



2019
**North American
Private Equity
Investment Professional
Compensation Survey**

2019 North American Private Equity Investment Professional Compensation Survey

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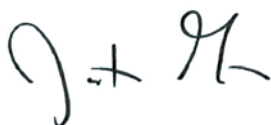
A message from the authors

Welcome to our *2019 North American Private Equity Investment Professional Compensation Survey*. Together with our survey of private equity operating professionals, this report provides a comprehensive picture of the compensation that North American private equity executives are currently receiving.

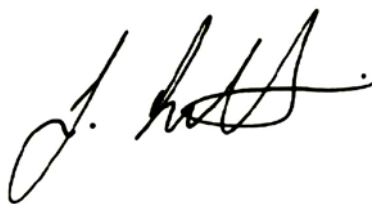
For this report, Heidrick & Struggles compiled compensation data from a survey of 895 investment professionals in North America. In addition to exploring a range of topics on compensation and executives' backgrounds, we also, for the first time, looked at perceptions of compensation fairness.

We hope you enjoy reading the survey, which remains the only one of its kind. As always, suggestions are welcome, so please feel free to contact us—or your Heidrick & Struggles representative—with questions and comments.

With warmest regards,



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On confidentiality

The *2019 North American Private Equity Investment Professional Compensation Survey* has been conducted on an anonymous basis for individuals and their employers, and Heidrick & Struggles has removed the data relating to identity from reported compensation figures.

Acknowledgments

The authors wish to thank **Mohd Arsalan** and **Samantha Lasso** for their contributions to this report.

Methodology

In an online survey, we asked participants to provide compensation data from 2017, 2018, and 2019. 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 (carry).

Responses from 895 participants are included in the survey results.

In each compensation table, we report the lowest response, lower quartile (25th percentile), mean, upper quartile (75th percentile), and highest response. Please note that the mean can be influenced by particularly high or low data points, especially in small sample sizes. Many firms that use compensation surveys set their compensation targets around or above the upper quartile (75th percentile).

Carried interest is calculated using “carry dollars 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. For example, 7 points (700 bps) of carry (out of a possible 100) in a \$500 million fund with 20% carry would result in \$7 million of carry dollars at work ($500 \times 0.2 \times 0.07 = 7$).

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

A note on titles

While title structures vary according to firm, we have divided respondents into five groups based on level and responsibility.

Managing partner: Most senior level at the firm. Typically, although not always, one of the founders.

Partner/managing director: Proven investment track record. Experienced deal maker and board member.

Principal: Investment professional with early experience originating and leading their own investments. Accomplished executor with experience on board of directors. 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 or a board seat.

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.

Executive summary

This year's survey includes a review of 2018 and year-to-date 2019 activity in North American private equity (PE), our thoughts on the major hiring trends for investment professionals, and an exploration of the composition of 2019 compensation packages for investment professionals.

Private equity: The big picture (page 8)

- The state of the US private equity market is strong. As of November, US private equity funds had raised \$246 billion in 2019, more capital than in any other year recorded by PitchBook, and up substantially from a previous high of \$238 billion in 2017. With several large vehicles expected to close before New Year's Day, the final total will likely be higher still.
- Large firms are driving the growth of private equity fundraising. Firms with at least \$5 billion in assets under management (AUM) accounted for more than half of all fundraising through the third quarter of 2019, according to PitchBook. This bodes well for compensation because the higher the AUM, the higher the compensation will likely be for a firm's investment professionals, depending on the length of their private equity experience.
- Indeed, there are many signs that both industry growth and compensation packages will continue to be robust.

Stock market indices are still signaling optimism, and, in late October, the Federal Reserve made its third cut to interest rates this year.

- Investors are using fund assets to buy stakes in general partners and other asset managers rather than commit capital to the general partners' funds.
- Finally, the secondary market for fund stakes is booming as general partners get increasingly creative in structuring their secondary transactions.

Investment professionals: Hiring trends (page 8)

- While the operating partner role is the fastest-growing position within the private equity industry as of mid-2019, the actual number of investment professional assignments continues to dwarf operating partner assignments. This is true across all areas of private equity.
- The advent of larger funds and new strategies is creating increased

competition for talent, particularly at the partner/managing director level.

- At the same time, we are seeing an increase in retirements among managing partners and partners/managing directors at private equity firms, and we expect that trend will continue.
- In addition to their effect on employment levels at PE firms, retirements are spurring the growth of family offices as these retiring professionals focus their efforts on their own wealth.

Investment professionals: Compensation trends (pages 9–43)

- More than half of respondents (56%) reported an increase in base salary from 2018 to 2019, a slightly lower figure than the share of respondents (59%) whose base increased from 2017 to 2018.
- More than three-quarters of respondents (77%) indicated that their bonus increased from 2017 to 2018, the latest year for which data are available.

- Among those respondents who experienced an increase in 2019 base salary, 74% reported an increase of up to 20%, down from 77% in last year's report.
- Of those reporting an increase in 2018 bonus compared to 2017, 14% had an increase of more than 50%.
- The mean of total cash compensation by AUM soared for managing partners at firms in the \$6.00 billion to \$9.99 billion range. There were also notable gains for managing partners at firms in the \$2.00 billion to \$3.99 billion range.
- For 68% of respondents, bonuses are discretionary. Most bonuses are still paid in December.

Carried interest provisions (pages 44–46)

- While carry remains uncommon at the associate/senior associate level, almost all of the investment professionals at more senior levels reported receiving carry.
- For more than half of investment professionals at every level, carry vests

on a fund basis, rather than a deal-by-deal basis. This is true for 89% of all managing partners, compared with 66% of all associates/senior associates.

- For the majority of investment professionals, it takes five years for the maximum amount of carry to vest.

Co-investment eligibility and rights (page 47)

- Almost all investment professionals have co-investment eligibility. Co-investment is fund-based for 57% or more of respondents at each level.
- A smaller percentage, generally 14–20% for most levels, is deal-based. The percentage of deal-based co-investment eligibility is highest among associates/senior associates (38%).
- Many investment professionals are provided with leverage on the dollars they invest, ranging from 40% of those at the associate/senior associate level to 48% of those at the vice president level.

Compensation fairness (pages 50–51)

This year, for the first time, respondents were asked to indicate whether they considered themselves to be receiving appropriate remuneration for their efforts. We found that across levels of seniority, investment professionals who believed they were underpaid were more often receiving compensation on the lower end of the scale reported in the survey than those who felt their pay was fair. Many of those who thought they received fair compensation were actually in the top quartile among their peers.

State of the private equity market

As of November, US private equity funds had raised more capital in 2019 than in any other year recorded by PitchBook: \$246 billion, up from a previous high of \$238 billion in 2017.¹ Large funds—those of at least \$5 billion—made up more than half of all fundraising through the third quarter of 2019 and, with several large vehicles expected to close before New Year’s Day, the final total will likely be higher still.

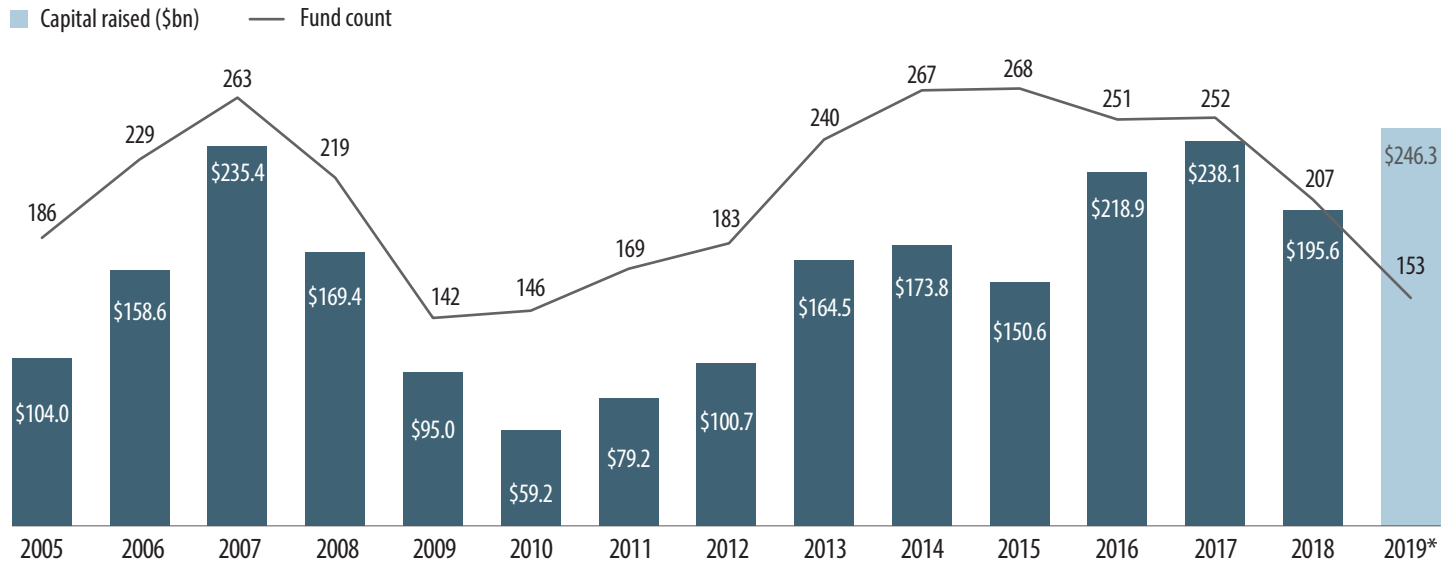
Indeed, there are many signs that industry growth, and compensation, will continue to be strong:

- Stock market indices are still signaling optimism.
- The Federal Reserve lowered interest rates by a quarter of a percentage point in late October of 2019, its third cut this year.

- Investors are using fund assets to buy stakes in general partners and other asset managers rather than commit capital to the general partners’ funds.
- The secondary market for fund stakes is booming as general partners get increasingly creative in structuring their secondary transactions.

¹ PitchBook, *US PE Breakdown: 3Q 2019*, October 2019, pitchbook.com.

US private equity fundraising hits an all-time high



*As of November 6, 2019

Source: PitchBook

Hiring trends

The growth of the private equity (PE) industry shapes hiring trends. While the operating partner role is the fastest-growing position within the private equity industry as of mid-2019, the actual number of investment professional assignments continues to dwarf operating partner assignments. This is true across all areas of private equity, from growth

equity to buyout, as well as at firms with flexible capital or a special situations mandate. The advent of larger funds and new strategies is creating increased competition for talent, particularly at the partner/managing director level.

At the same time, we are also witnessing an increase in retirements among

managing partners and partners/managing directors at PE firms, a trend that we expect will continue for the foreseeable future. These retirements are also changing the shape of the industry by spurring the growth of family offices as these private equity professionals look to preserve the fruit of their efforts.

Compensation trends

Compensation for PE investment professionals in North America in 2019 experienced only modest changes compared to 2018, as expected. More often than not, sharp increases in compensation occur when there is a sale of a portfolio company, an increase in fund size, or a bump in title.

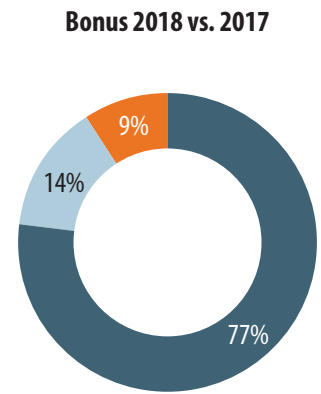
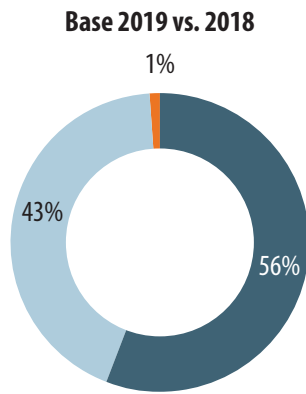
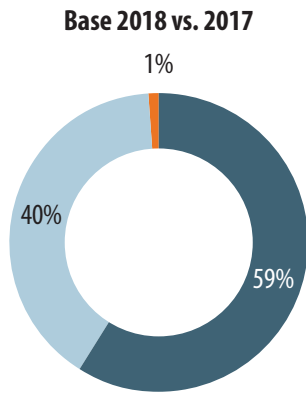
More than half of respondents (56%) reported an increase in base salary from 2018 to 2019. While this figure is slightly lower than the share of respondents (59%) whose base increased from 2017 to 2018, more than three-quarters of respondents (77%) indicated that their bonus increased

from 2017 to 2018, the latest year for which data are available.

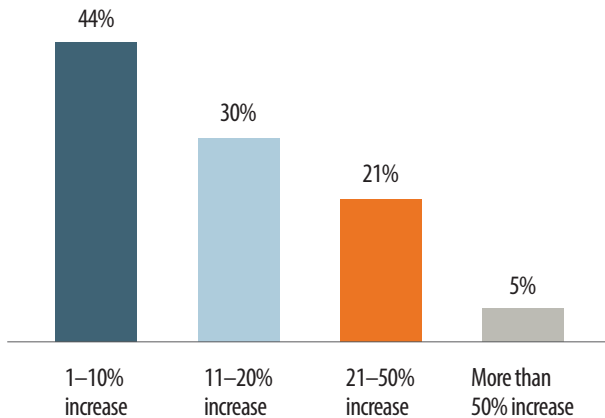
For those respondents who experienced an increase in 2019 base salary compared to 2018, 74% reported an increase of up to 20%, down from last year's report.

General observations on compensation trends

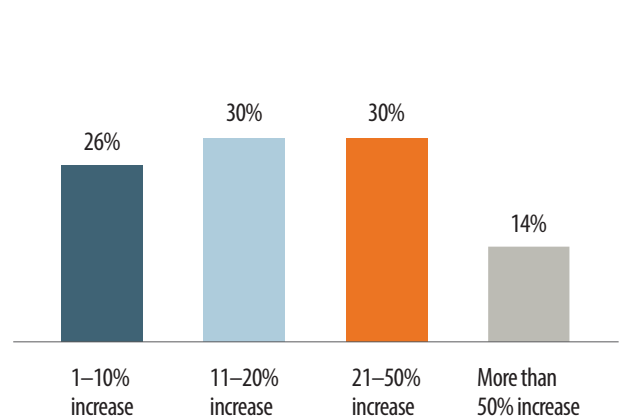
■ Increase ■ No change ■ Decrease



Breakdown of respondents reporting an increase in 2019 base



Breakdown of respondents reporting an increase in 2018 bonus



Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 890 investment professionals

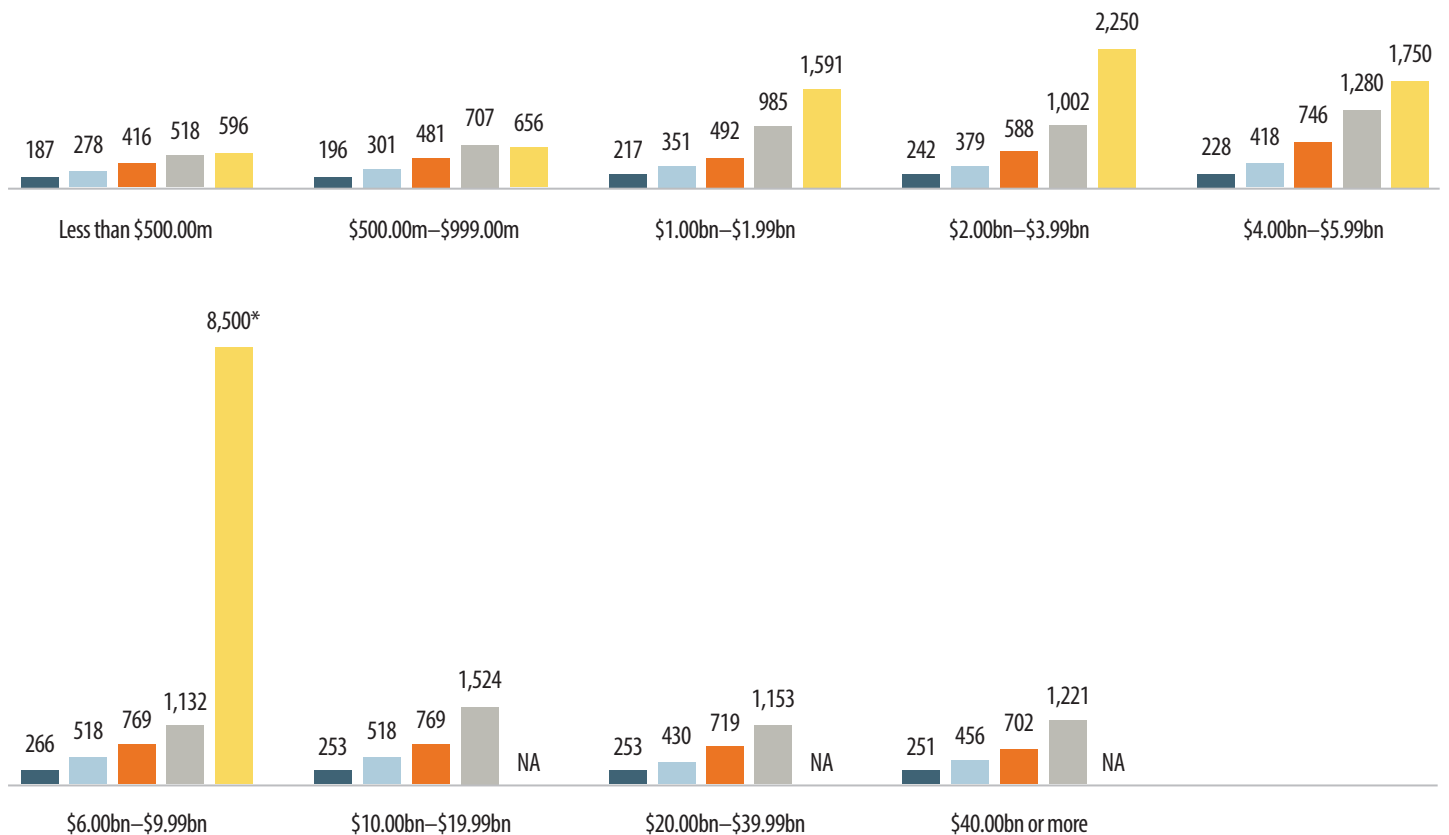
Roughly 77% of investment professionals reported an increase in their bonus from 2017 to 2018, the same percentage as was reported last year. For 2017 to 2018, however, 86% reported an increase of up to 50%, down from 90% who reported the same level of increase from 2016 to 2017.

Once again, base compensation increased for private equity professionals across all levels from 2018 to 2019, although the gains were far from uniform. The mean of total cash compensation by assets under management (AUM) soared for managing partners at firms in the \$6.00 billion to

\$9.99 billion range. Gains at smaller firms were generally more modest, although there were also notable gains for managing partners at firms in the \$2.00 billion to \$3.99 billion range.

Mean total cash compensation by AUM

■ Associate/senior associate ■ Vice president ■ Principal ■ Partner/managing director ■ Managing partner



*Only two managing partners reported total cash compensation at this fund size.

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 895 investment professionals

Respondent profile

Educational background of respondents

While the education of private equity professionals continues to fall into two broad categories, MBA and non-MBA, this year's data gives a clearer picture of the prevalence of non-MBA educations, such

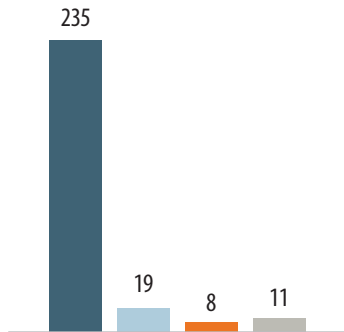
as law degrees or CPA licensure. Among managing partners, 17.4% reported a JD or other postgraduate degree, compared with 11.8% of partners/managing directors and only 6.4% of principals, 5.4% of vice presidents, and 3.4% of associates/senior associates. CPA or equivalent credentials

were reported by 11.3% of partners/managing directors, 6.5% of managing partners, 5.4% of vice presidents, 4.9% of principals, and 4.7% of associates/senior associates.

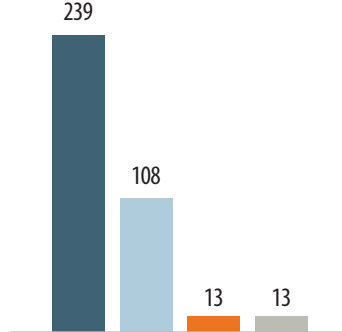
Education by seniority level

■ Undergraduate degree ■ MBA ■ JD or other postgraduate degree (including PhD) ■ CPA or equivalent

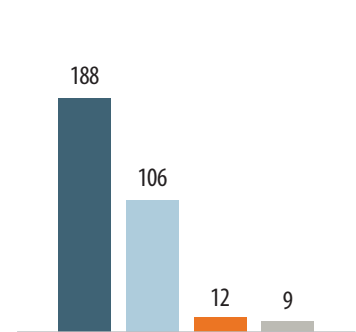
Associate/senior associate
236



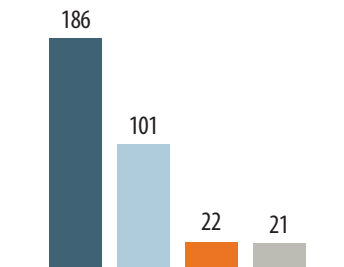
Vice president
239



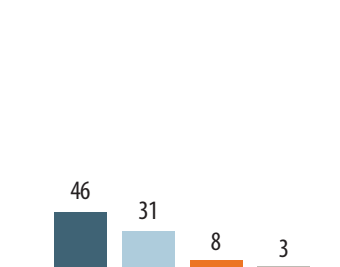
Principal
188



Partner/managing director
186



Managing partner
46



Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 895 investment professionals

Years of industry experience

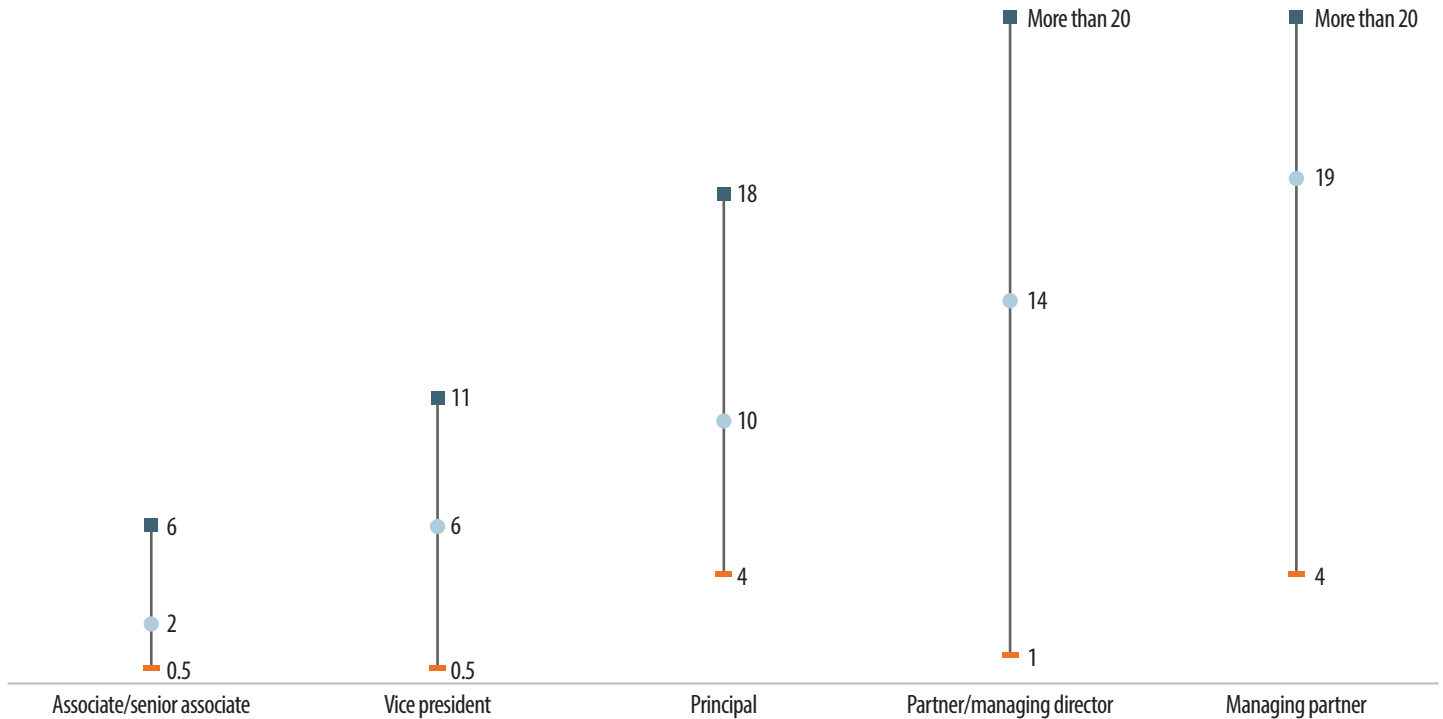
The number of years of PE experience still correlates with professional level. Interestingly, we see some partners/managing directors with as little as one year of private equity experience and managing partners with as few as four years of private equity experience. These data points are outliers, but we feel they are a reflection of the robust growth in the private equity market.

We have witnessed some of the larger firms at times recruiting bankers or executives outside the industry when they are seeking to fill a gap either in industry experience or some other noninvestment-related skill set. The larger firms feel that an excess of investment judgment on their teams will compensate for a lack of principal experience from new senior hires. We believe that, in the rare case of a managing partner with relatively few years of PE experience, the managing partner

has a strong relationship with a limited partner who puts the managing partner into business. It is worth repeating that, in our experience, this is very rare. The average number of years of PE experience in 2019 remained consistent at all levels compared to 2018.

Years of private equity experience by seniority level

■ Maximum ■ Minimum ● Average

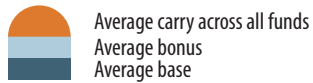


Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 895 investment professionals

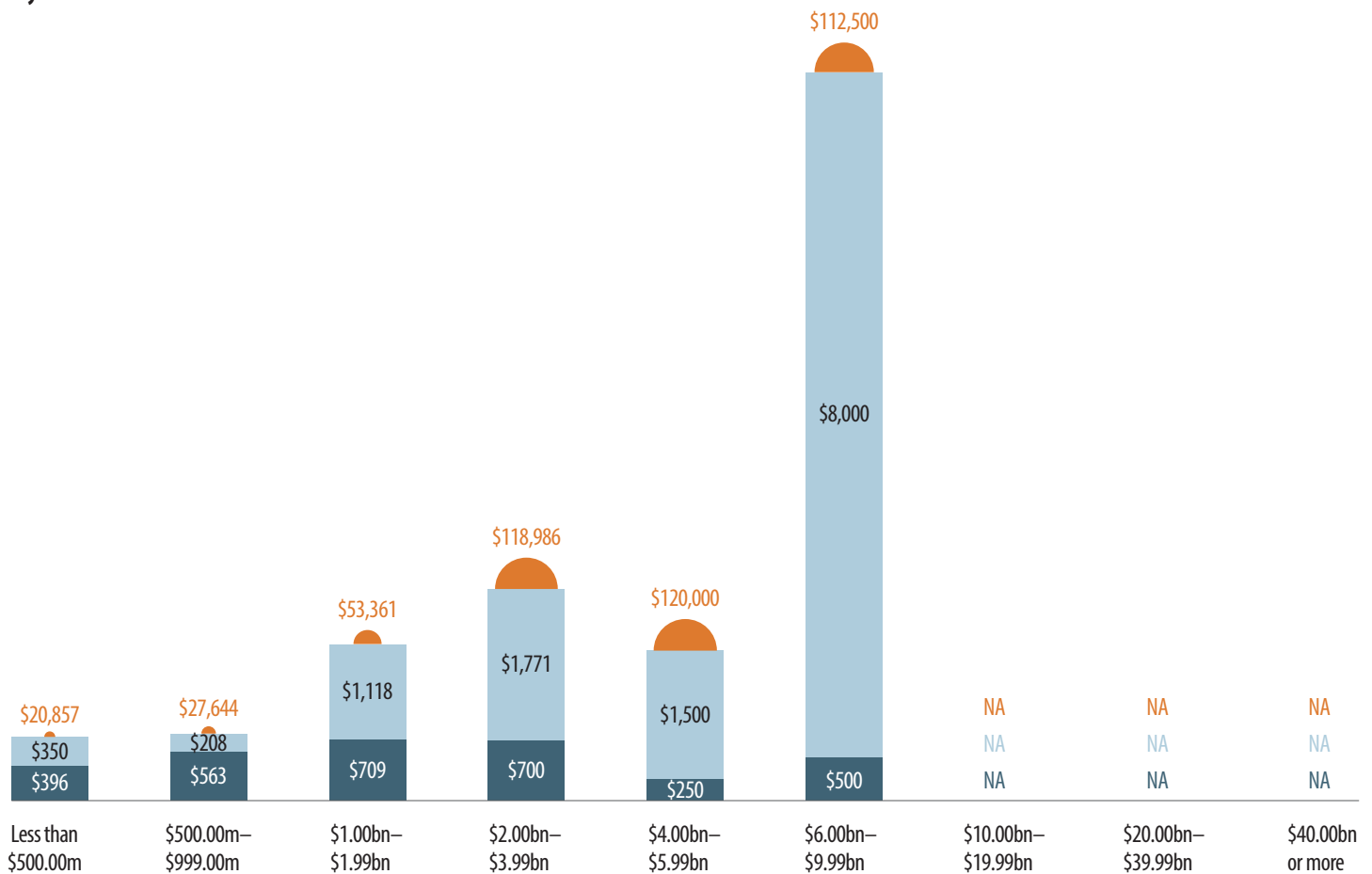
State of investment professional compensation

Average base, bonus, and carry by seniority

Average 2019 base, bonus, and carry: Managing partner



By AUM

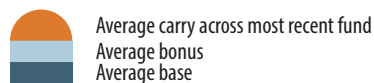


Number of respondents

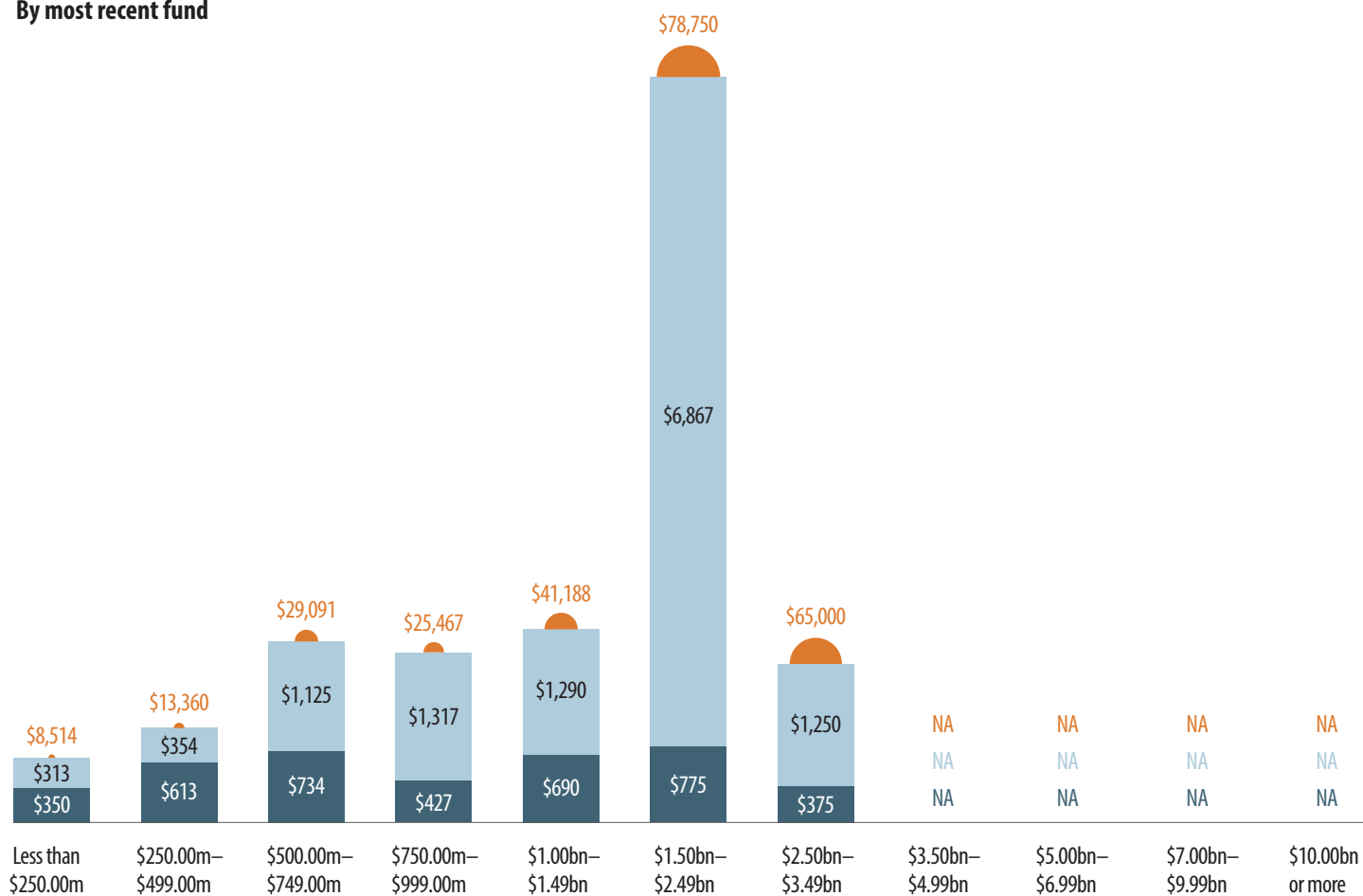
		Less than \$500.00m	\$500.00m–\$999.00m	\$1.00bn–\$1.99bn	\$2.00bn–\$3.99bn	\$4.00bn–\$5.99bn	\$6.00bn–\$9.99bn	\$10.00bn–\$19.99bn	\$20.00bn–\$39.99bn	\$40.00bn or more
Carry		7	9	18	7	1	2	NA	NA	NA
Salary		7	9	19	8	1	2	NA	NA	NA

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 46 investment professionals

Average 2019 base, bonus, and carry: Managing partner



By most recent fund

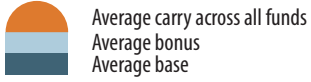


Number of respondents

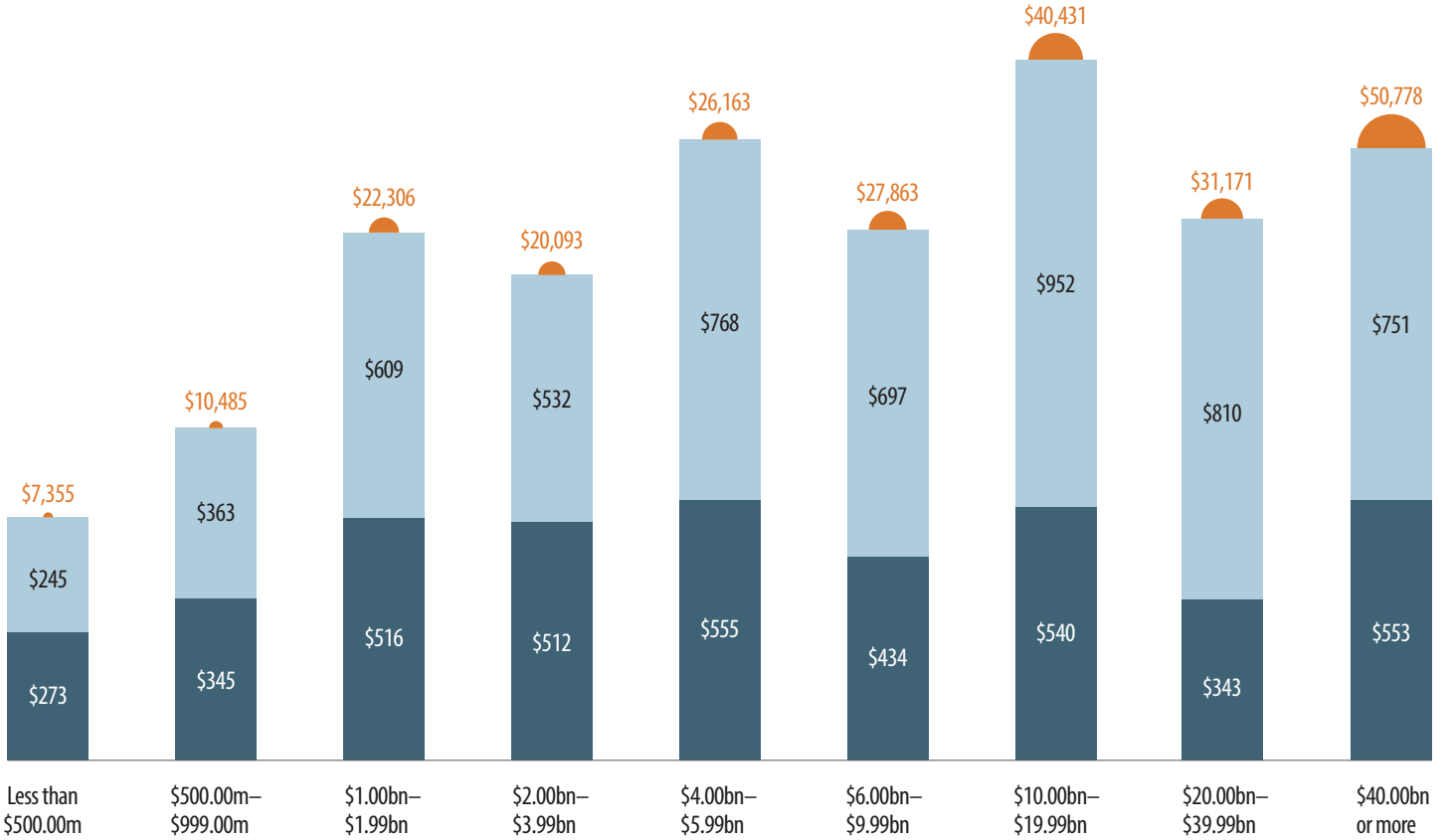
	Less than \$250.00m	\$250.00m–\$499.00m	\$500.00m–\$749.00m	\$750.00m–\$999.00m	\$1.00bn–\$1.49bn	\$1.50bn–\$2.49bn	\$2.50bn–\$3.49bn	\$3.50bn–\$4.99bn	\$5.00bn–\$6.99bn	\$7.00bn–\$9.99bn	\$10.00bn or more
Carry	7	10	14	3	4	4	2	NA	NA	NA	NA
Salary	7	10	15	3	5	4	2	NA	NA	NA	NA

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 46 investment professionals

Average 2019 base, bonus, and carry: Partner/managing director



By AUM

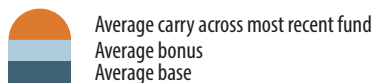


Number of respondents

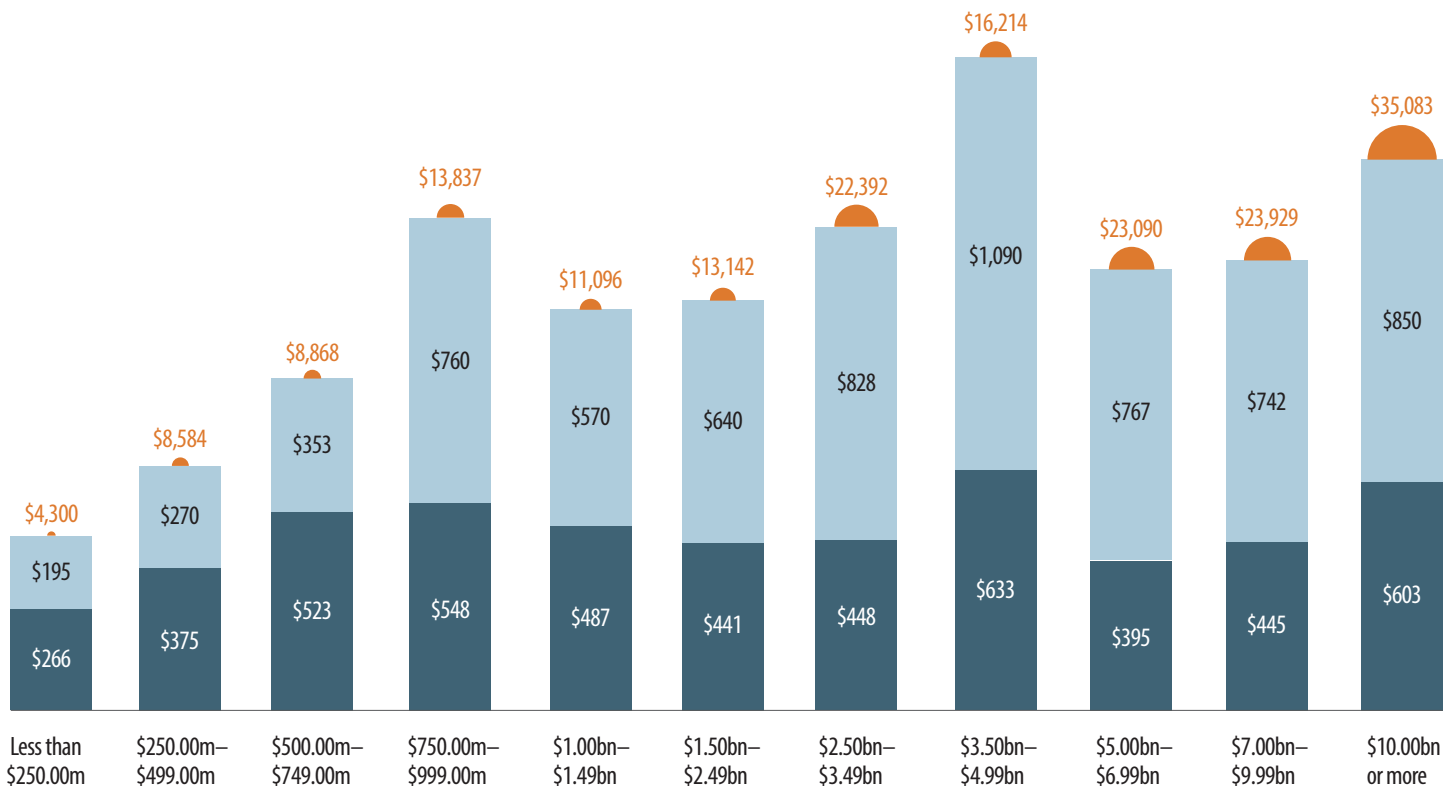
	Less than \$500.00m	\$500.00m–\$999.00m	\$1.00bn–\$1.99bn	\$2.00bn–\$3.99bn	\$4.00bn–\$5.99bn	\$6.00bn–\$9.99bn	\$10.00bn–\$19.99bn	\$20.00bn–\$39.99bn	\$40.00bn or more
Carry	8	21	43	36	16	16	13	7	9
Salary	8	25	46	38	18	16	16	10	9

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 186 investment professionals

Average 2019 base, bonus, and carry: Partner/managing director



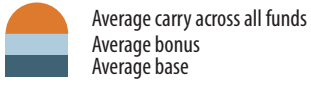
By most recent fund



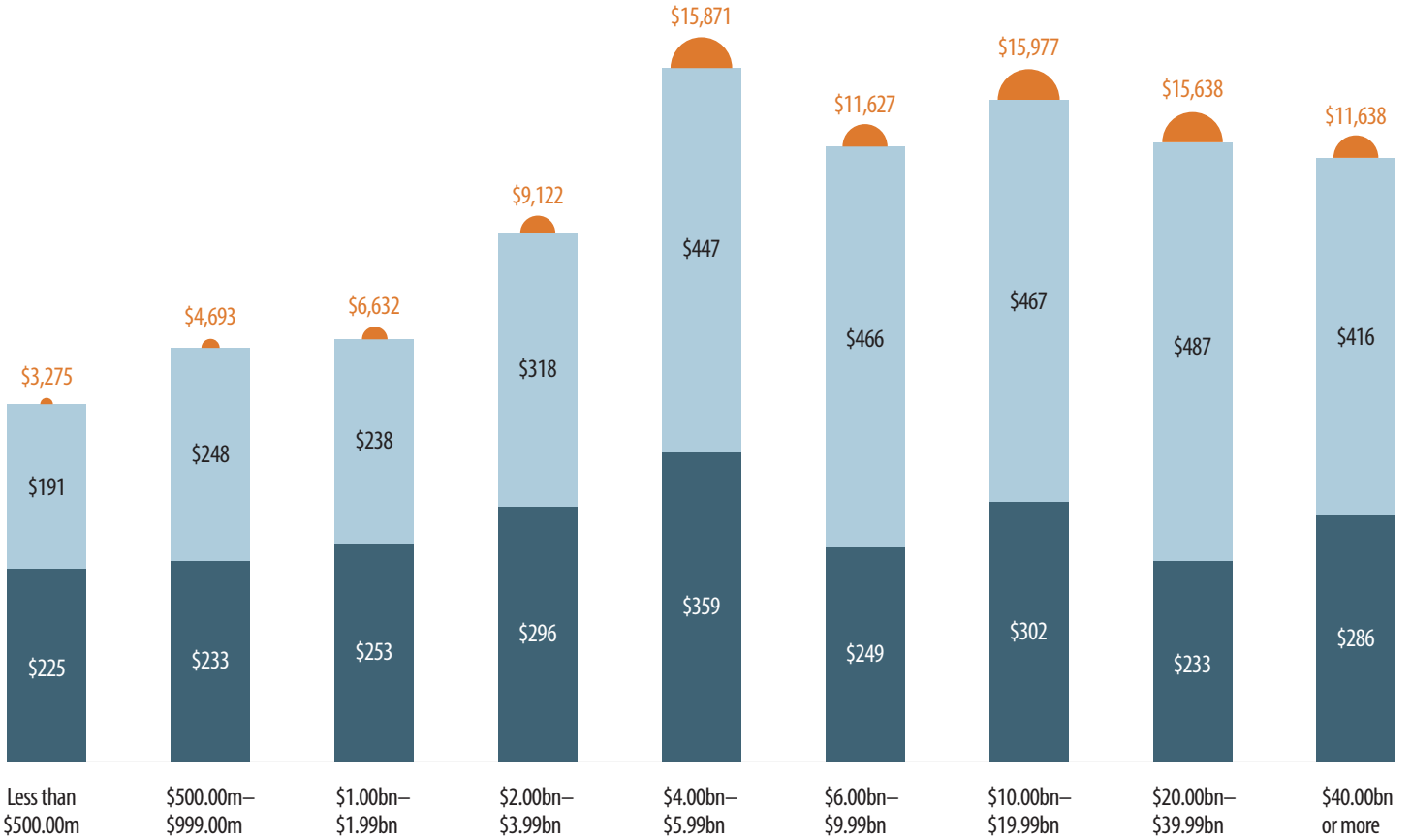
		Number of respondents										
		4	30	17	30	26	20	12	7	10	7	6
	Carry											
	Salary	4	33	18	31	29	21	15	10	10	9	6

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 186 investment professionals

Average 2019 base, bonus, and carry: Principal



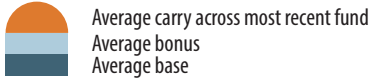
By AUM



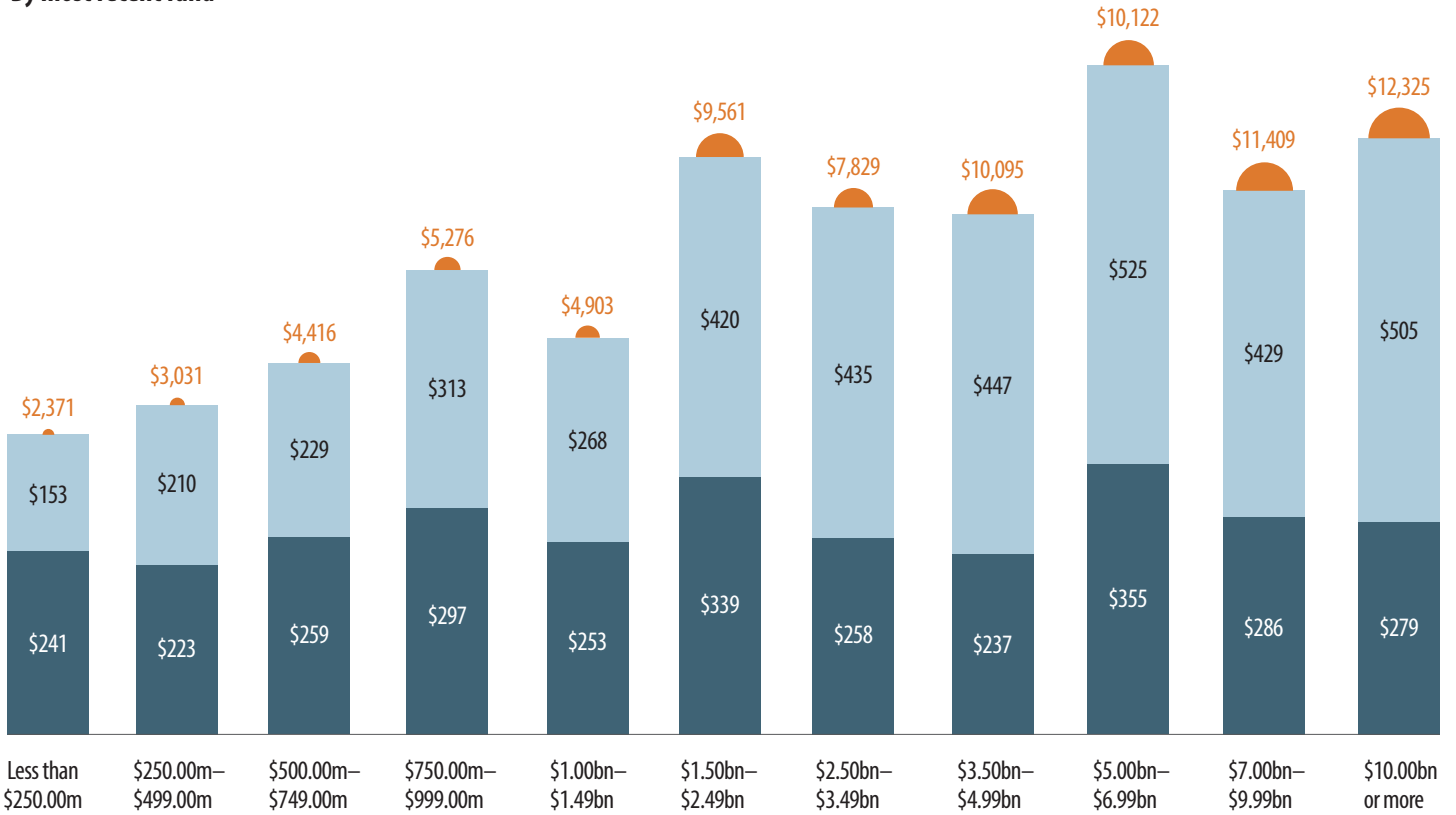
Number of respondents								
17	20	36	35	14	11	24	8	13
18	21	38	36	15	12	25	8	14

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 187 investment professionals

Average 2019 base, bonus, and carry: Principal



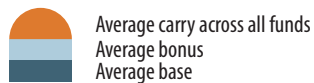
By most recent fund



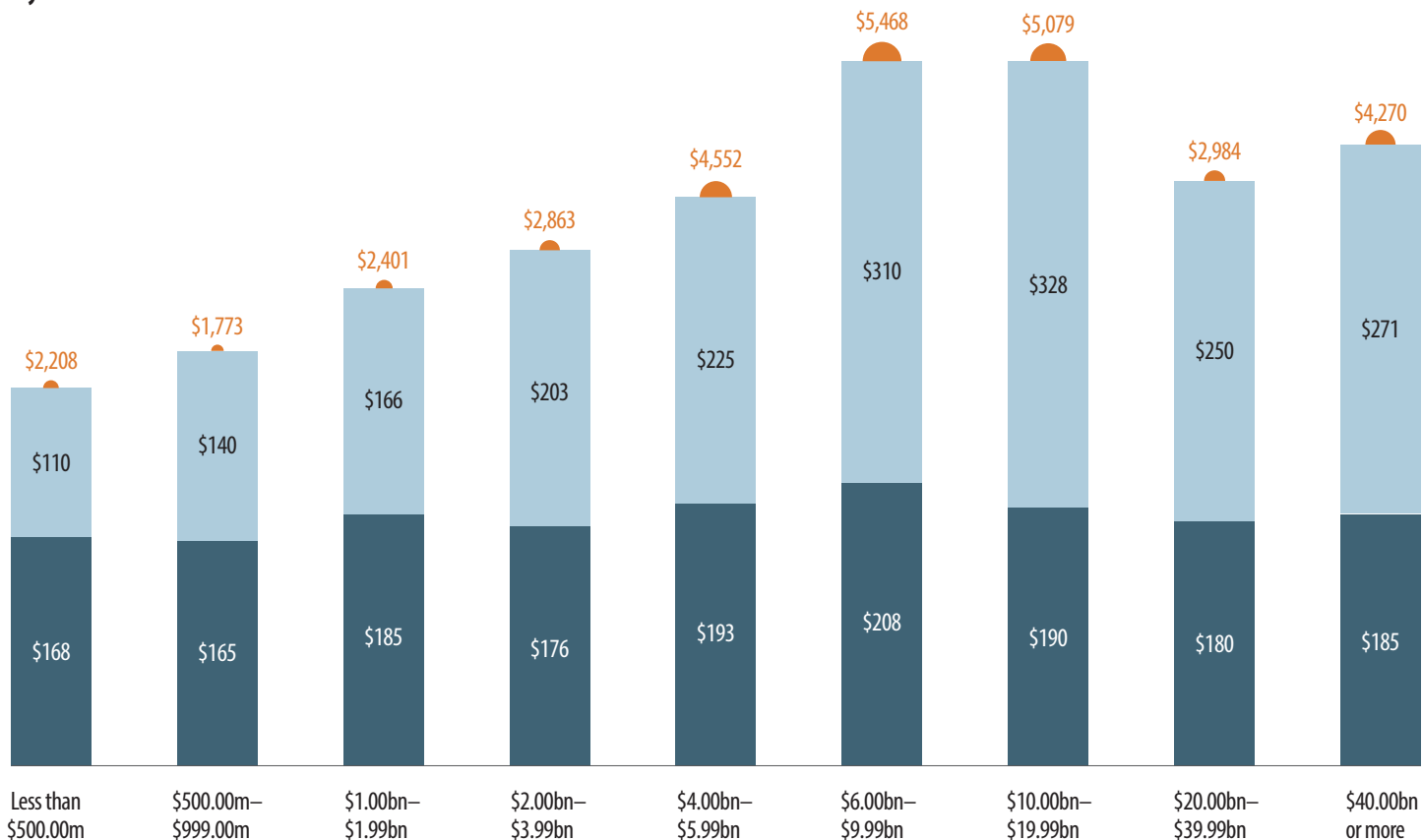
Number of respondents										
Carry										
7	26	28	22	21	19	12	10	11	8	15
Salary										
8	27	28	23	22	20	12	11	11	8	17

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 187 investment professionals

Average 2019 base, bonus, and carry: Vice president



By AUM

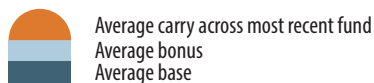


Number of respondents

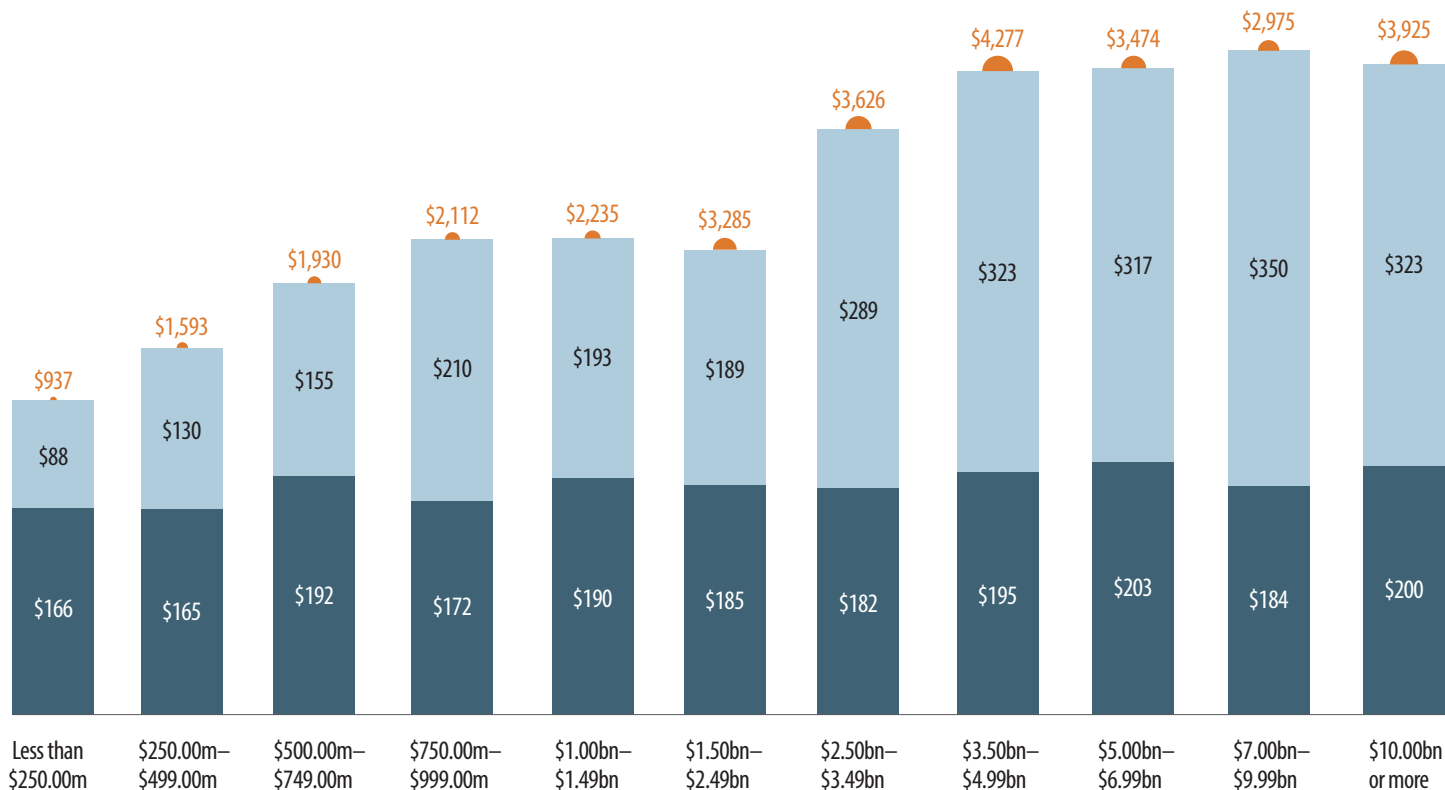
		Less than \$500.00m	\$500.00m–\$999.00m	\$1.00bn–\$1.99bn	\$2.00bn–\$3.99bn	\$4.00bn–\$5.99bn	\$6.00bn–\$9.99bn	\$10.00bn–\$19.99bn	\$20.00bn–\$39.99bn	\$40.00bn or more
Carry		23	25	42	38	30	17	22	11	10
Salary		24	29	42	39	32	18	27	12	13

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 236 investment professionals

Average 2019 base, bonus, and carry: Vice president



By most recent fund

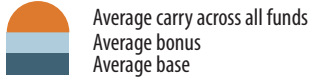


Number of respondents

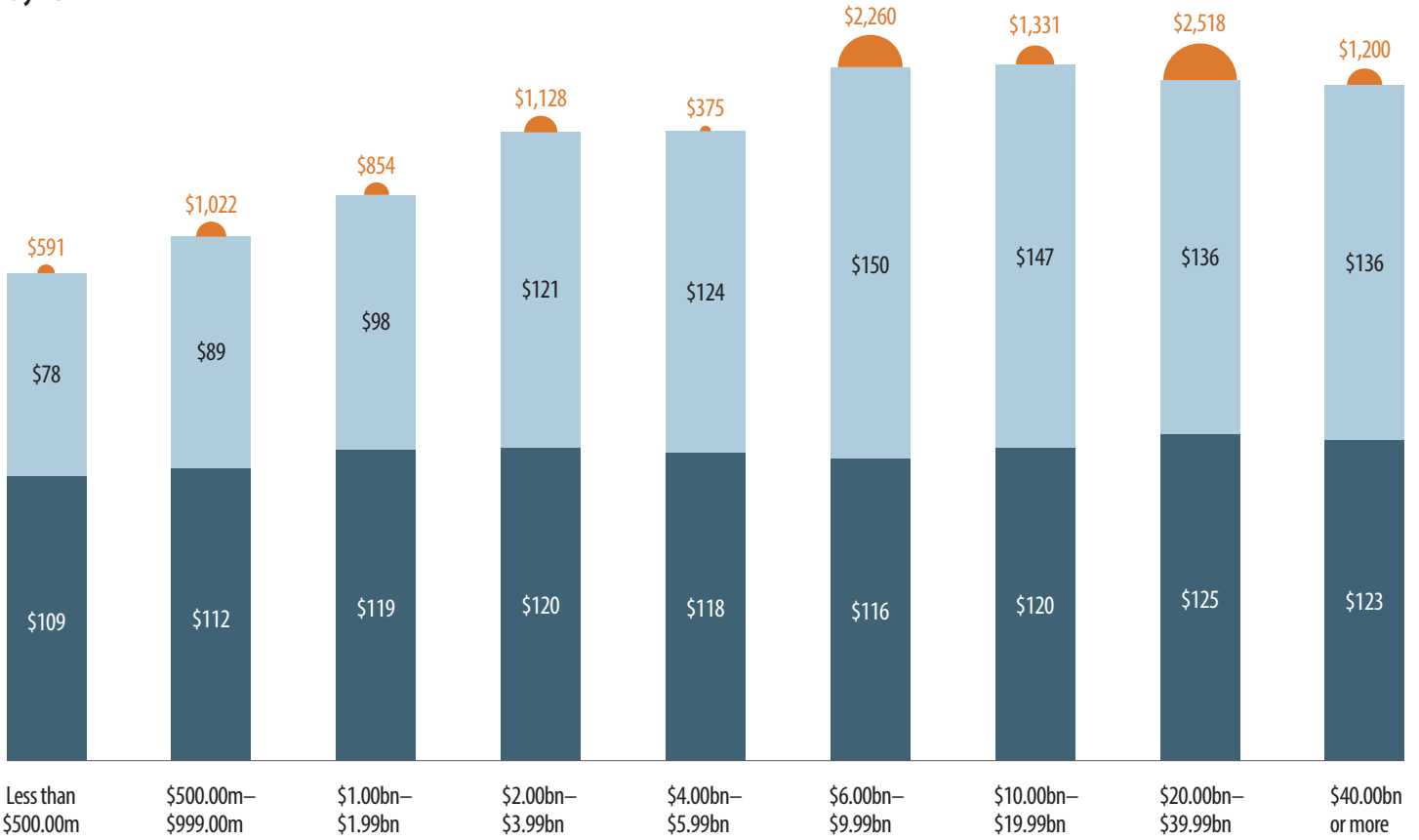
	Less than \$250.00m	\$250.00m–\$499.00m	\$500.00m–\$749.00m	\$750.00m–\$999.00m	\$1.00bn–\$1.49bn	\$1.50bn–\$2.49bn	\$2.50bn–\$3.49bn	\$3.50bn–\$4.99bn	\$5.00bn–\$6.99bn	\$7.00bn–\$9.99bn	\$10.00bn or more
Carry	10	45	23	23	28	26	23	17	8	4	12
Salary	11	45	26	23	28	29	24	20	11	5	14

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 236 investment professionals

Average 2019 base, bonus, and carry: Associate/senior associate



By AUM

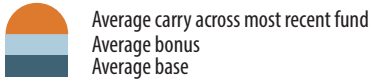


Number of respondents

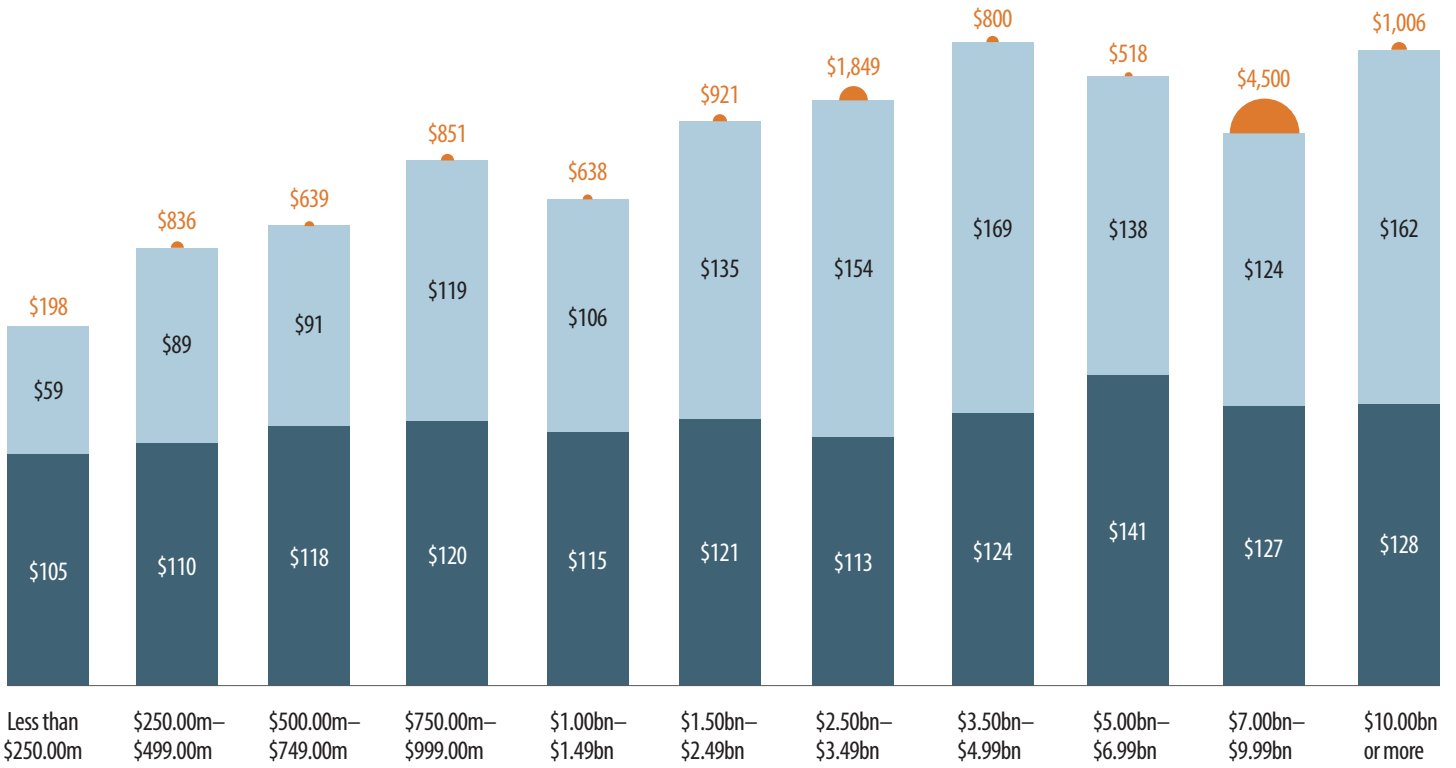
		Less than \$500.00m	\$500.00m–\$999.00m	\$1.00bn–\$1.99bn	\$2.00bn–\$3.99bn	\$4.00bn–\$5.99bn	\$6.00bn–\$9.99bn	\$10.00bn–\$19.99bn	\$20.00bn–\$39.99bn	\$40.00bn or more
	Carry	10	7	10	9	4	4	5	8	1
	Salary	26	26	36	47	18	22	20	16	15

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 226 investment professionals

Average 2019 base, bonus, and carry: Associate/senior associate



By most recent fund



Number of respondents

	Less than \$250.00m	\$250.00m–\$499.00m	\$500.00m–\$749.00m	\$750.00m–\$999.00m	\$1.00bn–\$1.49bn	\$1.50bn–\$2.49bn	\$2.50bn–\$3.49bn	\$3.50bn–\$4.99bn	\$5.00bn–\$6.99bn	\$7.00bn–\$9.99bn	\$10.00bn or more
Carry	4	13	8	4	4	7	9	1	5	1	2
Salary	13	34	33	27	31	22	29	10	12	5	10

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 226 investment professionals

Base, bonus, and carry by AUM

Less than \$500.00m

	Associate/senior associate				Vice president			Principal			Partner/managing director			Managing partner		
Number of responses	26				24			18			8			7		
	2017				2018			2019								
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	
Base																
Associate/senior associate	73	90	105	119	140	85	95	109	120	150	85	100	117	125	170	
Vice president	105	128	155	163	275	125	150	168	181	235	150	170	190	200	300	
Principal	125	155	213	250	450	150	175	225	258	450	150	175	233	260	450	
Partner/managing director	150	193	256	294	400	150	218	273	324	450	150	246	287	324	500	
Managing partner	250	250	382	500	625	250	250	396	550	625	250	250	432	638	700	
Bonus																
Associate/senior associate	10	49	66	86	110	30	49	78	93	250						
Vice president	10	75	104	146	235	20	56	110	150	200						
Principal	25	106	177	229	450	25	106	191	225	500						
Partner/managing director	50	145	214	235	500	69	187	245	263	500						
Managing partner	100	325	375	500	500	100	325	350	425	500						
Total salary (base + bonus)																
Associate/senior associate	83	136	165	196	235	120	150	187	203	375						
Vice president	115	205	260	310	425	155	233	278	313	400						
Principal	225	331	390	433	650	250	363	416	444	675						
Partner/managing director	220	323	469	600	750	264	430	518	625	750						
Managing partner	350	500	596	700	800	350	550	596	650	800						
Carry (all funds)																
	Low		Lower quartile		Mean			Upper quartile		High						
Associate/senior associate	100		140		591			603		2,250						
Vice president	414		850		2,208			2,250		10,000						
Principal	900		1,710		3,275			4,150		7,000						
Partner/managing director	600		2,586		7,355			10,475		19,000						
Managing partner	7,000		12,000		20,857			27,500		40,000						

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 83 investment professionals

Base, bonus, and carry by AUM

\$500.00m–\$999.00m

	Associate/senior associate					Vice president			Principal			Partner/managing director			Managing partner	
Number of responses	26					29			21			25			9	
	2017					2018					2019					
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	
Base																
Associate/senior associate	70	100	105	115	150	70	105	112	120	150	90	112	125	133	200	
Vice president	90	134	152	171	250	110	150	165	180	250	130	161	181	200	250	
Principal	125	160	216	275	300	133	175	233	300	350	138	175	260	325	375	
Partner/managing director	150	215	323	450	500	150	250	345	450	525	150	250	381	500	750	
Managing partner	250	420	624	900	1,000	250	350	563	650	1,000	250	525	781	1,000	1,600	
Bonus																
Associate/senior associate	25	51	75	100	150	30	60	89	121	200						
Vice president	60	76	121	150	220	50	98	140	168	250						
Principal	70	100	222	275	600	70	150	248	313	600						
Partner/managing director	100	200	341	325	2,000	100	200	363	350	2,500						
Managing partner	80	170	208	263	300	80	170	208	263	300						
Total salary (base + bonus)																
Associate/senior associate	100	138	171	200	300	60	170	196	229	325						
Vice president	110	226	264	306	390	200	253	301	340	430						
Principal	220	340	439	525	885	230	350	481	520	900						
Partner/managing director	285	450	664	700	2,500	340	500	707	700	3,000						
Managing partner	500	500	717	900	1,000	350	500	656	800	1,000						
Carry (all funds)																
	Low		Lower quartile		Mean			Upper quartile		High						
Associate/senior associate	600		604		1,022			1,100		2,500						
Vice president	400		800		1,773			2,500		4,800						
Principal	150		2,375		4,693			6,525		10,000						
Partner/managing director	2,500		5,300		10,485			15,000		26,100						
Managing partner	10,000		15,000		27,644			35,000		56,600						

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 110 investment professionals

Base, bonus, and carry by AUM

\$1.00bn–\$1.99bn

	Associate/senior associate				Vice president			Principal			Partner/managing director			Managing partner		
Number of responses	36				42			38			46			19		
	2017					2018					2019					
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	
Base																
Associate/senior associate	75	99	106	120	130	50	100	119	130	175	90	110	128	145	200	
Vice president	100	140	166	190	255	108	151	185	200	275	110	175	198	218	315	
Principal	150	183	230	250	400	150	200	253	270	500	175	226	276	300	550	
Partner/managing director	100	275	452	500	1,250	100	300	516	650	1,500	100	350	531	650	1,500	
Managing partner	240	350	619	875	1,300	240	360	709	875	2,250	240	400	801	875	2,250	
Bonus																
Associate/senior associate	25	50	79	90	165	40	70	98	125	200						
Vice president	20	100	148	175	290	35	118	166	189	370						
Principal	90	150	219	255	500	80	175	238	298	500						
Partner/managing director	70	269	457	600	2,000	75	275	609	650	2,300						
Managing partner	240	375	899	925	3,000	250	350	1,118	1,100	5,000						
Total salary (base + bonus)																
Associate/senior associate	65	160	182	201	275	135	179	217	241	350						
Vice president	140	275	314	350	480	170	300	351	400	560						
Principal	280	350	444	494	850	330	401	492	544	1,000						
Partner/managing director	270	613	835	1,000	2,300	295	681	985	1,145	2,600						
Managing partner	300	725	1,328	1,700	3,400	300	790	1,591	1,800	5,240						
Carry (all funds)																
Associate/senior associate	225		500			854			933			2,500				
Vice president	240		1,263			2,401			3,098			8,000				
Principal	1,200		3,925			6,632			8,000			24,000				
Partner/managing director	1,000		10,200			22,306			22,000			150,000				
Managing partner	14,000		37,000			53,361			65,000			120,000				

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 181 investment professionals

Base, bonus, and carry by AUM

\$2.00bn–\$3.99bn

	Associate/senior associate				Vice president			Principal			Partner/managing director			Managing partner		
Number of responses	47				39			36			38			8		
	2017					2018					2019					
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	
Base																
Associate/senior associate	85	96	113	120	250	90	100	120	125	260	90	110	130	145	275	
Vice president	100	130	157	175	350	100	150	176	200	350	130	160	199	219	400	
Principal	150	187	276	310	600	150	211	296	325	600	175	225	320	353	650	
Partner/managing director	200	300	475	500	1,250	200	326	512	588	1,500	200	331	615	656	2,000	
Managing partner	300	500	713	775	1,500	300	500	700	700	1,500	300	500	825	700	2,500	
Bonus																
Associate/senior associate	20	95	116	143	210	10	95	121	150	275						
Vice president	50	131	165	189	350	75	150	203	250	473						
Principal	50	200	269	350	525	50	225	318	400	609						
Partner/managing director	100	254	465	575	1,600	100	318	532	613	1,500						
Managing partner	600	750	1,800	2,000	5,000	600	650	1,771	2,000	5,000						
Total salary (base + bonus)																
Associate/senior associate	90	150	203	250	360	110	200	242	278	420						
Vice president	75	275	318	350	700	255	308	379	413	700						
Principal	289	436	522	600	900	325	490	588	635	1,000						
Partner/managing director	400	600	890	1,038	2,100	350	639	1,002	1,200	2,250						
Managing partner	1,100	1,350	2,288	2,525	5,500	1,000	1,200	2,250	2,525	5,500						
Carry (all funds)																
	Low		Lower quartile			Mean			Upper quartile			High				
Associate/senior associate	100		320			1,128			1,750			2,600				
Vice president	400		1,500			2,863			3,800			11,000				
Principal	4,000		5,925			9,122			13,575			18,500				
Partner/managing director	2,600		12,675			20,093			25,000			70,000				
Managing partner	50,000		76,450			118,986			140,000			250,000				

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 168 investment professionals

Base, bonus, and carry by AUM

\$4.00bn–\$5.99bn

	Associate/senior associate					Vice president					Principal					Partner/managing director					Managing partner				
Number of responses	18					32					15					18					1				
	2017					2018					2019														
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High										
Base																									
Associate/senior associate	70	100	112	120	155	85	100	118	126	185	90	118	129	145	185										
Vice president	100	135	170	200	325	100	150	193	221	325	135	175	212	240	350										
Principal	135	238	336	350	750	140	238	359	375	788	145	275	399	400	827										
Partner/managing director	250	375	533	700	1,270	250	400	555	694	1,377	250	400	626	750	1,300										
Managing partner ¹	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA										
Bonus																									
Associate/senior associate	25	81	106	123	190	55	90	124	148	250															
Vice president	25	145	191	200	600	25	175	225	235	600															
Principal	140	300	408	550	700	150	350	447	600	725															
Partner/managing director	140	343	677	706	2,750	150	350	768	1,000	3,000															
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA															
Total salary (base + bonus)																									
Associate/senior associate	95	202	211	230	300	140	184	228	249	375															
Vice president	150	300	354	383	800	300	350	418	450	800															
Principal	350	543	690	800	1,050	380	608	746	850	1,200															
Partner/managing director	395	825	1,170	1,273	3,250	410	897	1,280	1,438	3,500															
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA															
Carry (all funds)																									
	Low		Lower quartile			Mean			Upper quartile			High													
Associate/senior associate	200		350			375			425			500													
Vice president	1,000		2,888			4,552			5,900			11,200													
Principal	4,500		9,250			15,871			22,025			35,000													
Partner/managing director	9,000		16,000			26,163			33,500			60,000													
Managing partner	NA		NA			NA			NA			NA													

¹ Only one managing partner at this fund size reported base, bonus, and carry; quartiles were not calculated.

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 84 investment professionals

Base, bonus, and carry by AUM

\$6.00bn–\$9.99bn

	Associate/senior associate					Vice president					Principal					Partner/managing director					Managing partner				
Number of responses	22					18					12					16					2				
	2017					2018					2019														
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High										
Base																									
Associate/senior associate	75	100	108	125	150	83	100	116	129	160	90	120	132	150	200										
Vice president	125	164	192	224	300	140	176	208	248	300	140	204	234	250	350										
Principal	150	175	230	244	500	150	188	249	263	550	150	218	268	300	550										
Partner/managing director	200	300	414	500	750	225	381	434	500	750	230	381	441	500	750										
Managing partner	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500										
Bonus																									
Associate/senior associate	25	113	128	153	210	35	128	150	179	300															
Vice president	125	153	229	300	325	140	218	310	388	600															
Principal	125	300	371	438	650	175	338	466	550	850															
Partner/managing director	200	413	672	813	1,500	150	408	697	925	1,500															
Managing partner	1,000	3,750	6,500	9,250	12,000	1,000	4,500	8,000	11,500	15,000															
Total salary (base + bonus)																									
Associate/senior associate	100	164	209	274	310	118	243	266	315	400															
Vice president	250	331	421	480	550	280	431	518	613	800															
Principal	300	515	654	744	1,150	422	644	769	888	1,250															
Partner/managing director	500	694	1,086	1,206	2,250	550	723	1,132	1,325	2,000															
Managing partner	1,500	4,250	7,000	9,750	12,500	1,500	5,000	8,500	12,000	15,500															
Carry (all funds)																									
	Low					Lower quartile					Mean					Upper quartile					High				
Associate/senior associate	640					760					2,260					3,450					4,500				
Vice president	1,500					3,000					5,468					6,000					15,000				
Principal	900					7,500					11,627					14,500					30,000				
Partner/managing director	5,500					15,000					27,863					26,750					103,000				
Managing partner	75,000					93,750					112,500					131,250					150,000				

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 70 investment professionals

Base, bonus, and carry by AUM

\$10.00bn–\$19.99bn

	Associate/senior associate					Vice president					Principal					Partner/managing director					Managing partner				
Number of responses	20					27					25					16					0				
	2017					2018					2019														
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High										
Base																									
Associate/senior associate	85	115	120	125	150	85	104	120	130	175	90	123	130	136	200										
Vice president	105	140	183	225	350	115	148	190	225	350	140	150	202	233	350										
Principal	145	180	264	300	650	150	200	302	300	750	150	230	320	310	750										
Partner/managing director	175	300	425	500	1,000	175	300	540	500	2,000	175	325	623	750	2,000										
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA										
Bonus																									
Associate/senior associate	50	119	118	137	160	85	121	147	181	225															
Vice president	125	200	272	300	700	125	245	328	413	700															
Principal	170	285	428	500	1,200	200	290	467	575	1,100															
Partner/managing director	300	563	929	1,275	1,750	300	550	952	1,113	2,150															
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA															
Total salary (base + bonus)																									
Associate/senior associate	85	164	215	265	280	85	228	253	304	325															
Vice president	285	340	455	475	925	275	415	518	613	925															
Principal	315	525	692	750	1,800	350	580	769	850	1,750															
Partner/managing director	500	925	1,369	1,713	2,250	900	1,075	1,524	2,025	2,650															
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA															
Carry (all funds)																									
	Low		Lower quartile		Mean		Upper quartile		High																
Associate/senior associate	500		800		1,331		1,500		2,500																
Vice president	1,400		3,000		5,079		6,625		12,000																
Principal	2,700		7,175		15,977		19,250		70,000																
Partner/managing director	17,500		20,000		40,431		58,100		85,000																
Managing partner	NA		NA		NA		NA		NA																

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 88 investment professionals

Base, bonus, and carry by AUM

\$20.00bn–\$39.99bn

	Associate/senior associate				Vice president			Principal			Partner/managing director			Managing partner		
Number of responses	16				12			8			10			0		
	2017					2018					2019					
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	
Base																
Associate/senior associate	90	90	113	125	150	100	105	125	133	175	100	105	135	146	200	
Vice president	110	140	156	178	200	120	150	180	206	250	135	159	193	215	275	
Principal	125	169	229	269	350	130	169	233	275	355	135	169	251	306	420	
Partner/managing director	150	200	325	419	500	200	225	343	475	500	200	250	363	500	500	
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	
Bonus																
Associate/senior associate	20	90	117	155	190	30	90	136	178	225						
Vice president	84	148	201	225	358	100	190	250	288	450						
Principal	275	356	450	538	600	300	393	487	606	673						
Partner/managing director	600	600	825	900	1,400	500	600	810	819	1,475						
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA						
Total salary (base + bonus)																
Associate/senior associate	120	180	221	300	320	90	195	253	328	360						
Vice president	229	280	358	419	550	250	343	430	500	625						
Principal	400	631	679	788	800	475	575	719	851	875						
Partner/managing director	375	825	1,105	1,269	1,700	800	944	1,153	1,306	1,775						
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA						
Carry (all funds)																
	Low		Lower quartile			Mean			Upper quartile			High				
Associate/senior associate	100		150			2,518			1,236			15,000				
Vice president	500		688			2,984			5,500			8,000				
Principal	1,100		4,750			15,638			20,500			45,000				
Partner/managing director	7,000		10,600			31,171			35,000			100,000				
Managing partner	NA		NA			NA			NA			NA				

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 46 investment professionals

Base, bonus, and carry by AUM

\$40.00bn or more

	Associate/senior associate					Vice president			Principal			Partner/managing director			Managing partner		
Number of responses	15					13			14			9			0		
	2017					2018					2019						
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High		
Base																	
Associate/senior associate	65	115	119	135	150	70	116	123	146	150	80	120	130	150	175		
Vice president	120	133	151	150	250	135	150	185	225	275	150	160	202	250	300		
Principal	172	181	262	319	425	175	225	286	371	450	195	225	310	396	500		
Partner/managing director	250	325	547	600	1,250	250	335	553	625	1,250	250	335	556	625	1,250		
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA		
Bonus																	
Associate/senior associate	12	115	137	175	210	25	54	136	205	250							
Vice president	50	159	225	285	425	88	225	271	315	575							
Principal	75	271	363	444	825	120	274	416	488	975							
Partner/managing director	200	475	679	725	1,500	200	478	751	813	2,000							
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA							
Total salary (base + bonus)																	
Associate/senior associate	77	145	235	300	345	25	167	251	333	400							
Vice president	185	294	377	464	600	230	415	456	500	750							
Principal	250	513	625	774	1,050	295	576	702	850	1,200							
Partner/managing director	510	925	1,074	1,250	1,750	745	950	1,221	1,300	2,250							
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA							
Carry (all funds)																	
	Low		Lower quartile		Mean			Upper quartile		High							
Associate/senior associate ¹	NA		NA		NA			NA		NA							
Vice president	200		700		4,270			6,625		13,200							
Principal	800		3,000		11,638			19,000		30,000							
Partner/managing director	8,500		12,500		50,778			60,000		135,000							
Managing partner	NA		NA		NA			NA		NA							

¹ Only one associate/senior associate at this fund size reported carry; quartiles were not calculated.

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 51 investment professionals

Base, bonus, and carry by most recent fund

Less than \$250.00m

	Associate/senior associate					Vice president					Principal					Partner/managing director					Managing partner				
Number of responses	13					11					8					4					7				
	2017					2018					2019														
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High										
Base																									
Associate/senior associate	73	88	99	115	130	85	95	105	120	135	85	100	112	120	140										
Vice president	105	125	148	150	235	126	143	166	188	235	126	158	189	206	300										
Principal	150	178	236	238	450	150	189	241	253	450	175	194	249	268	450										
Partner/managing director	170	193	239	251	375	195	214	266	288	400	235	246	284	288	400										
Managing partner	250	250	336	400	500	250	250	350	400	600	250	250	386	475	700										
Bonus																									
Associate/senior associate	10	34	57	73	110	30	40	59	65	130															
Vice president	10	25	92	142	175	20	53	88	130	150															
Principal	25	113	139	193	230	25	119	153	206	250															
Partner/managing director	50	144	156	200	200	69	186	195	239	250															
Managing partner	100	213	338	500	500	100	213	313	425	500															
Total salary (base + bonus)																									
Associate/senior associate	83	128	151	170	230	120	143	164	175	250															
Vice president	115	200	241	292	400	155	208	254	298	385															
Principal	225	321	375	389	650	250	344	394	398	650															
Partner/managing director	220	344	395	444	575	264	407	461	531	625															
Managing partner	300	425	529	625	800	300	425	529	625	800															
Carry (most recent fund)																									
Associate/senior associate	100		100		198		218		450																
Vice president	240		440		937		1,075		3,000																
Principal	600		1,275		2,371		2,950		5,250																
Partner/managing director	2,400		2,625		4,300		5,825		6,500																
Managing partner	4,600		5,250		8,514		11,250		15,000																

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 43 investment professionals

Base, bonus, and carry by most recent fund

\$250.00m–\$499.00m

	Associate/senior associate					Vice president			Principal			Partner/managing director			Managing partner	
Number of responses	34					45			27			33			10	
	2017					2018					2019					
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	
Base																
Associate/senior associate	70	95	106	115	140	70	100	110	120	150	85	109	120	130	170	
Vice president	90	130	154	171	275	110	150	165	185	225	130	161	182	200	250	
Principal	125	160	210	250	350	133	175	223	255	350	138	175	235	271	375	
Partner/managing director	150	235	334	400	750	150	250	375	450	800	150	250	392	450	1,000	
Managing partner	250	525	658	863	1,000	250	388	613	725	1,100	250	600	775	1,000	1,600	
Bonus																
Associate/senior associate	30	55	73	86	160	30	61	89	108	250						
Vice president	20	75	116	150	250	35	92	130	169	265						
Principal	70	108	202	250	500	70	140	210	243	500						
Partner/managing director	70	175	266	325	585	75	200	270	363	500						
Managing partner	200	300	369	445	500	200	270	354	400	600						
Total salary (base + bonus)																
Associate/senior associate	65	138	169	198	280	60	166	192	219	375						
Vice president	110	211	264	300	425	170	245	292	330	430						
Principal	220	338	412	458	850	230	355	433	501	675						
Partner/managing director	270	400	566	700	1,075	295	450	596	700	1,000						
Managing partner	500	631	842	975	1,500	350	606	790	950	1,700						
Carry (most recent fund)																
	Low		Lower quartile			Mean			Upper quartile			High				
Associate/senior associate	140		320			836			1,000			2,250				
Vice president	400		760			1,593			2,000			6,500				
Principal	1,000		1,700			3,031			4,000			6,750				
Partner/managing director	600		3,643			8,584			11,450			45,000				
Managing partner	8,000		12,000			13,360			15,000			21,000				

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 149 investment professionals

Base, bonus, and carry by most recent fund

\$500.00m–\$749.00m

	Associate/senior associate					Vice president					Principal					Partner/managing director					Managing partner				
Number of responses	33					26					28					18					15				
	2017					2018					2019														
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High										
Base																									
Associate/senior associate	75	100	111	125	155	85	105	118	125	185	90	110	130	143	200										
Vice president	105	149	169	200	250	108	165	192	200	275	110	186	202	208	300										
Principal	150	200	236	281	360	150	211	259	306	450	150	230	289	335	550										
Partner/managing director	200	350	507	500	1,270	200	356	523	613	1,377	350	400	576	669	1,300										
Managing partner	240	350	627	1,000	1,300	240	360	734	1,000	2,250	240	425	869	1,000	2,250										
Bonus																									
Associate/senior associate	25	50	73	90	150	35	61	91	106	175															
Vice president	40	75	126	168	225	40	100	155	184	265															
Principal	90	150	197	250	400	80	173	229	300	450															
Partner/managing director	100	150	283	383	500	100	188	353	450	800															
Managing partner	80	375	830	925	3,000	80	475	1,125	1,100	5,000															
Total salary (base + bonus)																									
Associate/senior associate	95	159	182	204	300	135	182	210	238	325															
Vice president	200	269	296	325	405	265	300	347	375	465															
Principal	280	344	426	489	750	330	413	488	558	775															
Partner/managing director	450	550	757	1,000	1,635	450	650	817	1,000	1,742															
Managing partner	400	675	1,235	1,550	3,240	425	725	1,559	1,550	5,240															
Carry (most recent fund)																									
	Low					Lower quartile					Mean					Upper quartile					High				
Associate/senior associate	250					450					639					798					1,200				
Vice president	500					1,100					1,930					2,650					5,120				
Principal	1,500					3,384					4,416					5,213					12,000				
Partner/managing director	4,000					6,500					8,868					9,100					15,000				
Managing partner	10,000					20,906					29,091					38,750					60,000				

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 120 investment professionals

Base, bonus, and carry by most recent fund

\$750.00m–\$999.00m

	Associate/senior associate					Vice president			Principal			Partner/managing director			Managing partner	
Number of responses	27					23			23			31			3	
	2017					2018					2019					
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	
Base																
Associate/senior associate	90	100	106	118	125	90	100	120	128	175	90	110	129	150	185	
Vice president	100	121	156	186	255	100	133	172	205	275	150	166	194	225	315	
Principal	150	175	276	305	600	150	183	297	338	600	175	213	315	355	600	
Partner/managing director	100	250	471	600	1,250	100	275	548	625	1,500	100	300	619	675	2,000	
Managing partner	300	350	425	488	575	300	350	427	490	580	300	350	442	513	625	
Bonus																
Associate/senior associate	60	80	111	140	150	10	90	119	133	275						
Vice president	100	138	176	221	275	100	155	210	263	375						
Principal	150	198	285	350	600	150	244	313	379	600						
Partner/managing director	200	400	595	650	2,000	100	400	760	750	2,500						
Managing partner	240	520	1,347	1,900	3,000	250	475	1,317	1,850	3,000						
Total salary (base + bonus)																
Associate/senior associate	100	188	203	231	250	110	198	239	263	375						
Vice president	253	300	333	374	450	277	315	383	431	500						
Principal	345	420	523	600	885	380	475	569	613	1,000						
Partner/managing director	430	700	1,000	1,030	2,500	350	713	1,209	1,500	3,000						
Managing partner	815	958	1,772	2,250	3,400	830	915	1,743	2,200	3,400						
Carry (most recent fund)																
	Low		Lower quartile			Mean			Upper quartile			High				
Associate/senior associate	180		214			851			1,450			1,600				
Vice president	400		1,500			2,112			2,500			5,550				
Principal	2,500		4,000			5,276			6,588			10,000				
Partner/managing director	2,400		7,125			13,837			19,375			35,000				
Managing partner	16,000		18,200			25,467			30,200			40,000				

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 107 investment professionals

Base, bonus, and carry by most recent fund

\$1.00bn–\$1.49bn

	Associate/senior associate					Vice president			Principal			Partner/managing director			Managing partner	
Number of responses	31					28			22			29			5	
	2017					2018					2019					
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	
Base																
Associate/senior associate	65	93	105	111	150	70	103	115	125	200	80	105	125	143	200	
Vice president	120	145	172	180	350	125	150	190	200	350	130	175	207	215	400	
Principal	150	179	232	263	500	150	200	253	294	550	150	200	276	315	550	
Partner/managing director	200	296	451	500	1,250	200	313	487	500	1,250	120	318	504	581	1,250	
Managing partner	500	600	710	750	1,000	500	600	690	750	1,000	500	600	690	750	1,000	
Bonus																
Associate/senior associate	12	90	100	110	210	20	75	106	133	220						
Vice president	75	130	169	185	350	75	150	193	216	370						
Principal	50	139	227	300	575	50	200	268	308	625						
Partner/managing director	100	275	490	600	2,000	75	300	570	638	2,300						
Managing partner	250	700	1,290	2,000	2,000	350	600	1,290	2,000	2,000						
Total salary (base + bonus)																
Associate/senior associate	77	120	186	218	360	95	188	221	249	420						
Vice president	75	279	328	360	700	255	308	383	401	700						
Principal	289	344	459	514	800	325	425	521	596	850						
Partner/managing director	400	619	889	989	2,300	600	650	1,018	1,175	2,600						
Managing partner	1,000	1,400	2,000	2,500	2,600	1,100	1,200	1,980	2,500	2,600						
Carry (most recent fund)																
	Low		Lower quartile			Mean			Upper quartile			High				
Associate/senior associate	50		163			638			825			1,800				
Vice president	625		1,388			2,235			2,525			7,000				
Principal	15		3,050			4,903			6,750			10,500				
Partner/managing director	5,300		6,475			11,096			13,800			30,000				
Managing partner	25,000		28,750			41,188			44,813			75,000				

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 115 investment professionals

Base, bonus, and carry by most recent fund

\$1.50bn–\$2.49bn

	Associate/senior associate					Vice president					Principal					Partner/managing director					Managing partner				
Number of responses	22					29					20					21					4				
	2017					2018					2019														
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High										
Base																									
Associate/senior associate	70	100	120	129	250	50	100	121	125	260	100	120	135	148	275										
Vice president	100	134	163	181	325	120	150	185	220	325	135	165	205	240	350										
Principal	160	224	313	288	750	175	249	339	313	788	225	250	383	369	827										
Partner/managing director	200	300	430	500	1,000	225	325	441	500	1,000	250	375	535	500	1,600										
Managing partner	500	500	775	825	1,500	500	500	775	825	1,500	500	500	1,025	1,075	2,500										
Bonus																									
Associate/senior associate	25	100	123	153	205	25	101	135	161	250															
Vice president	25	140	156	189	225	25	150	189	225	325															
Principal	140	264	353	400	550	150	268	420	573	609															
Partner/managing director	100	300	548	750	1,600	150	350	640	900	1,500															
Managing partner	600	2,800	5,867	8,500	12,000	600	2,800	6,867	10,000	15,000															
Total salary (base + bonus)																									
Associate/senior associate	95	179	220	277	330	90	203	250	298	400															
Vice president	217	275	319	363	400	233	310	375	425	500															
Principal	360	519	630	700	1,000	405	529	717	850	1,200															
Partner/managing director	395	700	979	1,150	2,100	410	800	1,082	1,300	2,250															
Managing partner	1,200	1,425	5,175	7,250	12,500	1,200	1,425	5,925	8,000	15,500															
Carry (most recent fund)																									
	Low					Lower quartile					Mean					Upper quartile					High				
Associate/senior associate	250					450					921					1,250					2,200				
Vice president	500					1,670					3,285					4,000					15,000				
Principal	4,000					7,000					9,561					11,025					25,000				
Partner/managing director	3,500					8,050					13,142					15,188					35,000				
Managing partner	30,000					48,750					78,750					97,500					150,000				

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 96 investment professionals

Base, bonus, and carry by most recent fund

\$2.50bn–\$3.49bn

	Associate/senior associate					Vice president			Principal			Partner/managing director			Managing partner	
Number of responses	29					24			12			15			2	
	2017					2018					2019					
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	
Base																
Associate/senior associate	75	100	108	118	150	83	100	113	120	175	90	110	127	130	200	
Vice president	105	135	158	175	250	115	150	182	200	250	135	175	206	236	300	
Principal	125	175	245	305	350	130	179	258	329	375	135	199	273	349	400	
Partner/managing director	200	300	414	438	953	200	338	448	475	1,020	250	375	532	588	1,250	
Managing partner	250	313	375	438	500	250	313	375	438	500	250	313	375	438	500	
Bonus																
Associate/senior associate	25	105	128	150	210	35	124	154	170	300						
Vice president	40	140	220	300	450	90	179	289	425	600						
Principal	130	213	390	523	700	140	325	435	558	725						
Partner/managing director	320	550	804	1,000	1,500	150	475	828	1,100	1,800						
Managing partner	1,000	1,125	1,250	1,375	1,500	1,000	1,125	1,250	1,375	1,500						
Total salary (base + bonus)																
Associate/senior associate	100	161	210	271	310	110	230	261	315	400						
Vice president	160	280	378	483	650	230	361	470	635	800						
Principal	302	390	636	781	1,050	320	470	692	846	1,100						
Partner/managing director	670	875	1,218	1,487	2,250	550	913	1,276	1,588	2,100						
Managing partner	1,500	1,563	1,625	1,688	1,750	1,500	1,563	1,625	1,688	1,750						
Carry (most recent fund)																
	Low		Lower quartile		Mean			Upper quartile		High						
Associate/senior associate	120		315		1,849			2,500		7,500						
Vice president	400		1,800		3,626			4,100		10,500						
Principal	400		3,375		7,829			10,850		15,000						
Partner/managing director	7,500		13,800		22,392			24,750		57,000						
Managing partner	60,000		62,500		65,000			67,500		70,000						

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 82 investment professionals

Base, bonus, and carry by most recent fund

\$3.50bn–\$4.99bn

	Associate/senior associate					Vice president			Principal			Partner/managing director			Managing partner		
Number of responses	10					20			11			10			0		
	2017					2018					2019						
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High		
Base																	
Associate/senior associate	90	111	114	124	125	85	125	124	130	150	90	125	127	135	160		
Vice president	105	144	181	223	350	115	150	195	229	350	140	169	207	231	350		
Principal	135	193	218	250	300	140	196	237	300	300	145	213	254	300	325		
Partner/managing director	175	294	475	563	1,000	175	300	633	688	2,000	175	325	668	875	2,000		
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA		
Bonus																	
Associate/senior associate	50	79	126	164	190	75	130	169	200	250							
Vice president	125	193	280	270	700	160	234	323	356	700							
Principal	200	300	366	438	475	210	375	447	475	850							
Partner/managing director	300	675	1,003	825	2,750	300	725	1,090	956	3,000							
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA							
Total salary (base + bonus)																	
Associate/senior associate	85	158	211	285	300	85	200	264	325	375							
Vice president	300	373	462	484	925	310	434	518	550	925							
Principal	395	528	584	663	750	410	608	684	750	1,050							
Partner/managing director	500	950	1,425	1,575	3,250	975	1,106	1,723	2,269	3,500							
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA							
Carry (most recent fund)																	
	Low		Lower quartile			Mean			Upper quartile			High					
Associate/senior associate ¹	NA		NA			NA			NA			NA					
Vice president	500		3,400			4,277			5,200			9,600					
Principal	5,000		8,250			10,095			12,750			15,750					
Partner/managing director	13,500		14,500			16,214			15,500			25,000					
Managing partner	NA		NA			NA			NA			NA					

¹ Only one associate/senior associate at this fund size reported carry; quartiles were not calculated.

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 51 investment professionals

Base, bonus, and carry by most recent fund

\$5.00bn–\$6.99bn

	Associate/senior associate					Vice president			Principal			Partner/managing director			Managing partner	
Number of responses	12					11			11			10			0	
	2017					2018					2019					
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	
Base																
Associate/senior associate	65	125	130	150	150	75	125	141	175	175	90	133	153	181	200	
Vice president	125	129	185	219	300	135	160	203	225	300	145	179	230	280	350	
Principal	150	188	325	425	650	150	200	355	475	750	150	225	373	550	750	
Partner/managing director	150	238	356	444	600	225	250	395	500	675	225	250	458	500	1,120	
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	
Bonus																
Associate/senior associate	30	125	126	150	170	25	124	138	186	190						
Vice president	125	156	233	290	400	175	215	317	380	600						
Principal	75	285	514	575	1,200	120	304	525	637	1,100						
Partner/managing director	450	563	786	975	1,300	500	500	767	825	1,400						
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA						
Total salary (base + bonus)																
Associate/senior associate	95	237	244	275	320	25	261	267	325	360						
Vice president	280	306	418	450	700	350	438	520	575	750						
Principal	250	607	840	800	1,800	295	682	880	913	1,750						
Partner/managing director	375	875	1,150	1,275	2,000	730	925	1,246	1,456	2,000						
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA						
Carry (most recent fund)																
	Low		Lower quartile			Mean			Upper quartile			High				
Associate/senior associate	100		150			518			640			1,500				
Vice president	1,250		2,885			3,474			4,000			6,000				
Principal	500		6,750			10,122			13,500			20,000				
Partner/managing director	5,400		13,500			23,090			29,125			55,000				
Managing partner	NA		NA			NA			NA			NA				

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 44 investment professionals

Base, bonus, and carry by most recent fund

\$7.00bn–\$9.99bn

	Associate/senior associate					Vice president			Principal			Partner/managing director			Managing partner		
Number of responses	5					5			8			9			0		
	2017					2018					2019						
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High		
Base																	
Associate/senior associate	100	119	126	135	150	110	115	127	135	150	115	122	142	160	175		
Vice president	130	140	173	225	225	145	150	184	225	225	145	150	197	225	240		
Principal	150	173	244	331	350	150	200	286	379	400	150	256	309	386	450		
Partner/managing director	300	385	426	500	600	335	400	445	500	625	335	400	450	500	625		
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA		
Bonus																	
Associate/senior associate	20	65	101	151	155	30	45	124	185	210							
Vice president	230	250	278	300	358	250	300	350	400	450							
Principal	275	325	400	463	600	300	343	429	498	650							
Partner/managing director	200	508	767	890	1,600	280	550	742	800	1,700							
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA							
Total salary (base + bonus)																	
Associate/senior associate	120	184	228	289	300	140	160	251	310	345							
Vice president	370	430	450	475	500	475	495	534	575	600							
Principal	530	588	719	750	1,150	560	680	799	850	1,250							
Partner/managing director	500	925	1,241	1,600	2,000	700	950	1,187	1,287	2,125							
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA							
Carry (most recent fund)																	
	Low		Lower quartile			Mean			Upper quartile			High					
Associate/senior associate ¹	NA		NA			NA			NA			NA					
Vice president	1,400		2,225			2,975			3,500			5,000					
Principal	1,000		2,375			11,409			11,631			45,500					
Partner/managing director	4,500		13,000			23,929			25,000			65,000					
Managing partner	NA		NA			NA			NA			NA					

¹ Only one associate/senior associate at this fund size reported carry; quartiles were not calculated.

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 27 investment professionals

Base, bonus, and carry by most recent fund

\$10.00bn or more

	Associate/senior associate					Vice president			Principal			Partner/managing director			Managing partner		
Number of responses	10					14			17			6			0		
	2017					2018					2019						
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High		
Base																	
Associate/senior associate	85	115	123	135	150	90	121	128	139	150	115	126	138	149	165		
Vice president	120	140	178	250	250	135	153	200	250	275	160	171	215	269	300		
Principal	145	200	251	285	425	155	225	279	350	450	155	225	306	400	500		
Partner/managing director	250	315	602	713	1,250	250	318	603	713	1,250	250	320	605	713	1,250		
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA		
Bonus																	
Associate/senior associate	80	124	147	170	210	63	150	162	203	250							
Vice president	150	168	269	350	425	160	254	323	400	575							
Principal	170	300	416	485	825	200	375	505	600	975							
Partner/managing director	200	575	788	938	1,500	200	500	850	850	2,000							
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA							
Total salary (base + bonus)																	
Associate/senior associate	145	240	254	290	345	173	279	289	333	370							
Vice president	280	320	448	600	675	325	428	523	651	750							
Principal	315	570	666	800	1,050	355	625	784	875	1,200							
Partner/managing director	510	963	1,127	1,288	1,750	950	1,040	1,312	1,288	2,250							
Managing partner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA							
Carry (most recent fund)																	
	Low		Lower quartile			Mean			Upper quartile			High					
Associate/senior associate	972		989			1,006			1,023			1,040					
Vice president	296		975			3,925			7,625			10,000					
Principal	5,000		9,500			12,325			13,500			30,000					
Partner/managing director	12,500		19,750			35,083			48,750			60,000					
Managing partner	NA		NA			NA			NA			NA					

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 47 investment professionals

Base and bonus for analysts

	2017					2018					2019				
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High
Base	50.00	60.00	85.00	110.00	125.00	50.00	72.50	93.33	100.00	160.00	50.00	72.50	93.33	100.00	160.00
Bonus	10.00	17.50	47.14	67.50	125.00	10.00	30.00	48.31	60.00	150.00					
Total salary (base + bonus)	25.00	42.50	107.86	162.50	250.00	25.00	92.50	123.64	133.75	285.00					

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 14 investment professionals

Annual bonus plans

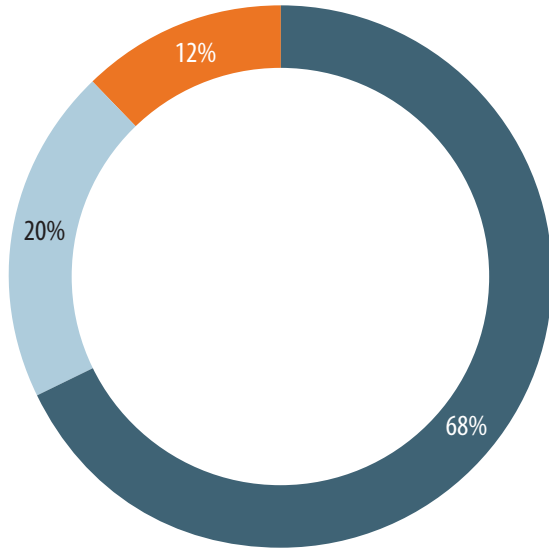
Some 68% of investment professionals surveyed received a discretionary bonus. While the bonus of most of these

professionals is entirely discretionary, 29% of this group received a discretionary bonus based on individual performance. Of those who received a formulaic bonus, 47% said it was based on individual

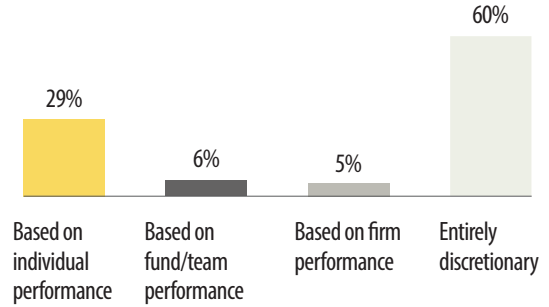
performance. Most bonuses pay out in December, although the percentage is slightly lower than that reported the previous year.

Annual bonus plans

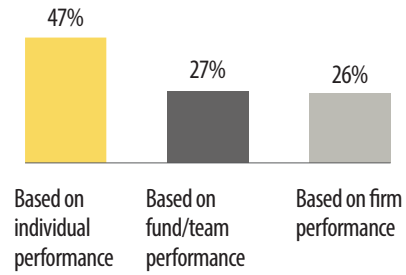
■ Discretionary ■ Formulaic ■ No plan



Discretionary bonus plans

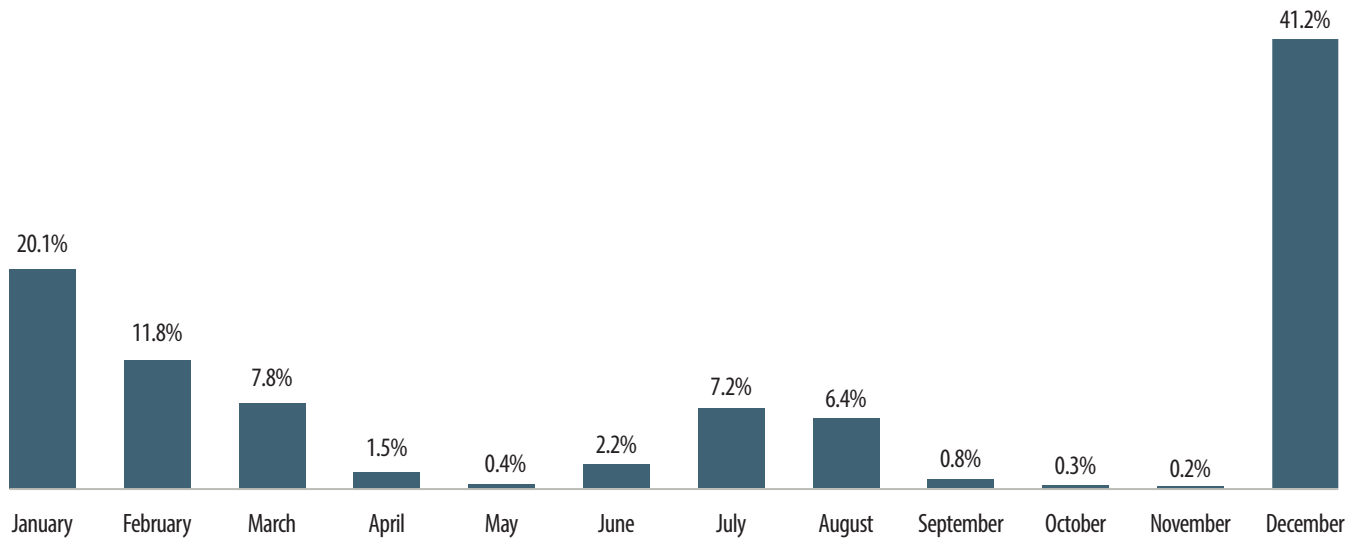


Formulaic bonus plans



Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 850 investment professionals

Bonus payout by month



Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 895 investment professionals

Non-cash compensation

Carried interest provisions

As has been the case in our previous analyses of compensation for PE investment professionals, more than two-thirds of those who are eligible for carried interest indicated that vesting is based on a straight-line schedule rather than a cliff vesting schedule.

While respondents at every level said they contributed some capital towards

their portion of carry, senior investment professionals are most often required to do so. Among managing partners, 77% indicated that they contributed capital in 2019, compared with only 19% of associates/senior associates.

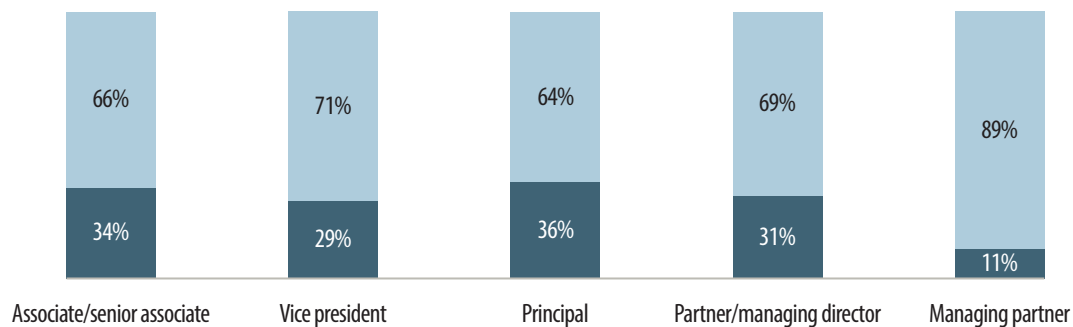
The percentage of investment professionals whose carry is subject to clawback provisions in a bad leaver situation generally increases with seniority,

and 43% of managing partners faced such provisions in 2019. However, more than half of respondents at the principal, partner/managing director, and managing partner levels had their carry subject to holdback as reserve for potential fund underperformance.

Carried interest provisions

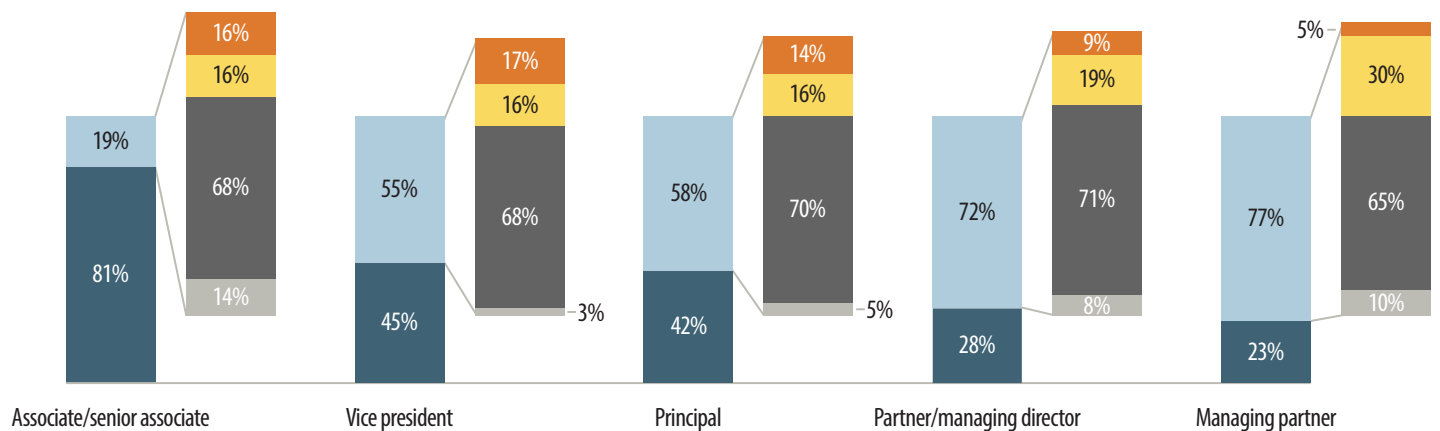
Basis of carried interest

■ Deal based ■ Fund based



Do respondents contribute capital toward their portion of carry?

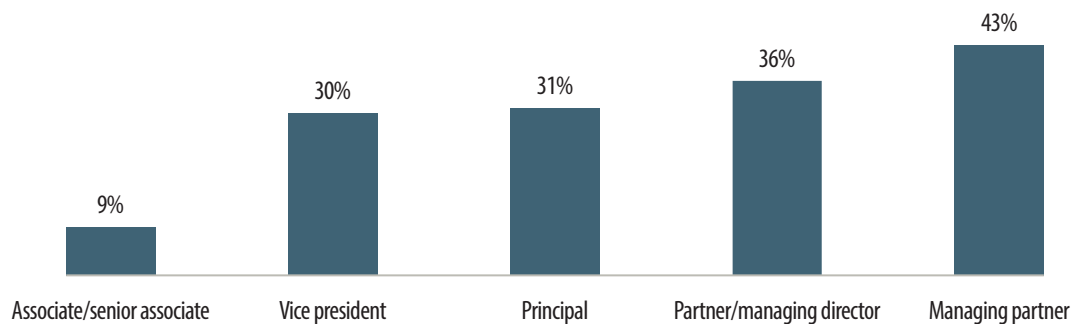
■ No ■ Yes ■ Yes, firm helps finance ■ Yes, using pre-tax income ■ Yes, using after-tax income ■ Other



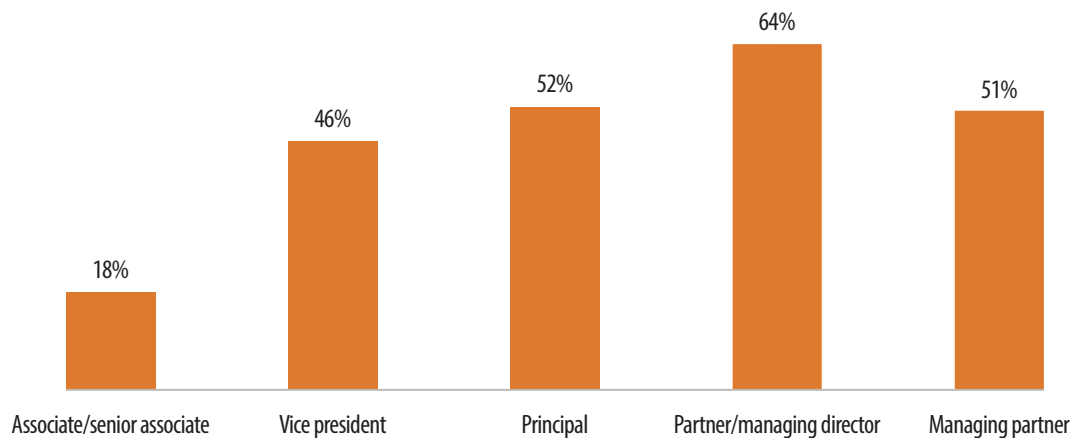
Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 666 investment professionals

Carried interest provisions

Share of respondents whose carry is subject to clawback in bad leaver situations



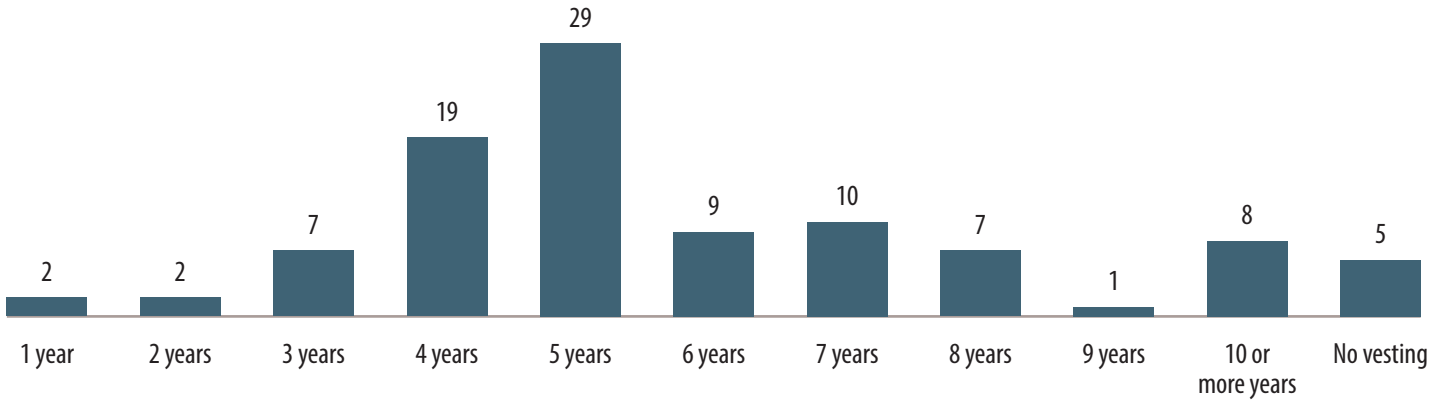
Share of respondents with carry holdback as a reserve for potential fund underperformance



Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 638 investment professionals

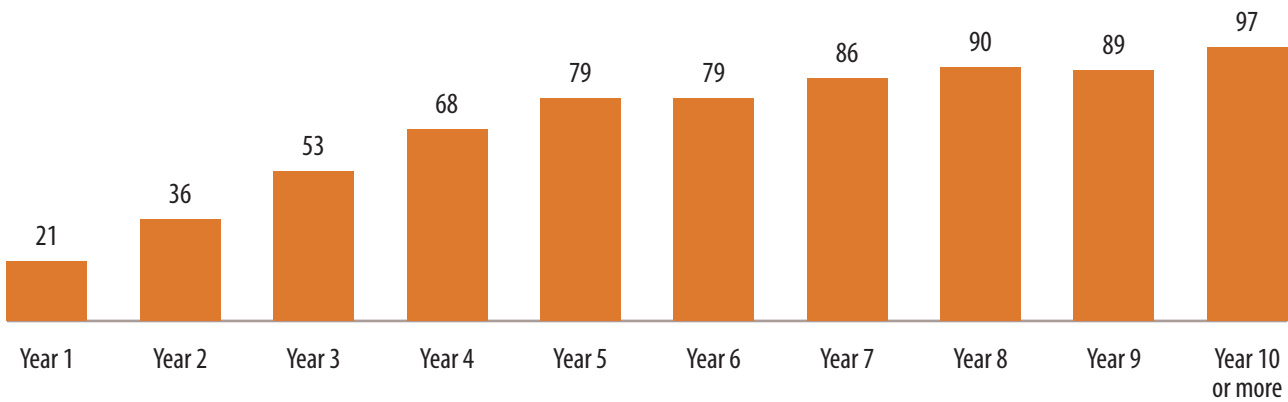
Vesting of carry, by years

Number of years for the maximum amount of carry that can be vested to vest, %



Note: Numbers do not sum to 100%, because of rounding.

Average cumulative carry vested per year, %

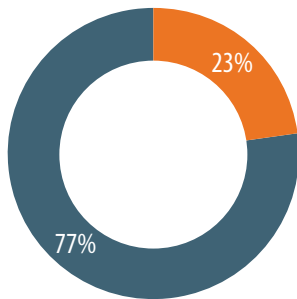


Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 596 investment professionals

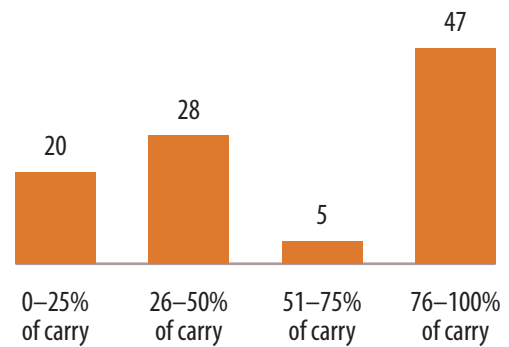
Vesting of carry, by amount

Is there a portion of respondents' carry that never vests?

Yes No



Amount of carry that can be clawed back, %



Note: This represents only 19% of total survey respondents.

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 666 investment professionals

Co-investment plans

Many private equity firms offer their investment professionals an option to co-invest in addition to their cash compensation and carry, and some provide their investment professionals with loans

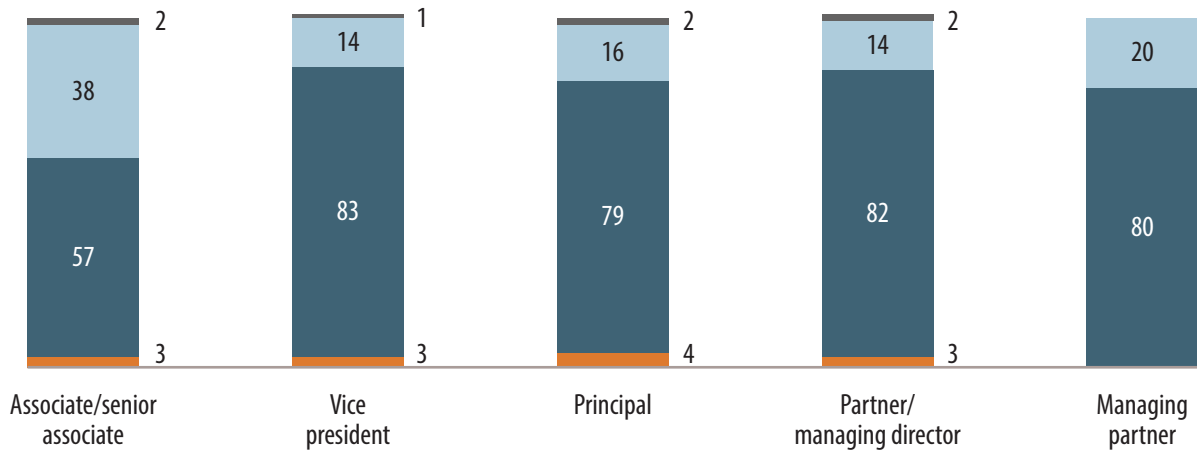
to do so. This year saw a notable spike in such assistance, with 40% or more of all associates/senior associates, vice presidents, principals, and partners/managing directors reporting that they had been provided with leverage. In 2018,

only principals were offered that level of leverage, and only 25% of associates/senior associates said that they had received co-investment loans that year.

Co-investment eligibility and rights

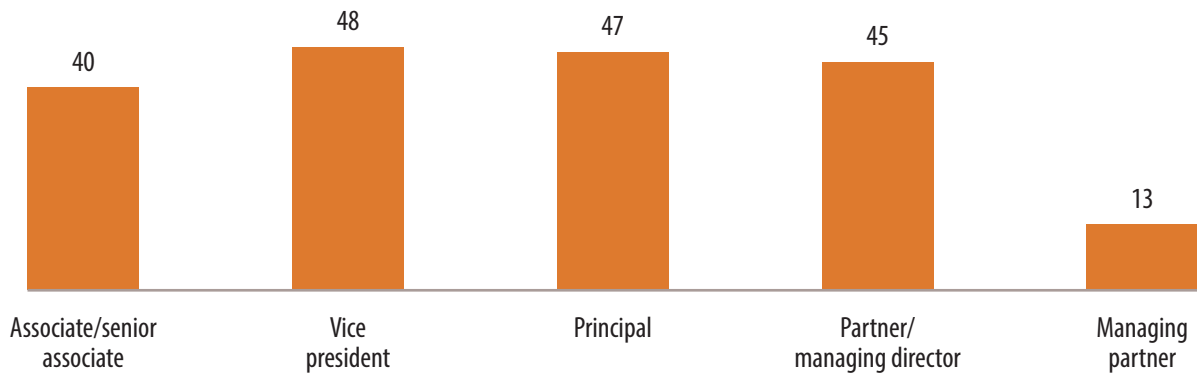
Basis of co-investment, %

None Fund based Deal based Other



Note: Numbers do not sum to 100%, because of rounding.

Share of respondents provided with leverage on the dollars they invest, %



Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 470 investment professionals

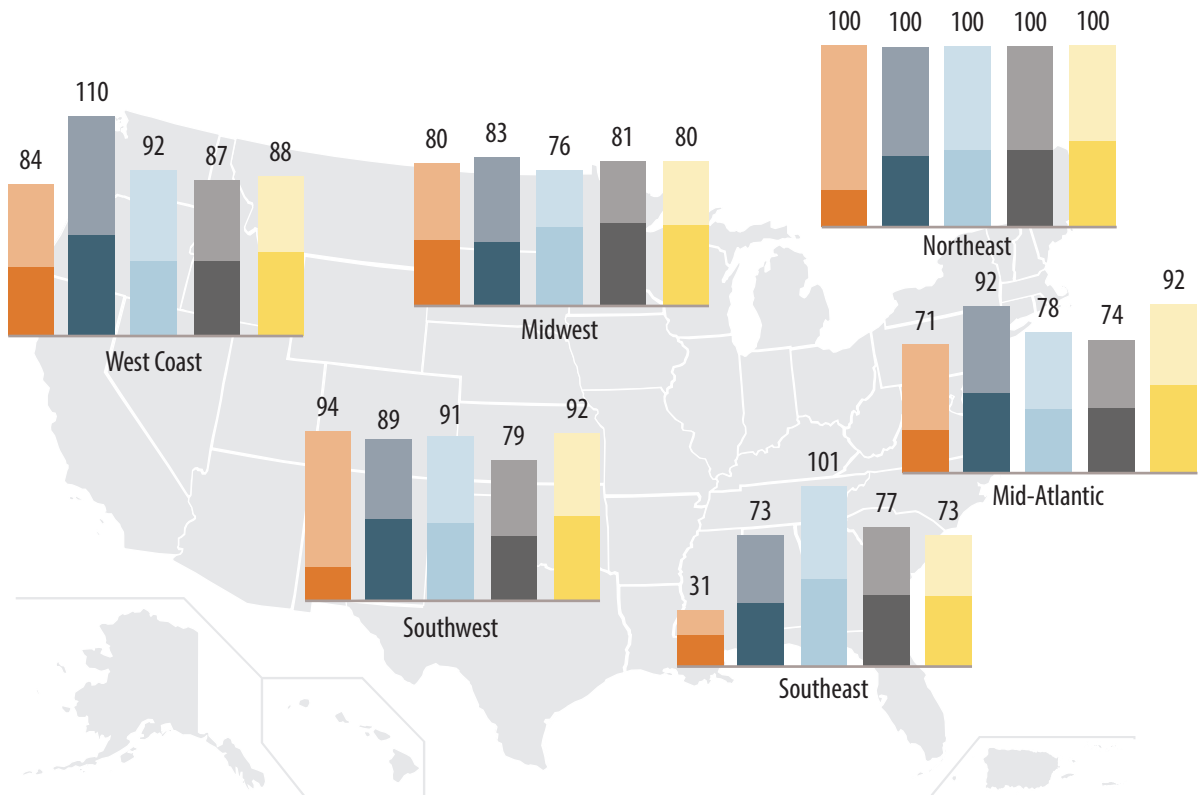
Comparisons of compensation by region and experience

Comparison of compensation across US regions

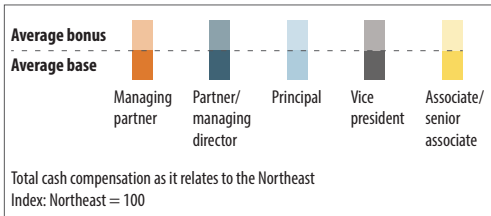
In 2019, total cash compensation for investment professionals in the Northeast surpassed those in other regions at all levels with two exceptions. Partners/managing directors on the West Coast led the country in compensation for that level, earning 10% higher compensation

than their Northeast counterparts, while principals in the Southeast slightly edged out those in the Northeast.

Comparison of compensation across US regions



Total cash compensation



Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 890 investment professionals

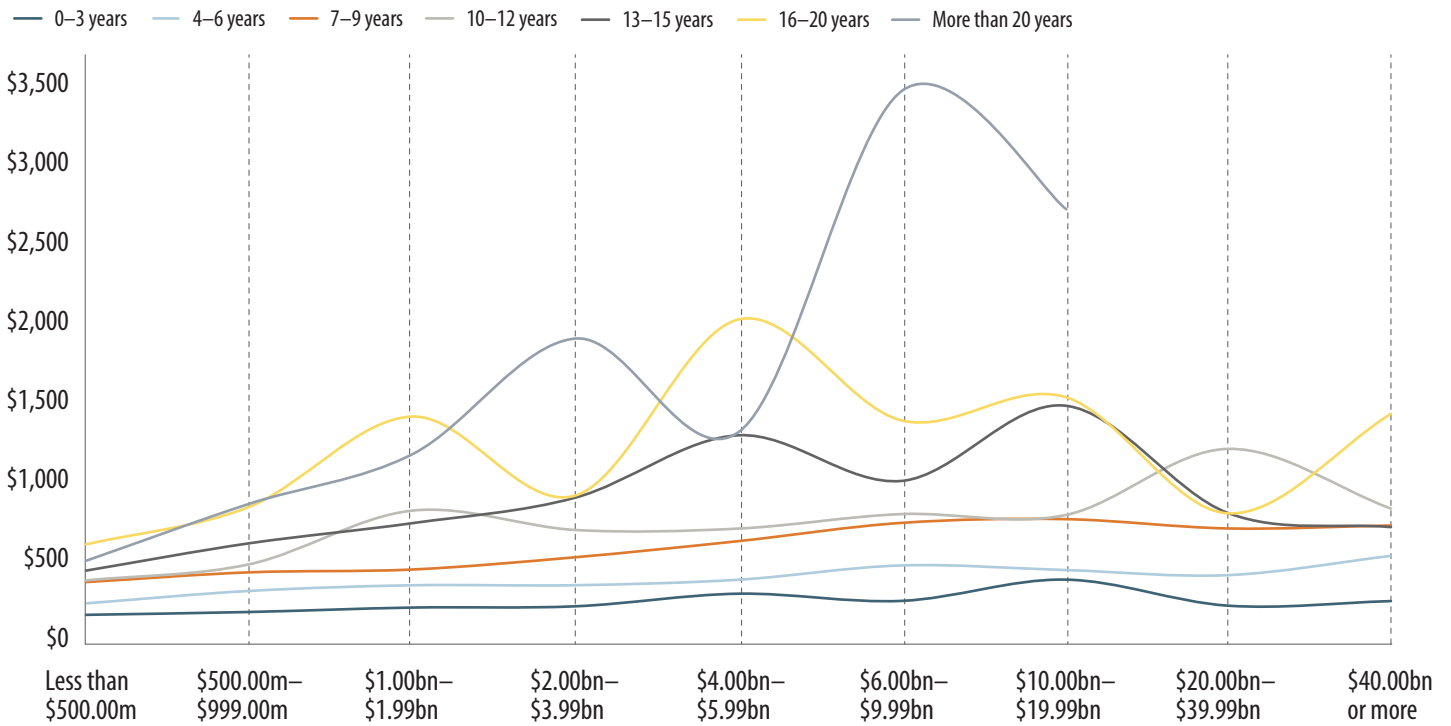
Comparison of years of private equity experience and compensation

The relationship among years of private equity experience, mean total cash compensation, and total carry by AUM

shows that, on the whole, the more years of private equity experience and the higher the AUM, the higher the compensation.

Mean total cash compensation by AUM and years of PE experience

Total cash compensation: base 2018 + bonus 2018

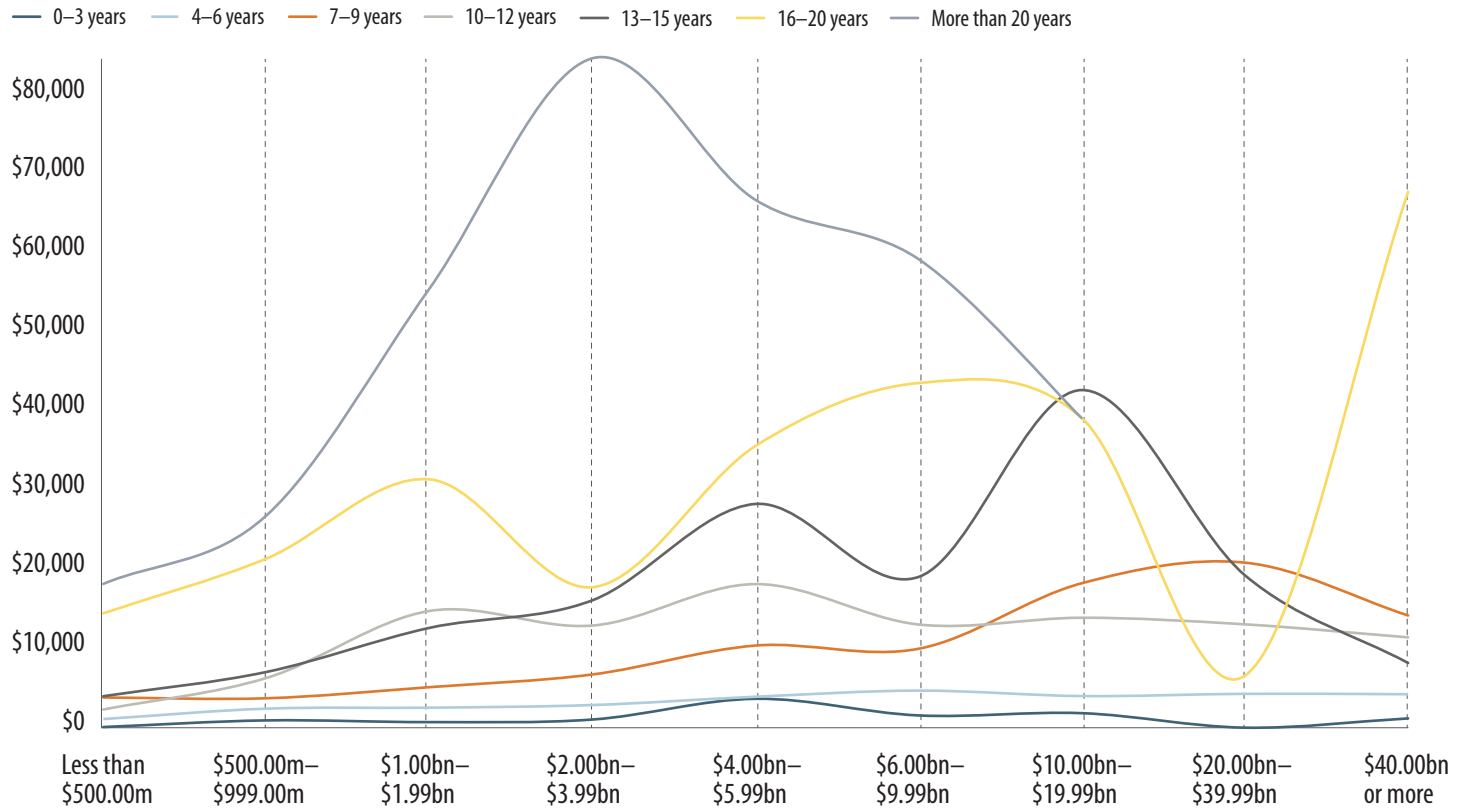


Note: Data for managing partners are not available for fund sizes of \$20.00 billion or greater.

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 895 investment professionals

Mean total carry by AUM and years of experience

Carry across all funds



Note: Data for managing partners are not available for fund sizes of \$20.00 billion or greater.

Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 668 investment professionals

Compensation fairness

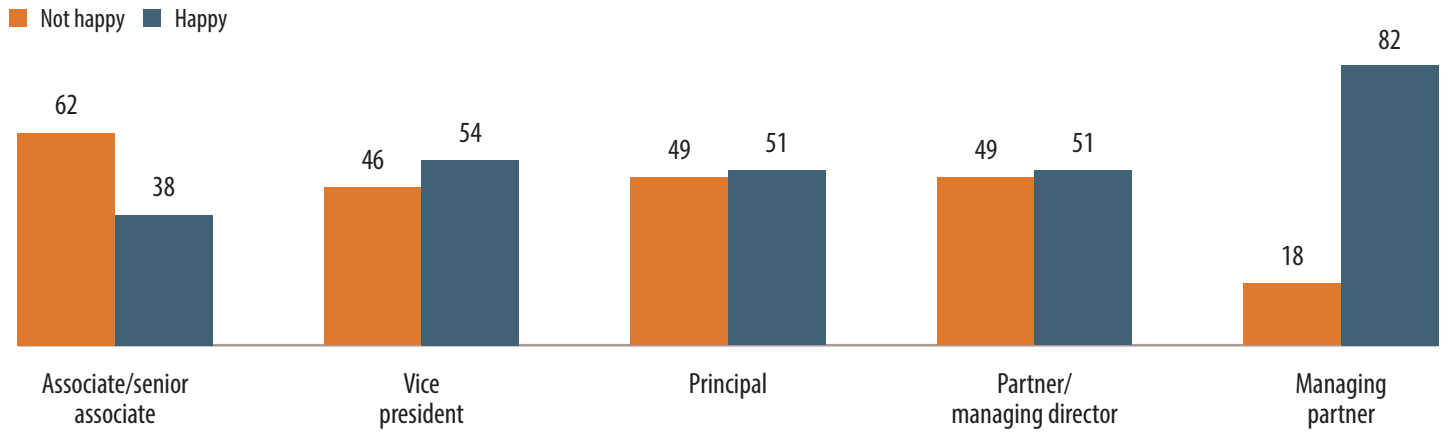
This year, for the first time, we asked investment professionals how fair they think their level of compensation is. Respondents were asked to indicate whether they considered themselves to be receiving appropriate remuneration for their efforts.

On the whole, satisfaction with compensation rises with seniority, as one

would expect. We then looked at both those individuals who thought they were being underpaid and those who thought they had been fairly paid to see if those perceptions were accurate with respect to the market. We found that across levels of seniority, investment professionals who believed they were underpaid were more often receiving compensation on the lower

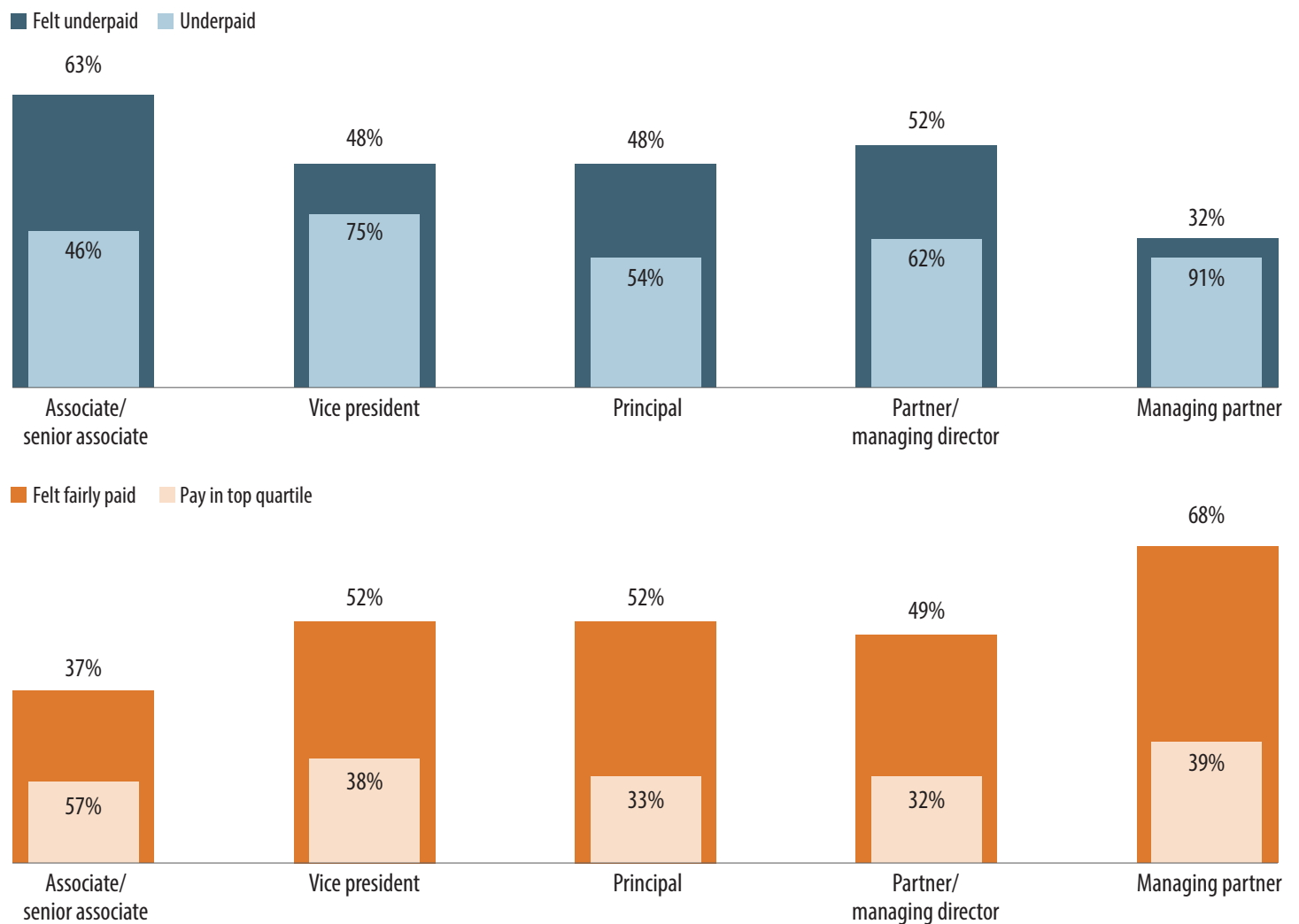
end of the scale reported in the survey than those who felt their pay was fair. Many of those who thought they received fair compensation were actually in the top quartile among their peers.

Sentiments regarding compensation, %



Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 409 investment professionals

Perceptions of compensation fairness



Source: Heidrick & Struggles' North America private equity compensation survey, 2019, n = 411 investment professionals

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, finance, 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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