

NIRI - Korn/Ferry International IRO Compensation Survey

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Combined Results Summary



1. What is your current title?		
Chief Financial Officer	3	1%
Senior Vice President	59	7%
Vice President	328	40%
Senior Director	40	5%
Director	211	26%
Manager	82	10%
Other, please specify	89	11%
Total	812	100%

2. Do you have responsibilities in addition to Investor Relations (IR)?		
Yes	482	59%
No	332	41%
Total	814	100%

3. Please indicate your additional responsibilities. (Check all that apply)		
Financial Media Relations	250	31%
Corporate Communications	294	36%
Financial Analysis	129	16%
Strategic Planning	127	16%
Treasury	58	7%
Corporate Secretary	18	2%
Other, please specify	180	22%

4. To whom do you report?

President/CEO	143	18%
Chief Financial Officer	445	55%
Chief Operating Officer	14	2%
Treasurer	38	5%
Corporate Controller	2	30%
General Counsel	5	70%
Chief Communications Officer	25	3%
Other, please specify	140	17%
Total	812	100%

5. Please indicate the percent of their time the following positions spend communicating with the Street.

670 Responses. Averages of all respondents as follows:
CEO: 15%, CFO: 17%, IRO: 62%

6. How many professional Investor Relations direct reports do you have? (Not including administrative staff)

1 to 2	333	41%
2 to 4	51	6%
4 to 6	8	1%
6 to 8	1	0%
8 to 10	0	0%
More than 10	0	0%
None - I hold a management position, but have no direct reports	377	47%
None - I do not hold a management position	40	5%
Total	810	100%

7. How many total Investor Relations reports do you have? (Including administrative staff)

1 to 2	385	47%
2 to 4	114	14%
4 to 6	17	2%
6 to 8	5	1%
8 to 10	7	1%
More than 10	2	0%
None - I hold a management position, but have no direct reports	249	31%
None - I do not hold a management position	32	4%
Total	811	100%

8. If you have other responsibilities in addition to Investor Relations, what is the total department headcount reporting in to you?

1 to 2	157	20%
2 to 4	75	9%
4 to 6	41	5%
6 to 8	18	2%
8 to 10	25	3%
More than 10	409	52%
Other, please specify	70	9%
Total	795	100%

9. In the past year, has your IR organization staff increased or decreased in size?

Increased	179	22%
Decreased	61	8%
No change	572	70%
Total	814	100%

10. Is the head of Investor Relations function of your company considered rotational?

Yes	68	8%
No	743	92%
Total	811	100%

11. Are the staff level Investor Relations positions of your company considered rotational?

Yes	144	18%
No	661	82%
Total	805	100%

12. What is the size of the IR budget that you are responsible for? (*Excluding* annual report costs, stock market listing fees and allocated overhead, but *including* salaries and benefits)

Less than \$100,000	39	5%
\$100,000 - \$499,999	343	43%
\$500,000 - \$999,999	243	30%
\$1 million - \$2,499,999	154	19%
\$2.5 million - \$5 million	27	3%
Total	806	100%

13. What is the size of the IR budget that you are responsible for? (*Including* annual report costs, stock market listing fees, allocated overhead, salaries and benefits)

Less than \$100,000	30	4%
\$100,000 - \$499,999	231	29%
\$500,000 - \$999,999	251	31%
\$1 million - \$2,499,999	233	29%
\$2.5 million - \$5 million	56	7%
Total	801	100%

14. How many sell-side analysts cover your company currently?

None	24	3%
1 to 4	95	12%
5 to 9	228	28%
10 to 14	192	24%
15 to 19	128	16%
20 or More	142	17%
Total	809	100%

15. What is your current base salary? (This information will be held in strictest confidence and cannot be linked to you or your company in any way)

Less than \$100K	108	13%
\$100K - \$125K	115	14%
\$126K - \$150K	138	17%
\$151K - \$175K	127	16%
\$176K - \$200K	116	14%
\$201K - \$225K	72	9%
\$226K - \$250K	50	6%
\$251K - \$275K	32	4%
\$276K - \$300K	20	2%
\$301K - \$325K	15	2%
\$326K - \$350K	7	1%
\$351K - \$375K	7	1%
\$376K - \$400K	0	1%
\$401K - \$425K	1	0%
\$426K - \$450K	0	0%
\$451K - \$475K	0	0%
\$476K - \$500K	0	0%
\$501K - \$700K	0	0%
More than \$700K	0	0%
Total	808	100%

16. In which of the following ranges did your 2006 cash bonus fall, excluding any long-term incentive plan payouts? (This information will be held in strictest confidence and cannot be linked to you or your company in any way)

Less than \$10,000	100	13%
\$10,000 - \$19,999	102	13%
\$20,000 - \$29,999	104	13%
\$30,000 - \$39,999	73	9%
\$40,000 - \$49,999	88	11%
\$50,000 - \$74,999	89	11%
\$75,000 - \$99,999	68	8%
\$100,000 - \$124,999	55	7%
\$125,000 - \$149,999	29	4%
\$150,000 - \$174,999	11	1%
\$175,000 - \$199,999	8	1%
\$200,000 or more	35	4%
Did not receive bonus	37	5%
Total	799	100%

17. What is your target cash bonus on an annual basis?

0% - 25%	309	38%
26% - 50%	350	44%
51% - 75%	59	7%
76% - 100%	29	4%
101% - 150%	13	2%
151% - 200%	3	0%
Greater than 200%	2	0%
Compensation does not include cash bonus program	38	5%
Total	803	100%

18. Which of the following do you receive as the equity portion of your compensation?

Do not receive equity compensation	112	14%
Stock Options	493	61%
Restricted Stock/Units	437	54%
Long-Term Incentive Plan	151	19%
Other, please specify	18	2%

19. What is the approximate target amount of each type of annual equity grant in terms of dollar value or percentage of base salary?

387 Responses: Median value of options was \$50,000

20. What benefits do you receive in addition to cash compensation?

Automobile	94	12%
Club membership	61	7%
Deferred compensation plan	238	29%
Financial/tax planning	162	20%
Long-term incentive plan	122	15%
Medical examinations	180	22%
Special officer pension plan	49	6%
Split-value life insurance plan	68	8%
Receive no benefits in addition to cash compensation	275	34%
Other, please specify	68	8%

21. Do you have a "change of control" agreement? If so, for how long?

3 months	15	2%
6 months	29	3%
12 months	107	13%
18 months	13	2%
More than 18 months	61	8%
Do not have "change of control" agreement	573	72%
Total	798	100%

22. Do you have a non-compete agreement?

Yes	218	27%
No	590	73%
Total	808	100%

23. Please indicate your gender.

Male	428	53%
Female	382	47%
Total	810	100%

24. Please indicate your age.

Under 30	27	3%
30 – 39	247	30%
40 – 49	326	40%
50 – 59	175	22%
60 – 69	35	5%
70 or more	0	0%
Total	682	100%

25. How many years have you been employed in Investor Relations?

0 - 2 years	122	15%
2 - 4 years	120	15%
4 - 6 years	106	13%
6 - 8 years	89	11%
8 - 10 years	94	12%
10 - 12 years	90	11%
More than 12 years	190	23%
Total	811	100%

26. How long have you been in your current position?

1 - 2 years	292	36%
2 - 4 years	208	26%
4 - 6 years	115	14%
6 - 10 years	117	14%
10 - 15 years	53	6%
15 - 20 years	23	3%
More than 20 years	2	1%
Total	810	100%

27. Do you see yourself as a career IR officer or is this a transitional role for you?

Career	444	55%
Transitional	157	19%
Undecided	209	26%
Total	810	100%

28. Including your current role, how many total industries have you worked in?

1	145	18%
2 to 3	450	55%
3 to 4	119	15%
4 or more	96	12%
Total	810	100%

29. Please check all college degrees and credentials that apply.

BA	388	48%
BS	347	43%
MBA	401	49%
MA	47	6%
MS	54	6%
PhD	5	1%
JD	11	1%
CPA	120	15%
CFA	36	4%
Other, please specify	80	10%

30. Prior to IR, in which field did you gain the most professional experience?

Corporate administration	44	5%
Corporate communications/PR	166	20%
Corporate finance	318	39%
Corporate marketing/sales	80	10%
Corporate operations/line function	39	5%
Corporate strategic planning/corporate development	86	11%
Securities industry - Buy-side	39	5%
Securities industry - Sell-side	70	9%
Securities industry - Retail brokerage	23	3%
Securities industry - IR counselor	12	1%
Service provider	13	2%
Other, please specify	143	18%

31. Have you ever served as a sell-side or buy-side analyst in your career?

Yes	74	9%
No	738	91%
Total	812	100%

32. Where is your company headquartered?

Alabama	3	0%
Alaska	0	0%
Arizona	11	1%
Arkansas	6	1%
California	122	15%
Colorado	24	3%
Connecticut	19	2%
Delaware	2	0%
District of Columbia	2	0%
Florida	29	4%
Georgia	23	3%
Hawaii	0	0%
Idaho	2	0%
Illinois	46	6%
Indiana	2	0%
Iowa	2	0%
Kansas	4	1%
Kentucky	3	0%
Louisiana	2	0%
Maine	1	0%
Maryland	18	2%
Massachusetts	53	7%
Michigan	9	1%
Minnesota	19	3%
Mississippi	1	0%
Missouri	14	2%
Montana	0	0%
Nebraska	2	0%
Nevada	5	1%
New Hampshire	1	0%
New Jersey	30	4%
New Mexico	2	0%
New York	55	7%
North Carolina	17	2%
North Dakota	0	0%
Ohio	33	4%
Oklahoma	5	1%
Oregon	6	1%
Pennsylvania	34	4%
Rhode Island	4	1%
South Carolina	5	1%
South Dakota	1	0%
Tennessee	15	2%
Texas	70	9%
Utah	3	0%
Vermont	0	0%
Virginia	22	3%
Washington	16	2%
West Virginia	0	0%
Wisconsin	9	1%
Wyoming	0	0%
Non-U.S. headquarters. Please specify	51	6%
Total	803	100%

33. What is your company's market cap size?

Under \$100 million	30	4%
\$100 - \$499 million	111	14%
\$500 million - \$1.4 billion	163	20%
\$1.5 - \$4.9 billion	207	25%
\$5 - \$9.9 billion	105	13%
\$10 - \$99 billion	173	21%
Over \$100 billion	23	3%
Total	812	100%

34. On what exchange is your company listed?

NYSE Euronext	484	59%
NASDAQ	278	34%
AMEX	13	2%
London	10	1%
Tokyo	1	0%
Toronto	18	2%
Other, please specify	43	5%

35. Which of the following best describes your company's industry?

Aerospace	8	1%
Automotive	6	1%
Banking	34	4%
Biotechnology, Biomedicine, Bioscience	65	8%
Building materials / Construction	16	2%
Chemicals	19	2%
Conglomerates	7	1%
Consumer products	46	6%
Containers	4	1%
Consultant	3	0%
Discount & Fashion Retailing	17	2%
Drugs & Research / Drug Distribution	18	2%
Electrical Instruments	2	0%
Electrical Products & Electronics	10	1%
Financial Services	50	7%
Food	22	3%
Fuel	32	4%
Health Care Services	25	3%
Insurance	26	3%
Leisure Time Products	9	1%
Manufacturing	44	6%
Medical Products	13	2%
Metals & Mining	19	2%
Paper & Forest Products	7	1%
Publishing & Broadcasting	6	1%
Real Estate	30	4%
Savings & Loans	1	0%
Service Industries	21	3%
Service Provider	26	3%
Technology: Hardware, Peripherals	41	5%
Technology: Internet	17	2%
Technology: Software	47	6%
Telecommunications	32	4%
Transportation	18	2%
Utilities & Power	42	5%
N/A (Not applicable)	13	2%
Total	798	100%