

2021

North American Private Equity Investment Professional Compensation Survey



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A message from the authors

Welcome to our *2021 North American Private Equity Investment Professional Compensation Survey*. Together with our survey of private equity operating professionals (coming later this year), 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 1011 investment professionals in North America. This year we added to the range of topics on compensation and executives' backgrounds we explore and looked at compensation for women and people of color.

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 North America private equity compensation survey, 2021, was 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 **Daria Sklyarova** for their contributions to this report.

Methodology

In an online survey, we asked participants to provide compensation data from 2019, 2020, and 2021. 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 1011 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 2020 and year-to-date 2021 activity in North American private equity (PE), our thoughts on the major hiring trends for investment professionals, and an exploration of the composition of 2020 compensation packages for investment professionals, including analysis by gender and ethnicity.

Private equity: The big picture

- After being upended by the COVID-19 pandemic, the US private equity market finished 2020 strong. Deals and total value were off their 2019 levels, but above their 2018 levels.
- Exit activity dipped and then rebounded, although exit timeframes were extended.
- Fundraising slipped because of the pandemic, but the impact was lessened by the fact that PE had begun 2020 with very high levels of dry powder: at the end of Q1 2020, there was more than \$550 billion that was less than two years old.
- There are multiple signs that PE activity is returning to growth in 2021. GPs are sensing opportunity in retail and hospitality, there were some large carve-outs and take-private transactions announced in Q1, and Q1 exit activity was robust.

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Investment professionals: Hiring trends

- After a COVID-19 slowdown, hiring returned to its 2019 levels by the end of 2020, and momentum is continuing in 2021.
- The shift to remote work has opened opportunities in new locations.
- While there continues to be demand for managing directors and partners, the hiring focus has shifted to vice presidents and principals, likely to fill out teams after an earlier surge in more senior hires.
- Demand for operating partners has also been very active.
- Firms must move quickly with the right offer or lose out, particularly with diverse candidates.

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Investment professionals: Compensation trends

- Despite many people working in remote, low-tax locations, compensation has not decreased: slightly more than half of all respondents (56.7%) reported an increase in base last year, and 54% expect an increase this year; with most (76%) seeing increases of 20% or less.
- Bonuses remained strong, although fewer respondents reported an increase last year: 67% saw an increase in 2020, down from 77% for 2019.
- Growing demand for female and diverse candidates could be a pathway toward pay equity.

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Carried interest provisions

- Almost all investment professionals at more senior levels reported receiving carry, but it remains uncommon at the associate/senior associate level.
- When carry vests on a fund basis, it takes an average of six years to fully vest. When carry vests on a deal-by-deal basis, it takes an average of four years.

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Co-investment eligibility and rights

- As in past years, almost all investment professionals have co-investment eligibility. Co-investment was fund-based for 56% or more of respondents at each level in 2020, about the same as 2019.
- A smaller percentage, generally 10% to 16% for senior-level professionals, is deal-based. The percentage of deal-based co-investment eligibility is highest (40%) among associates/senior associates.

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State of the private equity market

After a promising start to 2020, the early months of the COVID-19 pandemic upended the global economy and PE dealmaking along with it. Yet, by the end of the year, sponsors were actively putting capital to work again in minority transactions, public companies, and add-on acquisitions—often in the healthcare and technology sectors that were the focus of so much other attention because of the pandemic. Growth equity reached the highest deal value on record.

When the dust settled, Pitchbook counted 5,309 deals closed for a combined value of \$708.4 billion, both off their 2019 levels.¹ This was the first decline in both deal-making value and count since 2009, but both remained above the 2017 level. Exit activity dipped and then rebounded, although exit timeframes were extended. Fundraising also slipped because of the pandemic, but the impact was

lessened by the fact that PE had begun 2020 with very high levels of dry powder: at the end of Q1 2020, there was more than \$550 billion that was less than two years old.

There are multiple signs that PE activity is returning to growth in 2021:

- GPs are sensing opportunity in retail and hospitality.
- There were some large carve-outs and take-private transactions announced in Q1.
- Several PE firms have launched a special purpose acquisition company (SPAC).
- PE firms have pursued private investment in public equity (PIPE) deals.
- Q1 exit activity has been robust.
- Hiring has also been robust.

After being upended by the COVID-19 pandemic, the US private equity market finished 2020 strong. Deals and total value were off their 2019 levels, but above their 2017 levels.

¹ 2020 Annual US PE Breakdown, Pitchbook, January 11, 2021, pitchbook.com.

Hiring trends

Despite fears of a very slow market because of COVID-19, hiring returned to its 2019 levels by the end of 2020 and momentum is continuing in 2021.

Private equity firms have been adding staff at all levels, but we did observe a shift in 2020: while there was substantial hiring for investment partners and managing directors two years ago, the focus shifted to vice presidents and principals. Demand for operating partners has also been very active and it is not improbable that, at some point, the numbers of operating partners will be equal to those of investment professionals.

Firms seeking to hire leading candidates must move quickly on their prospects

with the right offer or risk losing them to competitors. Top candidates consistently have at least two other offers in front of them, and sometimes more—and the competition is even fiercer for diverse candidates.

The shift to remote work during the pandemic resulted in many PE professionals working away from traditional East or West Coast locations, and that shift is affecting hiring. Many professionals want to move permanently to locations with lower taxes, particularly the Southeast and Southwest, and some firms are opening offices in those areas, which is also creating opportunities for professionals who had been living and working outside major PE hubs and did not want to relocate.

Firms must move quickly with the right offer or lose out, particularly with diverse candidates.

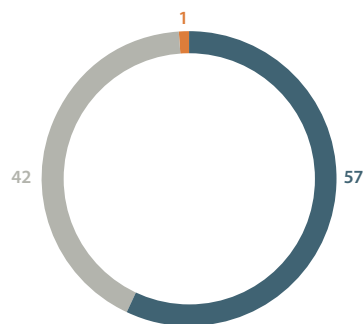
Compensation trends

While some industries have reduced the compensation of people who have chosen to work remotely from lower-tax areas, that has not been the case in PE: compensation remained strong during the pandemic. Slightly more than half of all respondents to this year's survey (56.7%) reported an increase in base in 2020 from 2019, and 54% expect an increase in 2021.

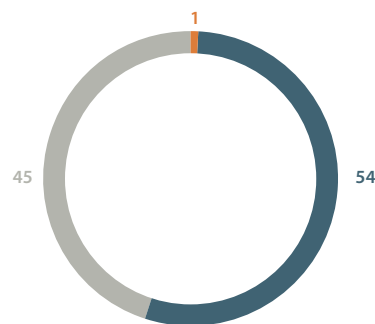
General observations on compensation trends (%)

■ Increase ■ No change ■ Decrease

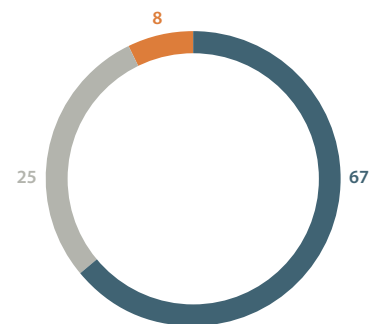
Base 2020 vs. 2019



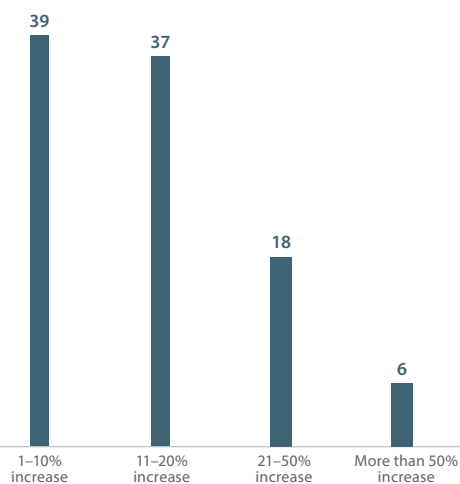
Base 2021 vs. 2020



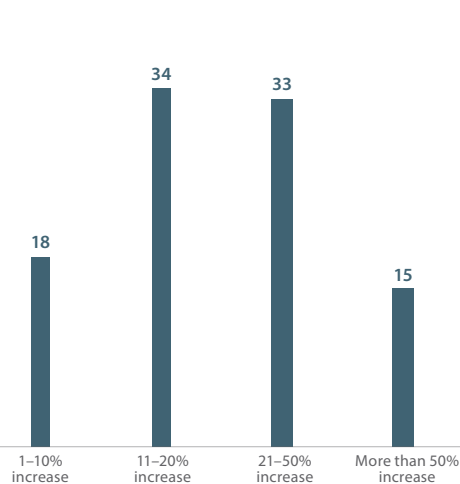
Bonus 2020 vs. 2019



Breakdown of respondents reporting an increase in 2021 base (%)



Breakdown of respondents reporting an increase in 2020 bonus (%)

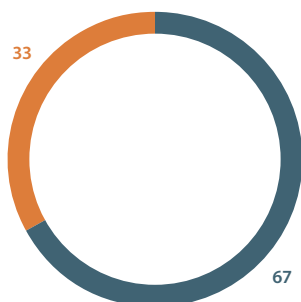


Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 1003 investment professionals

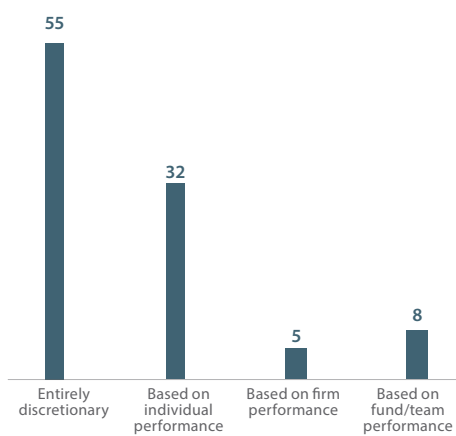
Bonus plan (%)

Bonuses remained strong, although slightly fewer respondents reported an increase in their bonus: 67% saw an increase in 2020, down from 77% in 2019. Most 2020 bonuses increased between 11% and 50%. A majority of bonuses are to some extent discretionary, and 55% are entirely discretionary. Of those that are formulaic, individual performance is a bigger determinant than fund/team performance or firm performance. Most bonuses are paid in January (20.8%) or December (42.9%).

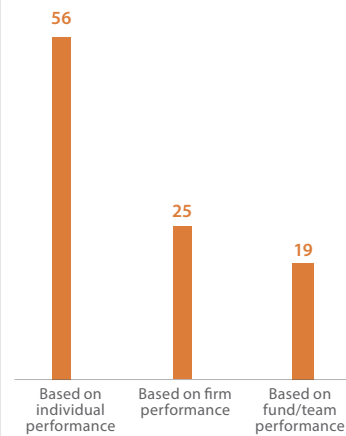
■ Discretionary ■ Formulaic



Discretionary (71%)

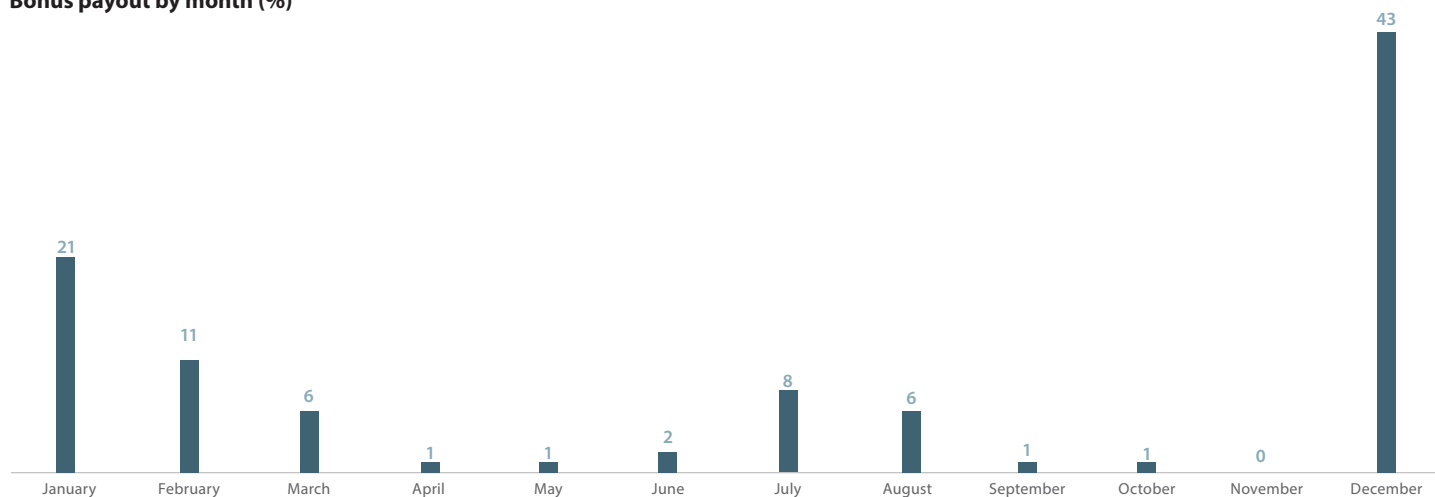


Formulaic (15%)



Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 925 investment professionals

Bonus payout by month (%)



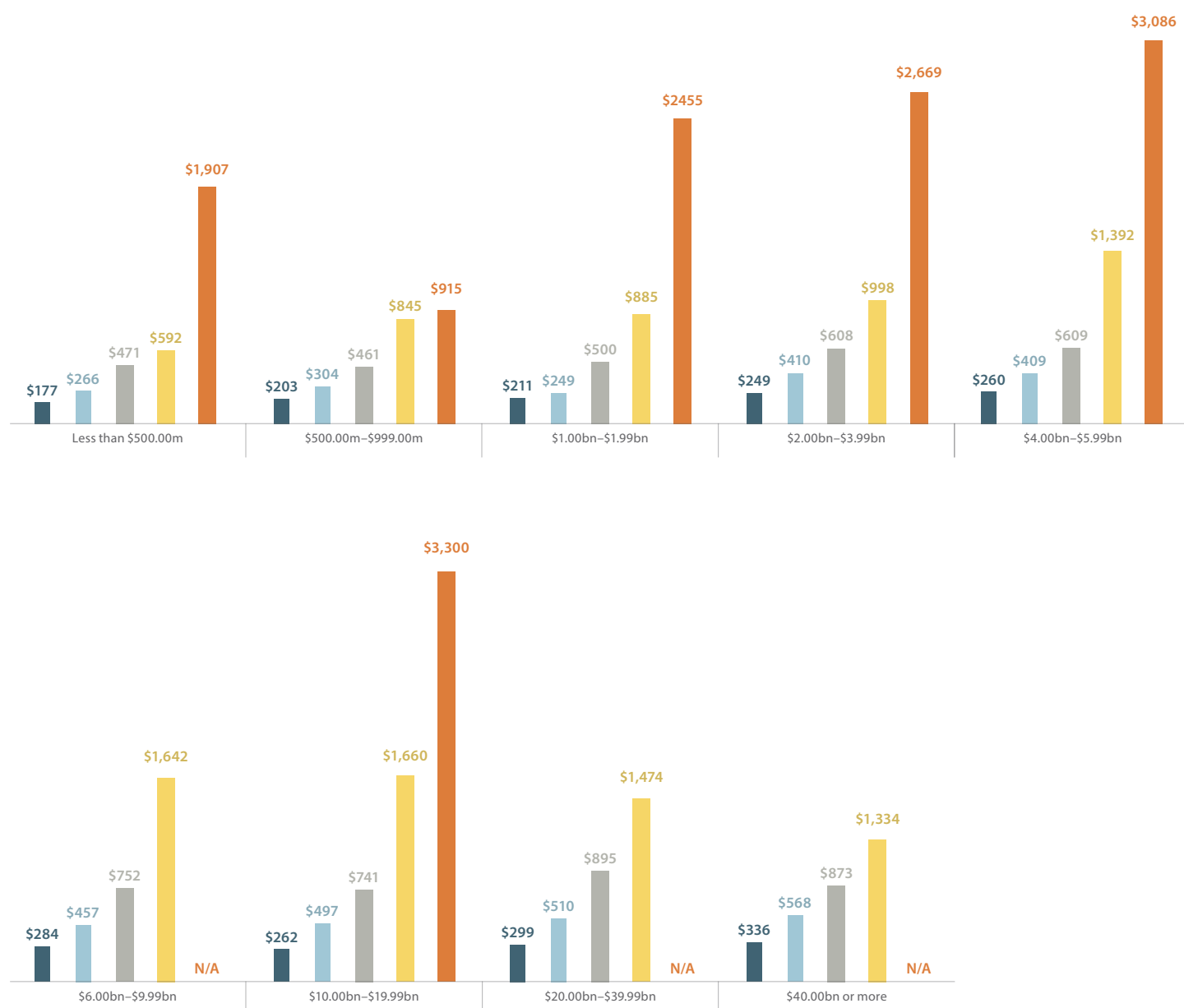
Note: Numbers may not sum to 100%, because of rounding.

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 926 investment professionals

Mean total cash compensation by AUM (USD, thousands)

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

Total cash compensation: base 2020 + bonus 2020



Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 1,003 investment professionals

This year’s survey also looked at average total compensation by gender and ethnicity. For the most part, this survey does not show one group being favored over another. The exception, however, seems to be how female managing directors and partners are being paid compared to their male counterparts. Our feeling is that this is more of a reflection of the fact that there are relatively few females at senior levels at PE firms. That pulls the average down.

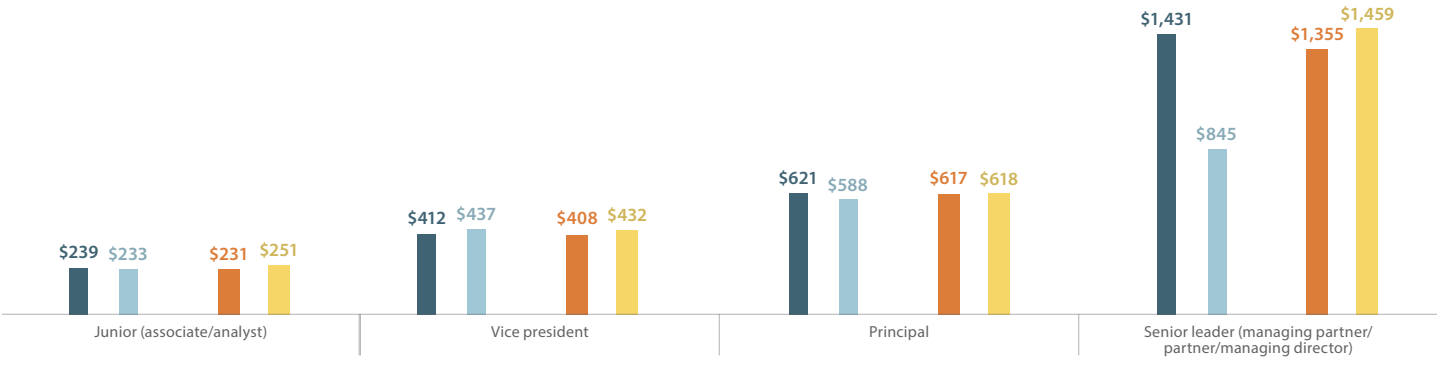
Over time, this discrepancy should narrow as more female investment professionals are actively recruited into private equity, albeit at the junior ranks.

Average total compensation by gender and ethnicity (USD, thousands)

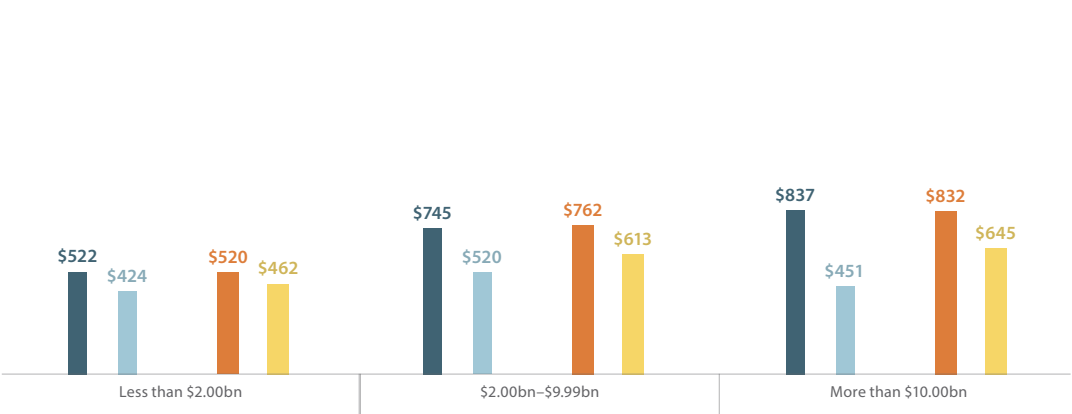
Men Women White/Caucasian Professional of color/ethnic minority

Total cash compensation: base 2020 + bonus 2020

By title



By AUM



Sample sizes	Men	Women	White/Caucasian	Professional of color/ethnic minority
Title				
Junior	226	31	169	86
Vice president	181	23	144	57
Principal	143	18	118	37
Senior leader	214	17	182	41
AUM				
Less than \$2.00bn	273	32	231	63
\$2.0bn–\$9.99bn	342	33	274	96
\$10.00bn or more	151	25	108	62

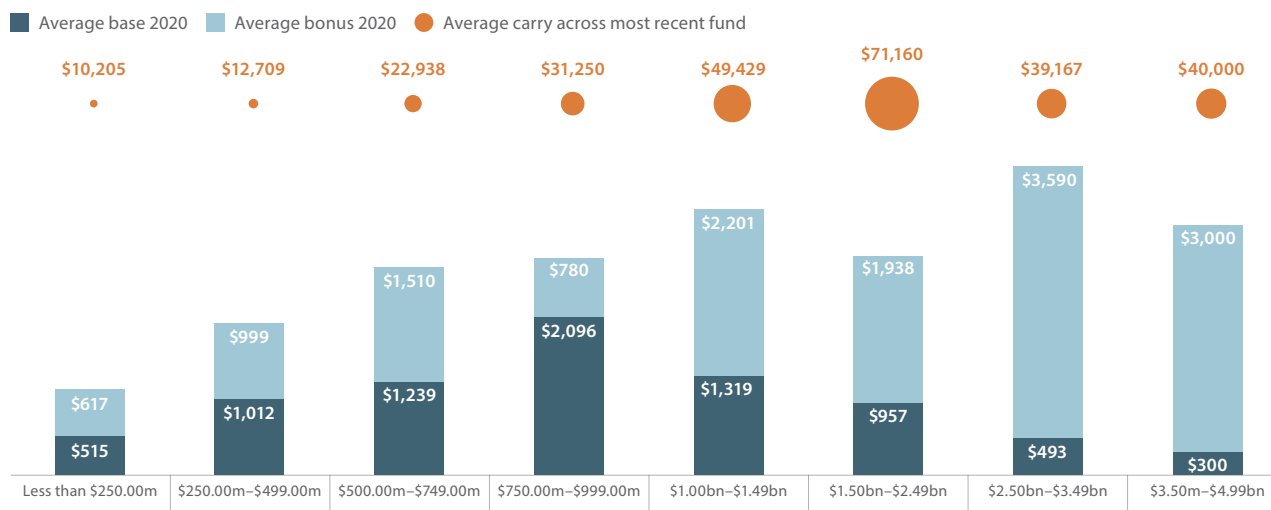
Source: Heidrick & Struggles’ North America private equity compensation survey, 2021, n = 862 investment professionals

State of investment professional compensation

Average base, bonus, and carry by seniority

Managing partner

By most recent fund (USD, thousands)

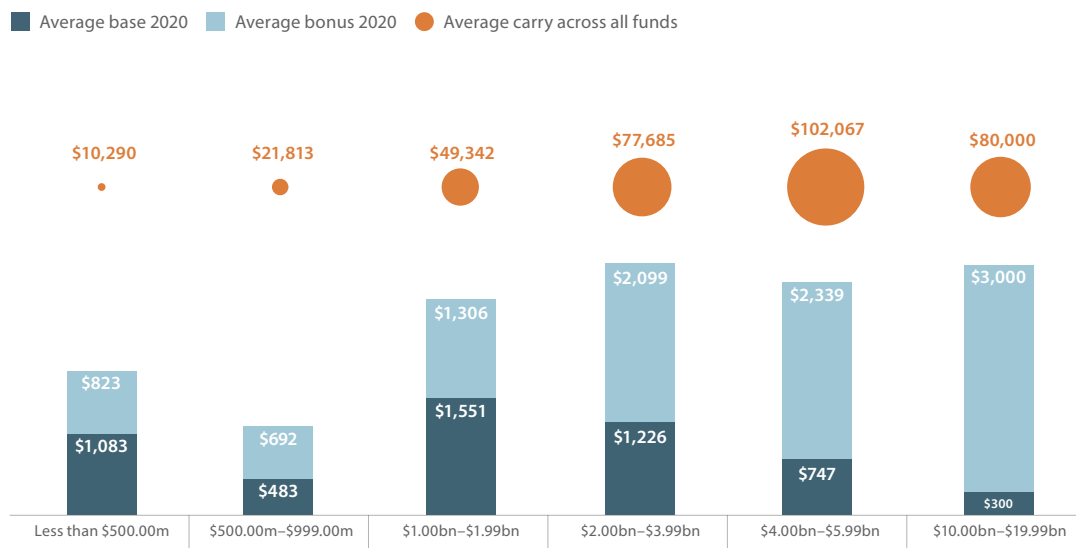


Number of responses

Carry	6	11	8	4	7	5	3	1
Salary	6	13	8	5	8	7	3	1

Source: Heidrick & Struggles' North America private equity compensation survey, 2020, n = 51 investment professionals

By AUM (USD, thousands)



Number of responses

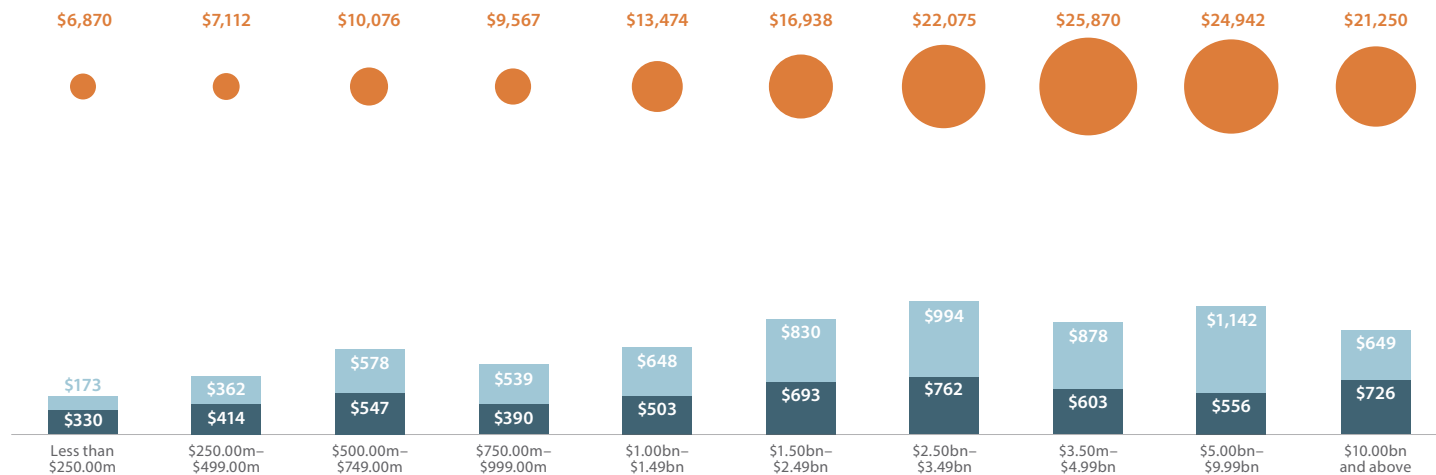
Carry	5	8	12	13	6	1
Salary	6	8	13	16	7	1

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 51 investment professionals

Partner/managing director

By most recent fund (USD, thousands)

■ Average base 2020 ■ Average bonus 2020 ● Average carry across most recent fund



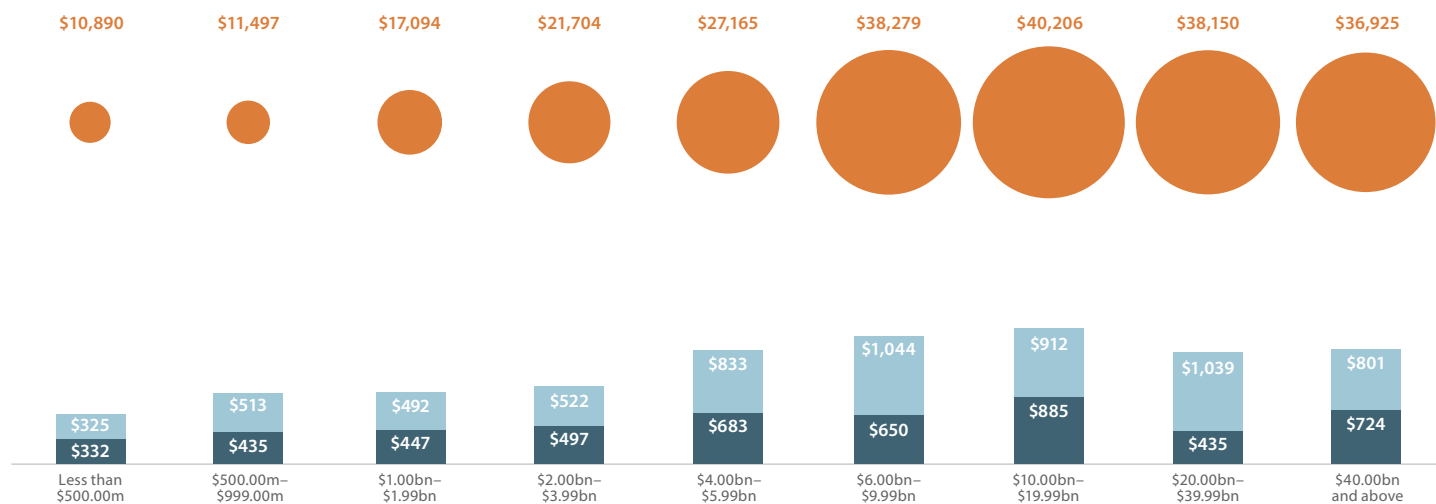
Number of responses

Carry	5	30	23	22	26	33	24	10	12	16
Salary	5	34	23	25	26	35	26	10	14	18

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 216 investment professionals

By AUM (USD, thousands)

■ Average base 2020 ■ Average bonus 2020 ● Average carry across most recent fund



Number of responses

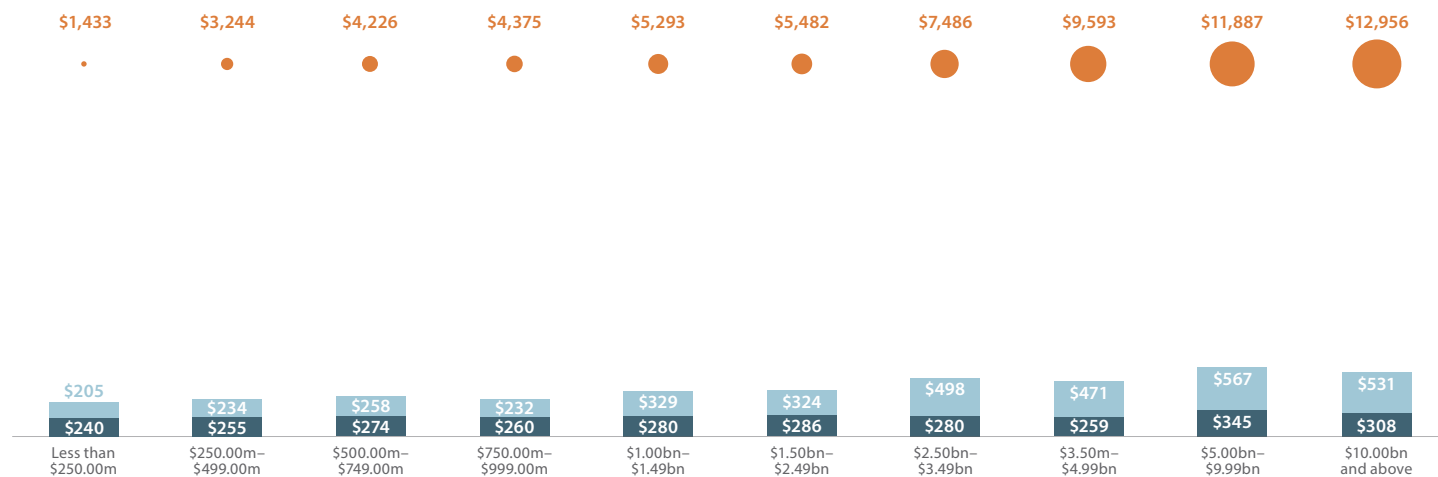
Carry	10	19	35	45	26	19	17	14	17
Salary	10	20	36	49	27	20	20	14	20

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 216 investment professionals

Principal

By most recent fund (USD, thousands)

■ Average base 2020 ■ Average bonus 2020 ● Average carry across most recent fund



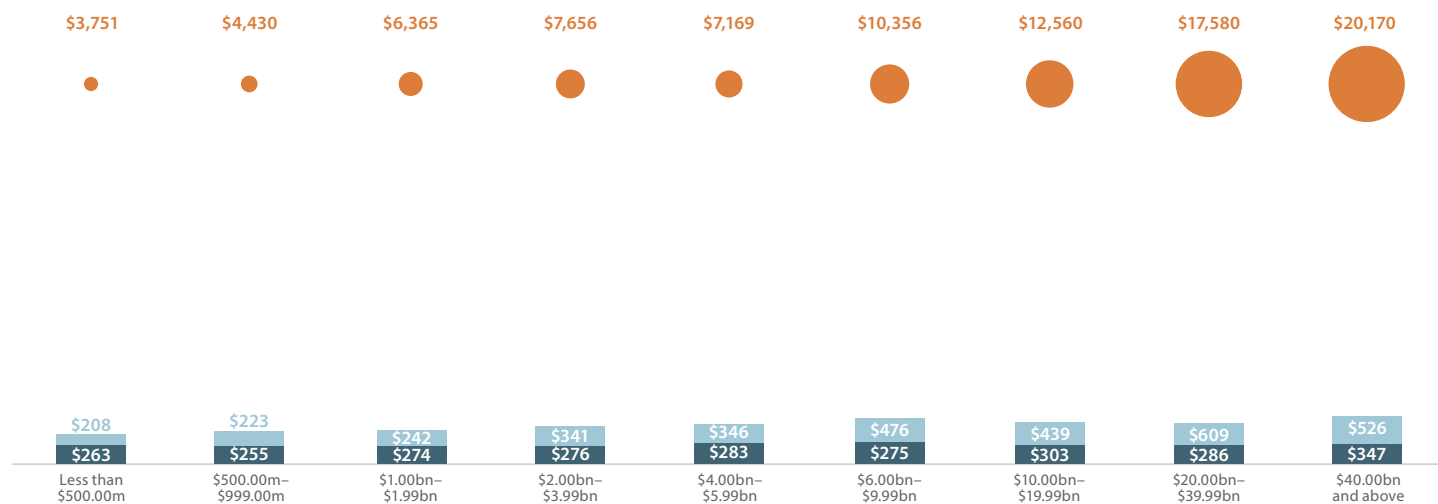
Number of responses

Carry	3	30	23	10	27	25	19	13	13	18
Salary	4	31	24	10	28	25	19	16	15	18

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 190 investment professionals

By AUM (USD, thousands)

■ Average base 2020 ■ Average bonus 2020 ● Average carry across most recent fund



Number of responses

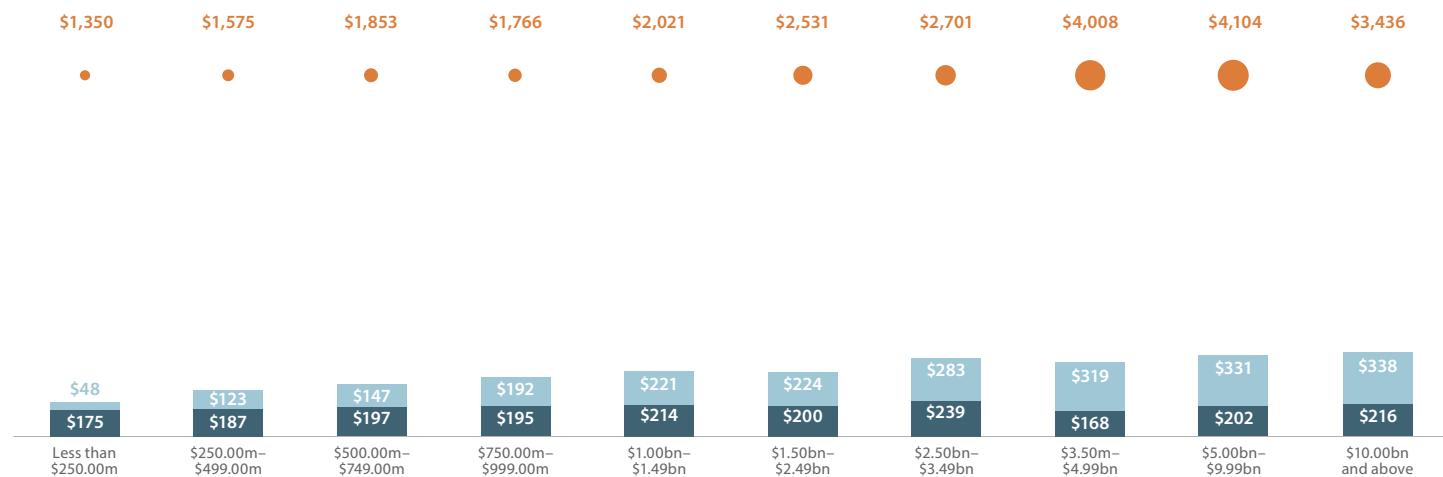
Carry	9	26	29	38	18	20	18	15	10
Salary	9	26	31	38	17	22	20	17	10

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 190 investment professionals

Vice president

By most recent fund (USD, thousands)

■ Average base 2020 ■ Average bonus 2020 ● Average carry across most recent fund



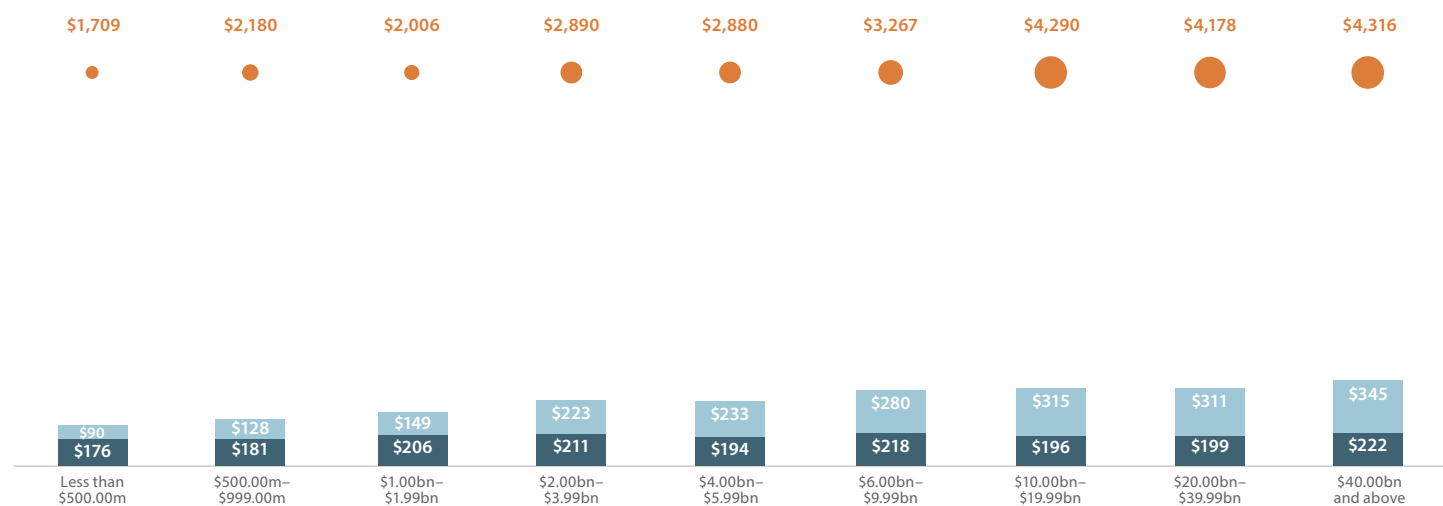
Number of responses

Carry	3	35	26	20	27	36	22	11	16	13
Salary	4	39	32	22	31	39	26	13	19	18

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 243 investment professionals

By AUM (USD, thousands)

■ Average base 2020 ■ Average bonus 2020 ● Average carry across most recent fund



Number of responses

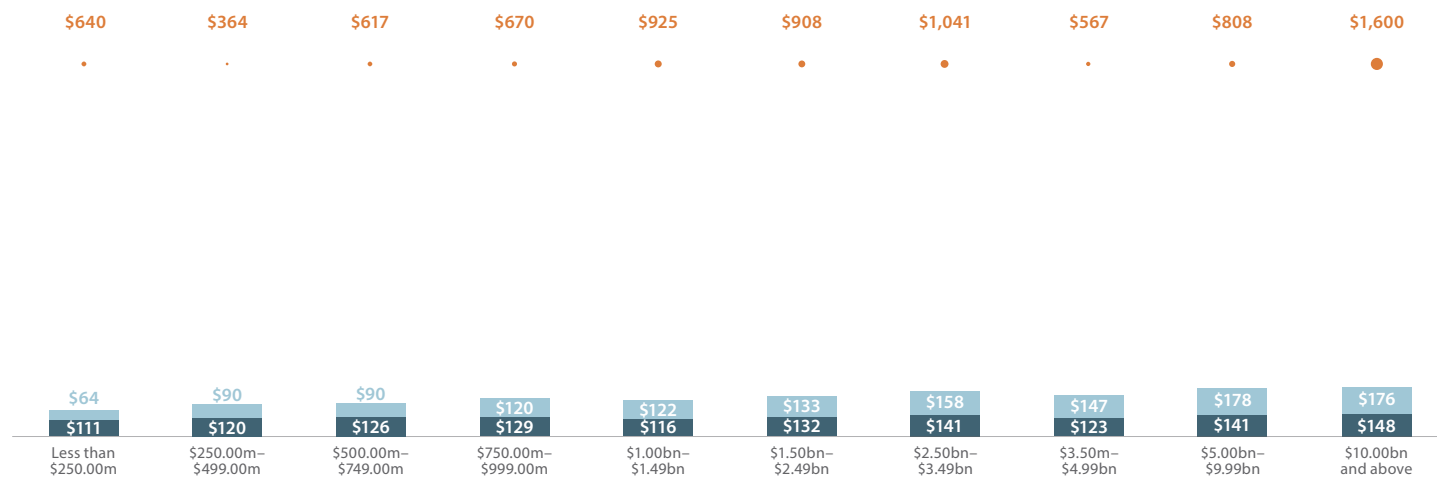
Carry	8	24	44	44	23	23	20	12	11
Salary	12	27	48	48	28	27	23	17	13

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 243 investment professionals

Associate/senior associate

By most recent fund (USD, thousands)

■ Average base 2020 ■ Average bonus 2020 ● Average carry across most recent fund



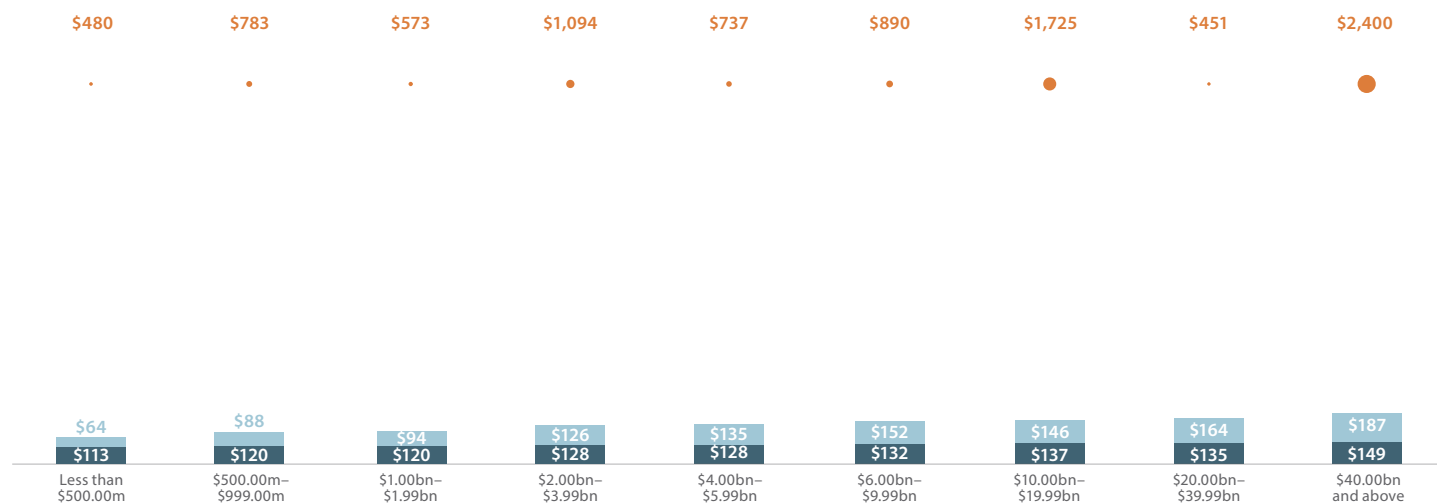
Number of responses

Carry	4	7	6	4	6	10	8	3	6	1
Salary	12	40	37	21	44	42	23	22	17	21

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 280 investment professionals

By AUM (USD, thousands)

■ Average base 2020 ■ Average bonus 2020 ● Average carry across all funds



Number of responses

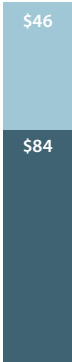
Carry	6	3	9	9	11	5	4	7	1
Salary	15	33	49	57	43	21	21	24	16

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 279 investment professionals

Analysts

Overall
(USD, thousands)

- Average bonus 2020
- Average base 2020



Overall
(n = 21)

Overall (USD, thousands)	2019					2020					2021				
	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High	Low	Lower quartile	Mean	Upper quartile	High
Base															
Analyst	70	80	86	90	100	50	80	84	90	120	50	90	91	100	150
Bonus															
Analyst	30	30	45	55	90	30	35	46	60	100					
Total salary (base + bonus)															
Analyst	80	115	131	153	180	50	100	127	150	190					

Source: Heidrick & Struggles' North America private equity compensation survey, 2021 n = 21 investment professionals
AUM range: Less than \$500m–\$40bn or more; fund size breakdown: Less than \$250m–\$10bn or more
Note: Due to the low response rate, we have combined all of the analyst data in this single chart, irrespective of fund size.

Base, bonus, and carry by **most recent fund**

Less than \$250.00m

(USD, thousands)

	Associate/senior associate	Vice president	Principal	Partner/managing director	Managing partner
Number of responses	12	4	4	5	6

	2019					2020					2021				
	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	80	90	105	120	130	90	98	111	123	150	90	108	120	133	150
Vice president	130	138	173	205	220	130	145	175	205	220	130	153	178	205	220
Principal	150	188	238	300	300	160	190	240	300	300	170	193	243	300	300
Partner/managing director	230	270	310	300	450	230	270	330	400	450	230	300	356	450	500
Managing partner	220	335	455	475	930	240	363	515	613	950	280	425	547	613	950
Bonus															
Associate/senior associate	10	33	56	60	140	10	30	64	83	120					
Vice president	20	35	45	55	70	30	38	48	55	70					
Principal	50	88	330	428	900	50	88	205	318	370					
Partner/managing director	50	75	167	225	350	70	85	173	225	350					
Managing partner	110	153	563	875	1,400	120	155	617	1,075	1,140					
Total salary (base + bonus)															
Associate/senior associate	90	120	156	180	250	110	120	175	215	240					
Vice president	160	175	218	253	290	180	180	223	253	290					
Principal	250	325	568	653	1,200	260	328	445	445	600					
Partner/managing director	280	300	410	450	650	300	370	434	450	650					
Managing partner	330	500	1,018	1,263	2,330	360	580	1,132	1,580	2,050					
Carry (most recent fund)	Low		Lower quartile			Mean			Upper quartile			High			
Associate/senior associate	10		190			640			725			2,000			
Vice president	750		1,025			1,350			1,650			2,000			
Principal	200		1,000			1,433			2,050			2,300			
Partner/managing director	350		2,000			6,870			12,000			18,000			
Managing partner	4,900		7,900			10,205			10,000			19,730			

Base, bonus, and carry by **most recent fund**

\$250.00m–\$499.00m

(USD, thousands)

	Associate/senior associate	Vice president	Principal	Partner/managing director	Managing partner
Number of responses	40	39	32	34	13

	2019					2020					2021				
	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	80	100	111	120	170	90	110	120	130	170	90	118	127	133	180
Vice president	110	150	171	180	300	130	165	187	200	300	150	170	196	210	340
Principal	140	180	227	250	400	140	200	255	300	550	150	228	272	315	520
Partner/managing director	150	250	387	473	1,100	150	300	414	500	1,200	150	313	471	578	1,450
Managing partner	250	400	952	750	3,000	250	400	1,012	750	4,000	250	400	1,106	750	5,000
Bonus															
Associate/senior associate	10	58	76	90	170	40	70	90	100	170					
Vice president	30	80	113	143	270	30	80	123	158	270					
Principal	40	153	205	250	390	50	150	234	300	450					
Partner/managing director	80	200	302	400	1000	80	213	362	450	1100					
Managing partner	250	480	1,170	1,400	3,000	210	400	999	1,500	2,500					
Total salary (base + bonus)															
Associate/senior associate	120	160	182	200	300	140	180	205	230	300					
Vice president	170	253	284	310	420	190	260	307	345	450					
Principal	260	338	418	465	680	290	400	475	555	700					
Partner/managing director	280	478	653	795	1,450	300	578	733	850	1,250					
Managing partner	500	1,000	1,762	2,400	4,000	460	900	1,703	2,180	5,500					
Carry (most recent fund)	Low		Lower quartile			Mean			Upper quartile			High			
Associate/senior associate	10		80			364			325			1,500			
Vice president	50		905			1,575			2,100			3,200			
Principal	1,000		2,000			3,244			4,435			9,500			
Partner/managing director	380		4,313			7,112			10,000			17,000			
Managing partner	4,500		11,250			12,709			14,550			20,000			

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 158 investment professionals

Base, bonus, and carry by **most recent fund**

\$500.00m–\$749.00m

(USD, thousands)

	Associate/senior associate	Vice president	Principal	Partner/managing director	Managing partner
Number of responses	37	32	24	23	8

	2019					2020					2021				
	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	114	120	190	90	110	126	130	220	90	110	134	150	220
Vice president	100	150	179	198	390	100	158	197	200	420	100	178	207	210	440
Principal	150	188	255	320	500	150	210	274	320	500	170	235	294	323	600
Partner/managing director	170	350	512	675	1,200	220	350	547	725	1,200	250	370	586	775	1,200
Managing partner	400	675	913	1,203	1,500	600	775	1,239	1,745	2,500	500	675	1,244	2,000	2,500
Bonus															
Associate/senior associate	20	60	85	120	140	30	60	90	110	160					
Vice president	50	100	129	170	240	70	100	147	173	300					
Principal	50	100	227	285	700	60	135	258	335	850					
Partner/managing director	70	200	501	788	1,300	70	243	578	823	1,750					
Managing partner	200	400	926	1,012	2,620	200	400	1,510	1,000	5,550					
Total salary (base + bonus)															
Associate/senior associate	110	160	197	230	290	110	180	214	250	310					
Vice president	160	280	308	338	540	180	295	343	393	590					
Principal	220	395	473	553	940	270	400	521	600	1,090					
Partner/managing director	280	600	904	1,150	2,000	300	650	1,000	1,170	2,500					
Managing partner	400	975	1,492	1,581	3,780	820	975	2,183	2,375	6,380					
Carry (most recent fund)	Low					Lower quartile					Mean				
Associate/senior associate	400					513					617				
Vice president	270					1,103					1,853				
Principal	1,100					3,300					4,226				
Partner/managing director	1,000					5,425					10,076				
Managing partner	10,500					14,000					22,938				

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 124 investment professionals

Base, bonus, and carry by most recent fund

\$750.00m–\$999.00m

(USD, thousands)

	Associate/senior associate	Vice president	Principal	Partner/managing director	Managing partner
Number of responses	21	23	10	25	5

	2019					2020					2021					
	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	100	117	130	150	100	110	129	150	200	100	110	139	160	210	
Vice president	130	150	177	188	280	140	170	195	218	300	160	175	210	235	350	
Principal	150	185	214	238	320	180	185	260	265	500	200	205	306	298	650	
Partner/managing director	150	225	399	425	1,600	150	250	390	500	1,000	150	300	464	500	1,600	
Managing partner	350	530	1,110	1,625	2,000	350	630	2,096	2,000	6,000	500	640	2,928	4,000	8,000	
Bonus																
Associate/senior associate	20	105	112	135	170	30	100	120	150	180						
Vice president	50	140	170	190	330	60	150	192	210	420						
Principal	100	165	205	245	370	100	158	232	288	470						
Partner/managing director	80	300	422	523	650	90	400	539	700	1000						
Managing partner	260	508	755	1,003	1,250	310	545	780	1,015	1,250						
Total salary (base + bonus)																
Associate/senior associate	130	195	223	270	300	140	220	249	300	330						
Vice president	200	288	339	350	570	220	305	378	415	670						
Principal	270	385	419	475	550	310	473	492	545	650						
Partner/managing director	330	600	821	935	2,200	350	680	928	1,050	2,000						
Managing partner	850	1,338	1,488	1,700	2,000	940	1,500	2,408	2,000	6,000						
Carry (most recent fund)		Low		Lower quartile			Mean			Upper quartile			High			
Associate/senior associate		380			470			670			850			1,000		
Vice president		580			1,328			1,766			2,265			2,630		
Principal		2,500			3,215			4,375			4,875			8,930		
Partner/managing director		1,100			6,400			9,567			12,398			18,000		
Managing partner		17,000			17,750			31,250			35,000			65,000		

Base, bonus, and carry by **most recent fund**

\$1.00bn–\$1.49bn

(USD, thousands)

	Associate/senior associate	Vice president	Principal	Partner/managing director	Managing partner
Number of responses	44	31	29	26	8

	2019					2020					2021				
	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	80	98	112	120	200	10	100	116	130	200	90	110	134	150	210
Vice president	120	155	205	240	450	130	180	214	240	450	140	190	227	245	450
Principal	150	20	258	280	580	170	228	280	320	630	170	260	311	340	630
Partner/managing director	200	263	474	538	1,430	200	263	503	575	1,310	200	330	574	713	1,500
Managing partner	300	388	1,319	625	7,000	300	388	1,319	625	7,000	300	388	1,350	813	7,000
Bonus															
Associate/senior associate	20	80	106	130	210	10	93	122	150	290					
Vice president	80	150	207	250	350	90	170	230	280	410					
Principal	70	200	276	323	480	110	280	329	395	650					
Partner/managing director	50	288	567	763	1300	50	288	648	800	2,000					
Managing partner	500	700	2,414	4,000	5,000	660	875	2,201	3,500	5,000					
Total salary (base + bonus)															
Associate/senior associate	130	180	218	245	350	20	190	233	270	410					
Vice president	170	280	368	440	600	180	325	399	480	600					
Principal	350	450	525	600	780	170	505	585	663	920					
Partner/managing director	350	595	999	1,188	1,900	500	668	1,103	1,275	2,200					
Managing partner	800	1,188	3,431	5,500	7,000	1,010	1,288	3,245	4,750	7,000					
Carry (most recent fund)															
	Low		Lower quartile			Mean			Upper quartile			High			
Associate/senior associate	250		365			925			1,100			2,140			
Vice president	500		1,150			2,021			2,750			4,950			
Principal	1,500		3,900			5,293			6,025			14,250			
Partner/managing director	1000		5,500			13,474			15,563			33,000			
Managing partner	15,000		29,000			49,429			67,500			80,000			

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 138 investment professionals

Base, bonus, and carry by **most recent fund**

\$1.50bn–\$2.49bn

(USD, thousands)

	Associate/senior associate	Vice president	Principal	Partner/managing director	Managing partner
Number of responses	42	39	26	35	7

	2019					2020					2021				
	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	80	110	121	125	200	100	120	132	140	200	110	130	145	150	220
Vice president	120	150	176	200	280	130	168	200	200	350	150	190	218	230	350
Principal	170	200	275	300	750	190	220	286	300	800	200	243	338	345	1,100
Partner/managing director	180	310	609	735	2,500	180	365	693	775	2,600	240	400	767	800	2,660
Managing partner	350	450	814	1,100	1,500	350	450	957	1,350	1,750	350	450	850	1,100	1,500
Bonus															
Associate/senior associate	40	100	113	130	210	40	120	133	150	260					
Vice president	50	160	194	243	350	100	173	224	280	330					
Principal	100	200	280	300	620	100	265	324	335	750					
Partner/managing director	240	400	742	845	2,700	150	450	830	1,075	3,200					
Managing partner	200	425	1,598	2,248	4,000	200	400	1,938	3,398	4,600					
Total salary (base + bonus)															
Associate/senior associate	110	200	224	265	360	110	240	259	280	430					
Vice president	150	310	359	428	500	180	350	412	473	600					
Principal	370	443	544	593	890	400	500	597	670	970					
Partner/managing director	600	865	1,245	1,200	4,680	700	940	1,405	1,450	4,780					
Managing partner	950	1,100	2,184	3,170	4,400	900	1,300	2,619	3,940	5,000					
Carry (most recent fund)	Low					Lower quartile					Mean				
Associate/senior associate	200					440					908				
Vice president	300					1,000					2,531				
Principal	900					3,500					5,482				
Partner/managing director	6,000					11,000					16,938				
Managing partner	30,000					50,800					71,160				

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 150 investment professionals

Base, bonus, and carry by most recent fund

\$2.50bn–\$3.49bn

(USD, thousands)

	Associate/senior associate	Vice president	Principal	Partner/managing director	Managing partner
Number of responses	23	26	19	26	3

	2019					2020					2021				
	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	110	128	140	190	100	125	141	150	200	110	130	150	165	200
Vice president	120	170	219	250	400	140	185	239	280	450	150	200	269	315	500
Principal	180	220	260	300	400	200	240	280	300	400	200	250	313	375	500
Partner/managing director	250	400	750	650	4,000	250	325	762	638	4,000	250	363	873	1,038	4,000
Managing partner	230	240	493	625	1,000	230	240	493	625	1,000	250	300	533	675	1,000
Bonus															
Associate/senior associate	70	120	138	150	200	100	140	158	178	230					
Vice president	30	165	229	298	430	150	178	283	400	450					
Principal	200	350	458	525	850	200	410	498	590	920					
Partner/managing director	400	700	915	1,063	1,500	350	700	994	1,250	2,000					
Managing partner	870	935	1,790	2,250	3,500	1,270	1,635	3,590	4,750	7,500					
Total salary (base + bonus)															
Associate/senior associate	190	240	267	293	340	150	255	292	340	370					
Vice president	270	350	420	490	660	300	380	478	573	670					
Principal	430	600	718	835	1,180	450	680	778	860	1,300					
Partner/managing director	900	1,250	1,628	1,750	4,000	650	1,313	1,718	1,800	4,200					
Managing partner	1,100	1,175	2,283	2,875	4,500	1,500	1,875	4,083	5,375	8,500					
Carry (most recent fund)															
	Low		Lower quartile			Mean			Upper quartile			High			
Associate/senior associate	250		325			1,041			1,375			2,500			
Vice president	750		2,425			2,701			3,243			4,000			
Principal	1,300		5,700			7,486			9,150			13,000			
Partner/managing director	3,000		15,750			22,075			26,250			68,000			
Managing partner	7,500		28,750			39,167			55,000			60,000			

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 97 investment professionals

Base, bonus, and carry by **most recent fund**

\$3.50bn–\$4.99bn

(USD, thousands)

	Associate/senior associate	Vice president	Principal	Partner/managing director	Managing partner
Number of responses	22	13	16	10	1

	2019					2020					2021				
	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	80	100	112	120	150	90	100	123	140	160	100	120	131	148	180
Vice president	110	130	152	150	220	120	150	168	180	250	130	170	212	230	380
Principal	130	195	225	255	320	130	218	259	300	500	170	250	329	350	560
Partner/managing director	300	313	568	575	1,500	300	400	603	575	1,500	300	400	657	575	1,900
Managing partner	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300
Bonus															
Associate/senior associate	50	120	131	150	180	50	130	147	170	220					
Vice president	120	230	254	300	340	160	265	319	390	450					
Principal	210	315	409	508	950	230	360	471	513	1100					
Partner/managing director	300	585	803	1,000	1250	300	620	878	1,200	1300					
Managing partner	1,000	1,000	1,000	1,000	1,000	3,000	3,000	3,000	3,000	3,000					
Total salary (base + bonus)															
Associate/senior associate	100	210	228	280	300	150	250	263	300	370					
Vice president	130	350	386	450	490	150	450	462	530	630					
Principal	420	550	634	715	1200	460	600	731	760	1,350					
Partner/managing director	850	973	1,371	1,733	1,900	930	1,100	1,481	1,788	2,200					
Managing partner	1,300	1,300	1,300	1,300	1,300	3,300	3,300	3,300	3,300	3,300					
Carry (most recent fund)															
	Low		Lower quartile			Mean			Upper quartile			High			
Associate/senior associate	200		350			567			750			1,000			
Vice president	1,200		3,170			4,008			5,000			7,000			
Principal	4,000		7,500			9,593			10,900			22,000			
Partner/managing director	13,400		16,200			25,870			35,250			40,000			
Managing partner	40,000		40,000			40,000			40,000			40,000			

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 62 investment professionals

Base, bonus, and carry by **most recent fund**

\$5.00bn–\$9.99bn

(USD, thousands)

	Associate/senior associate	Vice president	Principal	Partner/managing director	Managing partner
Number of responses	17	19	15	14	0

	2019					2020					2021				
	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	110	120	134	143	180	110	130	141	140	180	120	140	151	160	200
Vice president	120	165	191	213	300	130	180	202	220	300	180	195	222	250	300
Principal	180	220	297	350	500	200	260	345	400	620	210	300	373	425	700
Partner/managing director	180	263	456	500	1,100	180	285	556	500	2,000	250	325	586	500	2,000
Managing partner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus															
Associate/senior associate	110	120	150	173	200	110	130	178	200	290					
Vice president	200	200	276	330	600	200	260	331	375	700					
Principal	200	300	529	720	950	230	300	567	775	950					
Partner/managing director	300	500	954	1,100	2500	400	575	1,142	1,463	3,000					
Managing partner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A					
Total salary (base + bonus)															
Associate/senior associate	220	268	284	300	380	220	290	319	370	420					
Vice president	320	395	471	513	800	400	450	533	565	900					
Principal	500	560	826	985	1,200	520	640	912	1,100	1,240					
Partner/managing director	700	1,000	1,341	1,575	2,750	770	1,048	1,534	1,925	3,250					
Managing partner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A					
Carry (most recent fund)															
	Low		Lower quartile			Mean			Upper quartile			High			
Associate/senior associate	100		200			808			1,175			2,450			
Vice president	560		2,083			4,104			6,050			9,000			
Principal	2,230		8,000			11,887			15,000			36,000			
Partner/managing director	3,700		8,250			24,942			36,000			60,000			
Managing partner	N/A		N/A			N/A			N/A			N/A			

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 65 investment professionals

Base, bonus, and carry by **most recent fund**

\$10.00bn or more

(USD, thousands)

	Associate/senior associate	Vice president	Principal	Partner/managing director	Managing partner
Number of responses	22	18	18	18	0

	2019					2020					2021				
	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	130	137	150	160	120	140	148	160	180	120	143	155	168	210
Vice president	100	148	187	235	310	110	170	216	265	330	150	200	241	265	360
Principal	150	250	286	330	450	150	250	308	370	500	150	253	343	428	520
Partner/managing director	200	285	577	750	1,500	250	400	726	1,100	1,500	280	400	828	1,200	1,800
Managing partner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus															
Associate/senior associate	60	130	155	160	280	120	148	176	203	320					
Vice president	100	210	261	300	440	150	273	338	360	940					
Principal	250	300	479	340	750	170	320	531	678	1,000					
Partner/managing director	200	450	749	1,055	1,600	200	390	649	775	1,930					
Managing partner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A					
Total salary (base + bonus)															
Associate/senior associate	130	260	285	300	410	130	280	316	340	460					
Vice president	250	358	446	533	600	350	450	554	600	1,110					
Principal	480	580	766	900	1,000	500	580	839	1,040	1,410					
Partner/managing director	480	963	1,202	1,488	2,100	530	955	1,238	1,390	2,630					
Managing partner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A					
Carry (most recent fund)															
	Low		Lower quartile			Mean			Upper quartile			High			
Associate/senior associate	1,600		1,600			1,600			1,600			1,600			
Vice president	600		840			3,436			6,000			10,000			
Principal	1,110		6,250			12,956			16,500			25,000			
Partner/managing director	3,000		10,000			21,250			25,000			70,000			
Managing partner	N/A		N/A			N/A			N/A			N/A			

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 77 investment professionals

Base, bonus, and carry by AUM

Less than \$500.00m

(USD, thousands)

	Associate/senior associate	Vice president	Principal	Partner/managing director	Managing partner
Number of responses	15	12	9	10	6

	2019					2020					2021				
	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	80	90	105	115	130	90	100	113	130	140	90	110	119	130	150
Vice president	130	155	175	190	220	130	150	176	185	220	130	158	179	200	220
Principal	160	200	252	300	350	170	250	263	300	350	200	250	274	300	350
Partner/managing director	170	250	309	300	600	170	255	332	388	600	170	263	365	488	600
Managing partner	350	500	950	713	3,000	400	500	1,083	575	4,000	500	500	1,267	575	5,000
Bonus															
Associate/senior associate	10	45	59	60	140	10	40	64	80	130					
Vice president	30	58	88	130	150	30	65	90	130	150					
Principal	110	200	202	230	250	50	200	208	250	300					
Partner/managing director	50	100	248	363	450	70	100	325	413	830					
Managing partner	400	525	1,083	1,000	3,000	400	425	823	1,105	1,500					
Total salary (base + bonus)															
Associate/senior associate	90	120	158	180	250	110	140	177	200	260					
Vice president	180	220	265	310	320	180	228	266	310	320					
Principal	320	400	454	530	600	380	400	471	500	650					
Partner/managing director	280	370	507	613	1,000	300	400	592	688	1,000					
Managing partner	1,000	1,088	2,033	2,963	4,000	900	1,000	1,907	1,580	5,500					
Carry (all funds)	Low		Lower quartile			Mean			Upper quartile			High			
Associate/senior associate	10		35			480			413			2,000			
Vice president	520		750			1,709			2,163			3,000			
Principal	1,000		2,000			3,751			4,010			9,500			
Partner/managing director	2,000		3,863			10,890			12,000			30,000			
Managing partner	4,500		9,100			10,920			10,000			21,000			

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 52 investment professionals

Base, bonus, and carry by AUM

\$500.00m–\$999.00m

(USD, thousands)

	Associate/senior associate	Vice president	Principal	Partner/managing director	Managing partner
Number of responses	33	27	27	20	8

	2019					2020					2021				
	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	80	100	110	120	170	90	100	120	130	190	90	110	127	140	190
Vice president	110	150	168	180	270	100	150	181	195	300	100	165	190	200	350
Principal	140	180	220	250	400	140	185	255	300	550	150	225	273	305	520
Partner/managing director	150	243	399	500	1,100	150	273	435	500	1,200	150	318	485	525	1,450
Managing partner	220	368	391	425	500	240	373	483	553	820	280	395	483	538	750
Bonus															
Associate/senior associate	20	45	74	90	130	40	70	88	100	160					
Vice president	20	88	116	143	270	30	80	128	160	270					
Principal	40	100	212	250	900	50	138	223	310	450					
Partner/managing director	100	238	444	550	1,300	100	388	513	685	1,200					
Managing partner	110	120	656	1,400	1,400	120	140	692	1,200	1,800					
Total salary (base + bonus)															
Associate/senior associate	120	158	178	200	240	140	180	203	230	280					
Vice president	160	250	279	300	420	180	265	304	345	450					
Principal	260	310	417	445	1,200	290	363	461	573	650					
Partner/managing director	370	493	755	963	1,650	400	650	845	1,058	1,550					
Managing partner	330	438	801	933	1,800	360	498	915	1,038	2,180					
Carry (all funds)	Low		Lower quartile			Mean			Upper quartile			High			
Associate/senior associate	350			425			783			1,000			1,500		
Vice president	270			1,375			2,180			2,800			4,500		
Principal	200			2,850			4,430			5,913			8,000		
Partner/managing director	2,000			6,450			11,497			15,460			24,340		
Managing partner	8,000			18,750			21,813			27,500			30,500		

Base, bonus, and carry by AUM

\$1.00bn–\$1.99bn

(USD, thousands)

	Associate/senior associate	Vice president	Principal	Partner/managing director	Managing partner
Number of responses	49	49	31	36	13

	2019					2020					2021				
	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	111	115	150	90	110	120	120	200	90	110	130	150	200
Vice president	100	150	184	200	390	130	180	206	220	420	150	190	217	230	440
Principal	150	180	245	300	580	150	195	274	310	630	170	220	295	315	630
Partner/managing director	150	250	419	500	1,200	150	250	447	550	1,200	150	300	501	600	1,200
Managing partner	250	700	1,095	1,350	3,000	250	700	1,551	2,000	6,000	250	700	1,707	2,000	8,000
Bonus															
Associate/senior associate	10	60	86	110	170	30	70	94	120	160					
Vice president	50	98	132	163	330	50	100	149	188	330					
Principal	50	180	211	250	400	60	180	242	300	470					
Partner/managing director	70	210	394	550	900	70	250	492	700	1,750					
Managing partner	200	260	958	1,400	2,620	200	310	1,306	1,100	5,550					
Total salary (base + bonus)															
Associate/senior associate	110	160	190	220	290	110	180	211	230	310					
Vice president	170	260	312	353	540	190	290	349	400	590					
Principal	220	390	442	500	750	260	435	500	600	750					
Partner/managing director	280	550	771	910	2,000	300	600	885	1,000	2,500					
Managing partner	500	1,200	1,759	2,330	3,780	460	1,200	2,455	3,000	6,380					
Carry (all funds)	Low		Lower quartile			Mean			Upper quartile			High			
Associate/senior associate	230			380			573			700			1,100		
Vice president	90			1,088			2,006			2,775			5,700		
Principal	1,500			3,700			6,365			8,290			15,000		
Partner/managing director	1,000			8,625			17,094			20,000			75,000		
Managing partner	15,850			26,918			49,342			51,435			150,000		

Base, bonus, and carry by AUM

\$2.00bn–\$3.99bn

(USD, thousands)

	Associate/senior associate	Vice president	Principal	Partner/managing director	Managing partner
Number of responses	57	48	39	49	16

	2019					2020					2021				
	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	80	100	122	130	200	10	100	128	140	220	90	120	145	160	220
Vice president	120	150	193	230	450	130	158	211	228	450	140	188	226	235	450
Principal	150	205	258	305	400	170	220	276	320	400	170	240	310	345	650
Partner/managing director	150	300	462	600	1,600	200	300	497	650	1,400	200	350	585	750	2,660
Managing partner	300	375	1,152	1,265	7,000	300	388	1,226	1,500	7,000	300	475	1,397	1,500	7,000
Bonus															
Associate/senior associate	20	80	111	130	210	10	90	126	155	290					
Vice president	80	163	201	240	350	90	173	228	280	420					
Principal	70	200	293	350	700	100	220	341	400	850					
Partner/managing director	80	290	460	615	1,200	80	350	522	700	1,200					
Managing partner	500	700	2,104	2,625	5,000	400	875	2,099	3,390	5,000					
Total salary (base + bonus)															
Associate/senior associate	130	190	233	270	360	20	200	249	300	430					
Vice president	150	315	367	430	570	180	338	410	480	670					
Principal	300	445	551	625	940	170	513	608	678	1,090					
Partner/managing director	280	640	904	1,000	2,200	300	720	998	1,200	2,000					
Managing partner	800	1,225	2,695	3,875	7,000	900	1,288	2,669	4,033	7,000					
Carry (all funds)															
	Low		Lower quartile			Mean			Upper quartile			High			
Associate/senior associate	100		250			1,094			1,100			4,000			
Vice president	300		1,000			2,890			4,000			8,900			
Principal	1,500		5,425			7,656			9,150			22,600			
Partner/managing director	380		16,000			21,704			25,000			60,000			
Managing partner	20,000		45,000			77,685			100,000			150,000			

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 209 investment professionals

Base, bonus, and carry by AUM

\$4.00bn–\$5.99bn

(USD, thousands)

	Associate/senior associate	Vice president	Principal	Partner/managing director	Managing partner
Number of responses	43	28	18	27	7

	2019					2020					2021				
	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	80	110	116	120	180	90	110	128	140	200	90	120	138	155	200
Vice president	120	150	176	205	300	130	158	194	230	300	150	178	221	250	350
Principal	170	208	274	250	750	190	220	283	290	800	200	250	343	325	1,100
Partner/managing director	180	335	637	938	2,000	180	330	683	900	2,250	200	365	719	900	2,500
Managing partner	230	325	604	875	1,000	230	325	747	1,000	1,750	250	375	657	1,000	1,000
Bonus															
Associate/senior associate	40	100	112	148	150	40	110	135	150	240					
Vice president	50	148	192	235	350	100	160	223	260	400					
Principal	180	240	281	300	620	150	278	346	383	750					
Partner/managing director	150	500	760	1,050	1,300	150	510	833	1,160	2,000					
Managing partner	200	400	1,481	2,250	4,000	200	400	2,339	3,300	7,500					
Total salary (base + bonus)															
Associate/senior associate	130	210	225	260	280	130	235	260	280	370					
Vice president	150	295	358	420	580	180	345	409	478	630					
Principal	360	473	539	548	850	340	500	609	730	970					
Partner/managing director	500	925	1,280	1,500	3,000	580	975	1,392	1,800	3,250					
Managing partner	950	1,050	2,086	2,900	4,500	1,000	1,450	3,086	3,625	8,500					
Carry (all funds)															
	Low		Lower quartile			Mean			Upper quartile			High			
Associate/senior associate	200		490			737			1,015			1,600			
Vice president	1,000		1,750			2,880			3,700			7,700			
Principal	1,300		3,850			7,169			7,750			35,000			
Partner/managing director	5,000		13,125			27,165			40,000			68,200			
Managing partner	9,000		58,800			102,067			143,750			200,000			

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 124 investment professionals

Base, bonus, and carry by AUM

\$6.00bn–\$9.99bn

(USD, thousands)

	Associate/senior associate	Vice president	Principal	Partner/managing director	Managing partner
Number of responses	21	27	22	20	0

	2019					2020					2021				
	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	123	140	150	100	120	132	150	180	100	120	140	150	200
Vice president	120	150	197	200	400	150	170	218	228	450	150	190	238	250	500
Principal	130	210	255	278	500	130	235	275	300	550	180	250	334	388	700
Partner/managing director	300	375	638	675	2,500	300	395	650	688	2,600	300	398	772	1,000	2,600
Managing partner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus															
Associate/senior associate	50	120	142	158	200	50	130	152	170	230					
Vice president	30	178	218	280	330	140	208	280	330	450					
Principal	210	350	445	515	850	230	400	476	550	920					
Partner/managing director	400	625	926	1,100	2,180	300	740	1,044	1,325	2,180					
Managing partner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A					
Total salary (base + bonus)															
Associate/senior associate	100	240	252	300	330	150	260	284	300	370					
Vice president	240	350	390	450	520	300	378	457	530	650					
Principal	420	553	700	810	1,180	460	645	752	810	1,300					
Partner/managing director	800	1,200	1,515	1,590	4,680	600	1,240	1,642	1,803	4,780					
Managing partner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A					
Carry (all funds)															
	Low		Lower quartile			Mean			Upper quartile			High			
Associate/senior associate	200		950			890			1,000			1,300			
Vice president	800		1,875			3,267			4,200			7,000			
Principal	5,020		6,750			10,356			13,843			17,900			
Partner/managing director	6,500		25,000			38,279			50,000			66,500			
Managing partner	N/A		N/A			N/A			N/A			N/A			

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 90 investment professionals

Base, bonus, and carry by AUM

\$10.00bn–\$19.99bn

(USD, thousands)

	Associate/senior associate	Vice president	Principal	Partner/managing director	Managing partner
Number of responses	21	23	20	20	1

	2019					2020					2021				
	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	80	100	123	140	190	90	120	137	150	200	120	130	148	160	200
Vice president	130	150	184	208	320	140	165	196	215	340	170	180	225	245	380
Principal	150	200	266	310	470	150	245	303	328	620	150	250	324	360	620
Partner/managing director	180	300	795	925	4,000	180	300	885	1,025	4,000	250	300	953	1,125	4,000
Managing partner	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300
Bonus															
Associate/senior associate	50	100	121	150	170	80	120	146	160	240					
Vice president	150	200	280	330	600	150	203	315	400	700					
Principal	200	285	421	525	950	170	298	439	530	1,100					
Partner/managing director	300	600	808	1,000	1,500	300	600	912	1,200	1,800					
Managing partner	1,000	1,000	1,000	1,000	1,000	3,000	3,000	3,000	3,000	3,000					
Total salary (base + bonus)															
Associate/senior associate	100	185	232	290	340	130	220	262	320	370					
Vice president	130	405	451	500	800	150	390	497	575	900					
Principal	440	510	686	785	1,200	490	763	741	925	1,350					
Partner/managing director	720	1,075	1,523	1,500	4,000	770	1,100	1,660	1,763	4,200					
Managing partner	1,300	1,300	1,300	1,300	1,300	3,300	3,300	3,300	3,300	3,300					
Carry (all funds)															
	Low		Lower quartile			Mean			Upper quartile			High			
Associate/senior associate	250		1,113			1,725			2,563			2,750			
Vice president	700		3,000			4,290			5,600			9,000			
Principal	1,110		5,065			12,560			17,000			46,000			
Partner/managing director	10,000		20,000			40,206			50,000			150,000			
Managing partner	80,000		80,000			80,000			80,000			80,000			

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 85 investment professionals

Base, bonus, and carry by AUM

\$20.00bn–\$39.99bn

(USD, thousands)

	Associate/senior associate	Vice president	Principal	Partner/managing director	Managing partner
Number of responses	24	17	17	14	0

	2019					2020					2021				
	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	115	129	140	180	100	120	135	150	180	100	128	143	160	200
Vice president	100	150	189	220	300	110	170	199	230	250	130	210	226	250	280
Principal	180	240	261	280	340	200	250	286	300	380	210	250	331	350	560
Partner/managing director	250	285	416	500	800	250	348	435	500	900	250	400	454	500	1,000
Managing partner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus															
Associate/senior associate	100	120	143	158	200	100	130	164	200	290					
Vice president	120	203	249	300	370	160	270	311	360	450					
Principal	250	330	542	720	950	250	380	609	850	950					
Partner/managing director	200	425	925	1,288	2,500	400	500	1,039	1,388	3,000					
Managing partner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A					
Total salary (base + bonus)															
Associate/senior associate	190	235	273	300	380	210	258	299	340	420					
Vice president	230	350	440	550	600	280	420	510	600	700					
Principal	520	580	804	970	1,200	520	670	895	1,070	1,200					
Partner/managing director	480	950	1,341	1,600	2,750	800	953	1,474	1,685	3,250					
Managing partner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A					
Carry (all funds)															
	Low		Lower quartile			Mean			Upper quartile			High			
Associate/senior associate	100		275			451			605			800			
Vice president	830		2,450			4,178			4,600			10,000			
Principal	2,000		10,900			17,580			24,000			35,000			
Partner/managing director	4,000		11,250			38,150			57,500			125,000			
Managing partner	N/A		N/A			N/A			N/A			N/A			

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 72 investment professionals

Base, bonus, and carry by AUM

\$40.00bn or more

(USD, thousands)

	Associate/senior associate	Vice president	Principal	Partner/managing director	Managing partner
Number of responses	17	13	10	20	0

	2019					2020					2021				
	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	110	130	139	150	160	120	140	149	160	180	120	150	157	160	210
Vice president	120	130	188	233	310	130	170	222	270	330	150	200	244	300	360
Principal	170	213	309	415	450	170	250	347	468	500	220	270	387	500	520
Partner/managing director	200	295	587	700	1,500	240	350	724	1,200	1,500	240	400	839	1,250	1,800
Managing partner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus															
Associate/senior associate	120	150	172	170	280	100	150	187	215	320					
Vice president	100	220	262	280	440	150	270	345	310	940					
Principal	260	318	438	465	700	310	400	526	570	1,000					
Partner/managing director	50	500	884	1,138	2,700	50	445	801	813	3,200					
Managing partner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A					
Total salary (base + bonus)															
Associate/senior associate	240	280	311	310	410	250	300	336	360	460					
Vice president	250	368	449	540	620	350	450	568	600	1,110					
Principal	460	560	747	893	1,000	540	675	873	1,030	1,410					
Partner/managing director	350	998	1,294	1,508	3,000	530	1,000	1,334	1,450	3,500					
Managing partner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A					
Carry (all funds)															
	Low		Lower quartile			Mean			Upper quartile			High			
Associate/senior associate	2,400		2,400			2,400			2,400			2,400			
Vice president	800		2,350			4,316			6,250			10,000			
Principal	2,000		12,250			20,170			31,875			40,000			
Partner/managing director	1,000		11,000			36,925			51,000			125,000			
Managing partner	N/A		N/A			N/A			N/A			N/A			

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 61 investment professionals

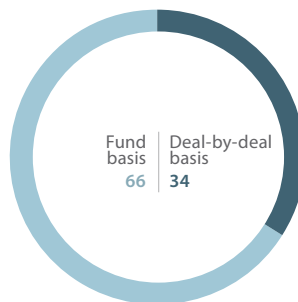
Non-cash compensation

Carried interest provisions

Typically, investment professionals are required to contribute capital if they receive carry. However, only 71% of managing partners reported that they made contributions of capital in this year's survey, down from 75% last year. Conversely, 23% of associates/senior associates made such contributions, up from 20% last year. There were also some small shifts in the middle levels. Among PE investment professionals, vesting for carried interest is typically based on a straight-line schedule rather than a cliff-vesting schedule.

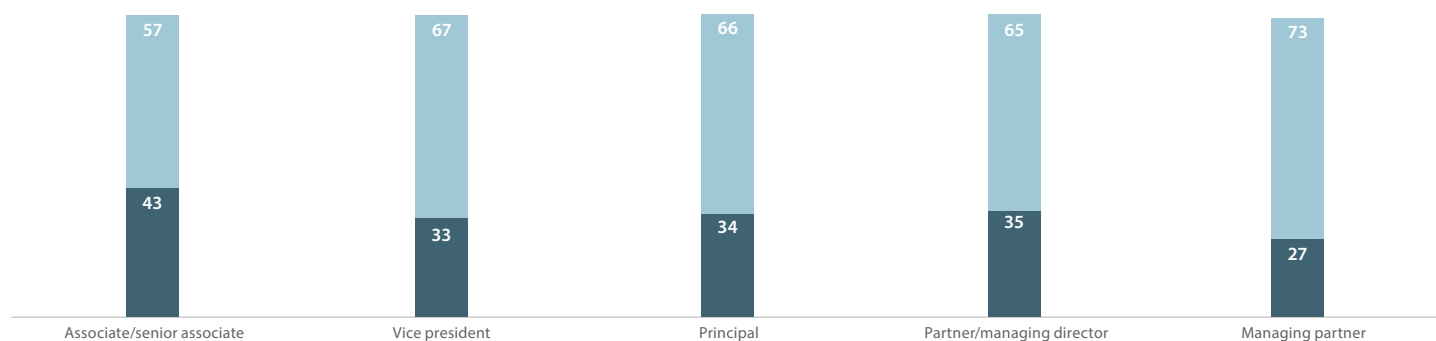
Vesting basis

Distribution of respondents whose carry vests on fund basis vs. deal-by-deal basis (%)



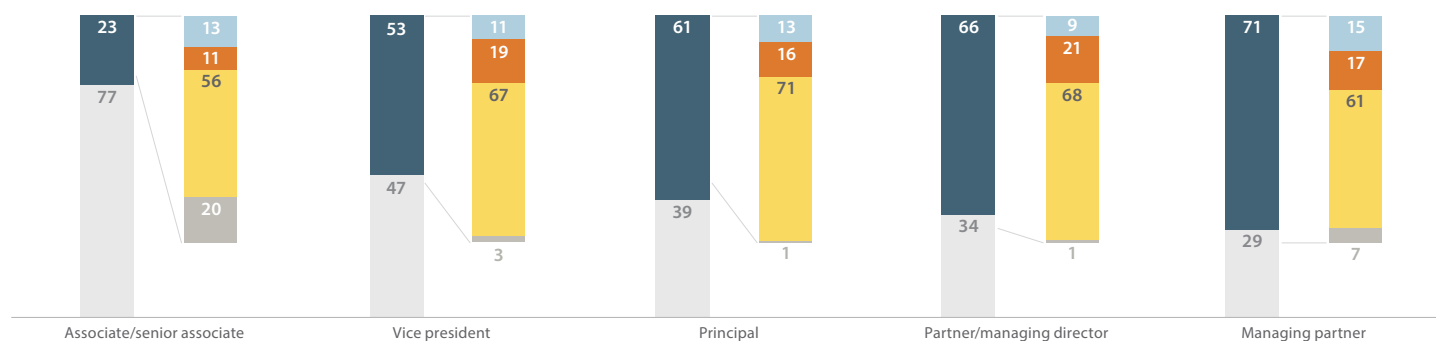
Basis of carried interest (%)

■ Deal-by-deal basis ■ Fund basis



Contributions to carry (%)

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

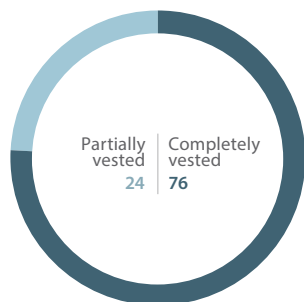


Note: Numbers may not sum to 100%, because of rounding.

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 702 investment professionals

Vesting of carry

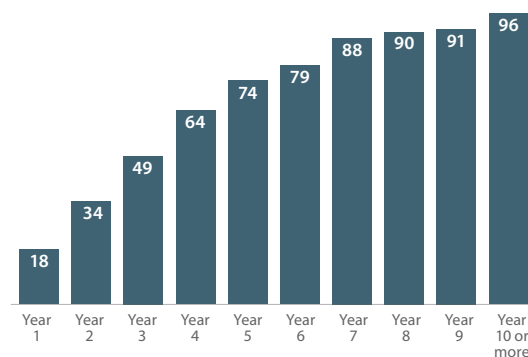
Distribution of respondents whose carry vests completely vs. those whose does not (%)



Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 677 investment professionals

Time to vest, on fund basis (%)

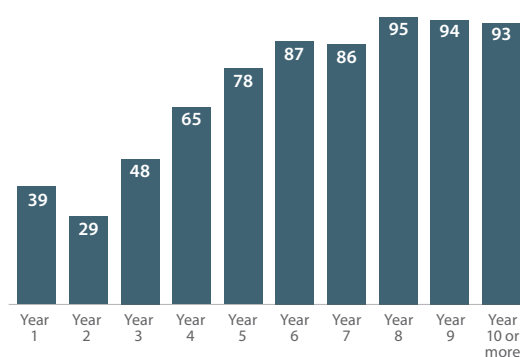
Average percentage of cumulative carry vested per year



Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 429 investment professionals

Time to vest, on deal-by-deal basis (%)

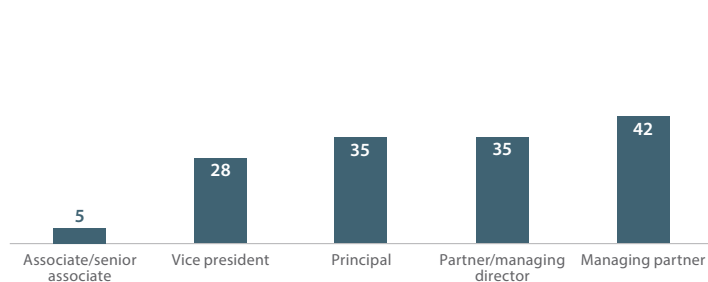
Average percentage of cumulative carry vested per year



Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 227 investment professionals

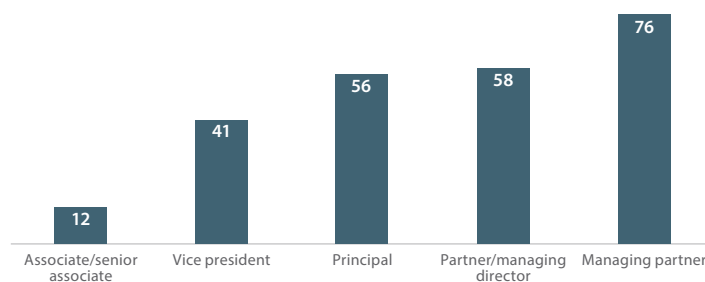
Clawbacks and holdbacks (%)

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

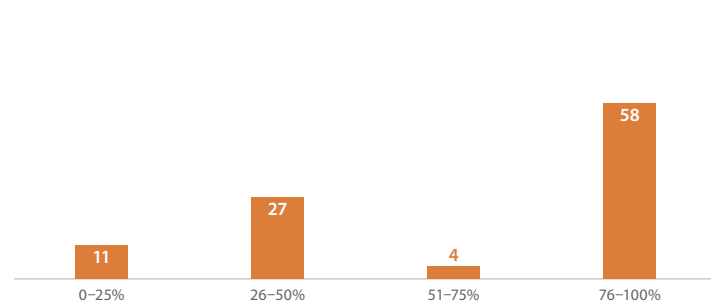


Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 897 investment professionals

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



Amount of carry that can be clawed back (%)



Note: This only represents 25% of the total respondents.

Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 897 investment professionals

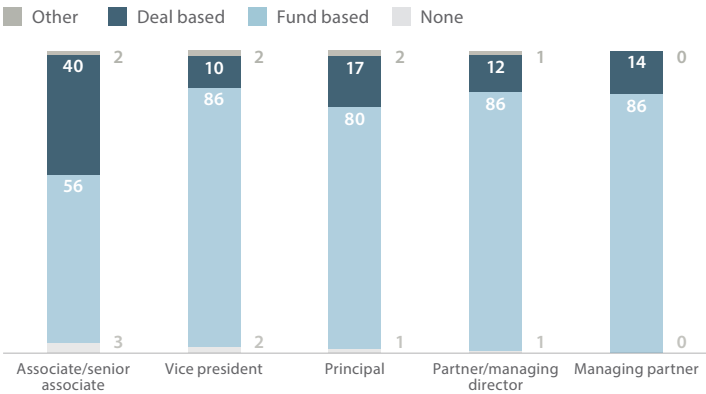
The percentage of investment professionals whose carry is subject to clawback provisions in a bad leaver situation generally increases with seniority, and 42% of managing partners faced such provisions last year, down from the prior year. However, more than half of respondents at the principal, partner/managing director, and managing partner levels had their carry subject to holdback as reserve for potential fund underperformance, up to 73% at the managing partner level.

Co-investment

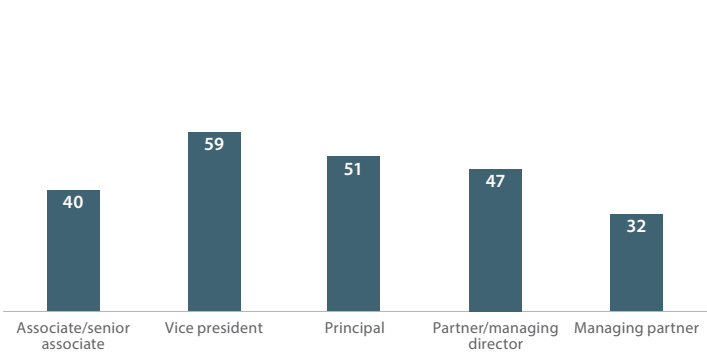
Many firms also offer their investment professionals an option to co-invest, and some provide their investment professionals with loans to do so. The figures for those provided leverage are roughly the same this year as last year, except for a notable rise in the share of vice presidents who said they received leverage, from 52% to 59%.

Co-investment eligibility and rights (%)

Basis of co-investment



Share of respondents provided with leverage on the dollars they invest



Note: Numbers may not sum to 100%, because of rounding.
Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 485 investment professionals

Comparisons of compensation by regions, education, and experience

As we have noted, the COVID-19 pandemic compelled PE professionals to work remotely in 2020 and many have shifted permanently to lower-tax locations. Perhaps because of this, the picture of compensation across US regions looked far different in 2020 than it did in 2019.

While it has been typical for total cash compensation for investment professionals in the Northeast to surpass those in other

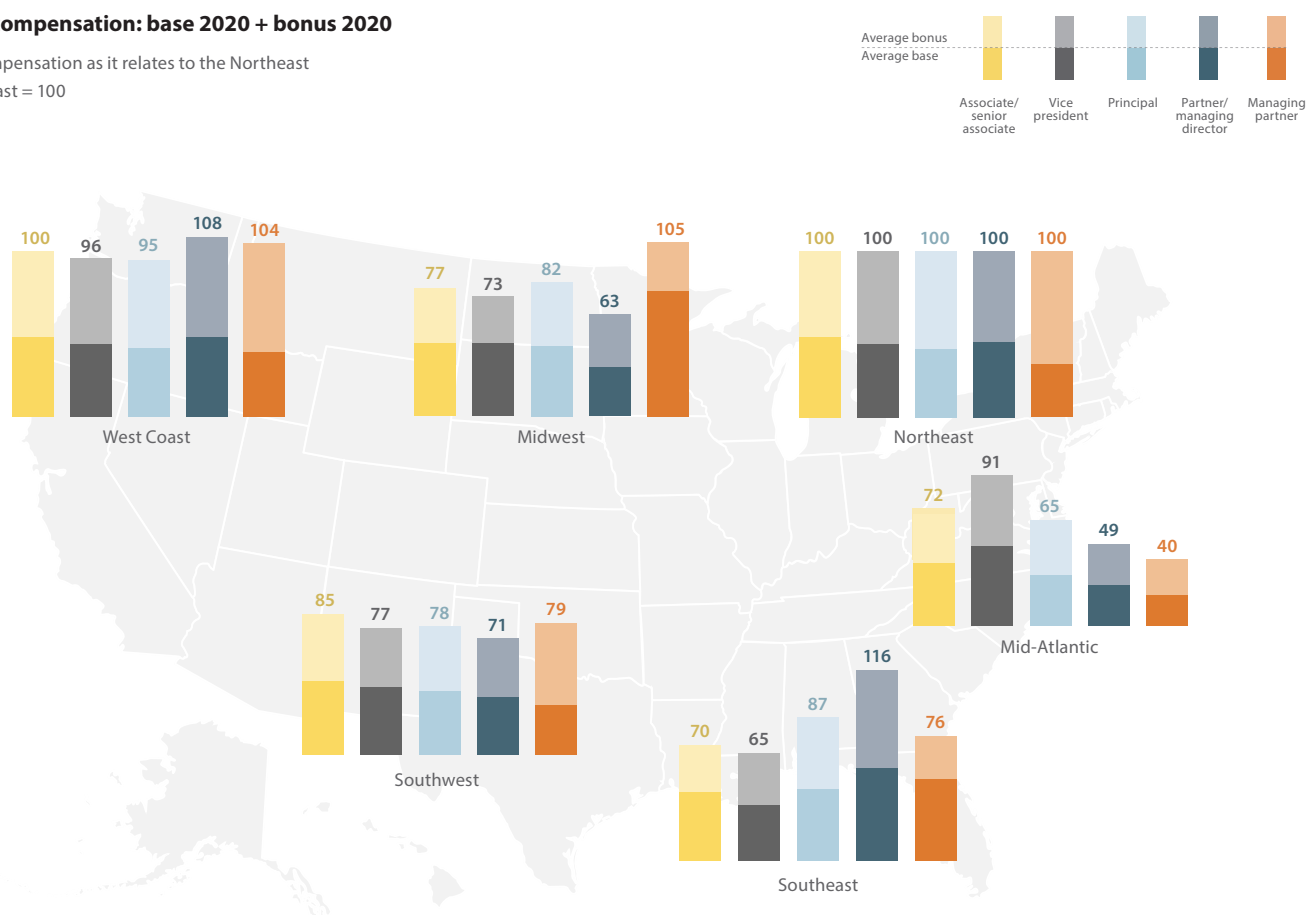
regions at all levels, last year managing partners in the Midwest and West Coast outperformed their Northeast peers. Likewise, partners/managing directors in the Southeast and on the West Coast did better than those in the Northeast. The latter region did outperform in other categories, with the exception of associate/senior associate, where it tied with the West Coast.

Comparison of compensation across US regions

Total cash compensation: base 2020 + bonus 2020

Total cash compensation as it relates to the Northeast

Index: Northeast = 100

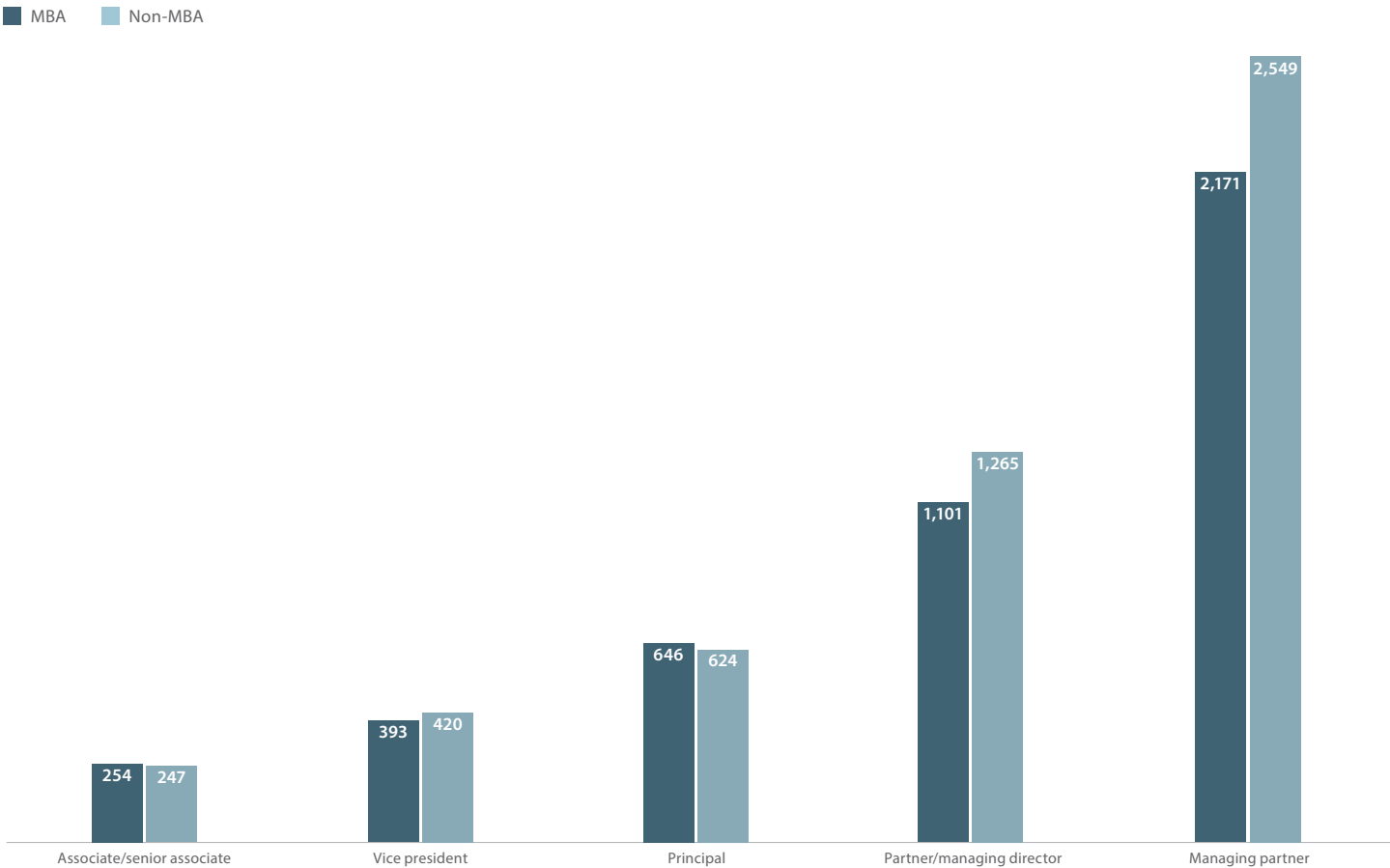


Comparison of compensation by education

As in prior years, we see few differences in compensation between junior staff with and without MBAs.

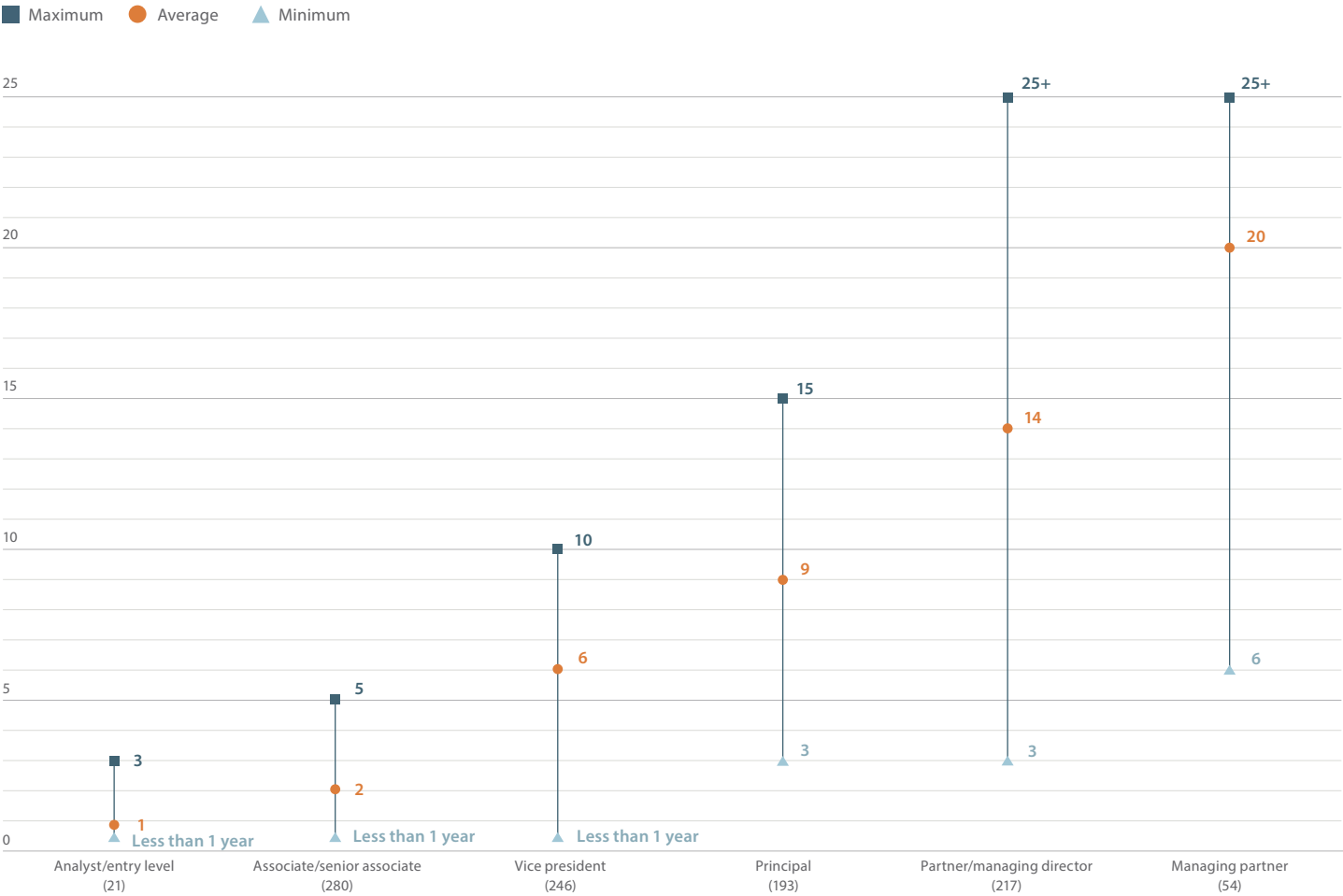
Total cash compensation by education level (USD, thousands)

Total cash compensation: base 2020 + bonus 2020



Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 1,003 investment professionals

Years of private equity experience by level of seniority



Source: Heidrick & Struggles' North America private equity compensation survey, 2021, n = 1,008 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.

With more than 80 consultants in 50 offices around the world, our expertise shadows the private equity life cycle from pre-deal due-diligence support to 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.

We pride ourselves on our work with private equity-backed portfolio companies to secure the leadership needed to deliver on tomorrow's strategies. Our consulting services enable us to develop long-term strategic partnerships that build winning leadership teams and create substantial value.

In addition, we are the leader in finding top private equity management talent by recruiting investment professionals, operating partners, and other essential senior managers who support financial growth.

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