

The logo for Cayhill partners is positioned in the upper right corner. It features the word "Cayhill" in a dark serif font, with a small teal dot above the 'y'. Below it, the word "partners" is written in a smaller, lowercase serif font. The background of the top half of the image shows a modern building with vertical glass panels and a cloudy sky.

Cayhill
partners

The background of the entire image is a black and white photograph of a modern building. The top half shows a close-up of a building facade with vertical glass panels. The bottom half shows a wide, modern staircase with a metal railing, leading up towards the building. A teal horizontal band is overlaid across the middle of the image, containing the text "BEYOND CORPORATE AFFAIRS".

**BEYOND
CORPORATE
AFFAIRS**

Foreword

As a former FTSE100 communications director, I have long believed that there are not enough career opportunities for senior communicators.

In particular, there are simply too few corporate affairs and communications directors being considered for NED (non-executive director) roles.

Having discussed this issue with numerous communications leaders over the past 12 months, the majority seem to agree.

The findings in this report shed light on the situation and give both communications directors as well as business leaders an insight into the topic. I hope they provide a platform for further discussion — and action.

Dee Cayhill

Director, Cayhill Partners

1.



Introduction

Background And Objectives

The collapse of trust in big business and its leaders has become the biggest corporate issue of our time. Together with the rise of citizen journalism, the demand for greater transparency and the increasingly hostile and activist nature of shareholders, the spotlight is trained on companies' management teams and boards as never before.

Methodology

Over several months, Cayhill Partners interviewed (both face-to-face and online) more than 100 communications leaders in large and/or publicly-listed organisations about their career aspirations and their views on NED roles.

Nomenclature

Communications leaders go under an array of different job titles. Throughout this report, we have used the term Corporate Affairs Director, Communications Director, Corporate Communications Director and Communications Leader interchangeably to denote the most senior communications practitioner in any given organisation.

2



Executive summary

Corporate reputation has risen swiftly up the boardroom agenda in recent years, as the demands of customers, shareholders and the media have grown.

At the same time, the corporate affairs discipline has established itself as a key support function in most FTSE100 companies. Corporate affairs directors - or their equivalent – oversee large teams and budgets, managing relations with the media, government, employees, investors and often aspects of marketing, social media and corporate strategy.

However, the continued drive for boardroom diversity, the evolution of the senior communications role, plus a sharp focus on gaining new skills, can only increase opportunities in the future.

“*Once you get to the top of your game in communications, the opportunities for advancement, or taking on broader responsibilities and significantly increasing income become rare.*”

Communications Leader

3.



The Senior Communicator

A modern discipline

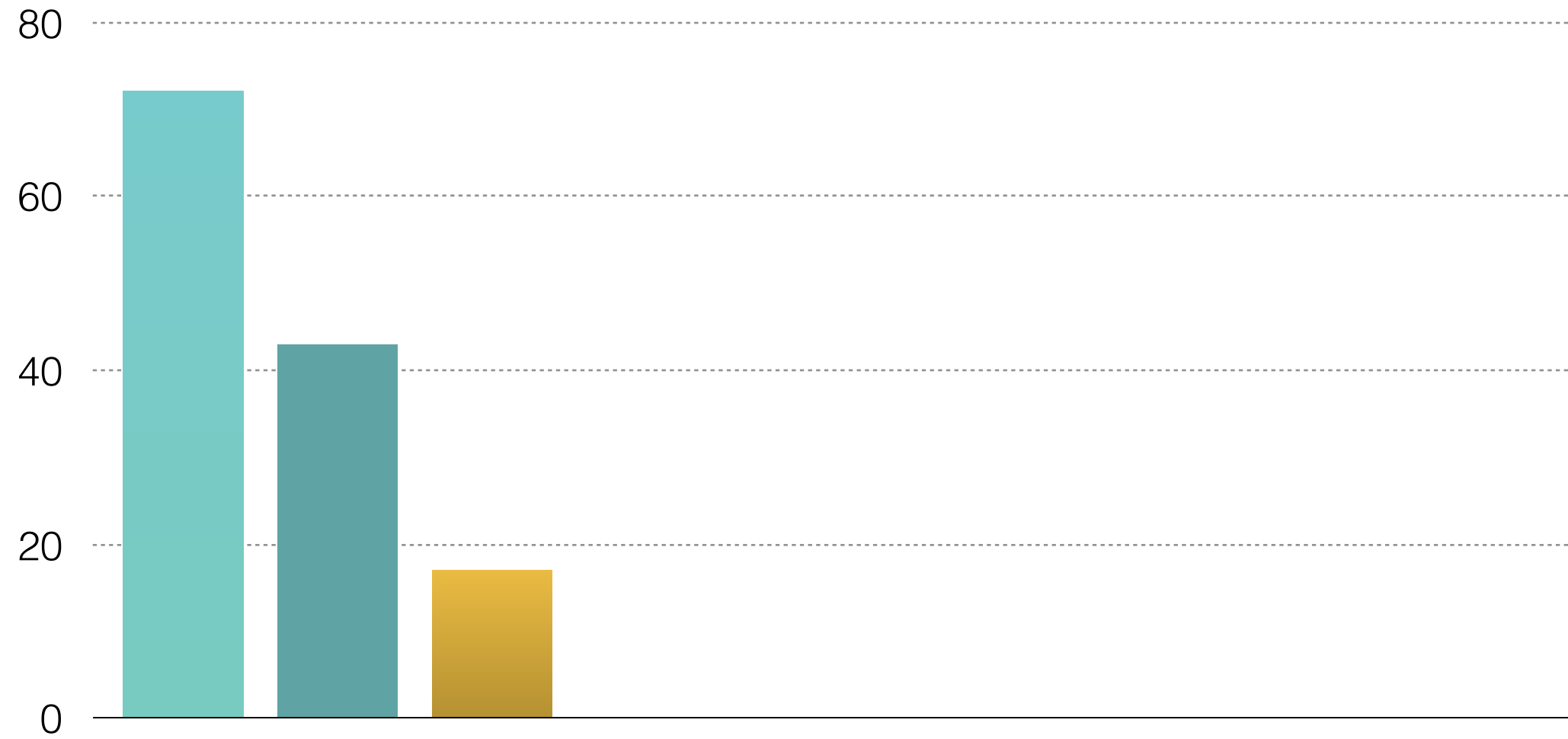
Corporate affairs – rather than corporate communications or public relations – has only emerged as a dedicated discipline

in the past 15 to 20 years. The role is a senior post with some corporate affairs directors, particularly in the FTSE100, leading teams of 100+ staff and managing multi-million pound budgets. Our research show that around 75% report directly to the CEO and the role sits on the Executive Committee (ExCo) of around 45% of companies in the FTSE100.

“I think good corporate affairs directors, those that run communications, internal, external, media, public affairs etc. have an extremely important functional role within an organisation. The world has changed hugely in the past decade and those that gained their skills in the past 10 years rather than the past 30 years are more professional, thoughtful and rigorous.

”

FTSE Chairman



- have spent between 10 & 6 years in their current role
- have spent +21 years in communications
- have spent +21 years working in total

	Same company	Different company, same sector	Different company, different sector
Same role	31% (11)	17% (6)	52% (19)
Different, communications focused role	13% (6)	25% (12)	62% (30)
Different role outside of communications	13% (3)	21% (5)	66% (16)

*Thank
you*

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