

# 2022 Global Chief Information Security Officer (CISO) Survey



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# A message from the authors

Welcome to our *2022 Global Chief Information Security Officer (CISO) Survey*, which examines both organizational structure and compensation for this increasingly critical role.

For this report, Heidrick & Struggles compiled organizational and compensation data from a survey fielded in Spring 2022 of 327 CISOs around the world. Most carried the title of chief information security officer, but respondents also include chief security officers and senior information security executives.

The numbers of respondents varied significantly in different countries. This report includes organizational data from respondents in the United States, Europe, and Asia Pacific, and compensation data for respondents in the United States, the United Kingdom, and, for the first time, Germany. We expect to be able to report more fully on additional countries in future years.

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,



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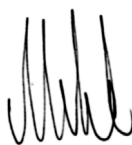
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## Methodology

In an online survey, we asked participants to provide information on how their role is structured, to whom they report and who reports to them, and data on compensation including current base salary, bonus for the most recent fiscal year, and annualized equity or long-term incentive pay, as well as joining bonuses. All data collected was self-reported by information security professionals and has been aggregated.

## On confidentiality

The global chief information security officer survey, 2022, has been conducted on an anonymous basis. All data is reported anonymously and in aggregate.

## Acknowledgments

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

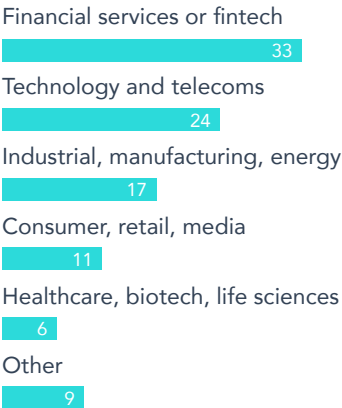
# Where are the CISOs?

The CISOs who responded to the survey came predominantly from the United States. Australia, Belgium, France, Germany, the Netherlands, Singapore, South Korea, and the United Kingdom were also represented.

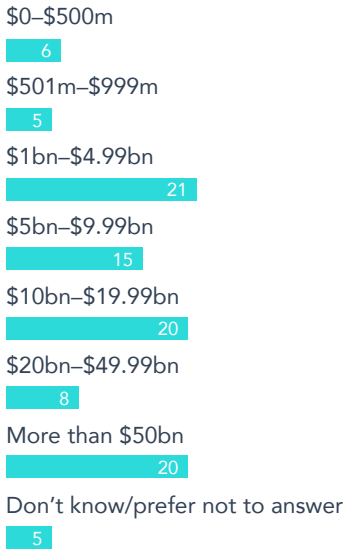
More than two-thirds of the CISOs were at companies with an annual revenue of \$5 billion or more, and they worked across a range of industries, most often financial services and technology and telecoms, but followed closely by industrial, manufacturing, and energy and consumer, retail, and media.

## Company information

### Company industry (%)



### Company revenue (%)



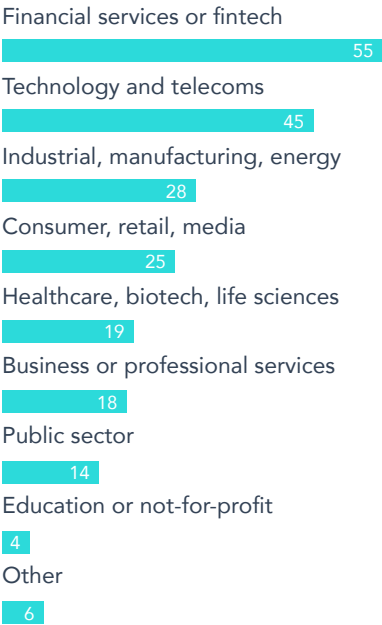
Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 327 information security professionals

# The career path to the CISO roles

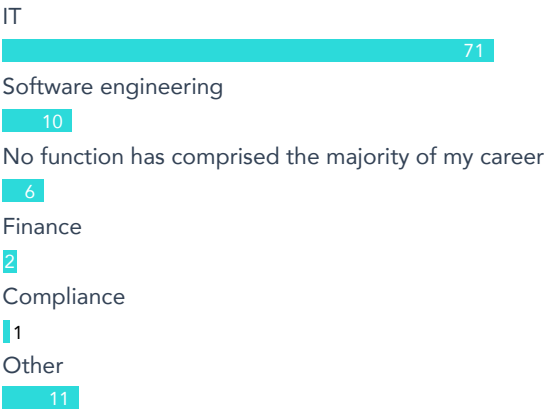
In terms of experience, we once again see that CISOs most often had recent experience in the financial services and technology industries. In terms of functional background, most come from IT, though we are seeing other types of functional expertise emerging, notably software engineering, which increased from 7% last year to 10% this year.

## General experience

### Sector experience (%)



### Main function of career (%)



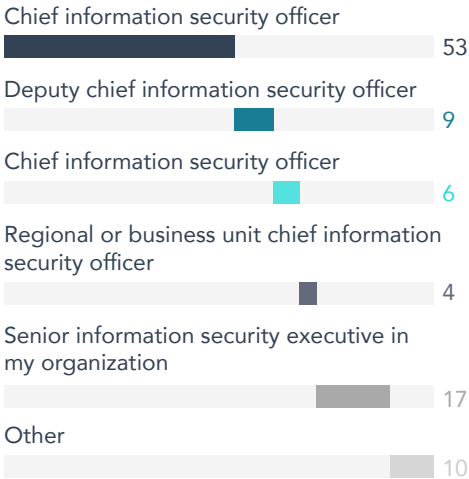
Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 327 information security professionals

Notably, prior to their current role, more than half of the respondents were in another CISO role. This reflects a broader trend that CISO roles are often terminal—the career path forward for CISOs is most often to another CISO role.

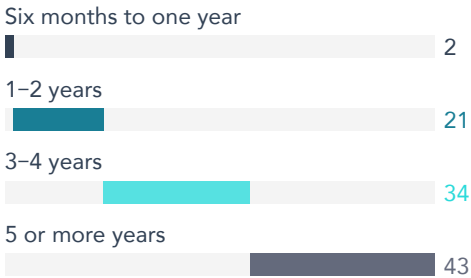
If we include executives who were functioning as the CISO without that title, 70% of the CISOs moved laterally into their current role.

## Previous role experience

### Prior role or function (%)



### Tenure of previous role (%)

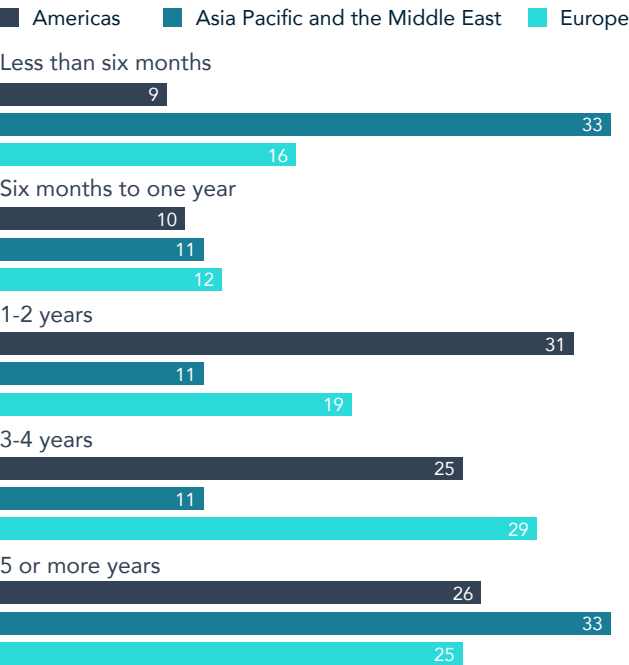


Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 327 information security professionals

And, though 77% had been in their role for at least three years (up from 56% of last year's respondents), almost two-thirds of those who have been in their role for less than a year came from a previous CISO role, while those who've been in their current role for five or more years were more likely to have come from a role other than CISO. It's notable that regional CISOs are showing low representation, pointing to the still largely US-centric nature of cyber protection, even for global companies.

Current experience

Current role tenure, by region (%)



Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 327 information security professionals

Current role tenure, by title

	Less than 1 year	1-4 years	5 or more years
Chief information security officer	62% <div><div></div></div>	55% <div><div></div></div>	42% <div><div></div></div>
Deputy chief information security officer	6% <div><div></div></div>	10% <div><div></div></div>	11% <div><div></div></div>
Chief information security officer	12% <div><div></div></div>	6% <div><div></div></div>	2% <div><div></div></div>
Regional or business unit chief information security officer	4% <div><div></div></div>	4% <div><div></div></div>	2% <div><div></div></div>
Senior information security executive in my organization	14% <div><div></div></div>	14% <div><div></div></div>	25% <div><div></div></div>
Other	1% <div><div></div></div>	10% <div><div></div></div>	18% <div><div></div></div>

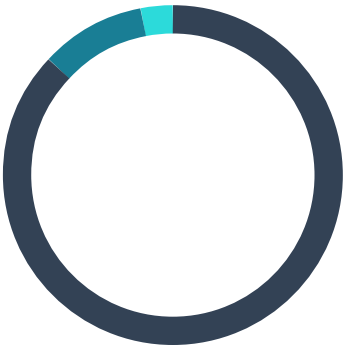
Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 327 information security professionals

Most respondents were men and white, with little variation across regions. Globally, 18% of respondents were diverse in some way: either women, Black or African American, or Hispanic or Latinx. In the United States alone, the share of diverse respondents drops to 14%, although there was an increase in Hispanic or Latinx representation, up to 8% from 5% last year.

Heidrick & Struggles’ experience recruiting CISOs so far in 2022 reflects an increasing need for diverse talent. We are seeing companies increasingly think outside the traditional industry- and IT-specific criteria for CISOs to find the best executives for the role, including people who are diverse in terms of gender and race or ethnicity, as well as industry and functional expertise.

Demographics

Gender



87% Men

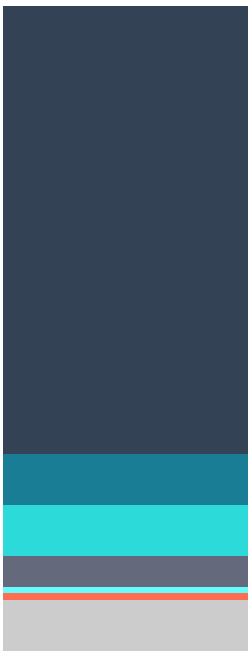
10% Women

3% Prefer not to answer

Source: Heidrick & Struggles’ global chief information security officer (CISO) survey, 2022, n = 327 information security professionals

Ethnicity (United States only)

- 71% White
- 8% Asian or Asian American
- 8% Hispanic or Latinx
- 5% Black or African American
- 1% Arab, Arab American, Middle Eastern
- 1% Other
- 8% Prefer not to answer



Source: Heidrick & Struggles’ global chief information security officer (CISO) survey, 2022, n = 224 information security professionals

# What CISOs do all day

The five functions that most CISOs say report to them have remained the same year over year. The strong presence of application/product security as a regular part of the CISOs mandate was a new development in 2021 and has clearly maintained priority this year.

## Functional areas that report to the CISO (%)



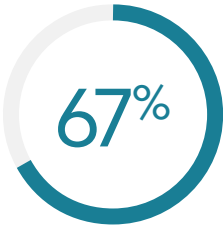
Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 327 information security professionals



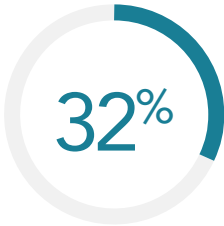
Those areas of responsibility are aligned with the most significant threats CISOs say their companies are facing. We are seeing cybersecurity becoming more and more embedded in core software development and business processes, with the most sophisticated cyber programs getting ahead of threats and taking a “security by design” approach across the board.

Most significant cyber risks

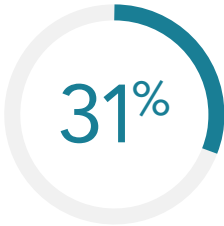
Ransomware attacks



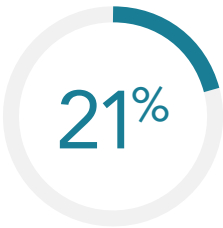
Insider threats



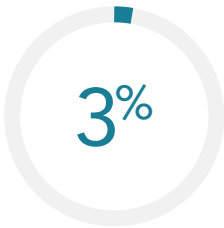
Nation/state attacks



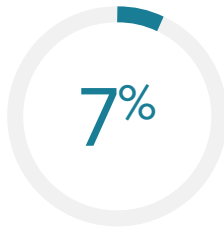
Malware attacks



Malware-free attacks

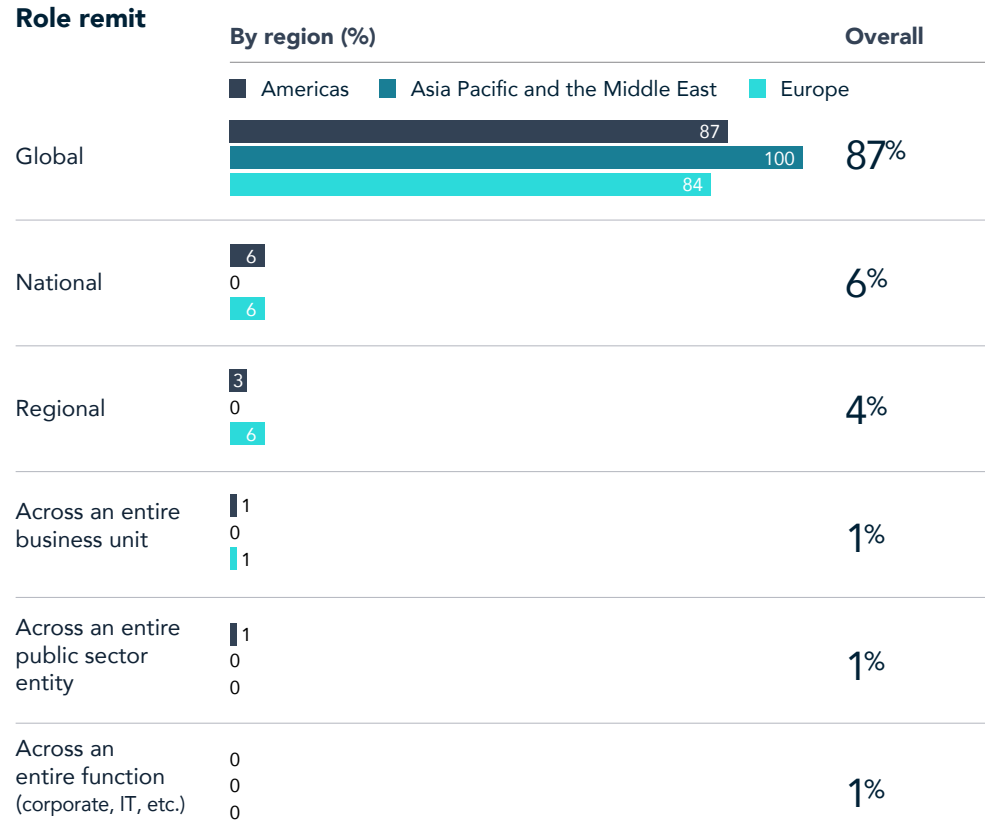


Other



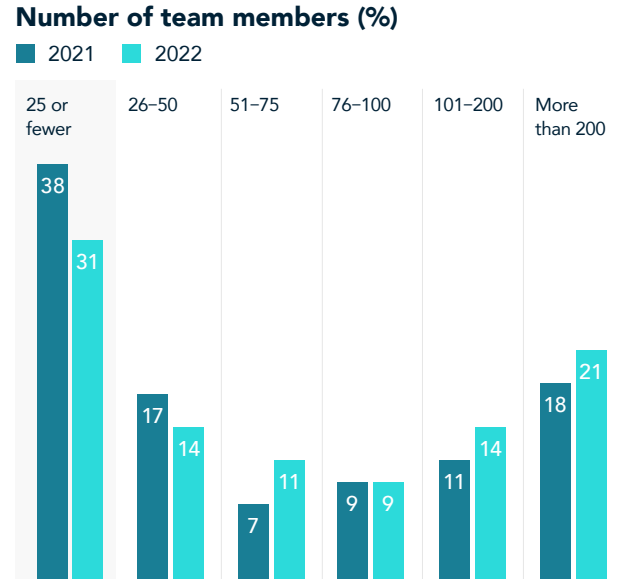
Source: Heidrick & Struggles’ global chief information security officer (CISO) survey, 2022, n = 327 information security professionals

Most of the CISOs who responded to our survey, 87%, were in global roles (ranging from a high of 100% in Asia Pacific and the Middle East to a low of 84% in Europe).



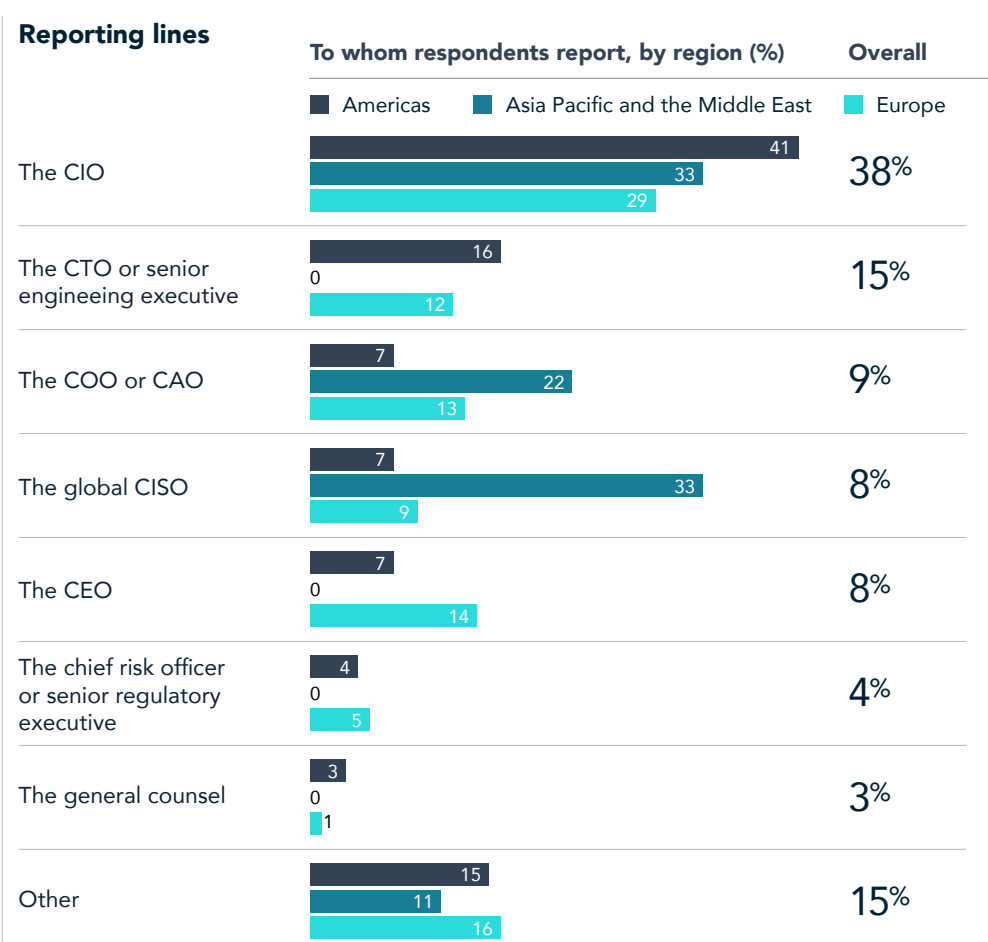
Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 327 information security professionals

Team size on the whole grew compared with last year. The share of CISOs with the very smallest teams dropped from 38% to 31%, and the share with the largest teams rose from 18% to 21%. Growing team sizes reflect the increased investment this role has from the board level and shows the need to recruit world-class talent and bench strength for the CISO. Larger teams may, over time, reduce burnout—a key concern among CISOs (see chart, “Most significant personal risks,” on page 12).



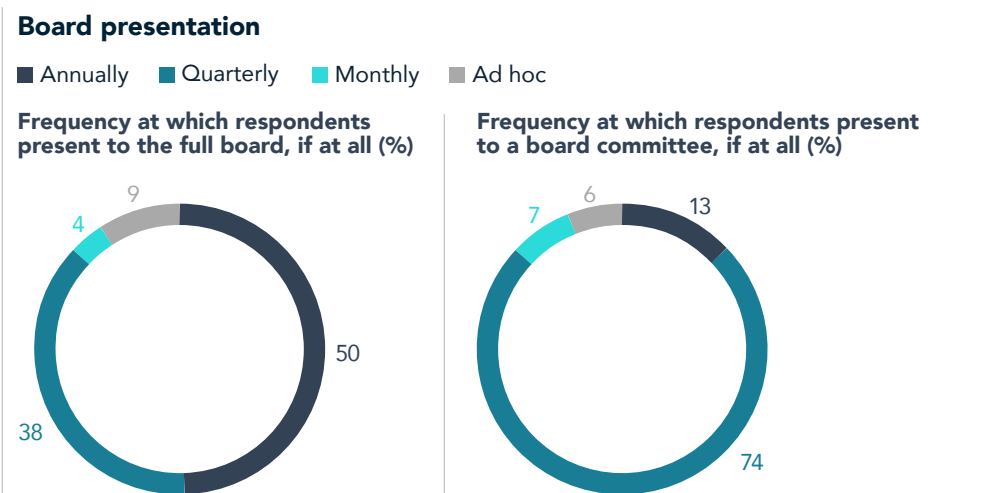
Sources: Heidrick & Struggles' global chief information security officer (CISO) survey, 2021, n = 354 information security professionals  
Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 327 information security professionals

Looking upward, nearly two-thirds of CISOs report to someone other than the CIO, the same share as last year. Only 8% report directly to the CEO, a decrease from last year's 11%. However, reporting lines vary markedly by region and, in our experience, industry. For example, in financial services, the CISO still largely reports to the CIO or CTO, but in many cases the CISO, or parts of the cyber organization, reports to the risk organization or "second line." In many instances, we are seeing creative solutions that involve CISOs having both hard and soft line reporting relationships, to the audit committee, for example.



Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 327 information security professionals

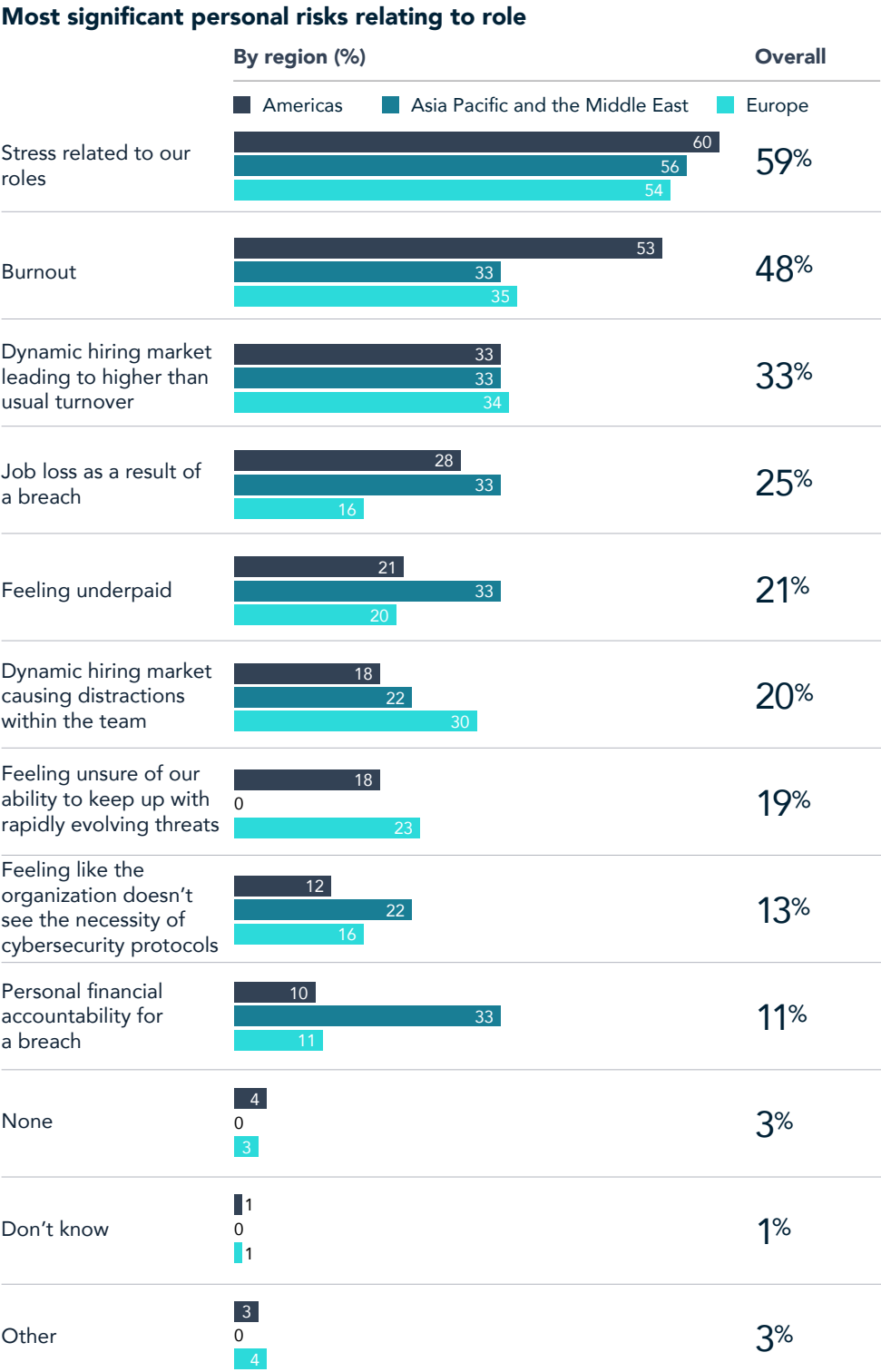
CISOs have significant visibility with the board: 88% said they report to the full board or a committee, just about the same as last year. Sixty-one percent report to the full board, 69% to a committee, and 43% to both. Regionally, US CISOs most often present to the full board while CISOs in APAC and the Middle East most often present to a committee. Reporting to the audit committee is typically more frequent.



Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 288 information security professionals

# A range of personal risks for CISOs

The importance of the role of the CISO continues to grow as digital technologies become even more prevalent, hybrid working remains the norm in many industries, and concern about cyberattacks, specifically ransomware, rises. In that context, we asked for the first time this year about the personal risks CISOs face in their role. Our survey responses here tell a few different stories. One is that there is burnout and stress associated with this role, which should lead organizations to consider succession plans and/or retention strategies so that CISOs don't make unnecessary exits. The second story is that CISOs feel relatively secure in their jobs—job loss as a result of a breach wasn't the highest risk. That is, in part, because the best CISOs are able to command executive-level protections (D&O insurance coverage and severance, for example) that enable them to do their jobs unencumbered by the threat of career risk.



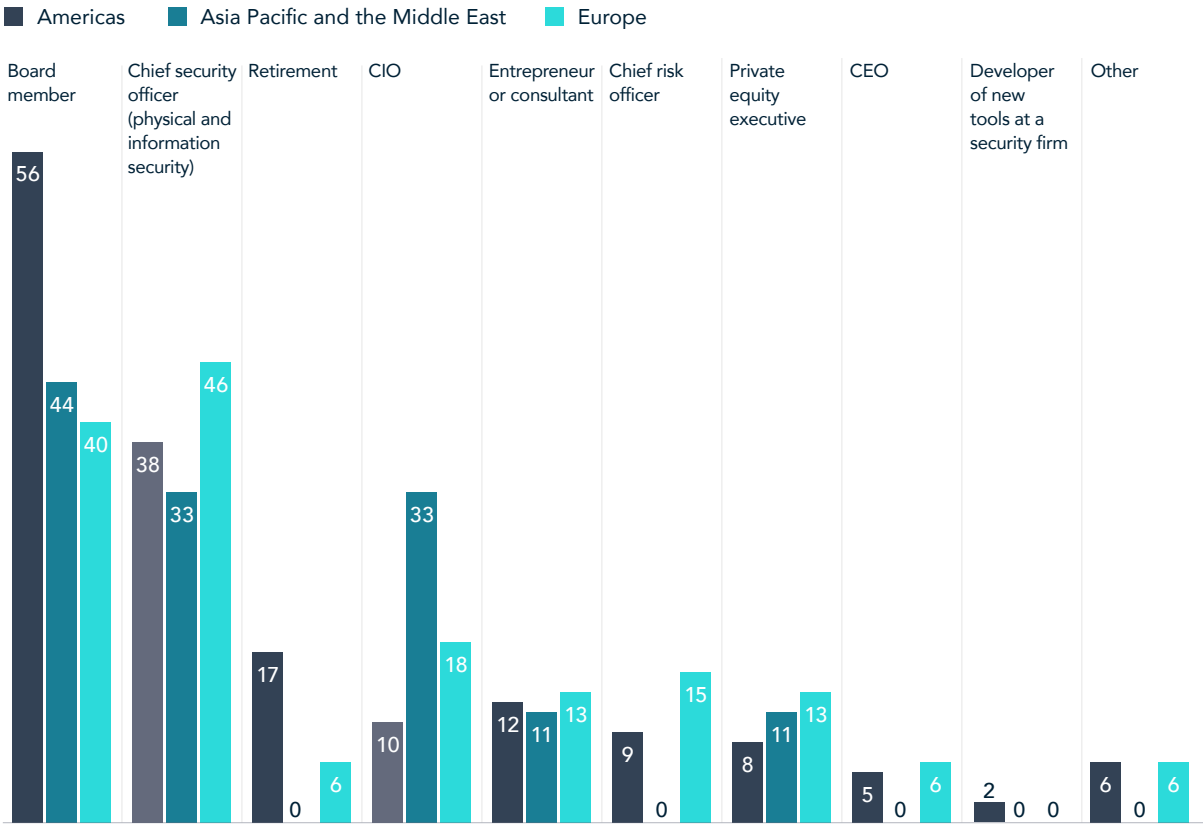
Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 327 information security professionals

# What's next for CISOs?

In the context of so many CISOs coming to their current role from a former CISO role, we are increasingly interested in the question of where CISOs want to go next. A majority want to be something other than a CISO.

More than half want to be board members, though the shares vary regionally, from a high of 56% in the United States to a low of 40% in Europe.

## Ideal next role, by region (%)



Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 327 information security professionals

Cybersecurity experience is sorely needed on boards, given the risks companies face. In Europe, as our *Board Monitor Europe 2022* report shows, only 5% of seats filled on boards in 2021 were filled by people with cybersecurity experience of any kind.<sup>1</sup> In the United Kingdom and the United States, the figures were 10%<sup>2</sup> and 17%, respectively.<sup>3</sup>

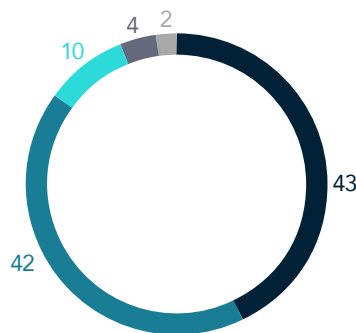
Yet there's a wrinkle for CISOs. The same reports show that many boards still frequently prefer board members with prior board experience: 57% of board directors appointed in 2021 in the United States and in Europe had sat on a public company board before; the figure rises to 64% in the United Kingdom. However, even though almost half of all CISOs said they sit on an advisory board, only 14% said they sit on a corporate board or both a corporate board and an advisory board.

Despite an increased focus and investment in cybersecurity, as evidenced by growing compensation and team size and evolving reporting relationships, we are seeing that that interest is still not resulting in board memberships for those experts. In the future, we expect more companies to consider adding CISOs to their boards.

Outside of board roles, CISO career progression remains tricky. Though 38% of CISOs globally report to the CIO today, only 13% see that as an ideal next role. The wide range of next steps CISOs are interested in highlights that this is an evolving role, one where the next move still isn't clear.

### Current experience on advisory or corporate board of any other company, public or private (%)

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



Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 327 information security professionals

<sup>1</sup> *Board Monitor Europe 2022*, Heidrick & Struggles, [heidrick.com](https://heidrick.com).

<sup>2</sup> *Board Monitor UK 2022*, Heidrick & Struggles, [heidrick.com](https://heidrick.com).

<sup>3</sup> *Board Monitor US 2022*, Heidrick & Struggles, [heidrick.com](https://heidrick.com).

# CISO compensation: United States

In the United States, reported median cash CISO compensation has risen to \$584,000 this year, up from \$509,000 last year and \$473,000 in 2020. Median total compensation, including any annualized equity grants or long-term incentives, also increased, to \$971,000 from \$936,000.

As in last year's report, we see some variation in compensation across US regions. For cash compensation, CISOs in the Northeast and Southwest report the highest figure: \$612,000. When annualized equity is added in, West Coast CISOs top the list, at \$1,652,000, up from \$1,196,000 last year.

Base compensation increased across almost every category, while bonus as a percent of total compensation held relatively steady. However, annual equity generally decreased, with a few notable exceptions: equity in healthcare skyrocketed, increasing 76% year-over-year, while equity in industrial saw a small gain. Smaller companies (in terms of revenue) also saw an increase in equity. The increase in equity is likely driven by a combination of macroeconomic factors, global disruptions, and CISOs who are risk-averse and value cost over equity.

Indeed, equity contributed to a total compensation increase of more than 60% at companies under \$1 billion in annual revenue, driven also by higher

base salaries, which in turn yielded higher bonuses.

New CISOs (those who have been in their role for less than a year) generally saw the highest rises in overall compensation, no doubt reflecting the increased fight for top talent in all sectors and functions.

Those who saw the least benefit were those who've been in the role for five or more years. Other than an increase in base, those CISOs saw a decrease in bonus, total cash compensation, annual equity, and total compensation. It's possible that those in the role for five or more years should be looking outside their company for their next role, as they are almost certainly underpaid, in all likelihood because they were promoted into the role. CISOs with more than 100 direct reports saw their compensation remain relatively stagnant across base, bonus, and total cash compensation, but the decrease in annual equity caused total compensation to decrease nearly 10%.

This year for the first time we've included the 95th percentile, which shows how much this role is valued at the most senior and strategic cyber organizations. We anticipate that the cooling off of equity markets could impact the highest paid CISOs, but there is still a very wide disparity between the "average CISO" and the outliers.

## Median compensation: United States (USD, thousands)

■ Median base   ■ Median bonus   ■ Median total cash compensation



Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 227 information security professionals



## Median base, bonus, and equity: United States

	Base (USD, thousands)				Bonus (%)				Bonus (USD, thousands)				Total cash compensation (USD, thousands)				Annual equity/LTI (USD, thousands)				Total compensation (USD, thousands)			
	25th	50th	75th	95th	25th	50th	75th	95th	25th	50th	75th	95th	25th	50th	75th	95th	25th	50th	75th	95th	25th	50th	75th	95th
Overall	326	376	451	851	36	46	88	188	116	195	366	1,035	428	584	847	1,599	150	326	751	2,750	668	971	1,576	4,382
Industry																								
Financial services or fintech	326	451	551	951	46	88	113	225	148	330	531	1,056	509	847	1,058	2,025	150	276	951	4,000	734	1,132	2,008	4,746
Industrial, manufacturing, energy	451	326	376	451	36	46	56	163	83	133	208	612	401	441	584	988	150	188	276	451	559	634	834	1,438
Technology and telecoms	551	376	551	1,200	26	36	56	113	98	171	291	1,174	441	551	706	2,256	394	801	1,500	4,488	957	1,326	2,347	5,610
Healthcare, biotech, life sciences	951	376	451	551	36	36	46	113	116	148	205	424	474	546	655	925	169	351	451	1,500	747	922	1,106	1,876
Consumer, retail, media	276	376	451	651	36	56	88	138	129	250	392	1,014	409	656	801	1,464	150	326	551	2,000	704	976	1,576	3,822
Other	326	351	451	951	26	36	56	88	38	124	240	528	351	474	747	1,478	150	150	351	551	501	642	1,051	1,854
Revenue																								
Less than \$1.00bn	326	376	451	551	18	36	77	112	55	115	299	508	376	472	644	960	238	451	1,138	5,000	713	1,171	1,856	5,610
\$1.00bn–\$4.99bn	276	376	451	551	26	36	56	113	96	171	250	509	409	546	706	960	150	276	951	4,000	591	951	1,751	4,546
\$5.00bn–\$9.99bn	276	326	376	551	26	46	83	113	96	144	286	612	401	474	612	1,035	150	150	226	1,000	551	699	931	2,350
\$10.00bn–\$19.99bn	326	376	551	951	36	56	88	225	140	208	442	1,174	474	696	960	2,982	150	326	551	1,650	772	1,026	1,708	4,040
\$20.00bn–\$49.99bn	326	451	551	1,200	46	68	88	225	148	306	572	1,056	509	757	1,058	2,256	226	326	451	4,500	834	1,082	1,523	6,756
More than \$50.00bn	326	451	551	1,200	36	56	113	225	135	292	657	1,232	471	701	1,035	2,256	226	451	951	2,500	760	1,326	1,885	5,262
Team size																								
50 or fewer	276	326	376	551	26	36	56	138	80	125	242	531	346	441	584	1,072	150	226	451	1,500	551	703	1,082	2,193
51–100	326	376	451	651	36	46	88	188	116	195	330	1,014	471	584	847	1,464	150	326	651	4,000	747	976	1,797	4,746
More than 100	376	451	551	951	36	56	113	188	153	306	509	1,056	547	778	1,035	2,237	276	451	951	3,500	894	1,335	2,166	5,262
Tenure																								
Less than a year	376	451	551	1,200	36	56	88	225	125	208	484	1,056	471	655	1,035	2,256	226	326	951	4,500	784	1,079	1,905	5,551
1–2 years	326	376	451	851	36	56	88	188	127	207	373	1,014	441	584	800	1,464	150	376	926	2,000	668	959	1,523	3,437
3–4 years	326	376	451	951	26	36	83	138	98	151	286	1,074	428	558	706	2,025	150	276	751	4,000	624	974	1,546	4,746
5 or more years	276	376	451	651	36	46	88	163	115	171	368	735	401	547	856	1,386	150	226	651	2,750	591	883	1,510	3,822
US region																								
Northeast	326	376	451	651	26	51	88	225	116	215	396	1,035	428	612	894	1,585	150	326	451	1,500	669	959	1,344	3,456
Mid-Atlantic	276	376	451	851	36	46	88	138	98	148	396	1,036	382	509	810	1,786	150	150	551	951	558	739	1,444	2,737
Southeast	276	351	451	751	36	46	88	225	98	171	531	1,014	353	565	955	1,464	150	226	451	5,000	552	801	1,403	6,288
Midwest	276	376	451	651	36	46	88	188	115	191	396	732	424	565	847	1,093	150	276	451	1,000	621	881	1,516	2,347
Southwest	326	326	451	651	46	56	88	113	148	221	361	509	474	612	746	1,012	150	276	451	1,200	751	856	1,235	2,336
Mountain West	301	413	526	551	28	41	53	56	110	156	228	250	439	541	753	801	150	150	150	150	498	669	903	951
West Coast	376	413	551	1,400	36	46	65	138	116	183	301	1,232	456	584	754	2,982	451	951	2,000	5,000	969	1,652	3,541	6,182
Role																								
CISO/CSO	326	376	451	851	36	46	88	188	125	205	380	1035	443	612	854	1786	150	326	851	3500	721	997	1727	7650
Other	276	326	376	951	26	36	46	88	80	115	153	1014	283	409	509	1464	150	188	651	1300	456	621	1216	3832

Source: Heidrick &amp; Struggles' global chief information security officer (CISO) survey, 2022, n = 227 information security professionals

## United States compensation: Year-over-year growth trends

	Base	Bonus	Bonus (\$)	Total cash compensation	Annual equity/LTI	Total compensation
Overall	15%	0%	27%	15%	-13%	4%
<b>Industry</b>						
Consumer, retail, media	0%	22%	38%	16%	-13%	-1%
Financial services or fintech	20%	42%	32%	29%	-27%	0%
Healthcare, biotech, life sciences	15%	-12%	12%	24%	76%	26%
Industrial, manufacturing, energy	0%	28%	15%	1%	7%	0%
Technology and telecoms	15%	0%	61%	21%	-6%	25%
Other	8%	0%	27%	18%	-14%	17%
<b>Revenue</b>						
Under \$1.00bn	15%	38%	39%	15%	38%	61%
\$1.00bn–\$4.99bn	36%	0%	74%	46%	22%	29%
\$5.00bn–\$20.00bn	0%	0%	8%	3%	-31%	-5%
More than \$20.00bn	0%	21%	21%	7%	9%	-3%
<b>Team size</b>						
50 or fewer	8%	0%	28%	8%	0%	3%
51–100	0%	0%	14%	7%	-13%	11%
More than 100	0%	-18%	0%	0%	-10%	-7%
<b>Tenure</b>						
Less than a year	38%	56%	68%	40%	-13%	11%
1–2 years	15%	22%	32%	12%	0%	-2%
3–4 years	15%	0%	30%	18%	22%	34%
5 or more years	15%	-18%	-17%	-3%	-40%	-12%

Source: Heidrick &amp; Struggles' global chief information security officer (CISO) survey, 2022, n = 227 information security professionals

Source: Heidrick &amp; Struggles' global chief information security officer (CISO) survey, 2021, n = 259 information security professionals

**Median joining bonus: United States (USD, thousands)**

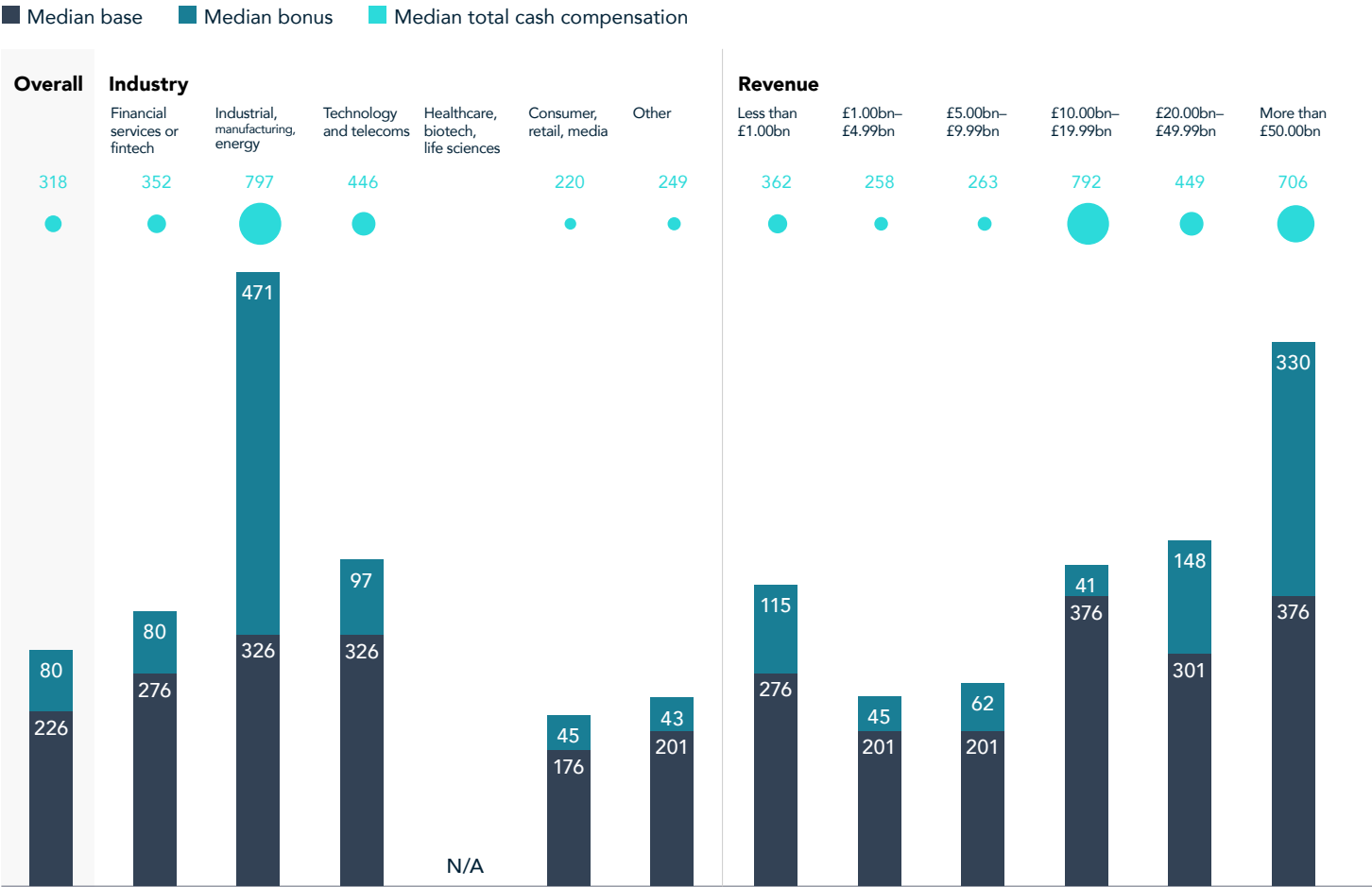
	In cash	In equity
Overall	175	400
<b>Industry</b>		
Financial services or fintech	200	300
Industrial, manufacturing, energy	100	200
Technology and telecoms	225	600
Healthcare, biotech, life sciences	50	200
Consumer, retail, media	300	300
Other	150	400
<b>Revenue</b>		
Less than \$1.00bn	100	1,000
\$1.00bn–\$4.99bn	100	400
\$5.00bn–\$9.99bn	100	200
\$10.00bn–\$19.99bn	200	350
\$20.00bn–\$49.99bn	150	300
More than \$50.00bn	425	500
<b>Team size</b>		
50 or fewer	100	300
51–100	150	400
More than 100	250	500
<b>Tenure</b>		
Less than a year	200	300
1–2 years	130	500
3–4 years	150	450
5 or more years	100	300
<b>US region</b>		
Northeast	250	300
Mid-Atlantic	130	1,000
Southeast	200	300
Midwest	100	500
Southwest	225	300
Mountain West	50	200
West Coast	200	1,250
<b>Role</b>		
CISO/CSO	200	400
Other	100	400

Source: Heidrick &amp; Struggles' global chief information security officer (CISO) survey, 2022, n = 112 information security professionals

# CISO compensation: United Kingdom

Overall, the United Kingdom saw similar trends to those in the United States. Reported median cash CISO compensation in the United Kingdom has risen to £318,000 this year, up from £306,000 last year. However, the drop in annual equity was more pronounced, at 14%, yielding a 9% negative growth in year-over-year total compensation.

## Median compensation: United Kingdom (GBP, thousands)



Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 33 information security professionals



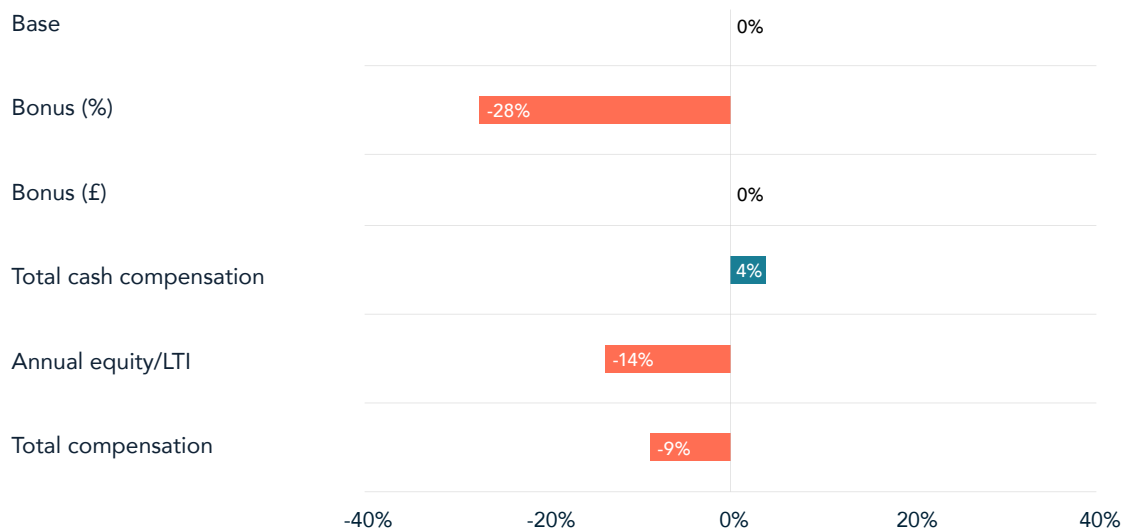
Source: Heidrick & Struggles’ global chief information security officer (CISO) survey, 2022, n = 33 information security professionals

## Median base, bonus, and equity: United Kingdom

	Base (GBP, thousands)				Bonus (%)				Bonus (GBP, thousands)				Total cash compensation (GBP, thousands)				Annual equity/LTI (GBP, thousands)				Total compensation (GBP, thousands)			
	25th	50th	75th	95th	25th	50th	75th	95th	25th	50th	75th	95th	25th	50th	75th	95th	25th	50th	75th	95th	25th	50th	75th	95th
Overall	176	226	376	951	26	26	46	113	44	80	153	501	238	318	565	1,383	150	150	276	651	370	476	856	1,833
Industry																								
Financial services or fintech	188	276	451	1,100	26	36	68	113	45	80	396	501	262	352	798	1,601	150	150	276	651	412	502	1,111	2,251
Industrial, manufacturing, energy	276	326	376	376	36	130	225	225	98	471	845	845	373	797	1,220	1,220	226	251	276	276	649	1,047	1,446	1,446
Technology and telecoms	226	326	451	451	26	26	36	46	70	97	115	171	306	446	565	565	150	213	451	951	496	639	1,016	1,516
Consumer, retail, media	176	176	226	226	16	26	56	56	27	45	125	125	203	220	351	351	150	150	226	226	353	370	576	576
Other	176	201	276	276	16	16	26	36	43	43	45	62	220	249	318	318	150	150	150	150	326	379	468	468
Revenue																								
Less than £1.00bn	188	276	451	451	16	26	26	68	43	115	115	153	211	362	565	565	150	150	407	951	361	512	972	1,516
£1.00bn–£4.99bn	176	201	263	326	16	26	36	46	35	45	62	80	225	258	309	326	150	150	150	150	357	397	459	476
£5.00bn–£9.99bn	176	201	226	226	26	31	36	36	45	62	80	80	220	263	306	306	150	213	276	276	370	476	581	581
£10.00bn–£19.99bn	176	376	751	751	6	16	225	225	27	41	845	845	203	792	1,220	1,220	150	226	551	551	353	1,342	1,446	1,446
£20.00bn–£49.99bn	188	301	919	1,100	31	46	53	56	65	148	418	501	253	449	1,337	1,601	150	188	544	651	422	636	1,862	2,251
More than £50.00bn	226	376	451	951	36	46	88	113	80	330	424	432	306	706	847	1,383	150	276	276	451	456	856	1,122	1,833
Team size																								
50 or fewer	176	176	276	451	16	26	36	46	43	45	70	115	203	229	318	565	150	150	150	451	353	379	474	1,016
51–100	226	226	451	451	26	26	36	68	58	97	115	153	283	342	565	565	150	150	276	951	433	492	841	1,516
More than 100	276	376	751	1,100	36	46	88	225	98	330	432	845	373	792	1,220	1,601	150	276	451	651	649	1,075	1,446	2,251
Tenure																								
Less than a year	188	251	376	451	26	26	56	225	45	80	125	845	236	336	565	1,220	150	188	276	951	386	536	1,060	1,516
1–2 years	176	226	451	1,100	16	31	46	46	43	71	115	501	238	287	565	1,601	150	150	276	651	388	437	841	2,251
3–4 years	226	226	376	451	26	36	88	88	58	98	330	396	283	373	706	847	150	150	276	276	433	529	856	1,122
5 or more years	176	226	657	951	16	26	46	46	41	45	171	432	207	269	730	1,383	150	150	375	551	357	419	1,181	1,833
Role																								
CISO/CSO	176	276	376	751	26	26	46	113	44	80	125	501	255	326	565	1220	150	150	276	651	388	496	1016	1516
Other	176	201	376	951	26	31	46	88	45	62	330	432	220	263	706	1383	150	150	150	451	370	413	856	1833

Source: Heidrick &amp; Struggles' global chief information security officer (CISO) survey, 2022, n = 33 information security professionals

## United Kingdom compensation: Year-over-year growth trends



Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 33 information security professionals  
 Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2021, n = 41 information security professionals

## Median joining bonus: United Kingdom (GBP, thousands)

	In cash	In equity
Overall	100	200
<b>Industry</b>		
Financial services or fintech	200	600
Industrial, manufacturing, energy	40	40
Technology and telecoms	100	300
Consumer, retail, media	400	100
Other	NA	120
<b>Revenue</b>		
Less than £1.00bn	100	1,200
£1.00bn–£4.99bn	N/A	120
£5.00bn–£9.99bn	N/A	300
£10.00bn–£19.99bn	N/A	N/A
£20.00bn–£49.99bn	400	200
More than £50.00bn	170	200
<b>Team size</b>		
50 or fewer	65	300
51–100	100	N/A
More than 100	300	200
<b>Tenure</b>		
Less than a year	100	450
1–2 years	250	710
3–4 years	40	40
5 or more years	N/A	200
<b>Role</b>		
CISO/CSO	100	250
Other	N/A	200

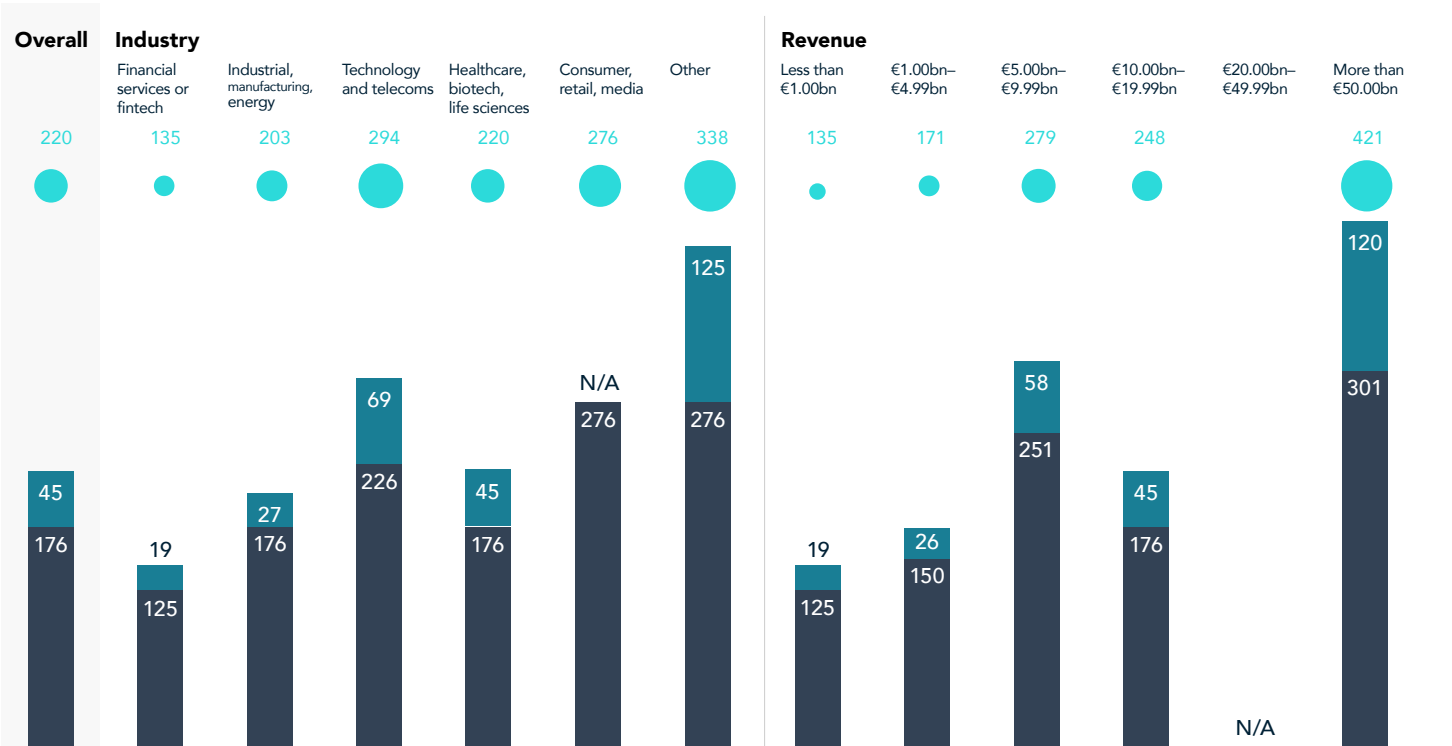
Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 9 information security professionals

# CISO compensation: Germany

For the first year, we are able to report on CISO compensation in Germany.

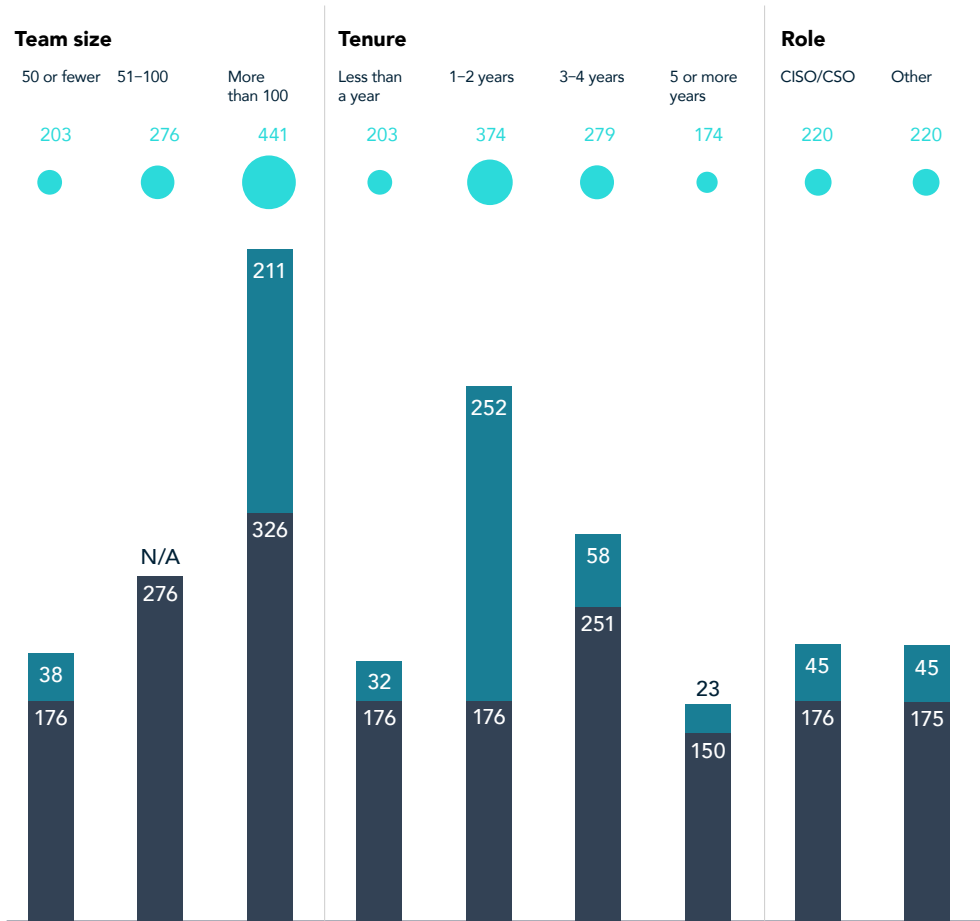
## Median compensation: Germany (EUR, thousands)

■ Median base    ■ Median bonus    ■ Median total cash compensation



Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 17 information security professionals





Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 17 information security professionals

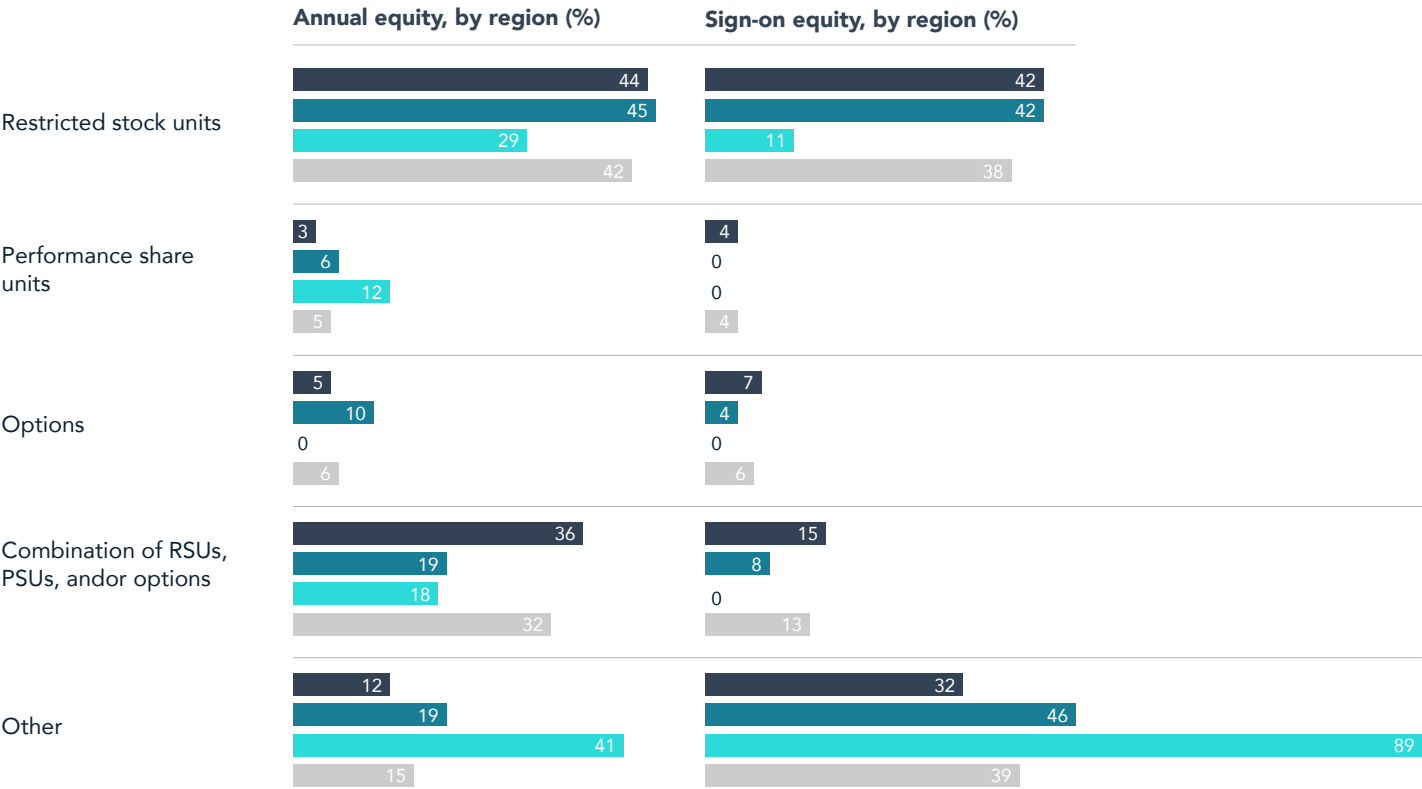
## Median base, bonus, and equity: Germany

	Base (EUR, thousands)				Bonus (%)				Bonus (EUR, thousands)				Total cash compensation (EUR, thousands)				Annual equity/LTI (EUR, thousands)				Total compensation (EUR, thousands)			
	25th	50th	75th	95th	25th	50th	75th	95th	25th	50th	75th	95th	25th	50th	75th	95th	25th	50th	75th	95th	25th	50th	75th	95th
Overall	125	176	276	451	16	26	36	113	19	45	116	306	157	220	306	757	150	150	150	276	307	426	524	907
Industry																								
Financial services or fintech	125	125	125	125	16	16	16	16	19	19	19	19	125	135	144	144	150	150	150	150	275	285	294	294
Industrial, manufacturing, energy	176	176	176	451	16	16	68	113	19	27	198	306	185	203	374	757	150	150	150	150	335	353	524	907
Technology and telecoms	150	226	301	326	26	31	36	36	38	69	107	116	188	294	407	441	150	150	244	276	344	507	583	591
Healthcare, biotech, life sciences	125	176	176	176	16	26	26	26	19	45	45	45	144	220	220	220	150	150	226	226	294	370	446	446
Consumer, retail, media	276	276	276	276	NA				NA				276	276	276	276	150	150	150	150	426	426	426	426
Other	276	276	276	276	46	46	46	46	125	125	125	125	276	338	401	401	150	188	226	226	426	526	626	626
Revenue																								
Less than €1.00bn	125	125	125	125	16	16	16	16	19	19	19	19	125	135	144	144	150	150	150	150	275	285	294	294
€1.00bn–€4.99bn	125	150	176	226	16	21	26	36	19	26	45	80	144	171	220	306	150	150	150	150	294	321	370	456
€5.00bn–€9.99bn	226	251	276	276	26	26	26	26	58	58	58	58	276	279	283	283	150	213	276	276	426	492	559	559
€10.00bn–€19.99bn	176	176	251	276	16	26	113	113	27	45	198	198	207	248	349	374	150	150	207	226	371	436	504	524
€20.00bn–€49.99bn	N/A				N/A				N/A				N/A				N/A				N/A			
More than €50.00bn	276	301	326	326	36	41	46	46	116	120	125	125	401	421	441	441	150	188	226	226	591	609	626	626
Team size																								
50 or fewer	125	176	176	276	16	26	33	113	19	38	74	198	144	203	283	401	150	150	150	276	294	353	456	626
51–100	276	276	276	276	NA				NA				276	276	276	276	150	150	150	150	426	426	426	426
More than 100	276	326	451	451	36	52	68	68	116	211	306	306	276	441	757	757	150	150	150	150	426	591	907	907
Tenure																								
Less than a year	125	176	226	276	16	26	26	36	19	32	45	80	157	203	276	306	150	150	150	226	307	380	446	456
1–2 years	125	176	451	451	68	91	113	113	198	252	306	306	125	374	757	757	150	150	150	150	275	524	907	907
3–4 years	188	251	276	276	26	26	46	46	45	58	125	125	234	279	371	401	150	188	263	276	384	492	609	626
5 or more years	125	150	288	326	16	16	31	36	19	23	93	116	144	174	381	441	150	150	150	150	294	324	531	591
Role																								
CISO/CSO	125	175	276	451	16	26	43	113	19	45	123	306	144	220	374	757	150	150	150	226	294	426	524	907
Other	125	201	226	226	26	26	26	26	32	45	58	58	157	220	283	283	150	213	276	276	307	433	559	559

Source: Heidrick &amp; Struggles' global chief information security officer (CISO) survey, 2022, n = 17 information security professionals

Equity

Americas Asia Pacific and the Middle East Europe Overall



Source: Heidrick & Struggles' global chief information security officer (CISO) survey, 2022, n = 327 information security professionals

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# Specialty Practices

**Heidrick & Struggles' Specialty Practices provide expertise on emerging technologies.**

These practices include:

- Crypto & Digital Assets
- Cybersecurity
- Data, Analytics & Artificial Intelligence
- Health Tech
- Industrial Tech

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## Leader of Heidrick & Struggles' Specialty Practices

Global

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Global Managing Partner  
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# Technology Officers Practice

**The world is currently experiencing a revolution. With technology constantly advancing, the contemporary business landscape is now defined by rapid innovation. Advances in cloud computing, artificial intelligence, machine learning, and the Internet of Things have enabled companies to become lean, agile, and efficient competitors in the global market. Indeed, the promise of a digital future has convinced organizations across all industry segments to adopt more technology-focused business strategies.**

At Heidrick & Struggles, we believe that leadership plays an essential role in this transformation. That is why our Technology Officers Practice is committed to helping our clients find the next-generation technology talent necessary to take their organizations to the next level. Our executive search consultants bring unparalleled experience, having successfully placed more than 1,000 information and technology functional officers with some of the best-known and most-admired companies around the world.

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## Leader of Heidrick & Struggles' Technology Officers Practice

Global

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

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