



2017 Asset Management Operations & Compensation
Survey Questionnaire

FOR RESPONSE PREPARATION ONLY

Please Respond Online Using Your Personalized
Survey Monkey Response Link

Welcome to the 2017 Asset Management Operations and Compensation Survey. This is the 9th release of the most comprehensive survey of its kind to be compiled and released to participating firms. The topics covered include: Firm Characteristics, Investment Products & Packaging, Technology & Operations, and Benefits & Compensation.

Conducted by AUG, The Exchange

This survey was created by AUG with the hope that your participation will provide a valuable tool with which to gauge your firm relative to your peers in operational efficiency and compensation awarded.

Sponsor Acknowledgement

The AUG, The Exchange thanks SS&C Advent and the Investment Adviser Association for co-sponsoring this survey for the benefit of all firms that respond.

CONFIDENTIALITY NOTICE - Please note that all survey data will remain strictly confidential and will not be shared beyond the AUG Survey Administrator and the professional survey consultant. Only anonymous results will be provided to participating firms. Respondent names will not be shared and only aggregated data will be distributed. Sponsors will receive only aggregated, anonymous results and will get no access to raw data or the participant list. Completion of this survey assumes executive level and/or human resources approval for participation. AUG The Exchange reserves the right to sell the results for a fee to non-participating firms.

Important Notes About Completing the Survey

Personal Survey Links = Confidentiality

The survey has been separated into two sections to ensure confidentiality and allow separate individuals to enter the operations and the compensation data. If you are completing only one section or part of the survey, please identify another respondent from your firm to receive a separate survey link to complete the other section or parts independently. Incomplete responses will result in insufficient data necessary to generate meaningful analysis, hence you will not receive the survey results. If the survey link was not sent to you directly, for security reasons please email the AUG Survey Administrator at [AUG Survey Administrator](#) to receive your own personal link.

Survey Logic = More Flexibility

Survey logic gives you flexibility to respond to subsections of the survey in the order you choose. Section I is divided into 5 parts, A-E. Section II is divided into 3 parts, A-C.

Firm Tenure & Non-Compete Agreements

We are collecting data on non-compete agreements in effect for each employee, along with years at the firm, in order to deliver additional benchmarking data to you. Returning participants should look for these new questions as well as note slight revisions to other previously asked questions, if you did not respond to a previous years edition of the survey.

Is the survey really 199 pages long?

While the survey is extensive, rest assured you WILL NOT be required to complete every page. For instance, there are 110 pages in Section II dedicated to individual employee compensation data. If you have 30 employees, you will only need to complete up to 30 of those 110 pages. Based on your responses, you will be led through only the pages that are relevant to your firm. The bar below will indicate your progress.

Prepare Your Response in Advance

You can find a PDF version of the survey questions, along with a list of job descriptions, at [augtheexchange.org](#) to compile your responses ahead of completing the survey online. To receive a printout of your 2015 survey response, contact the AUG Survey Administrator at [AUG Survey Administrator](#).

Save Your Partial Response

Select NEXT to save the responses entered on each page. Should you not finish responding to the entire survey at one time, your survey link will allow you to return to the survey at the point where you left off. To be included in the analysis, thus making your firm eligible to receive the results, final responses must be entered online through Survey Monkey and not in the PDF.

Additional Data Notes

A question is included at the end of each part of the survey for you to provide any notes or comments about the data submitted which may be relevant in the data analysis. Include any relevant information regarding multiple or hybrid roles played by key personnel at the end of the

survey. Report hybrid roles under the most closely related job description, regardless of title.

Questions or Support

If you have any questions, require assistance completing the survey, or need a new survey link generated and sent to the responder at your firm, contact the Survey Administrator via email at [AUG Survey Administrator](#) or call 888-241-6881.

Thank you for your participation.

Your Contact Information

1. Company Name

2. Full Name

3. Title

4. Phone

5. Email

6. I understand my responses are saved on each page by selecting "Next" to advance the survey to the next page, thus allowing me to stop and return to complete the survey if I do not finish it at one time.

I understand and will proceed with my survey response.

Section I - Operations Benchmarking Data

If you are completing only one section of the survey, please ensure that someone else from your firm is completing the other portion. Incomplete responses will result in insufficient data necessary to generate meaningful analysis.

7. Section 1 covers topics related to Firm Characteristics, Investments Products & Packaging, and Technology & Operations. Are you personally completing part or all of Section 1?

Yes

No

Section I - Response Landing Page

Section I is broken into five parts. This page allows you to complete the parts of Section I in the order you choose. After completing one part, you may return to this page to select another part. Be sure to complete all five parts in full. (NOTE: Submitting insufficient data may result in your firm being ineligible to receive the final results.)

8. Select which part of Section I you would like to complete next:

- Part A: Firm Characteristics & Investments
- Part B: Technology
- Part C: Operations
- Part D: Web Presence & Compliance
- Part E: Financials
- I have fully completed the five parts of Section I (or I have completed part of Section I and a colleague is completing the rest).

Part A: Firm Characteristics & Investments

This section covers questions about your firm - type, location, employees, investment products and packaging.

9. Firm type (check one):

- Asset Manager
- Bank or Trust
- Broker Dealer
- Family Office
- Hedge Fund
- Independent RIA

10. Is your firm publicly traded or privately held?

- Public
- Private

Employee Count

11. Total number of employees

12. Number of employees by function:

(Complete all boxes, even if 0. Count cross-functional employees in role where majority of time is spent.

Answers should add up to the Total Number of Employees provided above.)

Finance & Accounting

Administrative Support

Client Service

Compliance

Executive Management

IT

Marketing

Operations

Portfolio Management

Research

Sales

Trading

Other

Employee Turnover

13. Number of employees that left your firm during 2016

14. Number of new employees hired by your firm during 2016

Location

15. Geography - In what region is your firm headquartered?

- | | |
|---|---|
| <input type="radio"/> Northeast (ME,NH,VT,MA,CT,RI) | <input type="radio"/> South-Central (TX,OK,MO,KS,AR,LA) |
| <input type="radio"/> New York (NY,NJ) | <input type="radio"/> Northwest (WA,OR,ID,MT,WY,NE,AK,ND,SD) |
| <input type="radio"/> Mid-Atlantic (DE,VA,MD,DC,PA,WV) | <input type="radio"/> Southwest/California (CA,AZ,NM,UT,NV,CO,HI) |
| <input type="radio"/> Southeast (NC,SC,GA,FL,AL,MS,TN,KY) | <input type="radio"/> Outside US |
| <input type="radio"/> Midwest (OH,IN,MI,IL,WI,MN,IA) | |

16. Does your firm have non-US offices? If so, where? (Check all that apply.)

- | | |
|---|--|
| <input type="checkbox"/> None | <input type="checkbox"/> Europe |
| <input type="checkbox"/> Canada | <input type="checkbox"/> Asia |
| <input type="checkbox"/> United Kingdom | <input type="checkbox"/> Latin America |
| <input type="checkbox"/> Ireland | <input type="checkbox"/> Middle East |
| <input type="checkbox"/> Caribbean | <input type="checkbox"/> Africa |

AUM/AUA Gain/Loss & Breakdown by Client Type

17. Assets Under Management/Advisement [Use \$mil format, i.e. enter \$500 mil as simply 500.]

12/31/2015

12/31/2016

18. Gross new assets gained [Use \$mil format, i.e. enter \$500 mil as simply 500.]

2015

2016

19. Gross assets lost [Use \$mil format, i.e. enter \$500 mil as simply 500.]

2015

2016

20. What percentage (%) of your firm's AUM or AUA is accounted for by each of the following client types?

Institutional (Defined Benefit, Public Employee, Taft Hartley, Endowment and Foundations)

Defined Contribution / 401k

High Net Worth / Private Client

Retail

Other

Client Relationships

21. Total number of client relationships

22. Number of new client relationships established in 2016

23. Number of client relationships lost in 2016

24. How do you measure client satisfaction? [Check all that apply]

- Client turnover/retention
- Client surveys
- Number of client touchpoints
- Direct client feedback
- Social media
- Do not measure

AUM/AUA Breakdown by Product Type

25. What percentage (%) of your firm's AUM or AUA do each of the following investment product types represent?

Institutional Separate Accounts

Mutual Funds (open and closed-end)

SMA (direct)

SMA (via platform or intermediary)

Common and Collective Funds

Partnerships

Trusts

ETFs

Other

Investment Types

26. Does your firm manage or administer (check one):

- Long only (traditional) products
- Long only AND alternative products
- Alternative products only

27. What new asset classes (if any) does your firm plan to add within the next 12 months? (check all that apply)

- | | |
|---|---|
| <input type="checkbox"/> None planned | <input type="checkbox"/> Funds of funds |
| <input type="checkbox"/> Domestic equities | <input type="checkbox"/> Real estate |
| <input type="checkbox"/> Domestic fixed income | <input type="checkbox"/> Natural resources / commodities |
| <input type="checkbox"/> International equities | <input type="checkbox"/> Equity derivatives |
| <input type="checkbox"/> International fixed income | <input type="checkbox"/> Fixed income derivatives |
| <input type="checkbox"/> Private equity | <input type="checkbox"/> Extended portfolio (e.g. 130/30) |
| <input type="checkbox"/> Hedge funds | <input type="checkbox"/> Bank loans |

AUM/AUA Breakdown by Investment Type

28. Total assets currently managed or administered in each of the following asset classes/strategies as of 12/31/2016 [Use \$mil format, i.e. enter \$500 mil as simply 500.]

Domestic equities

Domestic fixed income

International equities

International fixed income

Private equity

Hedge funds

Funds of funds

Real estate

Natural resources / commodities

Equity derivatives

Fixed income derivatives

Extended portfolio (e.g. 130/30)

Bank loans

Socially Responsible Investing

29. Does your firm apply socially responsible investing (SRI) screens to any of its portfolios?

- Yes
- No
- N/A

30. Provide any notes or comments about the data submitted in this subsection which may be relevant in the data analysis.

31. You have reached the end of Section I, Part A. Choose one of the following options:

- Move on to Section I, Part B: Technology.
- Return to "Section I - Response Landing Page" to select a different part of the survey to complete.

Part B: Technology

32. Which systems are developed in-house and which are developed by outside vendors?

	In-house	Outside vendor	Not applicable
Client statement & reporting systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CRM	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Custody systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data warehouse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fund accounting systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partnership accounting systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Portfolio accounting systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Research management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shareholder services systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trading / order management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Internal vs Outsourced Functions

33. Please indicate whether the following functions are performed internally or outsourced:

	Internal	Outsourced	Not applicable
Client statement and reporting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CRM	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Custody	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Document Storage (hard copy)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Document Storage (electronic)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E-mail retention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fund accounting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fund administration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partnership accounting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Portfolio accounting / reconciliation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Research management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shareholder services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tax preparation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trading / order management (e.g. settlement)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transfer agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trust accounting and administration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Systems in Use

34. Which portfolio accounting system do you primarily utilize and are you satisfied the system meets your firm's needs?

	System	Satisfaction Level
Portfolio Accounting	<input type="text"/>	<input type="text"/>

35. Which performance attribution system do you primarily utilize and are you satisfied the system meets your firm's needs?

	System	Satisfaction Level
Performance Attribution	<input type="text"/>	<input type="text"/>

36. Which system do you primarily utilize for CRM and are you satisfied the system meets your firm's needs?

	System	Satisfaction Level
CRM	<input type="text"/>	<input type="text"/>

37. Which system do you primarily utilize for billing and are you satisfied the system meets your firm's needs?

	System	Satisfaction Level
Billing	<input type="text"/>	<input type="text"/>

38. Which system do you primarily utilize for report packaging and are you satisfied the system meets your firm's needs?

	System	Satisfaction Level
Report Packaging	<input type="text"/>	<input type="text"/>

39. Which client portal system do you primarily utilize and are you satisfied the system meets your firm's needs?

	System	Satisfaction Level
Client Portal	<input type="text"/>	<input type="text"/>

Systems in Use

40. Which trade order management system do you primarily utilize and are you satisfied the system meets your firm's needs?

	System	Satisfaction Level
Trade Order Management	<input type="text"/>	<input type="text"/>

41. Which portfolio rebalancing system do you primarily utilize and are you satisfied the system meets your firm's needs?

	System	Satisfaction Level
Portfolio Rebalancing	<input type="text"/>	<input type="text"/>

42. Which compliance system do you primarily utilize and are you satisfied the system meets your firm's needs?

	System	Satisfaction Level
Compliance	<input type="text"/>	<input type="text"/>

43. Which social media capture/archiving/compliance system do you primarily utilize and are you satisfied the system meets your firm's needs?

	System	Satisfaction Level
Social Media Compliance	<input type="text"/>	<input type="text"/>

44. Which research management system do you primarily utilize and are you satisfied the system meets your firm's needs?

	System	Satisfaction Level
Research Management	<input type="text"/>	<input type="text"/>

45. Which document management system do you primarily utilize and are you satisfied the system meets your firm's needs?

	System	Satisfaction Level
Document Management	<input type="text"/>	<input type="text"/>

46. Provide any notes or comments about the data submitted in this subsection which may be relevant in the data analysis.

47. You have reached the end of Section I, Part B. Choose one of the following options:

- Move on to Section I, Part C: Operations.
- Return to "Section I - Response Landing Page" to select a different part of the survey to complete.

Part C: Operations

48. For what percentage of trading does each of the following trade networks account?

Aqua

ATR (AutEx/TradeRoute)

BIDS

Blockcross

DTCC

EMSS

ITG

Liquidnet

MarkitServ

NYFIX

Pipeline

Reuters

Schwab Institutional

SGN (SunGard Global Network)

Other

Off-network

N/A

Electronic Trade Execution

49. Do you execute all trades electronically?

Yes

No

N/A

Manual Trade Execution

50. What percentage of trades is manually executed?

Directed Trades, Brokerages & Volume

51. Do you execute trades only with directed brokers?

Yes

No

N/A

Brokerages, Trade Volume & Errors

52. How many brokerage houses does your firm deal with on an ongoing basis?

53. How many trades does your firm execute on a monthly basis?

54. How many trade errors were made in 2016?

55. What was the value of trade errors made in 2016? [\$000s]

Trade Allocations

56. How do you notify brokers of allocations for executed trades? Check all that apply.

- E-mail
- Fax
- Trading system application
- Phone
- Omgeo
- Not applicable

57. How do you notify custodians of allocations for executed trades? Check all that apply.

- E-mail
- Fax
- Trading system application
- Phone
- Not applicable

Custodians, Prime Brokers & Reconciliation

58. How many custodians and prime brokers does your firm deal with on an ongoing basis?

59. How many total client relationships does your firm manage / service?

The following questions may be skipped if reconciliation is handled by an outsourcing partner.

60. How many portfolios (e.g. Axys .cli files) does your firm reconcile and maintain on its system?

61. What percentage of portfolios is reconciled electronically?

62. What percentage of portfolios is reconciled at least...

Daily?

Weekly?

Monthly?

63. How many total work hours are spent reconciling on a monthly basis?

Quarter-End Processing

64. How many business days after quarter end does it typically take to complete reporting - from report preparation to report review and sending - on all accounts?

65. How many total work hours are spent a quarter on reporting?

66. How many business days after quarter end does it typically take to invoice all accounts?

67. How many total work hours are spent a quarter generating bills and tracking receivables?

Performance System

68. Do you have one core performance system for all accounts?

- Yes
- No
- N/A

Performance Component of Accounting System

69. Is the performance engine a component of your investment accounting system?

Yes

No

Performance Calculations

70. To what level do you calculate performance? Check all that apply.

- | | |
|--------------------------------------|--|
| <input type="checkbox"/> Composite | <input type="checkbox"/> Industry |
| <input type="checkbox"/> Portfolio | <input type="checkbox"/> Security |
| <input type="checkbox"/> Asset class | <input type="checkbox"/> None of the above |
| <input type="checkbox"/> Sector | |

71. Which benchmarks do you use for portfolio comparison? Check all that apply.

- | | |
|---|--|
| <input type="checkbox"/> Barclays Capital | <input type="checkbox"/> NAREIT |
| <input type="checkbox"/> Dow Jones | <input type="checkbox"/> NASDAQ |
| <input type="checkbox"/> FTSE | <input type="checkbox"/> Russell |
| <input type="checkbox"/> HFR | <input type="checkbox"/> S&P |
| <input type="checkbox"/> J.P. Morgan | <input type="checkbox"/> Salomon/Citigroup |
| <input type="checkbox"/> Lipper | <input type="checkbox"/> Wilshire |
| <input type="checkbox"/> Merrill Lynch | <input type="checkbox"/> None |
| <input type="checkbox"/> Morningstar | <input type="checkbox"/> N/A |
| <input type="checkbox"/> MSCI | |
| <input type="checkbox"/> Other (please specify) | |

GIPS Compliance

72. Is your firm GIPS compliant?

- Yes
- No
- N/A

73. Is your firm GIPS verified?

- Yes
- No
- N/A

74. Provide any notes or comments about the data submitted in this subsection which may be relevant in the data analysis.

75. You have reached the end of Section I, Part C. Choose one of the following options:

- Move on to Section I, Part D: Web Presence & Compliance.
- Return to "Section I - Response Landing Page" to select a different part of the survey to complete.

Part D: Web Presence & Compliance

76. Does your firm have a website?

Yes

No

Website Content & Hosting

77. If yes, which of the following can be found on your website? Check all that apply.

- | | |
|--|--|
| <input type="checkbox"/> General firm information | <input type="checkbox"/> Job openings / descriptions |
| <input type="checkbox"/> Biographies of key professionals | <input type="checkbox"/> Original research and reports |
| <input type="checkbox"/> Product / performance information | <input type="checkbox"/> Retirement, college planning calculator, etc. |
| <input type="checkbox"/> Client account information | <input type="checkbox"/> Real-time account / fund information |
| <input type="checkbox"/> ADV and other regulatory filings | <input type="checkbox"/> Portfolio allocation tools |
| <input type="checkbox"/> Prospectuses | <input type="checkbox"/> Web conferencing |

78. Who hosts your firm's website?

- | | |
|---|---|
| <input type="radio"/> Advisor Products, Inc. | <input type="radio"/> Satuit Technologies |
| <input type="radio"/> Assette | <input type="radio"/> Schwab |
| <input type="radio"/> CoreOne Technologies / VistaOne Solutions | <input type="radio"/> Synergy Network |
| <input type="radio"/> InvestCloud | <input type="radio"/> In-house |
| <input type="radio"/> ModestSpark | |
| <input type="radio"/> Other (please specify) | |

Client Web Access

79. Can clients access account information via your firm's website?

Yes

No

Future Web Access

80. If not, do you plan to change this within the next 12 months?

Yes

No

Social Media Usage & Value

81. Does your firm currently have a presence on any of the following social media platforms? (Check all that apply)

- None
 LinkedIn
 A blog
 Facebook
 Twitter
 Google+
 YouTube
 Other (please specify)

82. How valuable is social media to your firm currently? (10 indicating “Extremely Valuable” and 1 indicating “Not Valuable”)

	Not Valuable	2	3	4	5	6	7	8	9	Extremely Valuable
Social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

83. How valuable do you think social media is likely to be for your firm over the longer term in each of the following ways? (10 indicating “Extremely Valuable” and 1 indicating “Not Valuable”)

	Not Valuable	2	3	4	5	6	7	8	9	Extremely Valuable
Sharing news with clients and prospects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Distributing expert commentary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Raising general brand awareness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing sales pipeline	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Servicing existing clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establishing a dialogue with prospective clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify social media application and rate it 1 to 10)

Social Media & Compliance

84. What is your firm's primary concern with the use of social media for business purposes? (Check one)

- Compliance issues
- Security
- Time/resource intensiveness
- No concerns
- Privacy
- Other (please specify)

85. Does your firm have social media compliance guidelines in place?

- Yes
- No

Disaster Recovery / Business Continuity

86. What solution(s) do you currently have in place for your Disaster Recovery plan? Check all that apply.

- Tier 0: No off-site data, possibly no recovery
- Tier 1: Data backup with no hot site
- Tier 2: Data backup with a hot site
- Tier 3: Electronic Vaulting
- Tier 4: Point-in-time copies
- Tier 5: Transaction integrity, "host-based replication"
- Tier 6: Zero or near-zero data loss, "SAN-based replication"
- Tier 7: Highly automated, business integrated solution

87. What is your Recovery Time Objective (RTO) by specific system? (RTO is how quickly you need to get your business back in order.)

	Hours until operational
Portfolio accounting	<input type="text"/>
Trade order management	<input type="text"/>
CRM	<input type="text"/>
Billing	<input type="text"/>
Reporting	<input type="text"/>
Compliance	<input type="text"/>
Reconciliation	<input type="text"/>

Other (please specify)

88. What is your Recovery Point Objective (RPO) by function? (RPO is the point in time to which you need to be able to restore.)

	Restore system to...
Portfolio accounting	<input type="text"/>
Trade order management	<input type="text"/>
CRM	<input type="text"/>
Billing	<input type="text"/>
Reporting	<input type="text"/>
Compliance	<input type="text"/>
Reconciliation	<input type="text"/>

Other (please specify)

89. Provide any notes or comments about the data submitted in this subsection which may be relevant in the data analysis.

90. You have reached the end of Section I, Part D. Choose one of the following options:

- Move on to Section I, Part E: Financials
- Return to "Section I - Response Landing Page" to select a different part of the survey to complete.

Part E: Financials

91. 2016 Spending Allocation: What % of the 2016 IT and operations spending - including personnel, hardware, software, systems and outsourcing - can be attributed to:

Billing

CRM

Compliance

DR/Business Continuity

Performance / Attribution

Portfolio Accounting

Pricing & Custodial Datafeeds (EXCLUDING Research/Market)

Reporting

Trading

Other

Technology Spending Trend

92. Do you expect the following factors to increase, decrease, or not affect IT spending this year?

	Increase	Decrease	No effect/NA
Call center technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Client service contact management / database	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consulting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data warehousing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disaster recovery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hosting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Investment research / databases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
IT salaries and bonuses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marketing / sales contact management / database	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Network / LAN / WAN / hardware	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Network / systems security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outsourcing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Portfolio accounting and client reporting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reference data management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regulatory / compliance management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remote / mobile access	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Web site software, development, maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workgroup and knowledge management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

93. Which of the above factors are your top 3 most important IT initiatives over the coming year?

IT Initiative

1st priority	<input type="text"/>
2nd priority	<input type="text"/>
3rd priority	<input type="text"/>

Investment Operations Spending

94. How did investment operations spending change from 2015 to 2016? Investment operations includes functions involved in portfolio administration, accounting, reconciliation, fund accounting, trading, both personnel costs and system and technology costs.

- Increase
- Decrease
- No change

95. Based on what you know today, how do you see investment operations spending changing in 2017?

- Increase
- Decrease
- No Change

Technology & Operations Spending

96. What was the total spending on IT and operations during 2016 including personnel, hardware, software, systems and outsourcing? (\$000s format - enter \$100,000 as simply 100.)

97. What will be your firm's total spending in these areas in 2017? (\$000s format - enter \$100,000 as simply 100.)

Total Spending by Employee Group

98. Total labor costs (i.e. wages, incentives, and benefits) for each of the following groups in 2016 [\$000s]:

Investments (Portfolio management, research, and trading)

Marketing, sales, and client service

Administration (Executive management, administrative support, IT, operations, compliance, and other)

99. All other costs directly attributable to each of the following groups in 2016 [\$000s]: (DO NOT include allocated costs)

Investments (Portfolio management, research, and trading)

Marketing, sales, and client service

Administration (Executive management, administrative support, IT, operations, compliance, and other)

Revenues by Investment Type

100. Total revenues generated in 2016 by each of the following asset classes/strategies [Use \$mil format, i.e. enter \$500 mil as simply 500.]

Domestic equities

Domestic fixed income

International equities

International fixed income

Private equity

Hedge funds

Funds of funds

Real estate

Natural resources / commodities

Equity derivatives

Fixed income derivatives

Extended portfolio (e.g. 130/30)

Bank loans

Revenue & Profitability

101. Total Revenue (\$000s)

12/31/2015

12/31/2016

102. Total EBITDA (\$000s)

12/31/2015

12/31/2016

103. Provide any notes or comments about the data submitted in this subsection which may be relevant in the data analysis.

104. You have reached the end of Section I, Part E. Choose one of the following options:

- Move on to Section II, Benefits & Compensation.
- Return to "Section I - Response Landing Page" to select a different part of the survey to complete.

Section II - Compensation & Benefits Data

If you are completing only one section of the survey, please ensure that someone else from your firm is completing the other section. Incomplete responses will result in insufficient data necessary to generate meaningful analysis.

105. Section II covers topics related to Compensation and Benefits. Are you personally completing all or part of Section II?

Yes

No

Section II - Response Landing Page

Section II is broken into three parts. This page allows you to complete the parts of Section II in the order you choose. After completing one part, you may return to this page to select another part. Be sure to complete all three parts in full. (NOTE: Submitting insufficient data may result in your firm being ineligible to receive the final results.)

106. Select which part of Section II you would like to complete next:

- Part A: Employee Benefits
- Part B: Compensation Components
- Part C: Employee Compensation Data
- I have fully completed the three parts of Section II (or I have completed part of Section II and a colleague will complete the rest).

Part A: Employee Benefits

This section covers questions related to Employee Benefits. Pay particular attention as the questions ask separately about employee coverage and family coverage.

107. Do you offer employee health insurance?

Yes

No

Employee Health Benefits

108. What percentage is paid by the company?

Family Health Benefits

109. Do you offer health insurance for families of employees?

Yes

No

Family Health Benefits

110. What percentage is paid by the company?

Employee Dental Benefits

111. Do you offer employee dental insurance?

Yes

No

Employee Dental Benefits

112. What percentage is paid by the company?

Family Dental Benefits

113. Do you offer dental insurance for families of employees?

Yes

No

Family Dental Benefits

114. What percentage is paid by the company?

Employee Vision Benefits

115. Do you offer employee vision insurance?

Yes

No

Employee Vision Benefits

116. What percentage is paid by the company?

Family Vision Benefits

117. Do you offer vision insurance for families of employees?

Yes

No

Family Vision Benefits

118. What percentage is paid by the company?

Section 125 Plan

119. Do you offer a Section 125 Plan (cafeteria plan or flexible spending accounts)?

Yes

No

Plan Options

120. From how many plans can employees choose?

Health Savings Account

121. Do you offer a HSA (Health Savings Account) option to employees?

Yes

No

Disability Coverage

122. Do you offer short-term disability coverage?

Yes

No

123. Long-term disability coverage?

Yes

No

Vacation Policy

124. Does your firm have a formal vacation / sick leave policy?

Yes

No

Waiting Period

125. Is there a waiting period before new employees are eligible for vacation?

Yes

No

Vacation Eligibility

126. How many weeks of vacation are employees eligible for after...

< 1 year?

1 year?

2 years?

3 years?

4 years?

5 years?

127. What is the maximum number of vacation weeks for which employees are eligible?

Sick Leave Policy

128. How many sick days do employees get annually?

PTO & Sabbaticals

129. Does your firm offer PTO (paid time off) in place of sick leave and vacation?

Yes

No

130. Does your firm offer sabbaticals?

Yes

No

Sabbatical Eligibility

131. If yes, how many weeks of sabbatical?

132. After how many years?

Retirement Plan Options

133. Does your firm offer a retirement plan option? Check all that apply.

- Defined benefit
- Defined contribution
- Neither

Retirement Plan Matching

134. What percentage of the employee contribution is matched by the company?

135. Is the company match capped?

Yes

No

Transportation Benefit

136. Does your firm offer subsidized transit passes?

Yes

No

Transportation Benefit

137. If so, what percentage is paid for by the company?

Health Club & Cafeteria Benefits

138. Does your firm offer health club memberships?

Yes

No

139. Does your firm provide lunch and/or an on-site cafeteria?

Yes

No

Cafeteria Subsidy

140. If yes, is it subsidized by the firm?

Yes

No

Training

141. Are training and/or workshops made available to employees?

Yes

No

Training

142. What is the annual training budget per employee? (\$000s format)

Tuition Reimbursement

143. Is tuition reimbursement offered?

Yes

No

Tuition Reimbursement

144. What percentage is paid by the company?

End of Section II, Part A

145. Provide any notes or comments about the data submitted in this subsection which may be relevant in the data analysis.

146. You have reached the end of Section II, Part A. Choose one of the following options:

- Move on to Part B: Compensation Components.
- Return to "Section II - Response Landing Page" to select a different part of the survey to complete.

Part B: Compensation Components

This section of questions cover components that make up total compensation for employees at your firm.

147. Does your firm pay variable annual cash bonuses?

Yes

No

148. Does your firm have a profit sharing plan?

Yes

No

Equity/Options Eligibility

149. Does your firm grant equity or options to employees?

Yes

No

Equity/Options Eligibility

150. If yes, over how many years does it typically vest?

Equity & Incentive Compensation

151. Does your firm have a mechanism by which employees can purchase equity in the firm?

Yes

No

152. Does your firm use non-discretionary (i.e. objective) measures to award incentive compensation?

Yes

No

Incentive Compensation Measures

153. If yes, which of the following measures are used? Check all that apply.

- Firm profitability
- AUM growth
- New clients
- Client retention
- Investment performance (absolute)
- Investment performance (relative)
- Personal performance measures
- Other

Sales Commissions

154. Does your firm use a commission schedule to pay sales professionals?

Yes

No

Sales Commissions

155. If yes, what commission schedule is used? (Enter percentage payout as a whole number, i.e. 20% as 20.)

Year 1

Year 2

Year 3

Year 4

Year 5

Perpetuity

Bonus/Commission Payout Schedule

156. When are bonuses and commissions typically paid out?

	Schedule	Timing, if annual
Bonuses	<input type="text"/>	<input type="text"/>
Commissions	<input type="text"/>	<input type="text"/>

157. Provide any notes or comments about the data submitted in this subsection which may be relevant in the data analysis.

158. You have reached the end of Section II, Part B. Choose one of the following options:

- Move on to Part C: Employee Compensation Data.
- Return to "Section II - Response Landing Page" to select a different part of the survey to complete.

Part C: Employee Compensation Data

Please provide the following information for EACH of your employees. When providing compensation data, please use cash paid during 2016 (i.e. W-2 compensation, ANNUALIZED for NEW employees <1yr) in \$000s. (Enter 100 for \$100,000.) You are able to provide data for multiple employees in the same role for most positions listed. (Contact the [Survey Administrator](#) if this limitation is a problem.)

159. Choose an employee position for which to submit compensation data. (General job responsibilities can be found after selecting a role and clicking through or by visiting augtheexchange.org to get a full listing.) Select the most closely related position by job responsibility, not job title. The option exists to indicate a hybrid role by selecting one additional "primary" role. Indicate in the notes at the end of the survey any additional relevant information regarding multiple or hybrid roles played by key personnel. Upon submitting data for one position, you will be redirected to this page to select another employee's role.

- | | | |
|---|---|---|
| <input type="radio"/> Pres, CEO, Managing Partner | <input type="radio"/> Other Investment Specialist | <input type="radio"/> Head of Portfolio Accounting & Administration |
| <input type="radio"/> Chief Operating Officer | <input type="radio"/> Head/Director of Marketing | <input type="radio"/> Senior Portfolio Administrator/Accountant |
| <input type="radio"/> Chief Investment Officer, Dir of Research | <input type="radio"/> Senior Marketing Professional | <input type="radio"/> Portfolio Administrator/Accountant |
| <input type="radio"/> Chief Financial Officer | <input type="radio"/> Marketing Professional | <input type="radio"/> Performance Analyst |
| <input type="radio"/> Chief Technology/Information Officer | <input type="radio"/> Marketing Support | <input type="radio"/> Other Operations |
| <input type="radio"/> General Counsel/Chief Legal Officer | <input type="radio"/> Head/Director of Sales | <input type="radio"/> Senior Compliance Professional |
| <input type="radio"/> Chief Compliance Officer | <input type="radio"/> Senior Sales Professional | <input type="radio"/> Compliance Professional |
| <input type="radio"/> Senior Investment/Portfolio Manager | <input type="radio"/> Sales Professional | <input type="radio"/> Compliance Support |
| <input type="radio"/> Investment/Portfolio Manager | <input type="radio"/> Sales Support | <input type="radio"/> Head/Director of Human Resources |
| <input type="radio"/> Financial Advisor | <input type="radio"/> Head/Director of Client Service | <input type="radio"/> Office Manager/Administrator |
| <input type="radio"/> Senior Research Analyst | <input type="radio"/> Senior Client Service/Relationship Mgmt. Professional | <input type="radio"/> Administrative Assistant |
| <input type="radio"/> Research Analyst | <input type="radio"/> Client Service/Relationship Mgmt. Professional | <input type="radio"/> Internal Accountant/Bookkeeper |
| <input type="radio"/> Senior Trader | <input type="radio"/> Client Service/Relationship Mgmt. Support | <input type="radio"/> Network Administrator, IT Support |
| <input type="radio"/> Trader | <input type="radio"/> Operations Manager | <input type="radio"/> Receptionist |

President, CEO, Managing Partner - Compensation Data

President, CEO, Managing Partner: Provides strategic leadership, planning, and management to achieve strategic objectives. Possesses ultimate responsibility for the firm's business and financial results.

160. President, CEO, Managing Partner - Years of relevant experience (leave blank if unknown)

161. Years with your firm

Multiple Compensation Data
Pages Available Online
For Each Job Description

162. If this individual signed a non-compete agreement, please indicate:

Non-compete agreement in effect

163. Designations/Qualifications/Advanced Degrees earned:
(Check all that apply)

MBA JD PhD CFA CFP

CPA

164. If not full-time, please indicate:

Part-time

165. If serving in a hybrid role, indicate one additional primary role being filled.

166. Is this employee's bonus potential capped as a percentage of base salary?

Yes

No

167. If yes, what percentage? (If no, enter 0.)

168. Provide the following figures in \$000s (i.e. enter \$100,000 as simply 100):

Base salary

Bonus

Commission

Value of Equity, Options, or other Ownership Distributions

Total Compensation (sum of the above)

169. How did this individual's total compensation compare to the previous year's?

- Higher
- Lower
- Unchanged
- New hire (please indicate start month)

170. Do you want to provide compensation data for another employee in this same job position?

- Yes
- No

Confirmation of Complete Response

Please confirm you have completed ALL sections of the survey before proceeding to the next page and submitting your response. Returning to a part of the survey to verify your answers will require you to review that ENTIRE subsection before submitting your response.

Incomplete responses will result in insufficient data necessary to generate meaningful analysis, hence will be deemed ineligible to receive final results.

1350. The survey is structured as follows:

Section I - Operations Benchmarking - is comprised of 5 subsections of questions: Firm Characteristics & Investments, Technology, Operations, Web Presence & Compliance, and Financials.

Section II - Compensation & Benefits Data - is comprised of 3 subsections of questions: Employee Benefits, Compensation Components, and Compensation Data.

- I confirm I fully completed Sections I & II.
- I confirm I fully completed Section I or part of it. A colleague(s) is completing Section II and, if applicable, any parts of Section I I did not complete.
- I confirm I fully completed Section II or part of it. A colleague(s) is completing Section I and, if applicable, any part of Section II I did not complete.
- I need to return to complete Section I.
- I need to return to complete Section II.

Concluding Questions

1351. Thank you very much for taking time to participate. May we contact you to follow up on your responses to this survey, in the event we need to clarify any questions about your data?

Yes

No

1352. Provide any notes or comments about the data submitted which may be relevant in the data analysis, including any relevant information regarding multiple or hybrid roles played by key personnel. Survey feedback is also welcome.

***** You must click SUBMIT below for your completed survey to be submitted. Once you click SUBMIT, you will not be able to revise your responses.*****