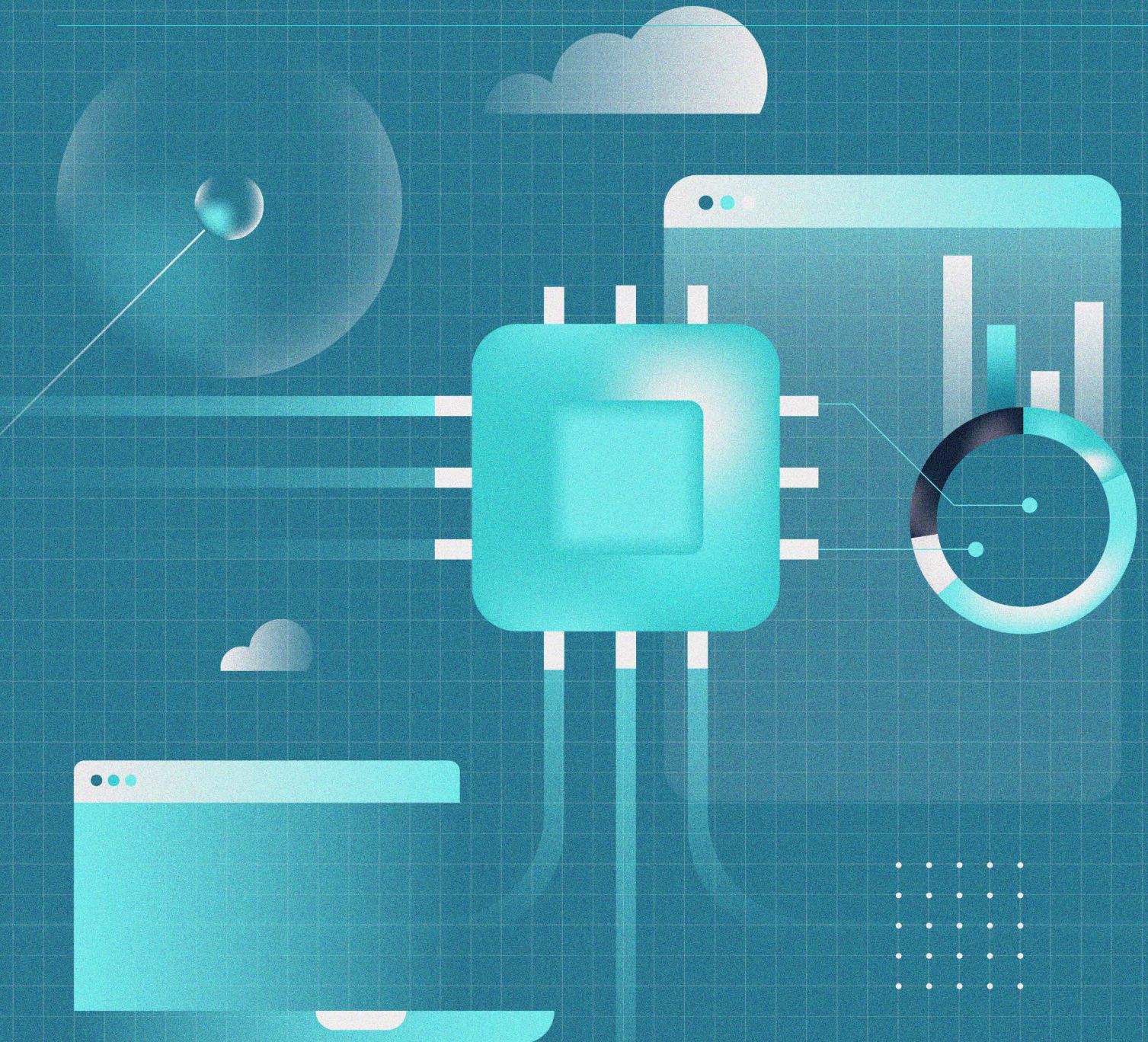


# 2024 Global Digital & Technology Officers Organization and Compensation Survey



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# A message from the author

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Welcome to the *2024 Global Digital & Technology Officers Organization and Compensation Survey*, which examines both organizational structure and compensation for top technology roles.

For this report, Heidrick & Struggles compiled organizational data from a survey fielded in the summer of 2024 of 377 digital and technology leaders in the United States, Europe and the United Kingdom, the Middle East, India, Australia, and Hong Kong and Singapore. This year, compensation data is available for respondents in the United States, Europe, and the Middle East. Most respondents carried the title of chief information officer. Chief technology officers and chief digital and information officers were also among those included.

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

With warmest regards,



Katherine Graham Shannon  
Global Managing Partner  
Digital Officers and Technology Officers practices  
kshannon@heidrick.com

## Methodology

In an online survey, we asked participants to provide information on their role structure and industry, along with data on compensation including current base salary and bonus for the most recent fiscal year. All data collected was self-reported by the respondents and has been aggregated.

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## On confidentiality

Heidrick & Struggles' global digital and technology officers compensation survey, 2024, has been conducted on an anonymous basis. All data is reported anonymously and in aggregate.

## Acknowledgments

The author wishes to thank all those who participated in this survey.

# Executive summary

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Once a role confined solely to computers, the top technology officer at many companies has come to have broad responsibilities in public and private companies around the world. The top technology officer, sometimes called a chief technology officer, chief information officer, or chief digital and information officer, is now viewed as a partner to chief executives, other C-suite executives, and business-unit leaders. The role now has a key hand in shaping enterprise strategy and has also become a springboard to the CEO office.

This broadening of title and responsibility has accelerated over the past five years as companies have focused on digital transformation and as digital expertise has become central to strategy as well as operations. There is hardly an enterprise anywhere on the planet that does not rely on computer software and hardware, from the factory floor to the front office and from product design to the security of sensitive information.

So whatever these leaders' title, their remit is to infuse digital technology throughout the company—and much more. They partner with a variety of functions and external partners to create products and improve customer experiences; frequently, there is a clear profit and loss statement associated with their roles.

We have seen in our work, and in the responses to this year's survey, that digital and technology officers are staying with their companies longer than they have in the past. We believe that the longer technology officer tenure also reflects a desire to be fully credited for the transformation these executives are leading.

Finally, these leaders are of course deeply involved in their companies' integration of AI, and their views are fairly similar to—though a bit more bullish than—those of their colleagues across the C-suite in adopting it at a measured pace.<sup>1</sup> Many of these leaders said their companies are piloting AI in some functions, but far fewer indicated that they are using it across all functions. This suggests that AI, though it created more frenzy than many other new technologies, is now following a similar pattern of being adopted by businesses where it can actually add value.

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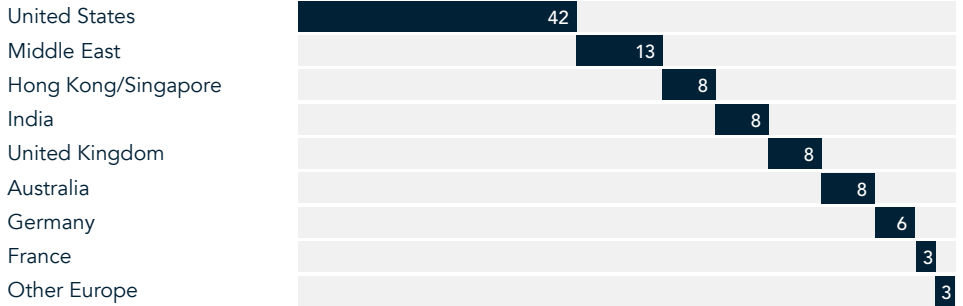
<sup>1</sup> In the spring of 2024, Heidrick & Struggles conducted a survey of leaders across functions and around the globe about their organizations' use of AI. For more, see "How functional leaders are using AI—and barriers to progress," Heidrick & Struggles, [heidrick.com](https://heidrick.com).

# Respondent and company background

## Location

The respondents to our survey come from a wide range of countries around the globe.

### Respondents' location (%)



Note: Numbers may not total 100% due to rounding.  
 Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 377

## Diversity and diversity initiatives

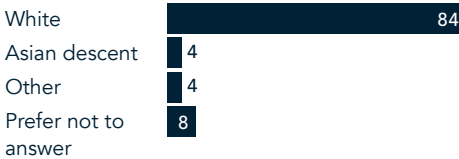
While 89% of respondents are men, many said that diversity initiatives are increasing at their companies. The change was most pronounced in India, where 74% said that attention to diversity has increased in importance and prevalence.

### Race or ethnicity, United States (%)



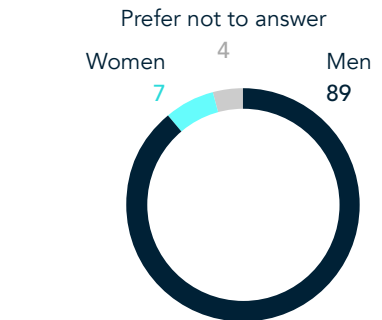
Note: Respondents could select more than one option.  
 Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 127

### Race or ethnicity, United Kingdom (%)



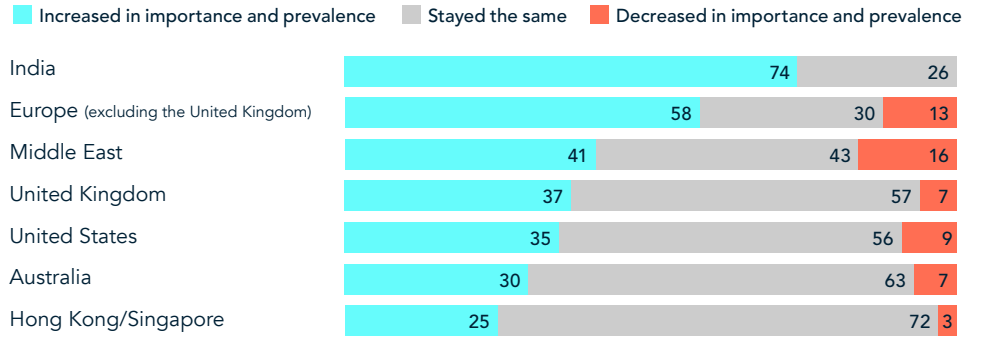
Note: Respondents could select more than one option.  
 Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 25

### Gender (%)



Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 329

### Importance of diversity initiatives this year compared to years prior, by region (%)

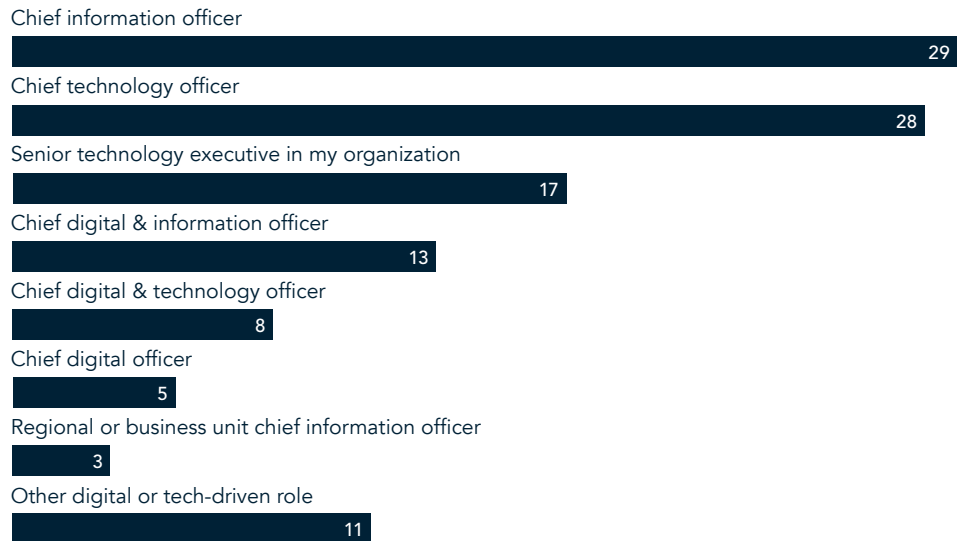


Note: Numbers may not total 100% due to rounding.  
 Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 346

## Role information

Respondents to our survey are most often chief information officers or chief technology officers.

### Current role title (%)



Note: Respondents could select more than one option.  
 Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 377

While chief information officer is the most commonly used title in the United States, these executives are more often chief technology officers in India and chief digital and information officers in Europe.

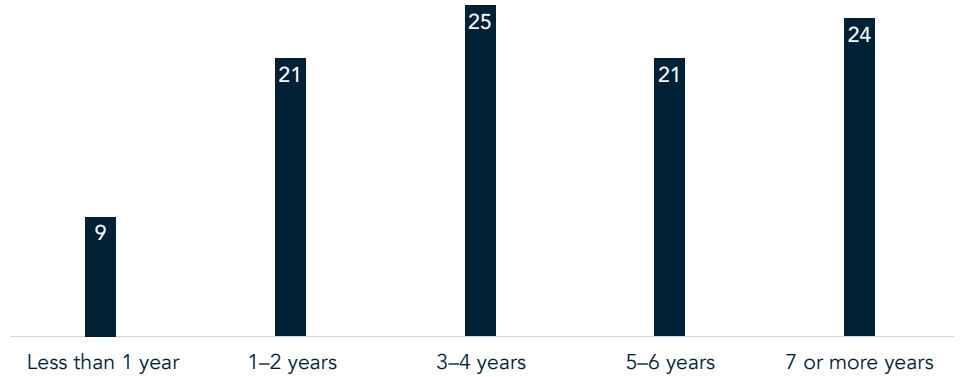
**Current role title, by region (%)**



Note: Respondents could select more than one option.  
 Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 377

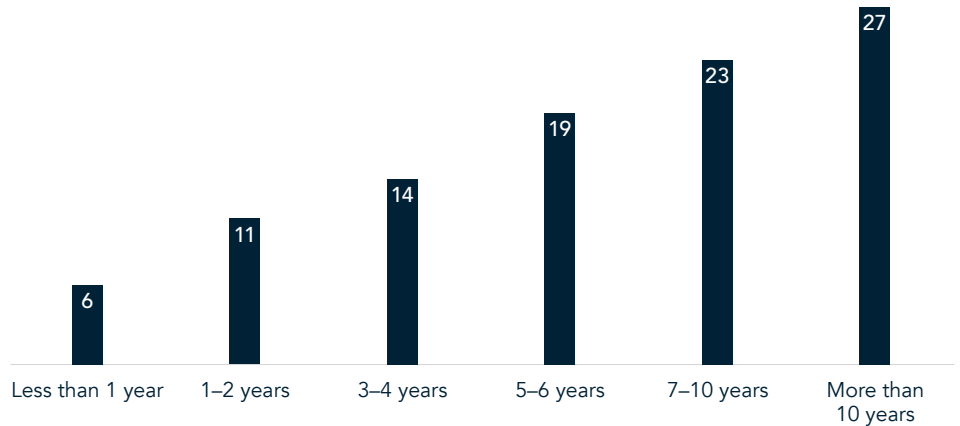
From turning manual processes into digital ones and changing the ways that customers, clients, and suppliers interact with the business, these are roles that have become central to the operations of many companies, cementing the place of technology leaders in the organization. Sixty-nine percent of respondents said that their role has existed at their company for five or more years. Forty-five percent of respondents have been in their role for five or more years, and almost a quarter have been in their role for seven years or more.<sup>2</sup>

**Tenure in current role (%)**



Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 364

**Years role has existed at the company (%)**



Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 359

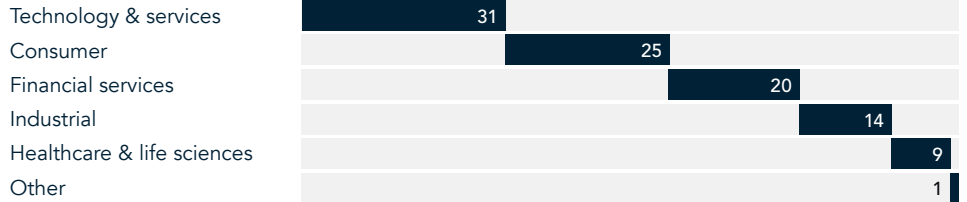
<sup>2</sup> Compared to data, analytics, and AI executives and cybersecurity executives, digital and technology leaders have longer tenure, on average. Only 31% of the data, analytics, and AI officers and 32% of cybersecurity and information security officers we surveyed this year have been in their role for five or more years. For more, see Ryan Bulkoski, Brittany Gregory, and Frédéric Groussolles, *2024 Global Data, Analytics, and Artificial Intelligence Executive Organization and Compensation Survey*, Heidrick & Struggles, heidrick.com; and Matt Aiello, Marie McGinnis, Max Randria, Scott Thompson, and Karthik Vedagiri, *2024 Global Chief Information Security Officer Organization and Compensation Survey*, Heidrick & Struggles, heidrick.com.



## Company information

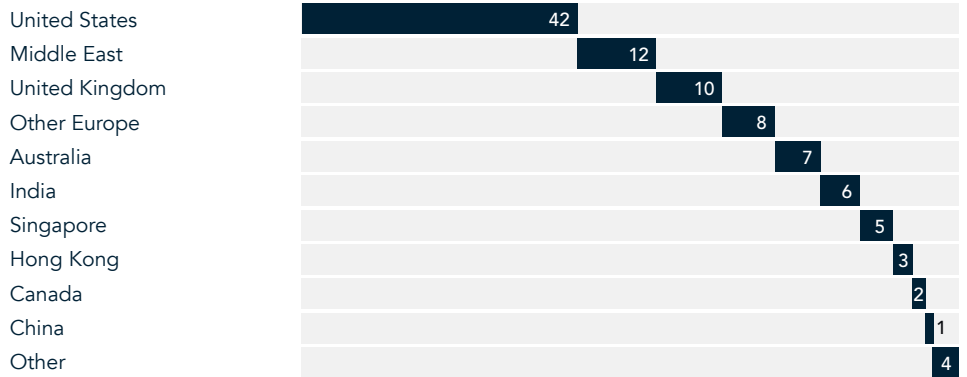
Most of the respondents, 42%, are employed by companies in the United States, and nearly one-third work in the technology and services sector.

### Current company industry (%)

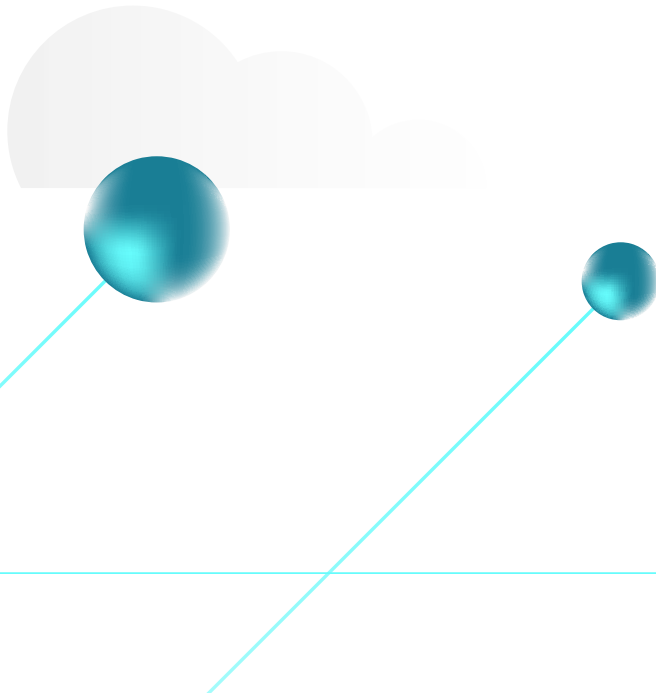


Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 377

### Current location of company headquarters (%)



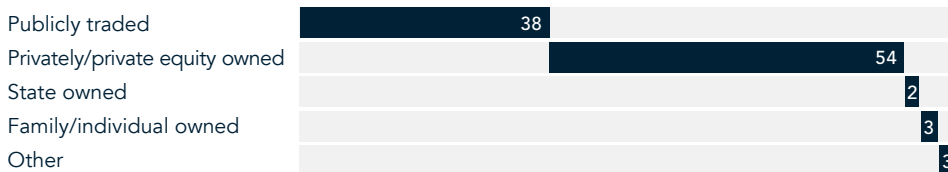
Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 377



Fifty-four percent of respondents said their employers are privately held companies (including private equity-owned), and 38% are at public companies and 3% at individual- or family-owned businesses.

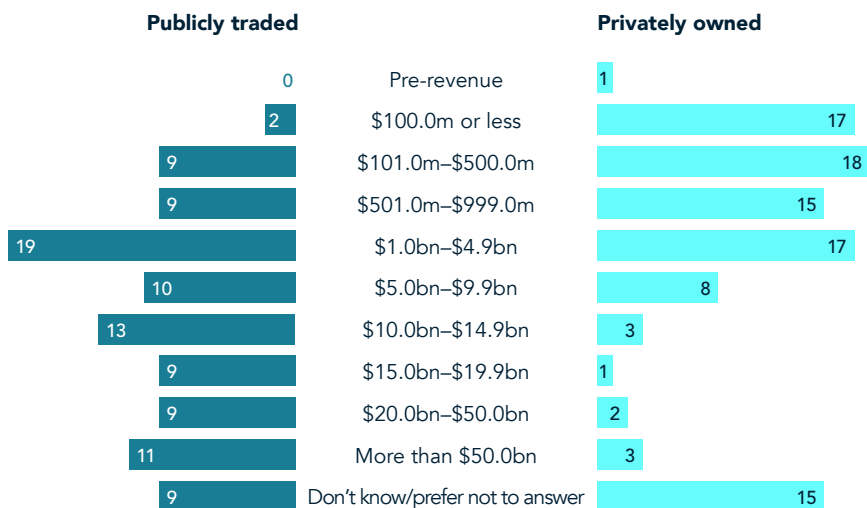
By ownership structure, we see that the public companies at which respondents work have larger annual revenues.

### Company ownership structure (%)



Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 331

### Most recent annual revenue, by company ownership (USD) (%)

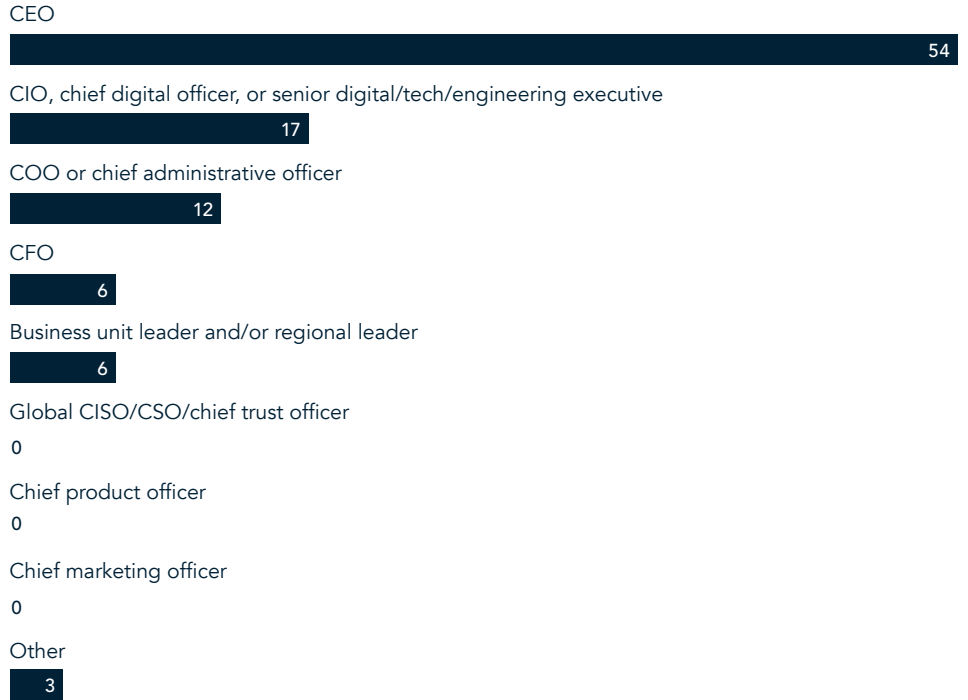


Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 331

# Reporting lines and remit

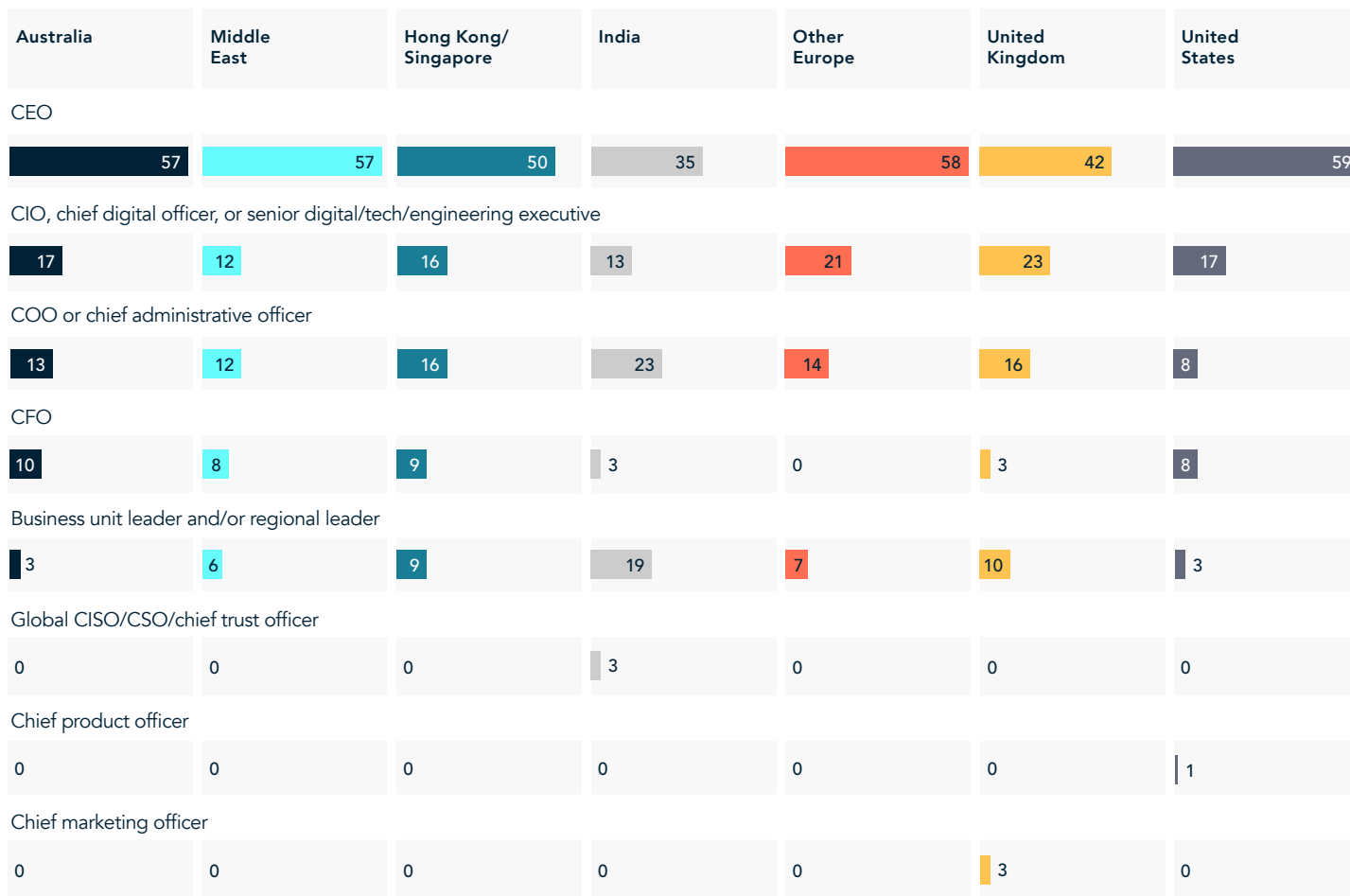
Fifty-four percent of respondents said that they report directly to the CEO. By region, respondents in India and the United Kingdom least often said they report to the CEO.

## To whom respondents report (%)



Note: Numbers may not total 100% due to rounding.  
Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 372

To whom respondents report, by region (%)

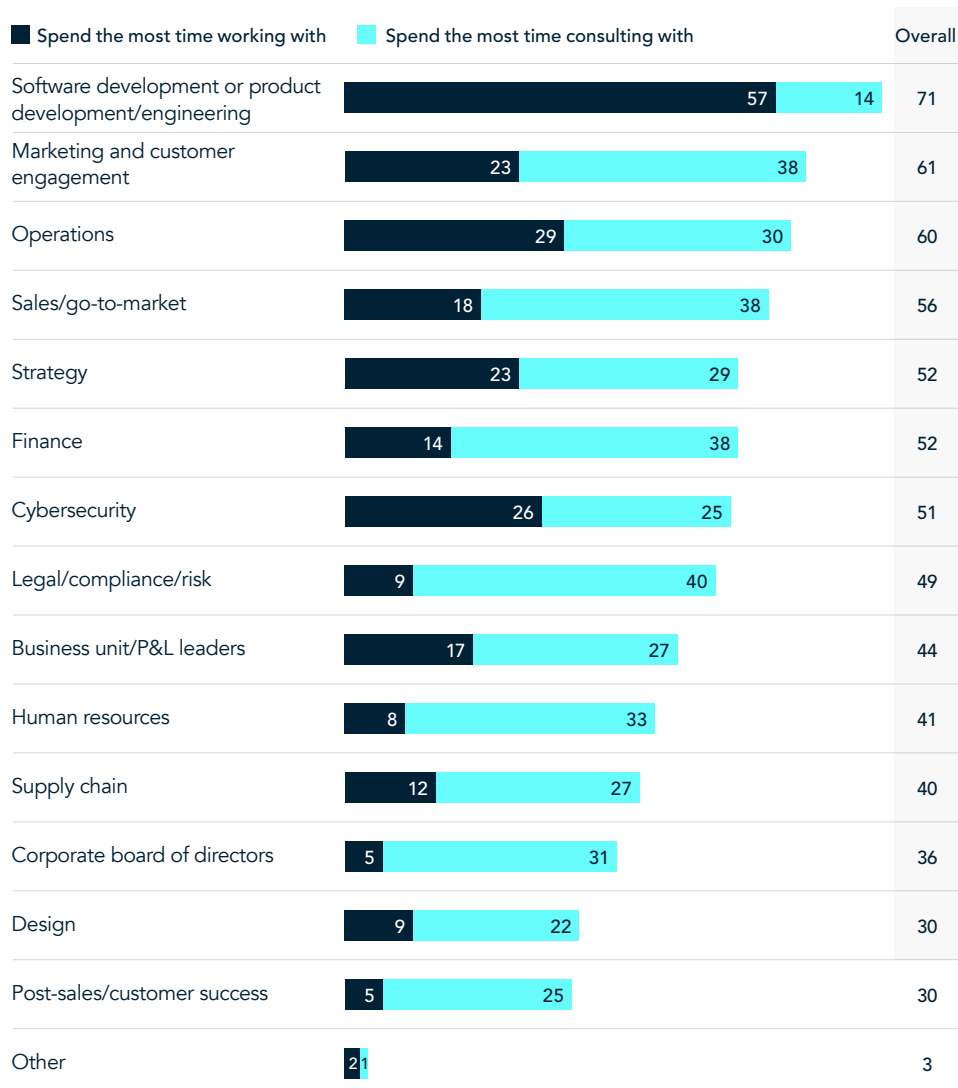


Note: Numbers may not total 100% due to rounding.

Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 372

As to the functions with whom they spend the most time and/or consider stakeholders, 57% said they spend most of their time working with software development or product development and engineering. That included 64% of respondents in financial companies and 50% of those in healthcare or life sciences businesses who said so. The next closest function overall that CTOs said they spend the most time working with was operations, at 29%. Respondents also reported spending a hefty amount of time consulting with legal and compliance teams.

### Functions with whom CTOs and their teams spend the most time working and consulting (%)



Note: Respondents could select more than one option. Numbers may not sum to totals due to rounding.  
Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 341

By industry, respondents in financial services least often said that they spend time working with marketing and

customer engagement, though 48% still consulted with those functions. Only 5% of respondents in consumer

companies reported spending the most time working with legal.

### Functions with whom CTOs and their teams spend the most time working and consulting, by industry (%)

■ Spend the most time working with    ■ Spend the most time consulting with



Note: Respondents could select more than one option. Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 341

By region, sizeable shares of respondents in the United States reported spending time with a broad range of functions, from sales and

go-to-market to legal to strategy to operations. Notably lower shares of respondents in India reported spending time with finance, legal, and strategy.

### Functions with whom CTOs and their teams spend the most time working and consulting, by region (%)

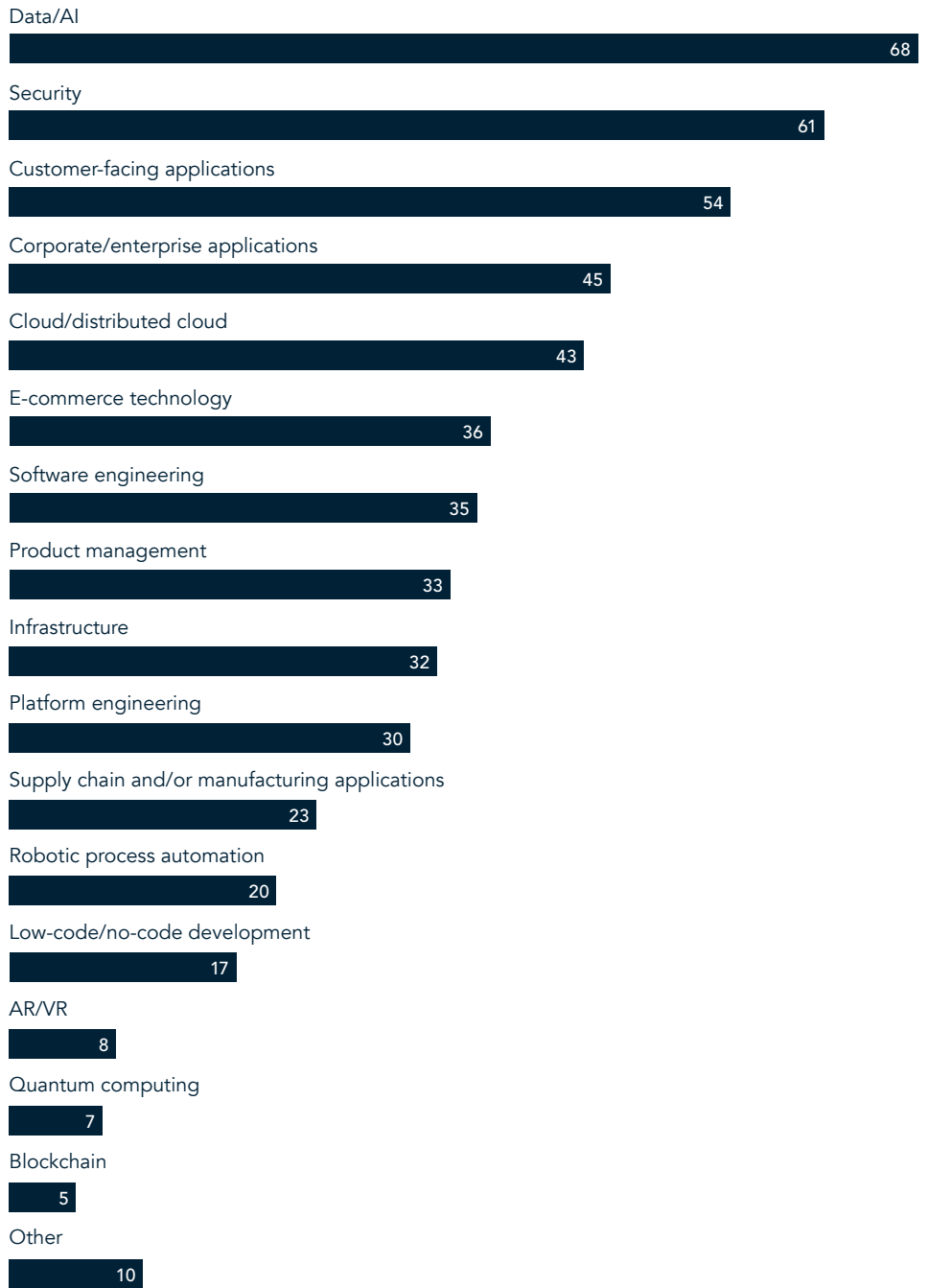
	Australia	Middle East	Hong Kong/Singapore	India	Other Europe	United Kingdom	United States
Software development or product development/engineering	63	79	59	71	75	69	73
Sales/go-to-market	53	62	41	42	58	45	64
Marketing and customer engagement	50	51	56	52	54	55	73
Cybersecurity	43	63	41	35	48	34	59
Legal/compliance/risk	40	45	47	26	46	45	60
Finance	40	55	44	10	48	48	67
Strategy	40	53	44	23	50	52	63
Operations	37	51	59	42	46	52	77
Human resources	30	45	28	26	38	31	53
Corporate board of directors	27	33	19	26	43	17	48
Supply chain	23	42	41	39	33	24	48
Business unit/P&L leaders	13	31	16	26	40	24	71
Design	10	34	28	19	28	31	38
Post-sales/customer success	7	42	13	26	24	17	42

Note: Respondents could select more than one option. Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 341

# Looking ahead: Building and maintaining expertise

Asked where it is the most important to build or maintain expertise over the next three to five years, 68% of respondents said data and artificial intelligence, with security a close second. Fifty-four percent said customer-facing applications.

## Where is it most important to build or maintain expertise over the next 3–5 years? (%)



Note: Respondents could select more than one option.  
Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 347



There were some interesting differences by region. Seventy-seven percent of respondents based in India named data/AI expertise as their number one priority, but 61% said expertise in cloud or distributed cloud was their second. Security expertise was the top priority

of 67% of Australian respondents, data/AI came second, at 53%. Among US respondents, expertise in data/AI and customer-facing applications were tied for the number one priority, at 66%.

### Where is it important to build or maintain expertise over the next 3–5 years?, by region (%)

	Australia	Middle East	Hong Kong/Singapore	India	Other Europe	United Kingdom	United States
Security	67	61	53	58	55	63	64
Data/AI	53	68	56	77	70	67	66
Cloud/distributed cloud	43	48	31	61	43	37	41
Product management	40	23	31	39	25	33	36
Infrastructure	40	20	22	48	38	37	29
Customer-facing applications	37	59	47	55	33	47	66
Corporate/enterprise applications	33	43	44	45	35	53	49
E-commerce technology	30	39	47	39	25	27	38
Software engineering	30	32	34	48	28	23	39
Supply chain and/or manufacturing applications	20	25	28	26	20	17	23
Platform engineering	20	34	22	39	20	30	34
Robotic process automation	20	20	19	23	18	23	20
Low-code/no-code development	17	16	22	19	13	17	16
Blockchain	13	2	9	0	10	3	3
Quantum computing	7	11	3	19	5	0	6
AR/VR	3	20	9	3	13	0	6

Note: Respondents could select more than one option.

Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 347

SIDEBAR

# The growing use of AI

These technology leaders continue to lead their companies' adoption of generative AI, and they indicate they are taking a measured pace. Forty-nine percent said their companies are piloting generative AI in some functions; only 14% said that they are using it across all functions.

These shares are somewhat higher than those from leaders across other corporate functions. According to a recent survey we conducted of leaders across other functions, 38% said their company is piloting AI in some functions or business units, and 7% of leaders said they are using generative AI across most or all functions.<sup>3</sup>

## How is generative AI being used in your company? (%)



Note: Respondents could select more than one option.

Source: Heidrick & Struggles' US digital and technology officers compensation survey, 2024, n = 340

## How is generative AI being used in your company? by region (%)

(Share that agree or strongly agree)



Note: Respondents could select more than one option.

Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 340

<sup>3</sup> Heidrick & Struggles survey of leaders across functions conducted in spring 2024, n = 1,887. For more, see "How functional leaders are using AI—and barriers to progress," Heidrick & Struggles, [heidrick.com](https://heidrick.com).

By industry, respondents at healthcare and life sciences companies and technology and services companies more often than those in other sectors said that they are actively building

generative AI into their products they are taking to market, and respondents at healthcare and life sciences companies and financial services companies more often than their peers

said that they are using generative AI across all functions. Twelve percent of respondents at industrial companies said that they are not currently considering the use of generative AI.

**How is generative AI being used in your company?, by industry (%)**

	Consumer	Financial services	Healthcare & life sciences	Industrial	Technology & services	Other
We're actively building it into our products we're selling to the market	32	32	43	22	43	25
We're using it across all functions of our company	14	21	23	8	9	0
We're using it in some functions	42	35	50	40	50	75
We're piloting it in some functions	52	57	50	42	44	50
We're building a strategy around it but aren't implementing it yet	14	14	23	14	17	0
It isn't something our company is currently considering	0	0	0	12	5	25

Note: Respondents could select more than one option. Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 340

When it comes to AI ownership, not surprisingly, 72% of respondents said the chief technology officer owns the AI strategy at their company.

According to another recent survey of leaders across functions, the person who is most often cited as owning the AI strategy is the chief information, technology, or digital officer. About 10% in that survey said it's the CEO, and just over 10% said no one.<sup>4</sup>

**Who at your company owns the AI strategy today? (%)**

Chief information, technology, or digital officer	72
Chief AI officer or most senior AI executive	6
Another executive in the technology function	4
CEO	4
CFO	2
COO	2
Another executive in another function	2
The executive committee as a whole	3
The board	1
No one	4

Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 341

<sup>4</sup> Notably, only 31% of the respondents who said no one owns the AI strategy also said their company is not yet using AI; 39% said their company is piloting it, and another 29% said their company is using it in some areas. For more, see "How functional leaders are using AI—and barriers to progress," Heidrick & Struggles, heidrick.com.

SIDEBAR

# A look across the tech landscape

Looking at our surveys of technology leaders across functions,<sup>5</sup> including AI, data, and analytics officers; chief information security and cybersecurity

officers; and product management and product engineering officers, it is digital and technology officers who most often report to the CEO.

## To whom respondents report, by role (%)

	AI, data, and analytics officers	Cyber and information security officers	Digital and technology officers	Product management and engineering
CEO	31	14	54	47
COO or chief administrative officer	11	11	12	6
CTO, CIO, chief digital officer, or most senior tech or digital executive	37	48	17	16
Global CISO/CSO/chief trust officer	0	10	0	1
Chief product officer	0	2	0	12
CFO	6	5	6	0
Chief risk officer, senior regulatory/compliance executive, or general counsel or chief legal officer	0	6	0	0
Business unit leader and/or regional leader	6	2	6	11
Other	9	3	4	8

Note: Numbers may not total 100% due to rounding.

Source: Heidrick & Struggles' global data, analytics, and artificial intelligence executive organization and compensation survey, 2024, n = 416; Heidrick & Struggles' global chief information security officer (CISO) survey, 2024, n = 408; Heidrick & Struggles' global digital & technology officers organization and compensation survey, 2024, n = 372; and Heidrick & Struggles' US chief product officer compensation survey, 2024, n = 152

As for where they spend their time, CISOs; data, analytics, and AI officers; and senior digital and technology leaders frequently spend time with software development, product development, and product engineering.

## Top five functions with which respondents and their teams have any touchpoints, by role (%)

	AI, data, and analytics officers	Cyber and information security officers	Digital and technology officers	Product management and engineering
1	Software development/product development/product engineering	Network, cloud, infrastructure	Software development/product development/product engineering	Sales/go-to-market
2	Operations	Software development/product development/product engineering	Marketing and customer engagement	Marketing and customer engagement
3	Marketing and customer engagement	Legal/compliance/risk	Operations	Business unit/P&L leaders
4	Strategy	Corporate IT applications	Sales/go-to-market	Strategy
5	Finance	Finance	Strategy	Design

Source: Heidrick & Struggles' global data, analytics, and artificial intelligence executive organization and compensation survey, 2024, n = 396; Heidrick & Struggles' global chief information security officer (CISO) survey, 2024, n = 362; Heidrick & Struggles' global digital & technology officers organization and compensation survey, 2024, n = 343; and Heidrick & Struggles' US chief product officer compensation survey, 2024, n = 141

<sup>5</sup> This year, Heidrick & Struggles surveyed not only digital, information, and technology officers but also AI, data, and analytics officers; cybersecurity and information security officers; and product management and product engineering officers. For more, see Ryan Bulkoski, Brittany Gregory, and Frédéric Groussolles, *2024 Global Data, Analytics, and Artificial Intelligence Executive Organization and Compensation Survey*, Heidrick & Struggles, October 9, 2024, [heidrick.com](https://heidrick.com); Matt Aiello, Marie McGinnis, Max Randria, Camilla Reventlow, Scott Thompson, and Karthik Vedagiri, *2024 Global Chief Information Security Officer Organization and Compensation Survey*, Heidrick & Struggles, October 15, 2024, [heidrick.com](https://heidrick.com); and Christine Morse, *2024 US Chief Product Officer Compensation Survey*, Heidrick & Struggles, forthcoming on [heidrick.com](https://heidrick.com).

# The future of the digital function: General attitudes on embracing change, succession planning, and career growth

Eighty-three percent of respondents agreed that their organization is ready to embrace change, digital transformation, and the challenges of AI. Sixty percent said they have received enough resources to meet expectations, and nearly 90% said their function is directly included in the organization's business strategy.

When it comes to succession planning, however, their responses were more tempered. Only half of respondents said that they feel they have a successor in place who is just as good as or better than what the external market could present, and less than half, 46%, agreed that they feel strongly that they could get promoted inside their company, rather than having to leave to seek advancement.

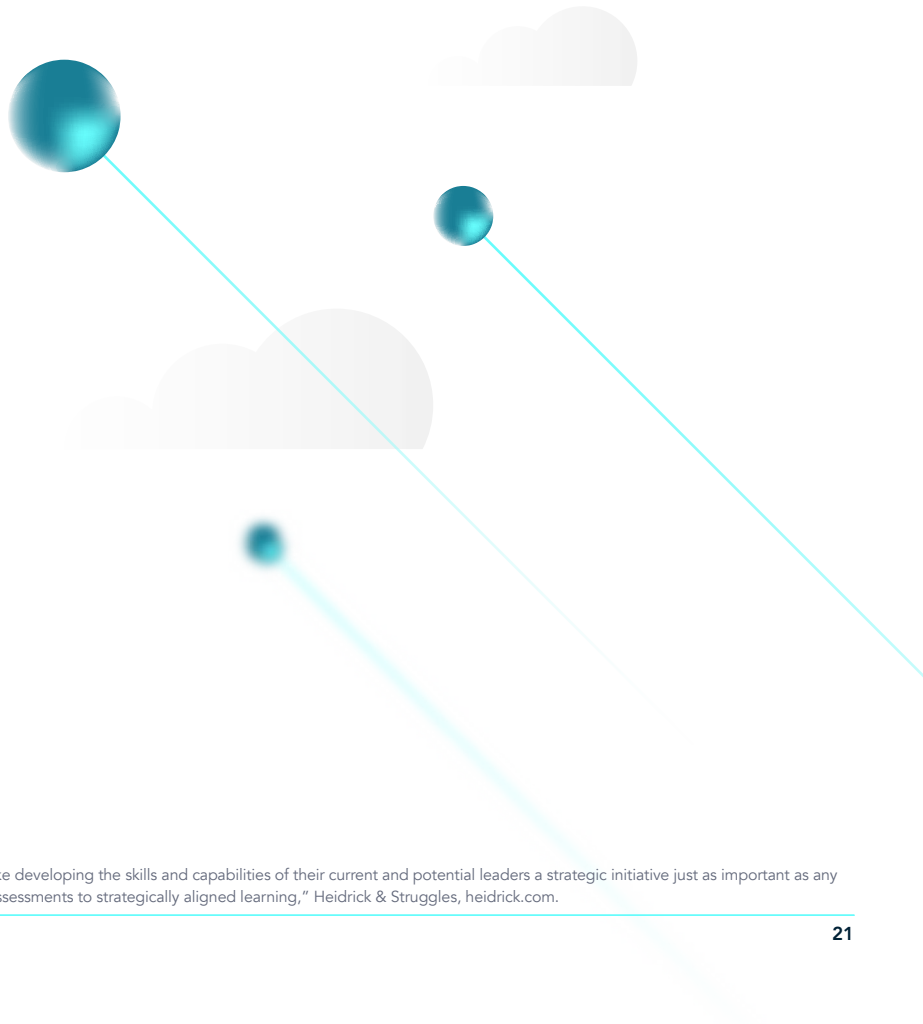
As the talent market for leaders who can combine technological and business expertise grows ever more competitive, organizations can no longer assume that if someone leaves, someone better will come along, or that they'll be able to find the executives needed as conditions change. To stay ahead and avoid this deficit, companies need to pivot to retention.<sup>6</sup>

## General attitudes (%)

Disagree Agree



Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 347



<sup>6</sup> One important consequence of this pivot to retention is that leaders must make developing the skills and capabilities of their current and potential leaders a strategic initiative just as important as any other. For more, see Steven Krupp, "Developing future-ready leaders: From assessments to strategically aligned learning," Heidrick & Struggles, [heidrick.com](https://heidrick.com).

By region, there were wide variations in respondents' attitudes, particularly concerning succession planning and promotion potential. Respondents from Australia and India were most often sure of having a high-quality

internal successor in place. And respondents from India and the United States least often felt that they could get promoted inside their company, as opposed to having to leave.

**General attitudes, by region (%)**  
(Share that agree or strongly agree)

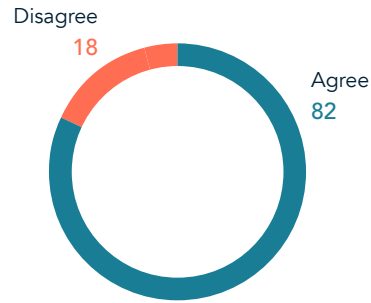
	Australia	Middle East	Hong Kong/ Singapore	India	Other Europe	United Kingdom	United States
My organization is ready to embrace change, digital transformation, and the challenges of AI	87	84	84	87	75	77	84
I have adequate exposure to the board or board members	87	82	69	87	83	80	82
My function is directly included in our business strategy	87	82	75	84	88	83	90
I have a successor in place who I feel is just as good as or better than what the external market can present	67	48	56	65	58	47	42
I feel strongly that I can get promoted inside my company vs. having to leave	63	50	72	32	43	53	39
For the current budget period, I have received enough resources (talent, money, etc.) to meet the expectations of my organization	63	48	63	65	53	57	64

Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 347

# Board exposure and attitudes

The majority, 82%, of respondents reported feeling that they have adequate exposure to the board.

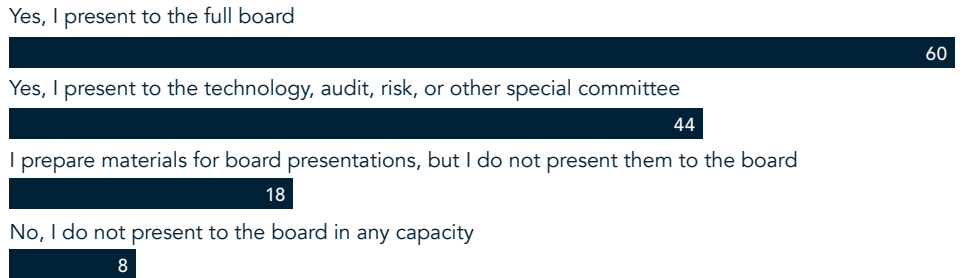
## Board exposure (%) "I have adequate exposure to the board or board members."



Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 347

Sixty percent of respondents said they present to their company's full board. This was most common among the US-based respondents and least common among those in Hong Kong and Singapore.

## Do you present directly to your company's board and/or one of its committees? (%)



Note: Respondents could select more than one option.  
Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 341

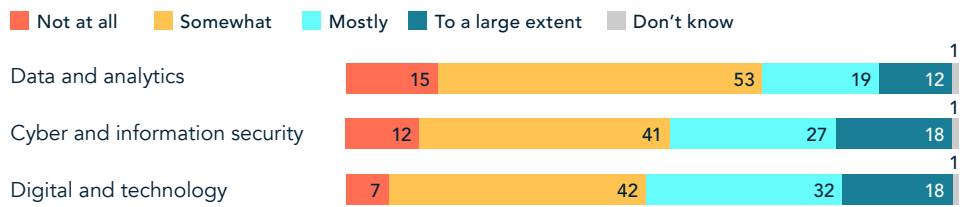
## Do you present directly to your company's board and/or one of its committees?, by region (%)

	Australia	Middle East	Hong Kong/Singapore	India	Other Europe	United Kingdom	United States
Yes, I present to the full board	63	70	34	68	63	40	65
Yes, I present to the technology, audit, risk, or other special committee	47	45	50	55	45	37	40
I prepare materials for board presentations, but I do not present them to the board	7	23	25	6	23	27	17
No, I do not present to the board in any capacity	7	0	9	6	3	17	10

Note: Respondents could select more than one option.  
Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 341

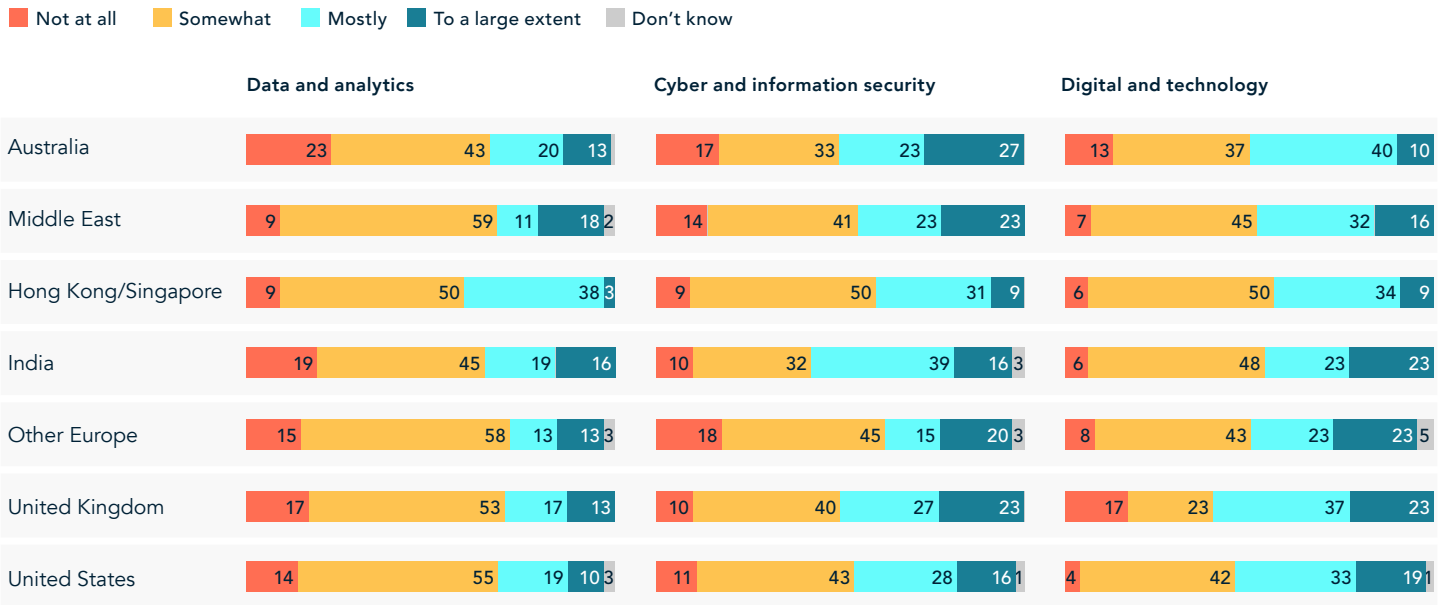
However, when asked whether they felt that their company’s board has the knowledge or expertise to respond effectively to presentations about data and analytics, cybersecurity, and digital and technology, respondents were skeptical: across data and analytics and cybersecurity, less than half of respondents said they were mostly or largely confident in their board’s knowledge or expertise.

**To what extent do you believe your board has the knowledge or expertise to respond effectively to presentations on the following topics? (%)**



Note: Numbers may not total 100% due to rounding.  
Source: Heidrick & Struggles’ global digital and technology officers compensation survey, 2024, n = 341

**To what extent do you believe your board has the knowledge or expertise to respond effectively to presentations on the following topics?, by region (%)**



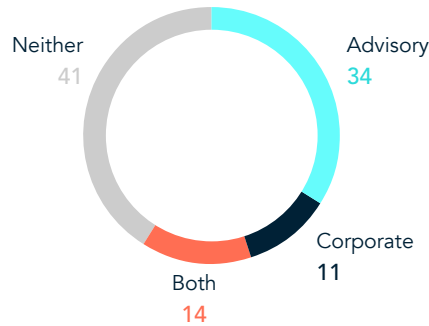
Note: Numbers may not total 100% due to rounding.  
Source: Heidrick & Struggles’ global digital and technology officers compensation survey, 2024, n = 341



So, given the clear perceived gaps in respondents' confidence in boards of directors, how often are they themselves on corporate boards? Overall, over half now serve on corporate or advisory boards outside their current company.

Respondents in Hong Kong and Singapore most often sat on corporate boards. Respondents in the United Kingdom most often said that they serve on neither an advisory board nor a corporate board.

**Board service (%)**



Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 341

**Board service, by region (%)**

	Australia	Middle East	Hong Kong/Singapore	India	Other Europe	United Kingdom	United States
Advisory	33	32	31	42	25	23	38
Corporate	13	5	25	13	18	3	8
Both	17	18	9	13	18	13	13
Neither	37	45	34	32	40	60	41

Note: Numbers may not total 100% due to rounding.

Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 341

# State of digital and technology officer compensation

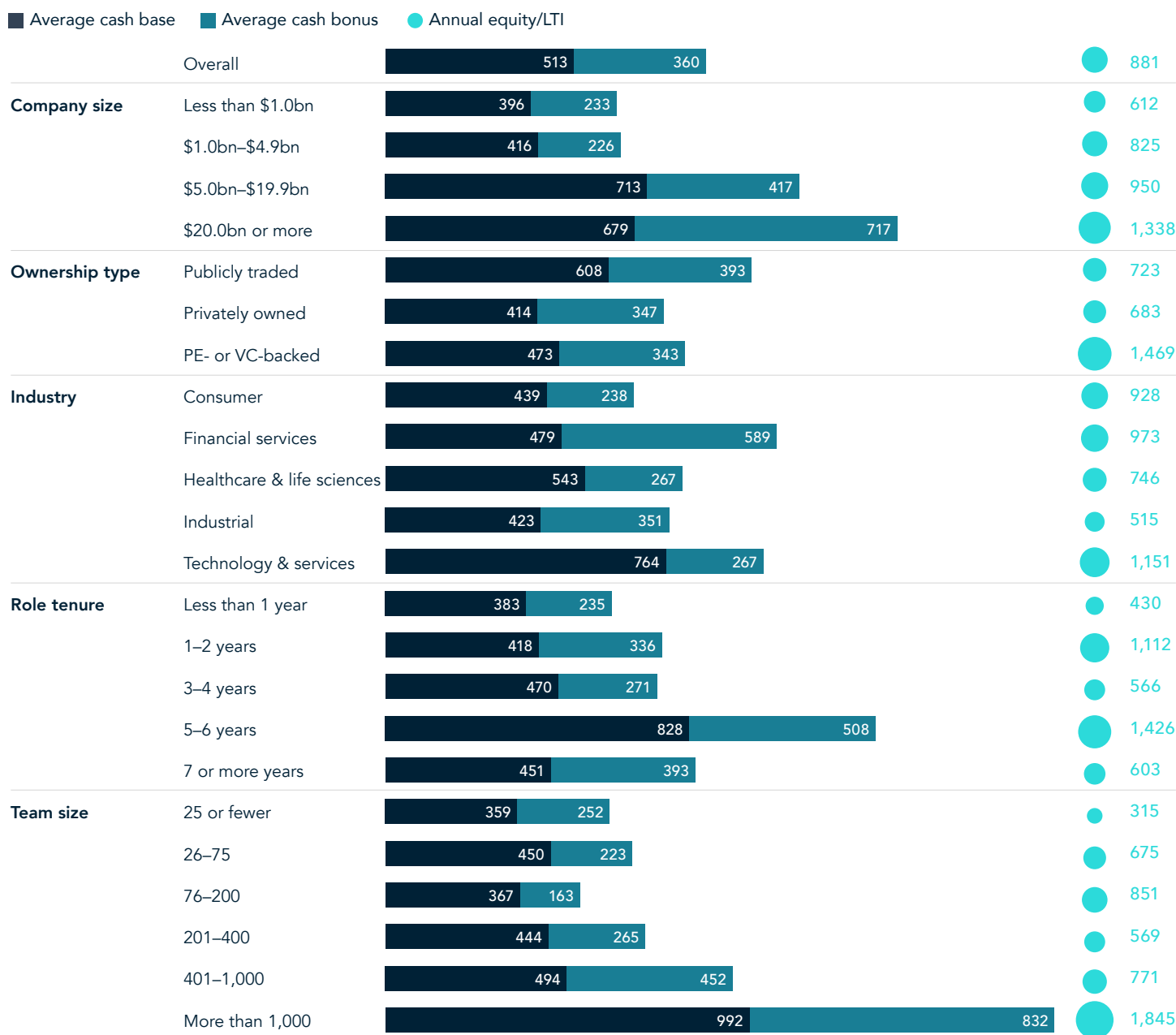
The technology leaders surveyed for this report indicated that they are well compensated for their efforts, with a mix of base, bonus, and equity. As expected, compensation is by far highest in the United States, followed by Europe and the Middle East.

## United States

Average 2023 total cash compensation for respondents in the United States was \$846,100. Average total compensation, including annual equity/LTI, was

\$1,586,600. Respondents in the financial services and technology and services industries reported the highest average total compensation of their peers.

### United States compensation trends: Snapshot (USD thousands)



Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 120

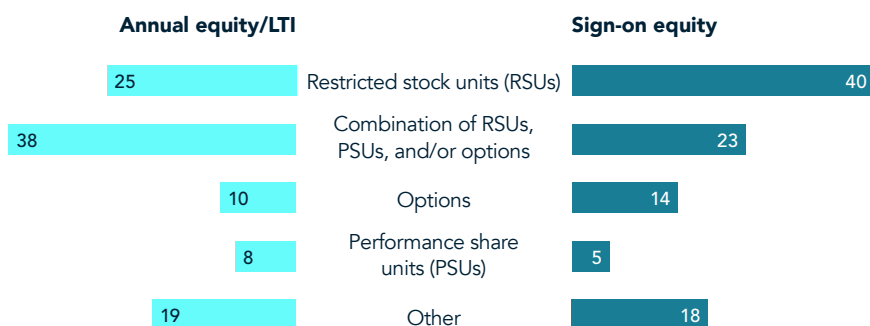
## United States compensation trends: Snapshot (USD thousands)

		n	Cash base				Cash bonus				Total cash compensation				Equity/LTI				Total compensation (including equity)			
			25th	avg.	75th	95th	25th	avg.	75th	95th	25th	avg.	75th	95th	25th	avg.	75th	95th	25th	avg.	75th	95th
Overall		120	300	513	550	1,000	100	360	400	1,100	430	846	1,000	2,100	200	881	1,000	3,950	600	1,587	1,700	5,100
Company size	Less than \$1.0bn	42	300	396	400	600	80	233	300	1,000	350	601	720	1,100	150	612	1,000	2,000	500	1,053	1,270	2,900
	\$1.0bn–\$4.9bn	27	350	416	500	600	110	226	300	420	470	625	760	970	120	825	540	1,000	630	1,323	1,400	1,500
	\$5.0bn–\$19.9bn	24	305	713	645	1,000	100	417	480	1,000	420	1,112	1,140	3,000	150	950	1,000	4,200	555	1,983	2,138	8,500
	\$20.0bn or more	21	460	679	770	1,100	225	717	1,000	1,495	700	1,361	1,800	2,100	300	1,338	2,050	4,190	1,000	2,635	4,000	5,300
Ownership type	Publicly traded	52	333	608	600	1,000	140	393	400	1,000	455	978	1,108	3,000	220	723	1,000	1,600	678	1,673	2,118	4,000
	Privately owned	58	300	438	500	800	100	345	420	1,100	390	747	900	1,970	120	997	1,000	3,000	530	1,534	1,500	5,100
Industry	Consumer	34	300	439	550	700	120	238	400	500	430	649	900	1,150	220	928	1,000	2,000	630	1,440	1,500	2,650
	Financial services	31	350	479	550	1,000	150	589	1,000	1,400	500	1,069	1,570	2,100	163	973	1,000	4,200	550	1,948	2,650	6,170
	Healthcare & life sciences	18	310	543	610	2,000	150	267	350	1,000	400	766	820	3,000	300	746	1,000	2,300	700	1,346	1,700	4,000
	Industrial	17	330	423	495	800	100	351	420	1,500	443	753	900	2,100	150	515	540	1,600	600	1,203	1,308	3,700
	Technology & services	19	300	764	600	6,000	80	267	300	1,000	360	1,017	1,100	6,250	100	1,151	2,000	4,200	400	1,865	2,300	10,450
Role tenure	Less than 1 year	13	300	383	430	630	100	235	300	700	450	618	700	1,300	100	430	600	1,100	490	949	1,030	2,300
	1–2 years	31	300	418	500	690	100	336	480	1,000	430	721	900	1,650	200	1,112	1,150	2,300	550	1,582	1,700	4,000
	3–4 years	24	300	470	500	1,000	100	271	300	1,000	393	730	780	2,000	110	566	800	1,000	533	1,273	1,308	4,000
	5–6 years	20	408	828	715	5,755	200	508	1,000	1,500	685	1,310	1,853	6,043	550	1,426	1,600	4,200	913	2,522	3,438	10,236
	7 or more years	27	300	451	550	700	80	393	400	970	400	784	970	1,570	200	603	500	1,000	660	1,317	1,400	2,270
Team size	25 or fewer	19	270	359	400	1,000	80	252	400	800	360	558	800	1,400	100	315	500	1,000	500	807	1,100	1,700
	26–75	20	300	450	420	2,000	100	223	300	1,000	350	673	800	3,000	120	675	1,200	2,000	500	1,206	1,500	5,000
	76–200	25	300	367	400	520	100	163	200	400	390	504	550	920	100	851	360	10,000	470	1,116	900	1,700
	201–400	21	320	444	500	720	100	265	360	480	500	709	900	1,110	250	569	600	2,000	700	1,196	1,310	2,580
	401–1,000	15	400	494	600	700	200	452	500	1,400	600	946	1,150	1,800	300	771	1,000	2,200	900	1,666	2,200	4,000
	More than 1,000	20	563	992	793	5,800	350	832	1,000	2,350	963	1,783	2,075	6,088	775	1,845	2,825	5,435	1,615	3,628	4,868	10,353

Source: Heidrick &amp; Struggles' global digital and technology officers compensation survey, 2024, n = 120

Respondents' annual equity most often comes in the form of a combination of restricted stock units (RSUs), performance share units (PSUs), and/or options. Sign-on equity most often took the form of RSUs.

### United States: Format of equity (%)



Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, annual equity/LTI: n = 106; sign-on equity: n = 65

In the United States, respondents at privately owned companies saw significantly higher sign-on equity than their peers at public companies, though those at public companies saw higher sign-on cash bonuses. Respondents at smaller companies, those with less than \$1 billion in annual revenue, also saw notably higher sign-on equity.

### United States compensation trends: Sign-on bonus (USD thousands)

	n	Sign-on: Cash				Sign-on: Equity				
		25th	avg.	75th	95th	25th	avg.	75th	95th	
Overall	67	100	297	300	1,000	250	1,753	2,000	5,350	
Company size	Less than \$1.0bn	17	20	161	300	500	300	3,146	3,000	15,000
	\$1.0bn-\$4.9bn	16	63	138	200	300	188	959	2,000	2,000
	\$5.0bn-\$19.9bn	17	100	301	300	1,000	50	1,025	2,000	4,000
	\$20.0bn or more	13	150	561	700	3,000	500	1,381	1,750	5,350
Ownership type	Publicly traded	35	100	295	300	1,000	150	1,019	2,000	4,000
	Privately owned	25	50	137	188	500	300	3,259	3,000	15,000
Industry	Consumer	20	50	163	300	500	50	549	700	2,000
	Financial services	14	100	600	1,000	3,000	150	1,434	2,000	5,350
	Healthcare & life sciences	12	100	313	600	900	900	1,239	2,000	2,000
	Industrial	8	55	80	100	100	200	3,025	2,000	15,000
	Technology & services	13	100	201	250	500	800	3,007	4,000	10,000
Role tenure	Less than 1 year	6	50	127	200	250	20	907	2,000	2,000
	1-2 years	18	100	296	300	1,000	300	3,245	3,000	15,000
	3-4 years	16	100	269	300	1,000	50	659	1,000	2,000
	5-6 years	8	150	760	300	3,000	600	1,900	3,500	4,000
	7 or more years	14	100	235	300	1,000	263	1,631	2,000	5,350
Team size	25 or fewer	6	50	200	500	500	250	914	1,000	3,000
	26-75	11	10	79	110	200	150	3,473	5,000	15,000
	76-200	13	50	91	100	200	40	1,673	1,000	10,000
	201-400	12	100	145	200	300	400	640	700	1,500
	401-1,000	12	250	367	350	1,000	375	1,538	2,000	5,350
	More than 1,000	13	200	755	1,000	3,000	900	1,756	2,000	4,000

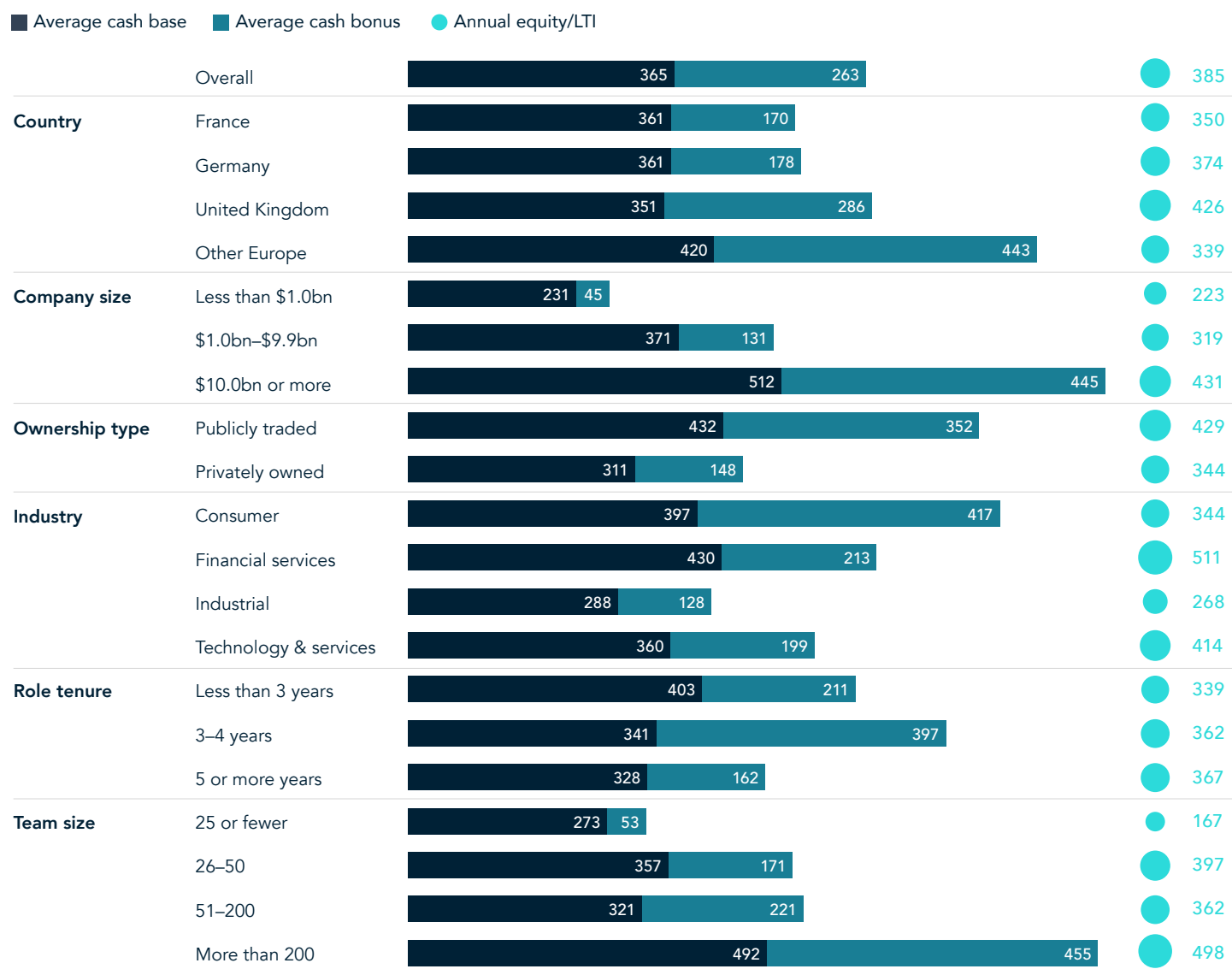
Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 67

## Europe

Average 2023 total cash compensation for respondents in the Europe, including those in the United Kingdom, was \$554,800. Average total compensation, including annual equity/LTI, was

\$865,400. Respondents in the financial services and consumer industries reported the highest average total compensation of their peers.

### Europe compensation trends: Snapshot (USD thousands)



Note: In this analysis, Europe includes the United Kingdom.

Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 55

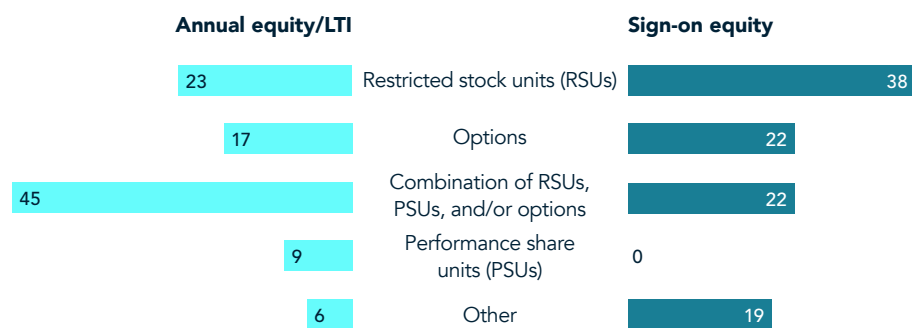
Europe compensation trends: Snapshot (USD thousands)

		n	Cash base				Cash bonus				Total cash compensation				Equity/LTI				Total compensation (including equity)			
			25th	avg.	75th	95th	25th	avg.	75th	95th	25th	avg.	75th	95th	25th	avg.	75th	95th	25th	avg.	75th	95th
Overall		55	220	365	500	730	50	263	400	920	245	555	723	1,650	100	385	540	1,200	333	865	1,238	2,050
Country	France	9	230	361	450	550	100	170	230	270	300	493	600	730	98	350	585	880	630	804	1,120	1,330
	Germany	13	240	361	390	730	30	178	240	920	300	512	550	1,650	100	374	500	1,200	330	799	1,050	2,050
	United Kingdom	25	190	351	500	830	50	286	400	800	170	510	750	1,300	200	426	500	1,500	190	824	1,270	1,600
	Other Europe	8	220	420	600	640	40	443	560	1,600	240	863	1,140	2,200	50	339	560	1,200	340	1,201	1,700	3,400
Company size	Less than \$1.0bn	13	140	231	300	500	25	45	65	70	150	247	300	550	93	223	425	500	150	328	480	800
	\$1.0bn–\$9.9bn	14	290	371	400	640	38	131	223	420	300	456	580	1,060	30	319	500	1,200	390	752	1,120	2,040
	\$10.0bn or more	17	400	512	580	1,000	200	445	560	1,600	670	957	1,140	2,200	200	431	560	1,500	890	1,388	1,600	3,400
Ownership type	Publicly traded	25	248	432	575	830	70	352	400	920	285	755	1,020	1,800	200	429	530	1,485	393	1,112	1,383	3,300
	Privately owned	29	200	311	390	550	40	148	160	560	240	393	550	850	90	344	560	760	290	673	1,050	1,550
Industry	Consumer	17	245	397	538	730	100	417	420	1,600	300	736	1,020	2,200	120	344	500	1,200	425	1,058	1,373	3,400
	Financial services	8	200	430	748	1,000	40	213	250	800	245	616	985	1,800	200	511	880	1,500	333	1,064	1,283	3,300
	Healthcare & life sciences	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Industrial	9	230	288	390	450	60	128	220	230	230	373	520	670	120	268	500	540	270	552	690	1,120
	Technology & services	20	260	360	460	600	50	199	270	560	220	483	670	1,140	90	414	700	1,200	220	806	1,290	2,040
Role tenure	More than 3 years	13	300	403	460	830	60	211	270	800	320	565	670	1,300	93	339	575	750	410	879	1,290	1,600
	3–4 years	20	190	341	450	730	63	397	480	1,600	140	586	800	2,200	200	362	500	1,200	190	868	1,100	3,400
	5 or more years	21	200	328	485	599	43	162	238	560	233	458	595	1,128	90	367	560	1,200	275	733	1,135	2,023
Team size	25 or fewer	12	190	273	390	500	30	53	50	160	190	302	390	600	90	167	200	500	220	393	590	750
	26–50	13	300	357	460	580	40	171	260	560	230	449	580	1,140	200	397	560	750	430	810	1,120	1,700
	51–200	16	205	321	475	640	58	221	400	500	240	486	738	1,060	120	362	500	880	303	781	1,238	1,550
	More than 200	14	350	492	600	1,000	130	455	800	1,600	480	915	1,300	2,200	200	498	620	1,500	630	1,377	2,040	3,400

Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 55

Respondents' annual equity most often comes in the form of a combination of RSUs, PSUs, and/or options. Sign-on equity most often took the form of RSUs.

### Europe: Format of equity (%)



Note: Numbers may not total 100% due to rounding.

Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, annual equity/LTI: n = 47; sign-on equity: n = 37

In Europe, respondents at privately owned companies saw significantly higher sign-on equity than their peers at public companies, though those at public companies saw higher sign-on cash bonuses.

Respondents in France reported the highest average sign-on equity, while those in the United Kingdom saw significantly higher sign-on cash bonuses.

### Europe compensation trends: Sign-on bonus (USD thousands)

		n	Sign-on: Cash			Sign-on: Equity		
			25th	avg.	75th	25th	avg.	75th
	Overall	33	60	351	400	200	479	700
Country	France	9	100	233	250	300	552	700
	Germany	7	50	181	400	200	505	810
	United Kingdom	12	100	646	500	200	497	700
	Other Europe	5	20	120	240	30	350	500
Company size	Less than \$1.0bn	5	20	273	600	33	378	700
	\$1.0bn–9.9bn	8	50	153	183	230	483	798
	\$10.0bn or more	13	100	536	400	200	543	868
Ownership type	Publicly traded	15	70	478	353	200	380	520
	Privately owned	18	50	262	500	350	562	783
Industry	Consumer	10	70	224	400	125	310	455
	Financial services	5	65	1,203	3,148	223	680	973
	Healthcare & life sciences	0	N/A	N/A	N/A	N/A	N/A	N/A
	Industrial	6	100	210	210	280	530	700
	Technology & services	12	50	212	430	500	537	700
Role tenure	Less than 3 years	8	100	274	430	570	616	800
	3–4 years	9	100	225	400	125	266	455
	5 or more years	15	50	195	240	520	592	890
Team size	25 or fewer	3	50	63	90	N/A	N/A	N/A
	26–50	10	35	223	385	100	514	810
	51–200	11	60	270	550	200	494	700
	More than 200	9	100	750	400	200	400	500

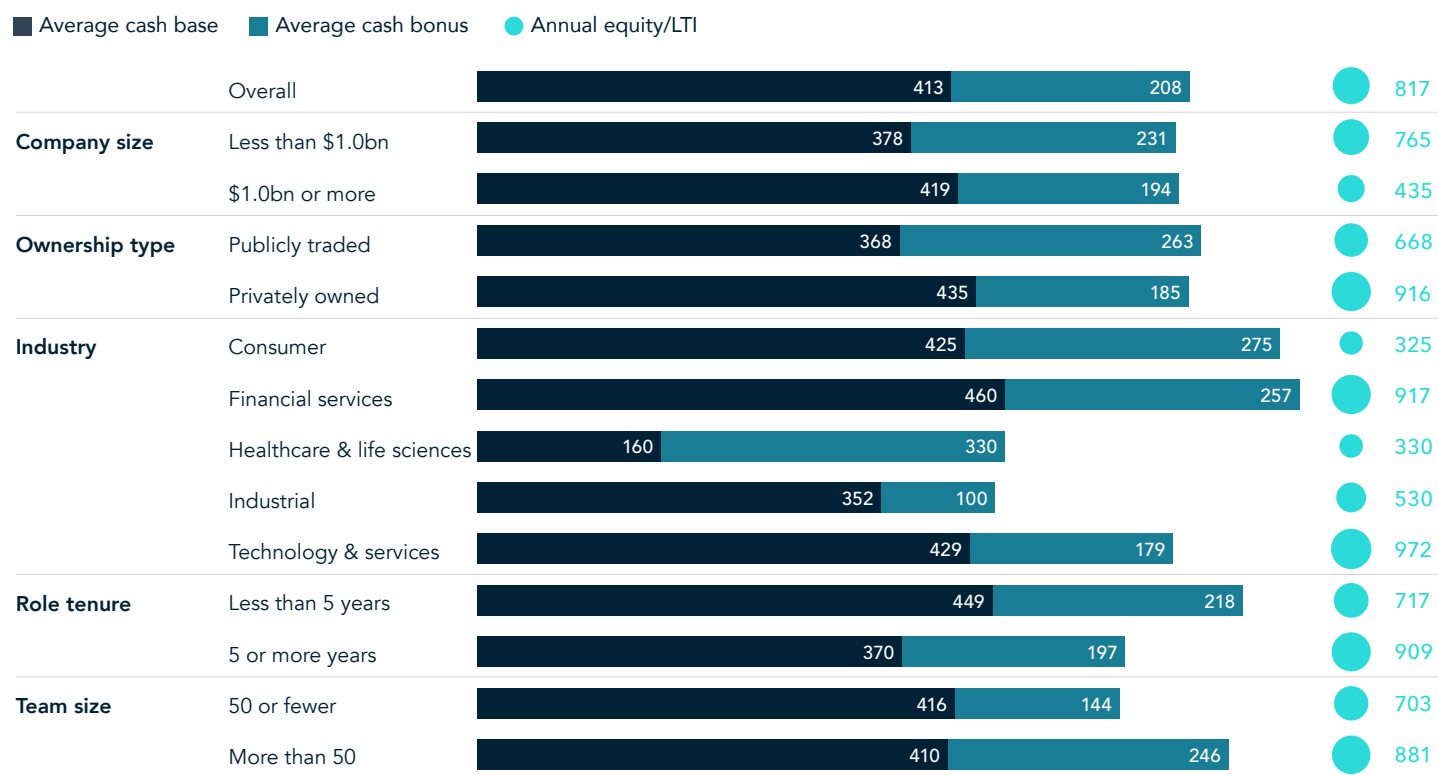
Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 33

## Middle East

Average 2023 total cash compensation for respondents in the Middle East was \$558,500. Average total compensation, including annual equity/LTI, was

\$1,064,000. Respondents in the financial services and technology and services industries reported the highest average total compensation of their peers.

### Middle East compensation trends: Snapshot (USD thousands)



Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 43



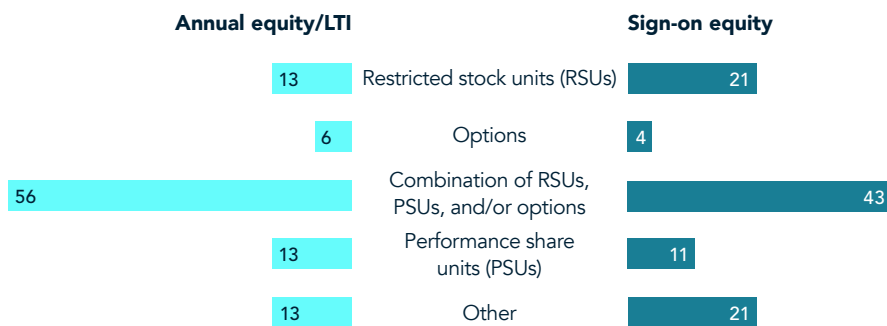
## Middle East compensation trends: Snapshot (USD thousands)

		n	Cash base			Cash bonus			Total cash compensation			Equity/LTI			Total compensation (including equity)		
			25th	avg.	75th	25th	avg.	75th	25th	avg.	75th	25th	avg.	75th	25th	avg.	75th
Overall		43	210	413	500	80	208	300	263	559	700	300	817	990	458	1,064	1,245
Company size	Less than \$1.0bn	21	200	378	480	80	231	300	250	536	700	430	765	980	480	979	1,180
	\$1.0bn or more	14	280	419	500	80	194	300	400	613	800	240	435	640	400	861	1,230
Ownership type	Publicly traded	13	170	368	500	80	263	300	200	550	700	300	668	1,000	610	1,064	1,200
	Privately owned	30	270	435	500	90	185	300	380	563	730	300	916	990	400	1,064	1,250
Industry	Consumer	4	325	425	500	150	275	375	475	700	875	300	325	350	500	863	1,188
	Financial services	10	210	460	800	80	257	300	300	640	800	200	917	1,000	400	1,282	1,460
	Healthcare & life sciences	2	100	160	220	330	330	330	100	325	550	330	330	330	100	490	880
	Industrial	6	200	352	500	58	100	153	250	418	510	60	530	1,000	380	595	670
	Technology & services	20	185	429	495	80	179	200	250	540	680	435	972	1,745	480	1,214	1,580
Role tenure	Less than 5 years	23	210	449	500	80	218	300	300	615	730	333	717	998	500	1,025	1,290
	5 or more years	20	220	370	500	80	197	300	250	496	680	300	909	670	450	1,107	1,230
Team size	50 or less	22	220	416	500	80	144	180	230	477	600	330	703	980	380	800	1,290
	More than 50	21	200	410	500	80	246	300	400	632	800	300	881	1,000	670	1,303	1,230

Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 43

Both respondents' annual equity/LTI and their sign-on equity most often comes in the form of a combination of RSUs, PSUs, and/or options.

### Middle East: Format of equity (%)



Note: Numbers may not total 100% due to rounding.  
 Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, annual equity/LTI: n = 32; sign-on equity: n = 28

In the Middle East, respondents at publicly traded companies saw higher sign-on equity and cash bonuses than their peers at private companies.

### Middle East compensation trends: Sign-on bonus (USD thousands)

	n	Sign-on: Cash			Sign-on: Equity			
		25th	avg.	75th	25th	avg.	75th	
Overall	26	100	245	290	200	539	770	
Company size	Less than \$1.0bn	13	100	233	380	200	413	660
	\$1.0bn or more	8	33	141	238	50	412	750
Ownership type	Publicly traded	10	60	257	410	200	616	850
	Privately owned	16	100	236	250	150	482	765
Industry	Financial services	8	70	289	478	200	392	460
	Industrial	2	100	155	210	2,300	2,300	2,300
	Technology & services	14	163	246	290	100	488	770
Role tenure	Less than 5 years	14	100	200	210	200	666	900
	5 or more years	12	100	297	300	200	399	660
Team size	50 or fewer	14	100	220	335	100	371	728
	More than 50	12	125	269	290	460	763	850

Source: Heidrick & Struggles' global digital and technology officers compensation survey, 2024, n = 26

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# Digital Officers Practice

**Impactful leaders driven by outcomes and powered by the people and technology around them. The future is here and it's more dynamic than ever. It's a new paradigm measured by outcomes and powered by people and technology.**

As organizations face ever-changing business models, customer demands and consumer behavior, they need modern and purpose-driven talent who align and inspire teams, advance digital strategy, and build capabilities to deliver results. As digital transforms your organization, we can help identify the specific talent needed to drive breakthrough innovation and make an impact.

We help our clients thrive by providing a full spectrum of talent spanning strategy, technology, data and analytics, digital marketing, industry 4.0 manufacturing, AI, cybersecurity, and beyond. Strong connectivity across geographies and verticals enables our consultants to engage and equip visionary leaders to succeed in uncertain operating environments and ever-evolving market landscapes.

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## Leader of Heidrick & Struggles' Digital Officers Practice

Global

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San Francisco  
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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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