

## Private Funds CFO Boston Roundup 2023 Agenda

Day 1: June 7, 2023

8:15-8:55 Registration – breakfast

8:55-9:00 PEI welcome & chairperson's welcome

Aileen Keaney, Chief Financial Officer, Ethos Capital

9:00-9:40 Keynote panel: View from the top: insights from influential private equity CFOs

- How have priorities changed since first stepping into the role?
  - CFOs holding a more strategic role in firm-wide initiatives
- Approaching leadership in today's working environment
- From technical to personal – what skills are valued and required for today's CFO?
- Modernizing the role: how do CFOs stay ahead of the trends?
- Advice to future leaders: how can junior or mid-level back/middle office staff prepare themselves for the C-suite?

### Panelist

Susan Gentile, Managing Director and Chief Financial Officer, Advent International

### Roundtable discussions

Roundtable discussions are 30-minute interactive, peer-driven conversations, facilitated by two industry experts, on various topics facing the GP finance and operations communities. Throughout the day, facilitators will rotate tables to ensure all delegates participate in each roundtable discussion.

#### Roundtable 1 | Keeping up with compliance: the new Marketing Rule and other important priorities

- Marketing Rule follow up: challenges with gross and net performance calculations
  - Are firms prepared for exam questions on the Marketing Rule?
- Ensuring your internal compliance program can withstand regulatory transformation

#### Roundtable 2 | Assembling today's finance and operations teams

- Identifying the necessary skills for today's PE back/middle office professionals
- Best practices for sourcing candidates in the current job market
- How is PE managing generational expectations and creating a culture that matches the current working environment?



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- Getting ahead of and adhering to items on the SEC's radar (conflicts of interest, cybersecurity, ESG, etc.)
- Actions firms can take to best prepare themselves for SEC exams (taking mock exams, obtaining recent exam letters, document request lists, etc.)
- Identifying additional resources to manage the firm's compliance workload

#### Roundtable 3 | Utilizing existing technology to strategically enhance firm functions

- What focus areas of today's CFO require more technology adoption to help drive success?
- Streamlining existing tools to obtain the most benefits and results
- Allocating resources properly within the firm
  - How can current platforms be used in various departments?
  - Deciding when to shift gears (hire additional talent, work with new partners or adopt new technology)
- Properly reviewing whether current systems and partners are aligning with the firms priorities
- Managing expectations while existing external partners are navigating staffing changes

#### Roundtable 5 | Navigating LP/GP relationships within finance and operations team

- Keeping up with investor sophistication (DDQs, ad-hoc questions)
- What non-investment related information are LPs seeking outside of fundraising?
- Approaching portfolio monitoring and investor reporting portals
  - How to make them fulfil LP & GP needs?
    - What is the level of detail wanted? (Overall fund

- Non-traditional, work hours, hybrid working, salaries, etc.

- Effectively presenting talent challenges to firm management/partnership
- Opportunities for growth when options a title promotion is not feasible

#### Roundtable 4 | Presenting and governing data effectively across the firm

- Consolidating data from various departments to create a single source of truth and become a better storyteller
- Determining the level of data analysis/data science knowledge required from the finance team
- Innovative approaches to data collection
  - Utilizing machine learning & RPA
- Enhancing connectivity between external technology programs and data management software

#### Roundtable 6 | Involving the CFO in fundraising

- How are CFOs playing a greater role in supporting deal/IR teams?
  - Providing data to enhance decision making
- Obtaining and using credit lines and facilities
- How are firms adjusting to the current pace of capital deployment?
- Adapting to the retailization of PE and new types of investors



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performance vs. specific portfolio company data)

- Working with your IR team to understand where the CFO should be included to satisfy investors
  - CFO involvement during investor and annual general meetings
- Utilizing LPACs to support and provide insights to management company finance and operations teams
- Challenges of working with LPs in various geographical locations

#### Roundtable 7 | Stabilizing firm-wide reporting methods

- How are firms handling individual reporting requests and formats?
  - Investors: Adopting templates (GIPS, ILPA) to create industry uniformity
  - Utilizing software/ technology
  - Outsourcing
- Ensuring preparedness for SEC questioning
- Navigating complexities within ESG reporting (fund, portfolio and management company)
- Properly documenting fees and expenses

- What items do investors want to learn from the finance and operations team throughout the fundraising cycle?

#### Roundtable 8 | Approaching valuation methods and protocols in today's market

- The macro-environment and its potential impact to valuations
- What valuation methodologies have been proven successful in this environment?
- How are firms gathering data from portfolio companies effectively?
- Mitigating conflicts within the valuations
  - Preparing for the SEC's focus on valuations
- Striking a balance between the role of the investment team and finance team in valuations

9:45-11:15 Rotations 1-3

11:15-11:45 **Networking break**

11:45-1:15 Rotations 4-6

1:15-2:15 **Networking lunch break**

2:15-3:15 Rotations 7-8

3:15-3:45

**Interactive panel discussions**



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More interactive than traditional panel discussions, these sessions start with a 10-minute panel discussion followed by a 20-minute interactive Q&A session where attendees can interact with each other and directly voice their thoughts on some of the most pressing topics.

### Track A | Dissecting the technology implementation process

- Showcasing the value of adopting innovative and new technology to leadership
- Understanding how teams can prepare in advance of onboarding a new system or provider
- Developing transparency between external partners and internal teams throughout the implementation process
- Is it important to have a dedicated IT person to assist with managing the firm's technology infrastructure?

### Track B | Building a cyber aware culture to reduce risks

- Establishing practical cyber training programs across the firm
  - Ensuring all employees understand their exposure to cyber threats of various sizes
- How often do firms need to refresh their policies and procedures to stay up to date with the latest actions from bad actors?
- What role should the firm have in managing third parties and portfolio companies from a cyber perspective?
- Carefully identifying who internally and externally should have access to sensitive materials
- Taking inventory of firm sensitive information internally and externally
- Preparing for SEC focus and potential cybersecurity rule
- Acquiring proper cyber insurance

3:45-4:00 **Networking break**

4:00-4:45

### Think tanks

Designed to facilitate candid discussions, these closed-door sessions target the issues and challenges impacting firms. Attendees can benchmark ideas and share best practices to help you gain solutions for common concerns facing your office.

#### Think tank A (GP only) | Pinpointing vendors and systems that align with firm priorities

- What's the best place to start when finding the best provider or platform as firms looks to make innovative changes?

#### Think Tank B (GP only) | Creating attractive and practical compensation schemes in PE

- How can firms be creative with their compensation programs?
- Addressing top concerns from external partners (i.e.,

#### Think Tank C (SP only) | How are industry providers keeping up with the current market?

- What's more important? - having innovative or trusted products and services?
- Supply and demand – ensuring clients of all sizes



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- i.e., References, word of mouth, research, demos, interviews, etc.
- Important elements or factors to look for when searching for a new vendors and systems
- Identifying the right solutions that can carry a firm forward for the long term
  - Determining when to build in-house technologies or utilize a third party
  - Implementing systems and platforms that serve multiple departments
- LPs and SEC) about investment related compensation tactics
- Collaborating with firm leadership on classifying compensation practices and guideline
- Tax considerations for compensation for firms following in various fund structures
- and workloads are getting their needs met
- Navigating project management while simultaneously undergoing staffing changes
- Supporting clients while the market undergoes constant change
- How does the SEC's focus on outsourcing and technology effect client relationships?

4:45 End of roundup and offsite dinner reception (invite-only\*\*)

\*\*For questions, please contact Nikki Gale [nikki.g@peigroup](mailto:nikki.g@peigroup)



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