2026
Family Offices Compensation Report

Family offices are becoming more institutionalized as generational transition, evolving operating models, and rising expectations for senior talent reshape how they structure leadership, governance, and compensation.



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A letter from the authors

Welcome to Heidrick & Struggles' second survey of executive compensation at family offices, which gathered data from 318 family office investors in the United States, Europe, and Brazil. In it, we explore trends for these professionals, looking at demographics, asset classes invested in, organizational structures, and compensation. This report is part of a long-standing series of compensation surveys focusing on compensation trends for leaders of privately held organizations of all types. We hope you enjoy reading the report. We welcome suggestions; please feel free to contact us with any questions or comments.

With warmest regards,

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Methodology

In an online survey, we asked participants to report their base compensation for 2026, 2025, and 2024; the value of cash bonuses and additional incentives received in 2025 and 2024; and their anticipated bonus and additional incentives for 2026. They also provided information about any additional incentives received, their organizations, and their demographic backgrounds. All data are self-reported and presented in aggregate form.

Cash base, cash bonus, and additional incentive statistics are calculated separately using respondents who reported each component. Respondents who reported zero or did not report a value for a given component are excluded from the calculation of that component's distribution. Total cash compensation is calculated at the individual respondent level as cash base plus cash bonus, and total compensation as total cash compensation plus annual additional incentive, and then aggregated. Respondents who do not receive a bonus or annual additional incentive are included in the respective total calculations with those components treated as zero.

Only additional incentives reported on an annual basis are included in total compensation; other additional incentives are excluded from annual total compensation calculations. For 2026, total cash compensation and total compensation may include anticipated or expected bonus and annual additional incentive amounts, as these components may not yet have been paid at the time of the survey.

The respondent pools included in each calculation may also differ due to missing data and outlier treatment. As a result, average cash base plus average cash bonus may not equal average total cash compensation, and average total cash compensation plus average additional incentive may not equal average total compensation.

In some instances, the average may exceed the 75th percentile. This can occur when particularly high values influence the mean, especially when sample sizes are small.

All compensation figures are reported in U.S. dollars (USD). Compensation reported in other currencies was converted to USD using August 2026 average exchange rates, as reported in the Federal Reserve's September 1, 2026 release. The exchange rates used, expressed as USD per one unit of local currency, were: EUR 1.1594; GBP 1.3516; BRL 0.1941; CHF 1.2322; MXN 0.0588; CAD 0.7196; AUD 0.7147; NOK 0.1072; and HKD 0.1275.

Market context

Family offices are entering a new phase of professionalization. After years of expanding in number, assets, investment sophistication, and scope, the focus is increasingly shifting toward the organizational infrastructure and leadership capabilities required to support that growth. Succession, technology, risk management, and operational complexity are all taking on greater importance as offices mature. In fact, according to our survey, governance and family dynamics now rank as the most common challenges facing family offices.

Yet professionalization does not necessarily mean building larger organizations or bringing every capability in-house. Family offices are remaining relatively lean even as their investment models and leadership mandates become more sophisticated. As a result, individual executives are taking on broader mandates, often spanning investment, general management, operations, finance, governance, and family priorities. Offices are also making increasingly deliberate choices about which capabilities to build internally and where to rely on external expertise. Growing interest in direct investing is adding to those demands, while technology and artificial intelligence (AI) are widening the range of operating models available.

Meanwhile, many family offices are navigating changes that extend well beyond investing. Generational transitions are prompting families to reassess governance, decision rights, and the roles of family members and professional executives. Succession is therefore becoming as much a leadership and organizational issue as a wealth-transfer issue. Many offices are also embedded within broader family enterprises that include active operating businesses and increasingly global structures. These dynamics are creating significant complexity within organizations that continue to concentrate substantial institutional knowledge and decision-making authority among a relatively small number of senior leaders.

While many of these forces are global, they are playing out differently across markets. In the United States, larger asset bases and more developed organizational structures are creating broad, increasingly enterprise-like leadership mandates. In Europe, sophisticated investment models are intersecting with the regulatory, tax, and organizational complexity of operating across multiple jurisdictions. In Brazil, growing family wealth and increasingly sophisticated family office models are creating greater demand for professional leadership and organizational capabilities as the market continues to mature. These differences are also reflected in respondents' concerns: Brazilian family offices place particular emphasis on compensation competitiveness and attracting and retaining talent, European respondents on the regulatory and tax environment, and US respondents on technology and infrastructure.

These changes are reshaping both the leadership mandate and the talent proposition. Family offices continue to compete with private equity firms, hedge funds, asset managers, and other investment organizations for experienced leaders, but they increasingly need executives capable of navigating investment, organizational, and family priorities simultaneously. Candidates, meanwhile, are looking beyond compensation to the clarity of the mandate, decision rights, governance, resources, and relationship with the family.

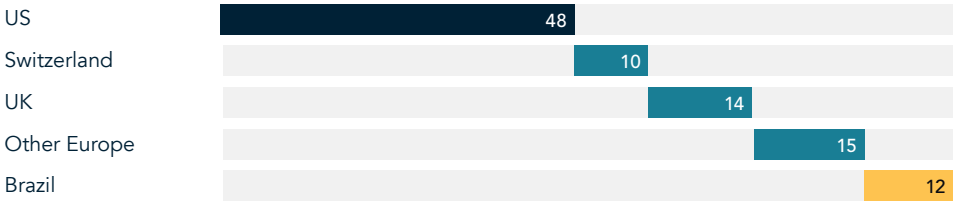
Compensation therefore needs to be understood in the context of the leadership mandate each family office is building rather than against a single family office benchmark. Scale matters, but so do the investment model, organizational complexity, generational transition, geography, and the breadth of an executive's responsibilities. As family offices professionalize in different ways, compensation is increasingly connected to the capabilities required to lead them successfully.

Demographics

Location

Nearly half (48%) of respondents are based in the United States, with the remainder spread across the United Kingdom, Brazil, Switzerland, and other European markets, giving the survey broad international representation.

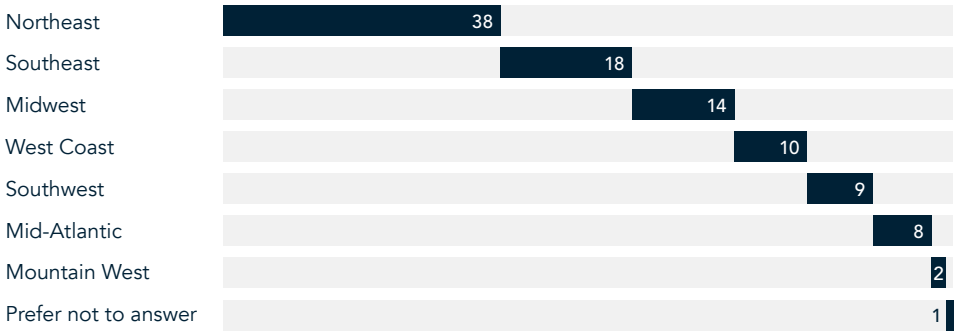
Location, global (%)



Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=318

Among respondents in the United States, 38% are based in the Northeast, although the sample includes perspectives from a variety of regions.

Region, if within the United States (%)

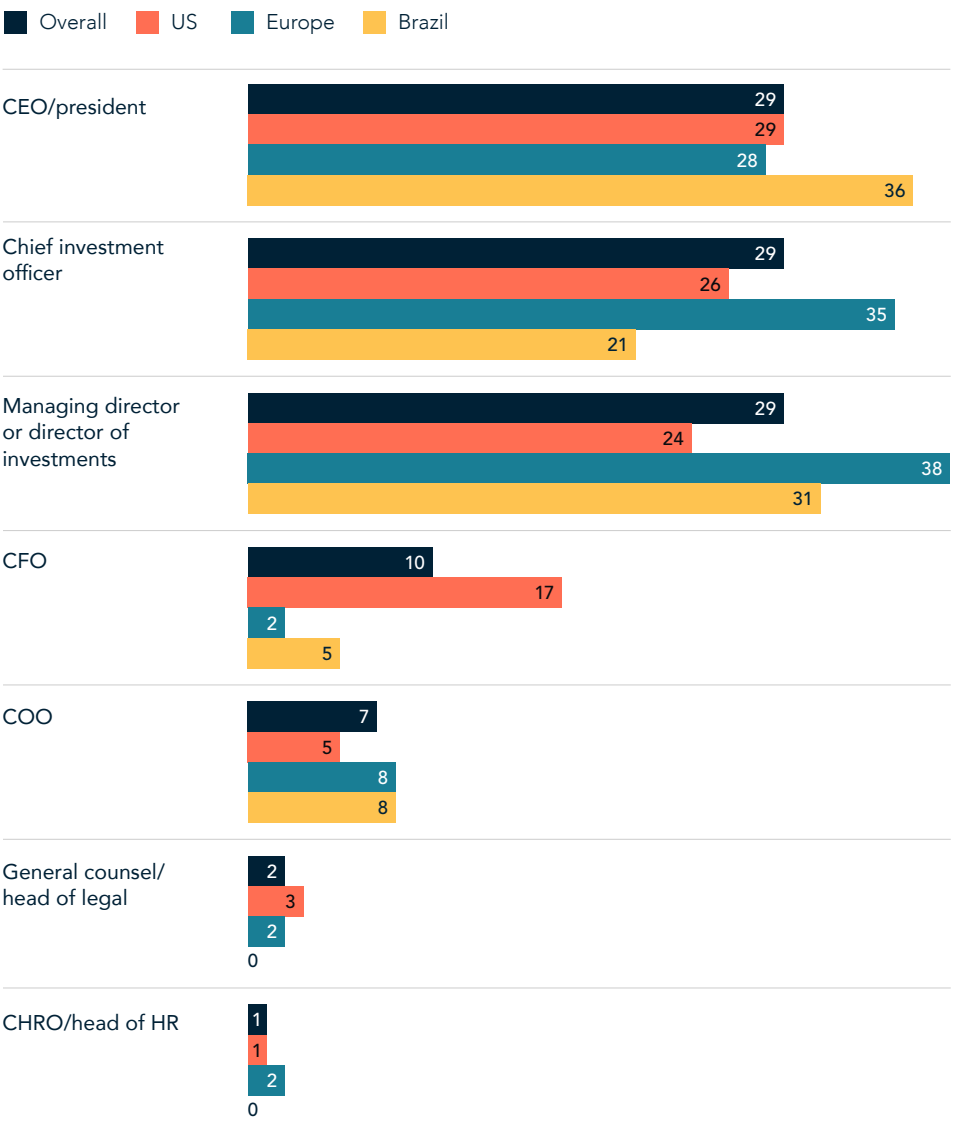


Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=144

Primary role

Respondents are split among various titles, with CEOs and presidents, chief investment officers, and managing directors and directors of investments all accounting for 29% of the sample. In Brazil, CEOs and presidents were more common, while in Europe, more CIOs and directors of investments responded to the survey.

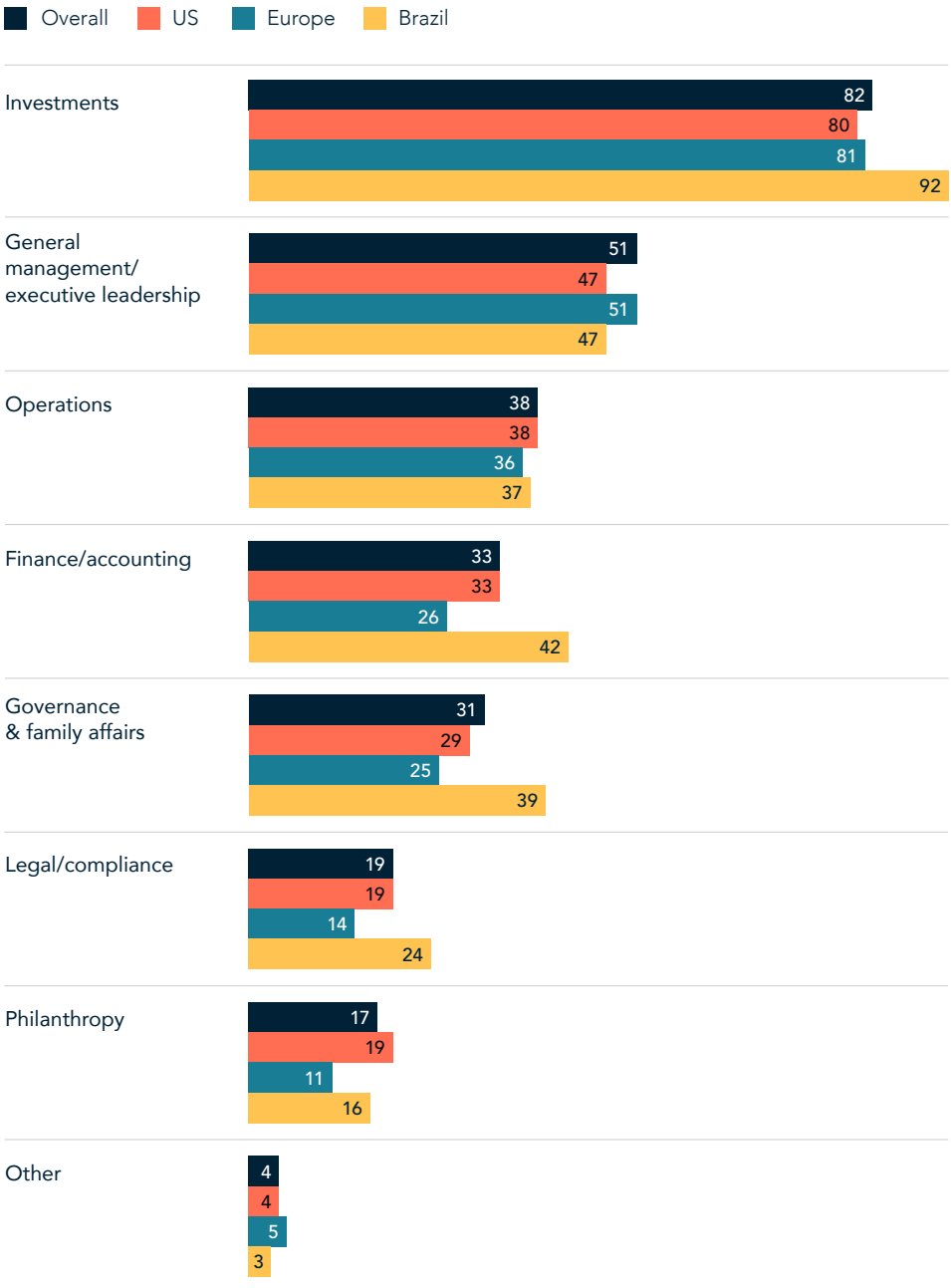
Title (%)



Note: Respondents could select more than one option.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=318

The most common role, cited by more than four out of five respondents (82%), was investments. On average, respondents reported responsibility for two to three roles, indicating a blend of accountabilities.

Role (%)

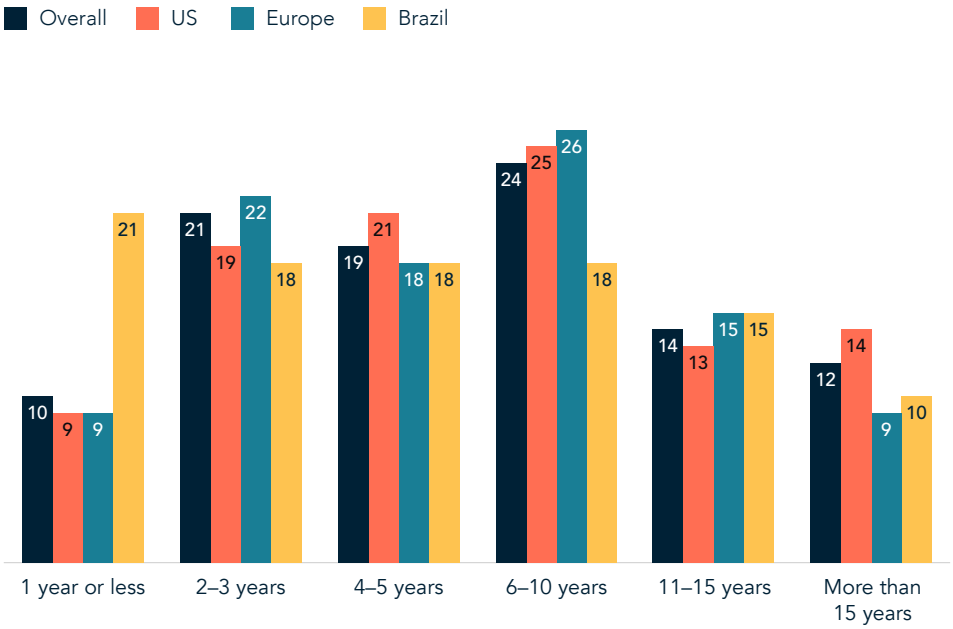


Note: Respondents could select more than one option.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=271

Tenure

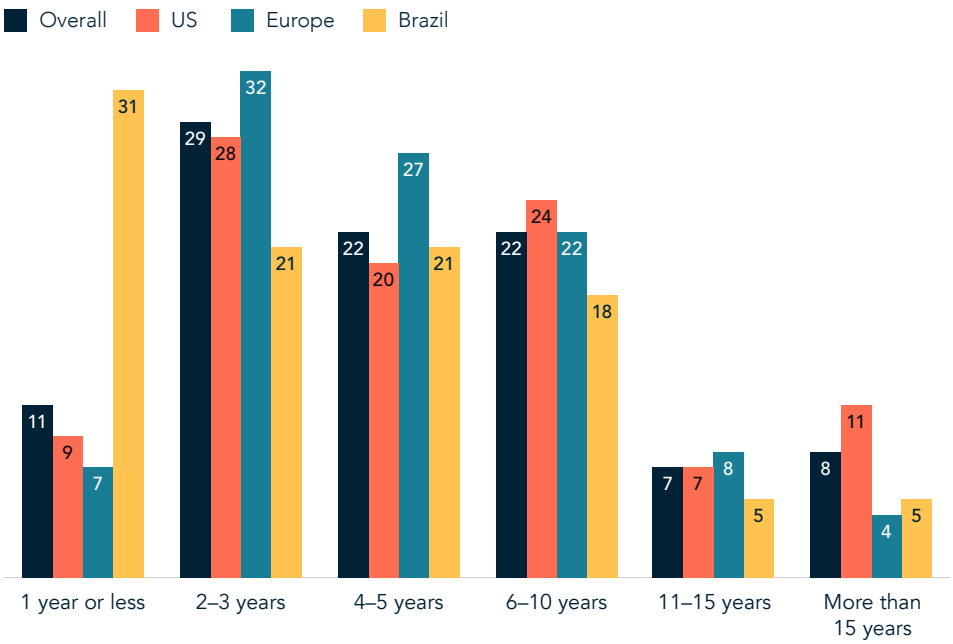
Half (50%) of respondents have been at their current firm for more than five years, including 26% who have been there for more than a decade. Meanwhile, only 37% of respondents have been in their current role for more than five years, while 8% have held the same role for more than 15 years. Short tenure is especially common in Brazil, where 21% of respondents have been at their current firm for one year or less and 31% of respondents have been in their current role for one year or less. This is not surprising, as new employees are more likely to bring operational change with them, which Brazilian family offices may see as a positive in their rapidly maturing environment.

Firm tenure (%)



Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=293

Role tenure (%)

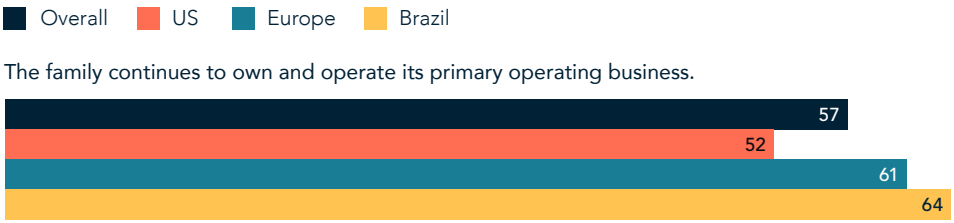


Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=287

Firm operating model

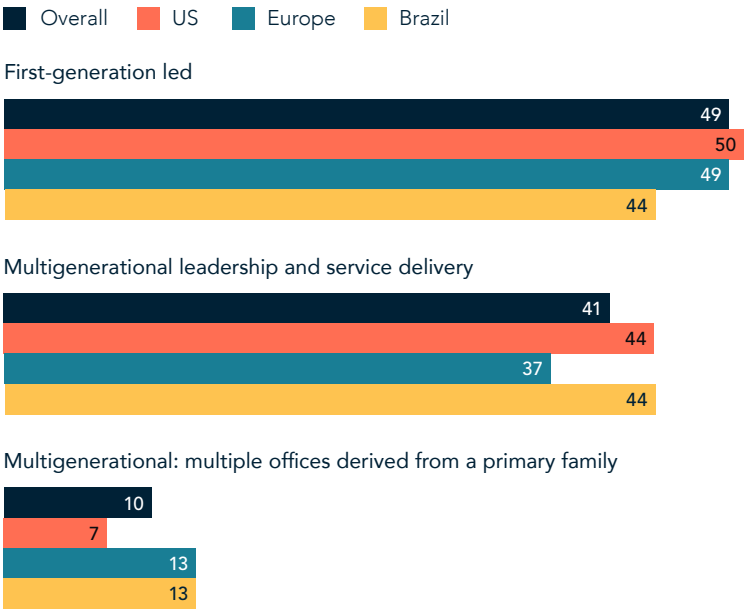
Just over half (57%) of respondents work with families that still own and operate their primary operating business, while 43% represent families that have experienced a liquidity event such as a sale or IPO. Nearly half (49%) of family offices are first-generation led. The remainder are primarily multigenerational, including 10% operating through multiple offices derived from a primary family office.

Operating model (%)



Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=318

Leadership type (%)

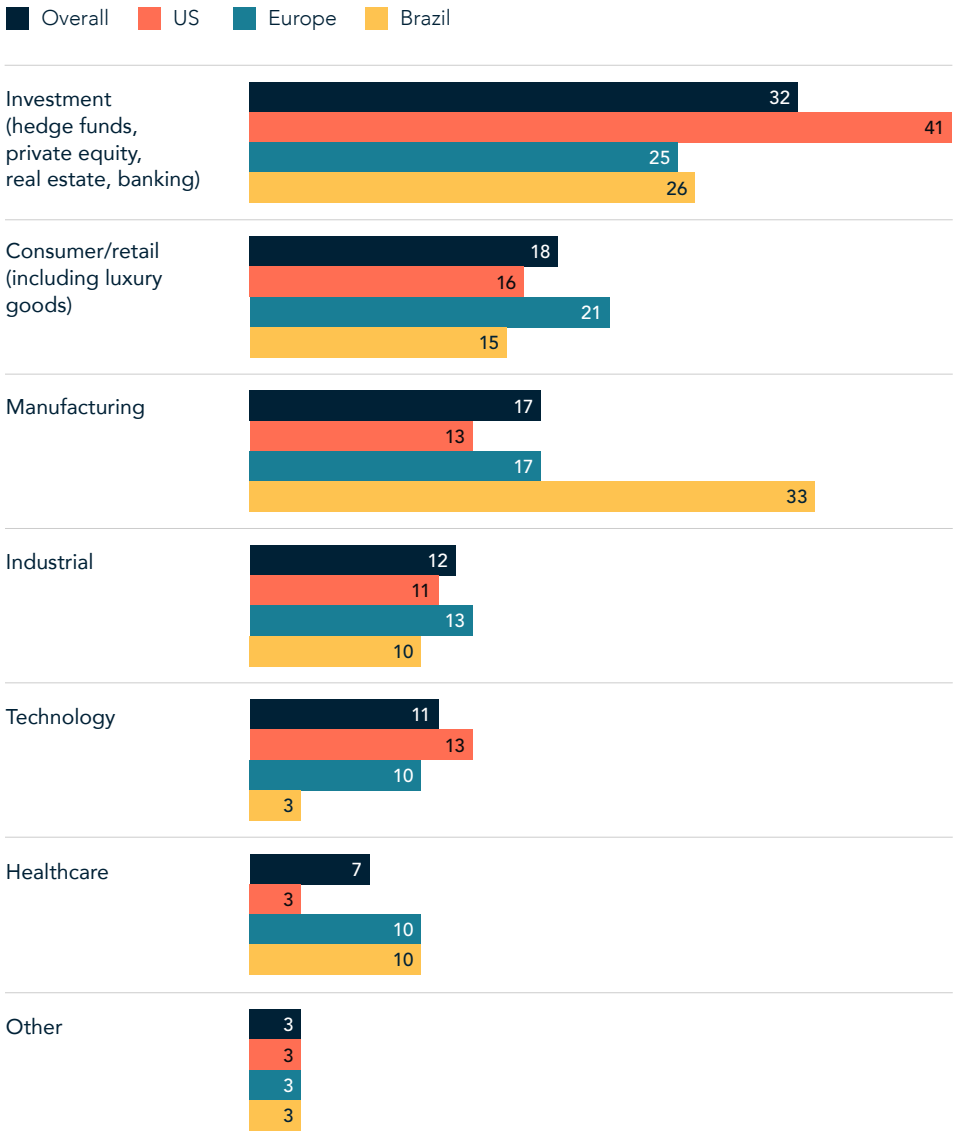


Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=318

Family office original source of wealth

Respondents most commonly work for family offices where investment was the largest original source of wealth, at 32% overall. Consumer/retail and manufacturing follow at 18% and 17% respectively, although the mix varies materially by geography.

Family office original source of wealth (%)

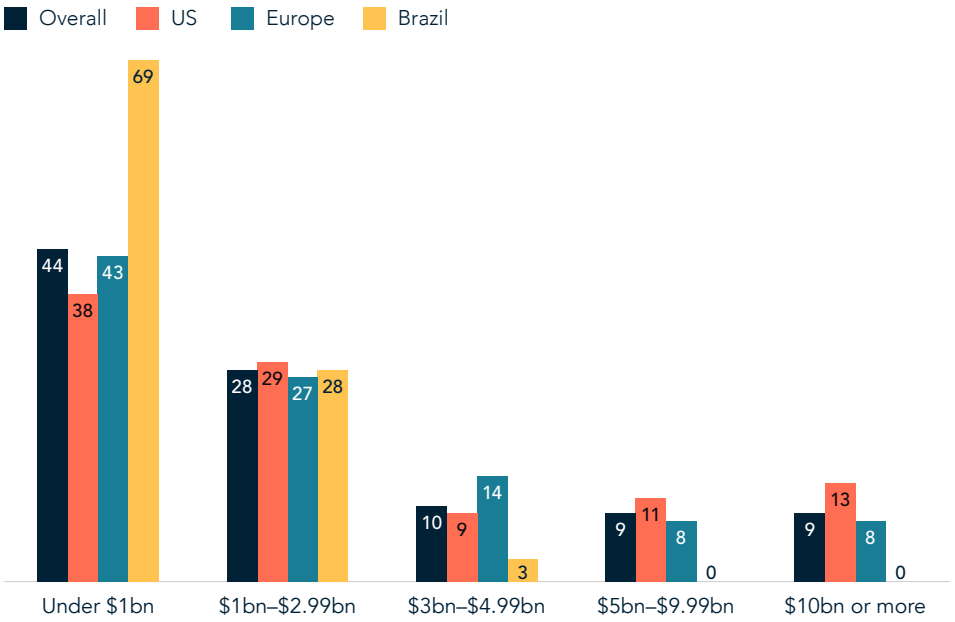


Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=318

Firm size

More than half (56%) of respondents are from offices with an investable asset base of at least $1 billion, including 18% with an investable asset base higher than $5 billion.

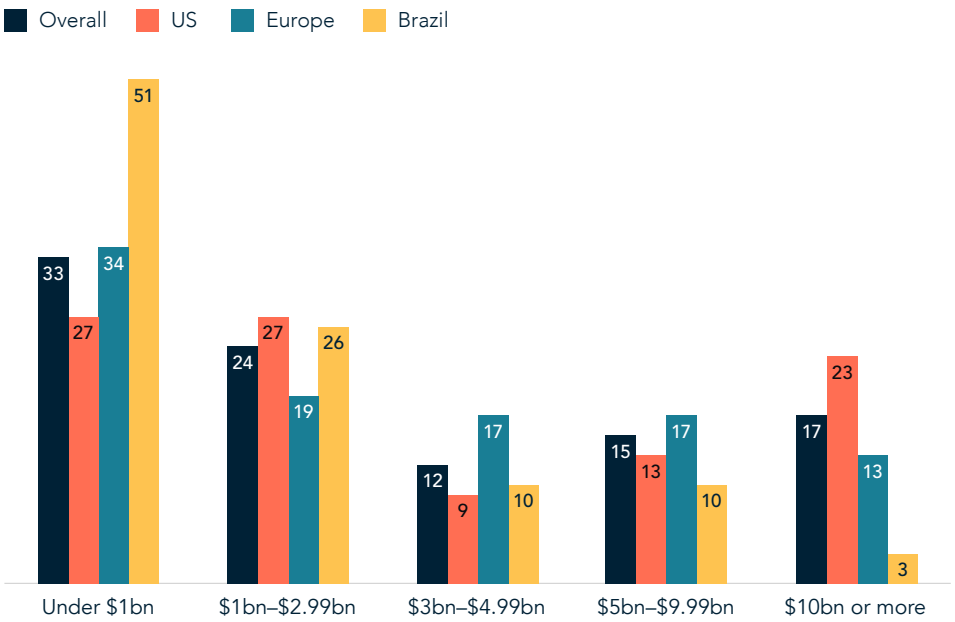
Investable asset base managed (%)



Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=305

The sample also includes a robust distribution of family net worths, with two-thirds (68%) reporting a family net worth of at least $1 billion and nearly one-third (32%) with $5 billion or more. Families with a net worth of $10 billion or more were most common in the United States.

Family net worth (%)

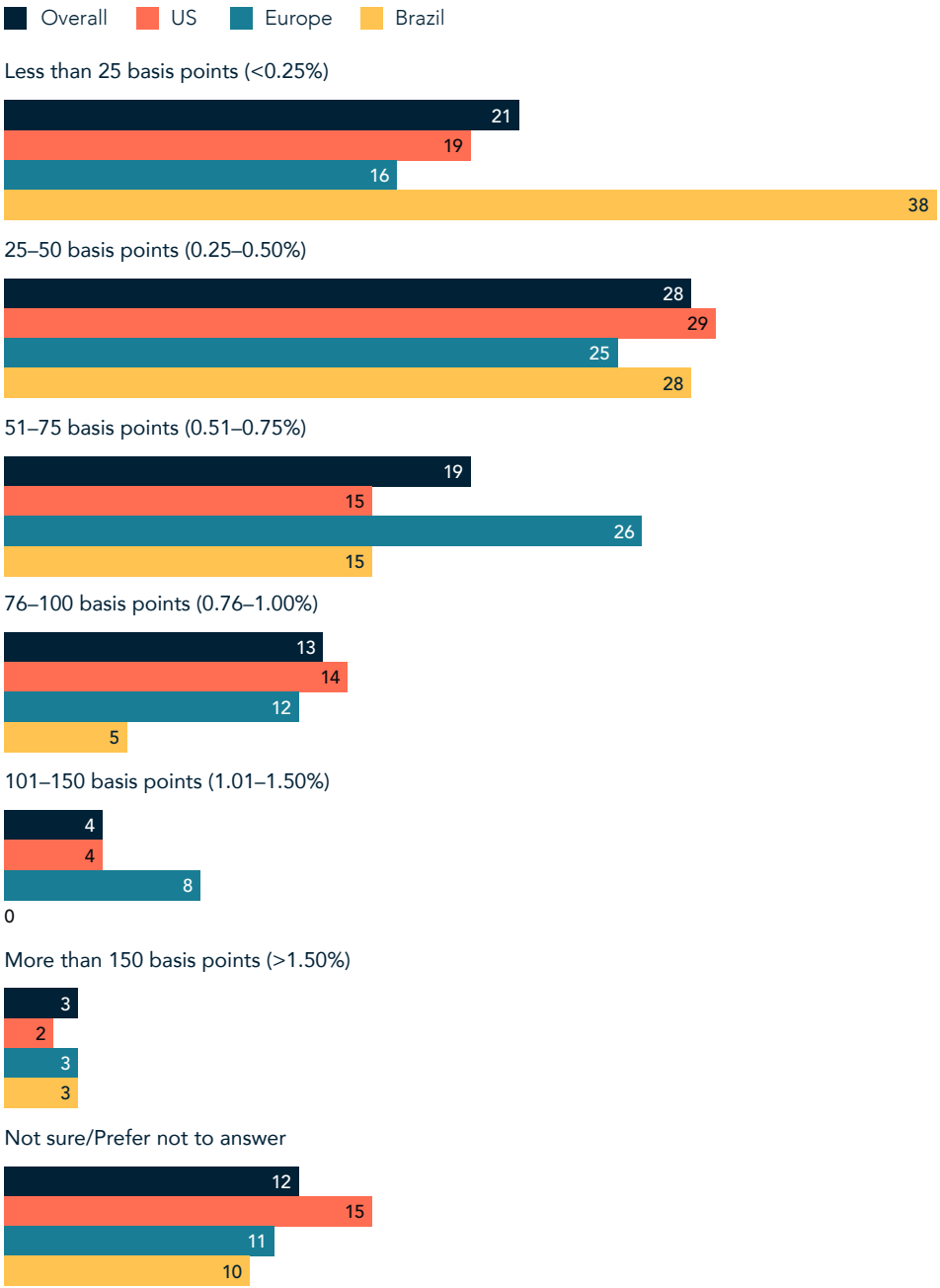


Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=305

Annual operating cost as a percentage of assets under management (in basis points)

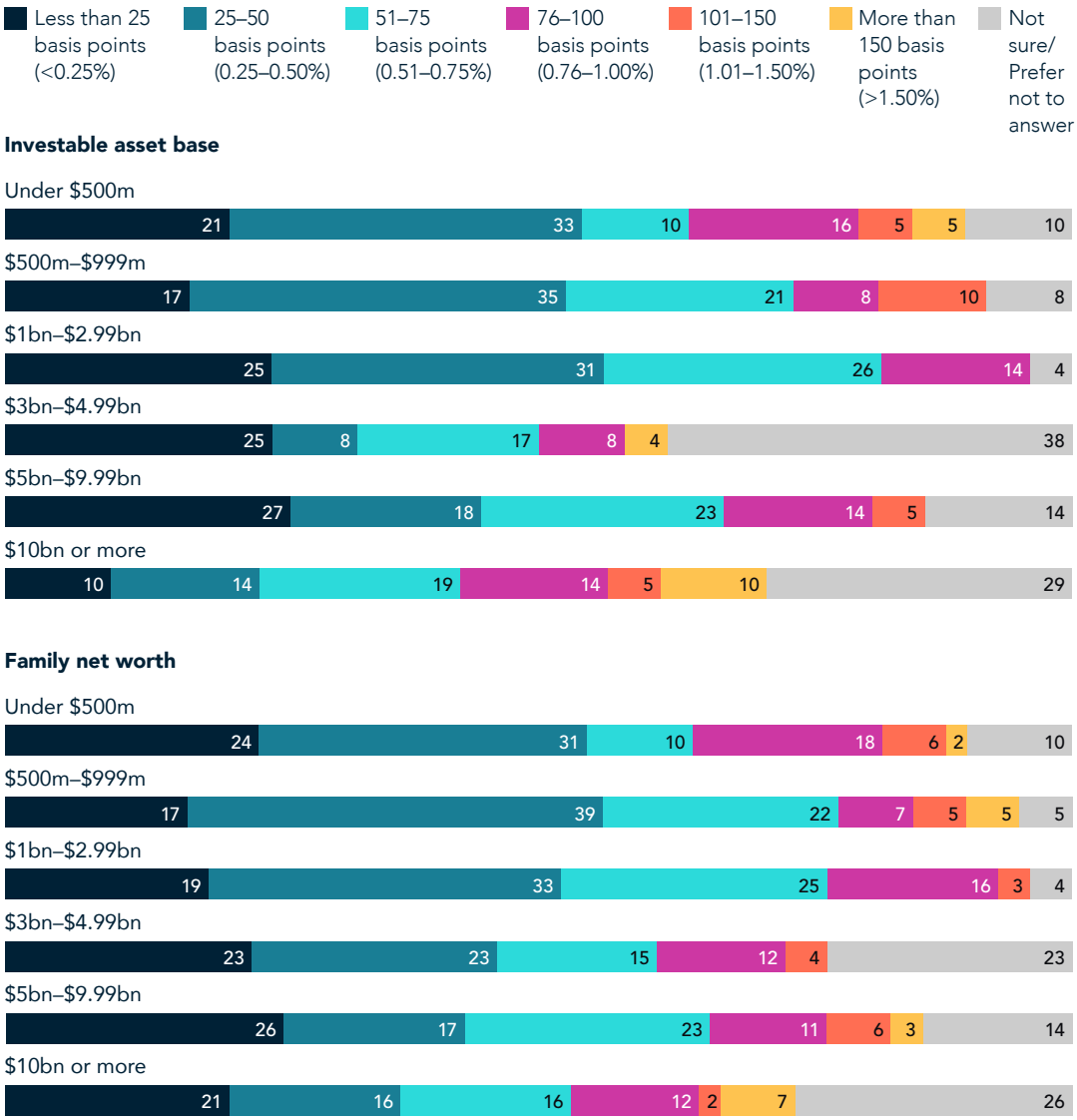
About two-thirds (68%) of respondents report annual operating costs at or below 75 basis points of assets under management (AUM). The United States and Europe have broadly similar overall cost distributions, although Europe has a larger high-cost tail: 11% of European respondents report costs above 100 basis points, compared with about 6% in the United States. This is notable given that leaders in the United States tend to receive higher compensation than those in Europe.

Operating cost as a percentage of AUM by region (%)



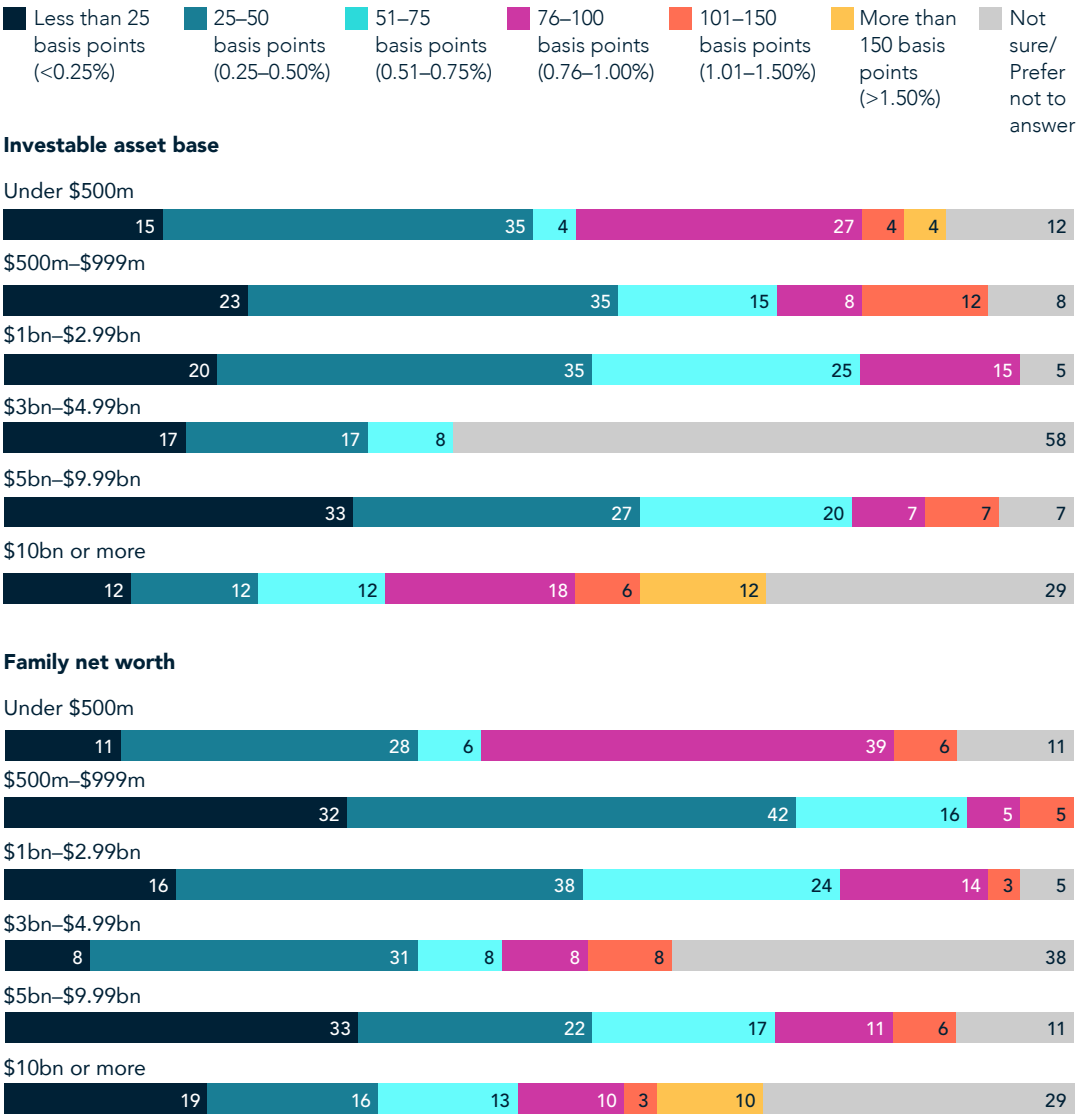
Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=269

Operating cost as a percentage of AUM by office size, global (%)



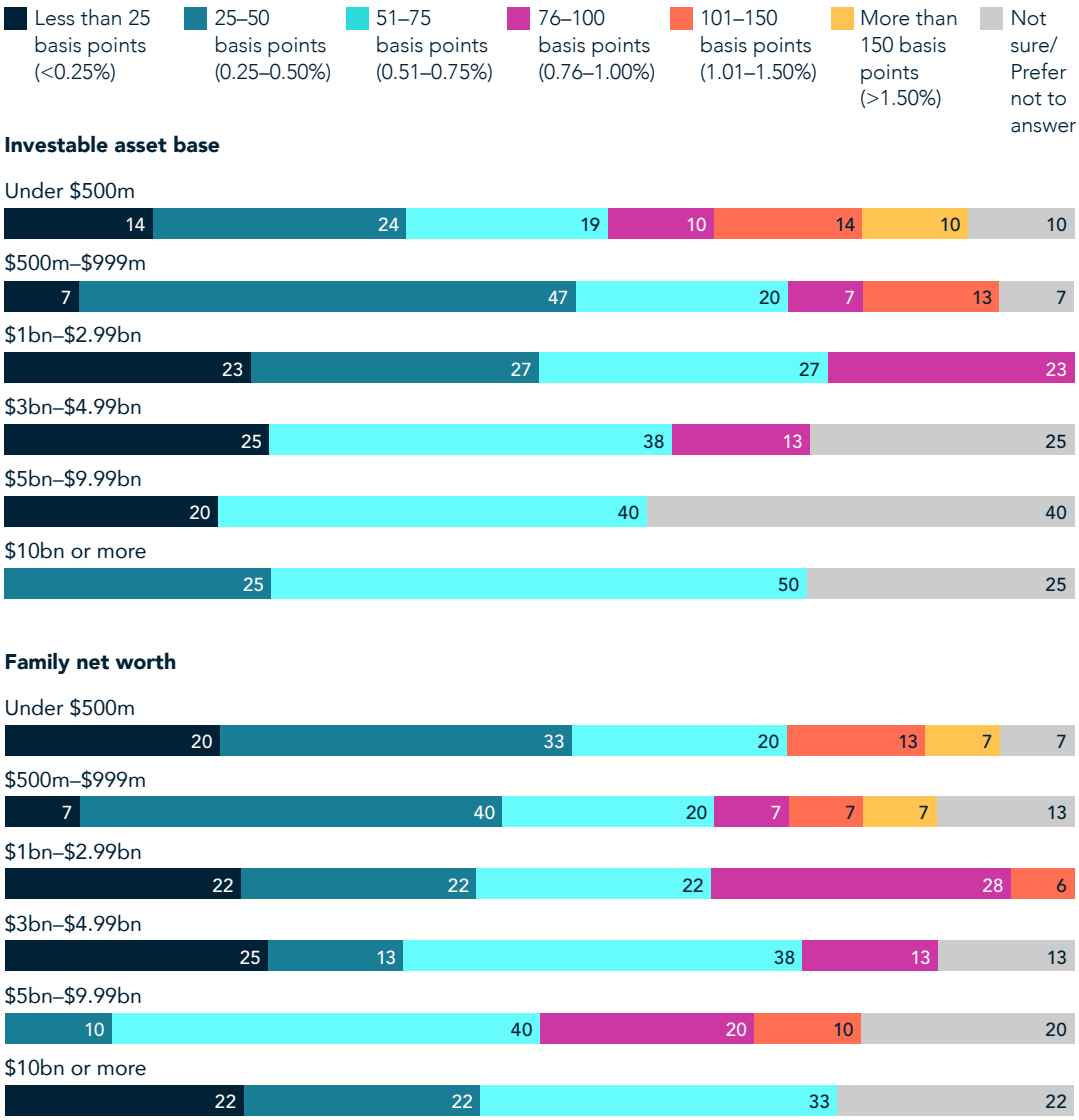
Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=269

Operating cost as a percentage of AUM by office size, United States (%)



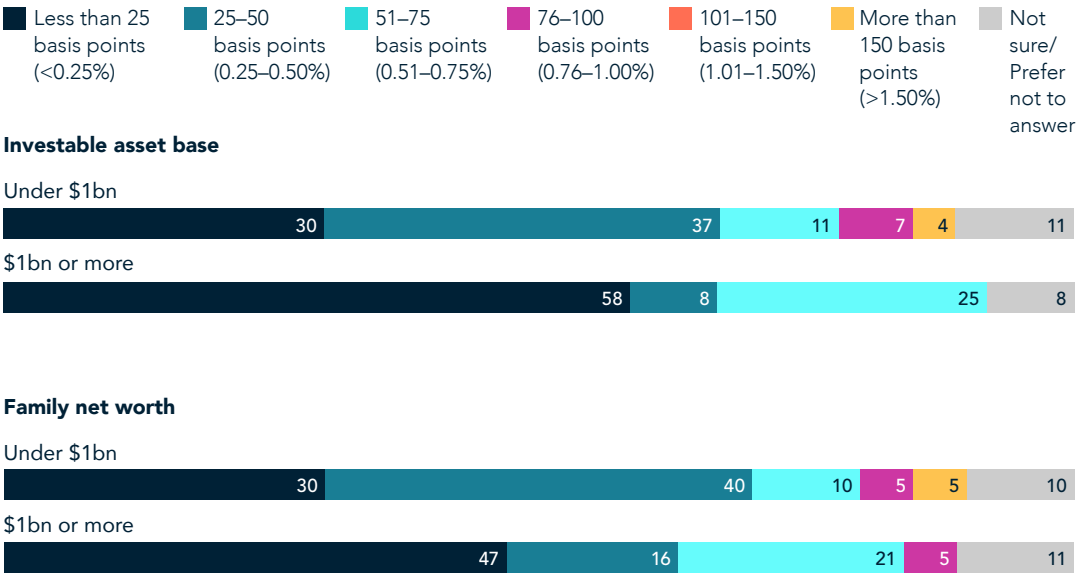
Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=136

Operating cost as a percentage of AUM by office size, Europe (%)



Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=75

Operating cost as a percentage of AUM by office size, Brazil (%)

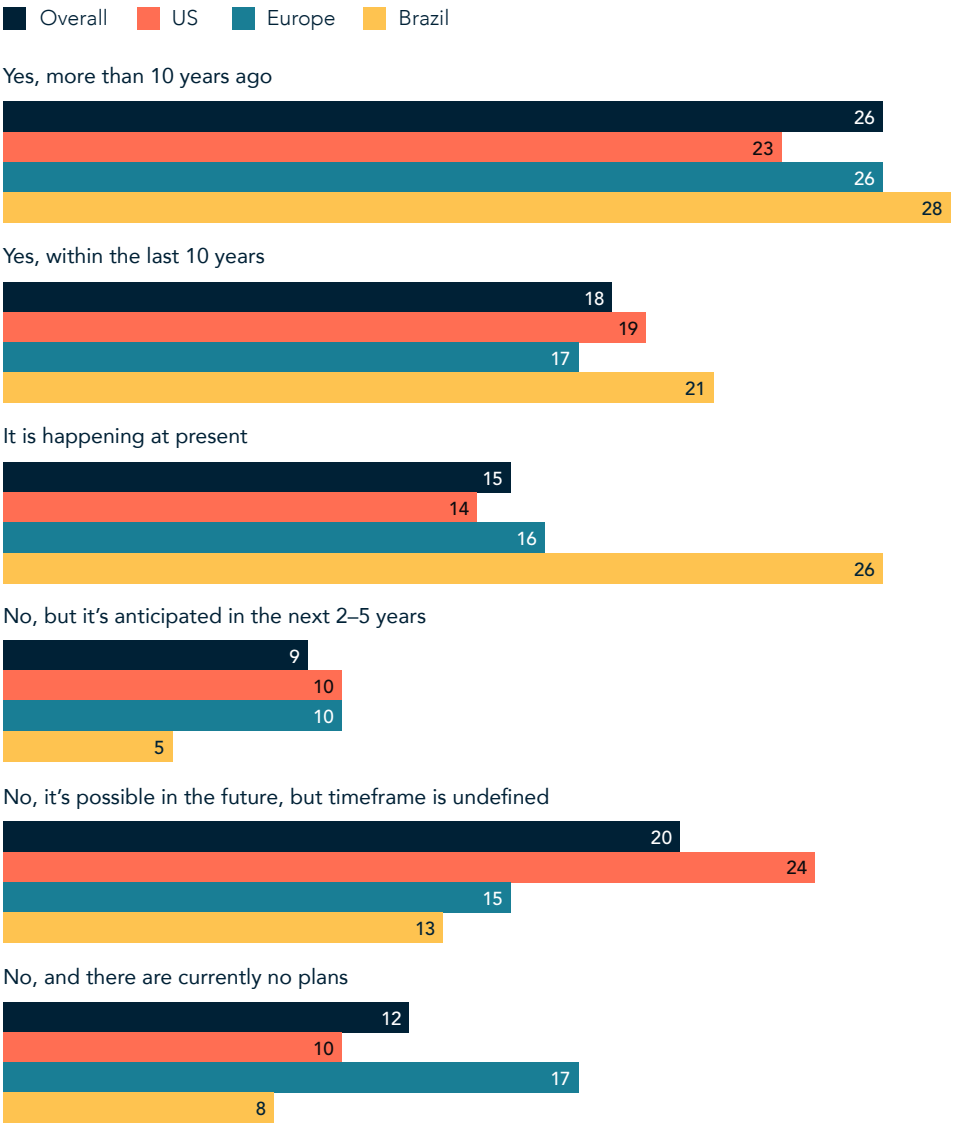


Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=39

Generational transfer of wealth

Overall, nearly 6 in 10 (59%) respondents say a generational transfer of wealth has already occurred or is happening now. Another 29% expect or consider a future transfer possible, leaving only 12% with no current plans. There is substantial movement in Brazil, where a generational transfer of wealth has occurred or is occurring for 75% of respondents.

Generational transfer of wealth (%)

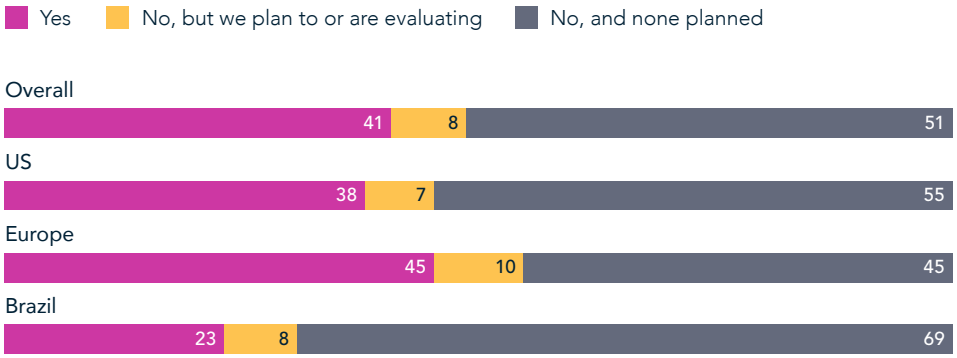


Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=305

Family office entities in other locations

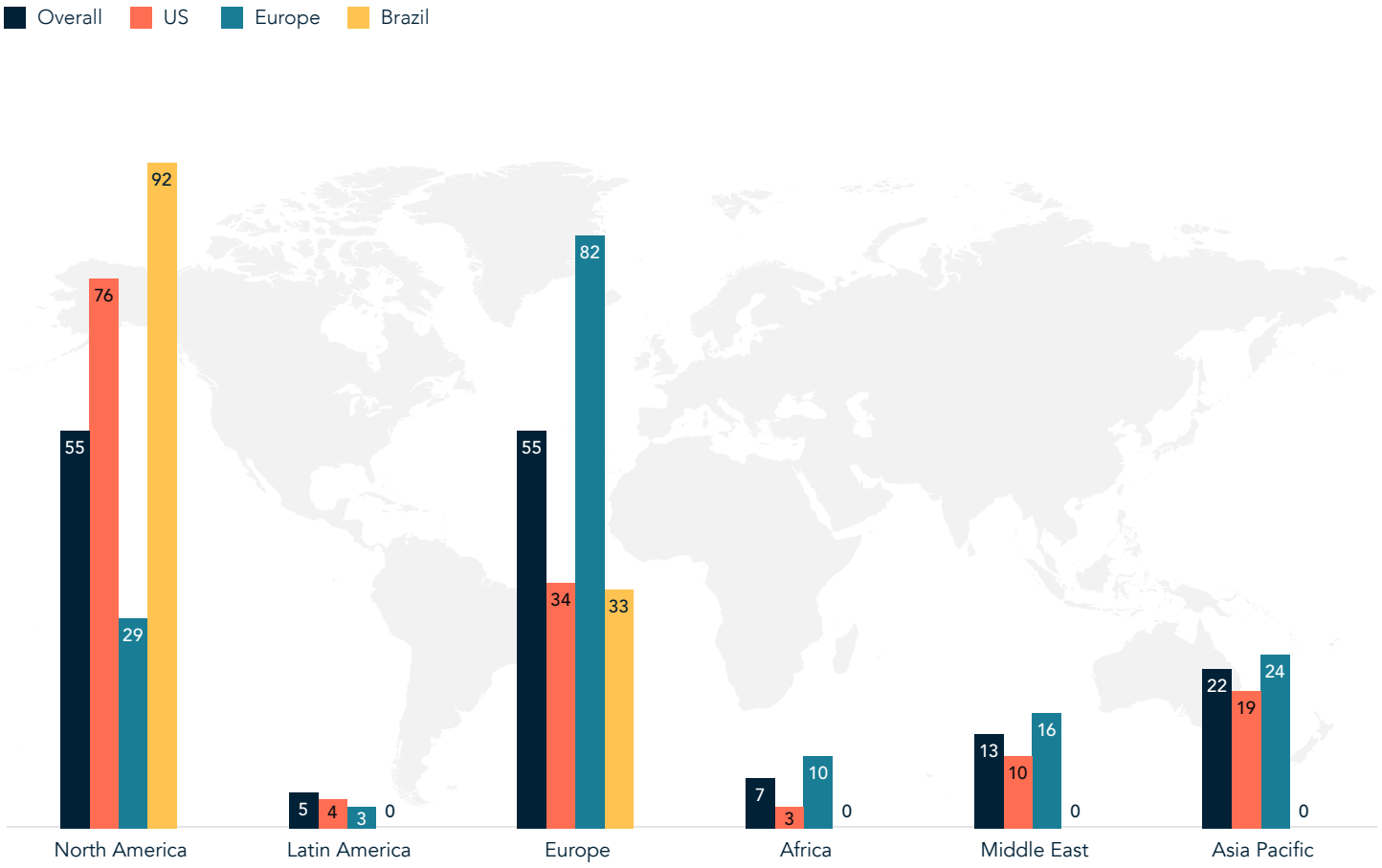
Forty-one percent of respondents report additional family office entities in other locations, while another 8% are planning or evaluating expansion. Among family offices with entities in other locations, it is especially common for European companies to have subsidiaries within Europe and for Brazilian companies to have subsidiaries in North America.

Additional family offices in other locations (%)



Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=318

Regions of subsidiary family office locations (%)

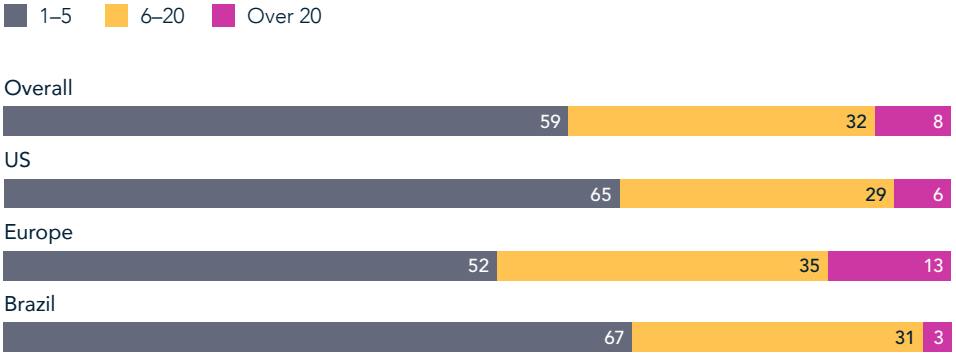


Note: Respondents could select more than one option.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=157

Family office professionals

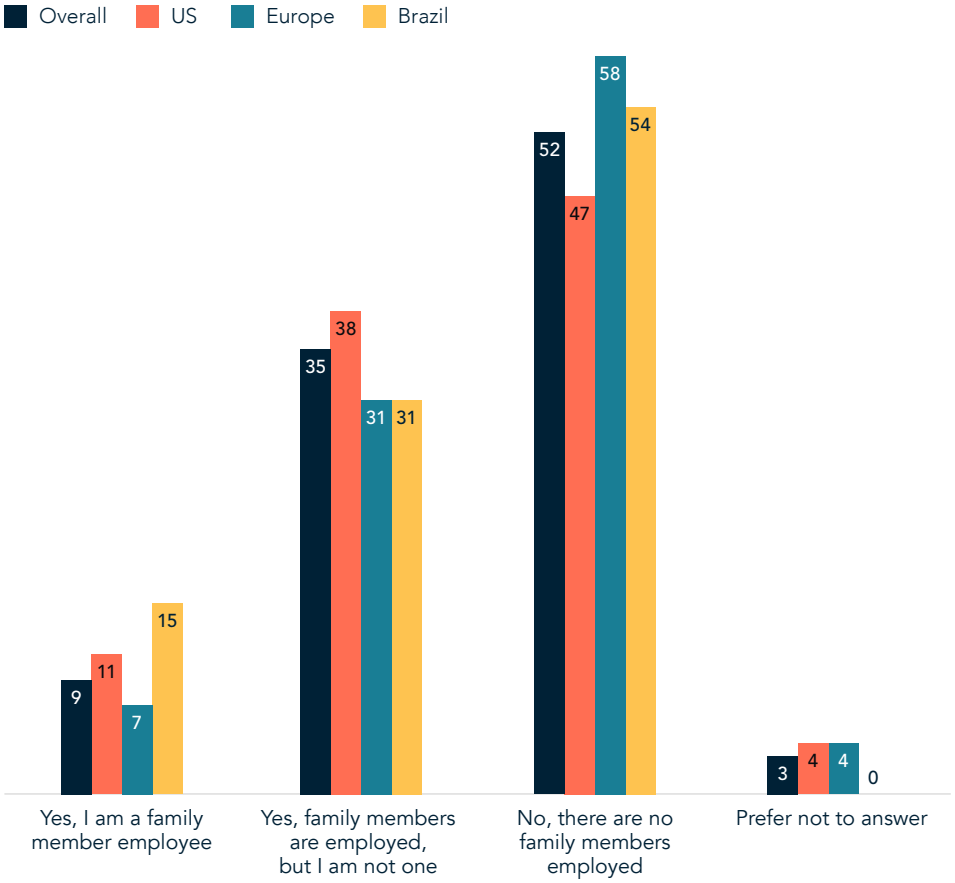
Most (59%) respondents report that their family office has five or fewer investment professionals, while only 8% report an investment team larger than 20 people. More than half (52%) say no family members are employed by the family office.

Number of investment professionals at firm (%)



Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=318

Family members currently employed at firm (%)

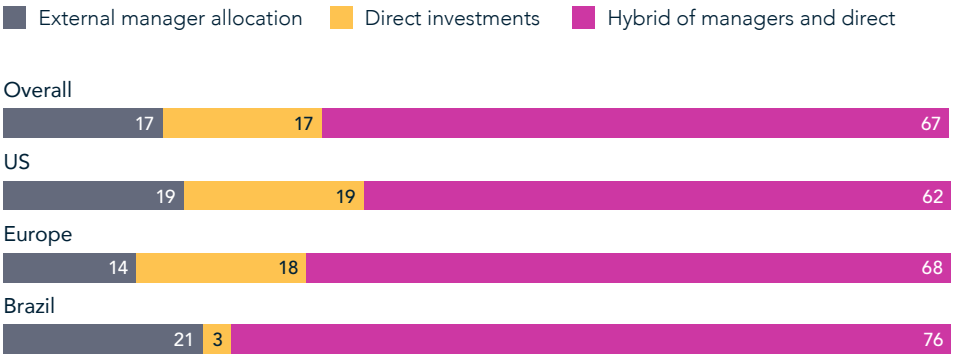


Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=318

Investment strategy

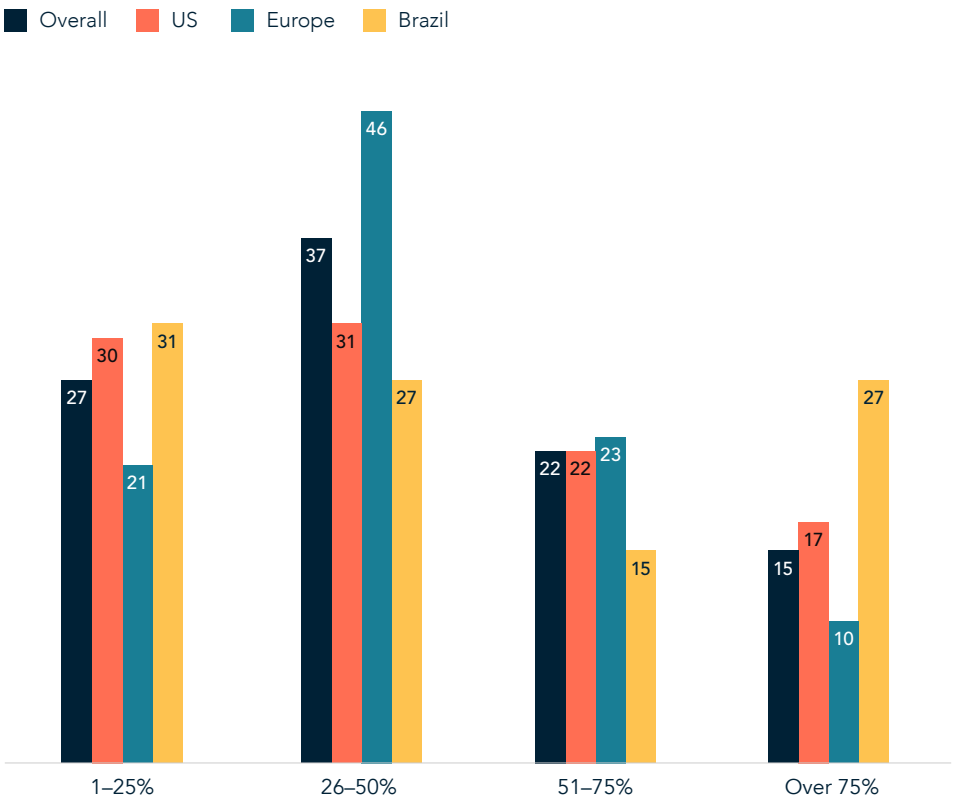
Two-thirds (67%) of respondents use a hybrid of external managers and direct investments. Pure external-manager and direct-investment approaches are much less common, at roughly 17% each. Among hybrid investors, most (64%) allocate half or less of the portfolio through external managers.

Investment strategy utilized (%)



Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=254

If hybrid investment strategy, percentage of portfolio invested through external managers (%)

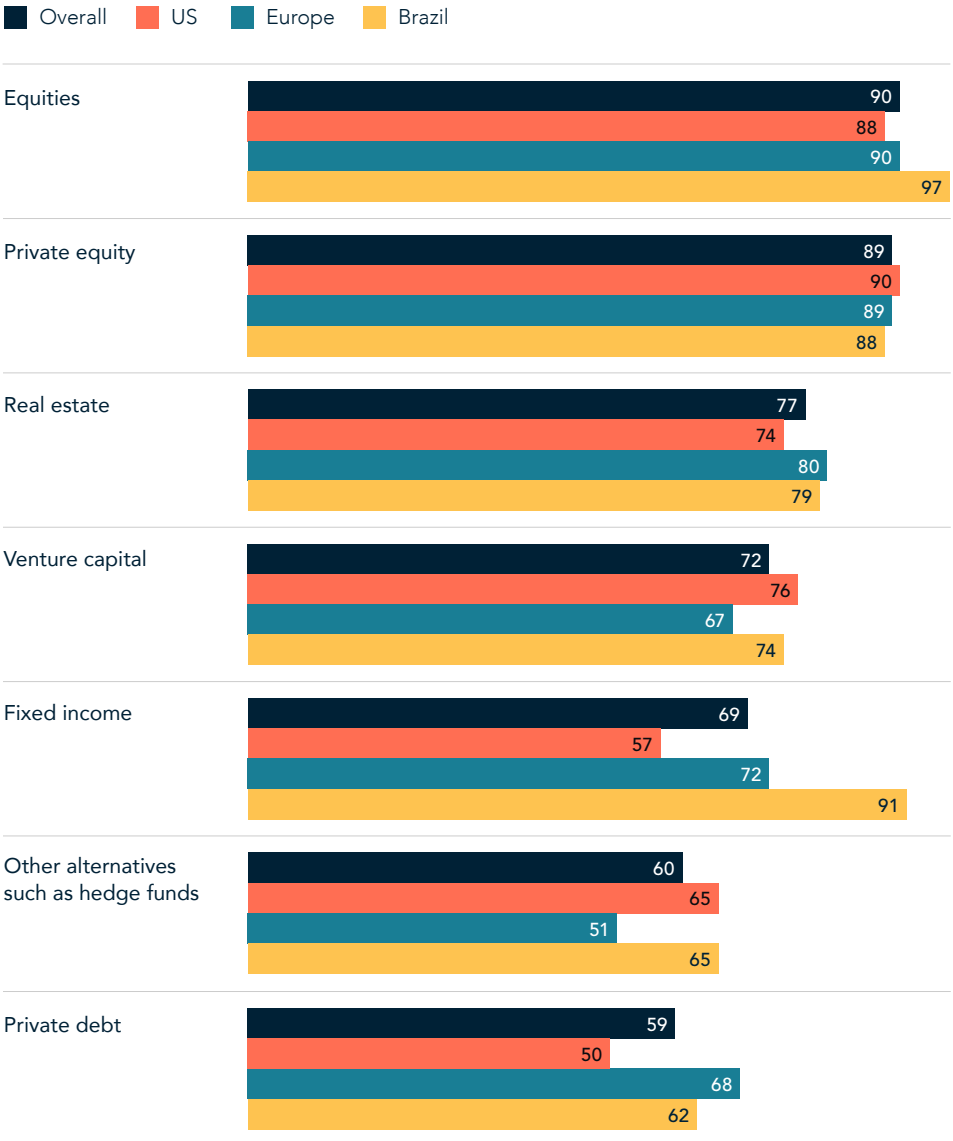


Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=166

Investment asset class

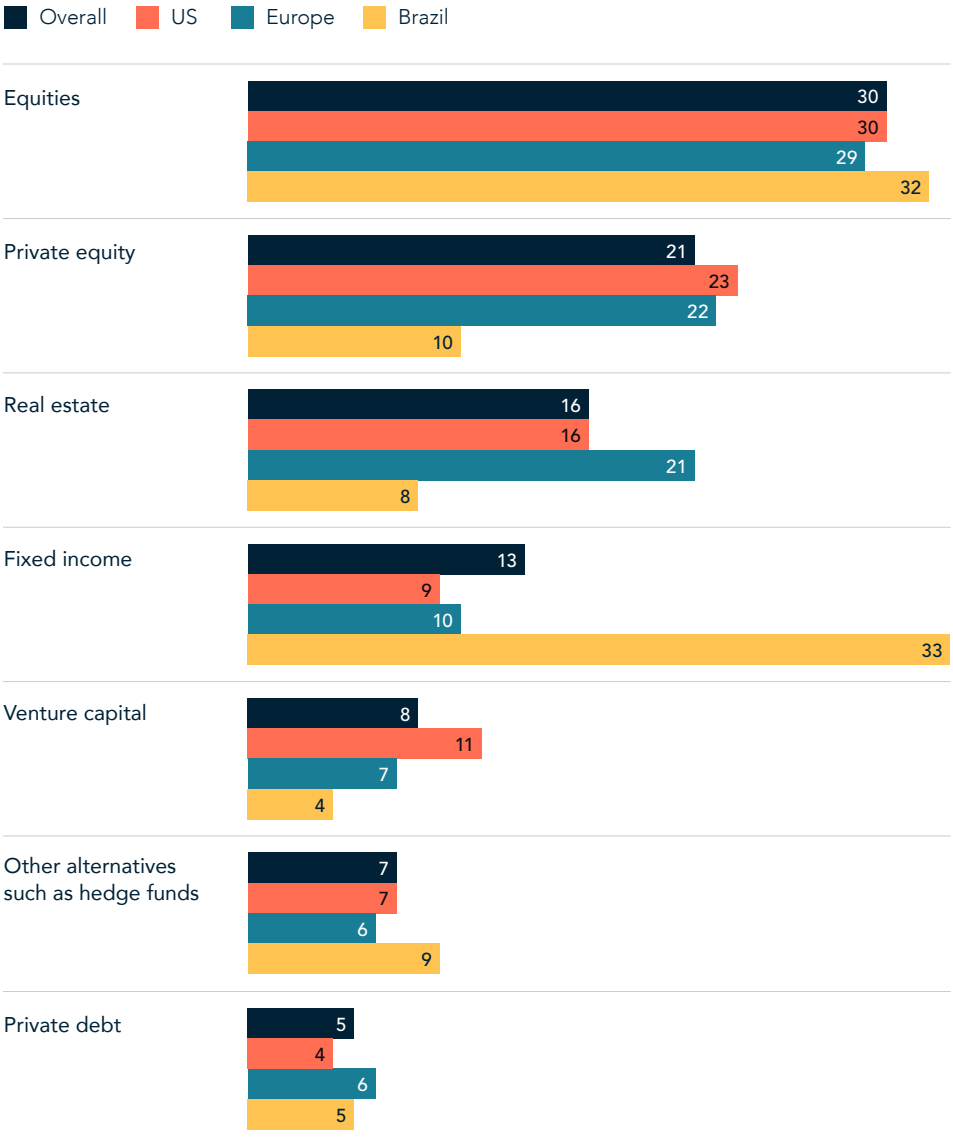
About 90% of respondents invest in equities and private equity, making them the most common asset classes across the sample. They also account for the largest average share of portfolio allocations, suggesting a broadly growth-oriented investment approach. In Brazil, a disproportionately high share of respondents invest in fixed income, which is less popular in other regions. Its prevalence in Brazil is likely due to the combination of high interest rates and relatively low risk, making it a particularly attractive option.

Investment asset class (%)



Note: Respondents could select more than one option.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=254

Percentage of portfolio allocated to each asset class (%)

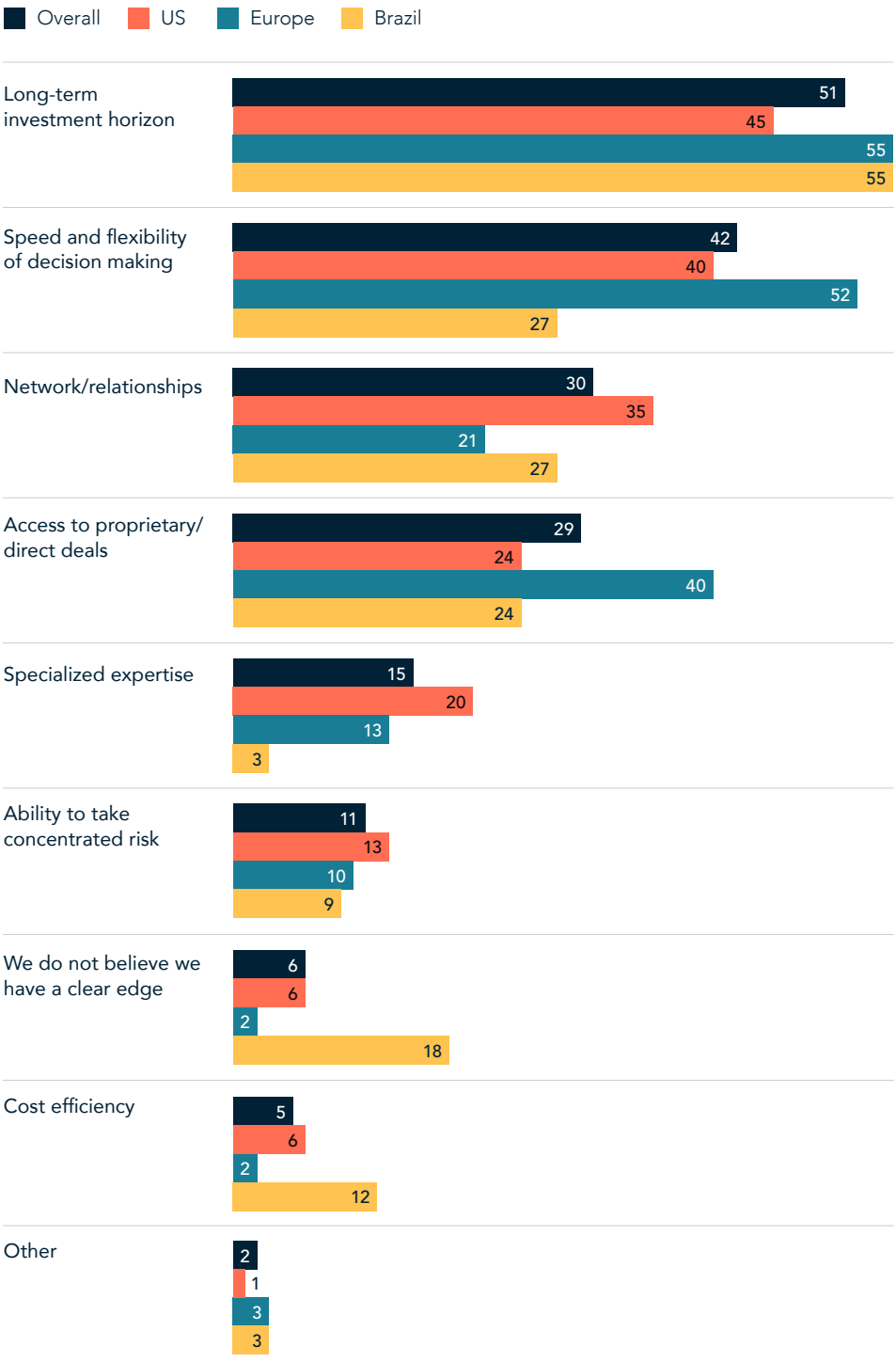


Note: Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=254

Competitive edge in investing

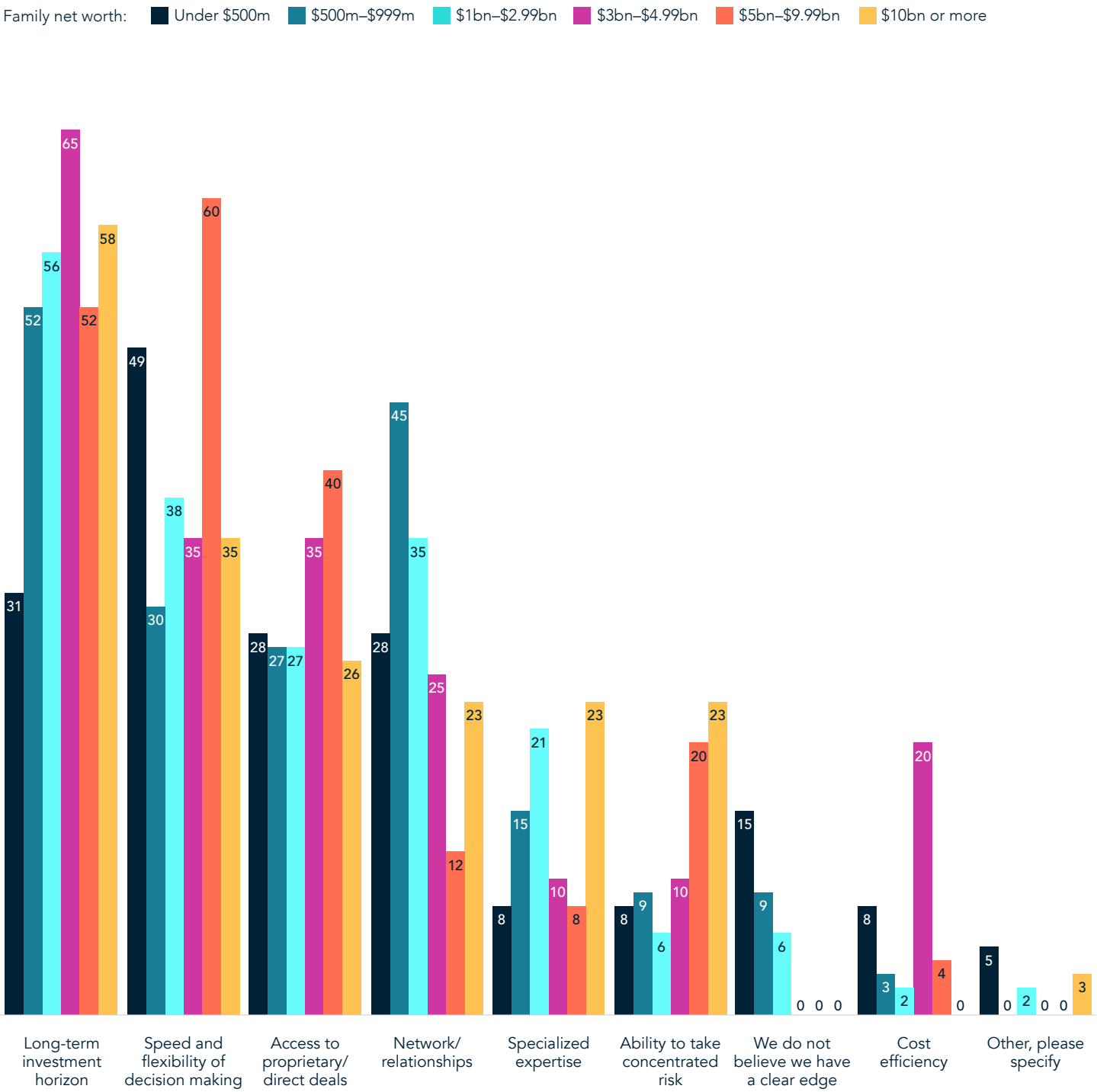
A long-term investment horizon is the most commonly cited competitive advantage, selected by 51% of respondents, followed by speed and flexibility in decision making at 42%. Family offices with a higher investable asset base are more likely to see their competitive advantages in their long-term investment horizon and the ability to take concentrated risks. Those with a lower investable asset base, by contrast, are more likely to point to their networks and relationships as a competitive advantage but are also less likely to identify a distinct competitive edge.

Competitive edge by region (%)



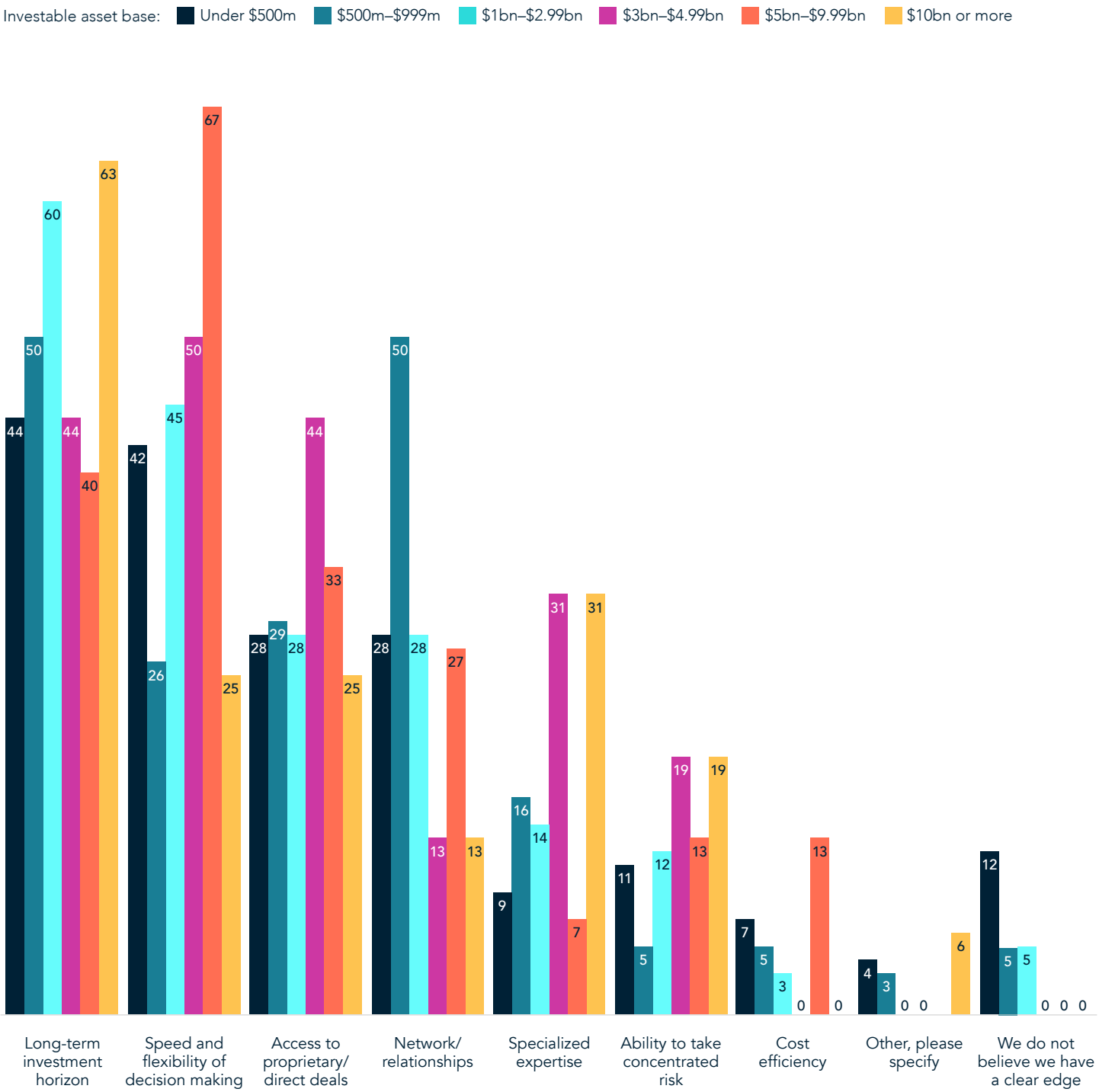
Note: Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=207

Competitive edge by family net worth (%)



Note: Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=207

Competitive edge by investable asset base (%)

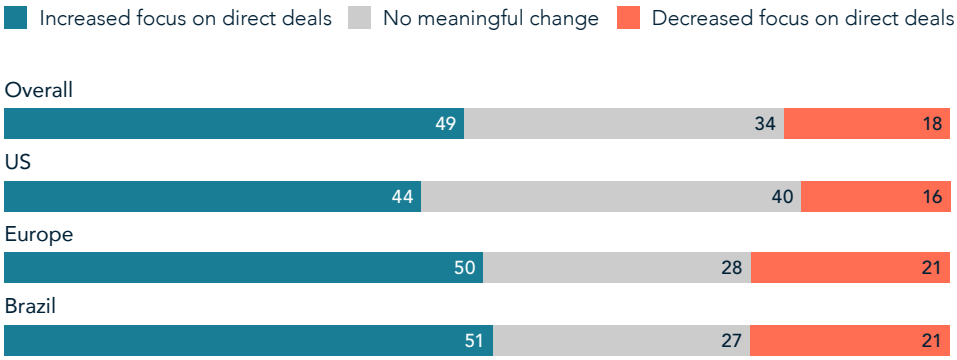


Note: Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=207

Change in approach to direct investing

Nearly half (49%) of respondents say their focus on direct deals has increased over the past three to five years, including 20% who report a significant increase. However, this pattern was less common in the United States, where 40% reported no meaningful change. In Brazil, this may be a result of a shift away from private equity- and venture capital-backed investments. Europe presents a less straightforward picture: despite the reported increase in direct investing, some family offices we have spoken with are questioning whether they can achieve better returns on their own than by investing with larger, established managers.

Change in approach to direct investing (%)

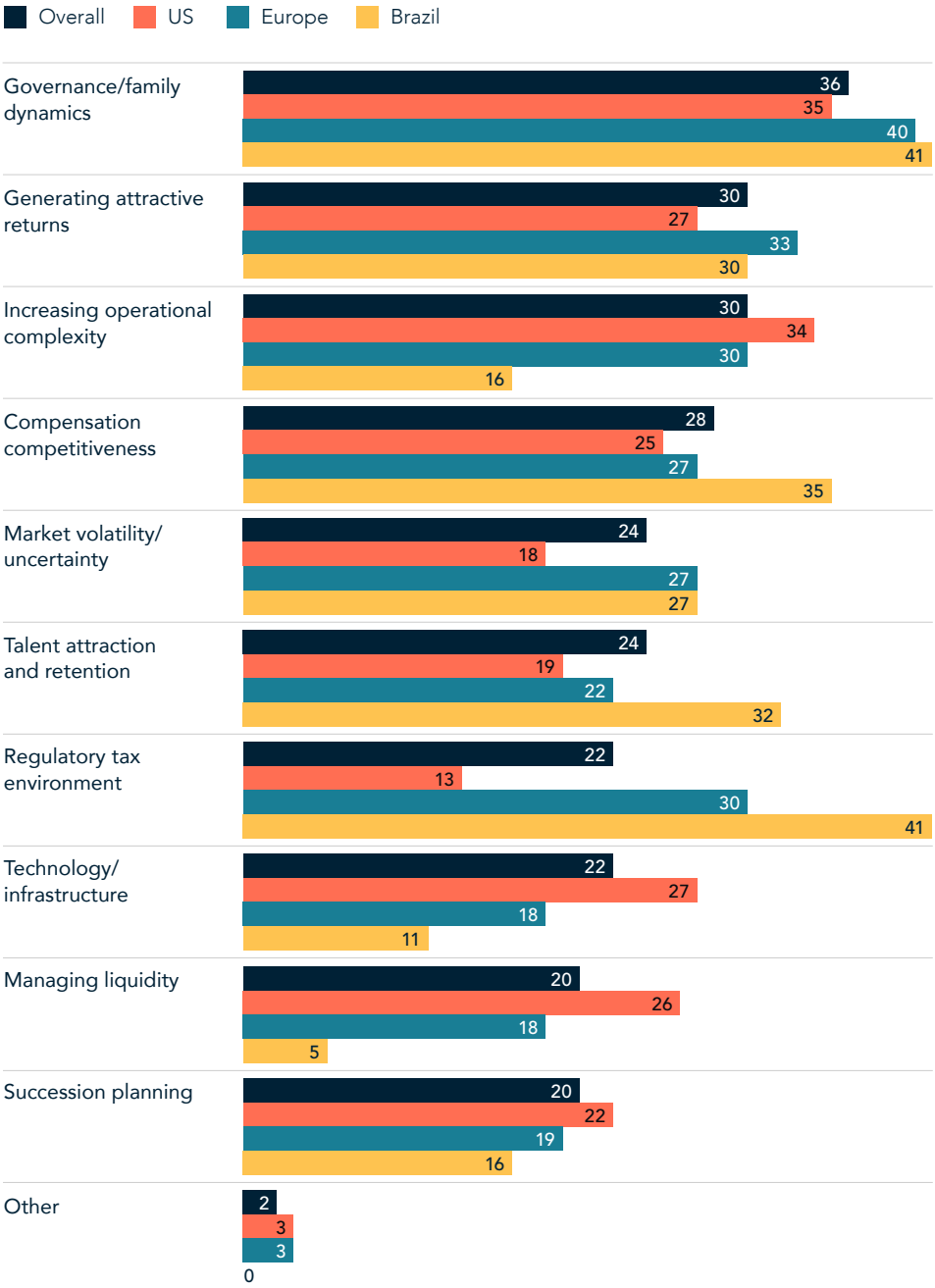


Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=235

Most significant challenges impacting family offices

Governance and family dynamics rank first among current challenges, cited by 36% of respondents overall, although priorities vary meaningfully by region. This likely reflects the growing importance of succession and wealth transfer as generations transition, as well as shifting organizational priorities across generations. Brazilian family offices are especially concerned about compensation competitiveness, talent attraction and retention, and the regulatory and tax environment. As the Brazilian family office market is less mature than those in the United States and Europe, attracting experienced, sophisticated talent can be more difficult. In the United States, greater concern about technology and infrastructure likely reflects both the tensions surrounding AI and growing operational complexity. European family offices, meanwhile, are particularly focused on the regulatory and tax environment, which is reshaping leadership needs. Three to five years ago, CEO searches typically favored investment leaders, often those who had risen through CIO or similar roles. Today, these searches are increasingly shifting toward leaders with finance and tax expertise.

Most significant challenges impacting family office (%)



Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=302

Employment structure (Brazil only)

In Brazil, independent-contractor and *Pessoa Jurídica* (PJ) arrangements are the most common employment structures, followed closely by CLT full-time employment. This reflects the current tax environment, in which family offices can use independent contractors and quota holders to reduce tax costs. However, changes to the tax structure in 2027 are expected to increase the tax burden on these arrangements, potentially making them less attractive going forward.

Employment structure (Brazil only) (%)



Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=39

Compensation

Compensation across family offices reflects the diversity of the market itself. Pay levels, compensation structures, and trajectories differ meaningfully across the United States, Europe, and Brazil.[1]

The United States stands out for both higher compensation and consistent growth, widening the gap with other regions over the past two years. Median total cash compensation increased each year from 2024 through 2026, reaching $900,000 in 2026, with increases in both base salary and cash bonus. Median total compensation reached $1.13 million, while substantially higher averages and upper-percentile figures point to a particularly wide range of outcomes at the top of the market. Several characteristics may contribute to higher US pay levels, including the scale and complexity of US family offices as well as the source of family wealth: the US sample includes more families with investment-related sources of wealth, while families whose wealth was created in the technology sector also report particularly high compensation.

In comparison with the United States, European compensation remains lower overall, although both cash and total compensation increased in 2026 after cash compensation remained broadly flat between 2024 and 2025. Median total cash compensation reached $609,000 in 2026, with the latest increase driven more by bonus than base pay, while median total compensation reached $743,000. Relationships between compensation, tenure, role, and organizational scale are also less linear than in the United States, although clearer premiums emerge among direct-investing offices, families that have recently undergone a generational transfer, and some of the largest family offices.

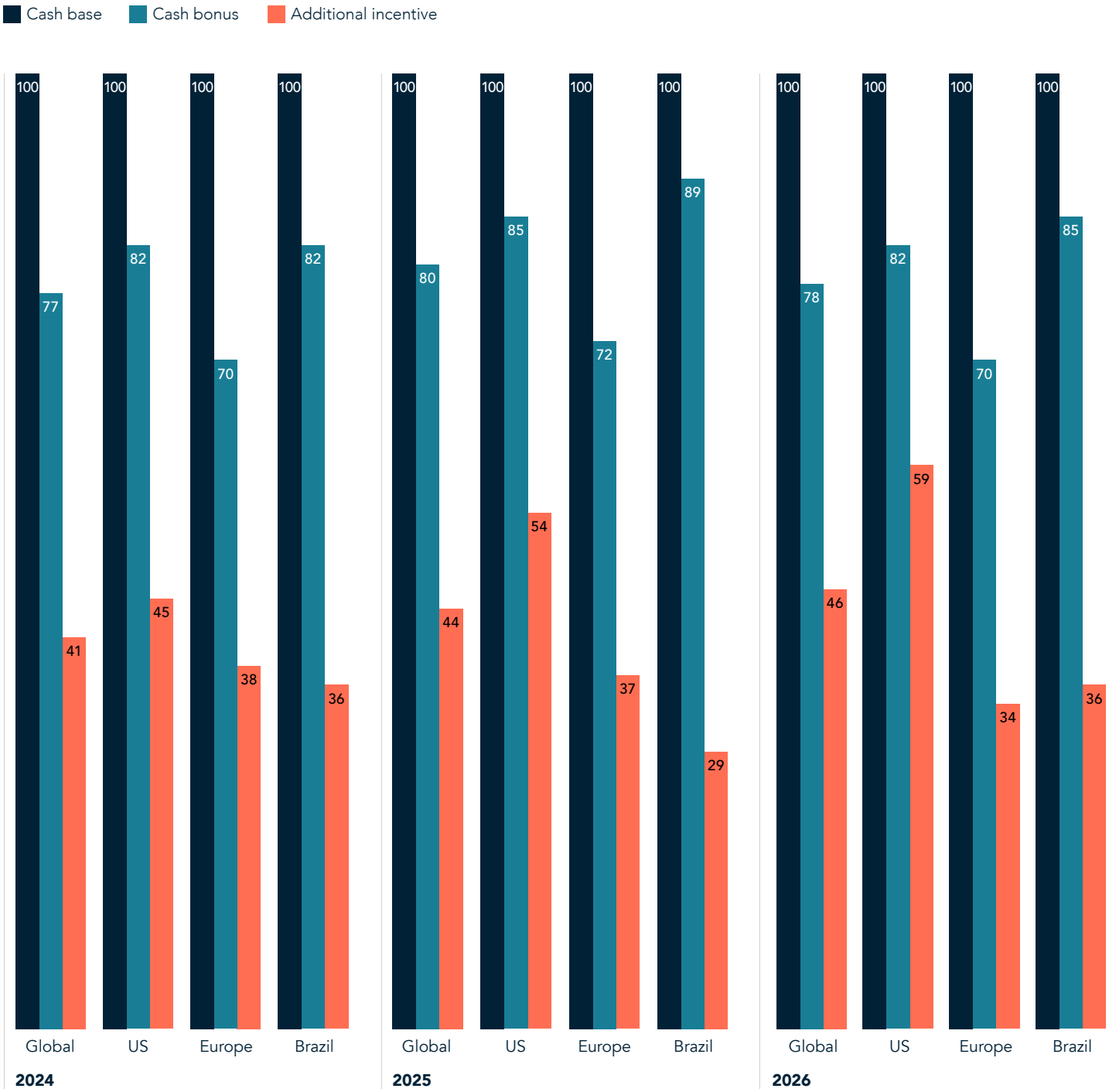
Brazil's family office market presents a different picture. Median total cash compensation remains substantially below US and European levels and declined by 9.9% from 2025 to 2026 after increasing sharply the previous year. Median total compensation also declined, falling 15% to $332,000. The market also includes a relatively high share of respondents who are newer to their firms and roles, while talent attraction, retention, and compensation competitiveness emerge as particularly significant concerns. Family wealth and investable assets appear to differentiate compensation more clearly than role tenure does.

Across all three markets, the gap between typical and top-end compensation is substantial. Average total compensation sits well above the median in each region, reflecting the concentration of particularly large packages among a relatively small group of executives. Additional incentives are highly individualized in the United States and Europe, while in Brazil, they are less prevalent, reflecting the country's distinct tax and employment structures.

Compensation practices are clearly evolving alongside the family office model itself. The following sections examine cash base, cash bonus, total cash compensation, total compensation, and additional incentives within each market in more detail, including how compensation varies by role, tenure, investment strategy, family wealth, and investable assets.

1 All non-USD compensation fields were converted to USD using September 1, 2026, exchange rates and rounded to the nearest dollar. See the report methodology for exact exchange rates.

Share of respondents receiving each component of compensation (%)



Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=308

United States compensation

Compensation at family offices in the United States continued to rise in 2026, although pay levels vary considerably by role, family background, tenure, and scale. Bonus and additional-incentive structures also remain highly variable, reinforcing the importance of looking beyond base salary alone.

Cash compensation continues to rise, although the headline figures mask a wide distribution of outcomes. Median total cash compensation rose from $760,000 in 2024 to $820,000 in 2025 and $900,000 in 2026. That increase reflects growth in both base and bonus components: median cash base increased 19% over the same period, while median bonus rose 32%. The distribution widens further when additional incentives are included. Median total compensation reached $1.13 million in 2026, up 12% from 2025, while average total compensation reached $2.13 million and the 95th percentile was $6.92 million. Together, these figures indicate a substantial gap between typical and top-end packages.

Meanwhile, the compensation gap between CIOs and CEOs and managing directors (MDs)/directors has narrowed. CEO median total cash increased from $725,000 to $980,000 between 2024 and 2026, and MD/director compensation rose from $625,000 to $850,000. By contrast, CIO median total cash was much higher in 2024, at $870,000, and has been comparatively stable since, only increasing to $900,000 in 2026. Differences in how family offices define and use these titles may also contribute to the convergence.

Families whose wealth originated in the technology sector have increasingly separated from the broader market. Median total cash increased from $880,000 in 2024 to $1.25 million in 2026—the highest among the major source-of-wealth groups. Investment-origin family offices remain highly paid at a median of $1 million, while consumer/retail and manufacturing have also seen sizable increases from lower starting points.

Compensation generally rises with tenure and organizational scale, although the relationships are not perfectly linear. There appears to be a premium placed on respondents with six or more years of experience. Median total cash compensation reached $1.14 million for leaders with 6–10 years in their roles and $1.2 million for those with more than 10 years, compared with $810,000 for those with 2 to 3 years of tenure. Scale has an even clearer relationship with total compensation: across offices with $3 billion or more in investable assets, 2026 median total compensation ranged from $2.08 million to $2.60 million, compared with $790,000 among offices managing less than $500 million. The highest median, however, was among offices managing $5 billion to $9.99 billion rather than the very largest offices. Compensation also appears to vary with the stage of generational wealth transfer. Offices where a transfer occurred within the past decade report median total cash of $1 million in 2026, while offices currently undergoing a transfer have risen from $490,000 in 2024 to $900,000 in 2026. Offices with no current plans for transfer report a lower 2026 median of $740,000.

Bonus structures remain largely discretionary, while additional incentives are both varied and highly skewed. Just over half of respondents said their cash bonus is entirely discretionary, and another 39% use a combination of discretion and formulaic measures; 76% defer none of their annual bonus. Among respondents reporting additional-incentive values, the 2026 median was $600,000 compared with an average of $1.227 million, a 75th percentile of $1.6 million, and a 95th percentile of $3.9 million, indicating that larger awards are concentrated among a subset of executives. Carried interest and co-investment opportunities are each offered to roughly one-third of respondents.

Compensation tables, 2024–2026

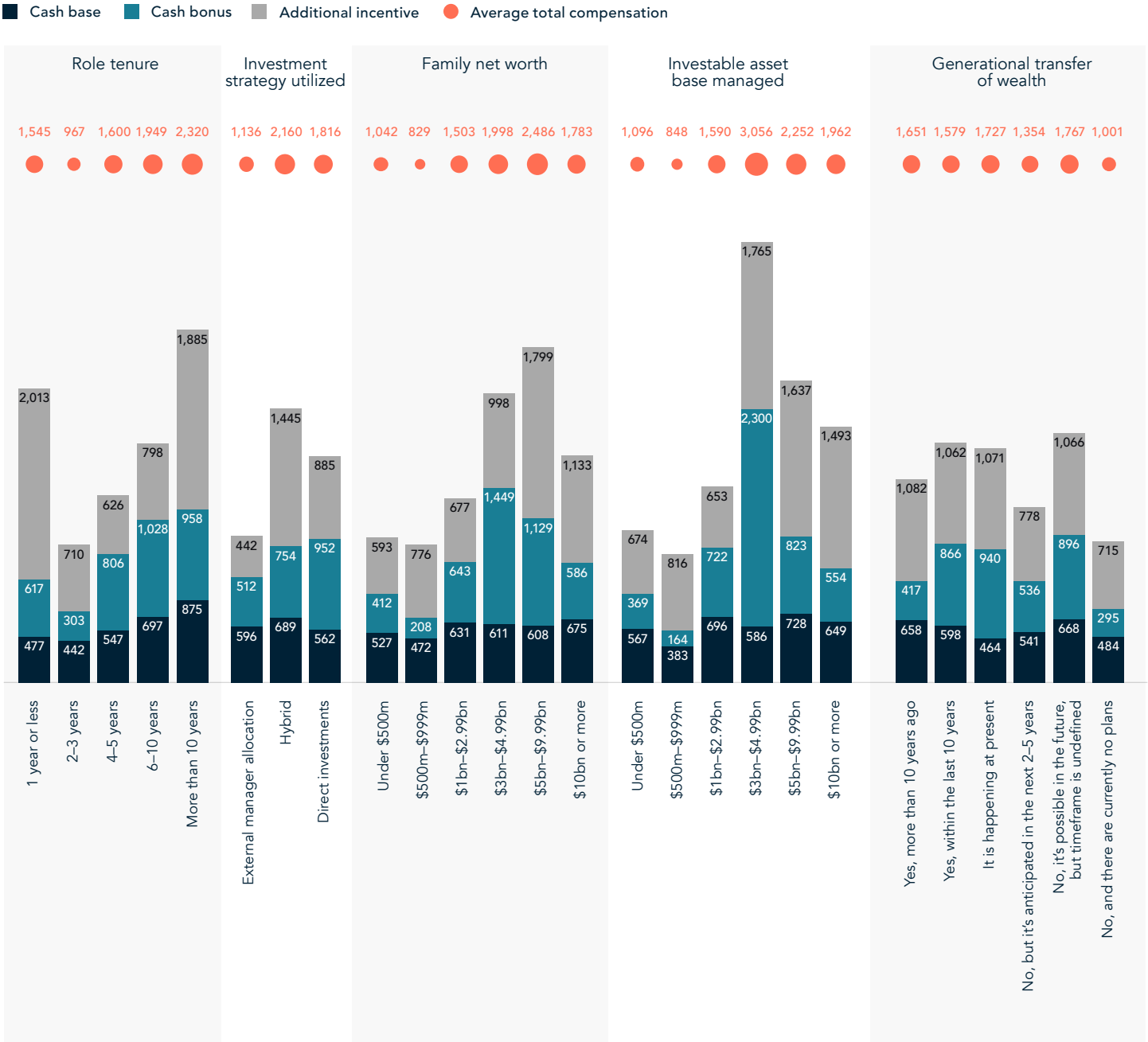
United States: Average compensation, 2024 (USD, thousands)



Note: Component averages include only respondents who reported receiving that component; respondents who did not receive or report it are excluded from that component's average. Average total compensation is calculated respondent by respondent using all reported components and therefore may not equal the sum of the component averages.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

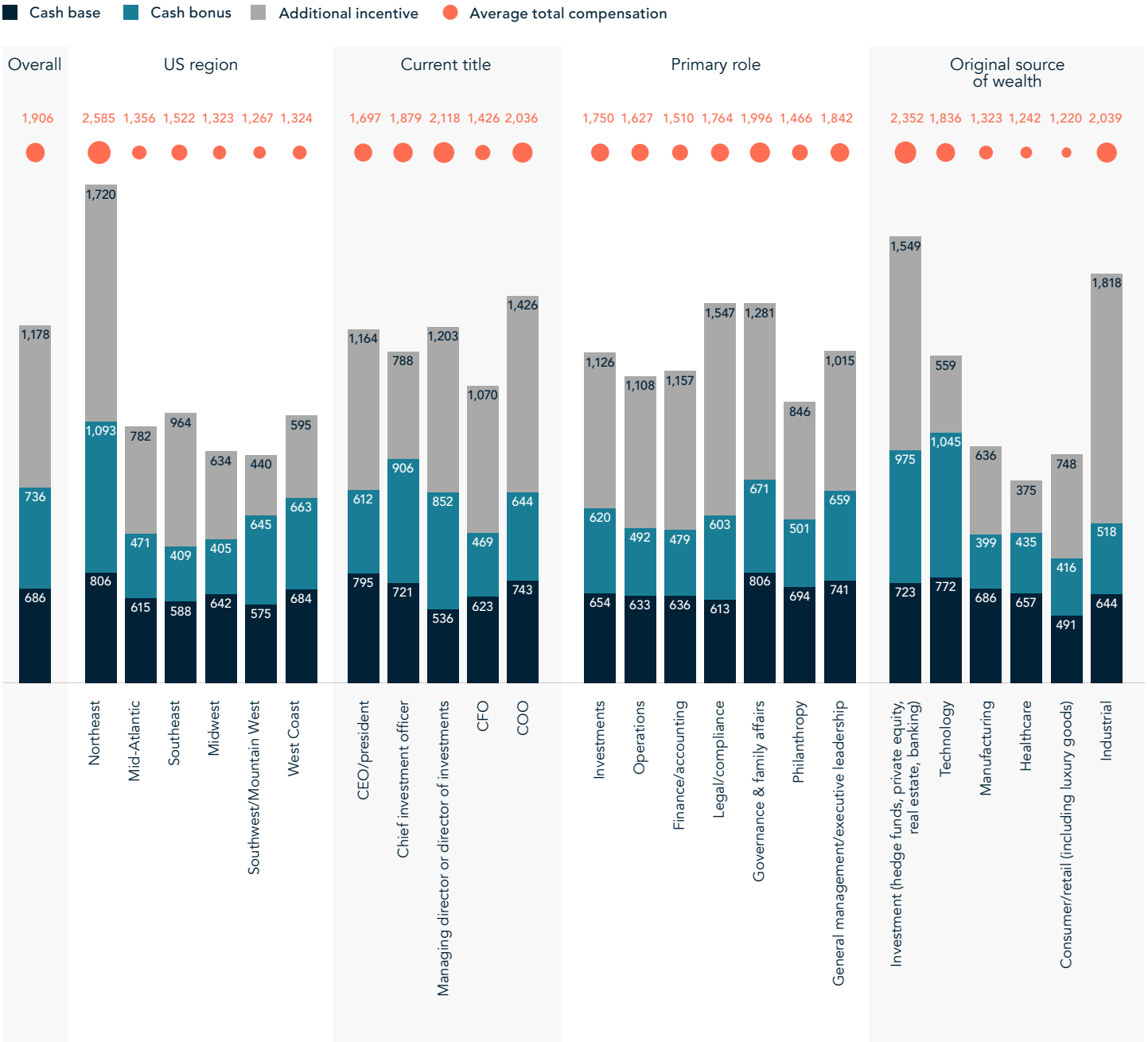
United States: Average compensation, 2024 (continued) (USD, thousands)



Note: Component averages include only respondents who reported receiving that component; respondents who did not receive or report it are excluded from that component's average. Average total compensation is calculated respondent by respondent using all reported components and therefore may not equal the sum of the component averages.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

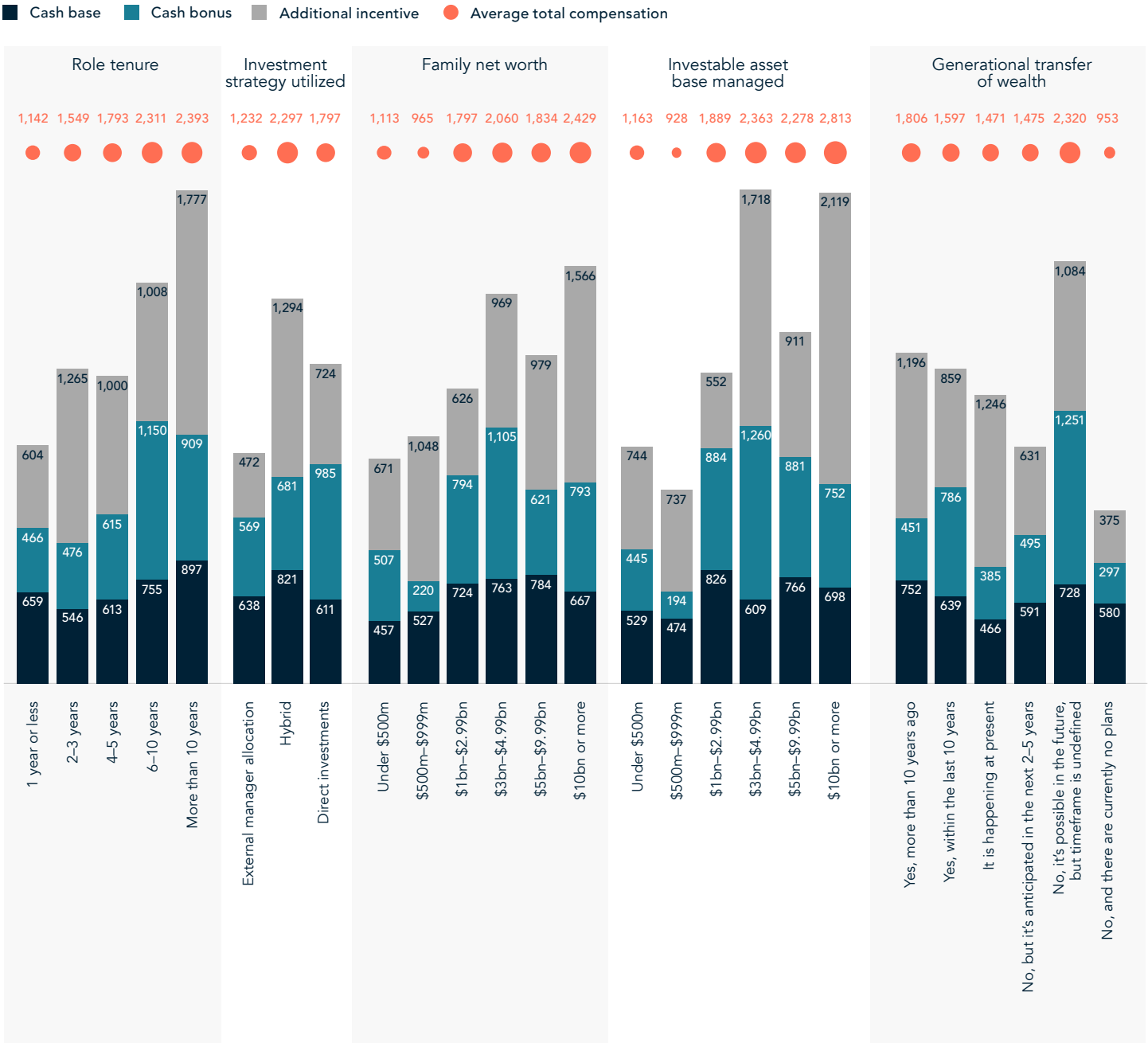
United States: Average compensation, 2025 (USD, thousands)



Note: Component averages include only respondents who reported receiving that component; respondents who did not receive or report it are excluded from that component's average. Average total compensation is calculated respondent by respondent using all reported components and therefore may not equal the sum of the component averages.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

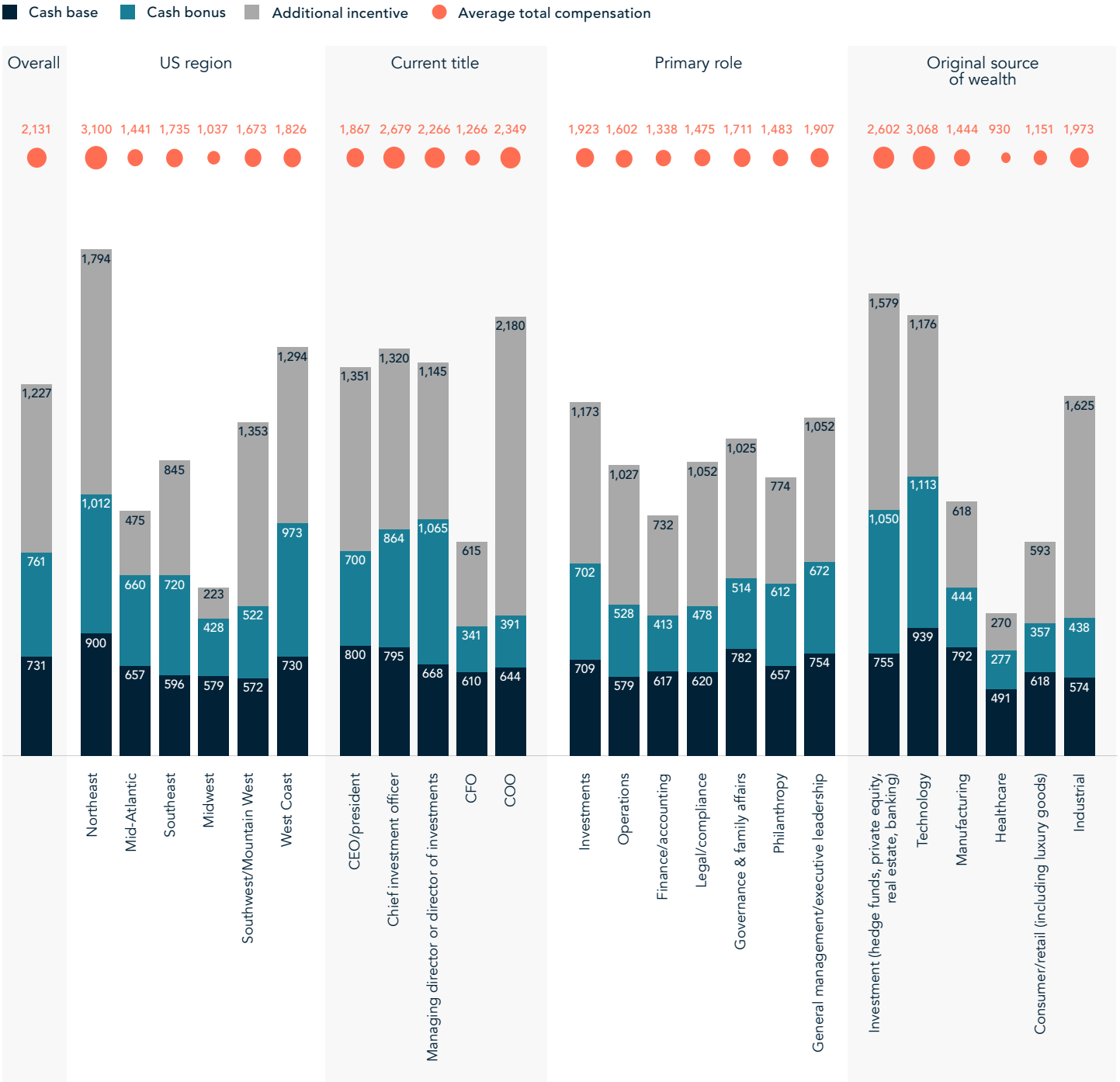
United States: Average compensation, 2025 (continued) (USD, thousands)



Note: Component averages include only respondents who reported receiving that component; respondents who did not receive or report it are excluded from that component's average. Average total compensation is calculated respondent by respondent using all reported components and therefore may not equal the sum of the component averages.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

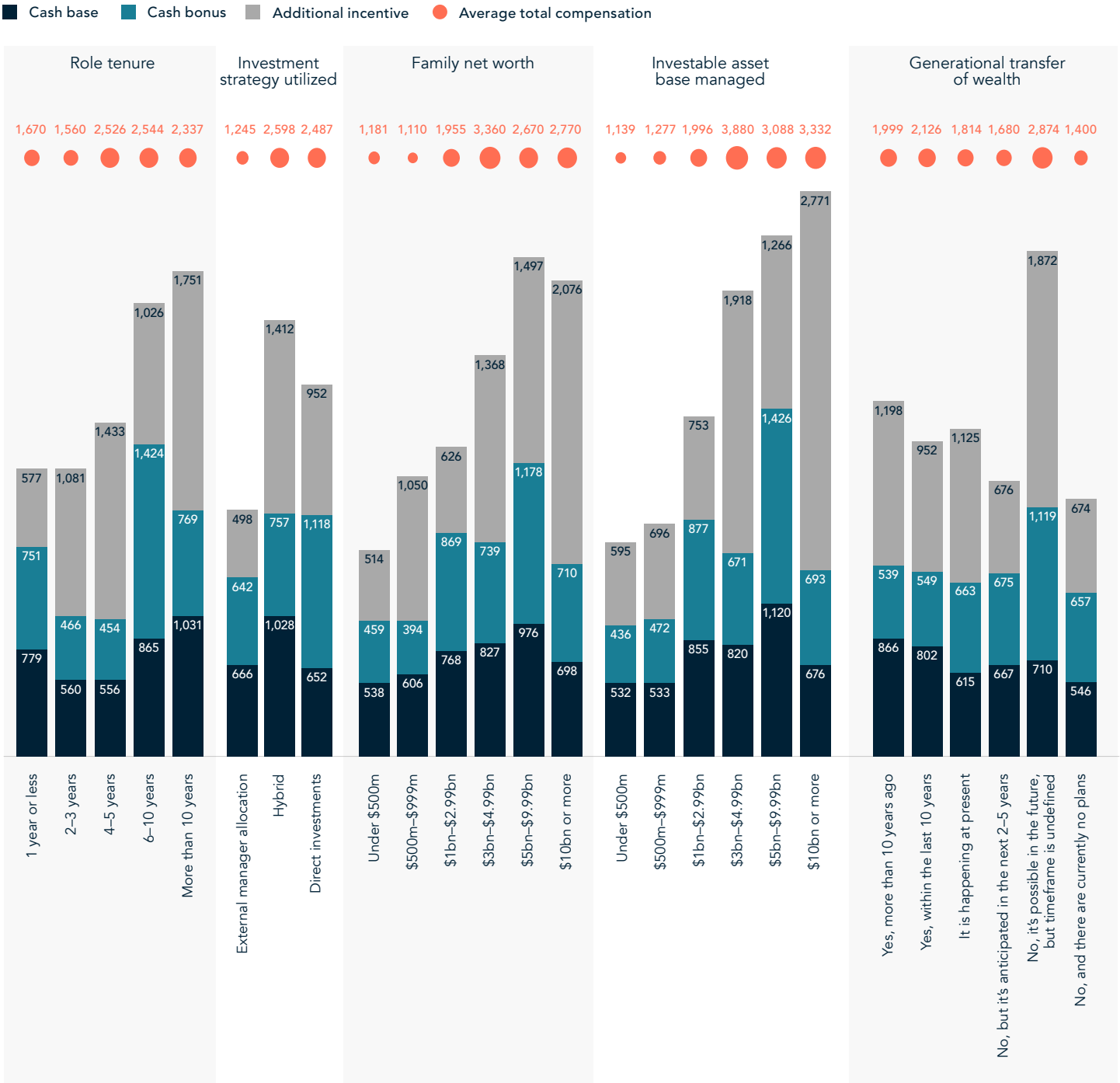
United States: Average compensation, 2026 (USD, thousands)



Note: Component averages include only respondents who reported receiving that component; respondents who did not receive or report it are excluded from that component's average. Average total compensation is calculated respondent by respondent using all reported components and therefore may not equal the sum of the component averages.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

United States: Average compensation, 2026 (continued) (USD, thousands)



Note: Component averages include only respondents who reported receiving that component; respondents who did not receive or report it are excluded from that component's average. Average total compensation is calculated respondent by respondent using all reported components and therefore may not equal the sum of the component averages.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Cash base compensation trends: United States (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Overall		147	300	445	609	770	1,500	146	350	500	686	908	1,780	147	360	530	731	818	1,880
US region	Northeast	55	330	600	763	920	2,000	55	350	595	806	970	2,000	53	350	640	900	1,000	2,750
	Mid-Atlantic	11	220	410	455	800	850	10	300	500	615	850	1,620	10	350	590	657	850	1,320
	Southeast	25	300	440	504	600	1,110	25	310	500	588	650	1,340	25	310	500	596	650	1,000
	Midwest	20	300	405	463	583	934	18	400	530	642	740	2,100	19	380	500	579	730	1,240
	Southwest/Mountain West	14	370	400	606	680	1,500	15	350	400	575	650	1,500	16	370	410	572	750	1,500
	West Coast	12	313	500	538	760	950	12	358	550	684	885	1,860	13	500	600	730	950	1,400
Current title	CEO/president	42	360	500	763	950	1,950	42	320	550	795	970	2,100	43	390	600	800	800	2,688
	Chief investment officer	39	400	450	625	880	1,520	38	400	600	721	1,000	1,640	38	420	510	795	1,000	2,760
	Managing director or director of investments	36	260	350	432	575	940	34	300	400	536	670	1,620	35	310	430	668	800	2,000
	CFO	24	340	400	600	720	1,180	26	350	450	623	740	1,620	25	360	500	610	768	1,210
	COO	8	378	500	533	748	770	8	385	600	743	940	1,860	8	450	600	644	720	1,320
Primary role	Investments	107	300	410	585	720	1,520	106	330	500	654	810	1,640	108	350	500	709	800	1,760
	Operations	52	300	455	606	735	1,850	52	340	500	633	750	1,780	51	343	525	579	750	900
	Finance/accounting	43	300	420	620	720	1,850	45	340	500	636	740	1,780	45	350	530	617	770	1,000
	Legal/compliance	25	240	420	598	680	1,850	25	300	500	613	740	1,950	25	300	530	620	750	1,240
	Governance & family affairs	39	330	470	713	900	2,380	37	400	520	806	950	2,500	37	360	530	782	810	2,750
	Philanthropy	27	350	500	656	680	1,850	26	340	500	694	750	1,950	25	350	530	657	750	1,320
	General management/ executive leadership	65	323	410	653	748	1,850	63	350	500	741	910	1,860	62	360	570	754	750	2,750
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	60	313	485	699	970	1,998	59	358	540	723	993	1,998	59	370	590	755	780	2,750
	Technology	19	300	550	598	850	1,100	19	360	650	772	1,000	1,860	18	400	800	939	1,320	3,260
	Manufacturing	19	300	360	607	550	4,000	19	300	400	686	600	5,000	19	340	430	792	650	6,000
	Healthcare	5	330	400	459	700	720	5	340	740	657	800	1,260	5	280	360	491	770	900
	Consumer/retail (including luxury goods)	21	323	450	535	750	1,218	21	340	420	491	630	1,000	23	400	530	618	800	1,210
	Industrial	15	300	400	481	750	1,100	16	350	475	644	800	1,820	16	323	485	574	838	1,300

Cash base compensation trends: United States (continued) (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Role tenure	1 year or less	11	300	420	477	680	920	13	300	450	659	800	2,100	14	380	645	779	810	3,260
	2–3 years	40	250	355	442	493	1,000	40	300	400	546	600	1,420	40	310	450	560	650	1,320
	4–5 years	30	300	505	547	780	940	29	330	520	613	820	1,240	29	300	500	556	800	1,000
	6–10 years	34	340	480	697	1,000	1,950	33	380	600	755	1,000	1,640	34	400	520	865	1,000	2,750
	More than 10 years	27	400	600	875	1,000	2,000	26	400	600	897	1,000	2,000	25	494	625	1,031	1,158	3,000
Investment strategy utilized	External manager allocation	30	330	505	596	820	1,100	30	350	525	638	910	1,300	31	400	550	666	950	1,400
	Hybrid	34	300	470	689	850	2,000	33	360	545	821	900	2,500	33	450	600	1,028	950	3,260
	Direct investments	39	300	410	562	680	1,500	40	310	500	611	815	1,492	40	315	500	652	795	1,975
Family net worth	Under $500m	18	300	375	527	500	2,380	18	310	375	457	530	1,090	18	350	500	538	690	1,360
	$500m–$999m	19	210	330	472	600	1,850	19	290	400	527	600	1,950	19	300	504	606	700	1,990
	$1bn–$2.99bn	36	353	405	631	578	1,520	37	380	450	724	600	2,500	37	400	500	768	600	2,750
	$3bn–$4.99bn	13	300	720	611	880	1,100	13	500	740	763	1,000	1,860	12	500	950	827	1,000	1,500
	$5bn–$9.99bn	18	330	445	608	700	2,000	17	350	600	784	1,100	2,100	17	380	590	976	950	3,260
	$10bn or more	29	400	625	675	788	1,500	30	400	650	667	810	1,500	32	420	750	698	820	1,400
Investable asset base managed	Under $500m	26	300	375	567	650	1,850	26	310	375	529	600	1,090	26	350	500	532	690	1,000
	$500m–$999m	26	250	355	383	470	900	26	270	400	474	590	1,000	26	300	450	533	600	1,000
	$1bn–$2.99bn	39	360	500	696	880	1,520	40	400	525	826	1,000	2,468	40	413	550	855	988	2,713
	$3bn–$4.99bn	11	370	575	586	780	1,000	12	400	630	609	740	1,100	11	550	785	820	1,113	1,240
	$5bn–$9.99bn	14	300	430	728	1,000	2,450	13	300	400	766	1,280	2,000	14	340	500	1,120	1,400	3,260
	$10bn or more	17	500	680	649	740	1,500	17	500	670	698	800	1,500	18	500	700	676	800	1,500
Generational transfer of wealth	Yes, more than 10 years ago	32	308	430	658	703	2,000	32	343	525	752	785	2,000	32	360	525	866	770	3,000
	Yes, within the last 10 years	26	380	410	598	600	1,500	27	400	475	639	670	1,620	26	420	500	802	1,000	2,750
	It is happening at present	19	240	350	464	700	1,500	19	250	330	466	630	1,500	19	300	430	615	820	1,990
	No, but it's anticipated in the next 2–5 years	13	300	400	541	600	1,520	13	350	500	591	630	1,640	14	400	595	667	800	1,760
	No, it's possible in the future, but timeframe is undefined	32	400	615	668	865	1,450	32	400	635	728	1,000	1,860	33	365	615	710	988	1,500
	No, and there are currently no plans	14	300	425	484	600	1,000	14	300	500	580	910	1,280	14	300	500	546	850	1,000

Heidrick & Struggles, Family Offices Compensation Survey, 2026

Cash base compensation trends—percent growth: United States (USD, thousands)

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Overall		12.6%	6.6%	20.0%	12.4%	6.0%	19.1%
US region	Northeast	5.6%	11.7%	18.0%	-0.8%	7.6%	6.7%
	Mid-Atlantic	35.2%	6.8%	44.4%	22.0%	18.0%	43.9%
	Southeast	16.7%	1.4%	18.3%	13.6%	0.0%	13.6%
	Midwest	38.7%	-9.8%	25.1%	30.9%	-5.7%	23.5%
	Southwest/Mountain West	-5.1%	-0.5%	-5.6%	0.0%	2.5%	2.5%
	West Coast	27.1%	6.7%	35.7%	10.0%	9.1%	20.0%
Current title	CEO/president	4.2%	0.6%	4.8%	10.0%	9.1%	20.0%
	Chief investment officer	15.4%	10.3%	27.2%	33.3%	-15.0%	13.3%
	Managing director or director of investments	24.1%	24.6%	54.6%	14.3%	7.5%	22.9%
	CFO	3.8%	-2.1%	1.7%	12.5%	11.1%	25.0%
	COO	39.4%	-13.3%	20.8%	20.0%	0.0%	20.0%
Primary role	Investments	11.8%	8.4%	21.2%	22.0%	0.0%	22.0%
	Operations	4.5%	-8.5%	-4.5%	9.9%	5.0%	15.4%
	Finance/accounting	2.6%	-3.0%	-0.5%	19.0%	6.0%	26.2%
	Legal/compliance	2.5%	1.1%	3.7%	19.0%	6.0%	26.2%
	Governance & family affairs	13.0%	-3.0%	9.7%	10.6%	1.9%	12.8%
	Philanthropy	5.8%	-5.3%	0.2%	0.0%	6.0%	6.0%
	General management/ executive leadership	13.5%	1.8%	15.5%	22.0%	14.0%	39.0%
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	3.4%	4.4%	8.0%	11.3%	9.3%	21.6%
	Technology	29.1%	21.6%	57.0%	18.2%	23.1%	45.5%
	Manufacturing	13.0%	15.5%	30.5%	11.1%	7.5%	19.4%
	Healthcare	43.1%	-25.3%	7.0%	85.0%	-51.4%	-10.0%
	Consumer/retail (including luxury goods)	-8.2%	25.9%	15.5%	-6.7%	26.2%	17.8%
	Industrial	33.9%	-10.9%	19.3%	18.8%	2.1%	21.3%

Cash base compensation trends—percent growth: United States (continued) (USD, thousands)

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Role tenure	1 year or less	38.2%	18.2%	63.3%	7.1%	43.3%	53.6%
	2–3 years	23.5%	2.6%	26.7%	12.7%	12.5%	26.8%
	4–5 years	12.1%	-9.3%	1.6%	3.0%	-3.8%	-1.0%
	6–10 years	8.3%	14.6%	24.1%	25.0%	-13.3%	8.3%
	More than 10 years	2.5%	14.9%	17.8%	0.0%	4.2%	4.2%
Investment strategy utilized	External manager allocation	7.0%	4.4%	11.7%	4.0%	4.8%	8.9%
	Hybrid	19.2%	25.2%	49.2%	16.0%	10.1%	27.7%
	Direct investments	8.7%	6.7%	16.0%	22.0%	0.0%	22.0%
Family net worth	Under $500m	-13.3%	17.7%	2.1%	0.0%	33.3%	33.3%
	$500m–$999m	11.7%	15.0%	28.4%	21.2%	26.0%	52.7%
	$1bn–$2.99bn	14.7%	6.1%	21.7%	11.1%	11.1%	23.5%
	$3bn–$4.99bn	24.9%	8.4%	35.4%	2.8%	28.4%	31.9%
	$5bn–$9.99bn	28.9%	24.5%	60.5%	34.8%	-1.7%	32.6%
	$10bn or more	-1.2%	4.6%	3.4%	4.0%	15.4%	20.0%
Investable asset base managed	Under $500m	-6.7%	0.6%	-6.2%	0.0%	33.3%	33.3%
	$500m–$999m	23.8%	12.4%	39.2%	12.7%	12.5%	26.8%
	$1bn–$2.99bn	18.7%	3.5%	22.8%	5.0%	4.8%	10.0%
	$3bn–$4.99bn	3.9%	34.6%	39.9%	9.6%	24.6%	36.5%
	$5bn–$9.99bn	5.2%	46.2%	53.8%	-7.0%	25.0%	16.3%
	$10bn or more	7.6%	-3.2%	4.2%	-1.5%	4.5%	2.9%
Generational transfer of wealth	Yes, more than 10 years ago	14.3%	15.2%	31.6%	22.1%	0.0%	22.1%
	Yes, within the last 10 years	6.9%	25.5%	34.1%	15.9%	5.3%	22.0%
	It is happening at present	0.4%	32.0%	32.5%	-5.7%	30.3%	22.9%
	No, but it's anticipated in the next 2–5 years	9.2%	12.9%	23.3%	25.0%	19.0%	48.8%
	No, it's possible in the future, but timeframe is undefined	9.0%	-2.5%	6.3%	3.3%	-3.1%	0.0%
	No, and there are currently no plans	19.8%	-5.9%	12.8%	17.6%	0.0%	17.6%

Heidrick & Struggles, Family Offices Compensation Survey, 2026

Cash bonus compensation trends: United States (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Overall		120	100	300	713	643	2,695	124	100	350	736	980	2,160	120	113	395	761	1,000	2,240
US region	Northeast	45	200	400	975	900	2,400	43	200	500	1,093	1,450	2,450	45	200	460	1,012	1,210	2,330
	Mid-Atlantic	10	50	190	307	620	1,000	9	80	200	471	650	1,720	10	90	310	660	680	3,070
	Southeast	23	50	270	660	470	1,320	24	100	285	409	658	1,180	23	100	345	720	1,080	2,880
	Midwest	17	100	200	573	460	3,540	18	60	155	405	450	2,010	17	90	225	428	490	2,240
	Southwest/Mountain West	11	100	300	562	760	2,030	12	113	310	645	1,128	2,200	11	200	400	522	800	1,500
	West Coast	7	100	200	854	1,790	2,710	8	125	375	663	1,250	2,150	7	313	440	973	2,063	2,200
Current title	CEO/president	30	100	225	495	520	2,400	31	150	350	612	890	2,120	30	180	430	700	1,000	2,330
	Chief investment officer	31	100	400	1,156	2,000	7,650	29	130	520	906	1,640	2,450	31	100	350	864	2,000	2,880
	Managing director or director of investments	31	80	300	720	650	3,540	35	160	320	852	800	2,160	31	180	420	1,065	1,200	3,070
	CFO	21	90	300	397	400	1,540	23	50	200	469	500	2,020	21	90	200	341	460	1,360
	COO	6	30	200	502	780	1,790	5	40	100	644	920	2,150	6	50	100	391	210	2,150
Primary role	Investments	87	80	230	533	520	2,000	91	100	320	620	1,000	2,120	87	170	400	702	1,000	2,240
	Operations	46	100	265	362	460	1,540	44	100	295	492	575	1,450	46	120	295	528	510	1,950
	Finance/accounting	38	90	235	342	400	1,700	41	100	200	479	500	1,950	38	100	255	413	500	1,360
	Legal/compliance	22	50	125	373	400	1,850	24	93	290	603	818	1,950	22	138	285	478	575	1,350
	Governance & family affairs	33	90	250	527	620	2,000	31	100	300	671	1,000	2,010	33	173	325	514	738	1,950
	Philanthropy	24	43	200	369	468	1,700	23	150	300	501	600	1,720	24	160	390	612	850	1,950
	General management/ executive leadership	55	90	250	460	620	1,850	56	100	295	659	1,000	2,150	55	130	305	672	1,000	2,880
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	49	150	460	987	780	3,540	47	120	500	975	1,010	2,450	49	123	500	1,050	1,325	3,310
	Technology	13	250	650	1,361	1,500	7,650	14	210	845	1,045	1,500	3,800	13	305	1,155	1,113	1,725	3,070
	Manufacturing	14	100	200	250	300	1,000	16	163	225	399	358	2,160	14	200	325	444	400	1,990
	Healthcare	5	90	260	218	270	400	5	144	280	435	500	1,160	5	216	280	277	290	500
	Consumer/retail (including luxury goods)	19	30	80	208	230	1,000	20	50	100	416	478	2,590	19	80	160	357	490	950
	Industrial	13	100	300	428	400	2,030	15	150	400	518	650	2,200	13	200	325	438	680	1,110

Cash bonus compensation trends: United States (continued) (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Role tenure	1 year or less	6	300	395	617	1,000	1,540	7	144	450	466	670	1,020	6	237	700	751	1,063	2,240
	2–3 years	35	50	120	303	300	1,790	38	70	180	476	390	2,150	35	100	230	466	460	2,000
	4–5 years	26	100	290	806	690	3,540	26	80	265	615	880	2,160	26	70	210	454	500	1,990
	6–10 years	29	200	400	1,028	520	8,000	28	200	550	1,150	1,378	2,450	29	300	600	1,424	1,800	3,670
	More than 10 years	20	120	850	958	1,813	2,676	20	225	700	909	1,838	2,191	20	180	545	769	1,080	2,000
Investment strategy utilized	External manager allocation	23	72	200	512	620	2,000	23	80	200	569	650	2,000	23	160	415	642	680	2,000
	Hybrid	28	100	240	754	595	2,230	30	100	300	681	1,000	2,160	28	100	350	757	1,210	2,000
	Direct investments	30	100	300	952	730	7,650	32	170	320	985	750	3,800	30	303	410	1,118	1,055	3,310
Family net worth	Under $500m	11	40	200	412	400	2,710	14	50	210	507	500	3,550	11	70	265	459	490	2,000
	$500m–$999m	14	50	80	208	100	1,850	14	50	95	220	100	1,950	14	100	115	394	220	1,950
	$1bn–$2.99bn	32	105	310	643	500	2,230	35	120	350	794	750	2,450	32	120	400	869	700	3,670
	$3bn–$4.99bn	9	50	270	1,449	1,790	7,650	10	60	300	1,105	2,150	3,800	9	70	340	739	1,350	2,150
	$5bn–$9.99bn	14	200	395	1,129	1,320	8,000	13	200	370	621	670	2,000	14	400	500	1,178	2,000	3,310
	$10bn or more	27	200	400	586	790	2,000	26	200	550	793	1,210	2,020	27	270	505	710	1,000	2,000
Investable asset base managed	Under $500m	19	30	100	369	320	2,710	22	50	130	445	400	1,950	19	70	180	436	420	1,950
	$500m–$999m	19	50	100	164	250	470	19	70	100	194	320	520	19	100	300	472	528	2,213
	$1bn–$2.99bn	32	100	315	722	700	2,230	35	100	250	884	1,000	2,450	32	100	250	877	900	3,670
	$3bn–$4.99bn	9	270	500	2,300	2,810	8,000	9	280	500	1,260	2,020	3,800	9	290	400	671	950	1,990
	$5bn–$9.99bn	12	285	530	823	1,455	2,000	13	290	600	881	1,500	2,000	12	480	1,360	1,426	2,000	3,310
	$10bn or more	16	248	400	554	788	2,000	14	450	550	752	1,000	2,000	16	350	510	693	850	2,000
Generational transfer of wealth	Yes, more than 10 years ago	27	90	160	417	400	1,850	27	100	200	451	450	1,950	27	100	300	539	430	2,000
	Yes, within the last 10 years	24	200	400	866	590	2,810	25	160	500	786	1,000	2,200	24	130	300	549	900	1,360
	It is happening at present	13	80	180	940	400	8,000	14	80	225	385	500	2,000	13	90	450	663	1,140	2,000
	No, but it's anticipated in the next 2–5 years	11	70	220	536	400	2,230	13	60	210	495	350	2,450	11	90	280	675	490	3,670
	No, it's possible in the future, but timeframe is undefined	25	100	500	896	600	2,710	26	250	615	1,251	1,160	3,550	25	216	460	1,119	1,210	2,240
	No, and there are currently no plans	10	50	190	295	400	1,000	10	50	195	297	450	1,020	10	50	290	657	850	3,310

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Cash bonus compensation trends—percent growth: United States (USD, thousands)

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Overall		3.2%	3.4%	6.7%	16.7%	12.9%	31.7%
US region	Northeast	12.1%	-7.4%	3.8%	25.0%	-8.0%	15.0%
	Mid-Atlantic	53.4%	40.1%	115.0%	5.3%	55.0%	63.2%
	Southeast	-38.0%	76.0%	9.1%	5.6%	21.1%	27.8%
	Midwest	-29.3%	5.7%	-25.3%	-22.5%	45.2%	12.5%
	Southwest/Mountain West	14.8%	-19.1%	-7.1%	3.3%	29.0%	33.3%
	West Coast	-22.4%	46.8%	13.9%	87.5%	17.3%	120.0%
Current title	CEO/president	23.6%	14.4%	41.4%	55.6%	22.9%	91.1%
	Chief investment officer	-21.6%	-4.6%	-25.3%	30.0%	-32.7%	-12.5%
	Managing director or director of investments	18.3%	25.0%	47.9%	6.7%	31.3%	40.0%
	CFO	18.1%	-27.3%	-14.1%	-33.3%	0.0%	-33.3%
	COO	28.3%	-39.3%	-22.1%	-50.0%	0.0%	-50.0%
Primary role	Investments	16.3%	13.2%	31.7%	39.1%	25.0%	73.9%
	Operations	35.9%	7.3%	45.9%	11.3%	0.0%	11.3%
	Finance/accounting	40.1%	-13.8%	20.8%	-14.9%	27.5%	8.5%
	Legal/compliance	61.7%	-20.7%	28.2%	132.0%	-1.7%	128.0%
	Governance & family affairs	27.3%	-23.4%	-2.5%	20.0%	8.3%	30.0%
	Philanthropy	35.8%	22.2%	65.9%	50.0%	30.0%	95.0%
	General management/ executive leadership	43.3%	2.0%	46.1%	18.0%	3.4%	22.0%
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	-1.2%	7.7%	6.4%	8.7%	0.0%	8.7%
	Technology	-23.2%	6.5%	-18.2%	30.0%	36.7%	77.7%
	Manufacturing	59.6%	11.3%	77.6%	12.5%	44.4%	62.5%
	Healthcare	99.5%	-36.3%	27.1%	7.7%	0.0%	7.7%
	Consumer/retail (including luxury goods)	100.0%	-14.2%	71.6%	25.0%	60.0%	100.0%
	Industrial	21.0%	-15.4%	2.3%	33.3%	-18.8%	8.3%

Cash bonus compensation trends—percent growth: United States (continued) (USD, thousands)

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Role tenure	1 year or less	-24.5%	61.2%	21.7%	13.9%	55.6%	77.2%
	2–3 years	57.1%	-2.1%	53.8%	50.0%	27.8%	91.7%
	4–5 years	-23.7%	-26.2%	-43.7%	-8.6%	-20.8%	-27.6%
	6–10 years	11.9%	23.8%	38.5%	37.5%	9.1%	50.0%
	More than 10 years	-5.1%	-15.4%	-19.7%	-17.6%	-22.1%	-35.9%
Investment strategy utilized	External manager allocation	11.1%	12.8%	25.4%	0.0%	107.5%	107.5%
	Hybrid	-9.7%	11.2%	0.4%	25.0%	16.7%	45.8%
	Direct investments	3.5%	13.5%	17.4%	6.7%	28.1%	36.7%
Family net worth	Under $500m	23.1%	-9.5%	11.4%	5.0%	26.2%	32.5%
	$500m–$999m	5.8%	79.1%	89.4%	18.8%	21.1%	43.8%
	$1bn–$2.99bn	23.5%	9.4%	35.1%	12.9%	14.3%	29.0%
	$3bn–$4.99bn	-23.7%	-33.1%	-49.0%	11.1%	13.3%	25.9%
	$5bn–$9.99bn	-45.0%	89.7%	4.3%	-6.3%	35.1%	26.6%
	$10bn or more	35.3%	-10.5%	21.2%	37.5%	-8.2%	26.3%
Investable asset base managed	Under $500m	20.6%	-2.0%	18.2%	30.0%	38.5%	80.0%
	$500m–$999m	18.3%	143.3%	187.8%	0.0%	200.0%	200.0%
	$1bn–$2.99bn	22.4%	-0.8%	21.5%	-20.6%	0.0%	-20.6%
	$3bn–$4.99bn	-45.2%	-46.7%	-70.8%	0.0%	-20.0%	-20.0%
	$5bn–$9.99bn	7.0%	61.9%	73.3%	13.2%	126.7%	156.6%
	$10bn or more	35.7%	-7.8%	25.1%	37.5%	-7.3%	27.5%
Generational transfer of wealth	Yes, more than 10 years ago	8.2%	19.5%	29.3%	25.0%	50.0%	87.5%
	Yes, within the last 10 years	-9.2%	-30.2%	-36.6%	25.0%	-40.0%	-25.0%
	It is happening at present	-59.0%	72.2%	-29.5%	25.0%	100.0%	150.0%
	No, but it's anticipated in the next 2–5 years	-7.6%	36.4%	25.9%	-4.5%	33.3%	27.3%
	No, it's possible in the future, but timeframe is undefined	39.6%	-10.6%	24.9%	23.0%	-25.2%	-8.0%
	No, and there are currently no plans	0.7%	121.2%	122.7%	2.6%	48.7%	52.6%

Heidrick & Struggles, Family Offices Compensation Survey, 2026

Total cash compensation trends: United States (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Overall		147	420	760	1,187	1,170	3,700	146	500	820	1,294	1,570	3,900	147	600	900	1,352	1,440	4,000
US region	Northeast	55	550	900	1,547	2,000	5,000	55	600	1,000	1,647	1,830	4,620	53	700	1,000	1,690	1,660	5,430
	Mid-Atlantic	11	360	780	734	880	1,850	10	410	800	1,001	1,080	3,340	10	610	880	1,251	1,130	4,390
	Southeast	25	420	780	1,111	1,000	2,430	25	500	770	966	1,200	2,980	25	530	1,000	1,230	1,350	3,900
	Midwest	20	410	605	950	990	4,408	18	560	700	1,025	1,250	3,120	19	600	790	985	1,290	2,620
	Southwest/Mountain West	14	440	635	1,048	1,500	3,130	15	500	600	1,091	1,860	3,400	16	565	860	996	1,463	1,900
	West Coast	12	390	625	1,036	1,518	3,660	12	483	780	1,126	1,443	4,010	13	700	850	1,328	1,740	3,600
Current title	CEO/president	42	420	725	1,116	1,250	3,660	42	500	820	1,237	1,570	3,900	43	610	980	1,314	1,740	3,900
	Chief investment officer	39	510	870	1,543	1,850	8,430	38	570	910	1,395	2,020	4,090	38	600	900	1,383	1,300	5,430
	Managing director or director of investments	36	380	625	1,052	1,098	4,480	34	490	750	1,388	1,580	3,340	35	430	850	1,611	1,470	4,580
	CFO	24	405	770	923	1,038	2,680	26	500	600	1,014	1,150	3,070	25	530	800	899	1,060	1,400
	COO	8	400	550	909	1,408	2,560	8	405	650	1,145	1,610	4,010	8	525	675	986	905	3,470
Primary role	Investments	107	400	700	1,019	1,050	3,130	106	500	800	1,171	1,250	3,400	108	600	885	1,275	1,430	4,390
	Operations	52	425	760	927	1,093	2,680	52	500	710	1,042	1,210	3,500	51	530	800	1,021	1,200	2,500
	Finance/accounting	43	400	700	923	1,050	2,680	45	500	700	1,072	1,150	3,660	45	520	780	961	1,100	1,950
	Legal/compliance	25	300	650	926	1,000	3,040	25	430	765	1,169	1,200	3,900	25	460	780	1,029	1,140	2,590
	Governance & family affairs	39	450	760	1,159	1,530	3,700	37	590	900	1,340	1,780	3,950	37	640	820	1,185	1,050	4,000
	Philanthropy	27	400	700	984	1,100	2,910	26	432	710	1,121	1,200	3,500	25	504	900	1,168	1,290	4,000
	General management/ executive leadership	65	420	720	1,031	1,040	2,910	63	500	810	1,288	1,570	3,900	62	580	930	1,303	1,400	4,000
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	60	493	950	1,505	2,158	4,456	59	515	930	1,487	1,853	3,998	59	650	1,000	1,629	1,760	5,430
	Technology	19	550	880	1,529	1,850	8,430	19	600	1,030	1,542	2,020	4,620	18	700	1,250	1,678	2,100	4,580
	Manufacturing	19	360	500	792	700	5,000	19	432	630	1,022	800	6,000	19	430	680	1,119	900	7,000
	Healthcare	5	420	660	677	990	1,100	5	430	1,020	1,092	1,300	2,420	5	460	560	768	1,060	1,400
	Consumer/retail (including luxury goods)	21	400	610	698	880	1,250	21	410	695	846	940	2,020	23	500	800	943	1,100	1,750
	Industrial	15	420	700	852	900	3,130	16	555	850	1,130	1,208	3,400	16	670	810	957	1,243	1,800

Total cash compensation trends: United States (continued) (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Role tenure	1 year or less	11	300	680	813	900	2,460	13	300	900	910	1,250	2,100	14	770	950	1,423	1,750	4,580
	2–3 years	40	300	600	707	853	2,551	40	410	675	976	1,000	3,120	40	448	810	978	1,050	3,208
	4–5 years	30	440	880	1,246	1,100	4,480	29	500	890	1,165	1,300	3,340	29	430	740	913	1,000	2,940
	6–10 years	34	550	950	1,574	1,730	8,450	33	600	1,100	1,731	2,230	4,090	34	700	1,140	1,970	2,400	5,640
	More than 10 years	27	500	1,000	1,552	2,680	4,000	26	600	900	1,537	1,900	4,000	25	700	1,200	1,543	1,760	5,000
Investment strategy utilized	External manager allocation	30	420	770	989	1,100	3,130	30	450	855	1,075	1,200	3,400	31	600	950	1,100	1,300	2,600
	Hybrid	34	440	790	1,310	1,020	5,000	33	510	860	1,422	1,800	4,090	33	660	910	1,693	1,960	5,430
	Direct investments	39	380	680	1,294	1,170	8,430	40	515	730	1,399	1,500	4,587	40	600	835	1,522	1,675	5,553
Family net worth	Under $500m	18	380	545	779	730	3,660	18	390	705	852	820	3,950	18	400	780	895	980	2,500
	$500m–$999m	19	250	420	625	600	3,700	19	310	490	689	700	3,900	19	350	600	833	1,000	3,690
	$1bn–$2.99bn	36	443	690	1,202	975	5,000	37	560	700	1,476	1,200	6,000	37	600	770	1,566	1,200	7,000
	$3bn–$4.99bn	13	580	900	1,614	1,100	8,430	13	690	1,000	1,613	2,690	4,620	12	710	1,000	1,367	2,318	3,470
	$5bn–$9.99bn	18	500	875	1,487	1,200	8,450	17	630	910	1,258	1,570	4,000	17	750	1,000	1,878	2,620	5,640
	$10bn or more	29	650	1,040	1,197	1,530	3,000	30	730	1,125	1,333	1,830	3,070	32	793	1,215	1,342	1,690	3,000
Investable asset base managed	Under $500m	26	360	575	837	800	3,660	26	390	700	905	850	3,900	26	400	755	864	980	1,950
	$500m–$999m	26	270	470	502	720	1,000	26	350	550	616	870	1,000	26	390	785	875	1,000	2,620
	$1bn–$2.99bn	39	440	780	1,289	1,100	5,000	40	515	905	1,600	1,645	5,905	40	585	835	1,601	1,350	6,922
	$3bn–$4.99bn	11	670	990	2,415	3,040	8,450	12	648	1,060	1,503	2,523	4,620	11	800	1,150	1,353	1,750	2,940
	$5bn–$9.99bn	14	500	985	1,434	2,430	4,000	13	640	1,100	1,647	2,980	4,000	14	680	1,630	2,364	3,900	5,640
	$10bn or more	17	780	1,100	1,171	1,530	2,400	17	910	1,250	1,317	1,800	2,400	18	960	1,215	1,331	1,660	2,600
Generational transfer of wealth	Yes, more than 10 years ago	32	405	605	1,009	960	4,000	32	463	715	1,133	983	4,000	32	528	745	1,250	1,000	5,640
	Yes, within the last 10 years	26	600	870	1,375	1,110	3,130	27	500	1,000	1,343	1,900	3,500	26	650	1,000	1,249	1,360	4,000
	It is happening at present	19	270	490	1,107	1,100	8,450	19	390	630	749	1,000	2,400	19	430	900	1,104	1,500	3,690
	No, but it's anticipated in the next 2–5 years	13	400	550	995	900	3,750	13	560	690	1,086	900	4,090	14	650	835	1,294	1,050	5,430
	No, it's possible in the future, but timeframe is undefined	32	665	950	1,367	1,318	3,660	32	625	1,175	1,744	2,040	4,010	33	700	1,140	1,740	1,870	3,600
	No, and there are currently no plans	14	300	590	695	900	1,850	14	300	640	792	1,100	2,020	14	300	740	1,015	1,100	3,900

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Total cash compensation trends—percent growth: United States (USD, thousands)

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Overall		9.0%	4.5%	13.9%	7.9%	9.8%	18.4%
US region	Northeast	6.5%	2.6%	9.2%	11.1%	0.0%	11.1%
	Mid-Atlantic	36.4%	25.0%	70.4%	2.6%	10.0%	12.8%
	Southeast	-13.1%	27.3%	10.7%	-1.3%	29.9%	28.2%
	Midwest	7.9%	-3.9%	3.7%	15.7%	12.9%	30.6%
	Southwest/Mountain West	4.1%	-8.7%	-5.0%	-5.5%	43.3%	35.4%
	West Coast	8.7%	17.9%	28.2%	24.8%	9.0%	36.0%
Current title	CEO/president	10.8%	6.2%	17.7%	13.1%	19.5%	35.2%
	Chief investment officer	-9.6%	-0.9%	-10.4%	4.6%	-1.1%	3.4%
	Managing director or director of investments	31.9%	16.1%	53.1%	20.0%	13.3%	36.0%
	CFO	9.9%	-11.3%	-2.6%	-22.1%	33.3%	3.9%
	COO	26.0%	-13.9%	8.5%	18.2%	3.8%	22.7%
Primary role	Investments	14.9%	8.9%	25.1%	14.3%	10.6%	26.4%
	Operations	12.4%	-2.0%	10.1%	-6.6%	12.7%	5.3%
	Finance/accounting	16.1%	-10.4%	4.1%	0.0%	11.4%	11.4%
	Legal/compliance	26.2%	-12.0%	11.1%	17.7%	2.0%	20.0%
	Governance & family affairs	15.6%	-11.6%	2.2%	18.4%	-8.9%	7.9%
	Philanthropy	13.9%	4.2%	18.7%	1.4%	26.8%	28.6%
	General management/ executive leadership	24.9%	1.2%	26.4%	12.5%	14.8%	29.2%
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	-1.2%	9.5%	8.2%	-2.1%	7.5%	5.3%
	Technology	0.9%	8.8%	9.7%	17.0%	21.4%	42.0%
	Manufacturing	29.0%	9.5%	41.3%	26.0%	7.9%	36.0%
	Healthcare	61.3%	-29.7%	13.4%	54.5%	-45.1%	-15.2%
	Consumer/retail (including luxury goods)	21.2%	11.5%	35.1%	13.9%	15.1%	31.1%
	Industrial	32.6%	-15.3%	12.3%	21.4%	-4.7%	15.7%

Total cash compensation trends—percent growth: United States (continued) (USD, thousands)

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Role tenure	1 year or less	11.9%	56.4%	75.0%	32.4%	5.6%	39.7%
	2–3 years	38.0%	0.2%	38.3%	12.5%	20.0%	35.0%
	4–5 years	-6.5%	-21.6%	-26.7%	1.1%	-16.9%	-15.9%
	6–10 years	10.0%	13.8%	25.2%	15.8%	3.6%	20.0%
	More than 10 years	-1.0%	0.4%	-0.6%	-10.0%	33.3%	20.0%
Investment strategy utilized	External manager allocation	8.7%	2.3%	11.2%	11.0%	11.1%	23.4%
	Hybrid	8.5%	19.1%	29.2%	8.9%	5.8%	15.2%
	Direct investments	8.1%	8.8%	17.6%	7.4%	14.4%	22.8%
Family net worth	Under $500m	9.4%	5.0%	14.9%	29.4%	10.6%	43.1%
	$500m–$999m	10.2%	20.9%	33.3%	16.7%	22.4%	42.9%
	$1bn–$2.99bn	22.8%	6.1%	30.3%	1.4%	10.0%	11.6%
	$3bn–$4.99bn	-0.1%	-15.3%	-15.3%	11.1%	0.0%	11.1%
	$5bn–$9.99bn	-15.4%	49.3%	26.3%	4.0%	9.9%	14.3%
	$10bn or more	11.4%	0.7%	12.1%	8.2%	8.0%	16.8%
Investable asset base managed	Under $500m	8.1%	-4.5%	3.2%	21.7%	7.9%	31.3%
	$500m–$999m	22.7%	42.0%	74.3%	17.0%	42.7%	67.0%
	$1bn–$2.99bn	24.1%	0.1%	24.2%	16.0%	-7.7%	7.1%
	$3bn–$4.99bn	-37.8%	-10.0%	-44.0%	7.1%	8.5%	16.2%
	$5bn–$9.99bn	14.9%	43.5%	64.9%	11.7%	48.2%	65.5%
	$10bn or more	12.5%	1.1%	13.7%	13.6%	-2.8%	10.5%
Generational transfer of wealth	Yes, more than 10 years ago	12.3%	10.3%	23.9%	18.2%	4.2%	23.1%
	Yes, within the last 10 years	-2.3%	-7.0%	-9.2%	14.9%	0.0%	14.9%
	It is happening at present	-32.3%	47.4%	-0.3%	28.6%	42.9%	83.7%
	No, but it's anticipated in the next 2–5 years	9.1%	19.2%	30.1%	25.5%	21.0%	51.8%
	No, it's possible in the future, but timeframe is undefined	27.6%	-0.2%	27.3%	23.7%	-3.0%	20.0%
	No, and there are currently no plans	14.0%	28.2%	46.0%	8.5%	15.6%	25.4%

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Additional incentive trends: United States (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Overall		66	100	550	1,026	1,200	3,260	79	150	700	1,178	1,580	3,720	87	200	600	1,227	1,600	3,900
US region	Northeast	19	240	1,000	1,386	1,750	10,000	30	500	1,380	1,720	2,000	4,420	36	275	1,285	1,794	2,920	5,780
	Mid-Atlantic	6	100	490	637	1,000	1,710	5	120	700	782	1,000	2,050	4	75	425	475	925	1,000
	Southeast	13	100	330	1,116	1,500	5,000	15	100	550	964	1,500	5,000	17	250	600	845	820	5,000
	Midwest	10	70	140	874	700	4,080	11	50	100	634	990	2,490	9	80	90	223	290	850
	Southwest/Mountain West	6	200	450	557	1,000	1,090	6	200	350	440	540	1,000	8	213	500	1,353	1,420	6,760
	West Coast	5	160	250	716	1,150	1,920	4	118	545	595	1,123	1,190	5	200	500	1,294	2,390	3,300
Current title	CEO/president	15	200	1,000	1,181	2,100	4,080	17	460	920	1,164	1,440	3,720	19	150	820	1,351	1,600	6,760
	Chief investment officer	25	80	330	828	1,430	2,000	24	85	405	788	1,000	2,000	29	200	700	1,320	2,000	5,000
	Managing director or director of investments	20	163	540	1,251	1,150	9,655	23	150	500	1,203	1,420	2,640	20	250	500	1,145	1,000	9,661
	CFO	6	100	175	405	920	1,010	10	200	930	1,070	1,550	3,140	17	100	250	615	610	2,680
	COO	4	325	720	890	1,625	1,920	5	800	1,190	1,426	1,700	3,240	5	200	3,300	2,180	3,530	3,720
Primary role	Investments	50	100	370	1,007	1,090	4,080	56	120	600	1,126	1,485	3,720	63	150	500	1,173	1,500	5,000
	Operations	21	100	200	612	740	2,420	28	100	630	1,108	1,670	3,500	32	128	335	1,027	1,000	3,900
	Finance/accounting	13	100	200	568	1,000	2,420	17	150	1,000	1,157	1,700	3,400	25	110	250	732	850	3,530
	Legal/compliance	8	63	640	940	1,955	2,420	10	100	1,510	1,547	2,590	3,500	12	88	305	1,052	720	5,780
	Governance & family affairs	17	100	390	671	1,000	2,420	20	125	1,000	1,281	2,133	3,495	24	103	455	1,025	1,375	3,900
	Philanthropy	9	50	100	361	200	2,100	11	50	150	846	1,580	3,500	14	80	200	774	600	5,780
	General management/ executive leadership	30	100	435	778	1,030	2,420	36	120	825	1,015	1,490	3,400	41	200	600	1,052	1,500	3,720
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	26	200	870	1,320	2,000	4,080	35	460	1,360	1,549	2,200	4,420	38	250	790	1,579	3,000	5,780
	Technology	11	240	500	993	1,750	2,770	10	120	430	559	920	1,500	10	250	825	1,176	2,040	3,300
	Manufacturing	9	100	250	491	1,000	1,000	9	150	750	636	1,000	1,420	10	150	500	618	1,000	1,730
	Healthcare	2	100	810	810	1,520	1,520	2	100	375	375	650	650	3	200	300	270	310	310
	Consumer/retail (including luxury goods)	8	48	86	428	980	1,200	11	50	100	748	1,460	3,140	10	72	355	593	700	2,680
	Industrial	7	50	80	1,517	250	10,000	8	58	150	1,818	2,340	10,000	10	90	275	1,625	850	10,000

Additional incentive trends: United States (continued) (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Role tenure	1 year or less	4	550	1,735	2,013	3,753	4,080	5	500	700	604	800	990	6	100	425	577	850	1,570
	2–3 years	16	163	320	710	1,025	2,420	19	150	1,190	1,265	2,110	3,500	23	200	500	1,081	1,300	3,900
	4–5 years	17	100	160	626	1,000	3,090	20	105	480	1,000	1,630	4,361	23	150	500	1,433	3,090	3,720
	6–10 years	16	85	285	798	1,323	5,000	19	100	650	1,008	1,360	5,000	19	150	500	1,026	1,500	5,000
	More than 10 years	11	200	1,150	1,885	2,000	10,000	13	700	1,000	1,777	2,000	10,000	14	210	850	1,751	2,390	10,000
Investment strategy utilized	External manager allocation	10	80	200	442	700	1,500	10	100	205	472	750	1,500	9	110	300	498	700	1,500
	Hybrid	20	79	695	1,445	1,880	9,750	23	72	660	1,294	1,420	5,000	23	200	950	1,412	1,730	5,000
	Direct investments	23	200	350	885	1,150	3,260	22	150	500	724	990	2,590	26	200	685	952	1,000	3,000
Family net worth	Under $500m	8	43	175	593	1,120	2,100	7	50	100	671	920	3,400	10	50	120	514	760	2,390
	$500m–$999m	5	200	250	776	1,000	2,420	5	200	1,000	1,048	1,440	2,590	5	120	200	1,050	1,000	3,900
	$1bn–$2.99bn	16	100	630	677	1,150	1,520	19	100	650	626	1,000	1,660	23	110	360	626	1,000	1,600
	$3bn–$4.99bn	5	250	1,000	998	1,750	1,920	6	72	1,095	969	1,420	2,110	8	350	1,365	1,368	2,030	3,300
	$5bn–$9.99bn	10	160	1,165	1,799	3,260	5,000	10	150	395	979	990	5,000	9	200	670	1,497	3,000	5,000
	$10bn or more	15	100	200	1,133	1,000	10,000	21	200	660	1,566	1,700	4,420	22	250	975	2,076	3,190	6,760
Investable asset base managed	Under $500m	10	50	600	674	1,030	2,100	9	50	150	744	1,000	3,400	12	53	375	595	1,000	2,390
	$500m–$999m	11	50	250	816	1,000	4,080	11	50	300	737	1,400	2,590	15	80	200	696	1,000	3,900
	$1bn–$2.99bn	18	100	425	653	1,200	1,920	21	120	460	552	800	1,500	21	250	350	753	1,000	1,780
	$3bn–$4.99bn	4	113	995	1,765	4,188	5,000	6	240	1,440	1,718	2,110	5,000	8	350	1,885	1,918	2,920	5,000
	$5bn–$9.99bn	7	330	2,000	1,637	2,770	3,260	9	500	610	911	1,360	2,000	8	543	910	1,266	1,985	3,000
	$10bn or more	9	100	200	1,493	1,000	10,000	12	158	770	2,119	3,435	10,000	13	290	1,000	2,771	3,720	10,000
Generational transfer of wealth	Yes, more than 10 years ago	19	100	250	1,082	1,000	10,000	18	100	410	1,196	1,000	10,000	20	128	400	1,198	1,000	9,695
	Yes, within the last 10 years	5	70	700	1,062	1,750	2,770	8	43	900	859	1,435	2,110	9	90	150	952	1,940	2,680
	It is happening at present	11	100	600	1,071	1,500	5,000	11	100	300	1,246	1,500	5,000	12	200	500	1,125	1,375	5,000
	No, but it's anticipated in the next 2–5 years	6	50	575	778	1,430	2,000	8	50	135	631	1,495	2,000	8	83	200	676	1,585	2,000
	No, it's possible in the future, but timeframe is undefined	12	210	865	1,066	1,428	4,080	17	500	750	1,084	1,400	3,500	20	395	1,280	1,872	3,068	6,711
	No, and there are currently no plans	6	100	180	715	500	3,260	6	170	350	375	610	700	8	213	600	674	843	2,000

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Additional incentive trends—percent growth: United States (USD, thousands)

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Overall		14.8%	4.2%	19.6%	27.3%	-14.3%	9.1%
US region	Northeast	24.1%	4.3%	29.4%	38.0%	-6.9%	28.5%
	Mid-Atlantic	22.8%	-39.3%	-25.4%	42.9%	-39.3%	-13.3%
	Southeast	-13.6%	-12.3%	-24.3%	66.7%	9.1%	81.8%
	Midwest	-27.5%	-64.8%	-74.5%	-28.6%	-10.0%	-35.7%
	Southwest/Mountain West	-21.0%	207.5%	142.9%	-22.2%	42.9%	11.1%
	West Coast	-16.9%	117.5%	80.7%	118.0%	-8.3%	100.0%
Current title	CEO/president	-1.4%	16.1%	14.4%	-8.0%	-10.9%	-18.0%
	Chief investment officer	-4.8%	67.5%	59.4%	22.7%	72.8%	112.1%
	Managing director or director of investments	-3.8%	-4.8%	-8.5%	-7.4%	0.0%	-7.4%
	CFO	164.2%	-42.5%	51.9%	431.4%	-73.1%	42.9%
	COO	60.2%	52.9%	144.9%	65.3%	177.3%	358.3%
Primary role	Investments	11.8%	4.2%	16.5%	62.2%	-16.7%	35.1%
	Operations	81.0%	-7.3%	67.8%	215.0%	-46.8%	67.5%
	Finance/accounting	103.7%	-36.7%	28.9%	400.0%	-75.0%	25.0%
	Legal/compliance	64.6%	-32.0%	11.9%	135.9%	-79.8%	-52.3%
	Governance & family affairs	90.9%	-20.0%	52.8%	156.4%	-54.5%	16.7%
	Philanthropy	134.3%	-8.5%	114.4%	50.0%	33.3%	100.0%
	General management/ executive leadership	30.5%	3.6%	35.2%	89.7%	-27.3%	37.9%
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	17.3%	1.9%	19.6%	56.3%	-41.9%	-9.2%
	Technology	-43.7%	110.4%	18.4%	-14.0%	91.9%	65.0%
	Manufacturing	29.5%	-2.8%	25.9%	200.0%	-33.3%	100.0%
	Healthcare	-53.7%	-28.0%	-66.7%	-53.7%	-20.0%	-63.0%
	Consumer/retail (including luxury goods)	74.8%	-20.7%	38.6%	16.3%	255.0%	312.8%
	Industrial	19.8%	-10.6%	7.1%	87.5%	83.3%	243.8%

Additional incentive trends—percent growth: United States (continued) (USD, thousands)

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Role tenure	1 year or less	-70.0%	-4.5%	-71.3%	-59.7%	-39.3%	-75.5%
	2–3 years	78.2%	-14.5%	52.3%	271.9%	-58.0%	56.3%
	4–5 years	59.7%	43.3%	128.9%	200.0%	4.2%	212.5%
	6–10 years	26.3%	1.8%	28.6%	128.1%	-23.1%	75.4%
	More than 10 years	-5.7%	-1.5%	-7.1%	-13.0%	-15.0%	-26.1%
Investment strategy utilized	External manager allocation	6.8%	5.5%	12.7%	2.5%	46.3%	50.0%
	Hybrid	-10.4%	9.1%	-2.3%	-5.0%	43.9%	36.7%
	Direct investments	-18.2%	31.5%	7.6%	42.9%	37.0%	95.7%
Family net worth	Under $500m	13.2%	-23.4%	-13.3%	-42.9%	20.0%	-31.4%
	$500m–$999m	35.1%	0.2%	35.3%	300.0%	-80.0%	-20.0%
	$1bn–$2.99bn	-7.5%	0.0%	-7.5%	3.2%	-44.6%	-42.9%
	$3bn–$4.99bn	-2.9%	41.2%	37.1%	9.5%	24.7%	36.5%
	$5bn–$9.99bn	-45.6%	52.9%	-16.8%	-66.1%	69.6%	-42.5%
	$10bn or more	38.2%	32.6%	83.2%	230.0%	47.7%	387.5%
Investable asset base managed	Under $500m	10.4%	-20.0%	-11.7%	-75.0%	150.0%	-37.5%
	$500m–$999m	-9.7%	-5.6%	-14.7%	20.0%	-33.3%	-20.0%
	$1bn–$2.99bn	-15.5%	36.4%	15.3%	8.2%	-23.9%	-17.6%
	$3bn–$4.99bn	-2.7%	11.6%	8.7%	44.7%	30.9%	89.4%
	$5bn–$9.99bn	-44.3%	39.0%	-22.7%	-69.5%	49.2%	-54.5%
	$10bn or more	41.9%	30.8%	85.6%	285.0%	29.9%	400.0%
Generational transfer of wealth	Yes, more than 10 years ago	10.5%	0.2%	10.7%	64.0%	-2.4%	60.0%
	Yes, within the last 10 years	-19.1%	10.8%	-10.4%	28.6%	-83.3%	-78.6%
	It is happening at present	16.3%	-9.7%	5.0%	-50.0%	66.7%	-16.7%
	No, but it's anticipated in the next 2–5 years	-18.9%	7.1%	-13.1%	-76.5%	48.1%	-65.2%
	No, it's possible in the future, but timeframe is undefined	1.7%	72.7%	75.6%	-13.3%	70.7%	48.0%
	No, and there are currently no plans	-47.6%	79.7%	-5.7%	94.4%	71.4%	233.3%

Heidrick & Struggles, Family Offices Compensation Survey, 2026

Total compensation trends: United States (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Overall		148	515	900	1,637	1,975	5,180	150	600	1,005	1,906	2,510	5,750	151	700	1,130	2,131	2,630	6,920
US region	Northeast	55	650	1,100	2,026	2,460	9,000	55	760	1,600	2,585	3,900	7,000	55	870	1,650	3,100	4,150	11,800
	Mid-Atlantic	11	500	850	1,081	1,760	2,350	11	620	850	1,356	2,120	3,340	10	750	950	1,441	1,910	4,390
	Southeast	25	650	890	1,692	1,250	4,430	26	580	885	1,522	2,180	5,630	26	600	1,035	1,735	2,360	5,750
	Midwest	20	420	690	1,387	1,335	7,430	20	570	775	1,323	2,060	4,716	20	495	835	1,037	1,238	2,619
	Southwest/Mountain West	14	590	905	1,286	1,900	3,130	15	510	1,010	1,267	1,900	3,400	16	803	1,410	1,673	1,825	7,720
	West Coast	12	435	675	1,334	1,558	4,810	12	558	780	1,324	1,943	5,200	13	700	1,000	1,826	2,600	6,770
Current title	CEO/president	42	600	900	1,538	2,430	4,760	43	620	930	1,697	2,400	6,810	44	735	1,050	1,867	2,615	4,720
	Chief investment officer	39	650	1,000	2,074	2,500	10,180	39	650	1,000	1,879	3,070	5,750	40	770	1,105	2,679	3,475	7,986
	Managing director or director of investments	36	485	905	1,747	1,753	9,000	36	563	1,105	2,118	2,210	11,800	35	540	1,440	2,266	2,050	11,800
	CFO	25	420	780	983	1,050	2,680	26	500	850	1,426	1,400	4,430	26	520	910	1,266	1,600	4,070
	COO	8	450	870	1,354	1,978	4,480	8	490	1,000	2,036	4,025	5,200	8	550	800	2,349	4,578	6,770
Primary role	Investments	107	500	880	1,489	1,730	5,000	109	600	970	1,750	2,330	5,750	110	700	1,080	1,923	2,600	6,920
	Operations	52	593	885	1,174	1,295	3,410	53	700	1,000	1,627	2,280	4,430	53	700	1,000	1,602	1,950	4,720
	Finance/accounting	44	475	770	1,069	1,108	2,910	45	580	900	1,510	1,500	4,430	46	530	910	1,338	1,600	4,270
	Legal/compliance	25	420	760	1,227	2,000	3,410	26	680	925	1,764	2,790	4,800	26	460	835	1,475	1,950	4,720
	Governance & family affairs	39	600	900	1,451	2,460	3,700	39	700	1,000	1,996	3,070	7,000	40	625	1,000	1,711	2,470	6,810
	Philanthropy	27	530	760	1,104	1,250	2,910	27	580	820	1,466	2,730	4,410	27	540	800	1,483	1,950	4,390
	General management/ executive leadership	65	590	900	1,390	2,000	3,700	66	700	1,000	1,842	2,790	4,430	65	700	1,050	1,907	2,600	6,310
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	60	705	1,100	2,077	2,740	7,492	61	700	1,500	2,352	3,530	6,000	60	785	1,750	2,602	3,930	7,695
	Technology	19	600	1,310	2,104	2,500	10,180	19	700	1,300	1,836	2,510	5,200	19	700	1,900	3,068	4,130	18,380
	Manufacturing	19	360	650	1,024	910	6,000	19	500	700	1,323	1,500	7,000	19	430	850	1,444	1,440	8,000
	Healthcare	5	420	990	1,001	1,200	2,180	5	430	1,020	1,242	1,400	3,070	5	460	870	930	1,360	1,600
	Consumer/retail (including luxury goods)	21	400	710	861	900	2,100	22	410	715	1,220	1,050	3,480	24	505	800	1,151	1,683	3,600
	Industrial	15	500	750	1,560	900	11,600	16	715	900	2,039	1,910	11,800	16	773	950	1,973	1,795	11,800

Total compensation trends: United States (continued) (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Role tenure	1 year or less	11	300	900	1,545	2,460	4,760	13	300	1,000	1,142	1,250	3,090	14	870	1,300	1,670	2,550	4,580
	2–3 years	41	400	730	967	1,000	3,040	42	510	785	1,549	2,120	5,200	41	520	1,000	1,560	1,870	4,720
	4–5 years	30	510	1,015	1,600	1,640	7,570	30	620	1,050	1,793	2,580	4,620	30	600	1,255	2,526	4,010	7,720
	6–10 years	34	600	1,065	1,949	2,180	9,000	33	760	1,200	2,311	3,070	6,810	34	870	1,470	2,544	3,400	7,210
	More than 10 years	27	650	1,250	2,320	3,130	6,000	27	750	1,500	2,393	3,400	7,000	27	700	1,200	2,337	2,360	8,000
Investment strategy utilized	External manager allocation	30	500	885	1,136	1,110	3,400	30	500	915	1,232	1,300	3,400	31	700	1,050	1,245	1,440	3,400
	Hybrid	34	480	885	2,160	2,000	11,600	34	700	1,000	2,297	3,120	7,000	34	700	1,060	2,598	4,000	8,000
	Direct investments	39	530	900	1,816	2,540	9,000	40	648	1,050	1,797	2,145	7,214	41	760	1,600	2,487	2,620	6,310
Family net worth	Under $500m	18	400	650	1,042	850	4,810	18	420	715	1,113	820	7,350	18	460	790	1,181	1,040	4,130
	$500m–$999m	19	340	500	829	1,000	3,700	19	350	600	965	1,050	3,900	19	350	700	1,110	1,050	4,720
	$1bn–$2.99bn	36	593	845	1,503	1,888	6,000	37	600	900	1,797	2,200	7,000	37	720	1,000	1,955	2,050	8,000
	$3bn–$4.99bn	13	700	990	1,998	1,600	10,180	13	750	1,020	2,060	4,200	5,200	13	1,000	1,500	3,360	3,000	18,380
	$5bn–$9.99bn	18	500	1,045	2,486	3,640	13,450	17	680	1,080	1,834	2,180	6,000	17	780	1,320	2,670	4,580	8,000
	$10bn or more	29	760	1,100	1,783	1,880	5,000	30	800	1,600	2,429	3,480	5,700	32	1,058	1,675	2,770	3,953	7,720
Investable asset base managed	Under $500m	26	360	650	1,096	1,050	3,700	26	410	715	1,163	1,050	3,900	26	420	790	1,139	1,650	3,500
	$500m–$999m	26	350	650	848	890	2,540	26	430	675	928	1,000	2,710	26	390	925	1,277	1,500	3,720
	$1bn–$2.99bn	39	580	900	1,590	2,180	6,000	40	635	965	1,889	2,468	6,938	40	705	1,000	1,996	2,118	7,961
	$3bn–$4.99bn	11	880	990	3,056	3,040	13,450	12	838	1,150	2,363	4,515	5,630	12	1,230	2,170	3,880	4,540	18,380
	$5bn–$9.99bn	14	500	1,750	2,252	3,640	6,000	13	680	1,640	2,278	3,530	6,000	14	780	2,600	3,088	4,720	8,000
	$10bn or more	17	810	1,110	1,962	1,730	11,600	17	1,150	1,600	2,813	3,530	11,800	18	1,290	2,075	3,332	4,680	11,800
Generational transfer of wealth	Yes, more than 10 years ago	32	500	755	1,651	1,575	6,000	32	628	845	1,806	2,008	7,000	32	700	950	1,999	1,635	8,000
	Yes, within the last 10 years	26	670	900	1,579	1,900	3,640	27	600	1,000	1,597	2,200	4,620	27	780	1,000	2,126	2,590	4,580
	It is happening at present	19	350	870	1,727	1,880	13,450	19	420	760	1,471	1,890	5,700	19	460	1,500	1,814	2,500	5,750
	No, but it's anticipated in the next 2–5 years	13	480	580	1,354	1,050	5,180	13	560	750	1,475	950	5,750	14	730	1,045	1,680	1,600	7,210
	No, it's possible in the future, but timeframe is undefined	32	720	1,045	1,767	2,300	4,810	32	700	1,600	2,320	2,948	7,350	33	1,050	2,140	2,874	3,600	7,720
	No, and there are currently no plans	14	300	590	1,001	1,040	4,430	14	380	640	953	1,250	2,720	14	400	740	1,400	2,550	4,720

Heidrick & Struggles, Family Offices Compensation Survey, 2026

Total compensation trends—percent growth: United States (USD, thousands)

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Overall		16.4%	11.8%	30.2%	11.7%	12.4%	25.6%
US region	Northeast	27.6%	19.9%	53.0%	45.5%	3.1%	50.0%
	Mid-Atlantic	25.5%	6.2%	33.3%	0.0%	11.8%	11.8%
	Southeast	-10.0%	14.0%	2.6%	-0.6%	16.9%	16.3%
	Midwest	-4.7%	-21.6%	-25.3%	12.3%	7.7%	21.0%
	Southwest/Mountain West	-1.5%	32.0%	30.0%	11.6%	39.6%	55.8%
	West Coast	-0.7%	37.9%	36.9%	15.6%	28.2%	48.1%
Current title	CEO/president	10.3%	10.1%	21.4%	3.3%	12.9%	16.7%
	Chief investment officer	-9.4%	42.5%	29.2%	0.0%	10.5%	10.5%
	Managing director or director of investments	21.2%	7.0%	29.7%	22.1%	30.3%	59.1%
	CFO	45.0%	-11.2%	28.8%	9.0%	7.1%	16.7%
	COO	50.4%	15.3%	73.5%	14.9%	-20.0%	-8.0%
Primary role	Investments	17.5%	9.9%	29.2%	10.2%	11.3%	22.7%
	Operations	38.6%	-1.5%	36.5%	13.0%	0.0%	13.0%
	Finance/accounting	41.2%	-11.4%	25.1%	16.9%	1.1%	18.2%
	Legal/compliance	43.8%	-16.4%	20.3%	21.7%	-9.7%	9.9%
	Governance & family affairs	37.6%	-14.3%	17.9%	11.1%	0.0%	11.1%
	Philanthropy	32.7%	1.1%	34.3%	7.9%	-2.4%	5.3%
	General management/ executive leadership	32.5%	3.5%	37.1%	11.1%	5.0%	16.7%
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	13.2%	10.6%	25.3%	36.4%	16.7%	59.1%
	Technology	-12.7%	67.1%	45.9%	-0.8%	46.2%	45.0%
	Manufacturing	29.1%	9.2%	41.0%	7.7%	21.4%	30.8%
	Healthcare	24.0%	-25.1%	-7.1%	3.0%	-14.7%	-12.1%
	Consumer/retail (including luxury goods)	41.8%	-5.7%	33.7%	0.7%	11.9%	12.7%
	Industrial	30.7%	-3.2%	26.4%	20.0%	5.6%	26.7%

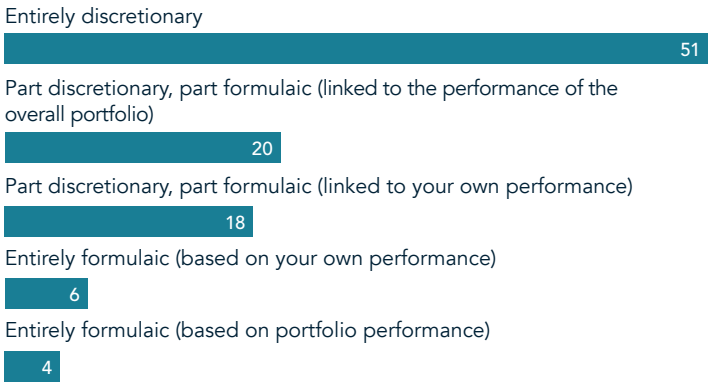
Total compensation trends—percent growth: United States (continued) (USD, thousands)

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Role tenure	1 year or less	-26.1%	46.2%	8.1%	11.1%	30.0%	44.4%
	2–3 years	60.2%	0.7%	61.4%	7.5%	27.4%	37.0%
	4–5 years	12.0%	40.9%	57.9%	3.4%	19.5%	23.6%
	6–10 years	18.6%	10.1%	30.5%	12.7%	22.5%	38.0%
	More than 10 years	3.1%	-2.3%	0.7%	20.0%	-20.0%	-4.0%
Investment strategy utilized	External manager allocation	8.5%	1.0%	9.6%	3.4%	14.8%	18.6%
	Hybrid	6.3%	13.1%	20.3%	13.0%	6.0%	19.8%
	Direct investments	-1.1%	38.4%	36.9%	16.7%	52.4%	77.8%
Family net worth	Under $500m	6.8%	6.1%	13.3%	10.0%	10.5%	21.5%
	$500m–$999m	16.4%	15.0%	33.9%	20.0%	16.7%	40.0%
	$1bn–$2.99bn	19.6%	8.8%	30.1%	6.5%	11.1%	18.3%
	$3bn–$4.99bn	3.1%	63.1%	68.2%	3.0%	47.1%	51.5%
	$5bn–$9.99bn	-26.2%	45.6%	7.4%	3.3%	22.2%	26.3%
	$10bn or more	36.2%	14.0%	55.3%	45.5%	4.7%	52.3%
Investable asset base managed	Under $500m	6.1%	-2.1%	3.9%	10.0%	10.5%	21.5%
	$500m–$999m	9.4%	37.6%	50.6%	3.8%	37.0%	42.3%
	$1bn–$2.99bn	18.8%	5.7%	25.5%	7.2%	3.6%	11.1%
	$3bn–$4.99bn	-22.7%	64.2%	26.9%	16.2%	88.7%	119.2%
	$5bn–$9.99bn	1.1%	35.6%	37.1%	-6.3%	58.5%	48.6%
	$10bn or more	43.4%	18.4%	69.8%	44.1%	29.7%	86.9%
Generational transfer of wealth	Yes, more than 10 years ago	9.4%	10.7%	21.1%	11.9%	12.4%	25.8%
	Yes, within the last 10 years	1.2%	33.1%	34.6%	11.1%	0.0%	11.1%
	It is happening at present	-14.8%	23.3%	5.1%	-12.6%	97.4%	72.4%
	No, but it's anticipated in the next 2–5 years	8.9%	13.9%	24.1%	29.3%	39.3%	80.2%
	No, it's possible in the future, but timeframe is undefined	31.3%	23.9%	62.7%	53.1%	33.8%	104.8%
	No, and there are currently no plans	-4.9%	47.0%	39.9%	8.5%	15.6%	25.4%

Heidrick & Struggles, Family Offices Compensation Survey, 2026

United States: Bonus and additional incentives

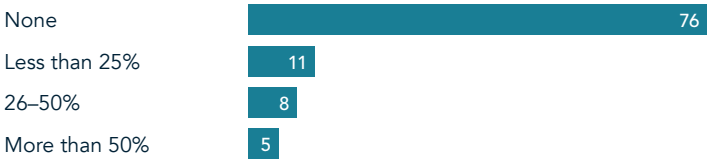
Basis on which cash bonus is determined (%)



Note: Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.

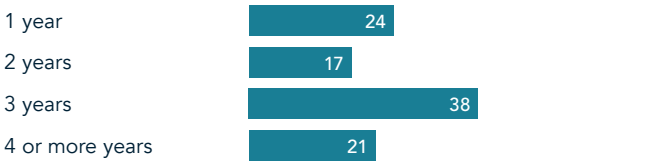
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=119

Portion of annual bonus deferred (%)



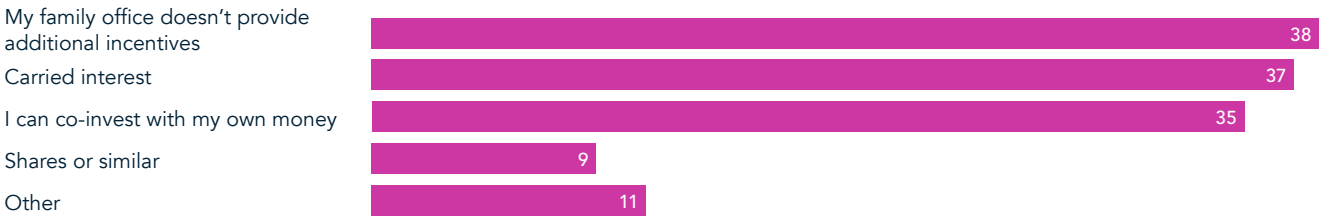
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=123

If deferred, how long? (%)



Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=29

Additional incentives provided by family office (%)



Note: Respondents could select more than one option.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=122

Europe compensation

European family office compensation increased overall in 2026, although the trajectory has been more uneven than in the United States. Differences across roles and organizational characteristics are also less linear, with some of the clearest compensation premiums appearing at the upper end of family wealth and assets managed.

European cash compensation has risen, but at a more moderate pace overall. Median total cash compensation increased to $609,000 in 2026, after remaining broadly flat between 2024 and 2025. The 2026 increase reflects a relatively stable median cash base, which moved from $420,000 in 2025 to $429,000 in 2026, alongside a stronger increase in median cash bonus from $216,000 to $270,000. The increase was higher in the United Kingdom, where median total cash grew to $689,000 in 2026, compared with $561,000 in Switzerland and $591,000 in other European countries. Total compensation, meanwhile, has increased steadily: the median rose from $676,000 in 2024 to $703,000 in 2025 and $743,000 in 2026. As in the United States, the distribution widens considerably at the upper end. Average compensation reached $1.48 million in 2026—nearly twice the median—while the 95th percentile reached $4.04 million, highlighting the concentration of larger packages among a relatively small group of executives.

Source of wealth is becoming an increasingly important differentiator. Investment-origin family offices report median total cash of $710,000 in 2026, up from $593,000 in 2024, while consumer/retail increased from $464,000 to $663,000. Technology-origin offices remain highly paid but moved in the opposite direction, decreasing from $818,000 in 2024 to $678,000 in 2026.

Direct-investing offices have emerged as the highest-paying investment model in Europe. In 2026, median total cash compensation reached $797,000 among direct-investing family offices, compared with $646,000 among those using hybrid models and $591,000 among those relying on external managers. The difference is even more pronounced when additional incentives are included: median total compensation reached $1.07 million at direct-investing offices, compared with $728,000 for hybrid models and $616,000 for offices relying on external managers. The gap has also widened over time, with compensation at direct-investing offices increasing substantially faster since 2024 than at those relying on external managers. This is driven by CEO compensation, as the leadership demands are higher at these organizations.

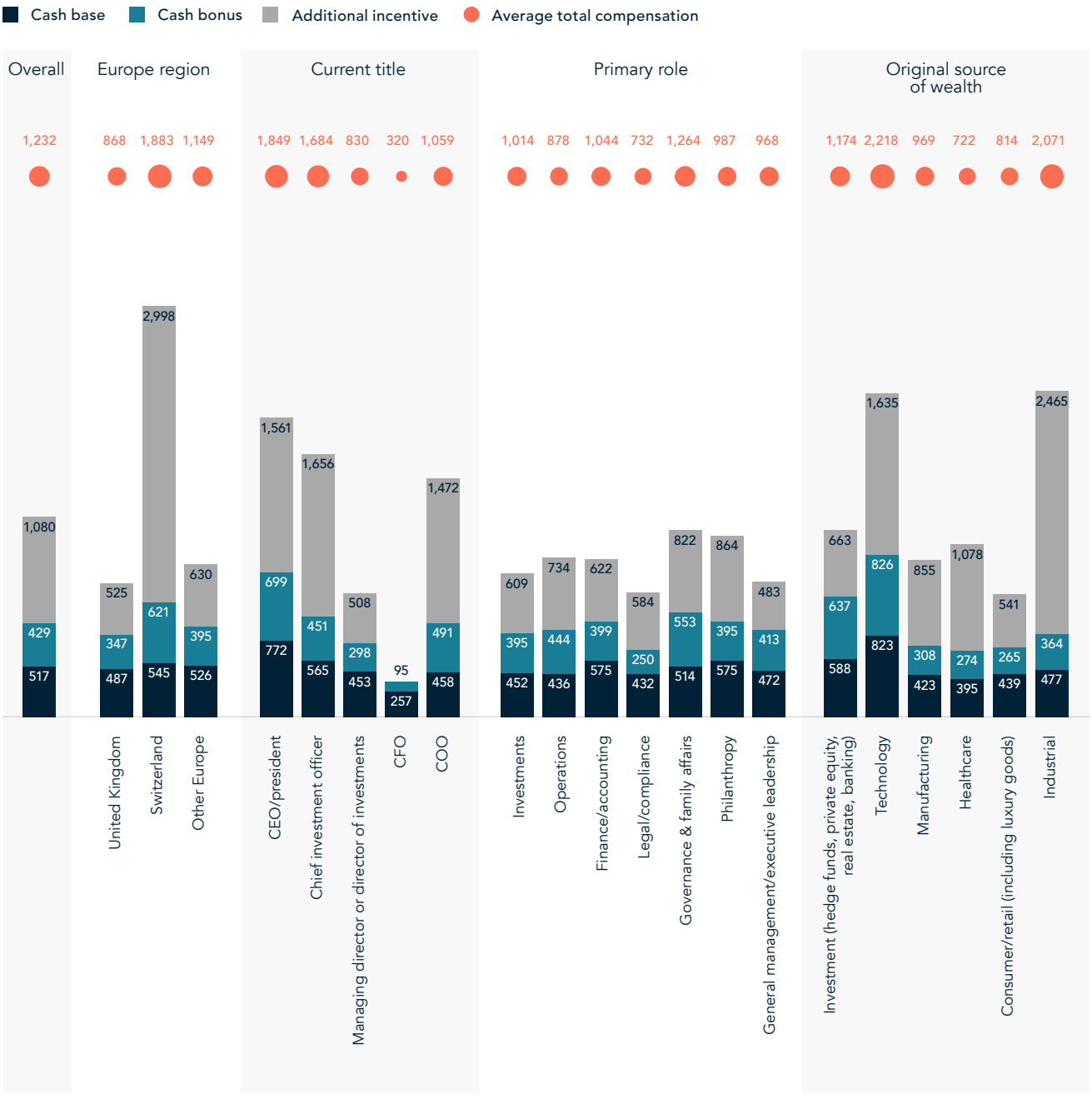
There exists a broad view that tenure is highly rewarded at family offices, but despite tenure and scale showing some expected premiums, the relationships are not consistently linear. Leaders with 6–10 years in their roles reported the highest median total cash compensation at $760,000, while those with more than 10 years reported $522,000. Compensation was generally higher among larger families—median total cash reached $765,000 for families worth between $5 billion and $9.99 billion and $730,000 for those worth $10 billion or more—but lower wealth bands did not increase consistently with size. A similar pattern appears in investable assets: offices managing between $5 billion and $9.99 billion reported a median of $742,000, but compensation varied considerably across smaller asset bands.

Recent generational transfer is associated with some of the highest compensation in Europe. Offices where wealth transferred within the past 10 years report median total cash of $757,000, compared with $561,000 where the transfer occurred more than 10 years ago and $541,000 where it is happening currently. However, offices where the family still operates the underlying business tend to provide higher compensation even after accounting for size. These shifts are occurring alongside the broader professionalization of family offices, which is expanding demands on noninvestment leadership roles, particularly across areas such as governance, reporting, controls, and infrastructure.

Compensation structures remain highly individualized even as family office investment models become more institutionalized. Median additional incentives declined from $580,000 in 2025 to $377,000 in 2026, while the average increased to more than $1 million and the 75th percentile reached $1.16 million, indicating substantial concentration of larger awards among a smaller group. Cash bonuses also remain predominantly discretionary: 58% of respondents said bonuses are entirely discretionary, while roughly three-quarters reported that none of their annual bonus is deferred.

Compensation tables, 2024–2026

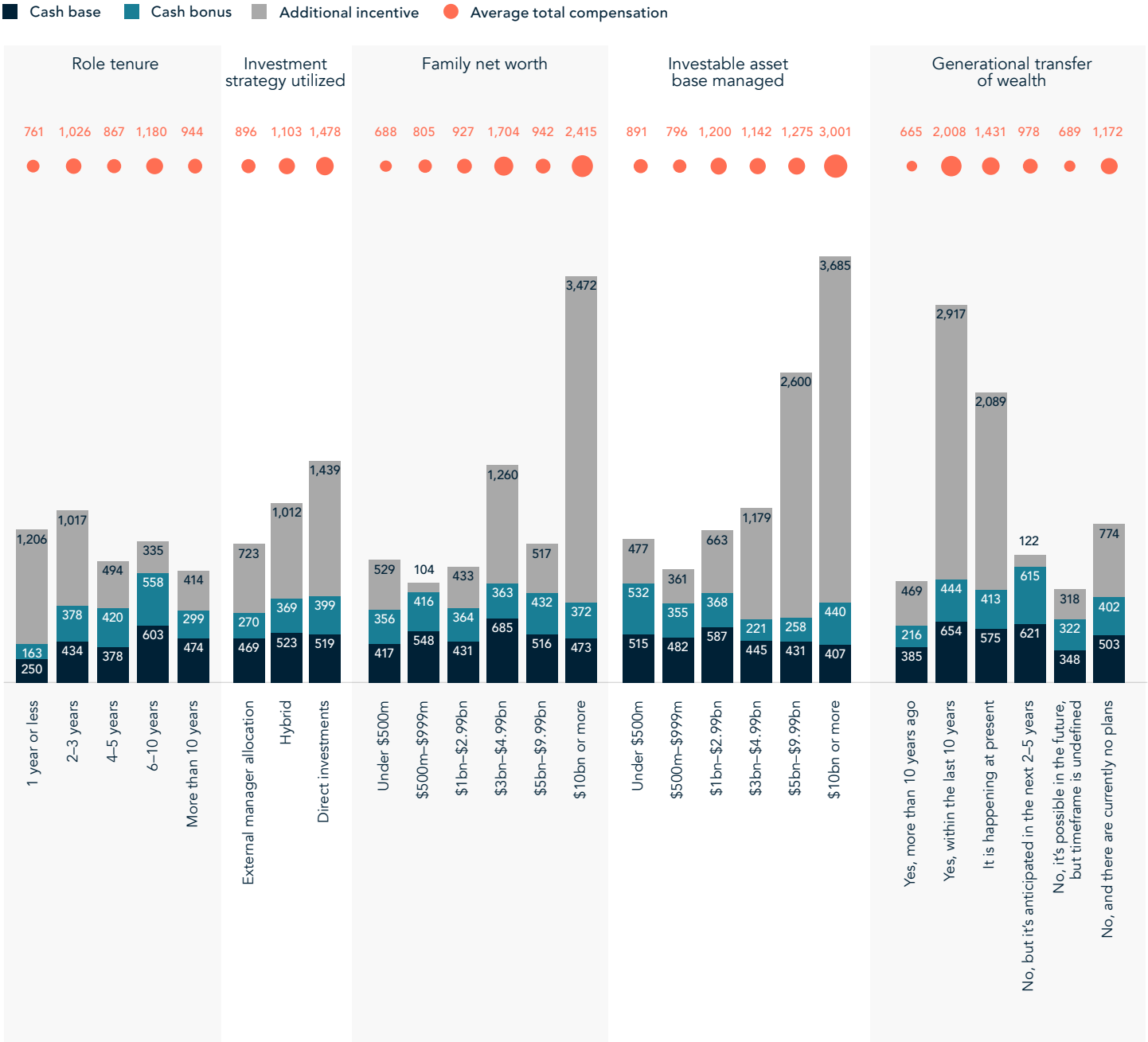
Europe: Average compensation, 2024 (USD, thousands)



Note: Component averages include only respondents who reported receiving that component; respondents who did not receive or report it are excluded from that component's average. Average total compensation is calculated respondent by respondent using all reported components and therefore may not equal the sum of the component averages.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

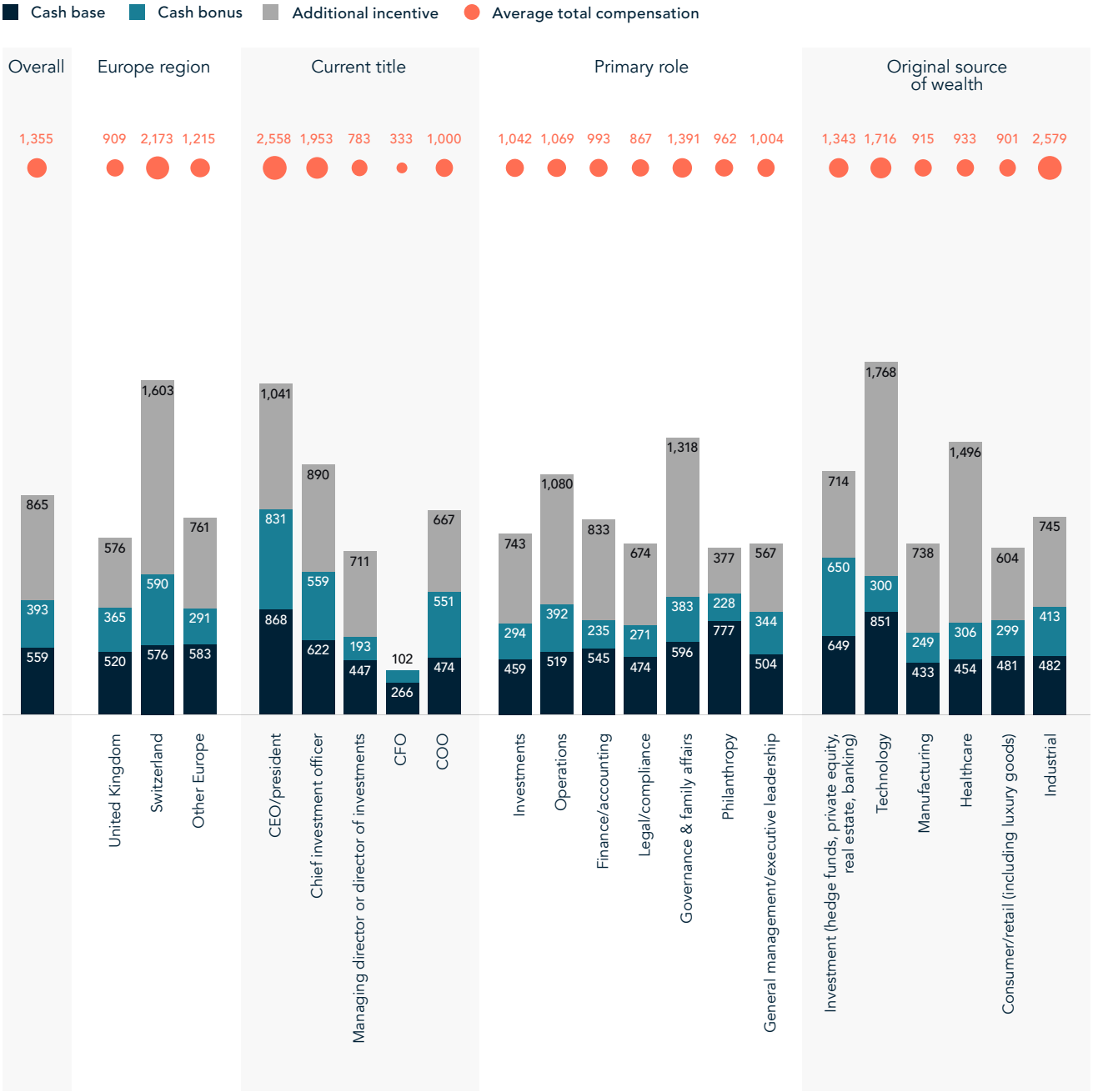
Europe: Average compensation, 2024 (continued) (USD, thousands)



Note: Component averages include only respondents who reported receiving that component; respondents who did not receive or report it are excluded from that component's average. Average total compensation is calculated respondent by respondent using all reported components and therefore may not equal the sum of the component averages.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

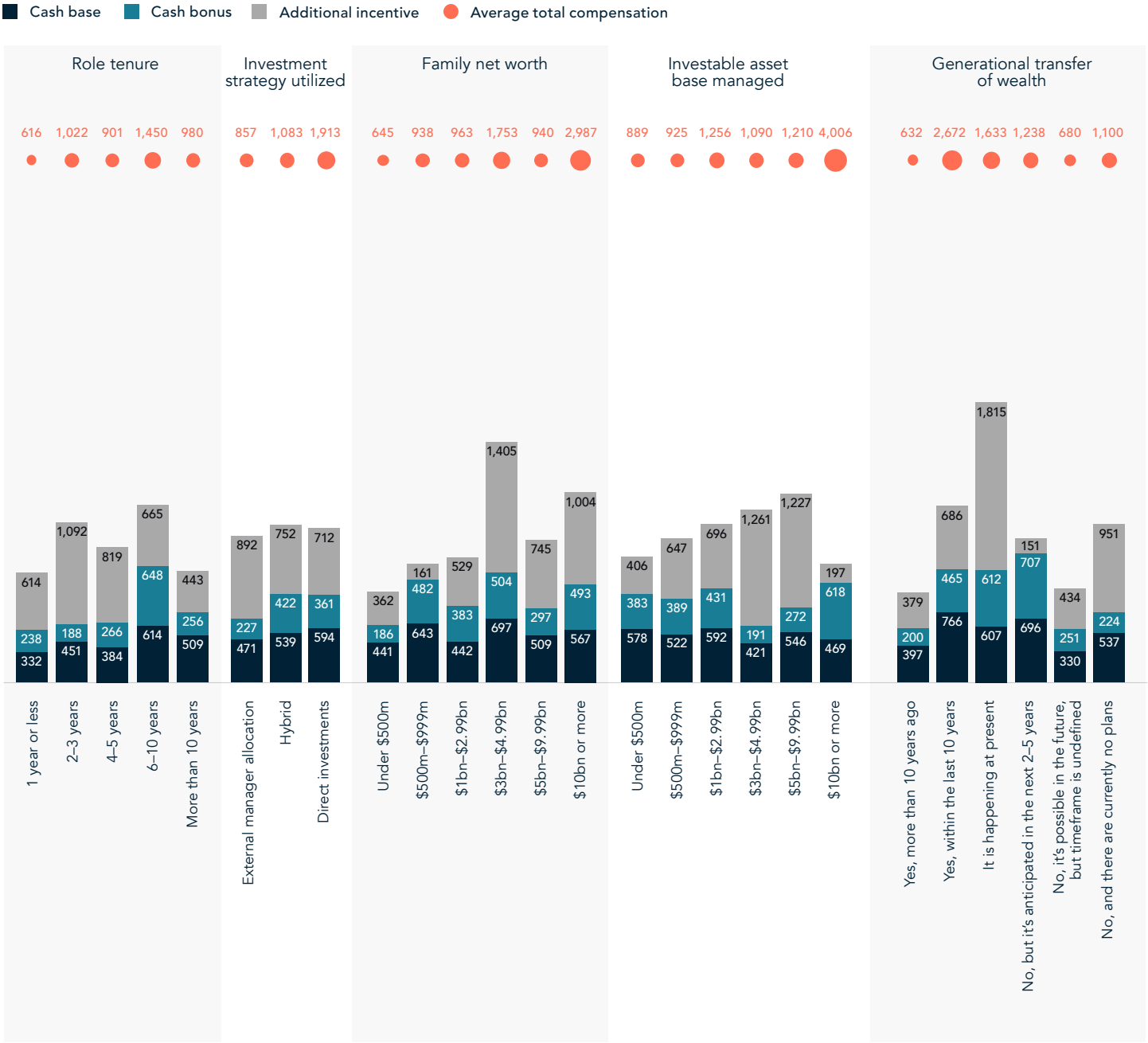
Europe: Average compensation, 2025 (USD, thousands)



Note: Component averages include only respondents who reported receiving that component; respondents who did not receive or report it are excluded from that component's average. Average total compensation is calculated respondent by respondent using all reported components and therefore may not equal the sum of the component averages.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

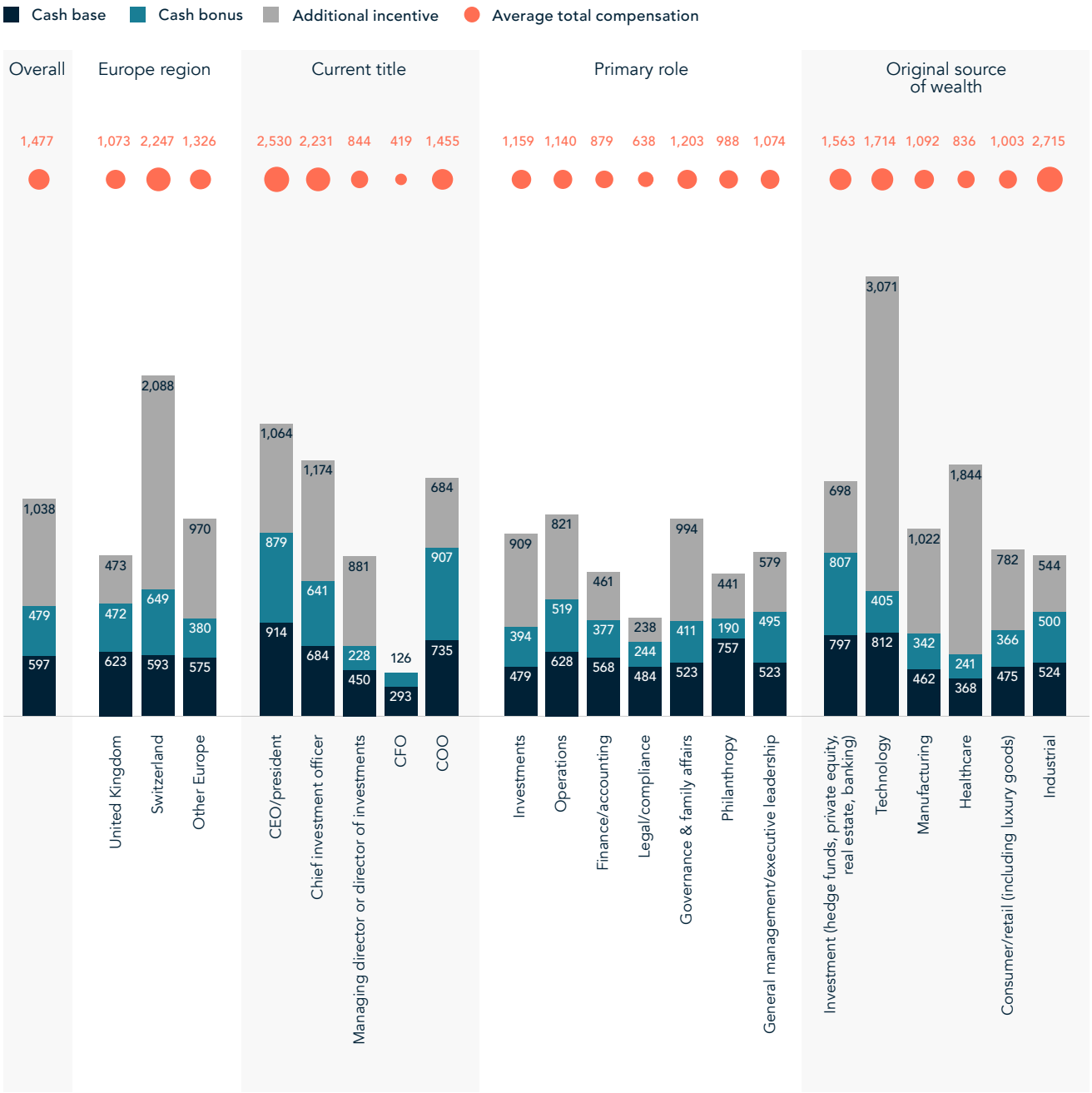
Europe: Average compensation, 2025 (continued) (USD, thousands)



Note: Component averages include only respondents who reported receiving that component; respondents who did not receive or report it are excluded from that component's average. Average total compensation is calculated respondent by respondent using all reported components and therefore may not equal the sum of the component averages.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

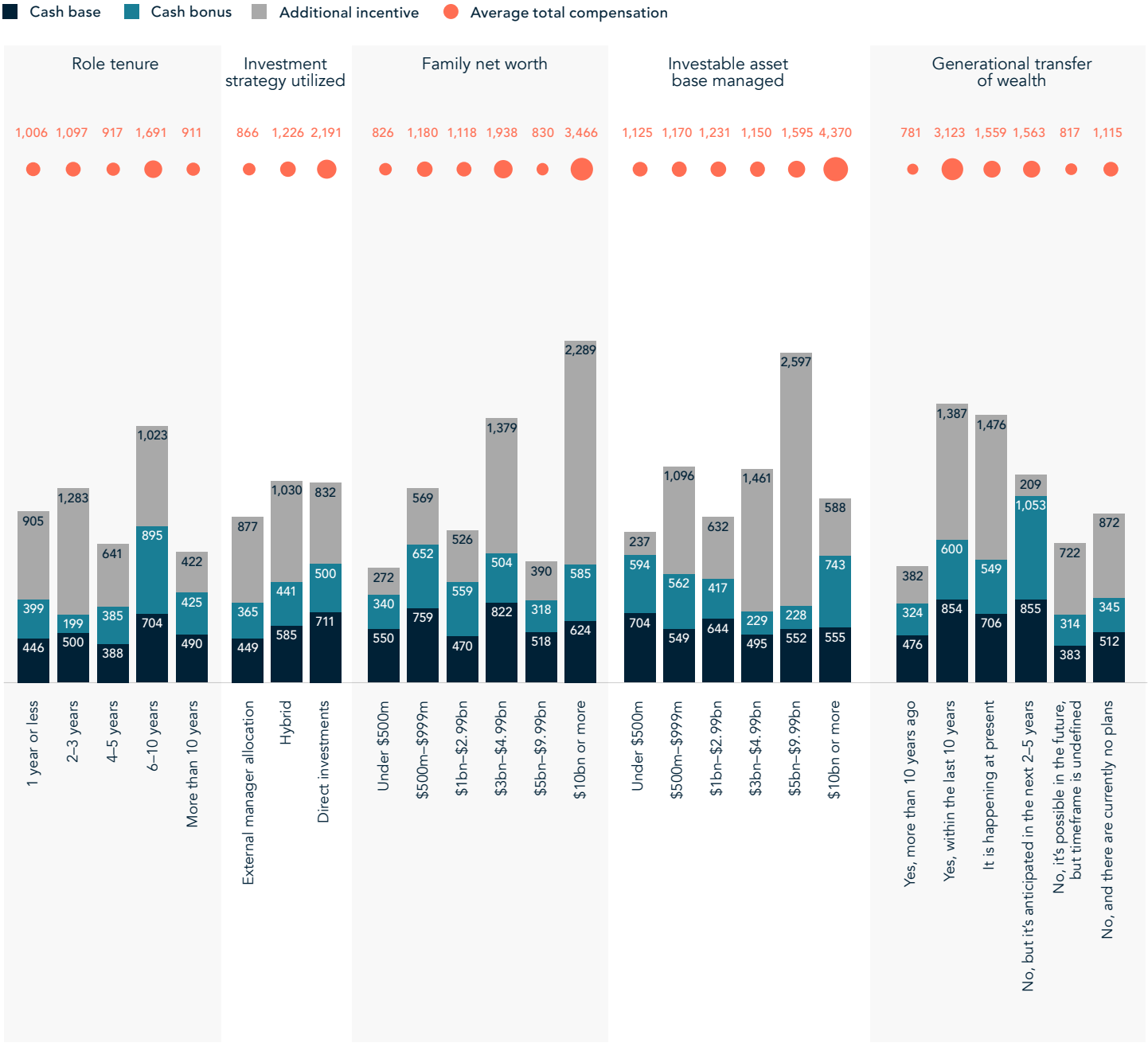
Europe: Average compensation, 2026 (USD, thousands)



Note: Component averages include only respondents who reported receiving that component; respondents who did not receive or report it are excluded from that component's average. Average total compensation is calculated respondent by respondent using all reported components and therefore may not equal the sum of the component averages.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Europe: Average compensation, 2026 (continued) (USD, thousands)



Note: Component averages include only respondents who reported receiving that component; respondents who did not receive or report it are excluded from that component's average. Average total compensation is calculated respondent by respondent using all reported components and therefore may not equal the sum of the component averages.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Cash base compensation trends: Europe (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Overall		118	246	365	517	580	1,622	121	270	420	559	591	1,623	122	296	429	597	581	1,739
Europe region	United Kingdom	42	270	363	487	541	1,391	43	284	405	520	554	1,391	43	297	473	623	743	1,622
	Switzerland	29	259	370	545	591	924	31	283	493	576	591	1,232	32	301	419	593	554	1,479
	Other Europe	47	188	335	526	580	1,855	47	232	371	583	661	1,855	47	290	395	575	568	1,739
Current title	CEO/president	34	338	580	772	812	2,504	35	371	614	868	1,047	3,756	34	348	580	914	928	3,756
	Chief investment officer	44	246	368	565	616	1,855	42	246	419	622	653	1,855	42	284	458	684	616	2,087
	Managing director or director of investments	42	246	370	453	493	916	45	283	439	447	522	879	47	308	400	450	500	893
	CFO	3	162	270	257	338	338	3	189	270	266	338	338	3	270	270	293	338	338
	COO	9	270	336	458	360	1,622	10	270	311	474	420	1,757	10	270	338	735	939	2,838
Primary role	Investments	64	188	297	452	591	1,391	64	215	357	459	596	1,136	63	270	348	479	541	1,148
	Operations	27	246	311	436	580	1,391	29	252	371	519	672	1,391	29	290	383	628	879	1,391
	Finance/accounting	20	236	355	575	676	2,251	21	236	402	545	784	1,383	21	270	348	568	879	1,391
	Legal/compliance	10	270	325	432	676	812	11	297	405	474	703	870	11	297	371	484	743	928
	Governance & family affairs	18	297	418	514	676	1,391	20	310	454	596	828	1,912	20	325	392	523	500	1,356
	Philanthropy	9	348	616	575	676	1,391	9	255	703	777	1,232	1,948	9	348	743	757	1,355	1,391
	General management/ executive leadership	39	222	336	472	676	1,391	41	248	371	504	693	1,383	41	270	359	523	682	1,389
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	32	232	325	588	641	1,855	32	236	420	649	670	2,027	32	286	480	797	754	2,838
	Technology	10	270	494	823	916	2,504	11	270	616	851	1,136	3,756	12	301	371	812	616	3,756
	Manufacturing	21	232	348	423	464	997	21	246	370	433	541	684	22	284	348	462	487	1,148
	Healthcare	10	270	371	395	456	858	12	313	456	454	493	1,136	12	238	366	368	490	568
	Consumer/retail (including luxury goods)	26	232	338	439	464	1,391	25	270	405	481	522	1,067	24	298	429	475	517	1,000
	Industrial	15	322	405	477	541	946	16	306	405	482	551	1,047	16	310	419	524	652	1,479
Role tenure	1 year or less	6	128	298	250	338	360	6	267	338	332	420	530	6	243	417	446	444	1,000
	2–3 years	25	232	348	434	580	916	27	232	405	451	580	1,232	27	270	388	500	616	1,355
	4–5 years	23	197	270	378	464	858	23	209	311	384	522	811	23	246	338	388	487	811
	6–10 years	18	151	338	603	743	2,296	18	162	453	614	879	2,027	18	270	377	704	676	2,838
	More than 10 years	10	232	338	474	591	997	10	257	473	509	661	985	9	284	348	490	464	1,148

Cash base compensation trends: Europe (continued) (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Investment strategy utilized	External manager allocation	22	290	426	469	591	812	21	320	446	471	614	870	21	348	429	449	500	757
	Hybrid	43	250	371	523	493	1,507	46	270	445	539	522	1,623	48	300	454	585	552	1,739
	Direct investments	34	232	330	519	616	1,855	33	232	368	594	690	1,855	33	290	405	711	879	2,087
Family net worth	Under $500m	19	232	370	417	649	997	19	257	446	441	661	811	19	290	473	550	757	1,148
	$500m–$999m	19	230	271	548	406	2,504	18	230	270	643	365	3,756	18	230	283	759	392	3,756
	$1bn–$2.99bn	19	232	270	431	464	1,690	20	238	309	442	450	1,979	21	297	348	470	429	690
	$3bn–$4.99bn	17	271	405	685	591	3,697	16	283	420	697	591	4,005	17	365	493	822	811	4,313
	$5bn–$9.99bn	17	320	464	516	541	1,391	19	382	487	509	541	1,391	19	333	493	518	580	1,391
	$10bn or more	14	338	455	473	616	924	15	405	522	567	616	1,232	15	433	522	624	616	1,479
Investable asset base managed	Under $500m	29	230	311	515	649	1,622	30	230	371	578	661	1,757	31	290	473	704	757	2,838
	$500m–$999m	17	246	322	482	541	1,690	17	270	338	522	653	2,027	17	246	338	549	429	2,500
	$1bn–$2.99bn	30	270	389	587	580	1,855	30	278	432	592	500	1,855	30	348	437	644	500	2,087
	$3bn–$4.99bn	15	270	405	445	591	946	15	232	405	421	591	946	15	308	473	495	616	946
	$5bn–$9.99bn	8	265	464	431	597	616	8	339	503	546	597	1,232	9	444	487	552	541	1,355
	$10bn or more	8	172	406	407	508	924	9	311	446	469	522	1,047	9	417	487	555	580	1,479
Generational transfer of wealth	Yes, more than 10 years ago	28	199	302	385	462	997	30	216	334	397	493	811	30	296	423	476	541	1,148
	Yes, within the last 10 years	20	354	534	654	676	2,454	20	374	555	766	784	3,649	20	386	580	854	849	3,655
	It is happening at present	17	232	320	575	464	3,697	16	232	329	607	522	4,005	17	270	464	706	676	4,313
	No, but it's anticipated in the next 2–5 years	11	246	431	621	591	1,690	11	370	446	696	614	2,027	11	348	473	855	784	2,838
	No, it's possible in the future, but timeframe is undefined	15	230	338	348	433	754	16	206	338	330	458	616	17	246	365	383	500	893
	No, and there are currently no plans	18	222	324	503	616	1,855	17	222	406	537	676	1,855	17	270	348	512	545	2,087

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Cash base compensation trends—percent growth: Europe

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Overall		8.1%	6.8%	15.5%	15.1%	2.1%	17.5%
Europe region	United Kingdom	6.8%	19.8%	27.9%	11.6%	16.8%	30.3%
	Switzerland	5.7%	3.0%	8.8%	33.2%	-15.0%	13.2%
	Other Europe	10.8%	-1.4%	9.3%	10.7%	6.5%	17.9%
Current title	CEO/president	12.4%	5.3%	18.4%	5.9%	-5.5%	0.0%
	Chief investment officer	10.1%	10.0%	21.1%	13.9%	9.3%	24.5%
	Managing director or director of investments	-1.3%	0.7%	-0.7%	18.6%	-8.9%	8.1%
	CFO	3.5%	10.2%	14.0%	0.0%	0.0%	0.0%
	COO	3.5%	55.1%	60.5%	-7.4%	8.7%	0.6%
Primary role	Investments	1.5%	4.4%	6.0%	20.2%	-2.5%	17.2%
	Operations	19.0%	21.0%	44.0%	19.3%	3.2%	23.2%
	Finance/accounting	-5.2%	4.2%	-1.2%	13.2%	-13.4%	-2.0%
	Legal/compliance	9.7%	2.1%	12.0%	24.6%	-8.4%	14.2%
	Governance & family affairs	16.0%	-12.2%	1.8%	8.6%	-13.7%	-6.2%
	Philanthropy	35.1%	-2.6%	31.7%	14.1%	5.7%	20.6%
	General management/ executive leadership	6.8%	3.8%	10.8%	10.4%	-3.2%	6.8%
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	10.4%	22.8%	35.5%	29.2%	14.3%	47.7%
	Technology	3.4%	-4.6%	-1.3%	24.7%	-39.8%	-24.9%
	Manufacturing	2.4%	6.7%	9.2%	6.3%	-5.9%	0.0%
	Healthcare	14.9%	-18.9%	-6.8%	22.9%	-19.7%	-1.3%
	Consumer/retail (including luxury goods)	9.6%	-1.2%	8.2%	19.8%	5.9%	26.9%
	Industrial	1.0%	8.7%	9.9%	0.0%	3.5%	3.5%
Role tenure	1 year or less	32.8%	34.3%	78.4%	13.4%	23.4%	39.9%
	2–3 years	3.9%	10.9%	15.2%	16.4%	-4.2%	11.5%
	4–5 years	1.6%	1.0%	2.6%	15.2%	8.7%	25.2%
	6–10 years	1.8%	14.7%	16.7%	34.0%	-16.8%	11.5%
	More than 10 years	7.4%	-3.7%	3.4%	39.9%	-26.4%	3.0%

Cash base compensation trends—percent growth: Europe (continued)

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Investment strategy utilized	External manager allocation	0.4%	-4.7%	-4.3%	4.7%	-3.8%	0.7%
	Hybrid	3.1%	8.5%	11.9%	19.9%	2.0%	22.4%
	Direct investments	14.5%	19.7%	37.0%	11.5%	10.1%	22.7%
Family net worth	Under $500m	5.8%	24.7%	31.9%	20.5%	6.1%	27.8%
	$500m–$999m	17.3%	18.0%	38.5%	-0.4%	4.8%	4.4%
	$1bn–$2.99bn	2.6%	6.3%	9.0%	14.4%	12.6%	28.9%
	$3bn–$4.99bn	1.8%	17.9%	20.0%	3.7%	17.4%	21.7%
	$5bn–$9.99bn	-1.4%	1.8%	0.4%	5.0%	1.2%	6.3%
	$10bn or more	19.9%	10.1%	31.9%	14.7%	0.0%	14.7%
Investable asset base managed	Under $500m	12.2%	21.8%	36.7%	19.3%	27.5%	52.1%
	$500m–$999m	8.3%	5.2%	13.9%	5.0%	0.0%	5.0%
	$1bn–$2.99bn	0.9%	8.8%	9.7%	11.1%	1.2%	12.3%
	$3bn–$4.99bn	-5.4%	17.6%	11.2%	0.0%	16.8%	16.8%
	$5bn–$9.99bn	26.7%	1.1%	28.1%	8.4%	-3.2%	5.0%
	$10bn or more	15.2%	18.3%	36.4%	9.9%	9.2%	20.0%
Generational transfer of wealth	Yes, more than 10 years ago	3.1%	19.9%	23.6%	10.6%	26.6%	40.1%
	Yes, within the last 10 years	17.1%	11.5%	30.6%	3.9%	4.5%	8.6%
	It is happening at present	5.6%	16.3%	22.8%	2.8%	41.0%	45.0%
	No, but it's anticipated in the next 2–5 years	12.1%	22.8%	37.7%	3.5%	6.1%	9.7%
	No, it's possible in the future, but timeframe is undefined	-5.2%	16.1%	10.1%	0.0%	8.0%	8.0%
	No, and there are currently no plans	6.8%	-4.7%	1.8%	25.3%	-14.3%	7.4%

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Cash bonus compensation trends: Europe (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Overall		83	135	232	429	405	1,690	87	123	216	393	370	928	86	135	270	479	464	1,368
Europe region	United Kingdom	30	135	223	347	405	1,352	31	135	203	365	338	2,027	31	135	257	472	405	2,500
	Switzerland	19	123	185	621	939	2,464	22	74	197	590	464	3,080	21	74	246	649	568	3,697
	Other Europe	34	151	232	395	359	1,635	34	128	261	291	348	730	34	174	307	380	464	1,345
Current title	CEO/president	20	235	370	699	1,038	2,436	20	203	388	831	769	4,837	20	219	458	879	699	4,282
	Chief investment officer	32	139	270	451	406	1,848	27	135	270	559	405	3,080	28	156	326	641	539	3,697
	Managing director or director of investments	30	123	168	298	243	1,635	36	99	193	193	246	500	33	135	209	228	270	527
	CFO	2	54	95	95	135	135	2	68	102	102	135	135	3	41	135	126	203	203
	COO	8	55	211	491	1,109	1,658	8	69	224	551	562	2,703	8	62	419	907	1,098	4,055
Primary role	Investments	46	116	232	395	405	1,658	46	116	203	294	348	730	46	116	258	394	464	1,345
	Operations	17	58	232	444	378	1,901	20	104	155	392	449	2,614	20	85	239	519	531	3,907
	Finance/accounting	11	135	313	399	405	1,901	14	68	155	235	348	800	13	74	174	377	541	1,368
	Legal/compliance	5	174	243	250	348	378	6	135	221	271	348	595	5	135	174	244	338	464
	Governance & family affairs	14	58	290	553	700	1,901	14	123	302	383	676	928	15	116	394	411	568	1,345
	Philanthropy	5	135	174	395	370	1,275	4	142	168	228	374	441	4	77	155	190	339	394
	General management/ executive leadership	27	135	270	413	405	1,690	28	142	261	344	391	928	28	148	290	495	561	1,368
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	18	135	319	637	1,122	2,464	21	116	189	650	500	2,703	20	121	260	807	987	4,037
	Technology	7	174	370	826	1,809	1,901	8	79	210	300	516	800	8	78	370	405	568	1,101
	Manufacturing	15	135	232	308	290	1,635	14	197	239	249	290	464	15	209	232	342	429	1,368
	Healthcare	8	68	161	274	373	939	9	62	160	306	595	928	8	34	167	241	424	707
	Consumer/retail (including luxury goods)	18	116	232	265	278	985	17	174	270	299	348	730	18	197	313	366	464	1,345
	Industrial	14	135	250	364	405	1,848	14	135	210	413	270	3,080	14	122	236	500	270	4,313
Role tenure	1 year or less	4	35	164	163	290	313	6	100	228	238	394	464	5	46	313	399	500	1,101
	2–3 years	15	93	135	378	370	1,809	18	108	135	188	255	533	19	74	116	199	313	568
	4–5 years	15	110	232	420	405	1,901	14	120	197	266	405	800	16	156	262	385	493	1,345
	6–10 years	15	135	278	558	985	1,690	15	203	290	648	730	2,703	13	301	452	895	700	4,055
	More than 10 years	9	135	243	299	406	676	8	77	230	256	339	676	7	58	214	425	676	1,368

Cash bonus compensation trends: Europe (continued) (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Investment strategy utilized	External manager allocation	12	139	250	270	329	700	12	126	189	227	269	700	12	159	258	365	423	1,345
	Hybrid	32	135	226	369	290	1,809	36	162	231	422	346	2,027	37	174	257	441	370	2,500
	Direct investments	24	121	244	399	471	1,159	23	116	197	361	405	676	21	116	232	500	464	1,149
Family net worth	Under $500m	10	123	222	356	405	1,658	13	58	174	186	301	405	13	68	174	340	290	1,368
	$500m–$999m	11	93	203	416	676	1,352	10	120	198	482	348	2,703	9	116	203	652	348	4,055
	$1bn–$2.99bn	14	116	238	364	348	1,690	12	133	250	383	347	2,027	14	203	320	559	464	2,500
	$3bn–$4.99bn	13	116	151	363	270	2,464	14	93	132	504	197	4,929	13	135	197	504	301	3,697
	$5bn–$9.99bn	12	159	250	432	471	1,809	15	160	246	297	464	700	15	173	270	318	464	700
	$10bn or more	12	142	244	372	346	1,848	13	216	290	493	348	3,080	13	216	313	585	348	4,313
Investable asset base managed	Under $500m	16	145	325	532	1,011	1,658	18	116	258	383	348	2,703	20	121	280	594	699	3,921
	$500m–$999m	11	93	203	355	370	1,690	12	122	237	389	365	2,027	11	203	270	562	464	2,500
	$1bn–$2.99bn	23	116	203	368	270	1,809	22	116	186	431	270	700	21	122	232	417	371	700
	$3bn–$4.99bn	10	123	155	221	348	541	12	121	167	191	239	405	11	135	209	229	370	464
	$5bn–$9.99bn	6	135	232	258	370	473	6	203	244	272	333	500	7	108	209	228	278	527
	$10bn or more	8	177	244	440	356	1,848	9	216	290	618	406	3,080	9	270	313	743	348	4,313
Generational transfer of wealth	Yes, more than 10 years ago	19	108	135	216	220	1,122	20	119	180	200	263	495	20	121	200	324	357	1,357
	Yes, within the last 10 years	15	203	243	444	464	1,848	16	194	283	465	406	3,080	14	214	303	600	464	4,313
	It is happening at present	15	58	135	413	348	2,464	12	118	251	612	342	4,929	13	116	232	549	405	3,697
	No, but it's anticipated in the next 2–5 years	6	148	238	615	1,352	1,690	8	118	202	707	1,587	2,703	7	116	246	1,053	2,500	4,055
	No, it's possible in the future, but timeframe is undefined	9	203	257	322	338	700	12	74	189	251	317	700	12	181	292	314	370	700
	No, and there are currently no plans	11	135	290	402	370	1,809	12	86	191	224	298	533	12	135	258	345	455	1,345

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Cash bonus compensation trends—percent growth: Europe

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Overall		-8.4%	21.9%	11.7%	-6.9%	25.0%	16.4%
Europe region	United Kingdom	5.2%	29.3%	36.0%	-9.0%	26.6%	15.2%
	Switzerland	-5.0%	10.0%	4.5%	6.5%	24.9%	33.0%
	Other Europe	-26.3%	30.6%	-3.8%	12.5%	17.6%	32.3%
Current title	CEO/president	18.9%	5.8%	25.8%	4.9%	18.0%	23.8%
	Chief investment officer	23.9%	14.7%	42.1%	0.0%	20.7%	20.7%
	Managing director or director of investments	-35.2%	18.1%	-23.5%	14.9%	8.3%	24.4%
	CFO	7.4%	23.5%	32.6%	7.4%	32.4%	42.1%
	COO	12.2%	64.6%	84.7%	6.2%	87.1%	98.6%
Primary role	Investments	-25.6%	34.0%	-0.3%	-12.5%	27.1%	11.2%
	Operations	-11.7%	32.4%	16.9%	-33.2%	54.2%	3.0%
	Finance/accounting	-41.1%	60.4%	-5.5%	-50.5%	12.3%	-44.4%
	Legal/compliance	8.4%	-10.0%	-2.4%	-9.1%	-21.3%	-28.4%
	Governance & family affairs	-30.7%	7.3%	-25.7%	4.1%	30.5%	35.9%
	Philanthropy	-42.3%	-16.7%	-51.9%	-3.4%	-7.7%	-10.9%
	General management/ executive leadership	-16.7%	43.9%	19.9%	-3.3%	11.1%	7.4%
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	2.0%	24.2%	26.7%	-40.8%	37.6%	-18.5%
	Technology	-63.7%	35.0%	-51.0%	-43.2%	76.2%	0.0%
	Manufacturing	-19.2%	37.3%	11.0%	3.0%	-2.9%	0.0%
	Healthcare	11.7%	-21.2%	-12.0%	-0.6%	4.4%	3.7%
	Consumer/retail (including luxury goods)	12.8%	22.4%	38.1%	16.4%	15.9%	34.9%
	Industrial	13.5%	21.1%	37.4%	-16.0%	12.4%	-5.6%
Role tenure	1 year or less	46.0%	67.6%	144.8%	39.0%	37.3%	90.9%
	2–3 years	-50.3%	5.9%	-47.4%	0.0%	-14.1%	-14.1%
	4–5 years	-36.7%	44.7%	-8.3%	-15.1%	33.0%	12.9%
	6–10 years	16.1%	38.1%	60.4%	4.3%	55.9%	62.6%
	More than 10 years	-14.4%	66.0%	42.1%	-5.3%	-7.0%	-11.9%

Cash bonus compensation trends—percent growth: Europe (continued)

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Investment strategy utilized	External manager allocation	-15.9%	60.8%	35.2%	-24.4%	36.5%	3.2%
	Hybrid	14.4%	4.5%	19.5%	2.2%	11.3%	13.7%
	Direct investments	-9.5%	38.5%	25.3%	-19.3%	17.8%	-4.9%
Family net worth	Under $500m	-47.8%	82.8%	-4.5%	-21.6%	0.0%	-21.6%
	$500m–$999m	15.9%	35.3%	56.7%	-2.5%	2.5%	0.0%
	$1bn–$2.99bn	5.2%	46.0%	53.6%	5.0%	28.0%	34.5%
	$3bn–$4.99bn	38.8%	0.0%	38.8%	-12.6%	49.2%	30.5%
	$5bn–$9.99bn	-31.3%	7.1%	-26.4%	-1.6%	9.8%	8.0%
	$10bn or more	32.5%	18.7%	57.3%	18.9%	7.9%	28.3%
Investable asset base managed	Under $500m	-28.0%	55.1%	11.7%	-20.6%	8.5%	-13.8%
	$500m–$999m	9.6%	44.5%	58.3%	16.7%	13.9%	33.0%
	$1bn–$2.99bn	17.1%	-3.2%	13.3%	-8.4%	24.7%	14.3%
	$3bn–$4.99bn	-13.6%	19.9%	3.6%	7.7%	25.1%	34.8%
	$5bn–$9.99bn	5.4%	-16.2%	-11.6%	5.2%	-14.3%	-9.9%
	$10bn or more	40.5%	20.2%	68.9%	18.9%	7.9%	28.3%
Generational transfer of wealth	Yes, more than 10 years ago	-7.4%	62.0%	50.0%	33.3%	11.1%	48.1%
	Yes, within the last 10 years	4.7%	29.0%	35.1%	16.5%	7.1%	24.7%
	It is happening at present	48.2%	-10.3%	32.9%	85.9%	-7.6%	71.9%
	No, but it's anticipated in the next 2–5 years	15.0%	48.9%	71.2%	-15.1%	21.8%	3.4%
	No, it's possible in the future, but timeframe is undefined	-22.0%	25.1%	-2.5%	-26.5%	54.5%	13.6%
	No, and there are currently no plans	-44.3%	54.0%	-14.2%	-34.1%	35.1%	-11.0%

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Total cash compensation trends: Europe (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Overall		118	320	581	814	858	2,725	121	405	574	834	870	2,064	122	440	609	920	852	2,087
Europe region	United Kingdom	42	370	615	735	757	1,391	43	433	541	783	797	1,391	43	487	689	963	852	1,730
	Switzerland	29	271	579	952	986	2,772	31	412	591	963	863	4,128	32	339	561	982	837	5,791
	Other Europe	47	290	545	801	1,043	2,041	47	348	557	794	985	2,064	47	406	591	838	893	2,087
Current title	CEO/president	34	464	771	1,160	1,352	3,664	35	525	881	1,343	1,232	4,128	34	545	804	1,404	1,355	5,791
	Chief investment officer	44	310	581	893	1,057	2,772	42	348	541	981	974	3,756	42	473	604	1,111	1,134	3,756
	Managing director or director of investments	42	320	528	665	730	1,809	45	464	543	598	716	1,081	47	394	554	601	742	986
	CFO	3	297	324	320	338	338	3	270	324	333	405	405	3	311	405	419	541	541
	COO	9	370	638	895	649	2,974	10	297	462	867	638	4,460	10	297	599	1,387	1,500	6,893
Primary role	Investments	64	290	541	728	924	1,832	64	339	533	670	916	1,391	63	348	568	759	812	1,774
	Operations	27	271	464	715	986	2,122	29	394	520	771	870	2,064	29	406	614	942	1,101	2,029
	Finance/accounting	20	304	663	795	1,140	2,287	21	324	545	675	974	1,232	21	336	541	747	1,101	1,419
	Legal/compliance	10	278	597	557	676	1,159	11	324	545	621	881	1,217	11	324	568	595	743	1,391
	Governance & family affairs	18	371	686	944	1,200	2,725	20	470	717	864	1,167	2,372	20	479	687	805	1,167	1,773
	Philanthropy	9	371	676	795	986	2,041	9	417	703	878	1,232	2,388	9	406	743	841	1,355	1,751
	General management/ executive leadership	39	301	545	758	986	2,725	41	394	541	727	939	1,391	41	348	591	848	870	2,029
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	32	301	593	946	976	3,379	32	359	557	1,075	913	4,460	32	415	710	1,301	1,118	6,893
	Technology	10	545	818	1,401	2,296	3,664	11	484	814	980	1,180	3,756	12	388	678	946	1,072	3,756
	Manufacturing	21	348	464	644	696	1,739	21	348	481	599	730	1,043	22	348	551	674	742	2,087
	Healthcare	10	370	536	615	649	1,797	12	413	508	684	849	2,064	12	302	499	529	658	1,275
	Consumer/retail (including luxury goods)	26	290	464	606	696	1,391	25	429	603	684	928	1,391	24	468	663	750	905	1,500
	Industrial	15	514	676	817	858	2,772	16	479	543	843	801	4,128	16	470	566	962	842	5,791
Role tenure	1 year or less	6	259	359	359	446	649	6	460	492	514	661	863	6	243	606	705	1,101	1,500
	2–3 years	25	311	464	660	754	1,809	27	348	541	577	703	1,232	27	348	541	622	835	1,355
	4–5 years	23	246	473	652	811	1,797	23	246	493	545	811	1,067	23	246	568	638	765	1,730
	6–10 years	18	429	628	1,068	1,785	3,379	18	394	777	1,154	1,229	4,460	18	541	760	1,350	1,200	6,893
	More than 10 years	10	290	737	696	1,014	1,403	10	324	760	713	985	1,217	9	348	522	821	1,068	2,516

Total cash compensation trends: Europe (continued) (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Investment strategy utilized	External manager allocation	22	419	566	616	689	1,200	21	446	541	600	703	1,200	21	473	591	658	743	1,391
	Hybrid	43	338	545	797	696	2,725	46	429	604	870	770	1,971	48	489	646	926	803	2,516
	Direct investments	34	290	592	801	1,014	2,772	33	290	533	838	1,043	3,756	33	406	797	1,029	1,352	3,756
Family net worth	Under $500m	19	297	541	604	676	1,785	19	394	541	568	703	1,216	19	473	568	783	797	2,516
	$500m–$999m	19	246	338	789	946	3,664	18	246	398	911	1,041	4,460	18	246	318	1,085	1,068	6,893
	$1bn–$2.99bn	19	290	473	700	835	3,379	20	292	464	672	812	3,906	21	348	487	843	777	1,774
	$3bn–$4.99bn	17	370	591	963	754	6,161	16	429	541	1,112	764	8,933	17	541	604	1,207	893	8,009
	$5bn–$9.99bn	17	444	696	820	1,043	2,725	19	481	716	743	1,032	1,391	19	493	765	769	986	1,391
	$10bn or more	14	514	646	792	777	2,772	15	635	743	994	928	4,128	15	616	730	1,131	928	5,791
Investable asset base managed	Under $500m	29	278	541	808	1,014	2,974	30	297	505	808	835	3,756	31	405	616	1,087	1,275	3,756
	$500m–$999m	17	278	446	712	858	3,379	17	320	535	781	939	4,055	17	311	563	912	946	5,001
	$1bn–$2.99bn	30	370	562	869	811	2,725	30	429	549	908	811	1,855	30	464	580	935	811	2,087
	$3bn–$4.99bn	15	348	493	592	754	1,352	15	348	493	574	676	1,352	15	493	580	663	893	1,391
	$5bn–$9.99bn	8	387	686	625	742	986	8	636	737	750	847	1,232	9	616	742	729	765	1,355
	$10bn or more	8	450	622	848	757	2,772	9	635	770	1,087	906	4,128	9	676	730	1,299	852	5,791
Generational transfer of wealth	Yes, more than 10 years ago	28	281	464	531	636	1,391	30	324	531	531	678	974	30	325	561	691	777	1,730
	Yes, within the last 10 years	20	499	713	987	1,029	3,619	20	545	790	1,138	1,114	4,109	20	567	757	1,274	1,383	5,689
	It is happening at present	17	324	464	939	696	6,161	16	298	474	1,066	782	8,933	17	320	541	1,125	946	8,009
	No, but it's anticipated in the next 2–5 years	11	271	579	956	835	3,379	11	446	591	1,210	881	4,460	11	406	604	1,525	797	6,893
	No, it's possible in the future, but timeframe is undefined	15	230	545	541	754	1,200	16	214	440	517	755	1,200	17	246	545	604	835	1,200
	No, and there are currently no plans	18	297	528	748	986	2,725	17	390	579	686	939	1,855	17	440	591	756	835	2,087

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Total cash compensation trends—percent growth: Europe

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Overall		2.5%	10.3%	13.0%	-1.2%	6.1%	4.8%
Europe region	United Kingdom	6.5%	23.0%	31.0%	-12.0%	27.4%	12.0%
	Switzerland	1.2%	2.0%	3.2%	2.1%	-5.1%	-3.1%
	Other Europe	-0.9%	5.5%	4.6%	2.2%	6.1%	8.4%
Current title	CEO/president	15.8%	4.5%	21.0%	14.3%	-8.7%	4.3%
	Chief investment officer	9.9%	13.3%	24.4%	-6.9%	11.6%	4.0%
	Managing director or director of investments	-10.1%	0.5%	-9.6%	2.8%	2.0%	4.9%
	CFO	4.1%	25.8%	30.9%	0.0%	25.0%	25.0%
	COO	-3.1%	60.0%	55.0%	-27.6%	29.7%	-6.1%
Primary role	Investments	-8.0%	13.3%	4.3%	-1.5%	6.6%	5.0%
	Operations	7.8%	22.2%	31.7%	12.1%	18.1%	32.3%
	Finance/accounting	-15.1%	10.7%	-6.0%	-17.8%	-0.7%	-18.4%
	Legal/compliance	11.5%	-4.2%	6.8%	-8.7%	4.2%	-4.9%
	Governance & family affairs	-8.5%	-6.8%	-14.7%	4.5%	-4.2%	0.1%
	Philanthropy	10.4%	-4.2%	5.8%	4.0%	5.7%	9.9%
	General management/ executive leadership	-4.1%	16.6%	11.9%	-0.7%	9.2%	8.4%
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	13.6%	21.0%	37.5%	-6.1%	27.5%	19.7%
	Technology	-30.0%	-3.5%	-32.5%	-0.5%	-16.7%	-17.1%
	Manufacturing	-7.0%	12.5%	4.7%	3.7%	14.6%	18.8%
	Healthcare	11.2%	-22.7%	-14.0%	-5.2%	-1.8%	-6.9%
	Consumer/retail (including luxury goods)	12.9%	9.6%	23.8%	30.0%	10.0%	42.9%
	Industrial	3.2%	14.1%	17.7%	-19.7%	4.2%	-16.3%
Role tenure	1 year or less	43.2%	37.2%	96.4%	37.0%	23.2%	68.8%
	2–3 years	-12.6%	7.8%	-5.8%	16.6%	0.0%	16.6%
	4–5 years	-16.4%	17.1%	-2.1%	4.2%	15.2%	20.1%
	6–10 years	8.1%	17.0%	26.4%	23.7%	-2.2%	21.0%
	More than 10 years	2.4%	15.1%	18.0%	3.1%	-31.3%	-29.2%

Total cash compensation trends—percent growth: Europe (continued)

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Investment strategy utilized	External manager allocation	-2.6%	9.7%	6.8%	-4.4%	9.2%	4.4%
	Hybrid	9.2%	6.4%	16.2%	10.8%	7.0%	18.5%
	Direct investments	4.6%	22.8%	28.5%	-10.0%	49.5%	34.6%
Family net worth	Under $500m	-6.0%	37.9%	29.6%	0.0%	5.0%	5.0%
	$500m–$999m	15.5%	19.1%	37.5%	17.8%	-20.1%	-5.9%
	$1bn–$2.99bn	-4.0%	25.4%	20.4%	-1.9%	5.0%	3.0%
	$3bn–$4.99bn	15.5%	8.5%	25.3%	-8.5%	11.6%	2.2%
	$5bn–$9.99bn	-9.4%	3.5%	-6.2%	2.9%	6.8%	9.9%
	$10bn or more	25.5%	13.8%	42.8%	15.0%	-1.7%	13.0%
Investable asset base managed	Under $500m	0.0%	34.5%	34.5%	-6.7%	22.0%	13.9%
	$500m–$999m	9.7%	16.8%	28.1%	20.0%	5.2%	26.2%
	$1bn–$2.99bn	4.5%	3.0%	7.6%	-2.3%	5.6%	3.2%
	$3bn–$4.99bn	-3.0%	15.5%	12.0%	0.0%	17.6%	17.6%
	$5bn–$9.99bn	20.0%	-2.8%	16.6%	7.4%	0.7%	8.2%
	$10bn or more	28.2%	19.5%	53.2%	23.8%	-5.2%	17.4%
Generational transfer of wealth	Yes, more than 10 years ago	0.0%	30.1%	30.1%	14.4%	5.6%	20.9%
	Yes, within the last 10 years	15.3%	12.0%	29.1%	10.8%	-4.2%	6.2%
	It is happening at present	13.5%	5.5%	19.8%	2.2%	14.1%	16.6%
	No, but it's anticipated in the next 2–5 years	26.6%	26.0%	59.5%	2.1%	2.2%	4.3%
	No, it's possible in the future, but timeframe is undefined	-4.4%	16.8%	11.6%	-19.3%	23.9%	0.0%
	No, and there are currently no plans	-8.3%	10.2%	1.1%	9.7%	2.1%	11.9%

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Additional incentive trends: Europe (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Overall		45	174	557	1,080	1,078	3,697	45	214	580	865	1,241	2,771	42	214	377	1,038	1,159	3,513
Europe region	United Kingdom	10	95	405	525	689	1,352	11	203	405	576	946	1,352	10	203	270	473	473	1,352
	Switzerland	9	616	1,078	2,998	3,697	13,431	8	615	1,253	1,603	2,694	3,697	7	616	928	2,088	3,697	7,393
	Other Europe	26	174	232	630	1,009	1,264	26	186	325	761	1,217	2,099	25	214	348	970	1,159	3,478
Current title	CEO/president	15	174	557	1,561	1,159	13,431	16	214	638	1,041	1,756	3,697	14	214	522	1,064	1,322	3,697
	Chief investment officer	21	174	541	1,656	1,352	4,929	19	162	359	890	1,352	3,697	18	230	319	1,174	1,159	7,393
	Managing director or director of investments	13	173	405	508	939	1,078	12	171	511	711	1,345	1,612	13	160	405	881	1,125	3,513
	COO	1	1,472	1,472	1,472	1,472	1,472	2	614	667	667	719	719	1	684	684	684	684	684
Primary role	Investments	30	151	319	609	1,009	1,352	32	177	382	743	1,235	2,099	29	214	348	909	1,322	3,478
	Operations	6	405	569	734	1,159	1,472	8	449	667	1,080	1,864	2,771	7	290	473	821	1,136	2,759
	Finance/accounting	8	198	481	622	1,107	1,472	8	99	510	833	1,325	2,771	6	128	382	461	684	1,136
	Legal/compliance	3	12	580	584	1,159	1,159	4	154	763	674	1,106	1,159	2	128	238	238	348	348
	Governance & family affairs	7	557	1,032	822	1,148	1,159	8	306	1,386	1,318	2,058	2,771	8	141	603	994	2,137	2,759
	Philanthropy	2	580	864	864	1,148	1,148	2	174	377	377	580	580	3	116	348	441	858	858
	General management/ executive leadership	17	139	214	483	951	1,472	20	165	253	567	693	2,091	16	201	290	579	456	2,759
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	11	110	232	663	689	3,697	12	215	290	714	829	3,697	12	218	280	698	956	3,697
	Technology	5	557	1,032	1,635	1,472	4,929	5	1,380	1,612	1,768	2,464	2,771	3	684	1,136	3,071	7,393	7,393
	Manufacturing	8	162	656	855	893	3,478	9	162	232	738	696	3,478	9	128	290	1,022	696	3,513
	Healthcare	1	1,078	1,078	1,078	1,078	1,078	2	893	1,496	1,496	2,099	2,099	2	928	1,844	1,844	2,759	2,759
	Consumer/retail (including luxury goods)	10	173	232	541	1,067	1,264	9	162	232	604	1,159	1,936	9	197	348	782	1,125	2,470
	Industrial	7	107	541	2,465	1,352	13,431	6	214	676	745	1,352	1,352	4	206	310	544	1,115	1,352
Role tenure	1 year or less	2	939	1,206	1,206	1,472	1,472	1	614	614	614	614	614	2	684	905	905	1,125	1,125
	2–3 years	9	405	719	1,017	1,032	3,478	11	290	946	1,092	1,588	3,478	10	290	551	1,283	2,574	3,513
	4–5 years	10	174	481	494	689	1,078	10	214	493	819	893	2,771	10	214	309	641	928	2,470
	6–10 years	6	139	163	335	186	1,264	8	162	325	665	1,215	2,099	6	290	725	1,023	1,352	2,759
	More than 10 years	6	23	170	414	951	1,159	6	23	125	443	1,159	1,217	4	49	171	422	1,045	1,322

Additional incentive trends: Europe (continued) (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Investment strategy utilized	External manager allocation	8	109	804	723	1,304	1,352	7	203	1,159	892	1,352	1,936	5	203	232	877	1,352	2,470
	Hybrid	13	151	214	1,012	951	4,929	13	162	186	752	580	3,697	14	140	242	1,030	348	7,393
	Direct investments	16	189	405	1,439	931	13,431	15	232	405	712	865	3,478	15	270	405	832	1,159	3,478
Family net worth	Under $500m	3	232	405	529	951	951	4	99	348	362	641	719	3	54	290	272	473	473
	$500m–$999m	3	95	107	104	110	110	3	120	149	161	214	214	3	140	214	569	1,352	1,352
	$1bn–$2.99bn	10	68	194	433	689	1,352	11	162	216	529	865	1,936	11	128	270	526	348	2,470
	$3bn–$4.99bn	10	405	813	1,260	1,352	3,697	9	405	1,159	1,405	1,588	3,697	9	197	616	1,379	2,574	3,697
	$5bn–$9.99bn	4	119	483	517	948	1,032	5	270	696	745	946	1,612	3	203	270	390	696	696
	$10bn or more	6	232	1,049	3,472	4,929	13,431	4	180	696	1,004	2,138	2,464	4	305	737	2,289	5,826	7,393
Investable asset base managed	Under $500m	5	232	405	477	689	951	6	120	348	406	719	865	5	140	230	237	290	473
	$500m–$999m	4	98	141	361	844	1,067	4	165	252	647	1,525	1,936	4	248	850	1,096	2,191	2,470
	$1bn–$2.99bn	15	68	214	663	1,032	3,697	15	162	214	696	1,159	3,697	14	160	242	632	696	3,697
	$3bn–$4.99bn	7	405	1,009	1,179	1,352	3,478	7	405	1,159	1,261	1,588	3,478	5	405	616	1,461	2,574	3,478
	$5bn–$9.99bn	2	270	2,600	2,600	4,929	4,929	3	270	946	1,227	2,464	2,464	3	128	270	2,597	7,393	7,393
	$10bn or more	4	162	586	3,685	10,308	13,431	2	162	197	197	232	232	3	290	348	588	1,125	1,125
Generational transfer of wealth	Yes, more than 10 years ago	8	173	338	469	877	951	8	161	228	379	750	946	7	197	270	382	405	1,125
	Yes, within the last 10 years	7	232	616	2,917	4,929	13,431	7	214	405	686	696	2,464	8	219	545	1,387	1,188	7,393
	It is happening at present	4	307	2,319	2,089	3,642	3,697	5	719	1,159	1,815	3,478	3,697	5	54	128	1,476	3,478	3,697
	No, but it's anticipated in the next 2–5 years	2	12	122	122	232	232	2	12	151	151	290	290	2	128	209	209	290	290
	No, it's possible in the future, but timeframe is undefined	7	68	214	318	541	1,009	6	203	215	434	232	1,588	5	214	270	722	348	2,574
	No, and there are currently no plans	9	174	1,032	774	1,159	1,352	9	290	1,159	951	1,352	1,936	7	290	348	872	1,352	2,470

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Additional incentive trends—percent growth: Europe

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Overall		-19.9%	20.0%	-3.9%	4.1%	-35.0%	-32.3%
Europe region	United Kingdom	9.7%	-17.9%	-9.9%	0.0%	-33.3%	-33.3%
	Switzerland	-46.5%	30.3%	-30.4%	16.2%	-25.9%	-13.9%
	Other Europe	20.8%	27.5%	54.0%	40.1%	7.1%	50.0%
Current title	CEO/president	-33.3%	2.2%	-31.8%	14.5%	-18.2%	-6.3%
	Chief investment officer	-46.3%	31.9%	-29.1%	-33.6%	-11.1%	-41.0%
	Managing director or director of investments	40.0%	23.9%	73.4%	26.2%	-20.7%	0.0%
	COO	-54.7%	2.5%	-53.5%	-54.7%	2.5%	-53.5%
Primary role	Investments	22.0%	22.3%	49.3%	19.7%	-8.9%	9.1%
	Operations	47.1%	-24.0%	11.9%	17.2%	-29.1%	-16.9%
	Finance/accounting	33.9%	-44.7%	-25.9%	6.0%	-25.1%	-20.6%
	Legal/compliance	15.4%	-64.7%	-59.2%	31.6%	-68.8%	-59.0%
	Governance & family affairs	60.3%	-24.6%	20.9%	34.3%	-56.5%	-41.6%
	Philanthropy	-56.4%	17.0%	-49.0%	-56.4%	-7.7%	-59.7%
	General management/ executive leadership	17.4%	2.1%	19.9%	18.2%	14.6%	35.5%
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	7.7%	-2.2%	5.3%	25.0%	-3.4%	20.7%
	Technology	8.1%	73.7%	87.8%	56.2%	-29.5%	10.1%
	Manufacturing	-13.7%	38.5%	19.5%	-64.6%	25.0%	-55.8%
	Healthcare	38.8%	23.3%	71.1%	38.8%	23.3%	71.1%
	Consumer/retail (including luxury goods)	11.6%	29.5%	44.5%	0.0%	50.0%	50.0%
	Industrial	-69.8%	-27.0%	-77.9%	25.0%	-54.1%	-42.7%
Role tenure	1 year or less	-49.1%	47.4%	-25.0%	-49.1%	47.4%	-25.0%
	2–3 years	7.4%	17.5%	26.2%	31.6%	-41.8%	-23.4%
	4–5 years	65.8%	-21.7%	29.8%	2.5%	-37.3%	-35.8%
	6–10 years	98.5%	53.8%	205.4%	99.4%	123.1%	344.8%
	More than 10 years	7.0%	-4.7%	1.9%	-26.5%	36.8%	0.6%

Additional incentive trends—percent growth: Europe (continued)

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Investment strategy utilized	External manager allocation	23.4%	-1.7%	21.3%	44.2%	-80.0%	-71.1%
	Hybrid	-25.7%	37.0%	1.8%	-13.1%	30.1%	13.1%
	Direct investments	-50.5%	16.9%	-42.2%	0.0%	0.0%	0.0%
Family net worth	Under $500m	-31.6%	-24.9%	-48.6%	-14.1%	-16.7%	-28.4%
	$500m–$999m	54.8%	253.4%	447.1%	39.3%	43.6%	100.0%
	$1bn–$2.99bn	22.2%	-0.6%	21.5%	11.3%	25.0%	39.2%
	$3bn–$4.99bn	11.5%	-1.9%	9.4%	42.6%	-46.9%	-24.2%
	$5bn–$9.99bn	44.1%	-47.7%	-24.6%	44.1%	-61.2%	-44.1%
	$10bn or more	-71.1%	128.0%	-34.1%	-33.7%	5.9%	-29.7%
Investable asset base managed	Under $500m	-14.9%	-41.6%	-50.3%	-14.1%	-33.9%	-43.2%
	$500m–$999m	79.2%	69.4%	203.6%	78.7%	237.3%	502.8%
	$1bn–$2.99bn	5.0%	-9.2%	-4.7%	0.0%	13.1%	13.1%
	$3bn–$4.99bn	7.0%	15.9%	23.9%	14.9%	-46.9%	-38.9%
	$5bn–$9.99bn	-52.8%	111.7%	-0.1%	-63.6%	-71.5%	-89.6%
	$10bn or more	-94.7%	198.5%	-84.0%	-66.4%	76.6%	-40.6%
Generational transfer of wealth	Yes, more than 10 years ago	-19.2%	0.8%	-18.6%	-32.5%	18.4%	-20.1%
	Yes, within the last 10 years	-76.5%	102.2%	-52.5%	-34.3%	34.6%	-11.5%
	It is happening at present	-13.1%	-18.7%	-29.3%	-50.0%	-89.0%	-94.5%
	No, but it's anticipated in the next 2–5 years	23.8%	38.4%	71.3%	23.8%	38.4%	71.3%
	No, it's possible in the future, but timeframe is undefined	36.5%	66.4%	127.0%	0.5%	25.6%	26.2%
	No, and there are currently no plans	22.9%	-8.3%	12.7%	12.3%	-70.0%	-66.3%

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Total compensation trends: Europe (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Overall		117	370	676	1,232	1,287	3,664	123	481	703	1,355	1,200	3,756	123	487	743	1,477	1,352	4,035
Europe region	United Kingdom	41	370	676	868	1,014	2,433	44	467	690	909	1,038	1,892	43	522	743	1,073	1,068	2,974
	Switzerland	29	271	591	1,883	1,200	9,858	32	413	658	2,173	1,174	12,630	32	416	610	2,247	1,134	11,706
	Other Europe	47	464	696	1,149	1,762	3,188	47	522	740	1,215	1,913	3,756	48	493	824	1,326	1,829	3,826
Current title	CEO/president	34	545	783	1,849	1,739	9,858	35	638	1,023	2,558	2,377	12,630	35	614	1,068	2,530	1,704	11,706
	Chief investment officer	44	358	696	1,684	1,761	5,545	43	446	719	1,953	1,352	3,826	42	568	812	2,231	1,751	8,009
	Managing director or director of investments	41	320	581	830	946	2,527	46	468	626	783	892	1,971	47	464	604	844	870	2,974
	CFO	3	297	324	320	338	338	3	270	324	333	405	405	3	311	405	419	541	541
	COO	9	370	638	1,059	1,785	2,974	10	297	579	1,000	1,078	4,460	10	297	599	1,455	1,785	6,893
Primary role	Investments	64	328	676	1,014	1,365	3,096	64	470	711	1,042	1,222	3,003	64	487	761	1,159	1,382	3,826
	Operations	27	311	545	878	1,391	2,678	29	464	603	1,069	1,113	4,162	29	522	676	1,140	1,391	3,536
	Finance/accounting	20	328	676	1,044	1,963	2,668	21	324	703	993	1,232	2,609	21	336	595	879	1,391	1,892
	Legal/compliance	10	311	663	732	754	2,319	11	541	703	867	906	2,377	11	475	568	638	743	1,391
	Governance & family affairs	18	464	725	1,264	2,319	3,756	20	506	754	1,391	2,385	4,136	20	528	761	1,203	1,382	4,208
	Philanthropy	9	545	676	987	986	3,188	9	591	703	962	1,232	2,388	9	545	743	988	1,355	2,609
	General management/ executive leadership	39	371	676	968	1,200	3,379	41	487	703	1,004	1,113	3,003	41	522	757	1,074	1,200	3,536
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	32	354	644	1,174	1,007	3,379	32	467	669	1,343	1,061	4,460	32	548	730	1,563	1,153	6,893
	Technology	10	545	2,302	2,218	3,664	5,545	12	600	1,155	1,716	2,971	3,756	12	388	928	1,714	1,765	8,009
	Manufacturing	21	371	676	969	1,072	2,527	21	446	696	915	1,009	1,971	22	473	720	1,092	1,134	3,826
	Healthcare	10	370	536	722	649	2,875	12	413	542	933	1,070	4,162	12	419	530	836	926	3,536
	Consumer/retail (including luxury goods)	26	313	503	814	1,009	2,458	25	464	661	901	1,009	2,377	25	481	765	1,003	1,356	1,855
	Industrial	14	676	879	2,071	1,352	16,203	17	545	811	2,579	1,271	30,004	16	470	794	2,715	966	31,668
Role tenure	1 year or less	6	259	408	761	1,287	2,122	6	460	591	616	863	1,078	6	243	991	1,006	1,785	1,855
	2–3 years	25	324	545	1,026	1,391	3,756	27	464	703	1,022	1,391	2,643	27	464	743	1,097	1,355	3,826
	4–5 years	23	278	603	867	811	2,678	23	413	662	901	928	3,003	23	541	676	917	928	1,960
	6–10 years	18	464	686	1,180	1,785	3,379	18	541	946	1,450	1,913	4,460	18	541	1,007	1,691	2,029	6,893
	More than 10 years	10	313	742	944	1,014	2,354	10	324	817	980	1,041	2,377	10	405	650	911	1,356	2,516

Total compensation trends: Europe (continued) (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Investment strategy utilized	External manager allocation	21	419	676	896	1,176	2,433	22	446	646	857	893	2,377	21	475	616	866	812	1,892
	Hybrid	43	402	595	1,103	789	3,756	46	493	669	1,083	835	3,080	48	527	728	1,226	878	5,001
	Direct investments	34	311	946	1,478	1,391	3,826	34	460	978	1,913	1,352	3,826	33	464	1,068	2,191	1,739	3,826
Family net worth	Under $500m	19	311	541	688	676	2,354	19	460	616	645	703	1,622	19	522	616	826	797	2,516
	$500m–$999m	19	246	338	805	965	3,664	18	246	433	938	1,041	4,460	18	246	318	1,180	1,068	6,893
	$1bn–$2.99bn	19	371	603	927	986	3,379	20	426	633	963	1,026	4,002	21	464	614	1,118	1,134	4,243
	$3bn–$4.99bn	17	579	811	1,704	1,762	9,858	18	591	831	1,753	1,352	12,630	17	604	870	1,938	1,500	11,706
	$5bn–$9.99bn	17	444	696	942	1,200	3,756	19	493	811	940	1,271	2,643	19	493	765	830	1,108	1,739
	$10bn or more	13	595	696	2,415	1,287	16,203	15	661	770	2,987	1,232	30,004	15	689	881	3,466	1,391	31,668
Investable asset base managed	Under $500m	29	297	541	891	1,014	2,974	30	324	581	889	1,027	3,756	31	405	696	1,125	1,275	3,756
	$500m–$999m	17	278	446	796	946	3,379	18	320	611	925	1,023	4,055	17	311	616	1,170	1,134	5,001
	$1bn–$2.99bn	30	464	667	1,200	1,176	3,756	30	464	650	1,256	893	3,014	30	487	686	1,231	1,067	3,246
	$3bn–$4.99bn	15	444	696	1,142	1,762	3,826	16	505	780	1,090	1,352	3,826	15	505	812	1,150	1,352	3,826
	$5bn–$9.99bn	8	402	696	1,275	1,017	5,545	8	733	966	1,210	1,261	3,080	9	696	765	1,595	1,108	8,009
	$10bn or more	7	595	696	3,001	1,287	16,203	9	635	770	4,006	928	30,004	9	716	881	4,370	1,183	31,668
Generational transfer of wealth	Yes, more than 10 years ago	28	284	479	665	806	1,852	30	464	625	632	811	1,271	30	325	634	781	946	1,960
	Yes, within the last 10 years	20	676	838	2,008	1,676	15,670	20	703	976	2,672	1,710	28,692	20	747	1,031	3,123	2,038	30,485
	It is happening at present	17	324	541	1,431	1,352	9,858	16	315	609	1,633	1,292	12,630	17	320	689	1,559	1,352	11,706
	No, but it's anticipated in the next 2–5 years	11	311	579	978	846	3,379	11	460	591	1,238	893	4,460	11	475	616	1,563	797	6,893
	No, it's possible in the future, but timeframe is undefined	15	246	545	689	1,014	1,762	16	314	604	680	980	1,774	17	429	676	817	986	3,467
	No, and there are currently no plans	17	470	754	1,172	1,892	3,756	19	522	764	1,100	1,352	3,014	17	568	703	1,115	1,159	4,243

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Total compensation trends—percent growth: Europe

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Overall		9.9%	9.1%	19.9%	4.0%	5.7%	9.9%
Europe region	United Kingdom	4.7%	18.1%	23.6%	2.0%	7.8%	9.9%
	Switzerland	15.4%	3.4%	19.4%	11.3%	-7.3%	3.2%
	Other Europe	5.7%	9.1%	15.4%	6.3%	11.3%	18.3%
Current title	CEO/president	38.4%	-1.1%	36.8%	30.7%	4.4%	36.5%
	Chief investment officer	16.0%	14.2%	32.5%	3.3%	12.9%	16.6%
	Managing director or director of investments	-5.6%	7.8%	1.7%	7.7%	-3.4%	4.0%
	CFO	4.2%	25.8%	31.1%	0.0%	25.0%	25.0%
	COO	-5.6%	45.5%	37.4%	-9.2%	3.5%	-6.1%
Primary role	Investments	2.8%	11.3%	14.4%	5.2%	7.0%	12.6%
	Operations	21.7%	6.6%	29.8%	10.6%	12.1%	24.0%
	Finance/accounting	-4.9%	-11.5%	-15.8%	4.0%	-15.4%	-12.0%
	Legal/compliance	18.4%	-26.4%	-12.9%	6.1%	-19.2%	-14.3%
	Governance & family affairs	10.1%	-13.5%	-4.9%	3.9%	1.0%	5.0%
	Philanthropy	-2.6%	2.8%	0.1%	4.0%	5.7%	9.9%
	General management/ executive leadership	3.7%	7.0%	11.0%	4.0%	7.7%	12.0%
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	14.4%	16.4%	33.1%	4.0%	9.0%	13.4%
	Technology	-22.6%	-0.1%	-22.7%	-49.8%	-19.7%	-59.7%
	Manufacturing	-5.6%	19.3%	12.6%	3.0%	3.4%	6.4%
	Healthcare	29.1%	-10.4%	15.7%	1.1%	-2.3%	-1.2%
	Consumer/retail (including luxury goods)	10.7%	11.3%	23.2%	31.5%	15.7%	52.2%
	Industrial	24.5%	5.3%	31.1%	-7.7%	-2.1%	-9.6%
Role tenure	1 year or less	-19.0%	63.3%	32.3%	44.7%	67.7%	142.8%
	2–3 years	-0.4%	7.3%	6.9%	29.0%	5.7%	36.3%
	4–5 years	3.9%	1.7%	5.7%	9.8%	2.1%	12.1%
	6–10 years	22.9%	16.7%	43.4%	37.9%	6.4%	46.7%
	More than 10 years	3.8%	-7.0%	-3.5%	10.0%	-20.5%	-12.5%

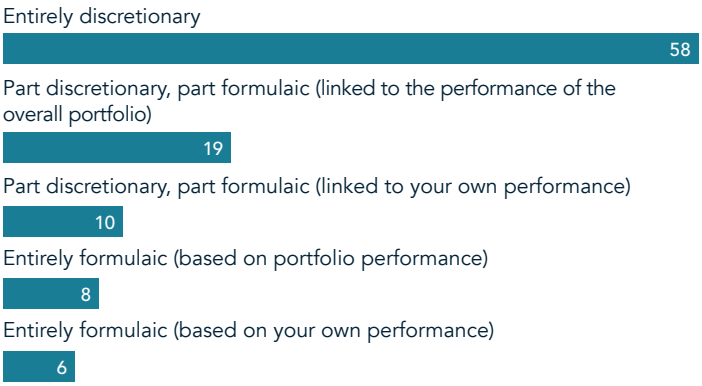
Total compensation trends—percent growth: Europe (continued)

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Investment strategy utilized	External manager allocation	-4.4%	1.1%	-3.3%	-4.4%	-4.6%	-8.9%
	Hybrid	-1.9%	13.3%	11.1%	12.4%	8.7%	22.3%
	Direct investments	29.4%	14.5%	48.2%	3.3%	9.3%	12.9%
Family net worth	Under $500m	-6.3%	28.1%	20.0%	13.9%	0.0%	13.9%
	$500m–$999m	16.5%	25.8%	46.5%	28.0%	-26.5%	-5.9%
	$1bn–$2.99bn	3.8%	16.1%	20.6%	4.9%	-2.9%	1.8%
	$3bn–$4.99bn	2.8%	10.6%	13.7%	2.4%	4.8%	7.3%
	$5bn–$9.99bn	-0.2%	-11.7%	-11.9%	16.5%	-5.7%	9.9%
	$10bn or more	23.6%	16.1%	43.5%	10.6%	14.4%	26.6%
Investable asset base managed	Under $500m	-0.2%	26.6%	26.3%	7.3%	19.9%	28.7%
	$500m–$999m	16.2%	26.5%	46.9%	36.9%	0.9%	38.1%
	$1bn–$2.99bn	4.7%	-2.1%	2.5%	-2.5%	5.5%	2.8%
	$3bn–$4.99bn	-4.6%	5.5%	0.6%	12.0%	4.2%	16.7%
	$5bn–$9.99bn	-5.0%	31.7%	25.1%	38.7%	-20.8%	9.9%
	$10bn or more	33.5%	9.1%	45.6%	10.6%	14.4%	26.6%
Generational transfer of wealth	Yes, more than 10 years ago	-5.0%	23.6%	17.4%	30.5%	1.4%	32.4%
	Yes, within the last 10 years	33.1%	16.9%	55.5%	16.4%	5.7%	23.0%
	It is happening at present	14.1%	-4.5%	9.0%	12.5%	13.2%	27.4%
	No, but it's anticipated in the next 2–5 years	26.5%	26.3%	59.8%	2.1%	4.2%	6.4%
	No, it's possible in the future, but timeframe is undefined	-1.3%	20.1%	18.5%	10.7%	12.0%	24.0%
	No, and there are currently no plans	-6.1%	1.3%	-4.8%	1.3%	-8.0%	-6.8%

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Europe: Bonus and additional incentives

Basis on which cash bonus is determined (%)



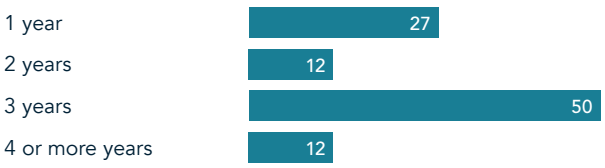
Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=105

Portion of annual bonus deferred (%)



Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=108

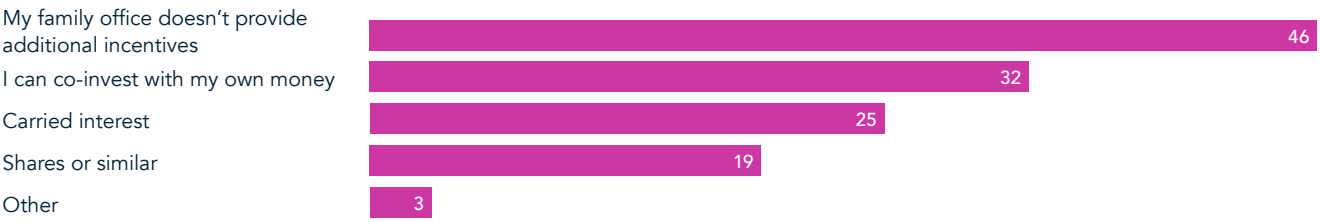
If deferred, how long? (%)



Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=26

Note: Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.

Additional incentives provided by family office (%)



Note: Respondents could select more than one option.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=126

Brazil compensation

Brazilian family office compensation declined in 2026 after increasing substantially the year before. Differences by family wealth and investable assets remain pronounced, while additional incentives are less prevalent and more unevenly distributed.

Median total cash compensation declined in 2026 after increasing substantially in 2025. Median total cash fell from $353,000 in 2025 to $318,000 in 2026, though it remained above the $241,000 reported in 2024. The decline was visible across the distribution: the 25th percentile fell from $219,000 to $200,000, while the 75th percentile declined from $582,000 to $571,000 since last year. Total compensation followed a similar trajectory: the median fell 15% from $391,000 in 2025 to $332,000 in 2026, though it remained above the $314,000 reported in 2024. As elsewhere, however, the upper end of the market is considerably more highly compensated. Average total compensation reached $814,000 in 2026—more than twice the median—while the 95th percentile reached $2.87 million, underscoring the wide spread of compensation outcomes.

Compensation varies relatively little across primary roles but more meaningfully by original source of wealth. In 2026, median total cash ranged from $313,000 for investment professionals to $353,000 for legal/compliance and governance/family affairs leaders. By source of wealth, consumer/retail family offices reported the highest median total cash of $485,000, compared with $397,000 for healthcare, $318,000 for manufacturing, $286,000 for investment-originated wealth, and $188,000 for industrial among categories with more than one respondent.

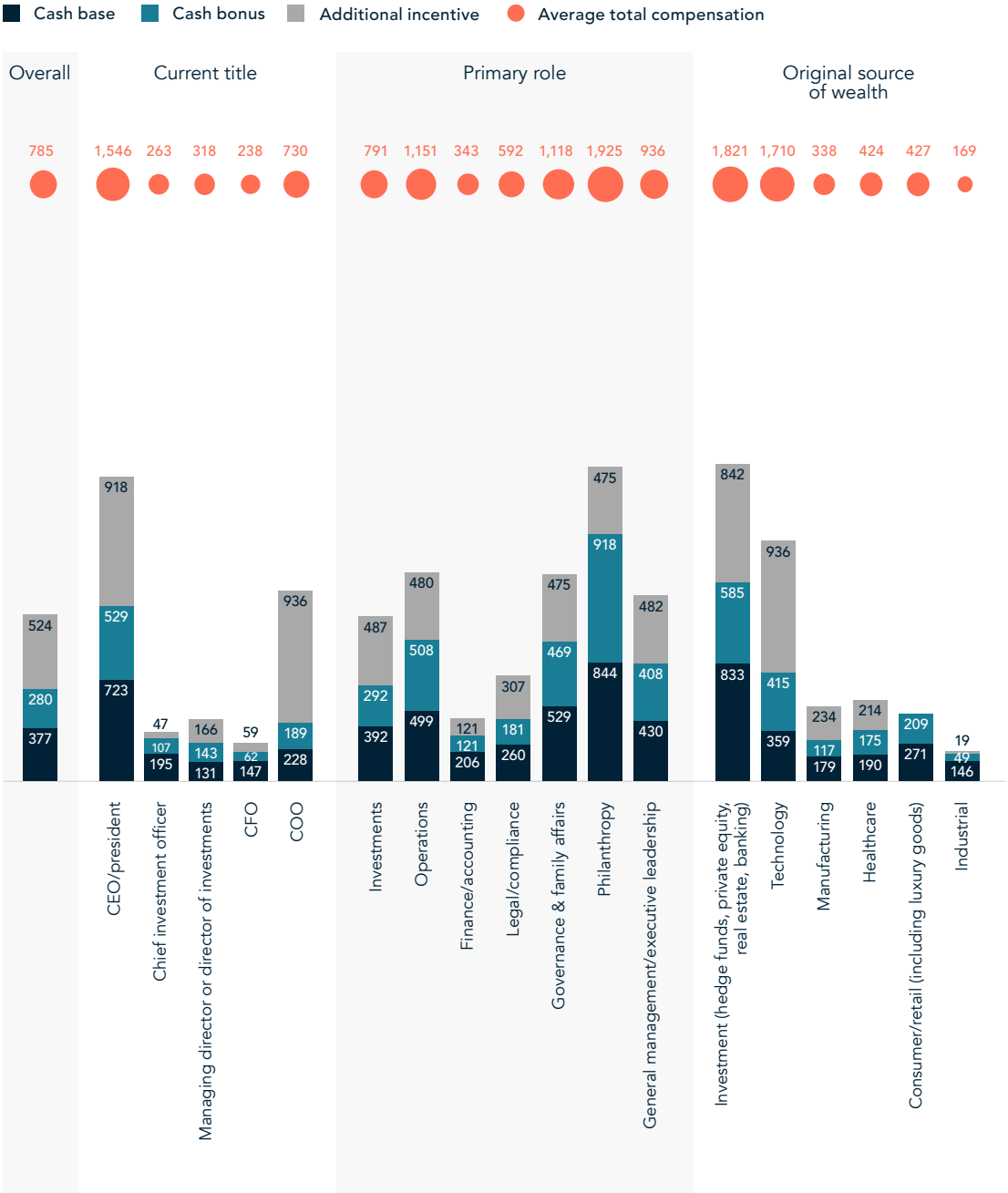
Scale is one of the clearest differentiators in Brazil. Offices managing $1 billion or more in AUM report median total cash compensation of $476,000, compared with $272,000 for offices with AUM below $1 billion. The same distinction is evident in total compensation, with medians of $497,000 and $291,000, respectively. A similar pattern appears by family net worth: families worth at least $1 billion report median total compensation of $412,000, compared with $268,000 among those below that threshold.

Investment strategy and tenure themselves do not appear to drive a large compensation premium. The 2026 median total cash was relatively close across investment models: $353,000 for externally managed offices, $318,000 for direct investors, and $313,000 for hybrid offices. Similarly, compensation did not rise consistently with tenure: median total cash was highest among those with four to five years in their roles, at $372,000, and declined to $271,000 among those with more than 10 years.

Cash bonuses are often discretionary, while additional incentives are less common and unevenly distributed. About 46% of respondents said their bonus is entirely discretionary, and another 40% use a mix of discretion and formulaic measures. Sixty percent reported that their office does not provide any additional financial incentives. Among those who did report receiving an incentive, the 2026 median was $127,000 compared with an average of $501,000, indicating that larger awards are concentrated among a smaller group at the top. Generational transition may also coincide with a shift toward longer-term incentive tools, as additional financial incentives are reported by more respondents at offices where a transfer occurred within the past 10 years than by respondents at offices where a transfer occurred more than 10 years ago.

Compensation tables, 2024–2026

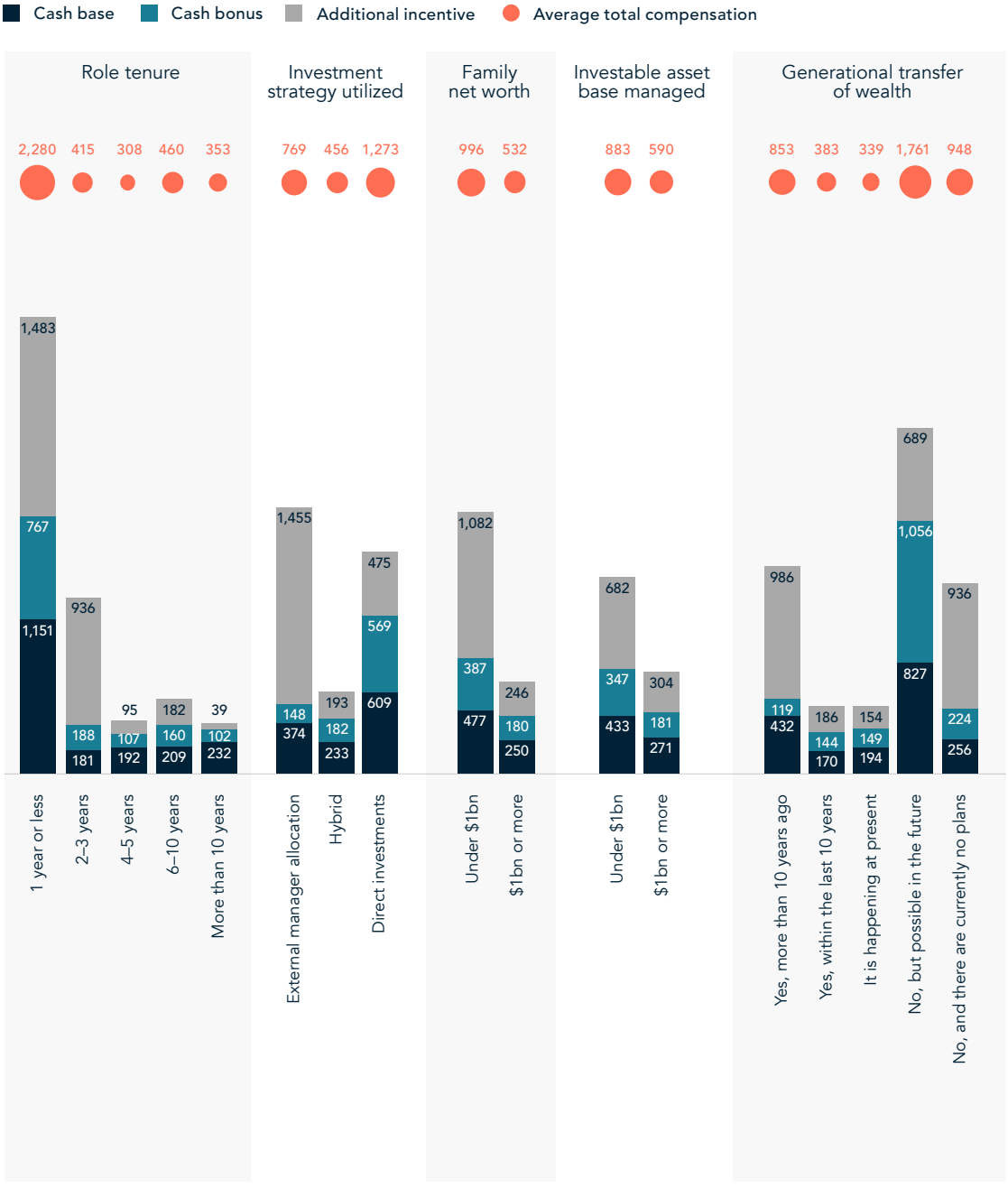
Brazil: Average compensation, 2024 (USD, thousands)



Note: Component averages include only respondents who reported receiving that component; respondents who did not receive or report it are excluded from that component's average. Average total compensation is calculated respondent by respondent using all reported components and therefore may not equal the sum of the component averages.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

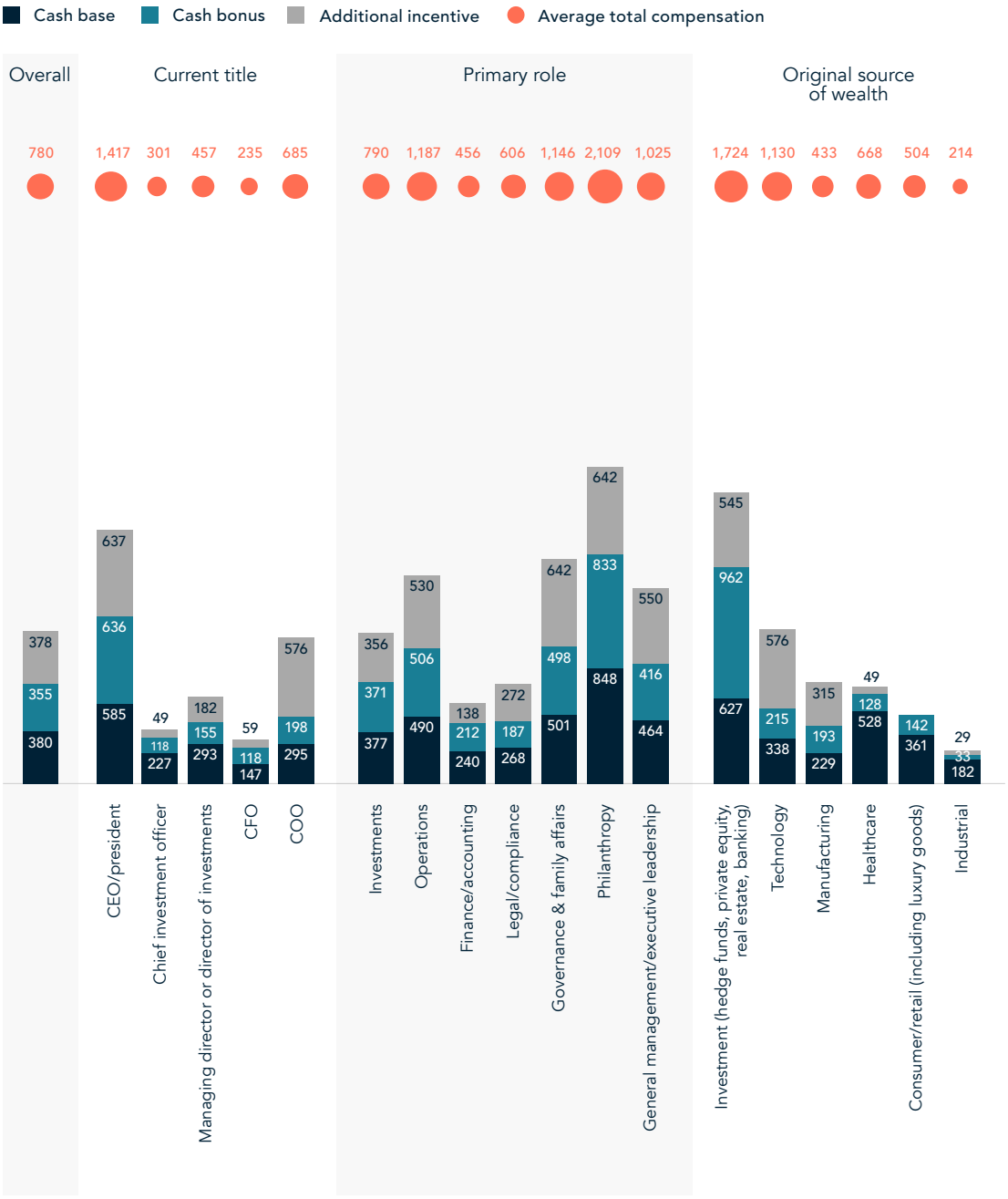
Brazil: Average compensation, 2024 (continued) (USD, thousands)



Note: Component averages include only respondents who reported receiving that component; respondents who did not receive or report it are excluded from that component's average. Average total compensation is calculated respondent by respondent using all reported components and therefore may not equal the sum of the component averages.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

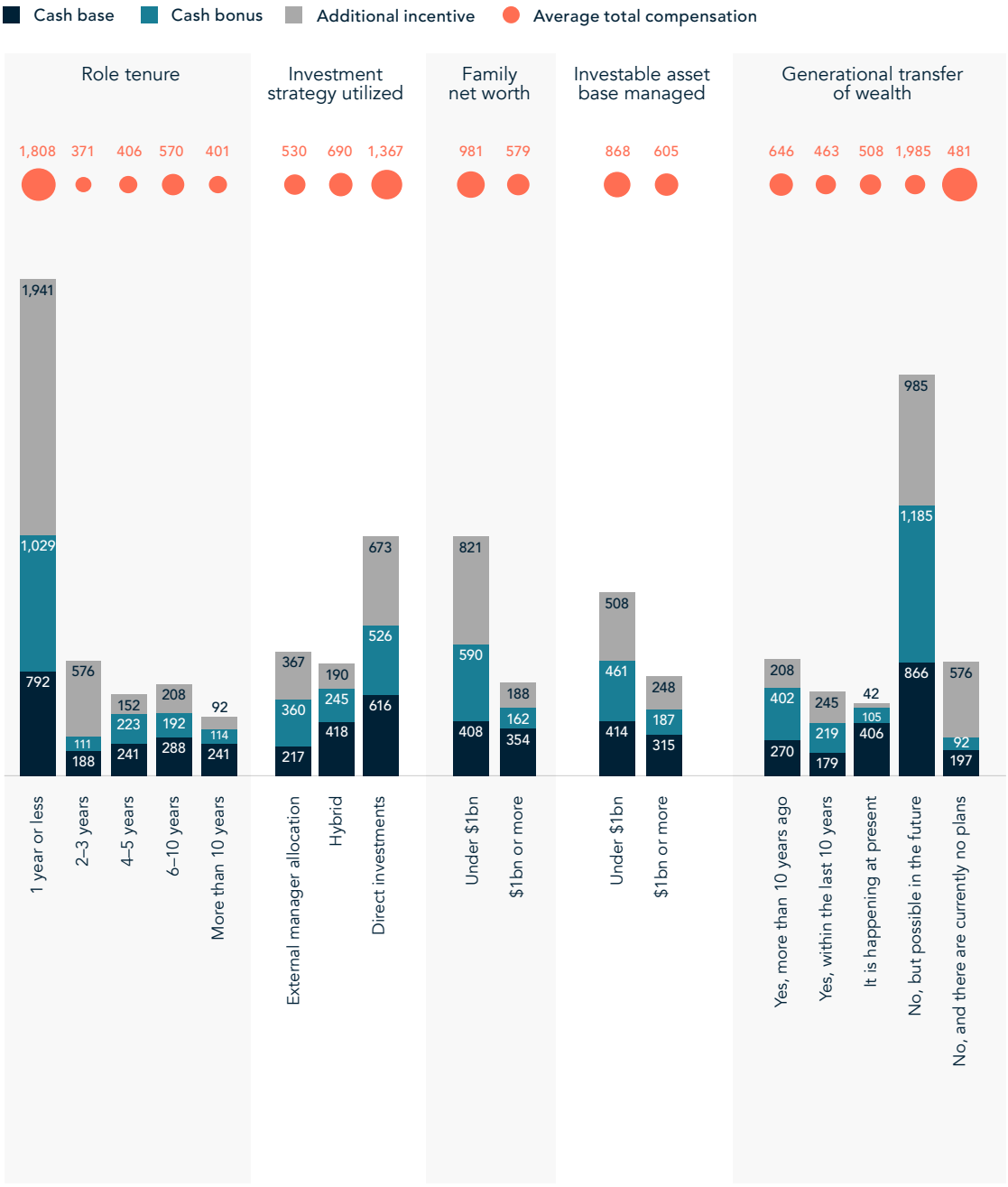
Brazil: Average compensation, 2025 (USD, thousands)



Note: Component averages include only respondents who reported receiving that component; respondents who did not receive or report it are excluded from that component's average. Average total compensation is calculated respondent by respondent using all reported components and therefore may not equal the sum of the component averages.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

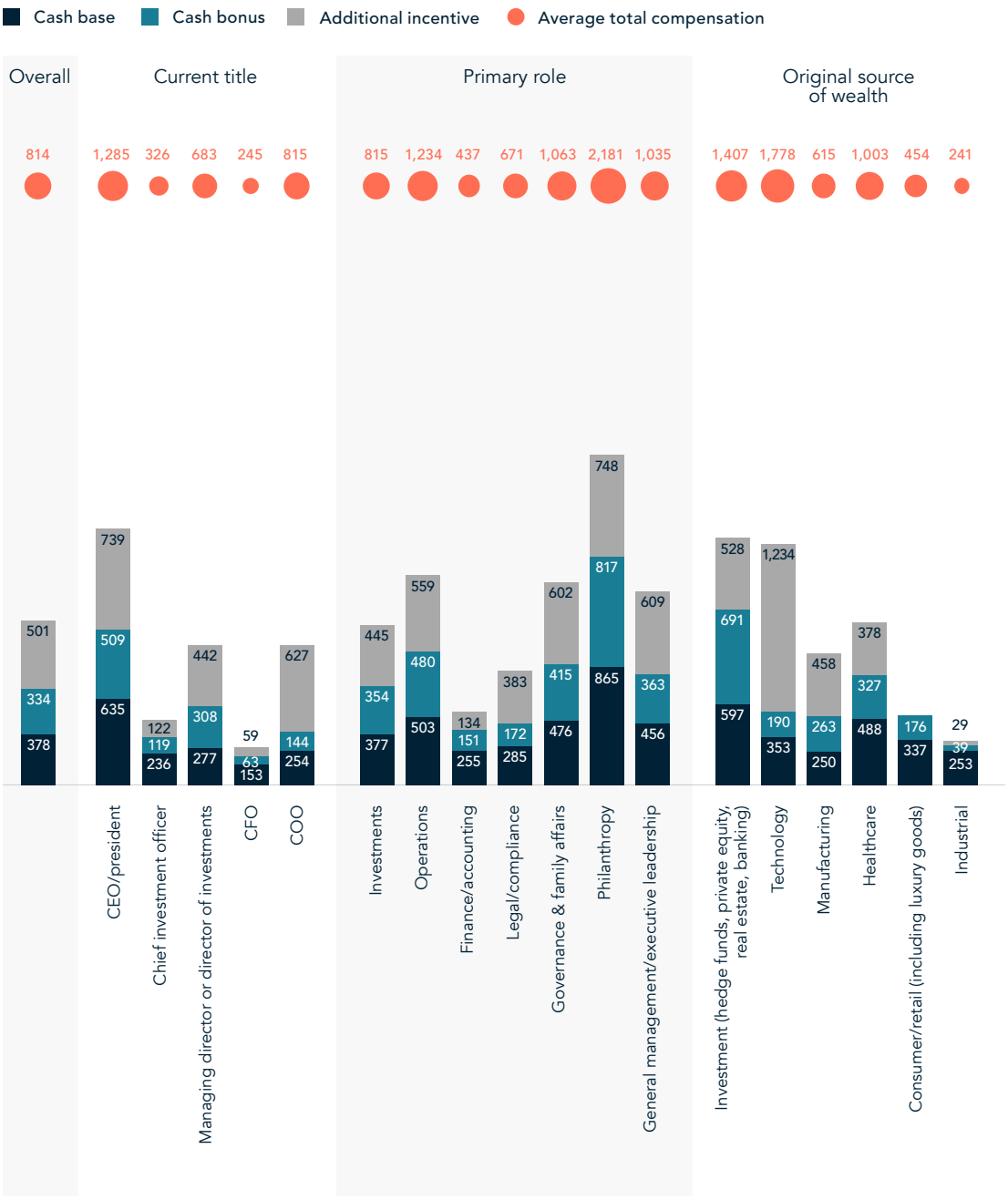
Brazil: Average compensation, 2025 (continued) (USD, thousands)



Note: Component averages include only respondents who reported receiving that component; respondents who did not receive or report it are excluded from that component's average. Average total compensation is calculated respondent by respondent using all reported components and therefore may not equal the sum of the component averages.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

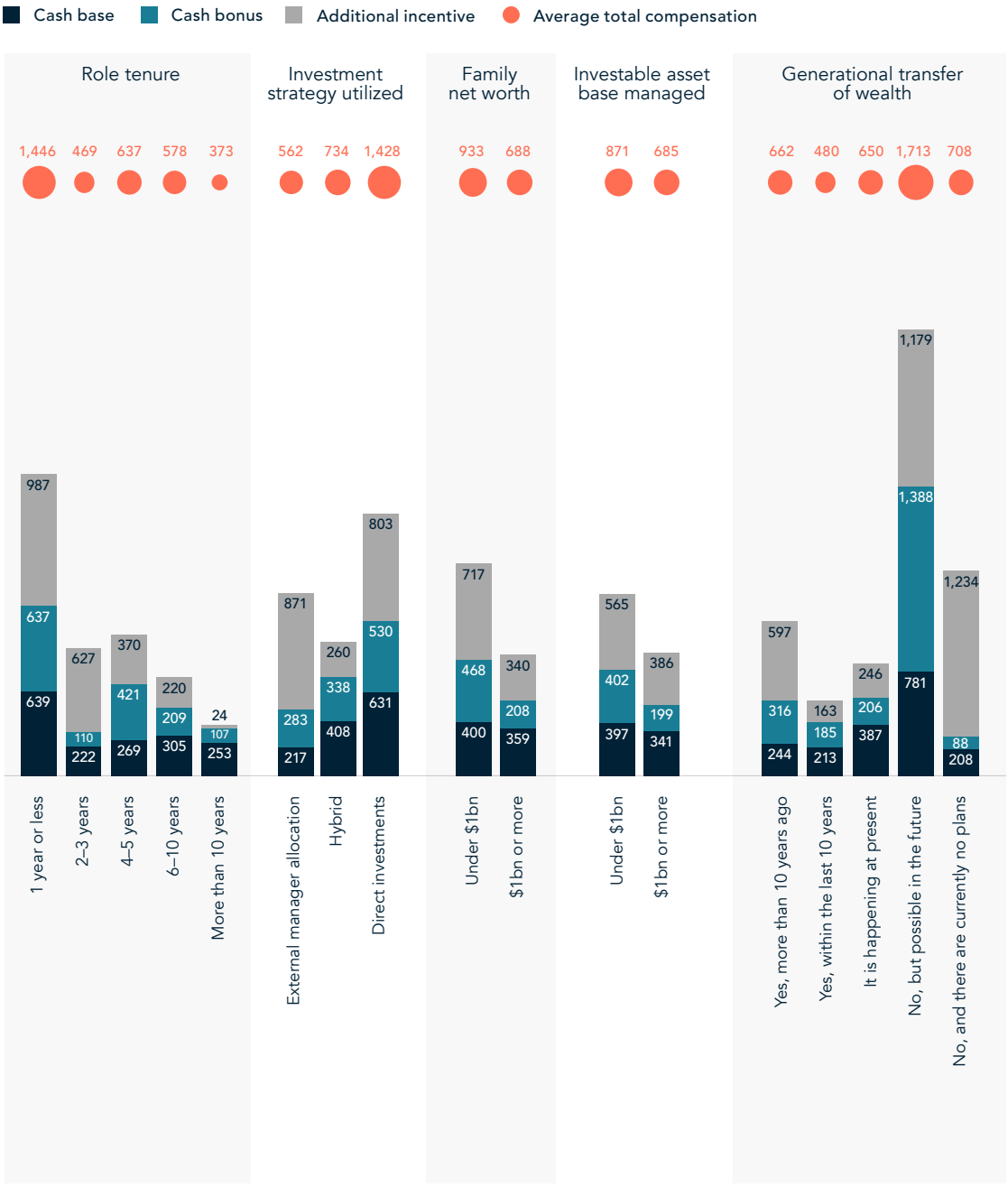
Brazil: Average compensation, 2026 (USD, thousands)



Note: Component averages include only respondents who reported receiving that component; respondents who did not receive or report it are excluded from that component's average. Average total compensation is calculated respondent by respondent using all reported components and therefore may not equal the sum of the component averages.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Brazil: Average compensation, 2026 (continued) (USD, thousands)



Note: Component averages include only respondents who reported receiving that component; respondents who did not receive or report it are excluded from that component's average. Average total compensation is calculated respondent by respondent using all reported components and therefore may not equal the sum of the component averages.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Cash base compensation trends: Brazil (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Overall		33	130	186	377	283	2,340	35	148	233	380	338	1,531	39	151	233	378	343	1,357
Current title	CEO/president	12	155	253	723	462	3,979	13	194	311	585	420	3,979	14	208	292	635	492	3,979
	Chief investment officer	7	136	221	195	233	291	7	136	233	227	291	419	8	143	214	236	280	491
	Managing director or director of investments	9	76	137	131	165	252	10	100	157	293	252	1,531	12	107	186	277	233	1,357
	CFO	2	58	147	147	235	235	2	58	147	147	235	235	2	70	153	153	235	235
	COO	3	39	287	228	359	359	3	39	338	295	509	509	3	39	353	254	369	369
Primary role	Investments	30	136	171	392	252	2,340	31	148	200	377	311	1,531	35	151	224	377	286	1,357
	Operations	13	155	233	499	291	3,979	14	116	218	490	338	3,979	14	136	234	503	369	3,979
	Finance/accounting	15	100	200	206	287	500	16	126	218	240	352	509	16	142	234	255	380	500
	Legal/compliance	9	155	235	260	347	500	9	155	235	268	338	500	9	200	235	285	353	500
	Governance & family affairs	12	112	234	529	332	3,979	14	100	244	501	365	3,979	15	107	235	476	369	3,979
	Philanthropy	6	155	218	844	347	3,979	6	155	218	848	365	3,979	6	200	234	865	384	3,979
	General management/ executive leadership	17	145	233	430	287	3,979	17	155	235	464	365	3,979	18	161	234	456	369	3,979
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	9	128	233	833	272	3,979	9	151	233	627	311	3,979	10	116	186	597	235	3,979
	Technology	1	359	359	359	359	359	1	338	338	338	338	338	1	353	353	353	353	353
	Manufacturing	11	97	155	179	287	347	11	136	194	229	311	509	13	155	233	250	345	466
	Healthcare	4	148	200	190	221	221	4	161	217	528	1,207	1,531	4	161	223	488	1,079	1,357
	Consumer/retail (including luxury goods)	4	92	272	271	448	500	5	252	291	361	500	706	6	194	253	337	500	764
	Industrial	3	60	146	146	233	233	4	69	125	182	353	419	4	107	161	253	491	491
Role tenure	1 year or less	7	97	216	1,151	2,340	3,979	9	116	258	792	509	3,979	12	116	212	639	369	3,979
	2–3 years	8	44	194	181	286	359	8	59	204	188	306	338	8	58	272	222	311	353
	4–5 years	8	109	227	192	247	291	7	136	233	241	311	419	8	136	233	269	466	491
	6–10 years	6	155	186	209	235	347	7	171	200	288	365	706	7	171	233	305	384	764
	More than 10 years	4	133	150	232	413	500	4	152	157	241	415	500	4	162	176	253	422	500
Investment strategy utilized	External manager allocation	10	68	152	374	272	2,340	11	95	194	217	311	420	14	116	233	217	291	491
	Hybrid	9	107	202	233	333	500	10	151	272	418	500	1,531	11	171	233	408	500	1,357
	Direct investments	9	153	200	609	233	3,979	9	159	200	616	252	3,979	9	200	214	631	245	3,979
Family net worth	Under $1bn	18	68	145	477	233	3,979	17	100	155	408	252	3,979	20	116	186	400	233	3,979
	$1bn or more	15	155	234	250	291	500	18	171	255	354	365	1,531	19	212	245	359	466	1,357
Investable asset base managed	Under $1bn	22	97	148	433	233	2,340	23	100	155	414	311	1,531	27	121	190	397	255	1,357
	$1bn or more	11	171	252	271	347	500	12	204	272	315	358	706	12	219	282	341	446	764
Generational transfer of wealth	Yes, more than 10 years ago	9	68	221	432	287	2,340	9	136	252	270	420	509	11	121	252	244	345	500
	Yes, within the last 10 years	8	76	147	170	268	347	8	81	157	179	283	365	8	90	193	213	341	466
	It is happening at present	8	155	171	194	252	291	9	171	235	406	291	1,531	10	214	233	387	291	1,357
	No, it's possible in the future	6	146	233	827	272	3,979	6	155	272	866	419	3,979	7	161	233	781	491	3,979
	No, and there are currently no plans	2	153	256	256	359	359	3	95	159	197	338	338	3	107	165	208	353	353

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Cash base compensation trends—percent growth: Brazil

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Overall		0.8%	-0.5%	0.3%	25.3%	0.0%	25.3%
Current title	CEO/president	-19.1%	8.5%	-12.2%	22.9%	-6.1%	15.4%
	Chief investment officer	16.4%	4.0%	21.0%	5.4%	-8.2%	-3.2%
	Managing director or director of investments	123.7%	-5.5%	111.5%	14.6%	18.5%	35.8%
	CFO	0.0%	4.1%	4.1%	0.0%	4.1%	4.1%
	COO	29.4%	-13.9%	11.4%	17.8%	4.4%	23.0%
Primary role	Investments	-3.8%	0.0%	-3.8%	17.0%	12.0%	31.0%
	Operations	-1.8%	2.7%	0.8%	-6.4%	7.3%	0.4%
	Finance/accounting	16.5%	6.3%	23.8%	9.0%	7.3%	17.0%
	Legal/compliance	3.1%	6.3%	9.6%	0.0%	0.0%	0.0%
	Governance & family affairs	-5.3%	-5.0%	-10.0%	4.3%	-3.7%	0.4%
	Philanthropy	0.5%	2.0%	2.5%	0.0%	7.3%	7.3%
	General management/ executive leadership	7.9%	-1.7%	6.0%	0.9%	-0.4%	0.4%
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	-24.7%	-4.8%	-28.3%	0.0%	-20.2%	-20.2%
	Technology	-5.8%	4.4%	-1.7%	-5.8%	4.4%	-1.7%
	Manufacturing	27.9%	9.2%	39.7%	25.2%	20.1%	50.3%
	Healthcare	177.9%	-7.6%	156.8%	8.5%	2.8%	11.5%
	Consumer/retail (including luxury goods)	33.2%	-6.6%	24.4%	7.0%	-13.1%	-7.0%
	Industrial	24.7%	39.0%	73.3%	-14.4%	28.8%	10.3%
Role tenure	1 year or less	-31.2%	-19.3%	-44.5%	19.4%	-17.8%	-1.9%
	2–3 years	3.9%	18.1%	22.7%	5.2%	33.3%	40.2%
	4–5 years	25.5%	11.6%	40.1%	2.6%	0.0%	2.6%
	6–10 years	37.8%	5.9%	45.9%	7.5%	16.5%	25.3%
	More than 10 years	3.9%	5.0%	9.1%	4.7%	12.1%	17.3%
Investment strategy utilized	External manager allocation	-42.0%	0.0%	-42.0%	27.6%	20.1%	53.3%
	Hybrid	79.4%	-2.4%	75.1%	34.7%	-14.3%	15.3%
	Direct investments	1.1%	2.4%	3.6%	0.0%	7.0%	7.0%
Family net worth	Under $1bn	-14.5%	-2.0%	-16.1%	6.9%	20.0%	28.3%
	$1bn or more	41.6%	1.4%	43.6%	9.0%	-3.9%	4.7%
Investable asset base managed	Under $1bn	-4.4%	-4.1%	-8.3%	4.7%	22.6%	28.4%
	$1bn or more	16.2%	8.3%	25.8%	7.9%	3.7%	11.9%
Generational transfer of wealth	Yes, more than 10 years ago	-37.5%	-9.6%	-43.5%	14.0%	0.0%	14.0%
	Yes, within the last 10 years	5.3%	19.0%	25.3%	6.8%	22.9%	31.3%
	It is happening at present	109.3%	-4.7%	99.5%	37.4%	-0.9%	36.3%
	No, it's possible in the future	4.7%	-9.8%	-5.6%	16.7%	-14.3%	0.0%
	No, and there are currently no plans	-23.0%	5.6%	-18.8%	-37.9%	3.8%	-35.5%

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Cash bonus compensation trends: Brazil (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Overall		27	66	116	280	200	415	31	47	105	355	215	2,630	33	58	118	334	202	1,545
Current title	CEO/president	10	97	143	529	200	3,979	13	64	100	636	214	3,979	13	78	128	509	233	3,979
	Chief investment officer	4	34	53	107	235	291	4	36	72	118	245	291	4	36	75	119	246	291
	Managing director or director of investments	8	79	118	143	215	291	10	25	109	155	155	600	11	39	126	308	291	1,545
	CFO	2	6	62	62	118	118	1	118	118	118	118	118	2	8	63	63	118	118
	COO	3	19	134	189	415	415	3	39	215	198	340	340	3	39	190	144	202	202
Primary role	Investments	24	67	112	292	199	342	28	44	103	371	211	2,630	30	58	117	354	233	1,545
	Operations	11	100	118	508	342	3,979	13	78	136	506	340	3,979	12	66	127	480	225	3,979
	Finance/accounting	12	55	108	121	179	342	13	78	136	212	214	656	13	68	118	151	200	576
	Legal/compliance	8	98	123	181	307	415	9	97	118	187	200	656	9	100	118	172	190	576
	Governance & family affairs	11	49	116	469	200	3,979	13	78	136	498	340	3,979	14	58	123	415	200	3,979
	Philanthropy	5	100	118	918	342	3,979	6	78	109	833	656	3,979	6	68	109	817	576	3,979
	General management/ executive leadership	14	49	117	408	200	3,979	15	64	118	416	215	3,979	17	68	118	363	190	3,979
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	8	78	109	585	160	3,979	8	81	137	962	2,123	3,979	8	95	122	691	730	3,979
	Technology	1	415	415	415	415	415	1	215	215	215	215	215	1	190	190	190	190	190
	Manufacturing	9	39	107	117	134	342	9	78	136	193	214	656	12	44	121	263	225	1,545
	Healthcare	4	75	171	175	279	291	4	36	103	128	245	291	4	103	201	327	676	804
	Consumer/retail (including luxury goods)	3	136	200	209	291	291	5	47	155	142	200	291	4	73	188	176	268	291
	Industrial	1	49	49	49	49	49	3	10	25	33	64	64	3	10	39	39	68	68
Role tenure	1 year or less	6	72	152	767	241	3,979	7	25	136	1,029	2,630	3,979	10	39	132	637	804	3,979
	2–3 years	5	97	116	188	291	415	8	24	88	111	195	291	8	39	87	110	177	291
	4–5 years	6	66	104	107	136	194	5	105	155	223	214	600	5	111	175	421	233	1,545
	6–10 years	6	71	109	160	291	342	7	58	100	192	291	656	6	88	109	209	291	576
	More than 10 years	4	36	89	102	182	200	4	42	110	114	189	200	4	43	97	107	182	200
Investment strategy utilized	External manager allocation	7	39	107	148	291	291	10	25	78	360	291	2,630	13	39	116	283	291	1,545
	Hybrid	7	100	194	182	241	342	8	54	178	245	504	656	6	126	217	338	576	804
	Direct investments	8	53	86	569	131	3,979	9	78	100	526	136	3,979	9	68	106	530	136	3,979
Family net worth	Under $1bn	13	39	100	387	128	3,979	14	39	99	590	340	3,979	16	39	108	468	186	3,979
	$1bn or more	14	71	165	180	291	415	17	64	118	162	214	656	17	88	136	208	233	804
Investable asset base managed	Under $1bn	16	42	100	347	161	3,979	19	35	97	461	291	3,979	22	39	106	402	202	1,545
	$1bn or more	11	72	136	181	291	415	12	77	146	187	215	656	11	106	175	199	233	576
Generational transfer of wealth	Yes, more than 10 years ago	7	66	116	119	170	200	9	39	136	402	200	2,630	11	39	136	316	202	1,545
	Yes, within the last 10 years	8	32	114	144	267	342	7	81	155	219	291	656	8	54	116	185	277	576
	It is happening at present	6	71	127	149	241	291	8	50	77	105	146	291	8	63	103	206	262	804
	No, it's possible in the future	4	61	99	1,056	3,009	3,979	4	72	349	1,185	3,134	3,979	3	68	116	1,388	3,979	3,979
	No, and there are currently no plans	2	32	224	224	415	415	3	25	35	92	215	215	3	35	39	88	190	190

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Cash bonus compensation trends—percent growth: Brazil

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Overall		26.8%	-5.9%	19.3%	-9.5%	12.4%	1.7%
Current title	CEO/president	20.2%	-20.0%	-3.8%	-30.1%	28.0%	-10.5%
	Chief investment officer	10.3%	0.8%	11.2%	35.8%	4.2%	41.5%
	Managing director or director of investments	8.4%	98.7%	115.4%	-7.6%	15.6%	6.8%
	CFO	90.3%	-46.6%	1.6%	90.3%	-46.6%	1.6%
	COO	4.8%	-27.3%	-23.8%	60.4%	-11.6%	41.8%
Primary role	Investments	27.1%	-4.6%	21.2%	-8.0%	13.6%	4.5%
	Operations	-0.4%	-5.1%	-5.5%	15.3%	-6.6%	7.6%
	Finance/accounting	75.2%	-28.8%	24.8%	25.9%	-13.2%	9.3%
	Legal/compliance	3.3%	-8.0%	-5.0%	-4.1%	0.0%	-4.1%
	Governance & family affairs	6.2%	-16.7%	-11.5%	17.2%	-9.6%	6.0%
	Philanthropy	-9.3%	-1.9%	-11.0%	-7.6%	0.0%	-7.6%
	General management/ executive leadership	2.0%	-12.7%	-11.0%	0.9%	0.0%	0.9%
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	64.4%	-28.2%	18.1%	25.7%	-10.9%	11.9%
	Technology	-48.2%	-11.6%	-54.2%	-48.2%	-11.6%	-54.2%
	Manufacturing	65.0%	36.3%	124.8%	27.1%	-11.0%	13.1%
	Healthcare	-26.9%	155.5%	86.9%	-39.8%	95.1%	17.5%
	Consumer/retail (including luxury goods)	-32.1%	23.9%	-15.8%	-22.5%	21.3%	-6.0%
	Industrial	-32.7%	18.2%	-20.4%	-49.0%	56.0%	-20.4%
Role tenure	1 year or less	34.2%	-38.1%	-16.9%	-10.5%	-2.9%	-13.2%
	2–3 years	-41.0%	-0.9%	-41.5%	-24.1%	-1.1%	-25.0%
	4–5 years	108.4%	88.8%	293.5%	49.0%	12.9%	68.3%
	6–10 years	20.0%	8.9%	30.6%	-8.3%	9.0%	0.0%
	More than 10 years	11.8%	-6.1%	4.9%	23.6%	-11.8%	9.0%
Investment strategy utilized	External manager allocation	143.2%	-21.4%	91.2%	-27.1%	48.7%	8.4%
	Hybrid	34.6%	38.0%	85.7%	-8.2%	21.9%	11.9%
	Direct investments	-7.6%	0.8%	-6.9%	16.3%	6.0%	23.3%
Family net worth	Under $1bn	52.5%	-20.7%	20.9%	-1.0%	9.1%	8.0%
	$1bn or more	-10.0%	28.4%	15.6%	-28.5%	15.3%	-17.6%
Investable asset base managed	Under $1bn	32.9%	-12.8%	15.9%	-3.0%	9.3%	6.0%
	$1bn or more	3.3%	6.4%	9.9%	7.4%	19.9%	28.7%
Generational transfer of wealth	Yes, more than 10 years ago	237.8%	-21.4%	165.5%	17.2%	0.0%	17.2%
	Yes, within the last 10 years	52.1%	-15.5%	28.5%	36.0%	-25.2%	1.8%
	It is happening at present	-29.5%	96.2%	38.3%	-39.4%	33.8%	-18.9%
	No, it's possible in the future	12.2%	17.1%	31.4%	252.5%	-66.8%	17.2%
	No, and there are currently no plans	-58.9%	-4.3%	-60.7%	-84.4%	11.4%	-82.6%

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Total cash compensation trends: Brazil (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Overall		33	185	241	595	421	2,510	35	219	353	694	582	3,050	39	200	318	634	571	2,160
Current title	CEO/president	12	194	359	1,164	697	7,958	13	252	408	1,221	753	7,958	14	291	418	1,021	764	7,958
	Chief investment officer	7	175	233	256	287	582	7	175	233	294	419	582	8	180	217	296	457	582
	Managing director or director of investments	9	200	241	244	256	439	10	243	351	448	439	1,545	12	174	316	536	428	2,160
	CFO	2	64	209	209	353	353	2	58	206	206	353	353	2	78	216	216	353	353
	COO	3	58	421	418	774	774	3	78	553	493	848	848	3	78	543	397	571	571
Primary role	Investments	30	185	241	612	388	2,510	31	219	338	713	524	3,050	35	200	313	650	491	2,160
	Operations	13	200	349	929	485	7,958	14	233	371	960	700	7,958	14	146	327	915	571	7,958
	Finance/accounting	15	155	241	303	421	700	16	223	371	412	656	1,021	16	159	327	378	551	961
	Legal/compliance	9	256	353	421	689	774	9	300	353	455	553	1,021	9	300	353	457	543	961
	Governance & family affairs	12	165	351	959	622	7,958	14	219	391	963	700	7,958	15	146	353	863	571	7,958
	Philanthropy	6	194	327	1,608	689	7,958	6	233	327	1,681	1,021	7,958	6	291	327	1,682	961	7,958
	General management/ executive leadership	17	194	256	766	421	7,958	17	233	353	830	553	7,958	18	245	336	798	543	7,958
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	9	233	256	1,353	369	7,958	9	247	353	1,482	700	7,958	10	233	286	1,090	427	7,958
	Technology	1	774	774	774	774	774	1	553	553	553	553	553	1	543	543	543	543	543
	Manufacturing	11	155	194	275	421	689	11	175	252	387	524	1,021	13	272	318	474	571	1,545
	Healthcare	4	253	294	317	404	439	4	310	389	656	1,269	1,545	4	314	397	814	1,730	2,160
	Consumer/retail (including luxury goods)	4	126	485	427	671	700	5	408	582	504	700	753	6	194	485	454	700	764
	Industrial	3	60	194	162	233	233	4	83	170	207	369	419	4	89	188	234	426	491
Role tenure	1 year or less	7	97	241	1,644	2,510	7,958	9	120	394	1,592	1,545	7,958	12	158	295	1,117	840	7,958
	2–3 years	8	59	252	298	529	774	8	78	311	299	517	582	8	83	350	312	514	582
	4–5 years	8	181	233	272	363	485	7	233	408	400	524	700	8	190	372	498	647	1,545
	6–10 years	6	241	327	369	439	689	7	252	353	481	753	1,021	7	300	353	484	764	961
	More than 10 years	4	187	225	334	589	700	4	200	263	355	602	700	4	207	271	361	603	700
Investment strategy utilized	External manager allocation	10	175	214	478	439	2,510	11	120	394	544	439	3,050	14	175	353	437	491	1,545
	Hybrid	9	233	241	349	485	700	10	247	612	615	753	1,545	11	194	313	593	764	2,160
	Direct investments	9	194	287	1,115	349	7,958	9	233	300	1,142	388	7,958	9	291	318	1,161	388	7,958
Family net worth	Under $1bn	18	97	193	756	349	7,958	17	116	233	894	408	7,958	20	109	239	717	422	7,637
	$1bn or more	15	233	353	401	582	774	18	252	414	506	582	1,545	19	311	394	545	699	2,160
Investable asset base managed	Under $1bn	22	155	217	666	300	2,510	23	120	300	795	439	3,050	27	146	272	682	439	2,160
	$1bn or more	11	241	388	452	689	774	12	277	466	502	671	1,021	12	327	476	524	700	961
Generational transfer of wealth	Yes, more than 10 years ago	9	175	287	524	421	2,510	9	175	388	671	700	3,050	11	175	394	499	700	1,545
	Yes, within the last 10 years	8	102	278	314	474	689	8	119	304	371	503	1,021	8	134	316	398	634	961
	It is happening at present	8	165	241	281	379	582	9	247	353	499	582	1,545	10	272	332	552	582	2,160
	No, it's possible in the future	6	200	233	1,531	369	7,958	6	233	414	1,656	700	7,958	7	194	233	1,376	491	7,958
	No, and there are currently no plans	2	185	480	480	774	774	3	120	194	289	553	553	3	146	200	296	543	543

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Total cash compensation trends—percent growth: Brazil

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Overall		16.6%	-8.6%	6.6%	46.5%	-9.9%	32.0%
Current title	CEO/president	4.9%	-16.4%	-12.3%	13.6%	2.5%	16.4%
	Chief investment officer	14.8%	0.7%	15.6%	0.0%	-6.9%	-6.9%
	Managing director or director of investments	83.6%	19.6%	119.7%	45.6%	-10.0%	31.1%
	CFO	-1.4%	4.9%	3.3%	-1.4%	4.9%	3.3%
	COO	17.9%	-19.5%	-5.0%	31.4%	-1.8%	29.0%
Primary role	Investments	16.5%	-8.8%	6.2%	40.2%	-7.4%	29.9%
	Operations	3.3%	-4.7%	-1.5%	6.3%	-11.9%	-6.3%
	Finance/accounting	36.0%	-8.3%	24.8%	53.9%	-11.9%	35.7%
	Legal/compliance	8.1%	0.4%	8.6%	0.0%	0.0%	0.0%
	Governance & family affairs	0.4%	-10.4%	-10.0%	11.4%	-9.7%	0.6%
	Philanthropy	4.5%	0.1%	4.6%	0.0%	0.0%	0.0%
	General management/ executive leadership	8.4%	-3.9%	4.2%	37.9%	-4.8%	31.3%
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	9.5%	-26.5%	-19.4%	37.9%	-19.0%	11.7%
	Technology	-28.6%	-1.8%	-29.8%	-28.6%	-1.8%	-29.8%
	Manufacturing	40.7%	22.5%	72.4%	29.9%	26.2%	63.9%
	Healthcare	106.9%	24.1%	156.8%	32.3%	2.1%	35.0%
	Consumer/retail (including luxury goods)	18.0%	-9.9%	6.3%	20.0%	-16.7%	0.0%
	Industrial	27.8%	13.0%	44.4%	-12.4%	10.6%	-3.1%
Role tenure	1 year or less	-3.2%	-29.8%	-32.1%	63.5%	-25.1%	22.4%
	2–3 years	0.3%	4.3%	4.7%	23.4%	12.5%	38.9%
	4–5 years	47.1%	24.5%	83.1%	75.1%	-8.8%	59.7%
	6–10 years	30.4%	0.6%	31.2%	8.0%	0.0%	8.0%
	More than 10 years	6.3%	1.7%	8.1%	16.9%	3.0%	20.4%
Investment strategy utilized	External manager allocation	13.8%	-19.7%	-8.6%	84.1%	-10.4%	65.0%
	Hybrid	76.2%	-3.6%	69.9%	153.9%	-48.9%	29.9%
	Direct investments	2.4%	1.7%	4.1%	4.5%	6.0%	10.8%
Family net worth	Under $1bn	18.3%	-19.8%	-5.2%	20.7%	2.6%	23.8%
	$1bn or more	26.2%	7.7%	35.9%	17.3%	-4.8%	11.6%
Investable asset base managed	Under $1bn	19.4%	-14.2%	2.4%	38.2%	-9.3%	25.3%
	$1bn or more	11.1%	4.4%	15.9%	20.1%	2.1%	22.7%
Generational transfer of wealth	Yes, more than 10 years ago	28.1%	-25.6%	-4.8%	35.2%	1.5%	37.3%
	Yes, within the last 10 years	18.2%	7.3%	26.8%	9.4%	3.9%	13.7%
	It is happening at present	77.6%	10.6%	96.4%	46.5%	-5.9%	37.8%
	No, it's possible in the future	8.2%	-16.9%	-10.1%	77.7%	-43.7%	0.0%
	No, and there are currently no plans	-39.8%	2.4%	-38.3%	-59.6%	3.1%	-58.3%

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Additional incentive trends: Brazil (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Overall		12	41	130	524	818	2,710	10	39	107	378	540	1,941	14	29	127	501	720	2,329
Current title	CEO/president	5	39	462	918	1,359	2,710	4	32	290	637	1,591	1,941	5	39	576	739	720	2,329
	Chief investment officer	1	47	47	47	47	47	1	49	49	49	49	49	2	50	122	122	194	194
	Managing director or director of investments	4	33	129	166	335	380	3	24	155	182	367	367	4	20	365	442	942	1,021
	CFO	1	59	59	59	59	59	1	59	59	59	59	59	1	59	59	59	59	59
	COO	1	936	936	936	936	936	1	576	576	576	576	576	2	19	627	627	1,234	1,234
Primary role	Investments	11	39	59	487	462	2,710	9	39	59	356	367	1,941	13	29	59	445	705	2,329
	Operations	6	39	261	480	936	1,359	6	39	300	530	576	1,941	8	28	127	559	1,070	2,329
	Finance/accounting	5	24	39	121	59	462	5	29	39	138	59	540	7	24	39	134	194	576
	Legal/compliance	5	58	59	307	462	936	5	59	155	272	540	576	5	29	59	383	576	1,234
	Governance & family affairs	4	29	261	475	1,135	1,359	4	37	300	642	1,591	1,941	5	29	59	602	576	2,329
	Philanthropy	4	29	261	475	1,135	1,359	4	37	300	642	1,591	1,941	4	37	318	748	1,891	2,329
	General management/ executive leadership	6	58	261	482	936	1,359	6	59	348	550	576	1,941	7	19	59	609	1,234	2,329
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	5	58	59	842	1,359	2,710	4	33	107	545	1,495	1,941	6	19	42	528	720	2,329
	Technology	1	936	936	936	936	936	1	576	576	576	576	576	1	1,234	1,234	1,234	1,234	1,234
	Manufacturing	3	39	200	234	462	462	3	39	367	315	540	540	4	78	385	458	910	1,021
	Healthcare	2	47	214	214	380	380	1	49	49	49	49	49	2	50	378	378	705	705
	Industrial	1	19	19	19	19	19	1	29	29	29	29	29	1	29	29	29	29	29
Role tenure	1 year or less	3	380	1,359	1,483	2,710	2,710	1	1,941	1,941	1,941	1,941	1,941	4	322	713	987	1,927	2,329
	2–3 years	1	936	936	936	936	936	1	576	576	576	576	576	2	19	627	627	1,234	1,234
	4–5 years	3	39	47	95	200	200	3	39	49	152	367	367	3	39	50	370	1,021	1,021
	6–10 years	3	24	59	182	462	462	3	24	59	208	540	540	3	24	59	220	576	576
	More than 10 years	2	19	39	39	58	58	2	29	92	92	155	155	2	19	24	24	29	29
Investment strategy utilized	External manager allocation	2	200	1,455	1,455	2,710	2,710	1	367	367	367	367	367	2	720	871	871	1,021	1,021
	Hybrid	5	39	58	193	380	462	4	28	97	190	444	540	6	24	117	260	576	705
	Direct investments	3	19	47	475	1,359	1,359	3	29	49	673	1,941	1,941	3	29	50	803	2,329	2,329
Family net worth	Under $1bn	4	94	780	1,082	2,372	2,710	3	155	367	821	1,941	1,941	6	19	457	717	1,021	2,329
	$1bn or more	8	28	53	246	442	936	7	29	49	188	540	576	8	32	55	340	673	1,234
Investable asset base managed	Under $1bn	7	47	200	682	1,359	2,710	5	49	155	508	367	1,941	9	29	194	565	720	2,329
	$1bn or more	5	39	59	304	462	936	5	39	59	248	540	576	5	39	59	386	576	1,234
Generational transfer of wealth	Yes, more than 10 years ago	3	47	200	986	2,710	2,710	2	49	208	208	367	367	3	50	720	597	1,021	1,021
	Yes, within the last 10 years	3	39	58	186	462	462	3	39	155	245	540	540	4	19	29	163	442	576
	It is happening at present	3	24	59	154	380	380	2	24	42	42	59	59	4	33	127	246	577	705
	No, it's possible in the future	2	19	689	689	1,359	1,359	2	29	985	985	1,941	1,941	2	29	1,179	1,179	2,329	2,329
	No, and there are currently no plans	1	936	936	936	936	936	1	576	576	576	576	576	1	1,234	1,234	1,234	1,234	1,234

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Additional incentive trends—percent growth: Brazil

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Overall		-27.9%	32.5%	-4.4%	-17.7%	18.7%	-2.3%
Current title	CEO/president	-30.6%	16.0%	-19.5%	-37.2%	98.6%	24.7%
	Chief investment officer	4.3%	149.0%	159.6%	4.3%	149.0%	159.6%
	Managing director or director of investments	9.6%	142.9%	166.3%	20.2%	135.5%	182.9%
	CFO	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	COO	-38.5%	8.9%	-33.0%	-38.5%	8.9%	-33.0%
Primary role	Investments	-26.9%	25.0%	-8.6%	0.0%	0.0%	0.0%
	Operations	10.4%	5.5%	16.5%	14.9%	-57.7%	-51.3%
	Finance/accounting	14.0%	-2.9%	10.7%	0.0%	0.0%	0.0%
	Legal/compliance	-11.4%	40.8%	24.8%	162.7%	-61.9%	0.0%
	Governance & family affairs	35.2%	-6.2%	26.7%	14.9%	-80.3%	-77.4%
	Philanthropy	35.2%	16.5%	57.5%	14.9%	6.0%	21.8%
	General management/ executive leadership	14.1%	10.7%	26.3%	33.3%	-83.0%	-77.4%
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	-35.3%	-3.1%	-37.3%	81.4%	-60.7%	-28.8%
	Technology	-38.5%	114.2%	31.8%	-38.5%	114.2%	31.8%
	Manufacturing	34.6%	45.4%	95.7%	83.5%	4.9%	92.5%
	Healthcare	-77.1%	671.4%	76.6%	-77.1%	671.4%	76.6%
	Industrial	52.6%	0.0%	52.6%	52.6%	0.0%	52.6%
Role tenure	1 year or less	30.9%	-49.1%	-33.4%	42.8%	-63.3%	-47.5%
	2–3 years	-38.5%	8.9%	-33.0%	-38.5%	8.9%	-33.0%
	4–5 years	60.0%	143.4%	289.5%	4.3%	2.0%	6.4%
	6–10 years	14.3%	5.8%	20.9%	0.0%	0.0%	0.0%
	More than 10 years	135.9%	-73.9%	-38.5%	135.9%	-73.9%	-38.5%
Investment strategy utilized	External manager allocation	-74.8%	137.3%	-40.1%	-74.8%	137.3%	-40.1%
	Hybrid	-1.6%	36.8%	34.7%	67.2%	20.6%	101.7%
	Direct investments	41.7%	19.3%	69.1%	4.3%	2.0%	6.4%
Family net worth	Under $1bn	-24.1%	-12.7%	-33.7%	-52.9%	24.5%	-41.4%
	$1bn or more	-23.6%	80.9%	38.2%	-7.5%	12.2%	3.8%
Investable asset base managed	Under $1bn	-25.5%	11.2%	-17.2%	-22.5%	25.2%	-3.0%
	$1bn or more	-18.4%	55.6%	27.0%	0.0%	0.0%	0.0%
Generational transfer of wealth	Yes, more than 10 years ago	-78.9%	187.0%	-39.5%	4.0%	246.2%	260.0%
	Yes, within the last 10 years	31.7%	-33.5%	-12.4%	167.2%	-81.3%	-50.0%
	It is happening at present	-72.7%	485.7%	59.7%	-28.8%	202.4%	115.3%
	No, it's possible in the future	43.0%	19.7%	71.1%	43.0%	19.7%	71.1%
	No, and there are currently no plans	-38.5%	114.2%	31.8%	-38.5%	114.2%	31.8%

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

Total compensation trends: Brazil (USD, thousands)

		2024						2025						2026					
		Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile	Sample size	25th percentile	Median	Average	75th percentile	95th percentile
Overall		33	194	314	785	439	5,220	36	233	391	780	671	3,050	39	233	332	814	582	2,865
Current title	CEO/president	12	199	359	1,546	1,038	9,317	13	252	408	1,417	753	9,899	14	291	418	1,285	764	10,287
	Chief investment officer	7	175	233	263	334	582	7	175	233	301	419	582	8	196	282	326	470	582
	Managing director or director of investments	9	217	314	318	388	621	11	243	394	457	462	1,545	12	178	325	683	428	2,865
	CFO	2	64	238	238	412	412	2	58	235	235	412	412	2	78	245	245	412	412
	COO	3	58	421	730	1,710	1,710	3	78	848	685	1,130	1,130	3	97	571	815	1,778	1,778
Primary role	Investments	30	194	307	791	439	5,220	32	233	387	790	538	3,050	35	233	330	815	491	2,865
	Operations	13	200	349	1,151	524	9,317	14	233	400	1,187	848	9,899	14	282	369	1,234	738	10,287
	Finance/accounting	15	155	265	343	421	1,151	16	237	391	456	666	1,561	16	264	362	437	551	1,537
	Legal/compliance	9	300	369	592	700	1,710	9	300	412	606	700	1,561	9	300	412	671	700	1,778
	Governance & family affairs	12	166	359	1,118	630	9,317	14	233	401	1,146	700	9,899	15	146	394	1,063	571	10,287
	Philanthropy	6	214	356	1,925	1,151	9,317	6	248	356	2,109	1,561	9,899	6	291	356	2,181	1,537	10,287
	General management/ executive leadership	17	194	314	936	421	9,317	17	243	408	1,025	700	9,899	18	258	370	1,035	571	10,287
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	9	233	314	1,821	412	9,317	9	270	412	1,724	700	9,899	10	233	307	1,407	427	10,287
	Technology	1	1,710	1,710	1,710	1,710	1,710	1	1,130	1,130	1,130	1,130	1,130	1	1,778	1,778	1,778	1,778	1,778
	Manufacturing	11	155	217	338	421	1,151	12	190	310	433	521	1,561	13	291	330	615	571	2,566
	Healthcare	4	309	387	424	576	621	4	322	413	668	1,269	1,545	4	327	423	1,003	2,259	2,865
	Consumer/retail (including luxury goods)	4	126	485	427	671	700	5	408	582	504	700	753	6	194	485	454	700	764
	Industrial	3	60	214	169	233	233	4	83	184	214	376	419	4	89	202	241	433	491
Role tenure	1 year or less	7	97	421	2,280	5,220	9,317	9	120	394	1,808	1,545	9,899	12	207	324	1,446	1,380	10,287
	2–3 years	8	59	252	415	529	1,710	8	78	311	371	539	1,130	8	97	350	469	543	1,778
	4–5 years	8	208	284	308	385	524	8	267	397	406	527	700	8	190	397	637	676	2,566
	6–10 years	6	265	356	460	439	1,151	7	270	412	570	753	1,561	7	300	412	578	764	1,537
	More than 10 years	4	192	264	353	604	700	4	208	355	401	641	700	4	215	295	373	608	700
Investment strategy utilized	External manager allocation	10	175	301	769	439	5,220	12	134	381	530	434	3,050	14	175	353	562	491	2,566
	Hybrid	9	233	314	456	621	1,151	10	270	632	690	753	1,561	11	233	332	734	764	2,865
	Direct investments	9	214	300	1,273	349	9,317	9	243	300	1,367	388	9,899	9	291	318	1,428	406	10,287
Family net worth	Under $1bn	18	97	217	996	369	9,317	18	116	267	981	462	9,899	20	119	268	933	422	9,901
	$1bn or more	15	233	412	532	621	1,710	18	270	416	579	700	1,561	19	311	412	688	738	2,865
Investable asset base managed	Under $1bn	22	155	233	883	375	5,220	24	134	334	868	456	3,050	27	175	291	871	439	2,865
	$1bn or more	11	265	412	590	700	1,710	12	300	488	605	740	1,561	12	336	497	685	758	1,778
Generational transfer of wealth	Yes, more than 10 years ago	9	175	349	853	421	5,220	10	175	387	646	700	3,050	11	175	406	662	700	2,566
	Yes, within the last 10 years	8	102	307	383	503	1,151	8	119	370	463	538	1,561	8	148	325	480	663	1,537
	It is happening at present	8	165	327	339	540	621	9	252	408	508	582	1,545	10	291	359	650	582	2,865
	No, it's possible in the future	6	214	233	1,761	369	9,317	6	248	414	1,985	700	9,899	7	194	258	1,713	491	10,287
	No, and there are currently no plans	2	185	948	948	1,710	1,710	3	120	194	481	1,130	1,130	3	146	200	708	1,778	1,778

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

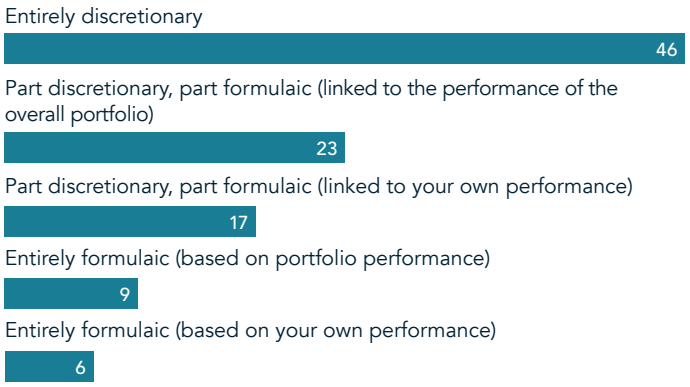
Total compensation trends—percent growth: Brazil

		Growth based on average			Growth based on median		
		2024 to 2025	2025 to 2026	2024 to 2026	2024 to 2025	2025 to 2026	2024 to 2026
Overall		-0.7%	4.3%	3.6%	24.5%	-15.1%	5.7%
Current title	CEO/president	-8.3%	-9.4%	-16.9%	13.6%	2.3%	16.3%
	Chief investment officer	14.5%	8.5%	24.2%	0.0%	20.8%	20.8%
	Managing director or director of investments	43.9%	49.5%	115.2%	25.5%	-17.5%	3.5%
	CFO	-1.3%	4.3%	2.9%	-1.3%	4.3%	2.9%
	COO	-6.1%	19.0%	11.7%	101.4%	-32.7%	35.6%
Primary role	Investments	0.0%	3.2%	3.1%	26.1%	-14.7%	7.5%
	Operations	3.2%	4.0%	7.2%	14.6%	-7.8%	5.7%
	Finance/accounting	32.9%	-4.1%	27.4%	47.5%	-7.4%	36.6%
	Legal/compliance	2.4%	10.7%	13.3%	11.7%	0.0%	11.7%
	Governance & family affairs	2.6%	-7.2%	-4.8%	11.7%	-1.7%	9.7%
	Philanthropy	9.6%	3.4%	13.3%	0.0%	0.0%	0.0%
	General management/ executive leadership	9.4%	1.1%	10.6%	29.9%	-9.3%	17.8%
Original source of wealth	Investment (hedge funds, private equity, real estate, banking)	-5.3%	-18.4%	-22.8%	31.2%	-25.5%	-2.2%
	Technology	-33.9%	57.3%	4.0%	-33.9%	57.3%	4.0%
	Manufacturing	28.0%	41.9%	81.6%	42.6%	6.6%	52.1%
	Healthcare	57.6%	50.2%	136.7%	6.7%	2.4%	9.3%
	Consumer/retail (including luxury goods)	18.0%	-9.9%	6.3%	20.0%	-16.7%	0.0%
	Industrial	26.8%	12.6%	42.8%	-14.0%	9.8%	-5.6%
Role tenure	1 year or less	-20.7%	-20.0%	-36.6%	-6.4%	-17.8%	-23.0%
	2–3 years	-10.7%	26.4%	12.9%	23.2%	12.6%	38.7%
	4–5 years	32.0%	56.8%	107.0%	40.0%	0.0%	40.0%
	6–10 years	23.8%	1.5%	25.6%	15.7%	0.0%	15.7%
	More than 10 years	13.5%	-7.1%	5.4%	34.5%	-16.9%	11.7%
Investment strategy utilized	External manager allocation	-31.1%	6.1%	-26.9%	26.4%	-7.4%	17.1%
	Hybrid	51.3%	6.3%	60.9%	101.1%	-47.4%	5.7%
	Direct investments	7.3%	4.5%	12.2%	0.0%	6.0%	6.0%
Family net worth	Under $1bn	-1.5%	-4.9%	-6.4%	23.1%	0.6%	23.8%
	$1bn or more	8.8%	18.9%	29.3%	0.8%	-0.8%	0.0%
Investable asset base managed	Under $1bn	-1.7%	0.4%	-1.4%	43.1%	-12.7%	24.9%
	$1bn or more	2.5%	13.2%	16.0%	18.3%	1.9%	20.6%
Generational transfer of wealth	Yes, more than 10 years ago	-24.3%	2.5%	-22.4%	10.9%	4.9%	16.3%
	Yes, within the last 10 years	20.8%	3.6%	25.2%	20.4%	-12.0%	5.9%
	It is happening at present	49.7%	27.9%	91.5%	25.0%	-12.0%	10.0%
	No, it's possible in the future	12.7%	-13.7%	-2.7%	77.5%	-37.6%	10.7%
	No, and there are currently no plans	-49.2%	47.1%	-25.3%	-79.5%	3.1%	-78.9%

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026

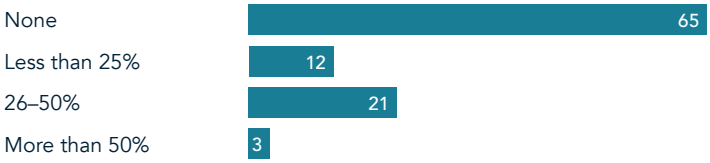
Brazil: Bonus and additional incentives

Basis on which cash bonus is determined (%)



Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=35

Portion of annual bonus deferred (%)



Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=34

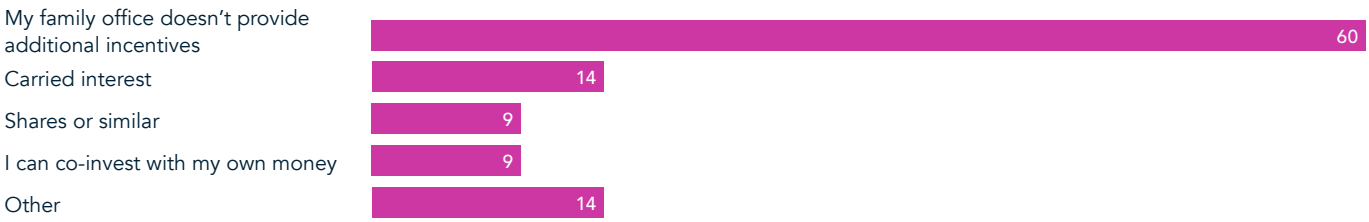
If deferred, how long? (%)



Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=11

Note: Numbers may not sum to 100% due to rounding or categories eliminated due to very few respondents.

Additional incentives provided by family office (%)



Note: Respondents could select more than one option.

Source: Heidrick & Struggles Family Offices Compensation Survey, 2026, n=35

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Private Capital Practice

Heidrick & Struggles' global Private Capital Practice combines a deep understanding of private capital 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 capital 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.

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