2026
Technology Finance Executive Compensation Benchmarks

July 2026

Presenting Sponsor

DualEntry

Strategic Partners

THE SAAS CFO

FIF COLLECTIVE

benchmarkit

Research and Report Methodology

Benchmarking Structure and Methodology

During the months of March and April, 2026, Benchmarkit, in partnership with presenting sponsor DualEntry, and strategic partners, The SaaS CFO and FIF Collective, syndicated a Finance Executive Compensation Survey to benchmark the compensation packages for three key Finance title levels including:

- Chief Financial Officers
- Vice President, Finance
- Director, Finance

Over that time, 288 people participated in the survey across the above roles.

To ensure statistically significant findings, we have combined three unique functions at the C-Level, VP, and Director levels, including: 1) Finance; 2) Accounting; 3) FP&A.

With this report, we have primarily focused on segmenting the findings by title level. More granular benchmarks filtered by: 1) Company Size; 2) Geographic Location; and 3) Financing Source.

For a deeper, more granular view, visit: benchmarkit.ai/2026-finance-executive-compensation

n =288 participants

Key Numbers at a Glance

$285K
CFO Median Base Salary
25th: $220K | 75th: $335K

$100K
CFO Median Target Bonus
25th: $50K | 75th: $132K

$1.0M
CFO Median Annual Equity Value
25th: $350K | 75th: $3M

87%
CFO Bonus Attainment vs. Target
VP Finance median; 50% of target received

52%-100%
Execs with No Severance
CFO: 52% No | VP: 86% No | Dir: 100% No

77%
CFO Equity Participation Rate
VP: 86% | Dir: 84% also receive equity

55%
CFO Pay Gap: $100M+ vs. Sub-$10M
Revenue tier outweighs title

30-50%
US Premium over EMEA
Geography is a secondary driver

4 Yrs
Universal Vesting Schedule
1-year cliff standard across all levels

Table of Contents

benchmarkit

Key Findings

#1 Revenue Tier Is the #1 Pay Driver
CFOs at $100M+ companies earn ~55% more than CFOs at sub-$10M companies. Title-level averages mislead; always filter by revenue tier first.

#2 Equity Dominates Long-Term Wealth
CFO median annual equity value: $1M (75th: $3M). Equity grant size, not cash, is the primary long-term compensation differentiator at senior levels. Participation rate is important, but equity percentage (grant size) is the key variable.

#3 72% of VP/Dir Execs Have No Severance
Severance is concentrated at CFO level. VP and Director executives are largely unprotected. Boards should standardize provisions by title before a crisis.

#4 CFO Median Bonus Attainment: 87% of Target
Realized compensation is materially below headline TTC. Retention risk assessments must benchmark actual earnings, not plan-level targets.

#5 Total Target Compensation, Not Base Alone, Is the Correct Benchmark
Base-only comparisons understate the true package by 20-35%. Use TTC ($219K-$405K interquartile range) for all offer and retention analysis.

#6 4-Year Vesting + 1-Year Cliff Is Universal
Vesting mechanics are non-negotiable across the market. Executives should focus equity negotiations on grant size and annual refresh, not vesting structure.

#7 US Premium Over EMEA: 30-50%
Geography is a significant secondary pay driver. Global compensation benchmarking must apply market-specific adjustments or it systematically misprices talent.

#8 Annual Bonus Dominates Variable Pay
Annual-only bonus creates cliff-edge retention risk in below-target years. Companies should evaluate semi-annual or milestone structures for high performers.

#9 Repeat CFOs Command a Market Premium
Executives who have held the CFO title multiple times dominate the senior market and are placed primarily via retained search and board networks.

#10 Internal Promotion Drops Sharply at CFO
VP/Director roles fill internally; CFO hiring skews external. Companies need explicit VP-to-CFO development tracks to reduce costly external search dependency.

CFO

01

Annual Base Salary
CFO

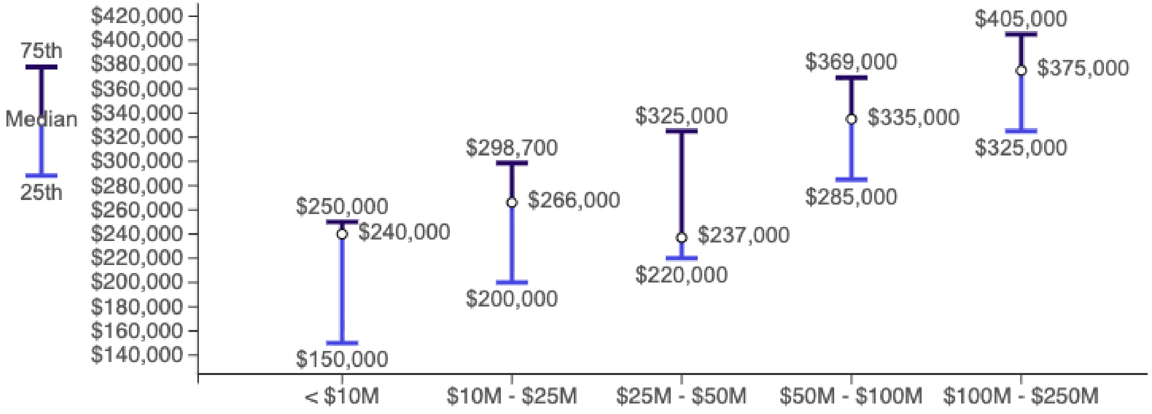
N = 144

Insights

- CFO median base salary of $285K (25th: $220K, 75th: $335K) reflects a wide distribution: the top quartile earns 58% more than the bottom quartile, signaling that revenue scale and funding stage drive as much variance as title.
- At the median, CFO base salary accounts for roughly 82% of total target cash compensation, with the remaining 18% in variable pay. Boards evaluating CFO packages should anchor on TTC, not base alone.
- The $285K overall median reflects the full revenue-tier mix in this dataset, including a significant early-stage cohort. CFOs at $50M+ companies in this dataset earn $335K-$375K at median, consistent with the $300K-$325K range increasingly standard at Series C+ companies.

Annual Base Salary

CFO – By Company Size



Insights

- CFO base salary scales sharply with revenue: CFOs at $100M-$250M revenue range companies earn a 55% premium over those at below $10M in revenue, at the median. Revenue tier is a stronger predictor of CFO base salary than any other single variable in this dataset.
- The compression between $10M-$50M and $50M-$100M revenue tiers suggests the market is pricing CFO risk and complexity rather than revenue alone; CFOs at growth-stage companies often accept lower base in exchange for equity upside.
- Boards conducting CFO compensation reviews should segment benchmarks by revenue tier first and financial backing second. Using a broad CFO market number, without revenue-tier adjustment will systematically misprice the role.

N = 144

Annual Base Salary

CFO – By Gender

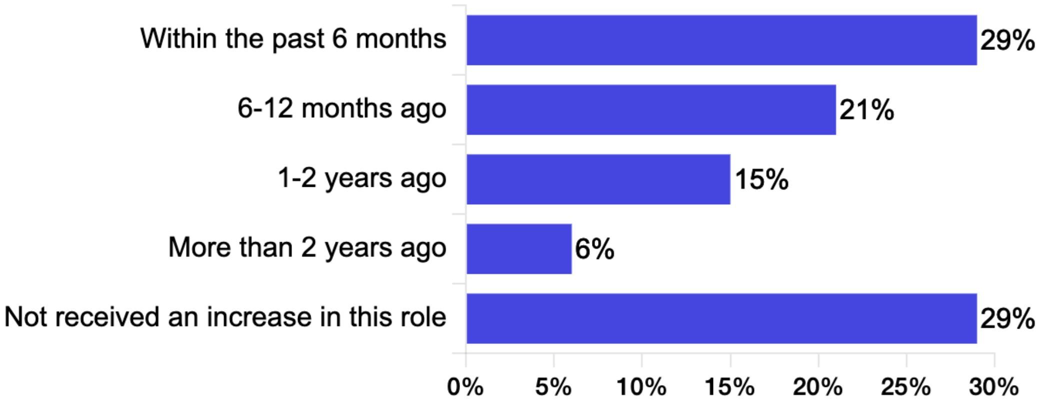
Insights

- Female CFOs show base salary levels slightly higher compared to male peers at the median ($285K vs $266K), and also slightly higher at the 75th percentile ($330K vs $325K).
- Any observed gap at the top of the distribution may reflect tenure, company-size concentration, or promotion velocity differences rather than direct pay discrimination; organizations should control for these variables before drawing conclusions.
- Compensation Committees should establish a standing annual review of gender-stratified base salary data at the CFO and VP Finance levels as a governance best practice, not just a compliance exercise.

N = 144

Last Base Salary Increase Timing

CFO



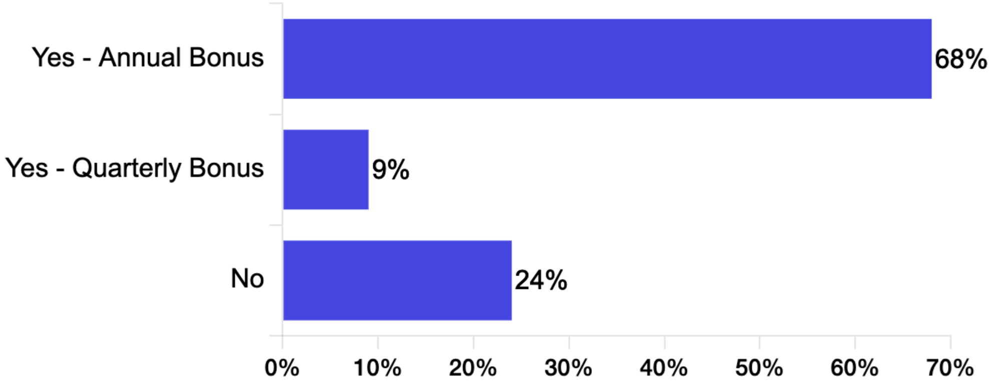
Insights

- The distribution of last base salary increase timing reveals a significant cohort of CFOs who have not received an increase in the past 12-18 months, likely reflecting the broader freeze in executive compensation adjustments during the 2023-2024 cost-containment cycle.
- CFOs approaching 18+ months without a base review are at elevated retention risk: the gap between internal pay and external market rates widens materially at that threshold, particularly given the 8-12% base increases seen in recent CFO placements.
- CEOs and Boards should treat salary review cadence as a retention tool, not just a compensation process. A proactive review at 12 months is far less costly than the disruption of CFO turnover.

N = 144

Bonus Type

CFO



Insights

- Annual cash bonus remains the dominant Bonus structure for CFOs, with the vast majority of respondents tied to a single annual payout cycle rather than quarterly or MBO-based programs.
- The concentration in annual bonus structures creates a retention vulnerability: CFOs who miss targets in a difficult year receive zero incremental variable pay, a cliff-edge outcome that erodes engagement. MBO or semi-annual structures can smooth this effect.
- Boards designing CFO compensation should evaluate whether annual-only bonus structures are aligned with the CFO's actual influence horizon. For CFOs with multi-year transformation mandates, a longer incentive cycle may drive better outcomes.

N = 144

Target Annual Bonus

CFO

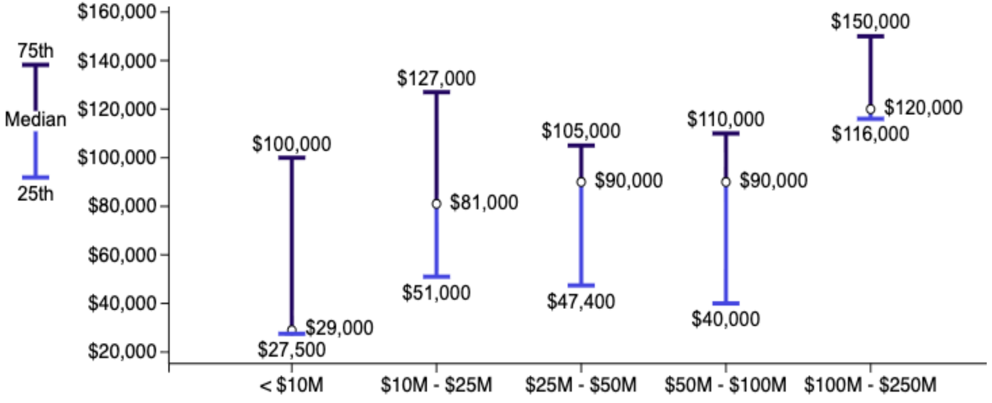
Insights

- CFO median target bonus of $100K, approximately 35% of median base salary, is aligned with CFO market research at technology companies with significant ARR, where 25-35% target bonus is increasingly common at Series B and beyond.
- The 75th percentile target variable of $132K+ suggests meaningful upside for CFOs at larger or better-capitalized companies; this range, not the median, is the relevant benchmark for CFOs evaluating offers from growth-stage companies.
- CFOs with below-market variable targets should evaluate whether the equity grant compensates for the cash shortfall. A variable target below 20% of base at a well-funded company often signals a compensation philosophy misaligned with the role's strategic impact.

N = 144

Target Annual Bonus

CFO – By Company Size



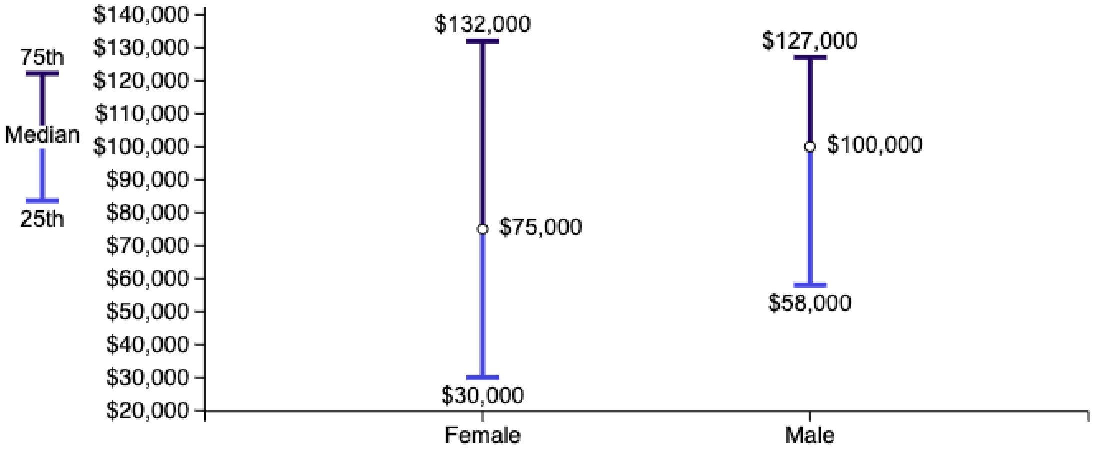
N = 144

Insights

- Target Bonus scales with company size, but not linearly: the most significant step-up occurs at the $100M+ revenue threshold, consistent with the point where CFOs shift from operational finance to strategic finance roles with direct board exposure.
- Sub-$25M company CFOs frequently receive bonus targets in the $30K-$45K range, which represents a modest percentage of base and may not provide sufficient incentive differentiation versus fixed compensation.
- When benchmarking Bonus, revenue tier adjustment is critical: a $75K variable target is competitive at a $20M ARR company but below market at a $100M+ company, despite appearing similar in absolute dollar terms.

Target Annual Bonus

CFO – By Gender



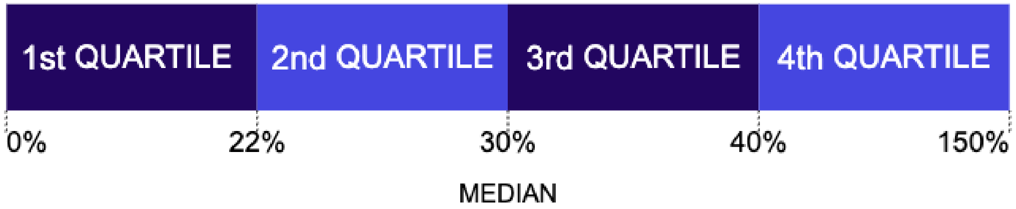
N = 144

Insights

- Target Bonus shows a significant median-level gender difference at the CFO level. However, total variable opportunity is also shaped by attainment rates and payout terms, both of which should be examined by gender.
- Female CFOs at companies with below-market bonus targets may face compounded compensation disadvantage if those companies also show lower equity grant levels; organizations should analyze the full package, not individual components, for equity gaps.
- Compensation Committees should review gender-stratified bonus data as part of annual pay equity analysis, with attention to both target setting and actual attainment by gender cohort.

Target Bonus Percent of Base Salary

CFO



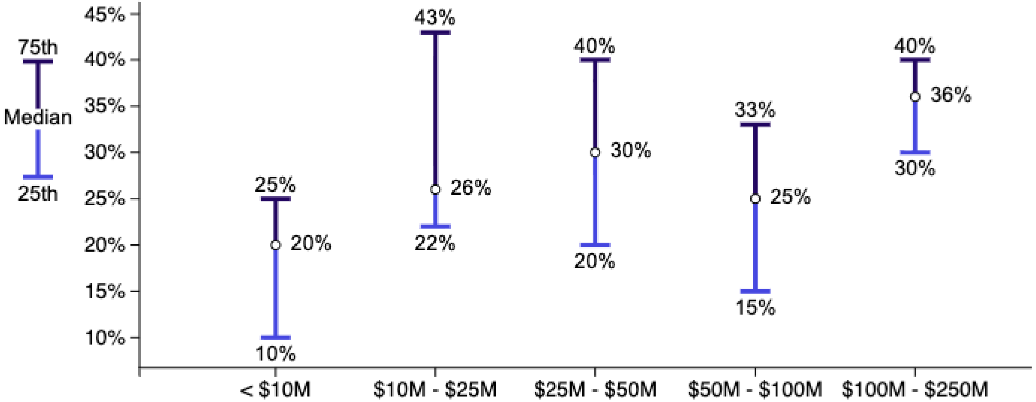
Insights

- CFO median target bonus of approximately 35% of base is similar to the 30-40% targets seen in PE-backed portfolio company CFO roles.
- The distribution of target bonus as a percent of base reveals a bimodal market: a cluster around 15-20% (typically venture-backed or early-stage) and a cluster around 30-40% (PE-backed or public), with limited representation in the middle.
- CFOs evaluating new roles should recognize that the target bonus percent is a proxy for both compensation philosophy and ownership culture. Higher target bonus typically correlates with more formula-driven, performance-tied pay structures and stronger board engagement in compensation design.
- Note the 150% max represents one participant, and should be considered an outlier.

N = 144

Target Bonus Percent of Base Salary

CFO – By Company Size



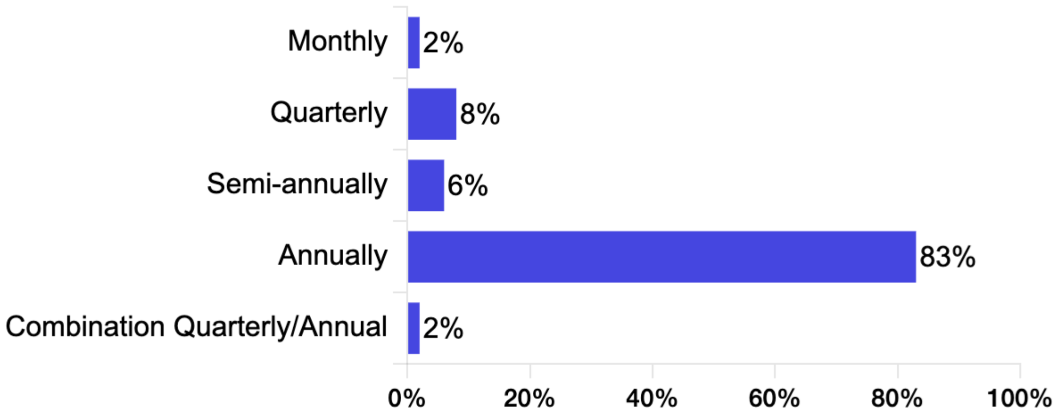
N = 144

Insights

- Target bonus as a percent of base salary increases at the $100M+ revenue tier, where CFOs frequently carry 35%+ variable targets reflecting the more complex incentive structures at companies preparing for liquidity events.
- At sub-$25M companies, the lower bonus percent (often 15-20%) combined with below-market base salaries creates a total cash compensation profile that is genuinely below market: equity must compensate for both gaps to attract top-tier CFO talent.
- Boards at growth-stage companies should benchmark total cash compensation (base plus target bonus) against revenue-tier peers, not against all-company CFO averages, to avoid anchoring on a number that understates competitive pressure.

How Often Bonus Is Paid

CFO



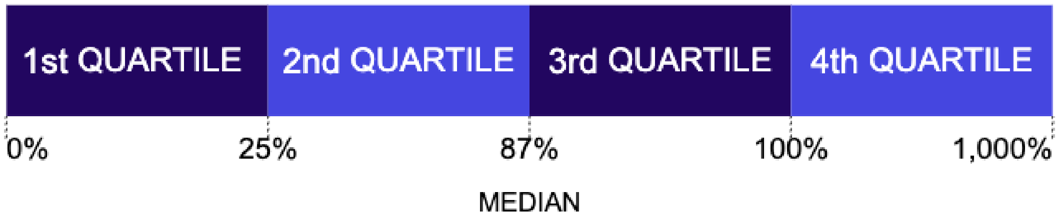
Insights

- Annual bonus payment (83%) is the near-universal standard for CFO bonuses. Quarterly or semi-annual structures remain a small minority, most commonly found in PE-backed portfolio companies with more aggressive incentive frameworks.
- The annual-only payout cycle creates material retention risk during years when company performance falls short of targets. CFOs in their first 12-18 months who experience a full-year miss with no payout may disengage before the next cycle.
- Companies considering CFO retention should evaluate whether a discretionary retention payment or interim milestone bonus can bridge the gap in challenging performance years without restructuring the core bonus program.

N = 144

Latest Percent Of Target Bonus Received

CFO



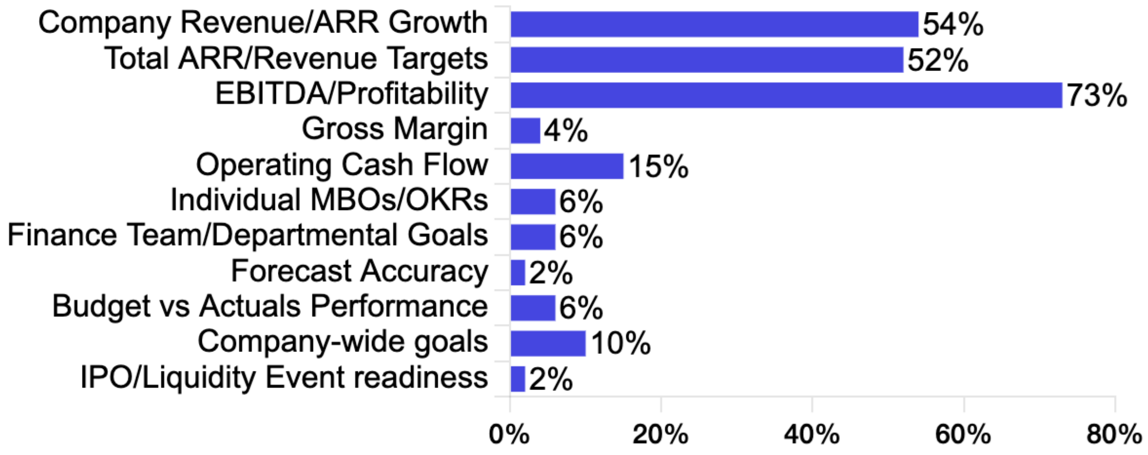
Insights

- CFO median bonus attainment of 87% of target is consistent with the broader executive bonus attainment pattern in B2B SaaS, where 2023-2024 performance fell below plan at many companies due to macro headwinds and pipeline compression.
- The 87% attainment figure means that the typical CFO received roughly $87K in variable cash against a $100K target, reducing total actual cash compensation materially below the headline TTC number boards use for benchmarking.
- Boards should evaluate CFO compensation satisfaction not just against target compensation but against realized compensation. A CFO who has experienced two consecutive below-target payout years is benchmarking their actual earnings, not their plan, against the external market.
- The max outlier, at 1,000% was confirmed as a one-time bonus paid due to acquisition.

N = 144

Bonus Metrics

CFO



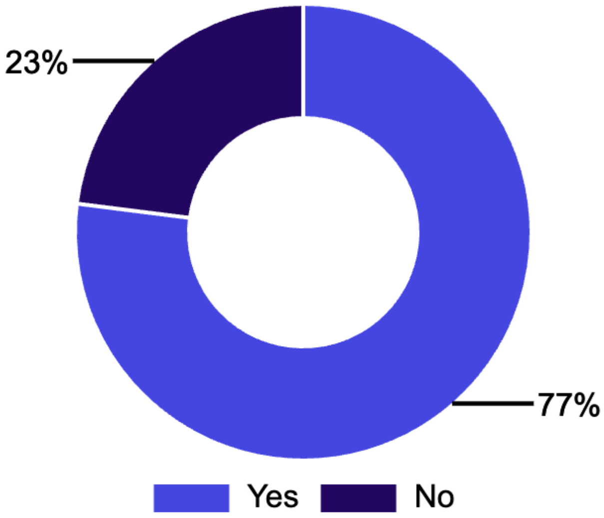
Insights

- CFO Bonus metrics are predominantly tied to company-level financial KPIs, including revenue/ARR growth (54%), Revenue Targets (52%), and EBITDA/margin (73%) rather than functional finance metrics (close cycle time, forecast accuracy, audit quality), reflecting the strategic nature of the CFO role.
- The growing prevalence of ARR and net revenue retention as CFO bonus metrics signals a market shift toward holding CFOs accountable for revenue quality, not just cost management and reporting. This is appropriate at growth-stage companies but may create tension with the CFO's independent oversight role.
- CFOs negotiating Bonus design should ensure that their metrics reflect outcomes within their sphere of influence. Tying CFO pay to metrics controlled primarily by Sales or Marketing creates unfair pay risk and misaligns incentive structures.
- This question was a multi-select answer option - thus total is greater than 100%.

N = 144

Option or Equity Offered

CFO



Insights

- 77% of CFO respondents receive equity as part of their compensation package, confirming that equity is the norm rather than the exception at the CFO level in B2B technology companies.

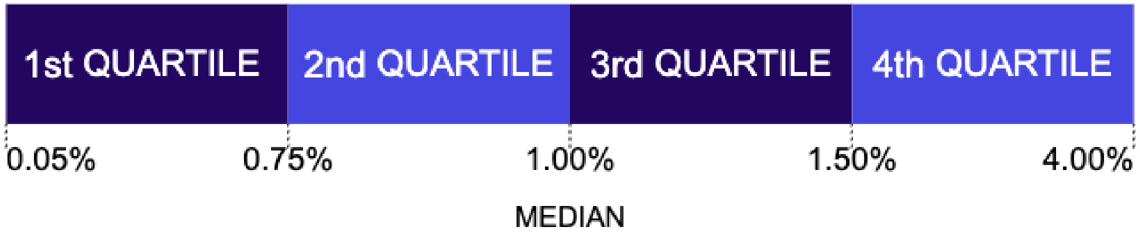
- The 23% of CFOs without equity are concentrated at bootstrapped and early-stage companies where equity programs have not yet been formalized; accepting a CFO role without equity at a venture-backed company is a significant total compensation concession.

- CFOs evaluating offers should treat equity participation as a baseline expectation at any funded company; negotiating for equity inclusion where it does not yet exist is a higher-leverage ask than negotiating grant size at companies with established programs.

N = 144

Percentage Of Equity Pool Owned

CFO



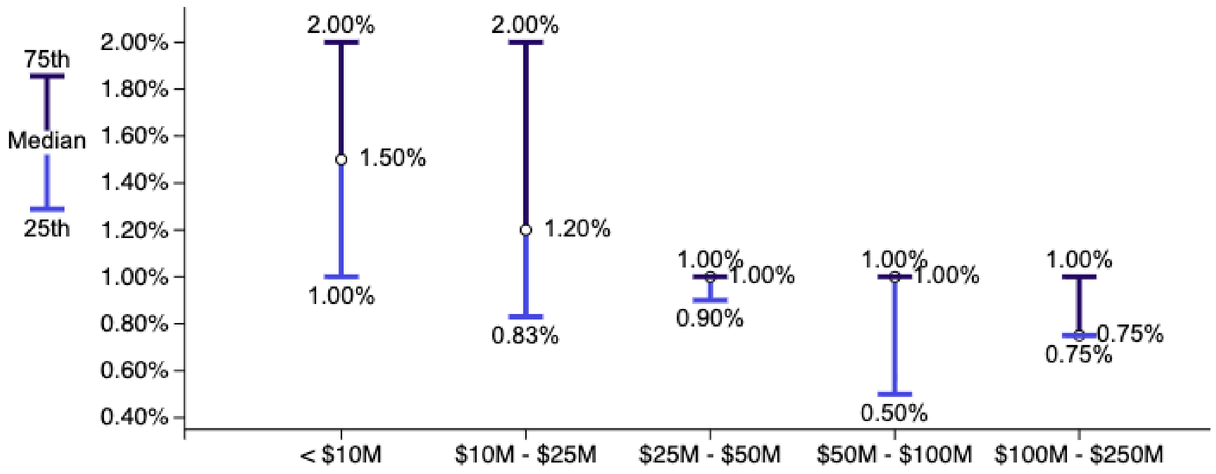
Insights

- At the median, CFOs are awarded 1% of the equity pool, which will vary based upon stage and size of the company.
- The range is fairly tight, with the 25th percentile being at .75% and the 75th percentile at 1.50%.
- CFOs evaluating offers should treat equity participation as a baseline expectation at any funded company. Any offer not providing at least 0.5% of the equity pool should be viewed with the lens of the base salary and target bonus, with each individual determining which is the highest priority component of total compensation.

N = 144

Percentage Of Equity Pool Owned

CFO – By Company Size



Insights

- Equity grants decrease as a percentage of total equity pool as a company scales. This population has a range from 1.5% at median at companies less than $10M in revenue, down to 0.75% at companies over $100M

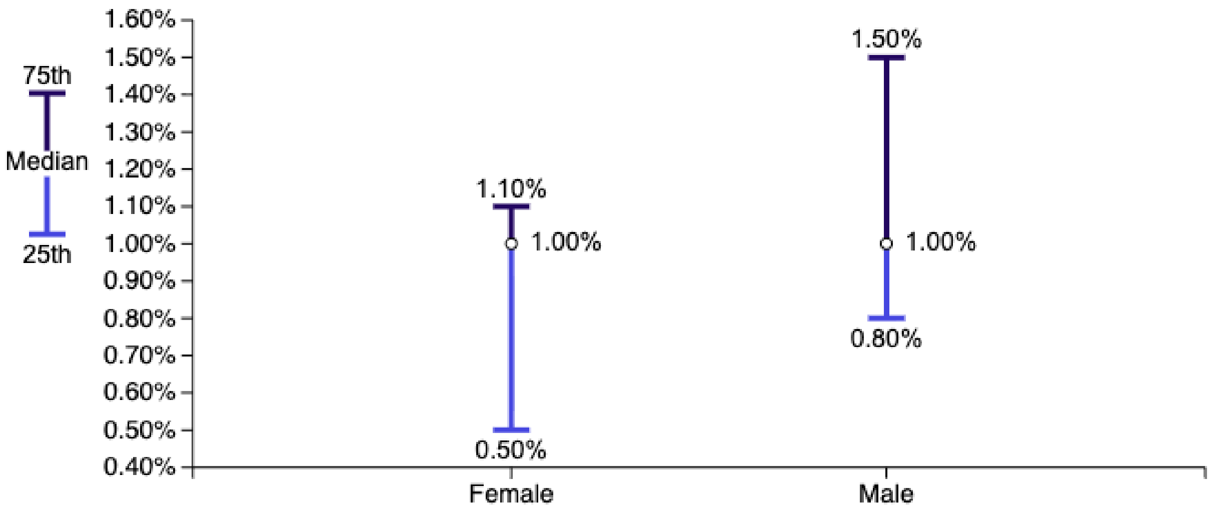
- Equity grants in the current environment are much more valuable when they include an acceleration due to acquisition clause, and single-trigger is the most valuable if it can be negotiated.

- Understanding the current stock option valuation and if they are available to be sold on secondary markets upon vesting is also an important variable to consider.

N = 144

Percentage Of Equity Pool Owned

CFO – By Gender



Insights

- Equity grants at median are exactly the same based upon female vs male segmentation, which is a positive finding.
- Seeing the divergence at the 75th percentile, with 1.5% for males and 1.1% for females, and the similar difference at the 25th percentile highlights the ability to negotiate more aggressively on the equity grant side of the total compensation equation.

N = 144

Equity Value

CFO

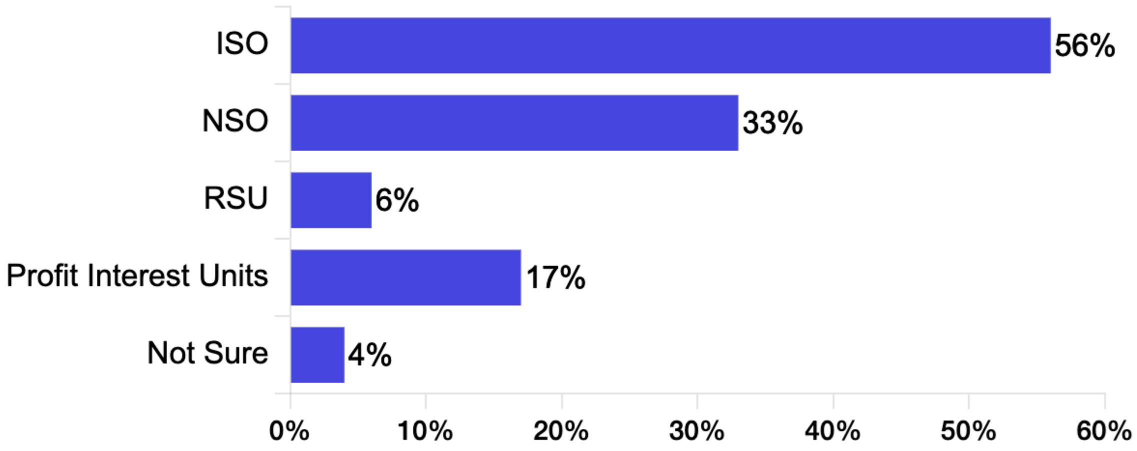
Insights

- CFO median annual equity value of $1M (75th: $3M) is the dominant long-term wealth differentiator at the senior finance level, dwarfing the dollar impact of base salary differences across all company sizes.
- 75th percentile equity values reflects stage and funding-type differences: pre-IPO and PE-backed CFOs receive substantially larger grants than VC-backed Series A/B CFOs.
- For Boards designing CFO packages, equity grant sizing is the highest-leverage single decision in the total compensation package. A 10% reduction in equity value has more dollar impact than a 20% reduction in base.

N = 144

Equity Type Issued

CFO



N = 144

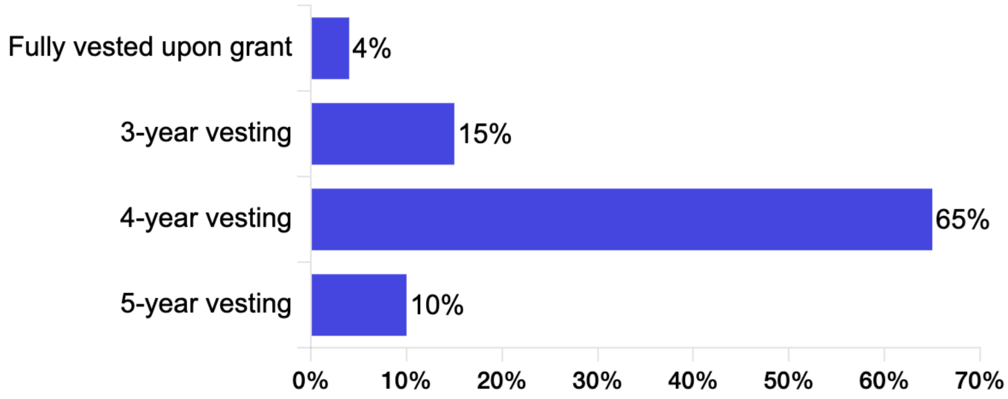
Insights

- Stock options (89%) remain prevalent at earlier-stage venture-backed companies where current valuation multiples and strike prices create meaningful optionality that RSUs would not capture.

- RSUs (6%) remain relatively rare in this dataset, reflecting the early-to-growth-stage profile of most respondents. Profit Interest Units (17%), the dominant instrument at PE-backed companies, are notably more prevalent than RSUs and represent a distinct equity structure that functions differently from options in terms of tax treatment and liquidity

- CFOs joining companies should evaluate equity instrument type in the context of current FMV and expected appreciation; an option at a stretched valuation may be worth less than an RSU at a more moderate one.

Equity Vesting Schedule
CFO

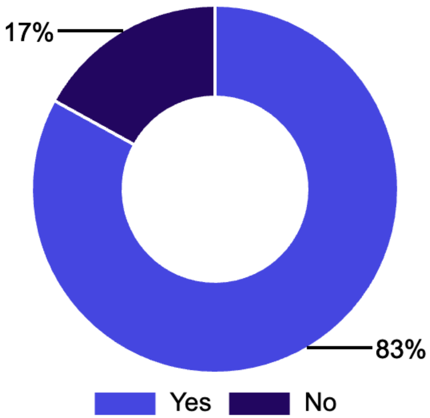


N = 144

Insights

- 65% of CFOs vest over a 4-year schedule, confirming it as the market standard, while 15% are on 3-year schedules, most commonly at PE-backed companies where the investment horizon aligns better with a shorter vesting window.
- The 10% of CFOs on 5-year schedules tend to be at later-stage or public companies where longer tenure expectations and larger grant sizes make an extended vesting commitment commercially reasonable for both parties.
- CFOs negotiating vesting terms should treat 4-year vesting as the baseline and focus any vesting-related negotiation on annual refresh schedules and whether the company has a formal refresh program, which is a better predictor of long-term equity accumulation than the initial grant schedule.

Does Equity Include 1 Year Cliff
CFO

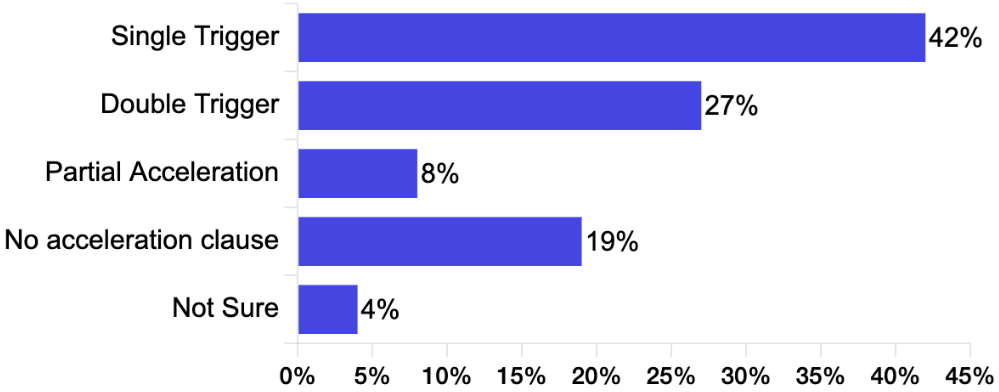


Insights

- One-year cliff is the standard for initial stock option vesting, and is very difficult to modify at the individual level.
- One key variable to consider is the timeframe available for exercising vested stock option upon termination, and what the options are for the exercise and/or ability to sell on secondary markets.
- This term is often one of the hardest to negotiate, and the approach to understand the exercise options is more a personal decision versus a primary component that signals the level of interest in a candidate.

N = 144

Equity Include Acceleration Clause
CFO



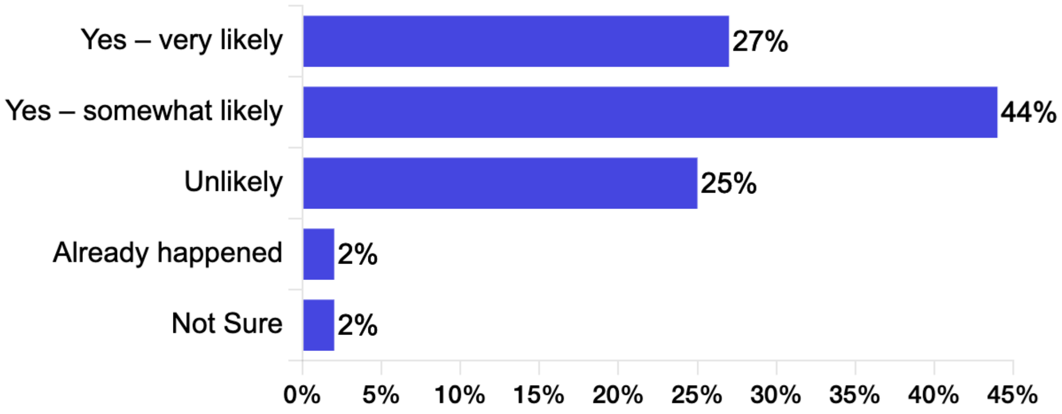
Insights

- Single trigger means that if the company is acquired, the stock vesting and availability for exercise will automatically accelerate on a majority basis.

- Most investors prefer a double trigger for stock option acceleration, thus allowing them to decide how best to manage the acquired human capital based upon needs, versus a blanket acceleration clause - especially for the most valuable and critical resources post acquisition.

N = 144

Expect Liquidity Event In Next 3 Years
CFO



Insights

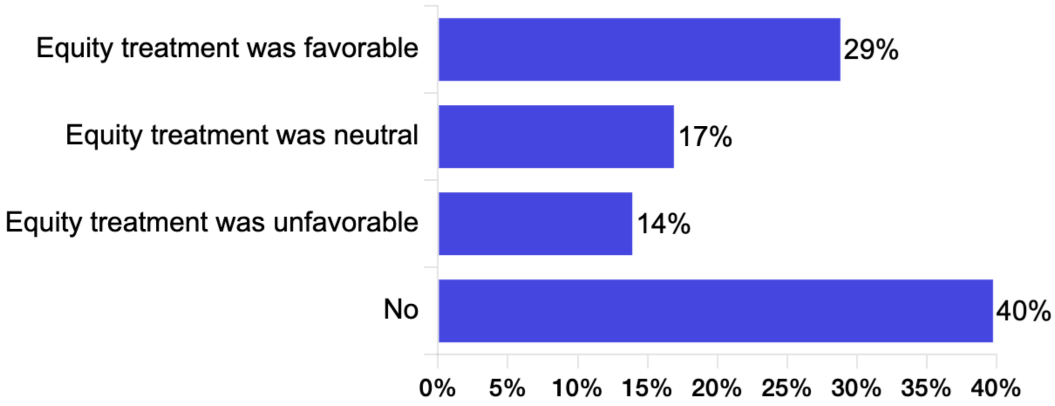
- With 71% of participants expecting liquidity in the next three years, it suggests two things, one is that the optimistic nature of the industry, and the candidates that are excited to be part of building something. The second signal is that Finance executives with this level of optimism should ensure they advocate more aggressively for the equity portion of their total compensation.

- As companies scale, and take in additional funding, it is important for every employee to understand how this impacts the value of their stock options, as many less experienced employees are surprised with how stock option values trend overtime, especially if preferences are at play.

N = 144

Experienced Past Acquisition or Change Of Control

CFO



Insights

- Having 40% of the population not experiencing an acquisition or change of control previously highlights one potential bias in this section of the research.

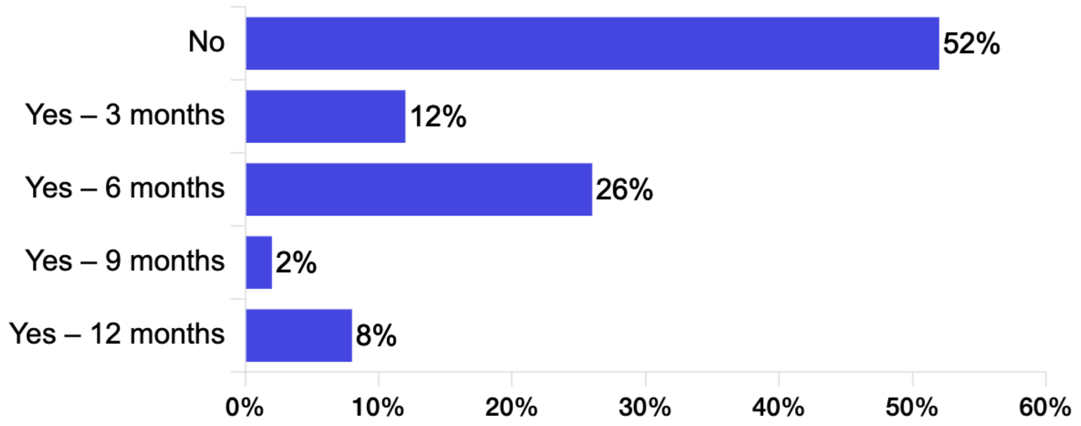
- Those participants who have experienced a change of control previously (60%) and having almost half of them say the equity treatment was favorable goes a long way in signaling that investors view employees, especially executives as a critical long term asset.

- The most common concerns regarding perspective on stock option treatment typically is based upon acceleration and how common stock holders fare in an acquisition.

N = 144

Pre-Negotiated Severance In Comp Package

CFO



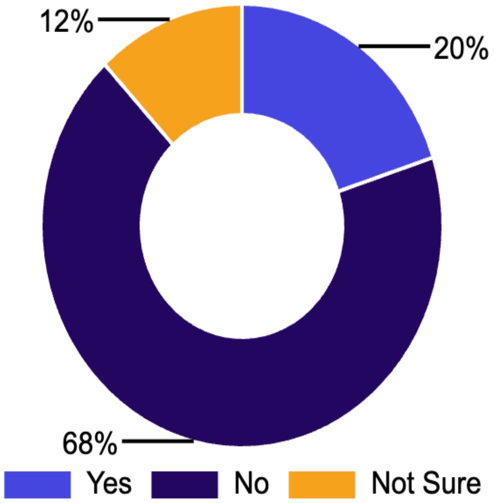
N = 144

Insights

- CFOs are significantly more likely to have pre-negotiated severance than VP and Director peers, confirming that severance negotiating leverage and board expectation concentrates at the top of the finance hierarchy.
- 12-month severance provisions are most prevalent at the CFO level, reflecting both the longer replacement search timeline and the higher disruption cost of an unplanned CFO departure.
- CFOs currently without pre-negotiated severance should treat the next contract renewal or role transition as the primary window to negotiate this protection, before a departure scenario forces the issue under time pressure.

Pre-Negotiated Severance Include Payout Or Bonus

CFO



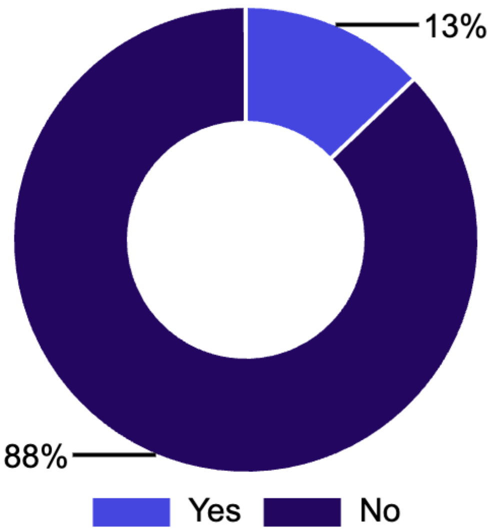
Insights

- CFOs are more likely to have bonus payout included in severance terms, reflecting both their stronger negotiating position and the standard practice in board-level employment agreements.
- VP and Director-level severance packages less consistently include bonus provisions, creating a structural gap in downside protection for mid-senior finance leaders.
- Finance leaders designing company-wide severance frameworks should benchmark both the base months and bonus inclusion provisions against market standards; the gap between CFO and VP protection levels is often larger than intended.

N = 144

Received Signing Bonus

CFO



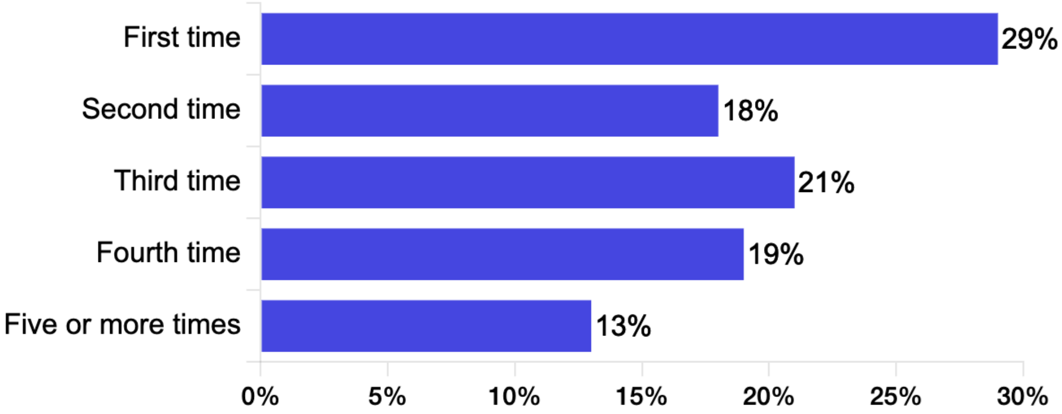
N = 144

Insights

- Signing bonuses are a meaningful component of CFO offer packages, particularly when candidates are forfeiting unvested equity at their prior employer or accepting below-market cash to take on a higher-equity role.
- The prevalence of signing bonuses at the CFO level reflects competitive market dynamics: companies that cannot match incumbent-employer equity are effectively funding the candidate's departure cost.
- CFOs negotiating offers should quantify forfeited unvested equity at departure and present it as a concrete dollar amount to be addressed in the new offer, whether through signing bonus, accelerated grant, or a front-loaded equity schedule.

Times Served In Current Role At Any Company

CFO

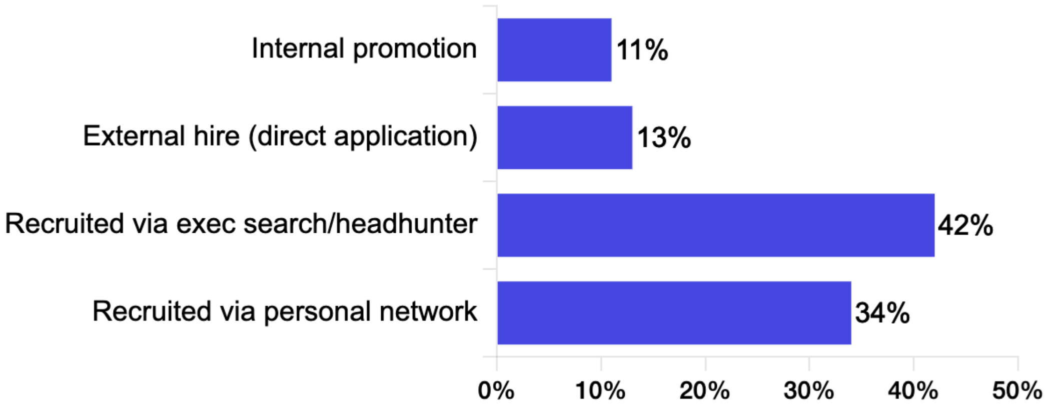


Insights

- CFO-level respondents who have held the CFO title at multiple companies represent the dominant senior profile, reflecting both the scarcity of first-time CFOs at growth-stage companies and the market premium on proven track records.
- First-time CFOs, while less prevalent, are a critical talent segment for companies at $10M-$30M ARR who cannot compete for experienced CFOs on compensation alone, and for whom development potential is the primary hiring criterion.
- Boards should differentiate compensation frameworks for first-time vs. experienced CFO hires; the former typically commands lower base but higher equity to compensate for the career risk of taking a first-time role.

N = 144

How Current Role Obtained
CFO

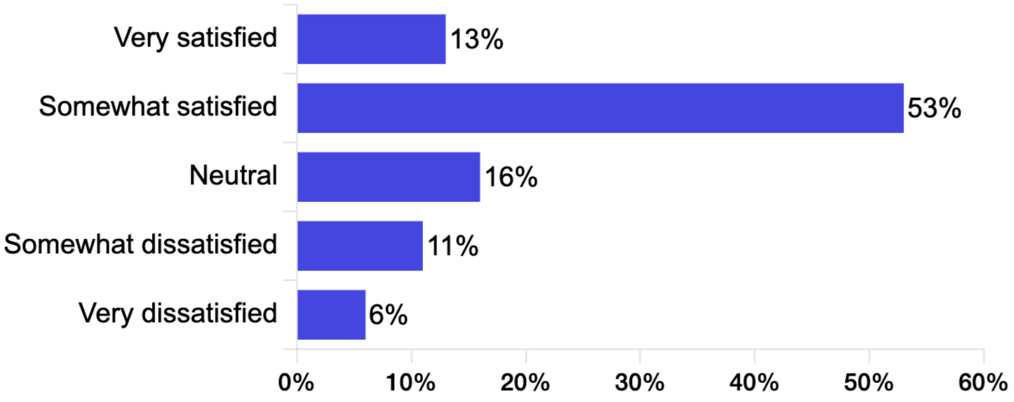


Insights

- CFOs are more frequently placed through retained executive search and board-level network channels, while VP and Director roles show higher rates of internal promotion and direct application.
- The dominance of retained search and board networks for CFO placements means that CFOs who invest in board relationships and recruiter networks have materially better access to the top of the opportunity funnel.
- Companies relying solely on inbound applications for CFO hiring are systematically accessing a less competitive candidate pool; retained search for CFO roles consistently delivers higher-caliber shortlists than passive sourcing.

N = 144

Current Compensation Satisfaction
CFO



Insights

- CFO compensation satisfaction is influenced by both cash adequacy and equity value; CFOs at companies with delayed liquidity timelines may express lower satisfaction despite having competitive cash packages.
- Satisfaction scores at the lower quartile often correlate with below-target bonus attainment, below-market base relative to revenue tier, or pending equity refresh needs rather than with absolute compensation levels.
- Boards should use compensation satisfaction data as a leading retention indicator; a CFO expressing below-median satisfaction is surfacing a risk that is far cheaper to address proactively than to manage through a departure.

N = 144

VP Finance

02

Annual Base Salary

VP Finance/FP&A

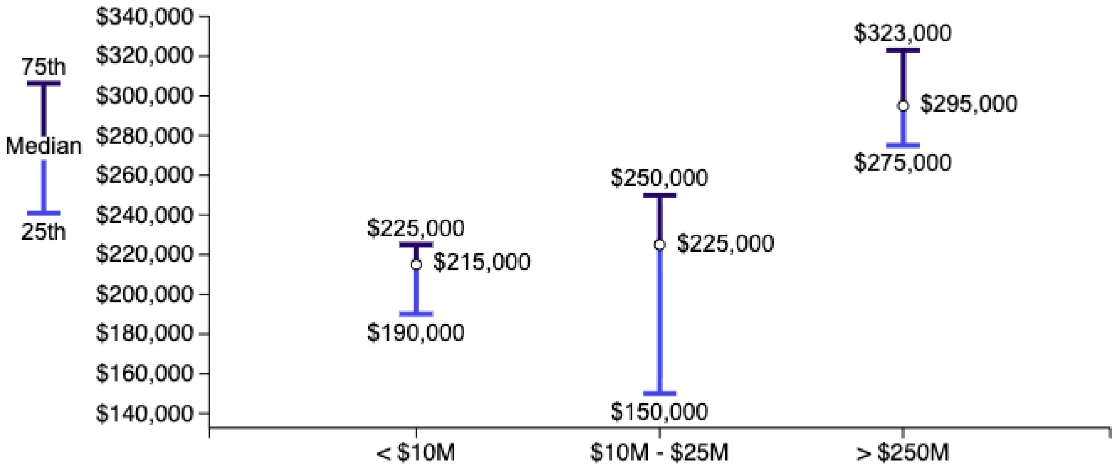
Insights

- VP Finance/FP&A median base salary of $230K (25th: $190K, 75th: $275K) positions this title level as the most densely populated segment of the finance executive market, where supply and demand dynamics create more compression than at CFO level.
- The $230K median represents approximately a 20% discount to CFO median base. While equity participation rates at VP Finance are broadly comparable to CFO (86% vs. 77%), the grant size differential - VP median equity value of $200K versus CFO median of $1M - creates a substantially asymmetric long-term wealth accumulation profile
- Companies benchmarking VP Finance compensation should be aware that top-performing VP Finance candidates are frequently evaluating first-time CFO opportunities in the $15M-$30M ARR range; competitive VP compensation must account for this alternative path.

N = 94

Annual Base Salary

VP Finance/FP&A – By Company Size

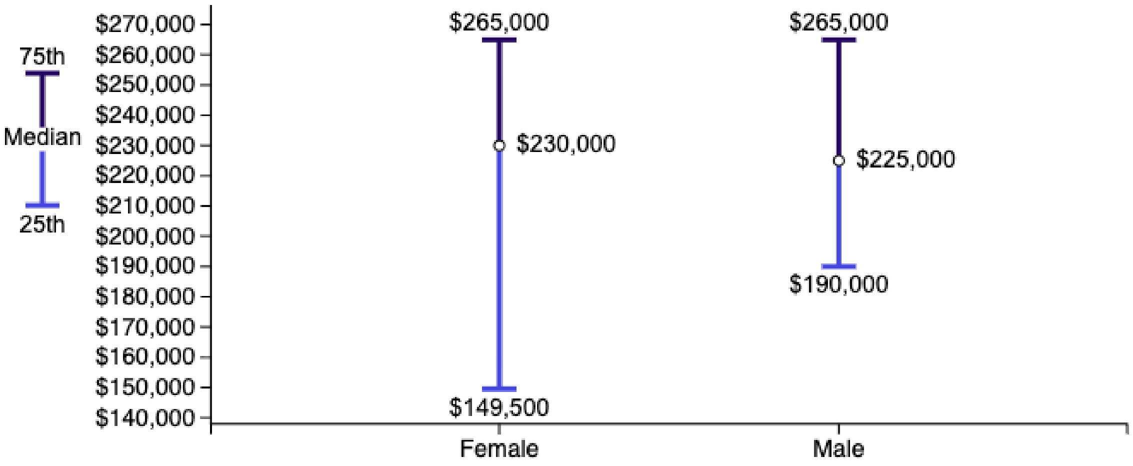


Insights

- VP Finance/FP&A base salary scales with revenue tier, though the spread is narrower than at CFO level: VP Finance compensation at $100M+ companies runs approximately 37% above sub-$10M company peers.
- The tighter spread at VP level reflects the more execution-focused nature of the role at smaller companies; VPs at early-stage companies often carry CFO-equivalent responsibilities at VP compensation, creating hidden underpayment.
- Companies benchmarking VP Finance salary should apply the same revenue-tier discipline as CFO benchmarking; a flat VP Finance salary range across all company sizes will systematically underpay at larger companies and overpay at smaller ones.

N = 94

Annual Base Salary
VP Finance/FP&A – By Gender



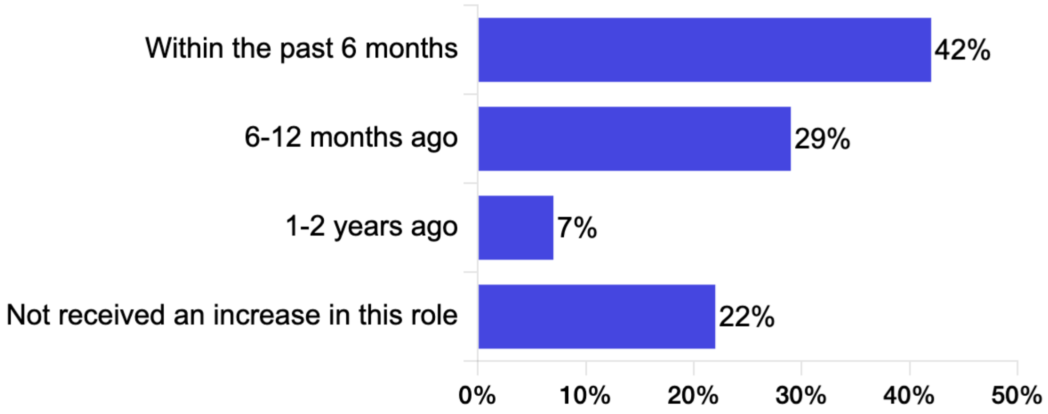
Insights

- VP Finance gender-stratified base salary data shows limited median-level differences, though female VPs show a slight base salary advantage at the median, consistent with the CFO-level pattern.
- Companies should control for company size, tenure, and promotion timing when assessing gender pay equity at VP level; surface-level median comparisons that ignore these variables can both overstate and understate actual gaps.
- Organizations should establish gender-stratified VP Finance compensation reviews as part of annual pay equity audits, with attention to both base salary and the full TTC, including variable and equity components.

N = 94

Last Base Salary Increase Timing

VP Finance/FP&A

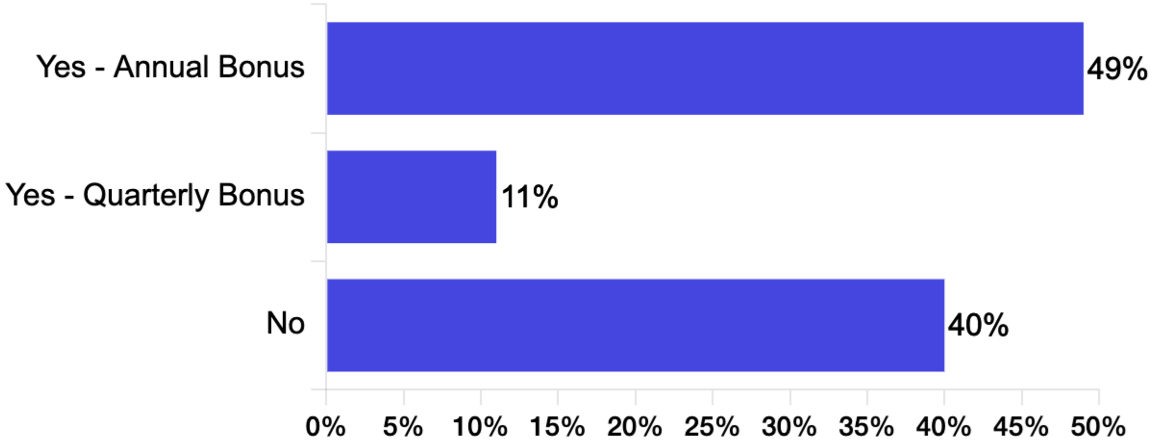


N = 94

Insights

- VP Finance/FP&A executives show higher rates of less than 12 months since last salary review than CFOs, reflecting the pattern that middle management compensation reviews are more aligned with the annual review cycle.
- A VP Finance who has not received a base increase in 12+ months is actively building market awareness of the gap between internal and external pay rates; at 24 months the probability of external job exploration increases materially.
- Companies should treat VP Finance salary review cadence as a retention investment; a proactive 5-8% market adjustment at 12 months is substantially less expensive than a replacement search and transition cost.

Bonus Type
VP Finance/FP&A



Insights

- It is interesting to note that VP Finance/FP&A is more likely NOT to have an Annual cash bonus (40%) than CFOs (24%).
- Annual bonus is not a universal variable compensation structure for VP Finance/FP&A: only 49% receive an annual bonus, versus 68% of CFOs. An additional 11% receive quarterly bonuses, leaving 40% of VP Finance executives with no structured bonus program
- Companies with VP Finance talent they want to retain through a difficult performance year should evaluate whether a discretionary retention mechanism or interim milestone payment can bridge the engagement gap between annual payout cycles.

N = 94

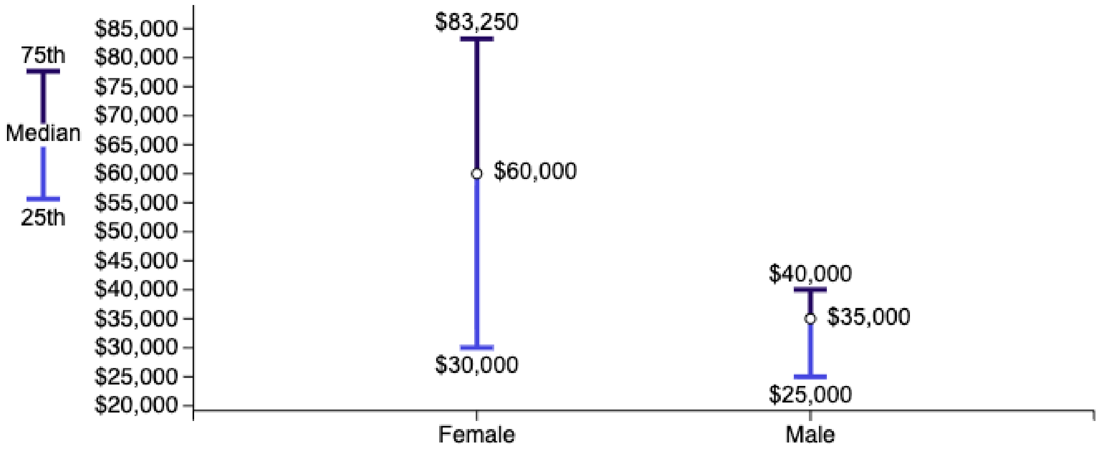
Target Annual Bonus
VP Finance/FP&A

Insights

- VP Finance/FP&A median target bonus of approximately $35K (~ 15% of base) is consistent with the title-level step-down from CFO target bonus, but below the variable compensation levels common at enterprise software peers.
- The 75th percentile VP Finance target bonus of $66K+ reflects the more aggressive variable compensation structures at PE-backed companies and larger revenue-stage companies where VP Finance roles carry broader strategic scope.
- VP Finance executives should evaluate whether their target bonus reflects the actual scope and influence of their role; VPs carrying de facto CFO responsibilities at sub-$15M companies are frequently undercompensated on variable pay.

N = 94

Target Annual Bonus
VP Finance/FP&A – By Gender



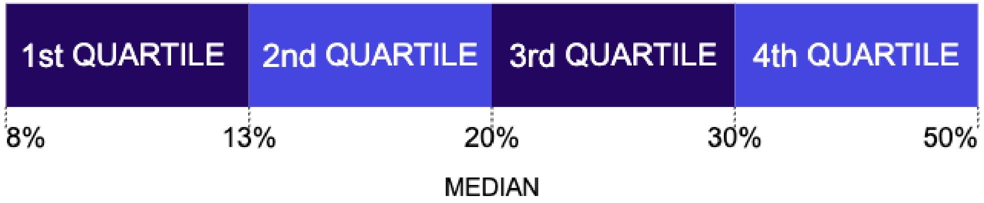
Insights

- VP Finance target bonus shows significant median-level gender difference. This gap may be explained by geography or size of company, so it should not be treated as a stand alone negotiation benchmark, without controlling for those variables.
- VP Finance executives at companies with below-market variable targets may face compounded compensation disadvantage if those same companies also show lower equity participation or grant levels at the VP tier.
- Annual pay equity reviews at VP Finance level should include target bonus percent, not just base salary; a bonus target gap of even 3-5 percentage points compounds materially over multiple years of total compensation.

N = 94

Target Bonus Percent of Base Salary

VP Finance/FP&A



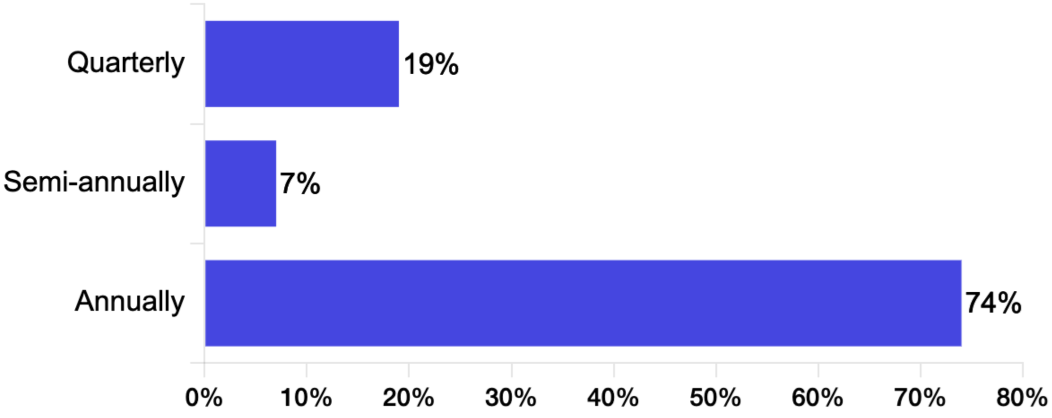
Insights

- VP Finance median target bonus as a percent of base is approximately 20% at median, below the CFO median of approximately 30% and reflecting the more execution-focused compensation philosophy at this level.
- The distribution of target bonus percent at VP Finance level is less bimodal than at CFO level, with fewer outliers at the high end; the PE-backed premium that pushes CFO variable pay to 35-40% of base is less prevalent at VP Finance.
- VP Finance executives evaluating offer packages should benchmark target bonus percent, not just absolute dollars; a 15% target on a $200K base compares poorly to the 20%+ target increasingly common at growth-stage B2B technology companies.

N = 94

How Often Bonus Is Paid

VP Finance/FP&A



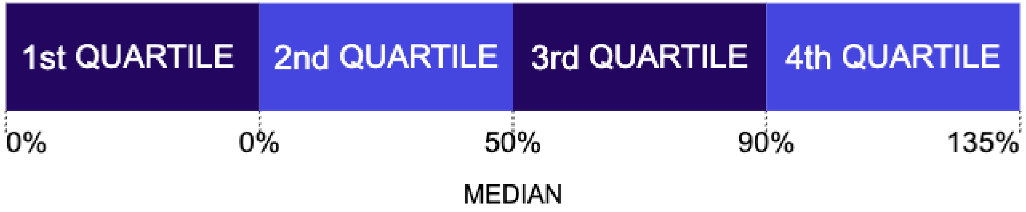
N = 94

Insights

- Annual bonus payment is the majority cadence for VP Finance/FP&A (74%), but a notable 19% receive quarterly bonuses - nearly double the CFO quarterly rate (9%) - reflecting the higher prevalence of operational performance structures at the VP Finance level in PE-backed and growth-stage companies."
- Quarterly or semi-annual structures remain a small minority at VP Finance level, primarily found at PE-backed companies with more frequent performance cadences or at companies that have restructured variable pay to improve retention.
- Companies should evaluate whether annual-only payout cycles are serving retention objectives for VP Finance talent; a mid-year retention check-in with a discretionary component can materially improve engagement in below-target years.

Latest Percent Of Target Bonus Received

VP Finance/FP&A



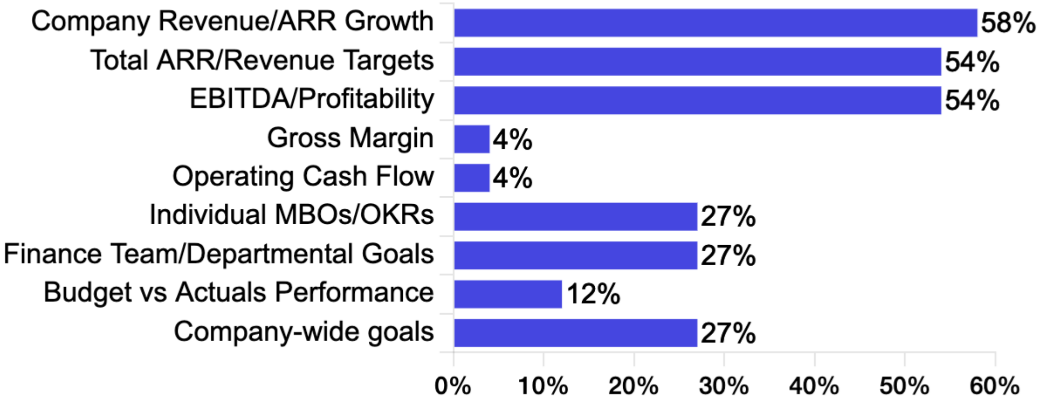
N = 94

Insights

- VP Finance/FP&A median bonus attainment (50%) does not track very close to the CFO attainment pattern (87%), reflecting the reality that the middle management roles are not measured against the same primary metrics as the CFO.
- It is important to note that 25%+ of VP Finance received 0% of their target annual bonus (0% min and 25th percentile), which highlights either over optimistic goal setting for the bonus and/or much worse than predicted performance. Either provides for real attrition risk if repeated.
- When communicating compensation expectations to VP Finance candidates, companies should provide both target and typical realized bonus ranges; presenting target-only TTC as the compensation reference is a setup for disappointment and early turnover.

Bonus Metrics

VP Finance/FP&A



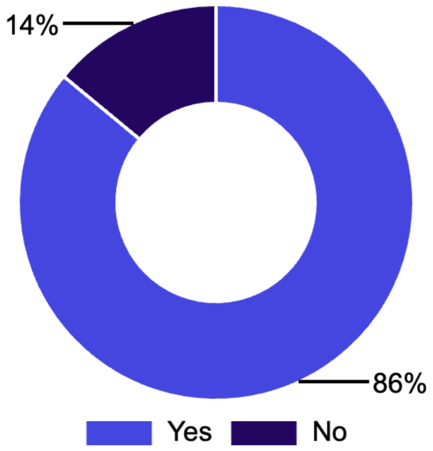
N = 94

Insights

- VP Finance/FP&A bonus metrics, similar to the CFO are predominantly tied to company-level financial KPIs (revenue, EBITDA, ARR growth) consistent with the CFO-level pattern, reflecting the integrated nature of finance leadership accountability.
- A minority of VP Finance roles include functional metrics (forecast accuracy, close cycle time, reporting quality) as bonus components, which is appropriate where the VP role is primarily operational rather than strategic in scope.
- Companies designing VP Finance bonus plans should ensure metric alignment with actual role scope; applying company-level revenue metrics to a VP who has limited revenue influence creates pay risk and misaligns incentives.

Option or Equity Offered

VP Finance/FP&A



N = 94

Insights

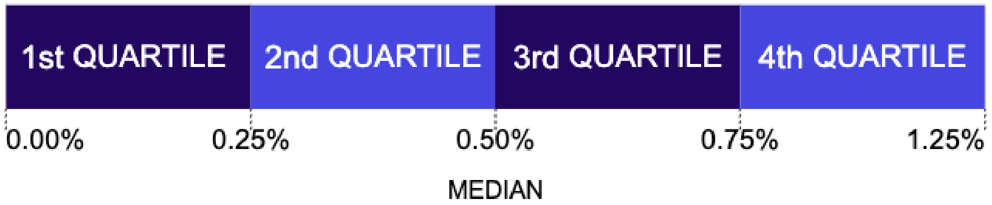
- VP Finance/FP&A equity participation rate is surprisingly higher (86%) than at CFO level (77%), with a portion of VPs at smaller or bootstrapped companies receiving no equity at all, creating a binary wealth accumulation difference versus equity-participating peers.

- The gap in equity participation between VP's and CFOs could be in part due to the higher base salary and target bonus levels for CFO, suggesting a trade-off between cash and potential equity rewards.

- Companies that offer equity to VP Finance signal long-term alignment and improve retention versus peers who treat the role as purely cash-compensated; even modest grants outperform no grant on retention.

Percentage Of Equity Pool Owned

VP Finance/FP&A



N = 94

Insights

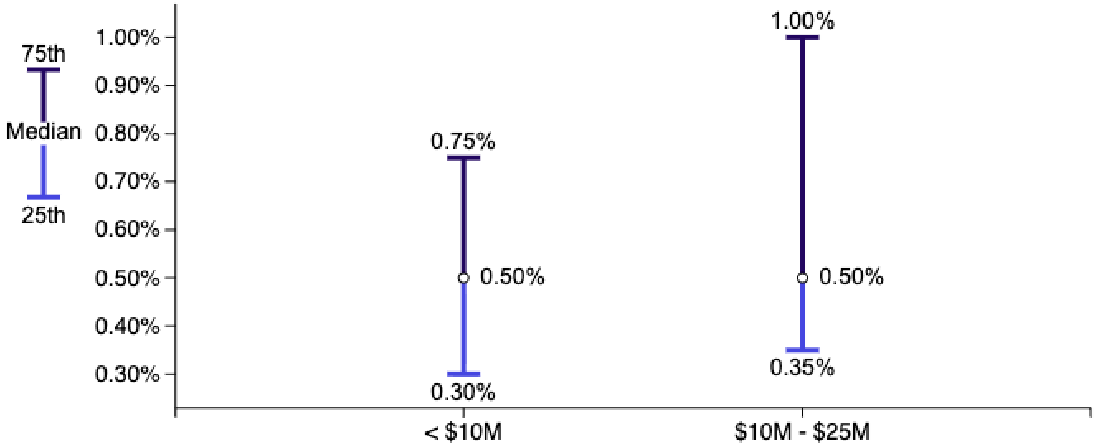
- VP Finance/FP&A equity pool ownership percentages sit between CFO and Director levels, reflecting the title hierarchy but still representing a modest share that may not feel economically significant to executives focused on career trajectory.

- The pool percentage at VP Finance level is most meaningful at companies with controlled, low-dilution cap tables; at high-dilution VC-backed companies the same percentage translates to a much smaller expected economic value at exit.

- VP Finance executives should request cap table context alongside any equity grant discussion; understanding total diluted share count and the company's latest 409A or post-money valuation is necessary to convert a pool percentage into a realistic dollar expectation.

Percentage Of Equity Pool Owned

VP Finance/FP&A – By Company Size



N = 94

Insights

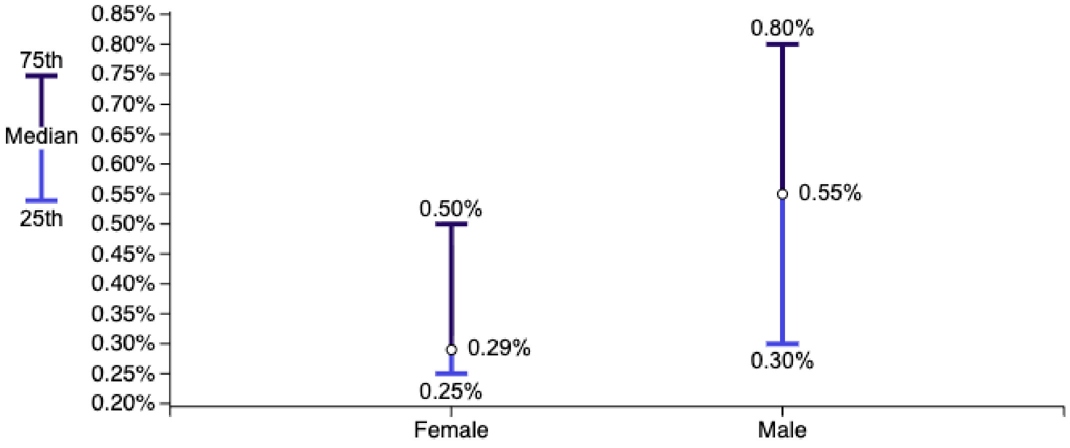
- VP Finance equity pool ownership varies with company size, with larger-revenue companies tending toward smaller percentages of larger overall pools, while earlier-stage companies offer higher percentages of smaller pools; the dollar value expectation depends on both variables.

- At sub-$25M companies, VP Finance equity pool percentages are often set generously relative to the company's current equity program maturity, but the dollar value at reasonable exit scenarios remains modest unless the company achieves an outsized outcome.

- VP Finance executives evaluating equity across company-size cohorts should model dollar value at two or three exit scenarios rather than comparing pool percentages across companies; a 0.15% stake in a $500M exit delivers more than a 0.5% stake in a $150M outcome.

Percentage Of Equity Pool Owned

VP Finance/FP&A – Gender



N = 94

Insights

- VP Finance equity pool ownership data by gender shows significant median-level differences, as females are at a 0.29% vs their male counterparts at 0.55%. Though these benchmarks should also be measured by company size, this is an area to be aware of.

- Companies should audit equity grant timing and refresh schedules at VP Finance level by gender; unequal access to annual refresh grants can create cumulative ownership gaps that a single cross-sectional pool percentage comparison will not surface.

- Compensation Committees should include VP Finance equity participation rates and pool ownership data in annual gender pay equity reviews; equity-driven wealth gaps at senior levels compound over multi-year vesting cycles in ways that cash pay gaps do not.

Equity Value

VP Finance/FP&A

N = 94

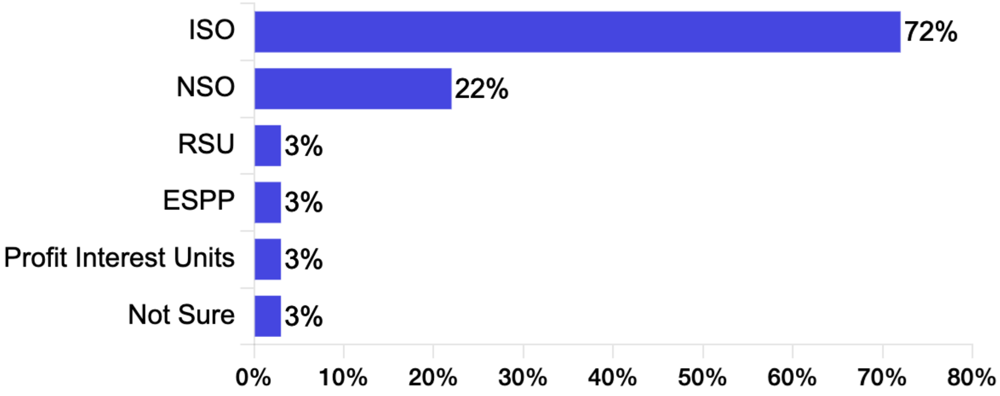
Insights

- VP Finance/FP&A median annual equity value at $200,000 is substantially below CFO levels ($1,000,000), creating a significant long-term wealth accumulation gap between the two title levels that widens materially at liquidity events.

- The equity value gap between CFO and VP Finance is a critical factor in VP retention: VPs who are passed over for CFO promotion are effectively accepting a multi-year equity discount relative to the role they expected to grow into.

- Companies retaining high-performing VP Finance talent should model the equity value delta between VP and CFO grant levels and consider accelerated equity refresh or milestone grants to bridge the gap during extended pre-promotion periods.

Equity Type Issued
VP Finance/FP&A



Insights

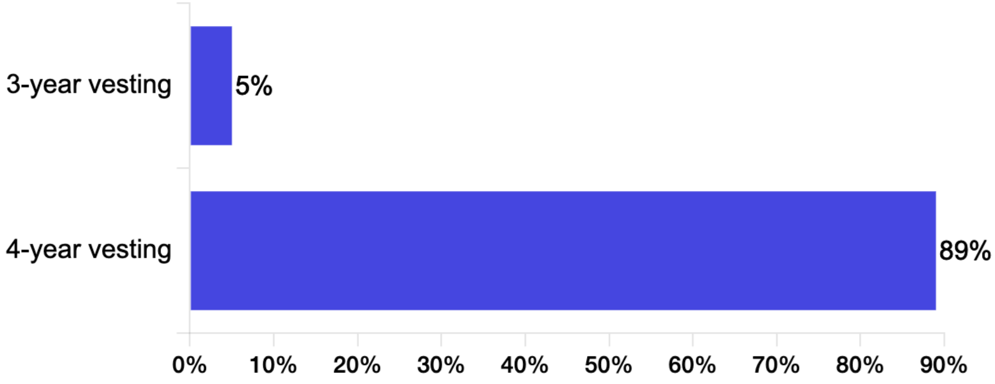
- VP Finance equity instrument mix mirrors the CFO-level pattern within each company stage; RSUs dominate at more mature companies while options are more prevalent at early-stage venture-backed companies.

- The equity instrument type at VP Finance level is generally non-negotiable and determined by company-wide policy; the practical negotiation lever is grant size and refresh schedule, not instrument type.

- VP Finance executives evaluating equity components of offers should focus on current FMV and expected appreciation trajectory rather than instrument type; an RSU at a well-valued company may deliver more wealth than an option at an overvalued one.

N = 94

Equity Vesting Schedule
VP Finance/FP&A



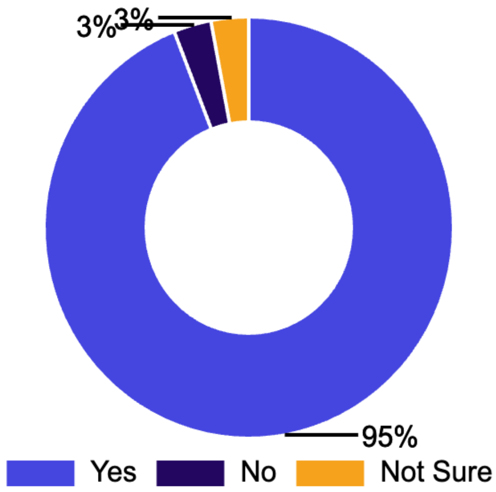
N = 94

Insights

- Four-year vesting with a one-year cliff is the near-universal standard (89%) at VP Finance level, mirroring CFO and Director-level vesting mechanics and confirming that vesting structure is a company-wide policy rather than a title-differentiated design.
- For VP Finance executives, the one-year cliff on a grant that may be modest in absolute size represents a meaningful percentage of annual equity value; the binary vested/not-vested decision at the 12-month mark can be a significant retention factor in a volatile first year.
- VP Finance executives negotiating equity packages should focus the conversation on annual refresh grant expectations and milestone-based supplemental grants rather than on vesting mechanics, which are effectively non-negotiable at this title level across the market.

Does Equity Include 1 Year Cliff

VP Finance/FP&A



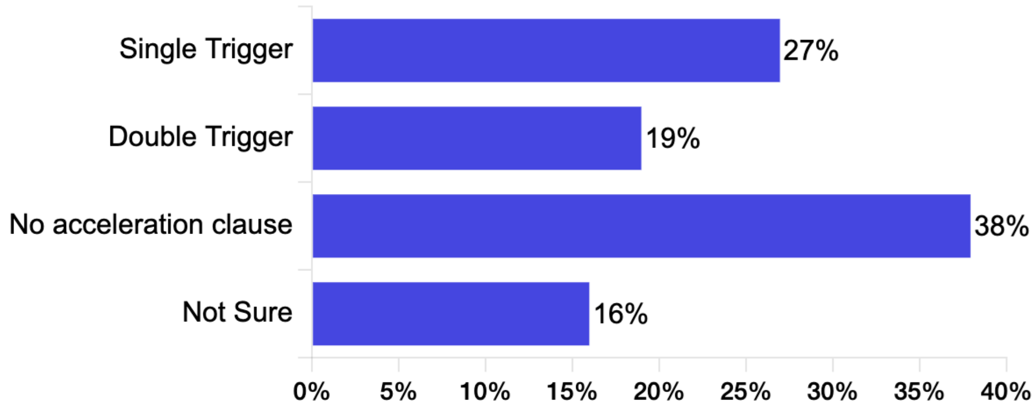
N = 94

Insights

- One-year cliff vesting is the dominant structure for VP Finance equity grants, consistent with the broader market standard and providing companies with a minimum 12-month retention commitment before any equity value vests.
- Single-trigger acceleration provisions are the more prevalent structure where they exist at VP Finance level, requiring only a change-of-control event to trigger vesting. Double-trigger provisions - requiring both a change-of-control event AND an involuntary termination - are present in 19% of VP Finance packages and are increasingly preferred by boards.
- Companies should consider whether cliff provisions at VP Finance level are serving their intended retention purpose; in competitive talent markets where VP Finance candidates receive counter-offers, a shorter initial cliff or accelerated first-year vesting can be a differentiated offer component.

Equity Include Acceleration Clause

VP Finance/FP&A



Insights

- Acceleration provisions are present in a minority of VP Finance equity packages, more commonly at PE-backed companies with formal management equity programs and less commonly at venture-backed companies where acceleration is more concentrated at the CFO level.

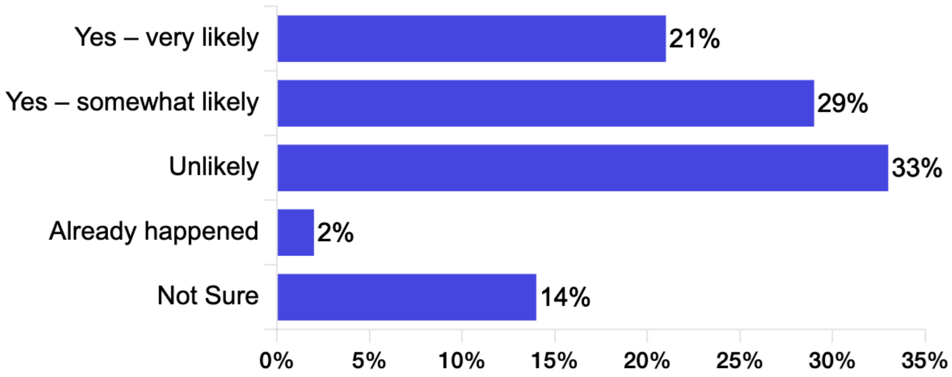
- Single trigger acceleration provisions are the more prevalent structure where they exist at VP Finance level, often only requiring a change-of-control event, versus only requiring an involuntary termination before acceleration is triggered.

- VP Finance executives at PE-backed companies or those with known M&A trajectories should negotiate for single-trigger acceleration; the cost to the company is low but the protection value at a change-of-control event is material.

N = 94

Expect Liquidity Event In Next 3 Years

VP Finance/FP&A



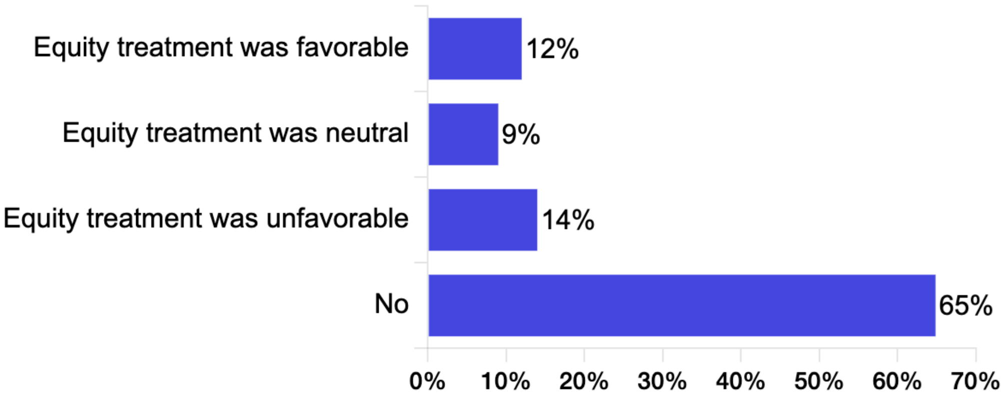
N = 94

Insights

- VP Finance/FP&A liquidity event expectations are typically lower than CFO-level expectations and higher than Director-level, reflecting the partial access to strategic planning discussions that characterizes the VP Finance role at most companies.
- VPs who are closely involved in board preparation and financial modeling for M&A or IPO processes have more accurate liquidity timelines than peers who are not in that information flow; the variance in VP Finance liquidity expectations partly reflects this information asymmetry.
- Companies should ensure VP Finance leaders have appropriate visibility into liquidity planning horizons; a VP Finance who is managing a multi-year equity decision without access to realistic timeline information is operating at a structural information disadvantage versus their peers at other companies.

Experienced Past Acquisition or Change Of Control

VP Finance/FP&A



Insights

- VP Finance executives with prior acquisition or change-of-control experience bring a more realistic and often more cautious perspective on equity value realization; they have direct reference points for the gap between headline equity value and actual proceeds at exit.

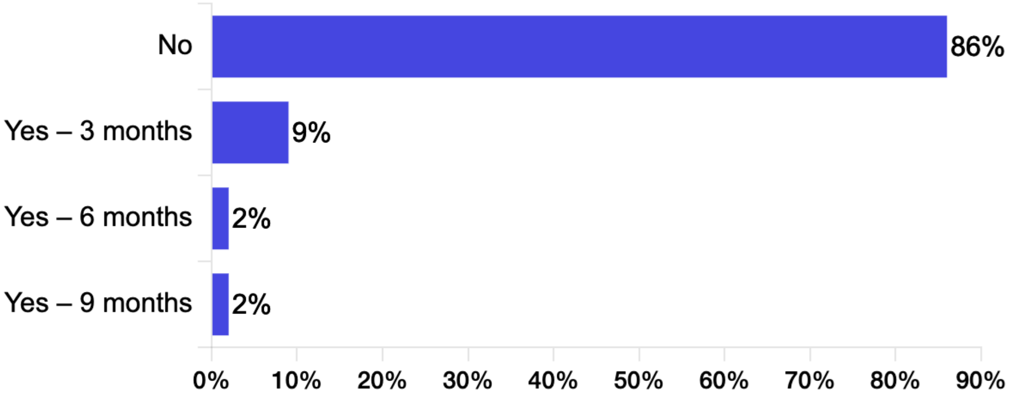
- Prior M&A experience at VP Finance level typically produces more rigorous equity due diligence in subsequent offer negotiations: these candidates ask about change-of-control provisions, equity assumption policies, and role redundancy risk that less experienced candidates do not consider.

- Companies hiring VP Finance candidates with prior M&A experience should expect more detailed equity discussions; these candidates know the questions that matter and will evaluate the equity component of an offer with the same rigor they would apply to a financial model.

N = 94

Pre-Negotiated Severance In Comp Package

VP Finance/FP&A



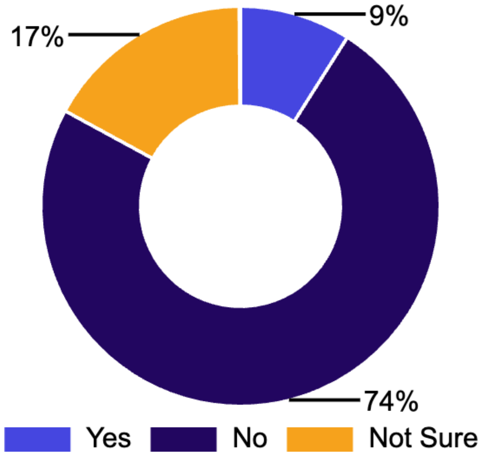
Insights

- VP Finance/FP&A executives have materially lower rates of pre-negotiated severance than CFOs, creating a significant protection gap at a title level that carries substantial operational risk and company knowledge.
- The absence of pre-negotiated severance at VP Finance level is particularly acute at PE-backed companies where management team changes at acquisition are common and the executive transition window is compressed.
- VP Finance executives should treat the next role negotiation as the primary opportunity to establish severance provisions; even 3-month base continuation represents meaningful financial protection in a market where VP Finance searches average 90-120 days.

N = 94

Pre-Negotiated Severance Include Payout Or Bonus

VP Finance/FP&A



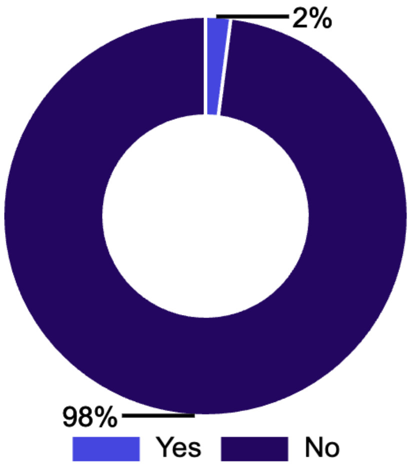
Insights

- VP Finance severance packages that include bonus payout provisions are less common than at CFO level, reflecting the weaker negotiating position and less formal employment agreement structure typical at this title level.
- The absence of bonus inclusion in VP Finance severance means that an executive departing mid-year forfeits all variable pay accrued to that point, creating a meaningful additional financial cost layered on top of the base salary loss.
- Companies designing severance frameworks should evaluate including pro-rated bonus provisions at VP Finance level and above; this provision has relatively low expected cost to the company but high perceived value to the executive.

N = 94

Received Signing Bonus

VP Finance/FP&A



Filtered by: Total Population

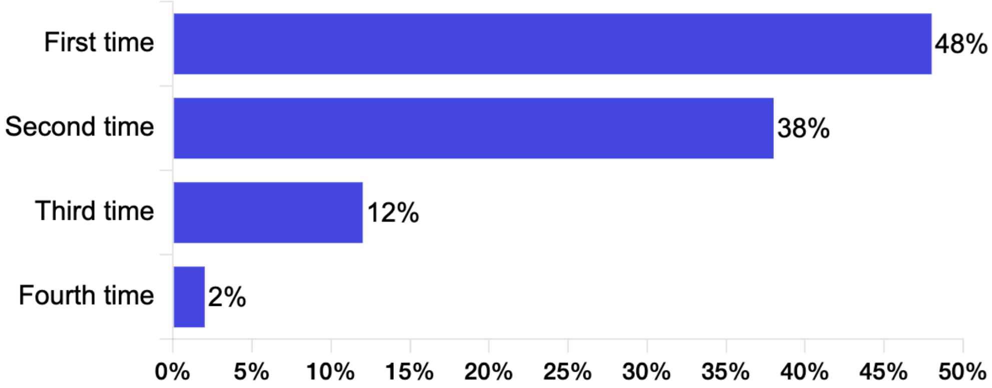
Insights

- Signing bonuses for VP Finance/FP&A are not common, and are only typically offered when candidates are forfeiting unvested equity or accepting below-market cash to join a high-equity-upside company at an earlier stage.
- The frequency of signing bonuses at VP Finance level reflects the current market dynamics for senior FP&A and finance leadership talent. Companies unable to match desired candidate's compensation will use signing bonuses to bridge the gap.
- VP Finance candidates negotiating offers should quantify the total forfeited value from their current employer and present it as a concrete ask; framing signing bonus as a departing cost reimbursement is both accurate and more persuasive.

N = 94

Times Served In Current Role At Any Company

VP Finance/FP&A



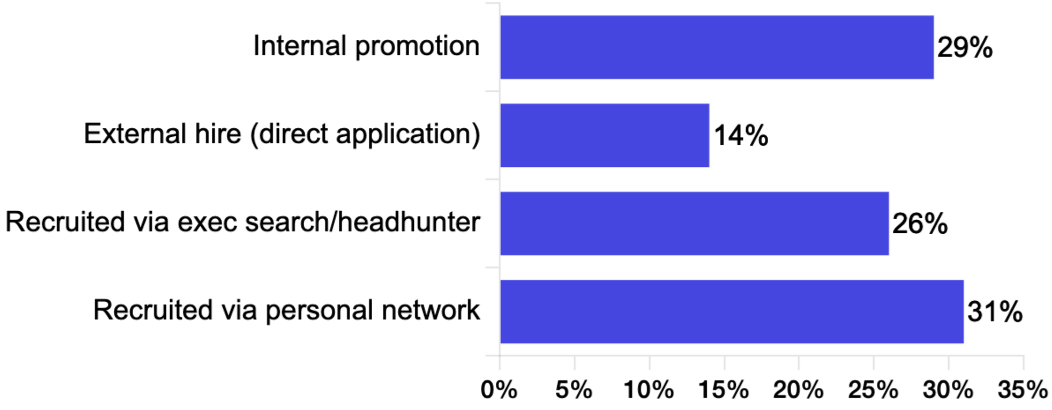
Insights

- VP Finance/FP&A respondents show higher rates of first-time role holders than CFOs, consistent with the broader talent pipeline and the larger population of Directors transitioning into VP Finance positions.
- Repeat VPs represent a significant cohort, reflecting the reality that the VP Finance title is sometimes a terminal career stage for executives who are not on a CFO track or who are building specialized FP&A expertise.
- Companies hiring VP Finance should distinguish between candidates in active CFO development tracks versus specialists building deep FP&A capability; the compensation, development, and retention frameworks for these two profiles differ materially.

N = 94

How Current Role Obtained

VP Finance/FP&A



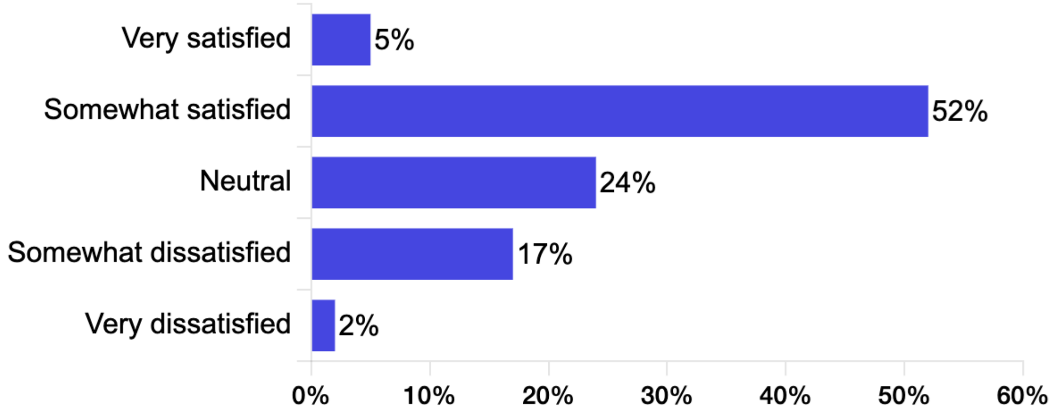
Insights

- VP Finance/FP&A roles are more frequently filled through internal promotion or recruited through peer networks much more than CFO roles, reflecting the larger candidate pool and the more prevalent practice of developing VP-level talent internally.
- The higher internal promotion rate at VP Finance vs. CFO level creates a compounding retention risk: top-performing Directors who do not see a clear VP promotion path within 18-24 months will seek that progression externally.
- Companies with strong internal VP Finance promotion pipelines have a competitive advantage in both talent cost and role continuity; investing in structured Director-to-VP development programs pays dividends in both promotion readiness and retention.

N = 94

Current Compensation Satisfaction

VP Finance/FP&A



Insights

- VP Finance/FP&A satisfaction rates typically show more variation than CFO-level satisfaction, reflecting the wider range of compensation relative to market that exists at this title level across company sizes and stages.
- Below-median satisfaction at VP Finance level is strongly correlated with two patterns: extended time without a salary review and a widening gap between VP total compensation and first-time CFO offers the executive is receiving from external recruiters.
- CEOs and CFOs should treat VP Finance compensation satisfaction as a forward-looking retention signal; an unsatisfied VP Finance who is being actively recruited externally will rarely volunteer that information before accepting a competing offer.

N = 94

Director Finance

03

Annual Base Salary

Director Finance/FP&A

N = 50

Insights

- Director Finance/FP&A median base salary of $190,000 reflects a market that is pricing analytical and FP&A execution capability rather than strategic leadership. This level sees the highest concentration of candidates and the most efficient market pricing.
- The Director-to-VP promotion step typically involves a 15-25% base salary increase but more significantly unlocks equity participation and bonus target percentage, making promotion timing a critical total compensation inflection point.
- Organizations that delay Director-to-VP promotions for high performers are accepting meaningful retention risk: the external market for senior Director-level candidates actively recruits against VP titles, and top candidates will monetize the title at a competitor if not offered internally.

Annual Base Salary

Director Finance/FP&A – By Company Size

Insights

- Director Finance/FP&A base salary scales with company size, but the spread is the narrowest of the three title levels: Directors at $100M+ companies earn roughly 25-30% more than peers at sub-$10M companies, versus the 55% CFO gap.

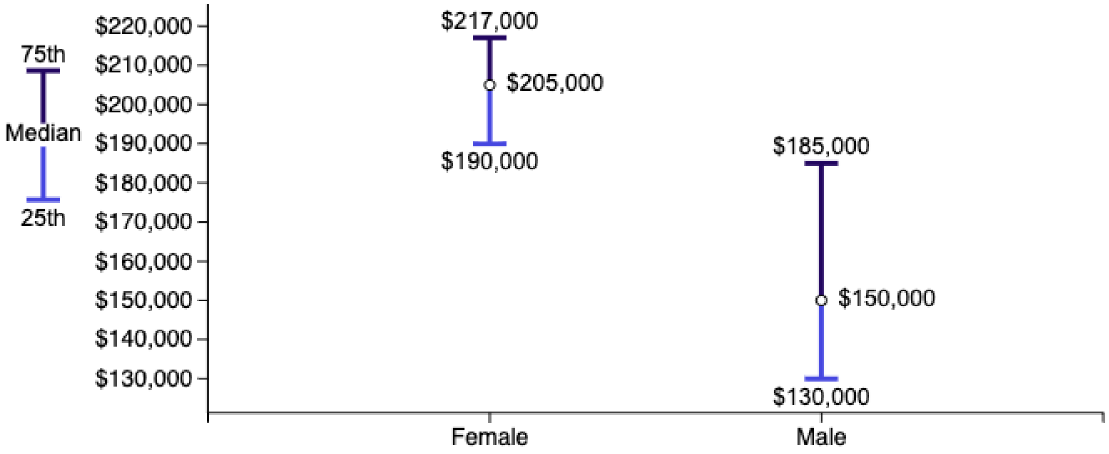
- The compressed spread reflects the more execution-focused, process-driven nature of the Director role, where company complexity adds workload but does not translate to the same strategic premium as at CFO or VP level.

- Organizations benchmarking Director Finance compensation should use revenue-tier filters just as rigorously as for CFO; using an all-company Director average will systematically underpay at larger companies and create budget pressure at smaller ones.

N = 50

Annual Base Salary

Director Finance/FP&A – By Gender



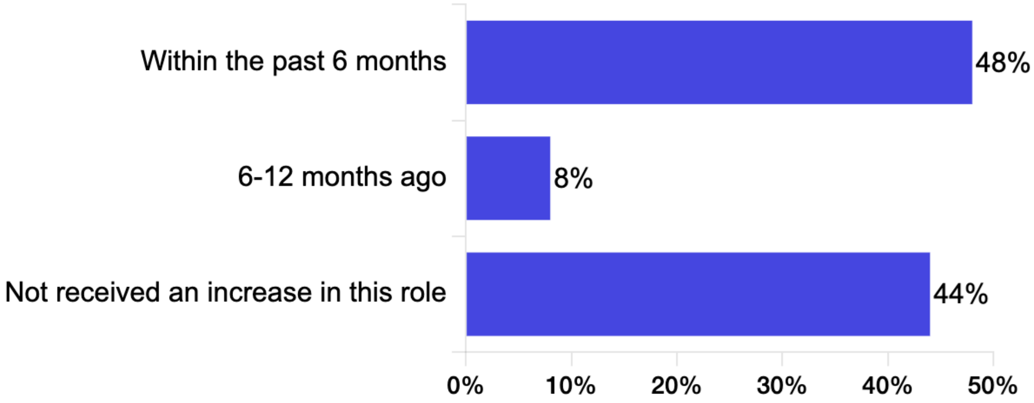
N = 50

Insights

- Director Finance/FP&A gender-stratified base salary data shows significant median-level differences. These material differences should also be evaluated based upon location and seniority in the interactive benchmarks.
- Companies should control for FP&A vs. accounting specialization, company size, and tenure when assessing gender pay equity at Director level; these variables can explain apparent gaps that surface in unadjusted comparisons.
- Annual gender pay equity reviews at Director Finance level should include the full TTC view, not just base salary; variable pay and equity participation gaps at this level can compound over time into material wealth accumulation differences.

Last Base Salary Increase Timing

Director Finance/FP&A



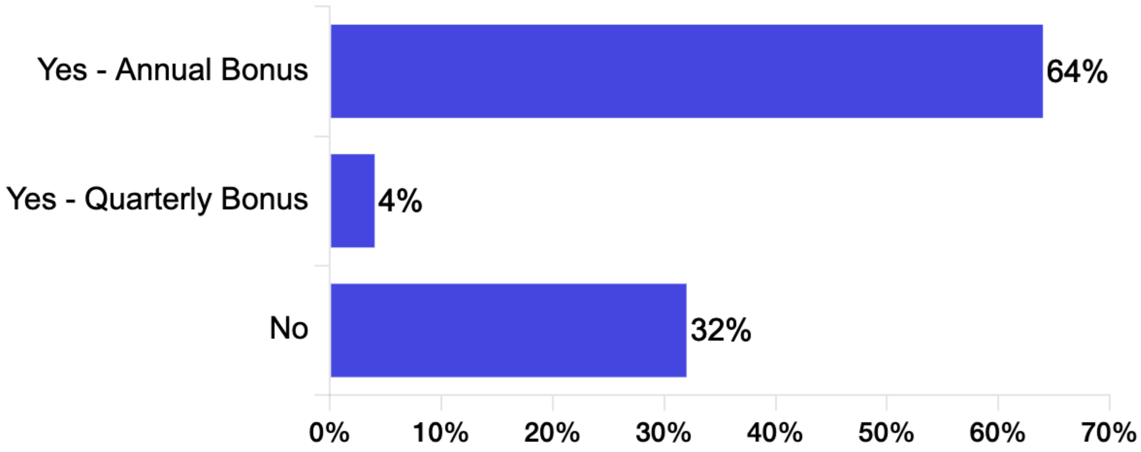
Insights

- Director Finance/FP&A executives show the highest rate of delayed salary reviews across all three title levels, confirming that mid-management compensation adjustments are consistently deferred longest during cost-containment cycles.
- A Director who has not received a salary increase in 18+ months is almost certainly below market rate; the external job market for senior FP&A and finance leaders prices current skills, not historical comp, creating a widening gap with every month of inaction.
- Companies should implement a Director Finance salary review trigger at 12 months rather than relying on annual cycles; the cost of a proactive 8-10% market adjustment is a fraction of the all-in cost of a replacement search and transition.

N = 50

Bonus Type

Director Finance/FP&A



Insights

- Annual cash bonus is the near-universal variable compensation structure for Director Finance/FP&A, consistent with the CFO and VP Finance patterns and reflecting the company-wide annual performance measurement and payout cycle.
- The concentration in annual-only bonus structures at Director level creates a cliff-edge dynamic in below-target years; Directors who miss full-year targets receive zero variable pay, which is a more acute financial impact at their lower base salary level.
- Companies retaining high-performing Directors through a difficult year should evaluate discretionary retention mechanisms; the cost of losing a Director Finance to a competitor offering current-year guarantees consistently exceeds the cost of a modest retention payment.

N = 50

Target Annual Bonus
Director Finance/FP&A

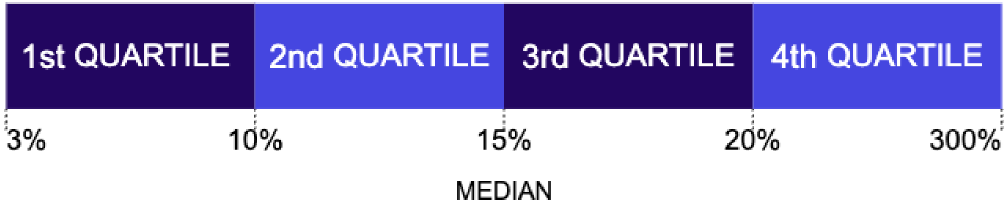
Insights

- Director Finance/FP&A median target bonus of approximately $16.5K represents the smallest variable compensation opportunity in the finance leadership hierarchy, creating limited differentiation between total compensation and base salary alone.
- The 75th percentile Director bonus target of $40K reflects companies that apply more aggressive incentive structures or where the Director role carries broader scope approaching VP Finance levels of responsibility.
- Director Finance executives evaluating total compensation packages should scrutinize the target bonus percent carefully; a sub 10% target bonus represents relatively modest variable upside compared to the 18-22% increasingly common at Series B and later companies.

N = 50

Target Bonus Percent of Base Salary

Director Finance/FP&A



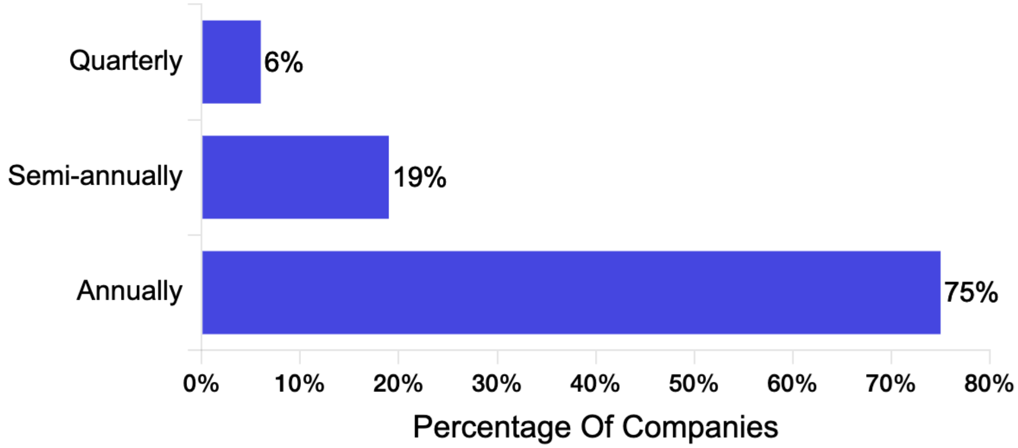
N = 50

Insights

- Director Finance median target bonus of 15% of base is the lowest of the three finance title levels, reflecting both the more execution-focused role and the more limited direct accountability for company-level financial outcomes.
- The distribution of target bonus percent at Director level is relatively compressed, with fewer high-end outliers than at CFO or VP Finance level; the PE-backed premium that pushes senior executive variable pay to 30-40% of base rarely reaches Director level
- Director Finance executives who aspire to VP Finance or CFO roles should understand that the VP-to-CFO and Director-to-VP transitions are not just title changes but step-changes in variable compensation philosophy and total compensation structure.

How Often Bonus Is Paid

Director Finance/FP&A



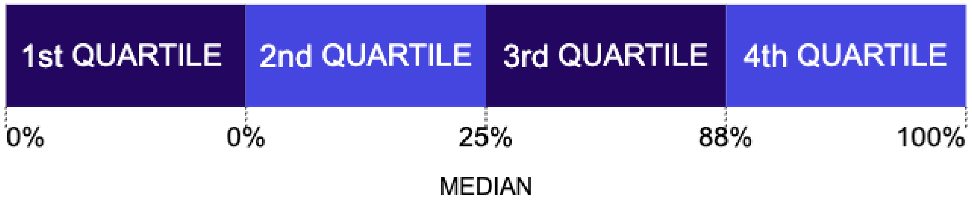
N = 50

Insights

- Annual bonus payment is the universal cadence (75%) for Director Finance/FP&A, mirroring every other title level in the dataset and reflecting the standard once-per-year planning, measurement, and payout cycle across B2B technology companies.
- The consistent annual-only cadence across Director, VP, and CFO levels means that in below-target years, the entire finance leadership team faces the same cliff-edge variable pay outcome simultaneously, amplifying the retention risk.
- Companies evaluating alternative cadences for any part of the finance organization should recognize that changing payout frequency requires recalibrating targets and metrics; a quarterly payout at the same annual target amount will feel different in years of performance volatility.

Latest Percent Of Target Bonus Received

Director Finance/FP&A

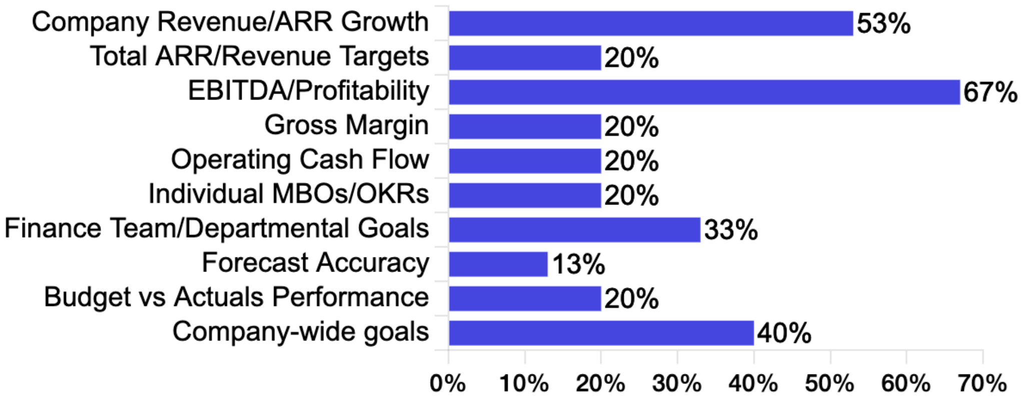


N = 50

Insights

- Director Finance/FP&A median bonus attainment tracks the CFO and VP Finance pattern closely, reflecting the shared dependence on company-level financial KPIs that drive bonus outcomes consistently across the finance organization.
- Below-median bonus attainment at Director level has the most acute financial impact relative to total compensation, given the smaller base salary and lower absolute bonus amount; two consecutive below-target years can materially affect Director-level financial planning.
- When evaluating Director Finance compensation competitiveness, companies should compare realized total compensation, not target TTC; Directors who have experienced consecutive below-target years are likely benchmarking their actual earnings against current external market rates.

Bonus Metrics
Director Finance/FP&A



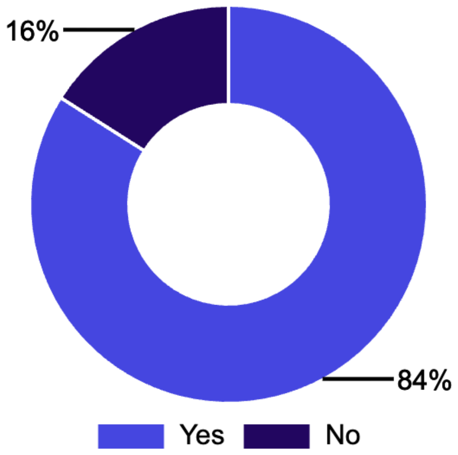
N = 50

Insights

- Director Finance/FP&A bonus metrics combine company-level KPIs with functional metrics more frequently than at CFO or VP level, reflecting the more execution-oriented accountability of the role and the closer connection to specific deliverables like close cycle time and forecast accuracy.
- The inclusion of functional goals (30%) in Director, Finance bonus plans is appropriate and can serve as both a performance driver and a development tool for Directors building toward VP Finance readiness.
- Companies designing Director Finance bonus plans should differentiate between Directors on a CFO development track, who benefit from company-level metric exposure, and specialists building deep FP&A or accounting capability, for whom functional metrics provide cleaner line of sight.

Option or Equity Offered

Director Finance/FP&A



Insights

- Director Finance/FP&A equity participation (84%) is higher than CFO (77%), with a meaningful minority of Directors still receiving no equity. This, combined with the VP finding, suggests companies are increasingly using equity to offset lower cash compensation at the Director and VP levels.

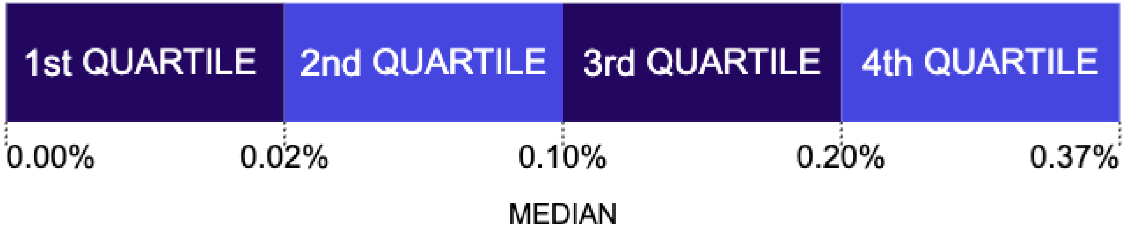
- Though the overall equity participation rate for Directors in this sample population is higher, it is also much lower as measured by the percentage of outstanding shares awarded (0.10% vs 1%)

- Companies should evaluate equity participation frameworks at the Director Finance level carefully; offering even a modest equity grant signals alignment and commitment that improves retention without requiring CFO-level grant sizes.

N = 50

Percentage Of Equity Pool Owned

Director Finance/FP&A



Insights

- Director Finance/FP&A equity pool ownership percentages are typically very small relative to VP Finance and CFO levels, often representing minimal economic value at exit unless the company achieves an outsized valuation.

- The small pool percentages at Director level mean that equity functions primarily as a retention and alignment tool at this title level rather than as a meaningful wealth-creation mechanism, except in cases of extremely high-valuation exits.

- Companies should communicate realistic equity value expectations to Director Finance hires; inflated equity value projections at time of offer that do not materialize create a credibility gap that accelerates disengagement and departure.

N = 50

Equity Value

Director Finance/FP&A

N = 50

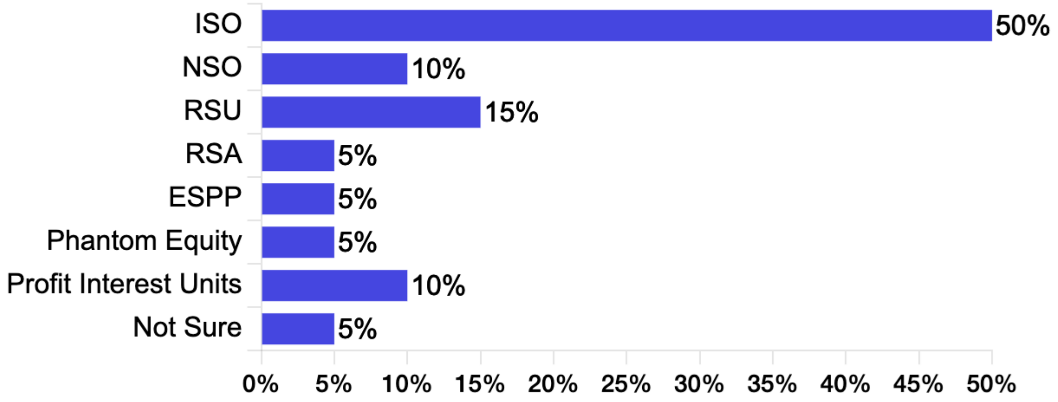
Insights

- Director Finance/FP&A median annual equity value is the lowest in the finance leadership hierarchy, and in many cases is small enough that it does not function as a meaningful retention mechanism relative to the cash compensation differential offered by competing employers.

- The equity value gap between Director and VP Finance is a critical factor in retention; a high-performing Director who is passed over for VP promotion faces not just a title disappointment but a quantifiable and growing equity gap that widens with every year a promotion is delayed.

- Organizations should model the equity value delta for Directors on active promotion tracks and use refresh grants or milestone equity as a bridge instrument to maintain retention while the promotion timeline develops.

Equity Type Issued
Director Finance/FP&A

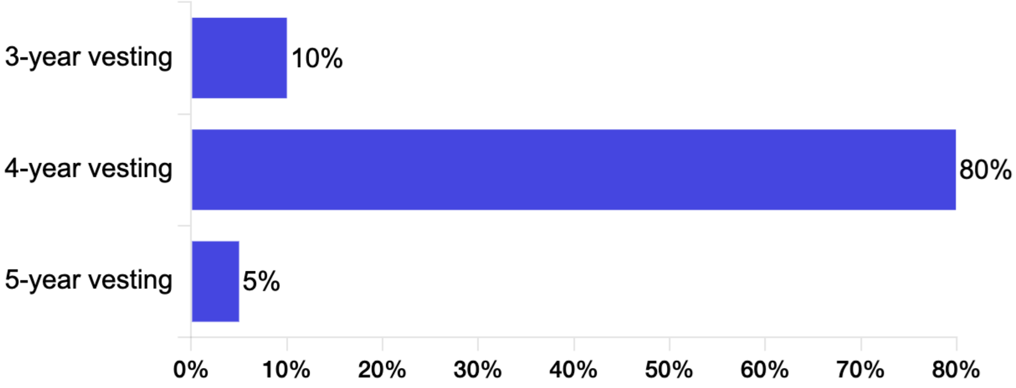


Insights

- Director Finance equity instrument type mirrors the company-wide equity policy, with RSUs dominant at more mature companies and options at earlier-stage companies; there is typically no title-level differentiation in instrument type.
- For Directors at early-stage companies with stock options, the exercise price relative to current FMV and expected appreciation is the critical variable in assessing equity value, not the instrument type itself.
- Director Finance executives evaluating offers should request both the grant size and the most recent 409A valuation to assess the current in-the-money value of any option grants; a large option grant with a high strike price relative to current FMV has less immediate economic value than it appears.

N = 50

Equity Vesting Schedule
Director Finance/FP&A



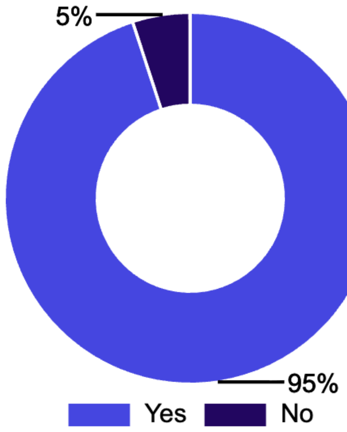
N = 50

Insights

- Four-year vesting with a one-year cliff is the universal standard at Director Finance level, consistent with every other finance title level and confirming that vesting mechanics are a company-wide policy rather than a title-level differentiator.
- For Directors who receive smaller grant sizes, the one-year cliff represents a more significant retention lever in percentage terms; a cliff at 12 months on a $40K grant is the full value of a meaningful percentage of annual compensation.
- Director Finance executives negotiating equity should focus on annual refresh grant expectations rather than vesting mechanics; knowing whether the company has a formal annual refresh program is more predictive of long-term equity accumulation than the initial grant vesting schedule.

Does Equity Include 1 Year Cliff

Director Finance/FP&A



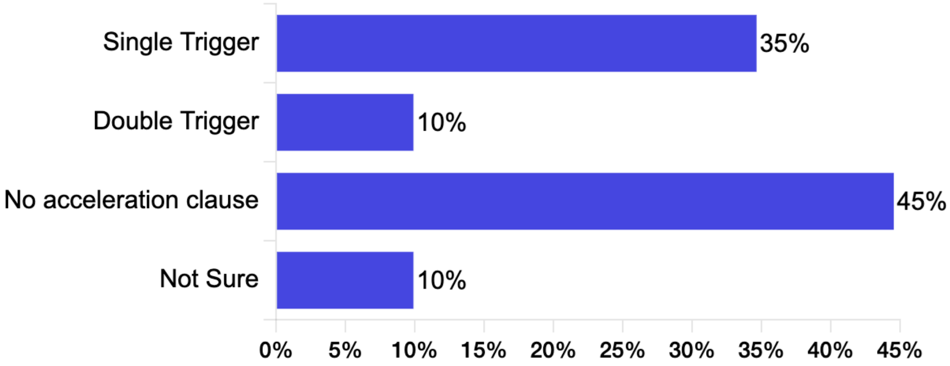
Insights

- One-year cliff vesting is present in the vast majority of Director Finance equity grants, providing companies with a minimum 12-month retention mechanism before any equity value accrues to the executive.
- At Director level, the one-year cliff can feel more constraining than at CFO level because the smaller absolute equity value makes the binary vested/not-vested distinction more financially impactful relative to total compensation.
- Companies should consider whether cliff provisions serve their intended retention purpose at Director Finance level; for high-value Directors in competitive markets, a shorter initial cliff or monthly vesting from day one may be a more effective retention design.

N = 50

Equity Include Acceleration Clause

Director Finance/FP&A



Insights

- Acceleration provisions are uncommon at the Director Finance level, so seeing 35% with a signal trigger and another 10% with a double trigger acceleration clause is surprising.

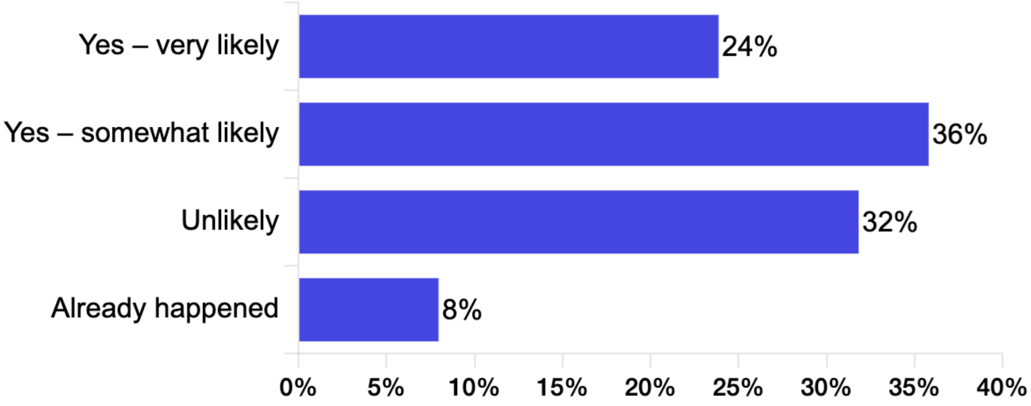
- The 55% with no acceleration clause means Directors face the most acute financial risk in change of control scenarios.

- Directors who are joining companies with known M&A exposure or PE-backed ownership should negotiate for at least a single-trigger acceleration provision on unvested grants; the economic cost to the company of this provision is modest but the executive protection is material.

N = 50

Expect Liquidity Event In Next 3 Years

Director Finance/FP&A



Insights

- Director Finance/FP&A respondents show lower liquidity event confidence than CFO and VP peers, consistent with their more limited access to board-level strategic planning discussions and M&A or IPO preparation processes.

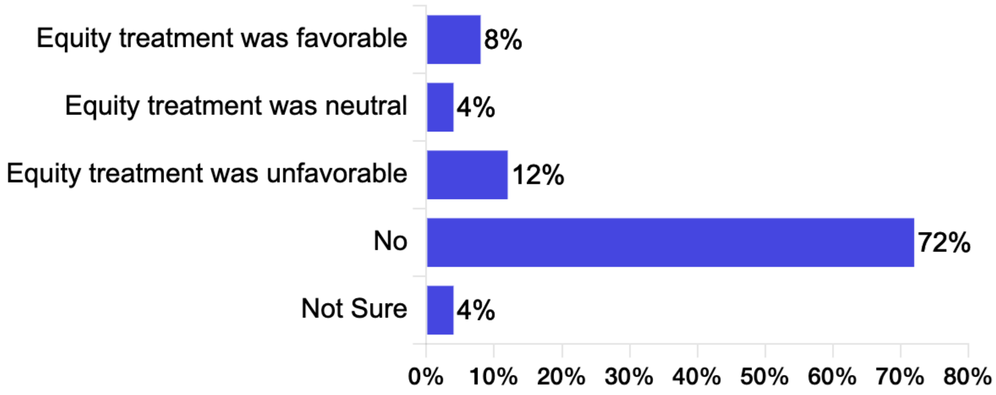
- The information asymmetry on liquidity timelines between Directors and senior leadership creates a structural disadvantage for Directors in evaluating the equity component of their total compensation; they are making decisions with less information.

- Organizations should ensure that Director Finance leaders have appropriate visibility into equity program design, company valuation trajectory, and expected liquidity timelines to make informed total compensation decisions; this transparency is both fair and a retention tool.

N = 50

Experienced Past Acquisition or Change Of Control

Director Finance/FP&A



N = 50

Insights

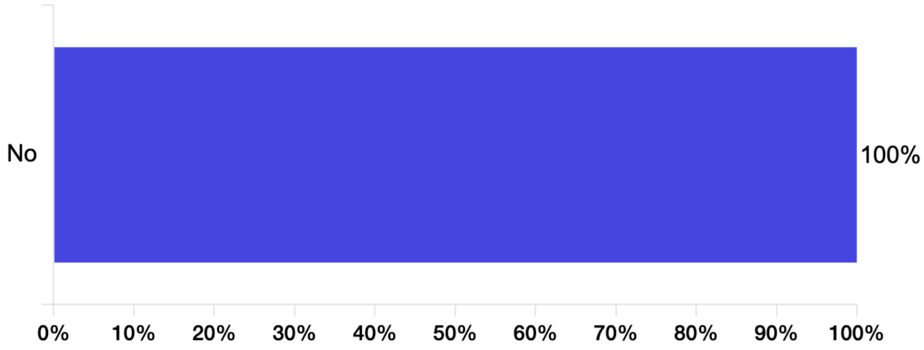
- A meaningful portion of Director Finance respondents have not experienced prior acquisitions or changes of control, providing them with no direct insight into the equity treatment, role continuity risk, and career disruption patterns that accompany M&A events.

- Directors with prior M&A experience typically approach equity negotiation more rigorously, including asking about change-of-control provisions, acquiring company equity assumption policies, and role redundancy risk in integrations.

- Companies hiring Directors with prior M&A experience should anticipate more sophisticated equity negotiation; these candidates have a reference point for the gap between headline equity value and realized equity value at exit, and will ask the questions that less experienced candidates do not.

Pre-Negotiated Severance In Comp Package

Director Finance/FP&A



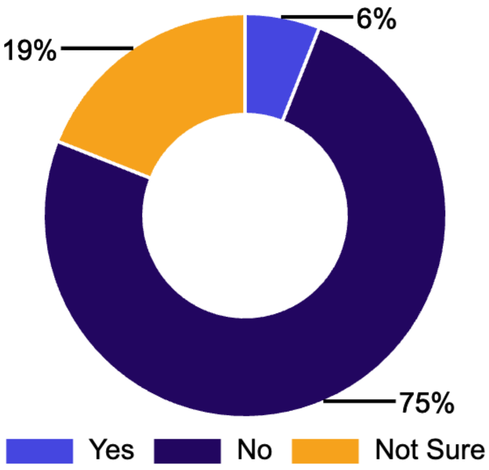
Insights

- Directors in Finance/FP&A have the lowest rate of pre-negotiated severance across all three finance title levels, with 100% having no contractual protection. This creates significant financial exposure in involuntary departure scenarios.
- The absence of pre-negotiated severance at Director level is a structural market gap that creates disproportionate financial risk for mid-career executives who have limited savings buffers compared to more senior leaders.
- Directors should prioritize negotiating even a 2-3 month severance provision at the next role transition; framing this as standard practice at the title level (which the data supports at VP and above) and presenting peer examples is more effective than framing it as a personal request.

N = 50

Pre-Negotiated Severance Include Payout Or Bonus

Director Finance/FP&A



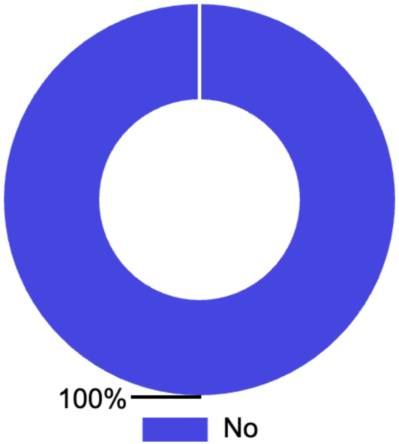
Insights

- Director Finance severance packages that include bonus payout provisions are rare, reflecting both the more limited negotiating leverage at this title level and the less formal employment agreement structure typical for Director-level hires.
- The absence of bonus inclusion in Director Finance severance is particularly impactful for Directors who depart in Q3 or Q4 having carried a full year of performance; a clean exit forfeits all accrued bonus value with no contractual recourse.
- Companies designing severance frameworks should evaluate including pro-rated bonus for Director Finance and above; this provision signals fair dealing, has low expected cost to the company, and significantly improves the perceived value of the employment relationship.

N = 50

Received Signing Bonus

Director Finance/FP&A



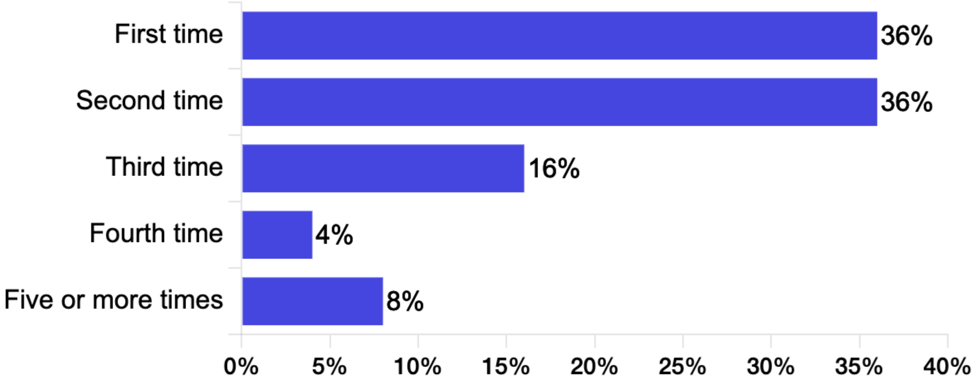
N = 50

Insights

- Traditionally, signing bonuses at Director Finance level are most common when there is a demand/supply imbalance, not the case today or candidates are forfeiting unvested equity, accepting a title or cash step-down to join a high-growth company, or when the company is competing for talent against a known counter-offer.
- The lack of signing bonuses at Director Finance level reflects the current supply to demand environment for experienced FP&A and finance leaders.
- Directors negotiating offers should quantify all forfeited value from their current employer, including unvested equity, accrued bonus, and benefits, and present these as concrete dollar amounts to be addressed in the offer; a data-driven ask is more effective than a general request for a higher signing bonus.

Times Served In Current Role At Any Company

Director Finance/FP&A

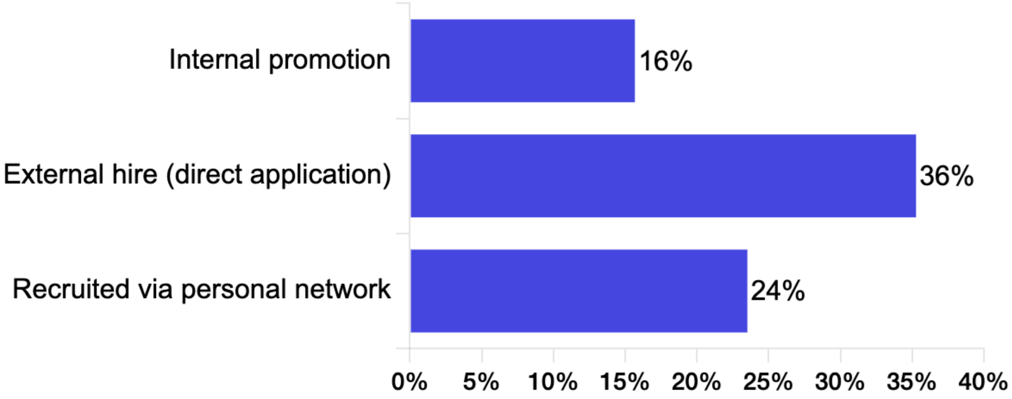


N = 50

Insights

- Director Finance/FP&A respondents show the highest first-time role holder rates of the three title levels, consistent with the larger talent pipeline of managers transitioning into their first Director position from senior analyst or manager roles.
- Repeat Director Finance executives represent a distinct talent segment: some are building deep FP&A specialization that they prefer to Vice President generalist roles, while others are in companies or markets where VP Finance opportunities have not materialized.
- Companies distinguishing between first-time and experienced Director hires should calibrate compensation, development investment, and promotion timeline expectations accordingly; a first-time Director in active CFO development requires different management and incentive design than a specialist Director building FP&A depth.

How Current Role Obtained
Director Finance/FP&A



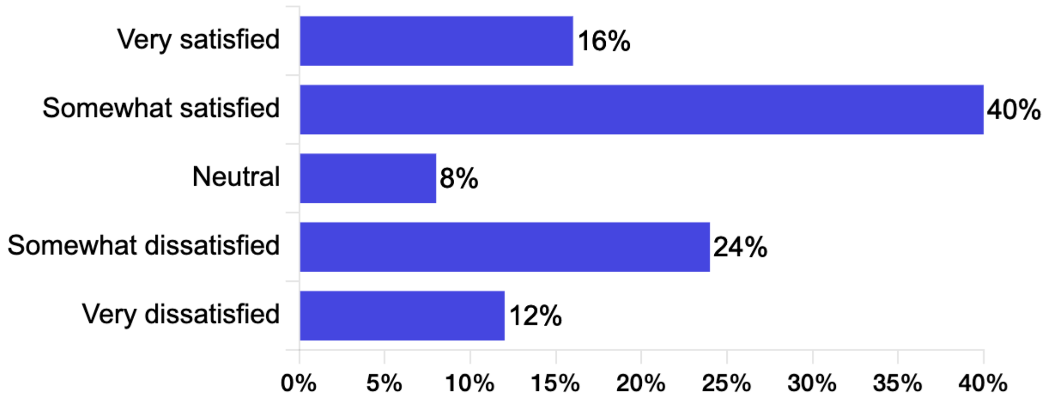
Insights

- Director Finance/FP&A roles are predominantly filled through internal promotion and direct application, consistent with the larger candidate pool at this level and the more common practice of developing finance talent from below the Director threshold.
- The high internal promotion rate at Director Finance level creates a critical retention dynamic: top-performing Managers and Senior Analysts who do not see a clear Director path within 18-24 months will seek the promotion externally.
- Companies with strong internal promotion pipelines into Director Finance roles have a material cost and continuity advantage; the all-in cost of promoting a known internal candidate is consistently lower than recruiting, hiring, and onboarding an external Director-level hire.

N = 50

Current Compensation Satisfaction

Director Finance/FP&A



Insights

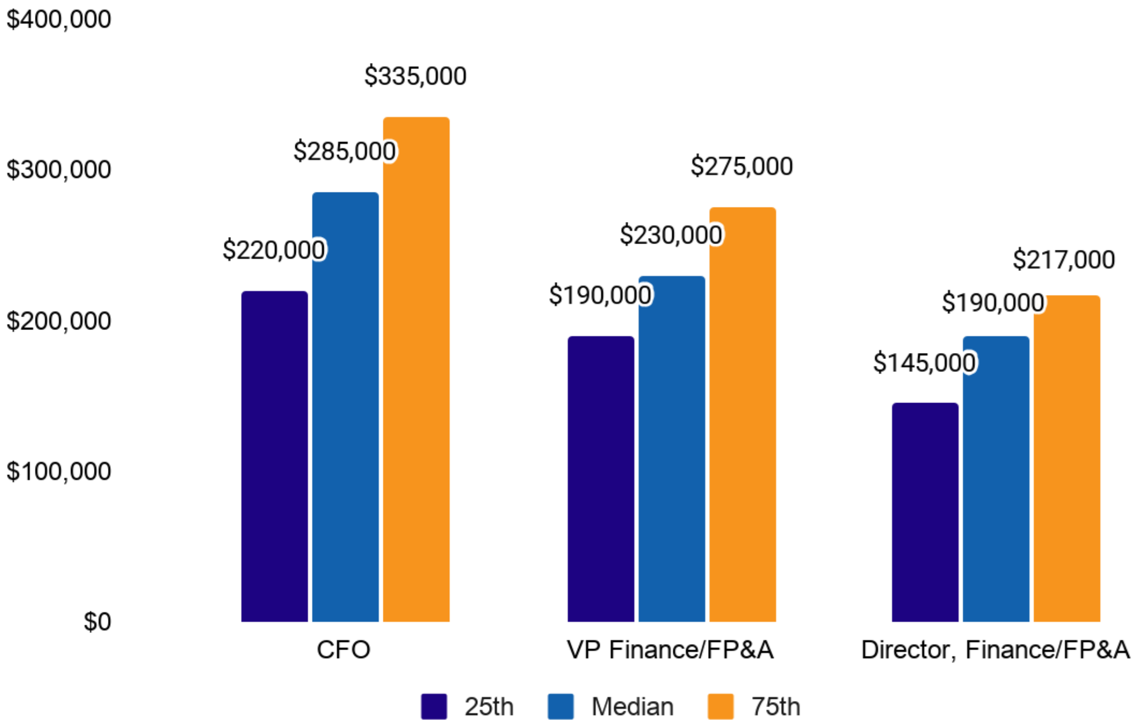
- Director Finance/FP&A compensation satisfaction rates with 56% being satisfied is encouraging in light of the current market conditions.
- Below-median satisfaction at Director Finance level is a strong leading indicator of active job searching; Directors who rate their compensation satisfaction below average are typically already benchmarking their package against external offers they are actively seeking.
- CFOs and finance leaders managing Director Finance retention should treat low compensation satisfaction scores as an immediate action trigger, not a monitoring data point; by the time a Director Finance expresses dissatisfaction explicitly, the retention window is often already closing.

N = 50

Base Compensation (By Title Level)

04

Annual Base Salary
By Title Level



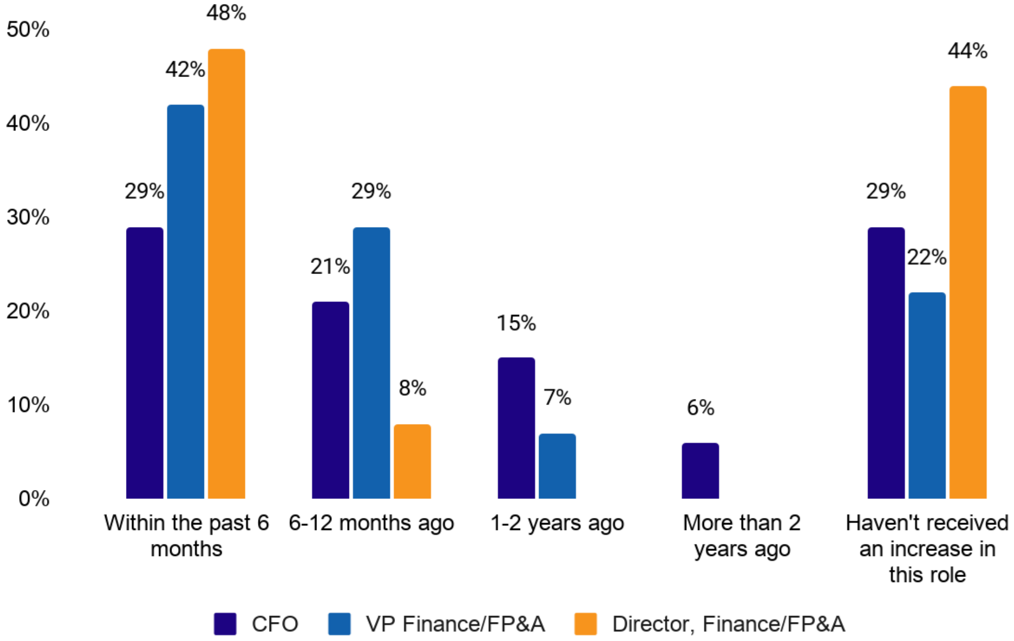
N = 288

Insights

- The title-level base salary step-up follows a consistent pattern: each title level commands approximately a 20-25% premium over the level below at the median, creating a predictable compensation ladder that companies can use to set career progression expectations.
- CFO median base salary is ~ 50% higher than Director Finance/FP&A median. Of that gap, the VP to CFO step accounts for ~ 25%, the single largest step in compensation hierarchy.
- Cross-title benchmarking reveals that the Director and VP levels show the widest distribution (highest coefficient of variation), while CFO compensation is more tightly clustered around revenue-tier anchors, reflecting the more structured market for CFO hiring.

Last Base Salary Increase Timing

By Title Level



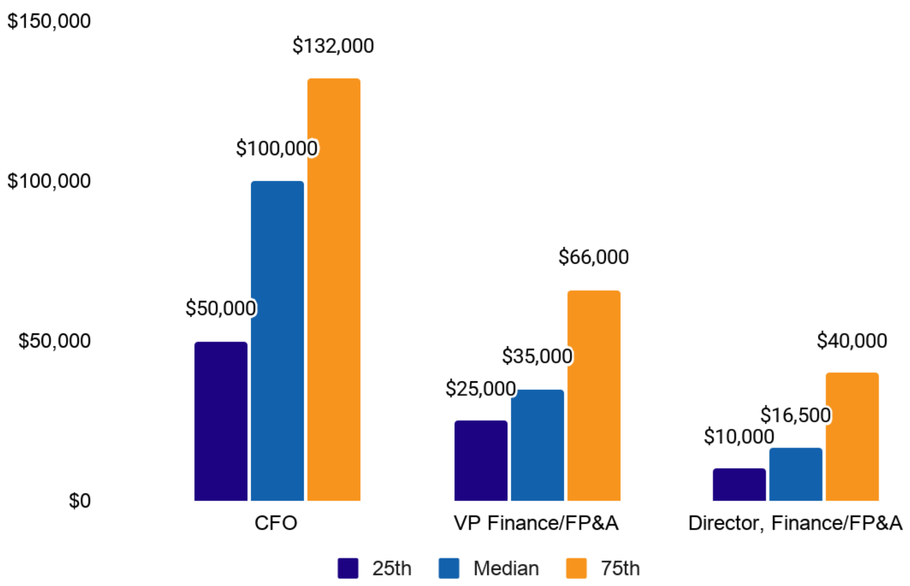
Insights

- Director-level finance executives show the highest rate of receiving base salary increases in the last 6 months (48%), but also represent the largest segment not receiving an increase in the role (44%), this may partially reflect a share of participants who have been in the role less than one year, but is a cautionary tale for Director-level retention risk.
- 71% of VPs report receiving a base salary increase in the last 12 months, highlighting the annual salary review and action cycle. VPs are more likely to have received increases in the past 12 months, reflecting both their stronger negotiating position and the more visible competitive market for senior finance talent at these levels.
- Organizations that have systematically deferred Director-level reviews should model the cost of a catch-up adjustment now versus the replacement cost of losing top Directors to competitors who maintained market-rate pay. The math typically favors retention.

Bonus
(By Title Level)

05

Target Annual Bonus
By Title Level



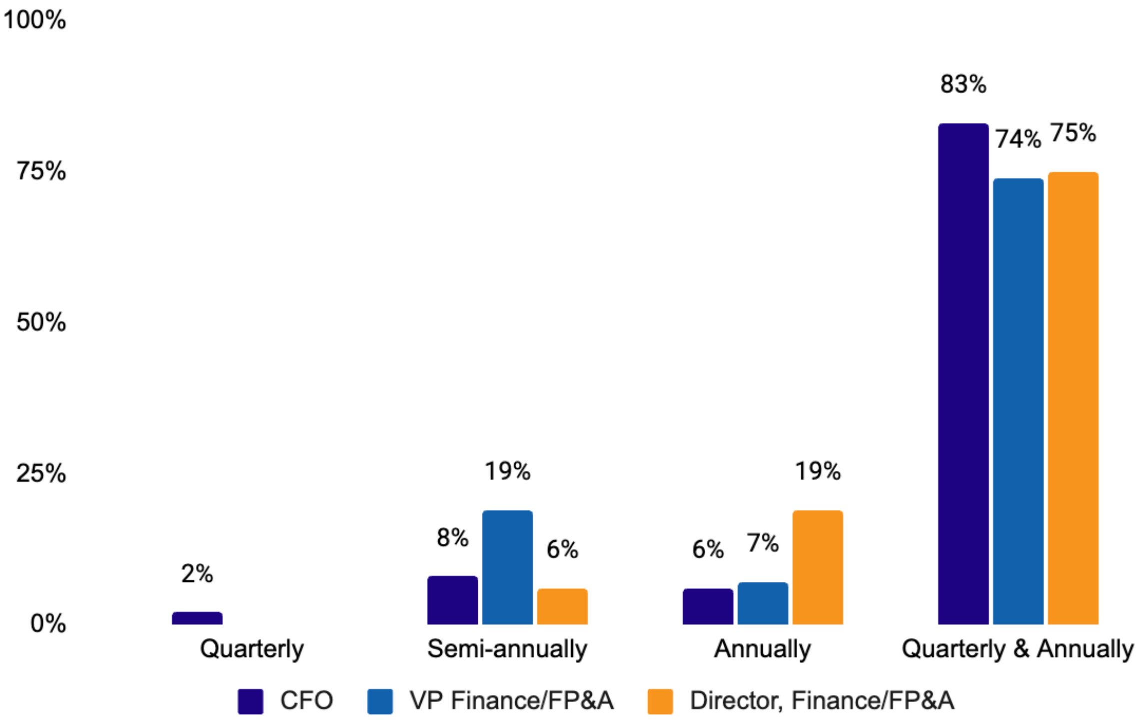
N = 192

Insights

- Target Bonus scales with title level in both absolute dollars and as a percent of base salary. The VP-to-CFO step shows the most significant increase in variable percent, reflecting the shift from execution-focused to strategy-focused compensation design.
- Director-level target Bonus in the $10K - $40K range represents a broad range of target bonuses compared to CFOs and VPs. More aggressive bonuses for Directors may provide additional buffer on the downside and reward those employees when EBITDA exceeds plan.
- Companies that apply a uniform bonus plan structure across title levels are leaving incentive design value on the table. Title-differentiated bonus structures with appropriate metric mixes (functional metrics for Directors, company metrics for CFOs) drive better performance and satisfaction outcomes.

How Often Bonus Is Paid

By Title Level



N = 192

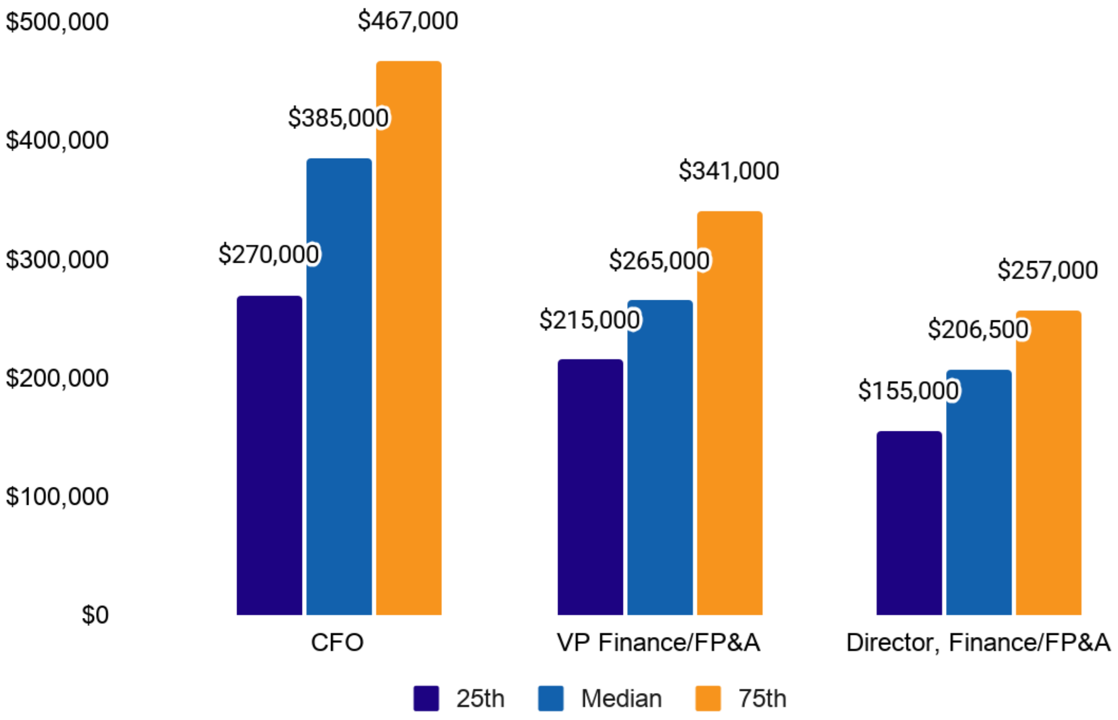
Insights

- Annual bonus payment is the universal cadence across all three finance title levels, confirming that the once-per-year payout cycle is a structural feature of the market, not a title-level differentiation.
- The consistency of annual-only bonus structures across title levels means that retention risk from below-target performance is distributed uniformly across the finance organization in difficult years.
- Companies evaluating alternative bonus cadences should recognize that moving away from annual payout requires adjusting performance metrics and target-setting frameworks simultaneously; the cadence and the metric design are interdependent.

Total Target Compensation
(By Title Level)

06

Total Target Compensation
By Title Level



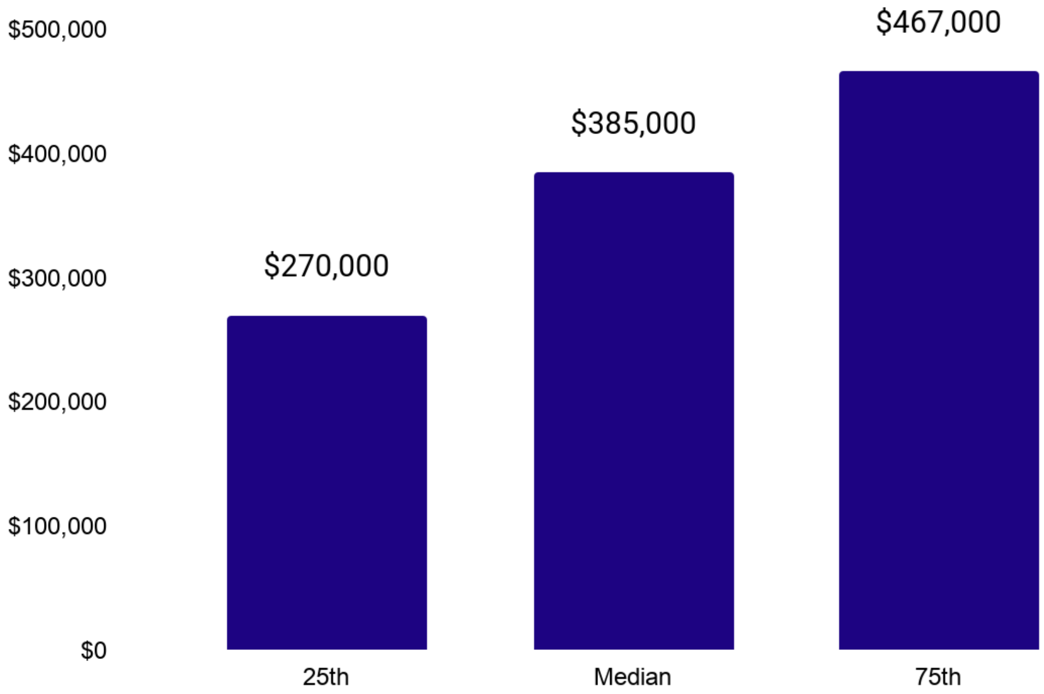
N = 288

Insights

- CFO median TTC is $384K (75th: $462K), representing a 46% premium over VP Finance/FP&A median ($262.5K) and an 86% premium over Director Finance/FP&A median ($206.5K) at the median.
- The CFO TTC premium over the next level (VP Finance/Acc) of ~ $121.5K median is driven roughly equally by base salary premium and bonus target differential.
- These TTC benchmarks by title level are the most actionable reference for Boards conducting CFO compensation reviews and for finance executives benchmarking their own packages.

Total Target Compensation (Base Salary + Target Bonus)

CFO

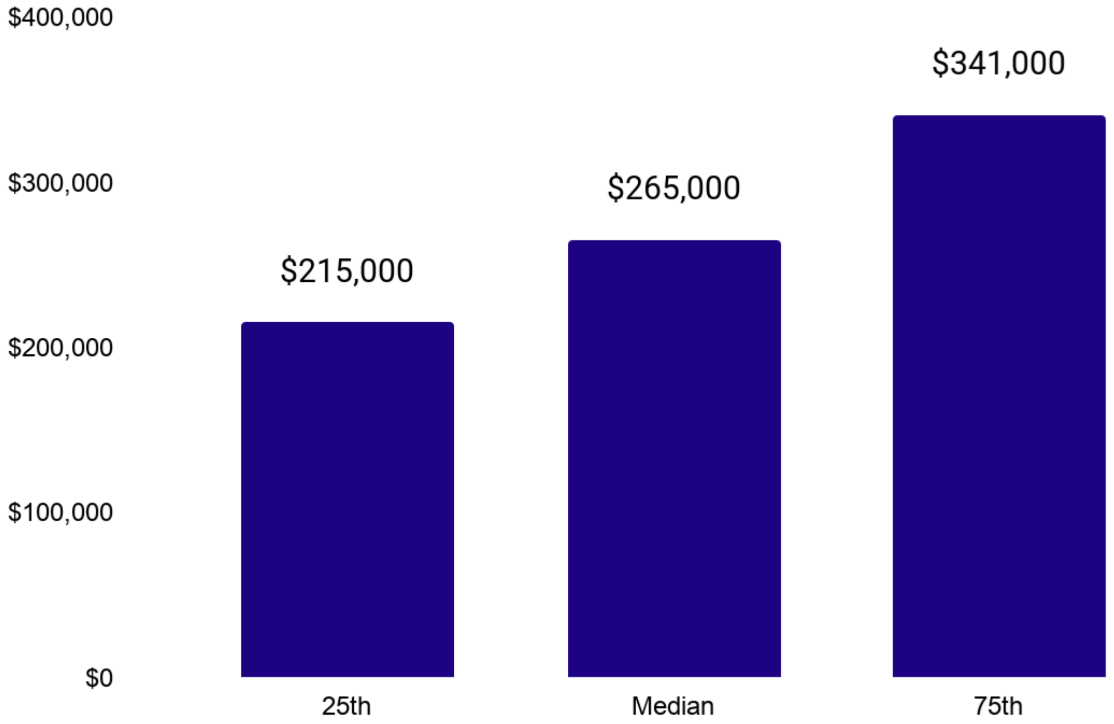


N = 144

benchmarkit 100

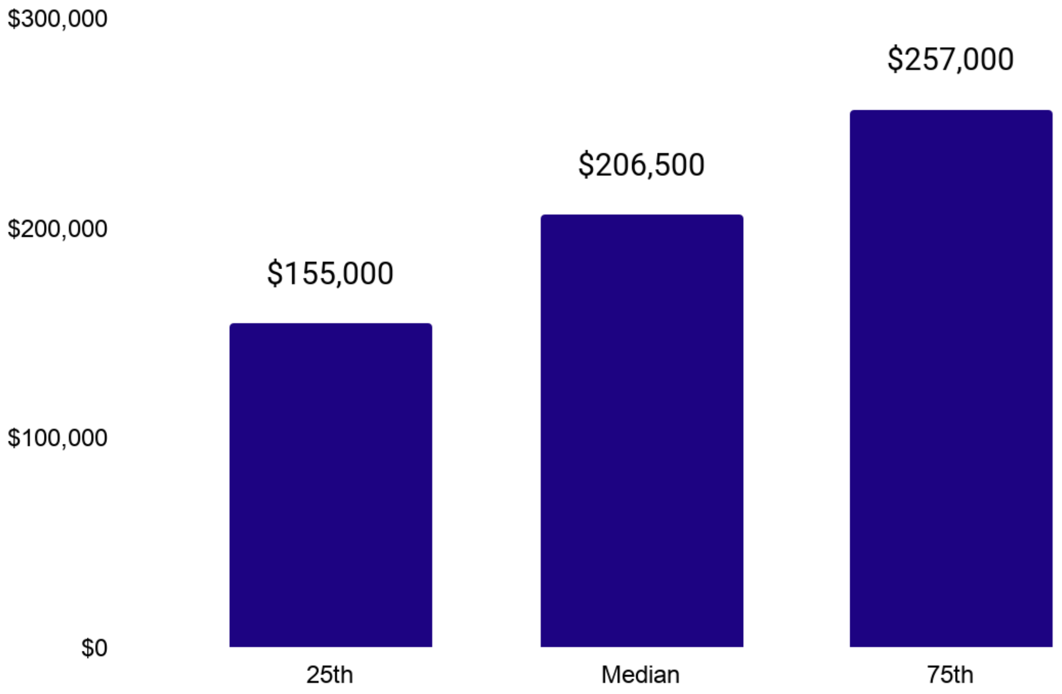
Total Target Compensation (Base Salary + Target Bonus)

VP Finance/FP&A



N = 94

Total Target Compensation (Base Salary + Target Bonus)
Director, Finance/FP&A



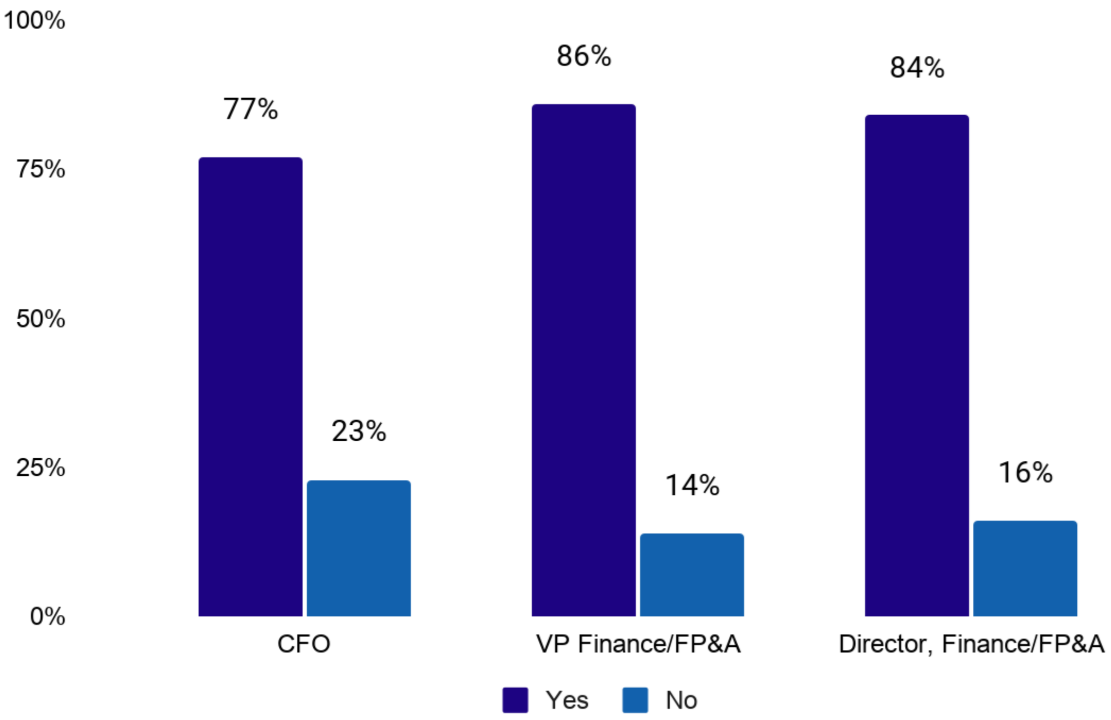
N = 50

Equity Compensation
(By Title Level)

07

Option or Equity Offered

By Title Level



Insights

- Equity participation rates are high across all three title levels and are highest at VP Finance (86%), not CFO (77%), suggesting that equity is increasingly offered broadly across finance leadership at growth-stage companies regardless of title.

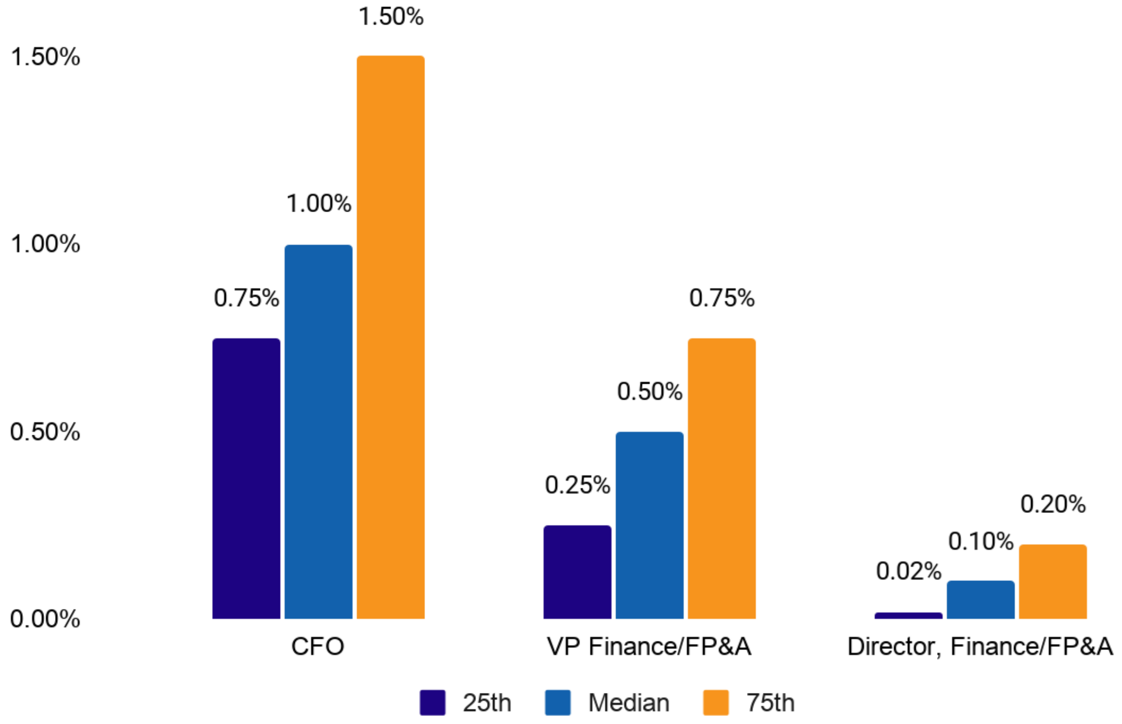
- The near-equivalent participation rates across titles mean that equity program design, grant sizing, and vesting structures are the primary compensation differentiators across the finance hierarchy, not whether equity is offered at all.

- Companies designing equity programs for finance leadership should focus on differentiated grant sizing by title level; broad participation with title-appropriate grant levels is more equitable and more effective as a retention tool.

N = 266

Percentage Of Equity Pool Owned

By Title Level



N = 187

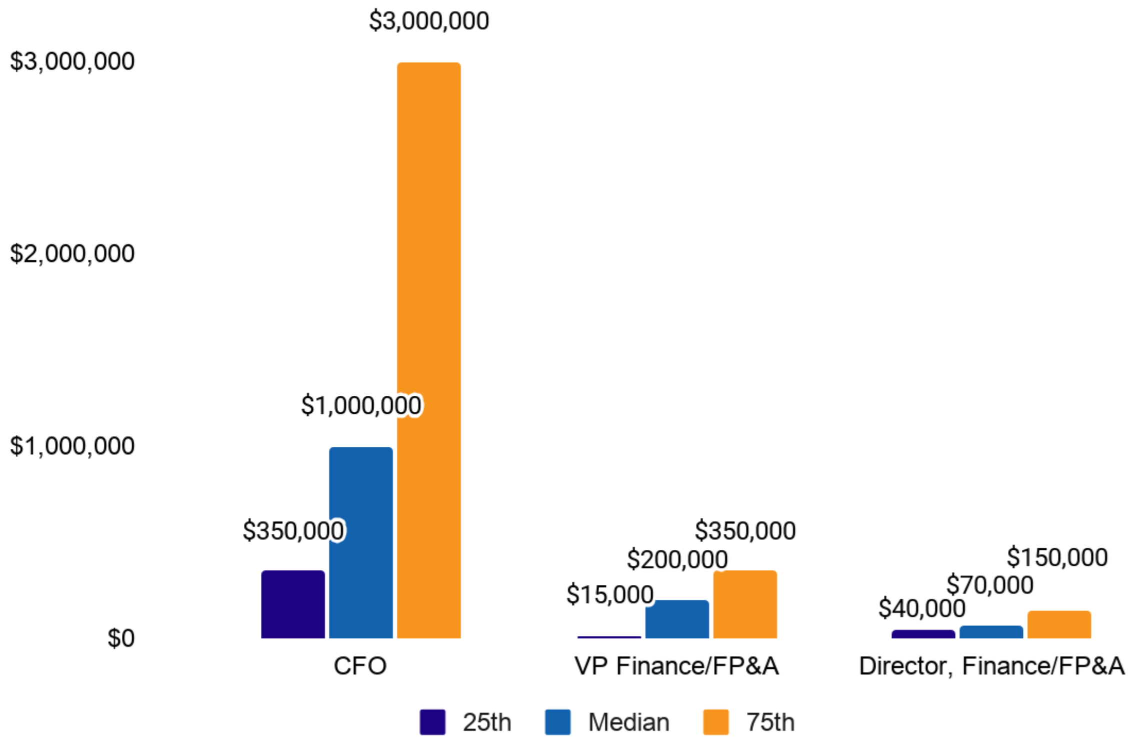
Insights

- CFOs own a materially larger percentage of equity pool than VP and Director peers, consistent with their board-facing role and the expectation of meaningful ownership stakes in the companies they help lead to liquidity.

- VP Finance equity pool ownership is typically one-third to one-half of CFO ownership percentage, creating a substantial wealth accumulation gap at liquidity events that should inform how companies structure VP-to-CFO transition incentives.

- Director-level equity pool ownership is often so small that it represents minimal economic value at any realistic valuation, raising questions about whether equity at this level functions as a meaningful retention tool or primarily as a signaling mechanism.

Equity Value
By Title Level

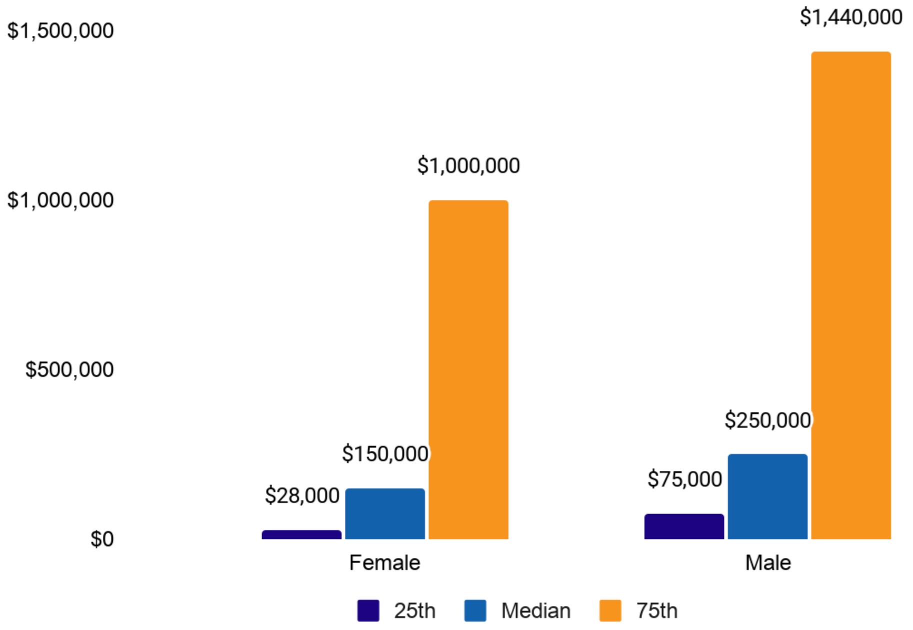


N = 163

Insights

- CFO median annual equity value of $1M (75th: $3M+) is the dominant long-term compensation differentiator across finance title levels and dwarfs the value of base salary and bonus differences when companies reach liquidity.
- VP Finance median annual equity value of $200K (75th percentile: $350K) represents meaningful upside but is a fraction of the CFO median of $1M; VPs passed over for CFO promotions may be systematically undervalued relative to external CFO candidates.
- For Boards conducting CFO compensation reviews, equity grant sizing is the highest-leverage decision in the package. A 10% reduction in equity grant has a larger dollar impact on total compensation than a 20% reduction in base salary at most company valuations.

Equity Value
By Gender

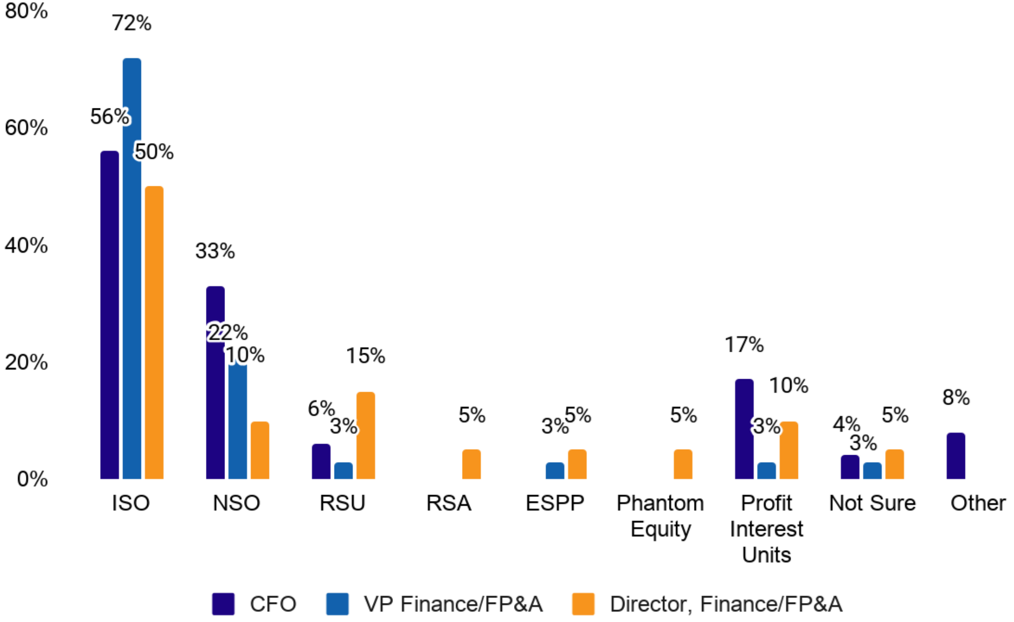


Insights

- Female finance executives show equity values broadly comparable to male peers at the median level, though the distributions should be examined at equivalent title levels to identify potential structural differences.
- Equity value at the 75th percentile by gender provides the most sensitive test of pay equity in equity compensation - outlier grants to top performers can distort median comparisons.
- Annual equity value benchmarking by gender should be a standing agenda item for Compensation Committees given the long-term wealth accumulation implications of equity grant differences.

N = 163

Equity Type Issued
By Title Level



N = 144

Insights

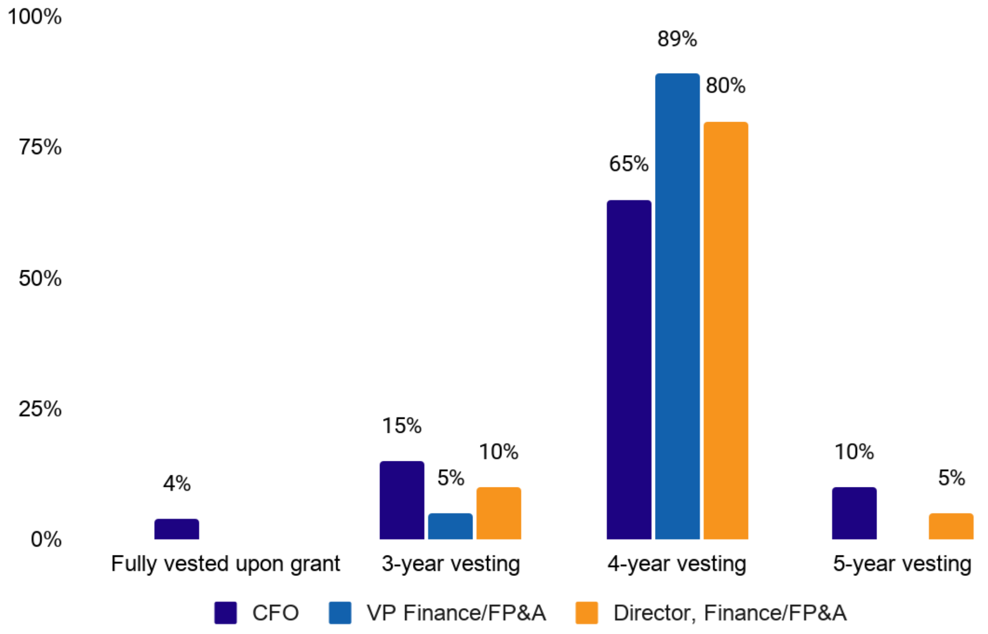
- RSUs have become the dominant equity instrument at more mature or PE-backed companies, while stock options remain prevalent at earlier-stage venture-backed companies where strike prices are set at lower valuations and optionality has more value.

- The mix of equity types across title levels reflects company stage rather than title seniority: CFOs and VPs at the same company typically receive the same equity instrument, with differentiation appearing in grant size rather than instrument type.

- Finance executives joining companies should evaluate equity type in the context of current valuation versus strike price for options, or current FMV for RSUs. The instrument type determines whether equity represents guaranteed value or conditional upside.

Equity Vesting Schedule

By Title Level



N = 144

Insights

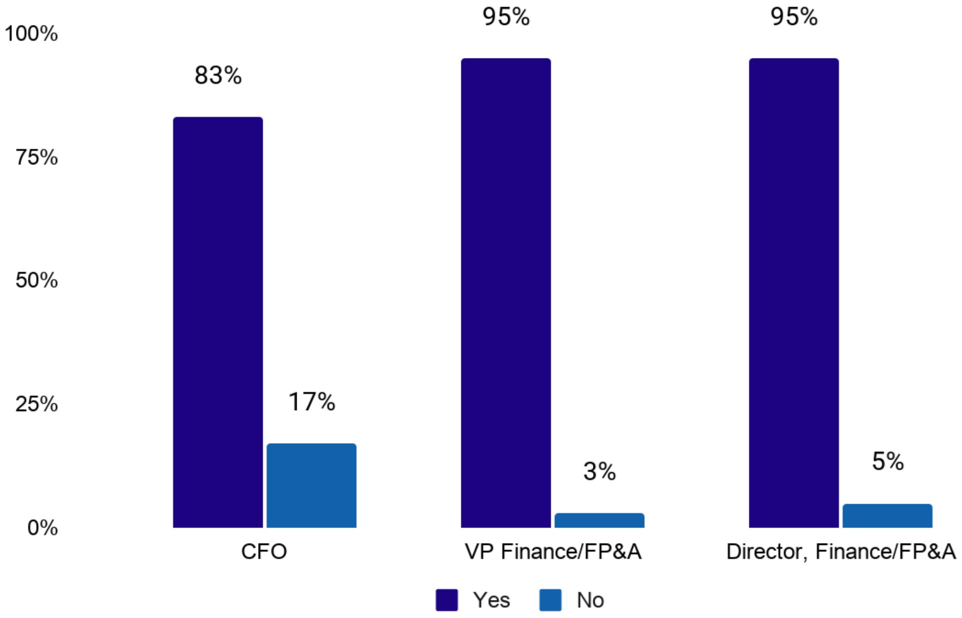
- Four-year vesting with a one-year cliff is the near-universal standard across all finance title levels, providing predictability for both the executive and the company in modeling retention value of equity over time.

- The consistency of vesting schedules across title levels is notable: companies do not meaningfully differentiate vesting pace by seniority, creating a uniform 4-year ownership commitment regardless of whether the executive is a Director or CFO.

- Finance executives negotiating equity packages should focus on grant size and refresh schedules rather than vesting terms, which are unlikely to be negotiable. Annual refresh grants are more valuable for retention than front-loaded grants with standard vesting.

Does Equity Include 1 Year Cliff

By Title Level

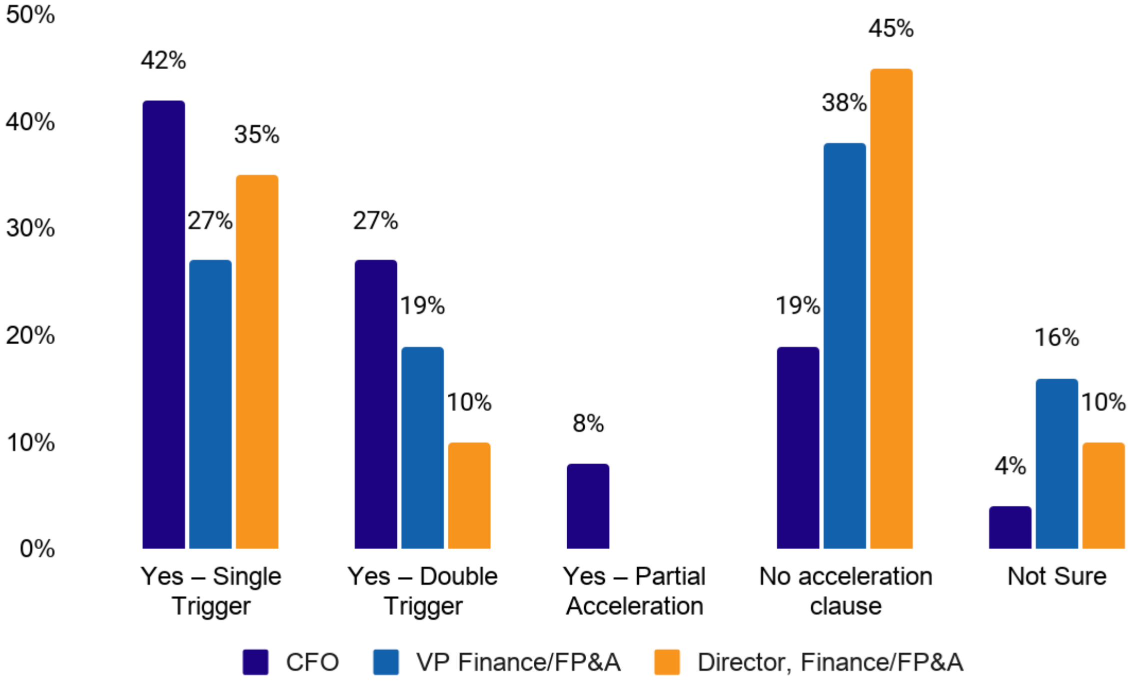


Insights

- One-year cliff vesting is the dominant structure across all title levels, providing companies with a minimum 12-month retention commitment before any equity value transfers to the executive.
- Cliff provisions disproportionately impact finance executives who join during integration or turnaround situations: if the company undergoes significant change in months 6-10, the executive faces a cliff-or-leave decision at precisely the most uncertain time.
- Companies should evaluate whether cliff provisions for senior hires (VP and above) are achieving their intended retention purpose or creating adverse selection: candidates most likely to leave before 12 months may accept offers, while risk-averse high performers may decline.

N = 144

Equity Include Acceleration Clause
By Title Level



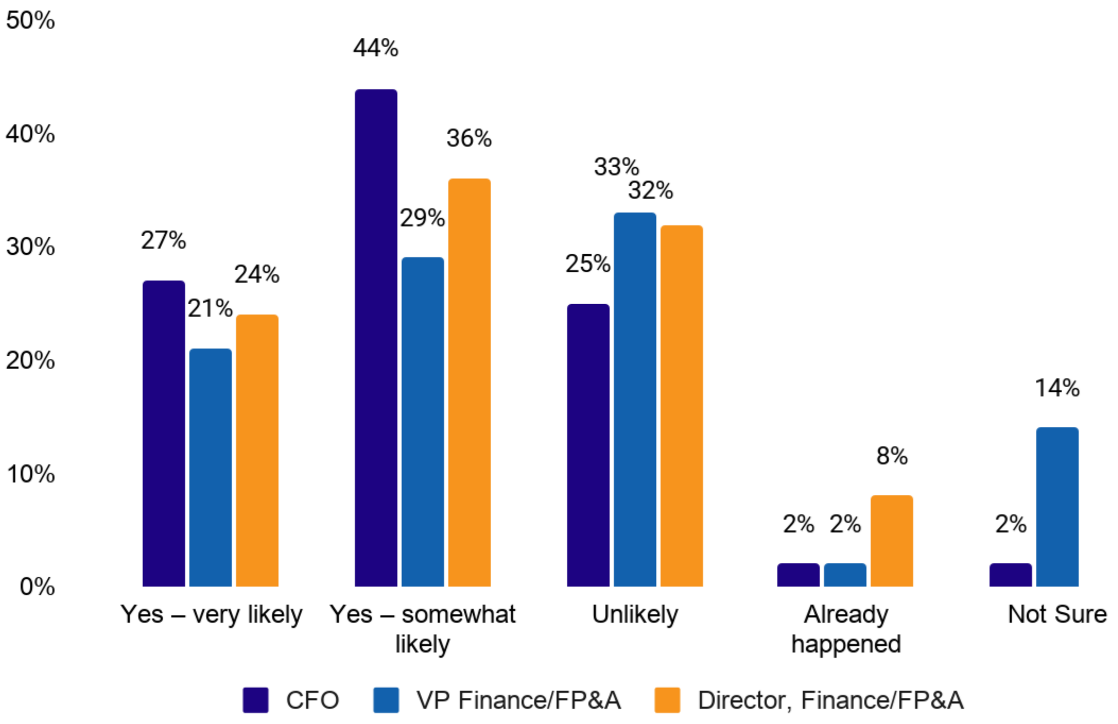
N = 140

Insights

- Acceleration provisions are significantly more common at the CFO level than at VP or Director levels, reflecting both the stronger negotiating position of CFO candidates and the recognition by boards that CFO transition risk at acquisition is disproportionately costly.
- Single-trigger acceleration (automatic upon change of control) is becoming less common as boards resist provisions that could complicate M&A deal structures, while double-trigger provisions (change of control plus termination) are increasingly standard at CFO level.
- Finance executives negotiating equity packages in the current M&A environment should prioritize double-trigger acceleration over single-trigger: the economic difference is often small, and double-trigger provisions are more likely to survive board and investor scrutiny.

Expect Liquidity Event In Next 3 Years

By Title Level



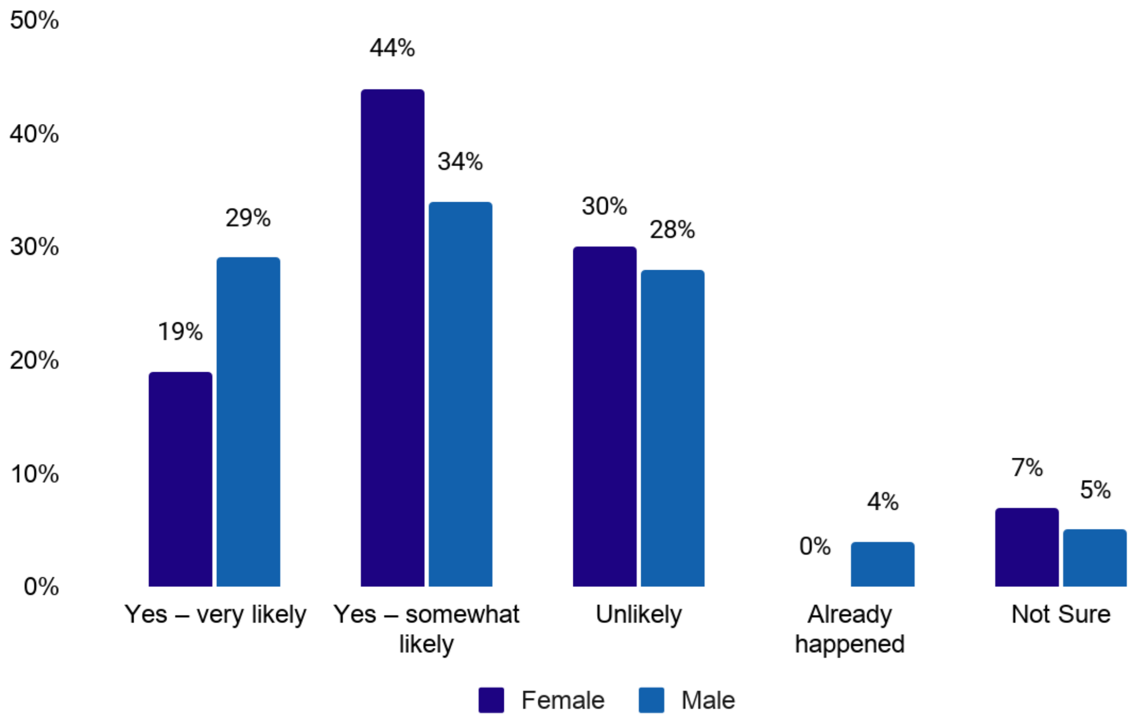
N = 140

Insights

- CFO-level respondents show the highest confidence in near-term liquidity, consistent with their direct involvement in board-level strategic planning discussions and their visibility into M&A or IPO process timelines.
- The divergence in liquidity expectations between CFOs and Director-level executives reflects differential access to strategic information: Directors who are actively managing their compensation against a liquidity event may be working with materially less information than their CFO.
- Organizations should ensure that VP and Director-level finance leaders have appropriate visibility into liquidity planning horizons to make informed compensation decisions. Information asymmetry on liquidity timelines creates a structural disadvantage for mid-level finance executives in negotiations.

Expect Liquidity Event In Next 3 Years

By Gender



Insights

- Male and female finance executives show similar distributions of liquidity event expectations, suggesting that proximity to strategic planning conversations does not differ materially by gender in this cohort.
- Liquidity expectations influence the attractiveness of equity vs. cash compensation - if female finance executives are less often in liquidity-informed discussions, they may systematically undervalue or over-rely on equity.
- Organizations should ensure senior finance leadership across gender cohorts has equivalent access to M&A and IPO planning discussions to make equitable total compensation decisions.

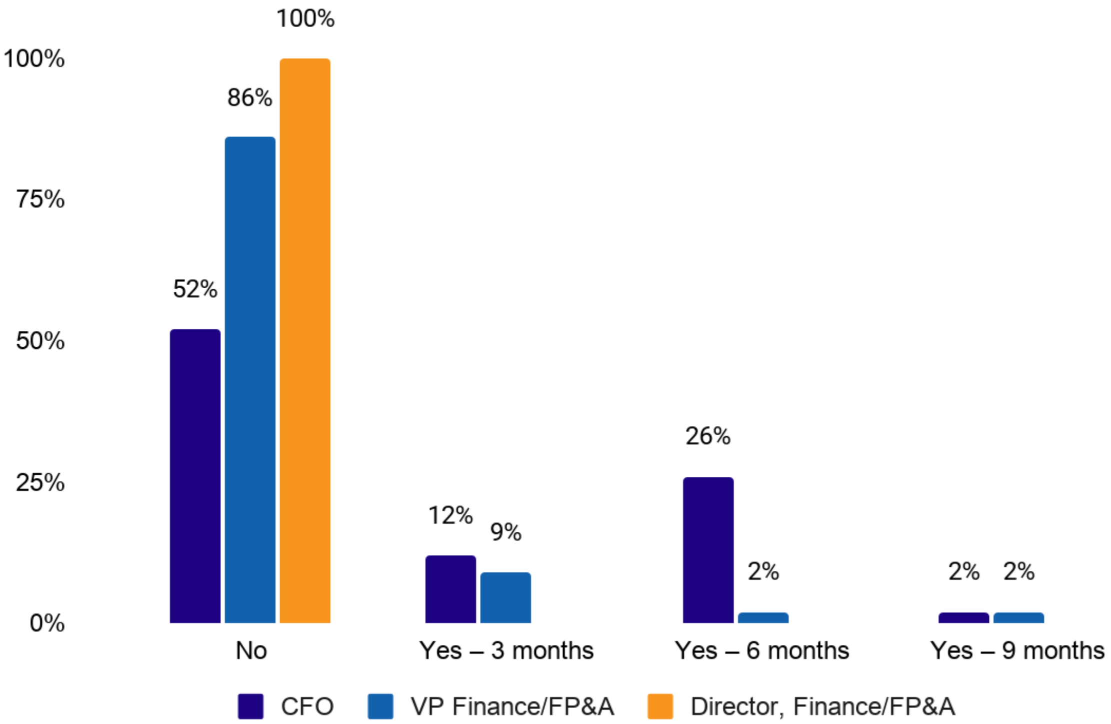
N = 140

Additional Deal Terms & Severance (By Title Level)

08

Pre-Negotiated Severance In Comp Package

By Title Level



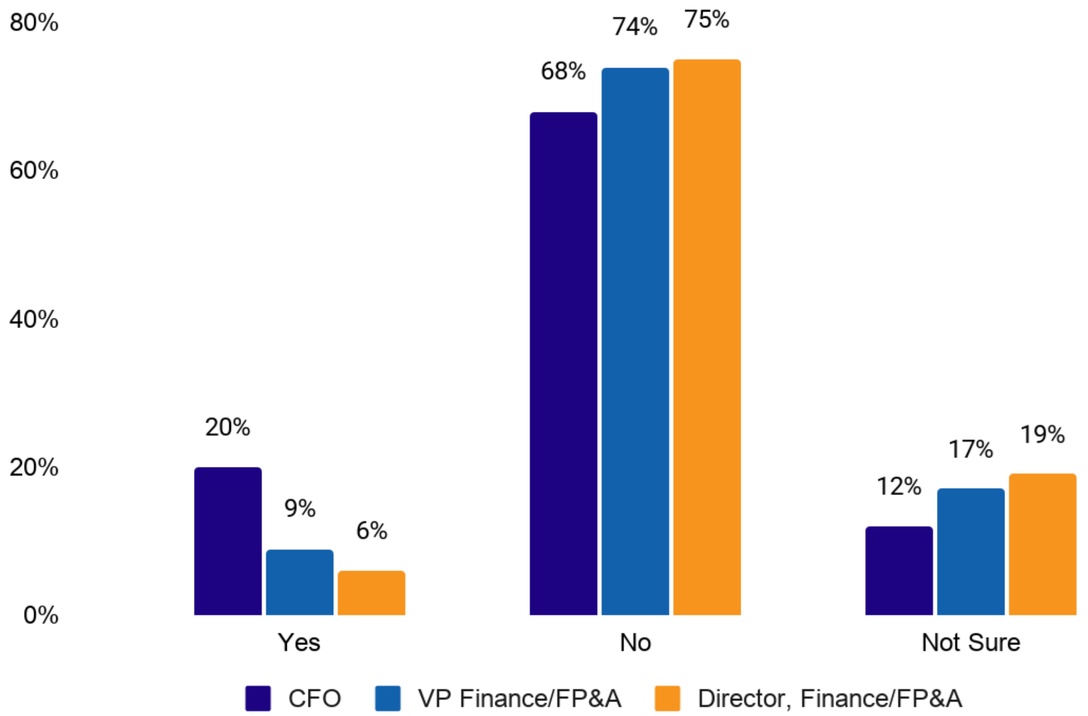
N = 133

Insights

- CFOs are significantly more likely to have pre-negotiated severance than VP and Director-level peers, confirming that severance negotiating leverage and board expectation is concentrated at the top of the finance hierarchy.
- The prevalence of 12-month severance provisions increases at the CFO level, reflecting both the longer transition period needed for CFO replacement and the higher severance market standard for executive roles.
- Finance executives at VP and below who lack severance protection should consider negotiating this provision at their next role transition, particularly at PE-backed companies where management team changes at acquisition are common.

Pre-Negotiated Severance Include Payout Or Bonus

By Title Level



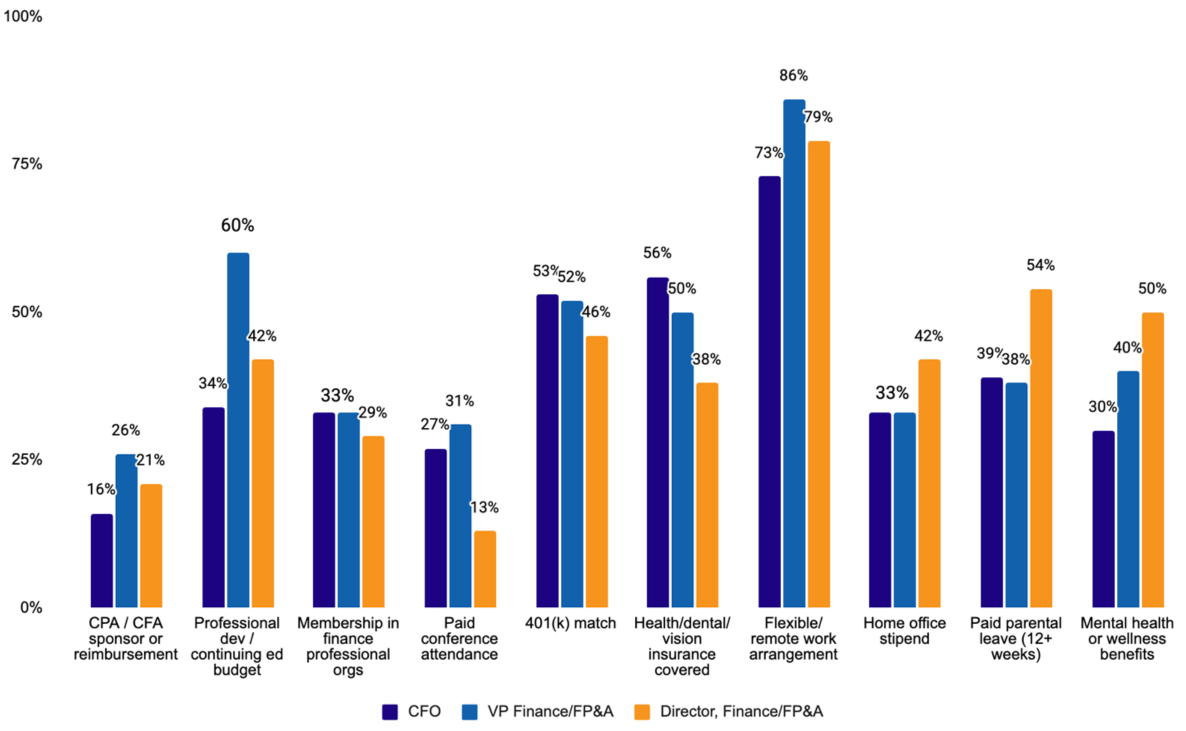
N = 80

Insights

- CFOs are more likely to have bonus payout included in severance terms, reflecting both their stronger negotiating position and the standard practice in board-level employment agreements.
- VP and Director-level severance packages less consistently include bonus provisions, creating a structural gap in downside protection at mid-senior levels.
- Finance leaders designing their company's severance framework should benchmark both the base months and bonus inclusion against market standards shown in this data.

Benefits Company Provides

By Title Level



N = 130

Insights

- Benefits prevalence is broadly consistent across title levels for the baseline suite, while executive-specific benefits (additional insurance, enhanced retirement contributions) show higher prevalence at CFO and VP levels.
- Professional development benefits are most valued by mid-senior finance executives who are building toward CFO roles - organizations should ensure VP-level access to external development programs.
- Benefits design for finance executives should include tax-advantaged structures (HSA, deferred compensation) that are particularly relevant for high-earning executives managing effective tax rates.

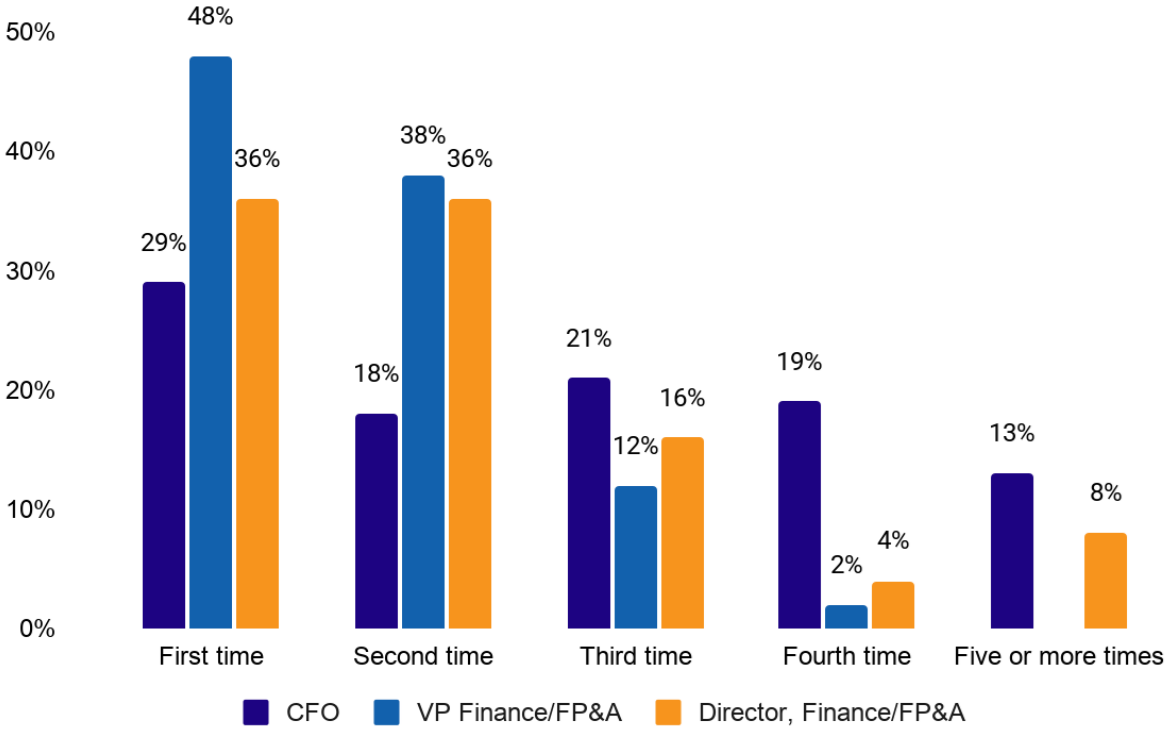
Career Context

(By Title Level)

09

Times Served In Current Role At Any Company

By Title Level



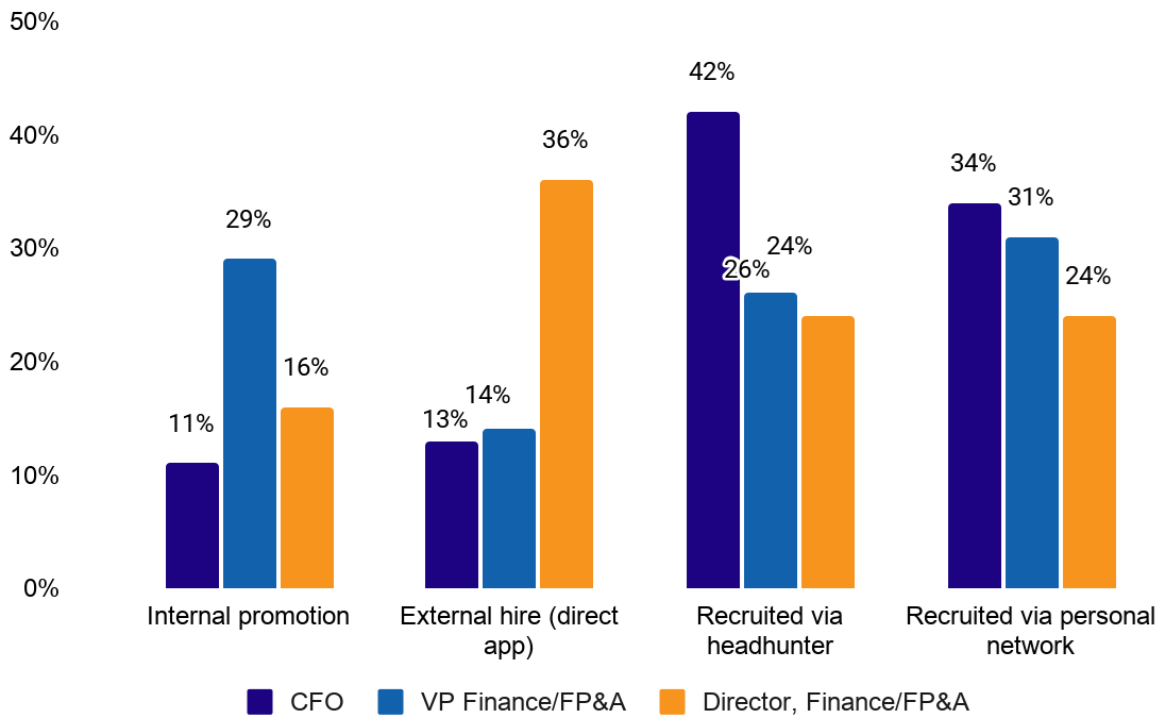
N = 129

Insights

- CFO-level respondents show higher rates of having held the CFO title multiple times, reflecting the seniority concentration and the fact that repeat CFOs are the dominant profile at this stage.
- First-time VPs are more prevalent than first-time CFOs, consistent with the broader talent pipeline and the larger population of executives transitioning from Director to VP roles.
- Title-level repetition rates are a useful proxy for candidate experience level in executive recruiting - repeat CFOs bring different value and command different premium compensation.

How Current Role Obtained

By Title Level



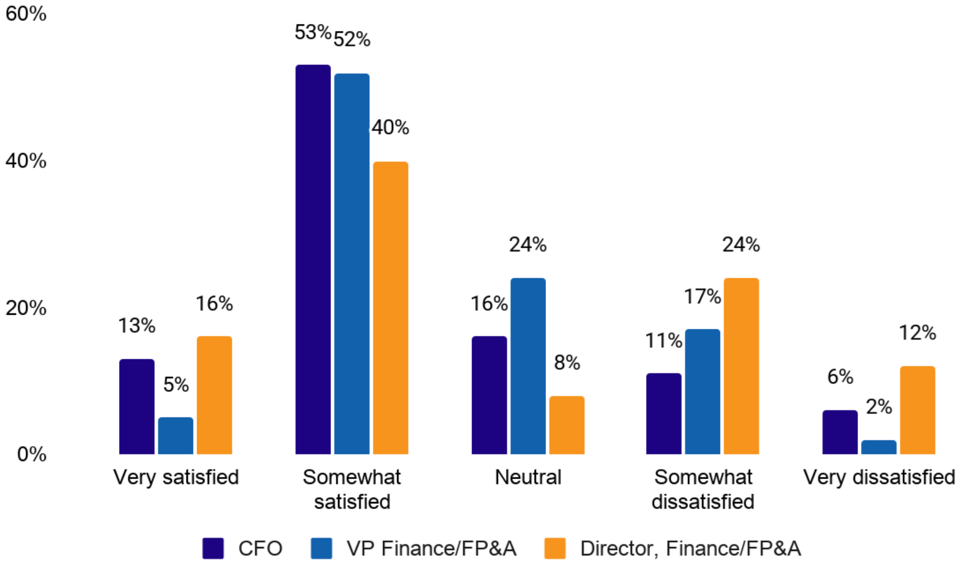
N = 129

Insights

- CFOs are more frequently placed through retained executive search and board-level network channels, while VP and Director roles show higher rates of internal promotion and direct application.
- The higher internal promotion rate at VP/Director levels vs. CFO suggests that companies are more likely to develop VP-level finance talent internally but more likely to look externally for CFO hiring.
- Internal promotion velocity is a key retention signal - organizations should track time-to-promotion for VP Finance/Acc talent to ensure competitive development timelines.

Current Compensation Satisfaction

By Title Level



Insights

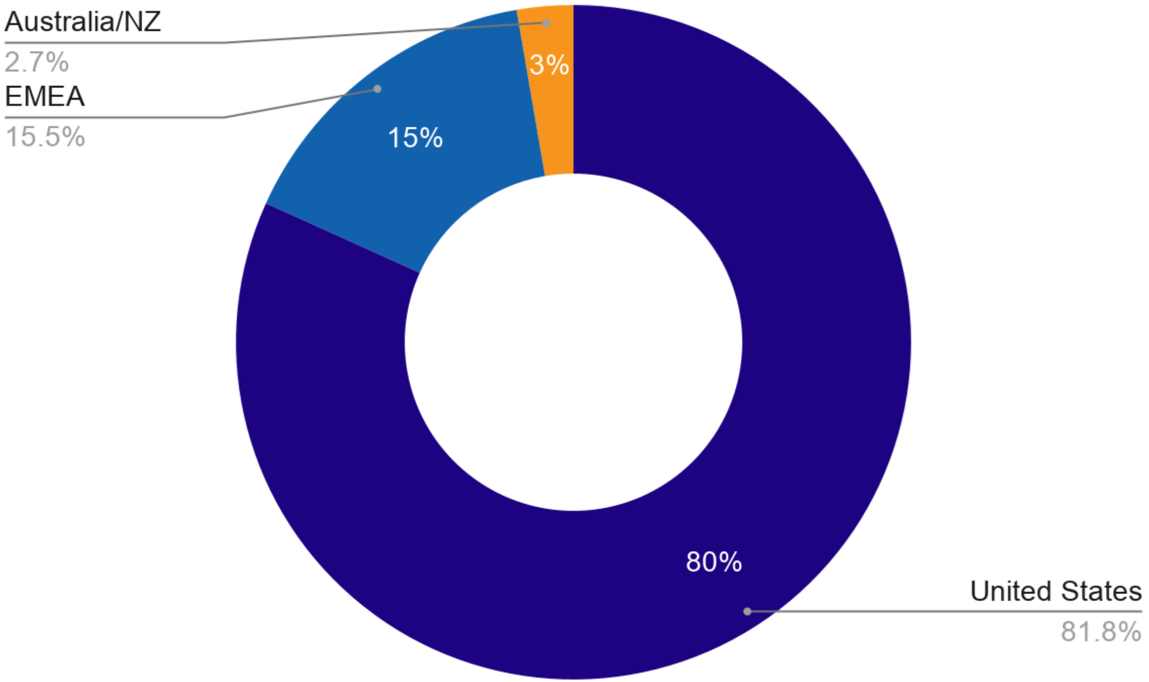
- Director-level respondents are likely to show higher dissatisfaction rates than CFO/VP peers, consistent with the lower bonus attainment and higher rates of no salary increase observed at the Director level.
- CFO satisfaction levels are influenced by both cash compensation adequacy and equity value - CFOs at companies with delayed liquidity timelines may express lower satisfaction despite competitive cash packages.
- Compensation satisfaction by title level is a leading indicator of retention risk that boards and CEOs should monitor alongside total compensation benchmarking data.

N = 129

Participant Profile

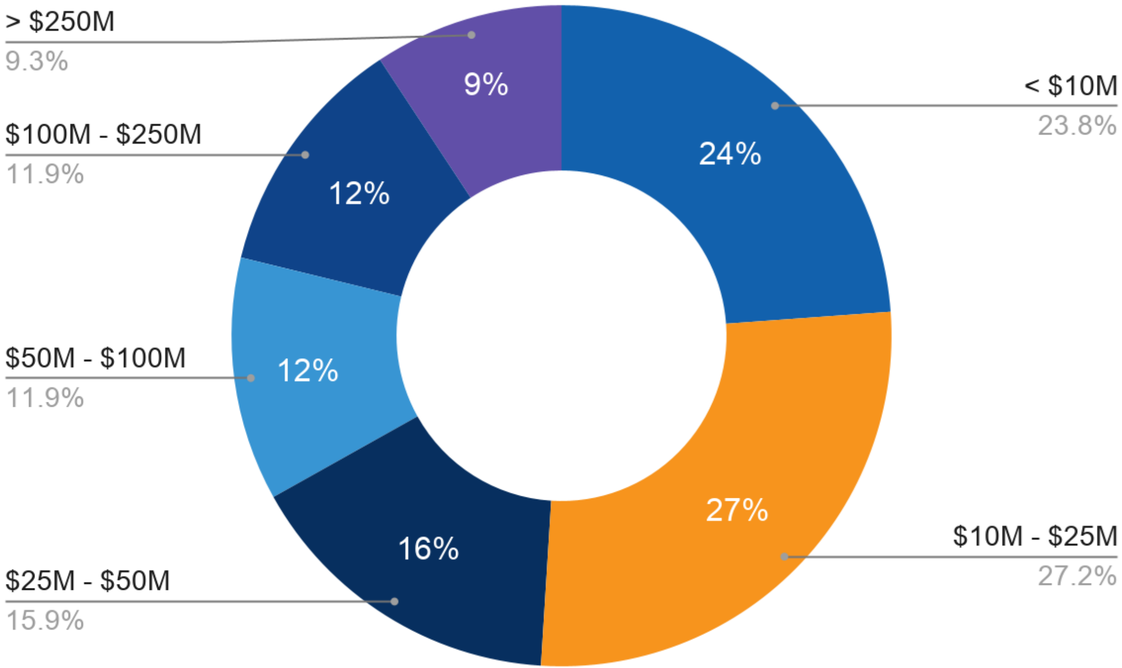
10

Participant Profile
Company Region



N = 288

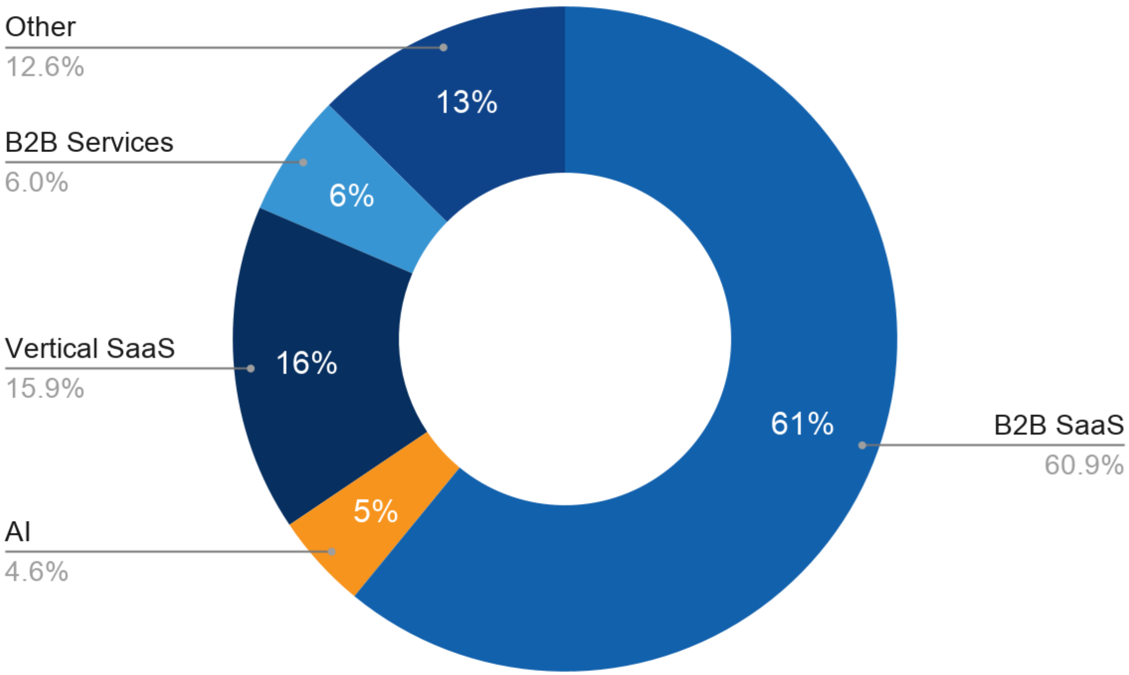
Participant Profile
Annual Revenue



N = 288

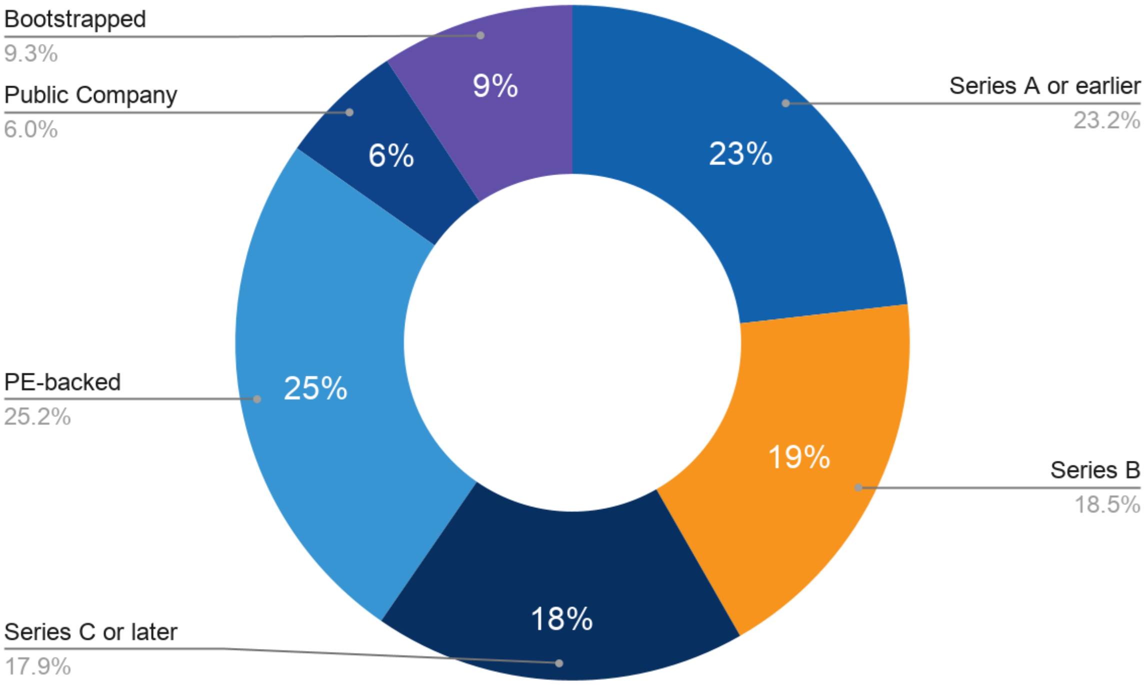
Participant Profile

Product Category



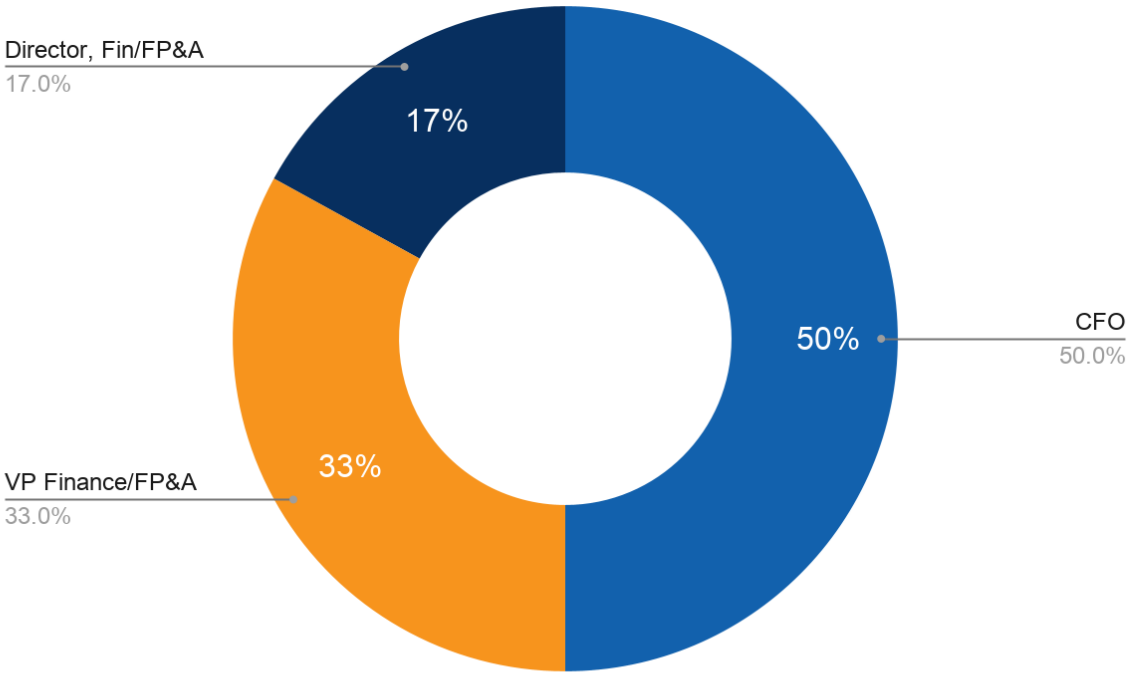
N = 288

Participant Profile
Funding Stage



N = 288

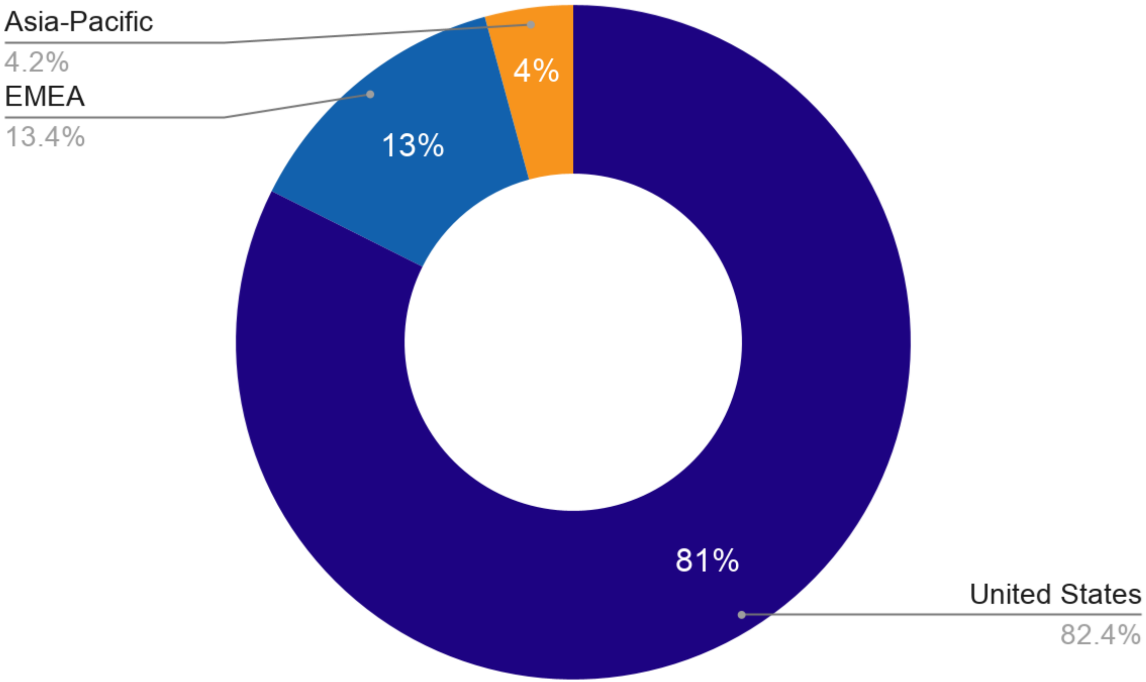
Participant Profile
Title Level



N = 288

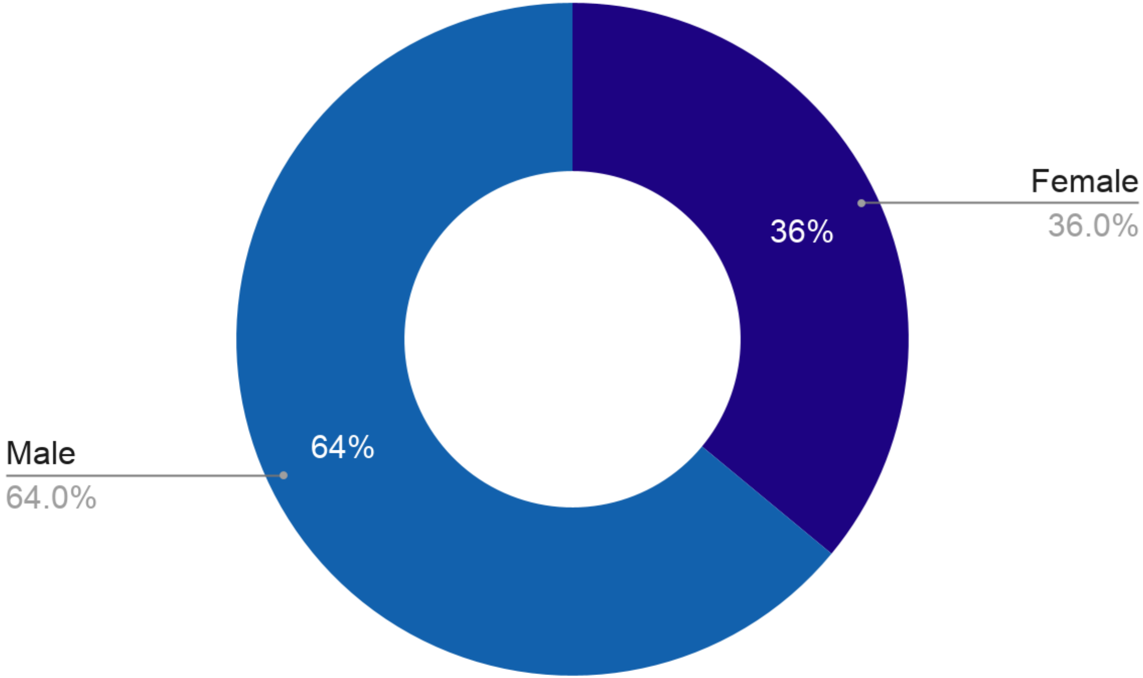
Participant Profile

Participant Region



N = 288

Participant Profile
Gender



N = 288

2026
Technology Finance Executive Compensation Benchmarks

July 2026

Presenting Sponsor

DualEntry

Strategic Partners

THE SAAS CFO

FIF COLLECTIVE

Filter Benchmarks by Company Profile

benchmarkit.ai/2026-finance-executive-compensation