

PRIVATE EQUITY PRACTICE

2016

North American Private
Equity

**Investment Professional
Compensation Survey**



HEIDRICK & STRUGGLES

Introduction

We are pleased to present our 2016 North American Private Equity Investment Professional Compensation Survey report. Focusing exclusively on compensation for investment professionals, Heidrick & Struggles compiled the data from a survey of respondents at 380 direct private equity firms (General Partnerships) operating in North America.

This survey examines the following topics:

- How has compensation developed over the past three years?
- How does compensation compare across fund size?
- How does compensation compare across assets under management (AUM)?
- How does compensation compare across professional levels?
- How does compensation compare across US regions?
- Educational background of the respondents
- Range of ownership in the management company of private equity firms
- Years of private equity experience across professional levels
- How does compensation compare across years of private equity experience and average carry by recent fund size?
- How does compensation compare across years of private equity experience and average carry across all funds by AUM?

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On Confidentiality

This survey has been conducted on an anonymous basis for the individuals and their employers.

A Note on Methodology

All data collected is self-reported by private equity investment professionals and has been aggregated to evaluate trends in compensation packages, including base salary, bonus, and carried interest plans. We have been very careful in reviewing the data received and have culled approximately 16% of responses due to incomplete surveys. Unlike other market surveys, we have been diligent to include data from only private equity firms making direct investments.

All compensation figures in tables and charts are reported in USD thousands.

Should you wish to discuss the contents of this report in greater detail, please do not hesitate to contact us.

A Note on Role Definitions

Managing Partner—Most senior level at the firm; typically, although not always, one of the founders

Partner/Managing Director—Proven investment track record. Experienced dealmaker and board member

Principal—Investment professional with early experience originating and leading their own investments. Accomplished executor with board of directors experience. Leads and manages deals for the firm. Personal track record not yet extensive

Vice President—Deal quarterback; responsible for high-level company and business plan analysis. Leads due diligence and manages service providers and financing. Develops proprietary network of contacts for due diligence and deal flow generation. Works closely with the portfolio and might have board exposure/seats

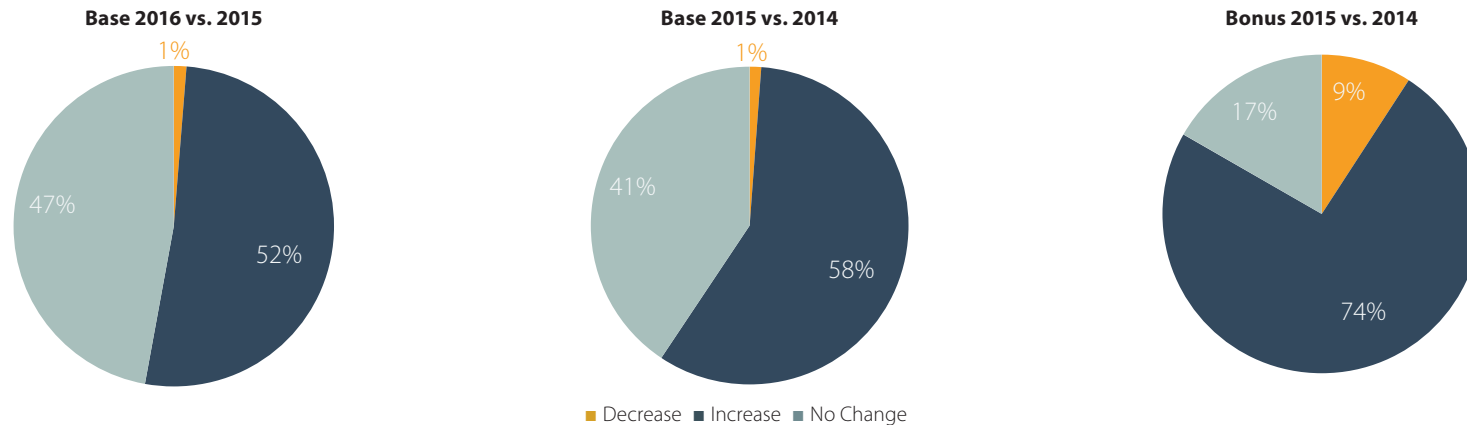
Associate/Senior Associate—Responsible for analyzing companies and business plans, conducting due diligence, and working with service providers under the direction of the Vice President

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General Observations and Market Backdrop

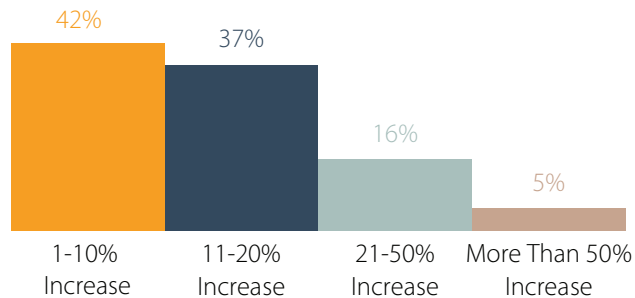
Across North America, compensation for private equity investment professionals remained favorable in 2016. The vast majority of respondents found that their 2016 base salary and 2015 overall compensation (base + bonus) increased or remained the same.



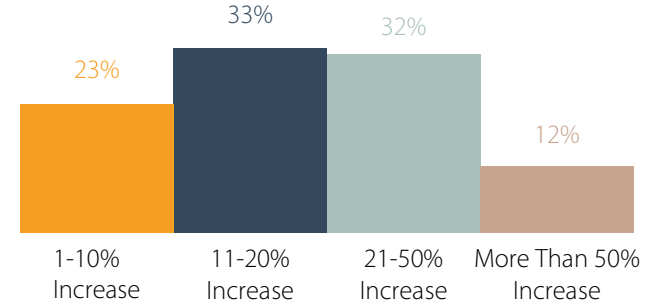
About half of respondents (52%) reported an increase in base salary from 2015 to 2016. The latest figure is slightly lower than the 58% of respondents whose base increased in 2015, reflecting the recent slowdown in private equity activity as we enter the latter stages of this market cycle. For those respondents who experienced an increase in 2016 base salary, 79% reported an increase of up to 20%.

Due to the strong exit environment in 2015, 74% of investment professionals reported an increase in their bonus from 2014 to 2015, with 88% reporting an increase of up to 50%.

Breakdown of Respondents Reporting an Increase in 2016 Base Salaries



Breakdown of Respondents Reporting an Increase in 2015 Bonus



General Observations and Market Backdrop

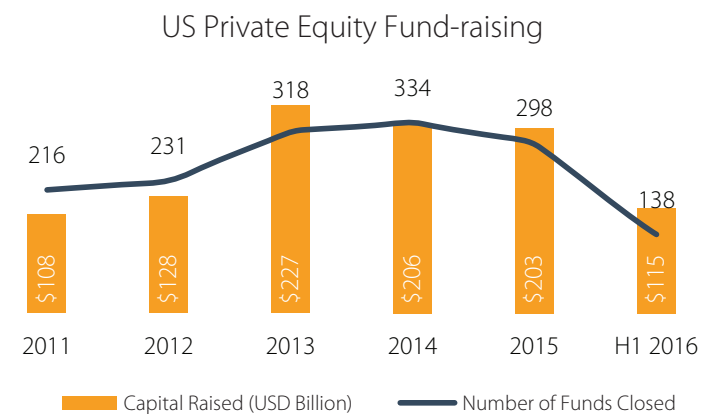
Overall compensation increased for private equity investment professionals at all levels. In 2016, Vice Presidents experienced the largest base salary increase with 10% growth to \$196,000, from \$178,000 in 2015. Similarly, the base salary of Associates/Senior Associates and Principals increased an average 7%, while Partners/Managing Directors reported an increase of 5.6% in 2016. The continued upward trend in compensation is largely the result of private equity's resilience in recent years, including higher levels of fund-raising, deal making, and exit activity.

From 2014 to 2015, total compensation (base + bonus) increased significantly across all professional levels. Investment professionals at the bottom of the firm's hierarchy witnessed an average 15% growth in total compensation, with Associates/Senior Associates and Vice Presidents earning \$226,000 and \$383,000, respectively, in 2015. Managing Partners had the largest increase in total compensation, growing 17.4% from \$1.35 million in 2014 to more than \$1.58 million in 2015.

Changes in Compensation (2014-2016)									
	2014			2015			2016		
	Low	Avg	High	Low	Avg	High	Low	Avg	High
Base									
Associate/Senior Associate	\$60	\$105	\$200	\$70	\$115	\$250	\$70	\$123	\$250
Vice President	\$90	\$159	\$350	\$96	\$178	\$400	\$150	\$196	\$600
Principal	\$100	\$233	\$700	\$125	\$259	\$750	\$130	\$277	\$771
Partner/Managing Director	\$150	\$476	\$2,500	\$150	\$501	\$2,500	\$150	\$529	\$2,500
Managing Partner	\$250	\$456	\$1,250	\$250	\$473	\$1,250	\$250	\$483	\$1,250
Bonus									
Associate/Senior Associate	\$20	\$100	\$250	\$11	\$113	\$625	NA	NA	NA
Vice President	\$10	\$183	\$625	\$20	\$206	\$675	NA	NA	NA
Principal	\$15	\$323	\$1,250	\$18	\$353	\$1,200	NA	NA	NA
Partner/Managing Director	\$50	\$627	\$2,000	\$100	\$712	\$2,000	NA	NA	NA
Managing Partner	\$220	\$893	\$2,200	\$200	\$1,111	\$3,000	NA	NA	NA
Total Salary (Base + Bonus)									
Associate/Senior Associate	\$80	\$196	\$350	\$75	\$226	\$750	NA	NA	NA
Vice President	\$100	\$334	\$800	\$130	\$383	\$850	NA	NA	NA
Principal	\$115	\$544	\$1,500	\$148	\$599	\$1,430	NA	NA	NA
Partner/Managing Director	\$340	\$1,026	\$4,500	\$250	\$1,097	\$3,000	NA	NA	NA
Managing Partner	\$620	\$1,349	\$2,500	\$600	\$1,584	\$4,250	NA	NA	NA

*USD thousands

Fund-raising, a crucial component in determining compensation, remains strong as firms continue to attract substantial amounts of capital commitments from institutional investors despite the large amount of dry powder in the market. With annual fund-raising topping \$200 billion in recent years, 2016 is on track to become another banner year as firms have already raised more than \$115 billion in capital during the first half (H1) of 2016.

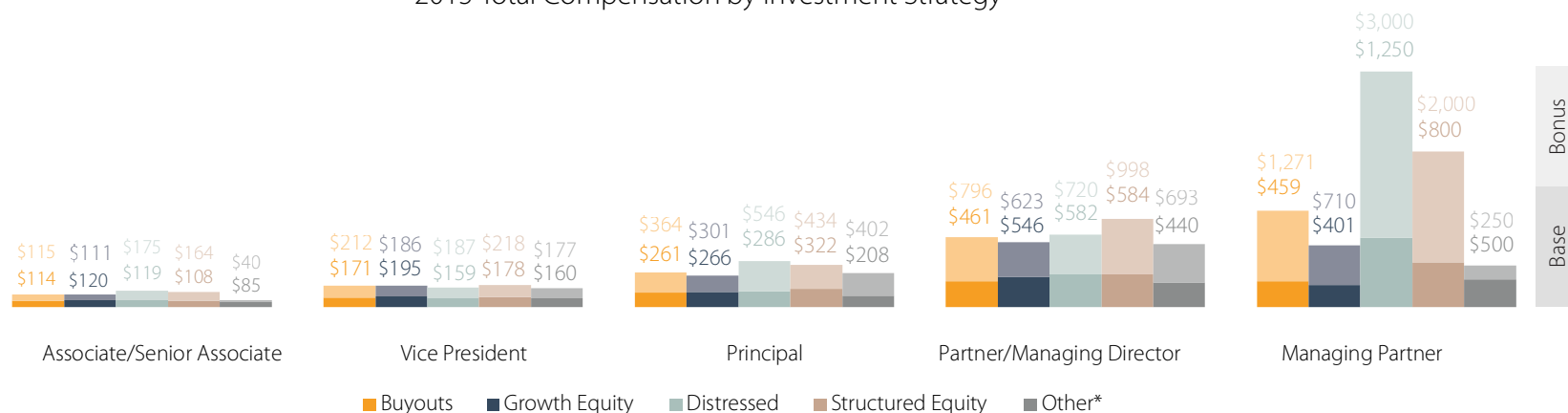


Source: Pitchbook

General Observations and Market Backdrop

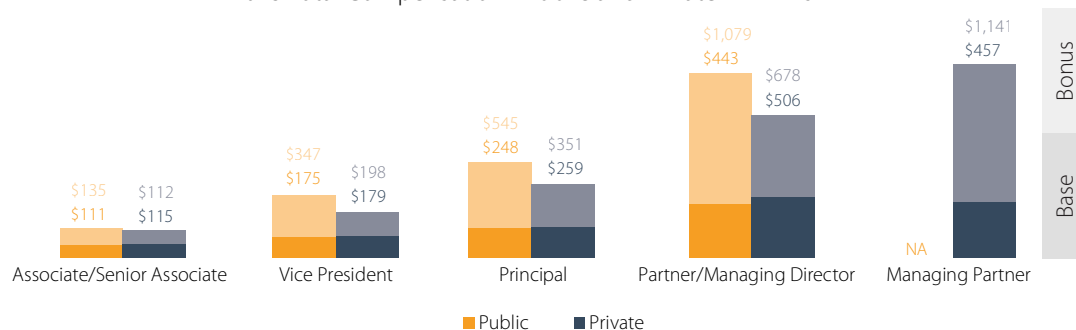
As private equity continues to move into the latter stages of the buyout cycle that began in 2008, General Partners are adapting to new market conditions. Smaller funds targeting \$250 million to \$500 million are attracting more capital and represent 18% of all fund closes in H1 2016, according to Pitchbook. Similarly, strategy-specific funds are experiencing record amounts of capital inflows. These fund-raising trends translate into higher levels of compensation for specialist investment professionals as private equity firms are paying a premium for their expertise, particularly in distressed and structured equity funds.

2015 Total Compensation by Investment Strategy



Following in the footsteps of Blackstone, KKR, Main Street, Apollo Global Management, and Oaktree Capital Management, a number of private equity firms are looking to go public. Despite a lower base salary, publicly traded private equity firms rewarded their employees with greater total compensation in 2015 due to favorable bonus packages that attract top talent from non-publicly traded private equity and investment firms.

2015 Total Compensation - Public and Private PE Firms



*Other strategies include Venture Capital, Energy, Infrastructure, Real Estate, and Special Situation funds among others

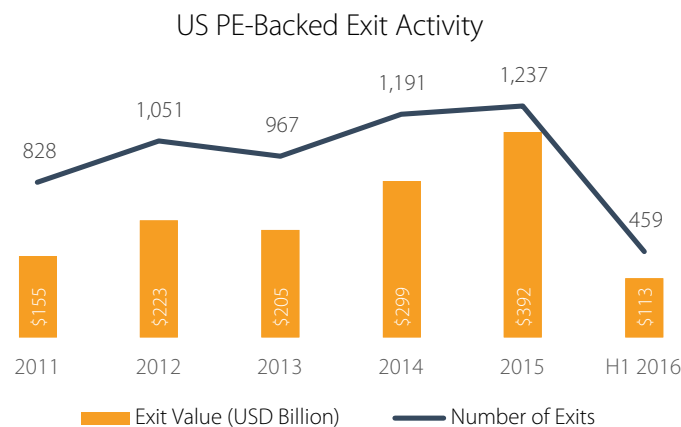
**USD thousands

General Observations and Market Backdrop

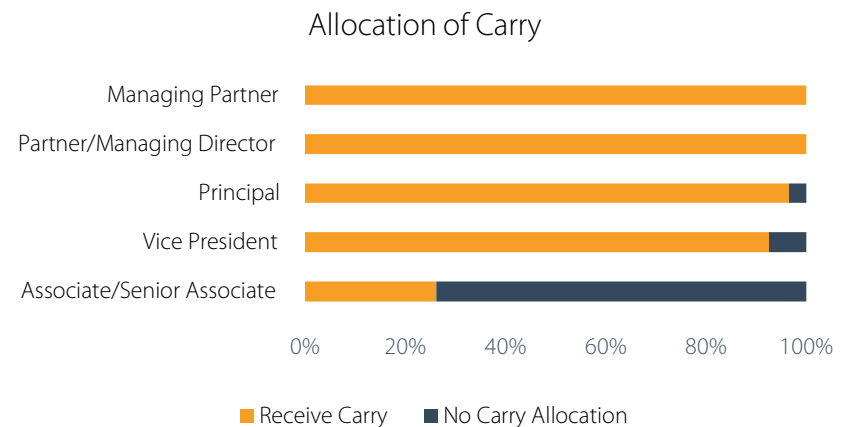
Private equity firms set a new record in 2015 by exiting 1,237 companies with a value of \$392 billion before experiencing a market slowdown in H1 2016. The flurry of exit activity in 2015 resulted in another strong year for distributions to institutional investors at \$437.1 billion, following the record high of \$463.4 billion in 2014. These impressive figures boosted the amount of carry private equity investment professionals received across all levels.

All Managing Partners and Partners/Managing Directors are allocated carried interest. Similarly, more than 90% of Principals and Vice Presidents are eligible to receive carry. For junior team members, only 26% of Associates/Senior Associates have a carry allocation included in their compensation package.

The majority of carried interest is allocated to employees at higher professional levels, with Managing Partners receiving an average \$43.4 million in carry for all funds and \$24.8 million for the most recent fund.



Source: Pitchbook



Carry (Across All Funds)

	Low	Average	High
Associate/Senior Associate	\$20	\$799	\$3,000
Vice President	\$100	\$2,722	\$12,500
Principal	\$312	\$6,980	\$44,300
Partner/Managing Director	\$4,250	\$26,289	\$160,000
Managing Partner	\$10,000	\$43,359	\$100,000

*USD thousands

Carry (Recent Fund)

	Low	Average	High
Associate/Senior Associate	\$10	\$736	\$2,600
Vice President	\$100	\$2,394	\$12,000
Principal	\$312	\$4,933	\$21,000
Partner/Managing Director	\$2,500	\$16,197	\$90,000
Managing Partner	\$7,000	\$24,765	\$63,000

*USD thousands

General Observations and Market Backdrop

Heidrick & Struggles continues to witness strong demand for investment professionals across all levels for private equity firms. As we reported last year, this demand commenced in Q4 2014 and has continued unabated.

In particular, the majority of hiring has been at the mid-level: namely, Vice Presidents and Principals.

The number of assignments for Managing Directors/Partners has more than doubled over the past year but remains less than the amount of Vice President and Principal work.

Similar to last year, the demand for talent is emanating from new funds, existing funds that have raised more capital, and funds that have not hired in many years.

We have witnessed an increase in work from international firms, particularly Asia-based firms, seeking to expand their presence in the United States.

We also continue to see Limited Partners hiring direct-investment professionals to lead or co-lead investments.

Candidates continue to be focused on finding new private equity roles but are wary to join firms that cannot demonstrate a clear partnership path.

Base, Bonus & Carry by Recent Fund

Junior team members at smaller funds have experienced the greatest changes in their compensation over recent years. Significantly, Associates/Senior Associates at funds that raised less than \$250 million received a 38.2% increase in their 2015 bonus, resulting in a total salary increase from \$133,000 in 2014 to \$175,000 in 2015. Managing Partners at funds that raised between \$250 million and \$499 million also experienced a notable bonus increase of 21.2%, bringing their total average salary to more than \$1.2 million in 2015. In 2016, mid-level investment professionals at funds that raised less than \$500 million witnessed the largest base salary increase.

Less than USD 250 Mil

	Associate/ Senior Associate	Vice President			Principal			Partner/ Managing Director			Managing Partner	
Responses												
32	12	11			7			2			0	
		2014			2015			2016				
		Low	Avg	High	Low	Avg	High	Low	Avg	High		
Base												
Associate/Senior Associate		\$60	\$88	\$120	\$70	\$100	\$135	\$70	\$103	\$135		
Vice President		\$90	\$129	\$215	\$96	\$142	\$215	\$15	\$141	\$215		
Principal		\$150	\$206	\$270	\$150	\$211	\$275	\$150	\$224	\$300		
Partner/Managing Director		\$150	\$195	\$240	\$150	\$275	\$400	\$150	\$275	\$400		
Managing Partner		NA	NA	NA	NA	NA	NA	NA	NA	NA		
Bonus												
Associate/Senior Associate		\$25	\$55	\$80	\$18	\$76	\$150	NA	NA	NA		
Vice President		\$10	\$105	\$300	\$20	\$120	\$300	NA	NA	NA		
Principal		\$40	\$149	\$235	\$85	\$171	\$235	NA	NA	NA		
Partner/Managing Director		\$100	\$175	\$250	\$175	\$175	\$175	NA	NA	NA		
Managing Partner		NA	NA	NA	NA	NA	NA	NA	NA	NA		
Total Salary (Base + Bonus)												
Associate/Senior Associate		\$85	\$133	\$175	\$125	\$175	\$270	NA	NA	NA		
Vice President		\$120	\$215	\$450	\$130	\$262	\$450	NA	NA	NA		
Principal		\$190	\$334	\$460	\$235	\$358	\$460	NA	NA	NA		
Partner/Managing Director		\$340	\$370	\$400	\$325	\$363	\$400	NA	NA	NA		
Managing Partner		NA	NA	NA	NA	NA	NA	NA	NA	NA		
Carry (Recent Fund)			Low		Average			High				
Associate/Senior Associate			\$150		\$482			\$1,250				
Vice President			\$500		\$1,241			\$2,500				
Principal			\$1,140		\$2,060			\$3,500				
Partner/Managing Director			\$4,800		\$4,800			\$4,800				
Managing Partner			NA		NA			NA				

*USD thousands

USD 250 Mil-499 Mil

	Associate/ Senior Associate	Vice President			Principal			Partner/ Managing Director		Managing Partner	
Responses											
110	33	29			25			14		9	
		2014			2015			2016			
		Low	Avg	High	Low	Avg	High	Low	Avg	High	
Base											
Associate/Senior Associate		\$65	\$96	\$130	\$75	\$104	\$140	\$80	\$112	\$145	
Vice President		\$100	\$147	\$240	\$110	\$165	\$250	\$125	\$178	\$275	
Principal		\$100	\$209	\$485	\$130	\$241	\$485	\$130	\$255	\$550	
Partner/Managing Director		\$150	\$381	\$650	\$200	\$398	\$650	\$200	\$409	\$650	
Managing Partner		\$250	\$392	\$500	\$250	\$395	\$500	\$250	\$398	\$500	
Bonus											
Associate/Senior Associate		\$20	\$74	\$230	\$20	\$80	\$255	NA	NA	NA	
Vice President		\$35	\$141	\$300	\$40	\$154	\$350	NA	NA	NA	
Principal		\$15	\$195	\$400	\$18	\$207	\$400	NA	NA	NA	
Partner/Managing Director		\$150	\$334	\$810	\$100	\$392	\$800	NA	NA	NA	
Managing Partner		\$220	\$669	\$2,200	\$200	\$811	\$2,400	NA	NA	NA	
Total Salary (Base + Bonus)											
Associate/Senior Associate		\$80	\$158	\$335	\$105	\$183	\$370	NA	NA	NA	
Vice President		\$155	\$289	\$512	\$193	\$320	\$542	NA	NA	NA	
Principal		\$115	\$396	\$885	\$148	\$431	\$835	NA	NA	NA	
Partner/Managing Director		\$400	\$612	\$1,010	\$350	\$650	\$1,100	NA	NA	NA	
Managing Partner		\$620	\$1,061	\$2,450	\$600	\$1,206	\$2,650	NA	NA	NA	
Carry (Recent Fund)			Low			Average			High		
Associate/Senior Associate			\$10			\$935			\$2,600		
Vice President			\$500			\$1,637			\$4,500		
Principal			\$500			\$3,094			\$6,375		
Partner/Managing Director			\$2,500			\$9,638			\$31,500		
Managing Partner			\$7,000			\$20,225			\$42,000		

*USD thousands

Base, Bonus & Carry by Recent Fund

Despite their 2016 base salary remaining flat, Managing Partners at funds that raised between \$750 million and \$999 million witnessed an extraordinary 96% increase in their 2015 bonus, resulting in a total average salary of more than \$2.25 million (a 56.6% increase from 2014).

USD 500 Mil-749 Mil

Responses	Associate/ Senior Associate	Vice President	Principal	Partner/ Managing Director	Managing Partner
73	13	24	19	15	2

	2014			2015			2016		
	Low	Avg	High	Low	Avg	High	Low	Avg	High
Base									
Associate/Senior Associate	\$85	\$99	\$125	\$90	\$105	\$125	\$95	\$116	\$160
Vice President	\$95	\$169	\$300	\$105	\$178	\$400	\$125	\$190	\$400
Principal	\$140	\$199	\$400	\$150	\$217	\$420	\$150	\$237	\$600
Partner/Managing Director	\$150	\$469	\$2,000	\$175	\$471	\$2,000	\$175	\$496	\$2,000
Managing Partner	\$350	\$475	\$600	\$350	\$550	\$750	\$350	\$625	\$900
Bonus									
Associate/Senior Associate	\$50	\$98	\$125	\$11	\$102	\$160	NA	NA	NA
Vice President	\$50	\$152	\$530	\$50	\$159	\$560	NA	NA	NA
Principal	\$75	\$220	\$425	\$100	\$229	\$425	NA	NA	NA
Partner/Managing Director	\$50	\$320	\$775	\$125	\$323	\$700	NA	NA	NA
Managing Partner	\$450	\$1,225	\$2,000	\$600	\$1,300	\$2,000	NA	NA	NA
Total Salary (Base + Bonus)									
Associate/Senior Associate	\$90	\$180	\$250	\$101	\$207	\$285	NA	NA	NA
Vice President	\$150	\$321	\$680	\$175	\$338	\$710	NA	NA	NA
Principal	\$150	\$408	\$600	\$300	\$446	\$625	NA	NA	NA
Partner/Managing Director	\$340	\$747	\$2,000	\$357	\$730	\$2,000	NA	NA	NA
Managing Partner	\$1,050	\$1,700	\$2,350	\$1,350	\$1,850	\$2,350	NA	NA	NA
Carry (Recent Fund)									
	Low			Average			High		
Associate/Senior Associate	\$100			\$106			\$112		
Vice President	\$100			\$1,928			\$5,000		
Principal	\$1,000			\$2,619			\$5,000		
Partner/Managing Director	\$4,000			\$8,271			\$20,000		
Managing Partner	\$10,200			\$20,100			\$30,000		

*USD thousands

USD 750 Mil-999 Mil

Responses	Associate/ Senior Associate	Vice President	Principal	Partner/ Managing Director	Managing Partner
62	17	24	12	6	3

	2014			2015			2016		
	Low	Avg	High	Low	Avg	High	Low	Avg	High
Base									
Associate/Senior Associate	\$80	\$107	\$150	\$70	\$117	\$150	\$90	\$123	\$160
Vice President	\$100	\$139	\$220	\$100	\$166	\$250	\$100	\$190	\$300
Principal	\$140	\$212	\$300	\$150	\$238	\$350	\$150	\$260	\$500
Partner/Managing Director	\$265	\$373	\$550	\$250	\$358	\$550	\$150	\$385	\$550
Managing Partner	\$250	\$608	\$1,250	\$300	\$625	\$1,250	\$300	\$625	\$1,250
Bonus									
Associate/Senior Associate	\$30	\$100	\$190	\$45	\$113	\$200	NA	NA	NA
Vice President	\$75	\$170	\$325	\$60	\$187	\$355	NA	NA	NA
Principal	\$140	\$302	\$500	\$180	\$337	\$525	NA	NA	NA
Partner/Managing Director	\$100	\$324	\$750	\$100	\$355	\$800	NA	NA	NA
Managing Partner	\$500	\$833	\$1,000	\$900	\$1,633	\$3,000	NA	NA	NA
Total Salary (Base + Bonus)									
Associate/Senior Associate	\$110	\$201	\$315	\$135	\$231	\$350	NA	NA	NA
Vice President	\$175	\$301	\$425	\$240	\$353	\$550	NA	NA	NA
Principal	\$300	\$489	\$700	\$350	\$547	\$725	NA	NA	NA
Partner/Managing Director	\$350	\$643	\$1,075	\$250	\$654	\$1,125	NA	NA	NA
Managing Partner	\$750	\$1,442	\$2,250	\$1,200	\$2,258	\$4,250	NA	NA	NA
Carry (Recent Fund)									
	Low			Average			High		
Associate/Senior Associate	\$225			\$329			\$750		
Vice President	\$500			\$1,614			\$5,500		
Principal	\$2,500			\$4,128			\$5,400		
Partner/Managing Director	\$3,300			\$7,183			\$11,000		
Managing Partner	\$10,000			\$28,333			\$63,000		

*USD thousands

Base, Bonus & Carry by Recent Fund

As a result of strong bonuses in 2015, investment professionals across all levels at funds that raised between \$1.5 billion and \$2.49 billion received double-digit increases in their total salary, ranging from 11.2% for Associates/Senior Associates to 40.0% for Managing Partners. Vice Presidents witnessed the largest base salary increase in 2016, with 17.3% growth at funds that raised between \$1.0 billion and \$1.49 billion. At funds that raised between \$1.5 billion and \$2.49 billion, 15.0% growth was reported.

USD 1.0 Bil-1.49 Bil

Responses	Associate/ Senior Associate	Vice President			Principal			Partner/ Managing Director		Managing Partner	
69	26	14			18			9		2	
		2014			2015			2016			
		Low	Avg	High	Low	Avg	High	Low	Avg	High	
Base											
Associate/Senior Associate		\$72	\$108	\$200	\$90	\$120	\$250	\$100	\$128	\$250	
Vice President		\$90	\$163	\$350	\$110	\$179	\$375	\$130	\$210	\$600	
Principal		\$130	\$242	\$500	\$135	\$264	\$500	\$150	\$269	\$500	
Partner/Managing Director		\$250	\$492	\$900	\$250	\$508	\$900	\$250	\$581	\$1,400	
Managing Partner		\$250	\$450	\$650	\$350	\$490	\$630	\$350	\$490	\$630	
Bonus											
Associate/Senior Associate		\$30	\$106	\$160	\$25	\$112	\$215	NA	NA	NA	
Vice President		\$100	\$188	\$375	\$100	\$215	\$425	NA	NA	NA	
Principal		\$110	\$323	\$1,000	\$115	\$346	\$750	NA	NA	NA	
Partner/Managing Director		\$300	\$669	\$1,200	\$500	\$769	\$1,200	NA	NA	NA	
Managing Partner		\$700	\$800	\$900	\$700	\$850	\$1,000	NA	NA	NA	
Total Salary (Base + Bonus)											
Associate/Senior Associate		\$100	\$208	\$300	\$75	\$223	\$320	NA	NA	NA	
Vice President		\$100	\$326	\$525	\$255	\$379	\$575	NA	NA	NA	
Principal		\$280	\$558	\$1,500	\$315	\$603	\$1,250	NA	NA	NA	
Partner/Managing Director		\$725	\$1,086	\$1,550	\$500	\$1,106	\$1,600	NA	NA	NA	
Managing Partner		\$1,150	\$1,250	\$1,350	\$1,330	\$1,340	\$1,350	NA	NA	NA	
Carry (Recent Fund)			Low		Average			High			
Associate/Senior Associate			\$200		\$400			\$500			
Vice President			\$450		\$2,738			\$7,500			
Principal			\$750		\$4,691			\$9,000			
Partner/Managing Director			\$4,750		\$14,850			\$30,000			
Managing Partner			\$14,000		\$17,000			\$20,000			

*USD thousands

USD 1.5 Bil-2.49 Bil

Responses	Associate/ Senior Associate	Vice President			Principal			Partner/ Managing Director		Managing Partner	
66	11	20			19			15		1	
		2014			2015			2016			
		Low	Avg	High	Low	Avg	High	Low	Avg	High	
Base											
Associate/Senior Associate		\$70	\$116	\$150	\$80	\$121	\$150	\$90	\$129	\$175	
Vice President		\$120	\$166	\$240	\$120	\$180	\$245	\$120	\$207	\$300	
Principal		\$125	\$281	\$700	\$125	\$294	\$735	\$150	\$314	\$771	
Partner/Managing Director		\$250	\$470	\$1,250	\$250	\$476	\$1,250	\$250	\$494	\$1,250	
Managing Partner		\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	
Bonus											
Associate/Senior Associate		\$60	\$116	\$165	\$80	\$137	\$225	NA	NA	NA	
Vice President		\$65	\$196	\$275	\$75	\$242	\$400	NA	NA	NA	
Principal		\$75	\$346	\$765	\$160	\$409	\$765	NA	NA	NA	
Partner/Managing Director		\$200	\$632	\$1,200	\$300	\$794	\$1,800	NA	NA	NA	
Managing Partner		\$2,000	\$2,000	\$2,000	\$3,000	\$3,000	\$3,000	NA	NA	NA	
Total Salary (Base + Bonus)											
Associate/Senior Associate		\$130	\$232	\$300	\$160	\$258	\$375	NA	NA	NA	
Vice President		\$250	\$362	\$475	\$300	\$423	\$600	NA	NA	NA	
Principal		\$275	\$609	\$1,115	\$360	\$682	\$1,115	NA	NA	NA	
Partner/Managing Director		\$470	\$1,060	\$1,800	\$600	\$1,217	\$2,300	NA	NA	NA	
Managing Partner		\$2,500	\$2,500	\$2,500	\$3,500	\$3,500	\$3,500	NA	NA	NA	
Carry (Recent Fund)			Low		Average			High			
Associate/Senior Associate		\$1,000			\$1,400			\$2,000			
Vice President		\$800			\$2,328			\$5,250			
Principal		\$1,920			\$6,272			\$12,500			
Partner/Managing Director		\$4,800			\$18,553			\$32,000			
Managing Partner		\$60,000			\$60,000			\$60,000			

*USD thousands

Base, Bonus & Carry by Recent Fund

Associates/Senior Associates at funds that raised between \$2.5 billion and \$3.49 billion received the largest bonus and total salary increase in 2015, and their compensation remains on track for another strong year in 2016 with an 8.8% increase in base salary to \$136,000. Mid-level investment professionals at funds that raised between \$3.5 billion and \$4.99 billion experienced the greatest total salary gains in 2015, with Vice Presidents and Principals reporting a total salary of \$462,000 and \$944,000, respectively.

USD 2.5 Bil-3.49 Bil

	Associate/ Senior Associate		Vice President		Principal		Partner/ Managing Director		Managing Partner	
Responses										
44	8		14		11		10		1	
			2014			2015			2016	
			Low	Avg	High	Low	Avg	High	Low	High
Base										
Associate/Senior Associate			\$70	\$103	\$120	\$90	\$125	\$220	\$105	\$136
Vice President			\$115	\$164	\$220	\$150	\$195	\$245	\$150	\$204
Principal			\$135	\$208	\$250	\$140	\$233	\$300	\$145	\$256
Partner/Managing Director			\$225	\$458	\$1,000	\$225	\$477	\$1,000	\$250	\$502
Managing Partner			\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Bonus										
Associate/Senior Associate			\$55	\$110	\$140	\$75	\$147	\$235	NA	NA
Vice President			\$170	\$242	\$400	\$195	\$281	\$450	NA	NA
Principal			\$225	\$365	\$600	\$225	\$457	\$1,000	NA	NA
Partner/Managing Director			\$200	\$547	\$1,100	\$300	\$650	\$1,800	NA	NA
Managing Partner			\$1,500	\$1,500	\$1,500	\$500	\$500	\$500	NA	NA
Total Salary (Base + Bonus)										
Associate/Senior Associate			\$120	\$197	\$260	\$165	\$272	\$420	NA	NA
Vice President			\$200	\$393	\$550	\$395	\$476	\$600	NA	NA
Principal			\$375	\$572	\$825	\$450	\$690	\$1,225	NA	NA
Partner/Managing Director			\$450	\$950	\$2,000	\$660	\$1,127	\$2,500	NA	NA
Managing Partner			\$2,000	\$2,000	\$2,000	\$1,000	\$1,000	\$1,000	NA	NA
Carry (Recent Fund)			Low		Average			High		
Associate/Senior Associate			NA		NA			NA		
Vice President			\$1,500		\$4,234			\$8,000		
Principal			\$312		\$6,683			\$12,500		
Partner/Managing Director			\$12,400		\$18,325			\$27,500		
Managing Partner			\$40,000		\$40,000			\$40,000		

*USD thousands

USD 3.5 Bil-4.99 Bil

	Associate/ Senior Associate		Vice President		Principal		Partner/ Managing Director		Managing Partner	
Responses										
26	6		5		8		7		0	
			2014			2015			2016	
			Low	Avg	High	Low	Avg	High	Low	High
Base										
Associate/Senior Associate			\$100	\$118	\$150	\$100	\$138	\$170	\$100	\$139
Vice President			\$120	\$155	\$225	\$150	\$185	\$250	\$150	\$209
Principal			\$150	\$225	\$400	\$150	\$257	\$450	\$175	\$274
Partner/Managing Director			\$150	\$429	\$750	\$250	\$443	\$750	\$250	\$500
Managing Partner			NA	NA	NA	NA	NA	NA	NA	NA
Bonus										
Associate/Senior Associate			\$100	\$134	\$200	\$110	\$149	\$225	NA	NA
Vice President			\$100	\$198	\$275	\$200	\$277	\$375	NA	NA
Principal			\$225	\$566	\$950	\$275	\$688	\$1,200	NA	NA
Partner/Managing Director			\$500	\$1,043	\$2,000	\$600	\$1,150	\$2,000	NA	NA
Managing Partner			NA	NA	NA	NA	NA	NA	NA	NA
Total Salary (Base + Bonus)										
Associate/Senior Associate			\$200	\$252	\$300	\$220	\$287	\$375	NA	NA
Vice President			\$225	\$353	\$500	\$375	\$462	\$600	NA	NA
Principal			\$400	\$791	\$1,250	\$475	\$944	\$1,430	NA	NA
Partner/Managing Director			\$1,000	\$1,471	\$2,500	\$1,100	\$1,593	\$2,500	NA	NA
Managing Partner			NA	NA	NA	NA	NA	NA	NA	NA
Carry (Recent Fund)			Low		Average			High		
Associate/Senior Associate			NA		NA			NA		
Vice President			\$400		\$2,884			\$5,250		
Principal			\$4,500		\$8,136			\$10,750		
Partner/Managing Director			\$14,000		\$27,667			\$40,000		
Managing Partner			NA		NA			NA		

*USD thousands

Base, Bonus & Carry by Recent Fund

Principals at funds that raised between \$5.0 billion and \$6.99 billion experienced a significant drop in their 2015 average bonus, decreasing their total salary by 5.4%. Conversely, Associates/Senior Associates earned a 50.4% increase in bonus, bringing their total salary to \$320,000 in 2015. Partners/Managing Directors at funds that raised between \$7.0 billion and \$9.99 billion increased their total salary in 2015 by 28.1% to \$1.43 million followed by a base salary increase of 29.5% in 2016.

USD 5.0 Bil-6.99 Bil

	Associate/ Senior Associate	Vice President	Principal	Partner/ Managing Director	Managing Partner					
31	8	7	8	8	0					
		2014			2015			2016		
		Low	Avg	High	Low	Avg	High	Low	Avg	High
Base										
Associate/Senior Associate	\$90	\$114	\$155	\$95	\$132	\$178	\$106	\$145	\$178	
Vice President	\$110	\$197	\$300	\$125	\$212	\$300	\$150	\$233	\$325	
Principal	\$200	\$266	\$500	\$200	\$340	\$750	\$200	\$381	\$750	
Partner/Managing Director	\$175	\$716	\$2,500	\$250	\$847	\$2,500	\$250	\$850	\$2,500	
Managing Partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	
Bonus										
Associate/Senior Associate	\$25	\$125	\$250	\$47	\$188	\$625	NA	NA	NA	
Vice President	\$125	\$267	\$550	\$170	\$260	\$425	NA	NA	NA	
Principal	\$250	\$763	\$1,250	\$150	\$632	\$1,000	NA	NA	NA	
Partner/Managing Director	\$750	\$1,191	\$2,000	\$775	\$1,261	\$1,750	NA	NA	NA	
Managing Partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	
Total Salary (Base + Bonus)										
Associate/Senior Associate	\$115	\$239	\$350	\$142	\$320	\$750	NA	NA	NA	
Vice President	\$235	\$419	\$710	\$300	\$472	\$600	NA	NA	NA	
Principal	\$750	\$1,028	\$1,450	\$700	\$972	\$1,200	NA	NA	NA	
Partner/Managing Director	\$950	\$1,906	\$4,500	\$1,050	\$1,950	\$2,500	NA	NA	NA	
Managing Partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	
Carry (Recent Fund)		Low			Average			High		
Associate/Senior Associate	\$1,000			\$1,500			\$2,000			
Vice President	\$240			\$2,853			\$6,800			
Principal	\$6,600			\$9,417			\$15,400			
Partner/Managing Director	\$5,000			\$20,857			\$42,500			
Managing Partner	NA			NA			NA			

*USD thousands

USD 7.0 Bil-9.99 Bil

	Associate/ Senior Associate	Vice President	Principal	Partner/ Managing Director	Managing Partner					
16	2	4	6	4	0					
		2014			2015			2016		
		Low	Avg	High	Low	Avg	High	Low	Avg	High
Base										
Associate/Senior Associate	\$85	\$103	\$120	\$100	\$113	\$125	\$105	\$115	\$125	
Vice President	\$140	\$197	\$300	\$175	\$225	\$350	\$185	\$264	\$400	
Principal	\$175	\$278	\$450	\$175	\$293	\$450	\$175	\$308	\$450	
Partner/Managing Director	\$360	\$510	\$800	\$360	\$592	\$800	\$360	\$767	\$1,500	
Managing Partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	
Bonus										
Associate/Senior Associate	\$100	\$118	\$135	\$195	\$195	\$195	NA	NA	NA	
Vice President	\$150	\$228	\$345	\$175	\$245	\$403	NA	NA	NA	
Principal	\$175	\$238	\$350	\$180	\$265	\$400	NA	NA	NA	
Partner/Managing Director	\$375	\$604	\$1,000	\$540	\$835	\$1,200	NA	NA	NA	
Managing Partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	
Total Salary (Base + Bonus)										
Associate/Senior Associate	\$185	\$220	\$255	\$125	\$210	\$295	NA	NA	NA	
Vice President	\$300	\$425	\$645	\$350	\$470	\$753	NA	NA	NA	
Principal	\$350	\$515	\$800	\$355	\$558	\$850	NA	NA	NA	
Partner/Managing Director	\$880	\$1,114	\$1,500	\$900	\$1,427	\$2,000	NA	NA	NA	
Managing Partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	
Carry (Recent Fund)		Low		Average			High			
Associate/Senior Associate	NA		NA			NA				
Vice President	\$300		\$1,028			\$2,000				
Principal	\$1,000		\$3,417			\$6,500				
Partner/Managing Director	\$12,000		\$20,500			\$30,000				
Managing Partner	NA		NA			NA				

*USD thousands

Base, Bonus & Carry by Recent Fund

In 2015, mega-funds that raised \$10.0 billion and above increased the total compensation of Associates/Senior Associates by 26.6%, Vice Presidents by 12.5%, and Principals by 18.1%. The total salary of Partners/Managing Directors only increased 3.3% during the same period, and their base salary in 2016 decreased by 4.9%.

USD 10.0 Bil and above

Responses	Associate/ Senior Associate	Vice President			Principal			Partner/ Managing Director			Managing Partner	
28	7	8			5			8			0	
		2014			2015			2016				
		Low	Avg	High	Low	Avg	High	Low	Avg	High		
Base												
Associate/Senior Associate		\$80	\$123	\$150	\$105	\$130	\$140	\$120	\$136	\$170		
Vice President		\$127	\$193	\$250	\$130	\$210	\$300	\$150	\$233	\$350		
Principal		\$200	\$320	\$450	\$225	\$350	\$475	\$250	\$385	\$500		
Partner/Managing Director		\$225	\$594	\$1,200	\$250	\$634	\$1,200	\$250	\$603	\$1,300		
Managing Partner		NA	NA	NA	NA	NA	NA	NA	NA	NA		
Bonus												
Associate/Senior Associate		\$70	\$125	\$170	\$100	\$146	\$200	NA	NA	NA		
Vice President		\$174	\$317	\$625	\$208	\$364	\$675	NA	NA	NA		
Principal		\$300	\$400	\$575	\$350	\$480	\$600	NA	NA	NA		
Partner/Managing Director		\$425	\$971	\$1,800	\$425	\$975	\$1,800	NA	NA	NA		
Managing Partner		NA	NA	NA	NA	NA	NA	NA	NA	NA		
Total Salary (Base + Bonus)												
Associate/Senior Associate		\$150	\$218	\$310	\$215	\$276	\$325	NA	NA	NA		
Vice President		\$301	\$510	\$800	\$338	\$574	\$850	NA	NA	NA		
Principal		\$525	\$720	\$1,025	\$650	\$850	\$1,075	NA	NA	NA		
Partner/Managing Director		\$700	\$1,322	\$3,000	\$850	\$1,366	\$3,000	NA	NA	NA		
Managing Partner		NA	NA	NA	NA	NA	NA	NA	NA	NA		
Carry (Recent Fund)			Low		Average			High				
Associate/Senior Associate			NA		NA			NA				
Vice President			\$1,000		\$5,914			\$12,000				
Principal			\$2,200		\$11,440			\$21,000				
Partner/Managing Director			\$11,700		\$32,100			\$90,000				
Managing Partner			NA		NA			NA				

*USD thousands

Base, Bonus & Carry by AUM

Associates/Senior Associates at private equity firms with less than \$499 million AUM received large bonuses in 2015, resulting in total salary increases of 27.0% at firms with less than \$250 million AUM and 28.3% at firms between \$250 million and \$499 million in AUM. Partners/Managing Directors and Managing Partners at firms with an AUM of between \$250 million and \$499 million experienced a drop in their bonus and, subsequently, their total salary in 2015. Moving into 2016, base salaries remained stagnant for both levels.

Less than USD 250 Mil

	Associate/ Senior Associate	Vice President			Principal			Partner/ Managing Director		Managing Partner
Responses										
11	5	4			2			0		0
		2014			2015			2016		
		Low	Avg	High	Low	Avg	High	Low	Avg	High
Base										
Associate/Senior Associate		\$60	\$87	\$120	\$70	\$93	\$120	\$70	\$95	\$120
Vice President		\$95	\$146	\$215	\$98	\$153	\$215	\$103	\$168	\$215
Principal		\$150	\$188	\$225	\$150	\$188	\$225	\$150	\$188	\$225
Partner/Managing Director		NA	NA	NA	NA	NA	NA	NA	NA	NA
Managing Partner		NA	NA	NA	NA	NA	NA	NA	NA	NA
Bonus										
Associate/Senior Associate		\$25	\$43	\$60	\$18	\$53	\$80	NA	NA	NA
Vice President		\$50	\$154	\$300	\$58	\$162	\$300	NA	NA	NA
Principal		\$40	\$138	\$235	\$85	\$160	\$235	NA	NA	NA
Partner/Managing Director		NA	NA	NA	NA	NA	NA	NA	NA	NA
Managing Partner		NA	NA	NA	NA	NA	NA	NA	NA	NA
Total Salary (Base + Bonus)										
Associate/Senior Associate		\$85	\$115	\$140	\$130	\$146	\$165	NA	NA	NA
Vice President		\$145	\$300	\$450	\$155	\$315	\$450	NA	NA	NA
Principal		\$190	\$325	\$460	\$235	\$348	\$460	NA	NA	NA
Partner/Managing Director		NA	NA	NA	NA	NA	NA	NA	NA	NA
Managing Partner		NA	NA	NA	NA	NA	NA	NA	NA	NA
Carry (Across All Funds)			Low		Average			High		
Associate/Senior Associate			\$175		\$253			\$330		
Vice President			\$1,100		\$1,700			\$2,500		
Principal			\$1,380		\$1,690			\$2,000		
Partner/Managing Director			NA		NA			NA		
Managing Partner			NA		NA			NA		

*USD thousands

USD 250 Mil-499 Mil

	Associate/ Senior Associate	Vice President			Principal			Partner/ Managing Director		Managing Partner	
Responses											
43	17	10			11			2		3	
		2014			2015			2016			
		Low	Avg	High	Low	Avg	High	Low	Avg	High	
Base											
Associate/Senior Associate		\$80	\$99	\$130	\$80	\$110	\$140	\$90	\$115	\$145	
Vice President		\$105	\$134	\$165	\$110	\$161	\$250	\$15	\$160	\$275	
Principal		\$150	\$179	\$250	\$160	\$197	\$250	\$175	\$210	\$250	
Partner/Managing Director		\$150	\$200	\$250	\$150	\$213	\$275	\$150	\$213	\$275	
Managing Partner		\$300	\$400	\$500	\$300	\$400	\$500	\$300	\$400	\$500	
Bonus											
Associate/Senior Associate		\$28	\$72	\$150	\$20	\$85	\$150	NA	NA	NA	
Vice President		\$10	\$90	\$160	\$20	\$118	\$200	NA	NA	NA	
Principal		\$124	\$175	\$259	\$100	\$187	\$288	NA	NA	NA	
Partner/Managing Director		\$250	\$300	\$350	\$175	\$238	\$300	NA	NA	NA	
Managing Partner		\$220	\$357	\$600	\$200	\$317	\$500	NA	NA	NA	
Total Salary (Base + Bonus)											
Associate/Senior Associate		\$80	\$152	\$260	\$128	\$195	\$280	NA	NA	NA	
Vice President		\$120	\$211	\$320	\$130	\$279	\$375	NA	NA	NA	
Principal		\$250	\$338	\$475	\$250	\$367	\$504	NA	NA	NA	
Partner/Managing Director		\$400	\$500	\$600	\$325	\$450	\$575	NA	NA	NA	
Managing Partner		\$620	\$757	\$900	\$600	\$717	\$800	NA	NA	NA	
Carry (Across All Funds)			Low		Average			High			
Associate/Senior Associate			\$300		\$794			\$1,750			
Vice President			\$500		\$1,360			\$3,500			
Principal			\$1,500		\$2,950			\$4,700			
Partner/Managing Director			\$8,500		\$8,500			\$8,500			
Managing Partner			\$10,000		\$22,500			\$35,000			

*USD thousands

Base, Bonus & Carry by AUM

Managing Partners at firms with an AUM between \$1.0 billion and \$1.99 billion increased their bonus by 61.5% and total salary by 35.2% to more than \$1.84 million in 2015.

USD 500 Mil-999 Mil

	Associate/ Senior Associate	Vice President			Principal			Partner/ Managing Director		Managing Partner	
Responses											
98	24	30			27			12		5	
		2014			2015			2016			
		Low	Avg	High	Low	Avg	High	Low	Avg	High	
Base											
Associate/Senior Associate		\$65	\$95	\$123	\$75	\$104	\$133	\$85	\$114	\$150	
Vice President		\$90	\$148	\$300	\$96	\$165	\$400	\$115	\$177	\$400	
Principal		\$100	\$204	\$485	\$130	\$234	\$485	\$130	\$243	\$550	
Partner/Managing Director		\$150	\$356	\$650	\$200	\$353	\$650	\$200	\$378	\$650	
Managing Partner		\$250	\$396	\$500	\$250	\$396	\$500	\$250	\$396	\$500	
Bonus											
Associate/Senior Associate		\$20	\$71	\$125	\$20	\$82	\$150	NA	NA	NA	
Vice President		\$40	\$123	\$300	\$40	\$140	\$350	NA	NA	NA	
Principal		\$15	\$194	\$400	\$18	\$210	\$400	NA	NA	NA	
Partner/Managing Director		\$50	\$309	\$810	\$100	\$353	\$730	NA	NA	NA	
Managing Partner		\$350	\$1,150	\$2,200	\$350	\$1,350	\$2,400	NA	NA	NA	
Total Salary (Base + Bonus)											
Associate/Senior Associate		\$85	\$159	\$230	\$105	\$185	\$260	NA	NA	NA	
Vice President		\$135	\$267	\$440	\$151	\$306	\$500	NA	NA	NA	
Principal		\$115	\$391	\$885	\$148	\$429	\$835	NA	NA	NA	
Partner/Managing Director		\$400	\$609	\$1,010	\$350	\$618	\$950	NA	NA	NA	
Managing Partner		\$830	\$1,546	\$2,450	\$830	\$1,746	\$2,650	NA	NA	NA	
Carry (Across All Funds)		Low			Average			High			
Associate/Senior Associate		\$112			\$1,186			\$3,000			
Vice President		\$100			\$1,530			\$4,000			
Principal		\$1,000			\$3,805			\$8,679			
Partner/Managing Director		\$4,500			\$11,591			\$23,000			
Managing Partner		\$20,000			\$40,140			\$60,000			

*USD thousands

USD 1.0 Bil-1.99 Bil

	Associate/ Senior Associate	Vice President			Principal			Partner/ Managing Director		Managing Partner	
Responses											
108	29	32			21			21		5	
		2014			2015			2016			
		Low	Avg	High	Low	Avg	High	Low	Avg	High	
Base											
Associate/Senior Associate		\$80	\$105	\$150	\$80	\$115	\$250	\$90	\$123	\$250	
Vice President		\$100	\$162	\$240	\$100	\$173	\$247	\$100	\$187	\$254	
Principal		\$130	\$208	\$320	\$135	\$231	\$350	\$150	\$253	\$500	
Partner/Managing Director		\$175	\$507	\$2,000	\$175	\$512	\$2,000	\$150	\$538	\$2,000	
Managing Partner		\$300	\$585	\$1,250	\$300	\$586	\$1,250	\$300	\$591	\$1,250	
Bonus											
Associate/Senior Associate		\$50	\$106	\$190	\$11	\$108	\$175	NA	NA	NA	
Vice President		\$35	\$176	\$530	\$50	\$191	\$560	NA	NA	NA	
Principal		\$25	\$236	\$425	\$100	\$264	\$475	NA	NA	NA	
Partner/Managing Director		\$100	\$339	\$775	\$100	\$400	\$800	NA	NA	NA	
Managing Partner		\$400	\$780	\$1,000	\$700	\$1,260	\$3,000	NA	NA	NA	
Total Salary (Base + Bonus)											
Associate/Senior Associate		\$125	\$206	\$315	\$75	\$218	\$325	NA	NA	NA	
Vice President		\$100	\$327	\$680	\$210	\$364	\$710	NA	NA	NA	
Principal		\$150	\$422	\$640	\$300	\$483	\$680	NA	NA	NA	
Partner/Managing Director		\$340	\$733	\$2,000	\$250	\$759	\$2,000	NA	NA	NA	
Managing Partner		\$800	\$1,365	\$2,250	\$1,100	\$1,846	\$4,250	NA	NA	NA	
Carry (Across All Funds)		Low			Average			High			
Associate/Senior Associate		\$100			\$375			\$750			
Vice President		\$450			\$2,391			\$6,540			
Principal		\$1,000			\$4,533			\$10,000			
Partner/Managing Director		\$4,250			\$17,240			\$45,000			
Managing Partner		\$16,000			\$43,400			\$91,000			

*USD thousands

Base, Bonus & Carry by AUM

Mid-level employees at firms with an AUM between \$2.0 billion and \$5.99 billion increased their base salary the most in 2016. Vice Presidents in both segments received a raise of more than 15%, while Principals at firms with an AUM between \$4.0 billion and \$5.99 billion increased their base salary by 21.5% to \$504,000. At almost every level, employees increased their bonus and total salary by double-digit percentages, with Managing Partners receiving the largest compensation lift.

USD 2.0 Bil-3.99 Bil

Responses	Associate/ Senior Associate	Vice President	Principal	Partner/ Managing Director	Managing Partner
104	23	36	27	15	3

	2014			2015			2016		
	Low	Avg	High	Low	Avg	High	Low	Avg	High
Base									
Associate/Senior Associate	\$70	\$113	\$200	\$80	\$118	\$200	\$80	\$127	\$250
Vice President	\$100	\$163	\$350	\$100	\$184	\$375	\$100	\$213	\$600
Principal	\$155	\$276	\$700	\$165	\$296	\$735	\$175	\$311	\$771
Partner/Managing Director	\$150	\$402	\$1,000	\$200	\$429	\$1,000	\$200	\$477	\$1,400
Managing Partner	\$250	\$367	\$600	\$300	\$467	\$750	\$300	\$517	\$900
Bonus									
Associate/Senior Associate	\$30	\$100	\$165	\$30	\$119	\$225	NA	NA	NA
Vice President	\$65	\$200	\$400	\$75	\$231	\$450	NA	NA	NA
Principal	\$110	\$322	\$600	\$115	\$379	\$1,000	NA	NA	NA
Partner/Managing Director	\$200	\$643	\$1,200	\$250	\$787	\$1,800	NA	NA	NA
Managing Partner	\$450	\$617	\$900	\$600	\$833	\$1,000	NA	NA	NA
Total Salary (Base + Bonus)									
Associate/Senior Associate	\$110	\$207	\$300	\$90	\$231	\$375	NA	NA	NA
Vice President	\$200	\$353	\$550	\$260	\$408	\$600	NA	NA	NA
Principal	\$320	\$586	\$900	\$345	\$660	\$1,225	NA	NA	NA
Partner/Managing Director	\$400	\$1,002	\$2,000	\$500	\$1,111	\$2,100	NA	NA	NA
Managing Partner	\$750	\$983	\$1,150	\$1,200	\$1,300	\$1,350	NA	NA	NA
Carry (Across All Funds)									
	Low			Average			High		
Associate/Senior Associate	\$200			\$894			\$2,300		
Vice President	\$900			\$3,255			\$12,500		
Principal	\$3,000			\$7,834			\$19,000		
Partner/Managing Director	\$10,000			\$20,562			\$42,000		
Managing Partner	\$15,000			\$24,800			\$38,400		

*USD thousands

USD 4.0 Bil-5.99 Bil

Responses	Associate/ Senior Associate	Vice President	Principal	Partner/ Managing Director	Managing Partner
43	12	11	7	12	1

	2014			2015			2016		
	Low	Avg	High	Low	Avg	High	Low	Avg	High
Base									
Associate/Senior Associate	\$80	\$104	\$125	\$85	\$126	\$220	\$90	\$129	\$250
Vice President	\$90	\$130	\$175	\$105	\$158	\$200	\$130	\$182	\$250
Principal	\$150	\$204	\$275	\$175	\$227	\$325	\$230	\$276	\$325
Partner/Managing Director	\$250	\$488	\$1,250	\$250	\$501	\$1,250	\$250	\$504	\$1,250
Managing Partner	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Bonus									
Associate/Senior Associate	\$40	\$112	\$165	\$40	\$118	\$200	NA	NA	NA
Vice President	\$55	\$185	\$375	\$60	\$216	\$425	NA	NA	NA
Principal	\$75	\$211	\$290	\$160	\$267	\$350	NA	NA	NA
Partner/Managing Director	\$150	\$427	\$1,000	\$150	\$481	\$1,250	NA	NA	NA
Managing Partner	\$2,000	\$2,000	\$2,000	\$3,000	\$3,000	\$3,000	NA	NA	NA
Total Salary (Base + Bonus)									
Associate/Senior Associate	\$100	\$203	\$290	\$125	\$244	\$420	NA	NA	NA
Vice President	\$150	\$315	\$525	\$175	\$373	\$575	NA	NA	NA
Principal	\$275	\$416	\$525	\$360	\$494	\$590	NA	NA	NA
Partner/Managing Director	\$510	\$915	\$1,550	\$575	\$982	\$1,750	NA	NA	NA
Managing Partner	\$2,500	\$2,500	\$2,500	\$3,500	\$3,500	\$3,500	NA	NA	NA
Carry (Across All Funds)									
	Low			Average			High		
Associate/Senior Associate	\$200			\$275			\$350		
Vice President	\$500			\$3,175			\$7,675		
Principal	\$2,200			\$6,829			\$17,000		
Partner/Managing Director	\$12,000			\$36,364			\$160,000		
Managing Partner	\$100,000			\$100,000			\$100,000		

*USD thousands

Base, Bonus & Carry by AUM

Associates/Senior Associates had the largest jump in compensation in 2015 at firms with an AUM between \$6.0 billion and \$9.99 billion, increasing their bonus by 40.0% and total salary by 31.4% to \$289,000 in 2015. For firms with an AUM between \$10.0 billion and \$19.9 billion, Vice Presidents had the largest gains in bonus and total salary for 2015 at 17.0% and 20.0%, respectively. The trend continued for Vice Presidents into 2016, with average base salary increasing 14.2% to \$241,000.

USD 6.0 Bil-9.99 Bil

Responses	Associate/ Senior Associate	Vice President	Principal	Partner/ Managing Director	Managing Partner					
47	12	14	14	6	1					
		2014			2015			2016		
		Low	Avg	High	Low	Avg	High	Low	Avg	High
Base										
Associate/Senior Associate	\$70	\$110	\$155	\$90	\$121	\$178	\$100	\$126	\$150	
Vice President	\$115	\$156	\$220	\$135	\$190	\$250	\$150	\$198	\$255	
Principal	\$125	\$216	\$450	\$125	\$234	\$450	\$150	\$258	\$450	
Partner/Managing Director	\$225	\$775	\$2,500	\$225	\$781	\$2,500	\$250	\$812	\$2,500	
Managing Partner	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	
Bonus										
Associate/Senior Associate	\$50	\$120	\$250	\$60	\$168	\$625	NA	NA	NA	
Vice President	\$110	\$194	\$250	\$120	\$227	\$350	NA	NA	NA	
Principal	\$180	\$435	\$765	\$180	\$484	\$765	NA	NA	NA	
Partner/Managing Director	\$225	\$929	\$2,000	\$400	\$1,000	\$1,800	NA	NA	NA	
Managing Partner	\$1,500	\$1,500	\$1,500	\$500	\$500	\$500	NA	NA	NA	
Total Salary (Base + Bonus)										
Associate/Senior Associate	\$120	\$220	\$350	\$165	\$289	\$750	NA	NA	NA	
Vice President	\$235	\$350	\$470	\$255	\$416	\$595	NA	NA	NA	
Principal	\$355	\$651	\$1,115	\$355	\$717	\$1,115	NA	NA	NA	
Partner/Managing Director	\$450	\$1,704	\$4,500	\$660	\$1,614	\$2,500	NA	NA	NA	
Managing Partner	\$2,000	\$2,000	\$2,000	\$1,000	\$1,000	\$1,000	NA	NA	NA	
Carry (Across All Funds)		Low		Average			High			
Associate/Senior Associate	\$2,000		\$2,000			\$2,000				
Vice President	\$800		\$3,505			\$11,000				
Principal	\$5,000		\$11,800			\$44,300				
Partner/Managing Director	\$19,000		\$31,250			\$40,000				
Managing Partner	\$100,000		\$100,000			\$100,000				

*USD thousands

USD 10.0 Bil-19.99 Bil

	Associate/ Senior Associate	Vice President	Principal	Partner/ Managing Director	Managing Partner				
50	10	10	15	15	0				
	2014			2015			2016		
	Low	Avg	High	Low	Avg	High	Low	Avg	High
Base									
Associate/Senior Associate	\$90	\$114	\$155	\$95	\$121	\$178	\$100	\$131	\$178
Vice President	\$110	\$196	\$300	\$125	\$211	\$350	\$150	\$241	\$400
Principal	\$135	\$262	\$500	\$140	\$318	\$750	\$145	\$329	\$750
Partner/Managing Director	\$150	\$457	\$800	\$250	\$523	\$1,500	\$250	\$554	\$1,500
Managing Partner	NA	NA	NA	NA	NA	NA	NA	NA	NA
Bonus									
Associate/Senior Associate	\$25	\$133	\$230	\$47	\$155	\$275	NA	NA	NA
Vice President	\$100	\$247	\$550	\$175	\$289	\$425	NA	NA	NA
Principal	\$175	\$584	\$1,250	\$150	\$581	\$1,200	NA	NA	NA
Partner/Managing Director	\$375	\$794	\$2,000	\$420	\$976	\$2,000	NA	NA	NA
Managing Partner	NA	NA	NA	NA	NA	NA	NA	NA	NA
Total Salary (Base + Bonus)									
Associate/Senior Associate	\$115	\$246	\$340	\$142	\$276	\$400	NA	NA	NA
Vice President	\$225	\$416	\$710	\$300	\$499	\$753	NA	NA	NA
Principal	\$350	\$846	\$1,450	\$430	\$899	\$1,430	NA	NA	NA
Partner/Managing Director	\$840	\$1,251	\$2,500	\$880	\$1,499	\$2,500	NA	NA	NA
Managing Partner	NA	NA	NA	NA	NA	NA	NA	NA	NA
Carry (Across All Funds)		Low		Average			High		
Associate/Senior Associate	\$20		\$1,007			\$2,000			
Vice President	\$240		\$2,437			\$6,800			
Principal	\$312		\$11,595			\$25,000			
Partner/Managing Director	\$8,500		\$36,864			\$60,000			
Managing Partner	NA		NA			NA			

*USD thousands

Base, Bonus & Carry by AUM

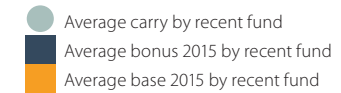
Firms with an AUM of \$20.0 billion and above rewarded their Associates/Senior Associates with the largest bonus and total salary growth in 2015 at 23.0% and 21.3%, respectively. Similarly, Vice Presidents increased their respective bonus and total salary by 12.0% and 10.6%. Senior investment professionals at these firms witnessed more modest total salary increases in 2015, with 5.8% growth for both Principals and Partners/Managing Directors.

USD 20.0 Bil and above

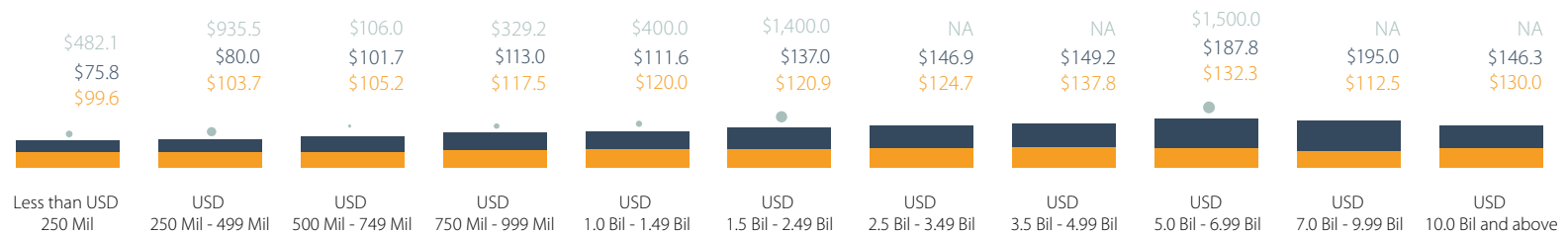
Responses	Associate/ Senior Associate	Vice President			Principal			Partner/ Managing Director			Managing Partner	
53	11	13			14			15			0	
		2014			2015			2016				
		Low	Avg	High	Low	Avg	High	Low	Avg	High		
Base												
Associate/Senior Associate		\$80	\$111	\$150	\$100	\$129	\$150	\$120	\$137	\$170		
Vice President		\$127	\$187	\$250	\$130	\$203	\$300	\$150	\$227	\$350		
Principal		\$200	\$293	\$500	\$210	\$311	\$500	\$220	\$341	\$500		
Partner/Managing Director		\$175	\$522	\$1,250	\$250	\$583	\$1,250	\$250	\$615	\$1,500		
Managing Partner		NA	NA	NA	NA	NA	NA	NA	NA	NA		
Bonus												
Associate/Senior Associate		\$65	\$122	\$200	\$84	\$150	\$225	NA	NA	NA		
Vice President		\$150	\$283	\$625	\$175	\$317	\$675	NA	NA	NA		
Principal		\$200	\$478	\$1,000	\$200	\$505	\$850	NA	NA	NA		
Partner/Managing Director		\$425	\$1,046	\$1,800	\$425	\$1,071	\$1,800	NA	NA	NA		
Managing Partner		NA	NA	NA	NA	NA	NA	NA	NA	NA		
Total Salary (Base + Bonus)												
Associate/Senior Associate		\$150	\$221	\$310	\$125	\$268	\$375	NA	NA	NA		
Vice President		\$300	\$470	\$800	\$338	\$520	\$850	NA	NA	NA		
Principal		\$425	\$771	\$1,500	\$475	\$816	\$1,250	NA	NA	NA		
Partner/Managing Director		\$700	\$1,428	\$3,000	\$850	\$1,512	\$3,000	NA	NA	NA		
Managing Partner		NA	NA	NA	NA	NA	NA	NA	NA	NA		
Carry (Across All Funds)			Low		Average			High				
Associate/Senior Associate			NA		NA			NA				
Vice President			\$1,000		\$4,982			\$12,000				
Principal			\$2,500		\$10,100			\$30,000				
Partner/Managing Director			\$5,000		\$39,714			\$150,000				
Managing Partner			NA		NA			NA				

*USD thousands

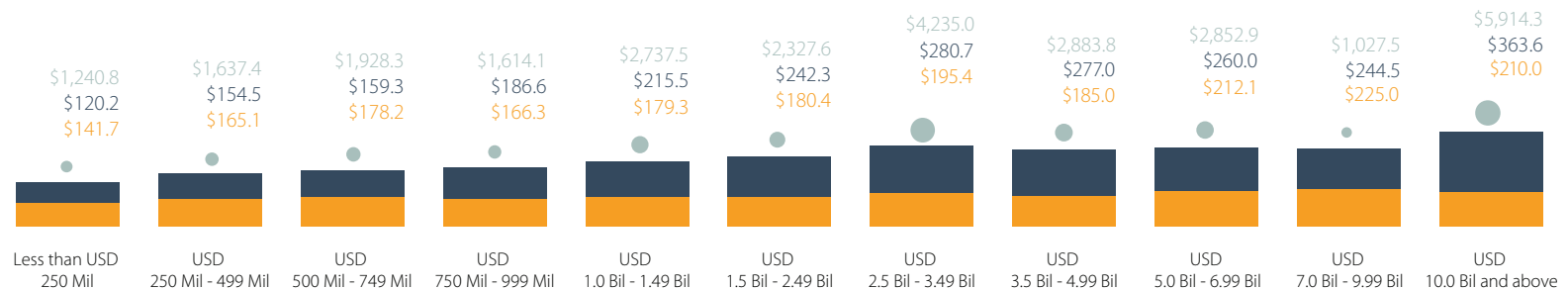
Average Base, Bonus & Carry by Recent Fund



	Associate/Senior Associate (Responses)										
Carry	7	11	2	6	3	3			3		
Salary	12	34	14	18	25	10	8	6	9	2	8

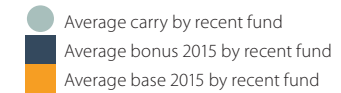


	Vice President (Responses)										
Carry	6	27	21	21	12	19	14	5	7	4	7
Salary	11	28	24	22	14	20	14	5	7	4	8

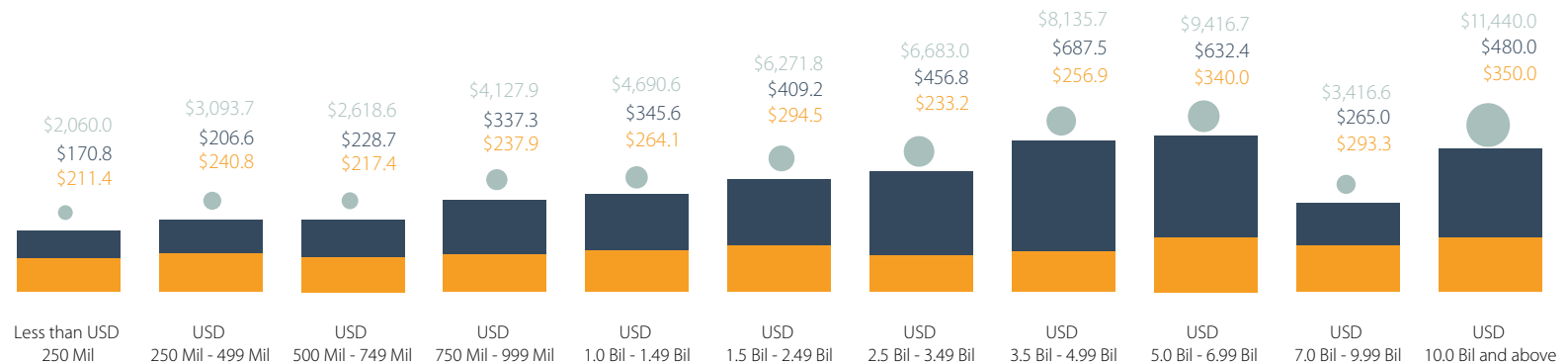


Carry - \$ at work: The expected return on total carry participation across all vehicles, based on achieving a net 2x return (above hurdle and after fees) in a vehicle charging a 20% performance fee
 *USD thousands

Average Base, Bonus & Carry by Recent Fund



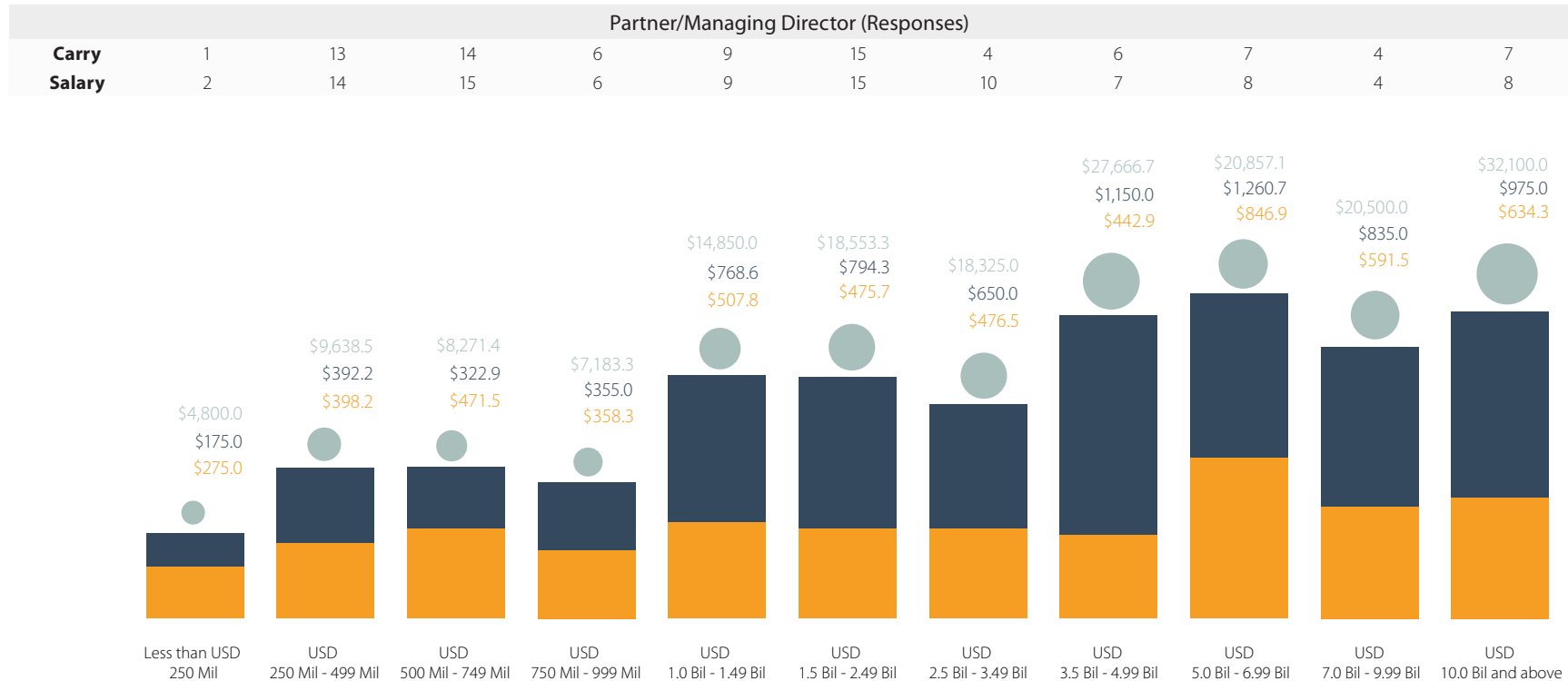
	Principal (Responses)										
Carry	7	23	16	12	16	17	10	7	6	6	5
Salary	7	25	19	12	18	19	11	8	8	6	5



Carry - \$ at work: The expected return on total carry participation across all vehicles, based on achieving a net 2x return (above hurdle and after fees) in a vehicle charging a 20% performance fee
 *USD thousands

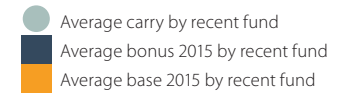
Average Base, Bonus & Carry by Recent Fund

- Average carry by recent fund
- Average bonus 2015 by recent fund
- Average base 2015 by recent fund

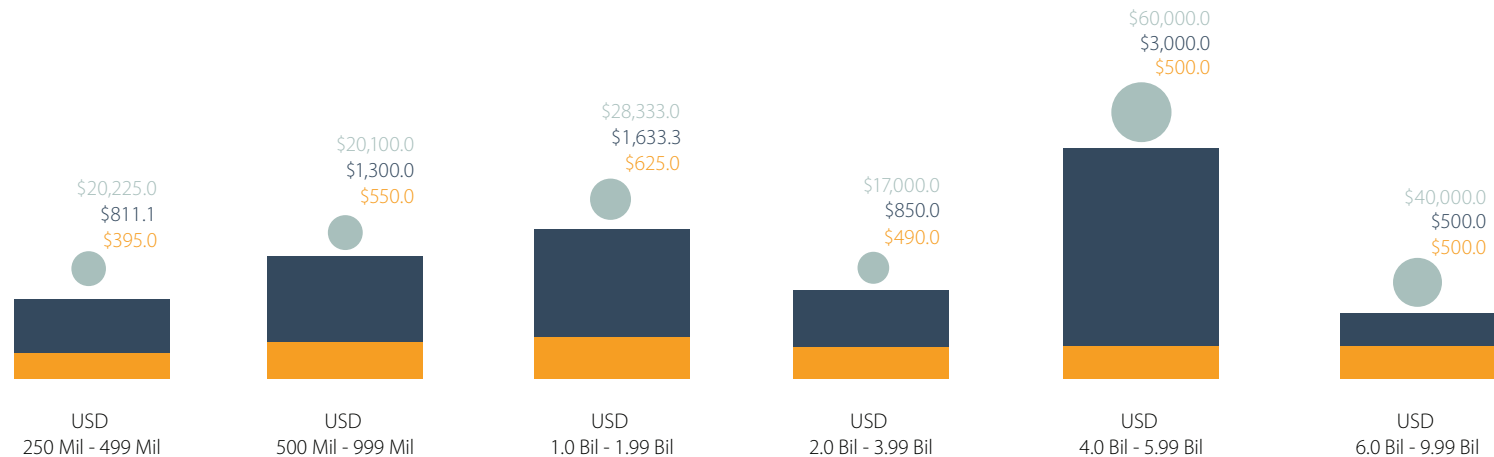


Carry - \$ at work: The expected return on total carry participation across all vehicles, based on achieving a net 2x return (above hurdle and after fees) in a vehicle charging a 20% performance fee
 *USD thousands

Average Base, Bonus & Carry by Recent Fund

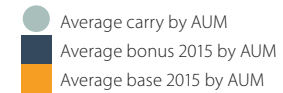


	Managing Partner (Respondents)					
Carry	8	2	3	2	1	1
Salary	9	2	3	2	1	1

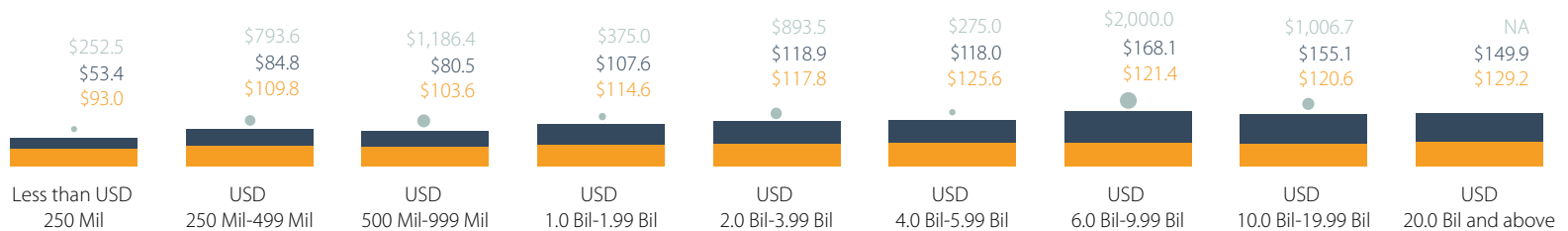


Carry - \$ at work: The expected return on total carry participation across all vehicles, based on achieving a net 2x return (above hurdle and after fees) in a vehicle charging a 20% performance fee
 *USD thousands

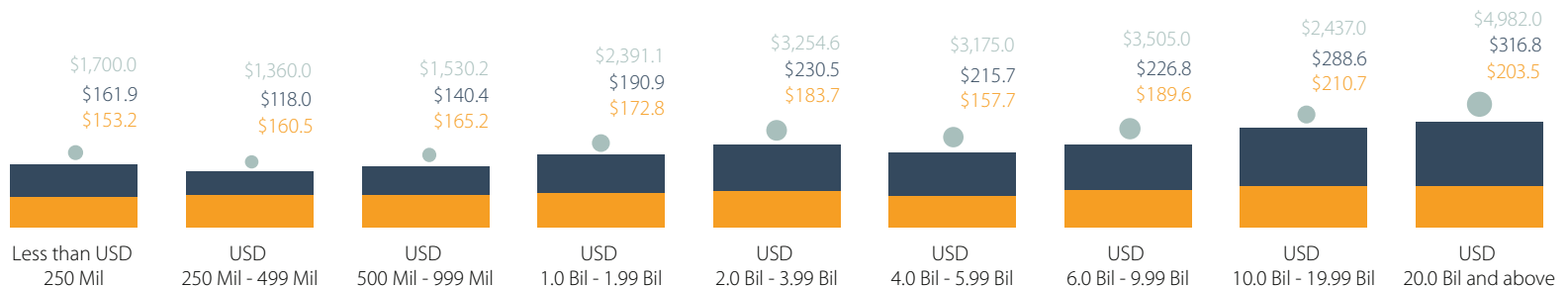
Average Base, Bonus & Carry Across All Funds by AUM



	Associate/Senior Associate (Responses)								
Carry	2	11	5	5	6	2	1	3	
Salary	5	16	25	29	22	11	13	9	13

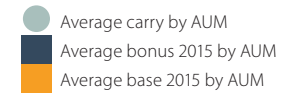


	Vice President (Responses)								
Carry	3	6	28	28	33	9	13	10	11
Salary	4	10	30	32	36	11	14	10	13

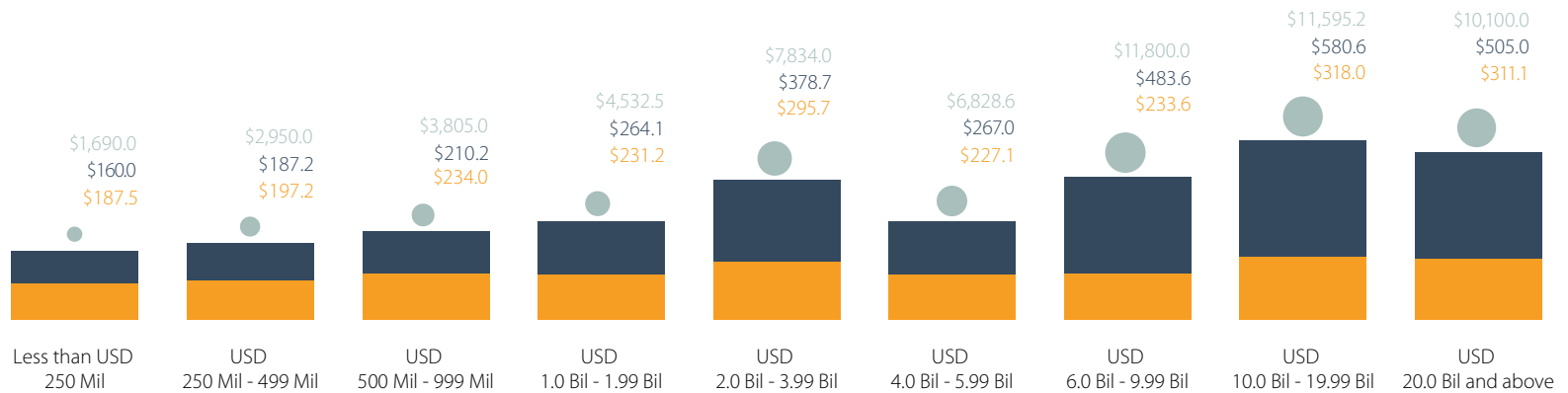


Carry - \$ at work: The expected return on total carry participation across all vehicles, based on achieving a net 2x return (above hurdle and after fees) in a vehicle charging a 20% performance fee
 *USD thousands

Average Base, Bonus & Carry Across All Funds by AUM

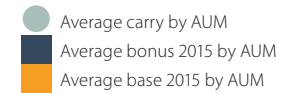


	Principal (Responses)								
Carry	2	9	25	20	26	7	14	12	10
Salary	2	11	27	21	27	7	14	15	14

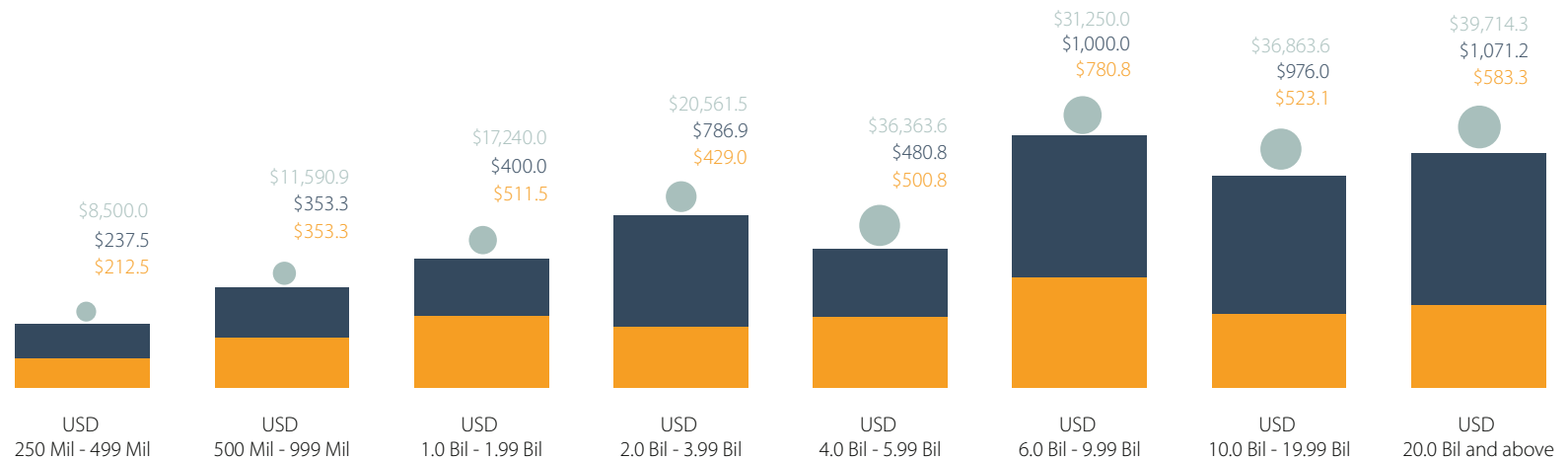


Carry - \$ at work: The expected return on total carry participation across all vehicles, based on achieving a net 2x return (above hurdle and after fees) in a vehicle charging a 20% performance fee
 *USD thousands

Average Base, Bonus & Carry Across All Funds by AUM

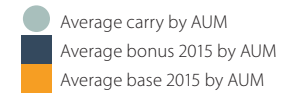


	Partner/Managing Director (Responses)							
Carry	1	11	20	13	11	4	11	14
Salary	2	12	21	15	12	6	15	15

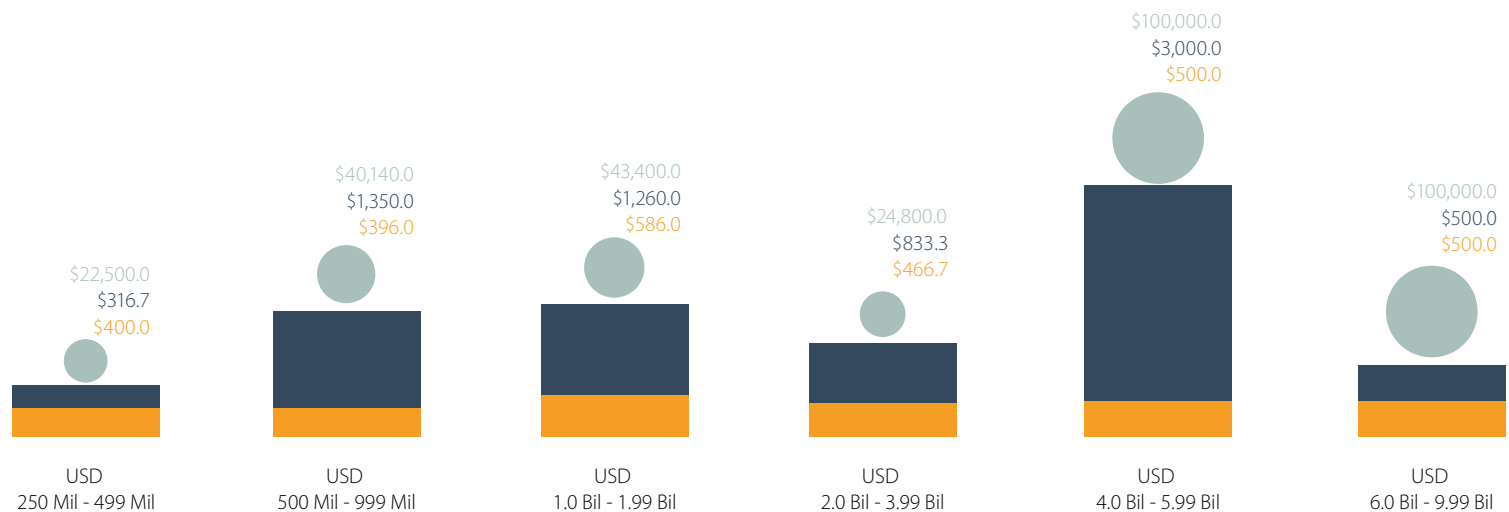


Carry - \$ at work: The expected return on total carry participation across all vehicles, based on achieving a net 2x return (above hurdle and after fees) in a vehicle charging a 20% performance fee
 *USD thousands

Average Base, Bonus & Carry Across All Funds by AUM



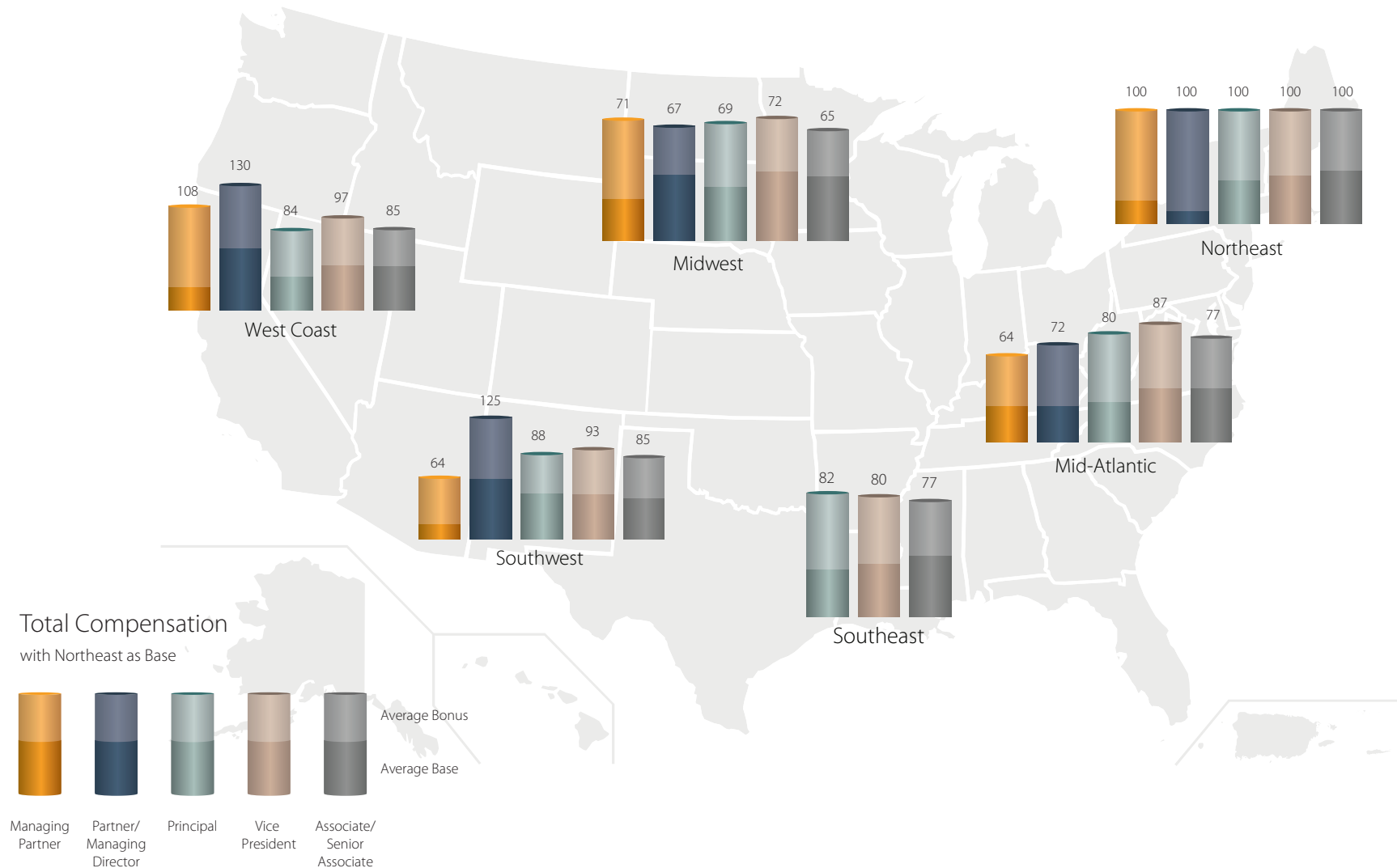
	Managing Partner (Responses)					
Carry	2	5	5	3	1	1
Salary	3	5	5	3	1	1



Carry - \$ at work: The expected return on total carry participation across all vehicles, based on achieving a net 2x return (above hurdle and after fees) in a vehicle charging a 20% performance fee
 *USD thousands

Comparison of Compensation Across US Regions

Accounting for the varying cost of living across US regions, total compensation differs by fund location. In general, investment professionals in the Northeast receive the highest total compensation. However, Managing Partners on the West Coast and Partners/Managing Directors based in the Southwest and West Coast earned significantly more than their counterparts in other regions.



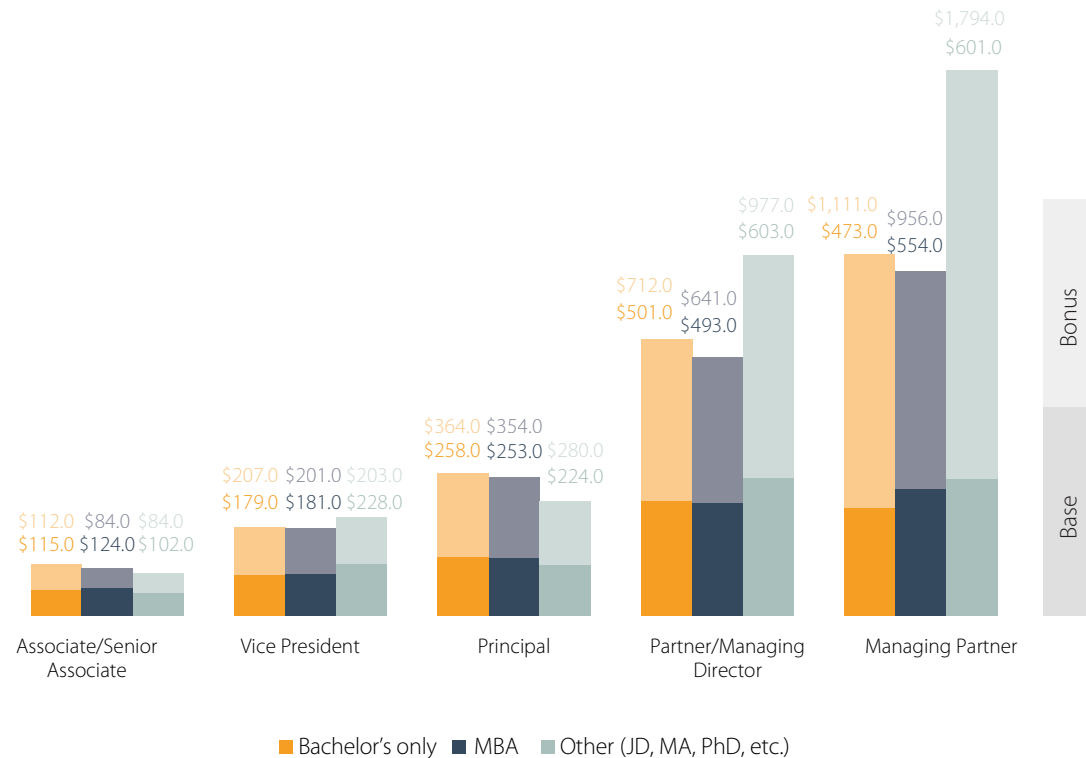
*Index: Total compensation in Northeast = 100

Educational Background by Professional Level

All survey respondents earned a bachelor's degree, with a greater percentage of senior professionals receiving advanced degrees. However, the total salary in 2015 across all levels for MBA graduates was lower than their peers who only hold a bachelor's degree.

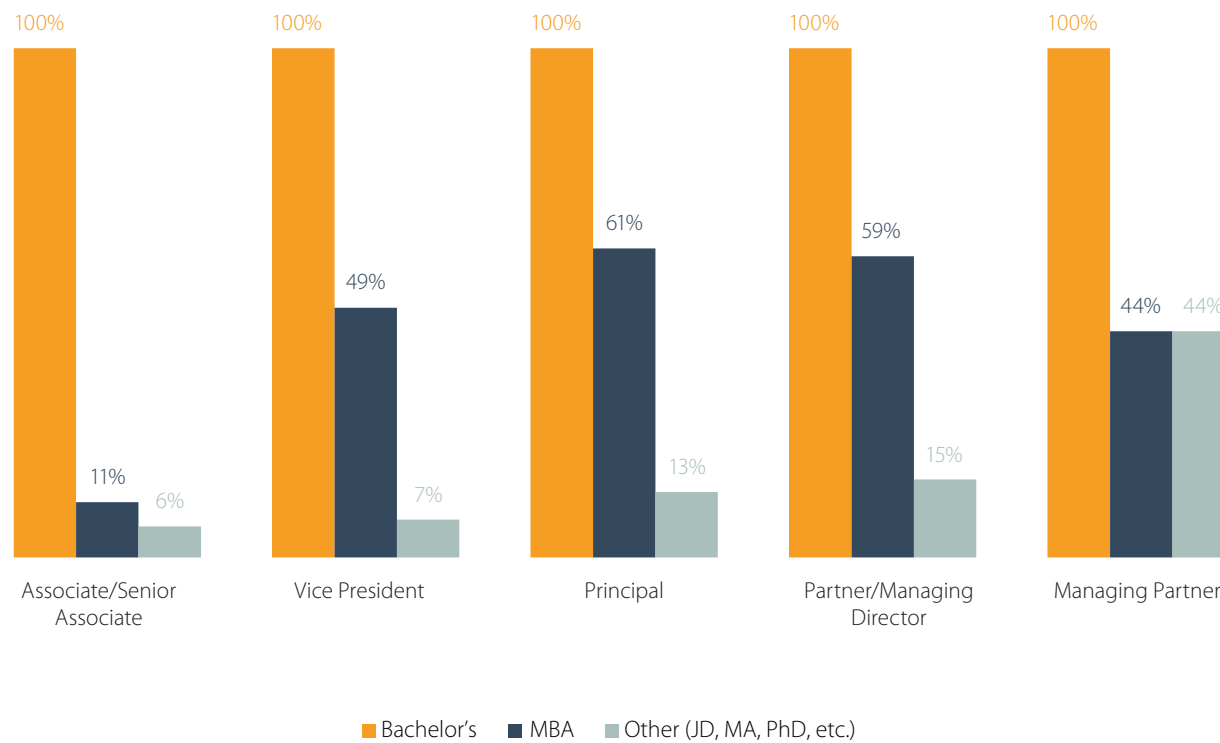
Senior investment professionals who received specialized advanced degrees, such as a JD or PhD, earned a higher total salary than their peers, as private equity firms are increasingly placing a premium on industry or sector specialists.

Education and 2015 Total Salary



*USD thousands

Educational Background by Professional Level



Ownership in the Management Company of the Private Equity Firm

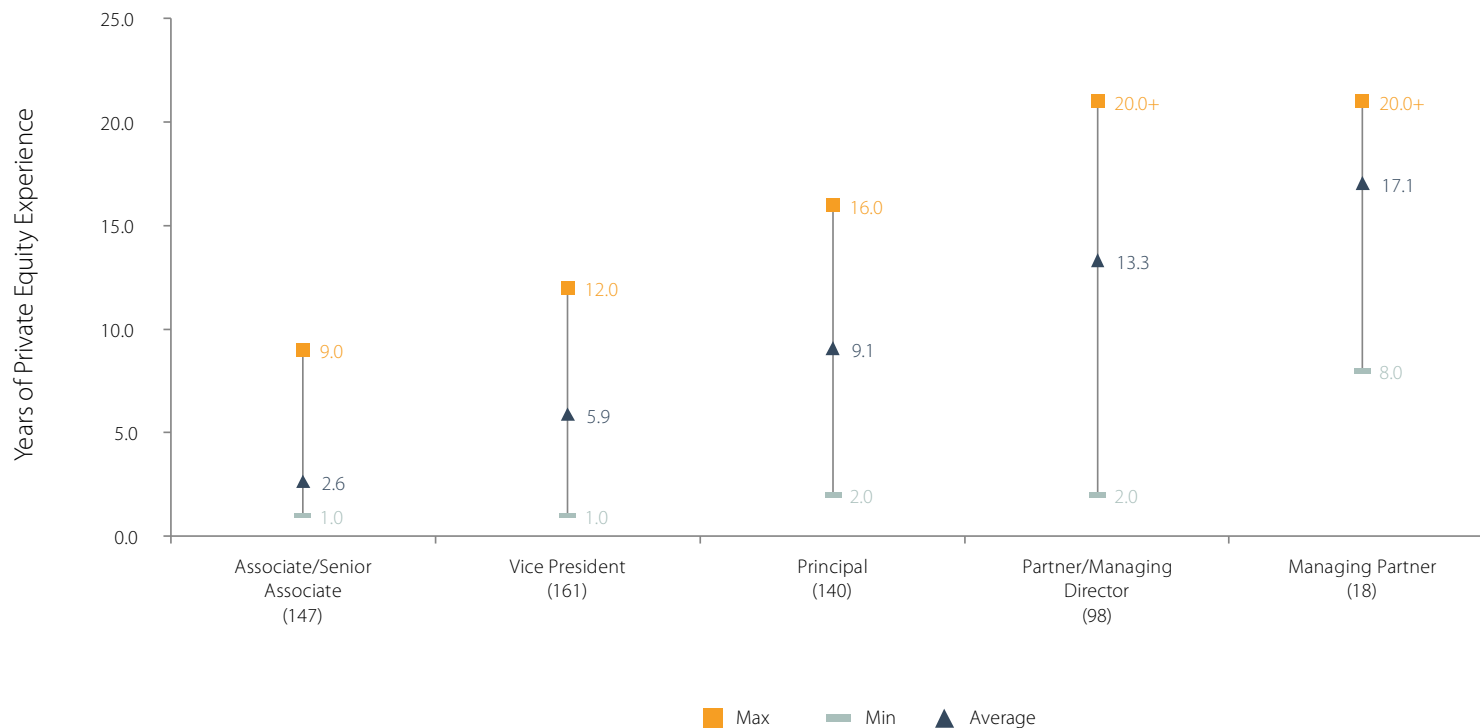
In 2016, Partners/Managing Directors of private equity firms owned an average 8.2% of the management company, significantly less than the 15% reported in 2015. Similarly, the maximum reported ownership percentage fell by more than half, from 33% in 2015 to 15% in 2016.

Managing Partners witnessed little change in the average percentage of ownership in the management company, but the maximum did increase to 45%.



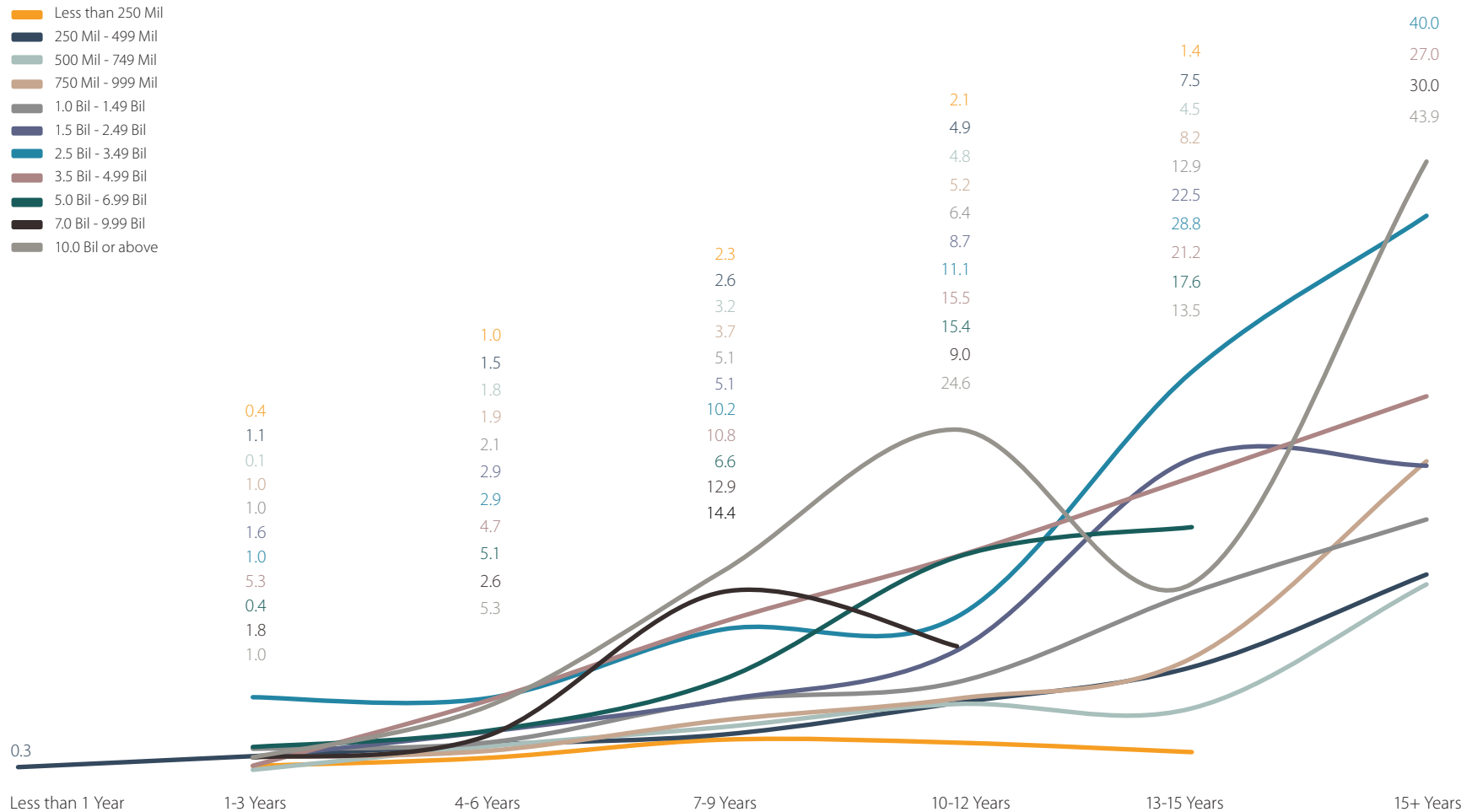
Years of Private Equity Experience by Professional Level

The number of years of private equity experience directly correlates with employment level (that is, senior team members have more years of private equity experience). To join a private equity firm as a Partner/Managing Director or lower, a minimum of 1 to 2 years is required, with the average ranging from 2.6 years for Associates/Senior Associates to 13.3 years for Partners/Managing Directors. In order to become a Managing Partner, investment professionals should have at least 8 years of private equity experience, with the average being 17.1 years.



Years of Private Equity Experience and Average Carry

by Recent Fund

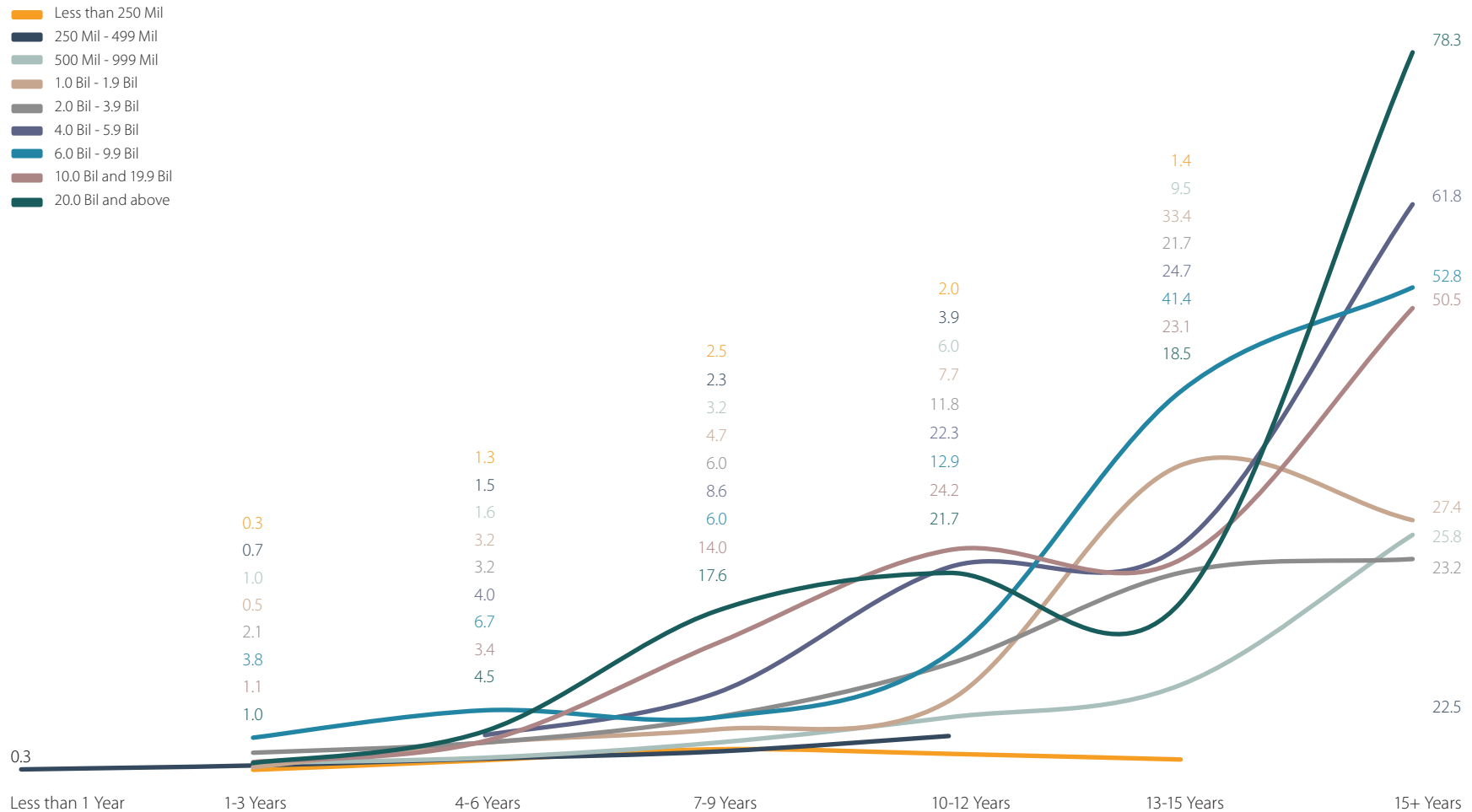


The graph above illustrates the relationship between carry development and years of experience by recent fund

Carry - \$ at work: The expected return on total carry participation across all vehicles, based on achieving a net 2x return (above hurdle and after fees) in a vehicle charging a 20% performance fee
 *USD millions

Years of Private Equity Experience and Average Carry

by AUM

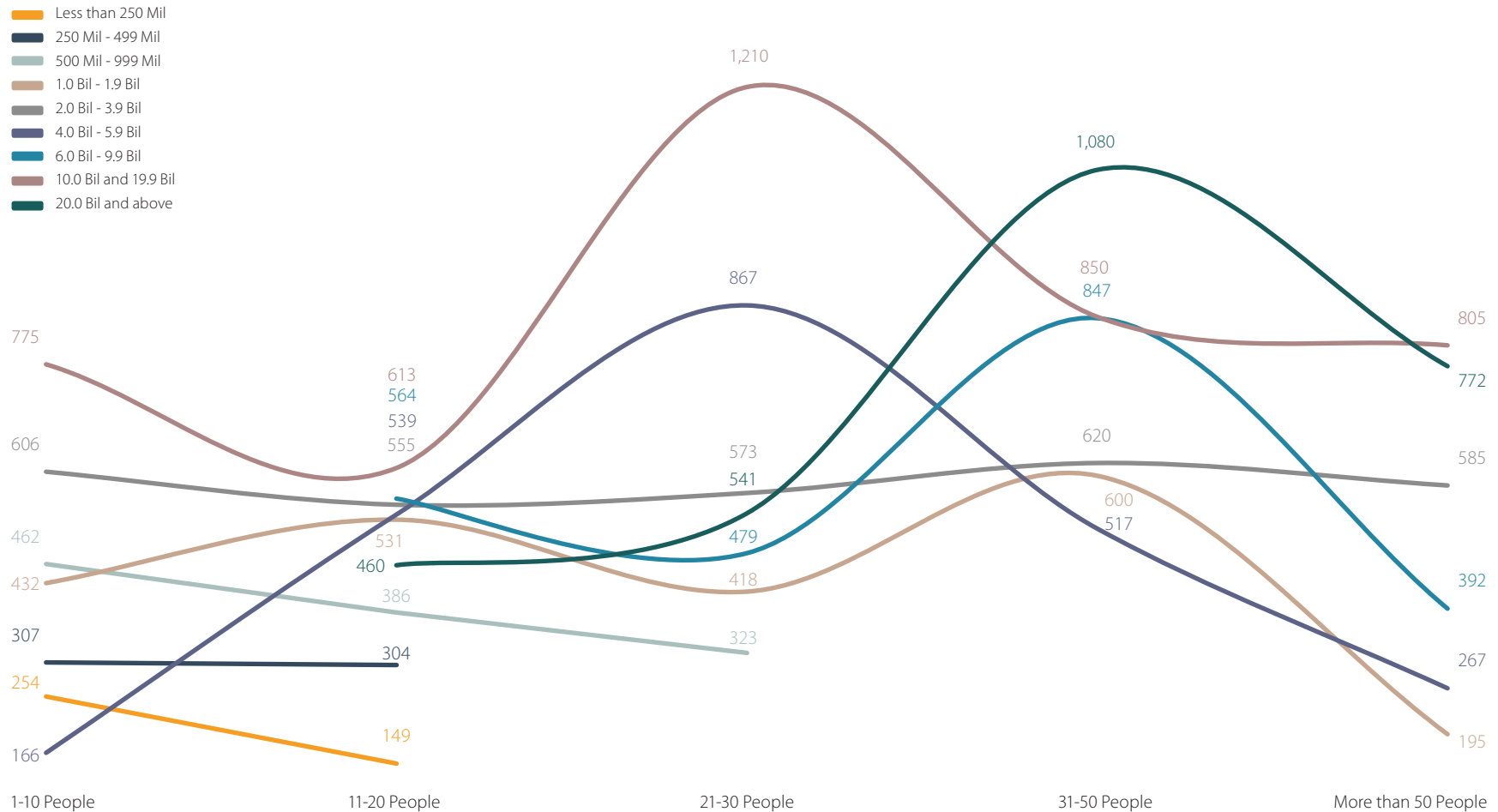


The graph above illustrates the relationship between carry development and years of experience by AUM

Carry - \$ at work: The expected return on total carry participation across all vehicles, based on achieving a net 2x return (above hurdle and after fees) in a vehicle charging a 20% performance fee
 *USD millions

Number of Investment Professionals and Total Compensation

by AUM



The graph above illustrates the relationship between carry development and years of experience by AUM

Total Compensation: Base 2015 + Bonus 2015

*USD thousands

Private Equity Practice

Heidrick & Struggles' global Private Equity Practice combines a deep understanding of private equity markets with world-class expertise across all major industries and functions to provide a broad range of value-adding services.

We pride ourselves on finding top private equity management talent by recruiting investment professionals, operating partners, and other essential senior managers who support financial growth. Additionally, we work with private equity-backed portfolio companies to bring innovative services designed to meet today's challenges while securing the leadership needed to deliver on tomorrow's strategies.

Our expertise includes due-diligence support, pre- and post-acquisition executive search, leadership assessment, proactive introductions, and the construction of advisory boards for both private equity firms and their portfolio companies. With more than 80 consultants in 50 offices around the world, our team includes functional experts in areas such as technology and operations, financial officers, human resources, marketing, compliance, risk, and legal infrastructure. Our blend of search and consulting services enables us to develop long-term strategic partnerships that build winning leadership teams and create substantial value.

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