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Institutional Fundraising and Investor Relations

2023 Compensation and 2024 Hiring Forecast

Based on Willow Hill's survey of 95 distribution team leaders

December 2023

I want to express a massive thank you to survey participants who so generously contributed their insights. I sincerely appreciate your time and your trust.

Laurie A. Thompson

The 2023 Compensation and 2024 Hiring Forecast Report is based on Willow Hill's proprietary survey of 95 distribution team leaders. Participants span a wide range of responsibility levels, ranging from those managing small teams to global heads responsible for all of sales, client service and marketing to Chief Operating Officers with distribution responsibilities.

To provide as granular a view as possible, survey participants self-selected in to firm types:

Firm Type:

- Traditional asset manager (primarily long only equities and/or fixed income)
- Diversified asset manager (long only and alternatives)
- Multi-product alternatives asset manager (primarily alternatives)
- Hedge fund (single-strategy)
- Hedge fund (multi-strategy)
- Fund of funds
- Private equity
- Private credit
- Infrastructure
- Real estate
- Placement agent
- Venture Capital

With a range of contribution levels among survey participants, the paper includes sample sizes for each topic for context and full transparency.

For additional thought leadership, please visit https://willowhilladvisors.com

Contents

Section I. Key Findings

> "People are paying up heavily for new hires in fundraising because the market is so challenging. This is skewing expectations from incumbents higher than is realistic."

~Head of Sales / Fundraising & Investor Relations, Private Equity

> "Tough fundraising environment. People have been compensated well and we need to help them stay driven. Would like to increase comp/ bonus but don't have the internal support; I do expect to stay flat."

~ Head of Sales / Fundraising & Investor Relations, Private Markets

> "Market is cr@ppy, but BDIR people are more valuable than ever."

~Head of Investor Relations, Venture Capital

2023 Compensation Forecast

- Compensation sentiment was (surprisingly) more positive compared to last year's survey. When considering all firm types and distribution functions, 50% of respondents expected overall compensation for their teams to be up for 2023 compared to 2022. 17% predicted it would be down and 30% flat. The remainder said it was too early to tell.
- When asked the same question last year, 34% of respondents expected 2022 compensation to be up relative to 2021. 36% predicted it would be down and 29% said flat.
- The most positive compensation expectations (up significantly or up moderately) came from respondents at private credit firms, followed by single-strategy hedge funds and private equity.
- The most pessimistic expectations (down significantly or down moderately) came from respondents at traditional long only and diversified managers.
- Fundraising: the most positive compensation expectations in the survey were for fundraisers at private credit firms, with 70% expecting compensation to be "up significantly" or "up moderately" compared to 2022. Private equity and hedge funds followed, with 42% of respondents expecting fundraisers would be paid "up significantly" or "up moderately."
- Investor Relations: similar to last year, the majority of respondents (41%) expected 2023 investor relations compensation to remain flat from 2022, with the most optimistic expectations coming from private equity, hedge funds, private credit and real estate.
- Product Specialists: Of the 40 respondents who indicated their firms have a product specialist function, the majority (45%) indicated compensation for 2023 would be flat compared to 2022. Product specialists at private credit firms are anticipated to fare best."
- Consultant Relations: 36 respondents indicated their firms have dedicated consultant relations professionals. The majority (42%) anticipated compensation would be flat compared to last year.
- Overall, the majority of leaders (69%) characterized their team's compensation expectations as realistic, describing them as either highly realistic (11%) or moderately realistic (58%).

2024 Hiring Forecast

- While competition for top-performing talent remains strong, anticipated 2024 hiring levels for distribution professionals overall has noticeably softened compared to 2023.
- 13% of respondents anticipated their firms would be actively recruiting distribution talent in North America in 2024 as compared to 27% in 2023.
- When asked about their hiring plans in the UK and Europe, 10% of respondents anticipated active recruiting in 2024 compared to 17% in 2023. In Asia, active recruiting levels stayed relatively flat year over year.
- The majority of distribution teams in North America are expected to either remain flat (52%) or opportunistically meet potential candidates (27%) in 2024. When asked the same question last year, 39% expected their teams to remain flat and 25% anticipated opportunistically meeting candidates.
- North American diversified asset managers (as characterized by offering both traditional and alternative products) showed the sharpest decline in active recruiting (0% of respondents for 2024 compared to 43% for 2023).
- Similar to last year, North American firm types with the strongest anticipated active recruiting levels for 2024 include multi-product alternatives managers (20%) and private credit (42%).
- Following a strong 2023, active recruiting in private equity is expected to slow for 2024 with no respondents expecting to actively recruit and only 14% meeting candidates opportunistically; 72% of private equity respondents expect their distribution teams will remain flat. Most opportunistic hiring for private equity is expected to happen in fundraising/ sales or non-client-facing investor relations roles.
- Consistent with prior years, the most robust recruiting in 2024 is anticipated to be in fundraising; with 37% of respondents anticipating their firms hiring in the function next year. This is down only slightly from 2023 (42%). The biggest decrease in anticipated hiring is for client-facing investor relations roles (just 11% of respondents expected to hire for this function in 2024 as compared to 22% for 2023.

> "We will focus on retaining senior team members in sales/fundraising and investor relations and adding at the most junior ranks."

~Head of Distribution, Multi-Product Alternatives Manager

> "Hiring will be very selective and must be tied to where we see flows/opportunity or full replacements in critical roles."

~Head of Institutional Business Development, Traditional Asset Manager

> "Competition for dollars is forever increasing, senior roles will be more important but there are fewer quality candidates."

~Head of Sales / Fundraising & Investor Relations, Private Equity

Section II. 2023 Compensation Forecast

The idea to create a compensation forecast originally stemmed from my anecdotal observations around the complexity, uncertainty and variability of compensation expectations throughout Q4 2022. My intention was to offer quantitative insight and clarity that would help managers made decisions around allocating resources.

Now on its second edition, the 2023 Compensation Forecast measures not just current market sentiment but offers a year over year comparison.

2023 sentiment is proving equally complex, uncertain and variable, although surprisingly more optimistic compared to 2022.

As mentioned in Key Findings, 50% of survey respondents anticipated 2023 total compensation for their distribution teams to be up from last year (when only 34% believed so.).

How do you anticipate 2023 Total Compensation will compare to 2022?

	Respondents		UP	Down
Up significantly	6.82%	6	6.82%	3.41%
Up moderately	21.59%	19	21.59%	7.95%
Up slightly	21.59%	19	21.59%	5.68%
Flat	29.55%	26	**50.00%**	**17.04%**
Down significantly	3.41%	3		
Down moderately	7.95%	7		
Down slightly	5.68%	5		
Other	3.41%	3		
Total		**88**		

How do you anticipate 2022 Total Compensation will compare to 2021?

	Respondents		UP	Down
Up significantly	1.03%	1	1.03%	6.19%
Up moderately	16.49%	16	16.49%	13.40%
Up slightly	16.49%	16	16.49%	16.49%
Flat	28.87%	28	**34.01%**	**36.08%**
Down significantly	6.19%	6		
Down moderately	13.40%	13		
Down slightly	16.49%	16		
Other	1.03%	1		
Total		**97**		

Given the difficult fundraising environment and pressure on performance for so many, I found this curious. Are distribution professionals, even at the leadership level, really such evergreen optimists? Is it cynical to wonder if the self-reported nature of the survey lends itself to a "Wag the Dog" situation? Does the survey attract participants who are more willing to contribute because they have good news to share, creating selection bias?

In the absence of certainty, I offer the following ideas for consideration:

1. Challenging capital raising environments drive distribution compensation up, especially for fundraisers, as firms continue to strengthen their offense. As it goes in sports and investing as well, success is typically a factor of building a balanced strategy between offense and defense, but the former seems to get a disproportionate amount of the glory.
2. Compensation expectations are still at peak levels as a holdover from the intense recruiting environment of 2020 to early 2023. *Is this healthy? I would argue, probably not.*[1]
3. In order to compete most effectively in this market, hiring firms need to offer strong compensation in order to attract candidates with the highest potential of success. *Is this necessary? Yes and no.*[2]
4. With fundraising professionals working harder and harder for every dollar raised, those that have been successful relative to peers will be expecting to be paid up.

> "Talent, more so than ever, is key to success. You need to pay to attract and keep the best. Strong performers have no interest in staying flat over an extended period of time. Pay them or lose them."

~Head of Distribution, Traditional Asset Manager

> "A very tough fundraising year will negatively impact comp. The team has worked as hard as ever and has raised some capital, but we are off target raise."

~Head of Distribution, Real Estate

1 *Should I Push for One of These Crazy Compensation Packages I'm Hearing About?*
2 *Beyond Compensation: Headhunter Proof Your Team*

How do you anticipate 2023 Total Compensation will compare to 2022?

Summary across all functions / segmented by firm type

	Up significantly	Up moderately	Up slightly	Flat	Down significantly	Down moderately	Down slightly	Other[1]	Respondents[2]
Traditional asset manager	0.00%	18.18%	18.18%	27.27%	9.09%	18.18%	0.00%	9.09%	11
Diversified asset manager	0.00%	0.00%	28.57%	28.57%	0.00%	42.86%	0.00%	0.00%	7
Multi-product alternatives asset manager	0.00%	16.67%	22.22%	38.89%	5.56%	5.56%	11.11%	0.00%	18
Hedge fund (single-strategy)	8.33%	33.33%	33.33%	25.00%	0.00%	0.00%	0.00%	0.00%	12
Private equity	0.00%	41.67%	25.00%	16.67%	0.00%	0.00%	8.33%	8.33%	12
Private credit	45.45%	27.27%	9.09%	0.00%	0.00%	9.09%	0.00%	9.09%	11
Real estate	0.00%	0.00%	10.00%	70.00%	10.00%	0.00%	10.00%	0.00%	10
Average	7.41%	20.99%	20.99%	29.63%	3.70%	8.64%	4.94%	3.70%	81
Total									**81**

1 *Other indicated the teams were new in 2023 and it wasn't possible to make comparisons.*

2 *Firm type categories with less than 4 respondents were excluded from the breakdowns but were included in the high-level summaries, hence the disparity in number of respondents and totals. These include multi-product hedge funds, infrastructure, placement agents, fund of funds and venture capital.*

How do you anticipate 2023 total compensation will compare to 2022

Fundraising

	Up significantly	Up moderately	Up slightly	Flat	Down significantly	Down moderately	Down slightly	Other [1]	Respondents [2]
Traditional asset manager	0.00%	18.18%	9.09%	36.36%	9.09%	18.18%	0.00%	9.09%	11
Diversified asset manager	0.00%	0.00%	28.57%	28.57%	14.29%	28.57%	0.00%	0.00%	7
Multi-product alternatives asset manager	0.00%	11.11%	33.33%	44.44%	0.00%	5.56%	5.56%	0.00%	18
Hedge fund (single-strategy)	8.33%	33.33%	41.67%	8.33%	0.00%	8.33%	0.00%	0.00%	12
Private equity	8.33%	33.33%	25.00%	25.00%	0.00%	0.00%	0.00%	8.33%	12
Private credit	40.00%	30.00%	20.00%	0.00%	10.00%	0.00%	0.00%	0.00%	10
Real estate	0.00%	11.11%	11.11%	44.44%	22.22%	0.00%	11.11%	0.00%	9
Average	7.59%	20.25%	25.32%	27.85%	6.33%	7.59%	2.53%	2.53%	
Total									**79**

Investor Relations

	Up significantly	Up moderately	Up slightly	Flat	Down significantly	Down moderately	Down slightly	Other [3]	Respondents [2]
Traditional asset manager	0.00%	28.57%	0.00%	28.57%	0.00%	28.57%	0.00%	14.29%	7
Diversified asset manager	0.00%	0.00%	33.33%	33.33%	0.00%	16.67%	0.00%	16.67%	6
Multi-product alternatives asset manager	0.00%	16.67%	16.67%	50.00%	5.56%	0.00%	11.11%	0.00%	18
Hedge fund (single-strategy)	0.00%	25.00%	33.33%	33.33%	0.00%	0.00%	0.00%	8.33%	12
Private equity	0.00%	20.00%	50.00%	20.00%	0.00%	0.00%	10.00%	0.00%	10
Private credit	0.00%	33.33%	11.11%	55.56%	0.00%	0.00%	0.00%	0.00%	9
Real estate	0.00%	0.00%	44.44%	55.56%	0.00%	0.00%	0.00%	0.00%	9
Average	0.00%	18.31%	26.76%	40.85%	1.41%	4.23%	4.23%	4.23%	
Total									**71**

1 *Other indicated it will be person-dependent (some will be up big while others will be down) or it was contingent on performance.*

2 *Firm type categories with less than 4 respondents were excluded from the breakdowns but were included in the high-level summaries, hence the disparity in number of respondents and totals. These include multi-product hedge funds, infrastructure, placement agents, fund of funds and venture capital.*

3 *Other included "up for the strongest contributors and flat to down for the balance." Two respondents offered percentages rather than selecting from the answer choices, one +10% and the other -10%.*

How do you anticipate 2023 total compensation will compare to 2022

Product Specialist

	Up significantly	Up moderately	Up slightly	Flat	Down significantly	Down moderately	Down slightly	Other[1]	Respondents[2]
Traditional asset manager	0.00%	16.67%	16.67%	50.00%	0.00%	0.00%	0.00%	16.67%	6
Diversified asset manager	0.00%	0.00%	60.00%	0.00%	0.00%	20.00%	20.00%	0.00%	5
Multi-product alternatives asset manager	7.69%	7.69%	7.69%	61.54%	0.00%	0.00%	7.69%	7.69%	13
Hedge fund (single-strategy)	0.00%	0.00%	0.00%	66.67%	0.00%	0.00%	0.00%	33.33%	3
Private equity	0.00%	0.00%	25.00%	25.00%	0.00%	0.00%	0.00%	50.00%	4
Private credit	28.57%	0.00%	14.29%	42.86%	0.00%	0.00%	0.00%	14.29%	7
Real estate	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	50.00%	0.00%	2
Average	7.50%	5.00%	17.50%	45.00%	0.00%	2.50%	7.50%	15.00%	
Total									**40**

Consultant Relations

	Up significantly	Up moderately	Up slightly	Flat	Down significantly	Down moderately	Down slightly	Other[3]	Respondents[2]
Traditional asset manager	0.00%	42.86%	0.00%	28.57%	0.00%	14.29%	0.00%	14.29%	7
Diversified asset manager	0.00%	0.00%	16.67%	33.33%	0.00%	33.33%	0.00%	16.67%	6
Multi-product alternatives asset manager	0.00%	0.00%	9.09%	63.64%	9.09%	0.00%	9.09%	9.09%	11
Hedge fund (single-strategy)	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	50.00%	2
Private equity	0.00%	0.00%	0.00%	33.33%	0.00%	0.00%	0.00%	66.67%	3
Private credit	20.00%	20.00%	40.00%	20.00%	0.00%	0.00%	0.00%	0.00%	5
Real estate	0.00%	0.00%	0.00%	50.00%	0.00%	50.00%	0.00%	0.00%	2
Average	2.78%	11.11%	11.11%	41.67%	2.78%	11.11%	2.78%	16.67%	
Total									**36**

1 *Other included -10%, uncertain, up for the strongest contributors and flat to down for the balance. Two respondents decided to write in N/A instead of choosing this answer option which skews the data slightly.*

2 *Firm type categories with less than 4 respondents were excluded from the breakdowns but were included in the high-level summaries, hence the disparity in number of respondents and totals. These include multi-product hedge funds, infrastructure, placement agents, fund of funds and venture capital.*

How would you characterize your team's compensation expectations generally?

Summary across all functions and firm types

	All Firm Types	Respondents
Highly realistic	10.84%	9
Moderately realistic	57.83%	48
Highly unrealistic	2.41%	2
Moderately unrealistic	14.46%	12
Unknown	10.84%	9
Other[1]	3.61%	3
Total		**83**

Segmented by firm type

	Highly realistic	Moderately realistic	Highly unrealistic	Moderately unrealistic	Unknown	Other[1]	Respondents[2]
Traditional asset manager	9.09%	36.36%	9.09%	36.36%	0.00%	9.09%	11
Diversified asset manager	14.29%	85.71%	0.00%	0.00%	0.00%	0.00%	7
Multi-product alternatives asset manager	5.56%	61.11%	5.56%	22.22%	5.56%	0.00%	18
Hedge fund (single-strategy)	16.67%	50.00%	0.00%	16.67%	8.33%	8.33%	12
Private equity	9.09%	63.64%	0.00%	0.00%	18.18%	9.09%	11
Private credit	9.09%	72.73%	0.00%	9.09%	9.09%	0.00%	11
Real estate	33.33%	50.00%	0.00%	0.00%	16.67%	0.00%	6
Average	11.84%	59.21%	2.63%	14.47%	7.89%	3.95%	
Total							**76**

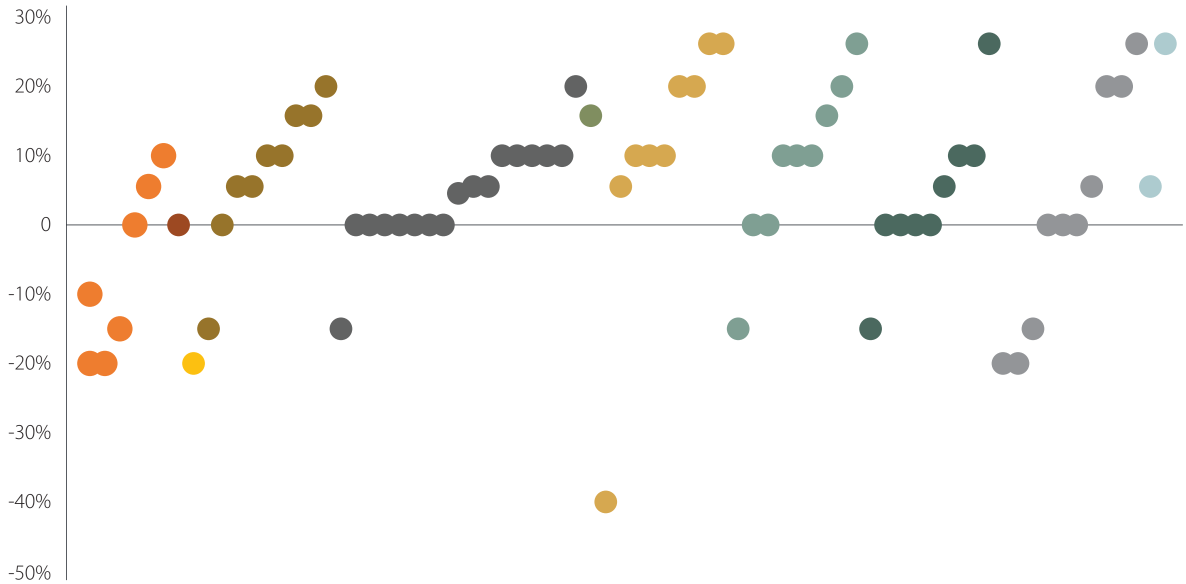
1 *Other included one respondent citing "a range of expectations among the team with some being realistic and others not." Two respondents wrote in "N/A" which was curious given the scope of their management responsibility.*

2 *Firm type categories with less than 4 respondents were excluded from the breakdowns but were included in the high-level summaries, hence the disparity in number of respondents and totals. These include multi-product hedge funds, infrastructure, placement agents, fund of funds and venture capital.*

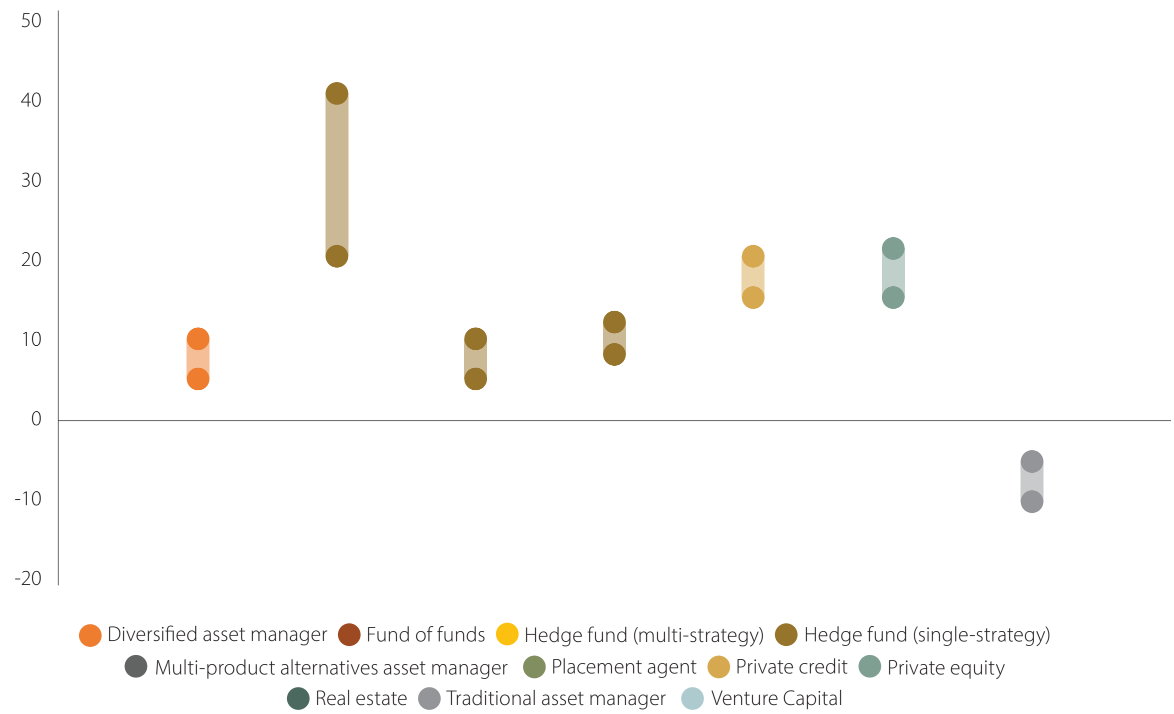
By what % do you expect compensation to change between 2022 and 2023?

Fundraising

74 Respondents answered by providing specific numbers.



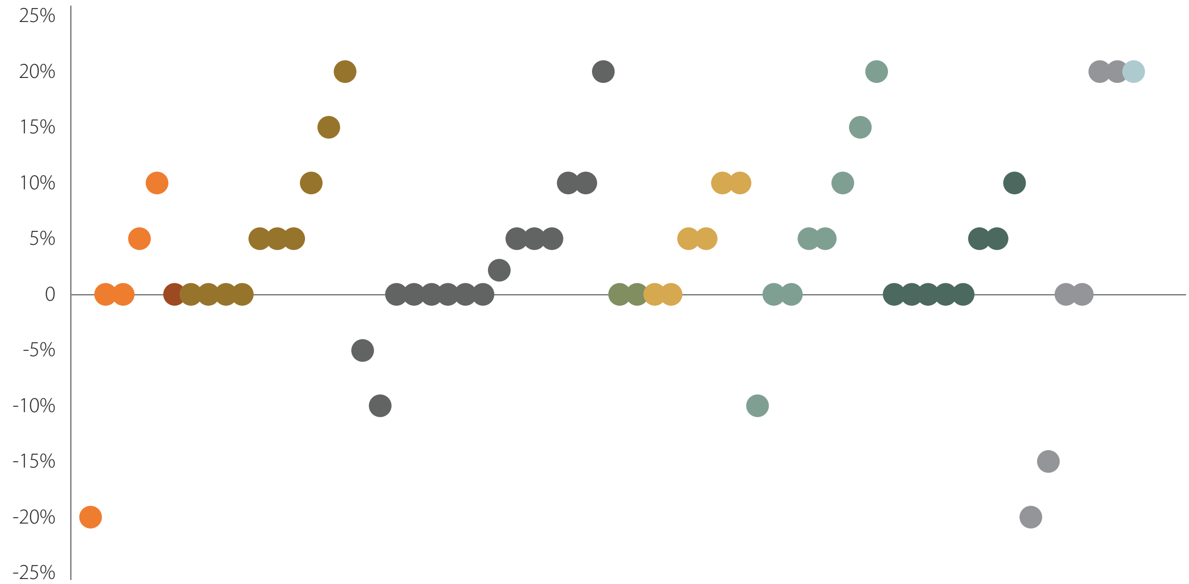
7 Respondents answered by providing ranges.



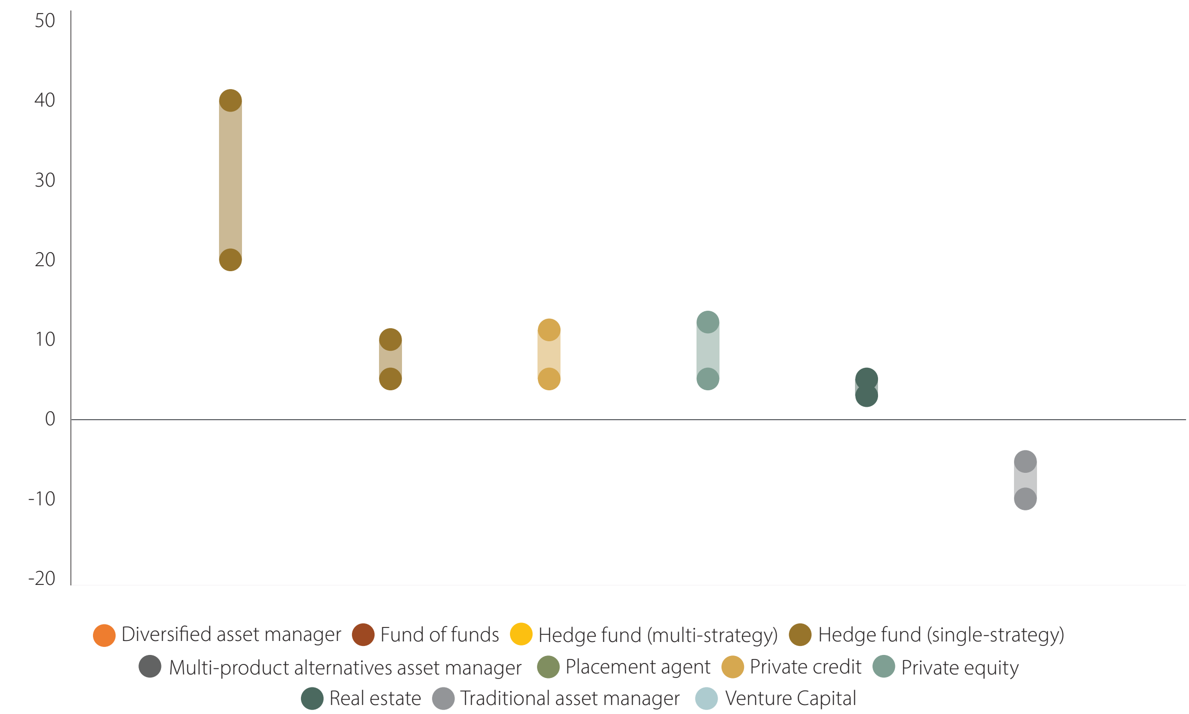
By what % do you expect compensation to change between 2022 and 2023?

Investor Relations

62 Respondents answered by providing specific numbers.



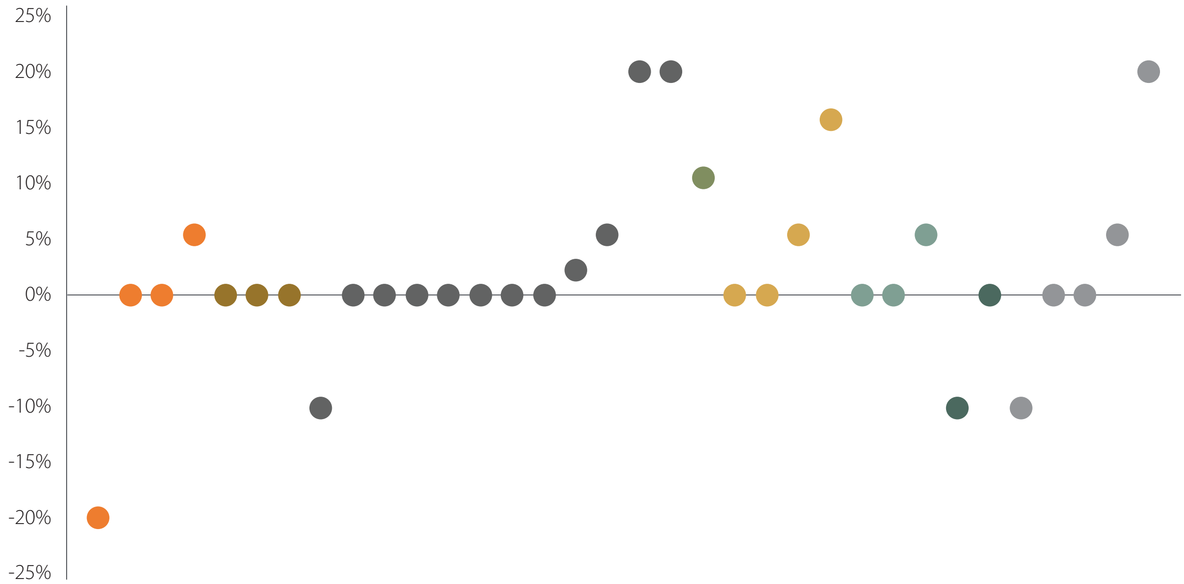
6 Respondents answered by providing ranges.



By what % do you expect compensation to change between 2022 and 2023?

Product Specialist

34 Respondents answered by providing specific numbers.



Consultant Relations

26 Respondents answered by providing specific numbers.[1]

1 *One respondent from a traditional asset manager answered by providing a range (down 5 - 10%).*

Section III. 2024 Hiring Forecast

How Does the Hiring Environment Look for 2024?

Historically, a more competitive and complex fundraising environment would result in asset management firms going on the offensive and hiring more aggressively. This was certainly the case during the past several years, with recruiting activity driving compensation expectations and turnover to unprecedented levels.

2023 was arguably one of the most challenging fundraising years on record. In the (optional) qualitative section of the survey, 73 respondents weighed in on how their fundraising team's capital raising efforts fared relative to expectations. 12 respondents described their team as meeting target expectations, 33 were below and a surprising 28 respondents said they exceeded targets. Interestingly, firm type and/or AUM size did not strongly correlate with outcomes (keeping in mind the survey looked at success against targets, not dollars raised). While some firm types (private credit, traditional) generally exceeded targets more than others (real estate, diversified, multi-product alternatives) results were extremely mixed even within the same category of firms.

While I expect hiring activity in distribution to stay strong relative to other functions, survey results and my anecdotal experience (conversations with prospective hiring managers and human resources professionals) indicate a calmer year ahead.

I expect activity will be more focused on the upgrading of talent, asset retention, filling gaps selectively and the replacement of key departures rather than broader team expansions.

In addition to market pressure, high turnover rates in recent years means that many high performing fundraising professionals are just now experiencing meaningful traction after 1-3 years of dedicating enormous effort to the process. Anyone who is successfully raising capital at the moment will be extremely measured around entertaining a prospective move to the extent their firms are valuing their contributions. Compensation is just one manifestation of value; others include respect, appreciation, support (from above and below), investment in building an institutional quality effort, credit assigned appropriately, investment professionals who are receptive to coaching and willing to spend time with LPs and senior leadership who "gets" the fundraising process.

Historically, fundraising has much enjoyed higher compensation levels and hiring activity; investment management firms have tended to say they value client retention while their actions spoke otherwise. I am curious if the increased level of anticipated hiring around non-client-facing investor relations roles for 2024 reflects a growing shift in this dynamic. This would make sense given limited new LP capital.

Generally, what motivates a high performer to consider other opportunities?

I've written extensively on the topic[1], but to summarize here:

- Opportunity to build, grow and influence, not just produce
- Strong culture of collaboration, team work and zero tolerance for sharp-elbows
- Firm-wide respect and appreciation for the distribution function and its team members
- Compensation reflective of (perceived) contribution
- Opportunity for advancement; a clear, well thought out and communicated career path (especially important to up and comers)
- Participation in the funds and long term compensation as a real wealth building opportunity

1 *Beyond Compensation: Headhunter - Proof Your Team.*

I expect firms will become even more discerning around prospective new hires in 2024, especially in the case of senior, more expensive fundraising talent.

Recruiting for this function is tricky, and the cost of a mis-hire has now become even more expensive; beyond the time and financial expense of recruiting, there is a real opportunity cost of having an underperformer in the seat during a challenging fundraising environment.

High-levels of opportunistic interviewing indicate to me a desire on the part of investment management firms to maintain optionality in uncertain markets as well as an openness to upgrading existing talent.

Firms seeking to recruit high-performing fundraising talent, either actively or opportunistically, will need to level up their interview processes in terms of both screening[1] and selling, i.e. creating and communicating as compelling of an opportunity as possible to attract the best caliber candidates possible.

1 [Guide to Evaluating Senior Capital Raising Professionals]

> "Most likely any hiring will be reactive and replace people who left firm."
>
> *~Head of Sales / Fundraising & Investor Relations, Single-Strategy Hedge Fund*

> "We will reduce staff to free up capital to attract and pay the best talent."
>
> *~Head of Sales / Fundraising & Investor Relations, Traditional Asset Manager*

> "It's a hard market to hire. Lots of talent but it's hard to find the right blend of product + sales when you're at a smaller organization that cannot hire a ton of different resources.
>
> *~Head of Sales / Fundraising & Investor Relations, Private Credit*

> "It's impossible to forecast. Things can change quickly and managers need to be able to quickly pivot."
>
> *~Head of Investor Relations, Traditional Asset Manager*

> "Hiring will be opportunistic, especially at the junior level - we need good grinders!"
>
> *~Head of Investor Relations, Venture Capital*

How would you describe your firm's anticipating hiring plans for distribution (on the ground) for 2024? (Summary)

North America

	All Firm Types	Respondents[1]
Actively recruiting	12.63%	12
Opportunistically meeting potential candidates	27.37%	26
Team will remain flat through year end 2023	51.58%	49
Team will be reduced during calendar year 2023	3.16%	3
Don't know	0.00%	0
Other[2]	5.26%	5
Total		**95**

Asia

	All Firm Types	Respondents[1]
Actively recruiting	6.02%	5
Opportunistically meeting potential candidates	6.02%	5
Team will remain flat through year end 2023	46.99%	39
Team will be reduced during calendar year 2023	2.41%	2
Don't know	14.46%	12
Other[3]	24.10%	20
Total		**83**

UK/Europe

	All Firm Types	Respondents[1]
Actively recruiting	9.64%	8
Opportunistically meeting potential candidates	16.87%	14
Team will remain flat through year end 2023	45.78%	38
Team will be reduced during calendar year 2023	2.41%	2
Don't know	4.82%	4
Other[3]	20.48%	17
Total		**83**

1 *Firm type categories with less than 4 respondents were excluded from the breakdowns but were included in the high-level summaries, hence the disparity in number of respondents and totals. These include multi-product hedge funds, infrastructure, placement agents, fund of funds and venture capital.*

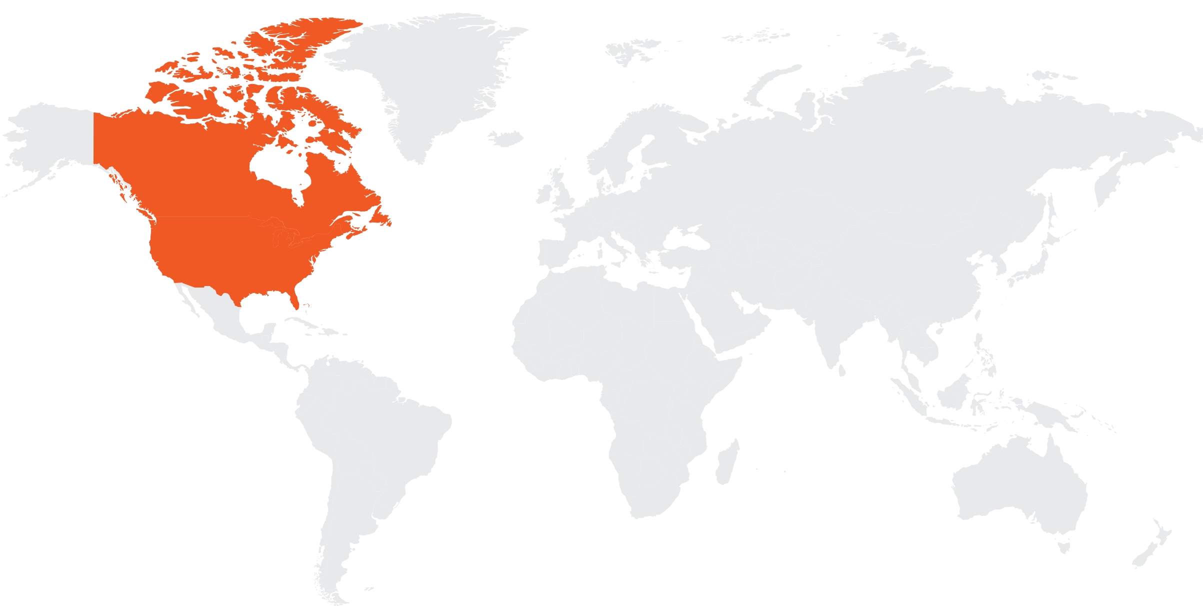
2 *Other includes soon to be actively recruiting, upgrading opportunistically and weighing multiple scenarios.*

3 *Other includes leveraging a placement agent for local distribution and no current or future plans to have dedicated resources in the region.*

How would you describe your firm's anticipated hiring plans for distribution for 2024? (Segmented by firm type)

North America

	Actively recruiting	Opportunistically meeting potential candidates	Team will remain flat through year end 2024	Team will be reduced during calendar year 2024	Don't know	Other[1]	Respondents[2]
Traditional asset manager	18.18%	45.45%	18.18%	0.00%	0.00%	18.18%	11
Diversified asset manager	0.00%	25.00%	50.00%	25.00%	0.00%	0.00%	8
Multi-product alternatives asset manager	20.00%	35.00%	40.00%	5.00%	0.00%	0.00%	20
Hedge fund (single-strategy)	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	13
Private equity	0.00%	14.29%	71.43%	0.00%	0.00%	14.29%	14
Private credit	41.67%	41.67%	16.67%	0.00%	0.00%	0.00%	12
Real estate	10.00%	20.00%	60.00%	0.00%	0.00%	10.00%	10
Average	13.64%	26.14%	51.14%	3.41%	0.00%	5.68%	
Total							**88**



1 *Other primarily included no hiring plans. A few respondents anticipated hiring a marketing professional and associate level fundraising/sales professionals.*

2 *Firm type categories with less than 4 respondents were excluded from the breakdowns but were included in the high-level summaries, hence the disparity in number of respondents and totals. These include multi-product hedge funds, infrastructure, placement agents, fund of funds and venture capital.*

How would you describe your firm's anticipated hiring plans for distribution in Asia (on the ground) for 2024? (Segmented by firm type)

Asia

	Actively recruiting	Opportunistically meeting potential candidates	Team will remain flat through year end 2024	Team will be reduced during calendar year 2024	Don't know	Other[1]	Respondents[2]
Traditional asset manager	9.09%	0.00%	45.45%	9.09%	18.18%	18.18%	11
Diversified asset manager	0.00%	0.00%	28.57%	0.00%	42.86%	28.57%	7
Multi-product alternatives asset manager	16.67%	22.22%	44.44%	0.00%	5.56%	11.11%	18
Hedge fund (single strategy)	0.00%	0.00%	58.33%	0.00%	8.33%	33.33%	12
Private equity	0.00%	0.00%	41.67%	0.00%	25.00%	33.33%	12
Private credit	8.33%	0.00%	50.00%	0.00%	16.67%	25.00%	12
Real estate	0.00%	25.00%	25.00%	25.00%	0.00%	25.00%	4
Average	6.58%	6.58%	44.74%	2.63%	15.79%	23.68%	
Total							**76**

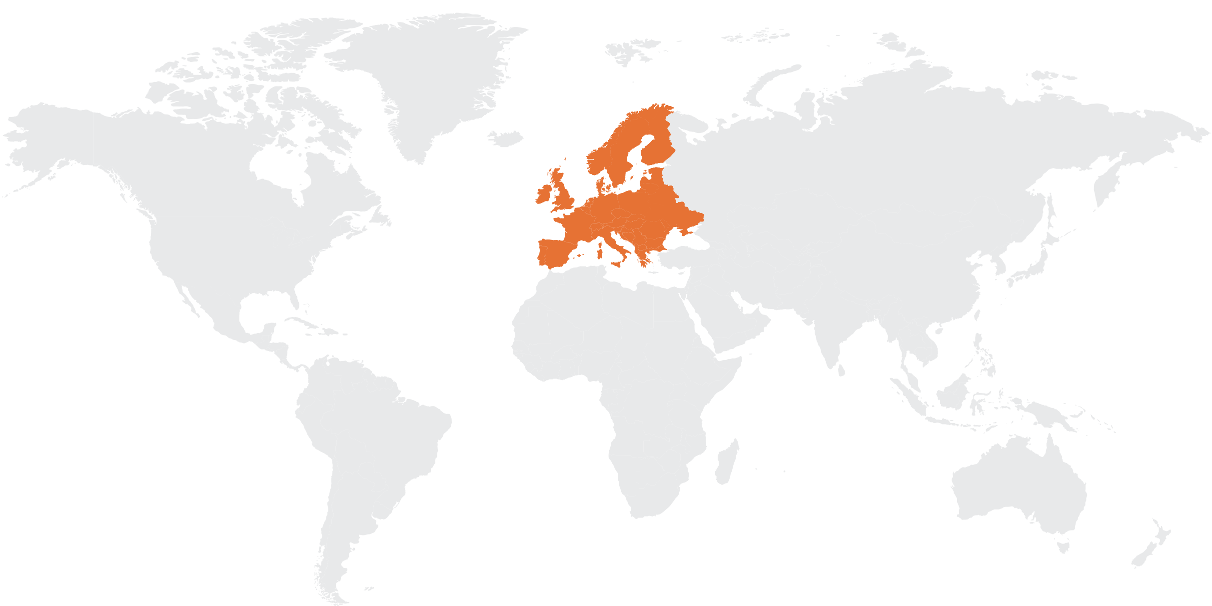
1 *Other includes leveraging a placement agent for local distribution and no current or future plans to have dedicated resources in the region.*

2 *Firm type categories with less than 4 respondents were excluded from the breakdowns but were included in the high-level summaries, hence the disparity in number of respondents and totals. These include multi-product hedge funds, infrastructure, placement agents, fund of funds and venture capital.*

How would you describe your firm's anticipated hiring plans for distribution in the UK/EU (on the ground) for 2024? (Segmented by firm type)

UK/Europe

	Actively recruiting	Opportunistically meeting potential candidates	Team will remain flat through year end 2024	Team will be reduced during calendar year 2024	Don't know	Other[1]	Respondents[2]
Traditional asset manager	18.18%	27.27%	27.27%	9.09%	9.09%	9.09%	11
Diversified asset manager	0.00%	42.86%	28.57%	14.29%	0.00%	14.29%	7
Multi-product alternatives asset manager	22.22%	16.67%	50.00%	0.00%	0.00%	11.11%	18
Hedge fund (single strategy)	0.00%	0.00%	66.67%	0.00%	0.00%	33.33%	12
Private equity	8.33%	0.00%	50.00%	0.00%	16.67%	25.00%	12
Private credit	8.33%	33.33%	25.00%	0.00%	8.33%	25.00%	12
Real estate	0.00%	0.00%	75.00%	0.00%	0.00%	25.00%	4
Average	10.53%	17.11%	44.74%	2.63%	5.26%	19.74%	
Total							**76**



1 *Other includes leveraging a placement agent for local distribution and no current or future plans to have dedicated resources in the region.*

2 *Firm type categories with less than 4 respondents were excluded from the breakdowns but were included in the high-level summaries, hence the disparity in number of respondents and totals. These include multi-product hedge funds, infrastructure, placement agents, fund of funds and venture capital.*

North America: what distribution functions do you anticipate your firm will hire for in North America during 2024?

Summary

	All Firm Types	Respondents[1]
Fundraising/sales	36.84%	35
Product specialist	16.84%	16
Consultant relations	10.53%	10
Investor relations/client service (client-facing)	10.53%	10
Investor relations/client service (internal/non client facing)	17.89%	17
Senior distribution leadership	3.16%	3
Client portfolio manager	5.26%	5
Project Management	8.42%	8
Other[2]	42.11%	40
Total[3]		**95**

Segmented by firm type

	Fundraising/sales	Product specialist	Consultant relations	Investor relations/client service (client-facing)	Investor relations/client service (internal/non client facing)	Senior distribution leadership	Client portfolio manager	Project management	Other[2]	Respondents[3]
Traditional asset manager	54.55%	18.18%	27.27%	9.09%	0.00%	0.00%	27.27%	0.00%	36.36%	11
Diversified asset manager	25.00%	12.50%	0.00%	0.00%	0.00%	12.50%	0.00%	12.50%	62.50%	8
Multi-product alternatives asset manager	55.00%	25.00%	20.00%	15.00%	35.00%	0.00%	0.00%	15.00%	15.00%	20
Hedge fund (single strategy)	15.38%	0.00%	0.00%	7.69%	0.00%	0.00%	0.00%	0.00%	76.92%	13
Private equity	21.43%	7.14%	0.00%	7.14%	21.43%	0.00%	0.00%	7.14%	64.29%	14
Private credit	58.33%	50.00%	25.00%	16.67%	33.33%	0.00%	16.67%	16.67%	8.33%	12
Real estate	30.00%	0.00%	0.00%	10.00%	30.00%	10.00%	0.00%	0.00%	40.00%	10
Average	38.64%	17.05%	11.36%	10.23%	19.32%	2.27%	5.68%	7.95%	40.91%	
Total Respondents[3]										**71**

1 *Firm type categories with less than 4 respondents were excluded from the breakdowns but were included in the high-level summaries, hence the disparity in number of respondents. These include multi-product hedge funds, infrastructure, placement agents, fund of funds and venture capital.*

2 *Other primarily included no hiring plans. A few respondents anticipated hiring a marketing professional and associate level fundraising/sales professionals.*

3 *Survey participants were asked to check all that apply.*

Section IV.
Demographics

The survey ran from November 2, 2023 to November 11, 2023 and gathered insights from 95 distribution professionals in leadership roles, ranging from heads of small teams to those running all of distribution globally.

With a range of contribution levels among survey participants, the paper includes sample sizes for each topic for context and full transparency.

Firm types with less than 4 respondents were excluded from several sections.

Assets under management ranged from $500million USD to $1+trillion USD.

Where is your firm headquartered?

	Respondents	
UK	2.13%	2
Europe	2.13%	2
Asia	0.00%	0
Australia	0.00%	0
New York Tri-State Area	48.94%	46
Boston	4.26%	4
Chicago	4.26%	4
Charlotte	0.00%	0
Los Angeles	5.32%	5
Minneapolis	2.13%	2
Philadelphia	1.06%	1
Miami	3.19%	3
Houston	2.13%	2
Dallas	1.06%	1
Washington DC	0.00%	0
San Francisco	4.26%	4
Seattle	0.00%	0
Denver	4.26%	4
Nashville	0.00%	0
Austin	1.06%	1
Toronto	3.19%	3
Atlanta	1.06%	1
Other[1]	9.57%	9
Total		**94**

1 *Other includes Montreal, Princeton, Connecticut, Denver, Orange County, Salt Lake City and Boca Raton.*

Which best describes your current title?

	Respondents	
Chief Operating Officer	4.21%	4
Head of Distribution (pure management)	2.11%	2
Head of Distribution (player/coach)	17.89%	17
Head of Sales / Fundraising (player/coach)	10.53%	10
Head of Sales / Fundraising & Investor Relations	41.05%	39
Head of a sales segment e.g. region, channel or product team	11.58%	11
Head of Investor Relations / Client Service (no fundraising)	3.16%	3
Other[1]	9.47%	9
Total		**95**

Which best describes your current firm?

	Respondents	
Traditional asset manager (primarily long only equities and/or fixed income)	11.58%	11
Diversified asset manager (long only and alternatives)	8.42%	8
Multi-product alternatives asset manager (primarily alternatives)	21.05%	20
Hedge fund (single-strategy)	13.68%	13
Hedge fund (multi-strategy)	1.05%	1
Fund of funds	1.05%	1
Private equity	14.74%	14
Private credit	12.63%	12
Real estate	10.53%	10
Placement agent	2.11%	2
Venture Capital	2.11%	2
Other[2]	1.05%	1
Total		**95**

How is your firm's fundraising team aligned?

	Respondents	
Geographic	32.61%	30
Client Channel	5.43%	5
Product	4.35%	4
No formal alignment	31.52%	29
Hybrid geographic / channel	17.39%	16
Other[3]	8.70%	8
Total		**92**

1 *Other includes Head of Product Strategy, CIO (hybrid investing & fundraising) and senior leadership with responsibility for fundraising.*
2 *Other indicates energy.*
3 *Other includes geographic with dedicated consultant coverage, team of one and by select clients.*

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ADVISORS

About Willow Hill

Willow Hill Advisors is a retained executive search and career advisory firm serving the institutional investment management industry, primarily focused on distribution.

Willow Hill is committed to sharing common values with clients across all of its projects:

- Highest level of integrity and ethics
- Open communication and transparency
- Speed and agility
- A rewarding and enjoyable collaboration
- Respect for discretion and confidentiality

Willow Hill executes only a select number of mandates at a time, ensuring hiring firms receive the highest level of focus and attention. Through deep market knowledge, long term relationships and established trust, Willow Hill provides unconstrained access to top caliber talent while ensuring potential placements are thoroughly vetted and referenced.

Please visit https://willowhilladvisors.com for additional information.

About the Author

Laurie Thompson founded Willow Hill Advisors in September, 2019, after spending 16 years in the financial services practice of a top global executive search and leadership advisory firm.

She focuses on placing business development and investor relations professionals from the Partner, Head of Global Distribution level through Associate, with a concentration on senior-level hires. Clients (hiring firms) are predominately top tier alternative investment management firms.

Previously, Laurie spent several years working for boutique financial services recruiting firms as well as a year doing fundraising and development with Big Brothers Big Sisters. With an MA in Wellness Management, Laurie brings a unique approach to talent acquisition. She is a frequent speaker at conferences and events, and enjoys sharing her knowledge and perspective on industry trends and personal and professional development.

Laurie lives in Fairfield County, CT. In her free time, she enjoys writing and getting outdoors, skiing, hiking and camping with her husband and two sons. An avid yoga and meditation practitioner, Laurie believes in the power of service and community.