

2024 CAREER SURVEY & TRENDS

Key Takeaways from the NIRI-Korn Ferry Study

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Korn Ferry

Richard S. Marshall
Peter W. McDermott

NIRI

Matt Brusch



2024 CAREER SURVEY OVERVIEW

- 8th joint survey; partnership since 2008
- This Survey Overview



Survey Timeframe:
August 2024



Those surveyed:

- IROs
- Deputy IROs
- Staff roles



Participants: In House Only
Response: 429/3000 (14.3%)



Gender Breakdown:

- Male: 64%
- Female: 35%

KEY TAKEAWAYS

- The IR function continues its elevation in the C-suite with IR professionals becoming more prominent leaders/advisors. This has fostered a growing sense of optimism among IR professionals regarding the future of their profession.
- “Three Big Takeaways”...

Expanded Responsibilities:

- Nearly 80% of respondents now manage additional duties beyond traditional IR, up from 62% in 2022.
- 20% of IR professionals are responsible for competitive intelligence, and another 20% include ESG/Sustainability in their scope of work.

Professional Advancement:

- "Vice President" is now the most common designation among respondents, reflecting a steady increase over the past five years.
- Currently, 69% of IR professionals report directly to the Chief Financial Officer(CFO), marking a four-percentage point increase since 2022.
- 23% of respondents aspire for CFO positions as their next career step, up from 18% in 2022.

KEY TAKEAWAYS

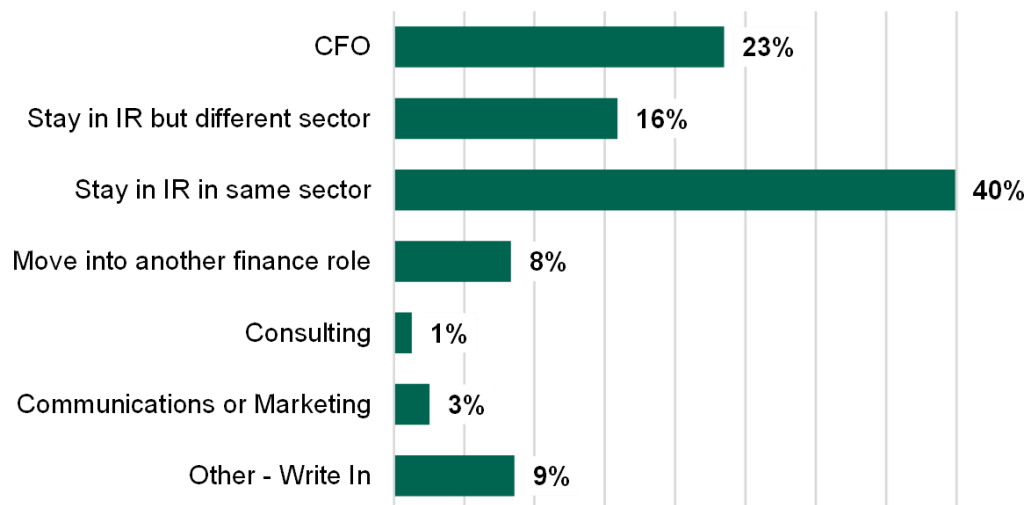
Compensation Trends:

Compensation for Investor Relations professionals has seen significant growth, particularly in base salaries. However, the mix has changed a bit.

- In 2024:
 - Respondents earning a base salary of \$276,000+ was 54%, up 14% from 2022.
 - Respondents earning \$351,000 to \$450,000, was 15%, up 7% from 2022.
 - Total compensation packages are shifting, with the proportion of Investor Relations professionals receiving equity exceeding 50% of their base salary declining from approximately 37% in 2022 to 30% in 2024.

FUTURE OF IR

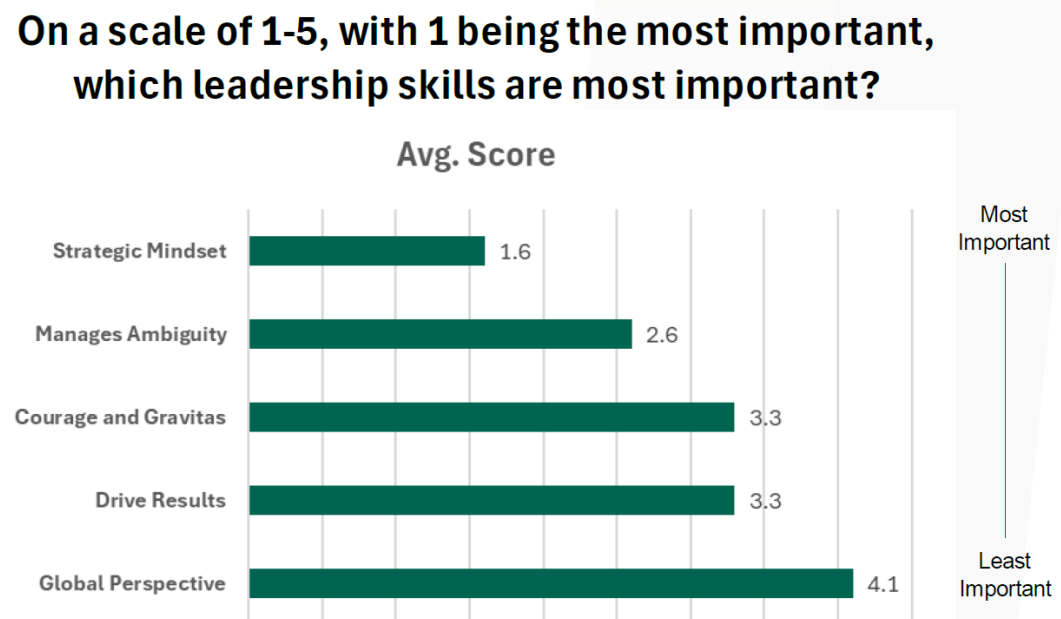
What is your next desired move?



- Forty percent of respondents would like to stay in IR and within the same industry sector, while another sixteen percent would like to remain in IR but change sectors.
- Twenty-three percent strive to become CFOs, up from eighteen percent in 2022.
- Only 22 percent of respondents reported having a succession candidate identified for their role, slightly up from the 20 percent found in 2022 and 2019 surveys.

LEADERSHIP SKILLS

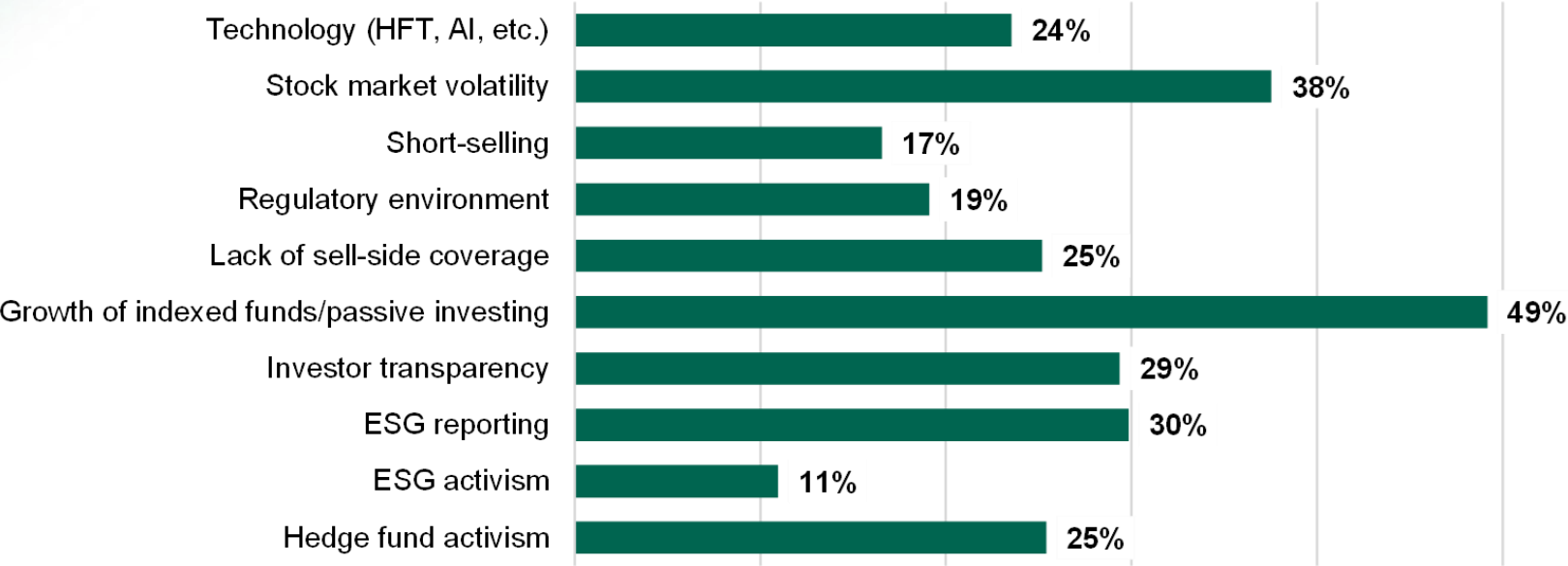
- Strategic mindset and the ability to manage ambiguity were noted as the most important leadership skills leaders in IR can possess.



- This ranking of traits remains unchanged from 2022.

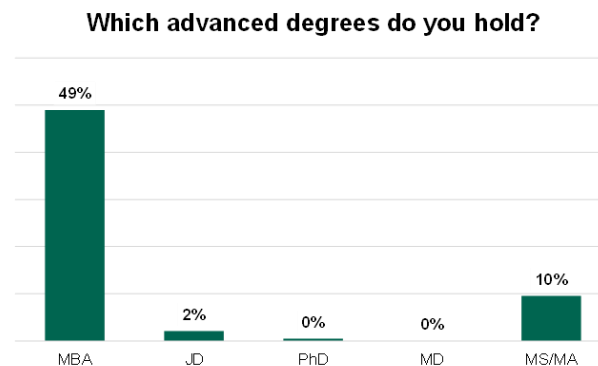
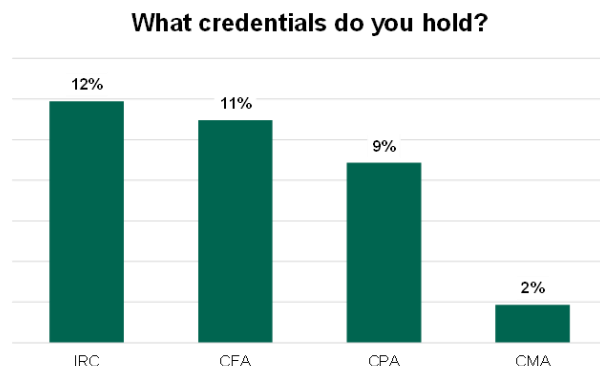
CHALLENGES

What do you see as the biggest challenges facing IROs today?



CREDENTIALS

Advanced Certifications / Degrees



- 11% percent of respondents reported holding CFA credentials, stable from 2022 but down from twenty-six percent in 2019.
- Twelve percent hold the Investor Relations Charter (IRC) certification, and nine percent hold CPA credentials, numbers largely unchanged from 2022.
- Forty-nine percent of respondents hold an MBA, up from 2022 (41 percent) but down from 2019 (78 percent).
- MBA remains the most common advanced educational attainment for those in the IR field.

2024 CAREER SURVEY & TRENDS

- Recap and Q&A
- Next Up...

Compensation Data

COMPENSATION OVERVIEW

- Recent Pay Equity laws have placed restrictions on what recruiters & employers can “ask.” Here’s some background:
 - In an effort to achieve pay equity, several states, cities, and a territory in the United States have enacted laws to prevent employers from inquiring about or relying on a prospective employee’s salary history in making hiring decisions and setting compensation.
 - Under all of these laws, an employer or recruiting agency may only ask an applicant about their salary and benefits expectations, provided the applicant is not requested or required to disclose their compensation history.
 - Currently, laws are in effect prohibiting inquiry by a private employer into a job applicant’s prior compensation in the following locations:
 - California • Colorado • Connecticut • Delaware • Hawaii • Illinois • Maine • Maryland • Massachusetts • Nevada • New Jersey • New York • Oregon • Puerto Rico • Rhode Island • Vermont • Washington • Cincinnati, OH • Kansas City, MO • Philadelphia, PA • San Francisco, CA • New York City, NY • Toledo, OH • Albany County, NY • Suffolk County, NY • Westchester County, NY

COMPENSATION OVERVIEW

Given the legal requirements, we had to modify the survey instrument and provide only ranges for those who “chose” to participate in this part of the study

Here's What We Can Share

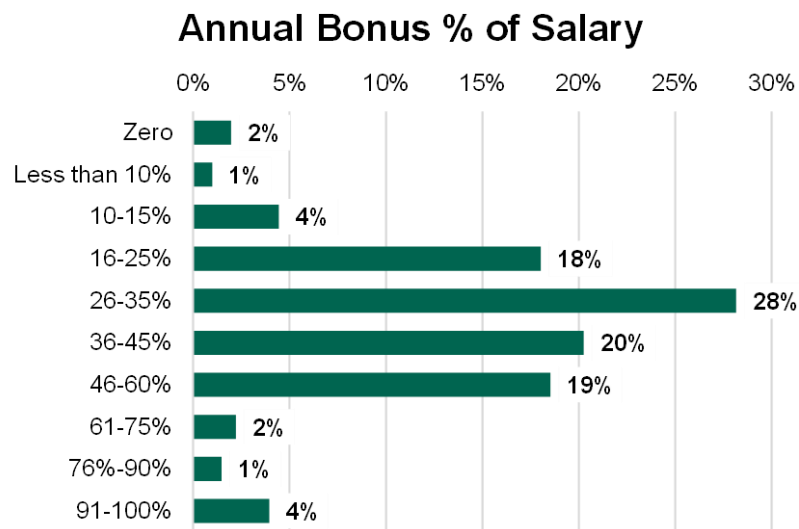
Base Salary

- In 2024, 34% have base salaries in the \$276K to \$350K range; and nearly 15% are \$351K and above.
 - **2022 comparison: 30% reported base salaries in the \$276K+ range**
- In 2024, the percentage of respondents earning \$276K or above rose to 54 percent.
 - **2022 comparison: 40 percent of respondents reported earning \$276K or above.**

Gender

- In 2024:
 - 49% of men (vs. 44% women) reported earning a base salary range of \$276K+
 - 47% of women (vs. 32% men) reported earning \$176K - \$275K.
 - 9% of both men and women reported earning \$175K and below in base salary.
- Comparing 2024 and 2022 base salary data by gender: men averaged reporting higher base salaries in 2024 than 2022, while women reported earning levels similar to 2022.

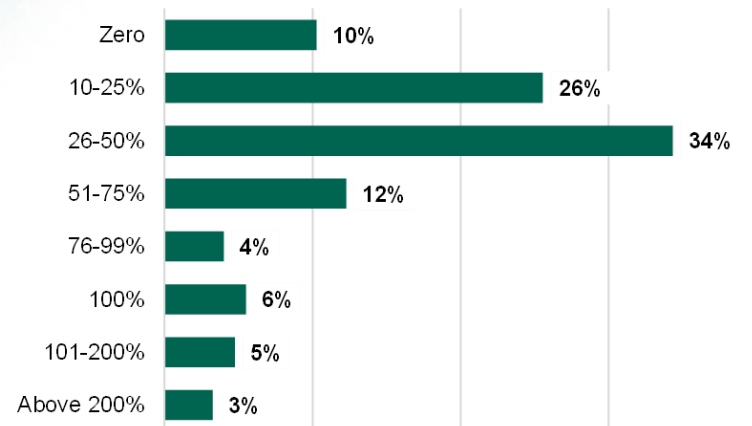
BONUS



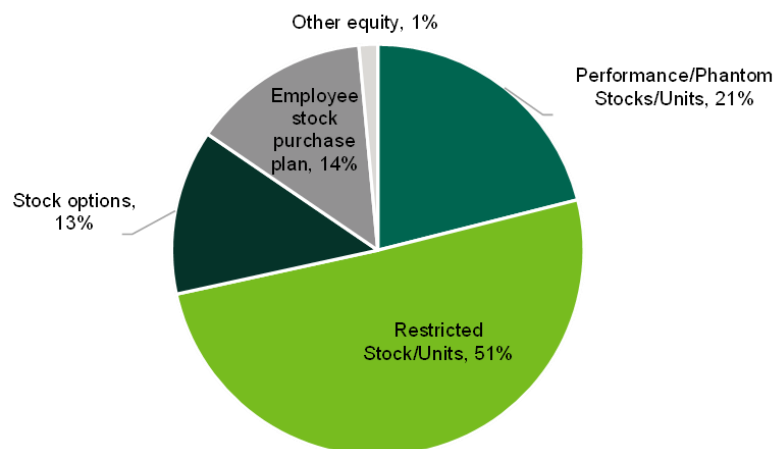
- Cash bonus target ranges of senior-level IROs: 26-35 percent of base salary (29 percent of respondents), 36-45 percent (25 percent), 46-60 percent (20 percent), 16-25 percent (13 percent), 61+ percent (9 percent).
- Cash bonus target ranges of Deputy IROs: 16-25 percent (41 percent), 26-35 percent (33 percent), 46-60 percent (10 percent), 15 percent and below (5 percent), 36-45 percent (five percent), 61+ percent (2 percent).
- Cash bonus target ranges of IR Staff: 10-15 percent (55 percent), 16-25 percent (27 percent), 26-35 percent (5 percent), and 36-45 percent (5 percent).

LONG-TERM INCENTIVES

Annual LTIP as a % of salary



Equity vehicles used



- Ninety percent of respondents reported receiving equity as part of their compensation packages, with the greatest number of respondents (34 percent) reporting an annual equity range (as a percentage of base salary) of 26-50 percent, up from 27 percent in 2022.
- Respondents reported restricted stock units (51 percent) as the top component of equity, followed by performance/phantom stocks/units (21 percent) and employee stock purchase plans (14 percent).

2024 CAREER SURVEY & TRENDS

- Further Q&A
- Next Up...

*What we are seeing
in today's market.*

KF PERSPECTIVE: CURRENT MARKET CONDITIONS

- IR / Finance talent demand slowed significantly in 2023-2024
- 2020-2022: Unprecedented demand for public company IR talent
 - Overall increase in IPOs and other corporate transactions (during 2020-2021)
 - Active public SPAC market
 - Considerable M&A activity
 - CFO departures and retirements, prompting IR turnover
- 2025 forecast: Expect a healthy job market for the following reasons:
 - Post Election: Clarity on the outcome; business now moves forward (“pushes play vs. pause”)
 - IPO market expected to be strong; market conditions seem ripe
 - This will generate talent movement overall; both new roles and backfills
- RTO is real: more companies requiring it, especially in these senior advisory role.

KF PERSPECTIVE: IRO TALENT

C-SUITE AND IRO PERSPECTIVES

C-Suite Expectations: Key Competencies

Strategic Mindset

Defines and delivers a proactive IR program, covering both buy and sell side audiences across a broad range of geographic markets

Deep financial literacy

Possesses commercial acumen and a high level of financial and operational understanding – holds a firm grasp of the business / industry nuances

Excellent communicator

First-class stakeholder management skills – senior executive, Board level and Investor credibility

IRO Expectations: What IROs look for in Next Move

Clear line of sight to Board

- *At the top level IROs feel it is critical to have first- hand exposure to CEO/CFO and Board in order to understand and communicate Group strategy.*

Latitude

- *IROs want responsibility for the design and execution of a core agenda, for both financial communication and shareholder management, that is in- line with Group strategy.*

Progression

- *IROs are attracted to roles that offer challenge via international scope, group complexity, expected IPOs, listings, a shift in shareholder base, growth strategy and the added responsibility of corporate communication or corporate affairs.*

Investment in function from CEO/CFO

- *IROs indicate that they must have corporate support at the highest level to add value internally and externally.*

Good relationship with communications team

- *Clear delineation and a strong relationship between these two functions is critical as mixed messaging or turf wars can be both damaging and frustrating.*

Excellent in-roads into the rest of the business

- *IROs are interested in building deep relationships with business unit leaders; these inroads are best used to develop an IRO's knowledge of their Company as well as offer market view to senior level leadership.*

KF PERSPECTIVE: IRO TALENT

SUCCESS ATTRIBUTES



**Strong performance in
ambiguous contexts**

Comfortable with vague and unknown parameters and operate effectively even without a clear way forward



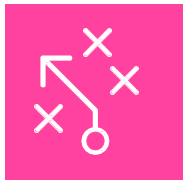
**Focused on strategy
and perspective**

Consider and value diverse perspectives when examining future possibilities and take a global lens when approaching issues



**Focused on
performance**

Motivated to meet and exceed standards and achieve outcomes in the face of tough obstacles



**Demonstrates
agility**

Derive energy from low-structure situations and complex problems; enjoy finding creative solutions and addressing issues using thoughtful and intellectually driven methods



Action-oriented

Display confidence in managing concerns, holding difficult conversations, and being proactive in high-stakes settings

NIRI PERSPECTIVE

- Results reinforce value of IR as essential partners to C-suite
- Top challenges = roadmap for NIRI
 - Market structure
 - ESG-related
 - Market volatility

CAREER RESOURCES

- NIRI-Korn/Ferry 2024 Career Survey & Trends Report

<https://www.kornferry.com/about-us/press/investor-relations-officers-grow-scope-impact-and-compensation>

- NIRI Career Center

www.niri.org/career-center