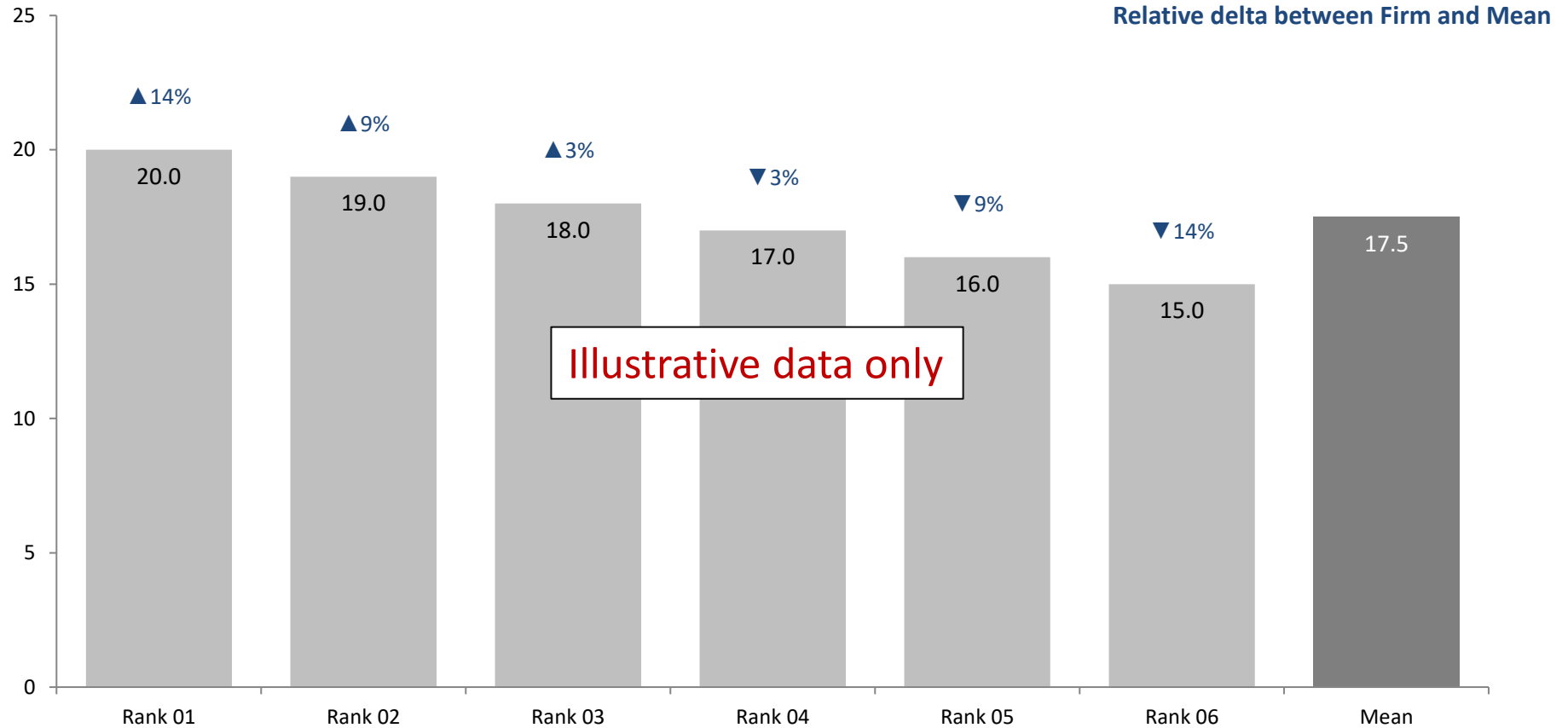- Rank 05: 16.0 ▼9%
- Rank 06: 15.0 ▼14%
- Mean: 17.5

1) The above included Consultants (those matched to Vencon's Consultant levels) per Partners (those matched to Vencon's Partner levels).

**Ranking:** Firms were ranked from highest value to lowest.

IT-Based Firms employed, on average, 17.5 Consultants per Partner

IT-Based Firms – Consultants per Partner [1]

Relative delta between Firm and Mean

Illustrative data only

	Rank 01	Rank 02	Rank 03	Rank 04	Rank 05	Rank 06	Mean	Your Firm
Value	20.0	19.0	18.0	17.0	16.0	15.0	17.5	15.0
Delta	▲14%	▲9%	▲3%	▼3%	▼9%	▼14%		

1) The above included Consultants (those matched to Vencon's Consultant levels) per Partners (those matched to Vencon's Partner levels).

Ranking: Firms were ranked from highest value to lowest.

Operations-Based & Full-Service Firms employed, on average, 17.5 Consultants per Partner

Operations-Based & Full-Service Firms – Consultants per Partner [1]

Relative delta between Firm and Mean

▲14% 20.0 (Rank 01)
▲9% 19.0 (Rank 02)
▲3% 18.0 (Rank 03)
▼3% 17.0 (Rank 04)
▼9% 16.0 (Rank 05)
▼14% 15.0 (Rank 06)
17.5 (Mean)

Illustrative data only

1)   The above included Consultants (those matched to Vencon's Consultant levels) per Partners (those matched to Vencon's Partner levels).

Ranking: Firms were ranked from highest value to lowest.

'Pure' Strategy Firms employed, on average, 17.5 Consultants per Partner

'Pure' Strategy Firms – Consultants per Partner [1]

Relative delta between Firm and Mean

Illustrative data only

Rank 01	Rank 02	Rank 03	Rank 04	Rank 05	Rank 06	Mean
▲14%	▲9%	▲3%	▼3%	▼9%	▼14%	
20.0	19.0	18.0	17.0	16.0	15.0	17.5

1) The above included Consultants (those matched to Vencon's Consultant levels) per Partners (those matched to Vencon's Partner levels).

Ranking: Firms were ranked from highest value to lowest.

Certain sections have been purposefully omitted to expedite the reading of this Example Version

Additional Sections Included as Standard in Purchased ParSur III Report

▪ As per the previous 5 slides for Consultants per Partner, data will also be presented for the following:

» Support Staff per Partner

» Consultants and Support Staff per Partner

» Professionals per Support Staff   *(Professionals = Partners + Consultants)*

» Consultants per Support Staff

Total Achieved Income was…

Market Means – Partner Total Income (Target vs Achieved) per 100 Incumbents (in USD million) [1]
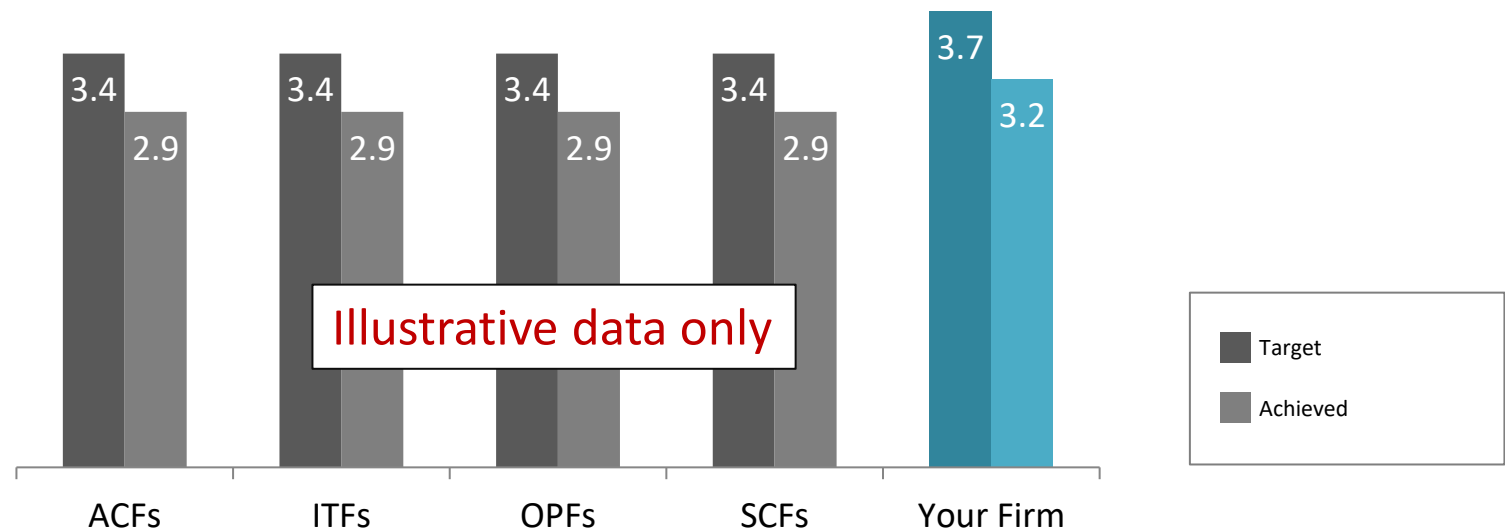
Total Target Income per 100 Incumbents = ((Median) Total Target Income at Primary Partner x No. of Primary Partners) + ((Median) Total Target Income at Experienced Partner x No. of Experienced Partners) + ((Median) Total Target Income at Senior Partner x No. of Senior Partners) / (Number of Incumbents/100)

(Approach for Achieved Income was the same but used Achieved Income values in place of Target Income values)

YOUR FIRM

Total Target Income per 100 Incumbents = (USD 500k x 50) + (USD 800k x 40) + (USD 1,000k x 10) / (1800/100) = USD 3.7m

Total Achieved Income per 100 Incumbents = (USD 400k x 50) + (USD 700k x 40) + (USD 900k x 10) / (1800/100) = USD 3.2m

Incumbents = Partners + Consultants + Support Staff. **Partners** = those matched to Vencon's Partner Levels. **Consultants** = those incumbents matched to Vencon's Consultant Levels. **Support Staff** = Administration and Support Staff (i.e. those not matched to Vencon's Partner or Consultant Levels. **ACFs** = Accounting-Based Firms. **ITFs** = IT-Based Firms. **OPFs** = Operations-Based & Full-Service Firms. **SCFs** = 'Pure' Strategy Firms.

Partner Total Achieved Income per 100 Incumbents was 14% under Total Target Income at ACFs

Partner Total Income (Target vs Achieved) per 100 Incumbents in Accounting-Based Firms (in USD million) [1]
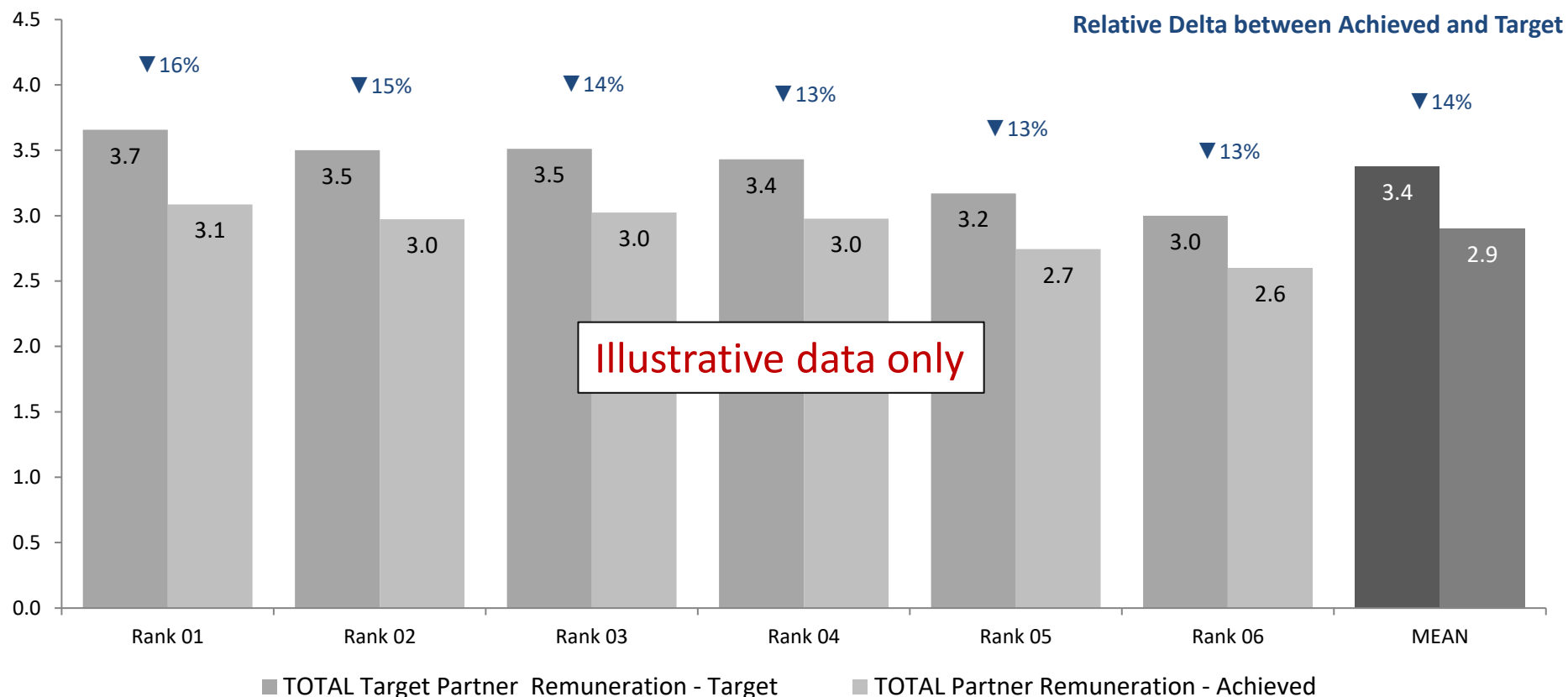

Relative Delta between Achieved and Target

Illustrative data only

Chart data:
	Rank 01	Rank 02	Rank 03	Rank 04	Rank 05	Rank 06	MEAN
TOTAL Target Partner Remuneration - Target	3.7	3.5	3.5	3.4	3.2	3.0	3.4
TOTAL Partner Remuneration - Achieved	3.1	3.0	3.0	3.0	2.7	2.6	2.9
Delta	▼16%	▼15%	▼14%	▼13%	▼13%	▼13%	▼14%

■ TOTAL Target Partner Remuneration - Target   ■ TOTAL Partner Remuneration - Achieved
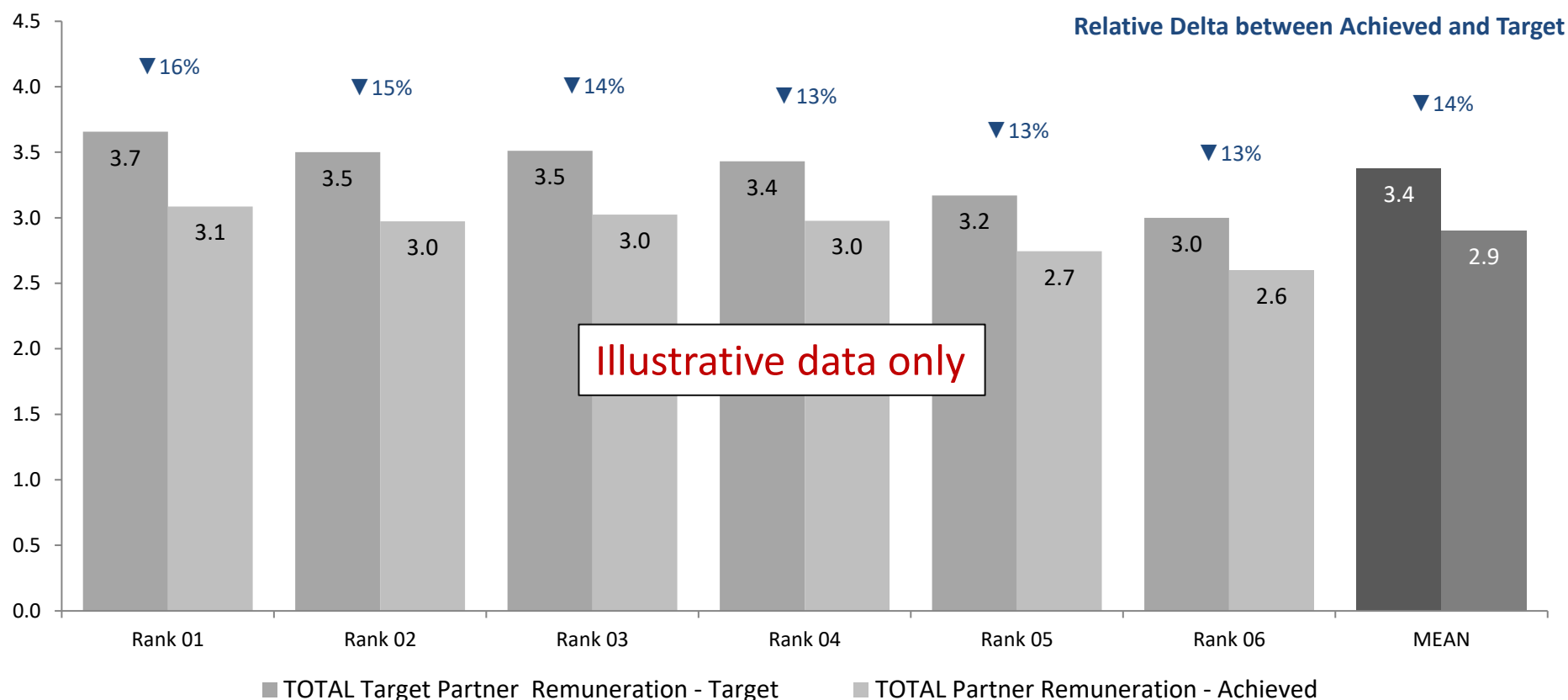
1) Data indicate weighted cumulative Partner Total Target Income and Total Achieved Income normalised to 100 Incumbents per Firm. Incumbents included Partners (those matched to Vencon's Partner levels), Consultants (those matched to Vencon's Consultant levels) per Support/Admin Staff (non-consulting staff) .

**Ranking:** Firms were ranked from highest Target value to lowest.

Partner Total Achieved Income per 100 Incumbents was 14% under Total Target Income at ITFs

Partner Total Income (Target vs Achieved) per 100 Incumbents in IT-Based Firms (in USD million) [1]
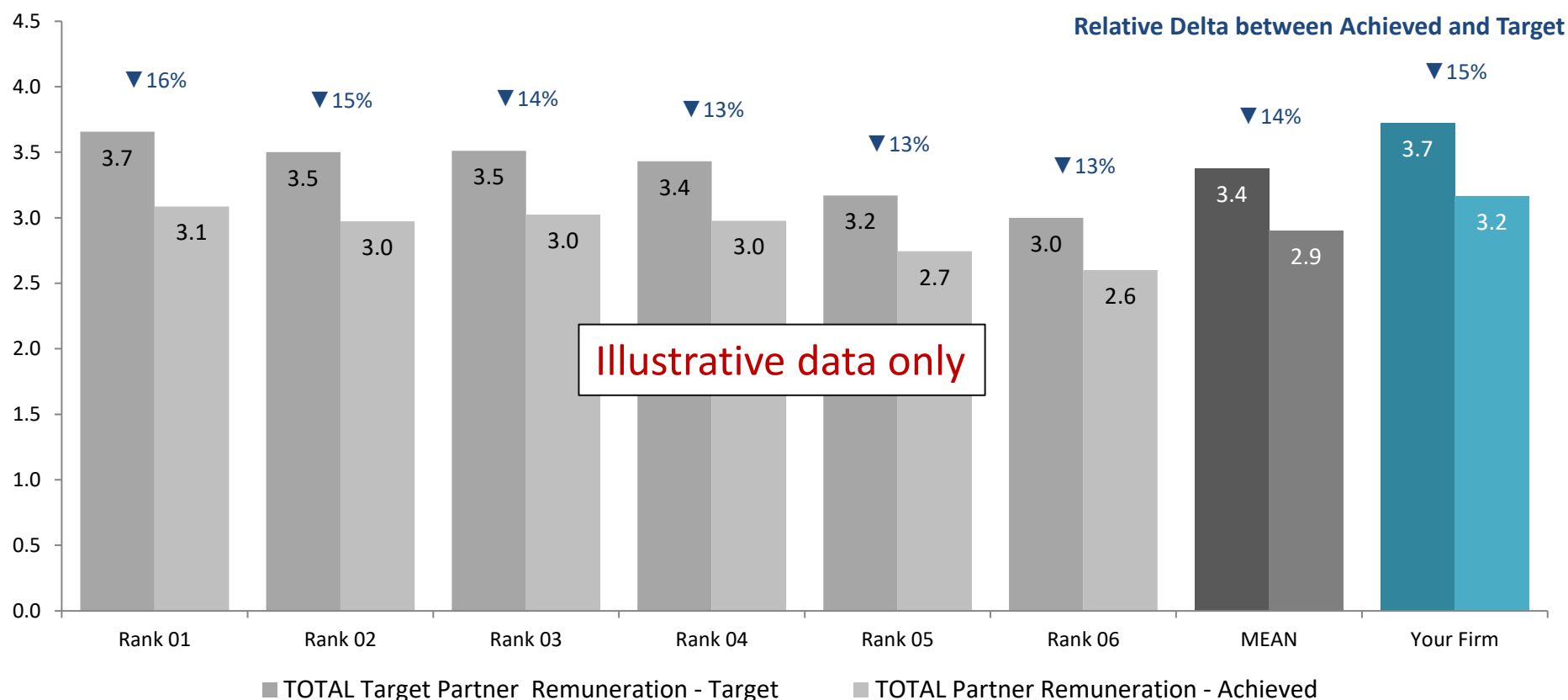
Relative Delta between Achieved and Target

Illustrative data only

- ■ TOTAL Target Partner Remuneration - Target
- ■ TOTAL Partner Remuneration - Achieved

	Rank 01	Rank 02	Rank 03	Rank 04	Rank 05	Rank 06	MEAN	Your Firm
Target	3.7	3.5	3.5	3.4	3.2	3.0	3.4	3.7
Achieved	3.1	3.0	3.0	3.0	2.7	2.6	2.9	3.2
Delta	▼16%	▼15%	▼14%	▼13%	▼13%	▼13%	▼14%	▼15%

1) Data indicate weighted cumulative Partner Total Target Income and Total Achieved Income normalised to 100 Incumbents per Firm. Incumbents included Partners (those matched to Vencon's Partner levels), Consultants (those matched to Vencon's Consultant levels) per Support/Admin Staff (non-consulting staff) .

Ranking: Firms were ranked from highest Target value to lowest.

Partner Total Achieved Income per 100 Incumbents was 14% under Total Target Income at OPFs

Partner Total Income (Target vs Achieved) per 100 Incumbents in Operations-Based & Full-Service Firms (in USD million) [1]
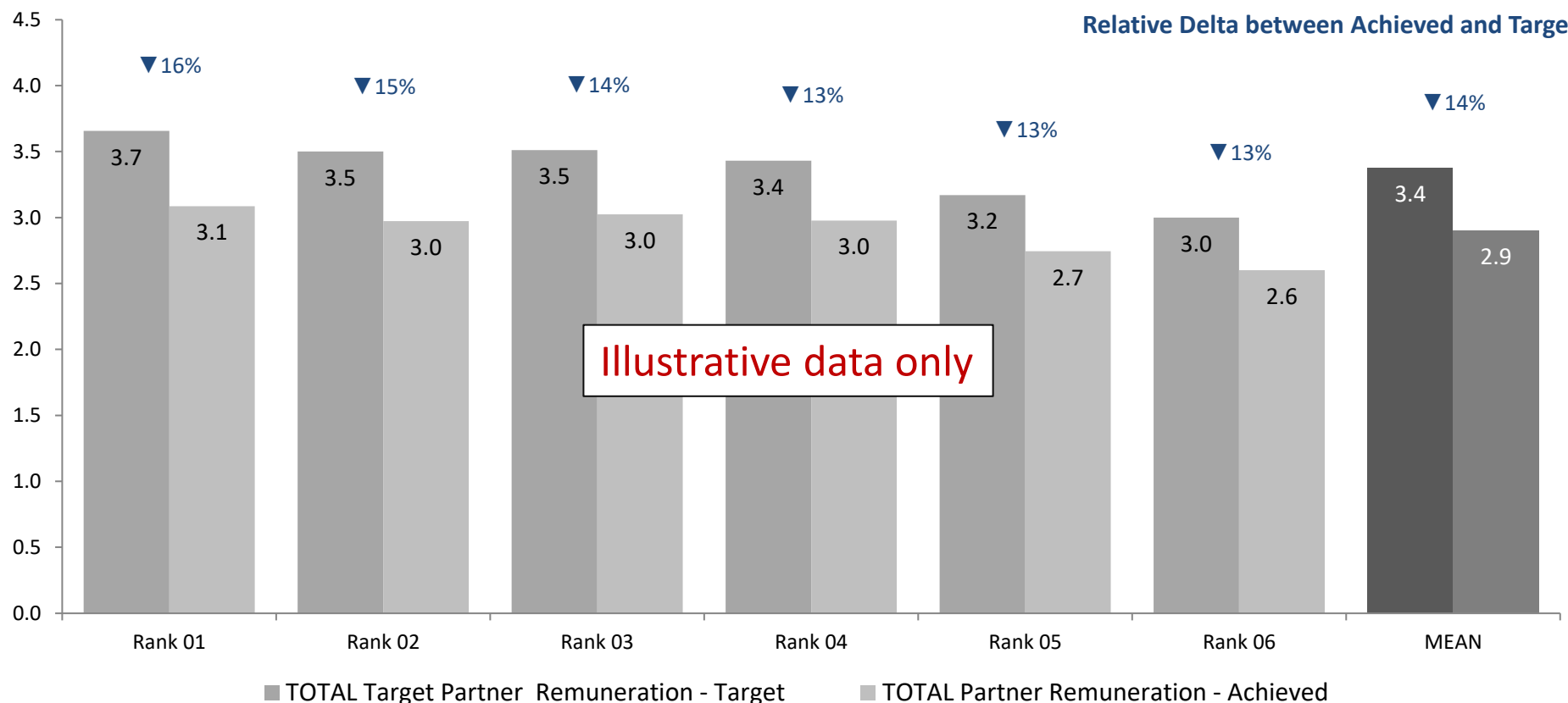
1) Data indicate weighted cumulative Partner Total Target Income and Total Achieved Income normalised to 100 Incumbents per Firm. Incumbents included Partners (those matched to Vencon's Partner levels), Consultants (those matched to Vencon's Consultant levels) per Support/Admin Staff (non-consulting staff) .

Ranking: Firms were ranked from highest Target value to lowest.

Partner Total Achieved Income per 100 Incumbents was 14% under Total Target Income at SCFs

Partner Total Income (Target vs Achieved) per 100 Incumbents in 'Pure' Strategy Firms (in USD million) [1]

Relative Delta between Achieved and Target

▼16% ▼15% ▼14% ▼13% ▼13% ▼13% ▼14%

Illustrative data only

Rank 01: 3.7 / 3.1
Rank 02: 3.5 / 3.0
Rank 03: 3.5 / 3.0
Rank 04: 3.4 / 3.0
Rank 05: 3.2 / 2.7
Rank 06: 3.0 / 2.6
MEAN: 3.4 / 2.9

■ TOTAL Target Partner Remuneration - Target   ■ TOTAL Partner Remuneration - Achieved

1) Data indicate weighted cumulative Partner Total Target Income and Total Achieved Income normalised to 100 Incumbents per Firm. Incumbents included Partners (those matched to Vencon's Partner levels), Consultants (those matched to Vencon's Consultant levels) per Support/Admin Staff (non-consulting staff) .

Ranking: Firms were ranked from highest Target value to lowest.

Contents

* / ** In a purchased report, these sections will contain an additional 15 and 20 pages respectively

Relative amount of 'At Risk' Target Income was highest at … and lowest at …

Market Means – Partners' Total Target 'At Risk' Income (as % of Total Income)
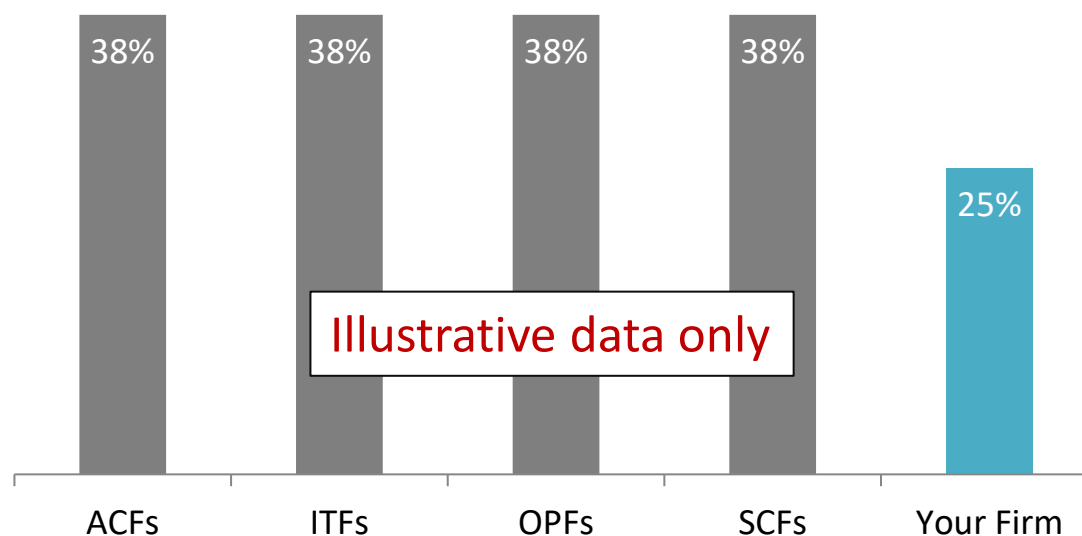
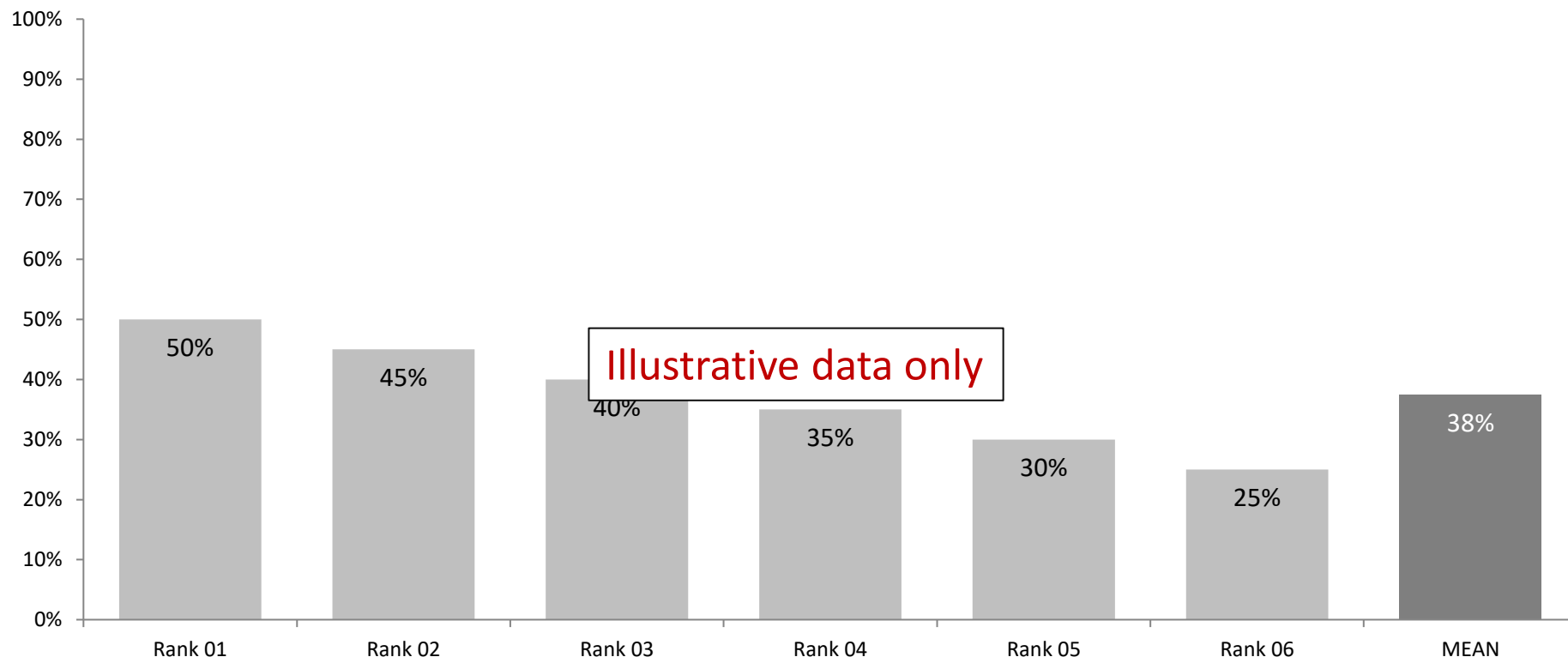| ACFs | ITFs | OPFs | SCFs | Your Firm |
| 38% | 38% | 38% | 38% | 25% |

Illustrative data only

'At Risk' Income = Bonus Income + Dividends/Interest Income + Equity (as Current) Income + Other Current Income + Equity (as Deferred Income) + Other Investments
I.e. Any Income 'not guaranteed'. Draw Income was not included as the majority of it is, more often than not, paid out. We do acknowledge that Draw Income by its nature is not guaranteed. Pension Income was also not included as the majority is often linked to Basic Income (i.e. it is largely 'guaranteed').

YOUR FIRM

'At Risk' Income = (Bonus Income + Any Other Variable Components) / Total Income   (then weighted by Partner numbers to determine weighted percentage for Firm).

On average, Partner 'At Risk' Target Income at Accounting-Based Firms was 38% of Total Income

Accounting-Based Firms' Partners' Total Target 'At Risk' Income (in % of Total Target Income) [1] [2]
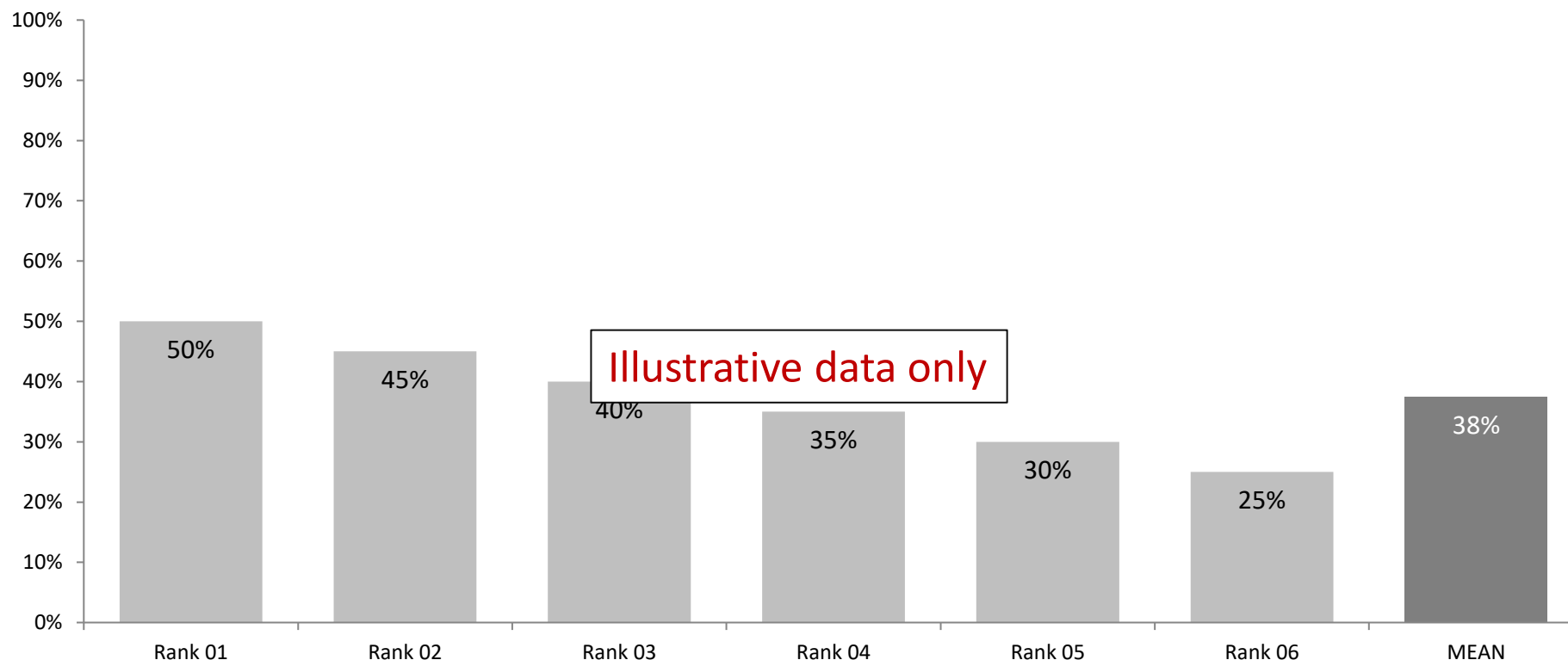
Illustrative data only

Bar chart values:
- Rank 01: 50%
- Rank 02: 45%
- Rank 03: 40%
- Rank 04: 35%
- Rank 05: 30%
- Rank 06: 25%
- MEAN: 38%

'At Risk' Income = Bonus Income + Dividends/Interest Income + Equity (as Current) Income + Other Current Income + Equity (as Deferred Income) + Other Investments

1) Data labels indicate average Total 'At Risk' Target Income per Partner per Firm, weighted by relative number of Partners per level.

2) Draw Income is not included here as 'At Risk' as more often than not it is more or less paid out. However, we do acknowledge that Draw Income, by its nature, is not guaranteed. Pension Income is not included as the majority is linked to Basic Income ('guaranteed').

Ranking: Firms were ranked from highest value to lowest.

On average, Partner 'At Risk' Target Income at IT-Based Firms was 38% of Total Income

IT-Based Firms' Partners' Total Target 'At Risk' Income (in % of Total Target Remuneration) [1] [2]
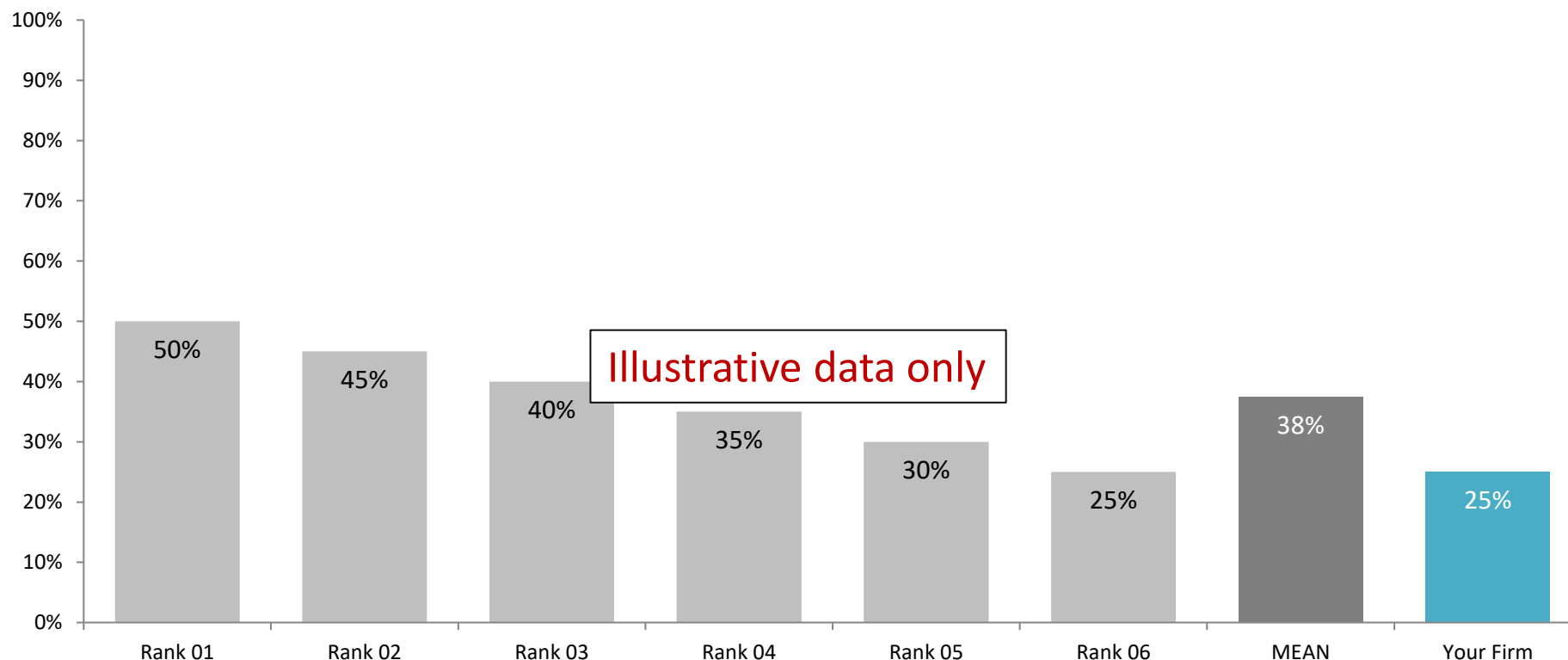
Illustrative data only

	Rank 01	Rank 02	Rank 03	Rank 04	Rank 05	Rank 06	MEAN	Your Firm
	50%	45%	40%	35%	30%	25%	38%	25%

'At Risk' Income = Bonus Income + Dividends/Interest Income + Equity (as Current) Income + Other Current Income + Equity (as Deferred Income) + Other Investments

1) Data labels indicate average Total 'At Risk' Target Income per Partner per Firm, weighted by relative number of Partners per level.

2) Draw Income is not included here as 'At Risk' as more often than not it is more or less paid out. However, we do acknowledge that Draw Income, by its nature, is not guaranteed. Pension Income is not included as the majority is linked to Basic Income ('guaranteed').

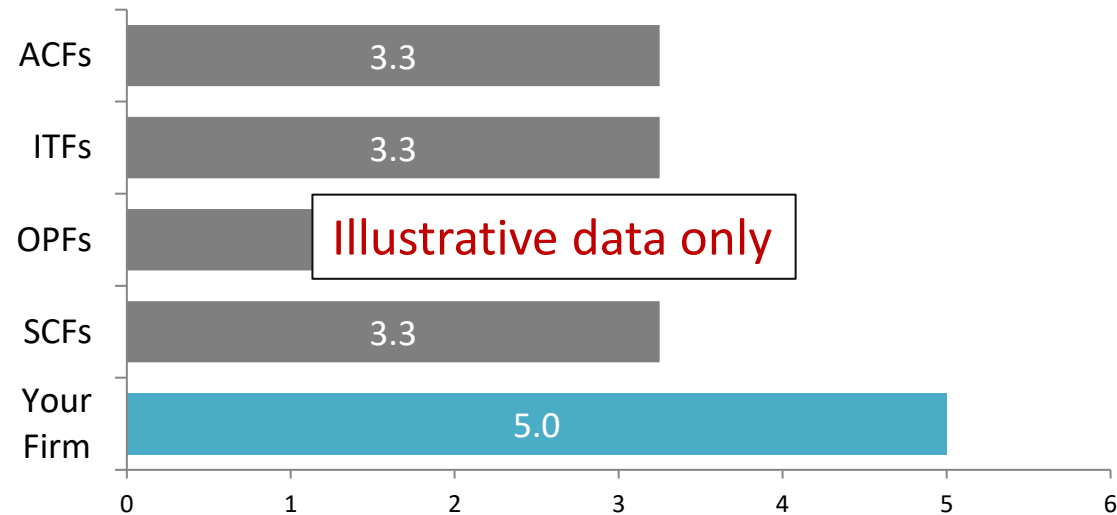**Ranking:** Firms were ranked from highest value to lowest.

On average, Partner 'At Risk' Target Income at Operations-Based & Full-Service Firms was 38% of Total Income

Operations-Based & Full-Service Firms' Partners' Total Target 'At Risk' Income (in % of Total Target Remuneration) [1) 2)]

'At Risk' Income = Bonus Income + Dividends/Interest Income + Equity (as Current) Income + Other Current Income + Equity (as Deferred Income) + Other Investments

1) Data labels indicate average Total 'At Risk' Target Income per Partner per Firm, weighted by relative number of Partners per level.

2) Draw Income is not included here as 'At Risk' as more often than not it is more or less paid out. However, we do acknowledge that Draw Income, by its nature, is not guaranteed. Pension Income is not included as the majority is linked to Basic Income ('guaranteed').

Ranking: Firms were ranked from highest value to lowest.

On average, Partner 'At Risk' Target Income at 'Pure' Strategy Firms was 38% of Total Income

'Pure' Strategy Firms' Partners' Total Target Income 'At Risk' Income (in % of Total Target Remuneration) [1] [2]

Illustrative data only

Bar chart values:
- Rank 01: 50%
- Rank 02: 45%
- Rank 03: 40%
- Rank 04: 35%
- Rank 05: 30%
- Rank 06: 25%
- MEAN: 38%

'At Risk' Income = Bonus Income + Dividends/Interest Income + Equity (as Current) Income + Other Current Income + Equity (as Deferred Income) + Other Investments

1)   Data labels indicate average Total 'At Risk' Target Income per Partner per Firm, weighted by relative number of Partners per level.

2)   Draw Income is not included here as 'At Risk' as more often than not it is more or less paid out. However, we do acknowledge that Draw Income, by its nature, is not guaranteed. Pension Income is not included as the majority is linked to Basic Income ('guaranteed').

Ranking: Firms were ranked from highest value to lowest.

Contents

* / ** In a purchased report, these sections will contain an additional 15 and 20 pages respectively

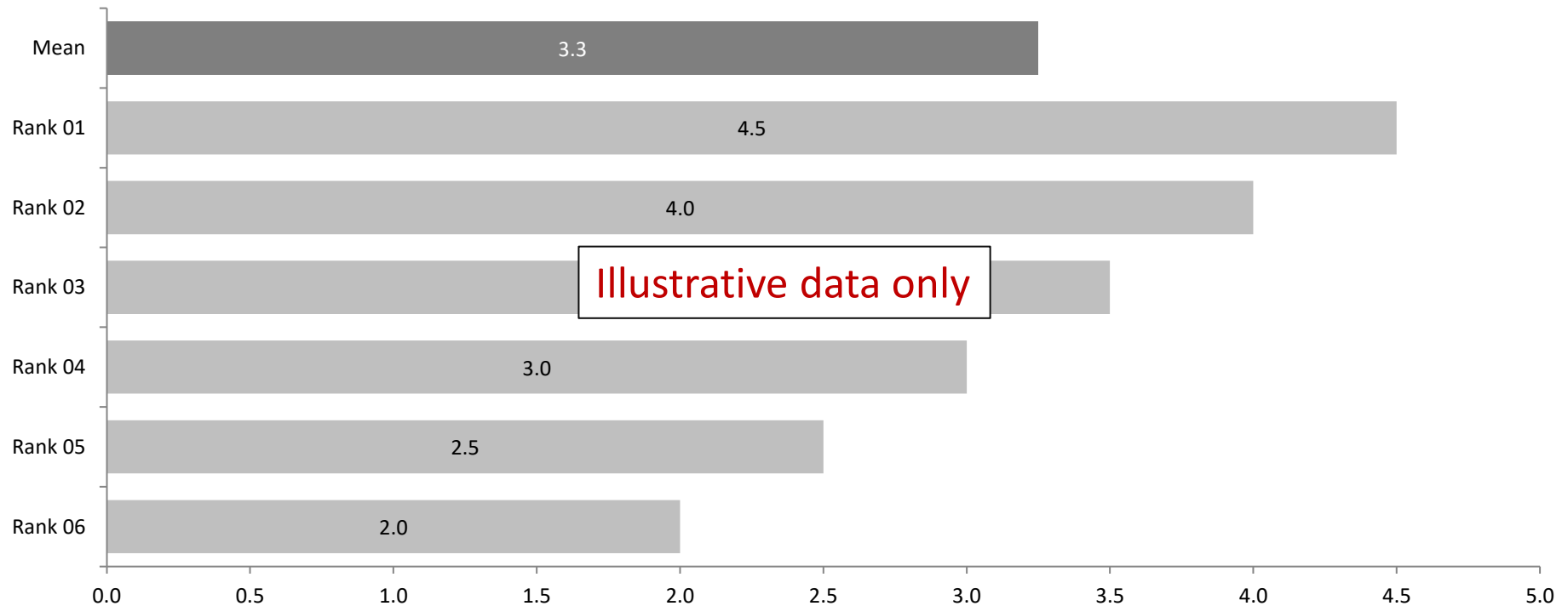# Time for Advancement to the Experienced Partner levels …

Market Means – Average Time for Advancement to Experienced Partner Level (in years)

ACFs = Accounting-Based Firms. **ITFs** = IT-Based Firms. **OPFs** = Operations-Based & Full-Service Firms. S**CFs** = 'Pure' Strategy Firms.

VENCON
RESEARCH INTERNATIONAL

Time for Advancement to the Experienced Partner levels in Accounting-Based Firms ranged between 2 and 4.5 years

Average Time for Advancement in Accounting-Based Firms (in years)

Ranking: Firms were ranked from longest total reported time to lowest.

Time for Advancement to the Experienced Partner levels in IT-Based Firms ranged between 2 and 4.5 years
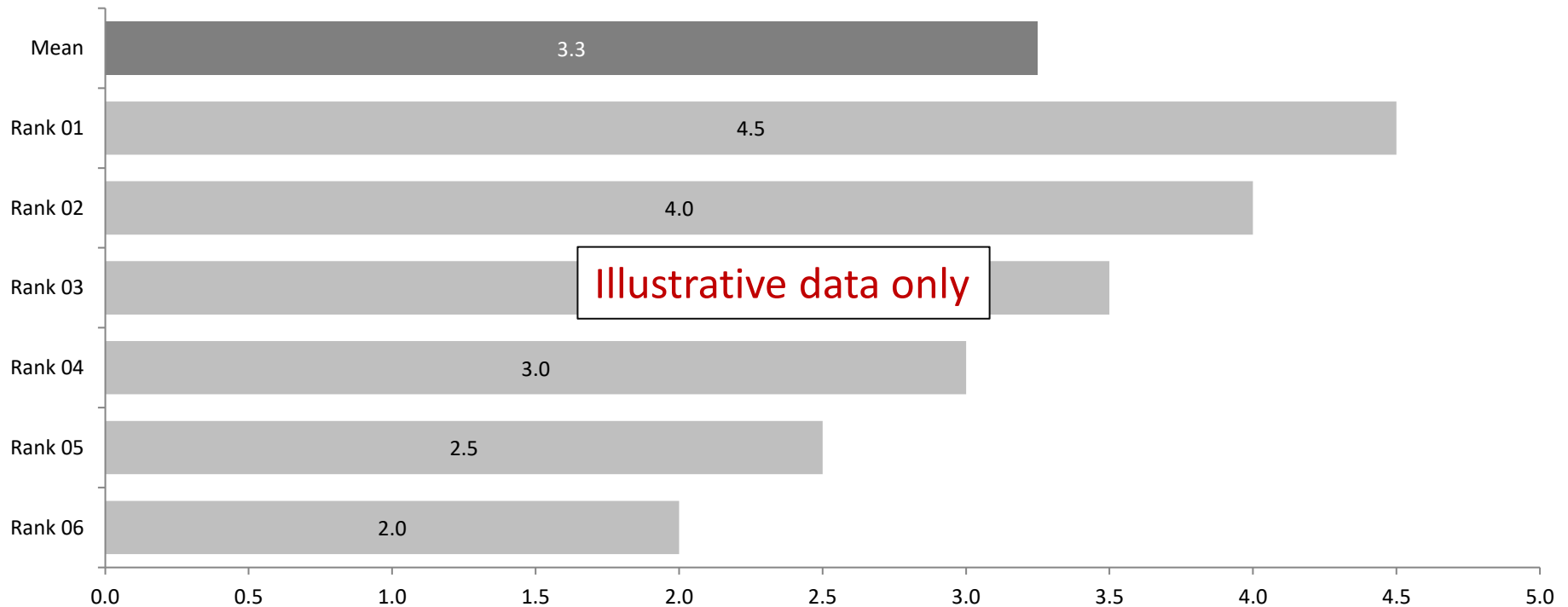
Average Time for Advancement in IT-Based Firms (in years)
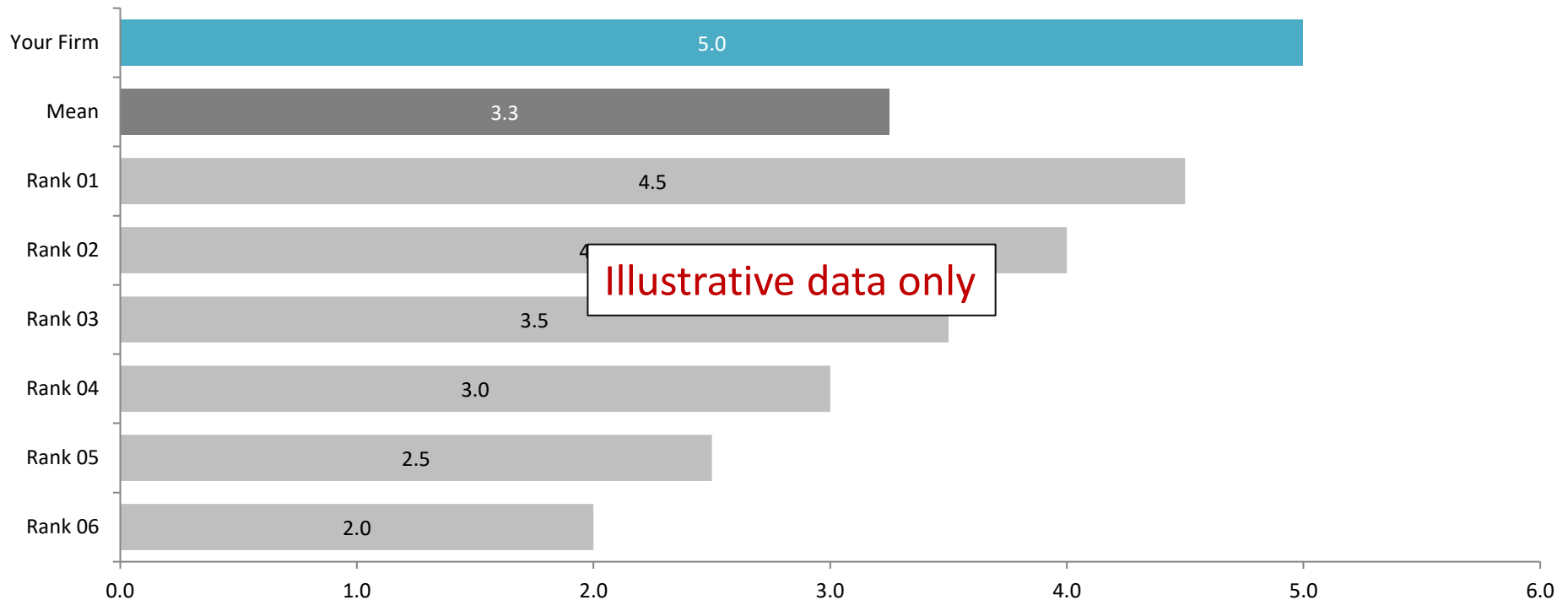
Ranking: Firms were ranked from longest total reported time to lowest.

VENCON
RESEARCH INTERNATIONAL

Time for Advancement to the Experienced Partner levels in OPFs ranged between 2 and 4.5 years
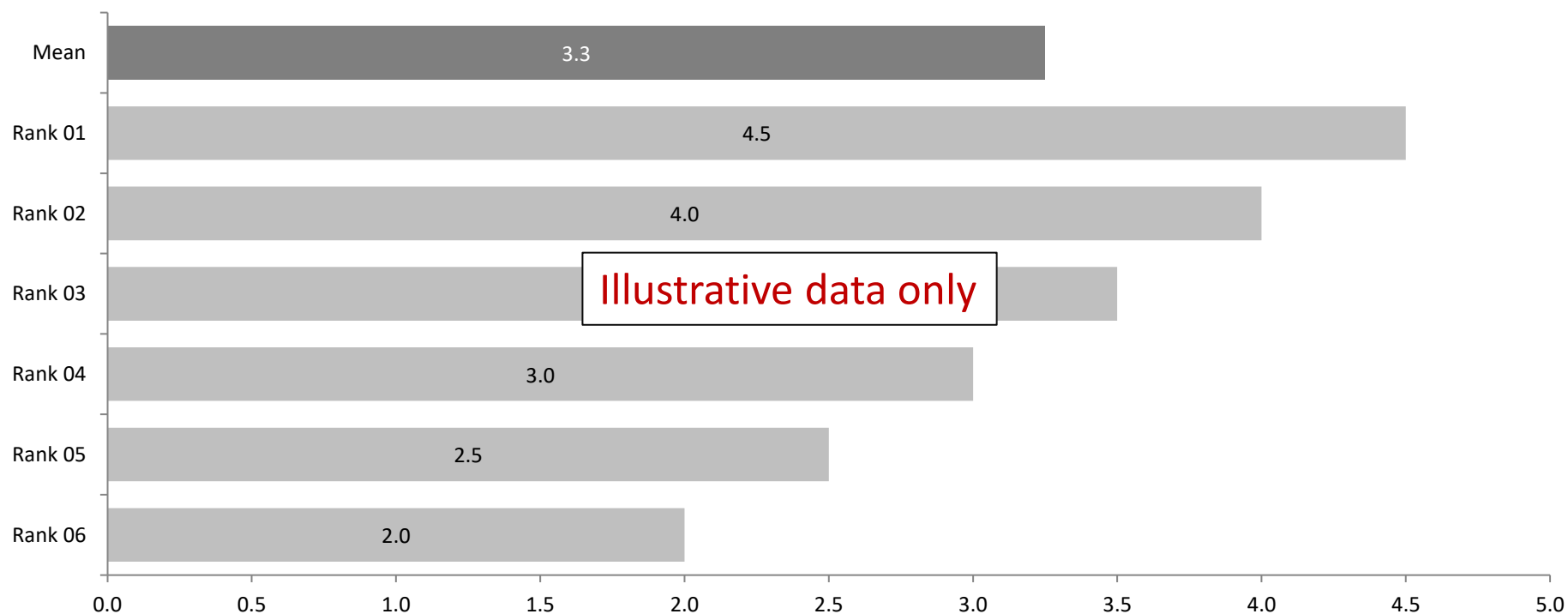
Average Time for Advancement in Operations-Based & Full-Service Firms (in years)

Ranking: Firms were ranked from longest total reported time to lowest.

Time for Advancement to the Experienced Partner levels in 'Pure' Strategy Firms ranged between 2 and 4.5 years

Average Time for Advancement in 'Pure' Strategy Firms (in years)

Ranking: Firms were ranked from longest total reported time to lowest.

VENCON
RESEARCH INTERNATIONAL

Contents

* / ** In a purchased report, these sections will contain an additional 15 and 20 pages respectively

Your Firm's Global revenue and incumbent numbers data is presented below for reference

Your Firm's Global Data

LEVEL TITLE	NUMBER OF PARTNERS AT LEVEL	MATCHED TO VENCON LEVEL (for ParSur III)	(SINGLE COUNTED) AVERAGE TARGET SALES REVENUE PER PARTNER AT LEVEL (MUSD)	TOTAL TARGET SALES REVENUE PER LEVEL
Partner	50	Primary	2.50	125
Senior Partner	40	Experienced	5.00	200
Senior Managing Partner	10	Senior	7.50	75
TOTAL PARTNERS	**100**		**TOTAL TARGET SALES REV.**	**400**

Illustrative data only

Additional Target Sales Revenue not accounted for at C1 to C5. I.e. Accounted for by your "Senior Partners" without a C-level and/or those matched to Vencon Principal Level or below)	**0**	MUSD

Total Target Firm Revenue	4.0

Number of Consultants	1,500
Number of Support Staff	200

Average Time for Advancement to Experienced Level (years)	5.0

NOTES:
- Submitted/clarified/confirmed data shown in the yellow cells. Light blue cells show interim calculations for clarity.

Your Firm's resultant calculated Global metrics are presented below for quick reference

Your Firm's Calculated Global Metrics

Target Firm Revenue per Partner	4.0	MUSD

Target Firm Revenue per Consultant	267	kUSD
Target Firm Revenue per Professional	250	kUSD
Target Firm Revenue per Consultant & Support Staff	235	kUSD
Target Firm Revenue per Incumbent	222	kUSD

Average Target Sales Revenue per Primary Partner		
Average Target Sales Revenue per Experienced Partner		
Average Target Sales Revenue per Senior Partner		

Illustrative data only

Weighted Target Sales Revenue: Primary Partner	31%
Weighted Target Sales Revenue: Experienced Partner	50%
Weighted Target Sales Revenue: Senior Partner	19%

Time for Advancement: Primary to Experienced Level	5.0	years

Partners per 100 Incumbents	5.6
Primary Partners per 100 Incumbents	2.8
Experienced Partners per 100 Incumbents	2.2
Senior Partners per 100 Incumbents	0.6

Primary Partners as a % of Total Partners	50%
Experienced Partners as a % of Total Partners	40%
Senior Partners as a % of Total Partners	10%

Partners as a % of Total Incumbent	6%
Consultants as a % of Total Incumbent	83%
Support Staff as a % of Total Incumbent	11%

Consultants per Partner	15.0
Support Staff per Partner	2.0
Consultants and Support Staff per Partner	17.0
Professionals per Support Staff	8.0
Consultants per Support Staff	7.5

NOTES:

• Calculated metrics data shown in the dark blue cells.

Your Firm's Country-Specific revenue and Partner numbers data is presented below for reference

Your Firm's Country-Specific Data (For designated 'main country')

LEVEL TITLE	NUMBER OF PARTNERS AT LEVEL	MATCHED TO VENCON LEVEL (for ParSur III)	(SINGLE COUNTED) AVERAGE TARGET SALES REVENUE PER PARTNER AT LEVEL (MUSD)	TOTAL TARGET SALES REVENUE PER LEVEL
Partner	25	Primary	2.50	63
Senior Partner	20	Experienced	5.00	100
Senior Ma...	...ior		7.50	38
TO...			TOTAL TARGET SALES REV.	200

Illustrative data only

Additional Target Sales Revenue not accounted for at C1 to C5. I.e. Accounted for by your "Senior Partners" without a C-level and/or those matched to Vencon Principal Level or below)	0	MUSD

Total Target Firm Revenue	4.0

NOTES:

- Submitted/clarified/confirmed data shown in the yellow cells. Light blue cells show interim calculations for clarity.

VENCON
RESEARCH INTERNATIONAL

Your Firm's resultant calculated Country-Specific metrics are presented below for quick reference

Your Firm's Calculated Country-Specific Metrics (For designated 'main country')

Target Firm Revenue per Partner	4.0	MUSD

Total Target Income (based on medians) at:		
Primary Partner	500	kUSD
Experienced Partner	800	kUSD
Senior Partner	1,000	kUSD

Target Revenue	**Illustrative data only**
Experienced Partner	20%
Senior Partner	25%

Target Sales Revenue Payout Ratio at:	
Primary Partner	20%
Experienced Partner	16%
Senior Partner	13%

NOTES:
- Calculated metrics data shown in the dark blue cells. Light blue cells show interim calculations for clarity.

Contents

* / ** In a purchased report, these sections will contain an additional 15 and 20 pages respectively

The job matching process included consideration of 'Key Results Areas' and 'Progression Criteria'

Partner Job Matching - Additional Information (1/4)

▪ These overviews of Roles and Responsibilities are a guide rather than a set of prescriptive and absolute criteria.

▪ They are an example of what Vencon might expect to see, in general, for large international consulting Firms.

▪ Firm size and scope (Firm Revenue, Number of Consultants, International Presence, etc.) must be taken into consideration.

	Criteria	PRIMARY PARTNER	EXPERIENCED PARTNER	SENIOR PARTNER
Key Results Areas	Development of Firm's Brand / Reputation	• Involved	• Responsible	• Responsible
	Strategic Leadership / Direction of Firm	• Involved	• Responsible	• Responsible
	Client Relationships	• Key-client relationship leader	• Strategic (trans-) national relationships	• Strategic (trans-) national relationships
	Business Generation	• New business	• Significant new business	• Significant new business; often "rainmaker"
	Leadership of Service Line / Industry Practice	• Possibly part of national or regional	• National or regional	• Regional or global
	Leadership of Major Function	• Possibly national of e.g. Finance, HR	• Possibly regional of e.g. Finance, HR	• Possibly global of e.g. Finance, HR
	Business Relationship	• Project direction	• Major business relationships	• Strategic business relationships
Progression Criteria	Career Position	• Often a career position • 'Up or out' policy may be enforced • 'Perform or go' policy may be enforced	• Career position • No 'up or out' policy • 'Perform or go' policy may be enforced	• Career position • No 'up or out' policy • 'Perform or go' policy may be enforced
	Sales Revenue	• Required to generate revenue equivalent to several multiples of own cost	• Required to generate higher revenue than previous level	• Can often be required to generate higher revenue than previous levels • May not be required to generate revenue (in favour of managing revenues)
	Managed Revenue	• Often not required to manage revenue (of other Partners)	• May be required to manage revenue of other (often lower level) Partners	• Often required to manage revenue of other (often lower level) Partners
	Utilisation / Billable Hours	• Expected to achieve a 'solid' rate	• Expected to achieve a minimum rate	• May be expected to achieve a minimum rate

Please note: Extent of matching is context dependent. The example matching above is generally applicable for large firms as opposed to small firms.

Job matching included consideration of 'Professional Skills and Qualifications' and 'Client Relationships'

Partner Job Matching - Additional Information (2/4)

▪ These overviews of Roles and Responsibilities are a guide rather than a set of prescriptive and absolute criteria.

▪ They are an example of what Vencon might expect to see, in general, for large international consulting Firms.

▪ Firm size and scope (Firm Revenue, Number of Consultants, International Presence, etc.) must be taken into consideration.

	Criteria	PRIMARY PARTNER	EXPERIENCED PARTNER	SENIOR PARTNER
Professional Skills & Qualifications	Masters / PhD	• Masters degree; possibly PhD	• Masters degree; possibly PhD	• Masters degree; possibly PhD
	Negotiation / Conflict Resolution	• Skilled	• Highly skilled	• Eminently skilled
	Board-Level Management	• Business and commercial abilities	• Business and commercial abilities • May be 'Member of the Board' at client firms	• Business and commercial abilities
	Subject / Service Line / Industry Expertise	• Nationally recognised as reference source	• Nationally recognised expert	• Internationally recognised expert
	Creative Thinking	• Leader	• Nationally recognised leader	• Internationally recognised leader
	Ethical / Professional Standards	• Embodiment of Firm's standards	• Embodiment of Firm's standards	• Embodiment of Firm's standards
Client Relationships	Clients	• Key strategic clients	• Key strategic clients	• Key strategic clients of highest importance
	Portfolio	• Building portfolio	• Maintains and grows significant portfolio	• Maintains and grows significant portfolio
	Client Relationship Size	• Low to mid	• Mid to large	• Mid to large often including regional or global
	General Contact	• Maintains contact at senior levels	• Oversight responsibility	• Oversight responsibility for key clients
	With Client's CEO / President / etc.	• Builds these relationships	• Often has these relationships	• Has these relationships
	Additional Revenue at Existing Clients	• May generate some additional revenue	• Able to generate additional revenue	• Able to generate significant additional revenue
	New Clients	• Possibly new client acquisition	• Significant new client acquisition	• Significant new client acquisition

Please note: Extent of matching is context dependent. The example matching above is generally applicable for large firms as opposed to small firms.

Job matching considered 'Business Strategy and Project Management' and 'People Management and Leadership'

Partner Job Matching - Additional Information (3/4)

- These overviews of Roles and Responsibilities are a guide rather than a set of prescriptive and absolute criteria.

- They are an example of what Vencon might expect to see, in general, for large international consulting Firms.

- Firm size and scope (Firm Revenue, Number of Consultants, International Presence, etc.) must be taken into consideration.

Criteria		PRIMARY PARTNER	EXPERIENCED PARTNER	SENIOR PARTNER
Business Strategy / Project Management	Business Strategy / Plan	• Promotes and helps to develop • May be closely involved / responsible for business strategy / plan of a practice area	• Assists in determining and directing • Articulates vision and direction of Firm's overall strategic direction and financial goals	• Determines and directs • Leads and directs Firm-wide initiatives • Manages business mission and performance
	Firm's Capabilities, Presence and Market Share	• Leverages to generate and/or deliver revenue	• Develops via coordination with Partners in other regions / geographies	• Develops via coordination with Partners in other regions / geographies
	Development of Service Line / Industry Practice	• May be involved; national or regional	• Directs, leads and grows; national or regional	• Primely responsible for; directs, leads and grows; regional or global
	Project Delivery	• May directs major projects; delivers cohesive offering to the client	• Directs major projects; delivers cohesive offering to the client	• Coordinates the execution of largest, complex international projects and teams
	Additional Services	• Introduces additional services to the client beyond area of expertise	• Introduces additional services to the client beyond area of expertise	• Introduces additional services to the client beyond area of expertise
People Management & Leadership	Functional / Industry / Service Line / Practice Group Responsibility	• Member of…	• Senior member of… • Leads minor	• Leads major • 'Rainmaker'
	Standards and Policies	• Helps determine framework	• Helps determine framework	• Determines framework
	Firm Culture	• Influences	• Strongly influences	• Directs and strongly influences
	Mentor	• Mentors and develops those below Partner	• Mentors and develops other Partners	• May mentor and develop other Partners
	Knowledge Sharing	• Ensures knowledge sharing throughout firm	• Ensures knowledge sharing throughout firm	• Ensures knowledge sharing throughout firm

Please note: Extent of matching is context dependent. The example matching above is generally applicable for large firms as opposed to small firms.

Apart from role descriptions, Vencon's Partner matching also considered guideline parameters

Partner Job Matching - Additional Information (4/4)

- In addition to the aforementioned descriptions of typical Partner roles, consideration was also given to a set of parameters.

- Tables, **such as the one below***, were applied to assist the job matching process while recognising that the parameters were only guidelines and not 'set in stone'. Parameters such as those below were used in conjunction with the role descriptions from the previous pages to help determine appropriate matching.

Parameters		Primary Partner	Experienced Partner	Senior Partner
	Common Titles (in generic form)	• Director • (Junior) Partner • Vice President	• (Managing) Director • Managing Partner • (Senior) Director • (Senior) Partner • (Senior) Vice President	• Managing Director • Managing Partner • Senior Director • Senior Partner • Senior Vice President
	Functional / Industry / Service Line / Practice Group Responsibility	Senior member of Industry and/or Practice Group	Member of Industry / Practice Group May lead an Industry / Practice Group	Often either a "Rainmaker" and/or Leader of a Major Industry / Practice
	Geographical Responsibility	Office (Country)	Country / Regional (For smaller firms possibly Global)	(Country) / Regional / Global
	Sales / Revenue Target (in USD) [1]	< 4 million	3 to 8 million	> 6 million
	'Business Managed' (in USD) [2]	< 8 million	< 12 million	> 10 million
	Span of Control (Consultants) [3]	< 20	< 30	> 25
	Utilisation [4]	> 25%	< 30%	< 25%

1) May include 'overwrites' from Consultants; nominalised, i.e., single counting
3) Does not include non-client facing staff. Based on revenue per Consultant of 400k USD

2) May include 'overwrites' from other Partner and Consultants
4) Based on the standard working contract e.g. 2000 hours p.a.; includes vacation

* Parameters vary significantly based on e.g. Firm Type, Firm Size, strategic approaches taken by each Firm. The table above is not indicative of most Firms.

Vencon Research at a glance

Vencon Research International has been a primary source of remuneration surveys and compensation benchmarking data for the international management consulting industry for over 20 years. Vencon Research produces in-depth benchmarking reports on the size and range of cash compensation - both target and actual - as well as the non-cash benefits offered by the leading management, IT and strategy consulting Firms. Our client list extends to some 85% of the world's major management consulting firms, and includes major global corporations, virtually all the recognised independent management consulting firms plus leading consulting boutique firms in each country.

Vencon Research's Offices:

- Berlin (Germany)
- London (UK)
- Toronto (Canada)
- Zug (Switzerland)

Vencon Research's Surveys and Reports:

- Administration & Support Staff Survey
- Consultant Benefits Survey
- Consultant Salary Survey
- Partner Remuneration Surveys
- Special Request Reports
  (e.g. Cross-Market Positioning Tool, Family Friendly Working Policies)
- Spot Surveys

Over 75 surveyed countries including:

North America
Canada
United States

Western Europe
Austria
Belgium
Denmark
Finland
France
Germany
Greece
Ireland
Italy
Luxembourg
Netherlands
Norway
Portugal
Spain
Sweden
Switzerland
United Kingdom

Central / Eastern Europe
Bulgaria
Croatia
Czech Republic
Hungary
Latvia
Poland
Romania
Russia
Slovakia
Slovenia
Ukraine

Asia / Pacific
Australia
Bangladesh
China
Hong Kong
India
Indonesia
Japan
Malaysia
New Zealand
Pakistan
Philippines
Singapore
South Korea
Taiwan
Thailand
Vietnam

Latin America
Argentina
Brazil
Chile
Columbia
Mexico
Panama
Peru
Venezuela

Africa / Middle East
Angola
Bahrain
Botswana
Egypt
Israel
Jordan
Kuwait
Lebanon
Mauritius
Morocco
Nigeria
Oman
Qatar
Saudi Arabia
South Africa
Tunisia
Turkey
UAE (Abu Dhabi / Dubai)

Vencon Research's surveys cover a wide variety of compensation-related topics within the consulting industry

Consultant Salary Survey

- Benchmarks cash compensation
- Presents both theoretical & actual compensation metrics
- Covers from Analyst to Principal levels
- National & International consultancies world wide
- Total of 75 countries surveyed annually

Consultant Benefits Survey

- Benchmarking report
- Describes qualitative & quantitative legislated & voluntary benefits
- Provides financial & relative value of benefit

Administration & Support Staff Survey

- Benchmarks the consulting industry's compensation practices
- Refers to non-consulting staff, including Office Services, Finance, IT, Marketing, HR etc.
- Presents theoretical and actual compensation data
- National & International consultancies world wide
- Based on hierarchical levels

Partner Remuneration Surveys

- Analysis of compensation models and practices
- Compares up to 45 major international consulting firms
- Part 1: Partner remuneration data tables (country-based)
- Part 2: Firm remuneration structure (global or country-based)
- Part 3: Firm performance factors (global)

Special Request Surveys

- Family friendly working policies (Cross-industry, multi-national comparison of employment practices)
- Total cash compensation report (e.g. for Middle East, includes all common allowances)
- Cross-market positioning tool (to determine the firm's market position across all markets, at all levels, and for all remuneration elements)

Spot Surveys

- Currency devaluation issues
- Cost of living adjustment
- IT "Hot skills"
- Travel allowances
- Individually tailored surveys

Contact Details

Contact Information

VENCON
RESEARCH INTERNATIONAL

Canada | **Vencon Research International Inc.**
The Exchange Tower 130
King Street West Suite 1900,
Toronto, Ontario, M5X 1E3 Canada
T +1 647 4801552

Switzerland | **Vencon Research International AG**
General-Guisan-Strasse 6/8
6300 Zug, Switzerland
T +41 41 2294005

Germany | **Vencon Research International GmbH Headquarters**
Berliner Strasse 69
13189 Berlin, Germany
T +49 30 443516 0

United Kingdom | **Vencon Ltd**
83 Victoria Street
London SW1H 0HW
United Kingdom
T +44 20 77312890

www.venconresearch.com
info@venconresearch.com