

# Diversity & Inclusion

Survey 2021

17 March 2021

Produced by



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# Foreword



 **Pam Jackson**  
CEO, Level 20



 **Michael Moore**  
Director General, BVCA

The BVCA and Level 20 are delighted to publish our findings on diversity and inclusion in the private equity and venture capital industry.

Level 20, a non-profit organisation, was created to drive gender diversity in private equity; and its core objective is to increase the number of women working in senior roles in the industry to 20%. The BVCA supports this aim alongside its broader mission to promote the participation of people from all socioeconomic backgrounds and of all ethnicities, genders and sexual orientations in the sector.

This year we wanted to enhance the conversation around the underrepresentation of people from different ethnic groups in our industry so, for the first time, we sought data on ethnicity. As the first detailed report of its kind to address this challenge, and as a new request to the industry for this information, our sample size is smaller than for gender. While it provides us with a foundation to work from, we firmly believe that further transparency is necessary to drive progress and we

will encourage firms to provide this data going forward to support openness and improvements on this issue.

As for the findings, while we are encouraged by the progress made regarding gender since our 2018 study on [Women in Private Equity](#), our research highlights the lack of gender and ethnic diversity in senior roles within the industry.

The industry must continue to widen access to women and people from all backgrounds, not only at entry level but throughout their careers. This is essential not only from a fairness and equality perspective, but there is a growing body of evidence to support the case for diversity enhancing performance and creating, ultimately, more successful businesses. Therefore, the industry must also build an inclusive working environment and culture, which seeks, invites and promotes diversity.

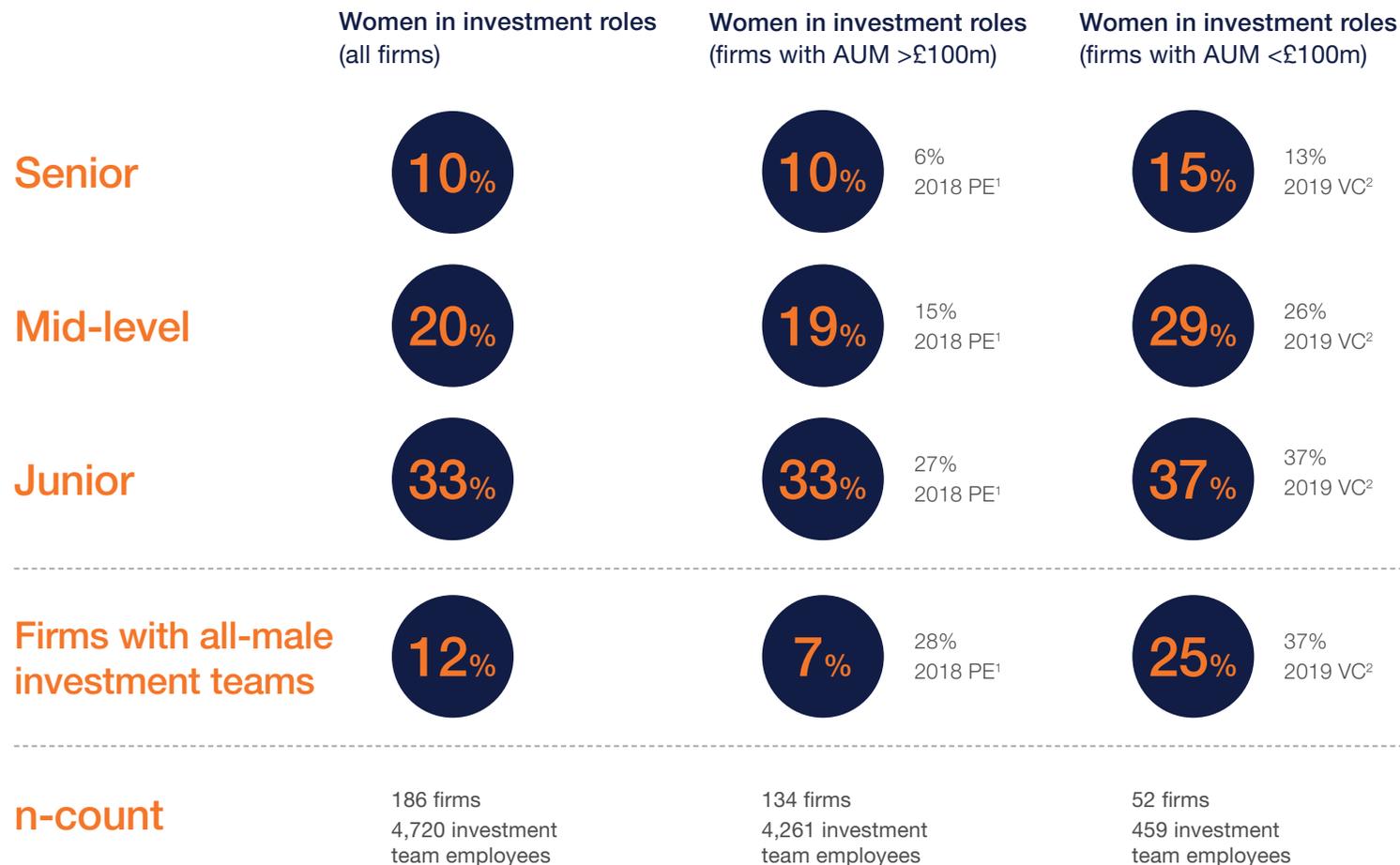
We hope this report will support the drive in the industry to deliver more transparency on this subject. We will continue to collect data on gender and ethnicity in future years, and we hope this will be able to demonstrate a positive

trend on these metrics. To support firms to take individual action, this report includes a series of recommendations, actions and resources to guide the industry on the next stage of this journey.

 **Pam Jackson**  
CEO, Level 20

 **Michael Moore**  
Director General, BVCA

# At a glance: gender diversity in private equity and venture capital



Total of **186 firms**, with over 8,700 employees in UK and Europe. Includes **81 private equity, 44 growth capital and 61 venture capital firms**<sup>3</sup>.

New survey approach to collecting data for both private equity and venture capital means this data set is not directly comparable to previous reports based on public sources<sup>4</sup>.

To enable some comparison over time, we have made the simplifying assumption that firms in this study with AUM >£100m are broadly comparable to the BVCA and Level 20 2018 Women in Private Equity study and firms with AUM <£100m are broadly comparable to the Diversity VC 2019 Diversity in Venture Capital study. We recognise this mapping will not be exact.

<sup>1</sup> BVCA & Level 20 'Women in Private Equity' (2018)

<sup>2</sup> Diversity VC 'Diversity in Venture Capital' (2019)

<sup>3</sup> Refer to Methodology Section for further detail. The 2019 VC report includes accelerators and CVCs, whereas this survey only includes fund managers. This is a survey rather than a full market analysis, and we will encourage increased participation rates in future years.

<sup>4</sup> Classifications selected by respondents to survey



# At a glance: ethnic diversity in private equity and venture capital

Proportion of senior women who are Black, Asian, other ethnicities<sup>5,6</sup>

3%

Black: <1%  
Asian: 1.6%  
Multi Ethnic/Mixed: <1%

Proportion of senior individuals who are Black, Asian or other ethnicities<sup>5</sup>

17%

Black: 1%  
Asian: 10%  
Multi Ethnic/Mixed: 1%  
Other: 5%

Proportion of individuals working in PE and VC of Black, Asian and other ethnicities<sup>5</sup>

20%

Black: 2%  
Asian: 11%  
Multi Ethnic/Mixed: 2%  
Other: 5%

Firms with all-white investment teams

54%

73 firms with over 2,700 employees across the UK and Europe were able to provide some ethnicity data.

Equates to 34% coverage of employees in this survey.

<sup>5</sup> All data presented covering both investment and non-investment roles

<sup>6</sup> Out of the 15% of senior women in the industry, only 3% of these are non-white, i.e. 0.5% of the senior population

# About this study

The BVCA/Level 20 Diversity and Inclusion Survey 2021 provides insight into gender representation based on data gathered on 186 private equity and venture capital firms comprising 8,746 employees. This study includes BVCA and Level 20 members, so does not represent the entire industry.

2021 is the first year that ethnicity data has been requested, therefore a smaller number of firms were able to supply this data. The proportion of firms able to respond to the criteria and subsequent analysis are set out opposite.



## Gender analysis

While the 2021 gender analysis shares a 57% crossover in respondents, it is not directly comparable with our 2018 research as it includes amalgamated data on over 8,746 employees working in in PE/VC across UK and Europe between June 2020 and January 2021. This provides one of the most comprehensive analyses of gender representation of the industry.

118 private equity and venture capital firms with a presence in the UK shared with us the gender composition of their UK and pan-Europeans teams, representing 7,224 employees. 31 out of the 118 firms were classified as venture.

We supplemented survey data with analysis on an additional 68 firms with 1,522 employees, where we were able to obtain gender data from public sources. Of these, 30 were classified as venture.



## Ethnicity analysis

Data on ethnicity was provided by 73 firms where this was available and the level of disaggregation (e.g. by seniority and gender) varied.

Throughout this report we have stated the “n count” i.e. number of participating firms and/or employees under each piece of analysis. Further details on the number of respondents for each size of firm can be found in the appendix.



## Focus groups

To gain a deeper understanding of the drivers behind the numbers, and diversity within private equity and venture capital as a whole, a number of focus groups were held to foster discussion and propose recommendations to increase diverse representation at all levels.

The BVCA and Level 20 would like to thank all the firms and individuals who participated in the study and the focus groups.

# About this study



**118**  
Survey responses



Covering  
**7,224**  
Employees



Information collected on  
**68**  
Firms from public sources



Covering  
**1,522**  
Employees



**186**  
Total firms in study



Covering  
**8,746**  
Total employees in study

# Summary of our findings

The Diversity and Inclusion Survey 2021 has been undertaken by the BVCA and Level 20 to provide data on gender and ethnicity representation across the UK and European Private Equity and Venture Capital industry.

Our objective is for GP and LP firms to use the tools we created for this survey to continue to collect and monitor gender and ethnicity data as a priority going forward. This dataset can be used for comparison purposes to measure where progress can be made to reach the industry's wider diversity and inclusion goals.

This survey marks the first and pivotal step toward capturing ethnicity data across the industry, and establishing a baseline on which future progress can be measured. Our ethnicity survey population includes data of 2703 individuals across 73 firms who gave a positive self-declaration of ethnicity. 11% of respondents across the industry are Asian, 3% are Black/African/Caribbean, 2% are Mixed / Multiple ethnicities and 5% are Other.

Our gender analysis reveals positive progress. The number of women working in investment roles has improved across senior (10%), mid (20%) and junior levels (33%), in small, mid and mega sized funds (based on AUM). Progress is also evident in the number of senior women working in non-investment roles (30%).

Significantly, all male investment teams has declined to 12% down from 28% in the 2018 private equity report, a noteworthy shift.

Analysis combining gender and ethnicity reveals that women from ethnically diverse backgrounds represent only 9% of our sample, across all grades and functions. Within senior roles, only 3% of employees are women from ethnically diverse backgrounds, across both investment and non-investment roles, with Black women accounting for less than 1% of senior roles.

While there have been incremental steps forward, the number of senior women working in investment roles remains stubbornly low at 10%. The challenge for firms is to retain and support the transition of junior and mid level women to senior roles.

While we are encouraged by progress made in the increase in the number of women working in the industry, and by the number of firms who have committed to collecting ethnicity data going forward, there is certainly much more progress to be made.

**To continue to progress the industry must:**

-  **focus on recruiting and retaining from the best and widest talent pools;**
-  **support the retention and progression of people of all genders, ethnicity and backgrounds, for example mentoring and sponsorship; and**
-  **continue to collect and analyse data so that progress can be measured.**

# Recommendations and next steps

The private equity and venture capital industry has taken steps towards a more diverse workforce and has made progress since 2018.

It is vitally important that this progress continues. Not only do we need to play our part in creating a more cohesive society as a matter of public need, having a more diverse workforce is simply good business sense. We have ordered our recommendations within the four key

areas and further detail is given in the [recommendations and actions](#) section of this report, as well as the [resources](#) section.

We encourage all industry participants to use this report and its recommendations as a guide to improve diversity within their

firms and workforce. This will ultimately lead to more challenge and diversity of thought in team discussions, better decision making and better investment outcomes.

## 1.

### Data and transparency

**Regularly collecting and analysing data on diversity and participating in industry-wide surveys.**

We encourage both GP and LP firms to use the [data collection template](#) created by the BVCA and Level 20 to continue to collect this data going forward. The dataset published in this report can be used as a comparator to highlight areas where more can be done. We have created a [comparison tool](#) for firms with the gender data from this study.

## 2.

### Recruitment and outreach

**Reviewing and enhancing recruitment processes to attract more women and diverse people from different backgrounds to join the private equity and venture capital industry.**

Firms need to start earlier and look wider to attract a broader spectrum of people to the industry. Some examples of networks and organisations which can assist are given in the [resources](#) section on this report.

## 3.

### Retention and progression

**Developing people of all genders and backgrounds so that they stay within the industry and build successful careers.**

This support should be tailored to the individual and could include mentoring and ensuring fair allocation of resources and opportunities. Supporting people outside work as well as within it is also important, for example through robust family policies.

## 4.

### Culture and inclusion

**Encouraging a culture that welcomes and promotes diversity of background, experience and thought**

Organisational culture is set from the top by senior leadership in their words and actions. To build a more inclusive culture, the principles of inclusion need to be embedded within appraisals, leadership training, the approach to team management, affinity networks, social activities, discrimination and harassment policies, inclusive office environments and much more.

# Understanding private equity and venture capital

## Funding the future



**Private equity and venture capital are types of investment for companies with high-growth potential.**



**Private equity and venture capital funding is part of the growth journey for many small and medium sized companies.**



**Venture capital backs founders while private equity often allows entrepreneurs and parent companies to pass ownership onto their management teams.**



**In addition private equity and venture capital funding allows the company to expand its reach, take risks, scale, and/ or weather the bumps on the road to becoming a mature, larger business.**



**The length of the investment varies, but is generally between three and seven years, allowing a longer term view to be taken.**

**Private equity** firms will work alongside management teams to support the growth and development of the companies they invest in. To generate investment returns they must sell at a higher price which means the company needs to increase revenues and profits; therefore, the interests of the private equity firms and their investee companies are closely aligned.

**Venture capital** funds work with founders of high-risk, early-stage companies with significant potential for growth. In return for injecting capital, venture capital funds receive an ownership stake, giving funds a direct interest in the success of the company. Venture capital has an outsized influence on the economy and society; a relatively small venture investment early in a company's life can help to create a transformational, global company.

Firms backed by private equity and venture capital make a significant contribution to the economy with nearly 1 million people employed in the UK and 10.5 million across Europe. Private equity and venture capital funds managed in the UK currently invest in circa 4,290

companies, most of them small or medium size enterprises.

Institutional investors in private equity and venture capital, including pension funds, insurance companies and endowments, benefit from strong returns that flow to their ultimate beneficiaries. BVCA research has shown that although a long-term asset class, private equity and venture capital has had strong performance generating three, five and ten year annual returns of 18.5%, 20.1% and 14.2%, respectively, compared to the FTSE All-Share, which returned 6.9%, 7.5% and 8.1% to investors over the same respective time periods.

Given the importance of private equity and venture capital to society and the economy, it is right that the industry is subject to the same critiques and challenges as other large industries. Diversity and inclusion is no exception to this. The impact of having the right mindset and approach to diversity and inclusion within private equity and venture capital has the potential to have an outsized effect as a result of the control and influence the industry has via its investee companies.

BVCA Key Facts document, 'BVCA Performance Measurement Survey 2019', Oct 2020, 'Private Equity at Work', Invest Europe, Sept 2020



# Overall findings: gender representation across the industry

## Overall women in private equity and venture capital



Women make up 38% of the private equity and venture capital workforce



This is an increase (PE 2018: 29%, VC 2019: 30%), but still a long way from parity



Women are in the majority at the junior levels but the proportion of women decreases with seniority, and only 15% of senior professionals are women

## Percentage of women by seniority

No firms provided gender data, n = 186  
No employees, n = 8,746

### Senior



### Mid



### Junior



# Our findings: gender balance in investment teams

## Women remain underrepresented in investment teams at all levels

Overall, 20% of investment team professionals are women (PE 2018: 14%, VC 2019: 20%).

Although starting from a low base, we can see increases in female representation across all grades in investment teams when compared to the 2018 PE report. The statistics may be improved by the inclusion of more venture capital firms in the study, but this is still encouraging.

Of particular note is that the proportion of senior women in investment roles now stands at 10% (PE 2018: 6%, VC 2019: 13%).

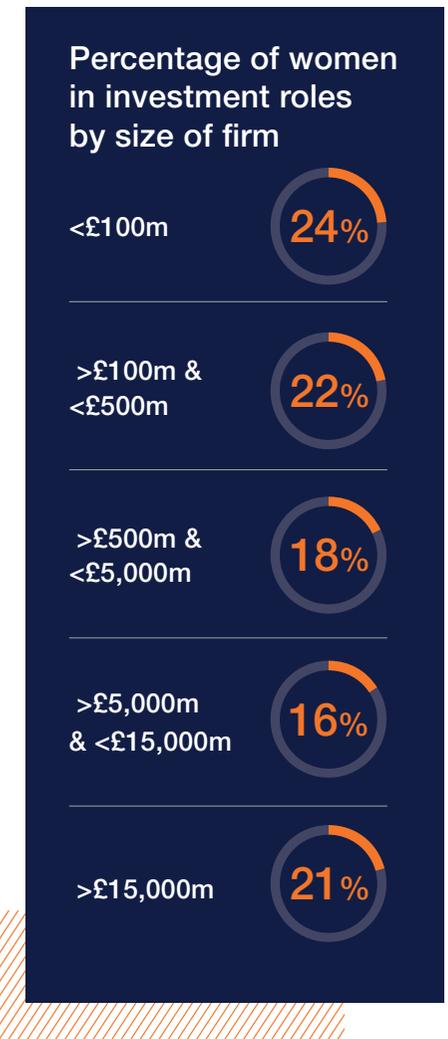
No firms, n = 186, No employees, n = 8,746



## Does size matter?

Analysis by size of firm, based on assets under management (AUM).

Smaller firms (AUM < £500m) and huge firms (AUM > £15bn) are doing relatively well compared to firms with AUM between £500m and £15bn.



# Our findings: gender balance in investment teams

## Understanding investment team roles by seniority and size of firm



To enable a broad comparison with previous studies, we have compared our results for firms with AUM <£100m to data from the Diversity VC report on Diversity in Venture Capital 2019. On this measure we have seen an increase in female representation at the senior and mid levels, for this cohort. Junior representation remains strong at 37%.



Looking at firms with AUM >£100m, which we compare to the results of the 2018 BVCA & Level 20 Private Equity report, we are encouraged to see that all firms of all sizes have improved the proportion of women employed in their investment teams at the senior and mid levels, although firms with AUM between £5bn and £15bn seem to have slipped back slightly at the junior levels.

### Women in investment roles by seniority and size of firm

Senior Mid Junior



No firms, m = 186, No investment team employees, n = 4,720

Prior study comparison based on 2019 Diversity VC report for AUM <£100m and BVCA & Level 20 PE report for AUM >£100m

# Our findings: all-male investment teams

## The number of male only investment teams have decreased



Although the industry has made some progress towards attracting women, disappointingly **12% of firms** in this study still have no women at all in their investment teams.



On a more positive note, this is a significant decrease from the 28% of firms with all-male investment teams reported in the 2018 PE report and 37% in the 2019 VC report.



Consistent with the pattern observed in our 2018 report, the larger the firm, the less likely they are to have no women at all in their investment teams. Only one firm with AUM >£5bn had a male-only investment team.

## All-male investment teams by AUM

<£100m



>£100m &  
<£500m



>£500m &  
<£5,000m



>£5,000m &  
<£15,000m



>£15,000m



No firms provided gender data, m = 186

No employees, n = 8746

# Our findings: gender in non-investment teams

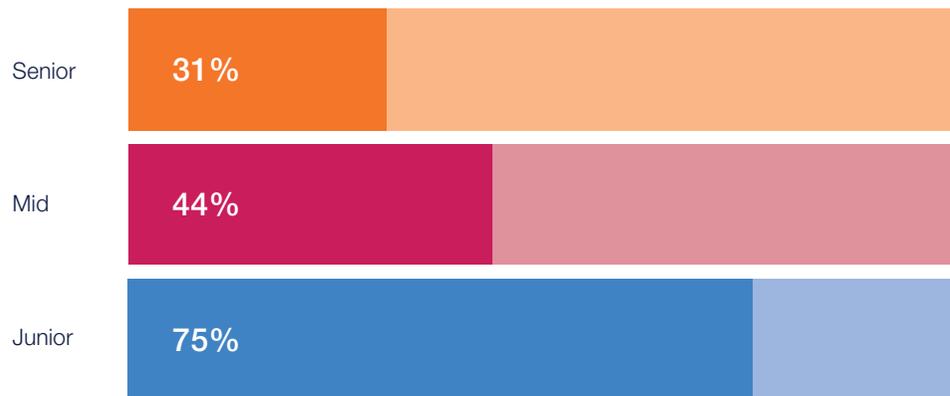
## Women are in the majority in non-investment team roles

Women make up 59% of the non-investment team workforce. Although non-investment team female representation is higher at all grades than in investment teams, the overall figure is driven by a very high female to male ratio at the junior levels which includes administrative and support roles.

## Does size matter?

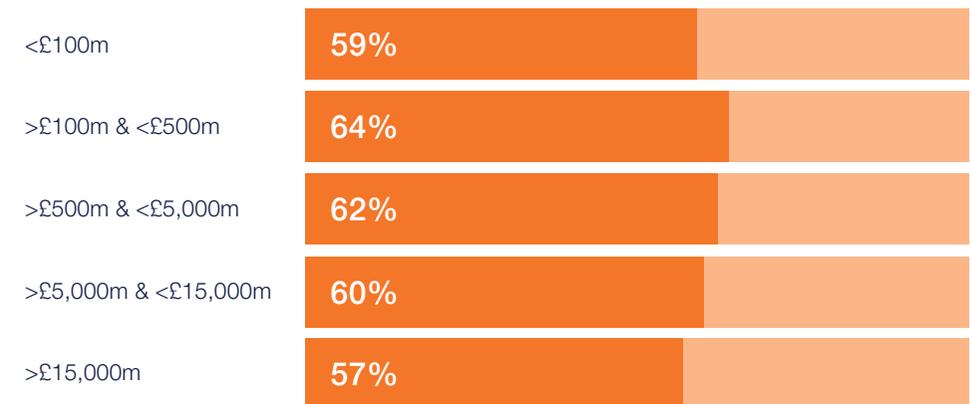
While there are some differences by size, with firms with AUM over £5bn having notably lower female representation, the overall picture by size is fairly consistent.

### Women in non-investment teams by seniority



No firms, m = 186, No, non-investment team employees, n = 4,031

### Women in non-investment teams by size of firm



# Our findings: gender in non-investment teams

## Understanding non-investment team roles by seniority and size of firm



Breaking down the sample by seniority and size based on assets under management (AUM), we can see that again the smaller firms are doing proportionally better, particularly at the mid and senior levels. Firms with AUM less than £500m (top two categories) have over 30% women in senior non-investment team roles and over 50% women in mid-level investment team roles.



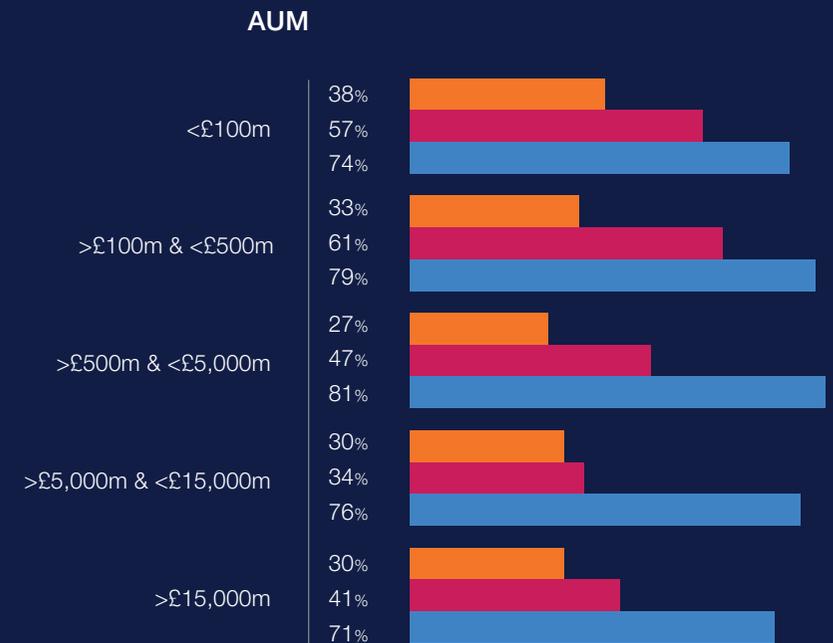
The picture for the larger firms is more mixed, although female representation across the board in non-investment teams is better than investment teams.



Over 70% of the junior non-investment team workforce is female. This grade will capture the many executive assistant / personal assistant roles in the industry which have historically been seen as predominantly female roles.

## Women in non-investment roles by seniority and size of firm

Senior Mid Junior



No firms, m = 186, No employees, n = 4,031

# Our findings: gender – recruitment and promotion

## How are things changing?

For the first time, we included a section in our survey which asked about hiring and promotion practices, which gives us a way of measuring the flow of people. This allows us to form a view on whether the industry is travelling in a positive direction towards greater gender balance.

109 firms with 7,149 employees responded to this portion of the survey. Although only a proportion of this number will be hired or promoted each year, this is still a substantive sample.

## What is driving the changes in the proportion of mid level and senior women?

There are two principal ways firms can positively increase the proportion of women in the middle and upper ranks

of the industry: internal promotions and external hires.

At the senior levels there is a positive story: across the industry, a greater proportion of women are being promoted and hired relative to the size of the existing cohort of senior professionals. Putting aside the question of the rates at which individuals retire or are otherwise leaving the industry, this bodes well for future increases in female representation in the highest levels.

In contrast, the proportion of women being promoted from junior to mid level jobs is lower than in the existing cohort, which is a cause for concern. This is somewhat compensated by the rate at which women are being hired, however this is clearly an area where firms could do more to support women in taking this step in their career.

### Women in investment and non-investment roles

#### Senior



Promotions



Hires



Existing workforce

#### Mid



Promotions



Hires



Existing workforce

No firms provided talent management data, n = 109

# Our findings: gender – recruitment and promotion

## Recruitment at junior levels

Recruitment to investment teams is yet to reach levels of gender parity at less than 40% while in non-investment teams, recruitment at junior levels indicate a female majority.

### Junior recruitment vs existing workforce

#### Recruitment

Investment team



Non-investment team



#### Existing workforce

Investment team



Non-investment team



No. firms providing talent management data, n = 109

# Our findings: gender in PE and VC vs. FTSE companies

## How does private equity and venture capital compare to the FTSE?



Representation of women at senior levels within private equity and venture capital still lags behind public companies, despite recent improvements.



Even venture capital, the part of the industry with the greatest senior female representation, is significantly behind FTSE companies.

## Comparison of private equity and venture capital against FTSE data

Private equity professionals



Senior private equity professionals



Venture capital professionals



Senior venture capital professionals



FTSE 250 Board Appointments



FTSE 100 Board Appointments



Note: firm classification selected by survey respondents

No firms, m = 186

No employees, n = 8,745

Source: Female FTSE Board report 2020



# Our findings: ethnicity

73 firms provided basic ethnicity data with 66 providing information on seniority, gender and function. We have self-declared ethnicity data from 2,703 individuals, the first time this level of data has been collected.

Nearly 10% of employees (310 out of 3013 respondents) at the firms who provided ethnicity data preferred not to disclose this information. This may be a result of individuals not feeling represented by the ethnicity categories presented or indicative of the sensitivities surrounding the topic. In either case, firms need to engage with employees to demonstrate how the data will be used in a positive way.

In this report we have removed the 'prefer not to say' category and re-calculated the percentages accordingly. In total, we have a positive declaration of ethnicity from 2,703 individuals.

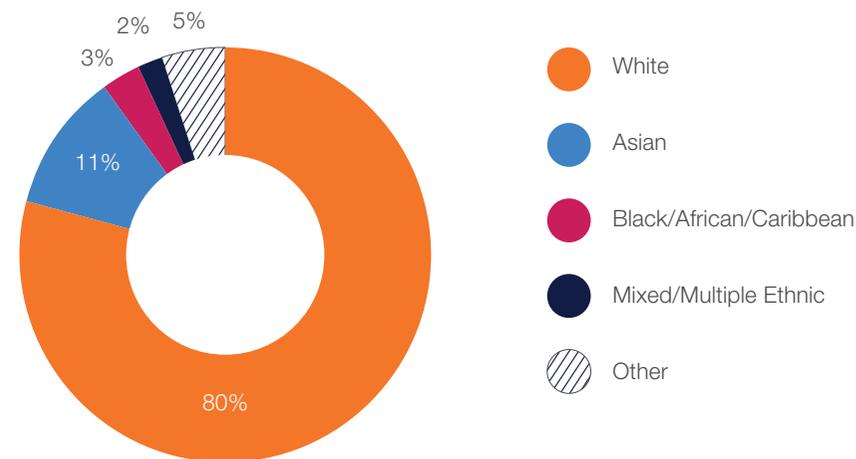
We are pleased to be able to publish this with a view to being open and transparent about the state of play within the industry, with the results shown in the chart opposite.

We have investigated whether there are significant differences in ethnic representation across size of firm (by AUM and FTE) and these differences do not appear to be significant. Our sample size is not large enough to reach reliable conclusions on more granular cuts of data, so this is not presented in this report.

In future, with a larger sample size, we hope to be able to present to more detail on ethnic representation by firm size.



## Ethnicity representation – total PE and VC, all functions & levels



No. firms, m=73

No. employees, n = 2,703

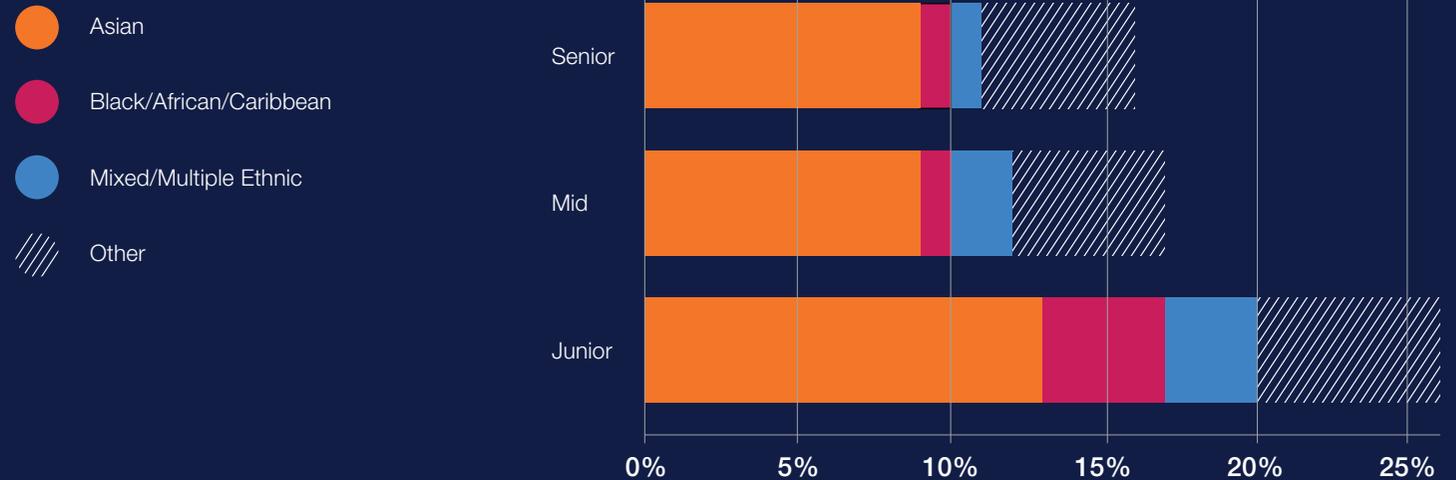
Notes: Individuals who preferred not to disclose their ethnicity have been removed from the sample; figures may not sum exactly due to rounding

# Our findings: ethnicity in investment teams

Employees identifying as White dominate the pool of investment professionals surveyed in our study, representing over 60% of the workforce at all levels and 80% of the workforce at senior level. In contrast, the representation of all other ethnic groups drops as seniority increases.

This is concerning as it is particularly important to have diversity of background, experience and thought at the senior levels, as these are the people who also act as role models and mentors and drive cultural change.

## People of different ethnicities in investment roles by seniority



No firms, m = 66 | No. employees, n = 1,402

Note: Individuals who preferred not to disclose their ethnicity have been removed from the sample.

# Our findings: all-white investment teams

**54% of the 69 firms who provided data have white-only investment teams**



We wanted to investigate whether people of different ethnic backgrounds who work in private equity and venture capital were spread across the industry or concentrated in a few firms.



The data suggests that over half of firms surveyed are failing to recruit individuals from diverse backgrounds, with 54% having white only teams.



Unsurprisingly, the proportion of firms with white-only investment teams is much smaller for larger firms (AUM >£5bn) as these firms tend to have a larger employee base. Equivalent data by FTE is shown in the appendix.

## All-white investment teams by AUM

<£100m



>£100m & <£500m



>£500m & <£5,000m



>£5,000m & <£15,000m



>£15,000m



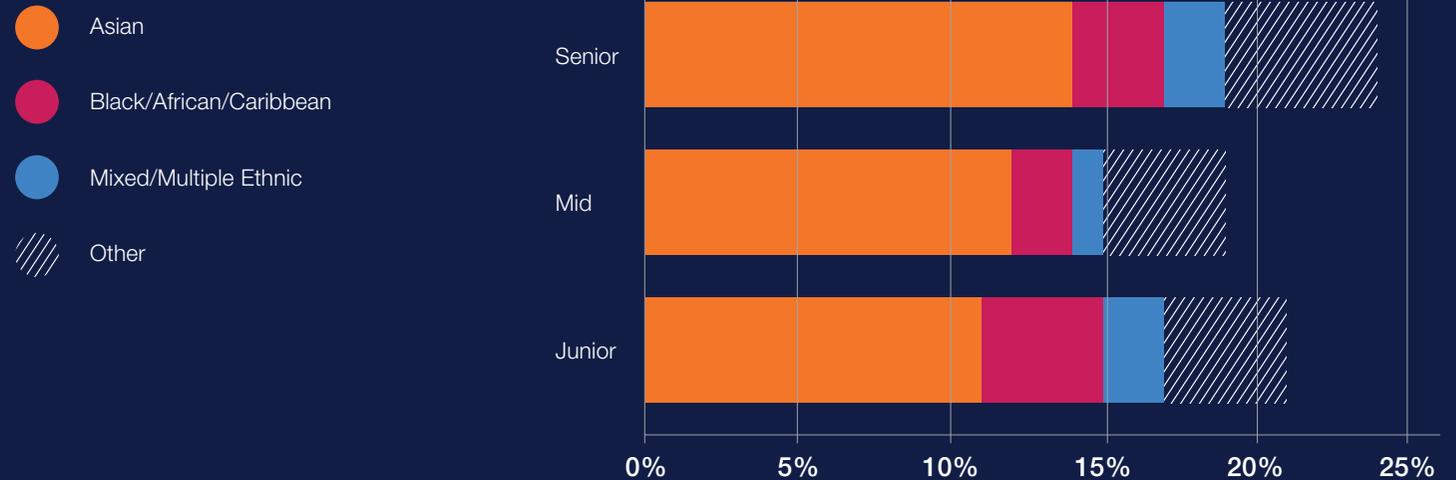
No firms provided ethnicity data, n = 69

# Our findings: ethnicity in non-investment teams

Although people of different ethnicities are somewhat better represented in non-investment team compared to the figures on the previous slide, representation is still fairly low.

On a positive note, people of different ethnicities make up nearly 25% of senior non-investment professionals, with Asians being by far the largest non-white ethnicity.

## People of different ethnicities in non-investment roles by seniority



No firms, m = 66, no. employees, n = 1,107

Note: Individuals who preferred not to disclose their ethnicity have been removed from the sample.

# Our findings: ethnicity in PE and VC vs. FTSE companies

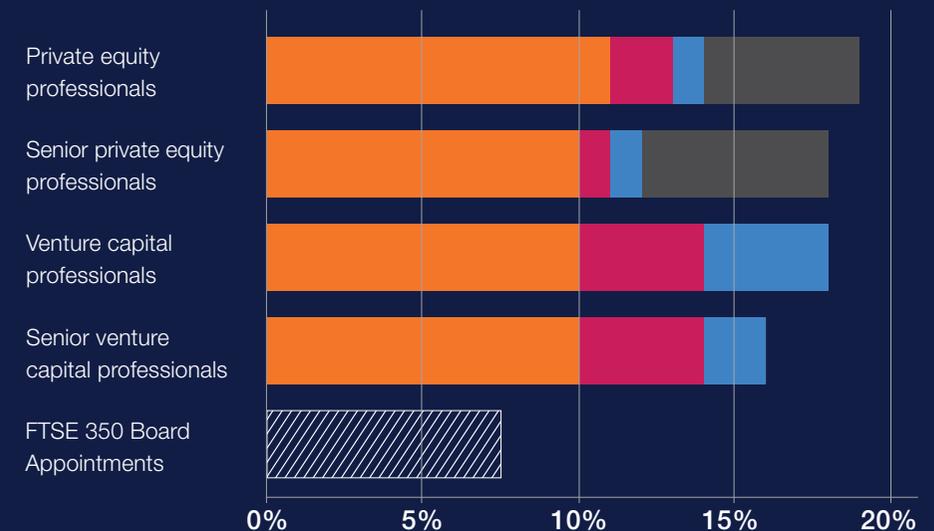
## How does private equity and venture capital compare to the FTSE?

By comparison with Board Directors in FTSE 350 companies, and acknowledging the smaller “n” count, private equity and venture capital appears to be doing comparatively well in terms of representation of people from different ethnic backgrounds, with 17% of senior private equity professionals and 16% of senior venture capital professionals in our sample who provided ethnicity data identifying as being Black, Asian or from a different ethnicity. This contrasts with only 7.5% of FTSE 350 board directors for whom ethnicity was known according to the Parker Review from February 2020.

Breaking down the numbers into specific races, we can see that the Asian community appears to be relatively well represented, however the Black community is under represented within the senior private equity and venture capital workforce. Although we do not have reliable census data against which to compare, the under-representation of Black individuals is striking.

Source: [The Parker Review](#), Feb 2020

### Women in non-investment teams by seniority



Source: [The Parker Review](#), Feb 2020

No firms, m = 66 | No employees, n = 2,756

Note: For comparability with the Parker Review data, this chart shows each race as a percentage of individuals who have specified a category, i.e. removing the individuals who prefer not to say.

# Our findings: the intersection of gender and ethnicity

## How is the industry doing when gender and ethnicity are considered in combination?

Women and people from ethnically and culturally diverse backgrounds have historically faced significant barriers to progression, however intersectionality poses an additional challenge for women in particular. Our data allows us to shine a light on this.

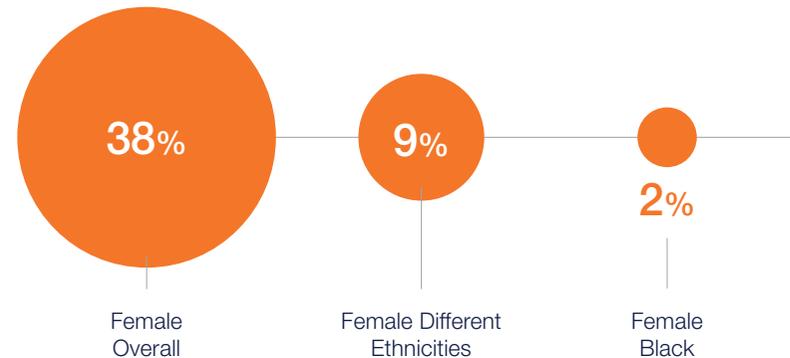
While 38% of the PE and VC workforce is female, just 12% are from ethnically and culturally diverse backgrounds and just 1% are Black/African/Caribbean. So not only are women under-represented in the industry, but women from different ethnicities, and particularly Black women make up an even smaller proportion. The discrepancies at a senior level are

even starker. Within senior professionals, only 15% of these are women, 3% of women are from different ethnicities and 1% are Black women. There are less than ten Black women in our entire survey, meaning a significant lack of role models in the industry.

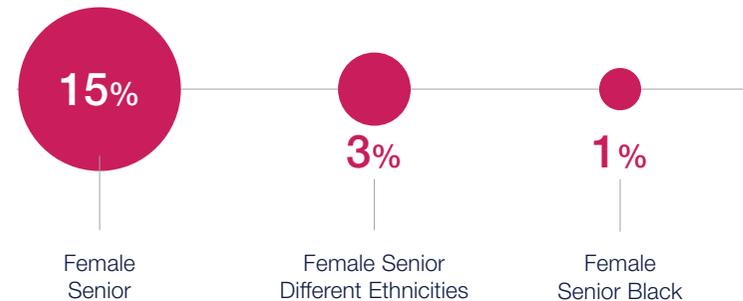
The Parker Review 2020 revealed that 43% of the directors that are Black, Asian or from other ethnic backgrounds within the FTSE 350 are women, equivalent to 3.2% of the total population. This is broadly equivalent to the 3% of senior professionals who are women from different ethnicities, however this is not a cause of celebration, rather a demonstration of the wider challenges faced by society at large.

Source: [The Parker Review](#), Feb 2020

## Female representation by ethnicity



## Female representation by ethnicity within senior professionals



No firms, m = 66 | No employees, n = 2,756

Note: For comparability with the Parker Review data, this chart shows each race as a percentage of individuals who have specified a category, i.e. removing the individuals who prefer not to say.

# Focus groups

Key areas where firms can make a real difference to diversity and inclusion

1. 

Cultural change

4. 

Pandemic-related lifestyle changes

Having collected survey data on 118 firms of all sizes, we were keen to gather further insight and investigate the sentiment behind this research. The BVCA ran three focus groups in January 2021 to gauge initial thoughts on the findings and to provide a personal dimension to the data.

Over 20 attendees, both male and female, ranging from associate level to partner, in small to large firms, joined the focus groups.

2. 

Recruitment

5. 

The role of Limited Partners

Our focus group discussions were rich and varied and highlighted five key areas where firms can make a real difference to diversity and inclusion within the private equity and venture capital industry and beyond.

3. 

Retention

6. 

Wider societal impact

# Focus groups: findings

## Cultural changes and challenges

The overarching theme from the focus group discussions was the importance of firm culture, and the need to have a leadership team and a firm-wide ethos which welcomes, supports and includes people of all genders and backgrounds.

Participants highlighted how there is no one single solution or approach which can address this, rather it is a combination of changing attitudes over time, with the right structures and HR support in place. Examples included reviewing the opportunities/transactions different people were given, challenging resource allocations, as well as appropriate policies and procedures. Unconscious bias training was thought to have a place as part of a broader strategy but was not seen as effective when deployed on a standalone basis.

### Use of language

The language used by leaders and people throughout the organisation was felt to be very important in creating an inclusive environment, particularly around ethnicity. Descriptions such as 'non-white', 'BAME' or 'minority' were felt to emphasise the 'other'-ness of these groups, excluding rather than being inclusive. A better approach would be to have an open conversation with individuals around this subject. This has the advantage of recognising the particular experience of employees.

## Engaging the whole workforce

One person alone cannot change an organisation. Initiatives such as employee focus groups, reverse mentoring, D&I steering groups and explicitly including diversity and inclusion in individuals and business objectives are all ways firms in our focus groups have encouraged ideas and participation beyond senior management. Several firms implemented initiatives such as these during Summer 2020 following the Black Lives Matter movement.

As ever, it is vitally important any recommendations from this employee engagement is listened to and acted upon, otherwise trust and momentum will quickly be lost.

### Data collection challenges

The focus group participants were not surprised at the challenges some firms had with providing data around ethnicity: if the cultural understanding and empathy is not there, then people can be suspicious about being asked to provide such personal data. Firms need to articulate their overall diversity and inclusion strategy

in an authentic way, communicating why they need to collect this data and how it will be used, to gain the trust of colleagues.

In addition, it is currently impossible to collect ethnicity data in countries such as France or Germany as this is prohibited by law.

# Focus groups: findings

## Working hours and culture

Our previous report noted long working hours, excessive travel or lack of support as being issues which affected the retention of women. These challenges were still present, although in some ways the remote working necessitated by COVID-19 has helped to reduce some of these factors (see later section on impact of the pandemic).

It was also noted that people who do not 'fit in' for whatever reason may not stay with the firm.

Sometimes the culture can be 'up or out' and people who need to take a period of leave or working less intensively (for example when they have young children) may feel it is not the right place for them on their return. For example there is a (probably mistaken) perception that people may not want to stay in a particular role if their peers/cohort have progressed into more senior roles.

## Family leave policies and culture

The UK government introduced shared parental leave in 2015 to enable the sharing of maternity / adoption leave between both parents. Several firms have made great strides over the past few years to implement more family-friendly policies, for example offering enhanced shared parental pay so this is consistent with the maternity pay packages on offer.

Anecdotally, however, take up of shared parental leave remains relatively low, with cultural factors such as lack of role models, and fear of missing out influencing behaviour. Other related industries such as accounting and consulting appear to be further along on this journey. It is important for this to become normalised over time, with men taking shared parental leave to be discussed in the same way as a woman taking maternity leave.

For new parents of any gender, an inclusive, welcoming and flexible working environment is an important part of ensuring retention in the private equity and venture capital industry. This is increasingly important for younger generations who are not willing to accept that a successful

career means foregoing family life. In addition, both parents are now likely to be working compared to previous generations.



"This report reinforces the fact that more needs to be done to increase diversity across all levels of the private equity industry. Data has an important role to play in helping to monitor progress, drive change and strengthen accountability."

**James Brocklebank**  
Managing Partner,  
Advent International

# Focus groups: findings

## Recruitment

### Education and internships

All our focus groups agreed that the industry needs to start earlier and to work with others in the broader financial services industry to expand the pool of people who first consider financial services, and then private equity or venture capital as a prospective career. This covers not only gender and ethnicity, but also reaching out to individuals from different socio-economic backgrounds or from different parts of the UK. The objective would be to reach people who may not have traditionally seen private equity or venture capital as a career option.

This includes everything from engaging with schools, colleges and universities in a broader education sense, to explicit initiatives to support work experience and internship programs targeted at specific demographics.

These programs work well when appropriately supported, both in terms of funding but also mentoring and time. Examples of internship programs include

#100 Black Interns, Future VC (run by Diversity VC) and Included VC. School partnerships and student mentoring can also work well, and can give more junior colleagues the opportunity to reach out to the wider community.

### Early career

Several firms at our focus groups, particularly at the larger end, stated that they had a very gender balanced intake at the junior level, although this remained harder to replicate at more senior levels. The target of gender-balanced recruitment for investment teams (at the entry level) has been the objective for a number of years now and it is encouraging that this now appears to be coming through.

Targeting a more diverse intake along other dimensions such as ethnicity or socio-economic background was seen as more challenging. Not only was it less clear what the target split was, but it can be hard to find candidates which don't look like the traditional recruits.

There was agreement that the talent is there. The industry needs to work harder to look outside of existing channels such

as consulting and investment banking, as while these industries are also working to become more diverse, they are still on the journey.

More targeted recruitment strategies are required including: direct advertising, working with specific organisations that work with diverse candidates, more proactive outreach through networks, looking at diversity and ethnicity (on a perceived basis as certain questions cannot be asked legally)

### Experienced hires

We received feedback that noted that the more experienced the role, the harder it is to recruit diverse candidates. Firms needed to invest extra effort to bring in people from outside of the usual recruitment routes. Suggestions from our focus groups included reaching out to a wider set of recruitment agencies, and looking for talented, experienced individuals outside of the private equity and venture capital industry (for example public company management).

Lateral hires were also encouraged, as a way to retain talent within the industry.

Re-recruiting experienced industry leavers was seen as a key short term measure to increase the diversity at the mid to senior levels.

New resources such as [The Return Hub](#) seek to enable experienced individuals to re-enter the private equity or venture capital work place after a sabbatical. These individuals would typically enter at a similar or slightly more junior level than their most recent role, but can then be supported to develop and grow into more senior roles.

# Focus groups: findings

## Retention

While it was felt that some progress had been made on recruitment, particularly at the more junior levels, retention of those employees was now becoming more of a focus.

### Changing the narrative

Having leaders, advocates and mentors who look and sound like the people you want to recruit is immensely helpful. These individuals should be supported to tell the story of the industry and act as role models for the next generation.

One successful individual who 'breaks the mould' can be seen as tokenism, and can be subject to suspicion that they have progressed to fill a target/quota rather than on merit. It is important to tell the story of the individual and their contribution first, and not focus solely on their gender or ethnicity, whether this is internal communications, promotional material or press coverage. The media has a role to play here too.

### Progression / promotion

It is important for firms to be clear on what individuals need to achieve to progress and to be open and honest in these conversations. Support such as mentoring

needs to be available as and when necessary and should not be restricted to a particular type of person e.g. women.

Firms are encouraged to think more broadly about the type of mentors that could be beneficial – a mentor could be from an different firm or outside the private equity or venture capital world entirely.

Firms which wish to be more diverse can face challenges when the company is small and / or there is limited turnover of people. In partnerships/owner-managed businesses there is typically little movement at the top, but firms are thinking about how to approach this.

Anecdotally, firms are getting better at retaining experienced women, but they may move into a non-investment role upon starting a family, typically due to the time/hours and travel required, however the COVID-19 pandemic has removed some of these challenges, such as travel requirements.



"The results from this years' survey suggest that diversity in our industry is starting to nudge in the right direction. It's great to see some progress but there is still a long way to go. At Hg we have witnessed some very positive outcomes from driving higher diversity, even over the past year. Like the rest of the sector, we've only just scratched the surface and we really hope the direction continues and the pace accelerates. Now, perhaps more than ever, the world seems to be in a position to really drive and adopt further change."

### Nic Humphries

Senior Partner and  
Executive Chairman, Hg

# Focus groups: findings

## Impact of the COVID-19 pandemic

No focus group in 2021 would be complete without discussing the impact of the pandemic.

### Agile working

The private equity and venture capital industry has always been an agile and adaptive industry and this has been further proved throughout the pandemic. The shift to remote working has been fairly smooth and teams are now working as efficiently as before (and possibly longer hours), with technology being a great enabler.

### Impact on family life

The remote working necessitated by the pandemic has had a silver lining for some, with the reduced travel meaning more family time and a greater opportunity for some people to spend time with their children during the day, taking advantage of the flexibility offered by agile working (see above). It was reported that many men have actually increased the amount of time they spend with their partners / children.

That being said, our focus group attendees observed a significant difference in experience between people who had childcare available and those who did not. Families without childcare, particularly those with young children, have found

the pandemic challenging, especially the periods where schools / childcare settings were closed. While other team members were collegiate and happy to pick up work in the shorter term, there is a longer term question around the career impact of this.

For those individuals who are not part of a 'traditional' family unit, the pressures of lockdown have been different. Individuals have faced the challenge of significantly reduced social contact and perhaps additional workloads to support the wider team. This needs to be recognised by firms.

There was the risk that extended working hours would continue post-lockdown, even though individuals will need to rebalance their lives.

### Impact on team dynamics

Working remotely can make maintaining team integration challenging, particularly with new joiners who may not have the social capital from before lockdown.

Lockdown may have removed some of the 'bonding' mechanisms which favoured some people, for example Friday evenings

in the pub. While the lack of in person contact is a great challenge, this may have 'levelled the playing field' for those whom certain social activities (such as drinks) is not something they wish to partake in.

### Impact on deal pipeline

Longer term, there are some concerns about the future deal pipeline and diversity of founders as the economic impact of the COVID recession bites and individuals may have fewer resources to start companies.

# Focus groups: findings

## The role of Limited Partners

The key role that private equity and venture capital fund investors can play in driving the diversity and inclusion agenda was relayed continuously throughout the focus groups.

All groups highlighted the influence that Limited Partners can have if they ask questions regarding women and, more broadly, diversity. Limited Partners can promote D&I during fundraising due diligence and Advisory Board meetings and query what firms are doing to increase diversity in their investment teams. It was felt that this push can only accelerate the impact and put the issue firmly on the table for GPs.

Limited Partners can also lead by example, by bringing more women into the conversation from their side.

## The wider influence of private equity and venture capital

All focus groups discussed the opportunities available to private equity and venture capital firms to promote the importance of diversity more broadly, via their influence over their investee companies and the founders and management teams which they back.

Several attendees noted that they tracked the gender of the management teams they backed. While being an all-male management team would not be a barrier to investment, the company would be encouraged to find a suitable female candidate to join the board. In some cases, any follow on funding would be contingent on this change being implemented.

The focus in recent years has been on gender but this has quickly shifted to looking at ethnicity and socio-economic backgrounds too, particularly because of the Black Lives Matter movement and the disproportionate impact of COVID-19 on Black and Asian communities.



“What gets measured gets managed. Limited Partners choose General Partners based on benchmarking performance to the relevant peer group. This survey will assist LPs in comparing firms along diversity metrics which is of increasing importance to investors. GPs can use this data to manage human talent and LPs will hold firms accountable for producing best in class results.”

**Kathleen Bacon**  
Advisory Council and  
Co-Founder, Level 20

# Recommendations and actions

Diversity and inclusion is firmly on the agenda for the private equity and venture capital industry and positive steps have been taken in recent years to address the lack of representation of women and people from different backgrounds. As shown in this report, both in terms of the survey results and qualitative feedback, there are signs of tentative progress but a recognition that more action is required for the industry to reach its diversity goals.

## Consistent with our previous recommendations, we believe the following areas are essential:

The BVCA, Level 20 and many other organisations such as Diversity VC, the British Business Bank, the Rose Review Council and ILPA are committed to supporting the wider industry and we recommend that private equity and venture capital firms support these organisations and broader industry initiatives.

There is a growing body of resources and support firms can utilise including industry surveys, codes and charters, events and networks that seek to disseminate guidance and best practice examples. We have included examples in the 'Resources' section of this report and have drawn on the recent guidance published by the Rose Review Council in our summary feedback below. We would encourage firms to review that guidance in more detail (available here) as it includes several examples of the actions firms can take.

## 1. Data and transparency

Regularly collecting and analysing data on diversity and participating in industry-wide surveys.

## 3. Retention and progression

Developing people of all genders and backgrounds so that they stay within the industry and build successful careers.

## 2. Recruitment and outreach

Reviewing and enhancing recruitment processes to attract more women and diverse people from different backgrounds to join the private equity and venture capital industry.

## 4. Culture and inclusion

Encouraging a culture that welcomes and promotes diversity of background, experience and thought

# Recommendations and actions

## Data and transparency

**Firms should regularly collect and analyse data to understand and track progress on different diversity metrics within their own organisations.**

Before launching this survey, the BVCA and Level 20 created a comprehensive template which can be used by firms to collect this data and this template drew on examples firms were receiving from their investors (including ILPA). The template has been published on the BVCA and Level 20 websites.

The template collects data on gender and ethnicity within private equity and venture capital firms. Other diversity metrics should also be considered by firms. The accompanying guidance seeks to help firms collect information on ethnicity, recognising the requirements in data protection law (though it is not a substitute for firms' own legal advice).

Data on diversity within founders and management teams should be collected too and many firms are doing this as they have signed up to HM Treasury's Investing in Women Code and/or are required to report on portfolio companies' gender pay gap (in the UK).

Firms ought to consider targets and the multi-year plans required to achieve these.

We would also encourage participation in industry-wide surveys and the BVCA and Level 20 are committed to publishing results from these surveys regularly. Furthermore the BVCA is keen for more women to join its Council, Committees and Advisory Groups and we would encourage women to get in touch.

## Recruitment and outreach

**We would encourage firms to recruit women and people from diverse backgrounds from as broad a pool of potential candidates as possible. This includes asking recruitment firms and head hunters to look beyond the industries that have traditionally provided the majority of recruits in the industry.**

There is no shortage of diverse talent and firms need to consider how they can actively seek out this talent. Recent examples shared with us include partnering with specialist organisations and community networks, as well as programmes helping people return to work after extended leave. We have listed some examples in the Resources section and will continue to share best practice across our events and networks.

The hiring and assessment process itself should also be reviewed. This can cover a range of areas such as reviewing job advertisements to ensure they are clear

and inclusive, training for employees that leads to consistent approaches to interviews and other actions that remove opportunities for bias in the process.

There are also a range of industry-specific and broader initiatives aimed at improving the accessibility of private equity and venture capital to women and people from diverse backgrounds. Firms can support these initiatives which include internships, workshops with schools, universities and other community groups, and other outreach and promotional activities to promote careers in the industry.

# Recommendations and actions

## Retention and progression

It is essential that the industry retains diverse and talented people and firms can support their employees and partners to develop successful and rewarding long term careers. Industry-wide and firm-level initiatives can assist this objective.

The Level 20 mentoring programme is designed to enable women working in the industry to benefit from the lessons learned and insights of those with more experience. There are currently 186 pairings across six international chapters, an 8x increase since the launch of the programme in 2015.

There are many areas firms can review, from looking at the approach to promotions/progression within the firm (e.g. communications, criteria, panel processes, etc), to important matters such as mentoring, training programmes, flexible working and family leave policies, and much more. Culture is also key and covered as a separate recommendation.

The BVCA and Level 20 will continue to be a forum for sharing intelligence and best practice and educating firms on new and topical areas to assist their efforts (including government and regulatory initiatives). Peer-to-peer networks, events/webinars and articles/posts enable this information sharing and showcase role models in the industry.

## Culture and inclusion

**Encouraging a culture that welcomes and promotes diversity of background, experience and thought is critical to addressing imbalances in the industry. Women and people from different backgrounds will join the industry, but an inclusive and collaborative environment will ensure they stay in private equity and venture capital.**

Senior leadership can set the tone and establish an organisational framework that promotes a positive culture that fosters diversity and inclusion. This includes developing and publicising the D&I strategy within and outside of the firm, allocating time and resources to ensure the strategy's success, and embedding it within the way the firm operates.

Examples include appraisals and holding senior executives to account, leadership training, approach to team management, affinity networks, social activities, discrimination and harassment policies, inclusive office environments and more. Unconscious bias training is often an important first step, but this must form part of a broader D&I framework.

We welcome initiatives that can support those working in the industry to balance professional and personal and/or family priorities. The pandemic has taught us that it is possible to be productive and work flexibly and from home; firms will need to consider how to evolve their approach to agile working as offices and workspaces reopen.



”To quote a pioneer of performance improvement: “Measurement is the first step that leads to control and eventually to improvement. If you can’t measure something, you can’t understand it. If you can’t understand it, you can’t control it.” This report is notable for two things: 1) showing a clear improvement in gender diversity within PE and VC firms and 2) the start of measuring the level of ethnic diversity. Continuing to measure progress will be a key part of demonstrating how seriously we as an industry take this important issue.”

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### Neil MacDougall

BVCA Chair 2020/2021,  
Chairman, Silverfleet Capital

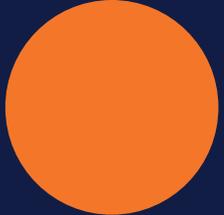


“This research serves to meaningfully increase transparency around the gender and ethnic mix in our industry. It is pleasing to see the increased participation of women in investment roles throughout the industry over the last two years. In particular, the increase in female hiring and the meaningful reduction in all male investment teams should be commended. At Level 20 we look forward to working with those women to ensure they have long and successful careers in this fascinating industry.”

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### Cheryl Potter

Chair, Level 20



“The findings show that the private equity and venture capital community have a long way to go on diversity. In particular, the lack of Black representation is especially troubling. Investment firms must interrogate the systemic causes for this inequity and urgently address the barriers to building diverse and inclusive investment teams. It is time to commit to action and accountability so we can see meaningful progress.”

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### Jacqueline Taiwo

Co-Founder and Chair, Black Women in Asset Management



“I am a huge advocate for diversity of thought within venture capital firms, founders and their teams in order to avoid ‘group think’ in investment decisions and to provide a strong culture of inclusion within both VCs and our portfolio companies. Gender and ethnic diversity are important measures towards delivering diversity of thought - alongside measures such as diversity of background and experience. This report highlights progress in some areas, but also shows there is a need for further improvement. Continuing to capture and monitor this data is essential.”

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### Kerry Baldwin

BVCA Chair 2021/2022, Co-Founder and Managing Partner, IQ Capital



# Resources: data, transparency and policy guides

## Comparison tool

We have created a [comparison tool](#) for firms with the gender data from this study.

## Gender and ethnicity questionnaire

[Template questionnaire](#) created as part of this study, available for firms to use when collecting data internally.

## Guidance and best practice: examples for VCs, Private Equity and institutional investors

Created by leading investors and professionals within the venture community as a resource to help drive greater diversity in across the investment industry.

## Investing In Women Code

HM Treasury initiative committing to support the advancement of female entrepreneurship by improving female entrepreneurs' access to tools, resources and finance.

## Women in Finance Charter

HM Treasury initiative asking financial services firms to commit to targets, regular reporting and transparency.

## Parker Review

### Hampton-Alexander Review

## ILPA

The ILPA Diversity in Action initiative commits GPs and LPs to specific actions that advance diversity and inclusion, both within their organization and the industry.

The D&I Roadmap includes best practices.

# Resources: recruitment, retention and outreach

## Level 20

A not for profit organisation dedicated to improving gender diversity in the European private equity industry.

Recent Level 20 Research on Reaping the Rewards of Retention can be [found here](#).

## Diversity VC

A non-profit partnership promoting diversity in Venture Capital including:

### Diversity VC Standard

An assessment and certification process that sets a benchmark for best practice on D&I in VC

### Future VC

Internship and development programme which supports access to VC

## The Return Hub

Recruitment firm placing professionals who want to relaunch after a career break.

## SEO London

The London branch of Sponsors for Educational Opportunity (SEO), a nonprofit organization dedicated to providing supplemental educational and career support to young people from underserved communities.

## #100BlackInterns

Program to offer internships to Black university students across the UK to in the Investment Management Industry.

## Included VC

Included VC is a fellowship for individuals from diverse communities which are often overlooked or excluded.

# Resources: recruitment, retention and outreach

## Black Women in Asset Management

BWAM is an organisation of professionals in the asset management industry aligned around a common goal to advance and retain black women leaders across all investment strategies.

## YSYS

Your Startup, Your Story (YSYS) is a startup community dedicated to connecting diverse people with opportunities in tech.

## Extend Ventures

Extend Ventures is a group of business, research & financial experts using the power of big data and machine learning to diversify access to finance.

## The Black Report

10x10 in partnership with Google for Startups published the first qualitative report on Black startup founders in the UK. The resources section includes lots of helpful recommendations.

## Female Founder Office Hours

Series of networking events linking founders and investors specifically targeted at women entrepreneurs.

## GAIN

GAIN is a community of investors, with charitable status, set to change the staggering lack of gender diversity in investment management, from the ground up.

## LGBT Great

LGBT Great is a global membership organisation specialist in developing LGBT+ diversity and inclusion within the investment and savings industry.

## Equality Group

Equality Group is a consulting firm focused on enriching business through diversity in the Finance, Technology and Social Impact sectors.

# Methodology

## Firms included in the analysis

Participation in this study was open to all General Partner members of the BVCA and Level 20 and required a presence in the UK and an active investment programme. Firms covering global capital, growth, impact investment, mid-market, turnaround, venture capital and private debt strategy are included. In total, this study captures data from 186 firms.

## Ethnicity definitions

We took our ethnicity definition from the UK Census, with firms asked to report employees within the following categories:

- White
- Asian
- Black / African / Caribbean
- Mixed / Multi-ethnic
- Other

Please see [www.ethnicity-facts-figures.service.gov.uk/style-guide/ethnic-groups](http://www.ethnicity-facts-figures.service.gov.uk/style-guide/ethnic-groups) for more information

## Data handling

Only the individuals directly working on this report at the BVCA and Level 20 have access to the data provided.

Recognising that ethnicity data can be sensitive, the BVCA and Level 20 have committed to anonymising the ethnicity data received as part of this project so it cannot be associated with a particular firm.

## Data collection

Data for this study was collected through two different channels: firm surveys and web scraping.

## Surveys

Level 20 used Zoho surveys to request data from a total of 63 firms. Of these, 56 responded.

The BVCA used Survey Monkey to request data from a total of 233 firms. Of these, 62 firms responded.

A list of the firms who responded to our survey is provided in [Appendix 2](#)

## Web scraping

Following the closure of the survey, the BVCA team undertook a web scraping exercise to collate gender data from an additional 68 firms who were in our original list but did not respond to the survey request.

Information was obtained from firm websites and LinkedIn using a manual review process. Only gender data was collected.

Seniority and function were assessed based on job titles using the same guidelines provided for the surveys to ensure consistency.

## Review procedures

The BVCA and Level 20 teams undertook the following checks and verification to ensure the robustness of the data.

## Survey data

- We reviewed the descriptive data provided by firms, including firm descriptions / strategy / AUM based on the knowledge of the team and existing BVCA systems and records.

- We checked the data for obvious mistakes using information via public sources such as LinkedIn / firm websites (for example if the gender data entry had been transposed).
- We performed internal consistency checks on the data, for example ensuring that the gender information provided matched the data provided on gender and ethnicity at a total level. Where necessary we raised clarification questions with respondents, however we accepted minor discrepancies in the totals. The total remaining discrepancies represent less than 1% of the total employees included in this study.

## Web scraping

- The data from reviewing websites and LinkedIn was collected by individuals experienced in the industry. All data sets were reviewed for consistency of application of seniority / function to job titles.

## Dates of research



# Methodology

- Preliminary data was collected in Summer 2020 to test the surveys and receive feedback. The main surveys launched on October 2020 and closed in January 2021. Data was requested as at 30 June 2020.
- The web scraping analysis was performed between January and February 2021 using public information which was available at that time.

# Methodology: comparison to previous studies

## BVCA & Level 20 – Women in Private Equity 2018

[View the report](#)

Number of firms: 178

Number of employees: c.5,000

Geographic coverage: UK employees of GPs headquartered in UK and Europe, with a requirement to have presence in the UK and an active investment programme.

Firm type: Private equity firms across a range of strategies, and some venture capital firms

Data collection: taken public sources using a web scraping tool. Firms were later requested to confirm their data, which was possible for 68% of the data set.

## Diversity VC – Diversity in Venture Capital 2019

[View the report](#)

Number of firms: 171

Number of employees: c.2,100

Geographic coverage: UK with a requirement to have presence in the UK and an active investment programme.

Firms included: Venture capital, Corporate venture capital, accelerators and private equity firms with a risk-capital function.

Data collection: taken public sources using a web scraping tool. Firms were later requested to confirm their data this was possible for 26% of the data set. Manual checks were performed on the remainder of the data set.

# Appendix 1: data tables

## Gender analysis by assets under management (AUM)

### 2021 results

| Summary Data (AUM)                 | All Funds (186) |            | AUM <£100m (n52) |            | AUM £100-£500m (n49) |            | AUM £500-£5000m (n46) |            | AUM £5000-£15000m (n16) |            | AUM >£15000m (n23) |            | AUM >£100m (n134) |            |
|------------------------------------|-----------------|------------|------------------|------------|----------------------|------------|-----------------------|------------|-------------------------|------------|--------------------|------------|-------------------|------------|
|                                    | Male            | Female     | Male             | Female     | Male                 | Female     | Male                  | Female     | Male                    | Female     | Male               | Female     | Male              | Female     |
| <b>Investment Professional</b>     | %               | %          | %                | %          | %                    | %          | %                     | %          | %                       | %          | %                  | %          | %                 | %          |
| Senior                             | 90%             | 10%        | 85%              | 15%        | 87%                  | 13%        | 91%                   | 9%         | 90%                     | 10%        | 92%                | 8%         | 90%               | 10%        |
| Mid level                          | 80%             | 20%        | 71%              | 29%        | 73%                  | 27%        | 81%                   | 19%        | 85%                     | 15%        | 82%                | 18%        | 81%               | 19%        |
| Junior                             | 67%             | 33%        | 63%              | 37%        | 64%                  | 36%        | 66%                   | 34%        | 76%                     | 24%        | 66%                | 34%        | 67%               | 33%        |
| <b>Total</b>                       | <b>80%</b>      | <b>20%</b> | <b>76%</b>       | <b>24%</b> | <b>78%</b>           | <b>22%</b> | <b>81%</b>            | <b>19%</b> | <b>84%</b>              | <b>16%</b> | <b>79%</b>         | <b>21%</b> | <b>80%</b>        | <b>20%</b> |
| <b>Non Investment Professional</b> |                 |            |                  |            |                      |            |                       |            |                         |            |                    |            |                   |            |
| Senior                             | 69%             | 31%        | 62%              | 38%        | 67%                  | 33%        | 73%                   | 27%        | 70%                     | 30%        | 70%                | 30%        | 70%               | 30%        |
| Mid level                          | 56%             | 44%        | 43%              | 57%        | 39%                  | 61%        | 53%                   | 47%        | 66%                     | 34%        | 59%                | 41%        | 58%               | 42%        |
| Junior                             | 25%             | 75%        | 26%              | 74%        | 21%                  | 79%        | 19%                   | 81%        | 24%                     | 76%        | 29%                | 71%        | 25%               | 75%        |
| <b>Total</b>                       | <b>41%</b>      | <b>59%</b> | <b>41%</b>       | <b>59%</b> | <b>36%</b>           | <b>64%</b> | <b>38%</b>            | <b>62%</b> | <b>40%</b>              | <b>60%</b> | <b>43%</b>         | <b>57%</b> | <b>38%</b>        | <b>62%</b> |
| <b>Total Employees</b>             | 62%             | 38%        | 64%              | 36%        | 63%                  | 37%        | 64%                   | 36%        | 61%                     | 39%        | 61%                | 39%        | 62%               | 38%        |

# Appendix 1: data tables

## Gender analysis by full time employees (FTE)

### 2021 results

| Summary Data (FTE)                 | All Funds (186) |            | FTE<10 (n41) |            | FTE>10-25 (n55) |            | FTE 25-80 (n51) |            | FTE >80 (n39) |            |
|------------------------------------|-----------------|------------|--------------|------------|-----------------|------------|-----------------|------------|---------------|------------|
|                                    | Male            | Female     | Male         | Female     | Male            | Female     | Male            | Female     | Male          | Female     |
| <b>Investment Professional</b>     | %               | %          | %            | %          | %               | %          | %               | %          | %             | %          |
| Senior                             | 90%             | 10%        | 86%          | 14%        | 86%             | 14%        | 90%             | 10%        | 91%           | 9%         |
| Mid level                          | 80%             | 20%        | 78%          | 22%        | 76%             | 24%        | 76%             | 24%        | 83%           | 17%        |
| Junior                             | 67%             | 33%        | 53%          | 47%        | 66%             | 34%        | 68%             | 32%        | 68%           | 32%        |
| <b>Total</b>                       | <b>80%</b>      | <b>20%</b> | <b>78%</b>   | <b>22%</b> | <b>79%</b>      | <b>21%</b> | <b>80%</b>      | <b>20%</b> | <b>80%</b>    | <b>20%</b> |
| <b>Non Investment Professional</b> |                 |            |              |            |                 |            |                 |            |               |            |
| Senior                             | 69%             | 31%        | 68%          | 32%        | 60%             | 40%        | 74%             | 26%        | 70%           | 30%        |
| Mid level                          | 56%             | 44%        | 34%          | 66%        | 42%             | 58%        | 49%             | 51%        | 61%           | 39%        |
| Junior                             | 25%             | 75%        | 16%          | 84%        | 21%             | 79%        | 20%             | 80%        | 27%           | 73%        |
| <b>Total</b>                       | <b>41%</b>      | <b>59%</b> | <b>40%</b>   | <b>60%</b> | <b>36%</b>      | <b>64%</b> | <b>39%</b>      | <b>61%</b> | <b>42%</b>    | <b>58%</b> |
| <b>Total Employees</b>             | 62%             | 38%        | 67%          | 33%        | 63%             | 37%        | 64%             | 36%        | 61%           | 39%        |

# Appendix 1: data tables

## Ethnicity analysis

### 2021 results

| Summary Data by Ethnicity | All Funds (66) |             |             |             | Investment Professional |             |             |             | Non Investment Professional |             |             |             |
|---------------------------|----------------|-------------|-------------|-------------|-------------------------|-------------|-------------|-------------|-----------------------------|-------------|-------------|-------------|
|                           | Total          | Senior      | Mid level   | Junior      | Total                   | Senior      | Mid level   | Junior      | Total                       | Senior      | Mid level   | Junior      |
|                           |                | %           | %           | %           |                         | %           | %           | %           |                             | %           | %           | %           |
| White                     | 80%            | 83%         | 82%         | 77%         | 81%                     | 84%         | 83%         | 74%         | 79%                         | 76%         | 80%         | 80%         |
| Asian                     | 11%            | 10%         | 11%         | 12%         | 10%                     | 9%          | 9%          | 13%         | 12%                         | 14%         | 12%         | 11%         |
| Black/African/Caribbean   | 2%             | 1%          | 2%          | 4%          | 2%                      | 1%          | 1%          | 4%          | 3%                          | 3%          | 2%          | 4%          |
| Mixed/Multiple Ethnic     | 2%             | 1%          | 2%          | 2%          | 2%                      | 1%          | 2%          | 3%          | 2%                          | 2%          | 1%          | 2%          |
| Other                     | 5%             | 5%          | 4%          | 5%          | 5%                      | 5%          | 5%          | 6%          | 4%                          | 5%          | 4%          | 4%          |
| <b>Total</b>              | <b>100%</b>    | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b>             | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b>                 | <b>100%</b> | <b>100%</b> | <b>100%</b> |

Note: Data presented for the 66 firms who were able to provide ethnicity data by seniority and function, excludes individuals who did not wish to specify their ethnicity



# Appendix 2: survey participants

3i plc

## A

Abingworth

Accel

Advent International Ltd

Aliter Capital LLP

Amadeus Capital Partners

Anthemis Group

AP Ventures

Apax Partners

Apiary Capital LLP

Apposite Capital

Astorg

Atomico

August Equity

## B

Bain Capital

Baird Capital Partners

Balderton Capital

BC Partners

Bethnal Green Ventures

Blue Frontier Group

BOOST&amp;Co Limited

Bowmark Capital LLP

Bridges Fund Management Limited

## C

Calculus Capital Limited

CBPE Capital LLP

CD&amp;R

Centerbridge

Charterhouse Capital Partners

Cinven

Circularity Capital

Concentric

Connect Ventures

Connection Capital LLP

CORDET

Crane Venture Partners LLP

Crowberry Capital GP

CVC Capital Partners

## D

DN Capital

Draper Esprit

Duke Street

Dunedin LLP

## E

ECI Partners

Eka Ventures

Elysian Capital LLP

EMK Capital

Endless LLP

Epiris

EQT

Equistone Partners Europe Limited

Exponent

## F

Financial Services Capital

## G

GHO Capital

Graphite Capital

Greyhound Capital Europe LLP

Growth Capital Partners

## H

Hg

Highland Europe

## I

Intermediate Capital Group

Inverleith LLP

Investcorp

Investindustrial

IQ Capital

## K

Kester Capital LLP

Key Capital Partners LLP

KKR

## L

L Catterton

Livingbridge

## M

MMC Ventures

Mayfair Equity Partners LLP

Mid Europa Partners LLP

Mobeus Equity Partners

Montagu Private Equity LLP

Mustard Seed

## N

NESTA

Next Wave Partners LLP



# Appendix 2: survey participants

Nordic Capital

Northstar Ventures Limited

Notion Capital Managers LLP

Novalpina Capital LLP

**O**

Oakley Capital

OMERS Ventures

Oxford Capital

**P**

PAI Partners

Palatine Private Equity

Panoramic Growth Equity

Pemberton Asset Management Services  
UK Ltd

Pentech Ventures

Permira

Phoenix Equity Partners

Playfair Capital

**R**

Riverside Europe

RoundShield

**S**

Scottish Equity Partners LLP

SFC Capital

Silverfleet Capital

SIS Ventures

Solingen Private Equity

STAR Capital Partnership LLP

Station 12 Limited

Stirling Square Capital Partners

Summit Partners

Sun Capital

SV Health Investors

SyndicateRoom

Synova Capital LLP

**T**

Ta Associates

TDR Capital LLP

The Carlyle Group

TowerBrook Capital Partners

TPG Europe LLP

Triton Partners

**V**

Varde Partners

VGO Capital Partners LLP

Vitruvian Partners

**W**

Warburg Pincus International LLC

Weight Partners Capital LLP

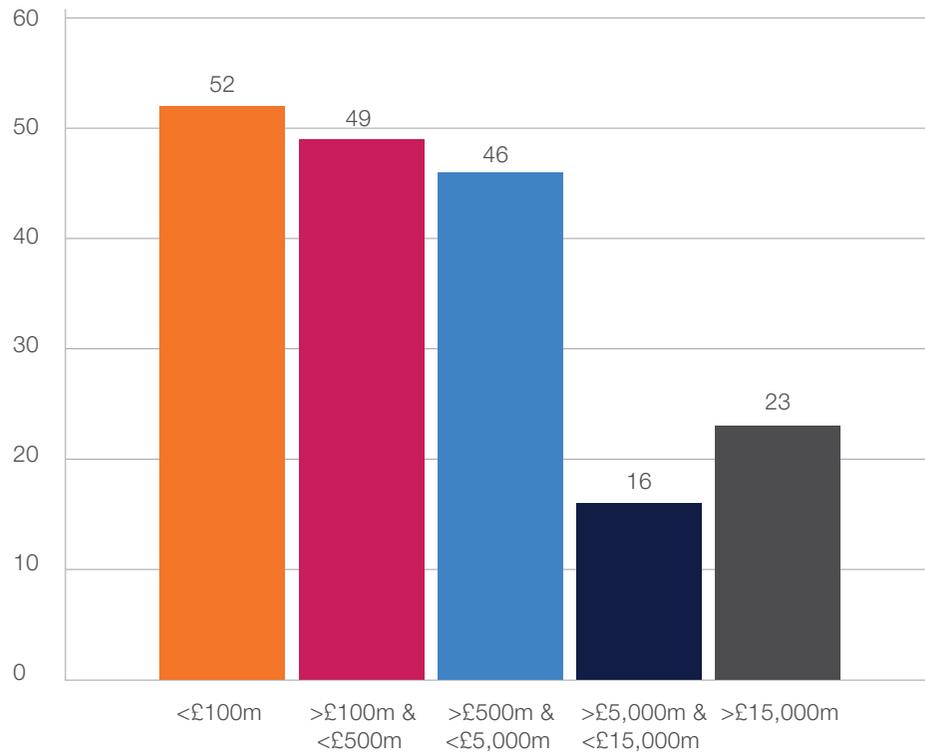
WestBridge

In addition to the above, one respondent preferred to remain anonymous.

A full list of the web scraped firms is available on request.

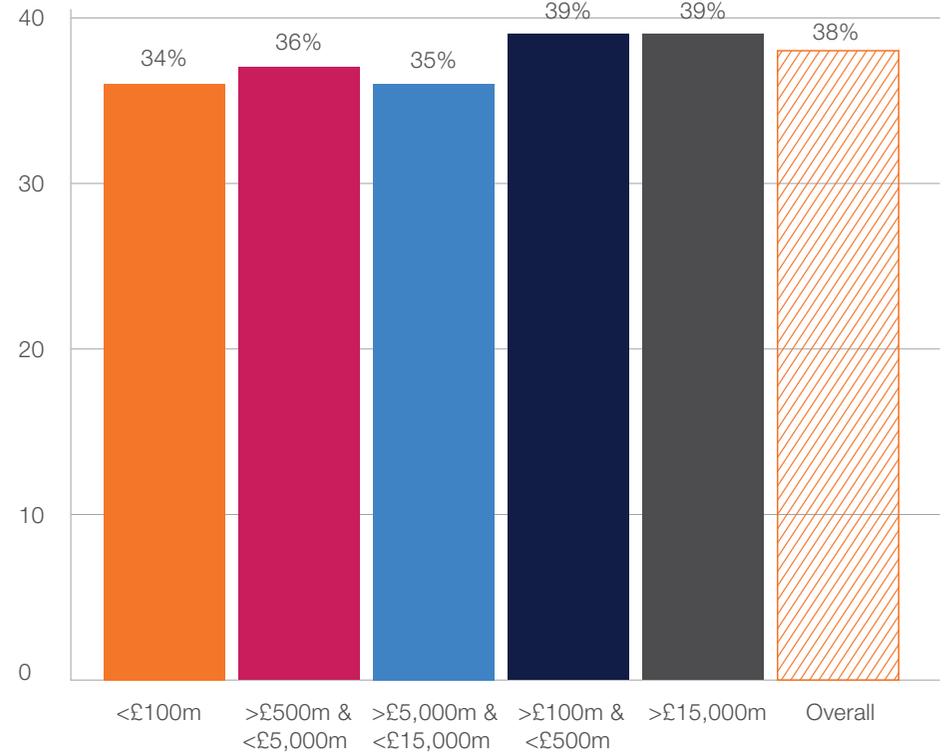
# Appendix 3: gender analysis by assets under management

Number of survey data points by AUM



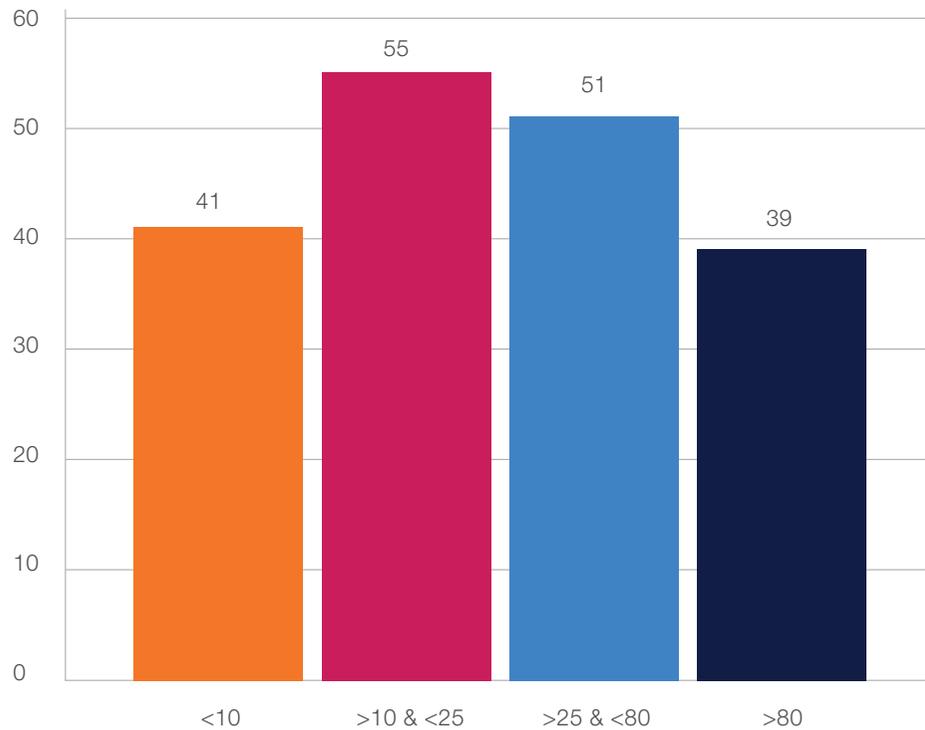
No. firms, m=186 | No. employees, n = 8746

% women by firm size (AUM)



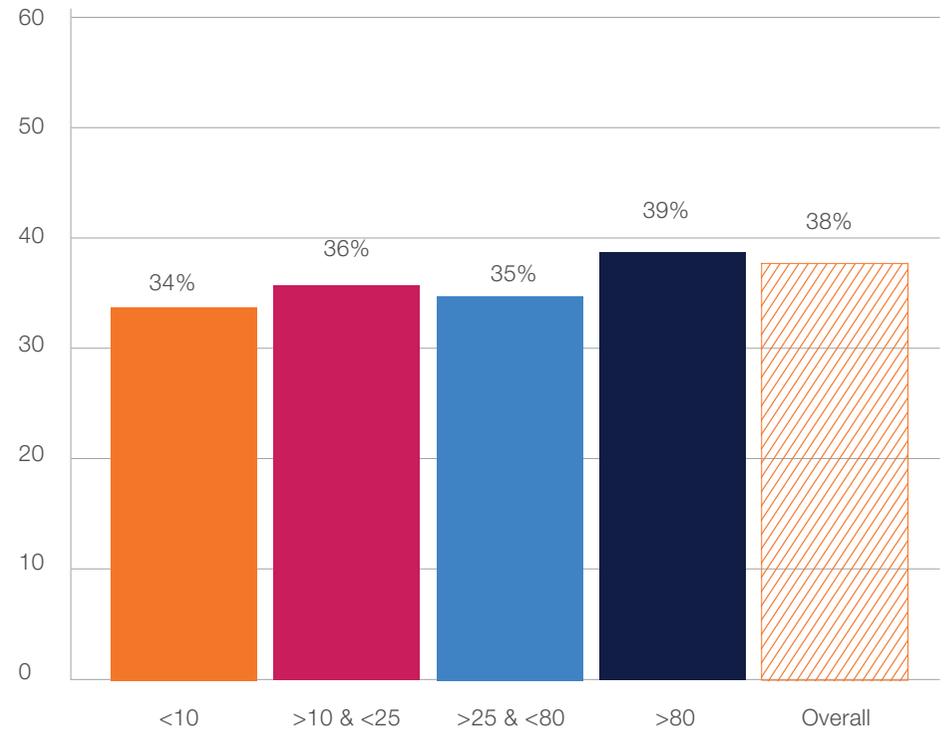
## Appendix 4: gender analysis by FTE: number of survey respondents and overall % women

Survey data points by firm size (FTE)



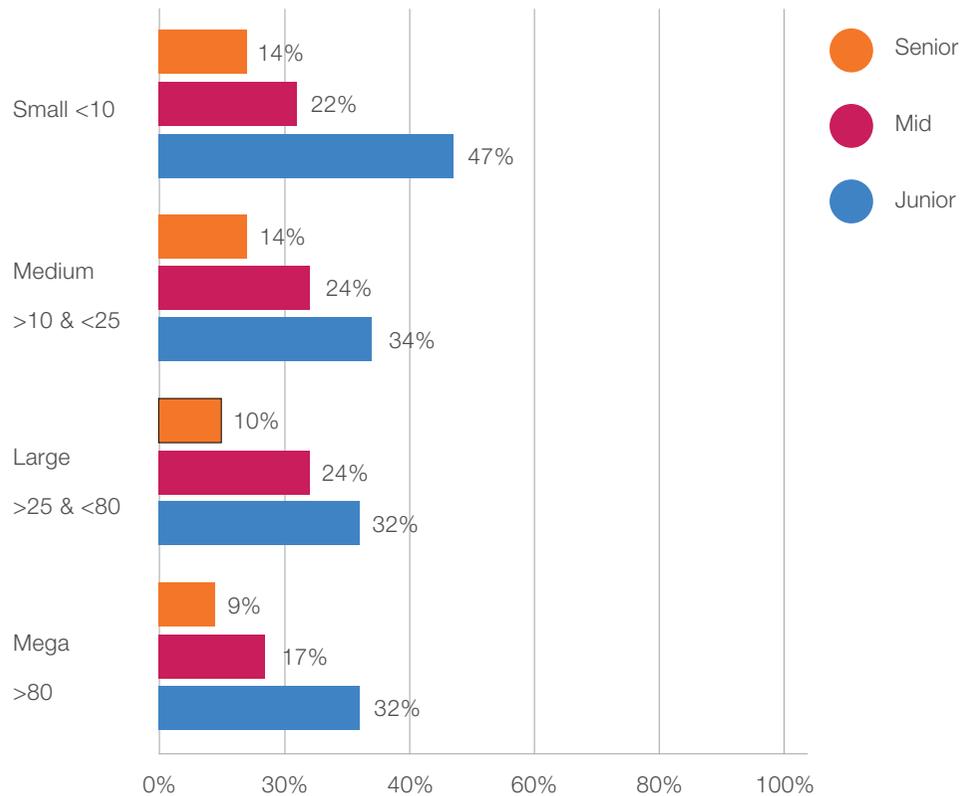
No. firms provided gender data, m = 186 | No. employees, n = 8,746

% women by firm size (FTE)

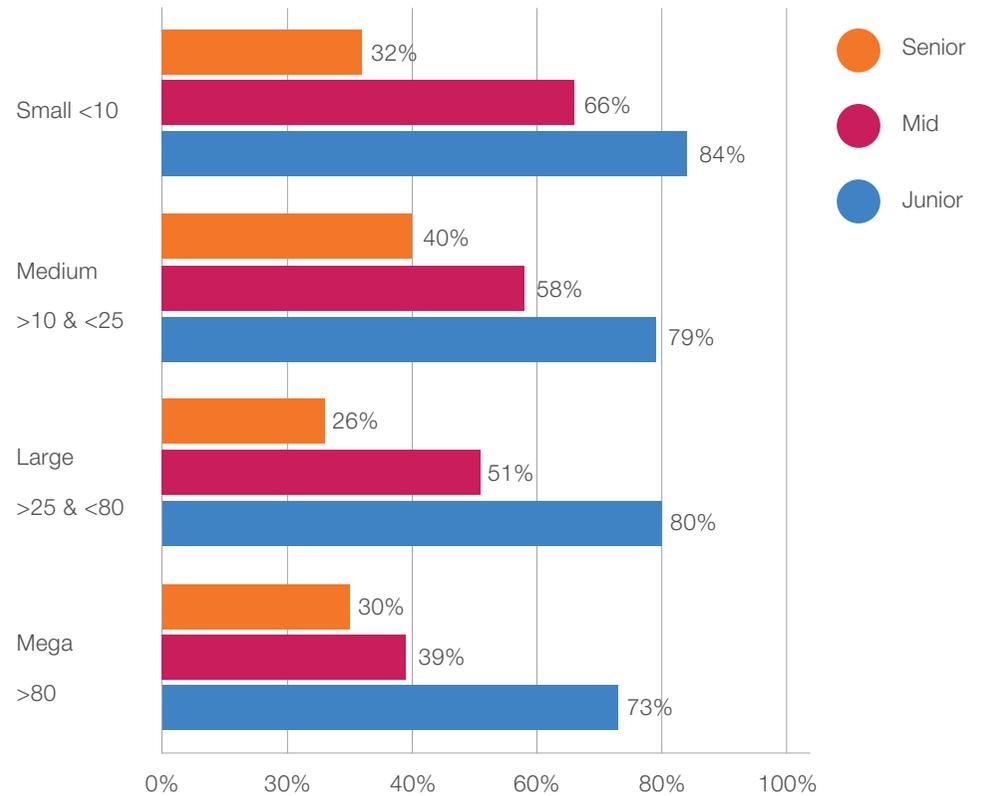


# Appendix 4: gender analysis by FTE: seniority by size of firm

% women in investment roles, by seniority and size of firm



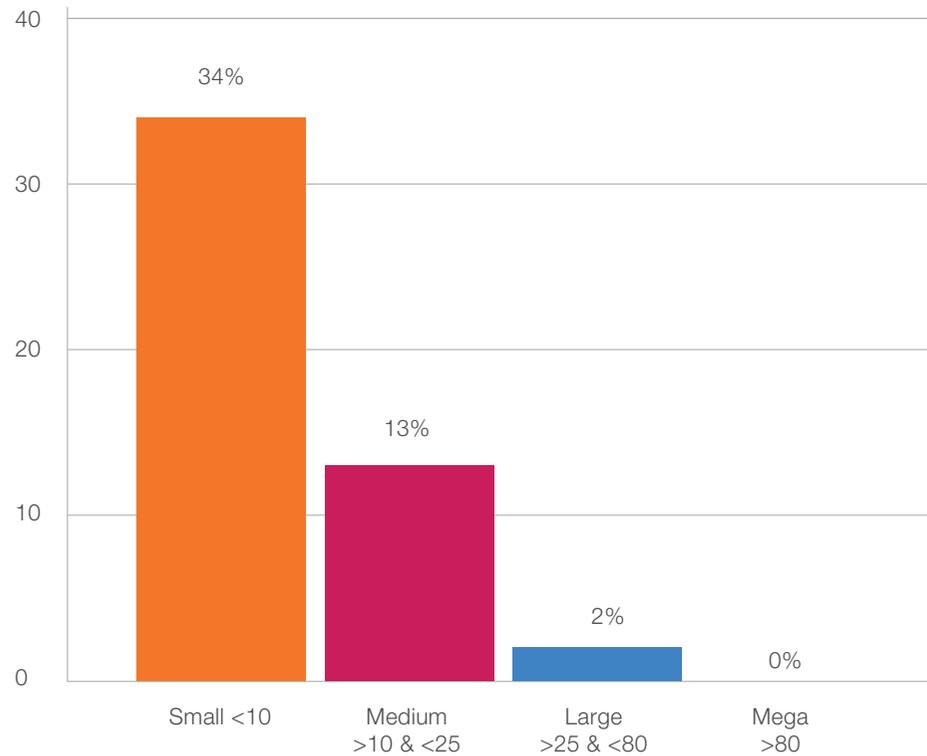
% of women in non-investment roles, by seniority and size of firm



No. firms, m=186

# Appendix 4: gender analysis by FTE – all-male investment teams

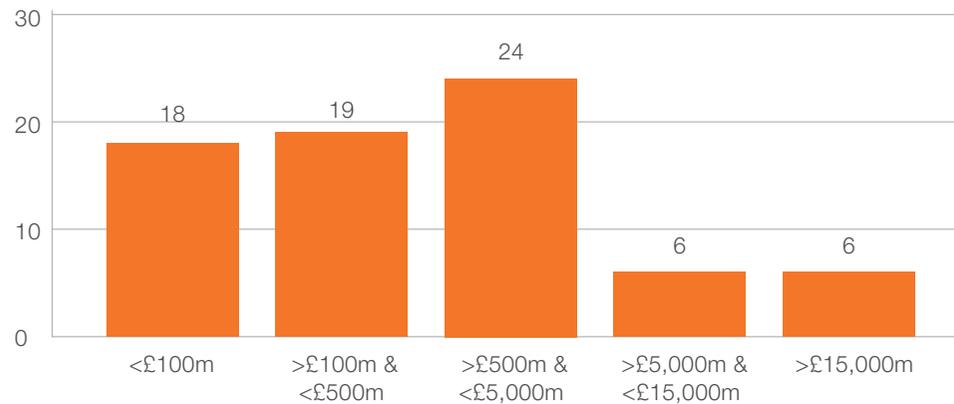
All-male investment teams by size (FTE)



No. firms, m=186

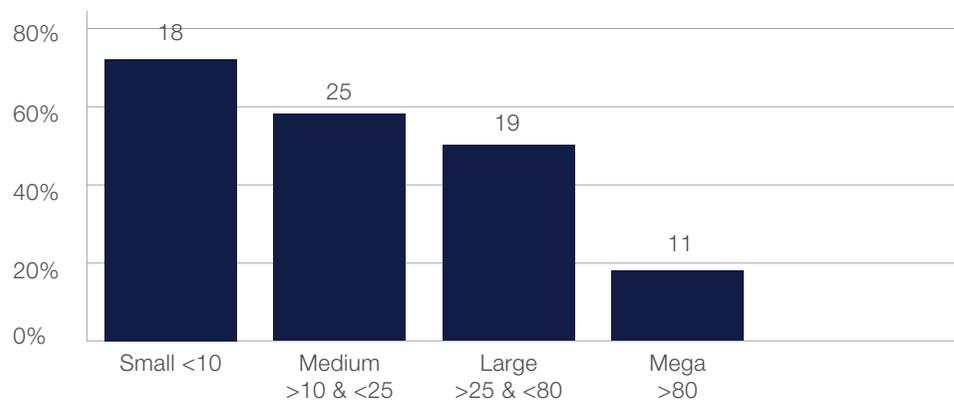
# Appendix 4: ethnicity respondents

Number of ethnicity survey data points by AUM



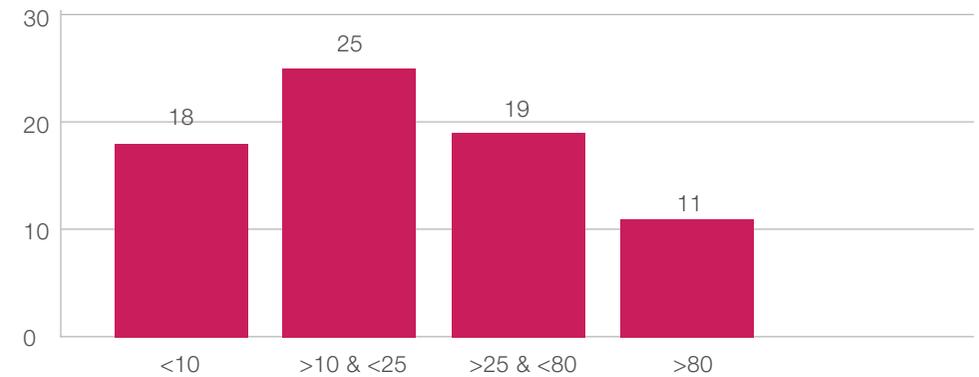
No. firms provided ethnicity data, m=73

All-white investment teams by size (FTE)



No. firms provided ethnicity data, m=69

Number of ethnicity survey data points by FTE



# Glossary

## AUM

Assets Under Management

## FTE

Full Time Equivalent (employees)

## GP

General Partner

## LP

Limited Partner

## PE

Private Equity

## VC

Venture Capital



# About us

## About the British Private Equity & Venture Capital Association (BVCA)

The British Private Equity & Venture Capital Association (BVCA) is the industry body and public policy advocate for private equity and venture capital in the UK.

For more than three decades we have represented the industry and delivered authoritative research and analysis, proprietary publications, specialist training, topical conferences and best practice standards.

Our membership comprises more than 700 influential firms, including over 300 private equity and venture capital houses, as well as institutional investors, professional advisers, service providers and international associations. We work together to provide capital and expertise to growing businesses, to unlock potential and to deliver enhanced returns to the millions who directly and indirectly invest in our industry.

## About Level 20

Level 20 is a not-for-profit organisation founded in 2015 with the purpose of improving gender diversity in the private equity industry. It aims to inspire women to join and succeed in the industry and helps firms to attract and retain female talent, such that women will hold 20% of senior positions. Its work is focused on five key initiatives: mentoring and development; networking and events; outreach; research; and advocacy. It has an executive team based in London supported by many volunteers, including committees outside the UK across 11 European Chapters. Level 20 receives financial support from over 80 GP and LP firms, including growth capital, buyout, and global alternative asset managers, and other firms connected with the industry, as well as generous pro bono support from a number of service providers.



# With thanks

## Authors

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### **Suzi Gillespie**

Head of Research, BVCA

### **Gurpreet Manku**

Deputy Director General, BVCA

### **Henal Chudasama**

Senior Research Executive, BVCA

### **Sophie Clemence**

Senior Marketing and Design  
Executive, BVCA

### **Pam Jackson**

CEO, Level 20

### **Kathleen Bacon**

Advisory Council and  
Co-Founder, Level 20

### **Laura Coquis**

Partner, Co-Founder, Aviditi Advisors  
and Advisor to Level 20

### **Tricia O'Shea**

Marketing and Communications,  
Level 20

### **Kash Popat**

Finance and Operations, Level 20

### **Ithaka Cordia**

Project Associate, Level 20





## BVCA

BVCA Research  
[Research@bvca.co.uk](mailto:Research@bvca.co.uk)



## Level 20

Level 20  
[Office@Level20.org](mailto:Office@Level20.org)

