



2021

PRIVACY PROFESSIONALS SALARY SURVEY

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Introduction: A year into the pandemic

By IAPP Senior Westin Research Fellow Müge Fazlioglu, CIPP/US, CIPP/E

So much has happened since the IAPP conducted its last [Salary Survey in 2019](#). Many jobs have been lost due to the public health and economic crisis ensuing from the COVID-19 pandemic. As of today, only a portion of these jobs has returned. Many workers have also needed to switch roles or occupations or repurpose their skill set for the new demands of the time. The very meaning of concepts, like “work” and “meeting,” have even changed, taken on new meaning or lost some of their previous meaning altogether. For several more years, at least, businesses will likely continue to need to invest more in the health and safety of their employees and consumers. But despite the upheaval, the job market in the field of privacy has remained strong. Although remote and at home, privacy professionals continue their work, few privacy jobs have been lost and many roles are even better paid today than they were just a year or two ago.

Yet, many privacy pros, like other workers, have faced difficult choices regarding their careers and families due to the pandemic. Across the broader job market, macroeconomic data has shown women — and particularly women of color — have been the most negatively affected, bearing some 60% of the [job losses](#) caused by the pandemic. Indeed, women have exited the workforce in alarming numbers. A recent [study](#) by Oxfam International found last year women lost 64 million jobs, which equates to \$800 billion in lost income. Due to the fact that women have experienced disproportionately more pandemic-induced job losses while facing greater pressure to do more caregiving at home, one researcher has dubbed the pandemic to be the first “[she-cession](#).” In addition, essential workers, who have also borne the brunt of the risks to their health and well-being, are more likely to be [women](#).

For virtually everyone, therefore, [coping with COVID-19](#) has become a necessity. This need to cope may be why interest in activities, such as [journaling](#), [arts and crafts](#) and [collectables](#), has grown substantially. Whether expressing it through writing, creating something beautiful or simply [screaming it out](#), finding meaning and comfort in these strange times have become crucial tasks for us all.

Across the broader job market, macroeconomic data has shown women have been the most negatively affected, bearing some 60% of the job losses caused by the pandemic.

Businesses have also needed to grapple with a changed reality. Employee retention, satisfaction and morale have become acute challenges for many employers. Organizations in various industries have used incentives, in addition to base salary, to retain top talent in a year marked by excessive burnout, the blurring — if not evaporation — of the work-life boundary and the dreaded “[Zoom fatigue](#).” Businesses have pursued various strategies to keep their employees happy. Wall Street banks have offered their employees perks ranging from all-expenses-paid [vacations](#) to [Peloton bikes](#), while companies from [Twitter](#), [Facebook](#) and [Salesforce](#) to [Novartis](#), [Siemens](#) and [Ford Motor Co.](#) have promised their employees they can have the option to work from home or have flexible/hybrid work arrangements permanently, post-pandemic.

Given all that has occurred over the past year, the 2021 Salary Survey was conducted with the COVID-19 pandemic at the forefront of our minds. While its overall purpose is still to explore and benchmark the compensation, pay raises, bonuses and evolving characteristics of the privacy workforce, this year's survey also examined how COVID-19 has impacted privacy pros, what related challenges they have faced, what keeps them motivated and what they expect the future to look like. The results are illuminating at a time when so much remains uncertain, providing a stable, historical look at the privacy profession and its unique position within the world today.

Privacy pros at a glance

Although respondents varied widely across numerous factors, such geography, job function, years of experience and education, we can describe a “typical” respondent to the survey as follows:

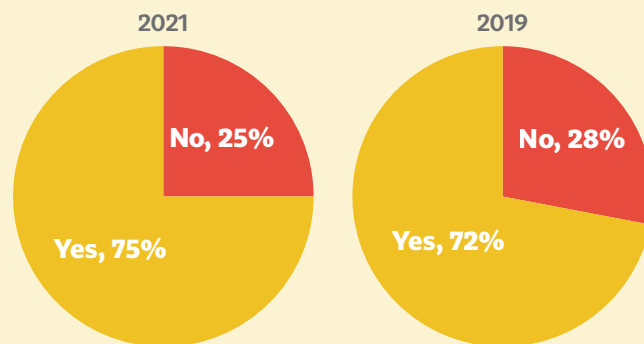
- Based in the U.S., U.K., EU or Canada.
- Works in software, banking or health care.
- Works for a large organization with 5,000 or more employees.
- Holds a professional degree (e.g., MBA, JD).
- Earns a mean salary of nearly \$141,000.
- Has the title of privacy manager, privacy officer, data protection officer, chief privacy officer, or privacy counsel.
- Has about eight years of privacy experience.
- Holds a CIP credential.

Looking in more detail at the respondents, the largest group held the title of privacy manager, with 16% having this title. The next largest group were those with the title of privacy officer,

KEY TAKEAWAYS

- As of March 2021, about 90% of privacy pros were working mostly or entirely from home.
- About 36% believed they will continue to work mostly or entirely from home after the pandemic ends, while another 50% expected to have a hybrid work arrangement, partially from home and partially from an office, post-COVID-19.
- In 2021, the average salary for a privacy pro was \$140,529, an increase of more than \$6,000 since 2019. The median salary, meanwhile, was \$126,000, an increase of \$2,950 since 2019.
- Chief privacy officers were the highest paid privacy pros in 2021, earning a median annual income of \$200,000.
- Approximately 6 in 10 privacy pros received a raise in 2021, although about 10% fewer received one than in 2019.
- About 75% of privacy pros received some form of additional compensation this year.

Percent received additional compensation in past 12 months



a title that 13% held. Next, tied for third place, were the titles of data protection officer (mandated by the EU General Data Protection Regulation or another law) and chief privacy officer, which were each held by 12% of respondents. Another 11% held the title of privacy counsel, rounding out the five most common job titles in the privacy profession. Overall, nearly two-thirds (64%) of respondents held one of these job titles. The remaining respondents held other job titles, including privacy analyst (8%), lead privacy counsel (7%), data protection officer (non-mandated) (7%), director of privacy (6%), deputy chief privacy officer (4%), data privacy manager (3%), and privacy engineer (2%).

Given differences in national privacy laws, some job titles are more prevalent in certain countries. For example, 30% of Canadian respondents held the title of privacy officer (compared to just 13% overall), whereas about 42% of privacy pros in the EU and 38% in the U.K. held the title of data protection officer (compared to just 19% overall). In the U.S., there were also significantly fewer mandated data protection officers (2%) but significantly more lead privacy counsels (11%) and privacy engineers (3%).

About 45% of respondents this year said they were their organization's "privacy leader," which is the person who is ultimately responsible for the operation and success of the privacy program. This is up slightly from 43% in 2019.

By now, the field of privacy is staffed mostly by seasoned professionals. The average amount of time privacy pros have been working in the field is eight years, while the average amount of time they have worked in their current role is three years.

- The average amount of additional compensation this year was \$21,420, which is \$1,420 greater than two years ago.

Average amount of additional compensation



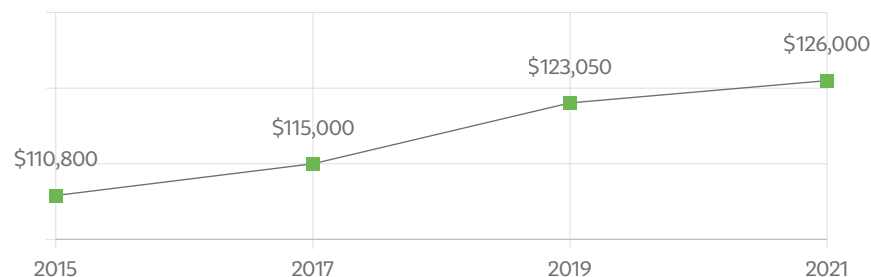
- Those who hold at least one CIP earn almost \$5,000 more per year than the average. Those with multiple CIPs earn about \$15,000 more annually than the average.
- Those holding any CIP were also more likely to have received additional compensation over the past year, while those holding a CIPT were more likely than others to have received a raise.
- About 7% of privacy pros had to take a pay cut over the past year.
- A gender pay gap continues to exist, with a 9% difference in the salaries of male and female privacy pros globally, and a 14% difference between male and female privacy pros in the U.S.
- On a scale of 0 to 10, the average job satisfaction rating among privacy pros was 7.3.
- The biggest driver of satisfaction for privacy pros was how interesting their work is.

Among respondents, those who have CIP certification is up four percentage points since 2019, as both CIPP/E and CIPM certifications saw significant increases over the past couple of years. While 70% of respondents in 2019 had a CIP credential, 74% of respondents did so in 2021. This is due to increases in the number of respondents holding CIPP/E (41% in 2021 versus 32% in 2019) and CIPM (32% this year versus 25% two years ago). The types of CIP certification most frequently held by respondents correlate strongly with what region they are in. For example, among U.S.-based respondents, 60% held a CIPP/US while 27% held a CIPP/E. Likewise, for respondents in the EU, 67% held a CIPP/E but only 4% held a CIPP/US (for the U.K., the percentages are similar: 69% held a CIPP/E and 5% held a CIPP/US). Similarly, a CIPP/C is held by 57% of Canadian respondents but only 4% of respondents in the U.S. and 1% of respondents in the EU.

Salaries in the privacy profession

Despite the slowdown of the global economy due to national lockdowns implemented in response to COVID-19 outbreaks, salaries for privacy pros have continued their yearslong upward trajectory. In 2021, the average salary for a privacy pro was \$140,529, while the median salary was \$126,000. Since 2019, the average salary increased by more than \$6,000, while the median salary increased by \$2,950.

Median base salary of respondents over time



In difficult times, this is a positive signal about the growth of wages of privacy pros working today. The fact that privacy salaries have also grown steadily over time, up \$15,000 since 2015, also shows the continued demand for the work of privacy pros and the resiliency of the broader industry.

The highest paid privacy pros continue to be the chief privacy officers, who earned a median salary of \$200,000 in 2021. The next highest-paid privacy pros were the lead privacy counsels, who had a median salary of \$175,000. The third best paid job in privacy are the directors of privacy, who make a median salary of \$160,000. Near the middle of the salary scale are privacy engineers, who earn a median salary of \$148,000, privacy counsels, who earn a median salary of \$135,000, and privacy officers, who make a median salary of \$130,000. Those with the title of data protection officer make a median of \$107,000 for those whose roles are not mandated by any law or \$111,000 for those whose roles are mandated by the GDPR or another law. Lastly, data privacy managers have a median salary of \$122,000, privacy managers a median salary of \$104,000, and privacy analysts a median salary of \$80,000.

There are numerous additional factors, however, that help to explain how much each individual privacy pro earns: from the industry in which they work to the country in which they reside, as well as their years of experience, education and certifications.

The effect of geography, firm size and industry on salary

As in previous waves of the survey, this year's survey found significant differences in average salaries across different regions of the world. Mostly notably, the mean salary of U.S.-based privacy pros was significantly higher than the mean

salary of those based elsewhere, such as Canada, the EU and U.K. This year, the median salary for a U.S.-based privacy pro was \$160,000, while the mean salary was \$166,700. The next highest salary ranges were found among U.K.-based privacy pros, who earned a median salary of \$104,000 and a mean salary of \$121,100. After that were those privacy pros based in the EU, who earned a median salary of \$101,200 and an average salary of \$109,500. Privacy pros based in Canada had a median salary of \$80,300 and a mean salary of \$90,900.

Average salaries at smaller firms were also significantly lower, while average salaries at larger firms were significantly higher. While a privacy pro working at a firm with fewer than 1,000 employees made an average of about \$124,600, privacy pros working at companies with 25,000 or more employees earned an average of about \$152,300. Moreover, privacy pros working at companies located in large urban areas made significantly more than those working in smaller urban or suburban locations. While the average salary for a privacy pro located in a large urban setting was \$146,700, it was \$127,000 to \$129,000 for those in small urban and suburban settings.

As urban neighborhoods saw unfavorable migration flows during 2020 due to the “[urban exodus](#)” spurred by the pandemic, and as [businesses](#) responded by seeking to “[localize](#)” their pay, it will be interesting to see how the urban/rural divide in salary evolves in the future.

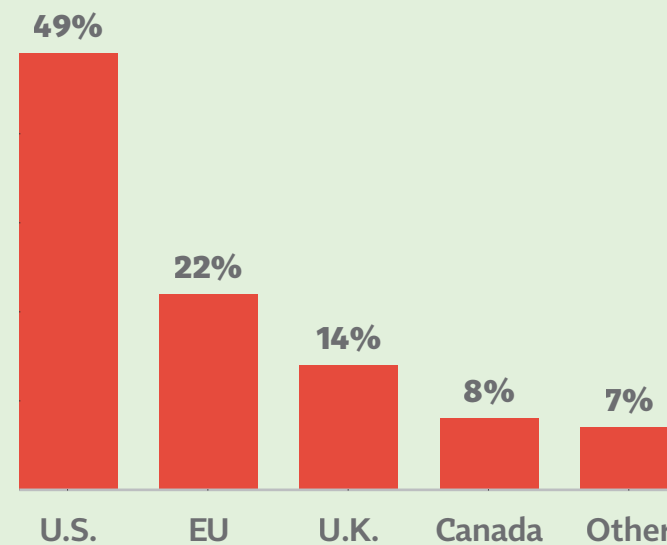
The salaries of privacy pros also differ notably by industry. Those working in software (\$140,000), tech hardware (\$135,000) and telecom (\$130,000) had the highest median salaries. Meanwhile,

SURVEY METHODOLOGY AND SAMPLE DEMOGRAPHICS

Privacy pros around the globe were the general target of the survey. Email invitations and a reminder email were sent to subscribers of the IAPP’s Daily Dashboard. Invitations and links to the survey were also shared through IAPP’s social media channels. Responses to the survey were collected between March 9 through 29. Respondents took about 11 minutes on average to complete the survey. A total of 1,070 privacy pros completed the survey.

About half (49%) of respondents were personally based in the U.S., 22% in the EU, 14% in the U.K., 8% in Canada and the remaining 7% in other countries. The sample was composed of 50% males, 49% females and 1% nonbinary identifying individuals.

Country where respondent is based



those working in the insurance industry (\$107,000), at a non-profit organization (\$94,700), or in government (\$92,000) or education (\$83,300) had the lowest median salaries.

Pay variances by job title, experience, education and certifications

Pay also differs significantly by job title and status within the organization. Those who are “privacy leaders,” or the people ultimately responsible for privacy programs, made significantly more on average (\$156,800) than others (\$127,300). Privacy leaders based in the U.S. made \$191,500 on average.

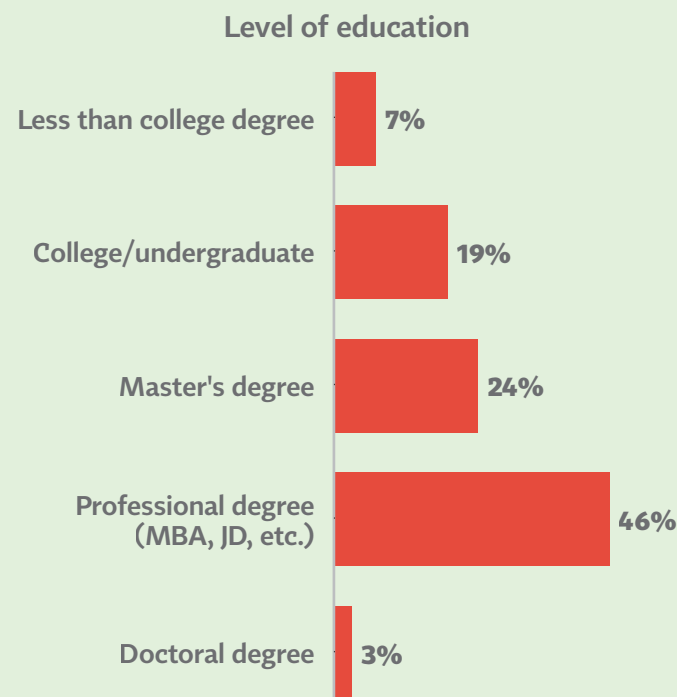
The highest average salary is held by the chief privacy officer, who earned an average of \$212,300, while the average salary for all other privacy jobs was \$130,800.

Unsurprisingly, those who have been working longer in privacy also tended to make more than the newer entrants to the field. While the average salary for someone with zero to five years of experience in privacy was \$114,000, the average salary for those with 11 years or more of experience was more than \$170,000. Similarly, those who held a graduate/professional degree earned more on average (\$149,000) than those with an undergraduate degree (\$122,000) or less than a college degree (\$99,500).

As in prior years, those with one or more IAPP certifications earn significantly more than those without one. While the average salary for a privacy pro without any CIP was \$127,300, the average for a privacy pro with any CIP was \$145,100. Those with multiple CIP credentials earned even more, having an average salary of \$155,600. Indeed, the average salary for every type of CIP holder was higher in 2021 than it was in any previous year.

The industry in which the largest group of respondents worked was software and services (20%), followed by banking (10%), and health care equipment and services (7%). Other sectors that had notable representation within the sample were retailing (6%), insurance (5%), government (5%) and telecommunications (5%).

Moreover, 46% of respondents had a professional degree, such as an MBA or JD, making up the largest educational grouping. Another 24% had completed a master’s degree, 3% had a doctoral degree and 19% had completed an undergraduate degree. Meanwhile, 7% had completed less than a college degree as their last level of education.



The gender pay gap

As in the previous study from 2019, gender differences in pay are apparent in this year’s results, with male privacy pros reporting to earn more on average than their female counterparts. The average salary for a male privacy pro was \$146,833, while the average salary for a female privacy pro was \$134,466, a difference of nearly 9%. In the U.S., however, the gender pay gap between privacy pros was even more pronounced, with males earning an average of \$177,900 and females earning an average of \$155,900, a difference of more than 14%.

Privacy professionals’ average salaries (in USD \$000)

Overall		EU		U.S.		U.K.		Other	
Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
\$146.8	\$134.5	\$114.7	103.0	\$177.9	\$155.9	\$110.7	\$129.2	\$125.7	\$124.3

Raises for privacy pros

More than six in 10 (63%) privacy pros reported having received a raise over the past year. While this is a notable accomplishment in a year marked by recessionary pressures, this is 10 percentage points lower than it was in 2019. As with so many other areas of life, salary increases for many privacy pros seem to have been put on hold during the pandemic.

Yet, slightly more (67%) of U.S.-based privacy pros received a raise compared to those working in other countries, while slightly fewer in the U.K. (55%) did. In addition, only 55% of privacy pros working at organizations with between 100 and 999

employees received a raise versus 67% of those working at large firms with 75,000 or more employees. Moreover, those working in tech/hardware (44%) were significantly less likely to have received a raise over the past year compared to privacy pros in other industries.

More than 6 in 10 privacy pros reported having received a raise over the past year.

The results this year also reveal that raises were meted out to privacy pros irrespective of job titles. That is, chief privacy officers, data protection officers and privacy leaders were no more likely than those in lower-paying roles to have received a raise. Those who had more work experience in privacy or more education were also no more likely to have received a raise than others. Yet, holders of the CIPT credential were slightly more likely to have received a raise over the past year, with 72% having received one.

Additional compensation for privacy pros

Although the number of privacy pro receiving a raise was down compared to 2019, the number of them receiving some form of additional compensation was slightly up to 75% (from 72% in 2019). The average amount of additional compensation in 2021 was \$21,420, which is \$1,400 greater than the average amount two years ago.

This data regarding additional compensation may be indicative of broader trends in how organizations are responding to the mid- to long-term uncertainty that persists around COVID-19.

In particular, many unanswered questions remain with regards to when — and perhaps even if — life and business will return to any semblance of the pre-pandemic “normal.” Even halfway through 2021, it still seems unknowable. Thus, the fact that fewer organizations are offering raises, combined with the fact that more are offering bonuses compared to two years ago, suggests employers are seeking to incentivize and retain their workers while at the same time making efforts to keep payroll costs under control.

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Some geographic disparities emerged in terms of which privacy pros received a bonus. Privacy pros based in the U.S. were the most likely to have received additional compensation (84% did), whereas privacy pros based in Canada were among the least likely to (52% did). Those in the EU and U.K. fell somewhere in the middle, with 68% and 73% having received a bonus, respectively.

In addition, the median bonus amount in the U.S. was greater than in any other region of the world. While U.S. privacy pros

took home a median bonus of \$32,000, privacy pros in the U.K. had a median bonus of \$20,900, privacy pros in the EU had a median bonus of \$11,900, and privacy pros in Canada had a median bonus of \$8,000.

Those working at larger firms were also more likely to have received additional compensation, as well as to have received larger bonuses. Whereas nearly six in 10 privacy pros at smaller firms received a bonus, nearly nine in 10 at larger firms did. Those whose organization’s headquarters are located in large urban centers were also more likely to have gotten a bonus than those working at organizations located in small urban or suburban areas. Median bonuses ranged from \$6,000 at firms with less than 100 employees to \$32,000 at firms with 25,000 to 74,999 employees.

Bonuses were also distributed differently across sectors. While upward of 80% of privacy pros working in various sectors — such as software, insurance, banking, retail, telecom and technology hardware — received additional compensation, only 43% of those working in the nonprofit sector, 30% of those working in education/academia and 24% of those working in the government received additional compensation. Those working in telecommunications also took home the biggest bonuses, with the median for the sector being \$30,000. The median bonus for those working in the health care industry was \$26,000, while the median bonus for those in banking was \$23,800. The industries paying out the smallest bonuses were education (median: \$7,000), government (median: \$6,000) and nonprofit (\$5,400).

Privacy pros with six to 10 years of experience in privacy were more likely than any other group based on experience to

have received a bonus. However, those with 11 to 15 years of experience reported receiving the highest bonuses (median: \$38,500) followed by those with 16 to 20 years of experience (median: \$35,000). Those with six to 10 years of privacy experience saw a median bonus of \$21,400, while those with between zero to five years had a median bonus of \$14,300.

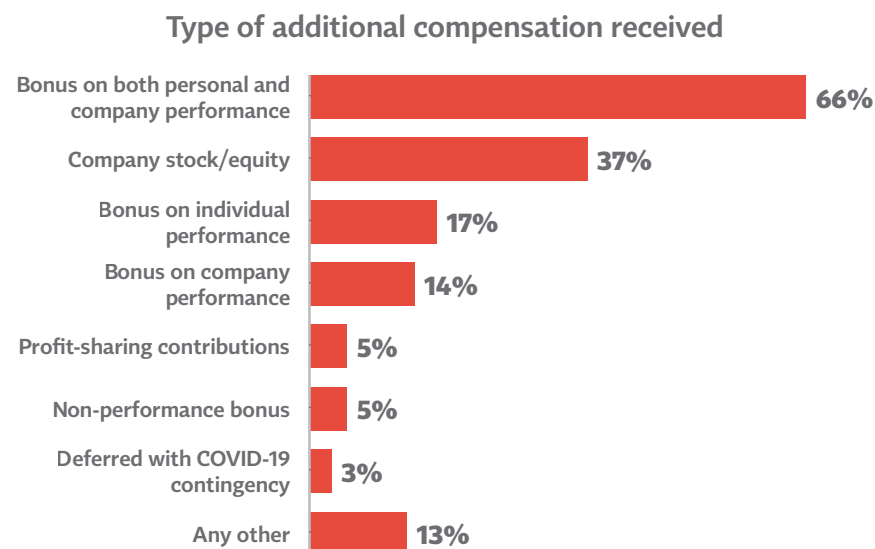
Those holding any CIP certification were also more likely to have received additional compensation. Seventy-eight percent of those with any CIP and 81% of those with multiple CIPs received additional compensation, compared to 67% of those with no CIP. Those with multiple CIPs also typically received larger bonuses (median: \$25,000) compared to those with no CIP (median: \$20,000).

Privacy leaders and chief privacy officers were awarded relatively larger bonuses than others within the privacy field. Whereas the median bonus for a privacy leader was \$28,200, the median bonus for all others was \$17,900. Similarly, the median bonus for a chief privacy officer was \$30,200 versus a median bonus of \$20,000 for all other privacy roles.

Men and women were about as equally likely to have earned a bonus. Yet, while males had a median bonus \$5,000 greater than females in the U.S., females in Canada had a median bonus amount that was \$2,700 greater than the median bonus for males.

In terms of the nature of the additional compensation received, the most common type was a bonus based on both the performance of the company and the individual herself. Of those receiving additional compensation, 66% received this.

The second most common type of additional compensation overall was company stock or equity, which 37% of those who got any kind of additional compensation received. Respondents based in the U.S. were also more likely to report having received company stock/equity as a form of additional compensation. A bonus based on the individual's performance (17%) and a bonus based on the company's performance (14%) were the next most common types of additional compensation. Small percentages also received profit-sharing contributions (5%) or a non-performance related bonus (5%).



Are privacy pros satisfied with their jobs?

On the whole, privacy pros seem to be mostly satisfied with the work they are doing. On a scale of 0 to 10, the average job satisfaction rating that respondents gave was 7.3. Indeed, the average was seven to eight across geographies with minimal difference from country to country. The joy people get from working in privacy really is shared around the globe.

Respondents were also asked which factors contribute the most or have the greatest impact on their job satisfaction score. Notably, the biggest factor that respondents cited was “how interesting my work is.” Indeed, 50% said the interesting nature of their work is the biggest driver of their job satisfaction, while 41% said it was the work-life balance they enjoyed so much about their jobs. Ranking in third place was salary and benefits, with 38% saying it was the factor that had the greatest impact on their job satisfaction (it was slightly higher, 41%, for U.S.-based respondents). While this study has shown “privacy pays,” it is clearly not just the money that makes privacy a fulfilling vocation. Nearly one in three (32%) also cited their relationships with coworkers and supervisors as a top driver of their career satisfaction, while one in five said it was their career trajectory. Another one in five said “the impact my work has on individuals’ privacy” was a top satisfaction driver for them.

50% said the interesting nature of their work is the biggest driver of their job satisfaction, while 41% said it was the work-life balance they enjoyed so much about their jobs.

COVID-19’s impact on privacy pros

The COVID-19 pandemic has left its mark on societies, economies and the world writ large. What we have seen thus far is that, due to nature of the lockdowns and restrictions, many low-paid workers in travel/tourism, hospitality and the restaurant industry lost their jobs, at least temporarily, or saw their hours and overall wages reduced. The jobs of higher-paid

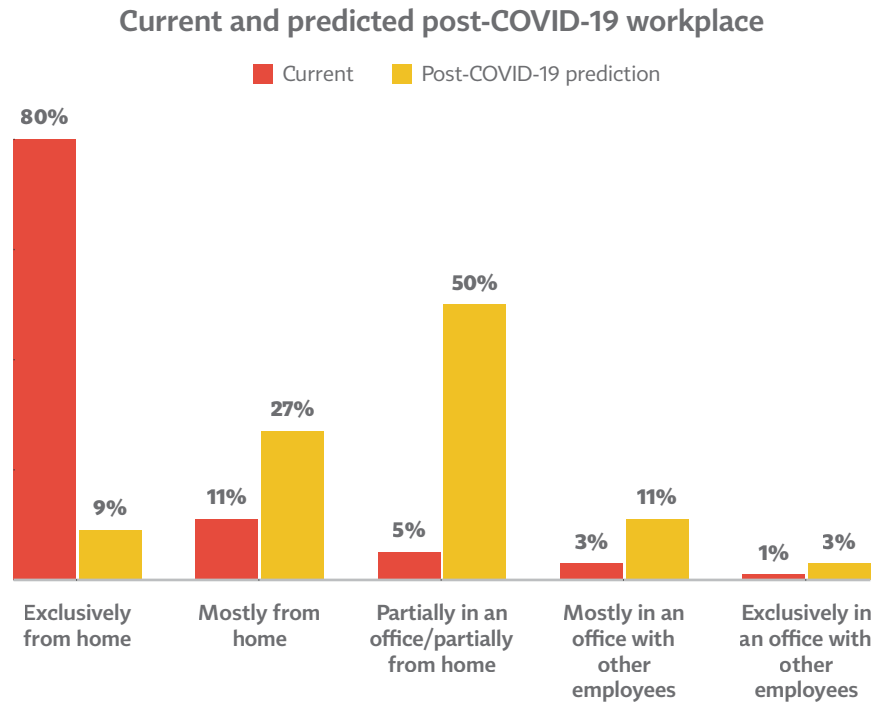
workers making up the “information society,” in contrast, were less affected as most shifted to fully or primarily remote work. Since most privacy pros fall into the latter category, job security has been stable in the privacy profession, and mean/median salaries have even risen over the past couple of years.

Yet, even for economically secure privacy pros, the pandemic has created new and exacerbated existing problems. Indeed, such problems loom much larger for many privacy pros than do concerns over economic and career or job security. Our results show the biggest concern for privacy pros regarding COVID-19 has been “mental health and well-being,” with 62% of respondents overall citing this as a top concern. Women were more likely than men to rank mental health as a top priority, with 68% doing so versus 56% of men. Nearly half (46%) of respondents also cited general “health-related concerns” as a top priority, making it the second highest concern overall. In comparison, about one-third and one-quarter of respondents said they were most concerned about job security (33%) or financial concerns (24%), making these the third and fourth biggest concerns, respectively. Access to child care was a key concern for the fewest number of respondents (12%), although it was a slightly higher concern for those based in the U.S., 15% of whom ranked it as a top concern. Women were also slightly more likely to rank “access to child care” as a top concern (14% did so) compared to men (11%).

The disparate, negative impact of the pandemic on women has also been revealed in our survey this year. Overall, about 7% of our respondents reported they took a pay cut over the past year. Yet, a greater number of female privacy pros (9%) than males (6%) reported they had their base salary reduced, indicative of the broader societal tendencies outlined above.

The post-COVID-19 future of work

Respondents were also asked about their current and future predicted working arrangements. At the time the survey was fielded in March 2021, 80% of privacy pros reported they were currently working “exclusively from home,” while another 11% reported they were working “mostly from home.” Another 5% said they were working “partially in an office and partially from home.” Meanwhile, only 3% said they were working “mostly out of an office these days,” and only 1% were working “exclusively out of an office.”



Some regional differences appeared in terms of the current working arrangements. Fewer are working in an office with other employees in the U.S. and U.K. compared to Canada, the EU and other countries. A combined total of 96% of privacy

pros based in the U.S. and 99% of those based in the U.K. said they were currently either working mostly or exclusively from home, compared to 84% in Canada, 88% in the EU and 65% in other countries.

When asked about what they thought their future, post-COVID-19 working arrangements would look like, the largest group (50%) of respondents thought they that would be working “partially in an office and partially from home.” A combined 36% believed they will work “mostly from home” (27%) or “exclusively from home” (9%) following the pandemic, while a combined 14% thought they will either be working “mostly in an office with other employees” (11%) or “exclusively in an office with other employees” (3%) once the pandemic ends.

These results resonate with other recent studies of workers’ preferences regarding on-site/remote work.

Regional differences also emerged around predictions for the post-COVID-19 workplace, with each region’s current arrangement mapping strongly onto their predictions of future workplace trends. Forty-two percent of privacy pros in the U.S. and 40% of privacy pros in the U.K. predicted they would be exclusively or mostly working from home after COVID-19. Meanwhile, 35% of privacy pros in Canada, 27% in the EU and 21% in other countries thought their post-COVID-19 working arrangement would be mostly/exclusively from home.

Conclusion

This survey has provided insights into the salary trends, raises and bonuses awarded to privacy pros in one of the toughest years in anyone’s memory. It seems the COVID-19 pandemic has

cast its shadow on everything and affected privacy pros in ways similar to other “white-collar” professionals. On the bright side, few layoffs have occurred in the privacy profession, and pay raises have continued nearly in line with the increases seen in previous years.

In 2021, the average salary for a privacy pro was \$140,529, an increase of more than \$6,000 since 2019. The median salary, meanwhile, was \$126,000, an increase of \$2,950 since 2019. Chief privacy officers were the highest paid privacy pros in 2021, earning a median annual income of \$200,000. Differences in geography, industry sector, firm size, education, experience and certifications all help to explain differences in how much each privacy pro earns. A gender pay gap continues to exist, with a 9% difference in the salaries of men and women overall, and a 14% difference between male and female privacy pros in the U.S.

Approximately six in 10 privacy pros received a raise in 2021, although this is about 10% lower than in 2019. At the same time, about 75% of privacy pros received some form of additional compensation this year, which is up a few percentage points from a couple of years ago. The average amount of additional compensation this year was \$21,420, which is \$1,400 greater than two years ago. As with salaries, the geography, firm size and industry in which a privacy pro works, as well as their years of experience, education and certifications, each affected their chances of receiving a raise or additional compensation.

On balance, privacy pros are mostly satisfied with their jobs. On a scale of 0 to 10, the average satisfaction rating given by respondents was 7.3. The biggest satisfaction driver for privacy pros was simply how interesting their work is.

Mental health and well-being and health-related issues have been the biggest concerns for privacy pros with regards to COVID-19. About 90% of privacy pros were working mostly or entirely from home, and about 36% believed they will continue to work mostly or entirely from home after the pandemic. Another 50% expected to work in a hybrid way post-COVID-19, partially from home and partially from an office. About 7% of privacy pros had to take a pay cut over the past year.

It seems the COVID-19 pandemic has cast its shadow on everything and affected privacy pros in ways similar to other “white-collar” professionals. On the bright side, few layoffs have occurred in the privacy profession, and pay raises have continued nearly in line with the increases seen in previous years.

This overview of the salaries, raises and additional compensation for privacy pros, as well as the factors that motivate them and their expectations for the future, provides a useful economic perspective on the privacy profession at a time when so much has recently changed in the world due to the COVID-19 pandemic. While privacy pros mostly seem to have made it past the worst of things, many have also been negatively affected over the past year. One can only hope the situation will improve and things will recover more. Perhaps a return to the previous “normal” is impossible, but the possibility still exists for a turn to something even better.

Overview of Key Findings

COMPENSATION

- Mean privacy professional salary, which was nearly \$141,000, has continued to increase over time and is more than **\$6,000** higher in 2021 compared to 2019.
- Mean salary is **much higher in the U.S.** than in Canada or Europe.
- 63% **received a raise** in the past year.
- However, 75% received **additional compensation** on top of salary; the average additional compensation amount is **\$21,420**, more than \$1,400 higher than in 2019.

THE WORKPLACE

- As of early 2021, about **90%** of privacy pros were **working mostly or entirely from home**.
- About **36%** believe they will **continue to work mostly or entirely from home** after the pandemic ends, while another **50%** expect to have a **hybrid work** arrangement.

CERTIFICATION

- The proportion with **CIP certification** is up four points since 2019.
- 2021 saw significant increases in both **CIPP/E** and **CIPM** certifications.
- Privacy pros with **one or multiple certifications** earned an average of \$5,000 and \$15,000 more than their non-certified counterparts.

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Research Objectives

The overarching goal of this year's IAPP Salary Survey was to provide an updated benchmark on privacy professionals' compensation, changes to it, and other remunerations such as raises and additional compensation. This year's survey also examines the effects of COVID-19 and privacy professionals' expectations about the future of the workplace.

Method

General target:
Privacy professionals.



Approach:
Online survey invitation sent to IAPP's Daily Dashboard subscribers and shared on social media.



Response:
A total of 1,070 respondents completed the interview.



The survey averaged 11 minutes in length and asked for a variety of information on professionals' salary, bonus and backgrounds.



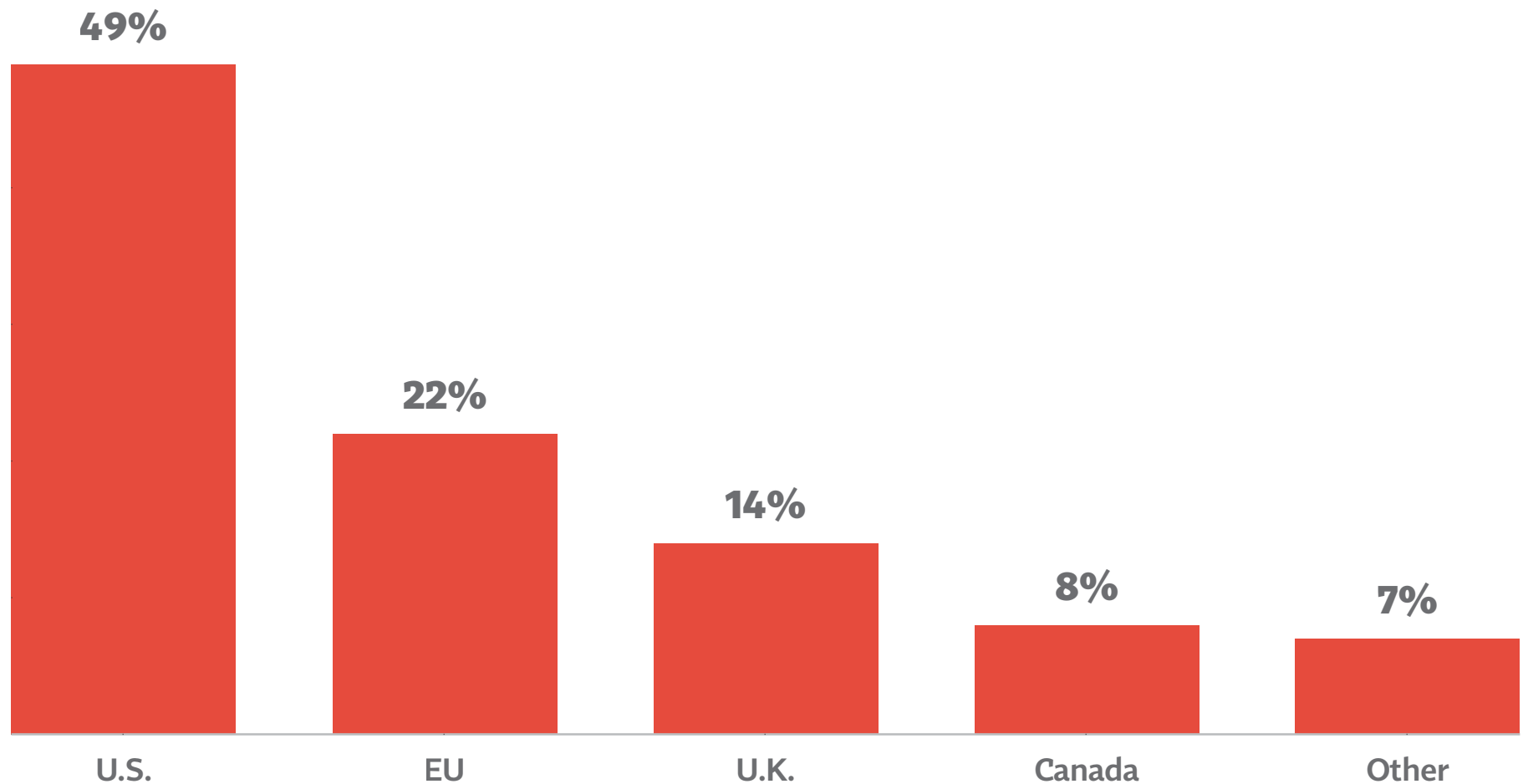
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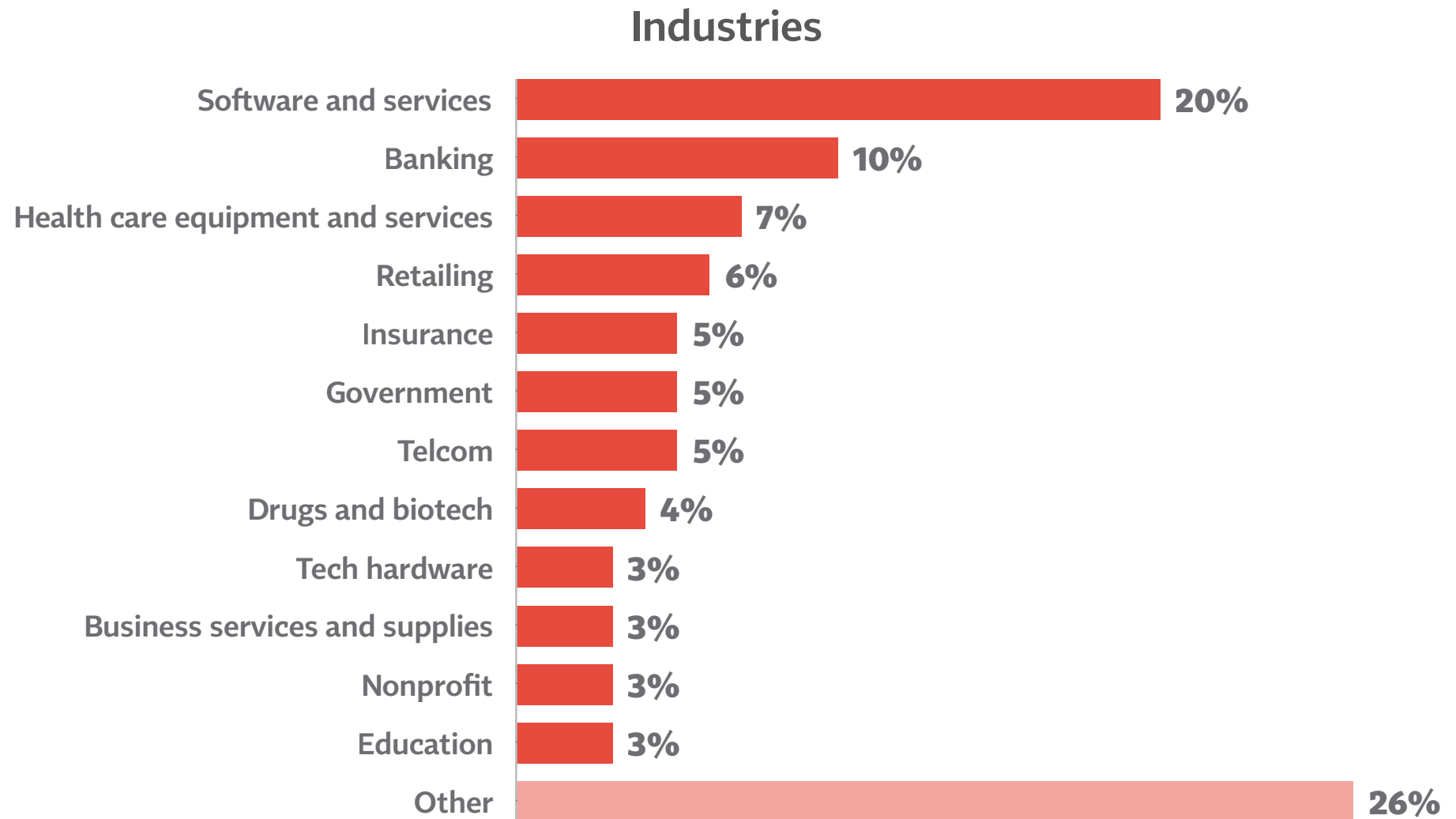
Most respondents are in North America or Europe, with half being in the US

Country where respondent is based



A3: In what region and country are you (personally) currently based?

The top industries where these privacy professionals work include software, banking and health care



A2: Which sector listed below best describes how your company would be classified?

Overall, gender distribution was about equal, though more females than males were surveyed in Canada

Gender of respondents by country

	Total	U.S.	Canada	EU	U.K.	Other
Male	50%	50%	36%	55%	43%	62%
Female	49%	49%	62%	45%	55%	38%
Nonbinary identifying	1%	1%	1%	1%	1%	0%

Significantly different from other countries

C16: Are you...?

The number of employees at respondents' companies is comparable in the US, EU and UK, but smaller in Canada

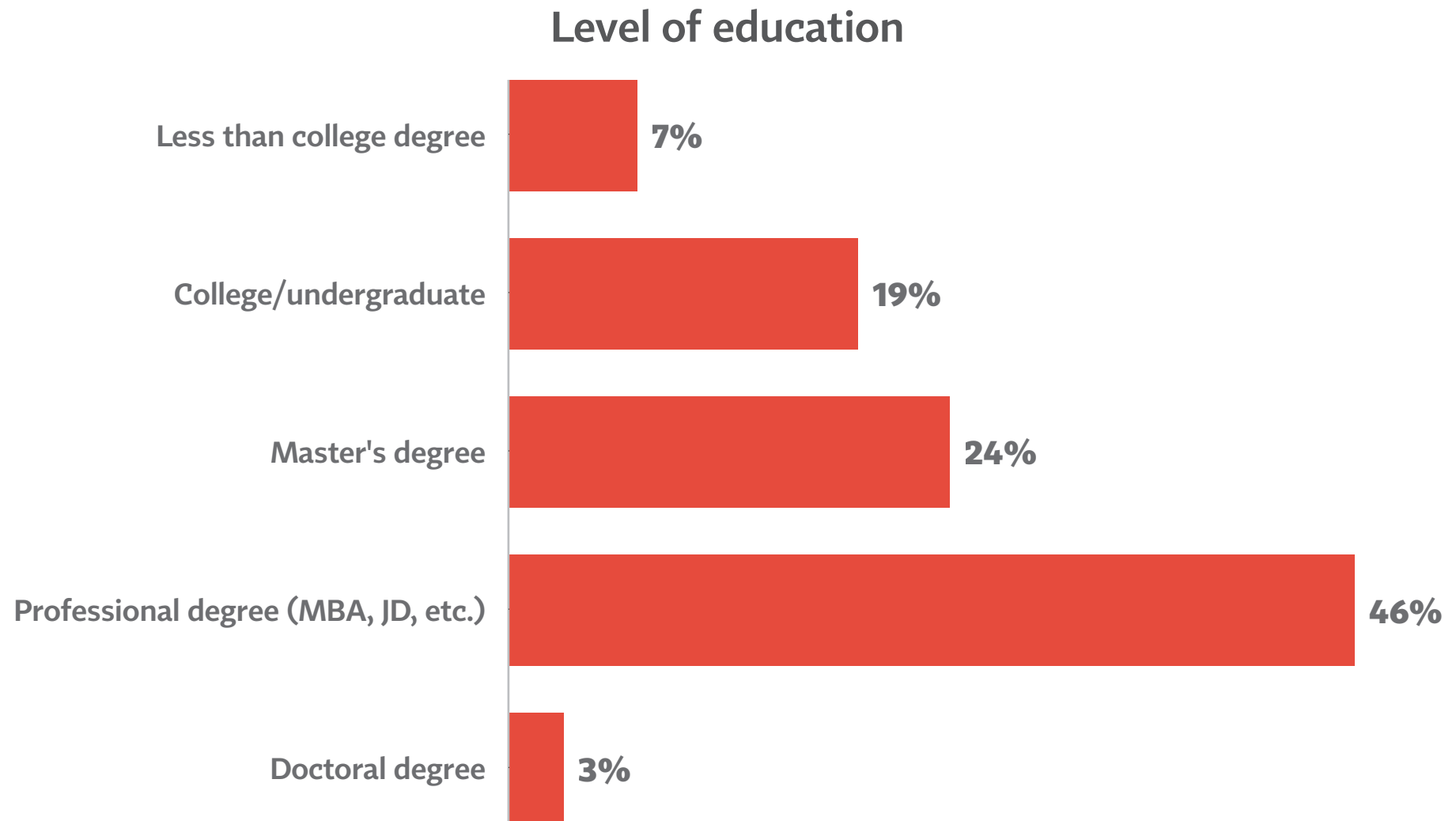
Size of company by region

Number of employees	Total	U.S.	Canada	EU	U.K.	Other
1–250	14%	12%	27%	13%	10%	20%
251–1,000	10%	11%	13%	7%	11%	7%
1,001–5,000	19%	19%	17%	21%	20%	13%
5,001–25,000	21%	20%	24%	21%	19%	23%
25,001+	37%	39%	19%	38%	41%	36%

Significantly different from other segments

A6: What is the total number of employees in your company (full-time and part-time)?

More than 7 in 10 respondents have an advanced degree (MA, MBA, JD or PhD)



C15: What was the last level of education that you completed?

Most common job titles: Privacy manager in the US, privacy officer in Canada, and data protection officer in EU/UK

Title that best describes respondent

	Total	U.S.	Canada	EU	U.K.	Other
Privacy manager	16%	16%	23%	11%	19%	12%
Privacy officer	13%	13%	31%	10%	7%	13%
Data protection officer (GDPR mandated)	12%	2%	0%	31%	30%	7%
Chief privacy officer	12%	14%	12%	8%	10%	13%
Privacy counsel	11%	12%	3%	11%	6%	14%
Privacy analyst	8%	9%	15%	3%	7%	11%
Lead privacy counsel	7%	11%	1%	5%	4%	4%
Data protection officer (non-mandated)	7%	4%	3%	11%	8%	12%
Director of privacy	6%	8%	8%	3%	5%	5%
Deputy chief privacy officer	4%	3%	4%	4%	5%	2%
Data privacy manager	3%	4%	0%	1%	1%	6%
Privacy engineer	2%	3%	0%	2%	0%	3%

Significantly different from other segments

C10: Please review the following titles and brief descriptions and indicate the one that is closest to your role at your organization when it comes to privacy specifically, even if it is not your exact title.

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During COVID-19, privacy pros have been most concerned about mental health and health in general

COVID-19-related concerns

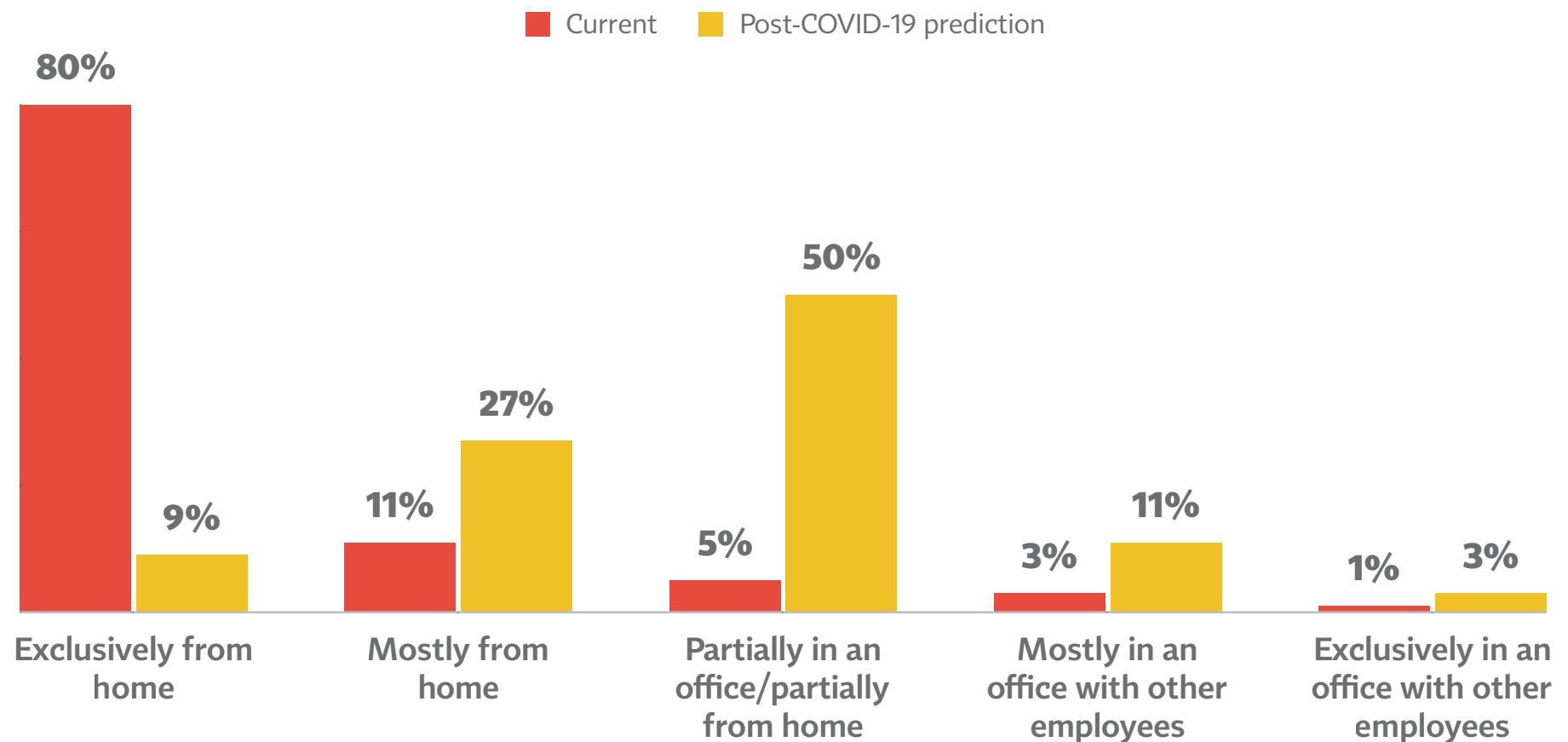
Percent choosing each	Total	U.S.	Canada	EU	U.K.	Other
Mental health and well-being	62%	61%	66%	60%	69%	59%
Health-related concerns	46%	50%	45%	42%	36%	49%
Job security	33%	35%	28%	19%	48%	42%
Financial concerns	24%	24%	26%	17%	28%	38%
Access to child care	12%	15%	8%	12%	9%	11%
Other concerns	7%	6%	12%	5%	8%	8%

Significantly different from other segments

B8b: Which of the following have you been most concerned about as a result of COVID-19?

Post-COVID-19, 50% expect a hybrid work model, while more than a third expect to still work only/mostly from home

Current and predicted post-COVID-19 workplace



A10: Please select the item that best describes your current primary workplace.

A11: Please select the item that best describes your predicted post-pandemic primary workplace.

More US-based privacy pros worked exclusively from home, and more also expect to after the pandemic

Current and predicted post-COVID-19 workplace

	U.S.		Canada		EU		U.K.		Other	
	Current	Post-COVID-19	Current	Post-COVID-19	Current	Post-COVID-19	Current	Post-COVID-19	Current	Post-COVID-19
Exclusively from home	88%	14%	74%	7%	67%	5%	92%	5%	47%	4%
Mostly from home	8%	28%	10%	28%	21%	22%	7%	35%	18%	17%
Partially in an office/partially from home	2%	45%	8%	44%	8%	59%	1%	54%	21%	58%
Mostly in an office with other employees	2%	11%	4%	15%	3%	11%	0%	7%	11%	16%
Exclusively in an office with other employees	1%	3%	4%	6%	1%	3%	1%	1%	3%	5%

Significantly different from region total

A10: Please select the item that best describes your current primary workplace.

A11: Please select the item that best describes your predicted post-pandemic primary workplace.

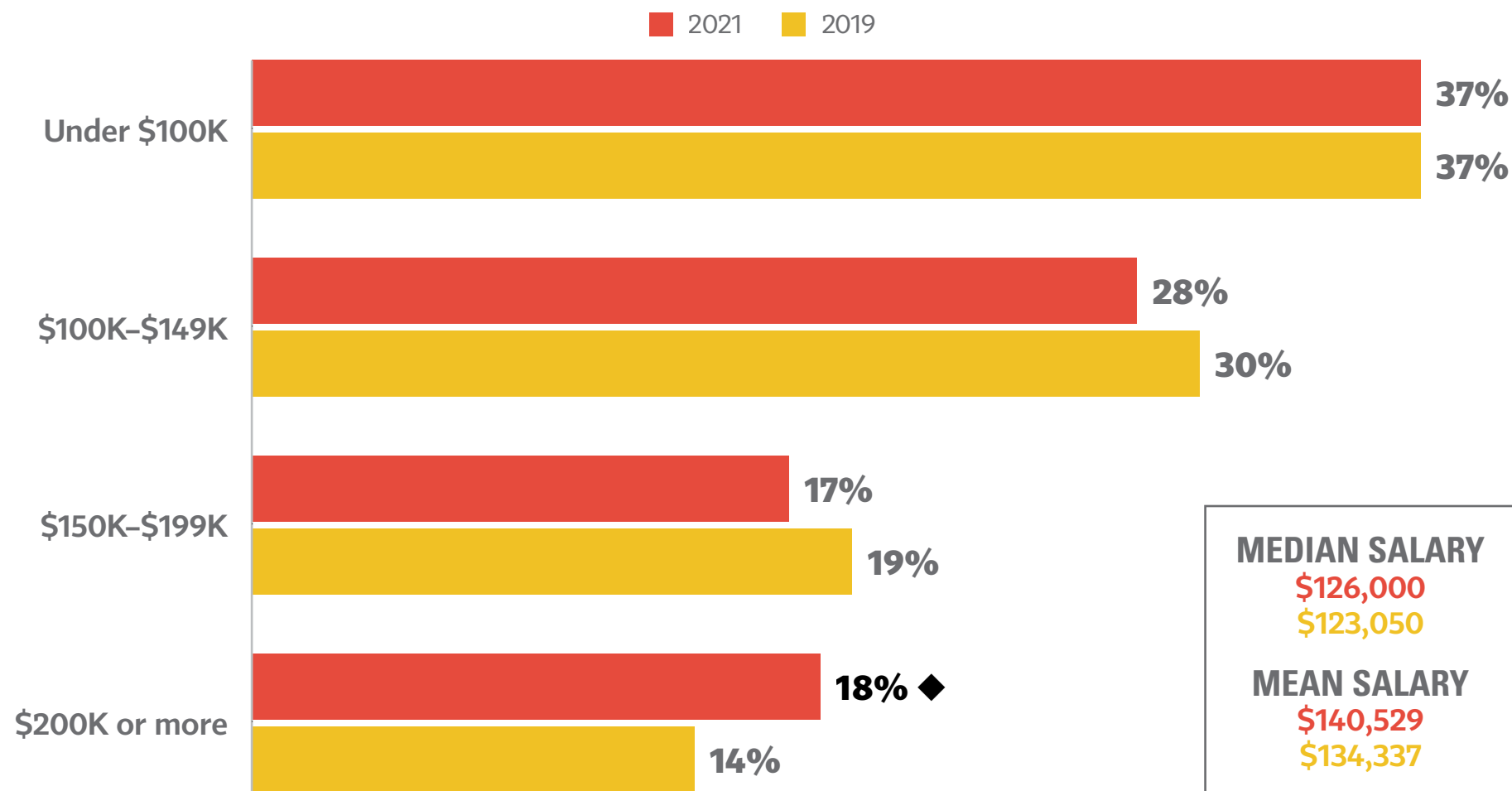
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The average salary among privacy professionals increased by more than \$6,000 since 2019

Privacy professionals' salaries (in USD)



B1: What is your current base salary (expressed in U.S. dollars)?

♦ Significantly different from 2019

Salaries are highest in the US at the largest firms and in large urban areas

Privacy professionals' salaries (in USD \$000)

By region	U.S.	Canada	EU	U.K.	Other
Median	\$160.0	\$80.3	\$101.2	\$104.3	\$100.0
Mean	\$166.7	\$90.9	\$109.5	\$121.1	\$125.0

By employee size	1-99	100-999	1,000-4,999	5,000-24,999	25,000-74,999	More than 75,000
Median	\$97.3	\$107.1	\$123.5	\$124.0	\$135.0	\$136.9
Mean	\$121.3	\$124.6	\$137.6	\$141.1	\$152.3	\$148.7

By type of location	Large urban	Small urban	Suburban
Median	\$134.0	\$115.0	\$111.2
Mean	\$146.7	\$127.2	\$129.8

Significantly different from other segments

B1: What is your current base salary (expressed in U.S. dollars)?

Salaries are highest for the chief privacy officer, lead privacy counsel, director of privacy, and deputy chief privacy officer

Privacy professionals' salaries (in USD \$000) by job title

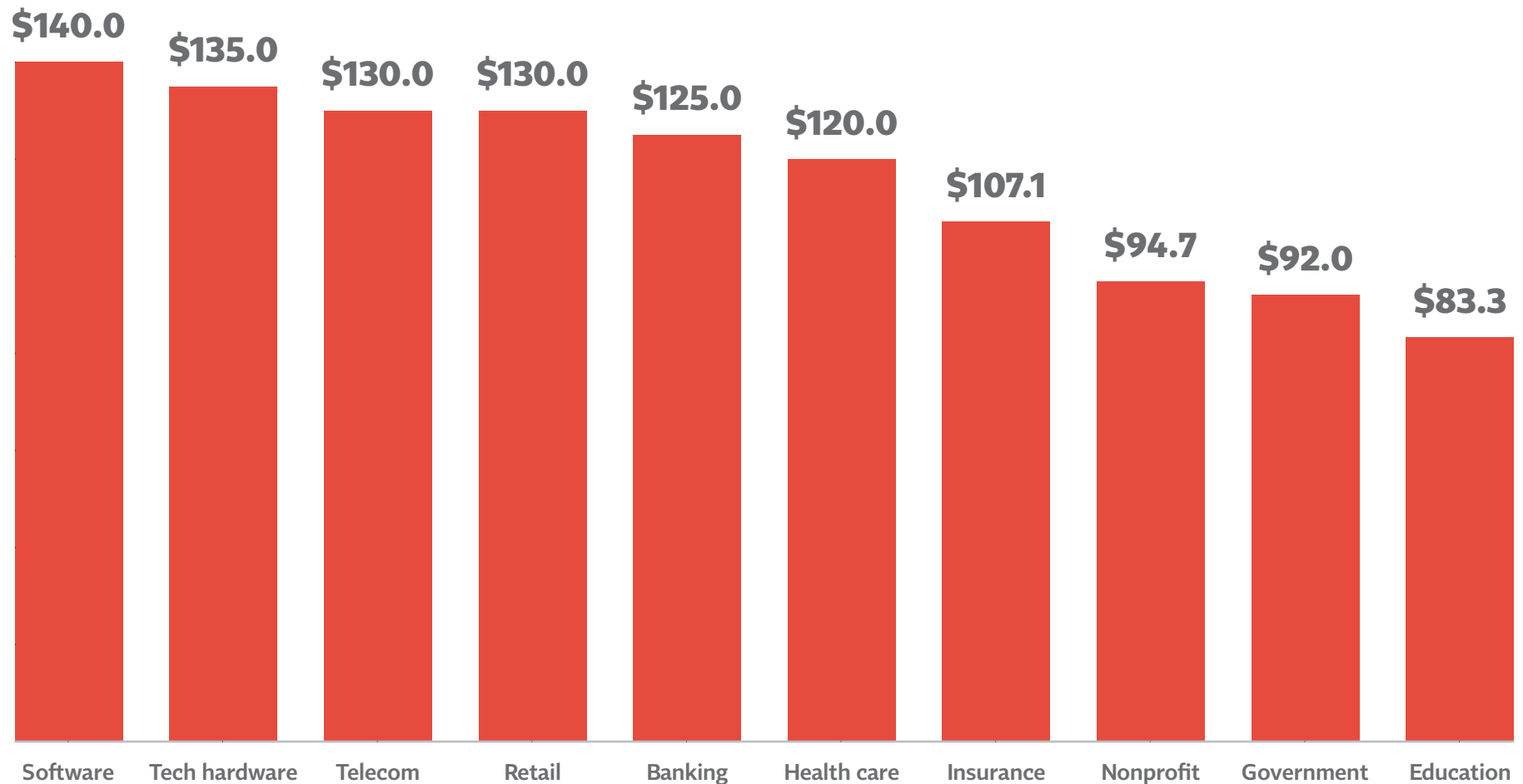
Title	Median	Mean
Chief privacy officer	\$200.0	\$212.3
Lead privacy counsel	\$175.0	\$177.5
Director of privacy	\$160.0	\$163.7
Deputy chief privacy officer	\$164.0	\$161.2
Privacy engineer	\$148.0	\$146.6
Privacy counsel	\$135.0	\$140.7
Privacy officer	\$130.0	\$135.7
Data protection officer (non-mandated)	\$107.1	\$124.6
Data privacy manager	\$122.0	\$122.9
Data protection officer (GDPR mandated)	\$111.2	\$117.0
Privacy manager	\$104.0	\$109.3
Privacy analyst	\$80.3	\$87.2

Significantly different from other segments

B1: What is your current base salary (expressed in U.S. dollars)?

Privacy salaries are highest in the software and technology industries and lowest in education and government

Privacy professionals' salaries (median, in USD)



B1: What is your current base salary (expressed in U.S. dollars)?

Salaries increase based on experience, education and number of certifications held

Privacy professionals' salaries (in USD \$000)

By years in privacy	0–5	6–10	11–15	16–20	21+
Median	\$107.1	\$138.0	\$164.0	\$175.0	\$166.6
Mean	\$114.0	\$148.4	\$173.2	\$174.5	\$177.1

By certifications held	CIPP	CIPM	CIPT	Any CIP	No CIP	Multiple CIPs
Median	\$132.0	\$133.0	\$145.0	\$130.0	\$116.0	\$145.0
Mean	\$148.0	\$145.5	\$156.5	\$145.1	\$127.3	\$155.6

By level of education	Less than college degree	Undergrad degree	Graduate/professional degree
Median	\$92.7	\$112.0	\$136.3
Mean	\$99.5	\$122.1	\$149.3

Significantly different from other segments

B1: What is your current base salary (expressed in U.S. dollars)?

The gender gap: Male privacy pros earn more than female privacy pros in the US

Privacy professionals' salaries (in USD \$000)

	Overall		EU		U.S.		U.K.		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Median	\$135.0	\$121.0	\$107.1	\$96.3	\$167.0	\$148.0	\$97.3	\$111.2	\$95.2	\$100.8
Mean	\$146.8	\$134.5	\$114.7	103.0	\$177.9	\$155.9	\$110.7	\$129.2	\$125.7	\$124.3

Significantly different from other segments

B1: What is your current base salary (expressed in U.S. dollars)?

Privacy leaders and chief privacy officers tend to have much higher average salaries than others

Privacy professionals' salaries (in USD \$000)

By privacy lead status	Privacy lead	Not privacy lead
Median	\$140.0	\$115.4
Mean	\$156.8	\$127.3

By CPO status	CPO	Not CPO
Median	\$152.0	\$120.0
Mean	\$170.1	\$130.8

By DPO status	DPO	Not DPO
Median	\$127.3	\$126.0
Mean	\$143.3	\$139.5

Significantly different from other segments

B1: What is your current base salary (expressed in U.S. dollars)?

In the U.S., salaries peak in the software industry and amongst privacy leaders and CPOs

Privacy professionals' salaries (in USD \$000)

By employee size	1-99	100-999	1,000-4,999	5,000-24,999	25,000-74,999	More than 75,000
Median	\$140.0	\$155.0	\$154.0	\$175.0	\$170.0	\$154.0
Mean	\$160.4	\$161.5	\$164.4	\$173.3	\$167.0	\$166.7

By industry	Software	Banking	Insurance	Health care	Government
Median	\$167.5	\$154.0	\$125.0	\$145.0	\$117.0
Mean	\$178.3	\$175.1	\$132.4	\$148.0	\$117.3

By title	Privacy lead	Not privacy lead	Data protection officer	Not DPO	Chief privacy officer	Not CPO
Median	\$190.0	\$144.0	\$180.0	\$152.0	\$205.0	\$149.3
Mean	\$191.5	\$148.0	\$188.0	\$162.1	\$209.7	\$153.7




Significantly different from other segments




B1: What is your current base salary (expressed in U.S. dollars)?

In the US, men's salaries are higher in most industries, particularly software and technology

Privacy professionals' salaries (in USD \$000)

	Software		Banking		Health care	
	Male	Female	Male	Female	Male	Female
Median	\$168.0	\$161.0	\$164.0	\$150.0	\$145.5	\$145.0
Mean	\$186.1	\$169.1	\$189.9	\$166.6	\$146.7	\$149.4

	Tech 		Telecom 		Retail 	
	Male	Female	Male	Female	Male	Female
Median	\$225.0	\$138.0	\$200.0	\$140.5	\$215.0	\$140.0
Mean	\$232.9	\$151.9	\$188.5	\$160.1	\$182.6	\$151.2

	Insurance 		Nonprofit 		Government 	
	Male	Female	Male	Female	Male	Female
Median	\$155.0	\$104.0	\$100.0	\$160.0	\$114.1	\$117.0
Mean	\$156.6	\$121.0	\$123.7	\$159.0	\$117.4	\$117.1

 Extremely small sample sizes. Results should be considered directional only.

Significantly different from other segments

B1: What is your current base salary (expressed in U.S. dollars)?

US privacy pros with any CIP credential make about \$20,000 more than those with no CIP

Privacy professionals' salaries (in USD \$000)

By certifications held	CIPP	CIPM	CIPT	Any CIP	No CIP	Multiple CIP
Median	\$170.0	\$164.0	\$162.5	\$163.0	\$145.0	\$175.0
Mean	\$175.4	\$167.1	\$177.5	\$171.8	\$150.2	\$177.8

Significantly different from other segments

B1: What is your current base salary (expressed in U.S. dollars)?

In Canada, privacy leads, chief privacy officers and those who are certified have higher salaries

Privacy professionals' salaries (in USD \$000)

By privacy lead status	Privacy lead	Not privacy lead
Median	\$96.0	\$73.6
Mean	\$101.4	\$78.7

By CPO status	CPO	Not CPO
Median	\$100.0	\$78.0
Mean	\$105.6	\$83.6

By certifications held	Any CIP	No CIP
Median	\$82.4	\$74.4
Mean	\$95.1	\$82.5

Significantly different from other segments

B1: What is your current base salary (expressed in U.S. dollars)?

Privacy leads, data protection officers and chief privacy officers also have higher salaries than others in the EU

Privacy professionals' salaries (in USD \$000)

By privacy lead status	Privacy lead	Not privacy lead
Median	\$113.1	\$95.2
Mean	\$116.3	\$103.5

By DPO status	DPO	Not DPO
Median	\$113.1	\$95.2
Mean	\$120.9	\$101.8

By CPO status	CPO	Not CPO
Median	\$116.6	\$97.6
Mean	\$123.4	\$104.6

By certifications held	Any CIP	No CIP
Median	\$97.6	\$107.1
Mean	\$107.5	\$114.5

Significantly different from other segments

B1: What is your current base salary (expressed in U.S. dollars)?

Female privacy leads and data protection officers in the UK have higher salaries than males

Privacy professionals' salaries (in USD \$000)

	Privacy leader		DPO	
	Male	Female	Male	Female
Median	\$104.3	\$129.3	\$100.1	\$125.1
Mean	\$117.2	\$155.5	\$114.1	\$154.5

Significantly different from region total

B1: What is your current base salary (expressed in U.S. dollars)?

CIP certification has a stronger relationship with salary in the US and Canada compared to the EU

Privacy professionals' salaries (in USD \$000)

	U.S.			EU			Canada		
	No CIP	Any CIP	Multiple CIP	No CIP	Any CIP	Multiple CIP	No CIP	Any CIP	Multiple CIP
Median	\$145.0	\$150.0	\$175.0	\$107.1	\$90.0	\$113.0	\$74.4	\$80.0	\$98.4
Mean	\$150.2	\$166.4	\$177.8	\$114.5	\$102.2	\$114.9	\$82.5	\$89.0	\$106.1

Significantly different from region total

B1: What is your current base salary (expressed in U.S. dollars)?

Overall, 7% of privacy pros had their salaries reduced, though only 3% at the largest firms took a pay cut

Percent whose salary was cut

Among all	
Total	
7%	

By region				
U.S.	Canada	EU	U.K.	Other
6%	8%	6%	9%	9%

By employee size					
1-99	100-999	1,000-4,999	5,000-24,999	25,000-74,999	More than 75,000
10%	10%	7%	7%	8%	3%

By type of location		
Large urban	Small urban	Suburban
7%	7%	7%

Significantly different from other segments

B3: Was your base salary cut during the past 12 months?

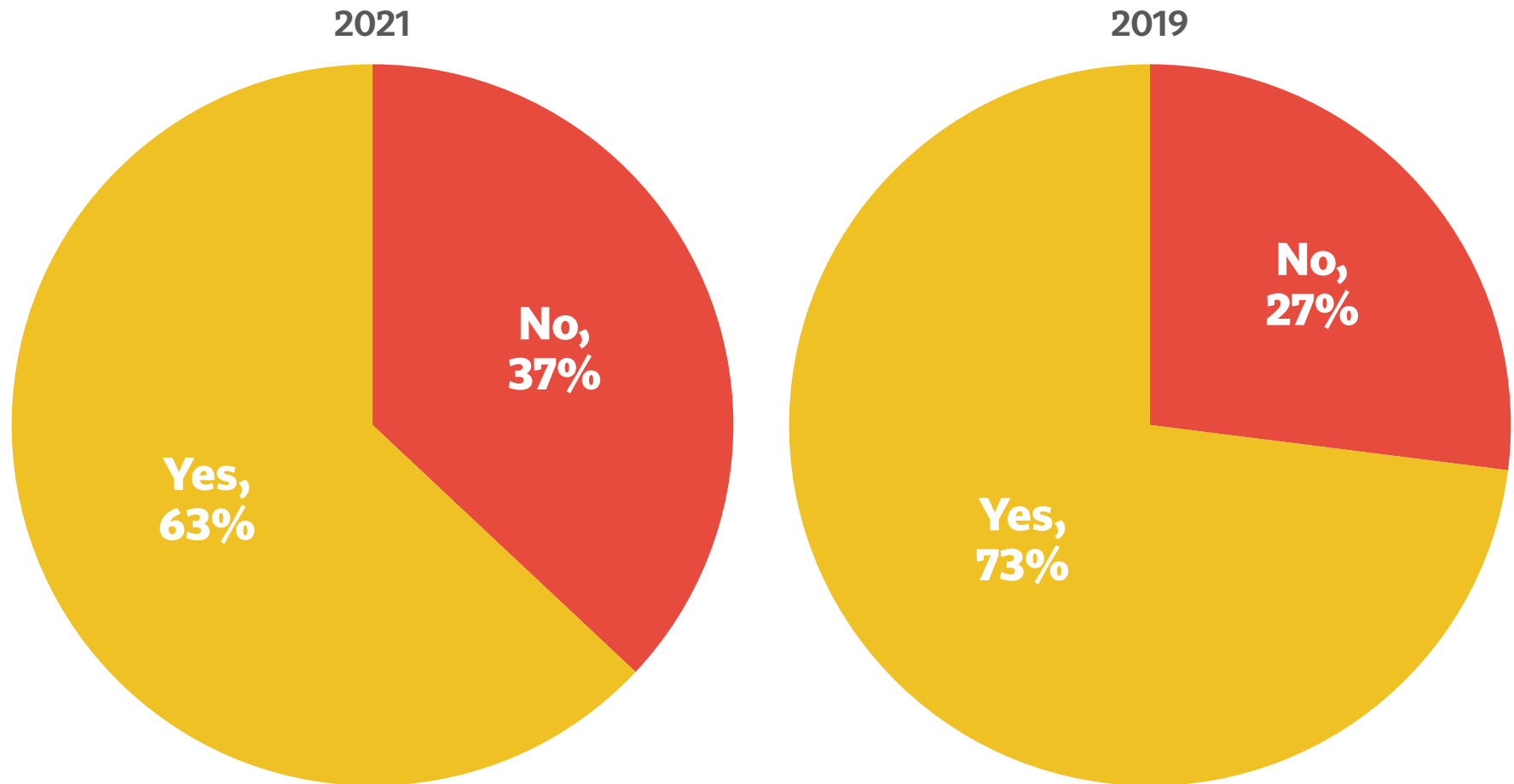
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More than 6 in 10 privacy pros received a raise in 2021, although this is down, perhaps due to COVID-19

Percent received raise in past 12 months



B2: Did you receive a raise in your base salary during the past 12 months?

UK-based privacy pros and those at smaller firms were the least likely to have received a raise

Percent receiving raise

By region				
U.S.	Canada	EU	U.K.	Other
67%	69%	58%	55%	56%

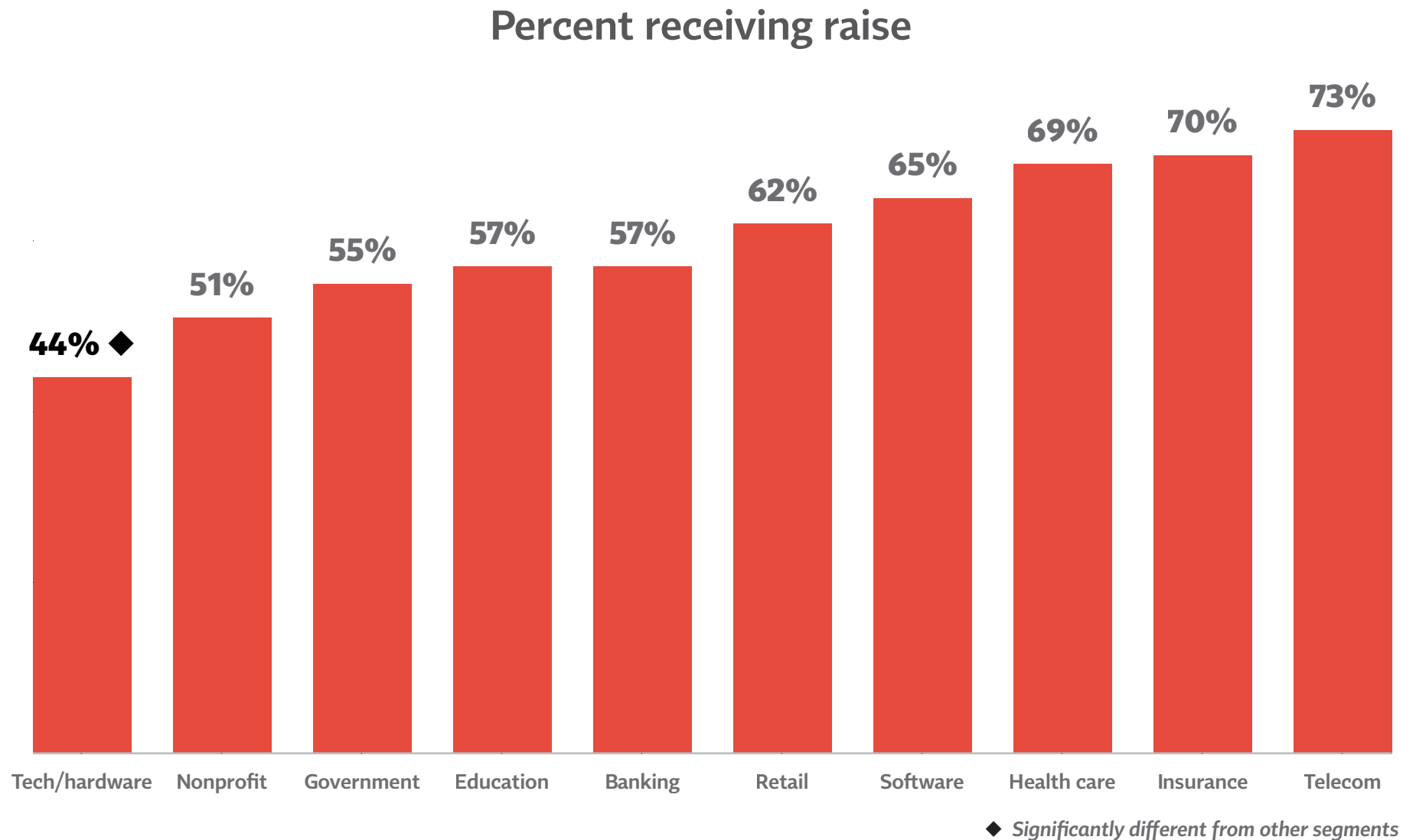
By employee size					
1-99	100-999	1,000-4,999	5,000-24,999	25,000-74,999	More than 75,000
65%	55%	64%	65%	60%	67%

By type of location		
Large urban	Small urban	Suburban
64%	62%	55%

Significantly different from other segments

B2: Did you receive a raise in your base salary during the past 12 months?

Raises were most common in telecom, insurance and health care; least common in tech, nonprofit and government



B2: Did you receive a raise in your base salary during the past 12 months?

Chief privacy officers, privacy leaders and data protection officers were no more likely than others to have received a raise

Percent receiving raise

By CPO status	
CPO	Not CPO
61%	63%

By privacy lead status	
Privacy lead	Not privacy lead
62%	63%

By DPO status	
DPO	Not DPO
58%	65%

B2: Did you receive a raise in your base salary during the past 12 months?

Those with more experience, certifications or education were not more likely to receive a raise

Percent receiving raise

By years in privacy				
0-5	6-10	11-15	16-20	21+
62%	66%	61%	56%	64%

By certifications held					
CIPP	CIPM	CIPT	Any CIP	No CIP	Multiple CIPs
63%	62%	72%	63%	62%	65%

By level of education		
Less than college degree	Undergrad degree	Graduate/professional degree
61%	65%	63%

Significantly different from other segments

B2: Did you receive a raise in your base salary during the past 12 months?

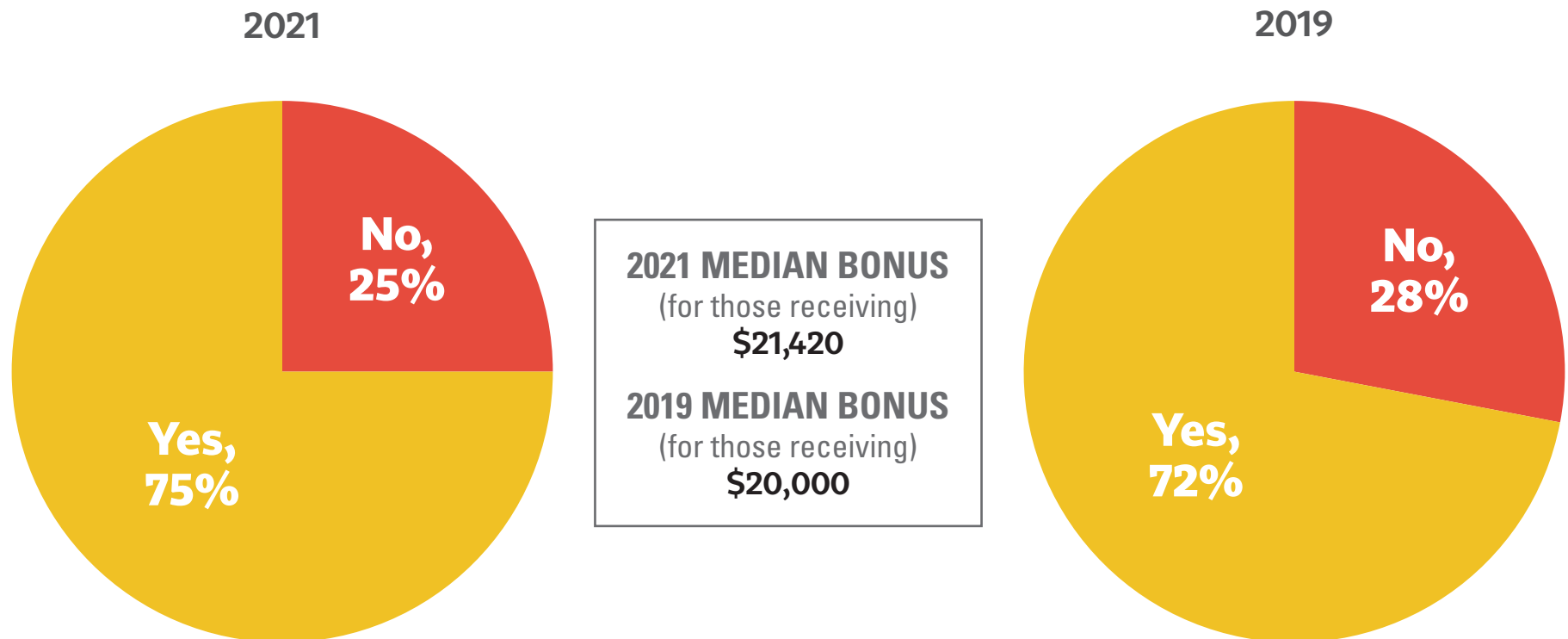
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Additional compensation was greater and more common than in 2019

Percent received additional compensation in past 12 months



B4: In addition to your base salary, did you receive any additional compensation during the past 12 months?
This could include a bonus, shares of company stock, commissions, profit-sharing contributions, etc.

Those at large firms in urban areas of the US were most likely to have received additional compensation

Percent receiving additional compensation

By region				
U.S.	Canada	EU	U.K.	Other
84%	52%	68%	73%	69%

By employee size					
1–99	100–999	1,000–4,999	5,000–24,999	25,000–74,999	More than 75,000
57%	56%	73%	77%	84%	88%

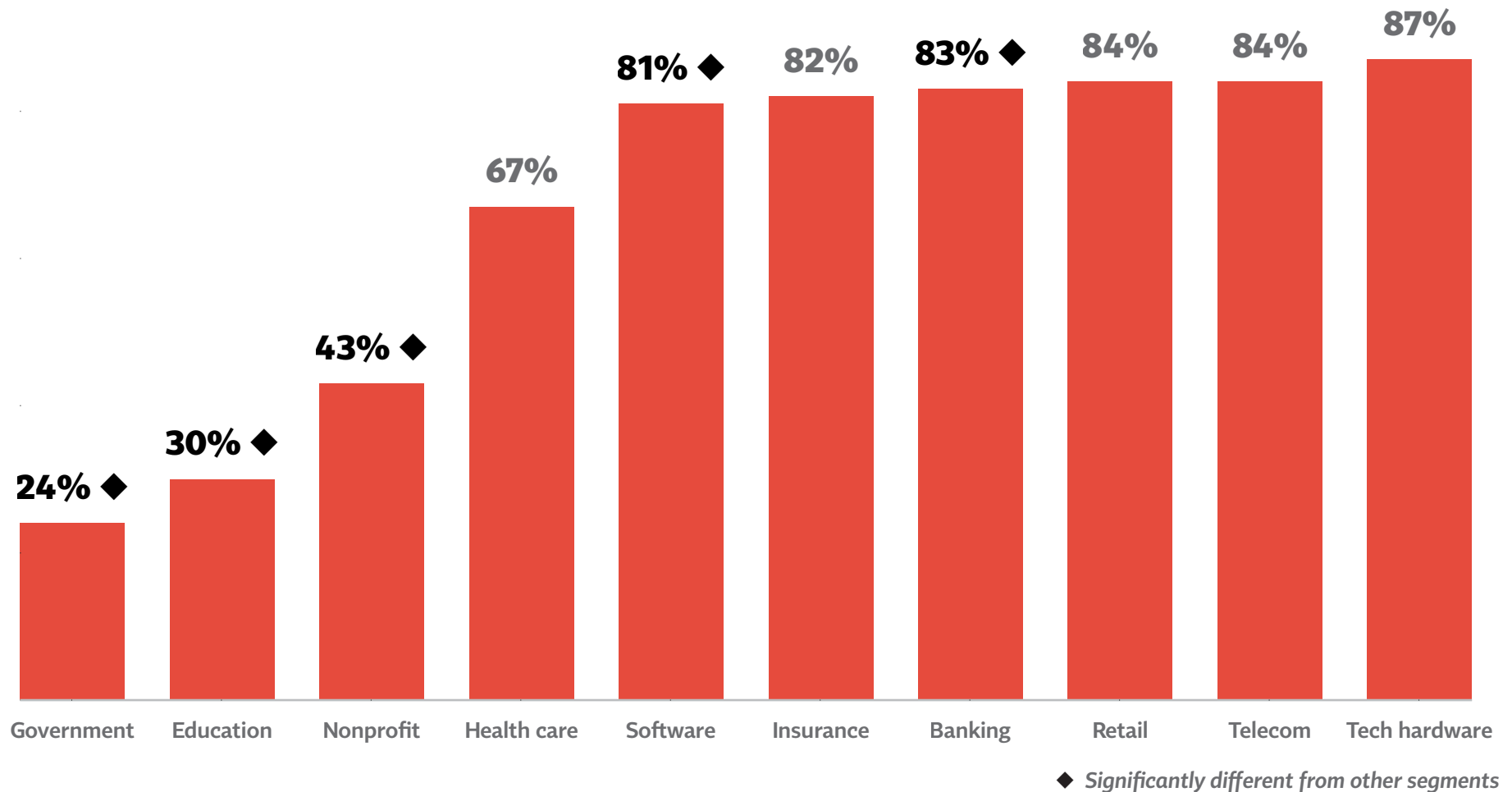
By type of location		
Large urban	Small urban	Suburban
78%	70%	71%

Significantly different from other segments

B4: In addition to your base salary, did you receive any additional compensation during the past 12 months?
This could include a bonus, shares of company stock, commissions, profit-sharing contributions, etc.

A majority of pros across industries, except government, education and nonprofit, received additional compensation

Percent receiving additional compensation



B4: In addition to your base salary, did you receive any additional compensation during the past 12 months?
This could include a bonus, shares of company stock, commissions, profit-sharing contributions, etc.

CIP certified pros and those with advanced degrees were most likely to have received additional compensation

Percent receiving additional compensation

By years in privacy				
0-5	6-10	11-15	16-20	21+
69%	80%	81%	83%	71%

By certifications held					
CIPP	CIPM	CIPT	Any CIP	No CIP	Multiple CIPs
78%	78%	86%	78%	67%	81%

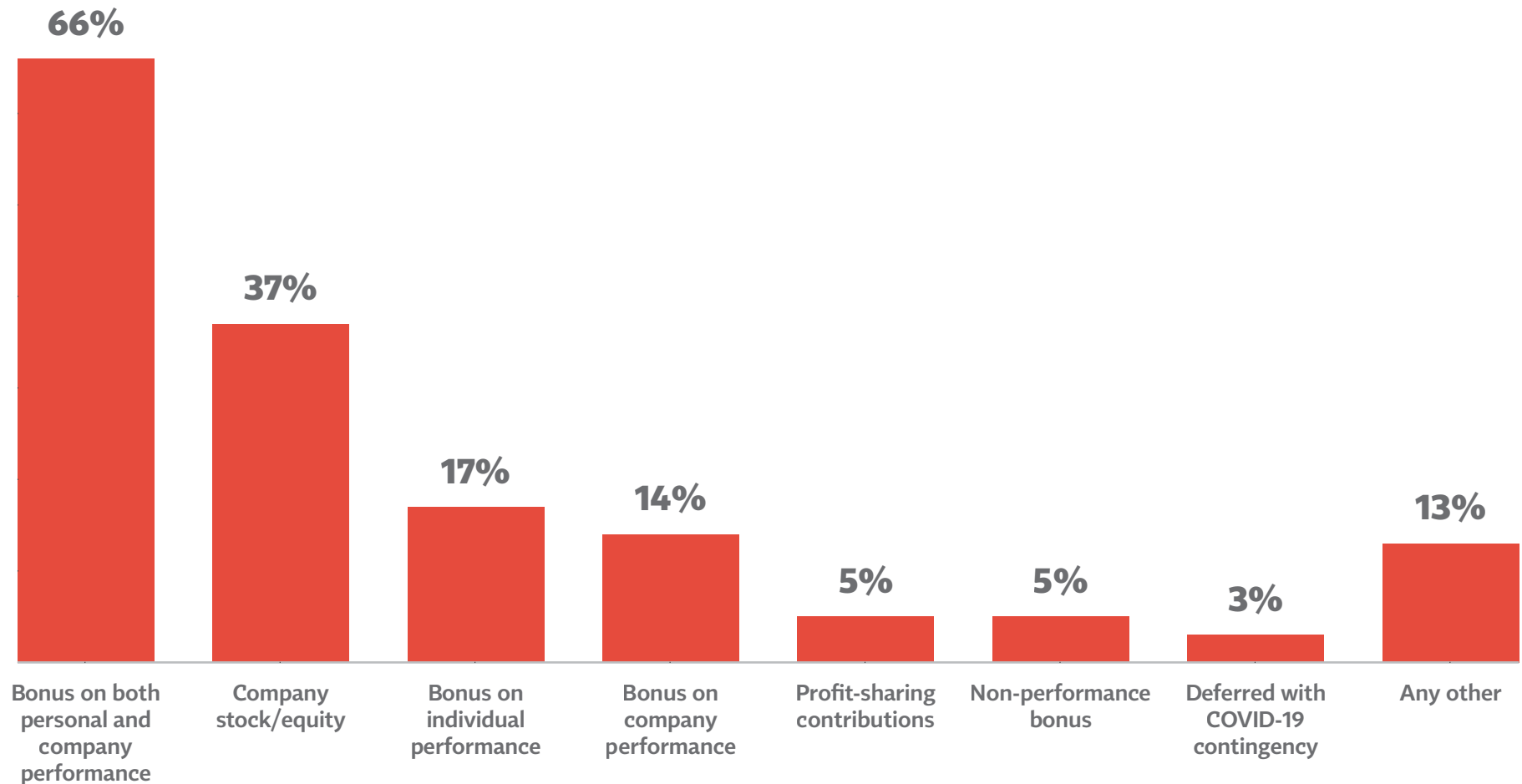
By level of education		
Less than college degree	Undergrad degree	Graduate/professional degree
67%	73%	77%

Significantly different from other segments

B4: In addition to your base salary, did you receive any additional compensation during the past 12 months?
This could include a bonus, shares of company stock, commissions, profit-sharing contributions, etc.

Additional compensation is usually based on a combination of personal and company performance

Type of additional compensation received



B5: What type of additional compensation did you receive in the past 12 months?

Nearly half of US pros said their additional compensation comes in the form of company stock

Type of additional compensation received by region

	U.S.	Canada	EU	U.K.	Other
Bonus on both personal and company performance	65%	68%	64%	71%	68%
Bonus on individual performance	16%	12%	21%	12%	17%
Bonus on company performance	17%	9%	8%	14%	12%
Company stock/equity	46%	38%	21%	29%	31%
Profit-sharing contributions	6%	13%	5%	1%	4%
Non-performance bonus	5%	4%	4%	3%	8%
Deferred compensation with COVID-19 contingency	2%	0%	5%	2%	7%
Any other	7%	19%	17%	26%	12%

Significantly different from other segments

B5: What type of additional compensation did you receive in the past 12 months?

Company/personal performance and stock bonuses are more common at the largest firms

Type of additional compensation received by employee size

	1-99	100-999	1,000-4,999	5,000-24,999	25,000-74,999	More than 75,000
Bonus on both personal and company performance	36%	63%	57%	72%	70%	69%
Bonus on individual performance	21%	12%	21%	15%	15%	18%
Bonus on company performance	21%	11%	16%	15%	12%	13%
Company stock/equity	29%	30%	40%	35%	39%	41%
Profit-sharing contributions	7%	3%	7%	3%	6%	7%
Non-performance bonus	4%	8%	5%	2%	6%	4%
Deferred compensation with COVID-19 contingency	0%	1%	4%	3%	2%	3%
Any other	18%	6%	12%	11%	13%	16%

Significantly different from other segments

B5: What type of additional compensation did you receive in the past 12 months?

Typical bonus amounts are highest in the US at large firms and in large urban locations

Percent receiving additional compensation/median
(in USD \$000) among receivers

By region	U.S.	Canada	EU	U.K.	Other
Received bonus	84%	52%	68%	73%	69%
Median bonus	\$32.0	\$8.0	\$11.9	\$20.9	\$11.1

By employee size	1-99	100-999	1,000-4,999	5,000-24,999	25,000-74,999	More than 75,000
Received bonus	57%	56%	73%	77%	84%	88%
Median bonus	\$6.0	\$15.0	\$20.0	\$23.8	\$32.0	\$22.0

By type of location	Large urban	Small urban	Suburban
Received bonus	78%	70%	71%
Median bonus	\$22.0	\$20.0	\$30.9

Significantly different from other segments

B6: What is the total monetary value of the additional compensation you received during the last 12 months, in addition to your base salary...?

Median bonus amounts were highest in the telecom and health care industries

Percent receiving additional compensation/median
(in USD \$000) among receivers

By industry	Tech	Telecom	Retail	Banking	Insurance
Received bonus	87%	84%	84%	83%	82%
Median bonus	\$22.6	\$30.0	\$23.0	\$23.8	\$20.9

	Software	Health care	Nonprofit	Education	Government
Received bonus	81%	67%	43%	30%	24%
Median bonus	\$20.0	\$26.0	\$5.4	\$7.0	\$6.0

Significantly different from other segments

B6: What is the total monetary value of the additional compensation you received during the last 12 months, in addition to your base salary...?

Privacy leaders and chief privacy officers took home the biggest bonuses

Percent receiving additional compensation/median
(in USD \$000) among receivers

By privacy lead status	Privacy lead	Not privacy lead
Received bonus	73%	78%
Median bonus	\$28.2	\$17.9

By DPO status	DPO	Not DPO
Received bonus	67%	79%
Median bonus	\$20.9	\$22.4

By CPO status	CPO	Not CPO
Received bonus	71%	77%
Median bonus	\$30.2	\$20.0

Significantly different from other segments

B6: What is the total monetary value of the additional compensation you received during the last 12 months, in addition to your base salary...?

Bonus amounts peak at 11 to 15 years of experience and are highest among those with multiple CIPs

Percent receiving additional compensation/median
(in USD \$000) among receivers

By years in privacy	0–5	6–10	11–15	16–20	21+
Received bonus	69%	80%	81%	83%	71%
Median bonus	\$14.3	\$21.4	\$38.5	\$35.0	\$30.0

By certifications held	CIPP	CIPM	CIPT	Any CIP	No CIP	Multiple CIPs
Received bonus	78%	78%	86%	78%	67%	81%
Median bonus	\$24.0	\$23.8	\$20.0	\$22.0	\$20.0	\$25.0

By level of education	Less than college degree	Undergrad degree	Graduate/professional degree
Received bonus	67%	73%	77%
Median bonus	\$11.9	\$15.3	\$25.0

Significantly different from other segments

B6: What is the total monetary value of the additional compensation you received during the last 12 months, in addition to your base salary...?

Few differences exist by gender when it comes to bonuses across regions

Percent receiving additional compensation/median
(in USD \$000) among receivers

	EU		U.S.		U.K.		Other	
	Male	Female	Male	Female	Male	Female	Male	Female
Received bonus	66%	70%	84%	84%	77%	70%	72%	65%
Median bonus	\$11.9	\$11.9	\$35.0	\$30.0	\$18.1	\$20.8	\$18.0	\$10.0

B6: What is the total monetary value of the additional compensation you received during the last 12 months, in addition to your base salary...?

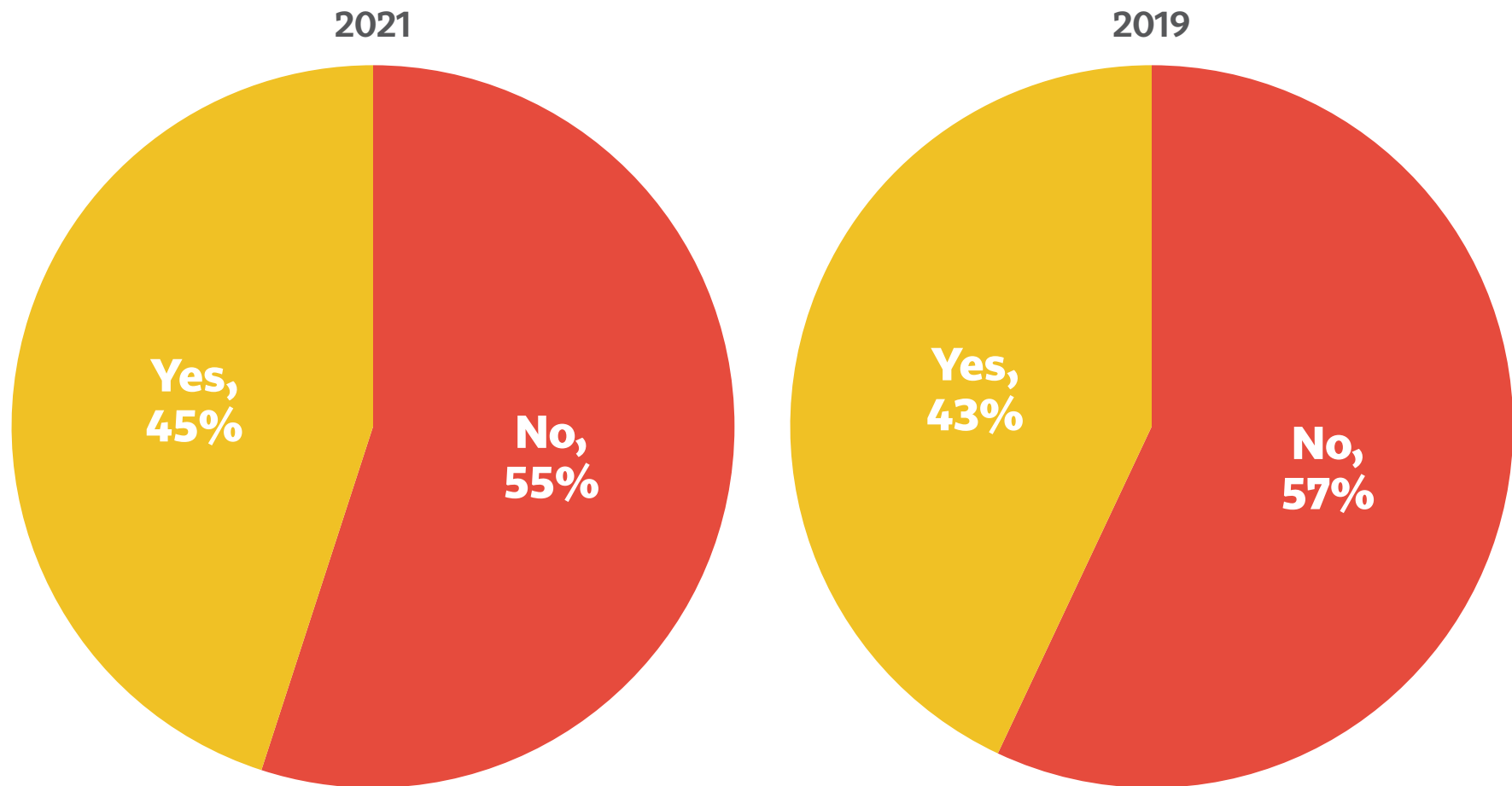
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The percent of respondents who are privacy leaders increased slightly in 2021

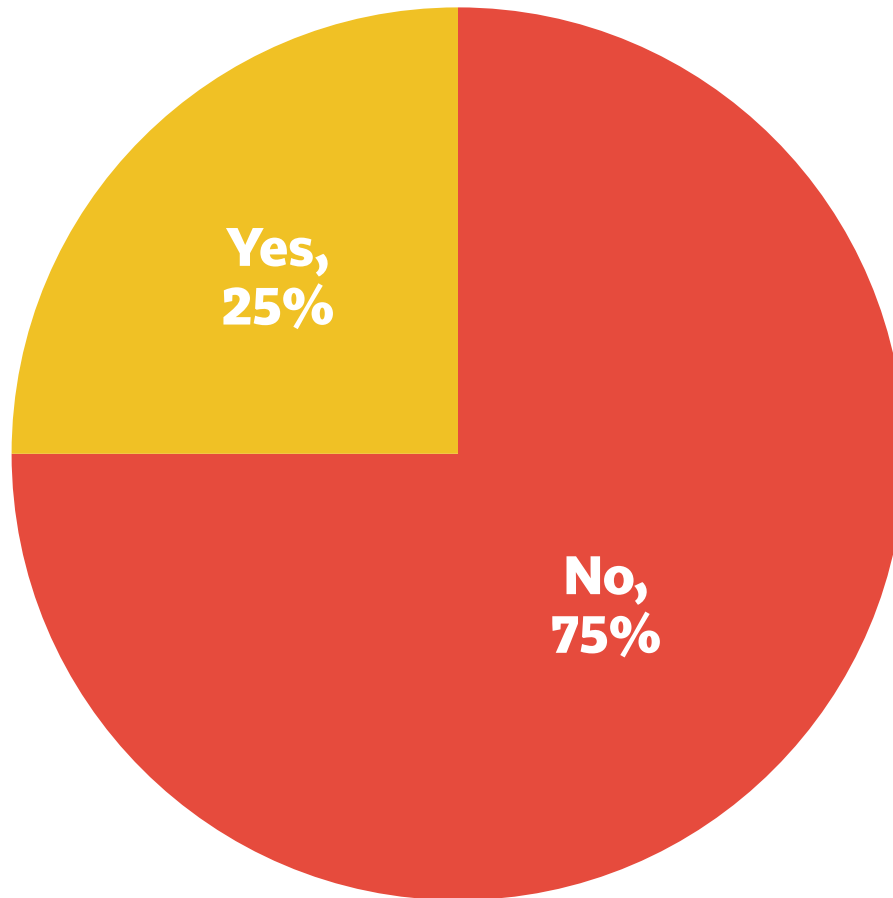
Are you the company's privacy leader?



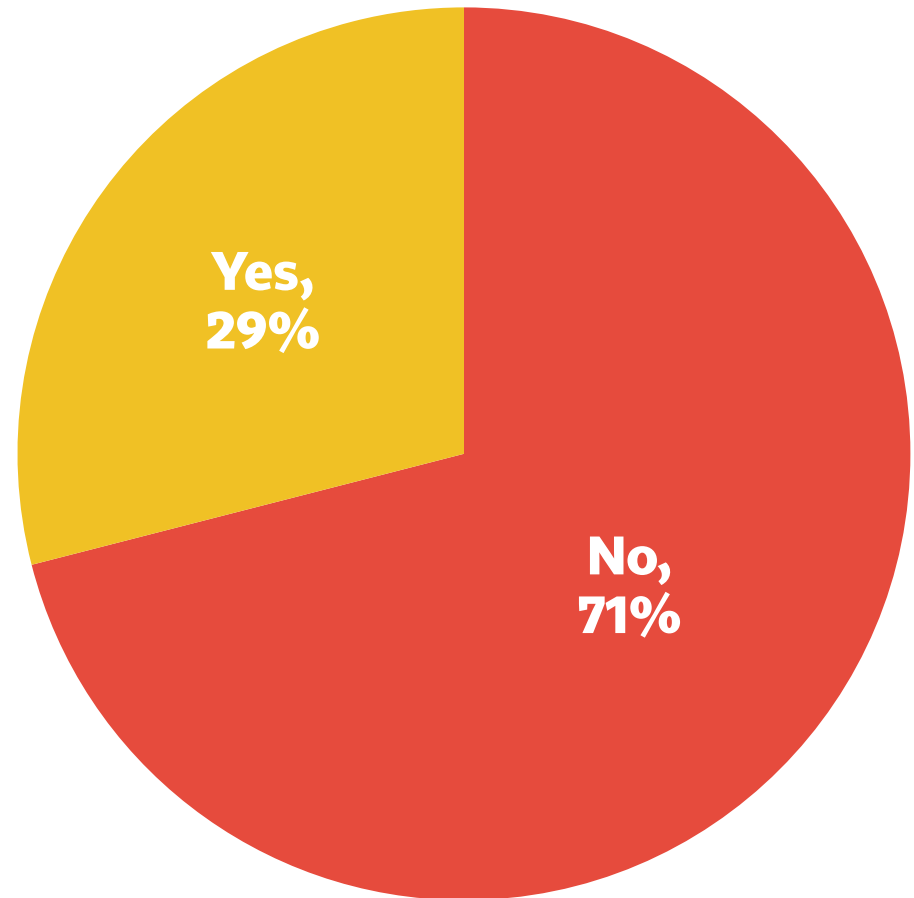
C2: Are you the company's privacy leader, defined as the person ultimately responsible for the operation and success of the organization's privacy program, or is that someone else?

About 1 in 4 respondents are chief privacy officers, while 3 in 10 are data protection officers

Are you the firm's CPO?



Are you the firm's DPO?



C10a: Are you the organization's chief privacy officer?
C10b: Are you the organization's data protection officer?

As in 2019, “privacy” is the most common term in titles, except in the EU, where “data protection” ranks first

Terms in title

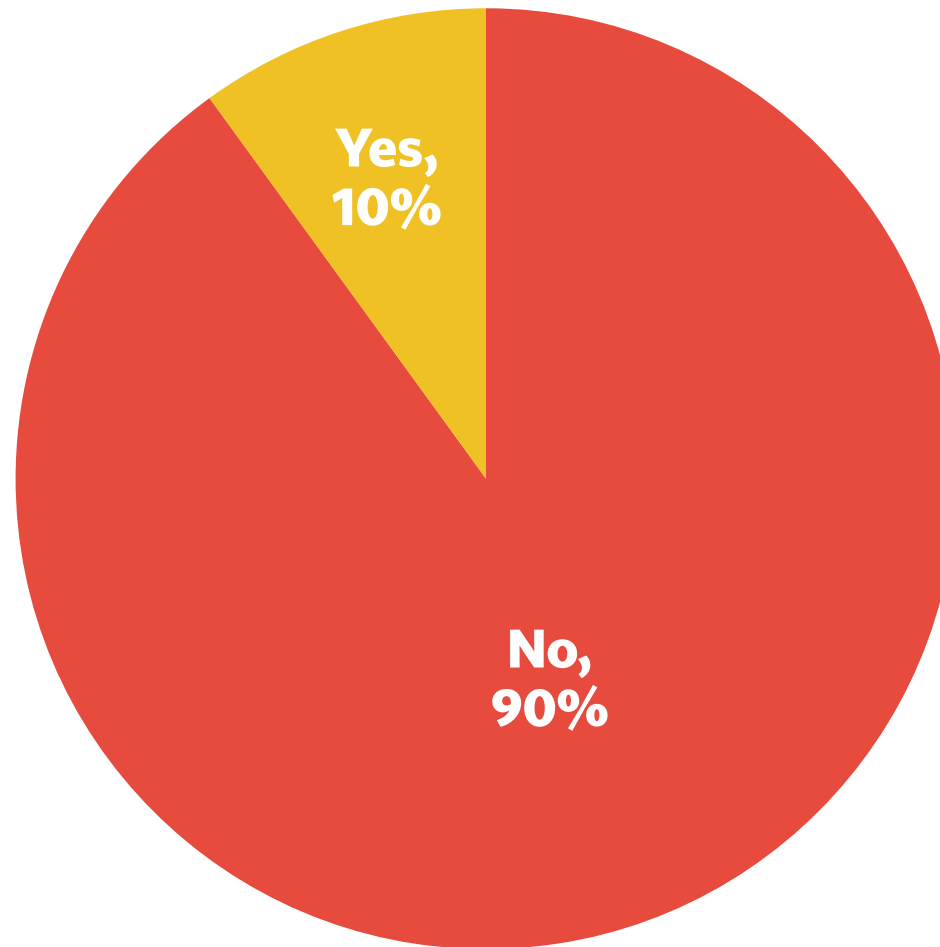
	Total	U.S.	Canada	EU	U.K.	Other
Privacy	66%	73%	87%	51%	56%	55%
Data protection	31%	14%	12%	58%	53%	43%
Security	10%	12%	4%	8%	5%	21%

Significantly different from other segments

C8: Tell us if any of the following terms appear in [your title/any of your titles].

Though most did not begin their careers in the field of privacy, respondents have worked in privacy for 8 years on average

Was privacy your first professional job?



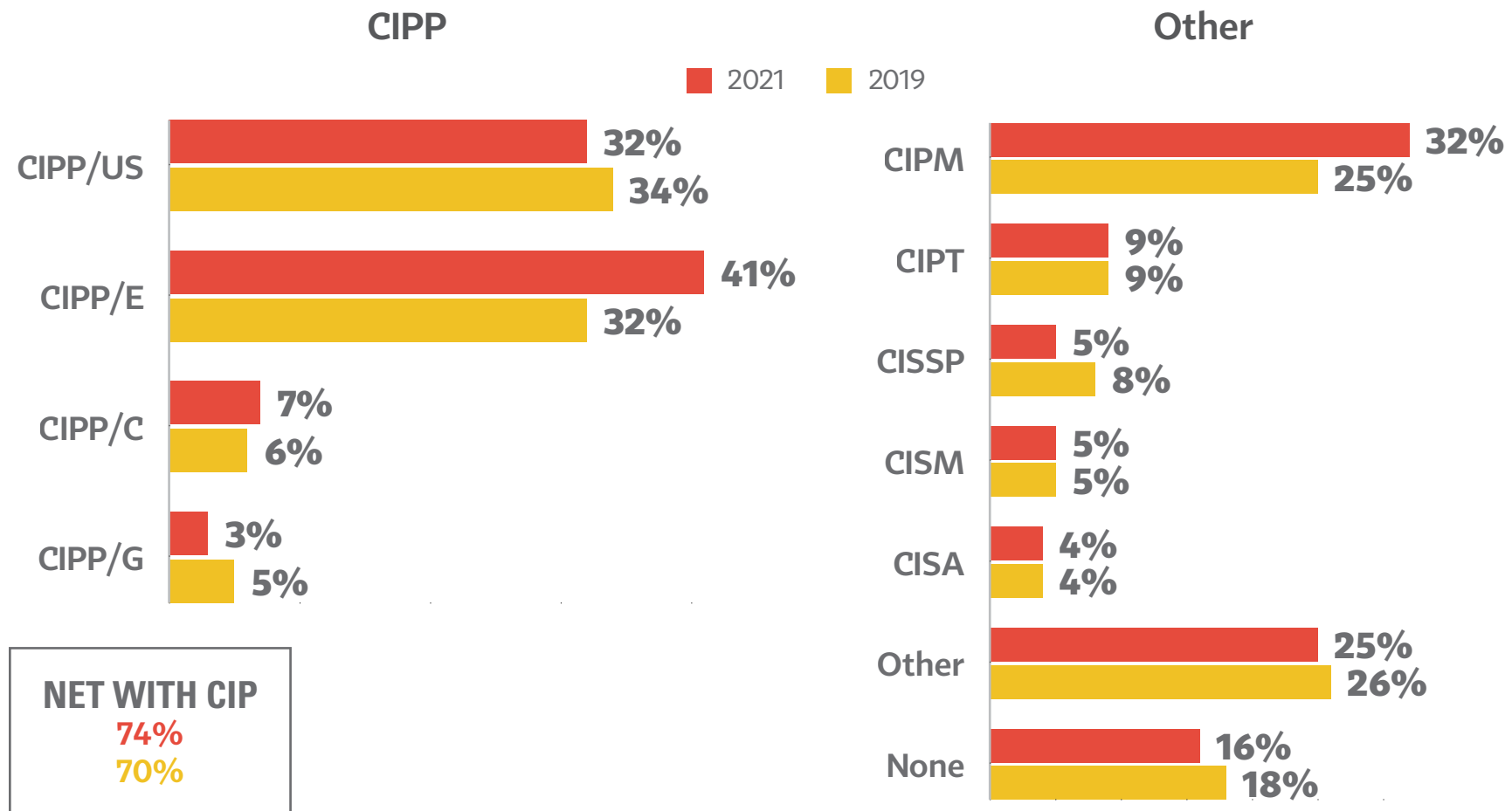
**MEAN YEARS
IN POSITION**
3 years

**MEAN YEARS
IN PRIVACY**
8 years

C14: Was privacy your first professional job?

3 in 4 respondents have CIP certification, owing to increases in CIPP/E and CIPM

Credentials and degrees held by privacy pros



C11: Which certifications do you hold?

Nearly 7 in 10 respondents in the EU and UK hold CIPP/E, while 6 in 10 in the US hold CIPP/US

Credentials and degrees by region: Key differences

	U.S.	Canada	EU	U.K.	Other
CIPP/US	60%	1%	4%	5%	12%
CIPP/E	27%	10%	67%	69%	42%
CIPP/C	4%	57%	1%	0%	1%
CIPT	12%	5%	6%	3%	12%
CIP (net)	76%	67%	72%	75%	68%
None	16%	18%	18%	14%	18%

Significantly different from other segments

C11: Which certifications do you hold?

Salaries and bonus amounts were highest among those with multiple CIPs

Profile of professionals, by number of CIP certificates

	Among those with		
Salary	No CIP	One CIP	Multiple CIPs
Median (in USD \$000)	\$116.0	\$120.0	\$145.0
Mean (in USD \$000)	\$127.3	\$136.2	\$155.6

	Among those with		
Raise	No CIP	One CIP	Multiple CIPs
Percent receiving raise	62%	62%	65%

	Among those with		
Additional compensation	No CIP	One CIP	Multiple CIPs
Percent receiving additional compensation	67%	76%	81%
Median additional compensation (in USD \$000)	\$20.0	\$20.0	\$25.0

Significantly different from other segments

Those with multiple CIPs are most likely to be privacy leaders, chief privacy officers and data protection officers

Profile of professionals by number of CIP certificates

Privacy role	Among those with		
	No CIP	One CIP	Multiple CIPs
Privacy lead	42%	42%	51%
DPO	26%	27%	34%
CPO	22%	22%	30%
Mean years of privacy experience	7	8	9

Significantly different from other segments

Job satisfaction is mostly driven by the interesting nature of privacy work and work-life balance

Job satisfaction

Satisfaction on 0 to 10 scale (not satisfied at all to extremely satisfied)	Total
Mean satisfaction rating	7.3

Factors with greatest impact on job satisfaction (% naming in top two)	Total
How interesting my work is	50%
My work-life balance	41%
My salary and benefits	38%
My relationship with coworkers and supervisors	32%
My career trajectory	20%
The impact my work has on individuals' privacy	18%
Other	1%

B7A: On a scale of 0 to 10, where 0 means not satisfied at all and 10 means extremely satisfied, how satisfied are you with your current job?

Job satisfaction is highest in Canada and the US; salary is a bigger satisfaction driver in the US

Job satisfaction

Satisfaction on 0 to 10 scale (not satisfied at all to extremely satisfied)	U.S.	Canada	EU	U.K.	Other
Mean satisfaction rating	7.4	7.6	7.2	7.0	6.9

Factors with greatest impact on job satisfaction (% naming in top two)	U.S.	Canada	EU	U.K.	Other
How interesting my work is	50%	45%	51%	53%	43%
My work-life balance	42%	38%	43%	36%	39%
My salary and benefits	41%	29%	33%	36%	44%
My relationship with coworkers and supervisors	32%	39%	34%	31%	27%
My career trajectory	19%	16%	19%	18%	30%
The impact my work has on individuals' privacy	15%	30%	19%	23%	17%
Other	1%	3%	1%	2%	1%

Significantly different from other segments

B7A: On a scale of 0 to 10, where 0 means not satisfied at all and 10 means extremely satisfied, how satisfied are you with your current job?

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Salaries highest in the US, privacy work hours highest in the UK

Profile of professionals by region

Salary	Total	U.S.	Canada	EU	U.K.	Other
Median (in USD \$000)	\$126.0	\$160.0	\$80.3	\$101.2	\$104.3	\$100.0
Mean (in USD \$000)	\$140.5	\$166.7	\$90.9	\$109.5	\$121.1	\$125.0
Certifications	Total	U.S.	Canada	EU	U.K.	Other
CIP (net)	74%	76%	67%	72%	75%	68%
No certification at all	16%	16%	18%	18%	14%	18%
Privacy role	Total	U.S.	Canada	EU	U.K.	Other
Privacy lead	45%	43%	54%	46%	45%	44%
DPO	29%	18%	23%	44%	42%	43%
CPO	25%	23%	33%	24%	22%	32%
Have more than one job title	29%	31%	34%	30%	21%	30%
Mean years of privacy experience	8	8	9	8	8	7
Mean number of direct reports	2	2	2	2	1	2
Hours per week spent on privacy	Total	U.S.	Canada	EU	U.K.	Other
Average number of hours	32	31	30	33	35	31
Gender	Total	U.S.	Canada	EU	U.K.	Other
Male	50%	50%	36%	55%	43%	62%
Female	49%	49%	62%	45%	55%	38%
Nonbinary identifying	1%	1%	1%	1%	1%	0%

Significantly different from other segments

Privacy leaders work mostly in their firms' legal or regulatory compliance departments

Profile of professionals by region

Department privacy leader is based	Total	U.S.	Canada	EU	U.K.	Other
Legal	49%	58%	26%	47%	42%	38%
Regulatory compliance	15%	13%	23%	14%	18%	14%
Information security	6%	8%	1%	6%	5%	8%
Information technology	6%	5%	11%	3%	6%	14%
Corporate ethics	4%	5%	0%	4%	4%	4%
Finance and accounting	2%	1%	5%	5%	2%	0%
Human resources	1%	1%	1%	1%	1%	1%
Government affairs	1%	1%	0%	2%	1%	1%
Internal audit	1%	1%	0%	1%	1%	0%
Records management	1%	0%	4%	0%	1%	0%
Public relations	0%	0%	3%	0%	0%	0%
Other	13%	7%	26%	17%	19%	20%

Significantly different from other segments

The median salary of privacy pros has increased steadily over the years

Average salary (in USD \$000) over time

Among all	2015	2017	2019	2021
Median	\$110.8	\$115.0	\$123.0	\$126.0
Mean	\$152.1	\$123.0	\$134.3	\$140.5

Significantly different from other years

For every CIP category, average salary is higher in 2021 than it was in 2019

Mean salary (in USD \$000) by certification status over time

Salary among those with:	2015	2017	2019	2021
CIPP/C	\$100.4	\$98.2	\$102.3	\$123.4
CIPP/E	\$131.8	\$122.3	\$136.4	\$140.1
CIPP/G	\$162.6	\$140.8	\$164.4	\$188.7
CIPP/US	\$149.5	\$151.1	\$164.9	\$178.7
CIPM	\$145.6	\$137.0	\$140.7	\$145.5
CIPT	\$143.9	\$133.4	\$154.1	\$156.5
Multiple CIPs	N/A	\$143.0	\$151.8	\$155.6

For most levels of privacy work experience, salaries are higher in 2021 than 2019

Mean salary by years in privacy over time (in USD \$000)

Salary among those whose privacy experience is:	2015	2017	2019	2021
0–5 years	\$135.7	\$106.3	\$115.5	\$114.0
6–10 years	\$125.2	\$124.8	\$140.8	\$148.4
11–15 years	\$140.7	\$139.1	\$150.0	\$173.2
16–20 years	\$653.9 ⓘ	\$158.8	\$172.1	\$174.5
21–25 years	\$163.6	\$168.4	\$177.1	\$177.1

ⓘ Interpret result with caution: average is artificially driven up by outliers.

On a region-by-region basis, no strong relationship exists between employee size and salary

Privacy professionals' median salaries (in USD \$000) by employee size

Number of employees	U.S.	Canada	EU	U.K	Other
1–99	\$140.0	\$82.4 !	\$83.3 !	\$97.3 !	\$92.5 !
100–999	\$155.0	\$80.0	\$84.5	\$83.4 !	\$70.0 !
1,000–4,999	\$154.0	\$106.0 !	\$110.7	\$76.4	\$96.8 !
5,000–24,999	\$175.0	\$73.6	\$113.0	\$80.6	\$111.6 !
25,000–74,999	\$170.0	\$106.0 !	\$112.5	\$114.0	\$150.0 !
75,000+	\$154.0	\$98.4 !	\$97.6	\$139.0	\$135.0 !

! Small sample size. Interpret result with caution.