



# 2017

## Cross Industry Chief Compliance Officer and Staff Salary Surveys



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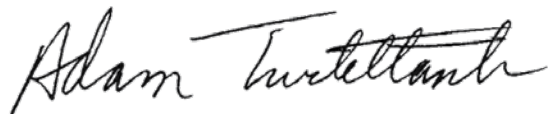
**The Society of Corporate Compliance and Ethics (SCCE)<sup>®</sup> is pleased to be able to provide you with the 2017 Compliance and Ethics Officer Salary Survey report.**

As you will see, we have included data on compensation for both the chief compliance and ethics officer as well as for the compliance staff, giving a fuller picture of the compliance profession in one document.

The survey results will equip SCCE members and their employers with the data they need to understand and evaluate elements of compliance professionals' compensation packages.

The results of this survey are based on data from compliance professionals in many industries and around the world. Ours is a fast-growing profession, and this data reflects its increasing expansiveness and SCCE's commitment to meet our members' needs. We hope you find the data from this survey to be useful.

***Sincerely,***

A handwritten signature in black ink that reads "Adam Turteltaub". The signature is fluid and cursive, with the first name "Adam" and last name "Turteltaub" clearly distinguishable.

*Adam Turteltaub, CCEP, CHC  
Vice President of Strategic Initiatives  
& International Programs  
Society of Corporate Compliance and Ethics*

**CONFIDENTIALITY ASSURANCE**

The *2017 Cross Industry Chief Compliance Officer and Staff Salary Surveys* is based on a strictly confidential survey conducted of individuals working in the compliance profession. Upon receipt, all survey responses are assigned a confidential code number by Industry Insights, Inc., and any name or company identification is removed. Survey processing is then conducted on an absolutely anonymous basis. No SCCE staff member nor any industry company or individual, nor anyone else other than a select few Industry Insights, Inc. associates ever see any individual's results.



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## Introduction

## About This Report

The **2017 Cross Industry Chief Compliance Officers Salary Survey** is another important service provided by the Society of Corporate Compliance and Ethics & Health Care Compliance Association. The information contained in this report represents complete and accurate compensation data on individuals working in the compliance profession. The report is designed to allow organizations and individuals to compare their salary to their peers.

The salary data have been aggregated in the following groupings so organizations and individuals can compare their own data to the results of similar operations. These aggregations include:

- All Respondents
- Percentage of Company's Legal and Regulatory Risk Areas the Chief Compliance Officer (CCO) is Involved in
- Number of Employees in the compliance and Ethics Group Managed
- Annual Compliance Budget Managed
- Number of Employees in Portion of the Organization that CCO runs Compliance for
- Annual Revenues in Portion of the Organization that CCO Runs Compliance for
- Number of Countries in Which Compliance is Managed
- Type of Industry
- Number of Years Managing the Compliance Department
- Type of Organization
- Number of Compliance Program Elements the CCO is Involved in
- Certifications Held
- Geographic Region
- Age
- Years in Compliance Profession

Because the goal of this survey was to determine salaries for Chief Compliance Officers for an organization or division within it, and not for leaders of specialized areas of compliance, individuals who indicated they were responsible for less than 26% of an organization's legal and regulatory risk were eliminated. These individuals accounted for 15.3% of all respondents.

As an organization or individual compares their salary information to that of the profession, it is important to remember that the statistics published in this report should be regarded as "guidelines" rather than "absolute standards." Since organizations will differ, depending upon their location, size, and other factors, any two organizations may offer their employees a reasonably attractive compensation package and yet be very different. For example, duration of employment and nature of prior experience will obviously influence the compensation offering for a particular individual. Thus, a deviation between any one organization's figures and a number appearing on a table in this report is not necessarily good or bad; it is merely an indication that additional scrutiny may be warranted.

A minimum of five responses was required to show data.

This study was conducted for SCCE/HCCA by Industry Insights, Inc., an independent professional survey research firm located in Dublin, Ohio. The company specializes in conducting industry operating surveys, compensation and benefits studies, and member attitude surveys for trade and professional associations.

The SCCE/HCCA is proud to present the enclosed insights into the salary levels in the compliance industry. We wish to thank the professionals who submitted data for the study. Your support was essential in making this study a success.



### Survey Methodology

In June 2017, an email invitation was sent to approximately 45,000 individuals. In total, 1,376 completed online submissions were received by late July. Of the 1,376 responses, 444 were selected for this report based on the following criteria:

- The Chief Compliance Officer worked for a non-health care provider
- The Chief Compliance Officer was responsible for at least 26% of an organization's legal and regulatory risk

This report is based solely on this group.

Upon receipt, all submissions were assigned a confidential identification number. All data were checked both manually and by a specially designed computer editing procedure. Strict confidence of survey responses was maintained throughout the course of the project.

Final results were tabulated by Industry Insights, Inc., and the report was completed in October 2017.

### Definitions

**Average (mean):** the arithmetic average obtained by adding the individual values for all responses to a particular question and dividing by the total number answering; a measure of central value that can be distorted by extreme high or low values.

**Median:** a measure of central value that is not affected by extreme values; calculated by arranging all responses in numerical order and selecting the value that falls exactly in the middle, with half higher and half lower.

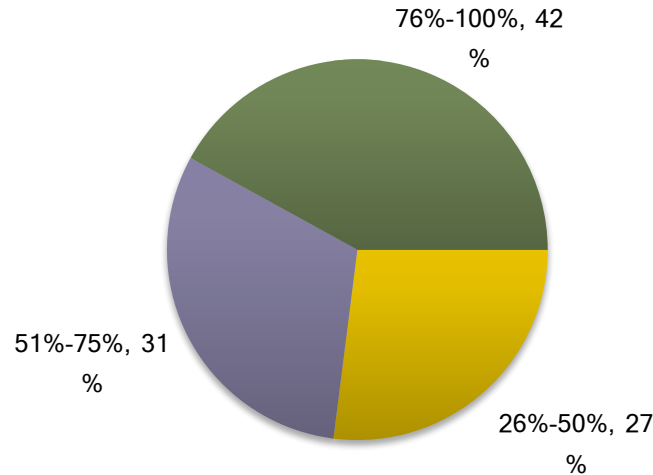
**25th Percentile:** when responses are ordered from lowest to highest, the lower quartile is the response 25% from the bottom. In other words, 75% of the responses are higher than this measure.

**75th Percentile:** when responses are ordered from the lowest to highest, the upper quartile is the response 25% from the top. In other words, 25% of the responses are higher than this measure.

## Respondent Profile

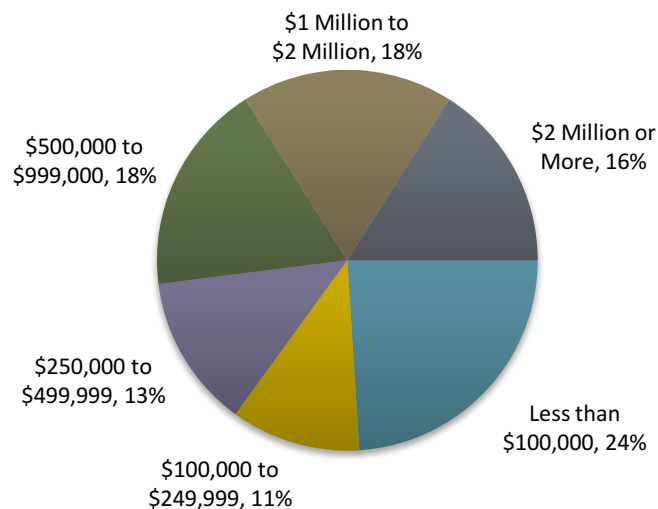
### *Percentage of Company's Legal and Regulatory Risk That You are Involved in*

More than one-third of the respondents indicated they were involved in at least 76% of the company's legal and regulatory risk.



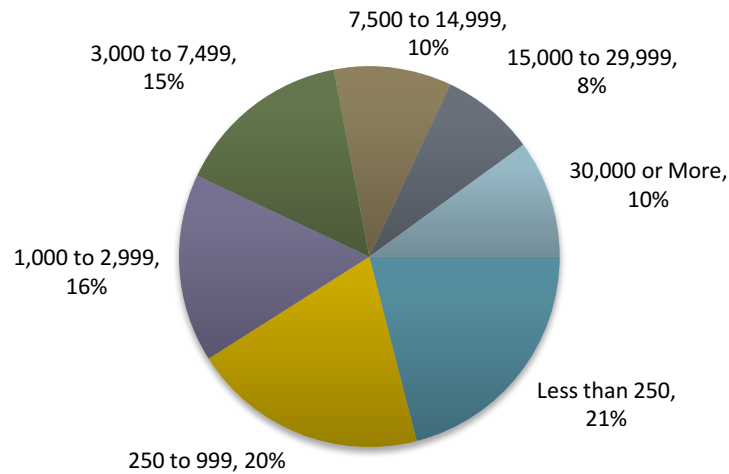
### *Annual Compliance Budget Managed*

The typical compliance officer managed an annual compliance budget of approximately \$500,000. More than one-third of the Chief Compliance Officers reported managing an annual compliance budget of over \$1 million.



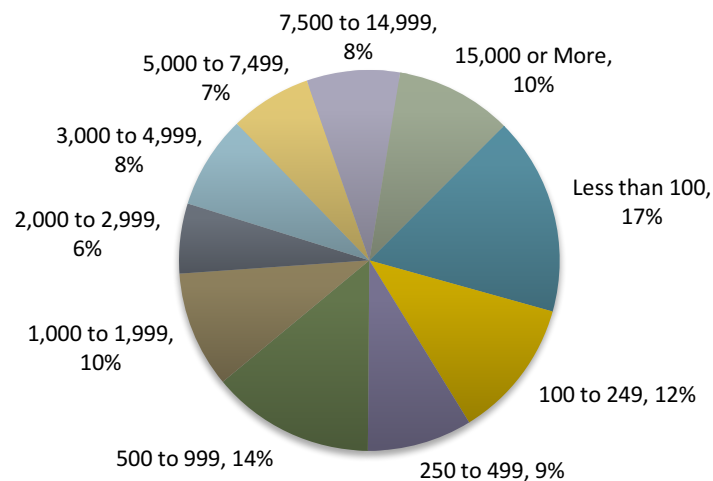
### *Number of Employees in Organization as a Whole*

The size of organizations represented in this study varied greatly. One out of five responding CCOs worked for organizations with less than 250 total employees while 18% worked for companies employing more than 15,000.



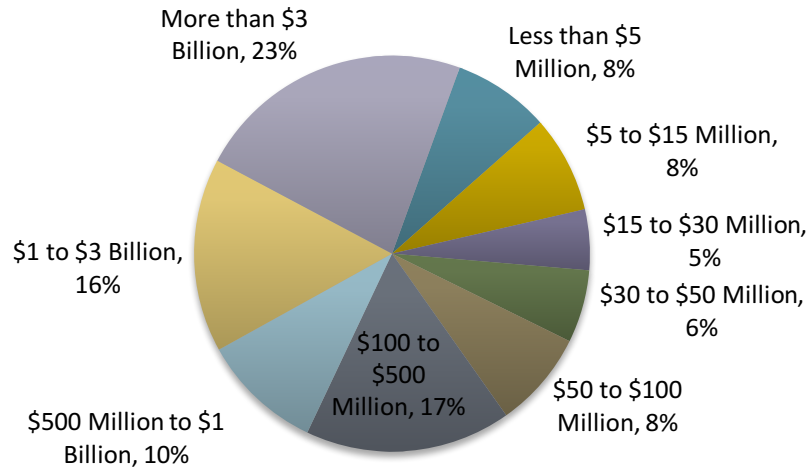
### *Number of Employees in Organization that CCO Runs Compliance for*

The chart below looks at only the number of employees in the portion of the organization that the Chief Compliance Officer runs compliance for.



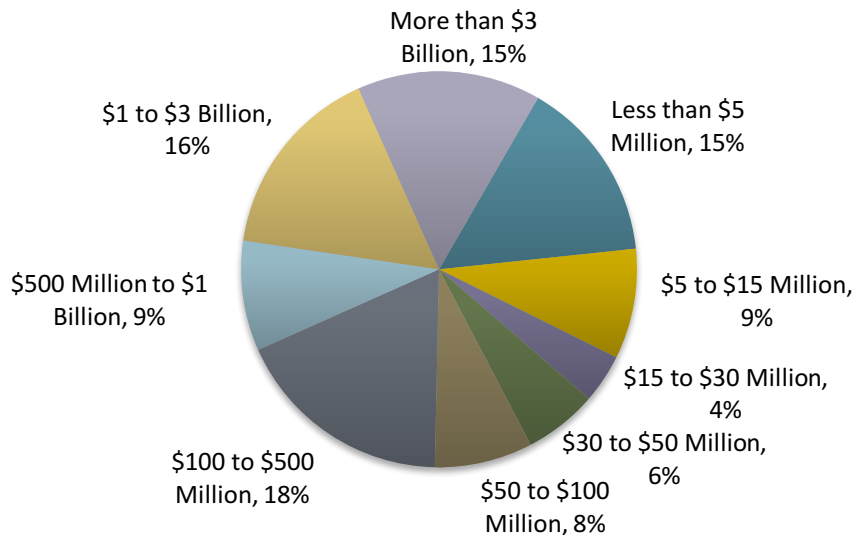
### *Annual Revenues of the Organization as a Whole*

The size of organizations' annual revenue also varied greatly. Approximately one-third of the respondents reported annual revenue of entire organization of less than \$100 million, while another quarter of the respondents reported annual revenue of over \$3 billion.



### *Annual Revenues of the Organization that CCO Runs Compliance for*

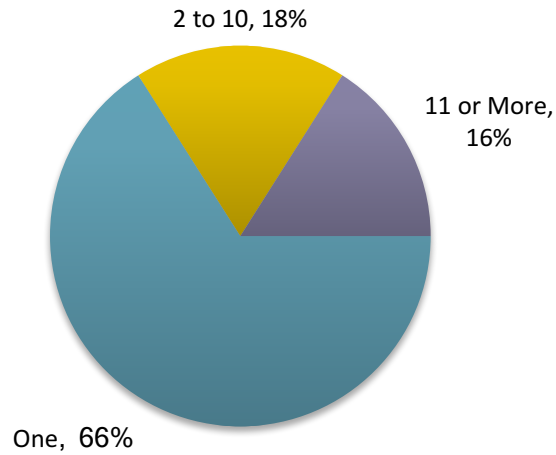
The chart below looks at only the annual revenues of the portion of the organization that the Chief Compliance Officer runs compliance for.





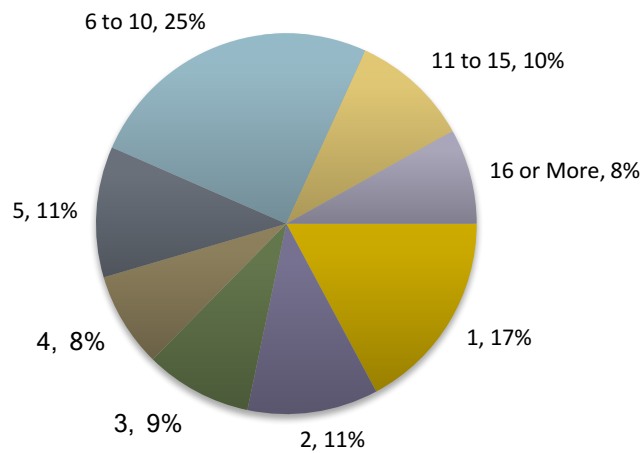
### *Number of Countries in Which Compliance is Managed*

One-third of the responding Chief Compliance Officers manage compliance in more than one country.



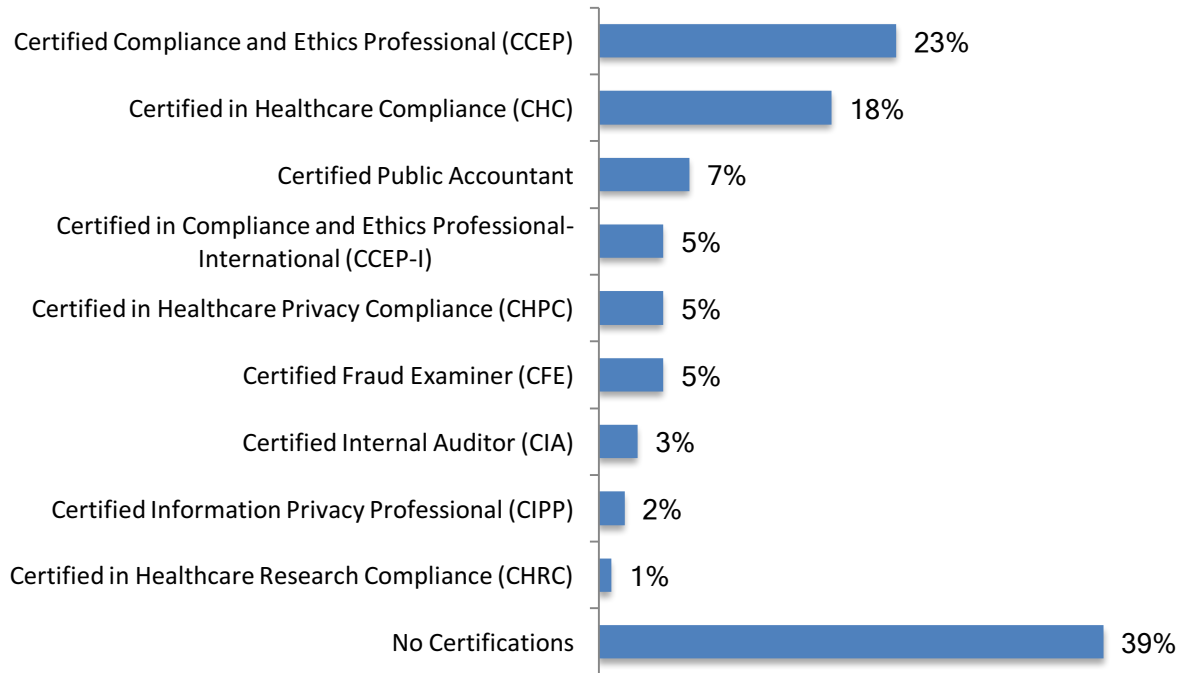
### *Number of Years Managing the Compliance Department*

The typical Chief Compliance Officer has managed their compliance department for five years. Nearly one out of five have managed the department for 11 or more years.



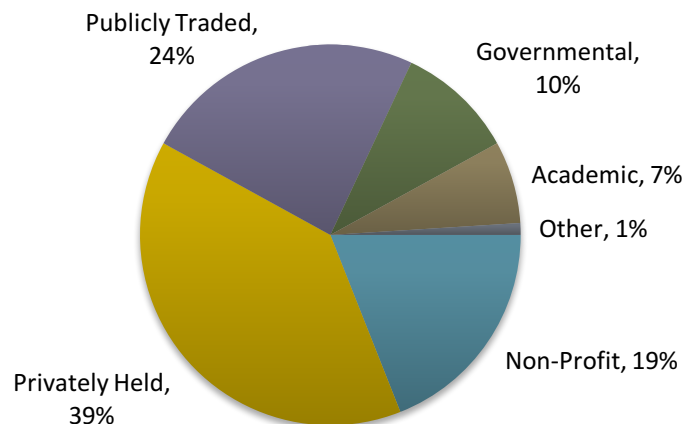
### Certifications

Nearly one-quarter of the survey respondents (23%) held a Certified Compliance and Ethics Professional (CCEP) certification. A significant percentage (18%) also held a Certified in Healthcare Compliance (CHC) certification. No other certification reached the 10% level. More than one-third of the respondents reported having no certification.



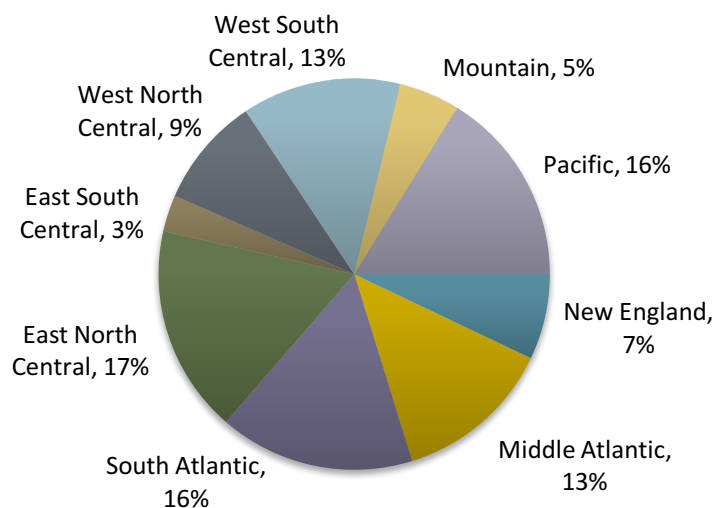
### Type of Organization

A large percentage of Chief Compliance Officers responding to the survey worked at privately held (39%) or publicly traded (24%) organizations. Nineteen percent of the respondents indicated that they worked at a non-profit.



### Geographic Region

The highest concentration of respondents was in the East North Central, South Atlantic, and Pacific regions. The lowest concentration of respondents was in the East South Central region.



**New England:** NH, VT, ME, MA, RI, CT

**Mid-Atlantic:** NJ, NY, PA

**South Atlantic:** DE, MD, DC, WV, VA, NC, SC, GA, FL

**East North Central:** WI, IL, IN, MI, OH

**East South Central:** KY, TN, MS, AL

**West North Central:** ND, SD, NE, KS, MN, IA, MO

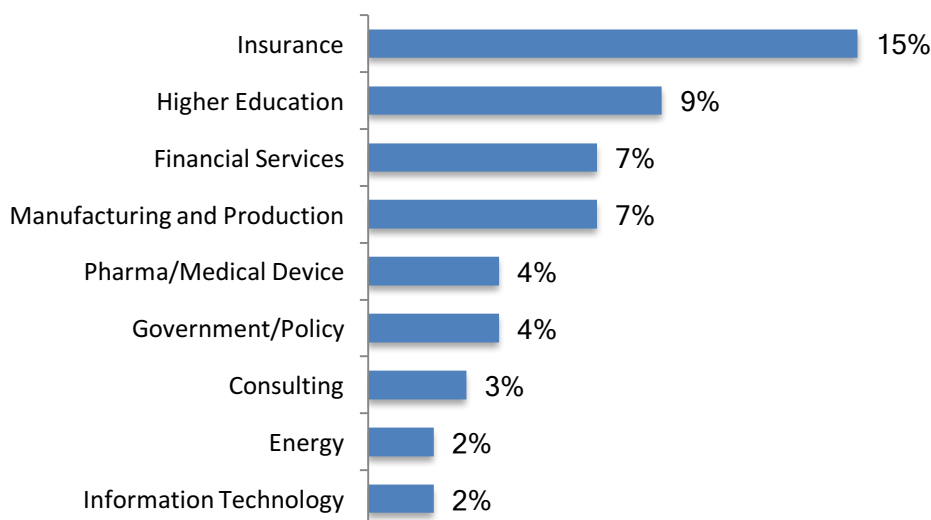
**West South Central:** TX, OK, AR, LA

**Mountain:** MT, ID, WY, NV, UT, CO, AZ, NM

**Pacific:** WA, OR, CA, AK, HI

### Type of Industry

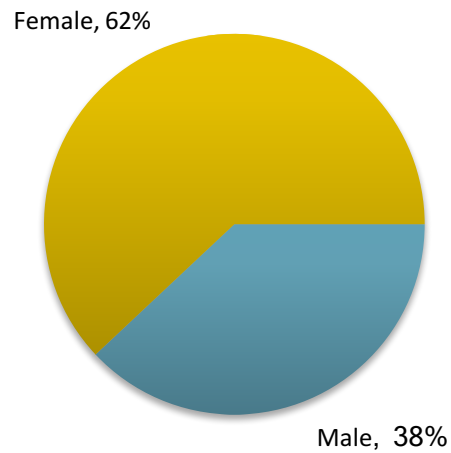
Insurance was the most represented industry, at 15%. Other well represented industries include higher education, financial services and manufacturing and production.



NOTE: No other industry represented more than 2% of the sample.

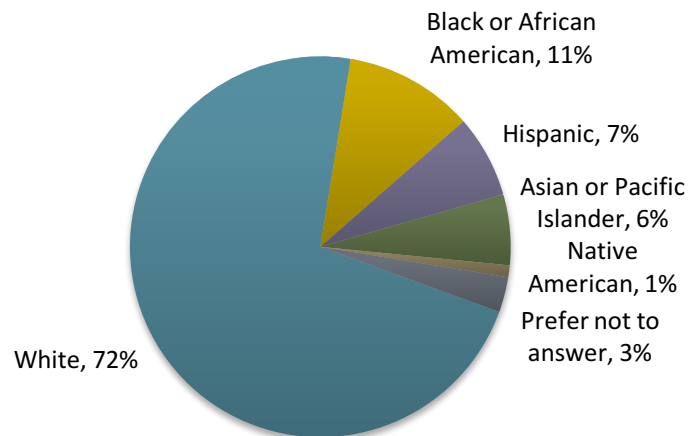
### *Gender*

Nearly 2 out of every 3 respondents to the survey were female.



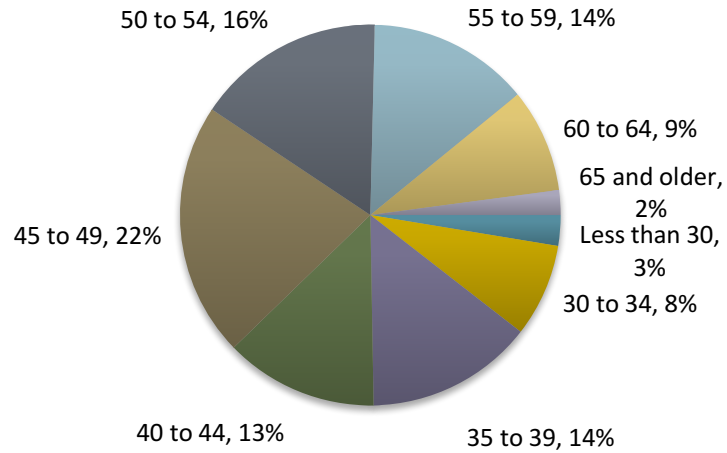
### *Ethnicity*

The vast majority of the survey respondents were White. Black or African American and Hispanic respondents made up 11% and 7% of the sample, respectively.



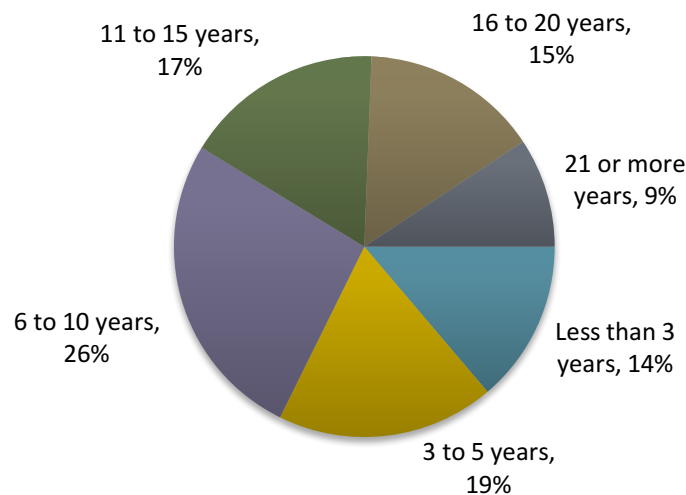
### *Age*

The typical respondent was 48 years old. Eleven percent were under 35 years of age. An equal percentage of the respondents was 60 years of age or older.



### *Years in Compliance Profession*

Respondents averaged eleven years in the compliance profession. One-third have worked in the compliance profession for 5 years or less.





## Executive Summary

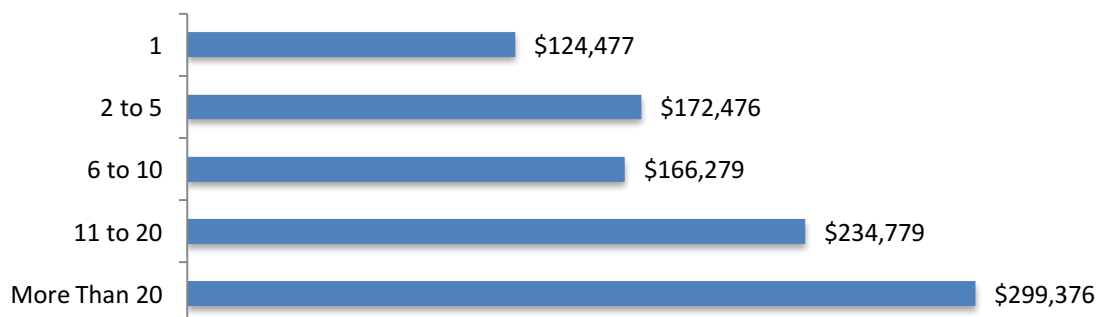
***Average Total Compensation\* by Percentage of Company's Legal and Regulatory Risk Areas CCO Involved in***

Chief Compliance Officer compensation showed very little correlation to the percentage of the company's legal and regulatory risk areas the CCO is involved in.



***Average Total Compensation\* by Number of Employees in the Compliance and Ethics Group Managed***

Compensation of Chief Compliance Officers showed a positive correlation to the number of employees in the compliance and ethics group managed. Chief Compliance Officers managing one employee earned average total cash compensation of \$124,477 while those managing more than 20 employees earned \$299,376.

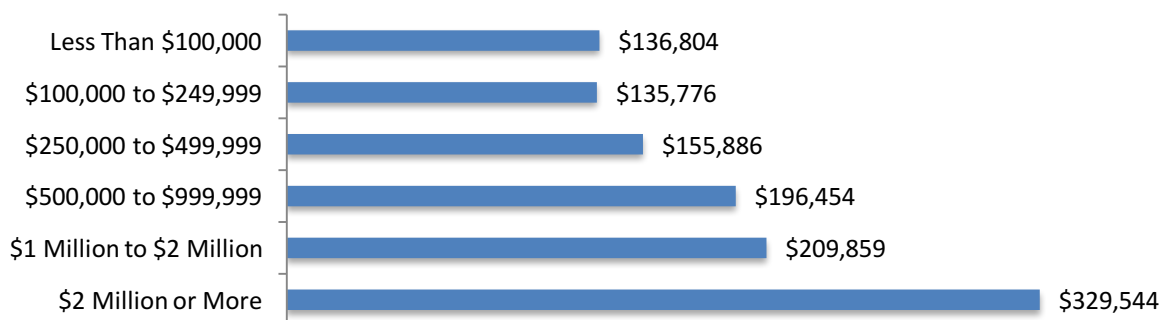


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<sup>+</sup> Total compensation is the sum of base salary and cash bonus.

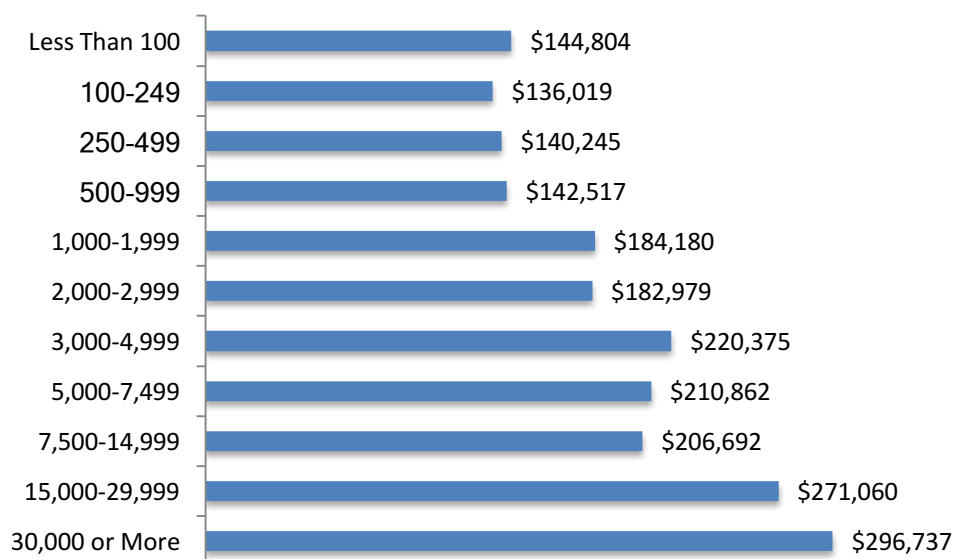
### *Average Total Compensation\* by Annual Compliance Budget Managed*

A direct correlation also existed between CCO total cash compensation and the annual compliance budget managed. Chief Compliance Officers managing an annual compliance budget of less than \$100,000 earned \$136,804 while those managing budgets of \$2 million or more earned \$329,544.



### *Average Total Compensation\* by Number of Employees that CCO Runs Compliance for*

Chief Compliance Officer compensation tended to increase as the size of the organization increased. It should be noted that CCOs at organizations with less than 100 employees may have had a higher executive level position or more than one position, which led to a higher average salary, than those working at organization with 100 to 999 employees.

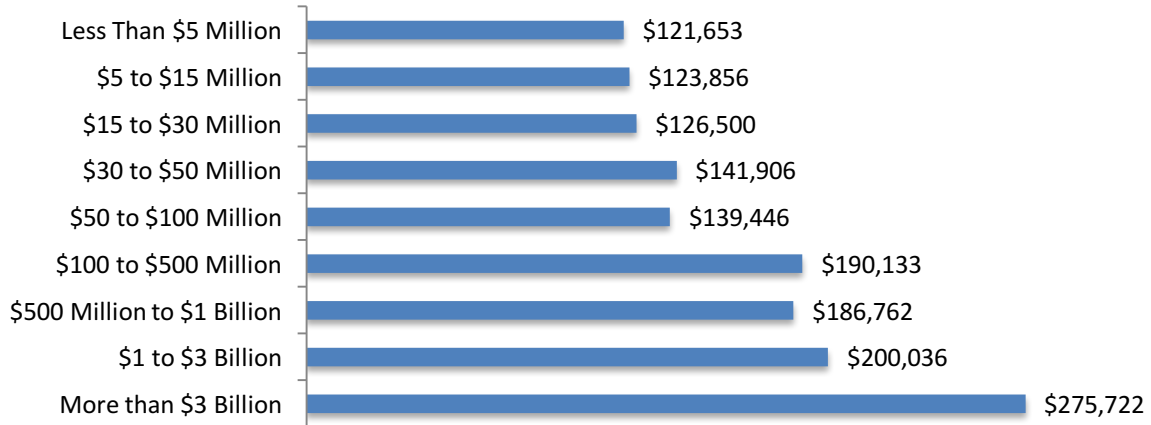


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\* Total compensation is the sum of base salary and cash bonus.

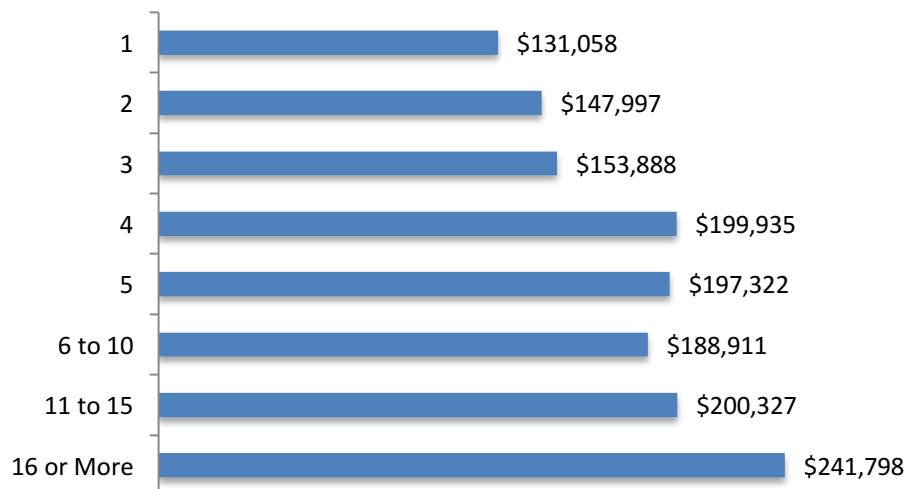
### *Average Total Compensation\* by Revenue that CCO Runs Compliance for*

A correlation existed between CCO compensation and annual revenue of the organizational unit that the CCO was responsible for.



### *Average Total Compensation\* by Number of Years Managing the Compliance Department*

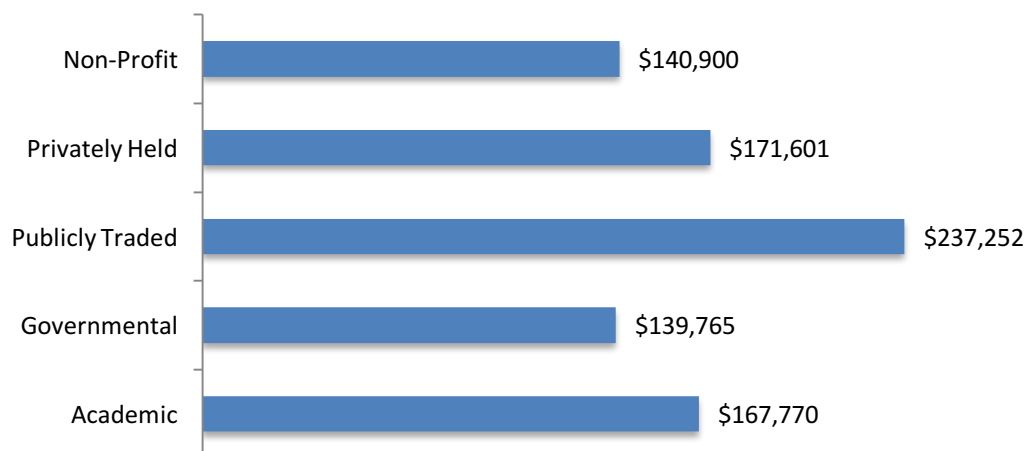
The number of years managing the compliance department tends to make a difference in Chief Compliance Officer compensation. Chief Compliance Officers with one year of experience managing the compliance department earned \$131,058 in compensation, on average. Those managing the compliance department for 16 or more years earned an average compensation of \$241,798.



\* Total compensation is the sum of base salary and cash bonus.

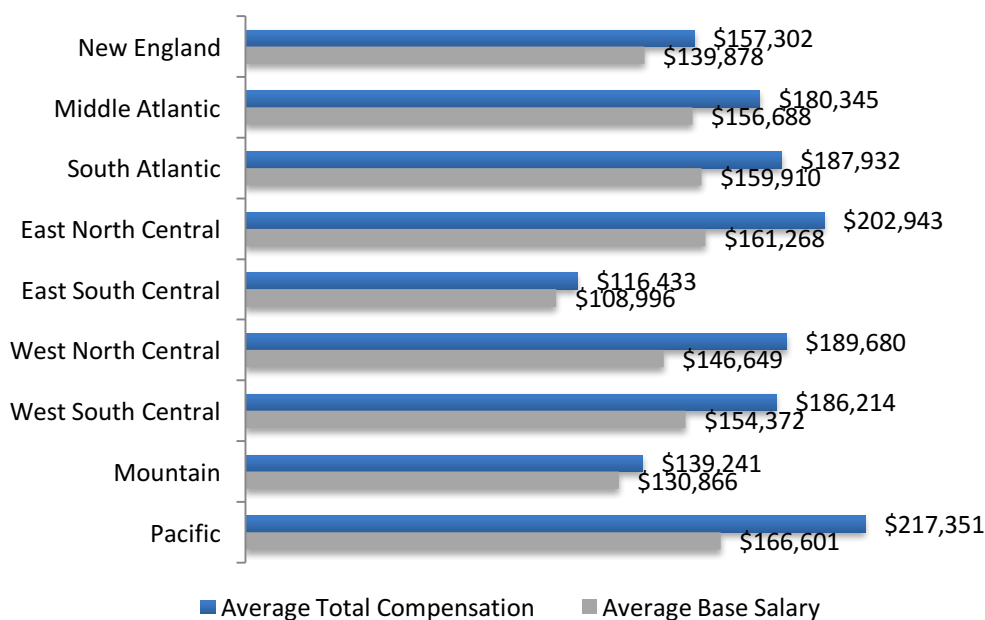
### *Average Total Compensation\* by Type of Organization*

Chief Compliance Officers working for publicly traded companies earned the highest average total cash compensation at \$237,252, followed by CCOs working at privately held companies at \$171,601. Those working at governmental organizations earned the lowest average compensation at \$139,765.



### *Average Total Compensation\* and Average Base Salary by Geographic Region*

Respondents located in the Pacific region averaged the highest average total compensation at \$217,351. The Pacific region also earned the highest cash bonus compensation. Those located in the East South Central region earned the least, at \$116,268 in total compensation.



\* Total compensation is the sum of base salary and cash bonus.



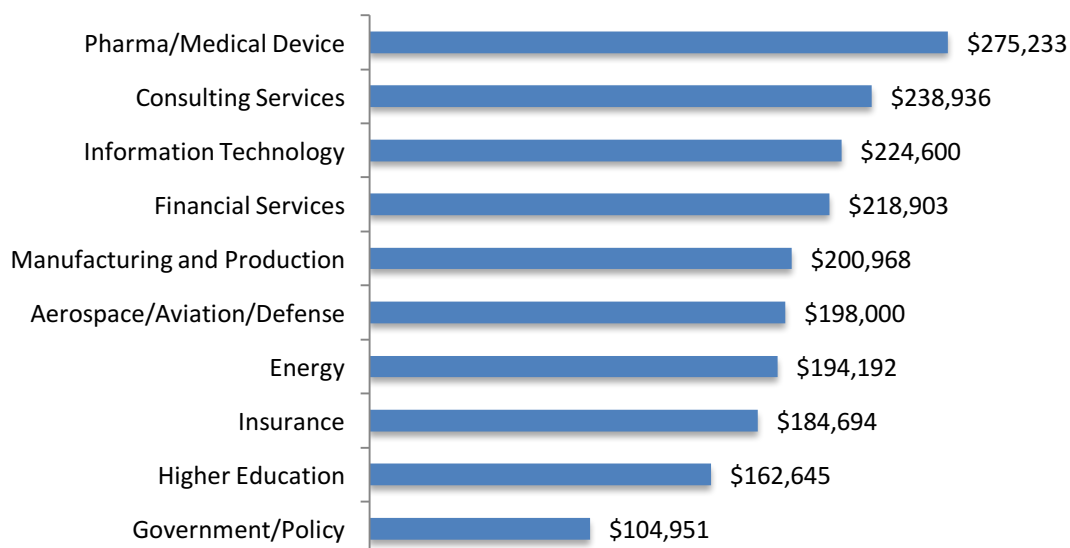
### *Average Total Compensation\* by Certification*

Chief Compliance Officers with a Certified Compliance and Ethics Professional-International (CCEP-I), Certified Compliance and Ethics Professional (CCEP), Certified Public Accountant (CPA) and Certified Internal Auditor (CIA) certification earned more than those without a certification.



### *Average Total Compensation\* by Industry*

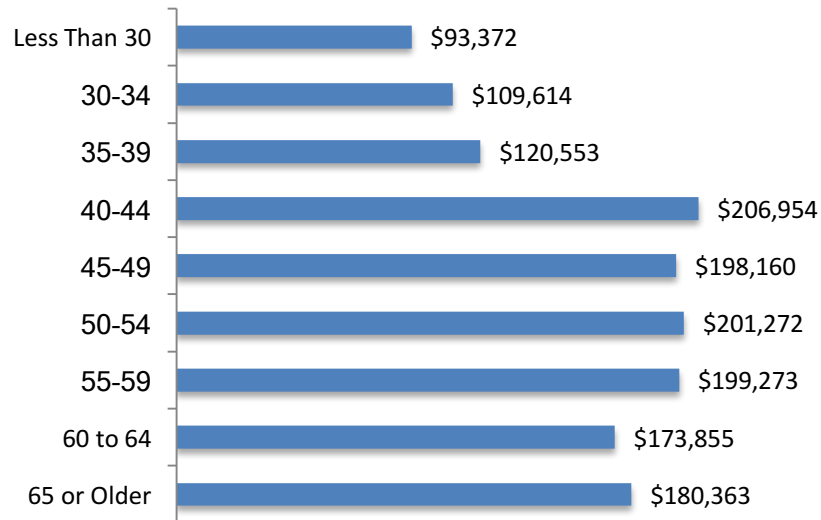
Respondents working in the Pharma/Medical Device, Consulting Services, Information Technology, Financial Services and Manufacturing and Production earned average total compensation over \$200,000. Those working in Government/Policy earned the lowest average compensation.



\* Total compensation is the sum of base salary and cash bonus.

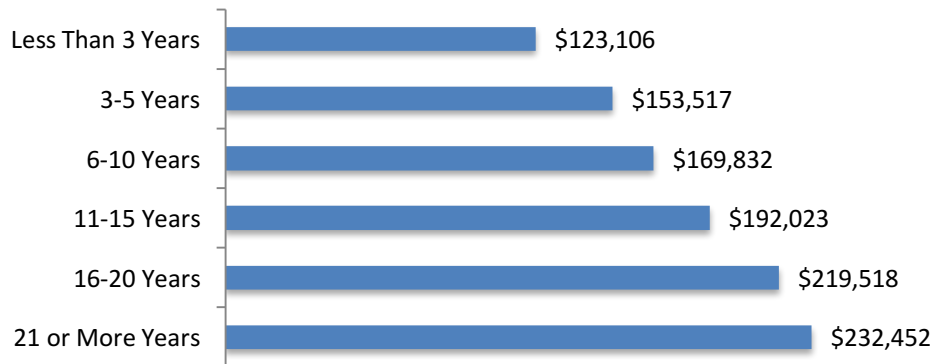
### *Average Total Compensation<sup>+</sup> by Age*

Compensation rises quickly for those less than 35 years of age and tends to peak for many in their 40s.



### *Average Total Compensation<sup>+</sup> Years in the Compliance Profession*

The number of years in the compliance profession had a direct correlation with compensation. CCOs with 21 or more years of experience earn over \$100,000 more than those with less than 3 years of experience.

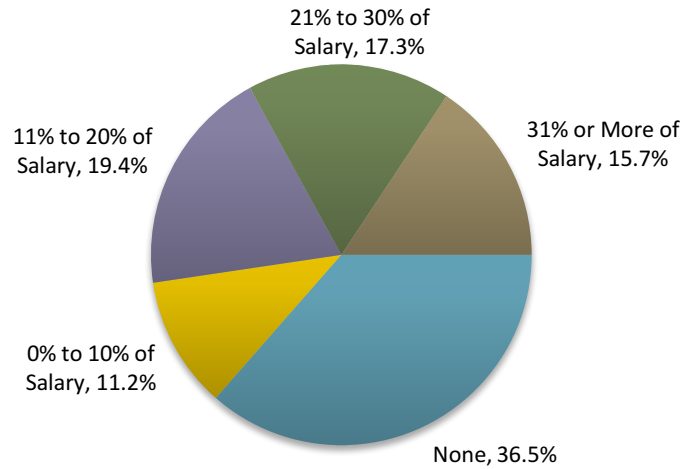


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<sup>+</sup> Total compensation is the sum of base salary and cash bonus.

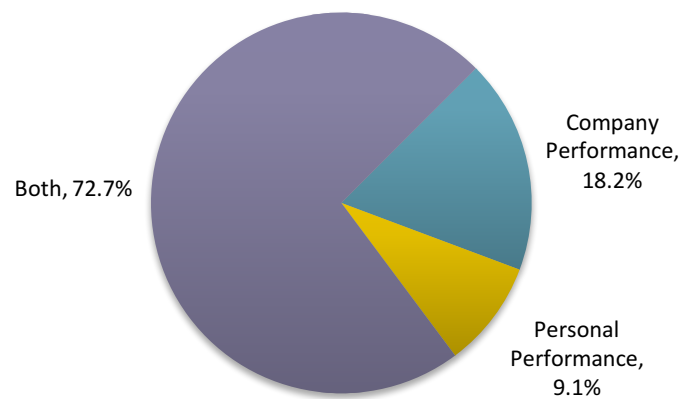
### *Amount of Bonus Eligible*

Nearly two-thirds (64%) of the responding Chief Compliance Officers are eligible for a bonus. One-third reported being bonus eligible for 21% or more of their salary.



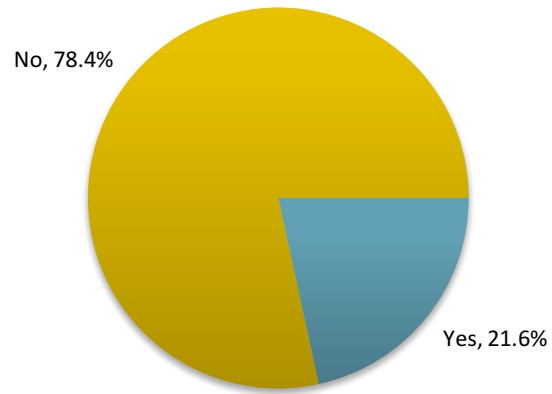
### *Basis of Bonus*

Of those eligible for a bonus, nearly three-quarters reported it being based on both company and personal performance.



### *Do you have a Contract?*

Only 22% of the responding Chief Compliance Officers have a contract.



### *Average Total Compensation<sup>+</sup> by Contract Status*

Chief Compliance Officers with a contract earned less than those without one.



---

<sup>+</sup> Total compensation is the sum of base salary and cash bonus.

## Salary Data

## Chief Compliance Officer

	Responses	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
<b>All Respondents</b>	436	\$146,529	\$142,500	\$100,000	\$186,250	\$177,752	\$155,500	\$105,000	\$220,000
<b>Percentage of Company's Legal and Regulatory Risk Areas CCO Involved in</b>									
26% to 50%	118	\$146,306	\$141,500	\$95,250	\$189,265	\$174,274	\$150,500	\$100,000	\$229,375
51% to 75%	135	\$149,957	\$143,000	\$105,000	\$188,000	\$189,280	\$160,000	\$106,413	\$229,500
76% to 100%	183	\$144,144	\$140,000	\$98,000	\$185,000	\$171,490	\$157,000	\$109,500	\$210,500
<b>Certifications</b>									
Certified Public Accountant (CPA)	29	\$153,759	\$143,000	\$108,000	\$199,000	\$199,598	\$175,000	\$126,900	\$239,740
Certified Compliance and Ethics Professional (CCEP)	99	\$163,230	\$160,000	\$126,500	\$189,000	\$201,677	\$180,000	\$134,250	\$229,500
Certified In Healthcare Compliance (CHC)	79	\$138,979	\$130,000	\$110,000	\$171,500	\$149,186	\$142,000	\$110,000	\$184,000
Certified In Healthcare Research Compliance (CHRC)	6	\$142,750	\$139,500	\$122,000	\$164,500	\$147,250	\$144,500	\$122,000	\$176,750
Certified In Healthcare Privacy Compliance (CHPC)	21	\$149,567	\$143,000	\$113,000	\$175,000	\$163,829	\$167,500	\$113,000	\$180,000
Certified Fraud Examiner (CFE)	20	\$146,235	\$141,000	\$107,500	\$200,000	\$169,505	\$163,500	\$107,500	\$233,750
Certified Internal Auditor (CIA)	12	\$142,767	\$155,000	\$121,250	\$185,250	\$181,062	\$180,500	\$160,750	\$217,435
Certified Compliance and Ethics Professional-International (CCEP-I)	19	\$164,747	\$157,500	\$98,000	\$221,000	\$245,463	\$200,000	\$116,250	\$264,300
No Certifications	174	\$140,920	\$132,477	\$89,250	\$185,000	\$168,023	\$142,000	\$92,250	\$225,750
<b>Number of Employees In The Compliance and Ethics Group Managed</b>									
1	93	\$112,442	\$108,000	\$80,500	\$150,000	\$124,477	\$112,000	\$80,500	\$151,000
2 to 5	200	\$146,339	\$141,500	\$104,000	\$185,000	\$172,476	\$161,284	\$109,375	\$220,000
6 to 10	66	\$147,423	\$156,000	\$111,000	\$185,000	\$166,279	\$166,250	\$114,750	\$210,000
11 to 20	37	\$160,629	\$165,000	\$120,000	\$211,000	\$234,779	\$185,000	\$120,000	\$260,000
More Than 20	37	\$214,284	\$225,000	\$130,000	\$280,000	\$299,376	\$260,000	\$168,000	\$390,000
<b>Annual Compliance Budget Managed</b>									
Less Than \$100,000	75	\$118,846	\$110,000	\$82,250	\$145,000	\$136,804	\$114,750	\$84,500	\$171,500
\$100,000 to \$249,999	34	\$121,600	\$126,700	\$81,500	\$155,750	\$135,776	\$136,977	\$92,000	\$178,750
\$250,000 to \$499,999	40	\$142,209	\$140,000	\$117,875	\$175,000	\$155,886	\$157,500	\$123,875	\$183,625
\$500,000 to \$999,999	52	\$166,263	\$166,750	\$130,750	\$191,015	\$196,454	\$186,000	\$149,000	\$238,250
\$1 to \$2 Million	56	\$175,059	\$182,500	\$149,000	\$205,750	\$209,859	\$200,000	\$159,750	\$253,750
\$2 Million or More	47	\$221,580	\$225,000	\$190,000	\$260,000	\$329,544	\$272,000	\$218,500	\$395,000
<b>Number of Employees That CCO Runs Compliance For</b>									
Less Than 100	73	\$122,196	\$110,000	\$84,000	\$160,000	\$144,804	\$113,000	\$85,000	\$167,000
100-249	53	\$122,106	\$114,000	\$92,000	\$147,000	\$136,019	\$115,000	\$92,000	\$180,000
250-499	38	\$123,813	\$121,750	\$96,250	\$155,250	\$140,245	\$135,000	\$97,000	\$183,000
500-999	60	\$124,311	\$113,500	\$79,775	\$162,000	\$142,517	\$125,750	\$79,775	\$178,750
1,000-1,999	41	\$145,402	\$145,000	\$110,000	\$190,000	\$184,180	\$155,000	\$110,000	\$210,000
2,000-2,999	24	\$164,063	\$165,000	\$126,500	\$202,500	\$182,979	\$176,500	\$137,500	\$235,000
3,000-4,999	32	\$171,906	\$169,000	\$125,000	\$209,500	\$220,375	\$205,500	\$139,250	\$269,250
5,000-7,499	28	\$166,462	\$162,500	\$109,125	\$199,250	\$210,862	\$187,500	\$109,425	\$253,000
7,500-14,999	34	\$173,163	\$177,000	\$154,893	\$193,672	\$206,692	\$206,000	\$169,750	\$237,000
15,000-29,999	25	\$201,780	\$188,000	\$175,000	\$212,000	\$271,060	\$212,000	\$185,000	\$280,000
30,000 or More	22	\$216,123	\$241,604	\$151,750	\$260,000	\$296,737	\$284,500	\$172,500	\$388,302

## Salary Data

		Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Responses									
Annual Revenues of Part of Organization That The CCO Runs Compliance For									
Less Than \$5 Million	58	\$103,781	\$100,000	\$67,750	\$125,000	\$121,653	\$100,000	\$72,000	\$150,000
\$5 to \$15 Million	38	\$107,359	\$95,500	\$69,483	\$154,000	\$123,856	\$109,750	\$70,033	\$167,500
\$15 to \$30 Million	16	\$124,844	\$125,200	\$91,450	\$145,000	\$126,500	\$125,950	\$98,975	\$146,250
\$30 to \$50 Million	24	\$123,587	\$102,000	\$84,575	\$147,500	\$141,906	\$105,617	\$84,575	\$193,750
\$50 to \$100 Million	34	\$125,106	\$126,000	\$97,000	\$155,715	\$139,446	\$135,377	\$101,250	\$175,000
\$100 to \$500 Million	70	\$150,373	\$149,000	\$108,250	\$199,500	\$190,133	\$169,000	\$109,050	\$220,000
\$500 Million to \$1 Billion	38	\$157,828	\$158,750	\$130,000	\$193,100	\$186,762	\$179,000	\$136,625	\$215,450
\$1 to \$3 Billion	63	\$170,433	\$175,000	\$142,500	\$200,000	\$200,036	\$200,000	\$146,000	\$239,000
More Than \$3 Billion	63	\$202,638	\$190,000	\$165,500	\$250,000	\$275,722	\$230,000	\$181,500	\$360,750
Number of Countries In Which Compliance Is Managed									
1	286	\$134,823	\$128,500	\$95,000	\$175,000	\$154,903	\$135,900	\$100,000	\$185,375
2 or More	146	\$169,722	\$169,000	\$117,750	\$216,500	\$223,354	\$202,500	\$137,250	\$262,250
Type of Industry									
Aerospace/Aviation/Defense	10	\$170,500	\$182,500	\$132,500	\$203,750	\$198,000	\$198,000	\$145,750	\$252,500
Consulting Services	12	\$209,103	\$212,000	\$163,000	\$242,000	\$238,936	\$252,000	\$195,750	\$277,558
Energy	10	\$144,992	\$144,000	\$94,390	\$171,250	\$194,192	\$168,000	\$98,140	\$311,875
Financial Services	30	\$160,218	\$168,000	\$130,000	\$199,750	\$218,903	\$184,000	\$160,500	\$272,500
Government/Policy	19	\$104,425	\$95,000	\$74,500	\$132,500	\$104,951	\$95,000	\$74,500	\$134,250
Higher Education	41	\$158,767	\$165,000	\$125,000	\$186,000	\$162,645	\$168,000	\$125,000	\$188,000
Information Technology	9	\$161,267	\$185,000	\$100,000	\$204,000	\$224,600	\$185,000	\$100,000	\$276,400
Insurance	64	\$157,115	\$143,500	\$109,750	\$185,000	\$184,694	\$152,000	\$114,500	\$210,000
Manufacturing and Production	31	\$159,348	\$165,000	\$115,000	\$188,843	\$200,968	\$205,000	\$115,000	\$246,500
Pharma/Medical Devices	18	\$179,344	\$176,500	\$126,250	\$212,500	\$275,233	\$225,000	\$135,000	\$276,000
Number of Years Managing The Compliance Department									
1	66	\$116,202	\$102,500	\$75,000	\$142,500	\$131,058	\$106,500	\$77,250	\$147,500
2	49	\$129,950	\$133,954	\$70,000	\$175,000	\$147,997	\$145,000	\$73,300	\$190,000
3	40	\$131,909	\$125,700	\$93,450	\$165,750	\$153,888	\$133,450	\$98,630	\$197,750
4	36	\$167,147	\$169,000	\$130,000	\$221,250	\$199,935	\$184,500	\$148,250	\$252,500
5	48	\$153,620	\$130,000	\$108,750	\$188,000	\$197,322	\$173,000	\$110,000	\$238,500
6 to 10	106	\$153,678	\$144,500	\$109,125	\$185,000	\$188,911	\$166,000	\$118,125	\$215,700
11 to 15	46	\$162,718	\$166,250	\$127,000	\$200,000	\$200,327	\$174,000	\$130,250	\$246,000
16 or More	34	\$181,001	\$187,000	\$142,750	\$220,000	\$241,798	\$201,000	\$146,250	\$274,250
Type of Organization									
Non-Profit	84	\$126,403	\$124,250	\$88,750	\$155,000	\$140,900	\$126,625	\$91,750	\$173,350
Privately Held	164	\$141,746	\$131,500	\$95,925	\$185,500	\$171,601	\$154,500	\$100,000	\$225,000
Publicly Traded	103	\$170,275	\$165,000	\$130,000	\$204,500	\$237,252	\$200,000	\$145,500	\$275,700
Governmental	42	\$137,884	\$130,000	\$92,000	\$184,500	\$139,765	\$130,000	\$92,000	\$184,500
Academic	30	\$162,803	\$171,500	\$126,000	\$189,500	\$167,770	\$179,000	\$126,000	\$193,750
Other	6	\$148,333	\$136,000	\$109,750	\$166,750	\$192,250	\$141,000	\$113,375	\$166,750
Number of Compliance Program Elements									
7 or More Elements	337	\$155,012	\$150,000	\$108,000	\$195,000	\$189,060	\$170,000	\$110,000	\$235,000
8 or More Elements	292	\$155,863	\$150,000	\$108,000	\$195,750	\$190,791	\$171,500	\$112,000	\$235,000
9 or More Elements	233	\$158,539	\$152,000	\$110,000	\$200,000	\$194,831	\$175,000	\$114,000	\$238,000
All Elements	162	\$161,450	\$156,500	\$112,250	\$200,000	\$202,408	\$181,000	\$116,700	\$249,500

## Salary Data

	Responses	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Geographic Region									
New England	23	\$139,878	\$135,000	\$118,750	\$175,000	\$157,302	\$146,000	\$119,500	\$200,000
Middle Atlantic	41	\$156,688	\$170,000	\$90,000	\$193,000	\$180,345	\$174,400	\$118,000	\$220,000
South Atlantic	50	\$159,910	\$159,000	\$115,625	\$193,000	\$187,932	\$169,000	\$121,250	\$233,000
East North Central	53	\$161,268	\$150,000	\$120,000	\$189,686	\$202,943	\$169,000	\$131,000	\$231,686
East South Central	8	\$108,996	\$115,000	\$72,500	\$127,875	\$116,433	\$117,000	\$74,000	\$147,500
West North Central	24	\$146,649	\$141,784	\$106,750	\$181,250	\$189,680	\$173,500	\$106,750	\$222,500
West South Central	41	\$154,372	\$143,000	\$120,000	\$195,000	\$186,214	\$182,000	\$120,000	\$227,500
Mountain	16	\$130,866	\$116,000	\$108,750	\$150,750	\$139,241	\$123,500	\$108,750	\$160,000
Pacific	50	\$166,601	\$150,500	\$104,750	\$225,500	\$217,351	\$155,250	\$112,500	\$256,750
Age									
Less Than 30	10	\$81,582	\$61,000	\$25,200	\$87,265	\$93,372	\$68,500	\$34,525	\$91,015
30-34	33	\$98,220	\$92,000	\$69,300	\$118,000	\$109,614	\$95,000	\$69,300	\$127,000
35-39	61	\$110,912	\$108,000	\$75,000	\$135,000	\$120,553	\$109,500	\$75,650	\$151,000
40-44	55	\$155,173	\$150,000	\$112,000	\$175,000	\$206,954	\$175,000	\$112,000	\$224,750
45-49	91	\$163,386	\$154,858	\$120,000	\$196,500	\$198,160	\$179,000	\$125,000	\$251,500
50-54	68	\$161,570	\$158,750	\$109,250	\$204,000	\$201,272	\$172,500	\$114,313	\$267,500
55-59	58	\$157,431	\$161,000	\$120,125	\$194,500	\$199,273	\$180,000	\$130,000	\$231,265
60 to 64	38	\$155,432	\$162,500	\$115,000	\$201,000	\$173,855	\$171,500	\$125,000	\$210,000
65 or Older	9	\$172,696	\$140,000	\$128,000	\$230,000	\$180,363	\$171,000	\$128,000	\$230,000
Years In Compliance Profession									
Less Than 3 Years	59	\$111,994	\$108,000	\$63,000	\$148,500	\$123,106	\$109,000	\$64,000	\$157,429
3-5 Years	79	\$131,231	\$120,000	\$79,250	\$181,750	\$153,517	\$140,000	\$82,000	\$220,000
6-10 Years	114	\$140,416	\$130,000	\$100,000	\$175,000	\$169,832	\$149,000	\$105,000	\$208,188
11-15 Years	75	\$161,002	\$155,000	\$114,750	\$189,843	\$192,023	\$168,000	\$117,500	\$228,500
16-20 Years	67	\$173,179	\$175,000	\$130,500	\$211,000	\$219,518	\$190,000	\$131,750	\$272,500
21 or More Years	41	\$173,615	\$170,000	\$133,000	\$205,000	\$232,452	\$186,000	\$155,000	\$257,000
Contract Status									
Has a contract	91	\$136,741	\$140,000	\$82,000	\$182,750	\$169,053	\$154,000	\$86,000	\$218,633
No contract	342	\$149,320	\$143,000	\$106,318	\$187,300	\$180,506	\$157,250	\$109,000	\$223,750



## Detailed Results

## Detailed Results

	All Respondents	Annual Compliance Budget Managed					
		Less Than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 to \$2 Million	\$2 Million or More
Are you the Chief Compliance Officer for:							
Responses	444	75	34	41	54	56	47
Your organization as a whole	66%	59%	68%	80%	81%	70%	70%
A division or operating unit of the organization	34%	41%	32%	20%	19%	30%	30%
Percentage indicating involvement in the following compliance program elements:							
Responses	444	75	34	41	54	56	47
Compliance/auditing/monitoring	91%	77%	88%	98%	96%	98%	96%
Compliance education	93%	83%	88%	100%	94%	98%	96%
Compliance investigations	86%	83%	71%	88%	94%	91%	91%
Hot line/anonymous reporting	68%	60%	56%	78%	76%	79%	74%
Reporting to the board	71%	57%	74%	76%	81%	80%	85%
Compliance risk assessments	88%	81%	88%	95%	85%	93%	96%
Compliance discipline/incentives	60%	47%	65%	61%	63%	77%	72%
Code of conduct	74%	67%	74%	78%	72%	80%	87%
Policies and procedures	96%	93%	88%	100%	94%	98%	98%
Measuring program effectiveness	80%	64%	79%	80%	89%	93%	91%
How much of your company's legal and regulatory risk areas are you responsible for managing?							
Responses	444	75	34	41	54	56	47
26%-50%	0%	0%	0%	0%	0%	0%	0%
51%-75%	27%	24%	24%	12%	26%	32%	26%
76%-100%	31%	35%	26%	34%	30%	34%	40%
	42%	41%	50%	54%	44%	34%	34%
How many employees, including yourself, are there in the compliance and ethics group you manage?							
Responses	441	74	34	41	52	56	47
1	22%	43%	26%	10%	6%	4%	4%
2 to 5	46%	42%	65%	78%	67%	36%	11%
6 to 10	15%	8%	3%	7%	19%	41%	11%
11 to 15	5%	1%	3%	5%	2%	13%	11%
16 to 20	4%	3%	3%	0%	0%	2%	17%
21 to 30	3%	0%	0%	0%	2%	2%	19%
31 to 40	1%	0%	0%	0%	2%	2%	6%
41 to 50	1%	0%	0%	0%	0%	2%	9%
More than 50	3%	3%	0%	0%	2%	0%	13%
Annual compliance budget managed:							
Responses	307	75	34	41	54	56	47
Average	\$1,375,391	\$27,093	\$144,412	\$316,065	\$594,340	\$1,212,054	\$6,433,511
Median	\$500,000	\$20,000	\$150,000	\$300,000	\$550,000	\$1,200,000	\$4,000,000
25th percentile	\$100,000	\$0	\$100,000	\$275,000	\$500,000	\$1,000,000	\$2,500,000
75th percentile	\$1,100,000	\$50,000	\$185,000	\$350,000	\$650,000	\$1,425,000	\$7,250,000

## Detailed Results

	All Respondents	Annual Compliance Budget Managed					
		Less Than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 to \$2 Million	\$2 Million or More
Approximately how many employees work in your organization as a whole?							
Responses	443	75	33	41	54	56	47
Less than 100	11%	21%	15%	17%	4%	4%	6%
100 - 249	10%	17%	12%	12%	4%	2%	2%
250 - 499	7%	9%	6%	15%	11%	4%	0%
500 - 999	13%	15%	15%	5%	15%	13%	2%
1,000 - 1,999	9%	7%	12%	5%	6%	5%	11%
2,000 - 2,999	7%	7%	9%	12%	9%	5%	9%
3,000 - 4,999	8%	7%	9%	5%	15%	9%	11%
5,000 - 7,499	7%	4%	6%	12%	6%	9%	6%
7,500 - 9,999	2%	0%	0%	2%	2%	2%	2%
10,000 - 14,999	8%	1%	3%	7%	11%	16%	9%
15,000 - 19,999	3%	4%	0%	0%	6%	7%	6%
20,000 - 29,999	5%	1%	3%	2%	2%	14%	9%
30,000 - 49,999	3%	1%	3%	2%	4%	0%	13%
50,000 - 74,999	2%	4%	3%	0%	6%	2%	4%
75,000 - 99,999	2%	1%	3%	0%	2%	2%	0%
100,000 +	2%	0%	0%	2%	0%	7%	11%

### Approximately how many employees work in the portion of your organization that you run compliance for?

Responses	438	73	34	41	54	56	47
Less than 100	17%	30%	18%	29%	7%	9%	11%
100 - 249	12%	23%	12%	10%	6%	4%	0%
250 - 499	9%	11%	9%	15%	17%	4%	0%
500 - 999	14%	12%	18%	10%	9%	14%	4%
1,000 - 1,999	10%	3%	12%	5%	9%	7%	15%
2,000 - 2,999	6%	7%	6%	10%	9%	5%	4%
3,000 - 4,999	8%	4%	9%	2%	13%	9%	13%
5,000 - 7,499	7%	3%	9%	10%	6%	9%	6%
7,500 - 9,999	2%	0%	0%	0%	4%	5%	4%
10,000 - 14,999	6%	1%	3%	2%	9%	14%	6%
15,000 - 19,999	2%	0%	0%	0%	0%	7%	11%
20,000 - 29,999	4%	1%	3%	2%	4%	11%	9%
30,000 - 49,999	2%	3%	3%	2%	2%	2%	4%
50,000 - 74,999	1%	1%	0%	0%	4%	0%	4%
75,000 - 99,999	0%	0%	0%	0%	2%	0%	0%
100,000 +	1%	0%	0%	2%	0%	0%	9%

### What are the annual revenues of the organization you work for?

Responses	410	69	34	40	53	54	46
Less than \$5 million	8%	20%	0%	5%	4%	0%	2%
\$5 to \$15 million	8%	9%	9%	15%	0%	7%	2%
\$15 to \$30 million	5%	6%	12%	8%	6%	4%	0%
\$30 to \$50 million	6%	9%	6%	3%	6%	0%	4%
\$50 to \$100 million	8%	7%	18%	8%	11%	2%	2%
\$100 to \$500 million	17%	14%	24%	28%	17%	4%	11%
\$500 million to \$1 billion	10%	9%	6%	15%	13%	17%	0%
\$1 to \$3 billion	16%	7%	15%	15%	21%	33%	22%
More than \$3 billion	23%	19%	12%	5%	23%	33%	57%

## Detailed Results

	All Respondents	Annual Compliance Budget Managed					
		Less Than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 to \$2 Million	\$2 Million or More
What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?							
Responses	410	70	32	40	53	53	47
Less than \$5 million	15%	33%	6%	13%	8%	2%	4%
\$5 to \$15 million	9%	10%	6%	13%	2%	6%	4%
\$15 to \$30 million	4%	6%	9%	3%	4%	4%	0%
\$30 to \$50 million	6%	9%	6%	3%	6%	0%	4%
\$50 to \$100 million	8%	10%	22%	8%	8%	2%	0%
\$100 to \$500 million	18%	11%	25%	28%	21%	9%	15%
\$500 million to \$1 billion	9%	6%	3%	18%	17%	19%	0%
\$1 to \$3 billion	16%	9%	16%	13%	19%	38%	21%
More than \$3 billion	15%	7%	6%	5%	17%	21%	51%
For how many countries do you manage compliance?							
Responses	439	74	34	41	52	56	46
1	66%	72%	65%	73%	63%	54%	39%
2 to 5	14%	15%	18%	15%	17%	14%	13%
6 to 10	4%	5%	9%	2%	2%	2%	7%
11 or more	16%	8%	9%	10%	17%	30%	41%
Highest level of education attained:							
Responses	444	75	34	41	54	56	47
Some college	6%	7%	3%	2%	9%	2%	2%
Bachelor's degree	24%	27%	21%	22%	26%	23%	15%
MBA	14%	16%	26%	17%	7%	14%	19%
Master's degree (non-MBA)	18%	19%	21%	29%	9%	13%	6%
JD	36%	29%	29%	29%	43%	46%	55%
PhD	2%	3%	0%	0%	6%	2%	2%
Where do you work?							
Responses	422	71	32	40	54	51	45
United States	84%	77%	75%	85%	93%	84%	89%
North America (outside US)	3%	6%	0%	0%	6%	2%	2%
South America	4%	6%	9%	3%	0%	6%	4%
Europe	5%	7%	3%	8%	0%	4%	4%
Asia	3%	3%	6%	5%	0%	2%	0%
Middle East	0%	0%	0%	0%	0%	0%	0%
Africa	1%	1%	3%	0%	0%	2%	0%
Australia	0%	0%	3%	0%	2%	0%	0%
Gender:							
Responses	434	73	34	40	53	55	45
Male	38%	40%	50%	43%	38%	44%	51%
Female	62%	60%	50%	58%	62%	56%	49%
	0%	0%	0%	0%	0%	0%	0%

## Detailed Results

	All Respondents	Annual Compliance Budget Managed					
			\$100,000	\$250,000	\$500,000		
		Less Than \$100,000	to \$249,999	to \$499,999	to \$999,999	\$1 to \$2 Million	\$2 Million or More
Ethnicity (multiple responses allowed):							
Responses	444	75	34	41	54	56	47
White (non-Hispanic origin)	72%	67%	68%	88%	80%	79%	64%
Black or African American	11%	17%	9%	0%	7%	11%	13%
Hispanic	7%	9%	9%	5%	7%	4%	9%
Asian or Pacific Islander	6%	7%	12%	5%	2%	4%	6%
Native American or Alaskan Native	1%	0%	0%	0%	2%	2%	0%
Other ethnicity	0%	1%	0%	0%	0%	0%	0%
Prefer not to answer	3%	0%	0%	2%	4%	2%	11%
Current Age:							
Responses	430	74	33	41	53	55	46
Average	47	46	45	47	50	51	47
Median	48	48	45	47	50	53	48
25th percentile	40	40	35	38	44	45	42
75th percentile	54	54	53	53	57	58	52
Years in Compliance Profession:							
Responses	443	75	34	41	54	56	47
Average	11	9	9	12	12	14	13
Median	10	8	6	10	11	15	11
25th percentile	5	3	4	8	5	8	6
75th percentile	15	12	10	15	20	18	17
Years with Current Employer:							
Responses	443	75	34	41	54	56	47
Average	7	7	7	7	9	7	9
Median	5	5	5	3	7	5	6
25th percentile	2	2	2	2	3	2	4
75th percentile	10	11	9	10	11	10	13
Years Holding Current Job Title:							
Responses	441	75	34	41	53	56	46
Average	4	4	4	4	5	5	4
Median	3	3	3	2	3	3	4
25th percentile	1	1	2	1	1	2	2
75th percentile	5	6	4	6	7	6	4

## Detailed Results

	All Respondents	Annual Compliance Budget Managed					
		Less Than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 to \$2 Million	\$2 Million or More
Percentage holding the following certifications:							
Responses	444	75	34	41	54	56	47
Leading Professional in Ethics & Compliance (LPEC)	2%	4%	3%	2%	0%	4%	0%
Certified Public Accountant (CPA)	7%	4%	15%	10%	13%	5%	6%
Certified Compliance and Ethics Professional (CCEP)	23%	16%	26%	24%	31%	27%	26%
Certified Compliance and Ethics Professional International (CCEP-I)	5%	4%	6%	2%	6%	2%	15%
Certified in Healthcare Compliance (CHC)	18%	23%	15%	24%	17%	16%	9%
Certified in Healthcare Research Compliance (CHRC)	1%	0%	3%	2%	4%	4%	0%
Certified in Healthcare Privacy Compliance (CHPC)	5%	5%	6%	7%	6%	2%	0%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	5%	5%	9%	5%	6%	4%	4%
Certified Internal Auditor (CIA)	3%	3%	6%	5%	4%	2%	2%
Certified Information Privacy Professional (CIPP)	2%	1%	6%	0%	6%	2%	2%
Professional in Human Resources (PHR)	0%	1%	0%	0%	0%	0%	0%
Senior Professionals in Human Resources (SPHR)	0%	0%	0%	0%	0%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	1%	0%	0%	0%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	0%	0%	0%	0%	0%
Other	18%	25%	18%	17%	22%	11%	11%
Industry:							
Responses	432	73	33	40	54	56	46
Accounting/auditing	1%	4%	0%	0%	0%	0%	0%
Administrative and support services	1%	1%	3%	0%	0%	0%	0%
Advertising/marketing	0%	0%	0%	0%	0%	0%	0%
Public relations	0%	0%	0%	0%	0%	0%	0%
Aerospace/aviation/defense	2%	1%	0%	5%	2%	2%	4%
Agriculture	1%	0%	3%	0%	0%	2%	0%
Airlines	0%	0%	0%	0%	0%	0%	0%
Architectural services	0%	0%	0%	0%	0%	0%	0%
Arts/entertainment/media	1%	1%	0%	0%	0%	2%	2%
Automotive/motor vehicles/parts	2%	0%	3%	0%	0%	4%	7%
Banking	2%	1%	3%	0%	2%	2%	0%
Biotechnical and pharmaceutical	1%	1%	0%	0%	0%	2%	2%
Chemical/polymers/fibers	1%	3%	3%	0%	0%	0%	0%
Computer hardware	0%	0%	0%	0%	0%	0%	0%
Computer services	0%	0%	0%	3%	0%	0%	0%
Computer software	2%	0%	6%	8%	2%	0%	0%
Construction	1%	0%	0%	0%	4%	0%	0%
Consulting services	3%	4%	3%	3%	2%	2%	2%

## Detailed Results

	All Respondents	Annual Compliance Budget Managed					
		\$100,000		\$250,000		\$500,000	
		Less Than \$100,000	to \$249,999	to \$499,999	to \$999,999	\$1 to \$2 Million	\$2 Million or More
Consumer products	1%	0%	0%	3%	2%	2%	0%
Customer service/call center	1%	1%	0%	3%	0%	0%	0%
Education/training/library	1%	1%	0%	5%	2%	0%	0%
Electronics	0%	0%	0%	0%	0%	0%	0%
Energy	2%	4%	0%	3%	0%	4%	7%
Engineering	0%	0%	3%	0%	0%	0%	0%
Environmental services	0%	0%	0%	0%	0%	0%	0%
Finance/economics	0%	0%	0%	0%	0%	0%	2%
Financial services	7%	11%	6%	18%	7%	7%	9%
Forest products	0%	0%	0%	0%	0%	0%	0%
Government/policy	4%	7%	3%	3%	6%	2%	2%
Health care provider	0%	0%	0%	0%	0%	0%	0%
Higher education	9%	3%	6%	15%	19%	14%	4%
Hospitality/tourism	0%	0%	6%	0%	0%	0%	0%
Human resources/recruiting	0%	0%	0%	0%	0%	0%	0%
Information technology	2%	3%	0%	0%	2%	0%	2%
Installation/maintenance/repair	0%	0%	0%	0%	0%	0%	0%
Insurance	15%	15%	12%	8%	11%	11%	17%
Internet/e-commerce	0%	0%	0%	0%	0%	0%	0%
Law enforcement/security services	0%	0%	0%	0%	0%	0%	0%
Legal	2%	3%	0%	0%	4%	2%	0%
Manufacturing and production	7%	1%	15%	3%	9%	14%	11%
Military	0%	0%	0%	0%	0%	0%	0%
Mining	0%	0%	0%	0%	0%	2%	0%
Operations management	0%	0%	0%	0%	2%	0%	0%
Personal care and service	0%	0%	0%	0%	0%	0%	0%
Pharma/medical device	4%	5%	0%	5%	6%	2%	7%
Publishing/printing	0%	0%	0%	0%	0%	0%	0%
Purchasing	0%	0%	0%	0%	0%	0%	0%
Real estate/mortgage	1%	1%	3%	0%	0%	5%	0%
Research & development	1%	0%	3%	0%	0%	0%	0%
Restaurant and food service	0%	0%	0%	0%	0%	0%	0%
Retail/wholesale	2%	3%	0%	0%	2%	2%	7%
Science	0%	0%	0%	0%	0%	0%	0%
Sports and recreation/fitness	0%	0%	0%	0%	0%	0%	0%
Supply chain/logistics	1%	1%	3%	0%	0%	2%	0%
Telecommunications	1%	4%	0%	0%	0%	0%	2%
Textiles	0%	1%	0%	0%	0%	0%	0%
Tobacco	0%	0%	0%	0%	0%	0%	0%
Transportation/warehousing	1%	3%	0%	0%	0%	4%	0%
Veterinary services	0%	0%	0%	0%	0%	0%	0%
Utilities	2%	3%	3%	3%	2%	2%	0%
Waste management services	0%	0%	0%	0%	0%	0%	0%
Other	14%	11%	12%	18%	17%	13%	13%

## Detailed Results

	All Respondents	Annual Compliance Budget Managed					
		Less Than \$100,000	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1 to \$2 Million	\$2 Million or More
How many years have you managed a compliance department?							
Responses	439	74	34	41	54	56	47
Less than 1	1%	1%	0%	0%	2%	0%	0%
1	16%	22%	18%	15%	15%	7%	11%
2	11%	12%	15%	12%	7%	9%	6%
3	9%	12%	15%	12%	11%	7%	9%
4	8%	4%	12%	5%	13%	5%	19%
5	11%	14%	12%	7%	4%	13%	15%
6 to 10	25%	23%	12%	37%	28%	25%	17%
11 to 15	10%	11%	12%	7%	11%	18%	13%
16 or more	8%	1%	6%	5%	9%	16%	11%
Type of organization:							
Responses	437	74	34	40	53	55	46
Non-profit	19%	16%	15%	18%	19%	11%	13%
Privately held	39%	54%	62%	43%	30%	24%	24%
Publicly traded	24%	16%	15%	20%	21%	36%	50%
Governmental	10%	11%	9%	8%	11%	15%	9%
Academic	7%	3%	0%	13%	17%	13%	4%
Other	1%	0%	0%	0%	2%	2%	0%
Amount of bonus eligible:							
Responses	428	72	33	40	54	56	46
None	36%	43%	42%	33%	43%	29%	15%
0-10% of salary	11%	8%	15%	10%	6%	11%	2%
11%-20% of salary	19%	28%	18%	25%	20%	9%	9%
21%-30% of salary	17%	13%	15%	25%	20%	32%	24%
31%-40% of salary	7%	4%	6%	0%	6%	11%	30%
41% or more of salary	8%	4%	3%	8%	6%	9%	20%
If you receive a bonus, what is it based on?							
Responses	307	53	25	29	33	44	40
Company performance	18%	19%	28%	14%	21%	11%	15%
Personal performance	9%	13%	20%	3%	3%	16%	3%
Both	73%	68%	52%	83%	76%	73%	83%
Do you have a contract?							
Responses	440	74	33	41	54	56	47
Yes	22%	18%	27%	24%	22%	25%	21%
No	78%	82%	73%	76%	78%	75%	79%
If "yes", do you have a severance clause in your contract?							
Responses	93	12	9	10	12	14	10
Yes	27%	25%	11%	20%	8%	36%	60%
No	46%	42%	56%	50%	58%	50%	30%
Does not apply	27%	33%	33%	30%	33%	14%	10%



## Detailed Results

	Number of Employees in Organization as a Whole						
	Less Than 250	250- 999	1,000- 2,999	3,000- 7,499	7,500- 14,999	15,000- 29,999	30,000 or More

### Are you the Chief Compliance Officer for:

Responses	96	87	72	66	44	34	44
Your organization as a whole	79%	76%	67%	62%	61%	50%	39%
A division or operating unit of the organization	21%	24%	33%	38%	39%	50%	61%

### Percentage indicating involvement in the following compliance program elements:

Responses	96	87	72	66	44	34	44
Compliance/auditing/monitoring	93%	86%	94%	92%	93%	88%	89%
Compliance education	93%	89%	93%	95%	93%	97%	95%
Compliance investigations	82%	85%	86%	89%	89%	85%	86%
Hot line/anonymously reporting	57%	67%	71%	79%	75%	68%	70%
Reporting to the board	68%	72%	75%	80%	66%	62%	66%
Compliance risk assessments	83%	90%	82%	89%	98%	88%	91%
Compliance discipline/incentives	57%	54%	60%	59%	61%	62%	73%
Code of conduct	68%	74%	78%	76%	82%	74%	75%
Policies and procedures	95%	97%	97%	95%	98%	94%	95%
Measuring program effectiveness	72%	78%	75%	82%	82%	91%	95%

### How much of your company's legal and regulatory risk areas are you responsible for managing?

Responses	96	87	72	66	44	34	44
26%-50%	16%	21%	28%	30%	36%	35%	41%
51%-75%	24%	28%	43%	36%	32%	29%	27%
76%-100%	60%	52%	29%	33%	32%	35%	32%

### How many employees, including yourself, are there in the compliance and ethics group you manage?

Responses	96	85	72	66	44	34	43
1	32%	20%	25%	21%	20%	9%	12%
2 to 5	52%	54%	44%	50%	41%	32%	30%
6 to 10	13%	15%	13%	11%	18%	18%	26%
11 to 15	0%	7%	4%	5%	7%	12%	5%
16 to 20	2%	2%	4%	5%	5%	3%	7%
21 to 30	1%	0%	4%	6%	5%	3%	7%
31 to 40	0%	0%	1%	0%	2%	6%	2%
41 to 50	0%	1%	1%	0%	0%	6%	5%
More than 50	0%	0%	3%	3%	2%	12%	7%

### Annual compliance budget managed:

Responses	61	57	47	49	28	29	35
Average	\$504,853	\$472,572	\$1,610,830	\$1,106,363	\$1,295,893	\$3,694,483	\$2,599,045
Median	\$100,000	\$320,000	\$400,000	\$550,000	\$1,000,000	\$1,100,000	\$1,000,000
25th percentile	\$20,000	\$50,000	\$137,500	\$170,000	\$500,000	\$600,000	\$359,000
75th percentile	\$325,000	\$650,000	\$1,150,000	\$1,000,000	\$1,350,000	\$1,500,000	\$4,000,000

## Detailed Results

	Number of Employees in Organization as a Whole						
	Less Than 250	250- 999	1,000- 2,999	3,000- 7,499	7,500- 14,999	15,000- 29,999	30,000 or More
<b>Approximately how many employees work in your organization as a whole?</b>							
Responses	96	87	72	66	44	34	44
Less than 100	52%	0%	0%	0%	0%	0%	0%
100 - 249	48%	0%	0%	0%	0%	0%	0%
250 - 499	0%	36%	0%	0%	0%	0%	0%
500 - 999	0%	64%	0%	0%	0%	0%	0%
1,000 - 1,999	0%	0%	58%	0%	0%	0%	0%
2,000 - 2,999	0%	0%	42%	0%	0%	0%	0%
3,000 - 4,999	0%	0%	0%	53%	0%	0%	0%
5,000 - 7,499	0%	0%	0%	47%	0%	0%	0%
7,500 - 9,999	0%	0%	0%	0%	16%	0%	0%
10,000 - 14,999	0%	0%	0%	0%	84%	0%	0%
15,000 - 19,999	0%	0%	0%	0%	0%	41%	0%
20,000 - 29,999	0%	0%	0%	0%	0%	59%	0%
30,000 - 49,999	0%	0%	0%	0%	0%	0%	34%
50,000 - 74,999	0%	0%	0%	0%	0%	0%	25%
75,000 - 99,999	0%	0%	0%	0%	0%	0%	16%
100,000 +	0%	0%	0%	0%	0%	0%	25%

### Approximately how many employees work in the portion of your organization that you run compliance for?

Responses	94	84	72	66	43	34	44
Less than 100	53%	4%	8%	9%	16%	9%	2%
100 - 249	44%	5%	3%	3%	5%	6%	2%
250 - 499	0%	36%	1%	6%	2%	0%	5%
500 - 999	1%	55%	10%	3%	0%	6%	2%
1,000 - 1,999	0%	0%	47%	5%	9%	3%	0%
2,000 - 2,999	0%	0%	31%	0%	0%	6%	2%
3,000 - 4,999	0%	0%	0%	41%	5%	6%	5%
5,000 - 7,499	0%	0%	0%	33%	5%	3%	9%
7,500 - 9,999	1%	0%	0%	0%	9%	6%	5%
10,000 - 14,999	0%	0%	0%	0%	49%	0%	9%
15,000 - 19,999	1%	0%	0%	0%	0%	18%	5%
20,000 - 29,999	0%	0%	0%	0%	0%	38%	7%
30,000 - 49,999	0%	1%	0%	0%	0%	0%	20%
50,000 - 74,999	0%	0%	0%	0%	0%	0%	11%
75,000 - 99,999	0%	0%	0%	0%	0%	0%	5%
100,000 +	0%	0%	0%	0%	0%	0%	11%

### What are the annual revenues of the organization you work for?

Responses	85	80	68	62	40	32	42
Less than \$5 million	27%	5%	4%	2%	0%	0%	0%
\$5 to \$15 million	28%	5%	1%	3%	3%	6%	0%
\$15 to \$30 million	6%	13%	6%	3%	0%	0%	2%
\$30 to \$50 million	13%	11%	4%	2%	0%	0%	0%
\$50 to \$100 million	8%	15%	13%	6%	3%	3%	0%
\$100 to \$500 million	5%	33%	31%	15%	10%	6%	2%
\$500 million to \$1 billion	7%	9%	15%	13%	8%	6%	7%
\$1 to \$3 billion	2%	8%	15%	32%	45%	16%	7%
More than \$3 billion	4%	3%	10%	24%	33%	63%	81%

## Detailed Results

	Number of Employees in Organization as a Whole						
	Less Than 250	250- 999	1,000- 2,999	3,000- 7,499	7,500- 14,999	15,000- 29,999	30,000 or More
<b>What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?</b>							
Responses	87	79	66	62	40	32	43
Less than \$5 million	37%	11%	12%	11%	3%	3%	7%
\$5 to \$15 million	25%	4%	8%	5%	5%	9%	0%
\$15 to \$30 million	3%	6%	6%	3%	3%	0%	2%
\$30 to \$50 million	11%	13%	0%	2%	5%	3%	0%
\$50 to \$100 million	8%	15%	12%	0%	5%	6%	5%
\$100 to \$500 million	5%	32%	30%	15%	15%	6%	14%
\$500 million to \$1 billion	7%	8%	11%	15%	5%	13%	9%
\$1 to \$3 billion	2%	10%	12%	34%	35%	22%	9%
More than \$3 billion	1%	1%	9%	16%	25%	38%	53%
<b>For how many countries do you manage compliance?</b>							
Responses	95	85	71	66	44	34	43
1	88%	88%	59%	56%	45%	50%	33%
2 to 5	7%	7%	24%	17%	20%	24%	12%
6 to 10	0%	1%	7%	5%	0%	9%	9%
11 or more	4%	4%	10%	23%	34%	18%	47%
<b>Highest level of education attained:</b>							
Responses	96	87	72	66	44	34	44
Some college	6%	8%	7%	6%	2%	9%	0%
Bachelor's degree	38%	18%	25%	24%	14%	21%	18%
MBA	15%	6%	11%	8%	18%	29%	23%
Master's degree (non-MBA)	17%	28%	19%	23%	5%	6%	14%
JD	25%	38%	33%	36%	57%	35%	43%
PhD	0%	2%	4%	3%	5%	0%	2%
<b>Where do you work?</b>							
Responses	92	82	70	60	41	32	44
United States	89%	85%	89%	82%	83%	84%	66%
North America (outside US)	1%	4%	1%	2%	0%	6%	7%
South America	2%	2%	3%	3%	2%	3%	16%
Europe	5%	5%	1%	5%	10%	0%	5%
Asia	1%	1%	4%	5%	5%	3%	5%
Middle East	0%	0%	0%	0%	0%	0%	0%
Africa	1%	2%	1%	2%	0%	3%	0%
Australia	0%	0%	0%	2%	0%	0%	2%
<b>Gender:</b>							
Responses	95	85	70	65	43	33	42
Male	33%	44%	34%	42%	26%	42%	52%
Female	67%	56%	66%	58%	74%	58%	48%

## Detailed Results

	Number of Employees in Organization as a Whole						
	Less Than 250	250- 999	1,000- 2,999	3,000- 7,499	7,500- 14,999	15,000- 29,999	30,000 or More
<b>Ethnicity (multiple responses allowed)</b>							
Responses	96	87	72	66	44	34	44
White (non-Hispanic origin)	76%	79%	74%	64%	73%	65%	66%
Black or African American	13%	10%	10%	12%	5%	12%	11%
Hispanic	2%	7%	6%	12%	2%	12%	14%
Asian or Pacific Islander	5%	3%	6%	8%	7%	6%	5%
Native American or Alaskan Native	0%	0%	1%	2%	5%	0%	0%
Other ethnicity	1%	1%	0%	0%	0%	0%	0%
Prefer not to answer	0%	1%	4%	3%	5%	9%	5%

### Current Age:

Responses	91	86	71	62	41	34	44
Average	47	47	46	47	46	51	47
Median	47	47	48	47	45	50	47
25th percentile	38	40	38	42	39	46	40
75th percentile	55	55	55	53	53	57	51

### Years in Compliance Profession:

Responses	96	87	72	66	43	34	44
Average	10	9	11	12	12	12	10
Median	10	6	7	13	10	12	10
25th percentile	4	4	4	6	7	7	6
75th percentile	15	14	18	18	16	15	13

### Years with Current Employer:

Responses	96	87	72	66	43	34	44
Average	6	6	8	7	7	10	10
Median	4	4	6	5	5	7	6
25th percentile	2	1	2	3	2	3	2
75th percentile	9	10	11	9	10	14	13

### Years Holding Current Job Title:

Responses	96	87	72	65	43	34	43
Average	4	4	4	4	4	3	4
Median	3	3	3	3	3	3	2
25th percentile	2	1	1	2	1	2	1
75th percentile	6	5	5	5	6	4	5

## Detailed Results

	Number of Employees in Organization as a Whole						
	Less Than 250	250- 999	1,000- 2,999	3,000- 7,499	7,500- 14,999	15,000- 29,999	30,000 or More
<b>Percentage holding the following certifications:</b>							
Responses	96	87	72	66	44	34	44
Leading Professional in Ethics & Compliance (LPEC)	3%	0%	3%	0%	2%	3%	0%
Certified Public Accountant (CPA)	4%	2%	7%	15%	7%	6%	7%
Certified Compliance and Ethics Professional (CCEP)	15%	18%	24%	18%	36%	53%	18%
Certified Compliance and Ethics Professional International (CCEP-I)	1%	1%	8%	6%	2%	3%	16%
Certified in Healthcare Compliance (CHC)	24%	20%	19%	20%	11%	15%	5%
Certified in Healthcare Research Compliance (CHRC)	0%	0%	0%	0%	2%	12%	2%
Certified in Healthcare Privacy Compliance (CHPC)	5%	3%	7%	9%	2%	0%	2%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	1%	1%	7%	6%	7%	0%	14%
Certified Internal Auditor (CIA)	3%	1%	4%	5%	2%	3%	0%
Certified Information Privacy Professional (CIPP)	0%	5%	0%	5%	0%	0%	2%
Professional in Human Resources (PHR)	2%	0%	0%	0%	0%	0%	0%
Senior Professionals in Human Resources (SPHR)	0%	0%	0%	2%	0%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	0%	0%	3%	0%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	0%	0%	0%	0%	0%
Other	22%	11%	25%	15%	25%	9%	16%
<b>Industry:</b>							
Responses	93	84	69	65	43	34	43
Accounting/auditing	3%	0%	1%	0%	0%	0%	0%
Administrative and support services	1%	1%	1%	0%	0%	0%	0%
Advertising/marketing	0%	0%	0%	0%	0%	0%	0%
Public relations	0%	0%	0%	0%	0%	0%	0%
Aerospace/aviation/defense	1%	1%	6%	2%	2%	3%	2%
Agriculture	0%	1%	0%	0%	2%	0%	2%
Airlines	0%	0%	0%	0%	0%	0%	0%
Architectural services	0%	0%	0%	0%	0%	0%	0%
Arts/entertainment/media	0%	1%	0%	2%	0%	0%	2%
Automotive/motor vehicles/parts	0%	0%	1%	3%	0%	0%	12%
Banking	2%	2%	0%	5%	0%	0%	2%
Biotechnical and pharmaceutical	0%	1%	0%	0%	5%	6%	0%
Chemical/polymers/fibers	0%	0%	0%	2%	0%	6%	0%
Computer hardware	0%	0%	0%	0%	0%	0%	0%
Computer services	1%	0%	0%	0%	0%	0%	0%
Computer software	4%	4%	0%	0%	0%	0%	0%
Construction	0%	0%	1%	3%	0%	0%	0%
Consulting services	4%	1%	3%	3%	5%	0%	2%

## Detailed Results

	Number of Employees in Organization as a Whole						
	Less Than 250	250- 999	1,000- 2,999	3,000- 7,499	7,500- 14,999	15,000- 29,999	30,000 or More
Consumer products	0%	0%	0%	5%	2%	0%	0%
Customer service/call center	1%	2%	0%	0%	0%	0%	0%
Education/training/library	1%	0%	4%	0%	2%	0%	2%
Electronics	0%	0%	0%	0%	0%	0%	0%
Energy	0%	4%	1%	3%	2%	3%	5%
Engineering	0%	0%	0%	2%	0%	0%	2%
Environmental services	0%	0%	0%	0%	0%	0%	2%
Finance/economics	0%	0%	0%	0%	2%	0%	0%
Financial services	19%	4%	7%	5%	5%	0%	0%
Forest products	0%	0%	0%	0%	0%	0%	0%
Government/policy	6%	2%	1%	6%	2%	6%	7%
Health care provider	0%	0%	0%	0%	0%	0%	0%
Higher education	0%	8%	9%	11%	19%	24%	12%
Hospitality/tourism	0%	0%	1%	0%	0%	0%	2%
Human resources/recruiting	0%	0%	0%	0%	0%	0%	0%
Information technology	3%	1%	3%	2%	5%	0%	2%
Installation/maintenance/repair	0%	0%	0%	0%	0%	0%	0%
Insurance	22%	25%	12%	15%	2%	12%	0%
Internet/e-commerce	0%	0%	0%	2%	0%	0%	0%
Law enforcement/security services	0%	0%	0%	0%	0%	0%	0%
Legal	0%	5%	4%	2%	0%	0%	0%
Manufacturing and production	3%	1%	4%	11%	26%	6%	12%
Military	0%	0%	0%	0%	0%	0%	0%
Mining	0%	1%	0%	0%	0%	0%	0%
Operations management	0%	0%	1%	0%	0%	0%	0%
Personal care and service	0%	2%	0%	0%	0%	0%	0%
Pharma/medical device	4%	5%	1%	5%	5%	3%	9%
Publishing/printing	0%	0%	0%	0%	0%	0%	0%
Purchasing	0%	0%	0%	0%	0%	0%	0%
Real estate/mortgage	1%	2%	0%	0%	0%	3%	5%
Research & development	0%	0%	3%	2%	0%	0%	0%
Restaurant and food service	0%	0%	0%	0%	0%	0%	0%
Retail/wholesale	2%	0%	1%	0%	2%	9%	5%
Science	0%	0%	1%	0%	0%	0%	0%
Sports and recreation/fitness	0%	0%	0%	0%	0%	0%	0%
Supply chain/logistics	2%	0%	1%	0%	0%	3%	0%
Telecommunications	0%	1%	0%	2%	5%	0%	2%
Textiles	0%	0%	1%	0%	0%	0%	0%
Tobacco	0%	0%	0%	0%	0%	0%	0%
Transportation/warehousing	0%	0%	3%	2%	5%	3%	0%
Veterinary services	0%	0%	0%	0%	0%	0%	0%
Utilities	1%	5%	3%	0%	0%	3%	0%
Waste management services	0%	0%	0%	0%	0%	0%	0%
Other	16%	18%	20%	11%	2%	12%	9%

## Detailed Results

	Number of Employees in Organization as a Whole						
	Less Than 250	250- 999	1,000- 2,999	3,000- 7,499	7,500- 14,999	15,000- 29,999	30,000 or More

### How many years have you managed a compliance department?

Responses	96	86	71	66	41	34	44
Less than 1	0%	2%	6%	0%	0%	0%	0%
1	17%	19%	20%	11%	15%	9%	16%
2	10%	17%	10%	9%	10%	6%	14%
3	9%	6%	10%	8%	20%	12%	7%
4	5%	9%	13%	6%	7%	12%	9%
5	10%	9%	6%	12%	7%	21%	18%
6 to 10	30%	28%	17%	24%	20%	24%	25%
11 to 15	13%	5%	8%	17%	10%	15%	7%
16 or more	5%	5%	11%	14%	12%	3%	5%

### Type of organization:

Responses	96	85	70	65	43	34	43
Non-profit	18%	36%	30%	15%	7%	3%	2%
Privately held	70%	34%	40%	29%	23%	15%	28%
Publicly traded	4%	11%	16%	35%	44%	44%	51%
Governmental	7%	12%	7%	11%	12%	12%	12%
Academic	0%	5%	6%	8%	14%	24%	7%
Other	1%	2%	1%	2%	0%	3%	0%

### Amount of bonus eligible:

Responses	91	84	69	64	42	34	43
None	40%	46%	42%	25%	36%	35%	21%
0-10% of salary	21%	11%	12%	8%	5%	9%	5%
11%-20% of salary	18%	23%	25%	25%	17%	3%	16%
21%-30% of salary	11%	12%	12%	22%	29%	29%	23%
31%-40% of salary	5%	2%	4%	8%	5%	12%	23%
41% or more of salary	5%	6%	6%	13%	10%	12%	12%

### If you receive a bonus, what is it based on?

Responses	67	52	49	51	29	23	35
Company performance	25%	17%	12%	20%	14%	17%	17%
Personal performance	9%	8%	10%	14%	10%	13%	0%
Both	66%	75%	78%	67%	76%	70%	83%

### Do you have a contract?

Responses	96	87	71	64	44	33	44
Yes	22%	18%	10%	22%	30%	36%	27%
No	78%	82%	90%	78%	70%	64%	73%

### If "yes", do you have a severance clause in your contract?

Responses	20	16	7	14	13	11	12
Yes	25%	31%	14%	36%	15%	36%	25%
No	45%	25%	57%	50%	62%	36%	58%
Does not apply	30%	44%	29%	14%	23%	28%	17%

# 2017 Cross Industry Staff Salary Survey



## Introduction

## About This Report

The **2017 Cross Industry Staff Salary Survey** is another important service provided by the Society of Corporate Compliance and Ethics & Health Care Compliance Association. The information contained in this report represents complete and accurate compensation data on individuals working in the compliance profession. The report is designed to allow organizations and individuals to compare their salary to their peers.

The salary data have been aggregated in the following groupings so organizations and individuals can compare their own data to the results of similar operations. These aggregations include:

- Title/Level
- Compliance Responsibilities
- Number of People that Report up through to Individual
- Annual Compliance Budget for the Organization
- Number of Employees in Portion of the Organization that Person Works in Compliance for
- Annual Revenues in Portion of the Organization that Person Works in Compliance for
- Number of Countries the Individual Works in
- Type of Industry
- Number of Employees in Compliance and Ethics Group
- Number of Years Working in the Compliance Department
- Age
- Years in Compliance Profession
- Type of Organization
- Certifications Held
- Level of Education
- Contract Status
- Geographic Region

As an organization or individual compares their salary information to that of the profession, it is important to remember that the statistics published in this report should be regarded as “guidelines” rather than “absolute standards.” Since organizations will differ, depending upon their location, size, and other factors, any two organizations may offer their employees a reasonably attractive compensation package and yet be very different. For example, duration of employment and nature of prior experience will obviously influence the compensation offering for a particular individual. Thus, a deviation between any one individual’s figures and a number appearing on a table in this report is not necessarily good or bad; it is merely an indication that additional scrutiny may be warranted.

A minimum of five responses was required to show data.

This study was conducted for SCCE/HCCA by Industry Insights, Inc., an independent professional survey research firm located in Dublin, Ohio. The company specializes in conducting industry operating surveys, compensation and benefits studies, and member attitude surveys for trade and professional associations.

The SCCE/HCCA is proud to present the enclosed insights into the salary levels in the compliance industry. We wish to thank the professionals who submitted data for the study. Your support was essential in making this study a success.

## Survey Methodology

In June 2017, an email invitation was sent to approximately 27,000 individuals. In total, 1,512 completed online submissions were received by mid-August. Of the 1,512 responses, 831 worked for a non-healthcare provider organization and were not a Chief Compliance Officer. This report is based solely on this group.

Upon receipt, all submissions were assigned a confidential identification number. All data were checked both manually and by a specially designed computer editing procedure. Strict confidence of survey responses was maintained throughout the course of the project.

Final results were tabulated by Industry Insights, Inc., and the report was completed in October 2017.

## Definitions

**Average (mean):** the arithmetic average obtained by adding the individual values for all responses to a particular question and dividing by the total number answering; a measure of central value that can be distorted by extreme high or low values.

**Median:** a measure of central value that is not affected by extreme values; calculated by arranging all responses in numerical order and selecting the value that falls exactly in the middle, with half higher and half lower.

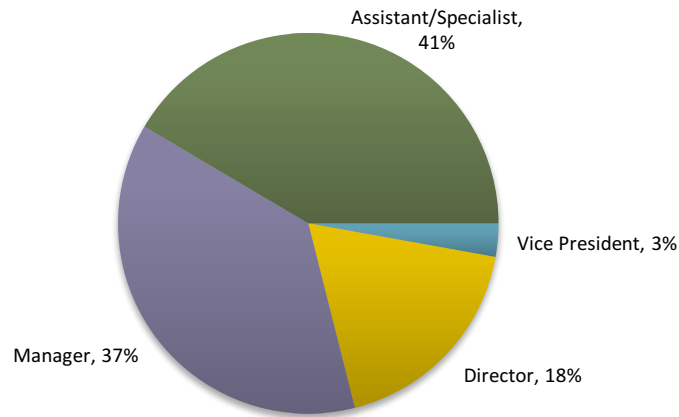
**25th Percentile:** when responses are ordered from lowest to highest, the lower quartile is the response 25% from the bottom. In other words, 75% of the responses are higher than this measure.

**75th Percentile:** when responses are ordered from the lowest to highest, the upper quartile is the response 25% from the top. In other words, 25% of the responses are higher than this measure.

## Respondent Profile

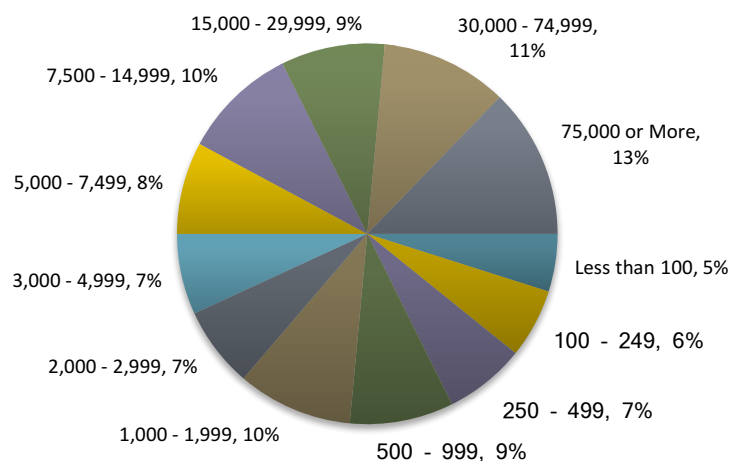
### *Title/Level*

Of the 831 respondents included in this study, more than three-quarters identified themselves as an Assistant/Specialist (41%) or Manager (37%). Directors (18%) also made up a significant percentage of the respondents. The remaining 3% were Vice Presidents.



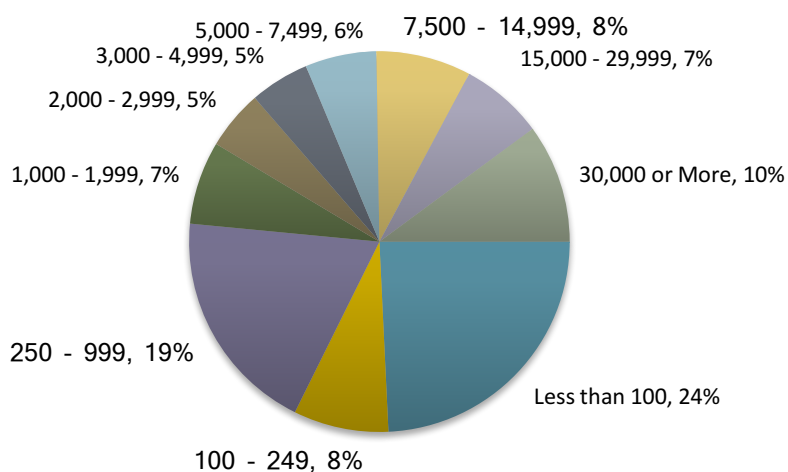
### *Number of Employees in Organization as a Whole*

The size of organizations represented in this study varied greatly. Eighteen percent worked for organizations with less than 500 total employees while 24% worked for companies employing more than 30,000.



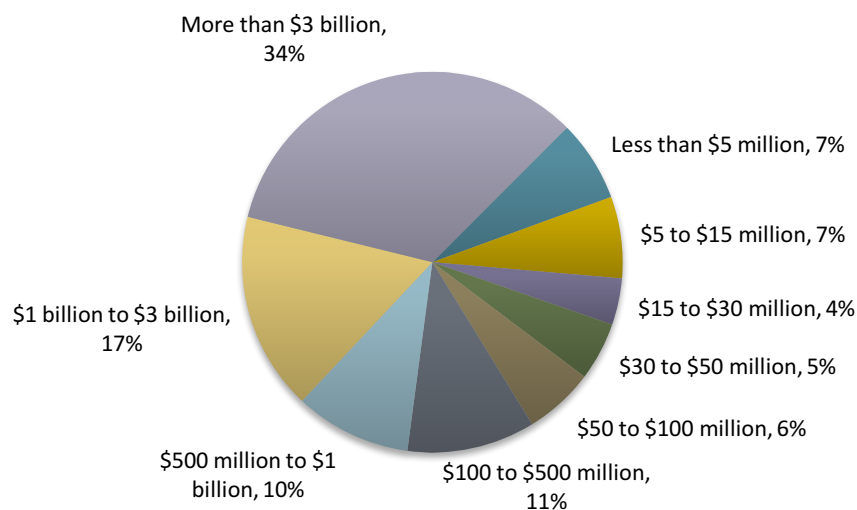
### *Number of Employees in the Portion of the Organization that the Compliance Program Oversees*

The chart below looks at only the number of employees in the portion of the organization that the compliance program oversees. One-fourth (24%) of the respondents reported that there were less than 100 employees in the portion of the organization that the compliance program oversees, while another one fifth (17%) reported over 15,000 employees.



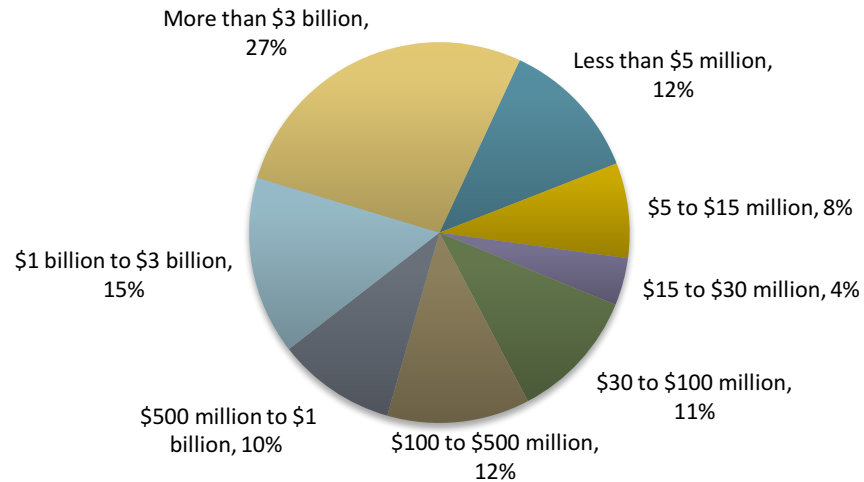
### *Annual Revenues of the Organization as a Whole*

The size of organizations responding by annual revenue also varied greatly. Eighteen percent of the respondents reported annual revenue of entire organization of less than \$30 million, while one-third of the respondents reported annual revenue of over \$3 billion.



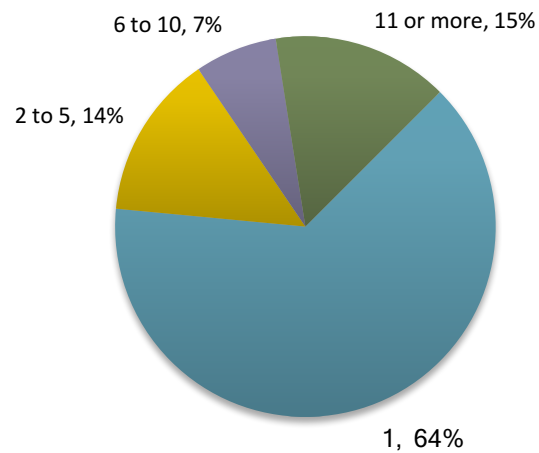
### *Annual Revenues of the Portion of the Organization that the Compliance Program Oversees*

The chart below looks at only the annual revenues of the portion of the organization that the compliance program oversees.



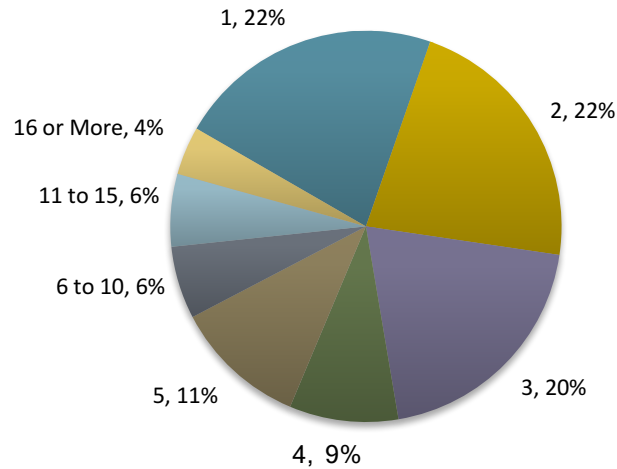
### *Number of Countries in Which Compliance is Managed*

About one-third of the respondents work in compliance in more than one country.



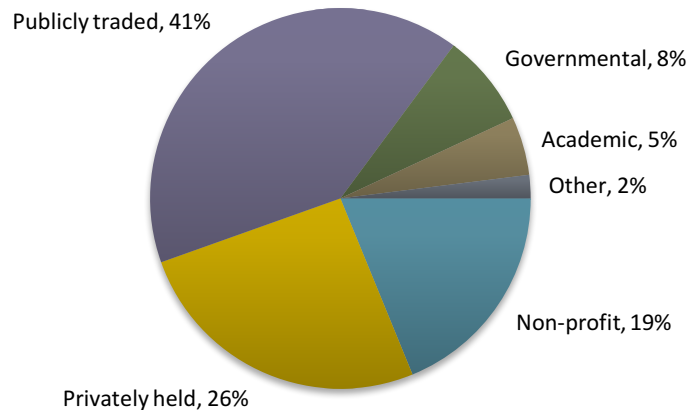
### *Number of Years in the Compliance Department*

The typical respondent has worked in their compliance department for three years. Only 4% have worked in the department for 16 or more years.



### *Type of Organization*

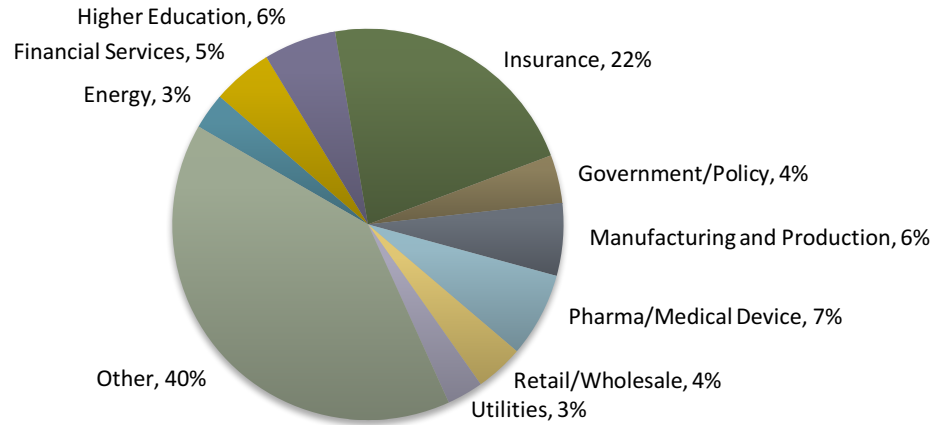
Nearly half (41%) of the respondents worked at publicly traded companies. Privately held and non-profit organizations made up 26% and 19% of the respondents, respectively.





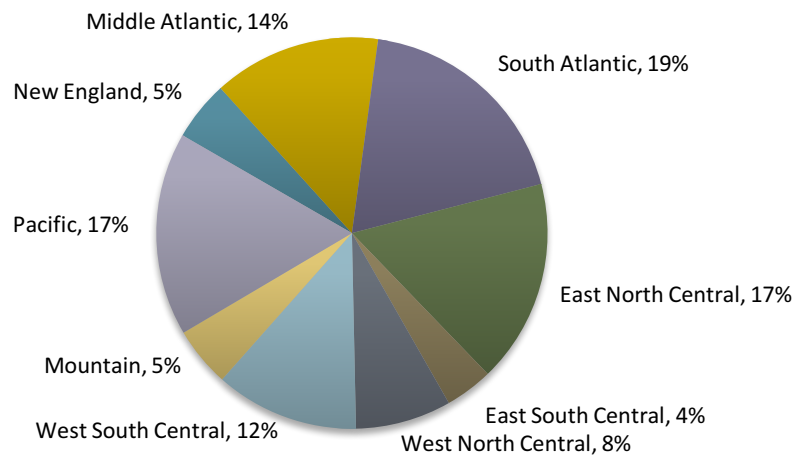
### Type of Industry

The most represented industry participating in the survey was insurance (22%), followed by pharma/medical devices (7%), higher education and manufacturing/production (6% each) and financial services (5%).



### Geographic Region

The largest percentage of respondents to the survey were from the South Atlantic, Pacific and East North Central regions.



**New England:** NH, VT, ME, MA, RI, CT

**Mid-Atlantic:** NJ, NY, PA

**South Atlantic:** DE, MD, DC, WV, VA, NC, SC, GA, FL

**East North Central:** WI, IL, IN, MI, OH

**East South Central:** KY, TN, MS, AL

**West North Central:** ND, SD, NE, KS, MN, IA, MO

**West South Central:** TX, OK, AR, LA

**Mountain:** MT, ID, WY, NV, UT, CO, AZ, NM

**Pacific:** WA, OR, CA, AK, HI

## Respondent Profile

### *Percentage indicating the elements of the compliance program that they are primarily involved in:*

A large percentage of respondents indicated that they were primarily involved in policies and procedures, compliance education and compliance/auditing/monitoring.

	Vice President	Director	Manager	Assistant/Specialist
Compliance/auditing/monitoring	75%	77%	76%	73%
Compliance education	79%	79%	80%	68%
Compliance investigations	54%	62%	60%	55%
Hot line/anonymous reporting	50%	45%	44%	33%
Reporting to the board	50%	36%	25%	24%
Compliance risk assessments	86%	79%	68%	57%
Compliance discipline/incentives	57%	34%	31%	18%
Code of conduct	68%	52%	55%	43%
Policies and procedures	93%	89%	90%	78%
Measuring program effectiveness	68%	70%	59%	44%

### *How many people report up through to the individual?*

The number of people reporting up through to the respondent varied widely by title/level. One-quarter (25%) of the Vice Presidents reported that six or more people reported to them, while only 7% of the responding Managers reported six or more people reporting to them.

	Vice President	Director	Manager	Assistant/Specialist
0	21%	31%	51%	89%
1 to 2	25%	28%	27%	7%
3 to 5	29%	24%	15%	2%
6 to 10	4%	13%	5%	1%
11 or more	21%	3%	2%	1%

*How much of your company's legal and regulatory risk areas would you estimate the compliance department is responsible for managing?*

Approximately one-quarter of the respondents indicated that their compliance department is responsible for managing 76% to 100% of the company's legal and regulatory risk.

	Vice President	Director	Manager	Assistant/Specialist
0-25%	11%	20%	19%	17%
26%-50%	19%	27%	26%	26%
51%-75%	41%	32%	30%	29%
76%-100%	30%	21%	25%	27%

*Percentage holding the following certifications:*

Across all levels, the Certified Compliance and Ethics Professional (CCEP) designation was held by approximately one-fifth of all survey respondents or more, and for most levels was held by at least one-third.

	Vice President	Director	Manager	Assistant/Specialist
Leading Professional in Ethics & Compliance (LPEC)	0%	1%	1%	3%
Certified Public Accountant (CPA)	4%	5%	3%	1%
Certified Compliance and Ethics Professional (CCEP)	36%	33%	33%	19%
Certified Compliance and Ethics Professional International (CCEP-I)	0%	5%	5%	2%
Certified in Healthcare Compliance (CHC)	11%	17%	13%	11%
Certified in Healthcare Research Compliance (CHRC)	0%	1%	1%	1%
Certified in Healthcare Privacy Compliance (CHPC)	4%	4%	4%	2%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	14%	5%	5%	2%
Certified Internal Auditor (CIA)	7%	2%	3%	1%
Certified Information Privacy Professional (CIPP)	0%	4%	1%	1%
Professional in Human Resources (PHR)	0%	1%	0%	0%
Senior Professionals in Human Resources (SPHR)	0%	1%	1%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	1%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	1%	0%	0%

### *Highest education level attained*

The vast majority of all respondents have at least a bachelor's degree. More than half of vice presidents, directors, and managers have an advanced degree.

	Vice President	Director	Manager	Assistant/ Specialist
Some college	11%	4%	10%	18%
Bachelor's degree	25%	26%	36%	39%
MBA	21%	17%	15%	11%
Master's degree (non-MBA)	4%	25%	21%	22%
JD	32%	28%	18%	12%
PhD	7%	1%	1%	0%

### *Do you have a contract?*

The vast majority of respondents do not have an employment contract.

	Vice President	Director	Manager	Assistant/ Specialist
Yes	14%	10%	10%	14%
No	86%	90%	90%	86%

### *Gender*

The majority of respondents to the survey were female.

	Vice President	Director	Manager	Assistant/ Specialist
Male	43%	37%	29%	22%
Female	57%	63%	71%	77%

### *Ethnicity*

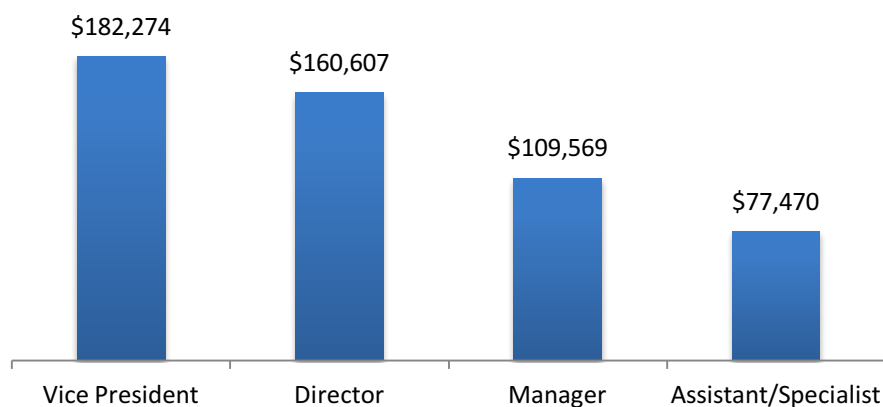
Minorities made up approximately one-quarter of the survey respondents.

	Vice President	Director	Manager	Assistant/ Specialist
White (non-Hispanic origin)	68%	77%	75%	67%
Black or African American	7%	6%	10%	15%
Hispanic	18%	9%	8%	7%
Asian or Pacific Islander	4%	6%	5%	9%
Native American or Alaskan Native	0%	1%	1%	0%
Other ethnicity	0%	0%	0%	1%
Prefer not to answer	7%	5%	4%	4%

## Executive Summary

*Average Total Compensation<sup>+</sup> by Title/Level*

Average compensation ranged from \$182,274 for Vice Presidents to \$77,470 for Assistant/Specialists.

*Average Total Compensation<sup>+</sup> by Title/Level and Annual Compliance Budget*

In general, compensation showed a correlation to the size of the annual compliance budget. The larger the annual compliance budget, the larger the total compensation for all for job titles/levels.

	Vice President	Director	Manager	Assistant/Specialist
Less than \$100,000	*	\$111,400	\$95,500	\$81,650
\$100,000 to \$249,999	*	*	*	*
\$250,000 to \$499,999	*	\$124,760	\$98,157	*
\$500,000 to \$999,999	*	\$152,120	\$105,160	*
\$1 Million or More	\$269,200	\$193,548	\$122,261	\$87,197
*Insufficient Data				

NOTE: Only 12% of the respondents were able to provide the annual compliance budget of their organization.

<sup>+</sup> Total compensation is the sum of base salary and cash bonus.

***Average Total Compensation\* by Annual Revenues in the Portion of the Organization that the Individual Works in Compliance for***

Compliance professionals working at larger organizations tend to earn higher average total compensation than those working at smaller organizations.

	Vice President	Director	Manager	Assistant/Specialist
Less than \$5 Million	*	\$116,455	\$98,989	\$69,290
\$5 to \$15 Million	*	\$151,129	\$90,942	\$70,591
\$15 to \$30 Million	*	*	\$82,955	\$72,005
\$30 to \$100 Million	*	\$144,850	\$97,346	\$68,657
\$100 to \$500 Million	*	\$142,130	\$109,877	\$89,690
\$500 Million to \$1 Billion	*	\$174,945	\$116,756	\$83,405
\$1 Billion to \$3 Billion	\$238,800	\$159,028	\$111,245	\$86,182
More than \$3 Billion	\$190,187	\$183,836	\$126,615	\$81,294
*Insufficient Data				

***Average Total Compensation\* by Number of Employees in the Portion of the Organization that the Individual Works in Compliance for***

Similarly, the compensation results by number of employees in the portion of the organization that the individual works in compliance for showed that large organizations tended to pay higher compensation.

	Vice President	Director	Manager	Assistant/Specialist
Less than 100	\$167,052	\$135,968	\$113,179	\$73,190
100-249	*	\$150,767	\$91,015	\$82,880
250-999	\$152,850	\$134,346	\$100,805	\$75,764
1,000-1,999	*	\$143,977	\$110,579	\$65,853
2,000-2,999	*	\$158,064	\$101,450	\$72,878
3,000-4,999	*	\$177,957	\$117,100	\$81,408
5,000-7,499	*	\$140,083	\$105,248	\$74,472
7,500-14,999	*	\$205,416	\$111,977	\$108,024
15,000-29,999	*	\$191,172	\$113,260	\$90,399
30,000 or more	*	\$177,695	\$131,083	\$74,131
*Insufficient Data				

\* Total compensation is the sum of base salary and cash bonus.



### *Average Total Compensation\* by Number of People that Report up through to Individual*

While there appeared to be a positive correlation between compensation and the number of people that report up through to the individual, the correlation wasn't consistent.

	Vice President	Director	Manager	Assistant/ Specialist
0	\$159,250	\$144,545	\$111,513	\$75,201
1 to 2	\$207,125	\$152,445	\$108,715	\$80,163
3 to 5	\$200,614	\$171,063	\$108,862	*
6 to 10	*	\$198,603	\$112,554	*
11 or more	\$156,233	\$152,888	\$83,929	*
*Insufficient Data				

### *Average Total Compensation\* by Title/Level and Type of Organization*

When looking at type of organization, publicly traded companies paid the highest average compensation. Academic and governmental organizations tended to pay the lowest compensation.

	Vice President	Director	Manager	Assistant/ Specialist
Non-Profit	*	\$126,613	\$96,300	\$78,013
Privately Held	\$145,690	\$169,205	\$98,490	\$70,697
Publicly Traded	\$218,646	\$188,695	\$119,419	\$82,699
Governmental	*	\$95,300	\$102,739	\$78,628
Academic	*	\$103,150	\$112,292	\$64,319
*Insufficient Data				

\* Total compensation is the sum of base salary and cash bonus.

### *Average Total Compensation\* by Title/Level and Certifications Held*

Respondents with a certification earned more than those without one. Those with a Certified Compliance and Ethics Professional (CCEP), Certified Fraud Examiner (CFE), Certified Internal Auditor (CIA), and Certified Public Accountant (CPA) designation generally earned the highest compensation.

	Vice President	Director	Manager	Assistant/Specialist
Certified Compliance and Ethics Professional (CCEP)	\$189,110	\$173,075	\$116,635	\$89,043
Certified Compliance and Ethics Professional-International (CCEP-I)	*	\$183,071	\$118,803	\$73,017
Certified In Healthcare Compliance (CHC)	*	\$156,753	\$104,788	\$75,090
Certified In Healthcare Privacy Compliance (CHPC)	*	\$123,833	\$98,264	\$68,854
Certified Fraud Examiner (CFE)	*	\$146,307	\$127,109	\$101,172
Certified Internal Auditor (CIA)	*	*	\$145,073	*
Certified Public Accountant (CPA)	*	\$173,714	\$152,379	\$85,180
No Certifications	\$186,087	\$149,132	\$98,262	\$73,310
*Insufficient Data				

### *Average Total Compensation\* by Title/Level and Number of Elements of a Compliance Program the Individual is Involved in*

Other than the Director position, no clear correlation existed between compensation and the number of elements of the compliance program the individual is involved in.

	Vice President	Director	Manager	Assistant/Specialist
1 to 3	*	\$141,796	\$108,578	\$77,182
4 to 6	\$151,363	\$147,542	\$111,370	\$77,451
7 to 9	\$191,753	\$172,635	\$107,468	\$79,065
All 10	*	\$196,809	\$111,810	\$72,535
*Insufficient Data				

\* Total compensation is the sum of base salary and cash bonus.

*Average Total Compensation\* by Title/Level and Whether the Individual has a Contract*

Directors with a contract earned higher average compensation than those without one. For managers, the opposite was true.

	Vice President	Director	Manager	Assistant/ Specialist
Has Contract	*	\$176,000	\$103,733	\$78,769
No Contract	\$178,182	\$159,366	\$110,058	\$77,468
*Insufficient Data				

*Average Total Compensation\* by Title/Level and Geographic Region*

Respondents in the Pacific region tended to earn more than those in other parts of the country.

	Vice President	Director	Manager	Assistant/ Specialist
New England	*	\$134,867	\$110,136	\$79,215
Middle Atlantic	\$211,937	\$151,379	\$114,187	\$95,461
South Atlantic	*	\$145,453	\$100,761	\$70,875
East North Central	*	\$164,474	\$102,399	\$70,632
East South Central	*	\$185,283	\$117,328	\$71,414
West North Central	*	\$141,254	\$105,256	\$75,948
West South Central	*	\$147,714	\$119,196	\$77,179
Mountain	*	\$153,855	\$99,950	\$68,466
Pacific	*	\$190,016	\$128,429	\$83,858
*Insufficient Data				

*Years in Compliance Profession*

There appears to be a clear correlation between years in profession and compensation among all of the job titles surveyed.

	Vice President	Director	Manager	Assistant/ Specialist
Less than 3 years	*	\$116,035	\$92,782	\$67,610
3 to 5 years	\$129,989	\$158,860	\$104,736	\$73,574
6 to 10 years	\$194,325	\$165,927	\$115,953	\$82,980
11 to 15 years	\$181,675	\$169,074	\$118,589	\$82,239
16 to 20 years	*	\$171,833	\$114,220	\$95,464
21 or more years	*	\$179,117	\$106,440	\$128,403

## Salary Data

## Vice President

	Responses	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
<b>All Respondents</b>	28	\$158,252	\$150,000	\$130,000	\$197,488	\$182,274	\$172,500	\$135,625	\$241,000
<b>Compliance Responsibilities</b>									
Broad (Wide Range of Compliance to Related Risks)	26	\$159,271	\$150,000	\$130,000	\$199,163	\$183,699	\$173,750	\$131,875	\$247,000
Focused on a Particular Risk Area	2								
<b>Risk Areas Focused on</b>									
Privacy	1								
IT	0								
Occupational Health and Safety	0								
Other	1								
<b>Number of People That Report Up Through to You</b>									
0	6	\$141,667	\$130,000	\$130,000	\$145,000	\$159,250	\$148,000	\$131,875	\$169,000
1 to 2	7	\$170,571	\$164,000	\$140,000	\$200,000	\$207,125	\$195,000	\$151,250	\$260,687
3 to 5	8	\$179,331	\$180,825	\$143,750	\$210,000	\$200,614	\$192,500	\$166,250	\$251,250
6 to 10	1								
11 or More	6	\$136,233	\$149,000	\$107,500	\$168,750	\$156,233	\$169,000	\$111,250	\$182,500
<b>Annual Compliance Budget for Your Organization</b>									
Less than \$100,000	1								
\$100,000 to \$249,999	1								
\$250,000 to \$499,999	1								
\$500,000 to \$999,999	1								
\$1 Million or More	5	\$235,000	\$240,000	\$230,000	\$240,000	\$269,200	\$258,000	\$255,000	\$280,000
<b>Number of Employees in the Portion of the Organization that Person Works in Compliance for</b>									
Less than 100	6	\$150,942	\$152,500	\$115,000	\$191,238	\$167,052	\$152,500	\$128,500	\$193,750
100 to 249	3								
250 to 999	6	\$135,500	\$140,000	\$116,250	\$148,750	\$152,850	\$163,000	\$128,250	\$171,875
1,000 to 1,999	3								
2,000 to 2,999	0								
3,000 to 4,999	2								
5,000 to 7,499	1								
7,500 to 14,999	2								
15,000 to 29,999	1								
30,000 or More	4								

## Vice President (continued)

	Responses	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Annual Revenues in the Portion of the Organization That Person Works in Compliance for									
Less than \$5 Million	1								
\$5 to \$15 Million	0								
\$15 to \$30 Million	2								
\$30 to \$100 Million	4								
\$100 to \$500 Million	2								
\$500 Million to \$1 Billion	3								
\$1 to \$3 Billion	5	\$208,600	\$225,000	\$200,000	\$230,000	\$238,800	\$255,000	\$238,000	\$258,000
More than \$3 Billion	10	\$166,400	\$157,000	\$150,000	\$175,000	\$190,187	\$180,000	\$172,500	\$198,750
Number of Countries You Work in Compliance									
1	11	\$140,786	\$130,000	\$120,000	\$155,000	\$158,083	\$155,000	\$124,500	\$177,500
2 to 5	9	\$157,600	\$150,000	\$148,000	\$175,000	\$181,711	\$172,500	\$163,000	\$195,000
6 to 10	2								
11 or More	5	\$214,800	\$230,000	\$200,000	\$240,000	\$257,275	\$255,000	\$250,000	\$263,374
Type of Industry									
Education/Training/Library	0								
Energy	0								
Financial Services	4								
Government/Policy	0								
Higher Education	0								
Insurance	9	\$137,333	\$140,000	\$130,000	\$150,000	\$163,653	\$158,500	\$155,000	\$170,000
Manufacturing and Production	0								
Pharma/Medical Device	0								
Retail/Wholesale	2								
Utilities	0								
Number of Employees in Compliance and Ethics Group									
1 to 5	6	\$175,275	\$163,325	\$130,000	\$217,913	\$205,635	\$197,750	\$131,875	\$270,983
6 to 10	6	\$114,733	\$110,000	\$108,500	\$151,250	\$127,833	\$123,500	\$115,700	\$159,500
11 to 20	3								
21 to 50	10	\$176,700	\$174,000	\$141,250	\$222,500	\$197,850	\$192,500	\$159,625	\$247,000
More than 50	3								

## Vice President (continued)

	Responses	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Number of Years Working in the Compliance Department									
1	5	\$196,330	\$196,650	\$175,000	\$240,000	\$217,062	\$250,000	\$175,000	\$255,000
2	2								
3	4								
4	2								
5	2								
6 to 10	3								
11 to 15	2								
16 or More	1								
Age									
Less than 30	0								
30 to 34	0								
35 to 39	7	\$147,143	\$135,000	\$130,000	\$150,000	\$162,571	\$156,000	\$130,000	\$172,500
40 to 44	5	\$173,600	\$165,000	\$148,000	\$175,000	\$193,200	\$170,000	\$163,000	\$175,000
45 to 49	8	\$145,631	\$147,500	\$124,500	\$180,413	\$172,851	\$185,000	\$131,775	\$208,750
50 to 54	3								
55 to 59	3								
60 to 64	2								
65 or Older	0								
Years in Compliance Profession									
Less than 3 Years	1								
3 to 5 Years	9	\$118,822	\$130,000	\$110,000	\$140,000	\$129,989	\$130,000	\$128,000	\$155,000
6 to 10 Years	8	\$172,000	\$161,500	\$142,500	\$206,250	\$194,325	\$180,000	\$161,250	\$214,500
11 to 15 Years	5	\$145,800	\$150,000	\$130,000	\$164,000	\$181,675	\$172,500	\$158,500	\$195,000
16 to 20 Years	1								
21 or More Years	4								
Type of Organization									
Non to Profit	1								
Privately Held	10	\$131,340	\$132,500	\$115,000	\$146,000	\$145,690	\$146,250	\$128,500	\$161,250
Publicly Traded	15	\$185,710	\$175,000	\$150,000	\$215,000	\$218,646	\$200,000	\$180,000	\$259,187
Governmental	1								
Academic	0								
Other	1								



## Vice President (continued)

	Responses	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Certifications Held									
Certified Compliance and Ethics Professional (CCEP)	10	\$167,300	\$162,500	\$130,000	\$200,000	\$189,110	\$180,000	\$131,875	\$228,500
Certified Compliance and Ethics Professional to International (CCEP to I)	0								
Certified in Healthcare Compliance (CHC)	3								
Certified in Healthcare Privacy Compliance (CHPC)	1								
Certified Fraud Examiner (CFE)	4								
Certified Internal Auditor (CIA)	2								
Certified Public Accountant (CPA)	1								
No Certifications	10	\$156,900	\$150,000	\$137,500	\$164,750	\$186,087	\$172,500	\$161,375	\$192,500
Highest Level of Education									
Some College	3								
Bachelor’s Degree	7	\$170,571	\$164,000	\$147,500	\$187,500	\$205,482	\$195,000	\$185,000	\$231,687
MBA	6	\$140,442	\$139,000	\$115,000	\$149,500	\$163,652	\$150,250	\$123,625	\$170,125
Master’s Degree (Non to MBA)	1								
JD	9	\$190,556	\$200,000	\$135,000	\$240,000	\$213,722	\$238,000	\$158,500	\$255,000
PhD	2								
Number of Elements of a Compliance Program the Individual Is Involved in									
1 to 3	4								
4 to 6	8	\$131,925	\$147,500	\$125,000	\$156,250	\$151,363	\$173,750	\$129,500	\$185,000
7 to 9	13	\$166,358	\$164,000	\$130,000	\$200,000	\$191,753	\$170,000	\$137,500	\$255,000
All 10	3								
Do You Have a Contract?									
Yes	4								
No	24	\$156,683	\$150,000	\$130,000	\$181,250	\$178,182	\$172,500	\$135,625	\$209,500
Geographic Region									
New England	0								
Middle Atlantic	10	\$182,900	\$170,000	\$149,750	\$230,000	\$211,937	\$216,500	\$173,750	\$253,750
South Atlantic	3								
East North Central	2								
East South Central	0								
West North Central	0								
West South Central	0								
Mountain	2								
Pacific	3								

## Director

	Responses	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
<b>All Respondents</b>	150	\$131,261	\$125,000	\$100,625	\$156,000	\$160,607	\$146,575	\$113,000	\$191,600
<b>Compliance Responsibilities</b>									
Broad (Wide Range of Compliance to Related Risks)	119	\$131,666	\$122,000	\$100,000	\$160,000	\$162,729	\$142,500	\$110,750	\$195,000
Focused on a Particular Risk Area	30	\$130,446	\$130,000	\$111,618	\$146,500	\$152,630	\$149,500	\$121,280	\$170,000
<b>Risk Areas Focused on</b>									
Privacy	7	\$128,929	\$125,000	\$117,750	\$141,000	\$135,214	\$125,000	\$117,750	\$156,000
IT	0								
Occupational Health and Safety	0								
Other	22	\$130,950	\$130,000	\$111,618	\$152,500	\$157,700	\$149,500	\$121,280	\$174,500
<b>Number of People That Report Up Through to You</b>									
0	47	\$125,134	\$120,000	\$96,500	\$151,000	\$144,545	\$137,000	\$102,000	\$178,000
1 to 2	42	\$123,845	\$121,000	\$100,000	\$145,000	\$152,445	\$128,000	\$110,000	\$173,000
3 to 5	36	\$134,913	\$130,250	\$107,500	\$161,250	\$171,063	\$155,613	\$119,000	\$194,250
6 to 10	20	\$155,513	\$147,500	\$114,750	\$182,500	\$198,603	\$179,500	\$144,375	\$270,000
11 or More	5	\$127,848	\$120,000	\$111,240	\$128,000	\$152,888	\$133,200	\$128,000	\$140,000
<b>Annual Compliance Budget for Your Organization</b>									
Less than \$100,000	5	\$99,000	\$100,000	\$100,000	\$110,000	\$111,400	\$110,000	\$100,000	\$135,000
\$100,000 to \$249,999	2								
\$250,000 to \$499,999	5	\$90,400	\$68,000	\$68,000	\$156,000	\$124,760	\$118,800	\$68,000	\$159,000
\$500,000 to \$999,999	5	\$133,400	\$140,000	\$120,000	\$145,000	\$152,120	\$157,000	\$133,200	\$167,900
\$1 Million or More	15	\$149,833	\$170,000	\$121,500	\$187,500	\$193,548	\$205,000	\$136,000	\$250,000
<b>Number of Employees in the Portion of the Organization that Person Works in Compliance for</b>									
Less than 100	27	\$114,442	\$114,000	\$85,000	\$136,500	\$135,968	\$121,600	\$93,500	\$154,000
100 to 249	12	\$136,808	\$129,000	\$98,375	\$143,000	\$150,767	\$142,500	\$110,375	\$176,500
250 to 999	19	\$115,374	\$110,000	\$87,100	\$137,500	\$134,346	\$126,380	\$90,650	\$159,450
1,000 to 1,999	13	\$130,692	\$120,000	\$100,000	\$156,000	\$143,977	\$135,000	\$113,000	\$176,000
2,000 to 2,999	11	\$127,264	\$121,400	\$105,000	\$153,500	\$158,064	\$135,000	\$122,950	\$182,900
3,000 to 4,999	7	\$156,857	\$165,000	\$153,000	\$168,000	\$177,957	\$170,000	\$162,000	\$183,850
5,000 to 7,499	6	\$122,083	\$116,250	\$101,250	\$133,125	\$140,083	\$129,250	\$107,750	\$170,625
7,500 to 14,999	16	\$143,984	\$127,875	\$110,250	\$176,250	\$205,416	\$176,000	\$126,000	\$268,750
15,000 to 29,999	13	\$143,708	\$147,000	\$139,200	\$165,000	\$191,172	\$177,500	\$163,000	\$230,000
30,000 or More	24	\$140,377	\$125,750	\$112,138	\$159,000	\$177,695	\$153,113	\$125,250	\$235,850

## Director (continued)

	Responses	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Annual Revenues in the Portion of the Organization That Person Works in Compliance for									
Less than \$5 Million	11	\$103,636	\$109,000	\$73,000	\$132,500	\$116,455	\$110,500	\$73,750	\$156,500
\$5 to \$15 Million	7	\$131,271	\$121,400	\$110,500	\$142,500	\$151,129	\$135,000	\$118,950	\$161,000
\$15 to \$30 Million	3								
\$30 to \$100 Million	14	\$109,064	\$112,000	\$92,900	\$121,500	\$144,850	\$123,300	\$100,725	\$137,250
\$100 to \$500 Million	10	\$130,620	\$113,500	\$97,500	\$152,500	\$142,130	\$116,000	\$105,175	\$169,475
\$500 Million to \$1 Billion	11	\$131,136	\$120,000	\$110,000	\$137,500	\$174,945	\$159,000	\$129,100	\$216,500
\$1 to \$3 Billion	27	\$134,798	\$128,000	\$100,500	\$169,000	\$159,028	\$135,000	\$114,500	\$194,000
More than \$3 Billion	55	\$143,802	\$140,000	\$117,000	\$167,000	\$183,836	\$173,000	\$135,000	\$226,900
Number of Countries You Work in Compliance									
1	79	\$119,201	\$114,000	\$95,000	\$139,000	\$138,224	\$126,380	\$103,250	\$167,000
2 to 5	22	\$132,898	\$128,375	\$116,000	\$155,000	\$154,802	\$151,325	\$125,000	\$183,250
6 to 10	9	\$154,722	\$150,000	\$124,500	\$170,000	\$197,167	\$180,000	\$135,000	\$235,000
11 or More	35	\$153,230	\$150,000	\$128,000	\$191,800	\$209,693	\$195,000	\$151,113	\$251,000
Type of Industry									
Education/Training/Library	7	\$106,286	\$106,000	\$79,500	\$156,000	\$144,100	\$148,000	\$120,500	\$171,850
Energy	0								
Financial Services	5	\$145,600	\$130,000	\$130,000	\$138,000	\$165,800	\$151,000	\$130,000	\$158,000
Government/Policy	6	\$89,700	\$84,100	\$69,050	\$109,500	\$92,867	\$85,600	\$69,050	\$114,000
Higher Education	17	\$101,815	\$105,000	\$83,000	\$120,000	\$102,697	\$105,000	\$83,000	\$120,000
Insurance	28	\$126,300	\$120,000	\$109,750	\$145,500	\$146,893	\$134,100	\$118,500	\$170,500
Manufacturing and Production	9	\$133,278	\$129,000	\$100,500	\$165,000	\$220,756	\$210,000	\$118,800	\$270,000
Pharma/Medical Device	10	\$167,140	\$166,000	\$137,500	\$191,950	\$228,140	\$225,000	\$171,250	\$276,750
Retail/Wholesale	6	\$158,625	\$159,000	\$134,000	\$179,500	\$205,063	\$194,865	\$158,750	\$257,433
Utilities	2								
Number of Employees in Compliance and Ethics Group									
1 to 5	50	\$122,048	\$117,500	\$95,150	\$149,250	\$143,830	\$128,000	\$100,000	\$176,875
6 to 10	29	\$119,786	\$110,000	\$92,000	\$160,000	\$143,423	\$135,000	\$99,000	\$165,000
11 to 20	23	\$122,628	\$115,000	\$104,000	\$132,500	\$153,276	\$127,000	\$109,554	\$170,000
21 to 50	30	\$156,303	\$145,000	\$122,000	\$192,200	\$199,626	\$172,000	\$131,625	\$263,250
More than 50	17	\$146,000	\$139,200	\$119,000	\$156,000	\$182,635	\$173,000	\$147,500	\$220,000

## Director (continued)

	Responses	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Number of Years Working in the Compliance Department									
1	16	\$134,063	\$134,000	\$93,250	\$171,250	\$150,181	\$141,500	\$95,500	\$196,750
2	22	\$111,920	\$109,000	\$96,250	\$118,750	\$139,057	\$114,750	\$96,250	\$136,500
3	25	\$129,054	\$121,400	\$109,000	\$139,200	\$147,598	\$135,000	\$119,000	\$165,000
4	8	\$131,688	\$125,750	\$111,250	\$147,500	\$174,951	\$150,613	\$136,595	\$202,500
5	14	\$132,393	\$128,500	\$116,250	\$163,750	\$161,243	\$136,500	\$121,500	\$202,500
6 to 10	6	\$171,167	\$166,500	\$122,500	\$222,500	\$216,167	\$189,000	\$128,750	\$302,500
11 to 15	8	\$151,605	\$132,500	\$128,750	\$181,650	\$192,071	\$166,500	\$128,750	\$232,548
16 or More	4								
Age									
Less than 30	1								
30 to 34	13	\$109,323	\$100,000	\$83,000	\$138,000	\$120,015	\$113,000	\$86,000	\$158,000
35 to 39	25	\$125,496	\$113,000	\$95,000	\$140,000	\$151,196	\$135,000	\$96,300	\$170,000
40 to 44	31	\$137,037	\$120,000	\$110,150	\$163,500	\$179,438	\$163,000	\$125,950	\$207,500
45 to 49	27	\$138,983	\$131,500	\$114,000	\$175,000	\$170,592	\$151,225	\$121,750	\$231,900
50 to 54	19	\$132,168	\$125,000	\$109,000	\$158,000	\$168,320	\$155,000	\$118,000	\$198,500
55 to 59	13	\$127,415	\$128,000	\$121,400	\$150,000	\$161,908	\$151,000	\$125,000	\$178,700
60 to 64	8	\$130,875	\$107,500	\$103,750	\$145,000	\$139,539	\$109,804	\$105,750	\$173,375
65 or Older	5	\$138,200	\$145,000	\$120,000	\$145,000	\$153,200	\$160,000	\$120,000	\$170,000
Years in Compliance Profession									
Less than 3 Years	17	\$104,424	\$100,000	\$71,000	\$130,000	\$116,035	\$110,000	\$71,000	\$155,000
3 to 5 Years	34	\$130,478	\$120,000	\$95,700	\$163,750	\$158,860	\$134,100	\$113,875	\$195,000
6 to 10 Years	39	\$132,542	\$127,500	\$107,500	\$149,000	\$165,927	\$140,000	\$115,000	\$171,500
11 to 15 Years	39	\$134,617	\$131,500	\$109,500	\$156,000	\$169,074	\$157,000	\$124,650	\$196,900
16 to 20 Years	15	\$139,900	\$128,000	\$115,000	\$162,500	\$171,833	\$163,000	\$124,750	\$198,500
21 or More Years	6	\$160,000	\$161,500	\$130,250	\$177,000	\$179,117	\$181,500	\$140,000	\$224,275
Type of Organization									
Non to Profit	24	\$113,729	\$120,000	\$94,250	\$134,250	\$126,613	\$120,700	\$99,875	\$163,000
Privately Held	37	\$130,814	\$125,000	\$100,500	\$147,000	\$169,203	\$150,000	\$125,000	\$191,000
Publicly Traded	61	\$149,297	\$145,000	\$115,000	\$180,000	\$188,695	\$173,000	\$135,000	\$234,700
Governmental	8	\$92,275	\$92,500	\$71,150	\$108,750	\$95,300	\$92,500	\$71,150	\$111,500
Academic	15	\$97,883	\$105,000	\$78,500	\$112,875	\$103,150	\$106,000	\$86,000	\$116,500
Other	3								

## Director (continued)

	Responses	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Certifications Held									
Certified Compliance and Ethics Professional (CCEP)	50	\$134,987	\$129,500	\$110,535	\$165,250	\$173,075	\$156,000	\$120,310	\$228,750
Certified Compliance and Ethics Professional to International (CCEP to I)	7	\$117,286	\$113,000	\$106,500	\$127,500	\$183,071	\$131,000	\$117,500	\$166,250
Certified in Healthcare Compliance (CHC)	26	\$137,531	\$124,750	\$116,000	\$156,750	\$156,753	\$133,100	\$124,625	\$171,500
Certified in Healthcare Privacy Compliance (CHPC)	6	\$116,333	\$115,000	\$102,000	\$127,250	\$123,833	\$125,500	\$110,000	\$135,000
Certified Fraud Examiner (CFE)	6	\$121,373	\$115,620	\$105,060	\$140,250	\$146,307	\$126,120	\$112,810	\$176,600
Certified Internal Auditor (CIA)	3								
Certified Public Accountant (CPA)	7	\$148,143	\$150,000	\$135,000	\$158,500	\$173,714	\$180,000	\$162,500	\$190,500
No Certifications	47	\$129,406	\$114,000	\$95,000	\$157,500	\$149,132	\$135,000	\$96,150	\$181,000
Highest Level of Education									
Some College	6	\$105,633	\$104,800	\$90,800	\$118,500	\$139,383	\$117,800	\$107,775	\$133,900
Bachelor’s Degree	39	\$119,182	\$115,000	\$98,500	\$140,000	\$142,774	\$130,000	\$109,554	\$171,000
MBA	24	\$121,833	\$128,000	\$102,500	\$147,750	\$148,751	\$148,750	\$117,350	\$171,000
Master’s Degree (Non to MBA)	37	\$118,846	\$119,000	\$100,000	\$145,000	\$152,351	\$135,000	\$116,000	\$170,000
JD	43	\$162,208	\$165,000	\$120,000	\$196,500	\$194,618	\$193,000	\$124,750	\$261,000
PhD	1								
Number of Elements of a Compliance Program the Individual Is Involved in									
1 to 3	24	\$122,900	\$127,500	\$99,000	\$146,750	\$141,796	\$150,500	\$99,750	\$177,000
4 to 6	53	\$124,383	\$115,000	\$100,500	\$147,000	\$147,542	\$130,300	\$110,000	\$175,000
7 to 9	62	\$139,494	\$128,500	\$108,750	\$165,000	\$172,635	\$156,000	\$120,310	\$200,250
All 10	11	\$136,236	\$147,000	\$81,500	\$193,800	\$196,809	\$191,800	\$115,000	\$281,250
Do You Have a Contract?									
Yes	15	\$127,200	\$110,000	\$98,000	\$152,000	\$176,000	\$155,000	\$111,000	\$215,000
No	134	\$131,986	\$125,875	\$103,500	\$159,000	\$159,366	\$144,075	\$113,250	\$190,500
Geographic Region									
New England	6	\$124,200	\$125,100	\$106,500	\$143,550	\$134,867	\$135,500	\$106,500	\$166,150
Middle Atlantic	21	\$129,193	\$121,400	\$113,000	\$145,000	\$151,379	\$135,000	\$114,000	\$174,000
South Atlantic	21	\$126,295	\$126,750	\$95,600	\$152,000	\$145,453	\$133,200	\$119,000	\$180,000
East North Central	19	\$137,711	\$130,000	\$97,500	\$150,000	\$164,474	\$163,000	\$101,000	\$194,000
East South Central	6	\$147,000	\$128,000	\$122,000	\$167,000	\$185,283	\$186,350	\$130,500	\$240,175
West North Central	6	\$118,550	\$117,000	\$111,475	\$128,375	\$141,254	\$134,000	\$130,975	\$147,169
West South Central	7	\$119,000	\$115,000	\$100,500	\$136,000	\$147,714	\$137,000	\$113,000	\$175,500
Mountain	7	\$115,643	\$115,000	\$103,500	\$121,250	\$153,855	\$135,000	\$118,690	\$157,750
Pacific	19	\$152,605	\$152,000	\$125,000	\$182,500	\$190,016	\$170,000	\$145,000	\$217,500

## Manager

	Responses	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
<b>All Respondents</b>	302	\$97,265	\$95,365	\$78,000	\$115,000	\$109,569	\$104,940	\$82,625	\$129,600
<b>Compliance Responsibilities</b>									
Broad (Wide Range of Compliance to Related Risks)	235	\$96,395	\$94,195	\$77,250	\$115,000	\$107,852	\$100,000	\$81,250	\$126,500
Focused on a Particular Risk Area	66	\$99,866	\$100,000	\$80,250	\$118,000	\$114,994	\$115,785	\$91,000	\$134,000
<b>Risk Areas Focused on</b>									
Privacy	15	\$93,351	\$92,000	\$69,205	\$113,500	\$99,751	\$99,850	\$71,500	\$118,500
IT	1								
Occupational Health and Safety	2								
Other	41	\$100,368	\$102,000	\$81,000	\$124,021	\$119,233	\$122,000	\$91,000	\$143,000
<b>Number of People That Report Up Through to You</b>									
0	152	\$96,590	\$95,000	\$76,750	\$115,000	\$111,513	\$105,000	\$81,375	\$130,000
1 to 2	81	\$98,817	\$98,000	\$78,000	\$119,000	\$108,715	\$101,500	\$82,500	\$130,000
3 to 5	46	\$99,310	\$97,000	\$84,250	\$122,000	\$108,862	\$104,000	\$87,031	\$132,600
6 to 10	14	\$100,661	\$105,000	\$88,875	\$111,500	\$112,554	\$109,000	\$96,375	\$119,938
11 or More	7	\$78,357	\$79,500	\$70,500	\$87,500	\$83,929	\$82,000	\$73,000	\$95,750
<b>Annual Compliance Budget for Your Organization</b>									
Less than \$100,000	6	\$89,667	\$85,000	\$66,250	\$105,250	\$95,500	\$94,500	\$68,750	\$119,500
\$100,000 to \$249,999	4								
\$250,000 to \$499,999	7	\$92,229	\$90,500	\$86,250	\$97,000	\$98,157	\$99,000	\$95,250	\$99,500
\$500,000 to \$999,999	10	\$98,560	\$99,500	\$90,525	\$116,250	\$105,160	\$109,000	\$100,325	\$118,750
\$1 Million or More	14	\$101,886	\$100,403	\$90,700	\$109,250	\$122,261	\$111,274	\$98,400	\$134,750
<b>Number of Employees in the Portion of the Organization that Person Works in Compliance for</b>									
Less than 100	66	\$95,315	\$97,800	\$74,785	\$115,750	\$113,179	\$115,009	\$77,050	\$137,250
100 to 249	25	\$87,555	\$80,000	\$65,000	\$120,000	\$91,015	\$83,500	\$65,000	\$120,000
250 to 999	52	\$91,451	\$87,700	\$73,900	\$105,250	\$100,805	\$93,500	\$74,825	\$116,143
1,000 to 1,999	18	\$97,340	\$95,508	\$81,000	\$104,500	\$110,579	\$100,508	\$83,250	\$124,500
2,000 to 2,999	17	\$95,783	\$90,000	\$80,000	\$115,000	\$101,450	\$94,600	\$86,000	\$130,000
3,000 to 4,999	11	\$97,710	\$93,629	\$88,000	\$105,000	\$117,100	\$103,000	\$91,000	\$115,000
5,000 to 7,499	21	\$96,868	\$92,000	\$80,000	\$120,000	\$105,248	\$102,000	\$87,125	\$123,000
7,500 to 14,999	26	\$98,879	\$99,500	\$85,470	\$115,000	\$111,977	\$107,500	\$96,125	\$127,800
15,000 to 29,999	27	\$100,612	\$100,000	\$81,000	\$119,000	\$113,260	\$110,000	\$91,000	\$128,500
30,000 or More	35	\$115,571	\$115,000	\$97,098	\$132,000	\$131,083	\$125,000	\$105,500	\$149,000

## Manager (continued)

	Responses	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Annual Revenues in the Portion of the Organization That Person Works in Compliance for									
Less than \$5 Million	25	\$83,649	\$80,000	\$65,000	\$100,000	\$98,989	\$84,000	\$66,000	\$122,000
\$5 to \$15 Million	17	\$85,029	\$85,000	\$63,000	\$100,000	\$90,942	\$93,000	\$63,000	\$115,018
\$15 to \$30 Million	9	\$80,077	\$75,300	\$65,000	\$91,166	\$82,955	\$76,300	\$65,500	\$95,230
\$30 to \$100 Million	22	\$87,857	\$86,563	\$71,250	\$104,250	\$97,346	\$88,325	\$72,500	\$112,313
\$100 to \$500 Million	32	\$94,591	\$85,700	\$76,875	\$120,000	\$109,877	\$105,940	\$78,000	\$132,000
\$500 Million to \$1 Billion	31	\$108,596	\$110,000	\$94,315	\$121,650	\$116,756	\$120,000	\$94,500	\$135,000
\$1 to \$3 Billion	42	\$97,556	\$92,500	\$83,500	\$115,000	\$111,245	\$102,425	\$90,500	\$131,000
More than \$3 Billion	78	\$109,144	\$105,000	\$94,049	\$122,000	\$126,615	\$119,500	\$100,500	\$145,000
Number of Countries You Work in Compliance									
1	185	\$94,175	\$92,000	\$75,000	\$112,000	\$104,332	\$99,000	\$78,000	\$125,000
2 to 5	42	\$94,801	\$96,598	\$77,750	\$109,000	\$110,266	\$102,000	\$81,500	\$125,168
6 to 10	24	\$100,673	\$99,280	\$88,000	\$117,150	\$119,113	\$112,500	\$91,500	\$130,250
11 or More	47	\$109,102	\$105,000	\$91,500	\$122,500	\$124,245	\$120,000	\$98,840	\$141,500
Type of Industry									
Education/Training/Library	4								
Energy	9	\$120,110	\$130,000	\$95,230	\$137,000	\$132,066	\$137,000	\$95,230	\$152,300
Financial Services	11	\$100,522	\$103,000	\$81,000	\$120,000	\$121,146	\$126,000	\$86,325	\$140,500
Government/Policy	10	\$87,000	\$90,500	\$61,250	\$103,500	\$89,270	\$92,250	\$66,750	\$103,500
Higher Education	19	\$94,755	\$93,629	\$67,500	\$112,250	\$101,544	\$93,629	\$69,500	\$114,750
Insurance	54	\$93,525	\$90,500	\$80,500	\$106,000	\$105,653	\$99,500	\$85,000	\$113,563
Manufacturing and Production	23	\$102,227	\$107,000	\$91,500	\$115,000	\$116,780	\$119,000	\$98,500	\$133,511
Pharma/Medical Device	27	\$110,944	\$115,000	\$99,904	\$122,500	\$129,250	\$130,000	\$110,414	\$138,750
Retail/Wholesale	17	\$96,135	\$95,000	\$91,000	\$102,000	\$121,176	\$122,000	\$106,000	\$130,000
Utilities	9	\$99,222	\$99,500	\$55,000	\$120,000	\$106,944	\$112,000	\$60,000	\$138,000
Number of Employees in Compliance and Ethics Group									
1 to 5	130	\$90,910	\$89,000	\$74,785	\$106,750	\$101,297	\$98,300	\$78,250	\$120,000
6 to 10	65	\$99,741	\$99,500	\$81,000	\$119,000	\$108,727	\$107,000	\$84,000	\$128,400
11 to 20	45	\$100,655	\$100,000	\$80,000	\$118,000	\$117,694	\$110,000	\$87,000	\$148,000
21 to 50	33	\$107,322	\$102,000	\$93,000	\$119,000	\$122,440	\$112,000	\$93,000	\$138,000
More than 50	28	\$104,692	\$100,500	\$91,250	\$122,250	\$122,865	\$123,500	\$98,549	\$140,500

## Manager (continued)

	Responses	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Number of Years Working in the Compliance Department									
1	39	\$99,703	\$100,000	\$81,000	\$115,500	\$110,689	\$105,000	\$85,500	\$125,000
2	46	\$91,687	\$85,500	\$75,250	\$112,813	\$102,225	\$93,000	\$78,875	\$127,500
3	44	\$91,749	\$94,098	\$75,000	\$107,500	\$103,523	\$97,340	\$75,000	\$125,418
4	21	\$103,735	\$102,000	\$76,000	\$120,000	\$121,765	\$108,000	\$83,100	\$132,000
5	23	\$106,196	\$114,000	\$83,500	\$123,161	\$116,051	\$116,000	\$90,000	\$139,000
6 to 10	19	\$103,087	\$98,100	\$84,000	\$114,500	\$112,637	\$108,000	\$87,000	\$126,500
11 to 15	16	\$97,919	\$96,500	\$79,325	\$110,000	\$111,119	\$108,000	\$84,875	\$125,000
16 or More	14	\$99,336	\$91,800	\$80,250	\$120,000	\$123,832	\$117,475	\$91,000	\$142,125
Age									
Less than 30	11	\$69,887	\$63,000	\$53,250	\$83,000	\$76,024	\$63,000	\$54,000	\$83,000
30 to 34	43	\$92,735	\$92,000	\$75,000	\$116,000	\$105,140	\$100,000	\$79,500	\$121,500
35 to 39	56	\$95,847	\$93,598	\$76,750	\$108,370	\$110,162	\$98,750	\$81,375	\$128,000
40 to 44	53	\$93,542	\$94,500	\$75,000	\$112,000	\$102,406	\$99,600	\$81,000	\$125,000
45 to 49	40	\$99,204	\$98,750	\$79,500	\$118,250	\$112,632	\$108,900	\$84,625	\$128,800
50 to 54	45	\$105,671	\$102,000	\$86,600	\$120,000	\$121,995	\$122,000	\$98,100	\$137,000
55 to 59	24	\$101,058	\$100,000	\$80,750	\$116,000	\$111,203	\$109,000	\$88,250	\$127,250
60 to 64	15	\$108,344	\$105,000	\$92,500	\$123,500	\$114,078	\$107,000	\$92,500	\$123,500
65 or Older	4								
Years in Compliance Profession									
Less than 3 Years	42	\$86,423	\$84,000	\$66,250	\$104,500	\$92,782	\$88,563	\$70,000	\$117,707
3 to 5 Years	86	\$91,968	\$90,000	\$73,650	\$109,250	\$104,736	\$93,000	\$75,250	\$128,750
6 to 10 Years	101	\$101,815	\$98,560	\$85,680	\$120,000	\$115,953	\$109,999	\$95,500	\$130,000
11 to 15 Years	49	\$105,202	\$106,000	\$89,000	\$121,000	\$118,589	\$118,000	\$93,000	\$135,000
16 to 20 Years	14	\$100,041	\$95,000	\$86,269	\$111,750	\$114,220	\$103,938	\$88,125	\$134,250
21 or More Years	10	\$99,610	\$99,050	\$83,750	\$113,000	\$106,440	\$102,050	\$83,750	\$125,000
Type of Organization									
Non to Profit	42	\$91,058	\$88,563	\$71,178	\$103,750	\$96,300	\$93,815	\$75,035	\$108,750
Privately Held	77	\$89,411	\$86,600	\$75,000	\$106,000	\$98,490	\$93,000	\$75,000	\$115,018
Publicly Traded	138	\$102,929	\$101,500	\$82,250	\$120,000	\$119,419	\$118,000	\$92,250	\$136,875
Governmental	18	\$94,267	\$95,115	\$66,750	\$116,750	\$102,739	\$98,750	\$75,500	\$124,250
Academic	12	\$101,875	\$102,250	\$89,750	\$123,000	\$112,292	\$102,250	\$89,750	\$126,250
Other	6	\$104,044	\$96,050	\$85,275	\$120,249	\$113,794	\$101,300	\$89,400	\$135,249



## Manager (continued)

	Responses	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Certifications Held									
Certified Compliance and Ethics Professional (CCEP)	102	\$101,928	\$101,500	\$85,250	\$119,000	\$116,635	\$112,500	\$92,250	\$134,000
Certified Compliance and Ethics Professional to International (CCEP to I)	16	\$102,953	\$101,000	\$88,920	\$121,500	\$118,803	\$115,785	\$104,020	\$131,250
Certified in Healthcare Compliance (CHC)	39	\$96,817	\$95,000	\$81,000	\$110,000	\$104,788	\$99,000	\$83,300	\$115,875
Certified in Healthcare Privacy Compliance (CHPC)	11	\$89,128	\$85,000	\$73,000	\$111,000	\$98,264	\$93,000	\$73,000	\$113,500
Certified Fraud Examiner (CFE)	15	\$101,880	\$95,000	\$87,500	\$109,500	\$127,109	\$113,000	\$93,500	\$138,500
Certified Internal Auditor (CIA)	10	\$112,280	\$117,000	\$98,575	\$121,250	\$145,073	\$133,000	\$121,250	\$156,250
Certified Public Accountant (CPA)	8	\$123,887	\$123,650	\$101,025	\$148,250	\$152,379	\$148,650	\$101,025	\$168,659
No Certifications	103	\$87,901	\$87,125	\$70,000	\$103,000	\$98,262	\$94,195	\$74,507	\$120,000
Highest Level of Education									
Some College	31	\$91,559	\$85,000	\$70,000	\$107,500	\$101,691	\$85,000	\$73,500	\$125,000
Bachelor’s Degree	107	\$93,150	\$92,000	\$77,500	\$115,000	\$104,084	\$102,000	\$81,500	\$128,000
MBA	44	\$100,903	\$102,500	\$80,750	\$120,000	\$116,212	\$107,440	\$90,000	\$135,750
Master’s Degree (Non to MBA)	62	\$95,373	\$95,250	\$76,375	\$109,750	\$107,837	\$108,000	\$81,375	\$122,500
JD	54	\$108,674	\$103,000	\$88,500	\$126,750	\$122,893	\$114,375	\$94,297	\$134,750
PhD	2								
Number of Elements of a Compliance Program the Individual Is Involved in									
1 to 3	50	\$97,473	\$98,550	\$72,678	\$118,750	\$108,518	\$104,000	\$75,500	\$130,750
4 to 6	128	\$97,316	\$95,615	\$77,875	\$115,000	\$111,370	\$110,414	\$84,625	\$130,250
7 to 9	105	\$97,016	\$95,500	\$79,500	\$115,000	\$107,468	\$99,600	\$81,500	\$126,000
All 10	19	\$97,741	\$93,000	\$90,000	\$120,000	\$111,810	\$99,500	\$92,500	\$131,500
Do You Have a Contract?									
Yes	26	\$89,885	\$86,000	\$73,650	\$118,000	\$103,738	\$105,000	\$82,625	\$130,000
No	272	\$97,916	\$97,750	\$79,875	\$115,000	\$110,058	\$105,000	\$83,400	\$128,800
Geographic Region									
New England	11	\$102,364	\$85,000	\$78,000	\$130,500	\$110,136	\$92,000	\$82,000	\$139,750
Middle Atlantic	27	\$102,553	\$98,000	\$81,750	\$121,500	\$114,187	\$108,000	\$84,550	\$134,250
South Atlantic	48	\$94,436	\$91,500	\$76,500	\$112,750	\$100,761	\$104,878	\$79,500	\$120,500
East North Central	38	\$95,978	\$98,250	\$80,500	\$109,750	\$102,399	\$100,500	\$87,163	\$122,500
East South Central	9	\$96,884	\$89,100	\$76,000	\$98,000	\$117,328	\$98,000	\$82,000	\$99,600
West North Central	20	\$93,451	\$87,700	\$78,000	\$109,620	\$105,256	\$94,750	\$83,750	\$134,250
West South Central	26	\$100,323	\$95,250	\$83,500	\$111,000	\$119,196	\$114,000	\$94,825	\$125,000
Mountain	10	\$93,400	\$94,750	\$84,875	\$106,500	\$99,950	\$99,500	\$90,750	\$119,125
Pacific	36	\$109,147	\$106,250	\$92,542	\$122,400	\$128,429	\$119,375	\$97,325	\$150,000

## Assistant/Specialist

	Responses	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
<b>All Respondents</b>	329	\$72,760	\$68,000	\$58,000	\$82,000	\$77,470	\$71,424	\$59,000	\$85,400
<b>Compliance Responsibilities</b>									
Broad (Wide Range of Compliance to Related Risks)	252	\$73,256	\$68,853	\$57,800	\$82,000	\$78,581	\$71,462	\$59,000	\$85,625
Focused on a Particular Risk Area	75	\$71,103	\$68,000	\$57,500	\$81,000	\$73,699	\$70,000	\$58,000	\$83,525
<b>Risk Areas Focused on</b>									
Privacy	13	\$60,441	\$66,500	\$59,740	\$75,000	\$63,004	\$68,000	\$61,721	\$75,000
IT	1								
Occupational Health and Safety	0								
Other	55	\$70,236	\$67,000	\$55,735	\$81,000	\$72,792	\$69,500	\$56,385	\$83,692
<b>Number of People That Report Up Through to You</b>									
0	295	\$70,724	\$68,000	\$58,000	\$81,000	\$75,201	\$71,000	\$59,910	\$85,000
1 to 2	22	\$73,241	\$72,100	\$56,750	\$87,750	\$80,163	\$77,500	\$60,010	\$97,750
3 to 5	4								
6 to 10	3								
11 or More	4								
<b>Annual Compliance Budget for Your Organization</b>									
Less than \$100,000	5	\$71,700	\$60,000	\$55,000	\$75,000	\$81,650	\$60,000	\$56,300	\$75,000
\$100,000 to \$249,999	1								
\$250,000 to \$499,999	2								
\$500,000 to \$999,999	2								
\$1 Million or More	9	\$82,353	\$80,174	\$74,000	\$91,500	\$87,197	\$85,000	\$81,200	\$96,000
<b>Number of Employees in the Portion of the Organization that Person Works in Compliance for</b>									
Less than 100	91	\$68,966	\$65,000	\$53,023	\$78,000	\$73,190	\$67,000	\$55,000	\$81,500
100 to 249	28	\$77,091	\$71,750	\$62,750	\$90,000	\$82,880	\$76,500	\$64,000	\$92,250
250 to 999	73	\$69,545	\$64,660	\$51,000	\$83,000	\$75,764	\$65,000	\$54,000	\$88,000
1,000 to 1,999	24	\$62,036	\$65,500	\$49,941	\$80,088	\$65,853	\$65,500	\$49,966	\$82,318
2,000 to 2,999	13	\$69,574	\$74,200	\$65,000	\$81,000	\$72,878	\$75,300	\$65,000	\$85,000
3,000 to 4,999	22	\$71,580	\$69,000	\$64,625	\$77,525	\$81,408	\$74,500	\$65,400	\$80,925
5,000 to 7,499	23	\$72,641	\$71,424	\$65,000	\$79,000	\$74,472	\$72,000	\$67,000	\$81,700
7,500 to 14,999	19	\$105,060	\$75,000	\$67,500	\$84,000	\$108,024	\$81,000	\$67,750	\$87,000
15,000 to 29,999	12	\$86,324	\$73,343	\$70,000	\$90,300	\$90,399	\$77,893	\$72,250	\$98,000
30,000 or More	22	\$72,040	\$71,000	\$64,250	\$82,250	\$74,131	\$71,000	\$65,000	\$84,500

## Assistant/Specialist (continued)

	Responses	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Annual Revenues in the Portion of the Organization That Person Works in Compliance for									
Less than \$5 Million	49	\$68,190	\$65,000	\$53,000	\$79,000	\$69,290	\$66,160	\$53,000	\$79,000
\$5 to \$15 Million	34	\$65,024	\$64,500	\$55,000	\$78,750	\$70,591	\$67,000	\$56,725	\$81,000
\$15 to \$30 Million	14	\$65,184	\$64,830	\$56,250	\$74,625	\$72,005	\$65,830	\$56,250	\$77,100
\$30 to \$100 Million	41	\$62,676	\$64,000	\$50,000	\$75,000	\$68,657	\$65,000	\$53,045	\$80,000
\$100 to \$500 Million	41	\$85,271	\$67,000	\$59,455	\$82,500	\$89,690	\$74,427	\$60,000	\$89,000
\$500 Million to \$1 Billion	30	\$78,380	\$76,386	\$65,250	\$85,000	\$83,405	\$81,000	\$65,625	\$90,263
\$1 to \$3 Billion	33	\$77,394	\$75,000	\$71,000	\$86,000	\$86,182	\$79,800	\$75,000	\$94,000
More than \$3 Billion	51	\$77,193	\$73,500	\$62,875	\$87,300	\$81,294	\$73,500	\$64,175	\$89,300
Number of Countries You Work in Compliance									
1	231	\$71,325	\$66,300	\$55,000	\$80,000	\$74,967	\$68,000	\$55,500	\$84,692
2 to 5	37	\$72,088	\$72,000	\$64,660	\$76,000	\$83,039	\$74,000	\$65,500	\$83,778
6 to 10	20	\$75,083	\$68,750	\$63,750	\$83,375	\$79,282	\$72,500	\$66,000	\$87,900
11 or More	35	\$78,825	\$78,000	\$65,500	\$85,500	\$83,172	\$81,400	\$68,250	\$89,000
Type of Industry									
Education/Training/Library	11	\$72,455	\$75,000	\$66,500	\$75,500	\$72,482	\$75,000	\$66,500	\$75,650
Energy	16	\$79,831	\$77,139	\$66,750	\$97,000	\$98,844	\$82,192	\$73,388	\$111,350
Financial Services	16	\$72,734	\$70,000	\$56,750	\$85,500	\$81,097	\$76,250	\$57,250	\$95,625
Government/Policy	14	\$94,672	\$77,000	\$65,178	\$111,577	\$95,758	\$78,250	\$65,178	\$113,601
Higher Education	15	\$60,986	\$60,000	\$52,500	\$69,950	\$61,173	\$60,000	\$53,150	\$69,950
Insurance	89	\$68,004	\$66,000	\$56,222	\$78,000	\$71,177	\$68,000	\$58,680	\$82,000
Manufacturing and Production	12	\$72,570	\$73,706	\$63,750	\$82,007	\$74,333	\$74,614	\$68,250	\$83,570
Pharma/Medical Device	20	\$66,444	\$74,000	\$56,330	\$78,250	\$69,527	\$76,500	\$56,455	\$82,850
Retail/Wholesale	4								
Utilities	8	\$87,932	\$87,000	\$74,250	\$96,250	\$96,319	\$95,500	\$78,575	\$111,500
Number of Employees in Compliance and Ethics Group									
1 to 5	145	\$73,183	\$66,000	\$57,000	\$79,278	\$76,788	\$69,800	\$59,000	\$83,500
6 to 10	73	\$72,201	\$68,000	\$58,000	\$82,000	\$75,924	\$70,000	\$58,680	\$85,000
11 to 20	47	\$68,448	\$66,000	\$56,250	\$78,900	\$76,192	\$68,000	\$56,250	\$85,837
21 to 50	30	\$70,939	\$72,000	\$55,790	\$82,250	\$75,396	\$78,450	\$59,040	\$88,000
More than 50	32	\$79,351	\$76,100	\$65,750	\$86,663	\$87,238	\$81,500	\$67,275	\$97,875

## Assistant/Specialist (continued)

	Responses	Base Salary				Total Compensation			
				25th	75th			25th	75th
		Average	Median	Percentile	Percentile	Average	Median	Percentile	Percentile
Number of Years Working in the Compliance Department									
1	68	\$64,594	\$65,000	\$52,875	\$76,425	\$68,196	\$65,000	\$56,375	\$80,775
2	58	\$70,335	\$66,080	\$58,525	\$82,021	\$76,531	\$69,750	\$60,000	\$85,070
3	46	\$68,551	\$66,000	\$51,250	\$80,000	\$75,272	\$69,900	\$53,500	\$85,000
4	22	\$69,637	\$66,650	\$58,175	\$75,000	\$71,215	\$67,500	\$59,575	\$78,425
5	23	\$71,611	\$75,000	\$58,080	\$83,500	\$77,565	\$75,000	\$60,000	\$84,250
6 to 10	11	\$65,851	\$66,000	\$58,000	\$75,114	\$67,414	\$66,000	\$58,500	\$76,614
11 to 15	10	\$70,185	\$79,900	\$61,250	\$80,838	\$74,985	\$82,900	\$61,250	\$89,913
16 or More	7	\$74,314	\$75,000	\$66,100	\$84,500	\$80,029	\$87,000	\$72,000	\$89,100
Age									
Less than 30	42	\$65,603	\$63,830	\$50,600	\$71,500	\$68,087	\$64,875	\$54,112	\$73,500
30 to 34	50	\$70,552	\$73,606	\$58,625	\$82,375	\$73,672	\$75,250	\$58,925	\$84,650
35 to 39	65	\$66,921	\$65,000	\$56,470	\$77,000	\$71,113	\$67,000	\$58,680	\$78,600
40 to 44	45	\$70,733	\$70,000	\$57,000	\$80,350	\$76,353	\$73,500	\$58,100	\$85,500
45 to 49	41	\$70,866	\$68,000	\$53,000	\$80,000	\$78,832	\$73,500	\$55,000	\$94,000
50 to 54	39	\$89,408	\$71,000	\$58,080	\$92,000	\$93,639	\$71,000	\$63,080	\$104,389
55 to 59	24	\$82,865	\$76,750	\$71,500	\$93,488	\$89,107	\$81,250	\$74,857	\$100,500
60 to 64	14	\$71,929	\$72,500	\$58,250	\$75,000	\$76,071	\$74,250	\$61,550	\$85,650
65 or Older	1								
Years in Compliance Profession									
Less than 3 Years	110	\$63,620	\$62,500	\$52,312	\$72,750	\$67,610	\$64,875	\$53,250	\$73,428
3 to 5 Years	97	\$68,535	\$68,000	\$55,000	\$80,000	\$73,574	\$70,350	\$56,222	\$82,000
6 to 10 Years	71	\$77,484	\$75,000	\$65,000	\$84,750	\$82,980	\$81,000	\$65,500	\$88,300
11 to 15 Years	29	\$77,819	\$75,300	\$66,160	\$89,000	\$82,239	\$78,600	\$67,000	\$96,000
16 to 20 Years	13	\$89,783	\$90,000	\$82,000	\$93,000	\$95,464	\$92,650	\$82,000	\$101,600
21 or More Years	7	\$117,800	\$120,102	\$75,500	\$145,000	\$128,403	\$122,801	\$80,000	\$154,000
Type of Organization									
Non to Profit	81	\$74,318	\$65,000	\$55,000	\$79,278	\$78,013	\$66,600	\$55,000	\$84,383
Privately Held	79	\$66,516	\$65,000	\$54,000	\$77,886	\$70,697	\$67,000	\$57,661	\$84,389
Publicly Traded	106	\$75,887	\$73,864	\$65,000	\$85,000	\$82,699	\$77,893	\$65,250	\$90,000
Governmental	31	\$77,744	\$70,000	\$58,300	\$79,500	\$78,628	\$70,000	\$61,550	\$80,500
Academic	16	\$64,125	\$66,000	\$54,500	\$75,250	\$64,319	\$66,250	\$55,475	\$75,475
Other	8	\$67,031	\$66,000	\$56,000	\$80,763	\$72,531	\$70,750	\$57,500	\$87,838

## Assistant/Specialist (continued)

	Responses	Base Salary				Total Compensation			
		Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Certifications Held									
Certified Compliance and Ethics Professional (CCEP)	63	\$80,874	\$78,000	\$67,000	\$88,975	\$89,043	\$85,000	\$70,000	\$101,000
Certified Compliance and Ethics Professional to International (CCEP to I)	6	\$69,683	\$66,500	\$58,875	\$80,500	\$73,017	\$66,500	\$58,875	\$80,500
Certified in Healthcare Compliance (CHC)	36	\$72,030	\$75,000	\$63,688	\$80,350	\$75,090	\$77,000	\$64,563	\$82,445
Certified in Healthcare Privacy Compliance (CHPC)	8	\$66,346	\$69,000	\$57,055	\$82,771	\$68,854	\$73,000	\$61,042	\$84,084
Certified Fraud Examiner (CFE)	7	\$94,943	\$91,500	\$77,000	\$117,051	\$101,172	\$101,600	\$85,400	\$122,401
Certified Internal Auditor (CIA)	2								
Certified Public Accountant (CPA)	5	\$81,880	\$82,000	\$75,000	\$91,400	\$85,180	\$82,000	\$77,500	\$100,400
No Certifications	165	\$68,966	\$66,000	\$53,000	\$78,000	\$73,310	\$67,000	\$56,222	\$82,000
Highest Level of Education									
Some College	56	\$69,160	\$65,000	\$56,750	\$75,250	\$75,810	\$67,250	\$57,831	\$84,377
Bachelor’s Degree	127	\$69,096	\$66,500	\$55,500	\$78,250	\$73,540	\$68,000	\$57,235	\$83,992
MBA	34	\$88,018	\$71,000	\$62,500	\$85,000	\$91,552	\$73,000	\$62,500	\$85,000
Master’s Degree (Non to MBA)	68	\$74,668	\$71,712	\$58,200	\$86,663	\$79,036	\$74,959	\$58,920	\$88,150
JD	38	\$73,772	\$73,593	\$60,500	\$82,875	\$78,498	\$76,443	\$62,000	\$89,500
PhD	0								
Number of Elements of a Compliance Program the Individual Is Involved in									
1 to 3	95	\$71,728	\$69,900	\$60,000	\$80,000	\$77,182	\$73,050	\$61,628	\$85,750
4 to 6	148	\$71,686	\$68,000	\$55,750	\$82,000	\$77,451	\$71,000	\$56,493	\$88,150
7 to 9	72	\$76,913	\$69,500	\$56,750	\$80,381	\$79,065	\$70,500	\$58,250	\$82,750
All 10	10	\$70,850	\$67,500	\$61,250	\$80,750	\$72,535	\$70,925	\$61,250	\$85,750
Do You Have a Contract?									
Yes	44	\$70,693	\$66,000	\$49,601	\$80,500	\$78,769	\$70,250	\$50,101	\$88,500
No	282	\$73,262	\$69,803	\$58,625	\$82,000	\$77,468	\$71,500	\$60,000	\$85,000
Geographic Region									
New England	13	\$76,462	\$78,000	\$68,000	\$81,000	\$79,215	\$80,000	\$68,000	\$86,000
Middle Atlantic	28	\$89,775	\$71,000	\$58,750	\$75,000	\$95,461	\$72,500	\$60,000	\$84,050
South Atlantic	48	\$69,284	\$64,500	\$55,750	\$80,000	\$70,875	\$65,750	\$58,510	\$80,000
East North Central	45	\$67,896	\$70,000	\$55,000	\$79,000	\$70,632	\$71,000	\$57,500	\$82,000
East South Central	11	\$68,914	\$58,159	\$55,950	\$81,000	\$71,414	\$62,159	\$56,650	\$82,750
West North Central	22	\$71,966	\$74,600	\$60,688	\$81,500	\$75,948	\$76,443	\$60,750	\$89,500
West South Central	40	\$71,031	\$67,500	\$61,500	\$78,125	\$77,179	\$72,275	\$63,500	\$83,875
Mountain	14	\$65,464	\$70,000	\$48,375	\$79,513	\$68,466	\$71,000	\$58,125	\$84,000
Pacific	48	\$76,573	\$74,500	\$63,750	\$87,875	\$83,858	\$78,853	\$65,000	\$96,625

## Geographic Region

		Base Salary				Total Compensation			
	Responses	Average	Median	25th Percentile	75th Percentile	Average	Median	25th Percentile	75th Percentile
Vice President									
New England	0								
Middle Atlantic	10	\$182,900	\$170,000	\$149,750	\$230,000	\$211,937	\$216,500	\$173,750	\$253,750
South Atlantic	3								
East North Central	2								
East South Central	0								
West North Central	0								
West South Central	0								
Mountain	2								
Pacific	3								
Director									
New England	6	\$124,200	\$125,100	\$106,500	\$143,550	\$134,867	\$135,500	\$106,500	\$166,150
Middle Atlantic	21	\$129,193	\$121,400	\$113,000	\$145,000	\$151,379	\$135,000	\$114,000	\$174,000
South Atlantic	21	\$126,295	\$126,750	\$95,600	\$152,000	\$145,453	\$133,200	\$119,000	\$180,000
East North Central	19	\$137,711	\$130,000	\$97,500	\$150,000	\$164,474	\$163,000	\$101,000	\$194,000
East South Central	6	\$147,000	\$128,000	\$122,000	\$167,000	\$185,283	\$186,350	\$130,500	\$240,175
West North Central	6	\$118,550	\$117,000	\$111,475	\$128,375	\$141,254	\$134,000	\$130,975	\$147,169
West South Central	7	\$119,000	\$115,000	\$100,500	\$136,000	\$147,714	\$137,000	\$113,000	\$175,500
Mountain	7	\$115,643	\$115,000	\$103,500	\$121,250	\$153,855	\$135,000	\$118,690	\$157,750
Pacific	19	\$152,605	\$152,000	\$125,000	\$182,500	\$190,016	\$170,000	\$145,000	\$217,500
Manager									
New England	11	\$102,364	\$85,000	\$78,000	\$130,500	\$110,136	\$92,000	\$82,000	\$139,750
Middle Atlantic	27	\$102,553	\$98,000	\$81,750	\$121,500	\$114,187	\$108,000	\$84,550	\$134,250
South Atlantic	48	\$94,436	\$91,500	\$76,500	\$112,750	\$100,761	\$104,878	\$79,500	\$120,500
East North Central	38	\$95,978	\$98,250	\$80,500	\$109,750	\$102,399	\$100,500	\$87,163	\$122,500
East South Central	9	\$96,884	\$89,100	\$76,000	\$98,000	\$117,328	\$98,000	\$82,000	\$99,600
West North Central	20	\$93,451	\$87,700	\$78,000	\$109,620	\$105,256	\$94,750	\$83,750	\$134,250
West South Central	26	\$100,323	\$95,250	\$83,500	\$111,000	\$119,196	\$114,000	\$94,825	\$125,000
Mountain	10	\$93,400	\$94,750	\$84,875	\$106,500	\$99,950	\$99,500	\$90,750	\$119,125
Pacific	36	\$109,147	\$106,250	\$92,542	\$122,400	\$128,429	\$119,375	\$97,325	\$150,000
Assistant/Specialist									
New England	13	\$76,462	\$78,000	\$68,000	\$81,000	\$79,215	\$80,000	\$68,000	\$86,000
Middle Atlantic	28	\$89,775	\$71,000	\$58,750	\$75,000	\$95,461	\$72,500	\$60,000	\$84,050
South Atlantic	48	\$69,284	\$64,500	\$55,750	\$80,000	\$70,875	\$65,750	\$58,510	\$80,000
East North Central	45	\$67,896	\$70,000	\$55,000	\$79,000	\$70,632	\$71,000	\$57,500	\$82,000
East South Central	11	\$68,914	\$58,159	\$55,950	\$81,000	\$71,414	\$62,159	\$56,650	\$82,750
West North Central	22	\$71,966	\$74,600	\$60,688	\$81,500	\$75,948	\$76,443	\$60,750	\$89,500
West South Central	40	\$71,031	\$67,500	\$61,500	\$78,125	\$77,179	\$72,275	\$63,500	\$83,875
Mountain	14	\$65,464	\$70,000	\$48,375	\$79,513	\$68,466	\$71,000	\$58,125	\$84,000
Pacific	48	\$76,573	\$74,500	\$63,750	\$87,875	\$83,858	\$78,853	\$65,000	\$96,625

## Detailed Results

## Detailed Results

		Title/Level			
	All Respondents	Vice President	Director	Manager	Assistant/Specialist
<b>Are your compliance responsibilities:</b>					
Responses	827	28	151	307	339
Broad, covering a range of compliance-related risks	78%	93%	79%	78%	76%
Focused on a particular risk area	22%	7%	20%	22%	23%
<b>If focused, which legal and regulatory risk areas are you primarily focused on?</b>					
Responses	166	2	29	60	73
Privacy	23%	50%	24%	27%	19%
IT	2%	0%	0%	2%	3%
Occupational health and safety	1%	0%	0%	3%	0%
Other	74%	50%	76%	68%	78%
<b>Percentage indicating the elements of the compliance program that they are primarily involved in:</b>					
Responses	823	28	151	307	335
Compliance/auditing/monitoring	75%	75%	77%	76%	73%
Compliance education	75%	79%	79%	80%	68%
Compliance investigations	58%	54%	62%	60%	55%
Hot line/anonymous reporting	40%	50%	45%	44%	33%
Reporting to the board	28%	50%	36%	25%	24%
Compliance risk assessments	66%	86%	79%	68%	57%
Compliance discipline/incentives	27%	57%	34%	31%	18%
Code of conduct	50%	68%	52%	55%	43%
Policies and procedures	85%	93%	89%	90%	78%
Measuring program effectiveness	55%	68%	70%	59%	44%
<b>Which of the following best describes your title or level?</b>					
Responses	825	28	151	307	339
Vice President	3%	100%	0%	0%	0%
Director	18%	0%	100%	0%	0%
Manager	37%	0%	0%	100%	0%
Assistant/Specialist	41%	0%	0%	0%	100%
<b>How many people report up through to you?</b>					
Responses	824	28	151	305	338
0	62%	21%	31%	51%	89%
1-2	19%	25%	28%	27%	7%
3-5	12%	29%	24%	15%	2%
6-10	5%	4%	13%	5%	1%
11 or more	3%	21%	3%	2%	1%
<b>How much of your company's legal and regulatory risk areas would you estimate the compliance department is responsible for managing?</b>					
Responses	808	27	147	298	335
0-25%	18%	11%	20%	19%	17%
26%-50%	26%	19%	27%	26%	26%
51%-75%	30%	41%	32%	30%	29%
76%-100%	25%	30%	21%	25%	27%



## Detailed Results

		Title/Level			
	All Respondents	Vice President	Director	Manager	Assistant/Specialist
<b>How many employees, including yourself, are there in the compliance and ethics group you manage?</b>					
Responses	822	28	150	306	336
1	4%	0%	5%	5%	3%
2 to 5	37%	21%	29%	39%	41%
6 to 10	22%	21%	20%	22%	23%
11 to 15	9%	11%	11%	8%	8%
16 to 20	6%	0%	4%	7%	7%
21 to 30	6%	11%	9%	5%	5%
31 to 40	4%	14%	7%	2%	3%
41 to 50	3%	11%	3%	4%	1%
More than 50	10%	11%	11%	9%	10%
<b>Do you know the budget for your compliance department?</b>					
Responses	823	28	150	305	338
Yes	14%	36%	23%	16%	6%
No	86%	64%	77%	84%	94%
<b>Annual compliance budget for the organization as a whole:</b>					
Responses	102	9	32	41	20
Average	\$4,581,111	\$2,192,778	\$2,584,688	\$8,141,516	\$1,551,307
Median	\$750,000	\$1,000,000	\$825,000	\$500,000	\$975,000
25th percentile	\$256,250	\$400,000	\$337,500	\$275,000	\$92,500
75th percentile	\$1,500,000	\$5,000,000	\$3,500,000	\$1,000,000	\$1,750,000
<b>Approximately how many employees work in your organization as a whole?</b>					
Responses	816	28	147	306	334
Less than 100	5%	4%	1%	3%	7%
100 - 249	6%	7%	6%	6%	5%
250 - 499	7%	4%	3%	7%	8%
500 - 999	9%	14%	7%	8%	9%
1,000 - 1,999	10%	11%	8%	9%	11%
2,000 - 2,999	7%	4%	9%	7%	7%
3,000 - 4,999	7%	11%	5%	5%	9%
5,000 - 7,499	8%	7%	7%	9%	8%
7,500 - 9,999	4%	0%	4%	4%	4%
10,000 - 14,999	6%	4%	7%	7%	4%
15,000 - 19,999	4%	4%	5%	4%	3%
20,000 - 29,999	5%	0%	7%	6%	4%
30,000 - 49,999	8%	11%	9%	7%	7%
50,000 - 74,999	3%	11%	3%	4%	2%
75,000 - 99,999	3%	4%	1%	2%	4%
100,000 +	10%	7%	15%	12%	7%

## Detailed Results

	All Respondents	Title/Level			
		Vice President	Director	Manager	Assistant/ Specialist
<b>Approximately how many employees work in the portion of your organization that work in compliance for?</b>					
Responses	817	28	149	303	335
Less than 100	24%	21%	18%	22%	28%
100 - 249	8%	11%	8%	8%	8%
250 - 499	9%	7%	6%	8%	11%
500 - 999	10%	14%	7%	10%	11%
1,000 - 1,999	7%	11%	9%	6%	8%
2,000 - 2,999	5%	0%	7%	6%	4%
3,000 - 4,999	5%	7%	5%	4%	7%
5,000 - 7,499	6%	4%	4%	7%	7%
7,500 - 9,999	3%	4%	4%	3%	2%
10,000 - 14,999	5%	4%	7%	5%	3%
15,000 - 19,999	3%	4%	3%	5%	1%
20,000 - 29,999	4%	0%	5%	4%	3%
30,000 - 49,999	4%	4%	7%	4%	3%
50,000 - 74,999	2%	11%	2%	1%	1%
75,000 - 99,999	1%	0%	1%	2%	1%
100,000 +	3%	0%	6%	5%	1%
<b>What are the annual revenues of the organization you work for?</b>					
Responses	736	27	135	266	306
Less than \$5 million	7%	0%	3%	5%	10%
\$5 to \$15 million	7%	0%	4%	6%	10%
\$15 to \$30 million	4%	4%	2%	3%	4%
\$30 to \$50 million	5%	11%	5%	4%	5%
\$50 to \$100 million	6%	4%	4%	4%	9%
\$100 to \$500 million	11%	11%	9%	11%	11%
\$500 million to \$1 billion	10%	11%	6%	9%	11%
\$1 to \$3 billion	17%	15%	22%	19%	14%
More than \$3 billion	34%	44%	44%	37%	26%
<b>What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?</b>					
Responses	728	27	139	260	301
Less than \$5 million	12%	4%	8%	10%	17%
\$5 to \$15 million	8%	0%	5%	7%	12%
\$15 to \$30 million	4%	7%	2%	4%	5%
\$30 to \$50 million	6%	11%	7%	4%	7%
\$50 to \$100 million	5%	4%	3%	5%	8%
\$100 to \$500 million	12%	7%	7%	12%	14%
\$500 million to \$1 billion	10%	11%	8%	12%	10%
\$1 to \$3 billion	15%	19%	20%	16%	12%
More than \$3 billion	27%	37%	40%	30%	17%

## Detailed Results

		Title/Level			
	All Respondents	Vice President	Director	Manager	Assistant/Specialist
<b>For how many countries do you work in compliance?</b>					
Responses	809	27	146	303	331
1	64%	41%	54%	62%	72%
2 to 5	14%	33%	15%	14%	11%
6 to 10	7%	7%	6%	8%	6%
11 or more	15%	19%	25%	16%	11%
<b>Where do you work?</b>					
Responses	792	28	140	296	326
United States	93%	93%	95%	92%	92%
North America (outside US)	2%	4%	3%	2%	2%
South America	1%	0%	1%	1%	1%
Europe	2%	0%	1%	1%	2%
Asia	1%	0%	0%	2%	1%
Africa	1%	0%	0%	1%	2%
Australia	0%	0%	0%	0%	0%
<b>Gender:</b>					
Responses	809	28	147	299	333
Male	28%	43%	37%	29%	22%
Female	72%	57%	63%	71%	77%
Transgender	0%	0%	0%	0%	0%
<b>Ethnicity (multiple responses allowed)</b>					
Responses	811	28	149	300	334
White (non-Hispanic origin)	72%	68%	77%	75%	67%
Black or African American	11%	7%	6%	10%	15%
Hispanic	8%	18%	9%	8%	7%
Asian or Pacific Islander	7%	4%	6%	5%	9%
Native American or Alaskan Native	0%	0%	1%	1%	0%
Other ethnicity	0%	0%	0%	0%	1%
Prefer not to answer	4%	7%	5%	4%	4%
<b>Current Age:</b>					
Responses	794	28	143	294	328
Average	43	46	46	44	41
Median	42	46	45	42	40
25th percentile	35	40	39	35	33
75th percentile	50	51	51	51	49
<b>Years in Compliance Profession:</b>					
Responses	821	28	151	306	336
Average	7	10	10	8	6
Median	6	8	10	6	4
25th percentile	3	5	5	3	2
75th percentile	10	14	13	10	8
<b>Years with Current Employer:</b>					
Responses	820	28	151	305	336
Average	7	8	9	8	6
Median	4	6	6	5	4
25th percentile	2	3	2	2	2
75th percentile	10	10	13	11	9

## Detailed Results

		Title/Level			
	All Respondents	Vice President	Director	Manager	Assistant/Specialist
<b>Years Holding Current Job Title:</b>					
Responses	818	28	151	305	334
Average	3	3	4	3	3
Median	2	2	3	2	2
25th percentile	1	1	1	1	1
75th percentile	4	3	4	4	3
<b>Years in the Compliance Department</b>					
Responses	816	28	151	300	335
Average	5	6	6	5	4
Median	3	5	4	4	3
25th percentile	2	3	2	2	2
75th percentile	7	7	9	7	5
<b>Industry:</b>					
Responses	812	28	146	300	336
Accounting/auditing	1%	0%	1%	1%	1%
Administrative and support services	1%	0%	0%	1%	1%
Advertising/marketing	0%	0%	0%	1%	1%
Public relations	0%	0%	0%	0%	0%
Aerospace/aviation/defense	1%	0%	0%	1%	3%
Agriculture	1%	0%	1%	1%	2%
Airlines	0%	0%	0%	0%	0%
Architectural services	0%	4%	0%	0%	0%
Arts/entertainment/media	0%	4%	0%	0%	0%
Automotive/motor vehicles/parts	0%	0%	1%	0%	1%
Banking	2%	4%	0%	2%	2%
Biotechnical and pharmaceutical	1%	4%	0%	2%	1%
Chemical/polymers/fibers	1%	0%	1%	0%	1%
Computer hardware	0%	0%	0%	0%	0%
Computer services	0%	0%	0%	1%	0%
Computer software	1%	0%	2%	1%	1%
Construction	1%	0%	1%	1%	1%
Consulting services	1%	0%	1%	1%	2%
Consumer products	0%	0%	1%	0%	0%
Customer service/call center	0%	0%	0%	0%	0%
Education/training/library	3%	0%	5%	1%	3%
Electronics	1%	0%	1%	1%	0%
Energy	3%	0%	0%	3%	5%
Engineering	1%	0%	0%	1%	1%
Environmental services	0%	0%	0%	0%	0%
Finance/economics	0%	0%	1%	0%	0%
Financial services	5%	14%	3%	4%	5%
Forest products	0%	0%	1%	0%	0%
Government/policy	4%	0%	4%	3%	4%
Health care provider	0%	0%	0%	0%	0%
Higher education	6%	0%	12%	6%	4%
Hospitality/tourism	1%	0%	3%	0%	0%
Human resources/recruiting	0%	0%	1%	0%	0%
Information technology	2%	0%	2%	2%	2%
Installation/maintenance/repair	0%	0%	1%	0%	0%
Insurance	22%	32%	19%	18%	26%
Internet/e-commerce	1%	4%	1%	0%	0%
Law enforcement/security services	0%	0%	1%	0%	0%
Legal	2%	0%	2%	2%	1%

## Detailed Results

	All Respondents	Title/Level			
		Vice President	Director	Manager	Assistant/ Specialist
Manufacturing and production	6%	0%	6%	8%	4%
Military	0%	0%	0%	0%	0%
Mining	0%	0%	0%	0%	0%
Operations management	1%	0%	1%	1%	0%
Personal care and service	0%	0%	0%	0%	0%
Pharma/medical device	7%	0%	7%	9%	6%
Publishing/printing	0%	0%	0%	0%	0%
Purchasing	0%	4%	0%	0%	0%
Real estate/mortgage	1%	4%	1%	1%	1%
Research & development	2%	0%	1%	3%	2%
Restaurant and food service	0%	0%	0%	0%	0%
Retail/wholesale	4%	7%	4%	6%	1%
Science	0%	0%	1%	0%	0%
Sports and recreation/fitness	0%	0%	0%	0%	0%
Supply chain/logistics	1%	0%	0%	1%	1%
Telecommunications	2%	0%	4%	1%	2%
Textiles	0%	0%	0%	0%	0%
Tobacco	0%	0%	0%	0%	0%
Transportation/warehousing	1%	0%	1%	2%	0%
Veterinary services	0%	0%	0%	0%	0%
Utilities	3%	0%	1%	3%	3%
Waste management services	0%	0%	0%	0%	0%
Other	9%	21%	8%	8%	10%
<b>Type of organization:</b>					
Responses	804	28	149	297	328
Non-profit	19%	4%	16%	14%	25%
Privately held	26%	36%	25%	26%	25%
Publicly traded	41%	54%	42%	47%	33%
Governmental	8%	4%	5%	6%	10%
Academic	5%	0%	10%	4%	5%
Other	2%	4%	2%	2%	2%

## Detailed Results

		Title/Level			
	All Respondents	Vice President	Director	Manager	Assistant/Specialist
<b>Percentage holding the following certifications:</b>					
Responses	827	28	151	307	339
Leading Professional in Ethics & Compliance (LPEC)	2%	0%	1%	1%	3%
Certified Public Accountant (CPA)	3%	4%	5%	3%	1%
Certified Compliance and Ethics Professional (CCEP)	27%	36%	33%	33%	19%
Certified Compliance and Ethics Professional International (CCEP-I)	4%	0%	5%	5%	2%
Certified in Healthcare Compliance (CHC)	13%	11%	17%	13%	11%
Certified in Healthcare Research Compliance (CHRC)	1%	0%	1%	1%	1%
Certified in Healthcare Privacy Compliance (CHPC)	3%	4%	4%	4%	2%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	4%	14%	5%	5%	2%
Certified Internal Auditor (CIA)	2%	7%	2%	3%	1%
Certified Information Privacy Professional (CIPP)	2%	0%	4%	1%	1%
Professional in Human Resources (PHR)	0%	0%	1%	0%	0%
Senior Professionals in Human Resources (SPHR)	0%	0%	1%	1%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	0%	1%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	1%	0%	0%
Other	16%	14%	23%	15%	14%
<b>Highest level of education attained:</b>					
Responses	815	28	151	304	330
Some college	12%	11%	4%	10%	18%
Bachelor's degree	35%	25%	26%	36%	39%
MBA	14%	21%	17%	15%	11%
Master's degree (non-MBA)	21%	4%	25%	21%	22%
JD	18%	32%	28%	18%	12%
PhD	1%	7%	1%	1%	0%
<b>Amount of bonus eligible:</b>					
Responses	800	28	148	294	328
None	32%	7%	25%	27%	42%
0-10% of salary	33%	14%	11%	33%	43%
11%-20% of salary	23%	39%	30%	30%	12%
21%-30% of salary	8%	32%	20%	7%	1%
31%-40% of salary	2%	7%	8%	1%	0%
41% or more of salary	2%	0%	5%	2%	2%
<b>Do you have a contract?</b>					
Responses	813	28	150	301	332
Yes	11%	14%	10%	10%	14%
No	89%	86%	90%	90%	86%

## Detailed Results

		Title/Level			
	All Respondents	Vice President	Director	Manager	Assistant/ Specialist
If "yes," do you have a severance clause in your contract?					
Responses	753	26	140	279	306
Yes	7%	12%	8%	6%	8%
No	93%	88%	92%	94%	92%

## Detailed Results

	Number of Employees in Compliance and Ethics Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More Than 50
<b>Are your compliance responsibilities:</b>					
Responses	336	180	121	105	80
Broad, covering a range of compliance-related risks	86%	76%	74%	70%	64%
Focused on a particular risk area	13%	23%	26%	30%	35%

**If focused, which legal and regulatory risk areas are you primarily focused on?**

Responses	39	41	28	29	27
Privacy	23%	29%	29%	17%	11%
IT	3%	2%	4%	0%	0%
Occupational health and safety	0%	2%	0%	0%	4%
Other	74%	66%	68%	83%	85%

**Percentage indicating the elements of the compliance program that they are primarily involved in:**

Responses	335	179	121	105	79
Compliance/auditing/monitoring	77%	82%	77%	66%	61%
Compliance education	81%	77%	62%	72%	66%
Compliance investigations	64%	63%	46%	51%	48%
Hot line/anonymous reporting	50%	39%	29%	38%	20%
Reporting to the board	31%	23%	21%	37%	23%
Compliance risk assessments	69%	70%	61%	58%	68%
Compliance discipline/incentives	33%	24%	26%	25%	15%
Code of conduct	64%	42%	36%	42%	37%
Policies and procedures	92%	85%	72%	81%	78%
Measuring program effectiveness	57%	52%	50%	59%	58%

**Which of the following best describes your title or level?**

Responses	335	180	121	104	80
Vice President	2%	3%	2%	10%	4%
Director	15%	17%	19%	29%	21%
Manager	40%	37%	37%	32%	35%
Assistant/Specialist	44%	43%	41%	30%	40%

**How many people report up through to you?**

Responses	335	179	121	104	80
0	72%	58%	53%	46%	61%
1-2	19%	17%	21%	17%	25%
3-5	7%	17%	17%	17%	6%
6-10	2%	6%	6%	11%	5%
11 or more	1%	2%	3%	9%	3%

**How much of your company's legal and regulatory risk areas would you estimate the compliance department is responsible for managing?**

Responses	329	177	119	101	78
0-25%	22%	19%	17%	8%	17%
26%-50%	26%	29%	26%	22%	23%
51%-75%	26%	27%	42%	37%	28%
76%-100%	25%	24%	15%	34%	32%



## Detailed Results

	Number of Employees in Compliance and Ethics Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More Than 50
<b>How many employees, including yourself, are there in the compliance and ethics group you manage?</b>					
Responses	336	180	121	105	80
1	9%	0%	0%	0%	0%
2 to 5	91%	0%	0%	0%	0%
6 to 10	0%	100%	0%	0%	0%
11 to 15	0%	0%	59%	0%	0%
16 to 20	0%	0%	41%	0%	0%
21 to 30	0%	0%	0%	49%	0%
31 to 40	0%	0%	0%	29%	0%
41 to 50	0%	0%	0%	23%	0%
More than 50	0%	0%	0%	0%	100%

<b>Do you know the budget for your compliance department?</b>					
Responses	335	180	120	105	79
Yes	21%	9%	9%	14%	6%
No	79%	91%	91%	86%	94%

<b>Annual compliance budget for the organization as a whole:</b>					
Responses	60	14	8	15	5
Average	\$619,203	\$1,107,857	\$2,933,750	\$17,842,743	\$24,700,000
Median	\$350,000	\$900,000	\$1,425,000	\$5,000,000	\$12,500,000
25th percentile	\$95,000	\$500,000	\$575,000	\$2,528,000	\$10,000,000
75th percentile	\$777,500	\$1,175,000	\$2,125,000	\$6,400,000	\$26,000,000

<b>Approximately how many employees work in your organization as a whole?</b>					
Responses	335	177	120	101	79
Less than 100	9%	2%	0%	2%	1%
100 - 249	9%	6%	3%	2%	3%
250 - 499	10%	6%	5%	3%	0%
500 - 999	11%	11%	10%	2%	0%
1,000 - 1,999	11%	12%	8%	7%	4%
2,000 - 2,999	7%	12%	5%	5%	3%
3,000 - 4,999	7%	7%	7%	10%	3%
5,000 - 7,499	7%	10%	13%	10%	4%
7,500 - 9,999	3%	6%	5%	2%	5%
10,000 - 14,999	6%	6%	6%	7%	4%
15,000 - 19,999	4%	3%	4%	3%	5%
20,000 - 29,999	4%	6%	3%	10%	1%
30,000 - 49,999	5%	6%	13%	14%	6%
50,000 - 74,999	1%	2%	4%	7%	9%
75,000 - 99,999	1%	2%	7%	3%	4%
100,000 +	4%	4%	8%	14%	49%

## Detailed Results

	Number of Employees in Compliance and Ethics Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More Than 50
<b>Approximately how many employees work in the portion of your organization that work in compliance for?</b>					
Responses	334	177	120	104	79
Less than 100	28%	22%	21%	19%	22%
100 - 249	11%	8%	4%	3%	10%
250 - 499	10%	10%	11%	7%	3%
500 - 999	11%	10%	10%	4%	9%
1,000 - 1,999	6%	8%	9%	10%	5%
2,000 - 2,999	5%	8%	3%	3%	4%
3,000 - 4,999	6%	4%	4%	10%	3%
5,000 - 7,499	5%	6%	9%	8%	5%
7,500 - 9,999	2%	5%	6%	2%	1%
10,000 - 14,999	5%	5%	4%	7%	3%
15,000 - 19,999	3%	2%	4%	2%	5%
20,000 - 29,999	3%	5%	2%	7%	3%
30,000 - 49,999	2%	2%	6%	9%	6%
50,000 - 74,999	0%	2%	2%	4%	5%
75,000 - 99,999	0%	1%	3%	2%	4%
100,000 +	1%	2%	3%	6%	14%

### What are the annual revenues of the organization you work for?

Responses	296	153	110	99	75
Less than \$5 million	8%	8%	5%	4%	4%
\$5 to \$15 million	11%	6%	7%	3%	0%
\$15 to \$30 million	5%	4%	3%	2%	0%
\$30 to \$50 million	5%	7%	4%	3%	3%
\$50 to \$100 million	8%	7%	2%	7%	0%
\$100 to \$500 million	15%	10%	9%	6%	5%
\$500 million to \$1 billion	11%	12%	9%	7%	1%
\$1 to \$3 billion	17%	22%	19%	19%	7%
More than \$3 billion	20%	24%	43%	48%	80%

### What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?

Responses	300	151	110	94	70
Less than \$5 million	17%	13%	10%	4%	6%
\$5 to \$15 million	9%	7%	8%	9%	6%
\$15 to \$30 million	6%	3%	2%	3%	1%
\$30 to \$50 million	6%	8%	5%	6%	3%
\$50 to \$100 million	8%	6%	4%	1%	3%
\$100 to \$500 million	15%	12%	12%	5%	6%
\$500 million to \$1 billion	10%	14%	11%	11%	6%
\$1 to \$3 billion	15%	16%	15%	21%	7%
More than \$3 billion	15%	21%	35%	39%	63%

## Detailed Results

	Number of Employees in Compliance and Ethnic Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More Than 50
<b>For how many countries do you work in compliance?</b>					
Responses	327	174	121	104	79
1	64%	71%	65%	61%	51%
2 to 5	17%	10%	14%	8%	19%
6 to 10	8%	5%	6%	9%	5%
11 or more	11%	14%	15%	23%	25%

<b>Where do you work?</b>					
Responses	317	175	119	100	77
United States	96%	90%	86%	94%	94%
North America (outside US)	1%	3%	3%	2%	3%
South America	0%	1%	2%	0%	3%
Europe	1%	2%	5%	1%	1%
Asia	1%	1%	3%	2%	0%
Africa	1%	2%	2%	1%	0%
Australia	0%	0%	0%	0%	0%

<b>Gender:</b>					
Responses	330	178	118	102	77
Male	25%	35%	24%	26%	34%
Female	75%	65%	76%	74%	65%
Transgender	0%	0%	0%	0%	1%

<b>Ethnicity (multiple responses allowed)</b>					
Responses	330	175	120	103	79
White (non-Hispanic origin)	68%	69%	78%	73%	78%
Black or African American	14%	13%	8%	10%	3%
Hispanic	9%	6%	5%	10%	9%
Asian or Pacific Islander	8%	6%	6%	5%	9%
Native American or Alaskan Native	0%	0%	0%	2%	1%
Other ethnicity	0%	1%	0%	0%	0%
Prefer not to answer	3%	7%	6%	4%	3%

<b>Current Age:</b>					
Responses	320	172	118	104	76
Average	43	43	43	46	41
Median	41	42	42	47	40
25th percentile	35	35	37	40	34
75th percentile	50	50	49	53	47

<b>Years in Compliance Profession:</b>					
Responses	334	178	121	104	80
Average	7	8	7	9	8
Median	5	6	6	7	7
25th percentile	3	3	3	4	3
75th percentile	10	10	10	12	11

<b>Years with Current Employer:</b>					
Responses	334	178	121	104	79
Average	7	6	8	8	10
Median	4	4	5	6	6
25th percentile	2	2	2	2	2
75th percentile	10	10	12	13	14

## Detailed Results

	Number of Employees in Compliance and Ethnic Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More Than 50
<b>Years Holding Current Job Title:</b>					
Responses	334	178	119	104	79
Average	3	3	3	3	3
Median	2	3	2	2	2
25th percentile	1	1	1	1	1
75th percentile	4	4	4	4	4
<b>Years in the Compliance Department</b>					
Responses	333	176	120	103	80
Average	4	5	5	5	6
Median	3	4	3	4	4
25th percentile	2	2	2	2	2
75th percentile	5	7	7	8	7
<b>Industry:</b>					
Responses	331	175	119	104	79
Accounting/auditing	1%	2%	2%	0%	1%
Administrative and support services	2%	1%	0%	0%	0%
Advertising/marketing	1%	1%	0%	0%	0%
Public relations	0%	0%	0%	0%	0%
Aerospace/aviation/defense	2%	0%	0%	0%	8%
Agriculture	1%	2%	2%	1%	1%
Airlines	0%	0%	0%	0%	0%
Architectural services	0%	0%	0%	0%	0%
Arts/entertainment/media	0%	0%	0%	0%	0%
Automotive/motor vehicles/parts	1%	1%	0%	0%	0%
Banking	1%	1%	3%	1%	6%
Biotechnical and pharmaceutical	2%	1%	1%	0%	1%
Chemical/polymers/fibers	1%	0%	0%	2%	1%
Computer hardware	0%	0%	0%	1%	0%
Computer services	0%	0%	0%	1%	0%
Computer software	1%	1%	1%	1%	0%
Construction	1%	0%	0%	0%	1%
Consulting services	2%	1%	1%	2%	1%
Consumer products	0%	0%	2%	2%	0%
Customer service/call center	0%	0%	0%	0%	0%
Education/training/library	3%	5%	2%	0%	0%
Electronics	1%	1%	0%	1%	0%
Energy	5%	2%	3%	2%	3%
Engineering	1%	2%	1%	0%	0%
Environmental services	0%	0%	0%	0%	0%
Finance/economics	0%	0%	0%	0%	1%
Financial services	4%	5%	5%	7%	3%
Forest products	0%	1%	0%	0%	0%
Government/policy	5%	4%	2%	2%	1%
Health care provider	0%	0%	0%	0%	0%
Higher education	10%	6%	4%	3%	0%
Hospitality/tourism	1%	0%	0%	1%	0%
Human resources/recruiting	0%	0%	1%	0%	0%
Information technology	2%	3%	2%	2%	0%
Installation/maintenance/repair	0%	1%	0%	0%	0%
Insurance	14%	25%	33%	31%	23%
Internet/e-commerce	2%	0%	0%	0%	0%
Law enforcement/security services	0%	0%	0%	0%	0%
Legal	2%	2%	1%	0%	1%

## Detailed Results

	Number of Employees in Compliance and Ethnic Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More Than 50
Manufacturing and production	8%	1%	8%	5%	4%
Military	0%	0%	0%	1%	0%
Mining	1%	0%	0%	0%	0%
Operations management	1%	0%	1%	2%	0%
Personal care and service	0%	0%	0%	1%	0%
Pharma/medical device	6%	8%	4%	6%	16%
Publishing/printing	0%	0%	0%	0%	0%
Purchasing	0%	1%	0%	0%	0%
Real estate/mortgage	1%	1%	0%	0%	1%
Research & development	2%	3%	3%	4%	0%
Restaurant and food service	0%	0%	0%	0%	0%
Retail/wholesale	1%	3%	6%	4%	11%
Science	0%	0%	0%	0%	1%
Sports and recreation/fitness	0%	0%	0%	0%	0%
Supply chain/logistics	1%	1%	2%	0%	0%
Telecommunications	2%	2%	3%	3%	4%
Textiles	0%	0%	0%	0%	0%
Tobacco	0%	0%	0%	0%	0%
Transportation/warehousing	1%	1%	2%	0%	0%
Veterinary services	0%	0%	0%	0%	0%
Utilities	2%	6%	0%	4%	0%
Waste management services	0%	0%	0%	0%	0%
Other	7%	10%	10%	13%	9%

### Type of organization:

Responses	331	172	117	102	78
Non-profit	18%	23%	25%	16%	4%
Privately held	31%	30%	20%	17%	15%
Publicly traded	31%	31%	47%	52%	78%
Governmental	12%	5%	2%	8%	3%
Academic	6%	8%	4%	3%	0%
Other	1%	3%	3%	5%	0%

## Detailed Results

	Number of Employees in Compliance and Ethics Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More Than 50
<b>Percentage holding the following certifications:</b>					
Responses	336	180	121	105	80
Leading Professional in Ethics & Compliance (LPEC)	2%	2%	2%	2%	1%
Certified Public Accountant (CPA)	3%	1%	4%	3%	1%
Certified Compliance and Ethics Professional (CCEP)	33%	19%	23%	30%	26%
Certified Compliance and Ethics Professional International (CCEP-I)	2%	4%	6%	5%	3%
Certified in Healthcare Compliance (CHC)	9%	14%	15%	18%	11%
Certified in Healthcare Research Compliance (CHRC)	0%	3%	2%	1%	0%
Certified in Healthcare Privacy Compliance (CHPC)	2%	7%	4%	2%	0%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	2%	3%	5%	8%	9%
Certified Internal Auditor (CIA)	3%	2%	2%	2%	1%
Certified Information Privacy Professional (CIPP)	1%	2%	2%	2%	3%
Professional in Human Resources (PHR)	0%	1%	1%	0%	0%
Senior Professionals in Human Resources (SPHR)	1%	0%	0%	1%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	1%	0%	1%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	1%	0%	0%	1%	0%
Other	15%	16%	18%	14%	20%

### Highest level of education attained:

Responses	332	178	119	103	79
Some college	13%	12%	17%	9%	5%
Bachelor's degree	36%	34%	33%	33%	34%
MBA	14%	13%	10%	13%	19%
Master's degree (non-MBA)	19%	22%	26%	18%	25%
JD	18%	16%	14%	25%	16%
PhD	0%	2%	0%	2%	0%

### Amount of bonus eligible:

Responses	326	170	117	104	79
None	38%	37%	32%	19%	15%
0-10% of salary	36%	34%	31%	26%	27%
11%-20% of salary	19%	20%	27%	28%	33%
21%-30% of salary	5%	4%	6%	19%	19%
31%-40% of salary	2%	1%	2%	4%	3%
41% or more of salary	0%	4%	3%	4%	4%

### Do you have a contract?

Responses	331	176	117	105	80
Yes	12%	10%	9%	10%	18%
No	88%	90%	91%	90%	83%

## Detailed Results

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	Number of Employees in Compliance and Ethnicity Group				
	1 to 5	6 to 10	11 to 20	21 to 50	More Than 50
<b>If "yes," do you have a severance clause in your contract?</b>					
Responses	307	158	113	98	73
Yes	7%	9%	8%	3%	11%
No	93%	91%	92%	97%	89%



# Become Certified

**A few letters after your name can make a big difference.**

Why do people add JD, MBA, or CPA after their name? They know those initials add credibility.

Become a Certified Compliance and Ethics Professional (CCEP)<sup>®</sup>, a Certified Compliance & Ethics Professional-International (CCEP-I)<sup>®</sup>, or a Certified Compliance & Ethics Professional-Fellow (CCEP-F)<sup>®</sup>.

Set the bar for your compliance team and demonstrate your skill in the compliance profession, increase your value in the workplace and to future employers, and showcase your compliance knowledge and experience.

**Applying to become certified is easy.**

To learn what it takes to earn the CCEP, CCEP-I, or CCEP-F designation, visit **[compliancecertification.org](https://compliancecertification.org)**.

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## SCCE'S MISSION

SCCE exists to champion ethical practice and compliance standards in all organizations and to provide the necessary resources for compliance professionals and others who share these principles.

[corporatecompliance.org](http://corporatecompliance.org)