

2023

**North American Alternative
Asset Management
Marketing and Investor
Relations Professional
Compensation Survey**



Contents

A message from the authors	3
Methodology	3
Alternative asset management market context	4
Respondent and firm background	5
Compensation trends, 2020–2022	12

A message from the authors

Welcome to our fourth annual *North American Alternative Asset Management Marketing and Investor Relations Professional Compensation Survey*.

Together with our surveys of private equity investment and operating professionals, this report provides a comprehensive picture of the compensation that North American executives in the hedge fund, real estate, and private equity industries currently receive.

For this report, Heidrick & Struggles compiled compensation data from a survey of 271 alternative asset management marketing and investor relations professionals in North America who are employed in private equity, hedge funds, or real estate.

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

With warmest regards,



Graham Beatty
Partner
Financial Services Practice
gbeatty@heidrick.com



Paul Charles
Partner
Financial Services Practice
pcharles@heidrick.com



John Hindley
Partner
Financial Services Practice
jhindley@heidrick.com

Methodology

In an online survey in the field in the fall of 2023, we asked participants to provide their compensation data for 2020, 2021, and 2022. All data collected was self-reported by the survey respondents and has been aggregated to evaluate trends in cash base salary and bonus compensation packages.

On confidentiality

The North America alternative asset management marketing and investor relations professional compensation survey, 2023, was conducted on an anonymous basis.

Alternative asset management market context

Overview

This year's survey of compensation of marketing and investor relations professionals in the hedge fund, real estate investment, and private equity industries is set in the context of a fundraising market that, though still robust, has slowed somewhat in the past year and is closer to the more uncertain conditions of 2021.

Due to more subdued fundraising, firms are now taking the time to assess products, analyze P&Ls, and tailor their strategy toward the most profitable revenue streams. We have seen that it has also become the norm, rather than the exception, for firms to hire people with product depth and knowledge. A continuing trend is the hiring of candidates with sales operations experience—a so-called COO of sales—to assist with strategy, positioning, competitive analysis, and more. These people can then free the head of sales to spend more time with clients. The shift reflects the importance of capital raisers and investor relations leaders who can manage internal stakeholders as well as communicate with investors in detailed product conversations. Going forward, we expect more growth in investor relations teams as firms allocate more resources to these areas.

Credit remains the busiest subsector, with private credit firms still hiring for their fundraising teams, although at a slower pace than 2022. CLO issuance is down relative to prior years, slowing hiring and compensation.

Previously, much hiring was focused on the mid- to mid-senior level. Now we are seeing more senior hires, for executives focused on relationships.

Hiring for private credit and credit more broadly has led to mobility between alternatives managers and hedge funds. Fundraisers with credit experience have been in demand and have been found not only in alternatives managers but also in more traditional hedge funds. That said, the number of fundraisers leaving hedge funds for roles in the digital assets space has declined dramatically, largely due to the onset of the crypto winter in early 2022.

On the real estate side, we are seeing more regionally dedicated sales roles, with a focus on western Canada and the southeastern United States. Hiring is also fairly robust in wealth management and retail. As raising institutional capital becomes more challenging, other channels for growth will become important for all product types.

In that context, mobility levels are, on the whole, consistent with previous years. However, one other factor influencing compensation is recent proposed regulations regarding pay equity,¹ which have led some firms to begin altering compensation packages to be based more on the role and its responsibilities rather than historic compensation.

¹ "OPM releases proposed regulations to prohibit use of previous salary history," press release, US Office of Personnel Management (OPM), May 10, 2023.

Compensation key findings

- For people in private equity/credit, 2022 average total cash compensation was \$1,028,000, up from \$976,000 in 2021. By product type, people in direct lending saw the highest average total compensation.
- For people at hedge funds, 2022 average total cash compensation was \$923,000, down from \$1,024,000 in 2021. By product type, people in distressed or special situations saw the highest average total compensation.
- For people in real estate, 2022 average total cash compensation was \$1,045,000, more or less on par with last year's reported figure, \$1,048,000. By product type, people in separately managed accounts saw the highest average total compensation.
- Looking ahead, 54% of respondents expect compensation to increase, down from 60% who said the same last year. Nearly one-third expect compensation to remain flat. These expectations are somewhat tempered compared to last year.

Respondent and firm background

Survey respondents

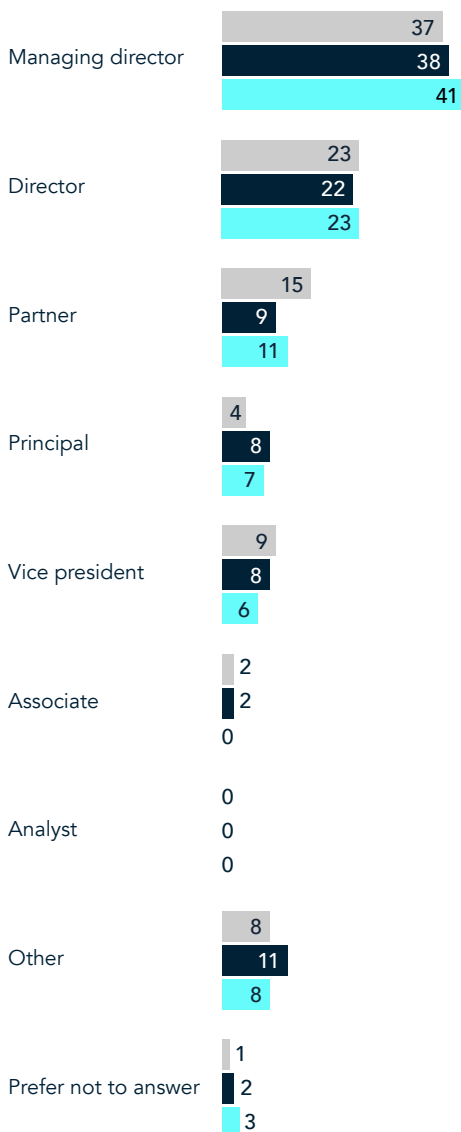
The alternative asset executives who responded to this year's survey were generally senior.

One-third of them were in sales and investor relations, covering a wide range of products and investments.

Demographics: Title and role

■ 2021 ■ 2022 ■ 2023

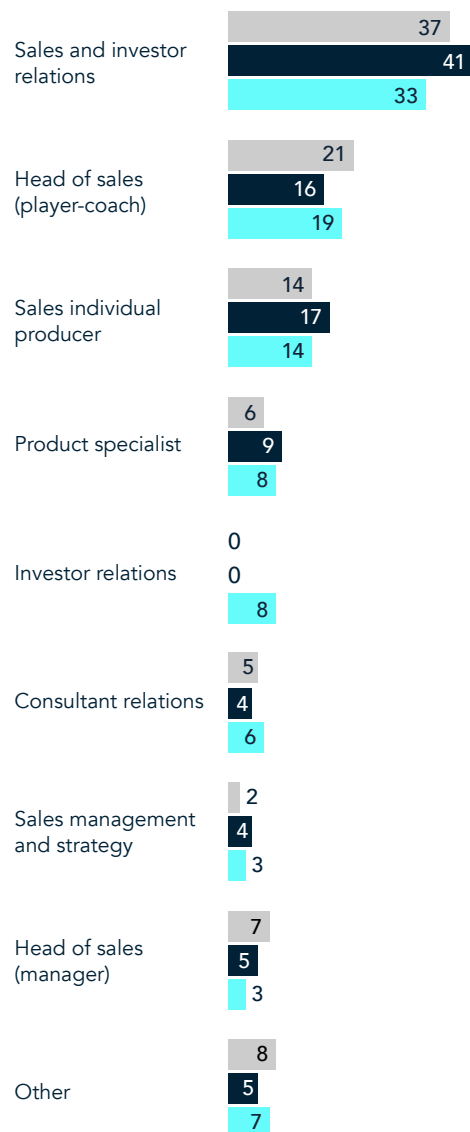
Title, 2021–2023 (%)



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

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation surveys, 2023 (n=270 investment professionals), 2022 (n=333 investment professionals), and 2021 (n=366 investment professionals)

Role, 2021–2023 (%)



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

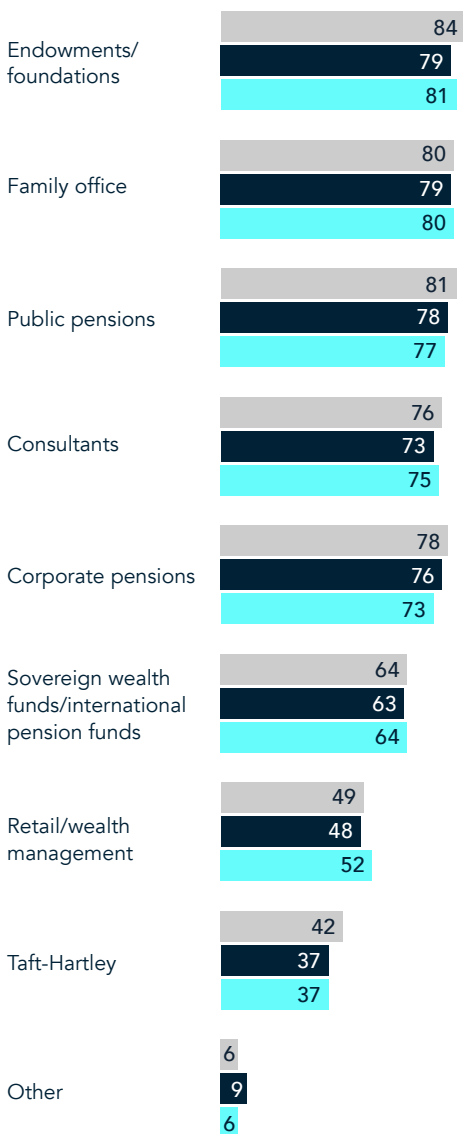
Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation surveys, 2023 (n=270 investment professionals), 2022 (n=333 investment professionals), and 2021 (n=366 investment professionals)

Forty-five percent of respondents covered only one product, 28% covered two, 16% covered three, and 11% covered four or more products.

Demographics: Investments and products covered

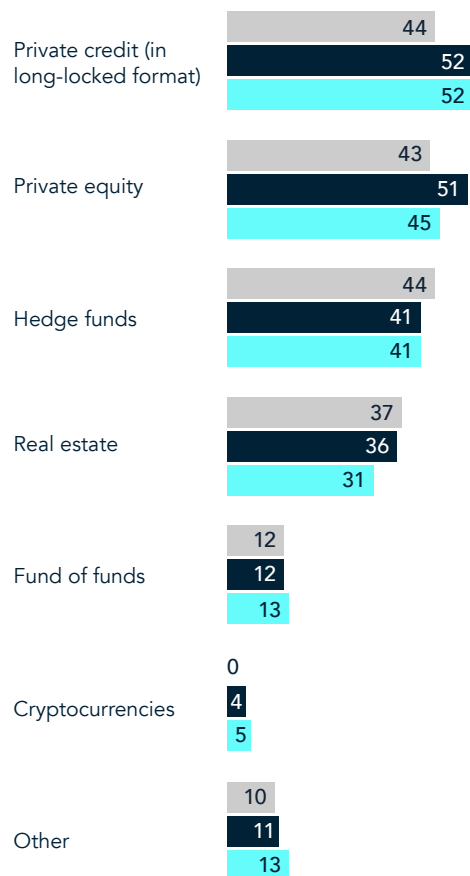
■ 2021 ■ 2022 ■ 2023

Investments covered, 2021–2023 (%)



Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation surveys, 2023 (n=264 investment professionals), 2022 (n=332 investment professionals), and 2021 (n=366 investment professionals)

Products covered, 2021–2023 (%)

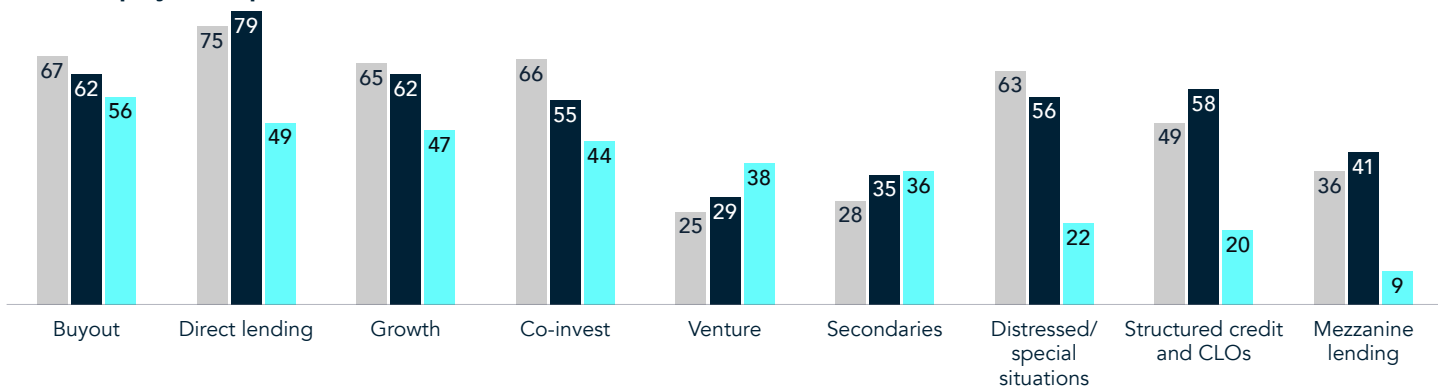


Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation surveys, 2023 (n=270 investment professionals), 2022 (n=333 investment professionals), and 2021 (n=366 investment professionals)

Demographics: Specific products covered by product type

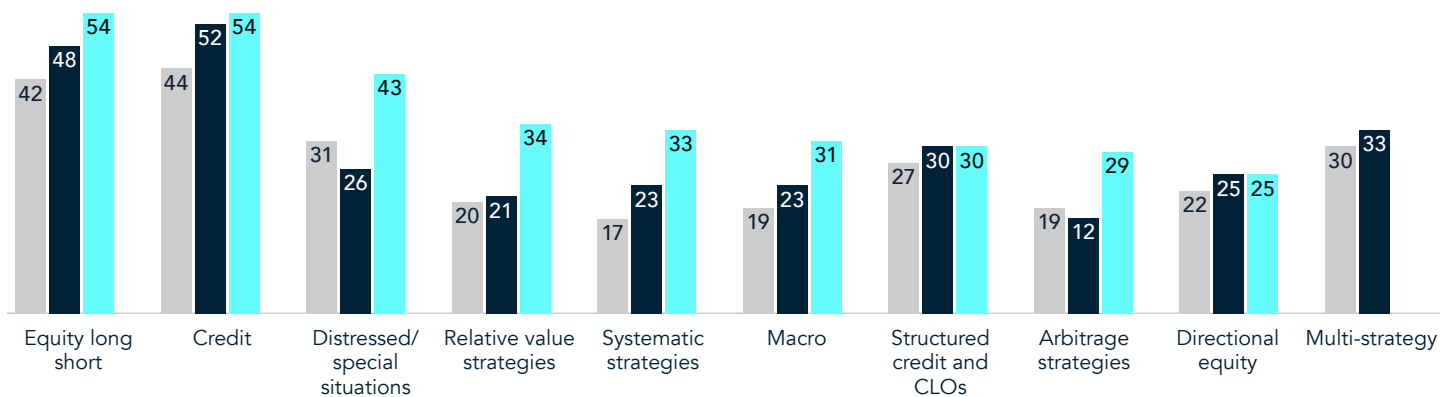
■ 2021 ■ 2022 ■ 2023

Private equity/credit products covered, 2021–2023 (%)



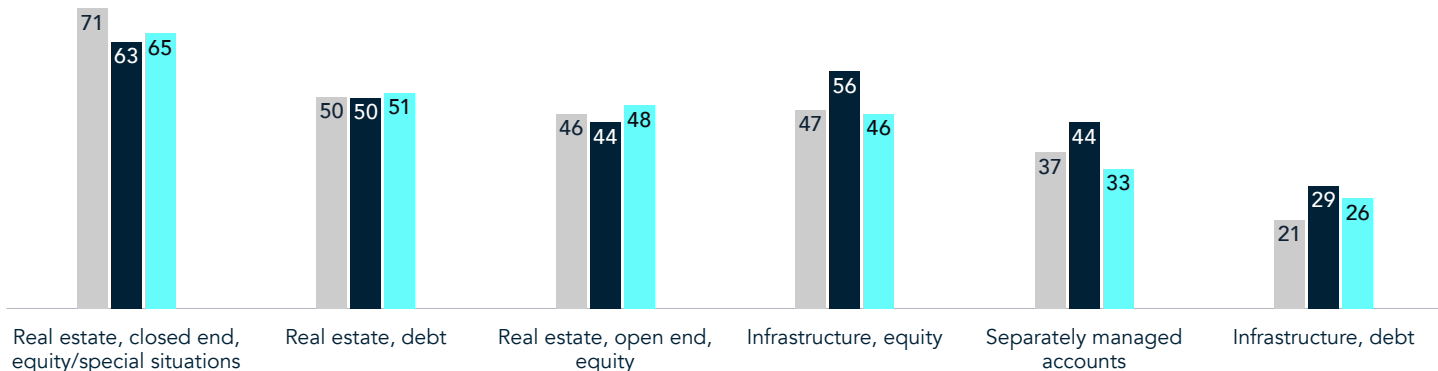
Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation surveys, 2023 (n=133 investment professionals), 2022 (n=170 investment professionals), and 2021 (n=252 investment professionals)

Hedge funds products covered, 2021–2023 (%)



Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation surveys, 2023 (n=104 investment professionals), 2022 (n=132 investment professionals), and 2021 (n=162 investment professionals)

Real estate products covered, 2021–2023 (%)



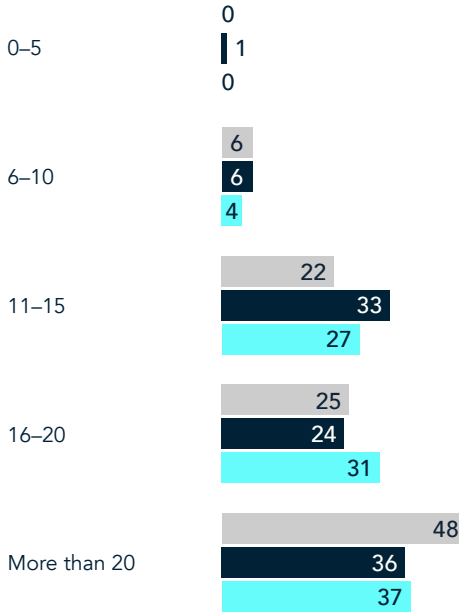
Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation surveys, 2023 (n=80 investment professionals), 2022 (n=117 investment professionals), and 2021 (n=136 investment professionals)

A little more than a third of the respondents to this year's survey had more than 20 years of work experience, though only 8% had more than 20 years in alternative asset management fundraising specifically. Thirty-eight percent of respondents to this year's survey had 10 or fewer years in alternative assets, down from 46% last year and on par with the 37% of respondents who said the same in 2021.

Experience

■ 2021 ■ 2022 ■ 2023

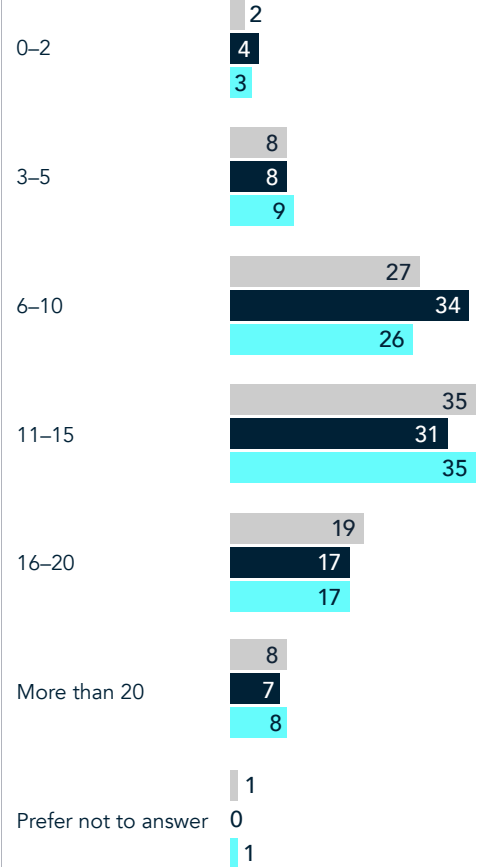
Total years of work experience, 2021–2023 (%)



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

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation surveys, 2023 (n=270 investment professionals), 2022 (n=333 investment professionals), and 2021 (n=366 investment professionals)

Years of alternative asset management fundraising experience, 2021–2023 (%)



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

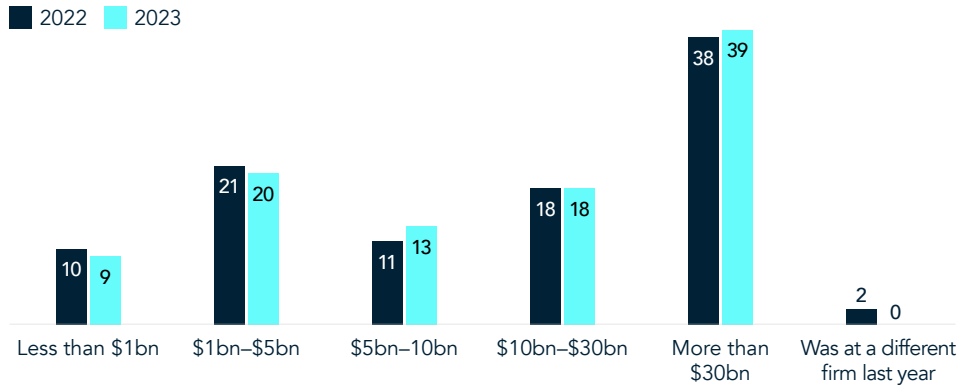
Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation surveys, 2023 (n=268 investment professionals), 2022 (n=333 investment professionals), and 2021 (n=366 investment professionals)

In terms of their firms, more than one-third of respondents to this year's survey were at a firm with more than \$30 billion in assets under management.

Sixty percent were men, and nearly three-quarters were white.

Company information

Firm AUM, 2022-2023 (%)

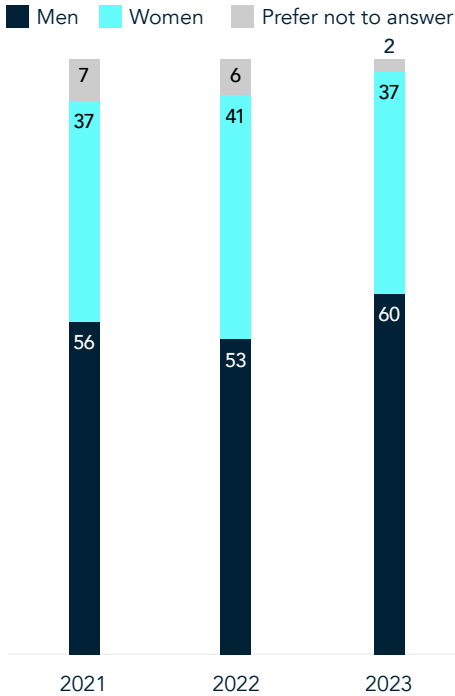


Note: 2% were N/A for 2022; numbers for 2023 do not total 100%, due to rounding.

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=266 investment professionals

Demographics

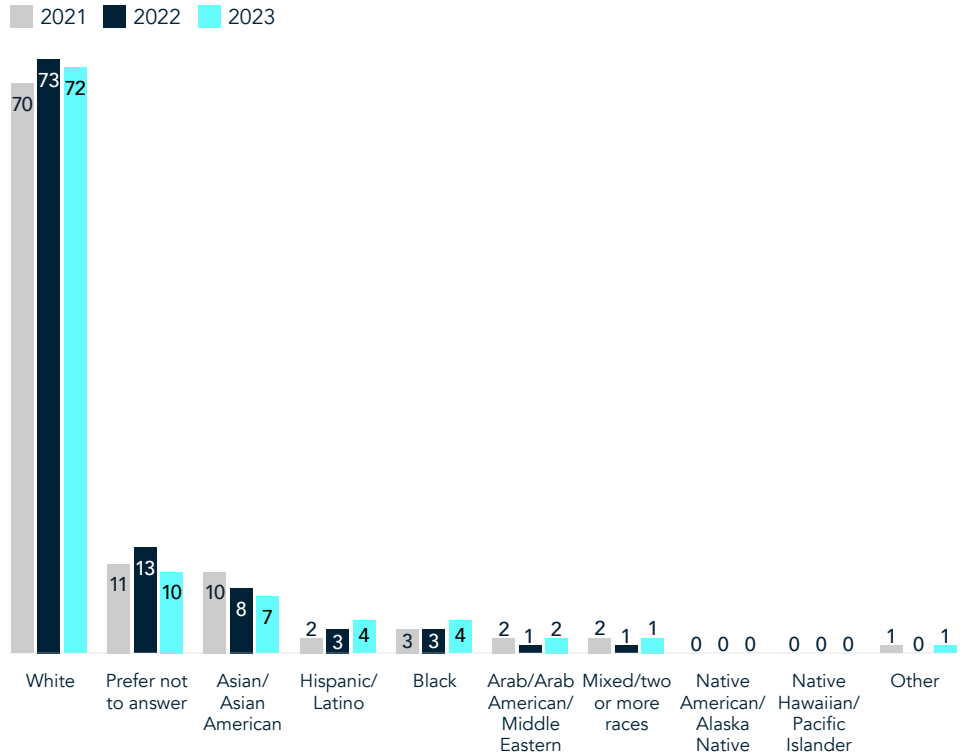
Gender (%)



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

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation surveys, 2023 (n=163 investment professionals), 2022 (n=261 investment professionals), and 2021 (n=322 investment professionals)

Ethnicity (%)



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

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation surveys, 2023 (n=164 investment professionals), 2022 (n=259 investment professionals), and 2021 (n=320 investment professionals)

Fundraising and firm performance

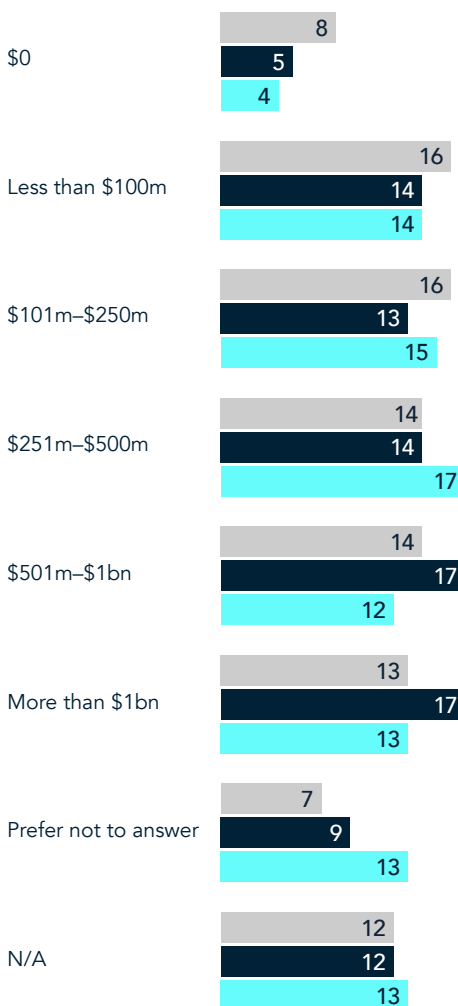
More than half of respondents to this year’s survey reported less than \$5 billion in new money raised in 2022, with 11% raising more than \$10 billion—down from 16% last year but on par with 2020’s 10%.

However, only 4% of respondents reported no new net assets raised in 2022, a decrease from last year’s 5%. That said, amounts raised slowed a bit: one-quarter of respondents reported raising more than \$500 million in new assets, a drop from the one-third who reported raising more than \$500 million in new assets last year and on par with the share of respondents who said the same in 2021.

Fundraising trends

■ 2021 ■ 2022 ■ 2023

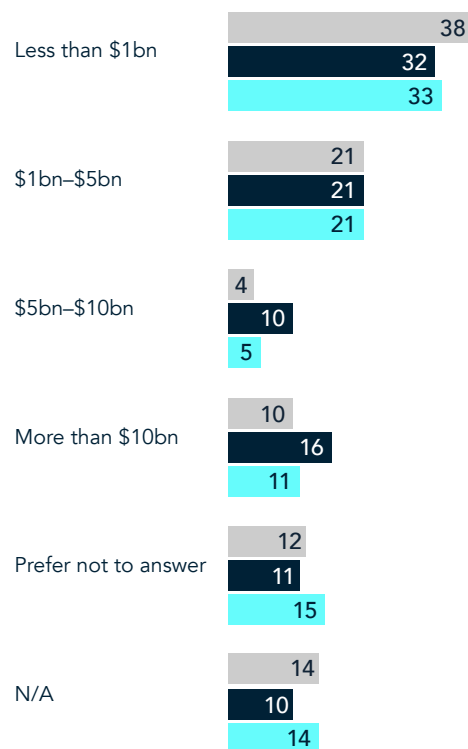
New net assets raised in previous year, 2021–2023 (%)



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

Source: Heidrick & Struggles’ North America alternative asset management marketing and investor relations professional compensation surveys, 2023 (n=162 investment professionals), 2022 (n=261 investment professionals), and 2021 (n=322 investment professionals)

Net new money raised in previous year, 2021–2023 (%)



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

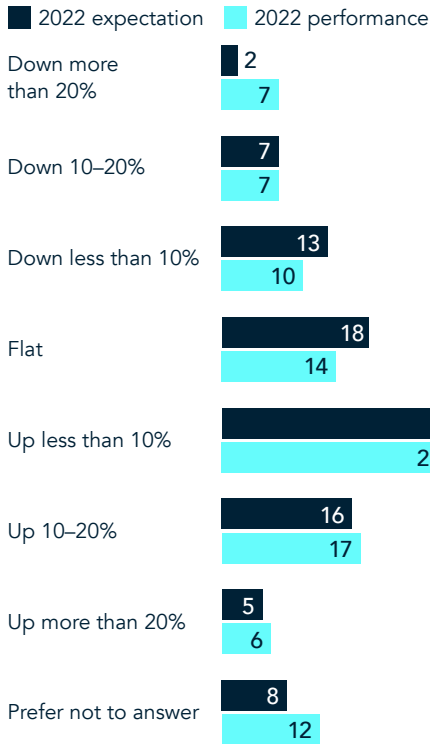
Source: Heidrick & Struggles’ North America alternative asset management marketing and investor relations professional compensation surveys, 2023 (n=162 investment professionals), 2022 (n=259 investment professionals), and 2021 (n=321 investment professionals)

Looking at the 2022 firm performance last year's survey respondents expected, on the whole they were right. However, there was a small but notable exception: more than three times as many reported a performance drop of 20% or more, which only 2% had expected.

Respondents are, on the whole, more positive than they were last year about expectations for full-year 2023 performance. More than two-thirds expect an increase, though most of them do not expect a large one.

Firm performance trends

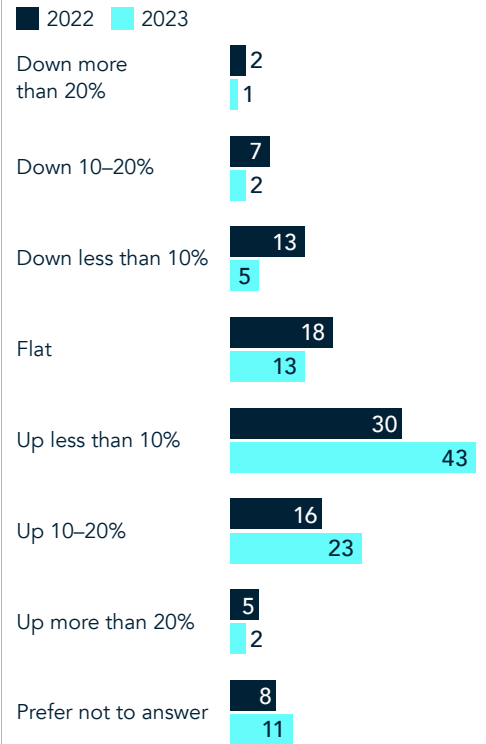
Overall performance of firm's fund products, 2022 performance vs. 2022 expectation (%)



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

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation surveys, 2023 (n=163 investment professionals), and 2022 (n=260 investment professionals)

Expectations for firm's performance this year, 2022-2023 (%)



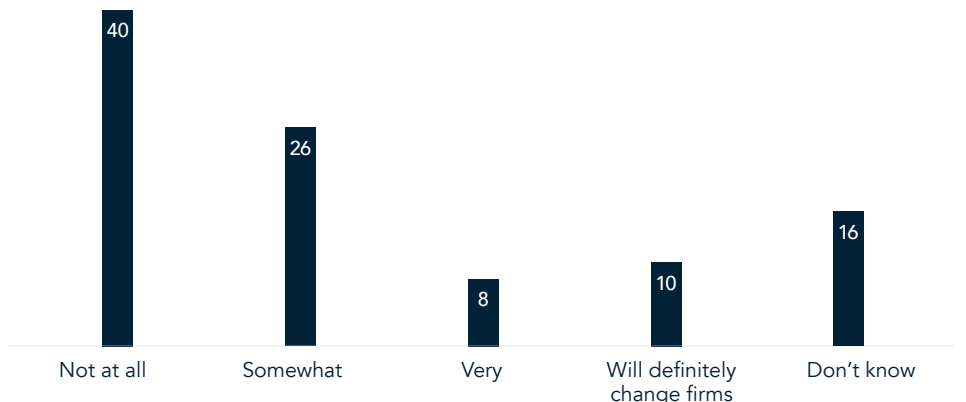
Note: Numbers may not sum to 100%, due to rounding.

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation surveys, 2023 (n=164 investment professionals), and 2022 (n=261 investment professionals)

Potential moves

We asked survey respondents how likely it is that they will change firms in the next 12 months. Nearly half don't expect a move; only 10% said they definitely plan one.

Likelihood you will change firms in the next 12 months (%)



Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=165 investment professionals

Compensation trends, 2020–2022

Overall trends

Over the three years from 2020 to 2022, respondents overall reported increases year over year in terms of base compensation across asset classes,

with a couple of exceptions in real estate. Reported bonuses in venture capital and for respondents at hedge funds dealing with distressed/special situations and arbitrage strategies saw small decreases.

Across all asset classes, there were notable year-over-year decreases in bonuses and average total cash compensation for those at firms with under \$5 billion in AUM.

Compensation trends: Private equity/credit

Private equity/credit: Base growth (%)

	2020–2021	2021–2022	2020–2022
Overall	9	10	20
AUM			
Less than \$5bn	13	13	27
\$5bn–\$10bn	25	-2	23
\$10bn–\$30bn	4	19	24
More than \$30bn	4	12	17
Years of asset management experience			
Less than 6	14	5	19
6–10	9	16	27
11–15	12	3	15
16 or more	7	17	26
Title			
Partner	8	40	51
Managing director	9	4	13
Director/principal	9	9	19
Vice president	12	16	29
Role type			
Head of sales	8	18	27
Sales individual producer	6	4	9
Sales and investor relations	17	7	24
Buyout	4	14	19
Growth	3	22	26
Secondaries	6	-5	1
Co-invest	4	4	9
Venture	20	7	29
Distressed/special situations	4	8	13
Direct lending	6	16	23
Mezzanine lending	25	3	29
Structured credit and CLOs	9	1	10

Note: Numbers for 2022–2023 may not sum to totals, due to rounding.

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=124 investment professionals for 2020–2021 and n=127 investment professionals for 2021–2022.

Compensation trends: Private equity/credit

Private equity/credit: Bonus growth (%)

	2020–2021	2021–2022	2020–2022
Overall	14	1	16
AUM			
Less than \$5bn	-4	-19	-22
\$5bn–\$10bn	1	3	5
\$10bn–\$30bn	12	8	21
More than \$30bn	28	6	35
Years of asset management experience			
Less than 6	48	2	51
6–10	29	16	49
11–15	6	0	7
16 or more	12	-1	12
Title			
Partner	7	5	13
Managing director	16	4	20
Director/principal	27	0	27
Vice president	19	15	37
Role type			
Head of sales	11	-7	4
Sales individual producer	22	12	37
Sales and investor relations	6	12	19
Buyout	24	8	33
Growth	11	-7	3
Secondaries	24	2	26
Co-invest	18	-9	7
Venture	-7	2	-5
Distressed/special situations	11	2	14
Direct lending	18	7	26
Mezzanine lending	38	7	48
Structured credit and CLOs	32	1	33

Note: Numbers for 2022–2023 may not sum to totals, due to rounding.

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=118 investment professionals for 2020–2021 and n=124 investment professionals for 2021–2022.

Compensation trends: Private equity/credit**Private equity/credit: Total cash compensation growth (%)**

	2020–2021	2021–2022	2020–2022
Overall	11	5	17
AUM			
Less than \$5bn	2	-7	-6
\$5bn–\$10bn	6	5	11
\$10bn–\$30bn	9	9	20
More than \$30bn	16	9	27
Years of asset management experience			
Less than 6	31	3	35
6–10	15	16	34
11–15	7	4	12
16 or more	11	4	15
Title			
Partner	7	15	24
Managing director	12	4	16
Director/principal	16	4	21
Vice president	15	15	32
Role type			
Head of sales	10	0	10
Sales individual producer	15	9	26
Sales and investor relations	9	11	21
Buyout	12	9	23
Growth	4	3	8
Secondaries	12	1	13
Co-invest	9	-4	4
Venture	-2	4	2
Distressed/special situations	9	1	10
Direct lending	12	12	25
Mezzanine lending	31	5	37
Structured credit and CLOs	18	1	19

Note: Numbers for 2022–2023 may not sum to totals, due to rounding.

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=124 investment professionals for 2020–2021 and n=127 investment professionals for 2021–2022.

Compensation trends: Hedge funds

Hedge funds: Base growth (%)

	2020–2021	2021–2022	2020–2022
Overall	7	5	13
AUM			
Less than \$5bn	3	11	14
\$5bn–\$10bn	20	5	26
\$10bn–\$30bn	1	10	12
More than \$30bn	8	2	10

Years of asset management experience

Less than 6	22	18	44
6–10	5	6	12
11–15	4	6	11
16 or more	10	3	12

Title

Partner	7	16	23
Managing director	6	2	8
Director/principal	4	6	11
Vice president	0	9	9

Role type

Head of sales	6	4	10
Sales individual producer	3	1	4
Sales and investor relations	8	8	17
Equity long short	10	4	14
Directional equity	8	3	12
Arbitrage strategies	11	8	20
Distressed/special situations	10	6	16
Venture	6	6	13
Credit	7	6	13
Structured credit and CLOs	4	9	14
Macro	5	2	8
Relative value strategies	12	7	20

Note: Numbers for 2022–2023 may not sum to totals, due to rounding.

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=79 investment professionals for 2020–2021 and n=81 investment professionals for 2021–2022.

Compensation trends: Hedge funds

Hedge funds: Bonus growth (%)

	2020–2021	2021–2022	2020–2022
Overall	23	-12	8
AUM			
Less than \$5bn	9	-34	-28
\$5bn–\$10bn	4	13	17
\$10bn–\$30bn	12	3	15
More than \$30bn	51	-15	29
Years of asset management experience			
Less than 6	88	4	95
6–10	30	7	38
11–15	41	-24	8
16 or more	2	-4	-2
Title			
Partner	13	-20	-9
Managing director	11	-3	7
Director/principal	97	-39	20
Vice president	11	55	72
Role type			
Head of sales	11	-15	-6
Sales individual producer	120	-39	33
Sales and investor relations	17	12	31
Equity long short	24	-16	4
Directional equity	53	-34	0
Arbitrage strategies	9	-11	-3
Distressed/special situations	72	-22	35
Venture	13	-14	-2
Credit	17	-4	13
Structured credit and CLOs	20	8	29
Macro	81	-31	25
Relative value strategies	13	18	34

Note: Numbers for 2022–2023 may not sum to totals, due to rounding.

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=79 investment professionals for 2020–2021 and n=80 investment professionals for 2021–2022.

Compensation trends: Hedge funds

Hedge funds: Total cash compensation growth (%)

	2020–2021	2021–2022	2020–2022
Overall	17	-10	5
AUM			
Less than \$5bn	5	-26	-22
\$5bn–\$10bn	0	11	11
\$10bn–\$30bn	8	1	9
More than \$30bn	37	-12	20
Years of asset management experience			
Less than 6	64	3	69
6–10	10	7	18
11–15	31	-19	5
16 or more	4	-4	0
Title			
Partner	11	-13	-4
Managing director	10	-3	6
Director/principal	56	-29	10
Vice president	7	38	47
Role type			
Head of sales	10	-12	-3
Sales individual producer	81	-36	15
Sales and investor relations	11	9	20
Equity long short	20	-13	5
Directional equity	39	-28	1
Arbitrage strategies	10	-9	0
Distressed/special situations	51	-20	21
Venture	9	-10	-2
Credit	11	-1	10
Structured credit and CLOs	15	8	24
Macro	49	-25	11
Relative value strategies	13	11	26

Note: Numbers for 2022–2023 may not sum to totals, due to rounding.

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=79 investment professionals for 2020–2021 and n=81 investment professionals for 2021–2022.

Compensation trends: Real estate**Real estate: Base growth (%)**

	2020–2021	2021–2022	2020–2022
Overall	9	6	15
AUM			
Less than \$5bn	48	-1	47
\$5bn–\$10bn	-7	-21	-26
\$10bn–\$30bn	3	5	8
More than \$30bn	4	19	24
Years of asset management experience			
Less than 6	11	25	39
6–10	10	16	28
11–15	23	-11	9
16 or more	0	14	14
Title			
Partner	31	32	73
Managing director	1	2	3
Director/principal	11	6	18
Vice president	9	2	10
Role type			
Head of sales	19	18	41
Sales individual producer	4	2	7
Sales and investor relations	0	-13	-13
Real estate, open end, equity	3	19	23
Real estate, closed end, equity/special situations	13	12	26
Real estate, debt	2	20	22
Infrastructure, equity	2	8	11
Infrastructure, debt	2	26	29
Separately managed accounts	2	0	2

Note: Numbers for 2022–2023 may not sum to totals, due to rounding.

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=56 investment professionals

Compensation trends: Real estate

Real estate: Bonus growth (%)

	2020–2021	2021–2022	2020–2022
Overall	18	-4	14
AUM			
Less than \$5bn	41	-44	-21
\$5bn–\$10bn	-18	0	-19
\$10bn–\$30bn	1	20	21
More than \$30bn	28	3	32
Years of asset management experience			
Less than 6	38	10	52
6–10	40	15	61
11–15	28	-9	17
16 or more	8	-4	4
Title			
Partner	44	29	86
Managing director	16	-15	-1
Director/principal	18	1	19
Vice president	29	37	77
Role type			
Head of sales	26	-14	8
Sales individual producer	44	0	44
Sales and investor relations	-1	26	25
Real estate, open end, equity	33	3	37
Real estate, closed end, equity/special situations	23	-13	7
Real estate, debt	39	4	45
Infrastructure, equity	31	15	51
Infrastructure, debt	58	29	104
Separately managed accounts	26	-9	14

Note: Numbers for 2022–2023 may not sum to totals, due to rounding.

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=53 investment professionals

Compensation trends: Real estate**Real estate: Total cash compensation growth (%)**

	2020–2021	2021–2022	2020–2022
Overall	14	0	13
AUM			
Less than \$5bn	44	-28	4
\$5bn–\$10bn	-12	-9	-20
\$10bn–\$30bn	2	14	16
More than \$30bn	16	9	26
Years of asset management experience			
Less than 6	23	17	45
6–10	20	16	38
11–15	26	-6	18
16 or more	6	-1	4
Title			
Partner	38	30	80
Managing director	10	-12	-3
Director/principal	15	3	18
Vice president	20	24	49
Role type			
Head of sales	24	-4	19
Sales individual producer	28	1	28
Sales and investor relations	0	7	7
Real estate, open end, equity	19	5	25
Real estate, closed end, equity/special situations	19	-4	14
Real estate, debt	19	10	32
Infrastructure, equity	16	12	30
Infrastructure, debt	21	24	50
Separately managed accounts	12	-6	6

Note: Numbers for 2022–2023 may not sum to totals, due to rounding.

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=56 investment professionals

Average base, bonus, and total cash compensation: Private equity/credit

Respondents in private equity/credit reported 2022 average total cash compensation of \$1,028,000, up from \$976,000 in 2021. By product type, those in direct lending saw the highest average total compensation.

Compensation trends: Private equity/credit

Total cash compensation, 2020–2022 (\$ thousands)

		2020			2021			2022		
		25th percentile	Average	75th percentile	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Overall		450	882	1,050	473	976	1,200	520	1,028	1,260
AUM	Less than \$5bn	300	797	660	370	809	800	450	753	900
	\$5bn–\$10bn	500	1,056	1,200	600	1,119	1,400	670	1,171	1,500
	\$10bn–\$30bn	450	880	1,100	543	963	1,188	600	1,052	1,300
	More than \$30bn	470	866	1,038	500	1,006	1,210	570	1,099	1,330
Years of asset management experience	Less than 6	220	497	670	300	651	760	338	669	838
	6–10	310	580	700	363	667	838	400	775	930
	11–15	450	857	1,100	510	915	1,145	643	956	1,240
	16 or more	750	1,226	1,400	800	1,359	1,488	750	1,414	1,700
Title	Partner	750	1,261	1,700	1,000	1,355	1,550	850	1,561	2,000
	Managing director	650	960	1,123	750	1,074	1,250	760	1,118	1,330
	Director/principal	360	474	630	370	549	660	400	572	700
Role type	Head of sales	613	1,160	1,438	800	1,274	1,575	760	1,277	1,700
	Sales individual producer	360	584	660	420	674	800	470	736	850
	Sales and investor relations	400	759	1,050	460	828	1,100	500	920	1,200

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=127 investment professionals

Total cash compensation, 2020–2022, by product type (\$ thousands)

	2020			2021			2022		
	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Buyout	450	796	1,000	460	894	1,000	520	976	1,000
Growth	400	993	1,150	453	1,037	1,325	500	1,069	1,450
Secondaries	310	713	800	363	796	1,075	370	806	1,075
Co-invest	450	973	1,178	470	1,060	1,200	463	1,015	1,363
Venture	310	862	1,113	370	842	1,070	450	878	1,150
Distressed/special situations	630	907	1,200	660	987	1,250	670	999	1,300
Direct lending	453	868	998	453	971	1,168	470	1,083	1,260
Structured credit and CLOs	530	750	900	480	887	1,180	570	893	1,150

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=87 investment professionals

Compensation trends: Private equity/credit

Base, 2020–2022 (\$ thousands)

		2020			2021			2022		
		25th percentile	Average	75th percentile	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Overall		200	311	350	223	340	400	250	374	450
AUM	Less than \$5bn	200	262	300	220	296	350	250	333	450
	\$5bn–\$10bn	200	357	400	250	445	500	250	438	600
	\$10bn–\$30bn	200	313	350	220	326	388	220	389	410
	More than \$30bn	200	316	350	200	330	350	230	369	350
Years of asset management experience	Less than 6	200	250	250	200	285	250	200	298	300
	6–10	180	245	300	220	268	308	240	312	400
	11–15	200	316	350	228	353	350	250	363	395
	16 or more	250	365	400	250	392	500	250	459	500
Title	Partner	250	367	440	300	397	500	350	555	650
	Managing director	233	346	395	250	377	400	270	391	410
	Director/principal	180	222	250	200	242	260	220	264	300
Role type	Head of sales	250	365	388	270	393	400	300	465	500
	Sales individual producer	200	243	250	220	257	260	220	266	300
	Sales and investor relations	200	326	400	220	380	450	240	405	500

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=127 investment professionals

Base, 2020–2022, by product type (\$ thousands)

	2020			2021			2022		
	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Buyout	200	335	400	230	348	400	250	398	500
Growth	200	343	400	230	354	400	250	433	500
Secondaries	180	287	300	200	305	338	200	289	330
Co-invest	200	363	408	200	379	400	205	396	478
Venture	200	270	300	220	325	400	250	348	400
Distressed/special situations	200	294	300	220	306	300	230	331	350
Direct lending	200	304	300	213	323	318	200	375	400
Structured credit and CLOs	200	256	300	220	279	300	250	281	300

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=87 investment professionals

Compensation trends: Private equity/credit

Bonus, 2020–2022 (\$ thousands)

		2020			2021			2022		
		25th percentile	Average	75th percentile	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Overall		200	586	700	250	669	870	270	679	900
AUM	Less than \$5bn	100	559	420	120	537	500	200	437	500
	\$5bn–\$10bn	250	740	800	350	753	800	280	774	900
	\$10bn–\$30bn	200	567	800	263	637	930	290	688	975
	More than \$30bn	250	560	700	280	714	900	280	756	915
Years of asset management experience	Less than 6	30	247	400	100	366	510	175	372	550
	6–10	50	322	400	150	414	500	200	479	520
	11–15	250	582	738	243	618	808	350	621	900
	16 or more	400	883	900	500	992	1,000	325	987	1,200
Title	Partner	450	894	1,200	600	958	1,200	500	1,006	1,500
	Managing director	400	636	750	400	735	980	400	761	1,000
	Director/principal	100	242	400	180	307	400	180	307	430
Role type	Head of sales	400	824	1,000	500	914	1,200	500	854	1,200
	Sales individual producer	190	362	420	220	441	500	270	496	600
	Sales and investor relations	100	446	720	200	474	800	200	530	843

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=124 investment professionals

Bonus, 2020–2022, by product type (\$ thousands)

	2020			2021			2022		
	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Buyout	150	471	600	200	582	750	200	628	700
Growth	100	650	700	200	719	900	200	668	975
Secondaries	100	426	450	180	528	700	200	536	800
Co-invest	160	627	700	220	740	900	250	672	1,000
Venture	100	592	688	150	549	720	200	561	800
Distressed/special situations	400	612	900	430	682	900	405	698	980
Direct lending	250	591	700	250	696	800	280	742	890
Structured credit and CLOs	270	494	600	300	651	980	320	655	900

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=84 investment professionals

Average base, bonus, and total cash compensation: Hedge funds

Respondents at hedge funds reported 2022 average total cash compensation of \$923,000, down from \$1,024,000 in 2021. By product type, those in distressed or special situations saw the highest average total compensation.

Compensation trends: Hedge funds

Total cash compensation, 2020–2022 (\$ thousands)

		2020			2021			2022		
		25th percentile	Average	75th percentile	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Overall		420	875	1,075	500	1,024	1,200	500	923	1,170
AUM	Less than \$5bn	400	899	1,250	420	948	1,300	480	703	1,000
	\$5bn–\$10bn	600	1,186	1,900	638	1,189	1,368	580	1,321	2,115
	\$10bn–\$30bn	525	913	1,175	620	988	1,250	690	996	1,300
	More than \$30bn	410	762	910	430	1,045	1,160	460	918	1,200
Years of asset management experience	6–10	460	623	680	363	684	850	400	733	850
	11–15	570	979	1,200	550	1,278	1,475	500	1,030	1,375
	16 or more	573	1,108	1,250	570	1,151	1,250	533	1,109	1,193
Title	Managing director	680	1,015	1,150	750	1,115	1,300	705	1,079	1,298
	Director/principal	310	542	630	363	845	790	370	597	793
Role type	Head of sales	750	1,287	1,550	800	1,410	2,000	800	1,242	1,450
	Sales individual producer	460	749	900	550	1,355	1,500	460	864	1,200
	Sales and investor relations	370	668	900	420	740	1,020	500	804	1,000

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=81 investment professionals

Total cash compensation, 2020–2022, by product type (\$ thousands)

	2020			2021			2022		
	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Equity long short	400	905	1,200	420	1,090	1,288	470	952	1,150
Directional equity	270	809	1,225	350	1,128	1,370	350	815	1,150
Arbitrage strategies	500	975	1,250	620	1,069	1,250	538	972	1,298
Systematic strategies	450	702	910	540	1,060	1,080	450	848	1,150
Distressed/special situations	600	1,067	1,250	605	1,161	1,393	513	1,043	1,300
Credit	500	926	1,200	550	1,031	1,300	500	1,019	1,290
Structured credit and CLOs	420	835	1,138	510	958	1,353	563	1,034	1,300
Macro	450	727	900	370	1,083	1,080	370	807	1,100
Relative value strategies	460	759	1,000	550	860	1,078	500	953	1,200

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=67 investment professionals

Compensation trends: Hedge funds

Base, 2020–2022 (\$ thousands)

		2020			2021			2022		
		25th percentile	Average	75th percentile	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Overall		200	258	300	200	277	300	230	292	300
AUM	Less than \$5bn	200	244	300	200	251	300	250	279	300
	\$5bn–\$10bn	200	249	270	208	298	368	225	313	375
	\$10bn–\$30bn	208	311	300	220	315	300	248	348	300
	More than \$30bn	180	250	300	200	271	300	220	276	320
Years of asset management experience	6–10	200	236	240	203	248	295	220	264	300
	11–15	200	281	300	200	293	300	243	311	300
	16 or more	200	273	300	240	299	310	250	307	350
Title	Managing director	200	291	300	250	309	310	250	314	338
	Director/principal	180	210	250	200	219	250	200	233	250
Role type	Head of sales	250	287	350	250	305	350	270	316	350
	Sales individual producer	200	248	300	200	255	300	230	257	300
	Sales and investor relations	200	248	250	200	268	300	200	290	300

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=81 investment professionals

Base, 2020–2022, by product type (\$ thousands)

	2020			2021			2022		
	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Equity long short	200	238	300	200	262	300	220	272	300
Directional equity	200	249	300	210	270	300	220	278	350
Arbitrage strategies	200	258	300	220	287	350	235	309	350
Systematic strategies	200	243	300	220	267	300	240	283	320
Distressed/special situations	200	263	300	205	279	300	225	296	350
Credit	200	271	300	200	290	300	230	306	350
Structured credit and CLOs	210	273	300	225	284	300	250	310	343
Macro	220	248	300	220	261	300	225	267	300
Relative value strategies	180	252	300	225	283	340	250	303	350

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=67 investment professionals

Compensation trends: Hedge funds

Bonus, 2020–2022 (\$ thousands)

		2020			2021			2022		
		25th percentile	Average	75th percentile	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Overall		200	617	800	250	760	950	263	666	900
AUM	Less than \$5bn	200	655	1,000	205	713	1,075	250	470	750
	\$5bn–\$10bn	113	859	1,458	355	891	925	388	1,008	1,875
	\$10bn–\$30bn	313	602	950	400	673	950	500	694	1,000
	More than \$30bn	250	528	730	250	798	900	273	682	915
Years of asset management experience	6–10	160	359	400	180	465	600	200	496	600
	11–15	350	698	900	350	986	1,000	313	754	1,000
	16 or more	300	835	975	250	852	1,000	280	820	900
Title	Managing director	400	724	800	400	806	1,000	360	778	1,000
	Director/principal	100	317	400	158	626	543	200	380	560
Role type	Head of sales	500	1,000	1,250	500	1,105	1,800	500	944	1,250
	Sales individual producer	280	501	600	300	1,101	1,200	270	667	900
	Sales and investor relations	100	405	700	200	472	800	250	530	738

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=80 investment professionals

Bonus, 2020–2022, by product type (\$ thousands)

	2020			2021			2022		
	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Equity long short	185	683	900	200	848	1,000	250	712	920
Directional equity	100	589	900	150	899	1,100	200	591	950
Arbitrage strategies	300	759	900	400	826	1,000	500	736	1,000
Systematic strategies	183	482	718	350	831	810	298	650	890
Distressed/special situations	280	805	1,000	350	910	1,200	350	786	1,000
Credit	280	655	900	300	768	1,000	280	739	1,000
Structured credit and CLOs	185	563	800	213	674	1,075	335	725	975
Macro	160	479	600	240	868	810	200	600	900
Relative value strategies	280	536	740	300	607	900	350	718	1,100

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=66 investment professionals

Average base, bonus, and total cash compensation: Real estate

Respondents at real estate firms reported 2022 average total cash compensation of \$1,045,000, more or less on par with last year's reported figure, \$1,048,000. By product type, those in separately managed accounts saw the highest average total compensation.

Compensation trends: Real estate

Total cash compensation, 2020–2022 (\$ thousands)

		2020			2021			2022		
		25th percentile	Average	75th percentile	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Overall		410	923	1,110	463	1,048	1,345	460	1,045	1,488
Years of asset management experience	6–10	310	486	610	353	581	688	353	672	850
	11–15	360	906	1,400	420	1,141	1,900	460	1,068	1,900
	16 or more	750	1,249	1,500	800	1,320	1,500	800	1,304	1,700
Title	Managing director	750	1,195	1,500	800	1,319	1,900	800	1,165	1,675
	Director/principal	310	421	600	363	483	588	365	498	660
Role type	Head of sales	763	1,271	1,875	1,000	1,574	2,225	1,025	1,518	2,000
	Sales and investor relations	230	775	1,110	428	776	1,150	350	827	1,400

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=56 investment professionals

Total cash compensation, 2020–2022, by product type (\$ thousands)

	2020			2021			2022		
	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Real estate, open end, equity	340	814	900	400	965	1,200	400	1,017	1,400
Real estate, closed end, equity/special situations	350	982	1,200	460	1,169	1,550	420	1,123	1,700
Real estate, debt	360	768	800	430	917	1,330	460	1,013	1,548
Infrastructure, equity	360	780	950	460	905	1,150	460	1,012	1,390
Infrastructure, debt	350	624	750	413	758	1,000	460	938	1,000
Separately managed accounts	350	1,171	1,500	495	1,314	1,813	640	1,238	1,750

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=53 investment professionals

Compensation trends: Real estate

Base, 2020–2022 (\$ thousands)

		2020			2021			2022		
		25th percentile	Average	75th percentile	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Overall		200	347	350	220	378	388	220	400	400
Years of asset management experience	6–10	170	225	300	185	247	300	220	287	345
	11–15	200	405	600	200	497	650	220	442	410
	16 or more	250	397	400	250	398	400	250	454	500
Title	Managing director	250	426	410	250	429	410	285	437	478
	Director/principal	150	195	250	185	216	250	200	230	250
Role type	Head of sales	250	436	475	300	521	475	300	614	875
	Sales and investor relations	200	383	500	205	384	475	200	333	400

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=56 investment professionals

Base, 2020–2022, by product type (\$ thousands)

	2020			2021			2022		
	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Real estate, open end, equity	180	311	300	200	320	300	220	382	330
Real estate, closed end, equity/special situations	220	368	400	220	414	400	220	463	410
Real estate, debt	180	334	300	200	341	300	223	409	350
Infrastructure, equity	180	361	350	200	370	350	230	399	350
Infrastructure, debt	180	366	300	200	374	338	250	472	350
Separately managed accounts	200	419	410	225	428	408	280	426	400

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=53 investment professionals

Compensation trends: Real estate

Bonus, 2020–2022 (\$ thousands)

		2020			2021			2022		
		25th percentile	Average	75th percentile	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Overall										
Years of asset management experience	6–10	120	261	400	150	365	450	180	420	520
	11–15	100	537	750	200	690	900	230	626	1,100
	16 or more	400	890	900	500	960	1,075	500	923	1,200
Title	Managing director	400	805	1,000	500	931	1,000	420	794	1,100
	Director/principal	100	226	400	150	266	345	158	268	365
Role type	Head of sales	450	891	1,000	700	1,124	1,200	500	965	1,400
	Sales and investor relations	100	422	700	150	419	800	200	529	900

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=53 investment professionals

Bonus, 2020–2022, by product type (\$ thousands)

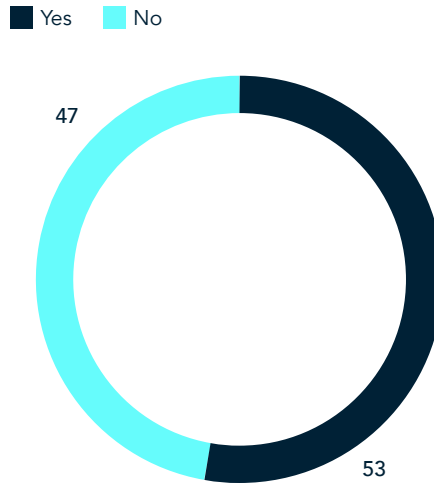
	2020			2021			2022		
	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Real estate, open end, equity	120	526	600	200	701	980	230	719	1,200
Real estate, closed end, equity/special situations	100	633	675	190	778	995	200	680	1,040
Real estate, debt	180	455	500	280	631	800	280	659	1,040
Infrastructure, equity	165	454	575	250	597	800	270	685	1,040
Infrastructure, debt	160	278	400	200	439	700	280	566	700
Separately managed accounts	100	806	900	300	1,013	980	360	920	1,200

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=50 investment professionals

Carry

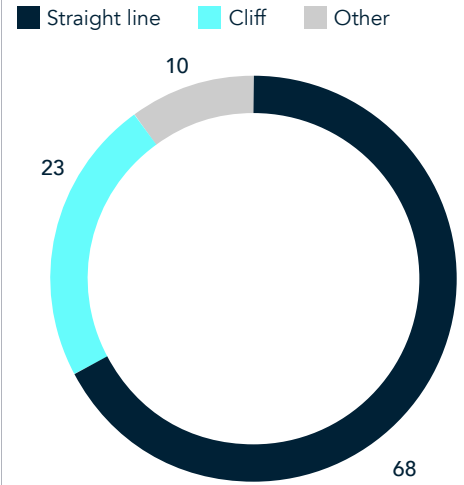
More than half of respondents said they receive carry. Sixty-eight percent of those say it vests in a straight-line structure. Almost half, 46%, of respondents who receive carry say that it vests based on the time from inception of each new fund. The most common amount of time for the maximum carry to vest is five years. Median carry is highest at hedge funds.

Carry: Receive carried interest (%)



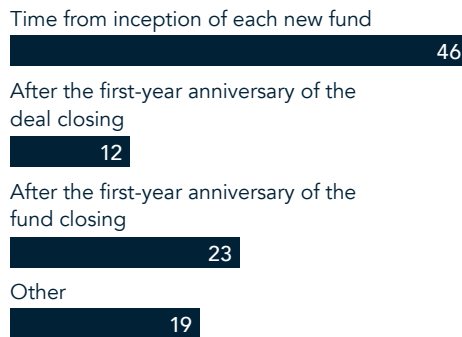
Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=174 investment professionals

Carry: Vesting structure (%)



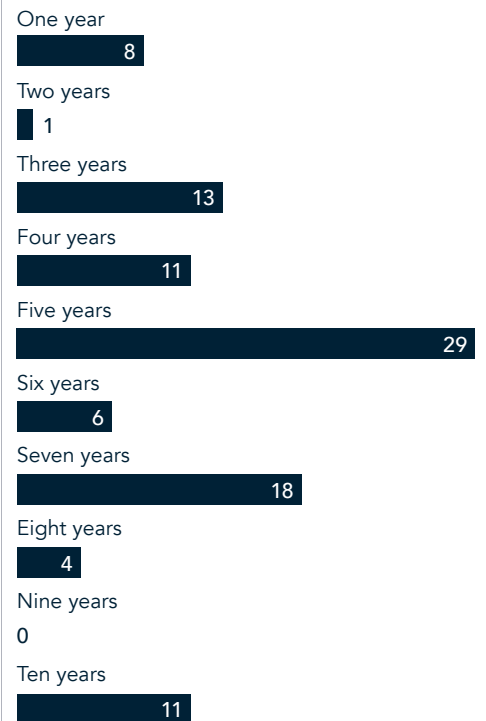
Note: Numbers may not sum to 100%, due to rounding.
Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=80 investment professionals

Carry: Basis upon which carried interest vests (%)



Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=78 investment professionals

Carry: How long maximum amount of carry takes to vest (%)



Note: Numbers may not sum to 100%, due to rounding.
Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=80 investment professionals

Respondents in private equity/credit reported average carry at their current fund of \$2,666,000, and average carry across all funds was \$4,078,000.² Notably, those at firms with AUM between \$5 billion and \$10 billion saw a significantly higher average carry across all funds, and those at the partner level far outperformed those at the managing director level.

Carry: Private equity/credit, 2022 (\$ thousands)

		Carry at current fund			Carry across all funds		
		25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Overall		500	2,666	3,500	570	4,078	6,000
AUM	Less than \$5bn	600	2,031	2,250	1,000	3,247	5,000
	\$5bn–\$10bn	2,000	3,328	4,800	3,000	6,569	9,000
	\$10bn–\$30bn	258	2,317	2,188	300	3,154	3,000
	More than \$30bn	350	2,893	4,360	500	3,588	6,000
Years of asset management experience	6–10	1,500	2,265	2,250	1,500	3,704	6,000
	11–15	300	2,666	3,500	678	3,756	6,725
	16 or more	400	3,308	4,800	500	5,352	9,000
Title	Partner	2,000	5,625	7,000	3,000	9,181	18,000
	Managing director	400	1,868	3,000	500	2,774	4,500
	Director/principal	285	1,527	2,280	300	2,054	3,700
Role type	Head of sales	500	3,397	6,800	1,000	4,808	6,800
	Sales and investor relations	1,000	3,101	4,000	1,500	4,677	6,000

Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=65 investment professionals

Carry: Private equity/credit, 2022, by product type (\$ thousands)

	Carry at current fund			Carry across all funds		
	25th percentile	Average	75th percentile	25th percentile	Average	75th percentile
Buyout	400	3,746	5,000	615	5,213	6,950
Growth	350	2,162	3,600	578	3,928	5,750
Co-invest	250	2,809	5,000	563	4,294	6,950
Venture	850	2,252	3,450	1,500	4,386	6,000
Distressed/special situations	280	1,650	3,000	500	2,570	3,000
Direct lending	200	1,244	1,700	250	2,148	3,000

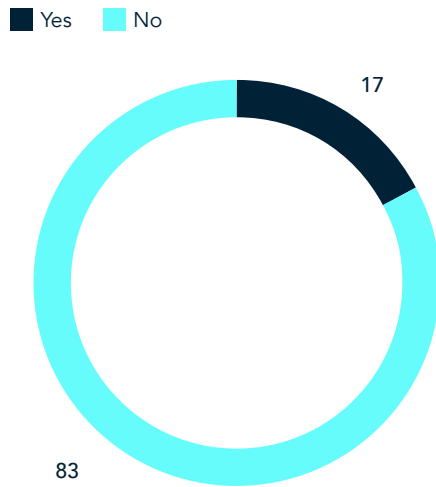
Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=49 investment professionals

² There was an insufficient number of responses about carry from respondents in other types of firms to report.

Other compensation trends

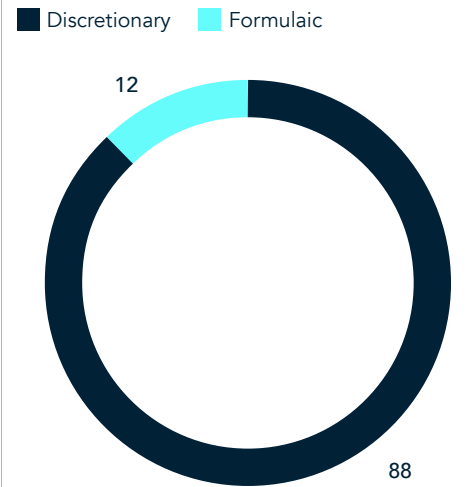
The majority of survey respondents did not receive a one-time cash bonus in 2022. Regular bonuses, they report, are most often paid on a discretionary—rather than formulaic—basis.

Received a one-time cash bonus, 2022 (%)



Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=172 investment professionals

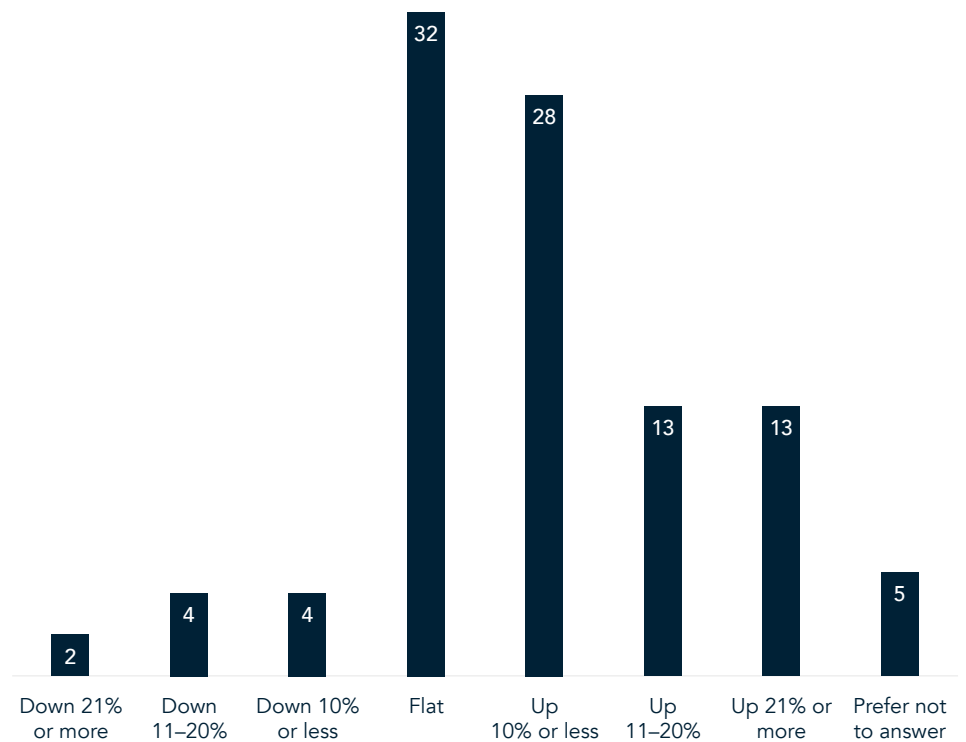
Paid on discretionary or formulaic basis (%)



Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=173 investment professionals

Looking ahead, 54% of respondents expect compensation to increase, down from 60% who said the same last year. Nearly one-third expect compensation to remain flat.

Total cash compensation expectations compared to 2022 (%)



Note: Numbers may not sum to 100%, due to rounding.
 Source: Heidrick & Struggles' North America alternative asset management marketing and investor relations professional compensation survey, 2023, n=174 investment professionals

Financial Services Practice

Heidrick & Struggles' global Financial Services Practice uses our broad and deep experience to find the leaders today who are equipped to address the critical issues of tomorrow.

Emerging from global crises while adapting to new markets, the global financial services industry needs leaders with the technical skills, creativity, and insight to craft winning strategies in an increasingly data-heavy digital world. With more than 80 consultants in locations around the world, our Financial Services Practice team combines unparalleled search resources with a deeply consultative approach.

We have strong expertise across all financial services sectors, including: asset management; consumer and commercial finance; financial services infrastructure; financial technology; global markets; hedge funds; insurance; investment banking; private equity; real estate; venture capital; and wealth management.

Leaders of Heidrick & Struggles' Financial Services Practice

Global

Todd Taylor
Global Managing Partner
ttaylor@heidrick.com

Americas

Dominique Fortier
Regional Managing Partner
dfortier@heidrick.com

Asia Pacific and
Middle East

Shadi El Farr
Regional Managing Partner
selfarr@heidrick.com

Europe and Africa

Wolfgang Schmidt-Soelch
Regional Managing Partner
wschmidtsoelch@heidrick.com

WE HELP OUR CLIENTS CHANGE THE WORLD,
ONE LEADERSHIP TEAM AT A TIME®

Copyright © 2023 Heidrick & Struggles International, Inc.
All rights reserved. Reproduction without permission is prohibited. Trademarks and logos are copyrights of their respective owners.