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Watson Helsby

# FTSE 100

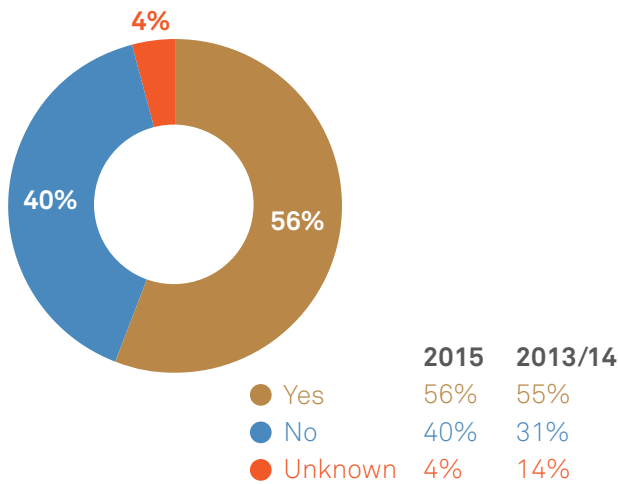
Group Director of  
Public Affairs Survey

*2014/15 Results*

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# 2014/15 RESULTS

## 1. FTSE 100s that have Group Public Affairs Directors



The fact that the percentage of those FTSE 100s not employing a dedicated Group Public Affairs Director has increased can be partly attributed to the difference in the unknown figure (4% this year vs. 11% in previous survey). In other words those that fell into the unknown category in the last survey have been confirmed as not employing a Group Public Affairs Director in this year's survey.

There are a number of reasons why quite a significant proportion (40%) of FTSE 100s don't have a Group Public Affairs Director. They are:

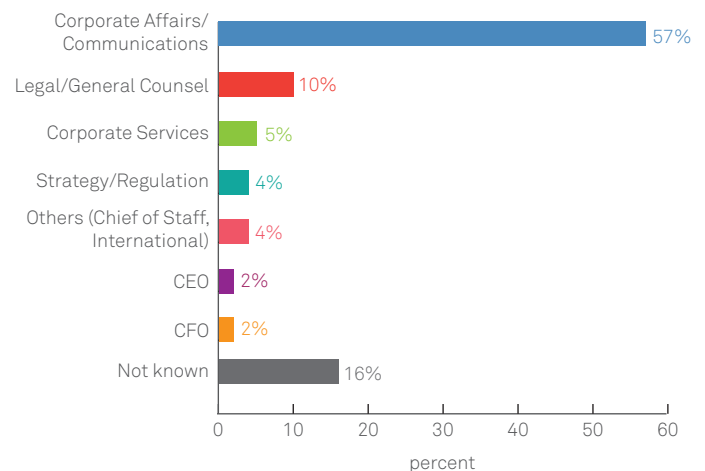
- They operate in sectors that are minimally affected by public policy and regulatory scrutiny and activity (i.e. minimal license to operate or impact on the business). So there is deemed to be no commercial or political risk rationale for the role. The majority of companies that operate in consumer facing industries, where there tends to be more policy (alcohol, retail, consumer technology, pharma) and social

issues, will have a group public affairs director. Companies in B2B sectors such as engineering and construction, or which are lower profile such as investment, tend not to see the need for such a role. 88% of the companies that do not have a group public affairs director fall into this category.

- Size of company. There is a direct correlation between market cap and group public affairs capability. 75% of the companies that do not employ a group public affairs director are in the bottom 50 of the FTSE 100. Only one company in the bottom ten of the FTSE100 see the need for the role.
- A policy of keeping group resource/overheads as lean as possible.
- Linked to this, a view that public affairs is more effective when based in either a region, market or business unit. This is often the case when a company has a presence in multiple markets and where knowledge of specific and local jurisdictions/stakeholders/issues is considered more important than the knowledge and experience of a dedicated group public affairs leader or team.

## 2. Reporting lines

In those FTSE 100s that do employ a dedicated Group Public Affairs Director, the majority report to the corporate affairs director, who themselves often have a background in the discipline. The breakdown of reporting line looks as follows:

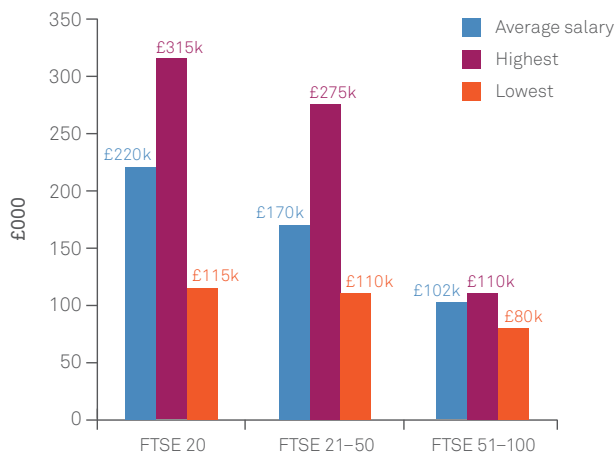


After Corporate Affairs the most common reporting line is into Legal & General Counsel which has a certain logic, since legislation, policy and regulation, depending on their complexity, require a strong legal capability (as well as a campaigning, engagement, lobbying capability). There is no discernible pattern, in that the sectors where it reports into Legal include insurance, defence, alcohol, media and retail. The only constant is the fact that they are all heavily regulated sectors.

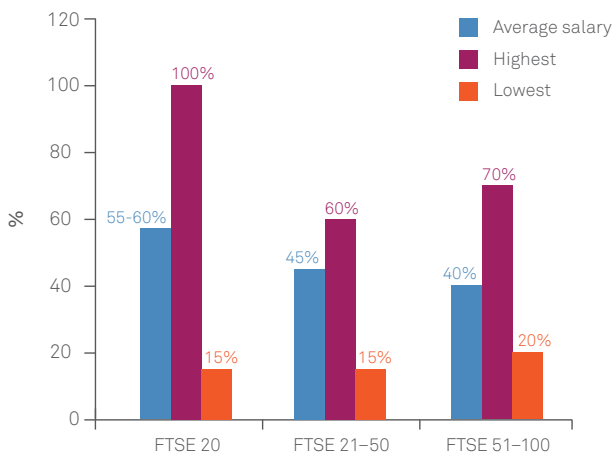
### 3. Remuneration

There is a strong correlation between size of company/global footprint and compensation packages as the following figures demonstrate:

Remuneration by FTSE ranking

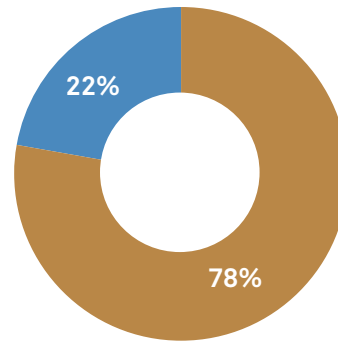


Bonus by FTSE ranking



### 4. Gender analysis

Unlike corporate affairs where the gender balance is quite even, public affairs has a very pronounced weighting towards males.



● Male 78%  
● Female 22%

### 5. Further information

There is more data and insight available – please contact Nick Helsby for further information:

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## About Watson Helsby

Watson Helsby provides executive search counsel and expertise across the following disciplines: corporate communications; financial PR; media relations; public affairs; internal communications; crisis and issues management; digital communications; investor relations; corporate responsibility and communications strategy and planning.

In addition to our core offer of search, we regularly publish Watson Helsby industry reports. These examine the latest thinking, practices, trends and issues in the disciplines into which we recruit. In so doing, they provide a contemporary view of the direction in which specific roles are evolving as well as the competencies that leaders of these disciplines require to be successful.

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