

2022

# Europe and US Data, Analytics, and Artificial Intelligence Executive Organization and Compensation Survey



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# A message from the authors

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Welcome to our second annual *Europe and US Data, Analytics, and Artificial Intelligence Executive Organization and Compensation Survey*, which examines both organizational structure and compensation for executive roles with artificial intelligence and/or data analytics responsibilities.

For this report, Heidrick & Struggles compiled compensation data from a survey fielded in Fall 2022 of 120 executives in Europe and the United States.

We hope you enjoy reading the survey. As always, suggestions are welcome, so please feel free to contact us—or your Heidrick & Struggles representative—with questions and comments.

With warmest regards,



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## Methodology

This report is the result of an online survey conducted in Fall 2022. Responses from 120 participants are included in the survey results.

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## On confidentiality

The Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, was conducted on an anonymous basis for individuals and their employers, and Heidrick & Struggles has removed the data relating to identity from reported compensation figures.

## Acknowledgments

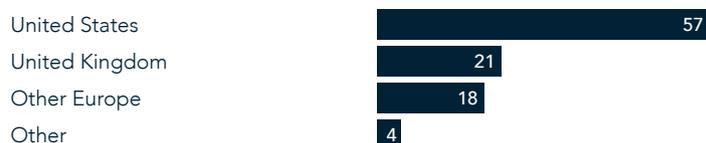
The authors wish to thank all those who participated in this survey.

# Respondent locations and company information

The executives who responded to the survey came predominantly from the United States. Several Western European countries were also well represented, particularly the United Kingdom.

The respondents work across a range of industries, and more than half were at companies with an annual revenue of \$5 billion or more.

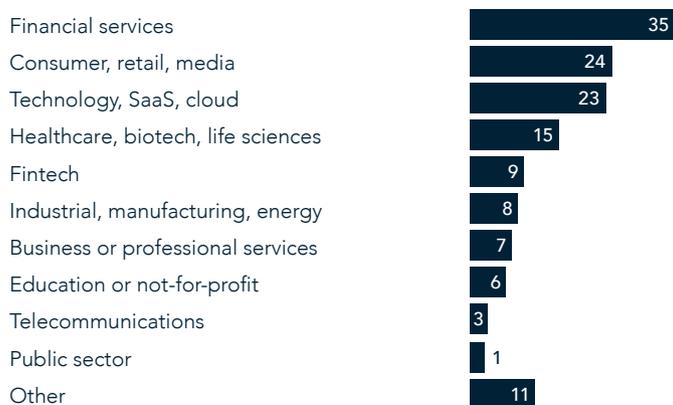
## Executive location (%)



Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 120

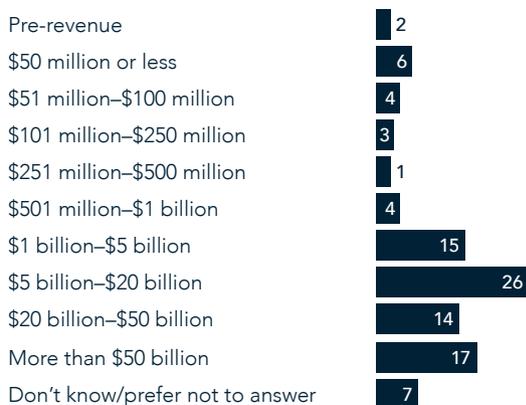
## Company background (global) (%)

### Which of the following industries is your company in?



Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 120

### What is your company's most recent annual revenue?



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

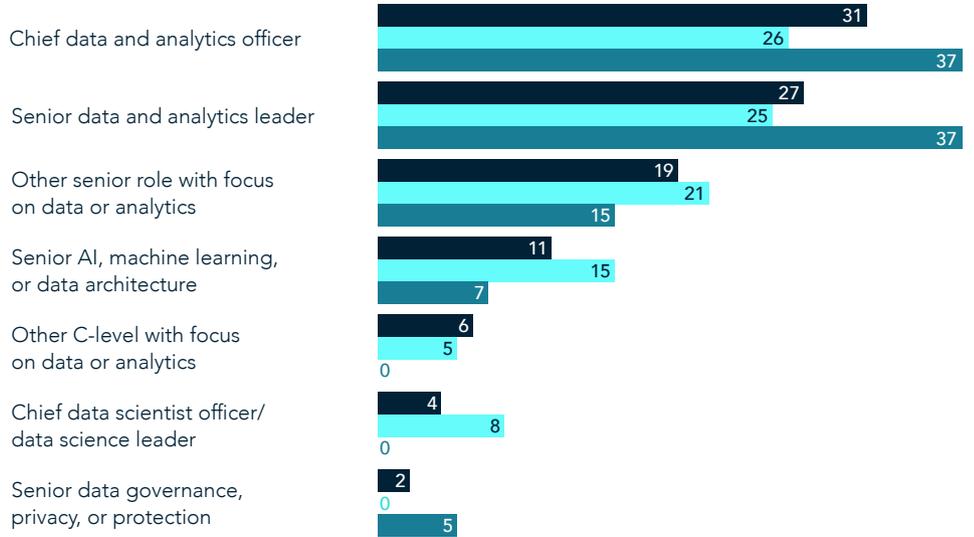
Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 120

# What titles do data, analytics, and AI leaders have, and what are their backgrounds?

Data, analytics, and artificial intelligence (AI) responsibilities are led by people in roles that include chief data and analytics officer and senior data and analytics leader.

## Roles (%)

■ Global ■ United States ■ Europe



Note: Numbers may not sum to 100%, due to rounding.  
 Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 120

European executives are more likely to report directly to the CEO: 30% of executives in Europe do so versus only 20% in the United States. This higher share is likely due to the higher share of Europeans who have more senior titles.

**Executive background (%)**

	Seniority (United States) Number of respondents = 64	Seniority (Europe) Number of respondents = 44
Direct report to the CEO	20	30
One level below the CEO's direct reports	48	36
Two levels below	20	25
Three or four levels below	11	9
Other	0	0

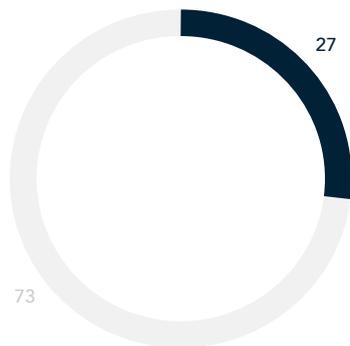
Note: Numbers may not sum to 100%, due to rounding.

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022

**Do you have another C-level or vice president title? (%)**

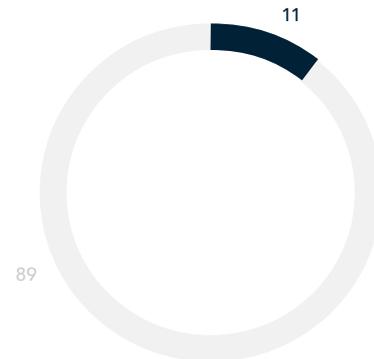
**United States**

■ Yes ■ No

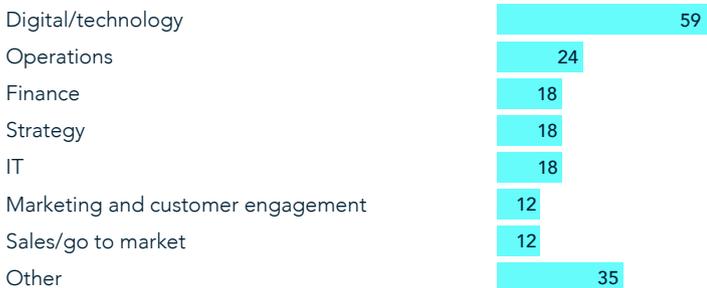


**Europe**

■ Yes ■ No



**If yes, what is the function of your additional title? (select all that apply) (%)**



Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 64

**If yes, what is the function of your additional title? (select all that apply) (%)**



Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 44

In terms of sectors, data, analytics, and artificial intelligence leaders most often had experience in financial services and consumer, retail, and media (the same industries they most often work in today). These sectors were the top two in both Europe and the United States.

## Executive background (%), continued

### Which sectors have you ever worked in?

	<b>Global</b> Number of respondents = 120	<b>United States</b> Number of respondents = 64	<b>Europe</b> Number of respondents = 44
Financial services	49	48	49
Consumer, retail, media	40	43	38
Technology, SaaS, cloud	27	33	22
Healthcare, biotech, life sciences	23	26	22
Consulting	20	17	27
Industrial, manufacturing, energy	19	17	24
Telecommunications	14	12	19
Fintech	12	14	8
Academia	11	9	14
Business or professional services	9	5	16
Public sector	3	2	5
Other	19	17	22

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022

The data, analytics, and artificial intelligence function is historically one that has been lacking in diversity, though we have observed a number of initiatives to introduce greater diversity in terms of gender, race and ethnicity, and sexual orientation. While the share of women in these roles is low everywhere, their share in the United States was almost six times that in Europe.

Most respondents to this survey were men. In the United States, 56% of respondents were white and 31% were Asian or Asian American.

### Executive background, by gender

#### Global (%)

Role tenure	Women	Men
Less than 1 year	18	24
1–2 years	27	30
3–4 years	45	34
5 or more years	9	11

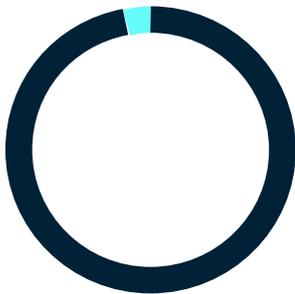
Seniority	Women	Men
Direct report to the CEO	9	28
One level below the CEO's direct reports	55	39
Two or more levels below	36	34

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

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 120

### Gender

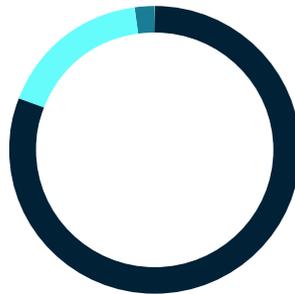
#### Europe



97% Men

3% Women

#### United States



81% Men

17% Women

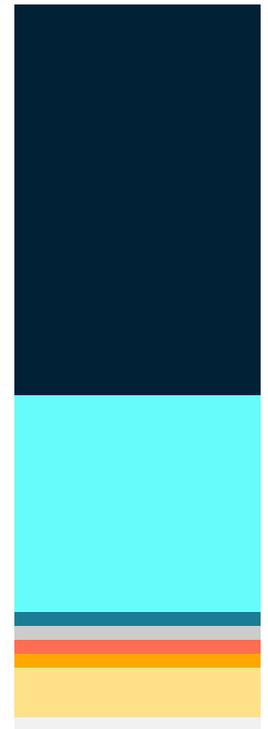
2% Prefer not to answer

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 44

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 64

### Race/ethnicity (United States only)

- 56% White
- 31% Asian or Asian American
- 2% Arab, Arab American, Middle Eastern
- 2% Black or African American
- 2% Hispanic/Latino
- 2% Mixed race
- 0% Native American or Alaska Native
- 0% Native Hawaiian or Pacific Islander
- 7% Prefer not to answer
- 2% Other



Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 64

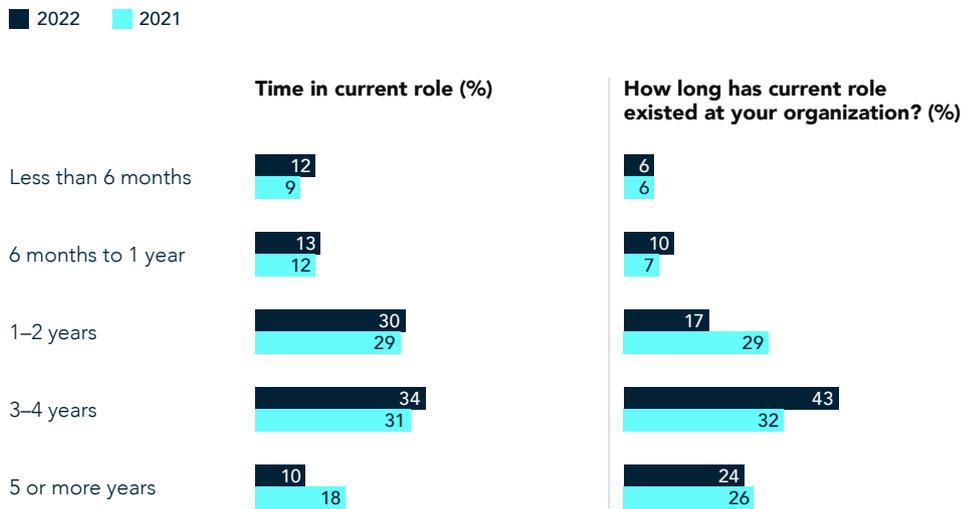
# What data, analytics, and artificial intelligence executives do all day

A quarter of the executives we surveyed had been in their role for less than one year, and only 10% have been in their role for five or more years; more than three-quarters of respondents are in a role that has existed at their company for less than five years. This is more or less consistent between Europe and the United States. We suggested in last year's report that short tenures could suggest a few different scenarios, such as a high level of turnover or a change in strategic priorities resulting in demand for a first-time executive leader responsible for the function, moving the responsibility from a manager or director.

However, the share of respondents at a role that has existed for three to four years increased from 32% in 2021 to 43% in 2022. This suggests that we are seeing the function mature; while tenures remain steady, there is still movement within the market.

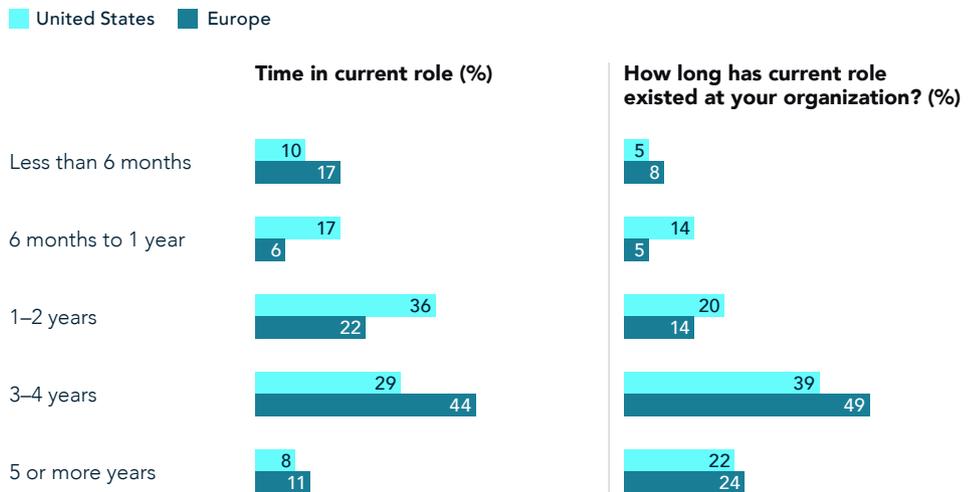
In terms of overall competition for data, analytics, and AI executives, even with current hiring freezes at many technology companies, we have not, so far, seen a slowdown for people in engineering functions. However, looking ahead, we do expect the responses to next year's survey in terms of tenure and compensation could look somewhat different.

## Current role background



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

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 120; Europe and US artificial intelligence and data analytics executive organization and compensation survey, 2021, n = 179

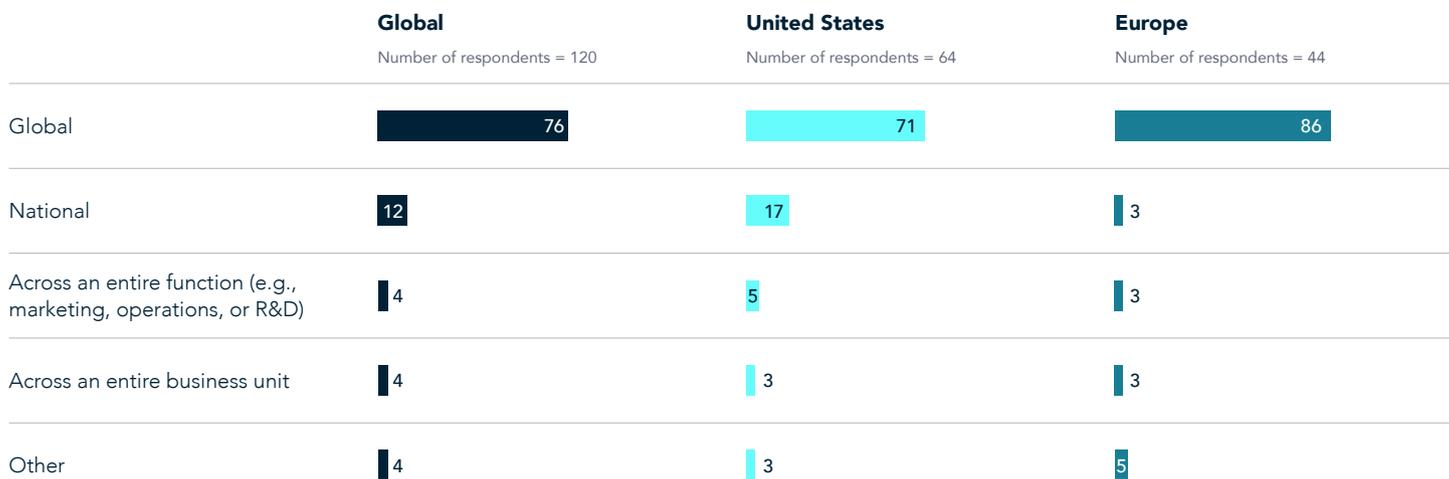


Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 64

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 44

The majority of data, analytics, and AI executives who responded to this survey have a global role. However, European executives are more often in a global role: 86%, compared with 71% of executives in the United States. This higher share is likely due to the regional need for cross-border experience as well as the higher share of Europeans who have more senior titles.

**Role remit (%)**



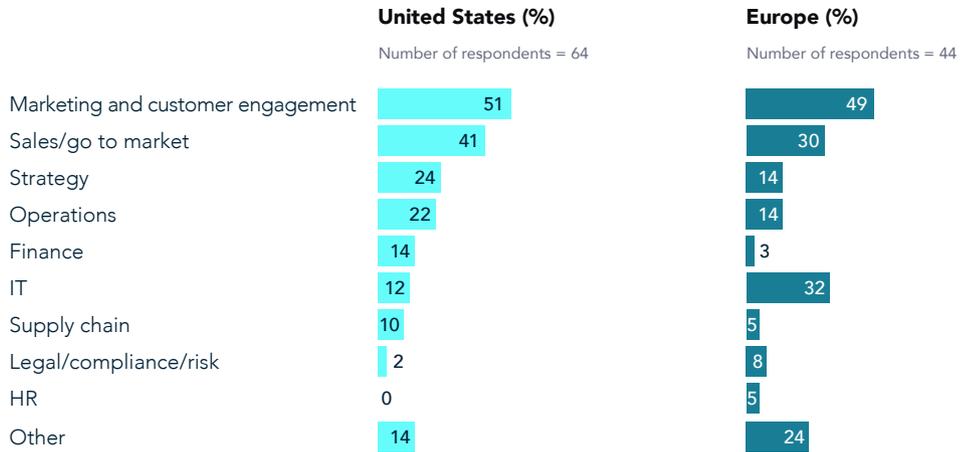
Note: Numbers may not sum to 100%, due to rounding.

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022

Executives in data, analytics, and artificial intelligence roles said that they work most often with the marketing and customer engagement functions, followed by sales/go to market and strategy. In Europe, a notably higher share said one of the functions they spend the most time working with is IT.

### Collaboration with other functions

Which functions do you and your team spend the most time working with?

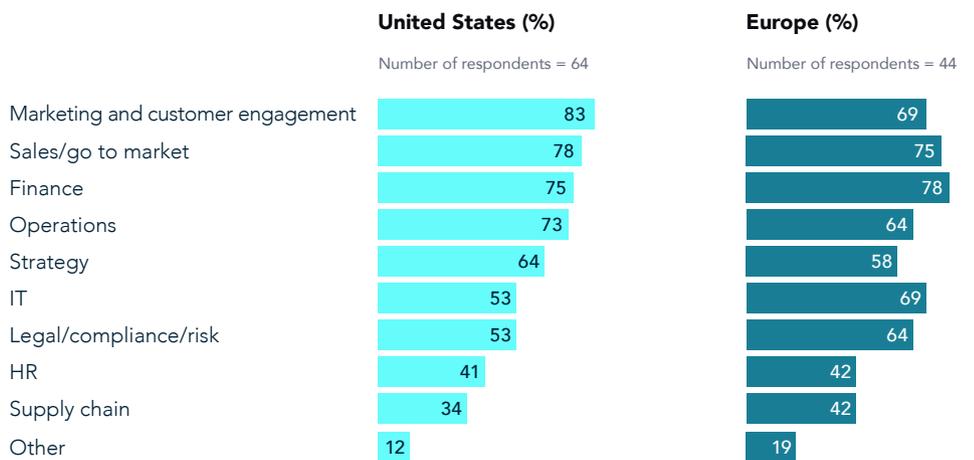


Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022

Globally, 78% of executives said they consider the marketing and customer engagement function a stakeholder, though this varied by region: 83% of US executives said so and 69% in Europe.

However, the fact that at least a third of all executives reported that they consider each of the functions as stakeholders shows the broad responsibilities of these data, analytics, and artificial intelligence roles.

### Which functions do you consider stakeholders?



Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022

A quarter of all the data, analytics, and AI executives surveyed report to the CEO. Another 24% report to the COO, chief administration officer, or CIO. However, there are notable variations between regions: in the United States, 20% of executives report to the CEO, while 35% of their European peers

say the same. In the United States, the next most common reporting line for these executives is to the CIO; in Europe, it's the chief digital officer—a title only 5% of US executives report to. An average of four areas report to these leaders in Europe, and an average of six in the United States.

The chief data officer/head of data analytics is a new reporting line this year, and it speaks to the notion that the data function is maturing and becoming broader: these leaders are building out their teams.

## Reporting lines (%)

### To whom do you report?

	Global Number of respondents = 120	United States Number of respondents = 64	Europe Number of respondents = 44
CEO	25	20	35
COO or chief administrative officer	12	10	11
CIO	12	17	5
CTO or senior engineering executive	8	8	8
Chief digital officer	8	5	14
Chief data officer or head of data analytics	7	5	11
CFO	4	5	0
CMO	3	5	0
Other	21	24	16

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

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022

In terms of who reports to them, three-quarters of respondents said that the data science function reports to them, followed by machine learning (70%) and business intelligence/analytics (68%). In the United States, 80% of executives

manage the data science function, while 76% said they manage the data engineering, machine learning, and/or business intelligence/analytics functions. In Europe, 70% of respondents said the data science function reports to

them; 62% said the machine learning function reports to them; and 57% said the business intelligence/analytics function reports to them.

## Reporting lines (%), continued

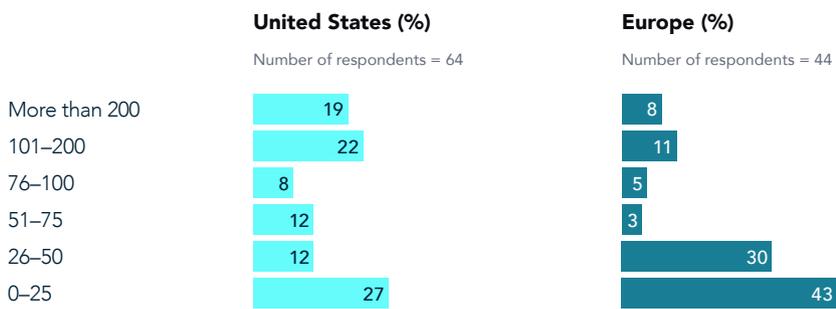
### Which functional areas report to you?

	Global Number of respondents = 120	United States Number of respondents = 64	Europe Number of respondents = 44
Data science	75	80	70
Machine learning	70	76	62
Business intelligence/analytics	68	76	57
Data engineering	60	76	35
Data governance	60	63	54
Artificial intelligence	58	63	54
A function responsible for engaging the rest of the business with data use	58	58	54
Data architecture	53	58	46
Data platform	44	53	30
Data warehousing	44	51	32
Data privacy	23	24	24
Other	15	12	22

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022

There is a wide range of team sizes, with executives most often reporting teams of 25 or fewer. Teams in Europe tend to be smaller.

### Team size



Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022

# Board experience and next steps

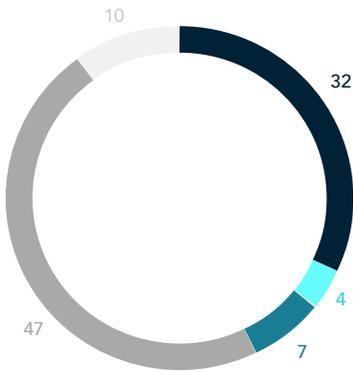
Forty-three percent of data, analytics, and AI executives sit on a corporate and/or advisory board—however, the majority of those sit on advisory boards. Only 11% of US executives sit on a corporate board, which is the same share of Europeans. In the United States, however, the majority of executives (54%) sit on no board at all, while half of European executives sit at least on an advisory board.

## Board experience (%)

■ Advisory 
 ■ Corporate 
 ■ Both 
 ■ Neither 
 ■ Prefer not to answer

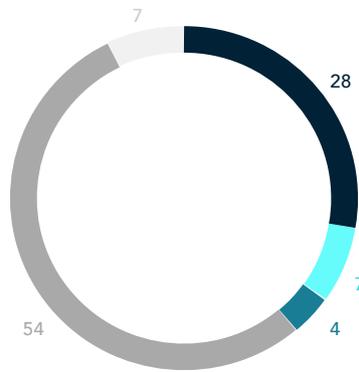
### Do you currently sit on a board?

#### Global



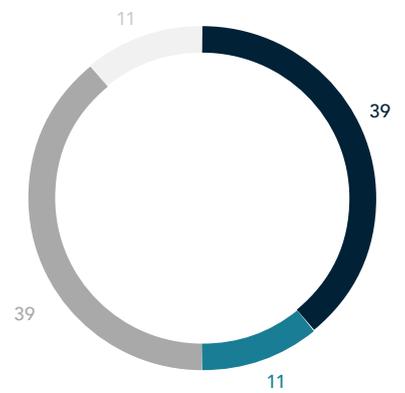
Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 120

#### United States



Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 64

#### Europe



Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 44

Generally, the executives surveyed most often said their ideal next title is chief data officer, followed by chief digital officer, with little variation between regions. Notably, 15% of US executives said that their ideal next role is CEO, while only 3% of European executives said the same. The regional differences could be due to differences in the way these functions are understood within the organization (as primarily business or primarily technology) as well as differences in the industries within which their companies operate. For

those aspiring to the CEO role, Heidrick & Struggles' *Route to the Top 2022* report shows that this past year saw the highest share (69%) of first-time CEOs in three years. There was also a shift toward appointing CEOs who already worked at the company.<sup>1</sup> But these candidates will need to be prepared for a role that is only becoming more complex and demanding.

Meanwhile, nearly a quarter of executives say they would like to become a board member. And there is

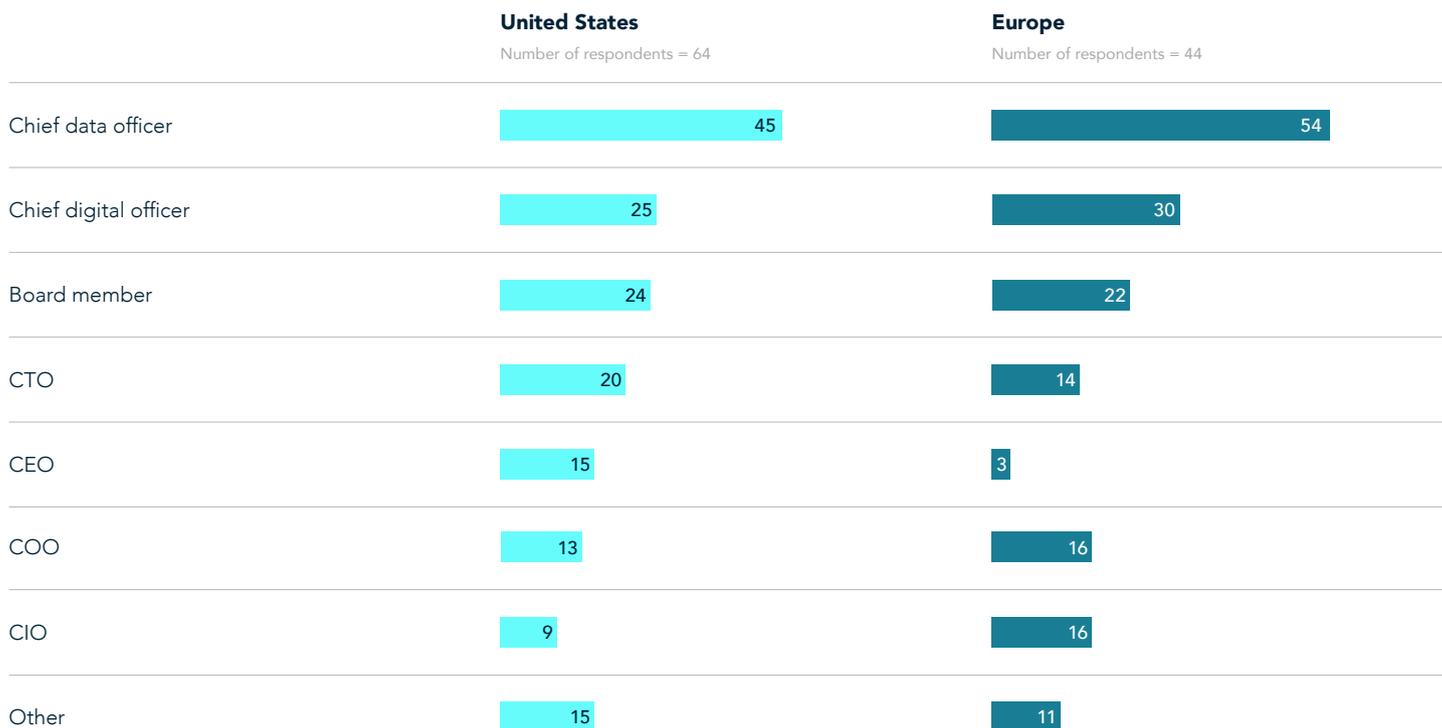
good news for those executives because now, more than ever, corporate boards are focused on finding new members with a wide range of experiences. And the right board fit is as enriching for the director as it is valuable for the company. With thoughtful dedication and preparation, executives can avoid errors such as joining the board of an organization whose core purpose they don't share. Networking, in particular, is key for those seeking a board seat, and experience on an advisory board is an excellent place to start.<sup>2</sup>

<sup>1</sup> *Route to the Top 2022*, Heidrick & Struggles, heidrick.com.

<sup>2</sup> For more on how aspiring directors can find the right corporate board, see Bonnie Gwin, "So you want to join a board," Heidrick & Struggles, heidrick.com.

## Next steps (%)

What is your ideal next role? (select two)



Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022

# Data, analytics, and artificial intelligence compensation

Reported median total cash compensation for data, analytics, and artificial intelligence roles in Europe was \$413,000 in 2021, up from \$409,000 the previous year. In the United States, it was \$526,000 in 2021, slightly down from \$546,000 the previous year. In 2021, median total compensation, including any annualized equity grants, was \$676,000 in Europe, up from \$616,000, and \$901,000 in the United States, down from \$941,000.

This year, we also looked at the highest-earning data, analytics, and AI executives. The 95th percentile of total compensation was \$1,626,000 in Europe and \$2,723,000 in the United States.

In the United States, we noted an increase of nearly \$100,000 in total compensation for the women surveyed; their 2021 total cash compensation jumped to \$564,000, while their male colleagues saw their compensation decrease slightly, from \$565,000 in 2020 to \$526,000 in 2021. While this could be reflective simply of the executives who responded to this survey, it could also be reflective of the fact that, anecdotally, we are seeing a premium paid for diverse talent.

This year, we looked at compensation by executives' tenure as well and found that newer hires are seeing higher compensation. Those in their

role for five or more years reported compensation at least \$200,000 less than those in their roles for both three to four years and two years or less.

The industry with the highest compensation in Europe was by far financial services: the median total compensation was \$961,000. The second highest paid industry in Europe was "other" (which could include business services, nonprofits, education, and public-sector work), the median total compensation for which was \$569,000. In the United States, the industry with the highest median total compensation was healthcare and life sciences, at \$1,576,000. The increase in compensation for those in healthcare and life sciences in the United States is particularly notable. Last year's median total compensation for those in the industry was \$958,000.

Salaries overall are generally lower in Europe. An impressive 78% of US executives reported receiving some form of sign-on or joining bonus, while 38% of those in Europe said the same. (See pages 26 and 27 for full sign-on equity data.) As European companies continue to seek global talent, especially from the United States, greater consideration needs to be given to granting equity as part of the overall compensation package.

# Europe

## Compensation sample sizes: Europe

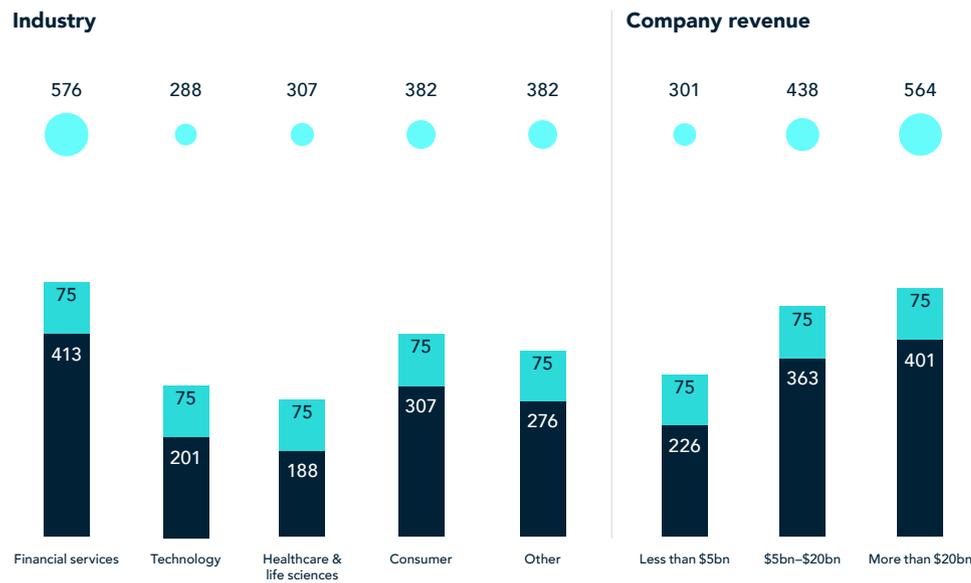
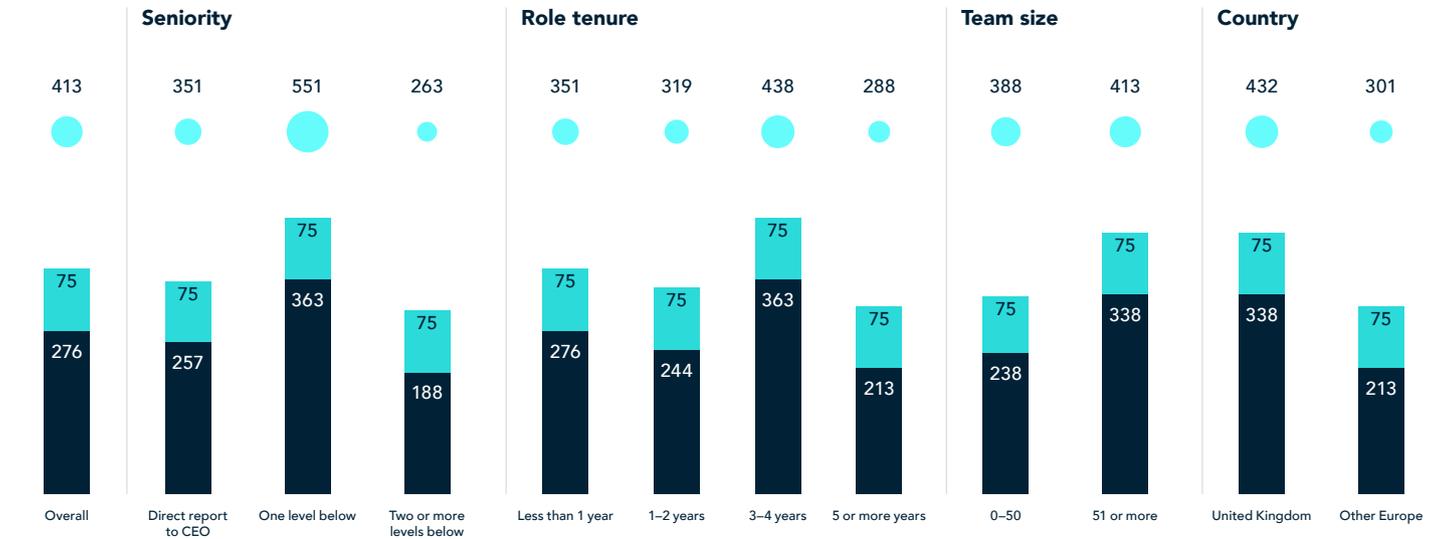
	Europe
<b>Overall</b>	<b>44</b>
<b>Seniority</b>	
Direct report to the CEO	13
One level below the CEO's direct reports	16
Two or more levels below	15
<b>Role experience</b>	
Less than 1 year	8
1–2 years	8
3–4 years	16
5 or more years	4
<b>Team size</b>	
0–50	27
51 or more	10
<b>Industry</b>	
Financial services or fintech	12
Technology or telecommunications	7
Healthcare, biotech, life sciences	5
Consumer, retail, media	10
Other	10
<b>Firm revenue</b>	
Less than \$1bn	8
\$1bn–\$5bn	4
\$5bn–\$20bn	14
\$20bn–\$50bn	4
More than \$50bn	3
<b>Gender</b>	
Women	1
Men	38

Note: Numbers may not sum to overall sample size, as some respondents chose not to answer all questions.

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 44

### Europe compensation, 2021 (USD, thousands)

■ Base ■ Bonus ● 2021 total cash compensation



Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 44

## Europe compensation, 2021 (USD, thousands), continued

	Base				Bonus				Total cash compensation				Annual equity/LTI				Total compensation			
	25th	Median	75th	95th	25th	Median	75th	95th	25th	Median	75th	95th	25th	Median	75th	95th	25th	Median	75th	95th
<b>Overall</b>	<b>213</b>	<b>276</b>	<b>413</b>	<b>738</b>	<b>75</b>	<b>75</b>	<b>163</b>	<b>413</b>	<b>288</b>	<b>413</b>	<b>601</b>	<b>926</b>	<b>50</b>	<b>100</b>	<b>200</b>	<b>500</b>	<b>338</b>	<b>676</b>	<b>888</b>	<b>1,626</b>
<b>Seniority</b>																				
Direct report to the CEO	213	<b>257</b>	394	538	75	<b>75</b>	238	463	288	<b>351</b>	776	926	50	<b>125</b>	500	2,000	338	<b>670</b>	1,301	2,926
One level below	276	<b>363</b>	613	913	75	<b>75</b>	188	413	351	<b>551</b>	688	1,326	100	<b>200</b>	200	300	551	<b>701</b>	888	1,626
Two or more levels below	163	<b>188</b>	363	438	75	<b>75</b>	75	163	238	<b>263</b>	438	601	40	<b>100</b>	300	360	258	<b>463</b>	713	961
<b>Role experience</b>																				
Less than 1 year	213	<b>276</b>	363	913	75	<b>75</b>	163	413	288	<b>351</b>	526	1,326	88	<b>200</b>	275	300	410	<b>638</b>	1,401	1,626
1–2 years	169	<b>244</b>	413	413	75	<b>75</b>	188	388	244	<b>319</b>	601	801	60	<b>100</b>	100	500	328	<b>520</b>	701	1,301
3–4 years	229	<b>363</b>	457	738	75	<b>75</b>	163	463	351	<b>438</b>	688	926	50	<b>200</b>	300	2,000	488	<b>713</b>	961	2,926
5 or more years	163	<b>213</b>	276	276	75	<b>75</b>	276	276	238	<b>288</b>	551	551	20	<b>60</b>	100	100	258	<b>323</b>	388	388
<b>Team size</b>																				
0–50	188	<b>238</b>	413	738	75	<b>75</b>	188	413	263	<b>388</b>	601	926	50	<b>100</b>	200	2,000	328	<b>551</b>	888	2,926
51 or more	276	<b>338</b>	363	538	75	<b>75</b>	163	238	351	<b>413</b>	526	776	200	<b>250</b>	300	360	713	<b>732</b>	961	976
<b>Industry</b>																				
Financial services	213	<b>413</b>	613	913	75	<b>75</b>	163	463	288	<b>576</b>	813	1,326	100	<b>200</b>	360	2,000	676	<b>961</b>	1,626	2,926
Technology or telecommunications	163	<b>201</b>	238	276	75	<b>75</b>	75	276	238	<b>288</b>	313	551	40	<b>50</b>	100	100	328	<b>338</b>	363	363
Healthcare & life sciences	188	<b>188</b>	276	363	75	<b>75</b>	141	163	244	<b>307</b>	482	526	20	<b>40</b>	200	200	258	<b>303</b>	726	726
Consumer	163	<b>307</b>	363	413	75	<b>75</b>	75	188	238	<b>382</b>	438	601	50	<b>100</b>	100	300	338	<b>488</b>	701	738
Other	219	<b>276</b>	401	538	75	<b>75</b>	226	388	304	<b>388</b>	692	801	100	<b>175</b>	200	500	388	<b>569</b>	976	1,301
<b>Firm revenue</b>																				
Less than \$5bn	188	<b>226</b>	276	463	75	<b>75</b>	75	463	263	<b>301</b>	397	926	40	<b>55</b>	100	2,000	303	<b>333</b>	363	2,926
\$5bn–\$20bn	213	<b>363</b>	413	913	75	<b>75</b>	188	413	288	<b>438</b>	601	1,326	63	<b>125</b>	300	500	413	<b>701</b>	917	1,626
More than \$20bn	276	<b>401</b>	613	738	75	<b>75</b>	163	163	351	<b>564</b>	688	813	200	<b>200</b>	200	360	551	<b>807</b>	961	1,013
<b>Country</b>																				
United Kingdom	276	<b>338</b>	438	913	75	<b>75</b>	188	463	351	<b>432</b>	688	1,326	200	<b>300</b>	360	2,000	551	<b>888</b>	1,301	2,926
Other Europe	188	<b>213</b>	363	538	75	<b>75</b>	75	238	244	<b>301</b>	564	776	50	<b>100</b>	100	200	328	<b>376</b>	701	976

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 44

# United States

## Compensation sample sizes: United States

### United States

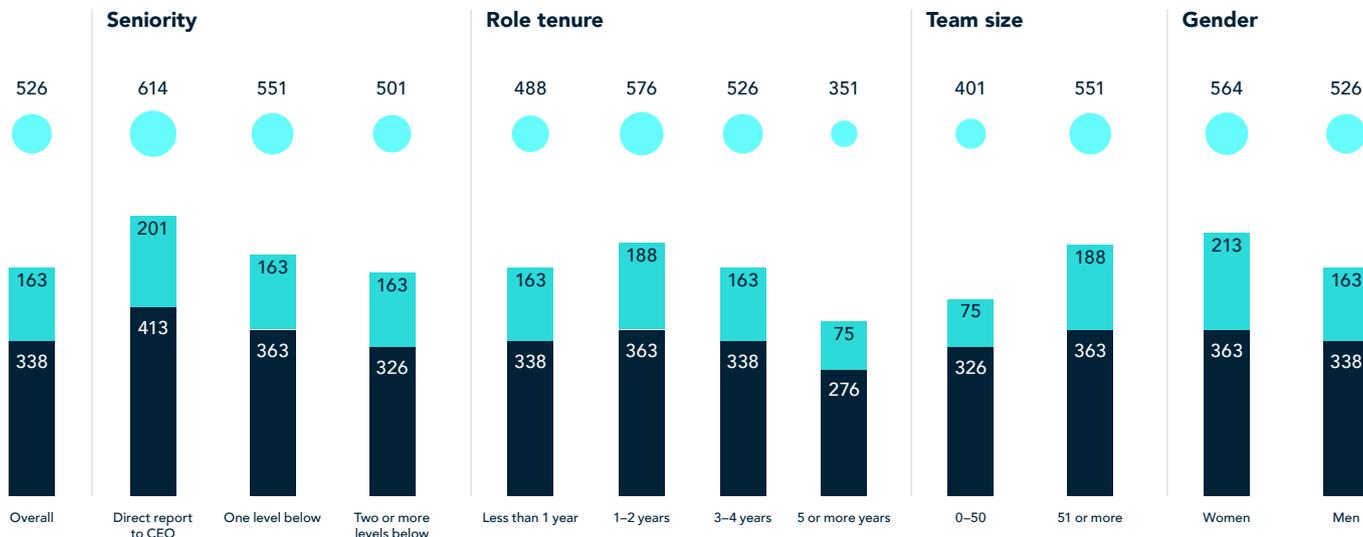
<b>Overall</b>	<b>64</b>
<b>Seniority</b>	
Direct report to the CEO	13
One level below the CEO's direct reports	31
Two or more levels below	20
<b>Role experience</b>	
Less than 1 year	16
1–2 years	21
3–4 years	17
5 or more years	5
<b>Team size</b>	
0–50	23
51 or more	36
<b>Industry</b>	
Financial services or fintech	23
Industrial, manufacturing, energy	6
Technology or telecommunications	17
Healthcare, biotech, life sciences	10
Consumer, retail, media	14
Other	13
<b>Firm revenue</b>	
Less than \$1bn	10
\$1bn–\$5bn	10
\$5bn–\$20bn	12
\$20bn–\$50bn	9
More than \$50bn	14
<b>Gender</b>	
Women	9
Men	44

Note: Numbers may not sum to overall sample size, as some respondents chose not to answer all questions.

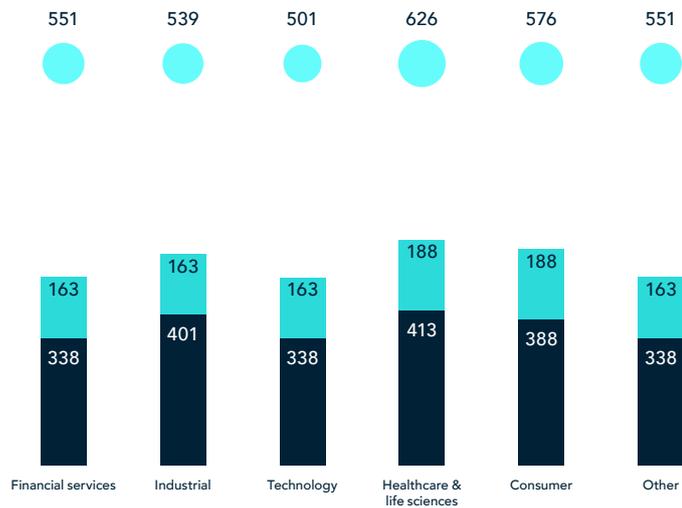
Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 64

### US compensation, 2021 (USD, thousands)

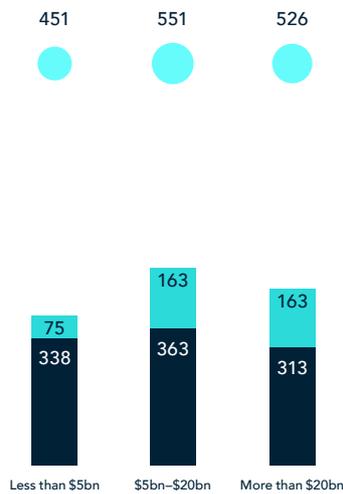
■ Base ■ Bonus ● 2021 total cash compensation ● 2021 total cash compensation



### Industry



### Company revenue



Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 64

## US compensation, 2021 (USD, thousands), continued

	Base				Bonus				Total cash compensation				Annual equity/LTI				Total compensation			
	25th	Median	75th	95th	25th	Median	75th	95th	25th	Median	75th	95th	25th	Median	75th	95th	25th	Median	75th	95th
<b>Overall</b>	<b>276</b>	<b>338</b>	<b>413</b>	<b>613</b>	<b>75</b>	<b>163</b>	<b>238</b>	<b>838</b>	<b>391</b>	<b>526</b>	<b>626</b>	<b>1,276</b>	<b>160</b>	<b>300</b>	<b>900</b>	<b>1,800</b>	<b>613</b>	<b>901</b>	<b>1,413</b>	<b>2,723</b>
<b>Seniority</b>																				
Direct report to the CEO	338	<b>413</b>	557	688	75	<b>201</b>	341	913	488	<b>614</b>	908	1,526	270	<b>600</b>	1,250	1,800	964	<b>1,351</b>	1,738	3,226
One level below	276	<b>363</b>	438	588	75	<b>163</b>	276	588	388	<b>551</b>	664	1,276	200	<b>460</b>	975	2,000	639	<b>1,126</b>	1,676	1,976
Two or more levels below	276	<b>326</b>	363	513	75	<b>163</b>	188	276	388	<b>501</b>	551	601	100	<b>160</b>	220	1,000	476	<b>726</b>	769	1,388
<b>Role experience</b>																				
Less than 1 year	276	<b>338</b>	413	688	75	<b>163</b>	276	888	401	<b>488</b>	739	1,176	200	<b>345</b>	1,280	3,000	601	<b>1,001</b>	1,693	3,739
1–2 years	338	<b>363</b>	438	588	163	<b>188</b>	276	488	488	<b>576</b>	714	1,276	300	<b>450</b>	925	1,000	882	<b>1,239</b>	1,535	1,976
3–4 years	276	<b>338</b>	413	613	75	<b>163</b>	188	913	373	<b>526</b>	617	1,526	170	<b>360</b>	800	2,000	613	<b>746</b>	1,151	3,226
5 or more years	201	<b>276</b>	313	313	75	<b>75</b>	225	276	276	<b>351</b>	538	589	33	<b>70</b>	153	180	308	<b>421</b>	691	769
<b>Team size</b>																				
0–50	238	<b>326</b>	413	513	75	<b>75</b>	163	276	313	<b>401</b>	576	714	70	<b>160</b>	500	2,000	421	<b>580</b>	1,014	1,576
51 or more	313	<b>363</b>	438	613	75	<b>188</b>	276	888	439	<b>551</b>	739	1,476	200	<b>500</b>	1,000	1,800	726	<b>1,226</b>	1,693	3,226
<b>Industry</b>																				
Financial services	276	<b>338</b>	413	588	75	<b>163</b>	276	838	388	<b>551</b>	751	1,276	70	<b>285</b>	500	1,800	533	<b>785</b>	1,413	2,723
Industrial	338	<b>401</b>	513	588	75	<b>163</b>	163	276	463	<b>539</b>	588	864	100	<b>150</b>	160	300	613	<b>748</b>	801	964
Technology or telecommunications	313	<b>338</b>	401	588	75	<b>163</b>	276	888	401	<b>501</b>	739	951	100	<b>875</b>	1,280	3,000	801	<b>1,251</b>	1,693	3,739
Healthcare & life sciences	413	<b>413</b>	463	613	163	<b>188</b>	276	913	576	<b>626</b>	864	1,526	500	<b>1,000</b>	1,700	3,000	1,126	<b>1,576</b>	2,723	3,739
Consumer	338	<b>388</b>	463	688	163	<b>188</b>	276	588	501	<b>576</b>	664	1,176	200	<b>260</b>	390	900	760	<b>870</b>	1,179	1,596
Other	276	<b>338</b>	413	463	163	<b>163</b>	238	888	439	<b>551</b>	651	951	200	<b>300</b>	1,000	3,000	626	<b>851</b>	1,951	3,739
<b>Firm revenue</b>																				
Less than \$5bn	238	<b>338</b>	413	688	75	<b>75</b>	188	276	388	<b>451</b>	601	964	270	<b>625</b>	1,250	2,000	864	<b>1,138</b>	1,576	1,738
\$5bn–\$20bn	338	<b>363</b>	463	463	75	<b>163</b>	213	488	463	<b>551</b>	626	951	100	<b>300</b>	700	3,000	613	<b>876</b>	1,251	3,739
More than \$20bn	276	<b>313</b>	463	613	75	<b>163</b>	276	888	388	<b>526</b>	864	1,476	160	<b>220</b>	500	1,700	570	<b>769</b>	1,388	2,723
<b>Gender</b>																				
Women	363	<b>363</b>	388	988	163	<b>213</b>	435	913	507	<b>564</b>	1,273	1,526	150	<b>200</b>	1,700	2,000	626	<b>795</b>	1,976	3,226
Men	276	<b>338</b>	413	588	75	<b>163</b>	213	588	388	<b>526</b>	626	964	115	<b>300</b>	850	1,800	578	<b>932</b>	1,407	2,723

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 64

By region, those in the Northeast and on the West Coast report the highest compensation. The median total compensation for both US regions was \$1,320,000.

### US compensation, 2021 (USD, thousands), continued

US region	Base				Bonus				Total cash compensation				Annual equity/LTI				Total compensation			
	25th	Median	75th	95th	25th	Median	75th	95th	25th	Median	75th	95th	25th	Median	75th	95th	25th	Median	75th	95th
Mid-Atlantic	276	<b>276</b>	313	613	75	<b>75</b>	163	913	351	<b>369</b>	439	1,526	70	<b>200</b>	500	1,700	458	<b>560</b>	639	3,226
Midwest	285	<b>338</b>	407	588	163	<b>213</b>	276	588	439	<b>551</b>	626	1,176	100	<b>190</b>	480	2,000	539	<b>726</b>	1,126	1,596
Mountain West	188	<b>326</b>	463	463	75	<b>132</b>	188	188	263	<b>457</b>	651	651	270	<b>385</b>	500	500	533	<b>842</b>	1,151	1,151
Northeast	319	<b>363</b>	432	463	75	<b>163</b>	226	821	394	<b>526</b>	620	1,260	240	<b>675</b>	1,000	3,000	813	<b>1,320</b>	1,723	3,739
Southeast	363	<b>388</b>	544	588	110	<b>226</b>	266	276	510	<b>589</b>	798	864	100	<b>300</b>	300	300	876	<b>901</b>	964	964
Southwest	238	<b>351</b>	463	463	163	<b>163</b>	163	163	401	<b>514</b>	626	626	20	<b>20</b>	20	20	421	<b>421</b>	421	421
West Coast	313	<b>338</b>	388	988	75	<b>163</b>	276	888	413	<b>501</b>	923	1,476	300	<b>800</b>	1,280	1,800	864	<b>1,320</b>	1,693	2,723

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 64

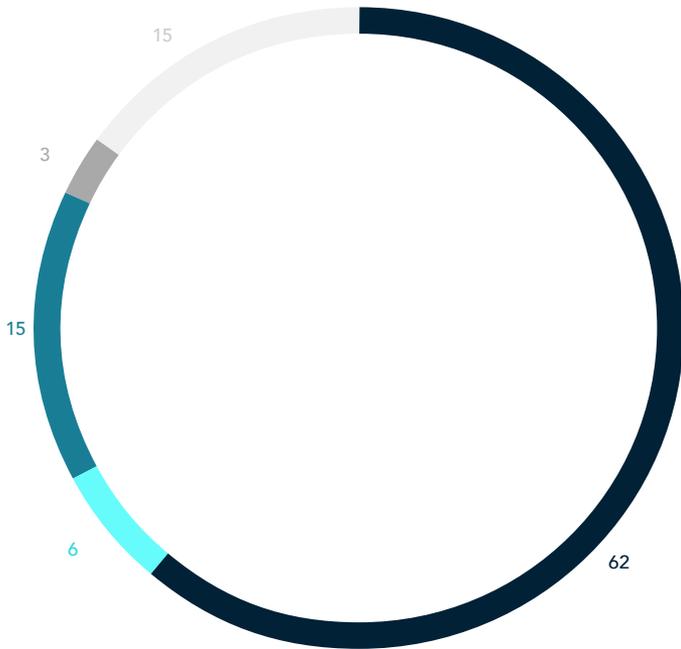
# Equity/LTI format

Seventy-two percent of US respondents reported receiving annual equity/LTI, while 57% of European respondents reported the same.

## Equity/LTI format (%)

- Restricted stock units (RSUs)
- Performance share units (PSUs)
- Options
- Combination of RSUs, PSUs, and/or options
- Other

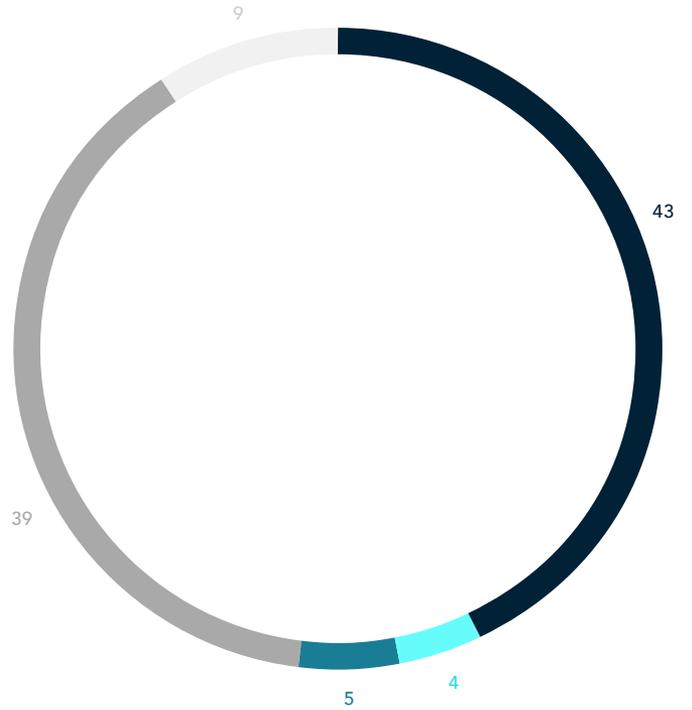
### Europe



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

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 25

### United States



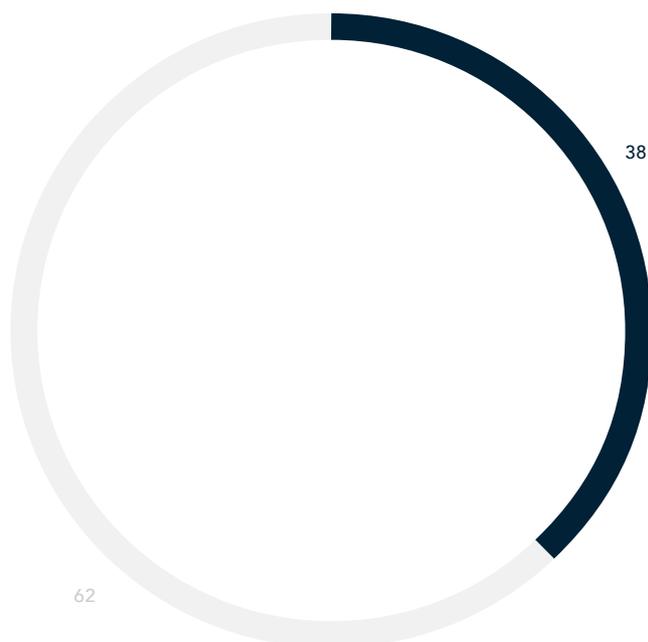
Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 46

# Sign-on bonus

## Europe

### Do you receive a joining or sign-on bonus? (%)

■ Yes ■ No



Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 44

### Median sign-on bonus (USD, thousands)

	In cash	In equity
<b>Overall</b>	<b>20</b>	<b>200</b>
<b>Seniority</b>		
Direct report to the CEO	60	115
One level below	25	200
Two or more levels below	15	N/A
<b>Role experience</b>		
Less than 1 year	30	200
1–2 years	20	30
3–4 years	100	200
5 or more years	N/A	N/A
<b>Team size</b>		
0–50	20	115
51 or more	100	200
<b>Industry</b>		
Financial services or fintech	30	200
Technology or telecommunications	20	30
Healthcare, biotech, life sciences	30	N/A
Consumer, retail, media	20	N/A
Other	100	200
<b>Firm revenue</b>		
Less than \$5bn	20	30
\$5bn–\$20bn	20	200
More than \$20bn	100	N/A
<b>Gender</b>		
Women	N/A	N/A
Men	20	200

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 10

### Sign-on bonus form (%)

Restricted stock units (RSUs)	71
Performance share units (PSUs)	14
Options	14
Combination of RSUs, PSUs, and/or options	0
Other	0

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

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 10

### Importance of equity in compensation package (%)

Very important	31
Important	33
Somewhat important	25
Not at all important	6
Don't know/not applicable	6

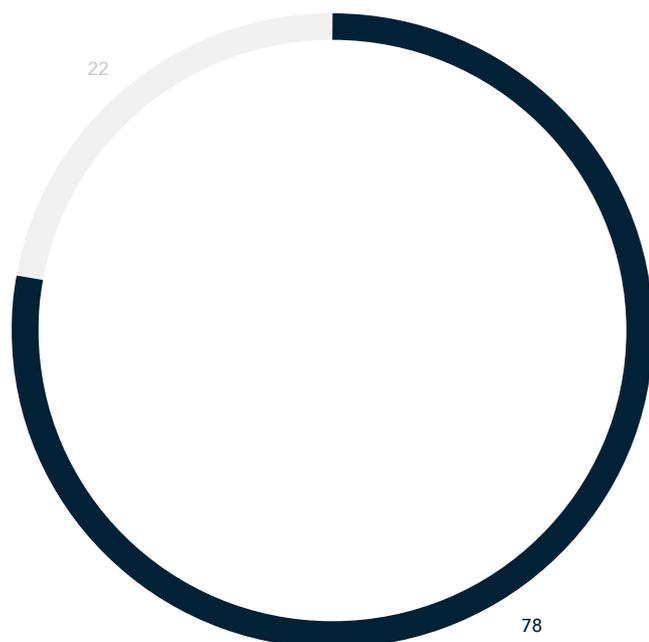
Note: Numbers may not sum to 100%, due to rounding.

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 44

## United States

### Do you receive a joining or sign-on bonus? (%)

■ Yes ■ No



Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 64

### Median sign-on bonus (USD, thousands)

	In cash	In equity
<b>Overall</b>	<b>150</b>	<b>500</b>
<b>Seniority</b>		
Direct report to the CEO	200	500
One level below	170	500
Two or more levels below	100	100
<b>Role experience</b>		
Less than 1 year	170	2,500
1–2 years	100	500
3–4 years	100	200
5 or more years	230	360
<b>Team size</b>		
0–50	75	100
51 or more	170	550
<b>Industry</b>		
Financial services or fintech	130	500
Industrial, manufacturing, energy	150	100
Technology or telecommunications	170	1,000
Healthcare, biotech, life sciences	250	550
Consumer, retail, media	200	1,500
Other	175	300
<b>Firm revenue</b>		
Less than \$5bn	100	150
\$5bn–\$20bn	150	600
More than \$20bn	200	500
<b>Gender</b>		
Women	300	300
Men	150	500

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 34

### Sign-on bonus form (%)

Restricted stock units (RSUs)	50
Combination of RSUs, PSUs, and/or options	26
Options	3
Performance share units (PSUs)	0
Other	21

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 34

### Importance of equity in compensation package (%)

Very important	56
Important	24
Somewhat important	13
Not at all important	4
Don't know/not applicable	4

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

Source: Europe and US data, analytics, and artificial intelligence executive organization and compensation survey, 2022, n = 64

# Specialty Practices

Heidrick & Struggles' Specialty Practices advise our clients on emerging technologies and disruptive innovation. Our search capabilities help the most innovative companies reach their ambitions for growth, scale and brand impact, accelerating their paths to industry disruption.

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- Cybersecurity
- Data, Analytics & Artificial Intelligence
- Health Tech
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