



INSTITUTIONAL
LIMITED PARTNERS
ASSOCIATION

2020



Strengthening Connections.

ILPA ANNUAL REPORT

The Institutional Limited Partners Association

(ILPA) engages, empowers and connects limited partners to maximize their performance on an individual, institutional and collective basis. With 550+ member organizations representing more than 2 trillion USD of private equity assets under management, ILPA is the only global association dedicated exclusively to advancing the interests of LPs and their beneficiaries through best-in-class education, content, advocacy and events.



TABLE OF CONTENTS

A Conversation with ILPA's Chair and CEO	4
ILPA Board of Directors 2020	6
ILPA Staff	7
Growing a Resilient Membership Community	8
Convening Events that Engage	10
Delivering Education for All LP Professionals	12
Leading on Shared Priorities	14
Developing Resources that Power LPs	16
Maintaining Stewardship Through Change	18

ILPA Chair and CEO in Conversation:

THE STATE OF THE INDUSTRY
IN 2020 AND 2021



Q: STEVE NELSON

What has your experience been like as ILPA Board Chair this year? How was last year, as both a board member and as an ILPA member, different than it has been in the past?

A: NEIL RANDALL

From an overarching perspective, we were all managing through a crisis this past year, and we were doing that while being unable to get together in person to work through it. On top of that, every person was dealing with some level of adversity in their lives both from the pandemic and from the overnight adjustment to a remote environment. This made for a very challenging year. From an ILPA board perspective, it was really gratifying to see that the team still achieved so much in this environment. I was really pleased with how ILPA was able to communicate with our members throughout the pandemic, we made sure we were out front to talk about arising issues at our town halls, giving members a forum to ask questions. ILPA also continued to deliver on our core offerings, such as the Members Conference, the Summits and the Legal Conference as well as launching a new offering through the European Summit. We were also able to expand our virtual education programs, which I know we are going to build on as we go into 2021. Finally, making it a priority to deliver the *Diversity in Action* initiative was truly an exciting achievement for ILPA as well as for the GPs and LPs in our community. There were so many things to be proud of in what no doubt was a very challenging environment.

2020 presented unprecedented challenges and unexpected opportunities. ILPA's Board Chair Neil Randall and ILPA CEO Steve Nelson sat down for a video interview reflecting on the year. Excerpts from the conversation are printed to the right. To listen to more of their conversation view the [full video on ILPA's website](#).

Q: STEVE NELSON

What do you think will be the biggest challenge we face as we head into 2021?

A: NEIL RANDALL

We are going to have to continue to persevere to see our way through this crisis, but it is nice to know there is some light at the end of the tunnel now. Effective communication and staying really coordinated as we remain remote will be important this year. Something we began in 2020 was hiring remotely and we plan to continue doing this into 2021. As LPs what is core to our profession is making great decisions around investments. In the past we had the luxury of doing that in person but continuing to do that virtually will remain a challenge at least the first part of this year. Virtual due diligence will also remain a priority in the first half of 2021.

Q: NEIL RANDALL

Steve, what do you think was the biggest challenge that ILPA and the industry as a whole faced this year?

A: STEVE NELSON

The most pressing challenge that ILPA faced was how to continue to cultivate a sense of connectivity and community among members as we shifted to a remote operating environment almost overnight. To that end, I'm incredibly proud of the commitment of the ILPA team to members and to one another. Then more broadly as the industry there was ample opportunity for the LP-GP relationship to be strained and stretched in 2020, but what we saw was really a rededication to proactive communications and creative solutions. We should hold onto this spirit of partnership in the year ahead.

Q: NEIL RANDALL

Do you think that any of the adaptations ILPA took in 2020 are here to stay?

A: STEVE NELSON

I certainly hope so. What we learned in terms of how to engage members in a flexible, in some sense on-demand environment will stick in some shape or form. If you look back at our major events in 2020 one of the incredible silver linings was that participation in a virtual environment allowed many organizations the opportunity to participate more easily. It's hard to imagine we won't offer a hybrid virtual environment moving forward.

Q: STEVE NELSON

What are you most looking forward to in 2021 for the industry and for ILPA?

A: NEIL RANDALL

I'm looking forward to the broad distribution of the vaccine so we can have some return to normalcy and so we can return to some personal interactions with our colleagues, GPs and other partners. As the Board Chair, I'm looking forward to seeing other members, sharing stories and learning and connecting in person. I'm also interested to see where we land as an industry in terms of continuing to leverage the new technology that we adopted in 2020. And lastly, I'm excited to see the progress ILPA is making on diversity, equity and inclusion. The *Diversity in Action* initiative is a great opportunity to celebrate those who are leading the way and an opportunity to share knowledge.

Q: NEIL RANDALL

Steve, what are you most looking forward to in 2021?

A: STEVE NELSON

I agree, I am really excited about the work ILPA is doing on DEI and think it's not only an opportunity but an obligation for our industry to lead on this front. We're starting to see the power of sharing information and data to help bring more organizations into the fold. Driving progress in this area is critical and will require a degree of vulnerability, patience and persistence. But if you look at the horizon for our industry, if you want it to be resilient and deliver superior investment outcomes it's going to depend on making progress in this area. And I will add that I'm looking forward to the opportunity ILPA has to lead on ESG. This is an area where ILPA has a lot of scope to make an impact. On a personal level, I'm also looking forward to seeing everyone again in person too.

Q&A

ILPA Board of Directors

OFFICERS

NEIL RANDALL, CHAIR

Managing Director, Private Equity
Teacher Retirement System of Texas

“ I am impressed with ILPA’s ability to cultivate a sense of community amongst LPs in this disrupted environment. I think the innovations the organization has made will make it more resilient in the years to come.

JOHN HERSHEY, VICE CHAIR

Director of Alternative Investments
Oregon State Treasury

“ I think there is a great deal of potential to add value to members by creating resources that improve their ability to operate – I’m looking forward to seeing ILPA’s continued work on LP technology in the year ahead.

SONAL DOSHI, SECRETARY

Senior Principal
Canada Pension Plan Investment Board

“ ILPA’s agility and ability to convene major industry events and introduce networking in a virtual environment was a real success in 2020.

ALISON NANKIVELL, TREASURER

Vice President, Fund Investments
Business Development Bank of Canada

“ With the recently launched Diversity in Action Initiative, ILPA continues to play a foundational role in strengthening the dialogue between LPs and GPs on this important issue as well as taking concrete steps to provide industry participants with a framework for sharing and building upon the D&I learnings.

DIRECTORS-AT-LARGE

MICHAEL ASWAD

Managing Director, Private Investments
Robert Wood Johnson Foundation

Having shown its ability to adapt and grow, ILPA is well positioned to partner with LPs and LP organizations internationally, becoming an essential resource globally.

ANNE FOSSEMALLE

Director, Equity Funds
European Bank for Reconstruction and Development
ILPA’s strong and highly professional management team successfully kept its members connected and engaged in our current virtual world and delivered the Diversity in Action initiative at the perfect time.

BRIAN GIMOTTY

Managing Director, Private Markets Investments
UAW Retiree Medical Benefits Trust
ILPA industry standards are tremendously valuable to members, especially when combined with surveys and provide practical and useful insights into often opaque areas.

GEORGE LONG

Senior Portfolio Manager
Vestcor Inc.
ILPA staff were critical in facilitating new GP-LP interactions via a ground-breaking and highly effective “Virtual” ILPA Summit – and all during a global pandemic.

PAUL MACE

Director of Investments
Tufts University Investment Office
ILPA pivoted quickly and creatively to embrace increased virtual content delivery while still maintaining the high degree of relevance members have come to expect.

KEVIN MCDOWELL

Co-Head of Private Equity
Alberta Teachers’ Retirement Fund
Successfully transitioning the North American Summit to an on-line event with seemingly no issues was a great ILPA accomplishment in 2020.

TEIA MERRING

Investment Director
USS Investment Management Limited
I am excited about a continued roll out of virtual connections between LPs and GPs, but I definitely hope to be able to attend ILPA events in person too!

DENNIS MONTZ

Managing Director/Director of Private Investments
Sentinel Trust Company
ILPA’s response to its members’ professional concerns and its rapid adaptation to the changed environment while continuing to provide its standard high levels of member services impressed me the most in 2020.

MARGOT WIRTH

Director of Private Equity
California State Teachers’ Retirement System
ILPA has continued with the business of advancing LPs’ interests this year without interruption, and I think the year ahead will provide the organization with even more opportunity to build on that progress.

COMMITTEE CHAIRS

**STEVE MOSELEY,
INDUSTRY AFFAIRS CHAIR**

Deputy CIO
Alaska Permanent Fund Corporation
I’m excited to see ILPA continue its mission to improve the private investment industry and reinforce the many benefits to all stakeholders.

**SCOTT PENWELL,
MEMBERSHIP CHAIR**

Managing Director
M&G Alternatives
Seamlessly transitioning to virtual events to adapt to the COVID environment has been ILPA’s greatest achievement in 2020.

**JOE TOPLEY,
CONTENT CHAIR**

Director, Funds
Ontario Teachers’ Pension Plan
I am excited about ILPA’s 2021 content pipeline which has been carefully curated to directly address the challenges and issues facing the broad cross-section of ILPA members.

ILPA Staff

STEVE NELSON
Chief Executive Officer

JENNIFER CHOI
Managing Director, Industry Affairs

GREG DURST
Managing Director, Corporate Development and Engagement

MATTHEW KELLY
Managing Director, Education

CHRIS HAYES
Senior Policy Counsel

KATIE BARBER
Senior Director, Membership and Community Strategy

PAMELA JENKINS
Senior Director, Events

MATT SCHEY
Senior Director, Strategic Projects

KARI GRANT
Director, Strategic Communications

NANCY HIZAKA-VILARDO
Director, Membership

EVA KOVARIK
Director, Finance and Operations

RON LIPPOCK
Director, Product Architect

NEAL PRUNIER
Director, Standards & Best Practices

NICKY CAVANAGH
Manager, Membership

MANDY ILK
Manager, Education

PRABHJIT KAUR (PRAVI)
Manager, Accounting

JENNIFER LIS
Manager, Events

HOLLY MAKARCHUK
Manager, Events

DANIELE GUARNASCHELLI
Events Coordinator

KIRSTEN LOMBARDO
Member Relations Coordinator

SHAY GHADERY
Accounting & Admin Clerk

FRANK KO
AMS Administrator

SAMANTHA ANDERS
Senior Associate

WEI DAI
Research Associate

CONNOR GRADY
Research Associate

BRIAN HOEHN
Senior Associate

VANESSA FOUNTAIN-ALLEN
Office Manager and Executive Assistant

“ Seeing the ILPA team rally together during the times of COVID was remarkable. The dedication to serving our members continues to impress me.

Growing a Resilient Membership Community

ILPA continued to serve an increasingly diverse and global community of LP organizations in 2020. At the end of Q1, the sudden shift to a virtual environment reduced the time and distance barriers between ILPA and its members, paving the way for ILPA to form even stronger relationships with and among LP professionals.

The majority of individual ILPA members continues to be those LP professionals in investment roles, accounting for 70% of actively engaged members. However, ILPA engagement increasingly extends beyond this group. A majority (64%) of ILPA member organizations have employees who are active in membership outside of investment roles including those working in functions like compliance and legal, accounting and operations, HR and office support.

The value proposition presented by the virtual environment has been particularly clear among legal professionals. In its second year the ILPA Private Equity Legal Conference, held virtually, saw a meaningful increase in attendance. The uptick in engagement among legal professionals serves as a potential model for ILPA as we seek to more deeply engage individual members in an even wider variety of professional roles.

ILPA Connect continued to be an important platform for peer-to-peer conversations. Utilization of the site was up among members in 2020 with nearly 2000 individuals logging in. Among those who logged in 20% actively engaged on the site; representing a 16% increase from 2019. The most searched terms in 2020 were: benchmarks, ESG and service providers, and the most replied to topics were: venture capital lawyers, the use of credit facilities and data service providers. The platform also presented the opportunity for ILPA staff to share information on new ILPA and external resources giving the ILPA team another touchpoint with members.

In its second year, the **LP Insights Program** became an even more integral piece of ILPA's membership engagement, hosting more than 200 conversations with members across the globe, representing every LP type. The program continues to deliver robust, real-time feedback on the challenges ILPA members face and guides ILPA as it looks to convene events and produce resources that address these issues for members.

The unexpected shift in how ILPA interacted with members in 2020 has presented opportunities to deepen engagement across geographies and professional functions and has strengthened the value of this member community into 2021 and beyond.

As an LP, ILPA gives us a stepping-stone... so we don't have to start at the beginning all the time. We find overlap on pieces we can cooperate on to save time and energy.

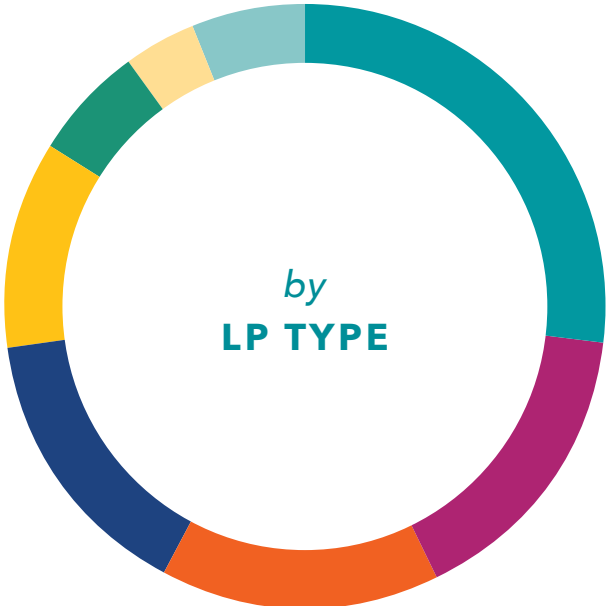
HEAD OF COMMUNICATIONS
Public Pension, Europe

ILPA does a good job of staying on top of issues and issuing guidance. We, as LPs, can be our own worst enemies in that we don't get together enough and chat about these issues. We let GPs divide and conquer, while we can be more effective together.

MANAGING DIRECTOR OF PRIVATE INVESTMENTS
Public Pension, North America

551 members representing **3% growth** over 2019. Since 2015 the total number of members has increased **41%.**

At year-end 2020, ILPA's membership was comprised of 551 institutions, up from 536 at year end in 2019. Attrition in 2020 was 3%, which is the same low rate of attrition ILPA experienced in 2019. ILPA continues to be globally focused with over 6,000 active LP professionals working in over 53 countries.



Convening Events that Engage

ILPA events seamlessly transitioned into a virtual format beginning in March 2020, convening LPs and the broader private equity industry for the same premier discussions, content and meetings.

The 2020 ILPA event calendar kicked off with the inaugural **ILPA Summit Europe**. The January event was held in London, with nearly 200 attendees, representing an unprecedented opportunity for LPs to engage with GPs outside of North America. Many ILPA Summit Europe attendees took advantage of the 1x1 meetings including 31 GPs and 43 LPs, while 20 other LPs attended for content including engaging seminars and networking opportunities, featuring LP-focused topics and peer sharing.

In Summer, ILPA held its first-ever virtual conference, the **Virtual Members' Conference**. The rapidly changing environment in Q1 and Q2 2020 required the ILPA team to pivot from a live three-day event, to plan and execute a revised 2-day virtual event with new technologies and formats in just two months. To ensure as robust a program as possible and to deliver the greatest benefit to as many members as possible, the event was complimentary to members in 2020, with access to on-demand sessions available to members indefinitely.

The elimination of cost and travel constraints for the 2020 Virtual Members Conference proved to be a tremendous boost in reaching previously unengaged members. Over 700 individuals, representing nearly half of ILPA member organizations, attended the event. This was a 162% increase in the number of individuals who attended and a 36% increase in the number of organizations who joined the conference in 2019. Among those who attended, 71% of those had never attended the Members' Conference before. Large segments of the newly engaged event attendees came from ILPA's membership outside of North America including many in South America and in the Middle East.

The ILPA Summit is the best thing we have done virtually this year!

HEAD OF FUNDRAISING & INVESTOR RELATIONS, GENERAL PARTNER
North America

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The conference was an incredibly useful investment of time and capital for us. It was well organized with high quality meetings that I'm hopeful will have started long term relationships.

CO-FOUNDER, GENERAL PARTNER
Europe

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The **ILPA Private Equity Legal Conference (LCON)** was also offered virtually in 2020 and found a new home in the Autumn where it will continue to reside in 2021. The 2020 virtual event offered two days of meaningful content and networking to attendees from around the globe. Built with feedback from ILPA's Legal Advisory Council, the program balanced technical topics alongside practical application, so that we were able to appeal to those with a focused legal perspective and those on the investment side. LCON was popular with those who had attended in 2019, 86% came back again in 2020. Over 252 LP professionals attended the 2020 event, up 200% since its first year.

Transforming the flagship **ILPA Summit** into a virtual format was no small endeavor. The event was hosted on an interactive new online platform that included sponsor booths and content that simulated an in-person experience for the nearly 1,000 individuals who attended. As always, the incredible value at the ILPA Summit was in the quality of the 1x1 meetings. The ILPA team hosted over 950 effective LP-GP meetings across 21 scheduled time slots to serve multiple regions on a new matching and scheduling system. Over 120 LP organizations and 77 established and emerging managers attended LP-GP meetings, while an additional 77 LPs joined for the event's content to hear perspectives from thought-leaders and participate in the virtual networking sessions – a first ever dual-track offering at Summit. With travel considerations eliminated from the Summit equation, LPs and GPs alike took advantage of the opportunity to send more teammates to Summit, allowing them to spread meetings across their team.

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This is my first time attending the ILPA members' conference and I thought it was terrific! The keynote is excellent. The other webinar sessions are very educational and informative as well. I would recommend ILPA conferences in the future to both colleagues and friends.

HEAD OF PRIVATE EQUITY, ENDOWMENT
Asia

The required virtual format of many of ILPA's 2020 events fostered new and meaningful connections with and among member organizations. Virtual social networking launched late in the year provided the opportunity for members to connect through the screen and discuss lighter topics. In addition, ILPA piloted new member roundtables in Q4 focused on topical issues, allowing for peer-to-peer learning and shared insight. ILPA is already working on adopting a hybrid model for 2021 events, enabling members to engage in person or to continue to benefit from reduced time and distance hurdles.

Delivering Education for All LP Professionals

In 2020 the ILPA Institute adapted to significant change while continuing to offer world-class professional education to LPs around the globe. The ILPA Institute added to its catalogue of courses for individuals at every stage of their professional journey and in new and convenient formats that appeal to the preferences of every learner.

The ILPA Institute undertook a re-classification of its course offerings, replacing Level I and Level II courses with four distinct course categories: Introductory, Comprehensive, Intensive and Advanced Practice. Each course category will take an interactive approach to education and will accrue benefits back to the individual attendees and the member organization.

In Q1 2020, the ILPA Institute delivered nine in-person classes in locations around the globe including in: San Francisco, Los Angeles, Austin and Melbourne. The Institute also held 12 virtual classes in 2020, introducing a new comprehensive course, **Private Equity for the Trustee**, in a virtual classroom. *Private Equity for the Trustee* is the first ILPA Institute course offered to external stakeholders and represents a meaningful step in ILPA education's engagement with the broader private equity community. Another key feature of Institute programming in 2020 was our offerings for single LP organizations, ILPA hosted the Private Equity for the Limited Partner class for interested member organizations.

In September of 2020, ILPA launched the **ILPA Institute Online**, a new platform exclusively offering asynchronous courses. To begin, the Institute Online includes two introductory level courses that cover the *Fundamentals and the Economics of Private Equity*. In just over three months, these courses have received over 180 enrollments. Over time the ILPA Institute plans to expand the Institute Online by offering courses in various categories and topics.

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I like the ILPA model and the self-paced courses, because I can go back and re-read and re-listen to content and go at my own pace and re-do exams if needed.

COMPLIANCE MANAGER, PUBLIC PENSION
North America



The adaptations the ILPA Institute made in 2020 will allow ILPA to offer courses in a variety of convenient formats to members in 2021 and expand the reach of the Institute to more LP professionals and industry stakeholders.

ILPA provided 13 **webcasts** attended by over 2,200 ILPA members in 2020. Each webcast was designed to address pressing issues including working from home, ESG, fund terms and ILPA model documents. ILPA webcasts are designed to be responsive to member needs and requests for content. After ILPA members expressed continued interest in the Members Conference Workshop on subscription lines of credit, ILPA hosted a follow-on webcast on the topic.

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Interacting with the faculty and other participants was valuable to me as a Trustee. The ILPA curriculum provided great insights into the current PE market and regulations, and the handouts equipped me with take-aways that I can apply to my role and interactions with our LPs.

TRUSTEE,
SOVEREIGN WEALTH FUND
North America



Leading on Shared Priorities

ILPA continues to build relationships across the private equity industry and to establish positions on critical issues that will strengthen the ability of the industry to grow into the future. 2020 marked a pivotal year in the breadth and depth of conversations around diversity, equity and inclusion as well as environmental, social and governance issues. With a track-record of convening industry stakeholders to encourage actions that affect change, ILPA has stepped into a meaningful leadership role on both DEI and ESG.

On **Diversity, Equity and Inclusion**, ILPA launched the D&I Roadmap and Resources in February of 2020 to serve as a resource hub for participants across the industry seeking ideas on specific actions their organizations can take to advance DEI as well as best practices to adopt and emulate. The D&I Roadmap is a public, open-source platform populated by submissions from industry stakeholders and, to date, includes 129 specific resources

across 33 best practices. In December of 2020, ILPA launched the *Diversity in Action* Initiative with nearly 50 LP and GP founding signatories, each signalling that their organizations have taken specific, concrete actions to advancing DEI and making the commitment to contribute to its continuing evolution across our ecosystem. Just a few weeks after launch, the number of signatories had grown to nearly 70 LP and GP organizations, with many more expected to join the Initiative over time. Beginning in early 2021 and drawing on input from the DIA signatories, ILPA will publish quarterly *Diversity in Action* reports featuring a thematic analysis of the industry's progress on DEI and opportunities for improvement.

In 2020, ILPA also expanded its work on **ESG** with the launch of the ESG Roadmap and Resources for members. This publicly available resource comprises a range of best practices that limited partners can consider implementing to advance ESG efforts within their own organizations. ILPA's ESG Roadmap currently features 57 resources across nearly 20 different integration activities. ILPA is committed to a sustained focus on ESG in 2021 and plans to encourage further industry dialogue as it looks to continue advancing best practice and access to information.

As an active participant in meetings that ILPA has had with the Securities & Exchange Commission, I've seen the value firsthand of sharing the institutional investor perspective with regulators that oversee the private fund advisers we invest with. ILPA's ongoing advocacy work ensures that the LP perspective is heard.

LEGAL PROFESSIONAL,
PUBLIC PENSION
North America

D&I is part of our business strategy and we walk the talk by setting measurable goals internally and externally. It's great to see so many companies committed to change and leading by example in the industry by becoming signatories to the Diversity in Action Initiative.

DIVERSITY & INCLUSION EXPERT,
DEVELOPMENT FINANCIAL
INSTITUTION
North America



The **Voices of Private Equity** podcast, hosted by ILPA's Jen Choi, launched in 2020 and has drawn more than 3,500 downloads to date. The new series presents yet another opportunity for ILPA to bring together voices from across the industry to share their perspective on topical issues like D&I, ESG, industry evolution and investment strategies.

Our commitment to working across the industry was no more apparent than in our **advocacy** in 2020. ILPA worked closely with the GP community to jointly support access to federal stimulus for private equity owned portfolio companies, including the Paycheck Protection Program, with the goal of seeking to limit damage to our members' portfolios, as well as for the well-being and sustainability of the companies indirectly owned by our members.

ILPA's advocacy efforts also focused on issues that will improve the industry for ILPA members, with particular focus on increased fee transparency and improved expectations around fiduciary duty. ILPA deepened

relationships with the **Securities & Exchange Commission** and pushed for continued rigorous examination of private funds. ILPA also submitted comments to the SEC on its proposed Advertising Rule and recommended a member to serve on the SEC's newly formed Asset Management Advisory Committee. In Europe, ILPA engaged with European association counterparts to offer help in EU and UK stimulus efforts. Later in 2020, ILPA shifted focus to provide input on a **European Commission** consultation on the Alternative Investment Fund Managers Directive. ILPA is working with a group of 13 EU-based members and a consultant in Brussels to advance ILPA members' views in the official response that ILPA will submit in 2021.

Looking ahead to 2021, ILPA has begun to engage with the incoming U.S. Administration, which is expected to place increased emphasis on private equity regulation and ESG policy implementation, to ensure that policy priorities support positive outcomes for LPs.

Developing Resources that Empower LPs

ILPA is committed to building resources that best position LPs to work with managers and other industry stakeholders and equip them with the tools and information needed to operate as effectively as possible. The ILPA Content Committee and the LP Insights Program have given ILPA a meaningful window into the real-time needs of members and areas where practical tools, thought leadership and resources are needed.

In 2020, ILPA developed and released a new **Deal-by-Deal Model LPA** as a companion legal resource to the 2019 whole-of-fund waterfall version. In addition, ILPA published term sheets for both the 2020 and 2019 versions of the Model LPA to provide non-legal LP professionals with a simple, clear summary of key terms within the model documents. ILPA took special care to engage GPs in the development and release of the model documents. To bring greater awareness to the points of agreement and contention between LPs and managers, ILPA hosted a well-attended virtual debate between LP and GP counsel on key points within the Model LPA.

In 2017, ILPA established guidance on the responsible use of subscription lines, however inconsistencies persist in the quality of disclosures regarding their use. To remedy this, ILPA released updated **Guidance on the Use of Subscription Lines of Credit** in 2020 focused specifically on recommended quarterly and annual disclosures, with the aim of providing LPs with the information required to both better manage their unfunded exposure and to evaluate fund-level performance.

In August 2020, ILPA extended its work to improve transparency, alignment of interests and governance in the private equity industry globally by releasing an official **Chinese Translation of the ILPA Principles 3.0** in collaboration with the Limited Partners Association of China (LPACN) and Jingtian law firm.

The past year brought about sudden and significant disruption that impacted ILPA members almost overnight. In immediate response to the changes wrought by the pandemic, ILPA held a series of townhalls across a range of issues stemming from a period of prolonged uncertainty, including remote work best practices, cash flow modeling,

the state of GP/LP communications and navigating COVID-related portfolio impacts.

ILPA also focused on creating content and sharing information that would allow members to address long-term challenges more effectively. The **ILPA Industry Intelligence Report on Private Market Fund Terms** drew on responses from 70 LP professionals to provide transparency into what is 'market' in fund terms. The report put into sharp relief the continued challenges that LPs face on issues such as diminished fiduciary duties, but also suggested that LPs have the power to move fund terms in the right direction by setting clear negotiating priorities and making specific asks of managers.

The **ILPA Industry Intelligence Report on Technology**, released in October, was written to incorporate survey responses from over 300 ILPA members around the globe. The technology report reveals areas of shared concern and opportunity among LPs and establishes a baseline that ILPA will use to produce practicable technology content for members into 2021.

Recruiting, retaining and incentivizing talent remains a critical challenge among members as they seek to operate the most efficient version of their organization, and ILPA has developed meaningful resources to aid LPs in this effort. This summer, ILPA released **LP Perspectives on Talent**, a synthesis of the views and experiences of 75 LP professionals across more than 60 member organizations. The summary provides an overview of the challenges LPs face in talent and details some of the differences and similarities among LPs of different size and structure. This perspectives document is the first in a series of talent content that will give members tools for tackling challenges tied to recruitment and retention. ILPA also conducted the annual LP Compensation Survey and released its results in the **ILPA Industry Intelligence Report on LP Compensation** in December. This compensation report remains an important resource for members to assess their practices against an industry benchmark.

ILPA has produced a valuable foundation of resources for members and will continue to build upon it in 2021.

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The quality of the resources is where I'm such a big fan of ILPA - our team has talked a lot about how we can utilize them.

SENIOR INVESTMENT OFFICER,
PUBLIC PENSION
North America

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The ILPA Model LPAs can serve as a roadmap to help investors navigate the on-going changes in the private equity fund market, and they provide an excellent view of terms regularly sought by investors to improve transparency, governance and alignment of interests in these investments.

LEGAL PROFESSIONAL, EXTERNAL
COUNSEL
North America



Maintaining Stewardship Through Change

During unprecedented times, ILPA withstood pressure and embraced opportunity to find new ways to carry out its mission to serve LPs across the world through valuable events, education, advocacy and resources. Even in a virtual environment ILPA found ways in which to keep members connected and improved its resilience towards the unknown and the unpredictable. The value that ILPA delivered is reflected in the continued growth of our membership base and the record high attendance in our virtual offerings. From a financial perspective, the unexpected events of 2020 led to an overall reduction in ILPA's revenue but were equally matched by significant reductions in expense and resulted with a near net-zero balance in 2020.

Moreover, ILPA increased engagement with the broader private equity community in 2020. In an unprecedented environment communication across the industry actually became stronger and more active, particularly amongst the global community of industry associations dedicated to the private investment markets. ILPA was at the center of these global industry discussions and deepened relationships with peers in North America, Europe and Asia. Service providers and general partners remained strong partners for ILPA as we sought to set standards for the industry and to cultivate an environment that ensures the future of the private equity industry remains bright.

ILPA kicked off 2020 with a new event, the ILPA Summit Europe in London. The new event was impactful and represents a meaningful opportunity to expand our outreach and bring the successful ILPA Summit directly to

members in Europe. Throughout the remainder of 2020, ILPA quickly pivoted to adapt to the virtual environment implementing new technologies to host our first virtual Members Conference and AGM in June with record high attendance.

Engagement at ILPA's autumn virtual events remained strong allowing for ILPA to increase revenue from the Private Equity Legal Conference and retain healthy revenue from the ILPA Summit. The support for the ILPA Summit from the industry at-large was also strong. Service providers and general partners continued to support the ILPA Summit through sponsorship and attendance offering resounding endorsements of the virtual model. ILPA also benefited from strong, long-term relationships with event vendors, and did not incur any additional costs for event cancellations.

The ILPA Institute started the year off strong with in-person courses in January and February before the interruption to business at the end of the Q1. In August, the ILPA Institute began offering virtual courses and in September launched the Institute Online; these represent two previously unrepresented revenue opportunities for the Institute that will strengthen its resiliency into the future.

ILPA expects and is planning for continued disruption to travel and in-person offerings in the first half of 2021, but steps have been taken throughout 2020 that position ILPA to increase revenue closer to pre-pandemic levels in the year ahead.

INVESTING IN RESILIENCY



NEW EVENT TECHNOLOGY



EDUCATION PLATFORM



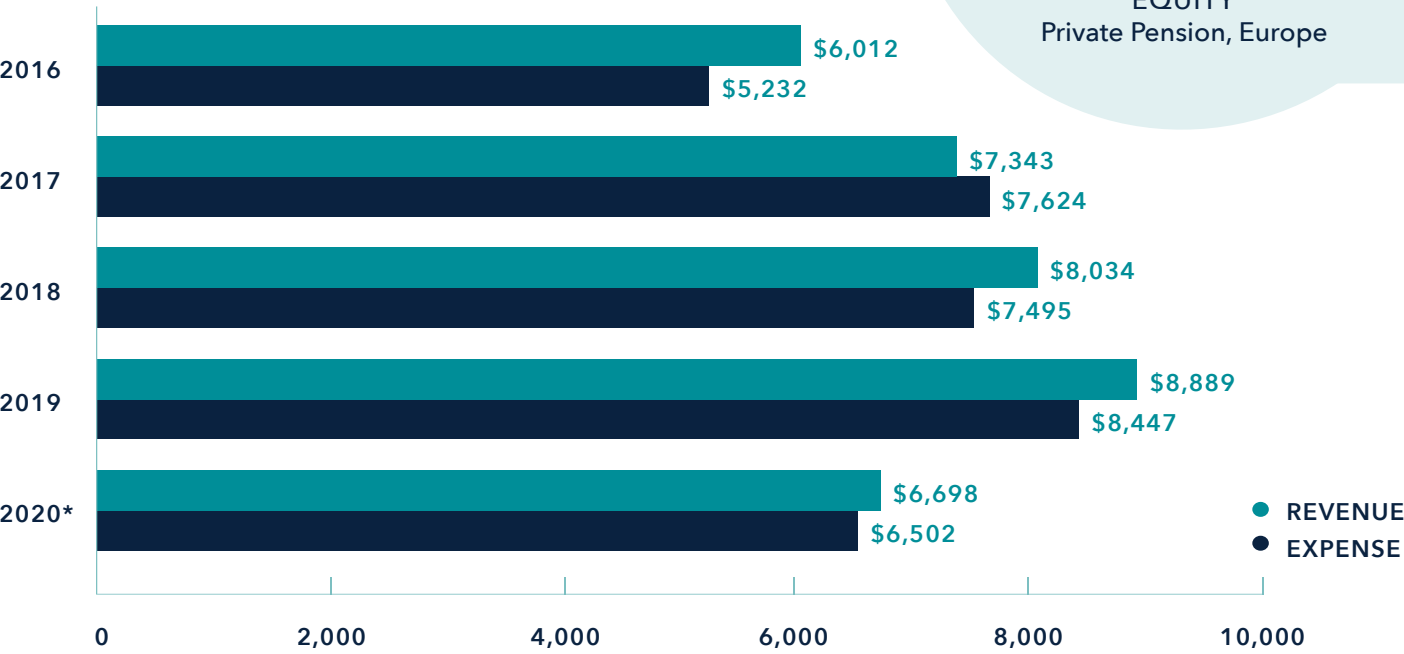
ILPA SUMMIT EUROPE

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It's fun to have conversations with fellow LPs in a safe space where no one can pitch you anything. That's the infinite value that ILPA provides.

SENIOR MANAGER OF PRIVATE EQUITY
Private Pension, Europe

ILPA REVENUES AND EXPENSES 2016-2020 (\$000)



FINANCIAL HIGHLIGHTS 2016 - 2020

REVENUE COMPOSITION	2016	2017	2018	2019	2020*
Membership Dues	19%	22%	23%	23%	32%
Events & Sponsorships	68%	60%	58%	54%	56%
Education Programs	11%	15%	14%	19%	10%
Other	2%	4%	5%	5%	3%

EXPENSE COMPOSITION	2016	2017	2018	2019	2020*
Events & Conferences	26%	20%	21%	17%	9%
Education	9%	11%	12%	17%	8%
Industry Affairs & Research	6%	5%	4%	6%	2%
Operating Expenses & Infrastructure	59%	64%	63%	59%	81%

*Unaudited



INSTITUTIONAL
LIMITED PARTNERS
ASSOCIATION

2020

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