

The background of the slide features a dark blue and black color scheme with various financial data visualizations. On the left, a white line graph with yellow circular markers shows a downward trend. In the center, there are vertical blue bars of varying heights, some with numerical values like '289.33' in white. On the right, there are more complex data visualizations, including a series of vertical lines and a grid pattern. The overall aesthetic is professional and data-driven.

TSG

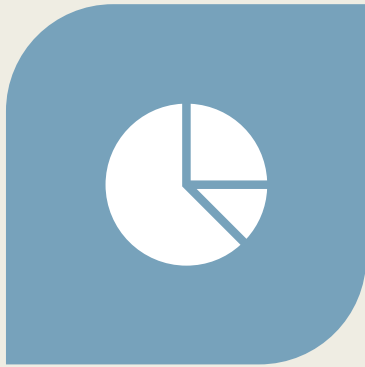
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PERFORMANCE MEASUREMENT PROFESSIONAL SURVEY 2024 RESULTS

Insights and Analysis

Patrick W. Fowler, TSG

Key focus: organizational structure, credentials, and salary data of performance measurement professionals



100 GLOBAL
PARTICIPANTS



CONDUCTED BY TSG
IN EARLY 2024



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RIMES

This survey provides vital insights into how performance measurement teams are structured and the career progression of professionals in this field.

BREAKDOWN OF PARTICIPANTS' LOCATIONS.

	2024
North America	64.3%
EMEA	25.0%
APAC	9.5%
Central America	1.2%
South America	0.0%

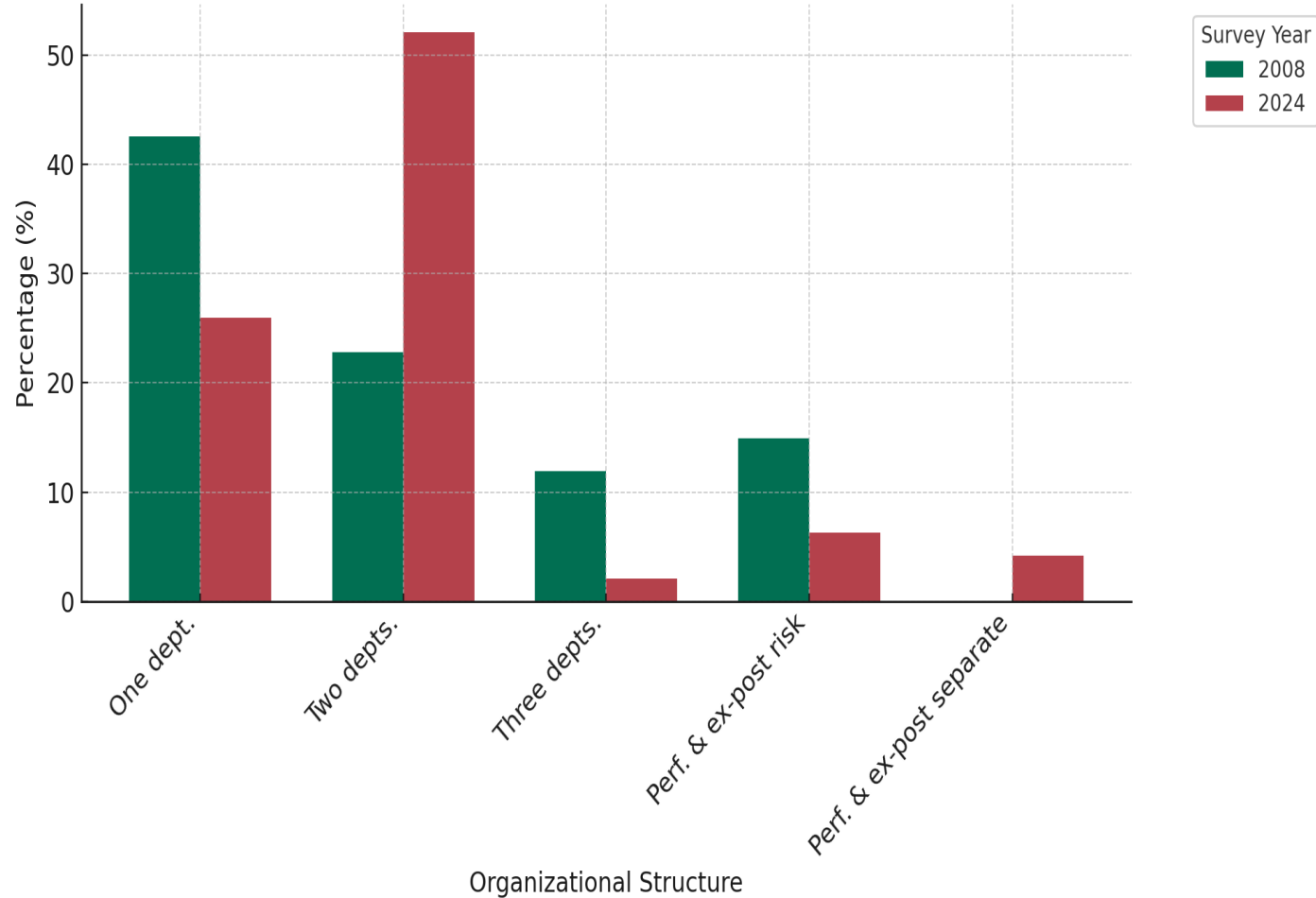
	2008
North America	71.0%
EMEA	18.0%
APAC	7.0%
Central America	N/A
South America	N/A

	2000
North America	67.3%
EMEA	20.4%
APAC	7.1%
Central America	N/A
South America	N/A

	2024
Investment advisor	46.2%
Bank or trust company	15.4%
Public pension fund	15.4%
Mutual fund company	14.5%
Sovereign wealth fund	3.8%
Insurance company	2.6%
Private pension fund	2.6%
Family office	1.3%
Endowment	0.0%
Foundation	0.0%

BREAKDOWN OF PARTICIPANTS BY FIRM TYPES, INCLUDING INVESTMENT ADVISORS, PENSION FUNDS, MUTUAL FUND COMPANIES, AND BANKS.

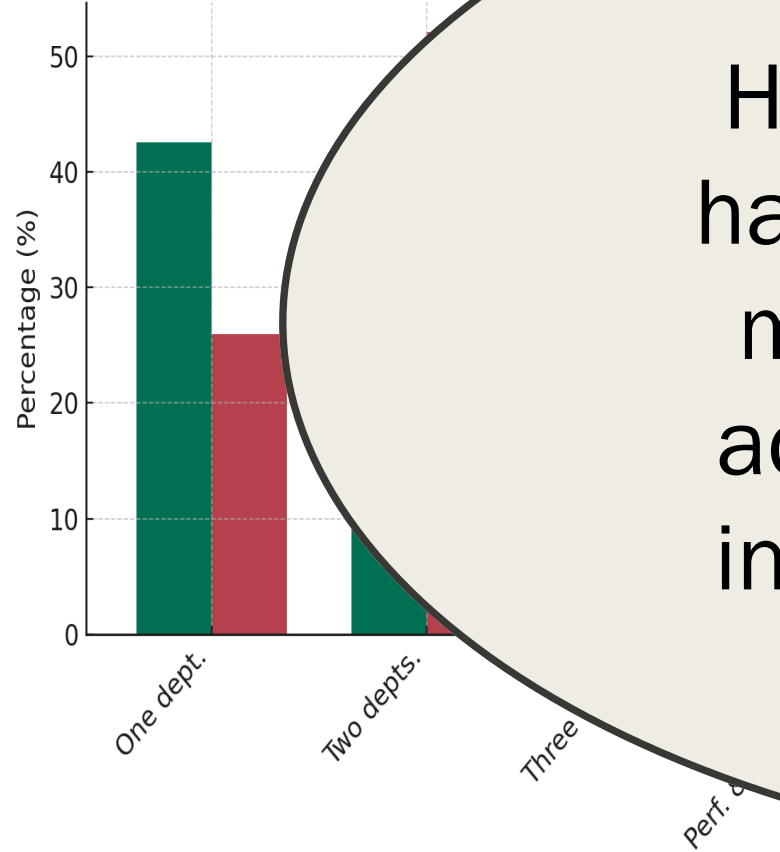
Organizational Structure for Performance and Risk Measurement (2008 vs 2024)



52.1% of firms use two separate departments for performance and risk measurement, while 26% use one department.

Most firms are separating performance and risk, likely due to the increasing complexity of risk management.

Organizational Structure for Performance and Risk Management



How does your organization handle performance and risk measurement? Do you see advantages in separating or integrating these functions?

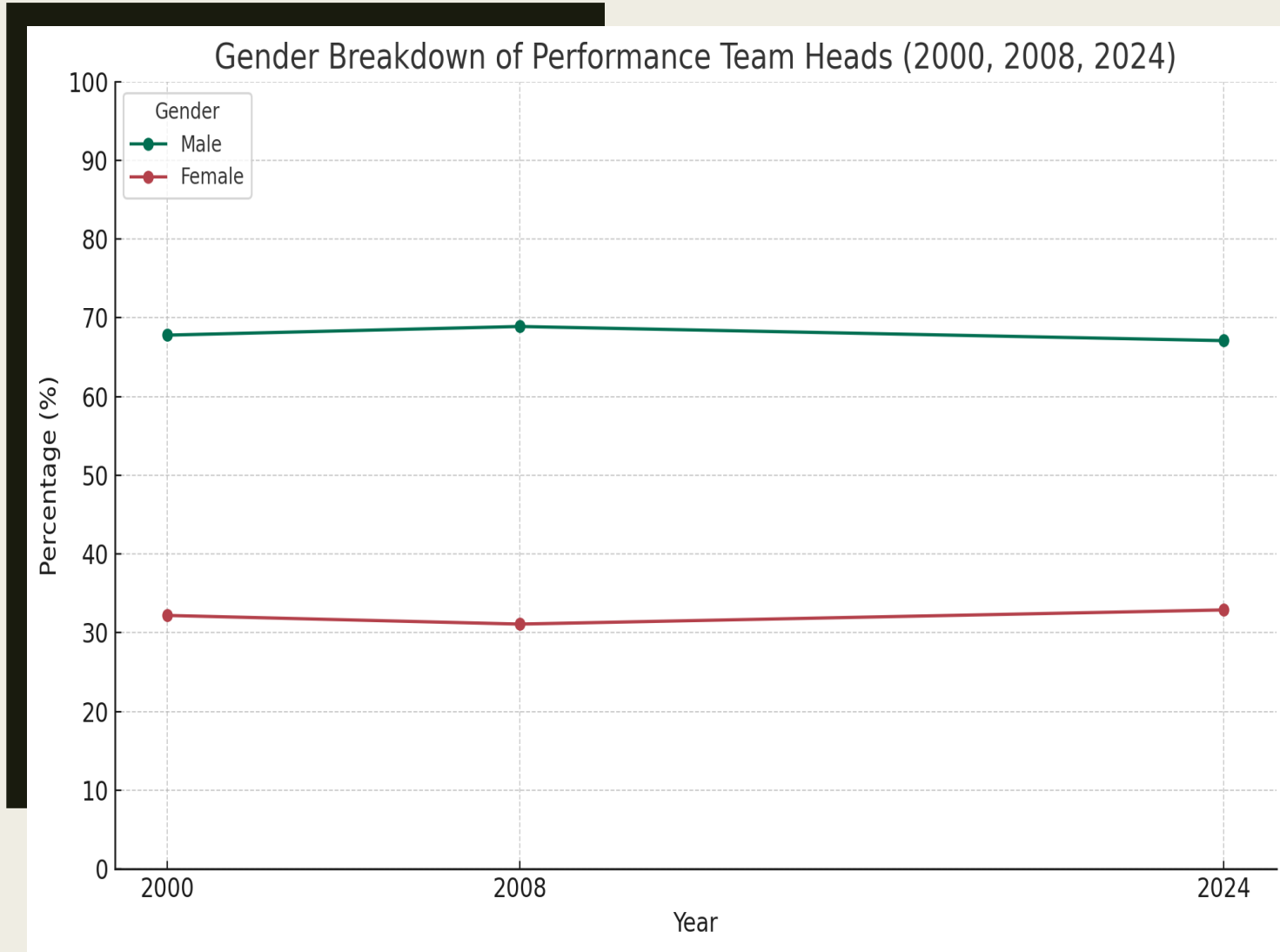
Organizational Structure

	2024	North America	EMEA	APAC	Other
1-5	52.7%				
6-10	20.4%				
11-20	12.9%				
21-30	4.3%				
31-40	3.1%				
41-50	1.1%				
Greater than 50	5.4%				
Average	15.8	10.3	28.9	14.75	21
Range	1-300	1-80	1-300	4-70	2-150

HOW LARGE IS YOUR PERFORMANCE TEAM?

How does the size of your performance measurement team affect its efficiency, ability to innovate, and respond to increasing demands from clients and regulators?

Head of Performance Measurement: Sex



Across all three years (2000, 2008, 2024), males have consistently been the majority in head roles, ranging from **67.8%** in 2000 to **67.1%** in 2024.

While the change from 2008 to 2024 is modest, it highlights a potential trend towards a more balanced leadership demographic, possibly influenced by diversity and inclusion initiatives within the industry.



What challenges do organizations face in promoting women to leadership roles in performance measurement, and what best practices have you seen that successfully address these barriers?

Average Age of Heads of Performance Compared with Tenure

- The survey shows that the average age of heads of performance measurement is approximately **47.4 years**.

	2024	North America	EMEA	APAC	Other
30-40 years	16.9%				
41-50 years	48.1%				
51-60 years	31.2%				
Greater than 60 years	3.9%				
Average	47.4	47.8	45.11	48.2	48.9
Range	31-76	32-76	31-60	45-51	40-61

	2008	North America	EMEA	APAC
Average	39.7	41.1	37.0	38.0
Range	27-60	27-60	30-47	25-53

	2000	North America	EMEA	APAC
Average	37.2	38.1	34.7	35.1
Range	23-60	25-60	23-50	30-40

Average Tenure of Heads of Performance

- The data indicates that the average tenure of heads of performance measurement with their current firms is about **12.1 years**.

	2024	North America	EMEA	APAC	Other
Less than 1 year	1.2%				
1-5 years	24.7%				
6-10 years	29.4%				
11-20 years	30.6%				
21-30 years	11.8%				
More than 30 years	2.4%				
Average	12.1	11.9	12.94	10	13.6
Range	4 mos-36 Years	0.5-36	5-30	2-21	1.5-27

	2008	North America	EMEA	APAC
Average	9.1	9.8	8.6	7.1
Range	0.1-25	0.1-25	0.5-20	1-12

	2000	North America	EMEA	APAC
Average	6.8	7.8	4.8	4.1
Range	0.1-25	0.5-25	0.1-16	0.1-8

Average Tenure of Head Performance Measurement Leaders

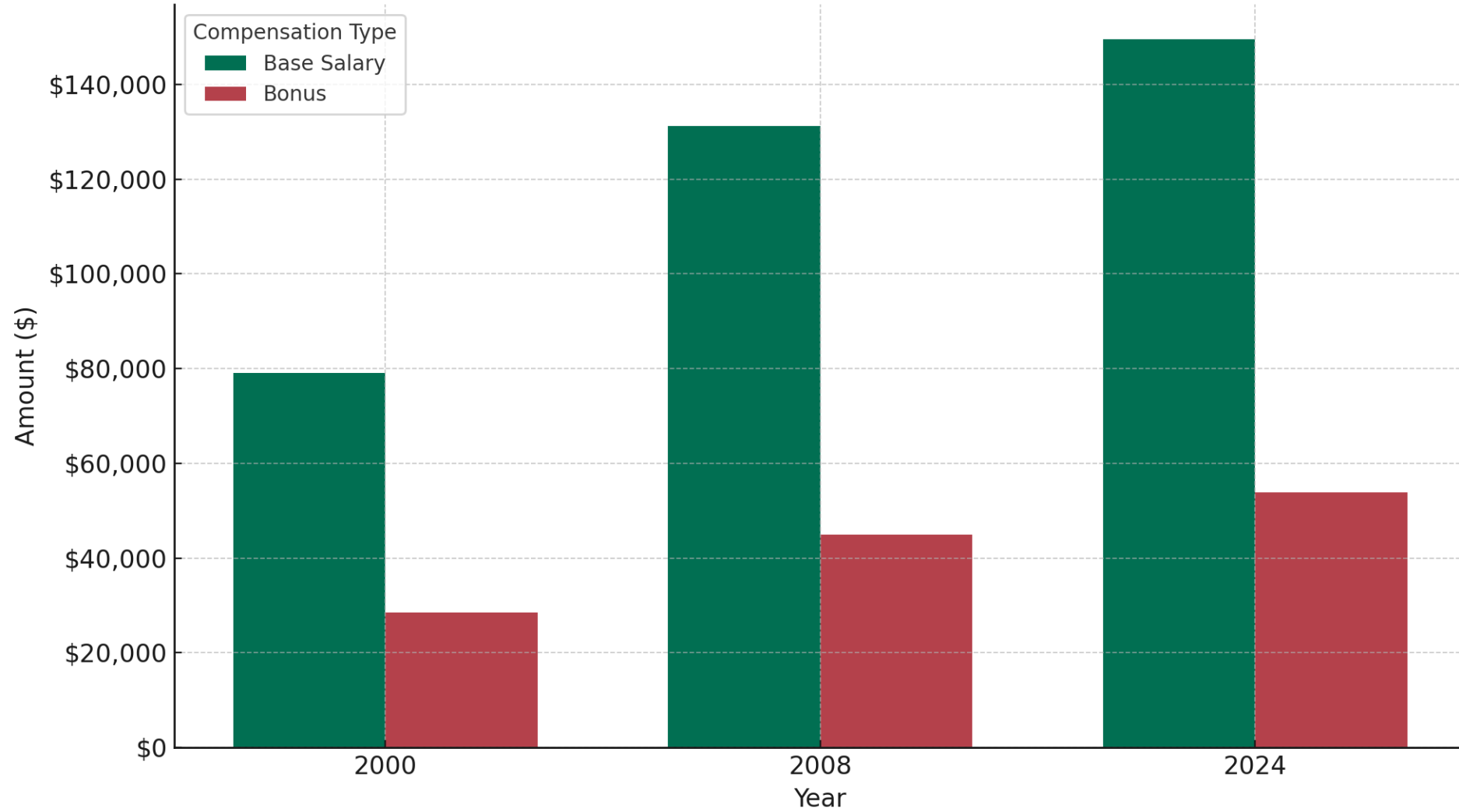
Correlated with Tenure

- The data indicates a strong positive correlation between average tenure and age of performance measurement leaders

Given the increasing average tenure and age of performance measurement leaders, how can firms foster both the retention of experienced staff and the integration of fresh perspectives to drive innovation in the field?

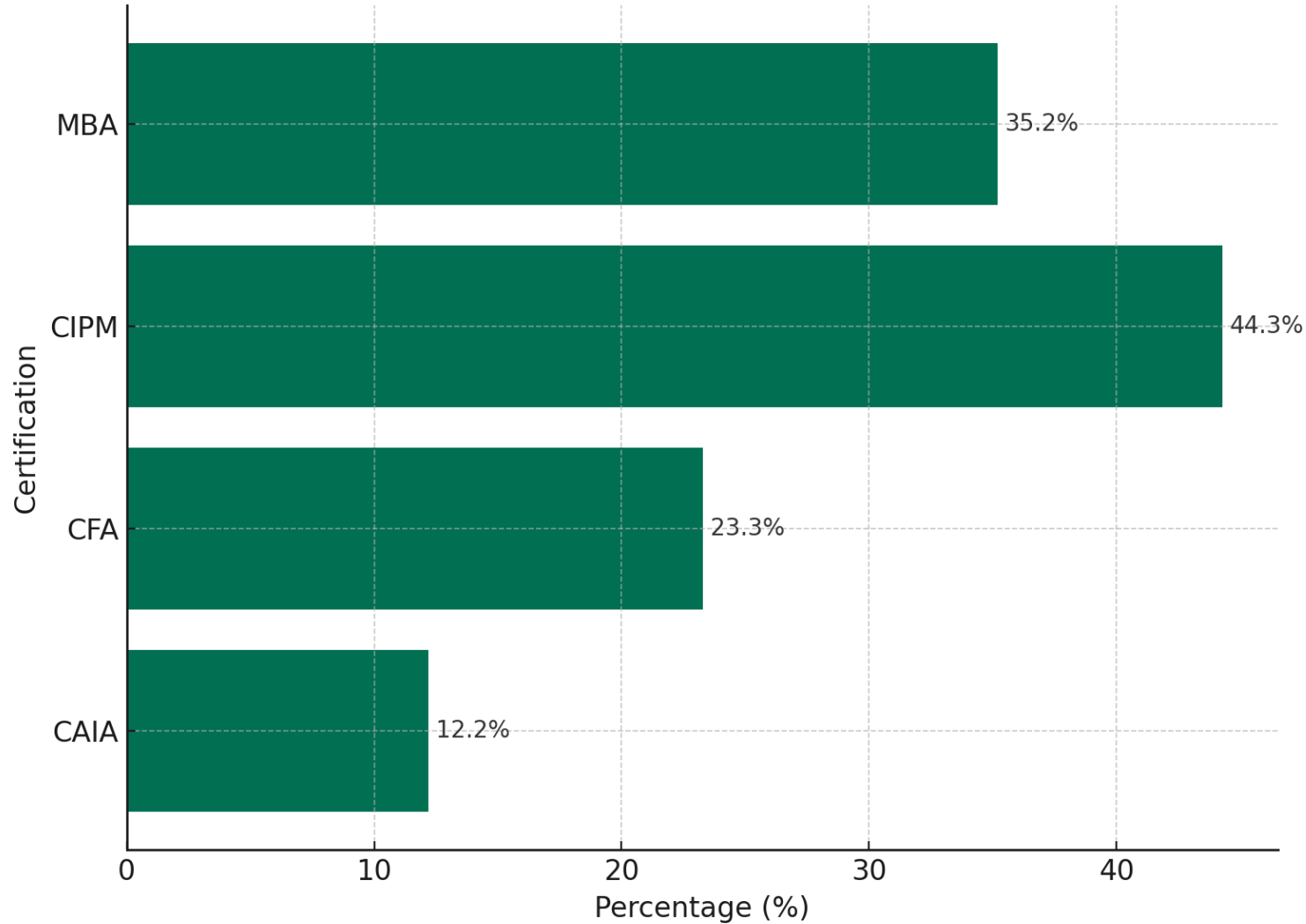
Region	APAC	EMEA	NA
Average	7.8	4.8	4.1
Range	0.5-25	0.1-16	0.1-8

Average Base Salary and Bonus for Head of Performance Measurement (2000, 2008, 2024)



SALARY (USD) INSIGHTS FOR HEADS OF PERFORMANCE
COMPENSATION FOR HEADS OF PERFORMANCE HAS RISEN SIGNIFICANTLY,

Certifications Held by Heads of Performance Measurement

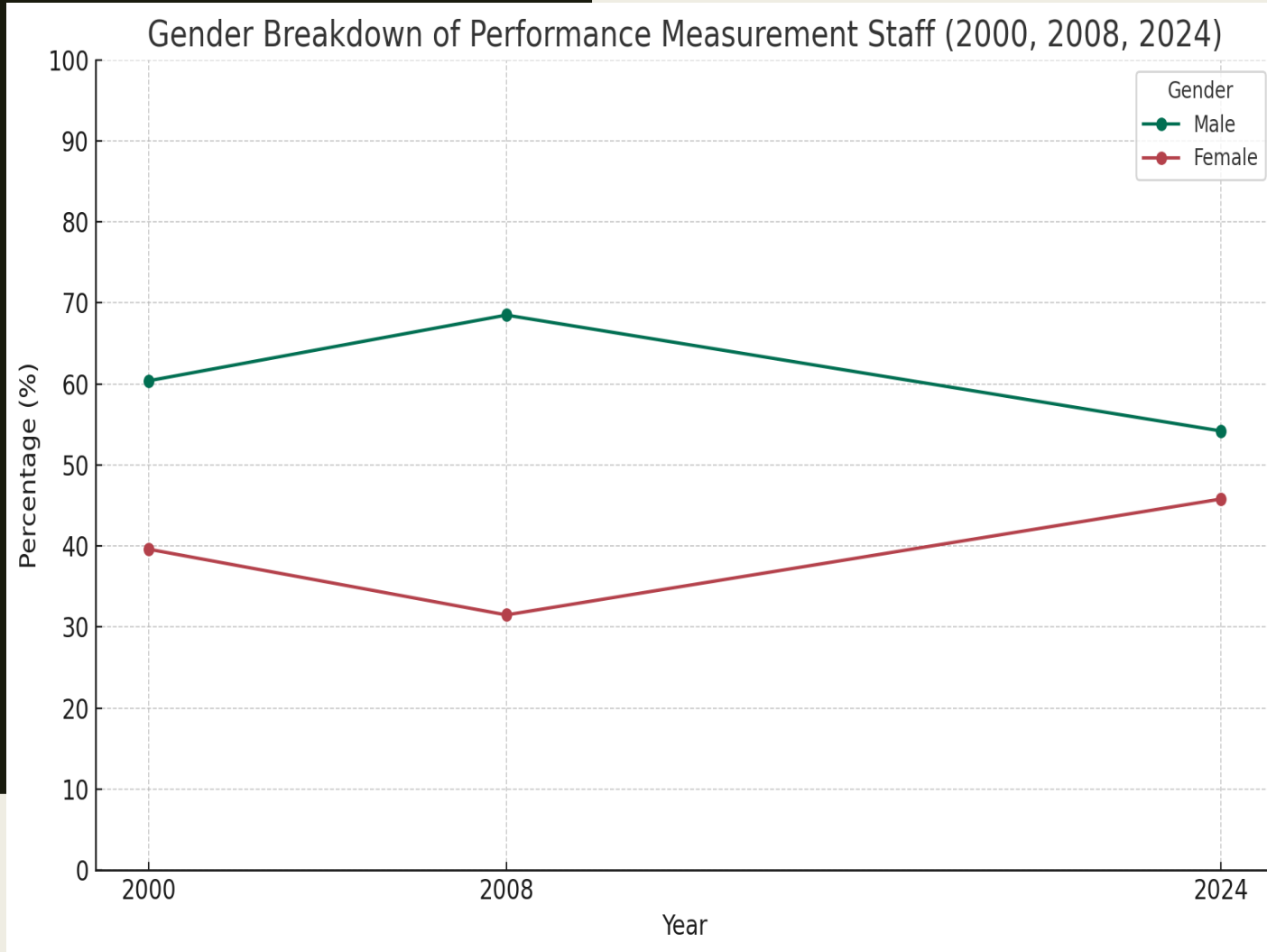


NOTEWORTHY:

HELD CFA IN 2008: 28.3%
ENROLLED IN CFA
2024: 5.4%
2008: 17.5%

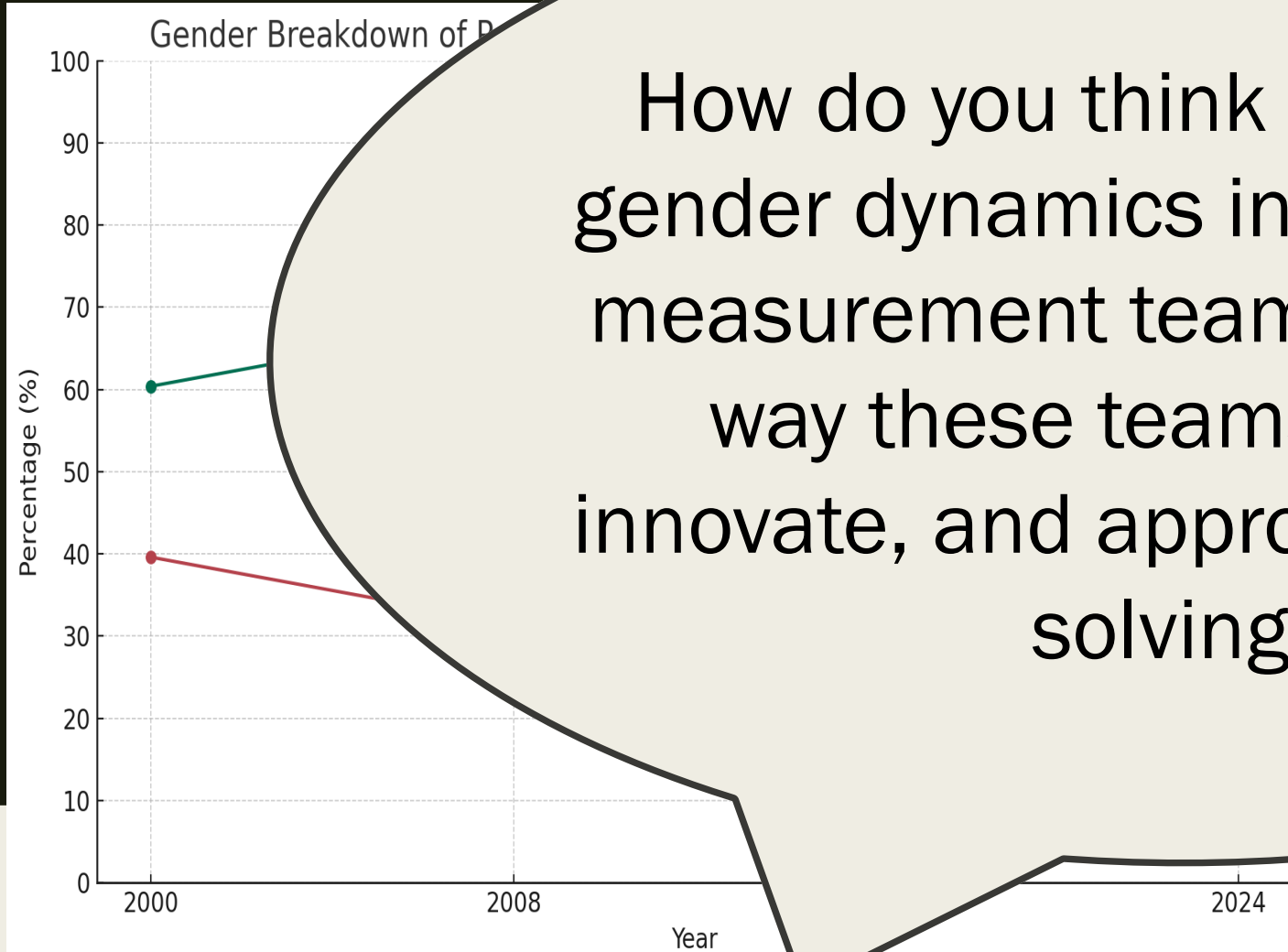
HELD CIPM IN 2008: 17.4%
ENROLLED IN CIPM
2024: 12.5%
2008: 25.0%

The Performance Analyst: Sex



In 2024, there's a notable shift: males account for **54.2%** and females for **45.8%**.

The trend could indicate more inclusivity and possibly targeted recruitment efforts to bring more women into performance measurement roles.



How do you think the evolving gender dynamics in performance measurement teams impact the way these teams operate, innovate, and approach problem-solving?

into
ment roles.

Average Age and Tenure of the Performance Analyst

	2024	North America	EMEA	APAC	Other
18-24	21.8%	8.5%	6.5%	13.6%	9.4%
25-34	71.3%	27.1%	28.3%	31.8%	31.1%
35-44	62.1%	25.4%	23.9%	27.3%	21.9%
45-54	67.8%	28.0%	28.3%	22.7%	25.0%
55-64	26.4%	10.2%	13.0%	4.5%	12.5%
65+	1.2%	0.8%	0.0%	0.0%	0.0%

Most performance measurement analysts have been with their firm for less than 10 years, with the largest group having **1-5 years** of tenure.

	2024	North America	EMEA	APAC	Other
1-5 Years	36.5%				
6-10 Years	34.1%				
11-15 Years	17.6%				
16-20 Years	5.9%				
21-25 Years	4.7%				
Greater than 25 Years	1.2%				
Average	9.2 Years	7.8	10.68	7.75	12.2
Range	1-30	0.5-25 years	1-32.5 years	0-20 years	2-25

	2008
Average	9.2 Years
Range	0-15

COMPENSATION

	2024
Average	\$53,911
Range	\$3,000-\$220,000

	2008
Average	\$52,906-\$78,691
Range	\$30,000-\$150,000

	2000
Average	\$41,000-\$50,277
Range	\$18,000-160,000

BONUS

	2024
Average	\$41,000-\$50,277
Range	\$18,000-160,000

	2008
Average	\$14,805
Range	\$450-\$80,000

	2000
Average	\$10,056
Range	\$638-\$90,000

COMPENSATION AND BONUS FOR PERFORMANCE ANALYSTS

The Performance Analyst: Salary

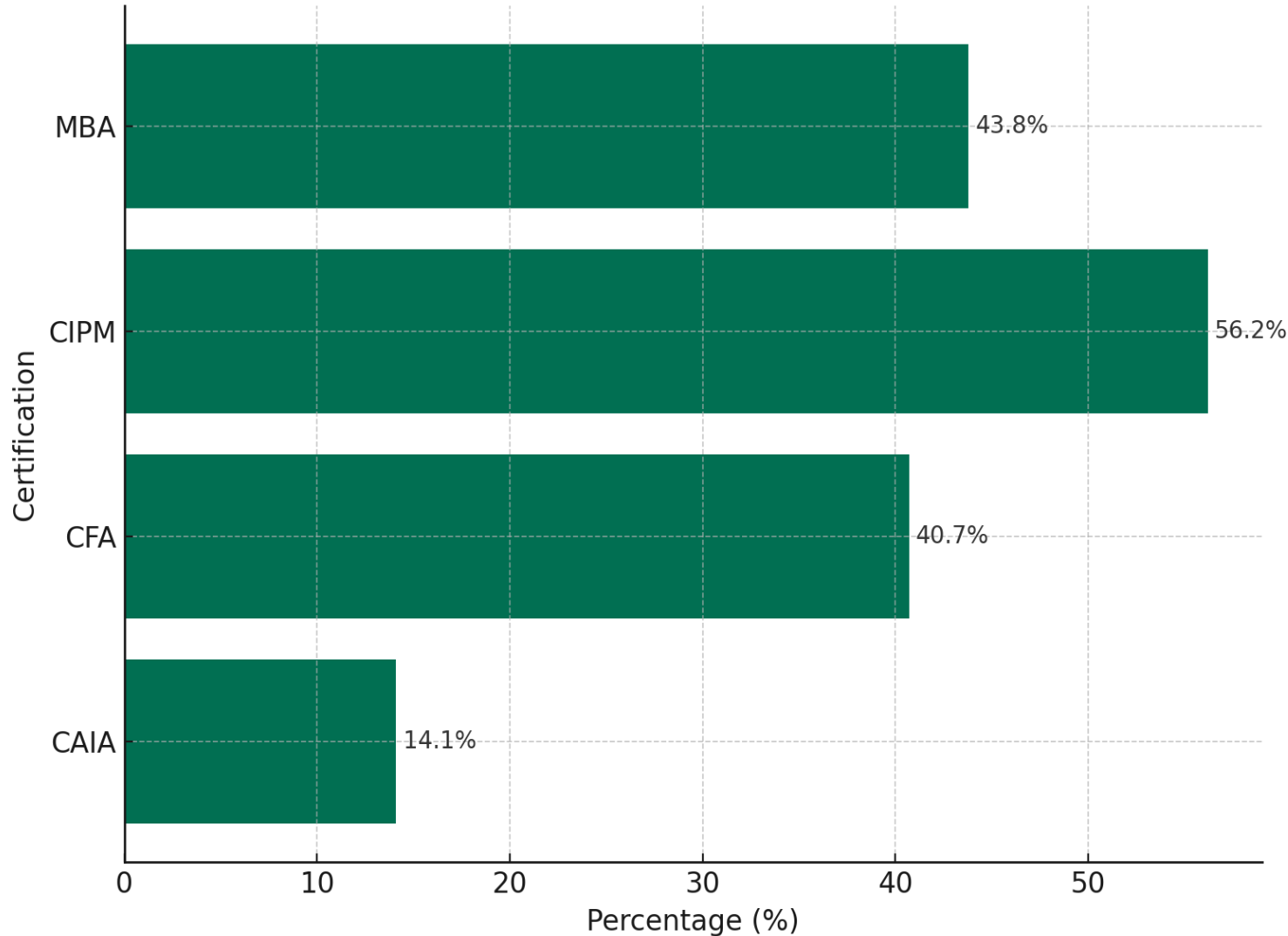
	2024
Average	\$53,911
Range	\$3,000-\$220,000

	2008
Average	\$52,906-\$78,691
Range	\$30,000-\$150,000

	2000
Average	\$41,000-\$50,277
Range	\$18,000-160,000

THE COMPENSATION RANGE FOR PERFORMANCE ANALYSTS HAS RISEN SIGNIFICANTLY

Certifications Held by Performance Measurement Staff



NOTEWORTHY:

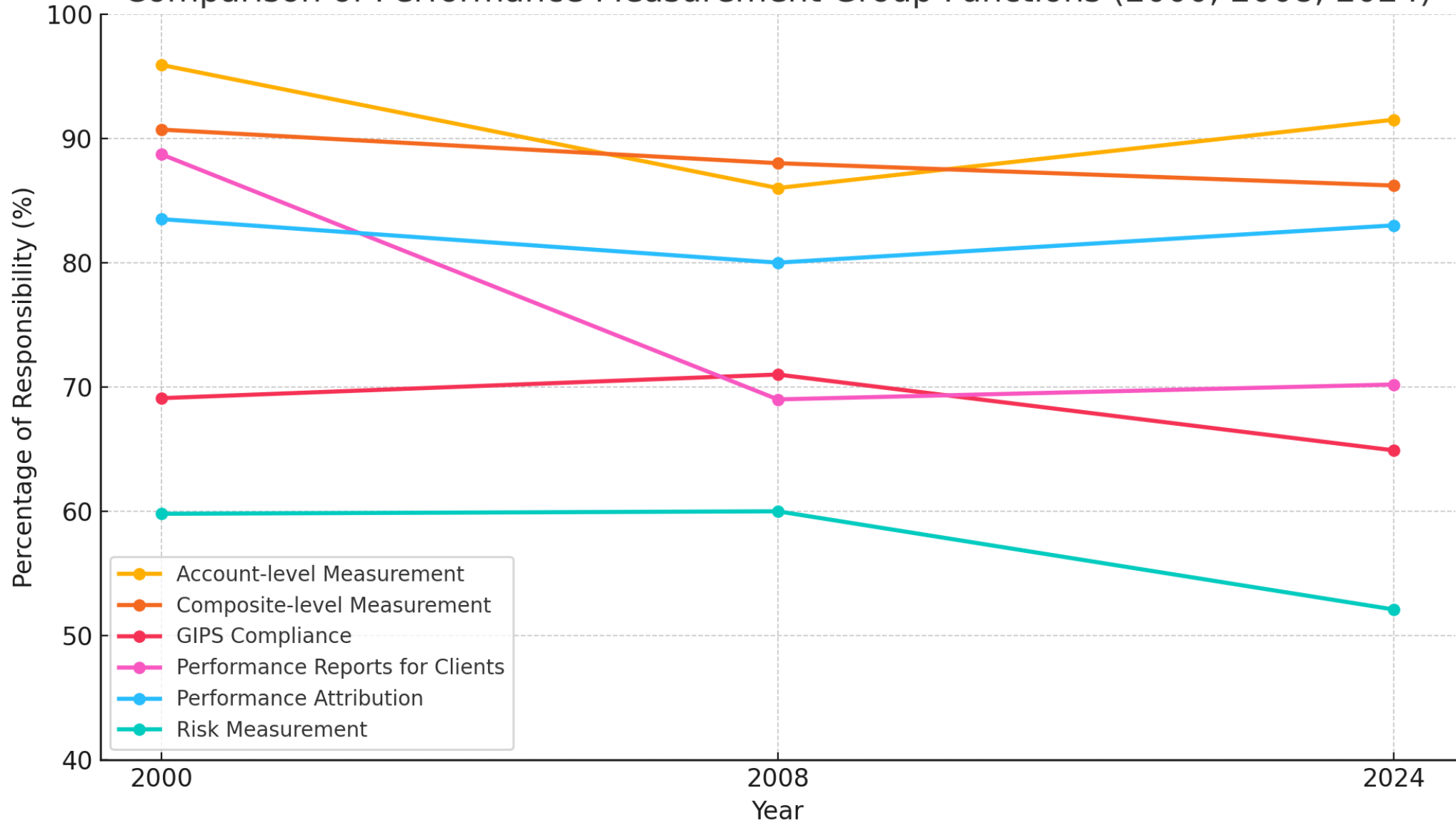
31.4% HELD CFA IN 2008
VS 40.7% IN 2024

ENROLLED IN CFA
2024: 36.5%
2008: 57.1%

17.4% HELD CIPM IN 2008
VS 56.2% % IN 2024

ENROLLED IN CIPM
2024: 37.6%
2008: 39.1%

Comparison of Performance Measurement Group Functions (2000, 2008, 2024)



Use of Technology

What is used by your performance measurement group?

- Technology tools in use
 - *Excel macros: 95.5%, SQL: 60.7%, Python: 44.9%, ChatGPT: 25.8%.*
- How is technology streamlining performance measurement tasks?
- How can firms better integrate advanced tools like AI into performance measurement workflows?

Discussions and Q&A

- What technological advancements have you seen that can help improve the accuracy and efficiency of performance reporting?
- What challenges do you foresee in the next 5 years for performance professionals?

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