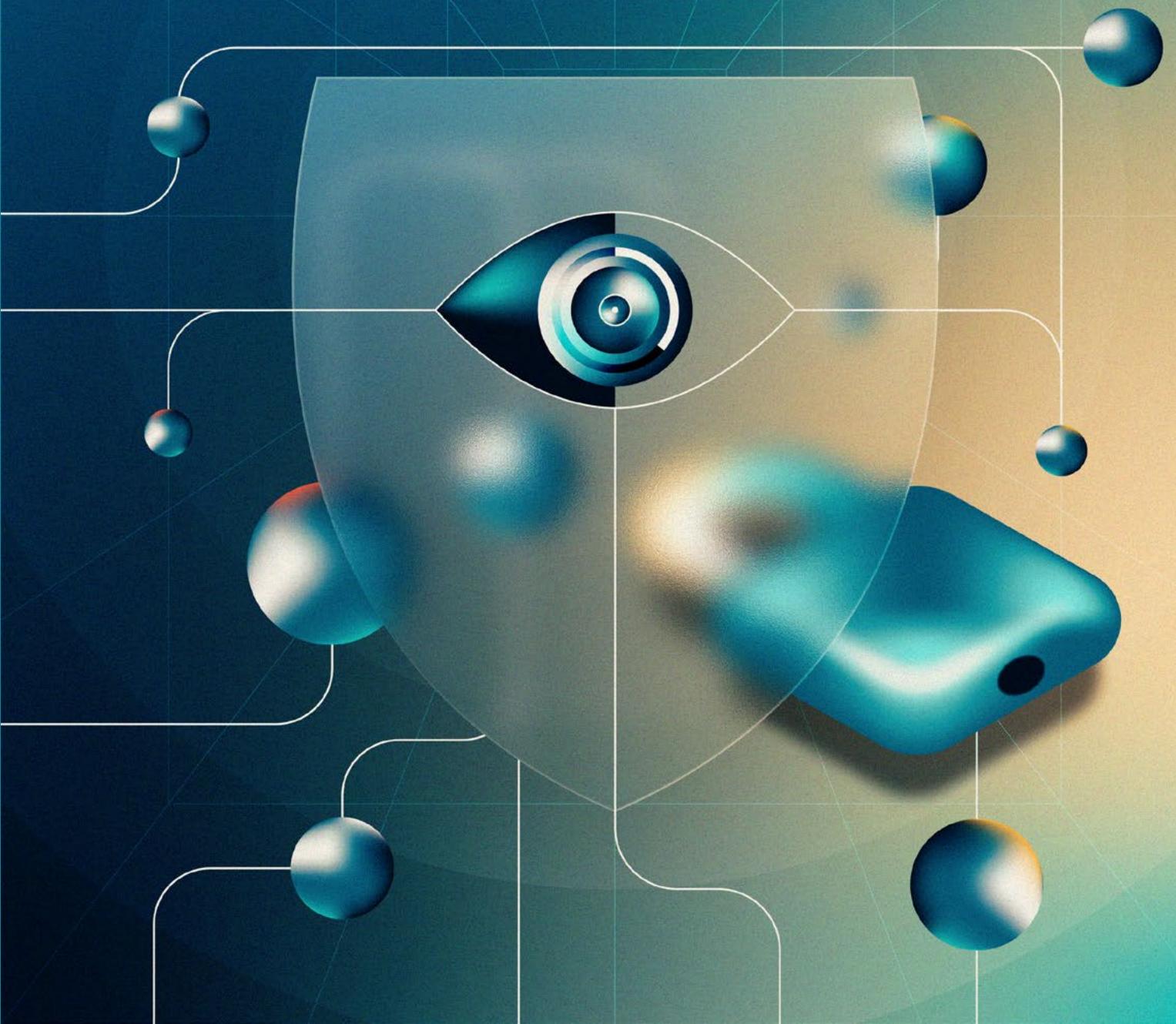


**2025**

# Global Chief Information Security Officer Compensation Survey



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# A letter from the author

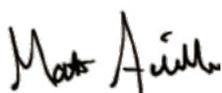
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Welcome to the *2025 Global Chief Information Security Officer Compensation Survey*, our sixth annual examination of compensation for this critical enterprise leadership role.

For this report, Heidrick & Struggles compiled compensation data from a survey fielded in summer 2025 of 371 CISOs around the world. Most carried the title of chief information security officer, but respondents also included chief security officers and other senior information security executives.

This report includes organizational and compensation data from respondents in the United States and Europe. We hope you enjoy reading the report, which is now widely recognized as the most authoritative and broadly disseminated survey of its kind. As always, suggestions are welcome, so please feel free to contact us—or your Heidrick & Struggles representative—with questions and comments.

Sincerely,



**Matt Aiello**

Partner

Washington, DC and San Francisco

[maiello@heidrick.com](mailto:maiello@heidrick.com)

## Methodology

In an online survey, we asked participants to provide information on compensation data, including current base salary, bonus for the most recent fiscal year, and annualized equity or long-term incentive pay, as well as joining bonuses. All data collected was self-reported by information security professionals and has been aggregated.

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## On confidentiality

The Global Chief Information Security Officer Compensation Survey, 2025, was conducted on an anonymous basis.

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# Market context

The role of the chief information security officer (CISO) continues to evolve, reflecting the growing strategic importance of cybersecurity and emerging technologies within organizations. **One of the clearest indicators of this shift is a change in reporting lines.** In this year’s survey, 42% of respondents report directly to the CEO—three times the proportion in last year’s survey—while the percentage reporting to a CIO or CTO has declined sharply from roughly half of respondents to just 30%. Notably, this trend spans all ownership types (public and private). With more than one-quarter of respondents across every ownership type now operating under the CEO’s direct oversight, information security is no longer positioned as a subset of the IT function. Instead, it is increasingly treated as an enterprise-wide, strategic priority with direct impact on business outcomes, particularly as CIOs and CTOs focus on parallel mandates.

## Reporting line (%)

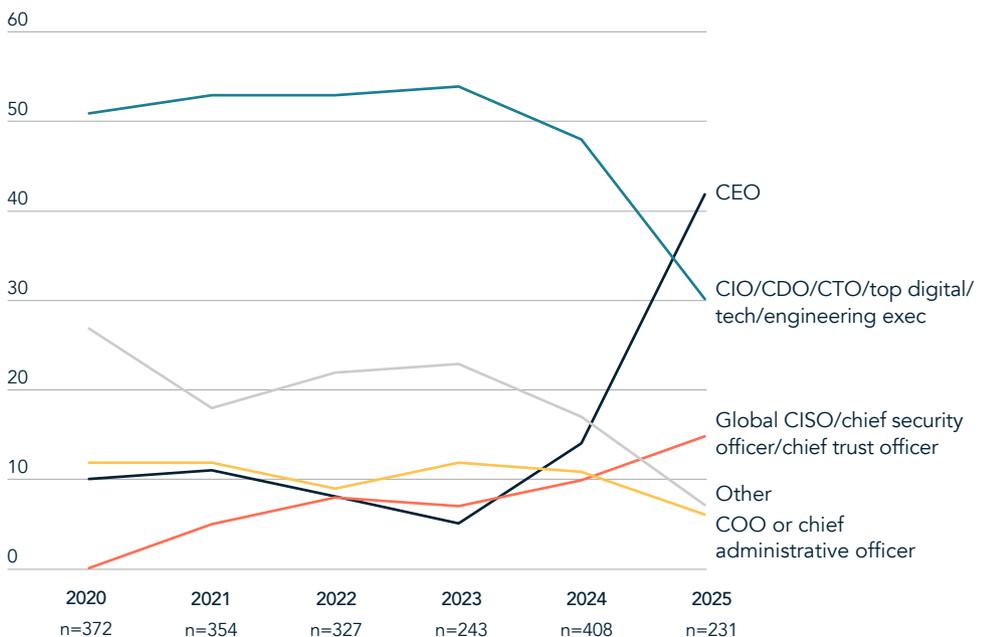


## Reporting line by ownership structure (%)



Note: Numbers do not sum to 100% due to rounding.  
n=231

## Reporting line, year-over-year trends (%)



## Artificial intelligence

**Another significant trend is the rising emphasis on artificial intelligence in the CISO agenda.** When asked to identify their top areas of expertise to build or maintain, 57% of respondents selected “artificial intelligence, machine learning, and data analytics.” While securing AI may currently be relatively straightforward—explaining why 43% did not select it—AI still ranks almost twice as high as the next most selected area. This focus is reinforced by the fact that 96% of respondents say they are already using AI to enhance their company’s cybersecurity posture, signaling that AI-enabled defense is rapidly becoming a standard expectation rather than an emerging capability.

The rise in CISOs reporting directly to the CEO, combined with the growing organizational focus on AI highlights that AI is now firmly on the C-suite agenda. That emphasis is also extending across the enterprise. Most respondents are seeking to hire talent with expertise at the intersection of AI and cybersecurity, with 60% actively doing so. We see the same trend in our work, where we’ve delivered AI builds for individual contributors across multiple companies. AI is becoming critical at all levels of the organization, from senior leadership to individual contributors, and is increasingly shaping daily operations, risk management, and decision-making.

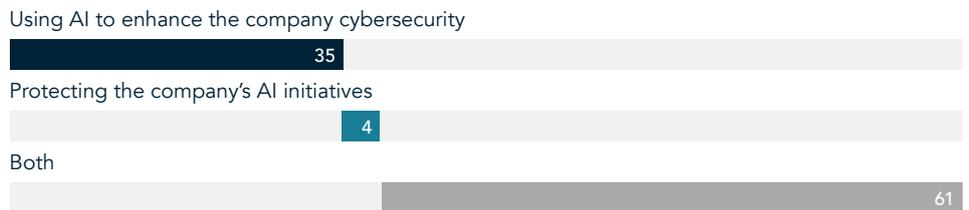
**Together, these trends illustrate that modern CISOs are expected not only to safeguard digital assets but also to manage broader enterprise risk, drive innovation, and leverage emerging technologies to advance organizational goals. Compensation trends are increasingly reflecting this expanded scope, with market demand for executive-level AI competence emerging as a differentiating factor.**

### Areas of expertise to build or maintain over the next 3–5 years (Top 3) (%)



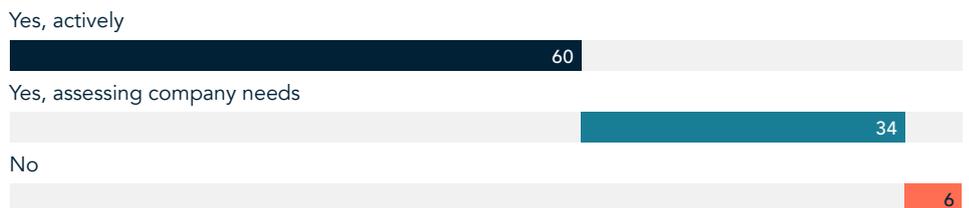
n=231

### AI and cybersecurity functions our team is involved in (%)



n=231

### Seeking to hire people with expertise at the intersection of AI and cybersecurity (%)



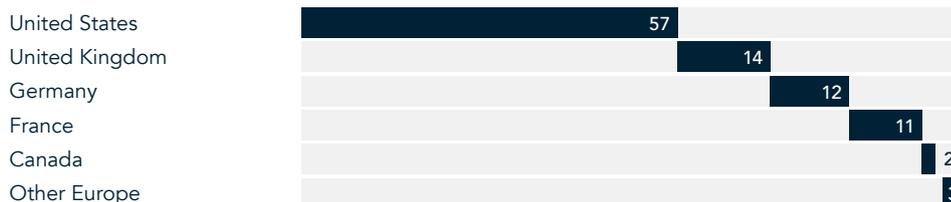
n=231

# Demographics

The survey reflects a diverse group of CISOs across geography, industry, and company type. More than half of the respondents are based in the United States, and 42% are in Europe, providing a broad international perspective. Respondents represent a wide range of industries and company sizes, with approximately half working for publicly traded companies and about one-quarter employed by private equity- or venture capital-backed firms.

Work arrangements among respondents show a balance between office presence and remote work. Three-quarters of CISOs work from a corporate office at least once per week, though only 36% are in the office every day.

## Personal location (%)



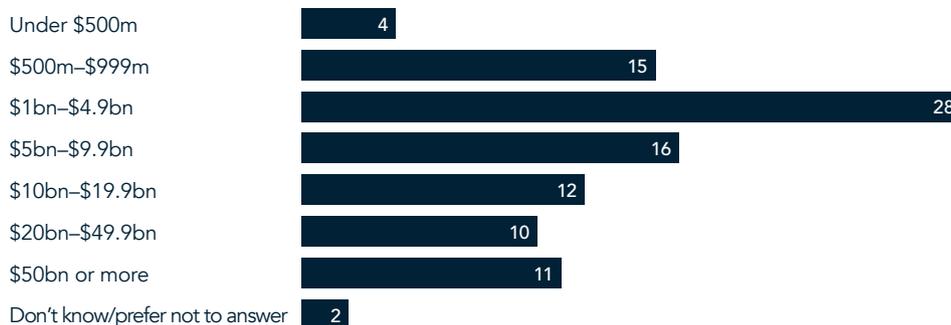
Note: Numbers do not sum to 100% due to rounding.  
n=371

## Company headquarters in same market where CISO resides (%)



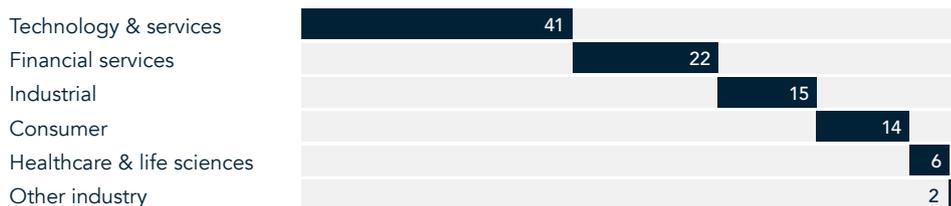
n=371

## Company annual revenue (USD) (%)



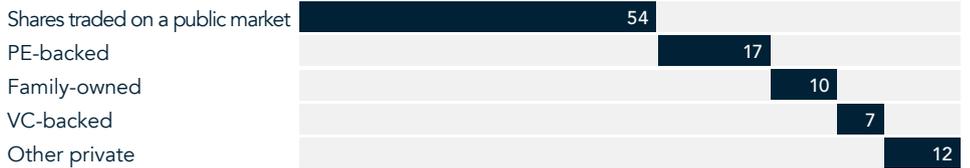
Note: Numbers do not sum to 100% due to rounding.  
n=370

## Current company industry (%)



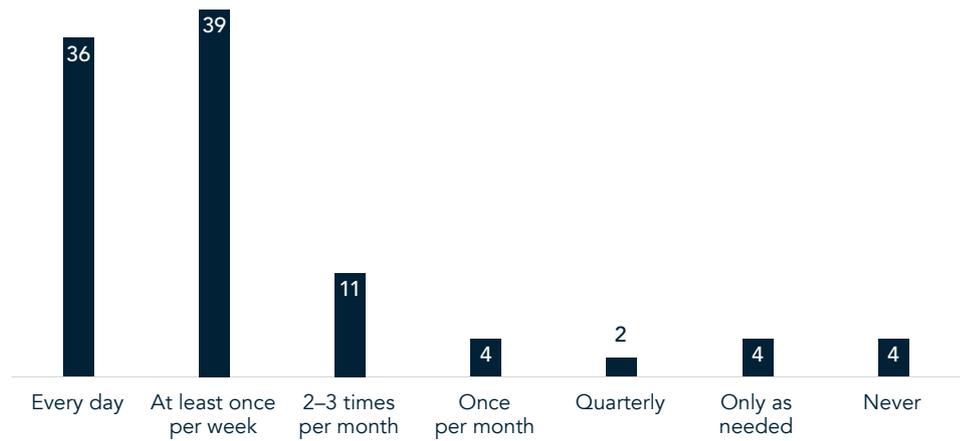
n=371

**Company ownership structure (%)**



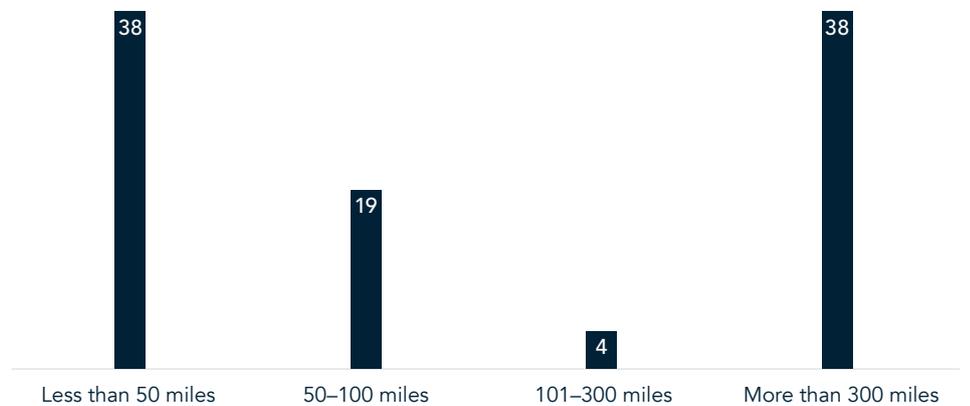
n=369

**Frequency of working from a corporate office (%)**



n=371

**For those who work from a corporate office 2-3 times per month or fewer, distance between the corporate office and primary work location (%)**



Note: Numbers do not sum to 100% due to rounding.  
n=91

# Compensation: United States

In the United States, average total compensation for CISOs was \$1,447,000, with pay generally correlated with reporting line and company size. This represents a 12% year-over-year decline, driven largely by lower equity awards in this year's data. One contributing factor may be the higher proportion of survey respondents from family offices and VC-backed companies—organizations that typically offer more limited equity participation—compared to prior years. However, the overall decrease masks a growing divergence at the top of the market: the 95th percentile for total cash compensation increased from \$1.4 million to \$1.6 million, even as overall averages fell. This pattern suggests that while average compensation has softened for CISOs, those entrusted with enterprise-level responsibility are being rewarded for their strategic influence.

Compensation varied across industries. CISOs in the technology and services sector earned the highest total compensation on average, largely driven by equity and long-term incentives. However, those in financial services received the highest average cash compensation, highlighting different structures of pay across industries.

Company ownership also influenced earnings. Although some private ownership structures (e.g., employee-owned companies, private subsidiaries, etc.) showed the highest average total cash compensation, publicly traded companies had the highest median total cash compensation. This suggests that the higher average among those private ownership types is driven by a small number of outliers.

Sign-on incentives were common, with CISOs receiving an average cash sign-on bonus of \$256,000 and an equity sign-on bonus of \$1,211,000. Equity sign-on bonuses usually make candidates whole on the equity they are leaving behind due to changing jobs, indicating that, on average, CISOs have decent tenure in their roles before moving on to another CISO position. Restricted stock units were the most popular form of both annual and sign-on equity.

Most respondents were also covered by a severance policy, providing additional financial protection. Most of these policies covered cash base, while roughly half included equity and cash bonuses.

Given the importance and visibility of cybersecurity, the decline in overall compensation is surprising. Future years will reveal whether this reflects a reset or increasing competition from other priorities, most notably artificial intelligence.

## United States compensation: Annual cash compensation (USD, thousands)

|                     |  | Cash base compensation |                 |        |         |                 |                 | Cash bonus compensation |        |         |                 |                 | Total cash compensation |        |         |                 |                 |
|---------------------|--|------------------------|-----------------|--------|---------|-----------------|-----------------|-------------------------|--------|---------|-----------------|-----------------|-------------------------|--------|---------|-----------------|-----------------|
|                     |  | n                      | 25th percentile | Median | Average | 75th percentile | 95th percentile | 25th percentile         | Median | Average | 75th percentile | 95th percentile | 25th percentile         | Median | Average | 75th percentile | 95th percentile |
| United States       | Overall  | 148                    | 285             | 400    | 418     | 500             | 660             | 90                      | 160    | 322     | 320             | 950             | 350                     | 510    | 689     | 800             | 1,600           |
| Reporting line      | CEO  | 16                     | 210             | 280    | 389     | 400             | 1,270           | 93                      | 120    | 175     | 150             | 690             | 200                     | 360    | 475     | 490             | 1,270           |
|                     | Chief information officer or chief digital officer     | 11                     | 170             | 220    | 240     | 280             | 490             | 30                      | 100    | 223     | 230             | 1,300           | 190                     | 240    | 443     | 500             | 1,790           |
|                     | Global CISO/chief security officer/chief trust officer | 12                     | 200             | 240    | 264     | 300             | 470             | 30                      | 40     | 69      | 90              | 230             | 230                     | 260    | 328     | 398             | 610             |
|                     | Other senior leader                                    | 9                      | 280             | 350    | 339     | 440             | 500             | 70                      | 80     | 100     | 100             | 250             | 310                     | 400    | 417     | 480             | 750             |
| Industry            | Technology & services                                  | 52                     | 300             | 400    | 452     | 450             | 1,270           | 80                      | 150    | 275     | 230             | 640             | 360                     | 500    | 677     | 680             | 1,270           |
|                     | Consumer   | 21                     | 280             | 400    | 423     | 480             | 600             | 90                      | 200    | 223     | 320             | 650             | 360                     | 580    | 625     | 710             | 1,100           |
|                     | Industrial   | 22                     | 250             | 375    | 349     | 400             | 520             | 100                     | 120    | 323     | 230             | 3,000           | 340                     | 465    | 614     | 580             | 1,140           |
|                     | Financial services                                     | 36                     | 300             | 445    | 428     | 523             | 630             | 130                     | 325    | 484     | 630             | 1,600           | 350                     | 725    | 838     | 1,200           | 2,000           |
|                     | Healthcare & life sciences                             | 15                     | 260             | 350    | 368     | 460             | 710             | 70                      | 115    | 182     | 250             | 800             | 330                     | 450    | 538     | 710             | 1,300           |
| Company size        | Under \$1bn  | 21                     | 270             | 350    | 340     | 400             | 500             | 60                      | 85     | 141     | 200             | 500             | 300                     | 430    | 460     | 500             | 980             |
|                     | \$1bn–\$4.9bn  | 32                     | 213             | 325    | 359     | 450             | 630             | 73                      | 100    | 162     | 230             | 420             | 310                     | 450    | 485     | 630             | 1,000           |
|                     | \$5bn–\$9.9bn  | 18                     | 320             | 400    | 422     | 480             | 1,160           | 120                     | 200    | 205     | 230             | 600             | 270                     | 610    | 584     | 700             | 1,160           |
|                     | \$10bn–\$19.9bn  | 18                     | 220             | 310    | 341     | 400             | 700             | 120                     | 150    | 272     | 230             | 1,600           | 350                     | 440    | 598     | 670             | 2,000           |
|                     | \$20bn–\$49.9bn  | 22                     | 320             | 405    | 410     | 500             | 600             | 100                     | 210    | 383     | 600             | 1,300           | 400                     | 580    | 758     | 1,090           | 1,790           |
|                     | \$50bn or more   | 33                     | 380             | 460    | 565     | 580             | 1,600           | 170                     | 300    | 638     | 650             | 3,000           | 430                     | 710    | 1,048   | 1,140           | 3,400           |
| Ownership structure | Shares traded on a public market                       | 101                    | 300             | 400    | 424     | 500             | 660             | 100                     | 165    | 282     | 320             | 720             | 380                     | 560    | 663     | 900             | 1,300           |
|                     | Family-owned   | 11                     | 180             | 260    | 295     | 450             | 500             | 30                      | 200    | 408     | 250             | 1,500           | 220                     | 400    | 628     | 750             | 1,850           |
|                     | PE-backed  | 13                     | 280             | 400    | 383     | 450             | 600             | 90                      | 150    | 269     | 200             | 1,900           | 390                     | 510    | 652     | 630             | 2,500           |
|                     | VC-backed  | 7                      | 300             | 380    | 401     | 500             | 580             | 30                      | 80     | 153     | 300             | 400             | 350                     | 430    | 533     | 800             | 980             |
|                     | Other ownership  | 16                     | 220             | 350    | 498     | 523             | 1,900           | 80                      | 300    | 672     | 420             | 4,500           | 270                     | 350    | 982     | 940             | 6,000           |

n=148

**United States compensation: Annual equity or long-term incentive (LTI) compensation and total compensation (USD, thousands)**

|                     |  | Annual equity/LTI |                 |        |         |                 |                 | Total compensation (incl. equity) |        |         |                 |                 |
|---------------------|--|-------------------|-----------------|--------|---------|-----------------|-----------------|-----------------------------------|--------|---------|-----------------|-----------------|
|                     |  | n                 | 25th percentile | Median | Average | 75th percentile | 95th percentile | 25th percentile                   | Median | Average | 75th percentile | 95th percentile |
| United States       | Overall  | 148               | 140             | 345    | 873     | 1,000           | 3,000           | 480                               | 880    | 1,447   | 1,630           | 4,100           |
| Reporting line      | CEO  | 16                | 100             | 230    | 368     | 340             | 1,230           | 368                               | 525    | 764     | 1,090           | 2,327           |
|                     | Chief information officer or chief digital officer     | 11                | 60              | 150    | 331     | 573             | 1,550           | 290                               | 420    | 737     | 1,145           | 2,590           |
|                     | Global CISO/chief security officer/chief trust officer | 12                | 20              | 40     | 295     | 440             | 1,570           | 250                               | 410    | 598     | 710             | 1,570           |
|                     | Other senior leader                                    | 9                 | 80              | 140    | 293     | 250             | 1,200           | 430                               | 500    | 644     | 690             | 1,680           |
| Industry            | Technology & services                                  | 52                | 200             | 400    | 1,219   | 1,550           | 3,500           | 600                               | 1,100  | 1,849   | 2,240           | 4,610           |
|                     | Consumer   | 21                | 80              | 300    | 350     | 600             | 800             | 420                               | 780    | 908     | 1,500           | 1,600           |
|                     | Industrial   | 22                | 100             | 250    | 530     | 1,000           | 1,500           | 500                               | 670    | 1,071   | 1,170           | 2,540           |
|                     | Financial services                                     | 36                | 103             | 445    | 870     | 1,173           | 4,000           | 520                               | 1,130  | 1,571   | 2,500           | 4,800           |
|                     | Healthcare & life sciences                             | 15                | 60              | 200    | 401     | 500             | 1,600           | 390                               | 530    | 805     | 1,180           | 2,540           |
| Company size        | Under \$1bn  | 21                | 100             | 250    | 736     | 750             | 3,500           | 420                               | 565    | 1,008   | 1,120           | 3,380           |
|                     | \$1bn–\$4.9bn  | 32                | 100             | 200    | 587     | 500             | 2,800           | 390                               | 650    | 1,006   | 1,020           | 3,360           |
|                     | \$5bn–\$9.9bn  | 18                | 200             | 400    | 838     | 1,200           | 4,000           | 663                               | 1,020  | 1,351   | 1,653           | 4,565           |
|                     | \$10bn–\$19.9bn  | 18                | 60              | 300    | 739     | 600             | 5,500           | 420                               | 625    | 1,214   | 1,200           | 6,720           |
|                     | \$20bn–\$49.9bn  | 22                | 140             | 500    | 619     | 1,000           | 1,500           | 610                               | 1,180  | 1,377   | 2,200           | 2,700           |
|                     | \$50bn or more   | 33                | 500             | 1,000  | 1,604   | 1,600           | 4,000           | 960                               | 1,600  | 2,458   | 2,360           | 8,000           |
| Ownership structure | Shares traded on a public market                       | 101               | 180             | 400    | 970     | 1,200           | 4,000           | 583                               | 1,085  | 1,570   | 1,865           | 4,610           |
|                     | Family-owned   | 11                | 30              | 240    | 435     | 800             | 1,570           | 293                               | 505    | 974     | 1,428           | 3,350           |
|                     | PE-backed  | 13                | 140             | 310    | 1,019   | 2,000           | 3,500           | 650                               | 820    | 1,406   | 2,500           | 4,100           |
|                     | VC-backed  | 7                 | 100             | 350    | 665     | 750             | 2,400           | 480                               | 800    | 1,103   | 1,180           | 3,380           |
|                     | Other ownership  | 16                | 50              | 160    | 370     | 340             | 2,000           | 350                               | 430    | 1,199   | 1,300           | 8,000           |

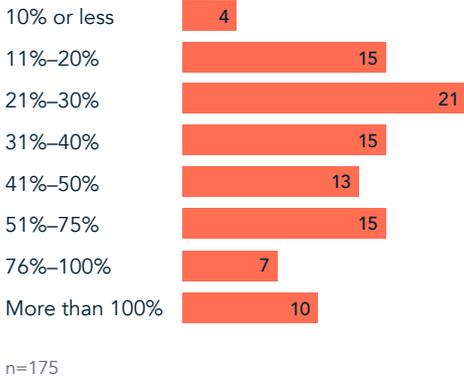
n=148

**United States compensation: Sign-on bonus** (USD, thousands)

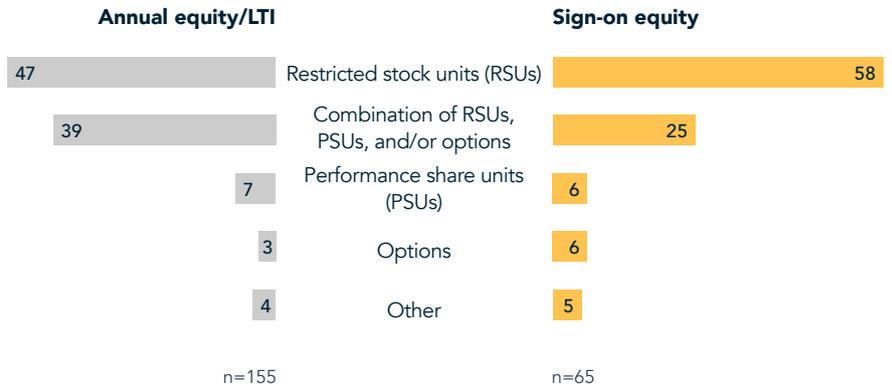
|                     |  | Sign-on bonus—cash |        |         | Sign-on bonus—equity |         |
|---------------------|--|--------------------|--------|---------|----------------------|---------|
|                     |  | n                  | Median | Average | Median               | Average |
| United States       | Overall  | 58                 | 150    | 256     | 450                  | 1,211   |
| Reporting line      | CEO  | 6                  | 135    | 168     | 290                  | 600     |
|                     | Chief information officer or chief digital officer     | 2                  | 50     | 50      | 60                   | 60      |
|                     | Global CISO/chief security officer/chief trust officer | 7                  | 60     | 113     | 275                  | 533     |
|                     | Other senior leader                                    | 5                  | 150    | 170     | 140                  | 988     |
| Industry            | Technology & services                                  | 26                 | 175    | 245     | 500                  | 1,094   |
|                     | Consumer   | 7                  | 130    | 224     | 450                  | 825     |
|                     | Industrial   | 11                 | 100    | 355     | 200                  | 766     |
|                     | Financial services                                     | 10                 | 190    | 228     | 1,050                | 1,359   |
|                     | Healthcare & life sciences                             | 4                  | 150    | 183     | 300                  | 3,683   |
| Company size        | Under \$1bn  | 3                  | 300    | 250     | 650                  | 2,702   |
|                     | \$1bn–\$4.9bn  | 15                 | 100    | 185     | 350                  | 632     |
|                     | \$5bn–\$9.9bn  | 8                  | 275    | 290     | 920                  | 1,733   |
|                     | \$10bn–\$19.9bn  | 10                 | 70     | 95      | 350                  | 517     |
|                     | \$20bn–\$49.9bn  | 10                 | 125    | 218     | 1,000                | 1,394   |
|                     | \$50bn or more   | 12                 | 200    | 491     | 500                  | 867     |
| Ownership structure | Shares traded on a public market                       | 44                 | 150    | 274     | 400                  | 988     |
|                     | Family-owned   | 5                  | 190    | 240     | 795                  | 1,550   |
|                     | PE-backed  | 4                  | 55     | 208     | 815                  | 815     |
|                     | VC-backed  | 1                  | 10     | 10      | 5,575                | 5,575   |
|                     | Other ownership  | 4                  | 150    | 188     | 1,030                | 1,030   |

n=58

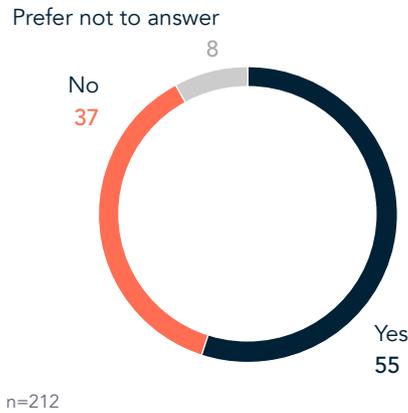
**United States: Target cash bonus as a percentage of base pay (%)**



**United States: Format of equity (%)**



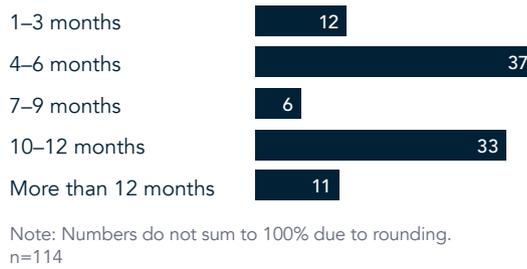
**United States: Position covered by a severance policy (%)**



**United States: Severance policy coverage (%)**



**United States: Months included in severance policy (%)**



# Compensation: Europe

CISOs in Europe earned less on average than their U.S. counterparts, with an average total compensation of €537,000. Compensation levels varied across countries, with Germany and the United Kingdom offering higher pay than other European markets.

As expected, total compensation increased with reporting line and company

size. Industrial companies provided the highest average total compensation among industry sectors, while family-owned companies paid the least among different ownership structures.

Of European CISOs who received sign-on incentives, the average cash sign-on bonus was €136,000 and the average equity sign-on bonus was €513,000.

Most target cash bonuses fell at or below 30% of base pay, reflecting more conservative variable pay. Restricted stock units were the most common form of both annual and sign-on equity.

Most respondents were covered by a severance policy, with 85% of policies including cash base, and roughly one-third covering equity and/or cash bonuses.

## Europe compensation: Annual cash compensation (EUR, thousands)

|                     |  | Cash base compensation |                 |        |         |                 | Cash bonus compensation |                 |        |         |                 | Total cash compensation |                 |        |         |                 |                 |
|---------------------|--|------------------------|-----------------|--------|---------|-----------------|-------------------------|-----------------|--------|---------|-----------------|-------------------------|-----------------|--------|---------|-----------------|-----------------|
|                     |  | n                      | 25th percentile | Median | Average | 75th percentile | 95th percentile         | 25th percentile | Median | Average | 75th percentile | 95th percentile         | 25th percentile | Median | Average | 75th percentile | 95th percentile |
| Europe              | Overall  | 85                     | 170             | 229    | 293     | 350             | 740                     | 50              | 96     | 126     | 149             | 458                     | 200             | 262    | 366     | 471             | 990             |
| Country             | France   | 23                     | 120             | 200    | 256     | 270             | 550                     | 13              | 75     | 130     | 238             | 440                     | 120             | 200    | 302     | 446             | 680             |
|                     | Germany  | 25                     | 200             | 250    | 309     | 334             | 800                     | 60              | 100    | 107     | 150             | 250                     | 220             | 260    | 375     | 500             | 990             |
|                     | United Kingdom   | 34                     | 183             | 229    | 296     | 355             | 527                     | 46              | 80     | 141     | 166             | 458                     | 218             | 275    | 389     | 452             | 1,202           |
| Reporting line      | CEO  | 41                     | 180             | 220    | 288     | 334             | 740                     | 60              | 103    | 118     | 150             | 250                     | 200             | 250    | 351     | 472             | 990             |
|                     | Chief information officer or chief digital officer     | 14                     | 149             | 218    | 309     | 286             | 1,403                   | 23              | 63     | 122     | 190             | 440                     | 200             | 245    | 379     | 470             | 1,403           |
|                     | Global CISO/chief security officer/chief trust officer | 3                      | 229             | 229    | 237     | 252             | 252                     | 52              | 143    | 155     | 269             | 309                     | 229             | 252    | 266     | 309             | 389             |
|                     | Other senior leader                                    | 16                     | 141             | 195    | 231     | 329             | 527                     | 46              | 57     | 55      | 60              | 103                     | 196             | 247    | 269     | 363             | 527             |
| Industry            | Technology & services                                  | 35                     | 137             | 200    | 306     | 334             | 1,200                   | 46              | 64     | 94      | 114             | 270                     | 172             | 230    | 346     | 412             | 1,300           |
|                     | Consumer   | 11                     | 200             | 250    | 245     | 286             | 350                     | 60              | 150    | 129     | 150             | 229                     | 250             | 286    | 327     | 458             | 500             |
|                     | Industrial   | 13                     | 180             | 229    | 278     | 250             | 740                     | 43              | 102    | 121     | 225             | 250                     | 218             | 251    | 327     | 380             | 990             |
|                     | Financial services                                     | 23                     | 200             | 240    | 321     | 500             | 527                     | 50              | 100    | 172     | 206             | 687                     | 230             | 412    | 463     | 640             | 973             |
| Company size        | Under \$1bn  | 16                     | 141             | 203    | 227     | 229             | 800                     | 38              | 86     | 108     | 189             | 229                     | 200             | 214    | 281     | 366             | 800             |
|                     | \$1bn–\$4.9bn  | 31                     | 160             | 220    | 266     | 270             | 1,000                   | 34              | 60     | 104     | 137             | 440                     | 206             | 250    | 330     | 380             | 1,100           |
|                     | \$5bn–\$9.9bn  | 18                     | 170             | 213    | 313     | 250             | 1,403                   | 57              | 64     | 89      | 100             | 250                     | 200             | 250    | 361     | 400             | 1,403           |
|                     | \$10bn–\$19.9bn  | 11                     | 206             | 350    | 346     | 527             | 550                     | 57              | 139    | 131     | 150             | 309                     | 263             | 412    | 393     | 527             | 660             |
|                     | \$20bn or more   | 8                      | 260             | 430    | 390     | 514             | 515                     | 57              | 117    | 243     | 458             | 687                     | 275             | 481    | 572     | 890             | 1,202           |
| Ownership structure | Shares traded on a public market                       | 35                     | 183             | 250    | 320     | 401             | 800                     | 50              | 80     | 141     | 172             | 458                     | 229             | 295    | 412     | 498             | 1,202           |
|                     | Family-owned   | 8                      | 128             | 190    | 196     | 275             | 334                     | 50              | 137    | 161     | 140             | 440                     | 200             | 240    | 297     | 425             | 680             |
|                     | PE-backed  | 25                     | 129             | 200    | 309     | 380             | 1,000                   | 20              | 64     | 77      | 100             | 250                     | 130             | 225    | 338     | 380             | 1,100           |
|                     | VC-backed  | 7                      | 114             | 206    | 204     | 229             | 389                     | 69              | 103    | 82      | 103             | 114                     | 206             | 229    | 263     | 275             | 492             |
|                     | Other ownership  | 10                     | 210             | 307    | 296     | 350             | 458                     | 66              | 149    | 170     | 240             | 458                     | 210             | 412    | 393     | 500             | 916             |

n=85

## Europe compensation: Annual equity or long-term incentive (LTI) (EUR, thousands)

|                     |  | Annual equity/LTI |                 |        |         |                 |                 | Total compensation (incl. equity) |        |         |                 |                 |
|---------------------|--|-------------------|-----------------|--------|---------|-----------------|-----------------|-----------------------------------|--------|---------|-----------------|-----------------|
|                     |  | n                 | 25th percentile | Median | Average | 75th percentile | 95th percentile | 25th percentile                   | Median | Average | 75th percentile | 95th percentile |
| Europe              | Overall  | 85                | 52              | 134    | 302     | 449             | 1,040           | 254                               | 411    | 537     | 695             | 1,300           |
| Country             | France   | 23                | 86              | 130    | 273     | 400             | 1,040           | 230                               | 410    | 504     | 600             | 1,220           |
|                     | Germany  | 25                | 50              | 150    | 403     | 489             | 2,300           | 270                               | 450    | 580     | 760             | 1,420           |
|                     | United Kingdom   | 34                | 57              | 166    | 266     | 424             | 607             | 263                               | 401    | 523     | 684             | 1,393           |
| Reporting line      | CEO  | 41                | 50              | 130    | 279     | 472             | 1,040           | 270                               | 410    | 520     | 600             | 1,130           |
|                     | Chief information officer or chief digital officer     | 14                | 52              | 160    | 424     | 758             | 1,420           | 222                               | 366    | 543     | 740             | 1,420           |
|                     | Global CISO/chief security officer/chief trust officer | 3                 | 77              | 258    | 249     | 412             | 424             | 309                               | 527    | 465     | 527             | 733             |
|                     | Other senior leader                                    | 16                | 50              | 140    | 221     | 321             | 810             | 252                               | 315    | 411     | 510             | 813             |
| Industry            | Technology & services                                  | 35                | 62              | 194    | 355     | 559             | 1,130           | 230                               | 410    | 562     | 810             | 1,300           |
|                     | Consumer   | 11                | 34              | 50     | 63      | 50              | 150             | 250                               | 286    | 356     | 460             | 550             |
|                     | Industrial   | 13                | 114             | 200    | 445     | 470             | 2,300           | 270                               | 450    | 602     | 750             | 2,300           |
|                     | Financial services                                     | 23                | 34              | 110    | 199     | 400             | 750             | 265                               | 424    | 568     | 695             | 1,220           |
| Company size        | Under \$1bn  | 16                | 57              | 96     | 136     | 150             | 472             | 235                               | 315    | 366     | 484             | 800             |
|                     | \$1bn–\$4.9bn  | 31                | 86              | 160    | 322     | 412             | 1,040           | 252                               | 401    | 485     | 600             | 1,130           |
|                     | \$5bn–\$9.9bn  | 18                | 57              | 126    | 278     | 317             | 1,420           | 250                               | 377    | 499     | 570             | 1,403           |
|                     | \$10bn–\$19.9bn  | 11                | 34              | 286    | 412     | 527             | 2,300           | 366                               | 572    | 725     | 939             | 2,300           |
|                     | \$20bn or more   | 8                 | 40              | 275    | 305     | 458             | 750             | 275                               | 746    | 801     | 1,216           | 1,660           |
| Ownership structure | Shares traded on a public market                       | 35                | 34              | 137    | 292     | 412             | 760             | 263                               | 450    | 568     | 721             | 1,660           |
|                     | Family-owned   | 8                 | 150             | 344    | 378     | 570             | 810             | 260                               | 318    | 465     | 680             | 960             |
|                     | PE-backed  | 25                | 69              | 130    | 301     | 472             | 1,130           | 230                               | 366    | 538     | 990             | 1,220           |
|                     | VC-backed  | 7                 | 103             | 126    | 339     | 321             | 1,420           | 309                               | 366    | 527     | 710             | 1,420           |
|                     | Other ownership  | 10                | 50              | 57     | 239     | 527             | 572             | 262                               | 528    | 500     | 567             | 939             |

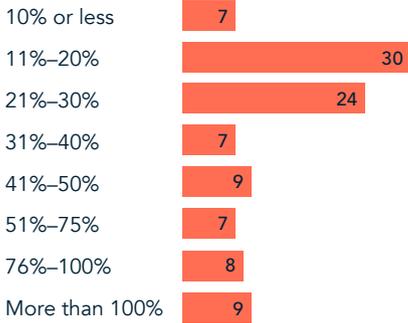
n=85

## Europe compensation: Sign-on bonus (EUR, thousands)

|                     |  | Sign-on bonus—cash |        |         | Sign-on bonus—equity |         |
|---------------------|--|--------------------|--------|---------|----------------------|---------|
|                     |  | n                  | Median | Average | Median               | Average |
| Europe              | Overall  | 27                 | 100    | 136     | 290                  | 513     |
| Country             | France   | 3                  | 90     | 92      | 95                   | 293     |
|                     | Germany  | 10                 | 90     | 128     | 314                  | 334     |
|                     | United Kingdom   | 13                 | 137    | 163     | 1,122                | 864     |
| Reporting line      | CEO  | 15                 | 110    | 143     | 200                  | 394     |
|                     | Chief information officer or chief digital officer     | 3                  | 100    | 117     | N/A                  | N/A     |
|                     | Global CISO/chief security officer/chief trust officer | N/A                | N/A    | N/A     | N/A                  | N/A     |
|                     | Other senior leader                                    | 6                  | 137    | 201     | 330                  | 517     |
| Industry            | Technology & services                                  | 15                 | 115    | 144     | 330                  | 430     |
|                     | Consumer   | 3                  | 50     | 80      | 150                  | 150     |
|                     | Industrial   | 2                  | 30     | 30      | 1,100                | 1,100   |
|                     | Financial services                                     | 6                  | 164    | 188     | 622                  | 753     |
| Company size        | Under \$1bn  | 1                  | 229    | 229     | 155                  | 155     |
|                     | \$1bn–\$4.9bn  | 9                  | 110    | 135     | 95                   | 172     |
|                     | \$5bn–\$9.9bn  | 8                  | 65     | 105     | 100                  | 227     |
|                     | \$10bn–\$19.9bn  | 6                  | 151    | 194     | 853                  | 808     |
|                     | \$20bn or more   | 2                  | 137    | 137     | 1,145                | 1,328   |
| Ownership structure | Shares traded on a public market                       | 15                 | 150    | 176     | 100                  | 503     |
|                     | Family-owned   | 1                  | 206    | 206     | 378                  | 378     |
|                     | PE-backed  | 4                  | 115    | 177     | 329                  | 455     |
|                     | VC-backed  | 2                  | 80     | 80      | 572                  | 572     |
|                     | Other ownership  | 5                  | 40     | 41      | 428                  | 595     |

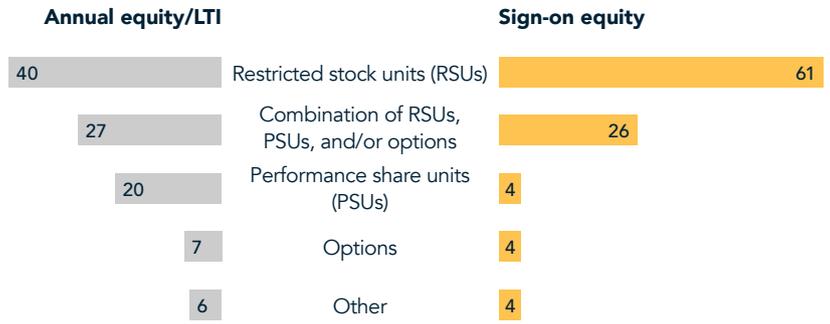
n=27

### Europe: Target cash bonus as a percentage of base pay (%)



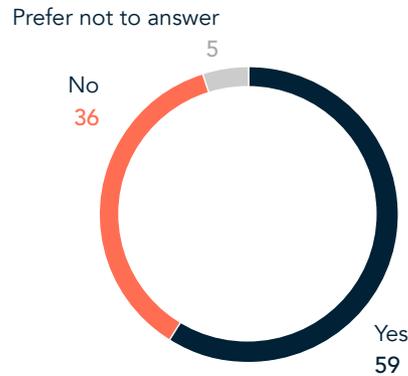
Note: Numbers do not sum to 100% due to rounding. n=90

### Europe: Format of equity (%)



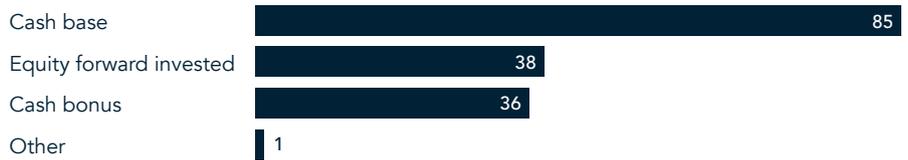
Note: Numbers do not sum to 100% due to rounding. Annual equity/LTI: n=88; Sign-on equity: n=23.

### Europe: Position covered by a severance policy (%)



n=147

### Europe: Severance policy coverage (%)



n=86; "Select all that apply."

### Europe: Months included in severance policy (%)



Note: Numbers do not sum to 100% due to rounding. n=85

## About the author

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# Frontier Tech Practice

## The right leadership for every frontier

Innovation is accelerating—AI, cybersecurity, health tech, cryptocurrencies, defense tech, climate tech, and many others represent vast frontiers of opportunity and challenge for businesses, investors, governments, and consumers. Early-stage investments are fueling rapid growth to a maturity level warranting private equity funding. These rapid, large-scale changes are creating an urgent need for adaptable leadership who can grow quickly in an unfamiliar space, learn on the fly, and match fast-evolving trends with agility, humility, and capability. Yet, demand for these executives far exceeds supply.

Heidrick & Struggles has long operated at the frontier of technology, leveraging our expertise, experience, and commitment to the evolving gamut of sectors and thematic, born out of disruption and opportunity identification at the intersection of industry and technology. Like our clients, we work to identify white space opportunities and drive innovation. We help disruptors and incumbents build the leadership they need—wherever the frontier leads.

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