# **2024** Private Equity–Backed Chief Executive Officer Compensation Survey



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# A letter from the authors

Welcome to our 2024 Private Equity–Backed Chief Executive Officer Compensation Survey, which gathered compensation data on 518 CEOs from Canada, continental Europe, the United Kingdom, and the United States. We explore compensation trends for CEOs looking at demographics, organizational structure, and compensation for these professionals.

This report is part of a long-standing series of compensation surveys focusing on private equity investment and operating professionals and PE-backed chief financial officers. The goal of these reports is to help create a comprehensive picture of the compensation that key executives are currently receiving in PE firms and portfolio companies.

We hope you enjoy reading the report, and we welcome suggestions, so please feel free to contact us with questions and comments.

With warmest regards,

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#### Methodology

In an online survey, we asked participants to provide their base compensation for 2024, as well as the value of cash bonuses and equity they received in 2023. CEOs also provided information on their companies, the PE firms backing them, and their own race and gender. All data collected is self-reported and has been aggregated.

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

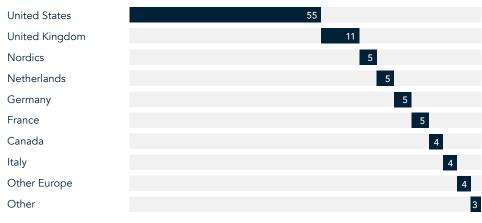
#### On confidentiality

Heidrick & Struggles' PE-backed CEO compensation survey, 2024, has been conducted on an anonymous basis for individuals and their employers, and Heidrick & Struggles has removed the data relating to identity from reported compensation figures.

# Who are the CEOs?

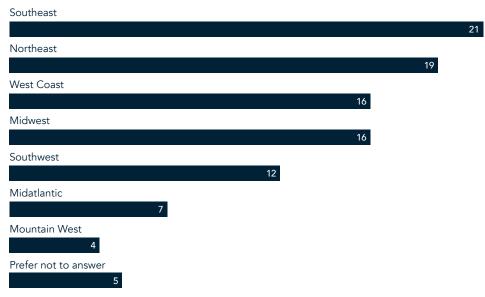
The CEOs who responded to the survey came predominantly from the United States.

#### Country (%)



Note: Numbers may not total 100% due to rounding. Source: Heidrick & Struggles' 2024 PE–backed CEO compensation survey, 2024, n = 518

### United States region (%)



The vast majority of CEOs were men; in the United Kingdom and the United States, countries for which we have ethnicity data, the majority of respondents were white.



Source: Heidrick & Struggles' 2024 PE–backed CEO compensation survey, 2024; United States, n=277; United Kingdom, n=48

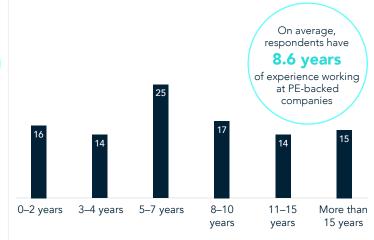
A majority of these CEOs—65%—had 10 years of experience or less as a CEO, with 46% having spent seven years or less in the role. Nearly three-quarters of these CEOs had 10 years of experience in the private equity industry. The average for all CEOs' time spent working for PE-backed companies is 8.6 years.

### CEO career experience (%) Total years of CEO experience



compensation survey, 2024, n = 518

### Years of experience working in PE-backed companies



Source: Heidrick & Struggles' 2024 PE–backed CEO compensation survey, 2024, n = 518

98

The majority of respondents currently sit on their company's board, although only 20% serve as chair of the board. When it comes to reasons why they were hired, 38% said they were hired because value creation had not been adequate under the company's prior leadership, and 32% said they were brought on board as a successor to the company's founder.

#### **CEO current role** (%)

Do you currently sit on your company's board?



Source: Heidrick & Struggles' 2024 PE–backed CEO compensation survey, 2024, n = 518

Are you currently chair of your company's board?



Source: Heidrick & Struggles' 2024 PE–backed CEO compensation survey, 2024, n = 516

15

8

6

38

32

#### When you were hired, what was the impetus for hiring a new CEO?

Value creation not adequate under prior leadershipFounder successionNew fund owner wants its own CEOOriginal founderCarveout from a corporationPrevious CEO retiredStayed on as CEOOther

Note: Respondents could select more than one option.

# **Respondents' companies**

As in previous years, we found that a strong majority of firms had direct investors as backers, and by far the most common direct investor is a growth firm.

#### Financial investor (%)

Which option best characterizes your company's financial investors?

Direct investment private equity group

#### Direct lenders

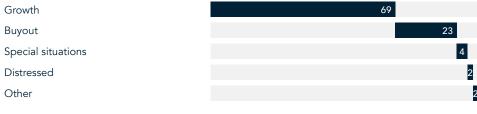
Other



91

Note: Respondents could select more than one option. Source: Heidrick & Struggles' 2024 PE–backed CEO compensation survey, 2024, n = 518

#### What type of firm is your direct investor?



Source: Heidrick & Struggles' 2024 PE-backed CEO compensation survey, 2024, n = 470

Just over one-third of the CEOs in our survey represented technology and services companies, while another large group came from the industrial sector. Respondents' companies were evenly split in annual revenue, with half under \$100 million and half above that mark.

### **Company information** (%)

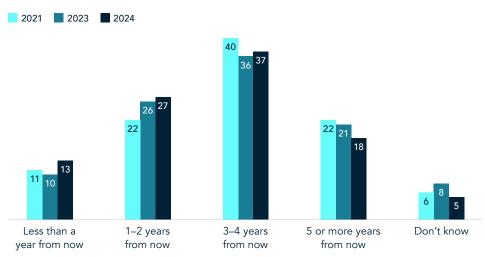
#### Industry Most recent annual revenue (in USD) Pre-revenue-\$50 million Global technology & services 35 31 \$51 million-\$100 million Industrial (including energy) 23 19 \$101 million-\$250 million Consumer 15 20 Healthcare or life sciences \$251 million-\$500 million 15 13 Financial services \$501 million-\$1 billion 10 4 Other More than \$1 billion 5 Don't know/prefer not to answer 2

Source: Heidrick & Struggles' 2024 PE–backed CEO compensation survey, 2024, n = 518

# **Company situations**

Compared to previous years, we noted that exit timelines remain protracted. There was only a slight increase in the percentage of respondents who said the exit at their company was going to happen in a time window below two years.

#### Lead financial investor's exit timeline (%)



Source: Heidrick & Struggles' 2024 PE–backed CEO compensation survey, 2024, n = 518; Heidrick & Struggles' 2023 PE–backed CEO compensation survey, 2023, n = 644; Heidrick & Struggles' 2021 PE–backed CEO compensation survey, 2021, n = 879

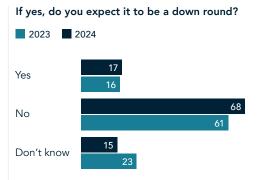
Nonetheless, there was a small decrease in the percentage of respondents expecting another round of financing at their companies, from 60% in last year's survey to 56% this year. Among those who do expect another round, only 17% expect it to be a down round.

#### Additional financing (%)

Are you planning another round of financing?



Source: Heidrick & Struggles' 2024 PE–backed CEO compensation survey, 2024, n = 518



Source: Heidrick & Struggles' 2024 PE–backed CEO compensation survey, 2024, n = 291; Heidrick & Struggles' 2023 PE–backed CEO compensation survey, 2023, n = 385

# CEO compensation: United States and Canada

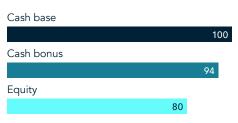
The average base compensation among US CEOs surveyed was \$524,000 in 2024, up from \$510,000 in 2023, and the average cash bonus received in 2023 was \$386,000, down slightly from \$390,000 for 2022. Total average cash compensation in 2024 was \$910,000, nearly equal to the reported compensation in 2023. Interestingly, CEOs based in the Southwest seem to have surpassed those in the Northeast in the highest average cash and bonus: \$1,100,000 in the Southwest, compared to \$941,000 in the Northeast.

The average base compensation among Canadian CEOs was below that of those in the United States, at US \$408,000. The average cash bonus was also lower, at US \$227,000, for a total average cash compensation of US \$635,000.

Most CEOs also reported receiving equity compensation, for the year and when hired.

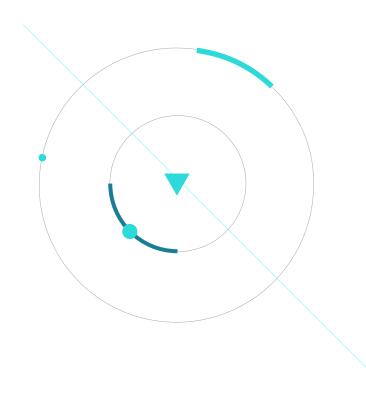
### Share of sample who reported each type of compensation (%)

### United States



Source: Heidrick & Struggles' 2024 PE–backed CEO compensation survey, 2024, n = 280  $\,$ 

## Canada Cash base 100 Cash bonus 90 Equity 75



In this year's survey, 56% of US and Canadian respondents reported equity grants of 3 percentage points or more.

### United States and Canada: Average compensation (USD thousands)

Average cash base Average 2023 cash bonus OLong-term equity (projected dollar amount at exit)

Country	Canada	408 227	10,719
	United States	524 386	11,185
US Region	Northeast	561 380	10,336
(US only)	Midatlantic	523 314	11,894
	Southeast	492 410	12,527
	Midwest	461 316	9,068
	Southwest	625 475	10,546
	Mountain West	558 441	13,571
	West Coast	505 386	12,184
Industry	Financial services	839 577	14,045
	Industrial	442 363	8,663
	Technology & services	512 400	12,424
	Healthcare & life sciences	473 294	12,949
	Consumer	583 391	10,013
	Other	552 351	10,968
Company size	Pre-revenue–\$50m	372 195	8,743
	\$51m-\$100m	410 266	8,812
	\$101m-\$250m	588 412	12,441
	\$251m-\$500m	556 444	11,821
	\$501m-\$1bn	676 562	15,599
	More than \$1bn	828 717	16,062
CEO experience	Less than 5 years	512 378	9,980
	5–7 years	519 362	10,045
	8–10 years	488 372	13,691
	11–15 years	501 358	11,787
	16–20 years	527 426	13,230
	More than 20 years	623 425	8,903
On board	On company's board	525 386	11,491
	Not on company's board	419 257	7,665
Current role	CEO and chair	587 423	12,699
	CEO	503 367	10,871

Cash compensation remains highest in financial services and lowest in healthcare or life sciences companies.

## United States & Canada cash compensation

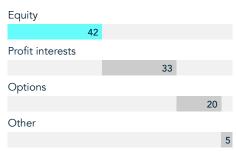
		n		<b>Cash base</b> (USD thousands)		<b>Cash bonus</b> (% of base)*			<b>Cash bonus</b> (USD thousands)*			<b>Total cash compensation</b> (USD thousands)		
			25th	avg.	75th	25th	avg.	75th	25th	avg.	75th	25th	avg.	75th
Country	Canada	20	300	408	500	0.36	0.53	0.68	167	227	250	417	612	784
	United States	280	370	524	598	0.46	0.69	0.88	182	386	528	544	886	1,065
US region	Northeast	54	350	561	600	0.36	0.61	0.88	156	380	440	513	906	1,091
(US only)	Midatlantic	19	350	523	550	0.36	0.63	0.88	166	314	396	544	820	846
	Southeast	59	400	492	600	0.56	0.78	0.88	222	410	542	575	889	1,128
	Midwest	45	320	461	500	0.46	0.64	0.88	163	316	408	466	749	946
	Southwest	33	360	625	530	0.46	0.74	0.88	205	475	565	502	1,056	1,065
	Mountain West	10	400	558	600	0.56	0.77	0.88	294	441	565	824	999	1,109
	West Coast	44	400	505	523	0.46	0.69	0.88	182	386	509	582	874	1,028
Industry	Financial services	12	458	839	588	0.46	0.78	1.13	250	577	678	746	1,368	1,225
-	Industrial	74	330	442	500	0.46	0.75	0.88	182	363	526	504	776	1,034
	Technology & services	94	380	512	600	0.46	0.71	0.88	173	400	528	553	878	1,090
	Healthcare & life sciences	52	370	473	530	0.36	0.59	0.88	156	294	360	523	756	886
	Consumer	48	400	583	600	0.46	0.62	0.88	194	391	440	554	958	1,028
	Other	19	350	552	650	0.36	0.61	0.88	167	351	565	544	902	1,128
Company	Pre-revenue-\$50m	84	300	372	448	0.36	0.49	0.56	115	195	238	379	534	644
size	\$51m-\$100m	49	350	410	450	0.46	0.62	0.88	159	266	317	470	654	728
	\$101m-\$250m	69	400	588	600	0.56	0.70	0.88	222	412	458	639	1,000	1,011
	\$251m-\$500m	44	500	556	600	0.56	0.80	0.88	278	444	528	800	1,000	1,128
	\$501m-\$1bn	29	400	676	800	0.46	0.81	1.13	305	562	795	816	1,219	1,598
	More than \$1bn	21	550	828	900	0.88	0.92	1.13	484	717	848	1,034	1,545	1,730
CEO	Less than 5 years	77	360	512	600	0.46	0.69	0.88	182	378	528	556	880	1,090
experience	5–7 years	76	350	519	518	0.46	0.65	0.88	142	362	440	503	857	947
	8–10 years	51	370	488	550	0.46	0.73	0.88	205	372	440	575	831	1,008
	11–15 years	55	360	501	600	0.46	0.65	0.88	182	358	528	544	833	1,091
	16–20 years	22	360	527	600	0.56	0.75	0.88	213	426	466	611	934	996
	More than 20 years	19	350	623	680	0.38	0.63	0.88	143	425	482	400	980	1,142
On board	On company's board	275	370	525	600	0.46	0.69	0.88	182	386	519	544	887	1,065
	Not on company's board	25	310	419	500	0.36	0.58	0.88	131	257	326	501	656	778
Current role	CEO and chair	46	360	587	600	0.46	0.65	0.88	182	423	590	502	974	1,128
	CEO	253	360	503	550	0.46	0.69	0.88	182	367	484	544	848	1,022

\*Bonus only includes those who report receiving a bonus. Source: Heidrick & Struggles' global data, analytics, and artificial intelligence executive organization and compensation survey, 2024, n = 300

Canadian CEOs reported greater equity offers when hired in points than their American counterparts, but the projected dollar amount of those awards at exit is higher at US companies.

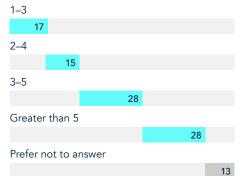
### United States & Canada: Equity (%)

#### How is your long-term equity structured?



Source: Heidrick & Struggles' 2024 PE–backed CEO compensation survey, 2024, n = 300

# What is the value of your total long-term equity holding, in percentage?



Note: Totals may not sum 100% due to rounding. Source: Heidrick & Struggles' 2024 PE–backed CEO compensation survey, 2024, n =297

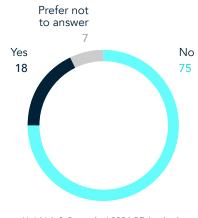
		n		<b>ty when</b> ( (in points)		Projected dollar amount at exit (USD)			
			25th	avg.	75th	25th	avg.	75th	
Country	Canada	16	1.00	5.70	10.00	3,000	10,719	20,000	
	United States	247	1.50	3.41	4.00	5,000	11,185	20,000	
US region	Northeast	45	1.20	3.02	4.00	3,500	10,336	20,000	
(US only)	Midatlantic	19	1.00	4.70	3.50	7,000	11,894	20,000	
	Southeast	56	2.00	3.40	5.00	5,000	12,527	20,000	
	Midwest	38	1.00	2.17	3.00	3,000	9,068	14,000	
	Southwest	30	2.00	4.10	3.50	4,000	10,546	15,000	
	Mountain West	8	1.55	2.26	3.25	5,000	13,571	20,000	
	West Coast	40	2.00	3.96	5.00	5,000	12,184	20,000	
Industry	Financial services	11	1.50	3.14	4.00	10,000	14,045	20,000	
	Industrial	68	1.00	2.86	3.00	3,000	8,663	14,250	
	Technology & services	80	1.50	3.58	5.00	5,000	12,424	20,000	
	Healthcare & life sciences	49	2.00	4.09	5.00	6,000	12,949	20,000	
	Consumer	39	2.00	3.18	3.98	4,000	10,013	18,000	
	Other	18	1.00	5.16	4.50	3,000	10,968	20,000	
Company	Pre-revenue-\$50m	73	1.70	4.59	6.00	3,000	8,743	15,000	
size	\$51m-\$100m	47	1.50	3.61	4.00	3,000	8,812	15,000	
	\$101m-\$250m	62	1.70	3.68	4.00	6,000	12,441	20,000	
	\$251m-\$500m	37	1.00	2.53	3.00	6,000	11,821	20,000	
	\$501m-\$1bn	25	1.00	2.10	3.00	10,000	15,599	20,000	
	More than \$1bn	16	1.50	2.93	3.00	9,750	16,062	20,000	
CEO	Less than 5 years	69	1.00	2.64	3.50	5,000	9,980	15,000	
experience	5–7 years	64	1.00	2.68	3.50	5,000	10,045	15,000	
	8–10 years	46	1.00	3.93	5.00	9,000	13,691	20,000	
	11–15 years	48	2.00	3.90	4.50	4,625	11,787	20,000	
	16–20 years	20	2.50	6.16	5.00	5,750	13,230	20,000	
	More than 20 years	17	2.50	5.41	10.00	2,500	8,903	20,000	
On board	On company's board	240	1.50	3.68	4.00	5,000	11,491	20,000	
	Not on company's board	23	1.05	2.21	3.38	2,500	7,665	15,000	
Current role	CEO and chair	37	2.00	5.63	6.00	9,000	12,699	20,000	
	CEO	226	1.00	3.16	4.00	4,500	10,871	20,000	

Slightly more than half of respondents—57%—are covered by a severance policy at 12 months, comprised largely of a cash base; only 21% are covered under one year. Seventy-five percent of CEOs do not have equity acceleration on their severance package.

### United States & Canada severance (%)



#### Is there acceleration on severance?



Source: Heidrick & Struggles' 2024 PE–backed CEO compensation survey, 2024, n = 300

# CEO compensation: United Kingdom and Europe

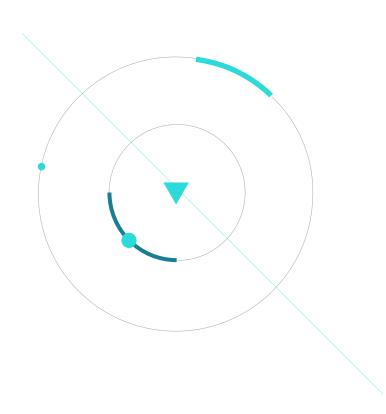
PE-backed CEO compensation in the United Kingdom and Europe continues to trail that of their US peers. The average base compensation among UK and European CEOs surveyed for this report was \$455,000 in 2024, and the average cash bonus received in 2023 was \$226,000. French CEOs were on the higher end, reporting an average base of \$643,000 and an average cash bonus of \$310,000 (higher than in the United Kingdom, which has traditionally been the highest in Europe). However, the United Kingdom had the highest cash compensation in Europe; sector-wise, industrial CEOs had the highest cash compensation, followed by leaders at healthcare and life sciences companies.

Smaller shares of European respondents reported receiving equity than CEOs in the United States and Canada. Thirty-three percent of UK and European respondents reported equity grants of 5 percentage points or more, while 23% reported grants of less than 3 percentage points.

#### Share of sample who reported each type of compensation (%)



Source: Heidrick & Struggles' 2024 PE–backed CEO compensation survey, 2024, France, n = 24; Germany, n = 25; Italy, n = 21; Netherlands, n = 24; Nordics, n = 28; United Kingdom, n = 53; Other Europe, n = 19



## Europe: Average compensation (USD thousands)

	Overall	455 226	7,982
Country	France	643 310	10,512
	Germany	434 213	10,305
	Italy	374 202	9,286
	Netherlands	330 249	7,718
	Nordics	375 159	5,373
	United Kingdom	526 226	7,594
	Other Europe	413 230	6,476
Industry	Industrial	496 237	5,152
	Technology & services	347 184	9,670
	Healthcare & life sciences	470 263	7,420
	Consumer	394 239	7,433
	Other	445 200	5,853
Company size	Pre-revenue–\$50m	351 116	6,135
	\$51m-\$100m	362 177	5,981
	\$101m-\$250m	413 214	8,839
	\$251m-\$500m	784 279	9,981
	More than \$500m	674 497	13,679
CEO experience	Less than 5 years	655 321	8,737
	5–7 years	396 192	8,725
	8–10 years	370 220	6,632
	11–15 years	344 194	7,379
	16–20 years	723 304	7,099
	More than 20 years	365 140	9,769
On board	On company's board	485 245	8,428
	Not on company's board	317 144	5,830
Current role	CEO and chair	675 301	8,501
	CEO	373 200	7,856

### Europe cash compensation

		n	<b>Cash base</b> (USD thousands)			<b>Cash bonus</b> (% of base)*			<b>Cash bonus</b> (USD thousands)*			<b>Total cash compensation</b> (USD thousands)		
			25th	avg.	75th	25th	avg.	75th	25th	avg.	75th	25th	avg.	75th
	Overall	194	220	455	500	0.26	0.48	0.56	77	226	261	289	642	728
Country	France	24	313	643	618	0.26	0.50	0.68	89	310	458	407	927	945
	Germany	25	250	434	400	0.26	0.45	0.56	102	213	264	314	630	583
	Italy	21	300	374	500	0.26	0.47	0.68	78	202	195	330	547	578
	Netherlands	24	225	330	365	0.26	0.60	0.88	77	249	440	233	475	628
	Nordics	28	200	375	400	0.16	0.37	0.46	45	159	159	203	500	561
	United Kingdom	53	250	526	500	0.26	0.49	0.68	105	226	306	311	710	728
	Other Europe	19	200	413	540	0.26	0.52	0.68	100	230	192	276	631	778
Industry	Industrial	40	250	496	400	0.36	0.53	0.68	102	237	228	336	715	612
	Technology & services	80	200	347	408	0.26	0.43	0.56	57	184	191	250	485	581
	Healthcare & life sciences	24	250	470	505	0.36	0.51	0.68	102	263	272	364	723	768
	Consumer	27	240	394	500	0.26	0.53	0.56	102	239	273	301	616	800
	Other	15	200	445	520	0.26	0.48	0.88	43	200	340	230	592	840
Company	Pre-revenue-\$50m	70	180	351	320	0.16	0.36	0.46	31	116	137	200	433	407
size	\$51m-\$100m	44	205	362	400	0.26	0.47	0.56	78	177	190	293	515	558
	\$101m-\$250m	31	250	413	530	0.26	0.48	0.56	107	214	273	364	592	800
	\$251m-\$500m	22	330	784	500	0.36	0.50	0.56	128	279	278	488	1,063	752
	More than \$500m	24	413	674	800	0.46	0.72	1.13	182	497	680	620	1,129	1,350
CEO	Less than 5 years	29	220	655	410	0.26	0.57	0.68	102	321	528	300	910	879
experience	5–7 years	51	250	396	500	0.26	0.44	0.56	102	192	218	311	562	628
	8–10 years	41	200	370	500	0.26	0.52	0.88	64	220	333	291	553	800
	11–15 years	31	250	344	370	0.26	0.50	0.56	54	194	228	335	519	658
	16–20 years	22	200	723	800	0.16	0.42	0.56	51	304	680	251	985	1,680
	More than 20 years	20	205	365	563	0.18	0.38	0.46	44	140	159	243	448	640
On board	On company's board	159	250	485	500	0.26	0.50	0.68	89	245	278	311	687	732
	Not on company's board	35	200	317	400	0.26	0.40	0.46	56	144	182	230	436	582
Current role	CEO and chair	52	253	675	475	0.26	0.48	0.56	102	301	442	323	907	709
	CEO	141	210	373	500	0.26	0.48	0.68	71	200	228	289	542	715

\*Bonus only includes those who report receiving a bonus.

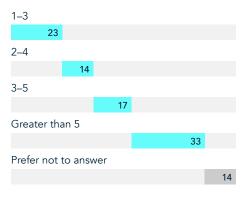
### Europe: Equity (%)

#### How is your long-term equity structured?

Equity				
	70			
Profit interests				
		9		
Options				
			13	
Other				
				7

Note: Totals may not sum 100% due to rounding. Source: Heidrick & Struggles' 2024 PE–backed CEO compensation survey, 2024, n = 193

# What is the value of your total long-term equity holding, in percentage?



Note: Totals may not sum 100% due to rounding. Source: Heidrick & Struggles' 2024 PE–backed CEO compensation survey, 2024, n =190

		n	<b>Equity when hired</b> (in points)			Projected dollar amount at exit (USD)			
			25th	avg.	75th	25th	avg.	75th	
	Overall	169	0.60	2.94	3.00	2,500	7,982	12,000	
Country	France	23	1.00	5.00	2.00	4,000	10,512	20,000	
	Germany	18	0.35	1.04	1.50	5,000	10,305	18,000	
	Italy	14	0.50	1.54	1.50	2,500	9,286	20,000	
	Netherlands	22	1.00	4.49	5.00	3,000	7,718	12,000	
	Nordics	26	0.50	1.74	1.50	1,000	5,373	7,000	
	United Kingdom	49	1.20	3.48	5.00	2,000	7,594	10,000	
	Other Europe	17	1.00	1.69	2.00	2,000	6,476	7,000	
Industry	Industrial	33	0.53	2.83	2.75	2,000	5,152	5,000	
	Technology & services	73	0.50	3.71	4.00	4,000	9,670	15,000	
	Healthcare & life sciences	20	0.50	2.22	2.00	1,250	7,420	14,250	
	Consumer	23	1.00	2.77	5.00	2,000	7,433	15,000	
	Other	14	0.70	1.87	2.00	2,000	5,853	10,000	
Company	Pre-revenue-\$50m	61	1.00	4.28	4.90	2,000	6,135	10,000	
size	\$51m-\$100m	38	0.50	1.69	2.00	2,500	5,981	8,000	
	\$101m-\$250m	30	0.50	2.89	5.00	3,000	8,839	15,000	
	\$251m-\$500m	18	0.60	1.56	2.00	3,500	9,981	20,000	
	More than \$500m	20	0.70	2.20	2.00	10,000	13,679	20,000	
CEO	Less than 5 years	27	0.50	3.57	2.00	3,000	8,737	12,000	
experience	5–7 years	44	1.00	2.24	2.00	3,000	8,725	14,250	
	8–10 years	36	0.50	1.37	1.48	1,625	6,632	9,625	
	11–15 years	27	0.80	3.44	4.99	2,000	7,379	15,000	
	16–20 years	19	2.00	3.80	5.00	1,000	7,099	10,000	
	More than 20 years	16	0.80	4.59	10.00	2,900	9,769	15,000	
On board	On company's board	140	0.80	3.10	3.50	3,000	8,428	14,440	
	Not on company's board	29	0.30	2.12	2.00	1,000	5,830	10,000	
Current role	CEO and chair	42	1.00	2.99	3.00	4,000	8,501	10,000	
	CEO	72	0.5	2.93	3.1	2,000	7,856	12,000	

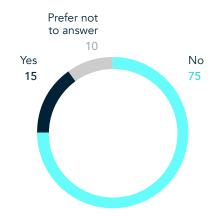
### **Europe severance** (%)

Is your position covered by a severance policy? Yes, 3 months 2 Yes, 6 months 32 Yes, 9 months Yes, 12 months 31 Yes, 18 months 2 Yes, 24 months 5 No, my position isn't covered 24



#### What is covered in your severance policy?





# Looking ahead: Extended deal timelines and longer CEO search cycles

While we anticipate that 2025 will be more robust in terms of deal flow, current deals are being extended and exit timelines remain protracted. Extended exits mean, in some cases, that the first CEOs hired by a private equity firm are now being replaced. For most, the first candidate might have been someone who could stabilize the company and prepare it for a quick exit. The new candidates appear to be those who can deliver growth before the exit. These management team changes are adding, we believe, two to three more years to some deals and affecting how they are underwritten.

We recognize that some of this is governed by unanticipated, external forces. For example, while the difficulties of adjusting to a high-rate environment have led to CFO changeouts, CEOs have not been immune—even if they were capable leaders.

One of the biggest implications for PE firms is that new CEO searches are taking longer, as boards are weighing risk assessments more thoroughly to make sure they make the right decision. In addition, as PE firms are beginning to treat their human capital as if it were as important as their other strategic assets, though, of course, it is hard to do as much due diligence on human capital as it is on other aspects of a potential target. To do so, PE firms will need a sophisticated talent organization that can help them think through human capital at a much higher level.

# Private Equity Practice

Heidrick & Struggles' global Private Equity Practice combines a deep understanding of private equity markets with worldclass expertise across all major industries and functions to provide a broad range of value-adding services.

With more than 80 consultants in 50 offices around the world, our expertise shadows the private equity life cycle from pre-deal duediligence support to pre- and post-acquisition executive search, leadership assessment, proactive introductions, and the construction of advisory boards for both private equity firms and their portfolio companies.

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

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

### Leaders of Heidrick & Struggles' Private Equity Practice

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# CEO & Board of Directors Practice

Heidrick & Struggles' CEO & Board of Directors Practice has been built on our ability to execute top-level assignments and counsel CEOs and board members on the complex issues directly affecting their businesses.

We pride ourselves on being our clients' most trusted advisor and offer an integrated suite of services to help manage these challenges and their leadership assets. This ranges from the acquisition of talent through executive search to providing counsel in areas that include succession planning, executive and board assessment, and board effectiveness reviews.

Our CEO & Board Practice leverages our most accomplished search and leadership consulting professionals globally who understand the ever-transforming nature of leadership. This expertise, combined with in-depth industry, sector, and regional knowledge; differentiated research capabilities; and intellectual capital, enables us to provide sound global coverage for our clients.

### Leaders of Heidrick & Struggles' CEO & Board of Directors Practice

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

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