

Cross-Industry Chief Compliance Officer and Staff Salary Surveys

2022





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The Society of Corporate Compliance and Ethics® (SCCE®) is pleased to provide you with the *2022 Cross Industry Chief Compliance Officer and Staff Salary Survey*.

This survey, last conducted in 2019, contains the latest information about compensation for the corporate compliance community. It provides an opportunity to learn how compensation levels have changed during the pandemic era.

Inside you will find compensation data for both the chief compliance officer and compliance staff. This data can help corporate compliance and ethics professionals and their employers better understand and evaluate compensation packages.

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 a long horizontal line extending from the end of the name.

*Adam Turteltaub, CHC, CCEP
Chief Engagement & Strategy Officer
Society of Corporate Compliance and Ethics
& Health Care Compliance Association*

CONFIDENTIALITY ASSURANCE

The *2022 Cross Industry Chief Compliance Officer and Staff Salary Survey* is based on a strictly confidential survey conducted of individuals working in the compliance and ethics compliance profession. Upon receipt, all survey responses are assigned a confidential code number by Fondulas Strategic Research and any name or company identification is removed. Survey processing is then conducted on an absolutely anonymous basis. No SCCE & HCCA staff member nor any industry company or individual, nor anyone else other than a select few Fondulas Research associates ever see any individual's results.

CROSS INDUSTRY CHIEF COMPLIANCE OFFICER SALARY SURVEY

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INTRODUCTION

ABOUT THIS REPORT

The *2022 Cross-Industry Chief Compliance Officers Salary Survey* is another important service provided by the Society of Corporate Compliance and Ethics (SCCE) & Health Care Compliance Association® (HCCA®). The information contained in this report offers salary and compensation data for individuals working in the compliance profession. The report is designed to allow organizations and individuals to compare their data with those of their peers.

The results throughout this report are presented for both the total sample of survey respondents, and for specific segments within the sample, to allow organizations to more easily compare their own data to the results of individuals with similar characteristics.

In addition to the total sample, the individual segments reported throughout include the following:

- 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
- Number of Employees in Organization as a Whole
- Annual Revenues of the Organization as a Whole
- Number of Direct Reports to the CCO
- 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
- Number of Years Managing the Compliance Department
- Years in Compliance Profession
- Certifications Held
- Type of Organization
- Type of Industry
- Number of Compliance Program Elements the CCO Is Involved in
- Geographic Region
- Highest Level of Education
- Contract Status
- Amount of Bonus Eligible
- Basis of Bonus
- Presence of Severance Clause in One's Contract

The goal of this survey is to report the salaries of Chief Compliance Officers for an organization or division, versus leaders of specialized areas of compliance. To capture that broader audience, CCOs responsible for less than 26% of an organization's legal and regulatory risk are not included in the results reported here.

Please note that the salary and other data published in this report should be considered guidelines rather than absolute standards. Even organizations that are similar on some characteristics, such as location, size, industry, etc., will differ in other ways, making it difficult to draw exact comparisons. In the end, results in this report that are different from one's own experience are most likely an indication that other factors are at play.

Note that a minimum of five responses was required to show data for any question, from any individual segments. Also note that results based on relatively small responses (e.g., fewer than 25) are subject to higher levels of statistical error and should be interpreted with caution.

This study was conducted for SCCE & HCCA by Fondulas Strategic Research LLC, an independent professional survey research firm located in East Sandwich, MA. The company specializes in surveys for trade and professional associations, including surveys measuring trends in salary levels over time and employee attitudes.

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 2022, an email invitation was sent to approximately 50,000 individuals that make up the SCCE & HCCA database. In total, 2,898 completed online submissions were received by the end of July. Of the 2,898 responses, 342 were selected on the basis of the following criteria:

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

Fondulas Strategic Research maintains strict confidentiality standards in the research it conducts. For example, all data that could potentially identify individual respondents (name, organization, etc.) are stripped from the survey data and replaced with an identifying number. In addition, all results were checked, using both automated and manual processes, for internal consistency and accuracy.

Final results were tabulated by Fondulas Strategic Research, and the report was completed in August 2022.

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.

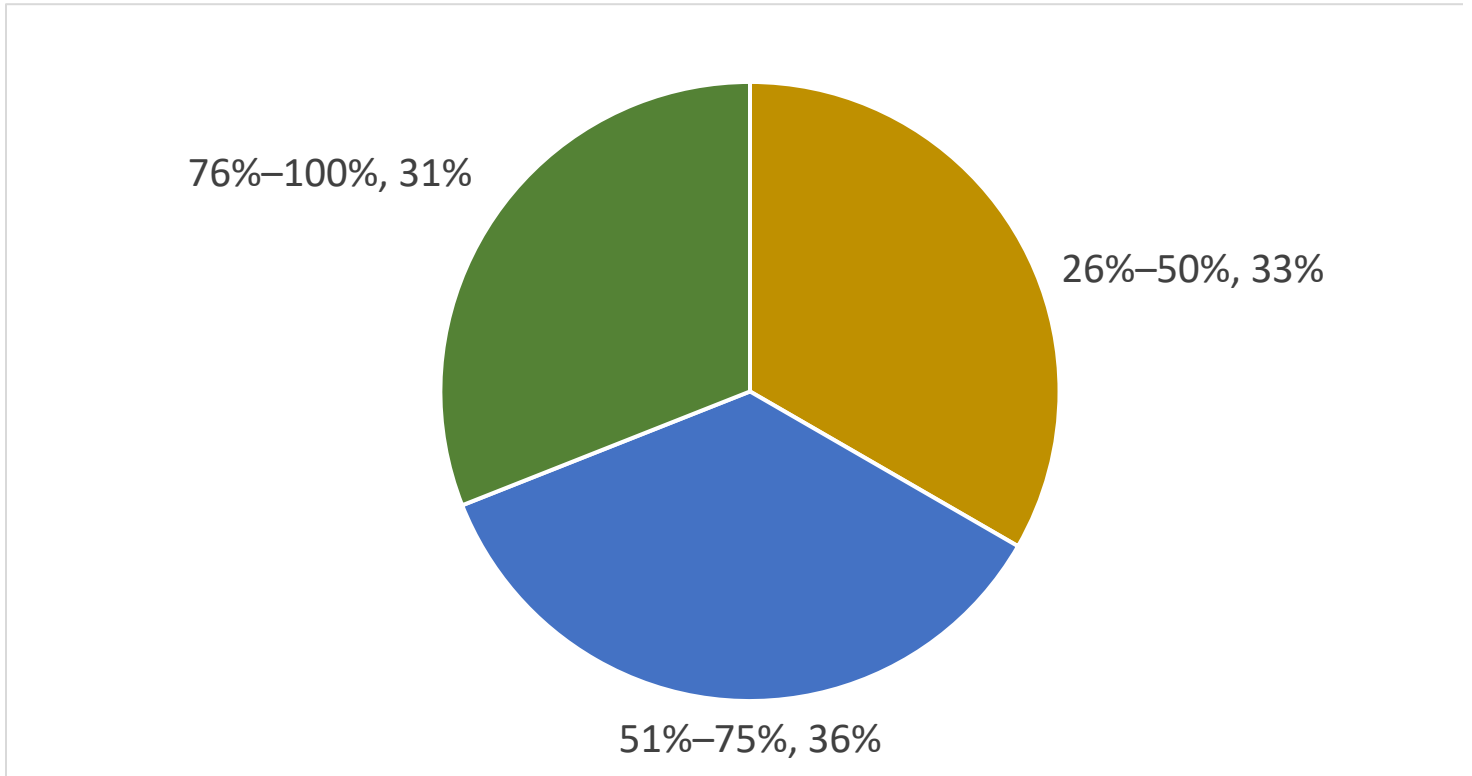
25th Percentile: when responses are ordered from lowest to highest, the lower quartile is the response 25% from the bottom. In other words, 75% of the responses are higher than this measure.

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

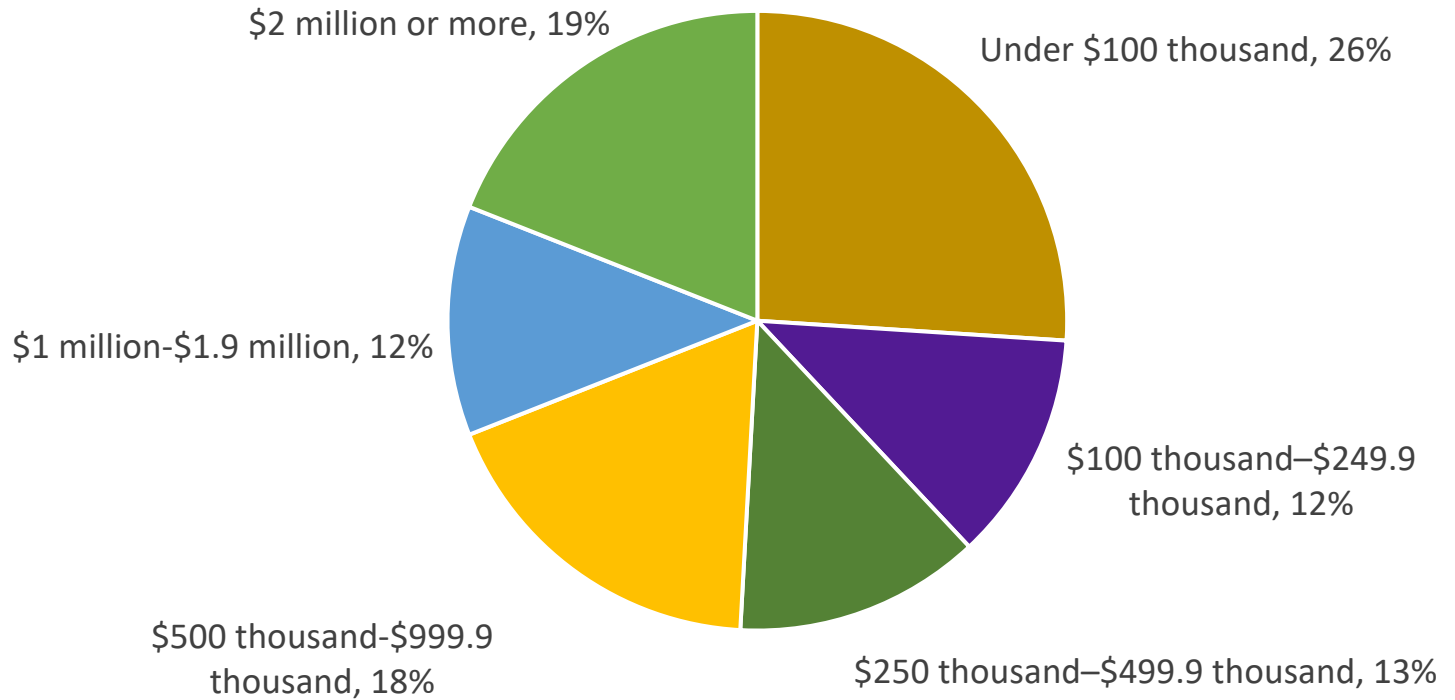
Percentage of Company's Legal and Regulatory Risk That You Are Involved in

Chief Compliance Officers qualifying for the survey were fairly evenly split in how much of their firm's legal and regulatory risk they manage: about 1 in 3 each saying they manage 26-50%, 51%-75%, and 76%-100%.



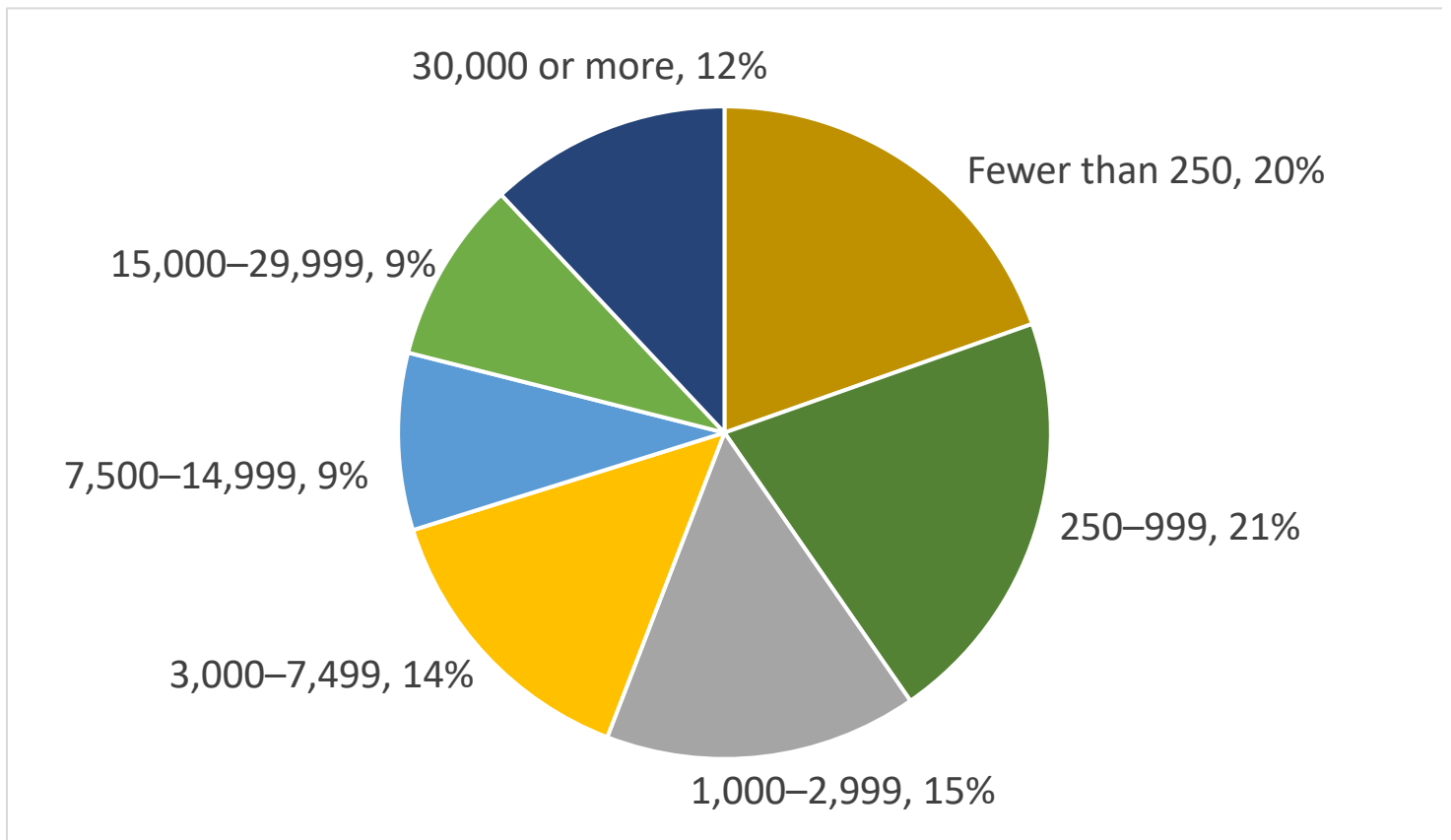
Annual Compliance Budget Managed

One in four CCOs manage a compliance budget of less than \$100,000 annually. At the other extreme, 31% manage a budget of \$1 million or more—including 2 in 10 who manage at least \$2 million.



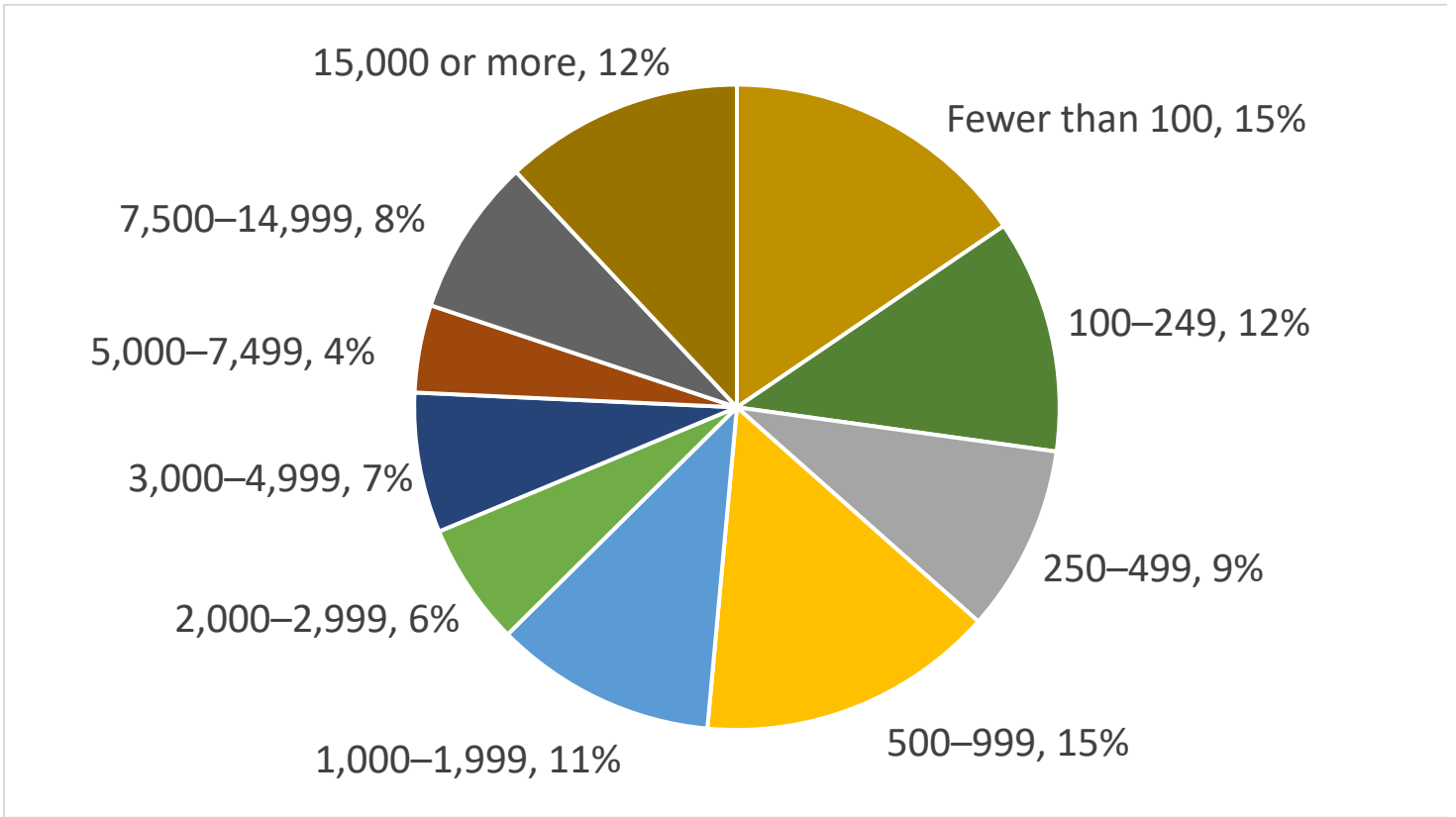
Number of Employees in Organization as a Whole

4 in 10 (41%) CCOS work in organizations with fewer than 1,000 employees, while 3 in 10 (30%) work for the largest organizations: those with 7,500 or more employees.



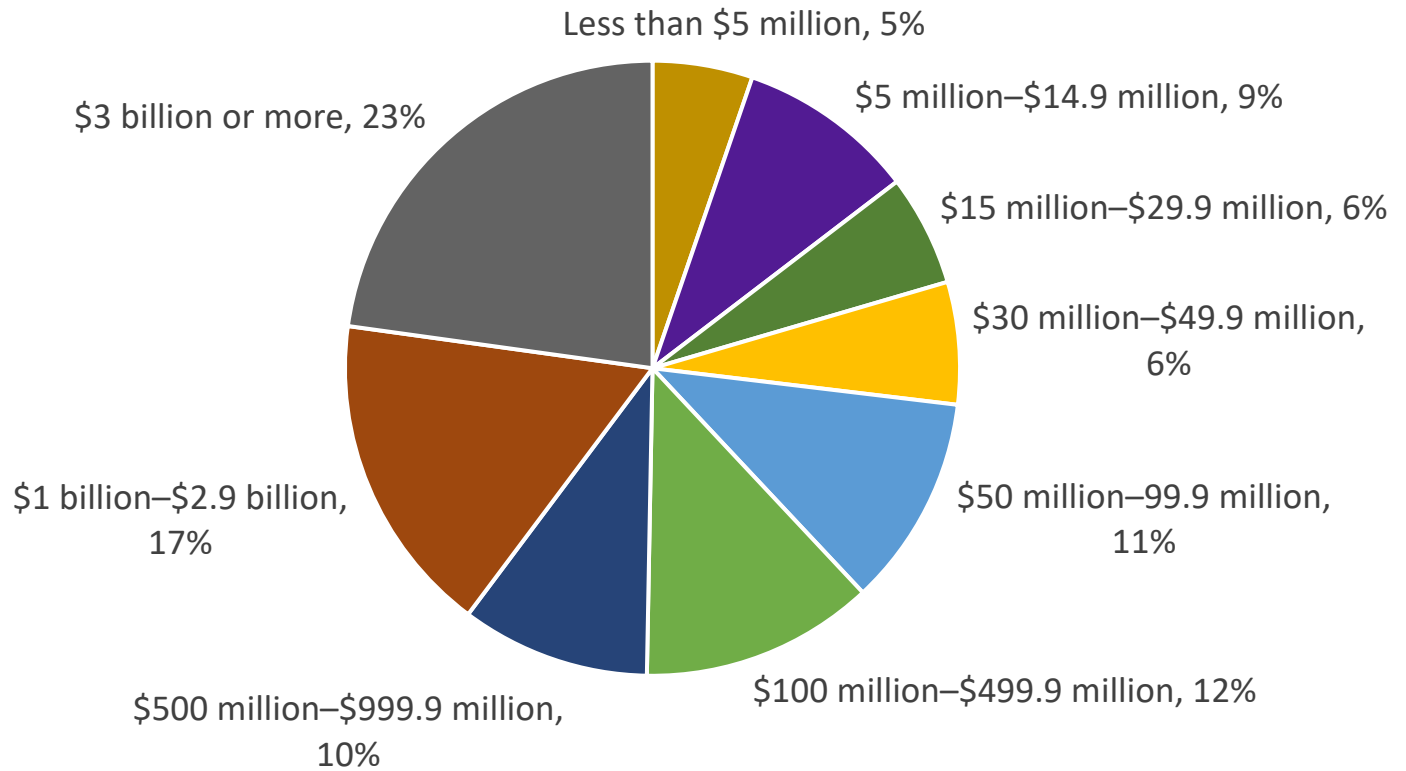
Number of Employees in Organization That CCO Runs Compliance for

About one-quarter of CCOs (27%) are responsible for fewer than 250 employees as part of their program. On the other end, about 1 in 4 (24%) are responsible for 5,000 or more employees.



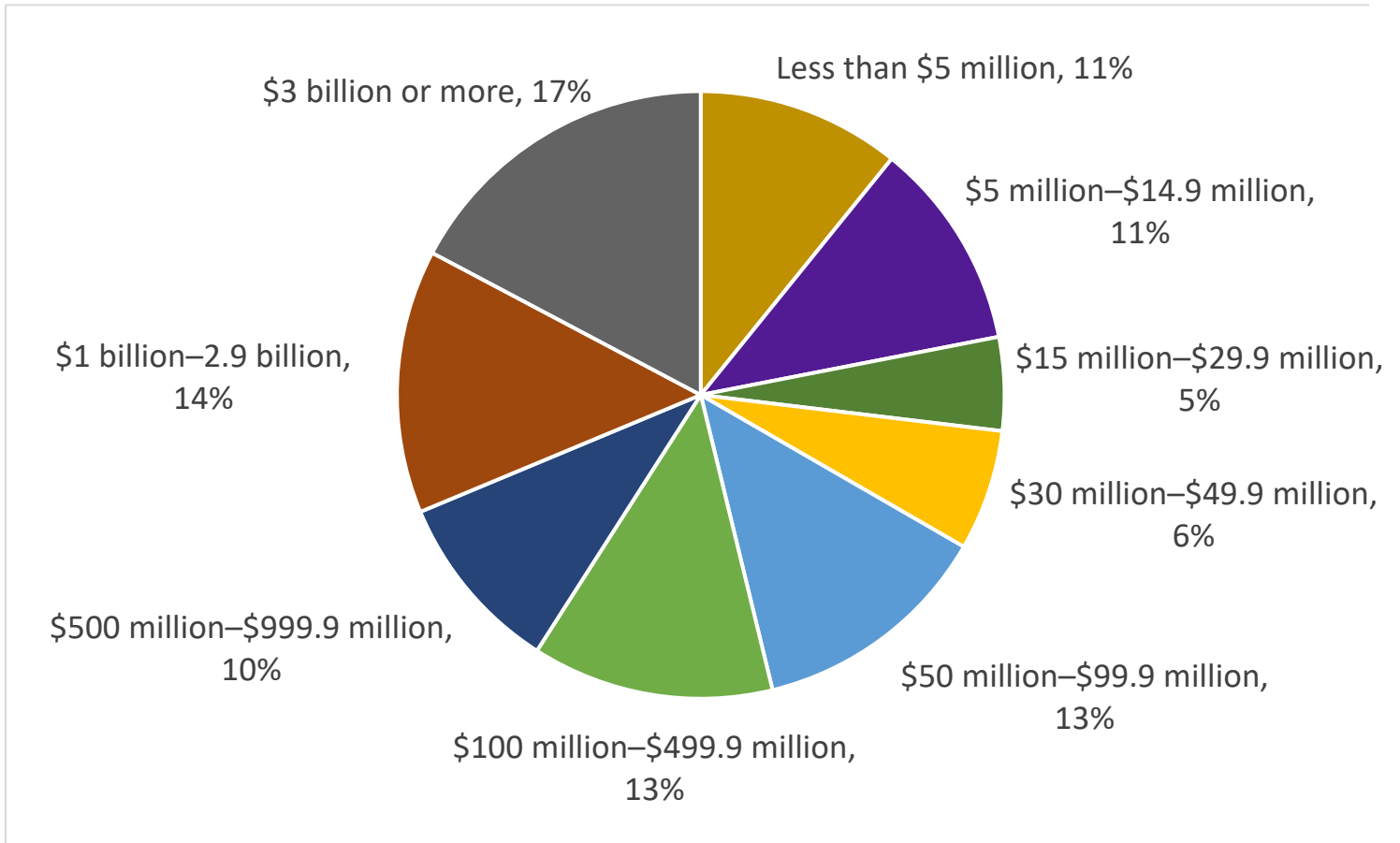
Annual Revenues of the Organization as a Whole

A full 40% of CCOs responding to the survey work for very large organizations, with annual revenues of \$1 billion or more. That includes 23% who work in organizations with at least \$3 billion in revenue.



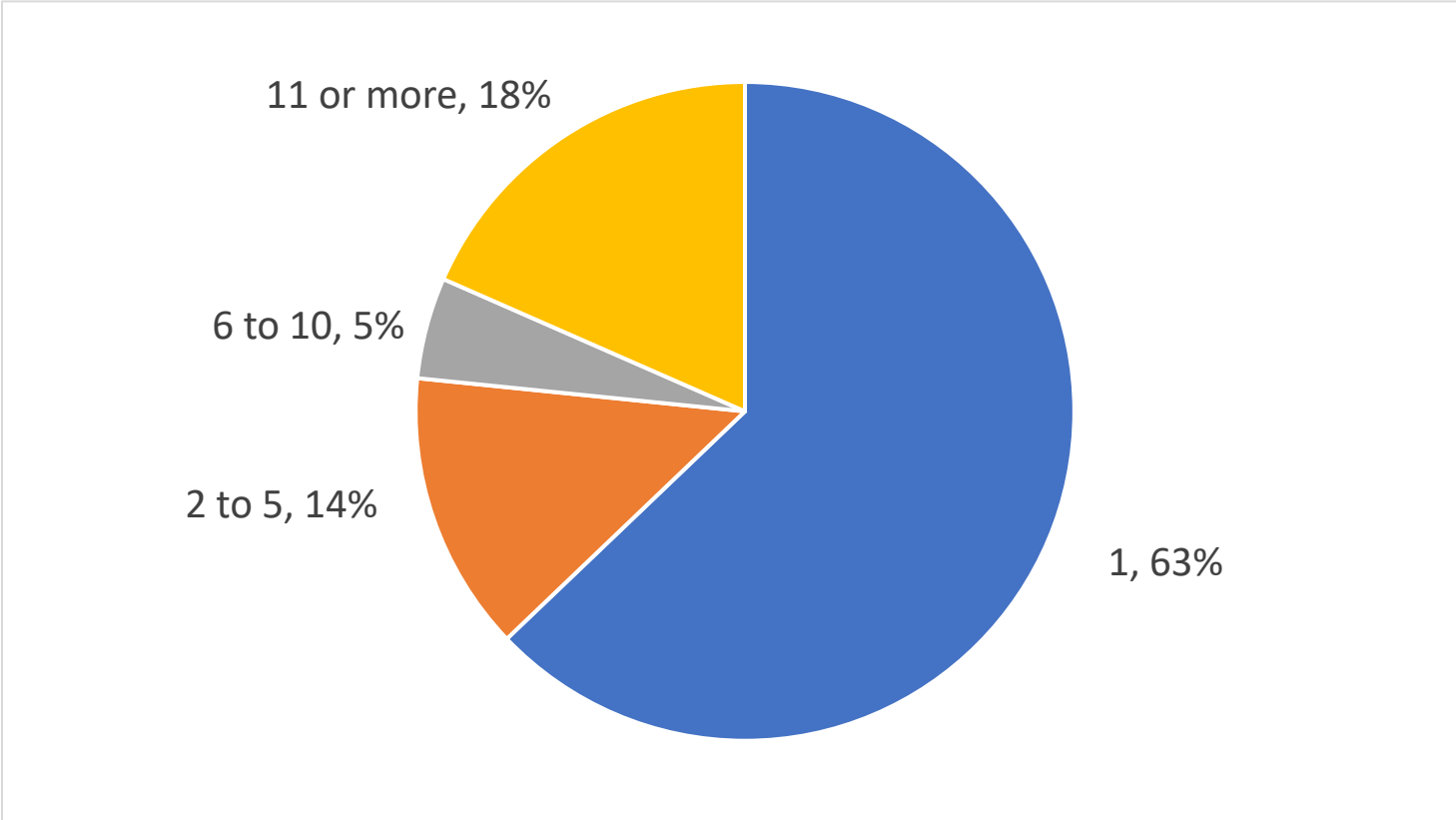
Annual Revenues of the Organization That CCO Runs Compliance for

Revenues for that part of the organization for which the CCO manages compliance are also high among these CCOs, with 31% running compliance for an organization with at least \$1 billion in revenue.



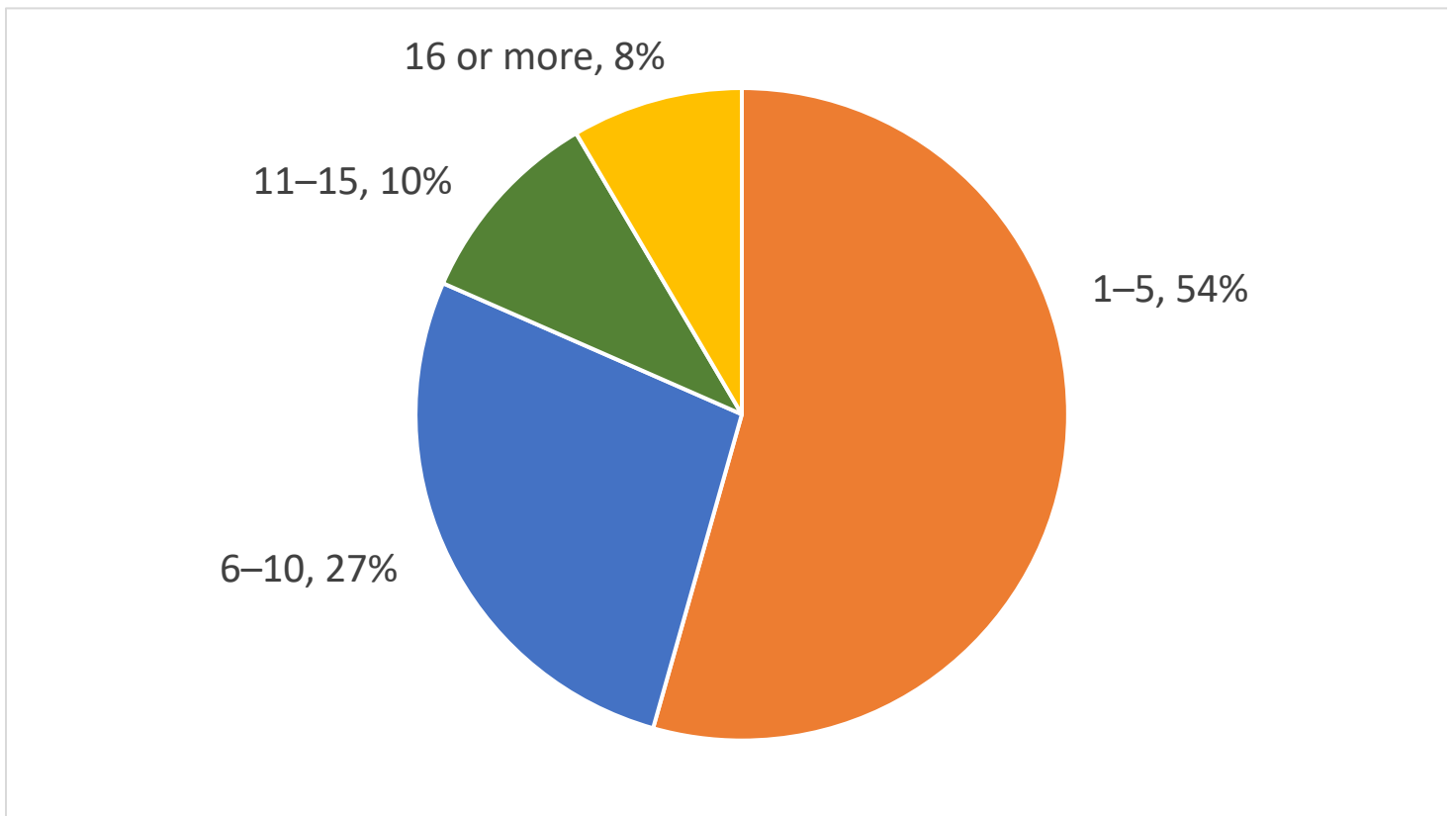
Number of Countries in Which Compliance is Managed

Two-thirds of CCOs are responsible for managing compliance in one country; at the other extreme, 18% manage compliance in more than 10 countries.



Number of Years Managing the Compliance Department

A bit more than half of non-health care CCOs have managed their department for fewer than 5 years, while 18% have managed their department for more than 10 years.



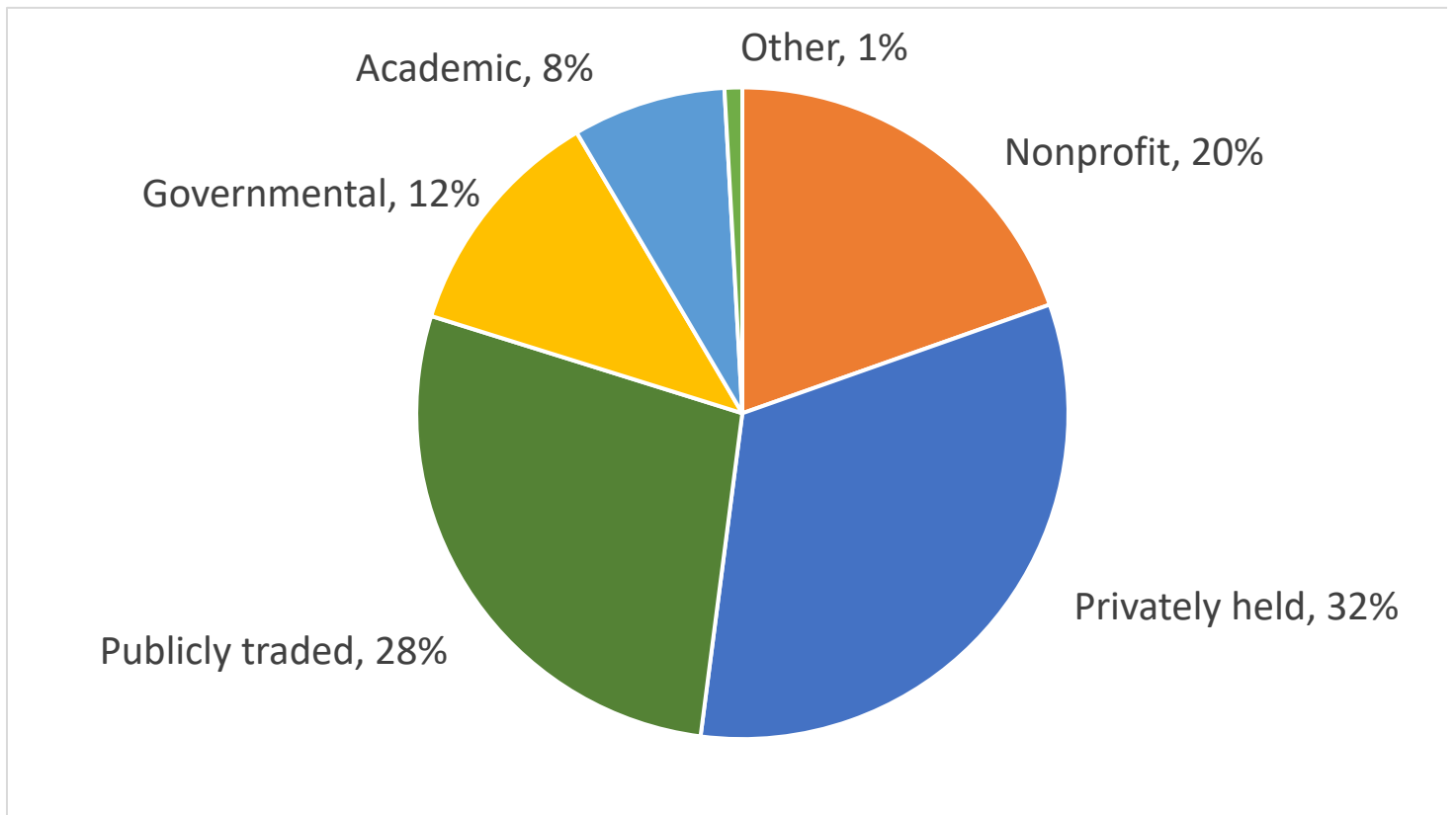
Certifications

One in three non-healthcare CCOs hold the most common certification, the CCEP—although 22% also have a CHC credential. The next highest certification is the CCEP-I (11%); all others are held by fewer than 10%.



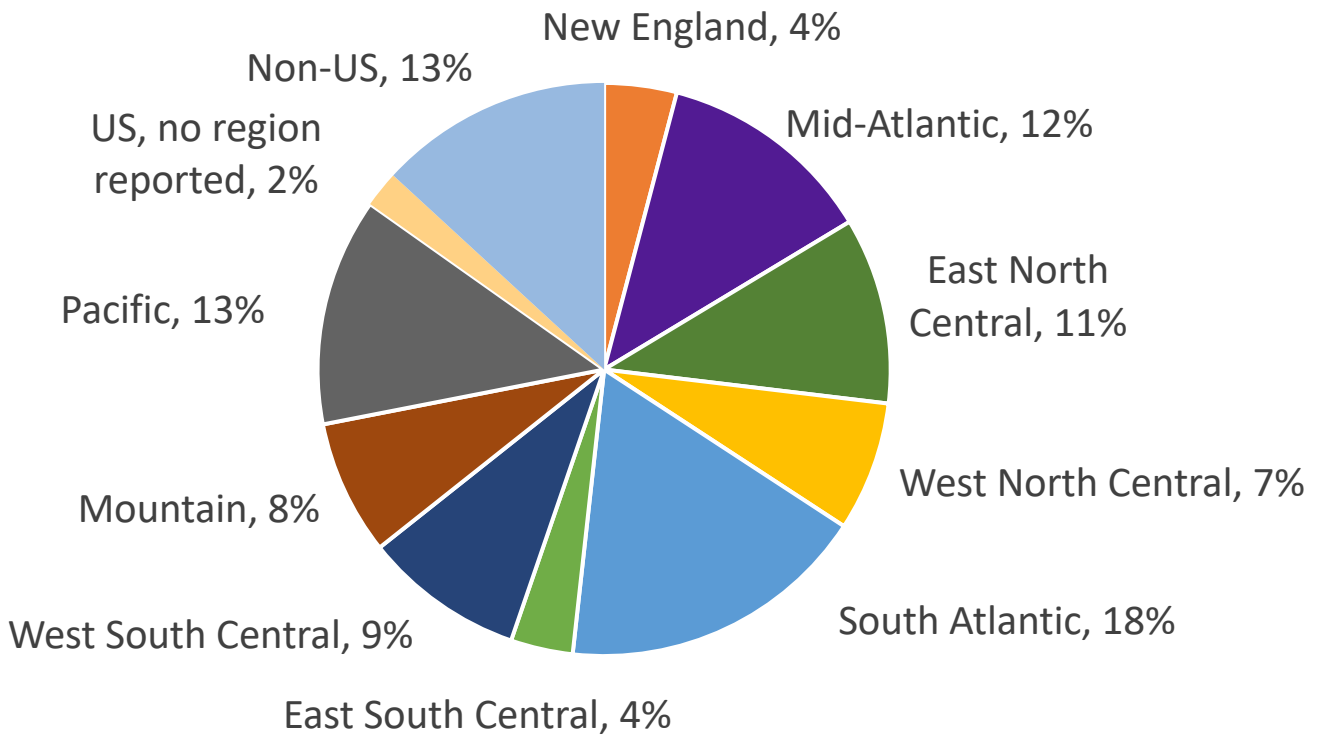
Type of Organization

CCOs are evenly divided across the two most common types of organizations: privately held (32%) and publicly traded (28%). The next highest category is non-profit, at 20%.



Geographic Region

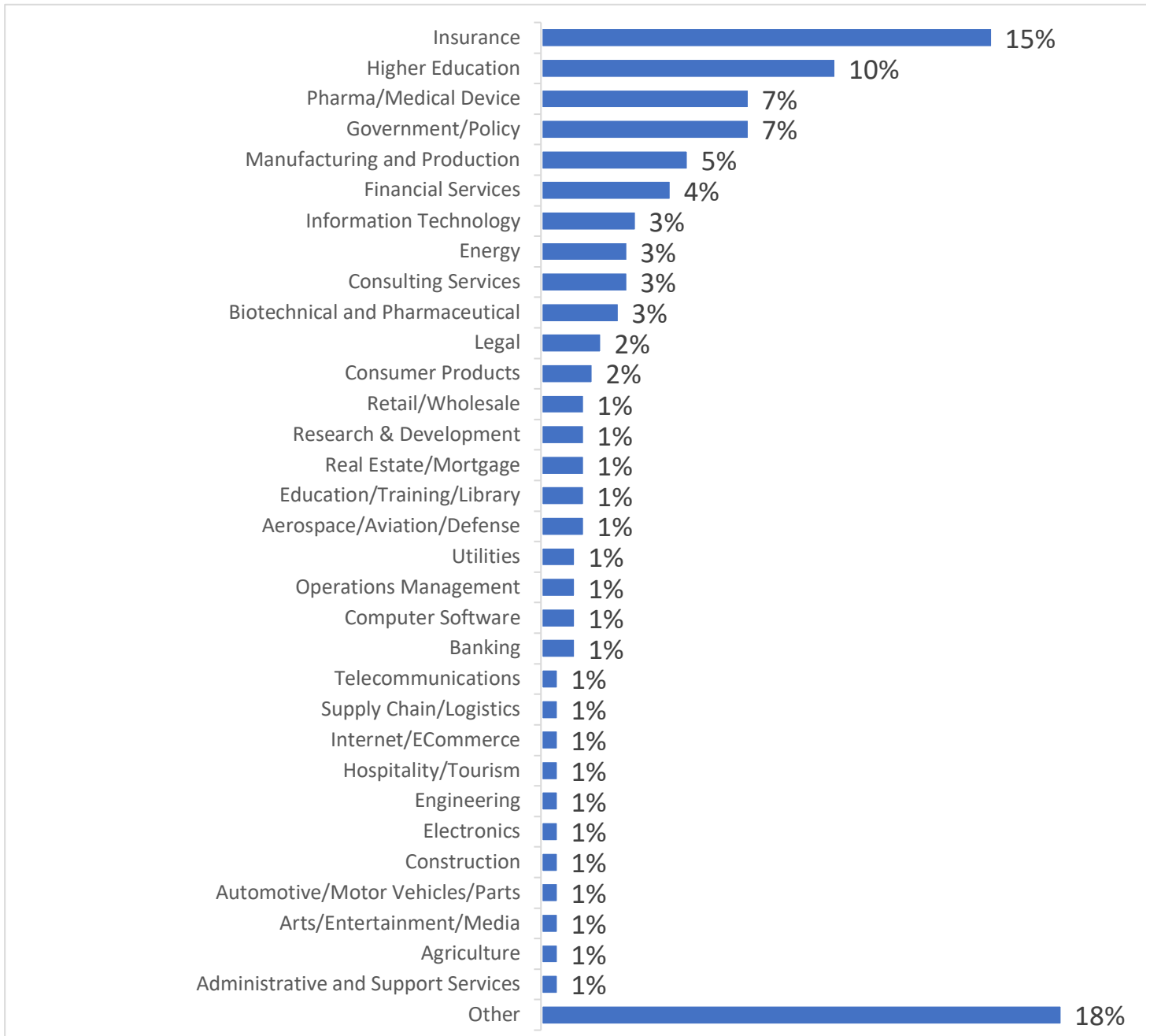
CCOs are widely distributed across the country, with representation strongest in the South Atlantic, Pacific, Mid-Atlantic, and East North Central regions. A total of 13% are based outside the US.



East North Central	East South Central	Mid-Atlantic	Mountain	New England	Pacific	South Atlantic	West North Central	West South Central
Illinois	Alabama	New Jersey	Arizona	Connecticut	Alaska	Delaware	Iowa	Arkansas
Indiana	Kentucky	New York	Colorado	Maine	California	Florida	Kansas	Louisiana
Michigan	Mississippi	Pennsylvania	Idaho	Massachusetts	Hawaii	Georgia	Minnesota	Oklahoma
Ohio	Tennessee		Montana	New Hampshire	Oregon	Maryland	Missouri	Texas
Wisconsin			Nevada	Rhode Island	Washington	North Carolina	Nebraska	
			New Mexico	Vermont		South Carolina	North Dakota	
			Utah			Virginia	South Dakota	
			Wyoming			Washington DC		
						West Virginia		

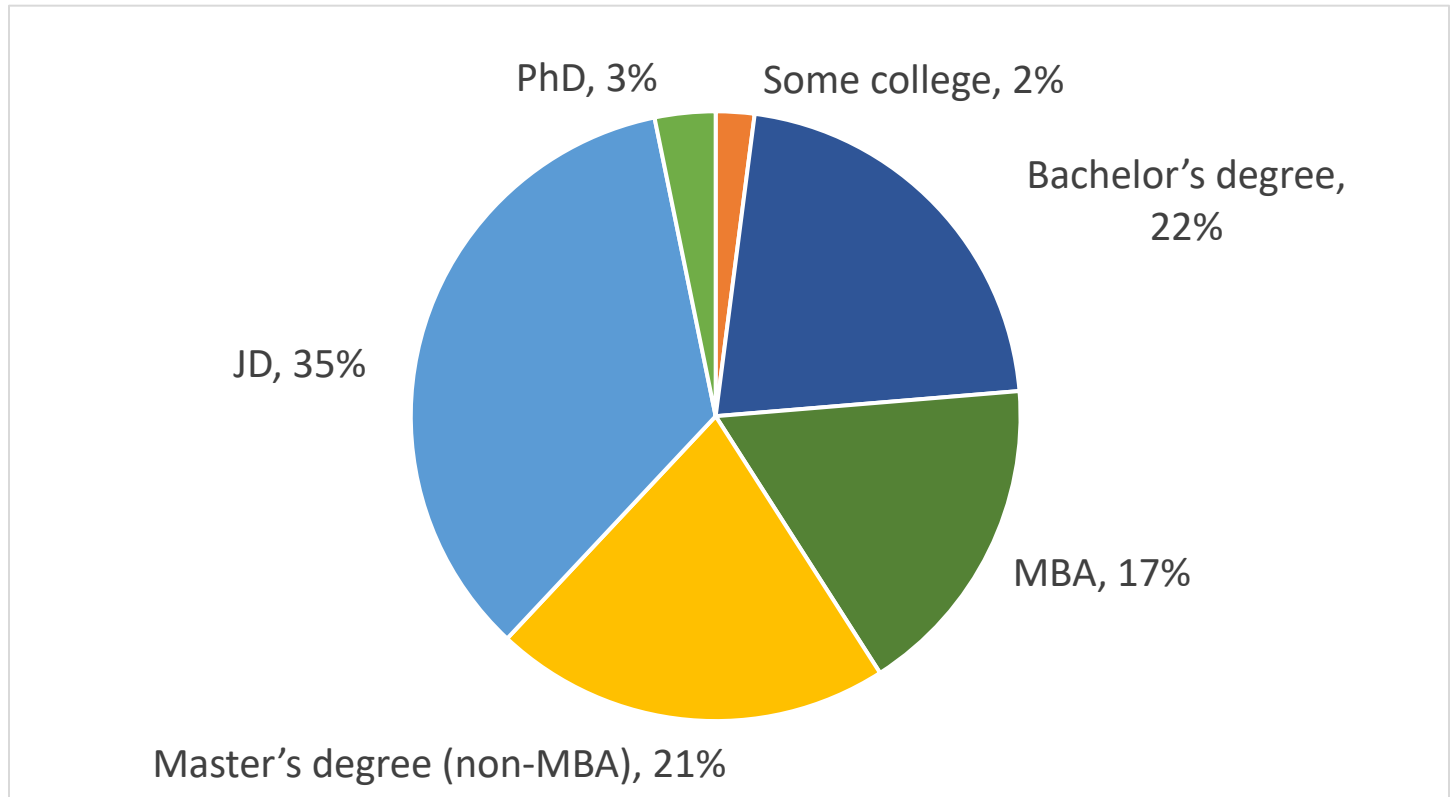
Type of Industry

The industries non-healthcare CCOs work for are widely distributed, although the highest proportion work in the insurance industry (15%), followed by higher education (10%).



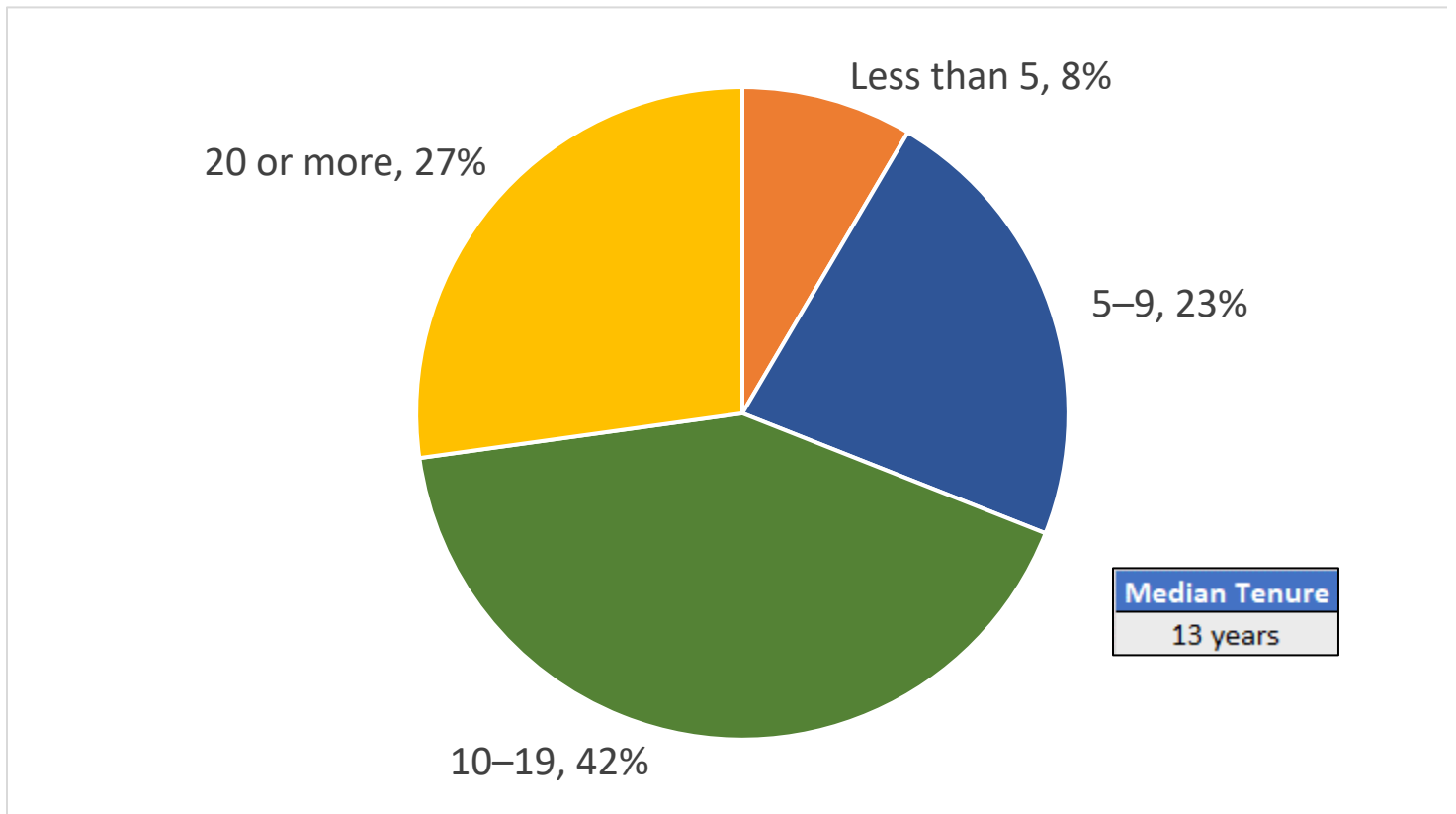
Highest Level of Education

3 in 4 CCOs have an advanced degree, including more than one-third with a JD, 21% with a non-MBA masters, 17% with an MBA, and 3% with a doctorate.



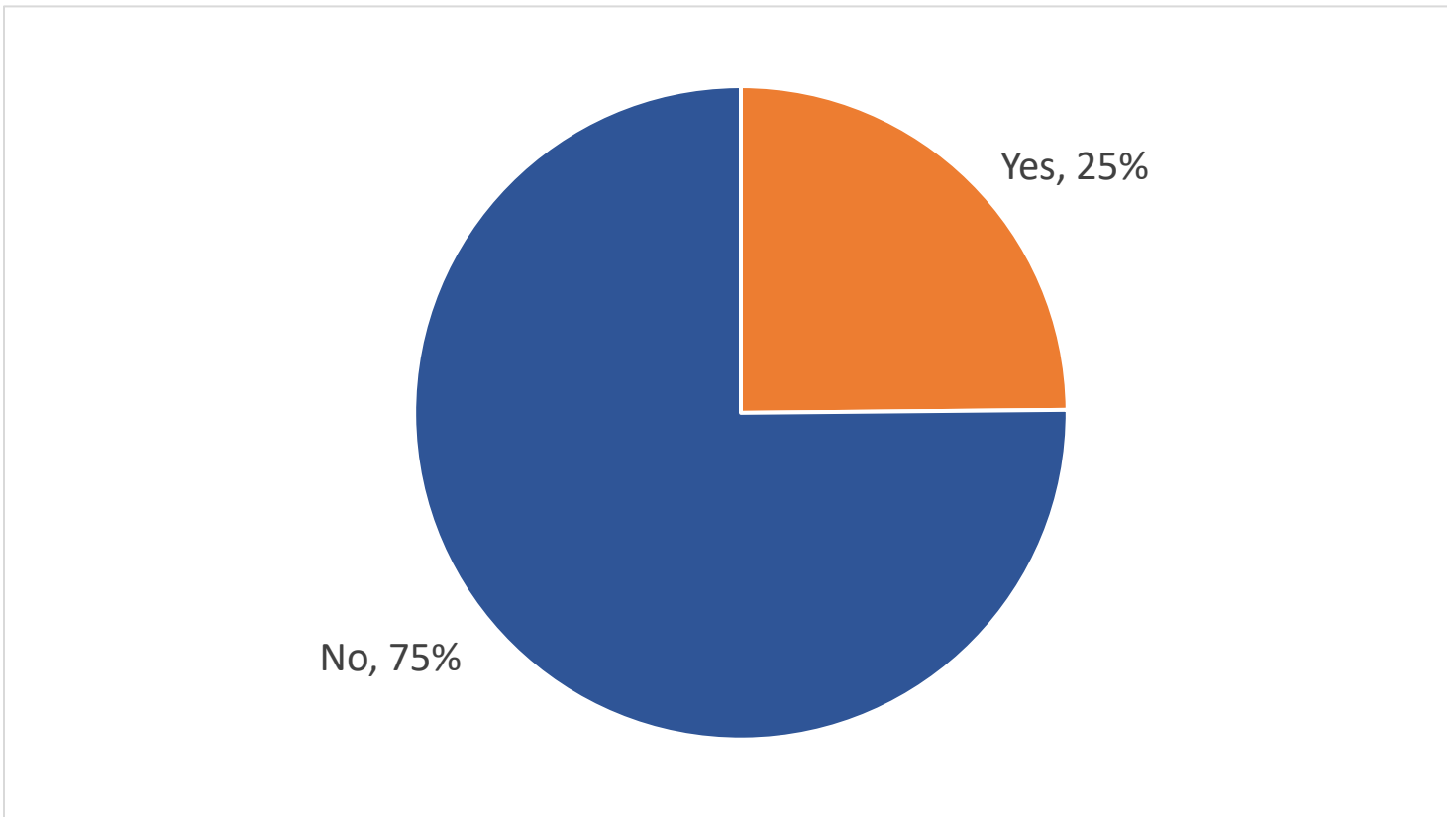
Years in Compliance Profession

Median tenure in the compliance profession is 13 years for non-healthcare CCOs; the highest proportion fall in the 10-19 year range (42%).



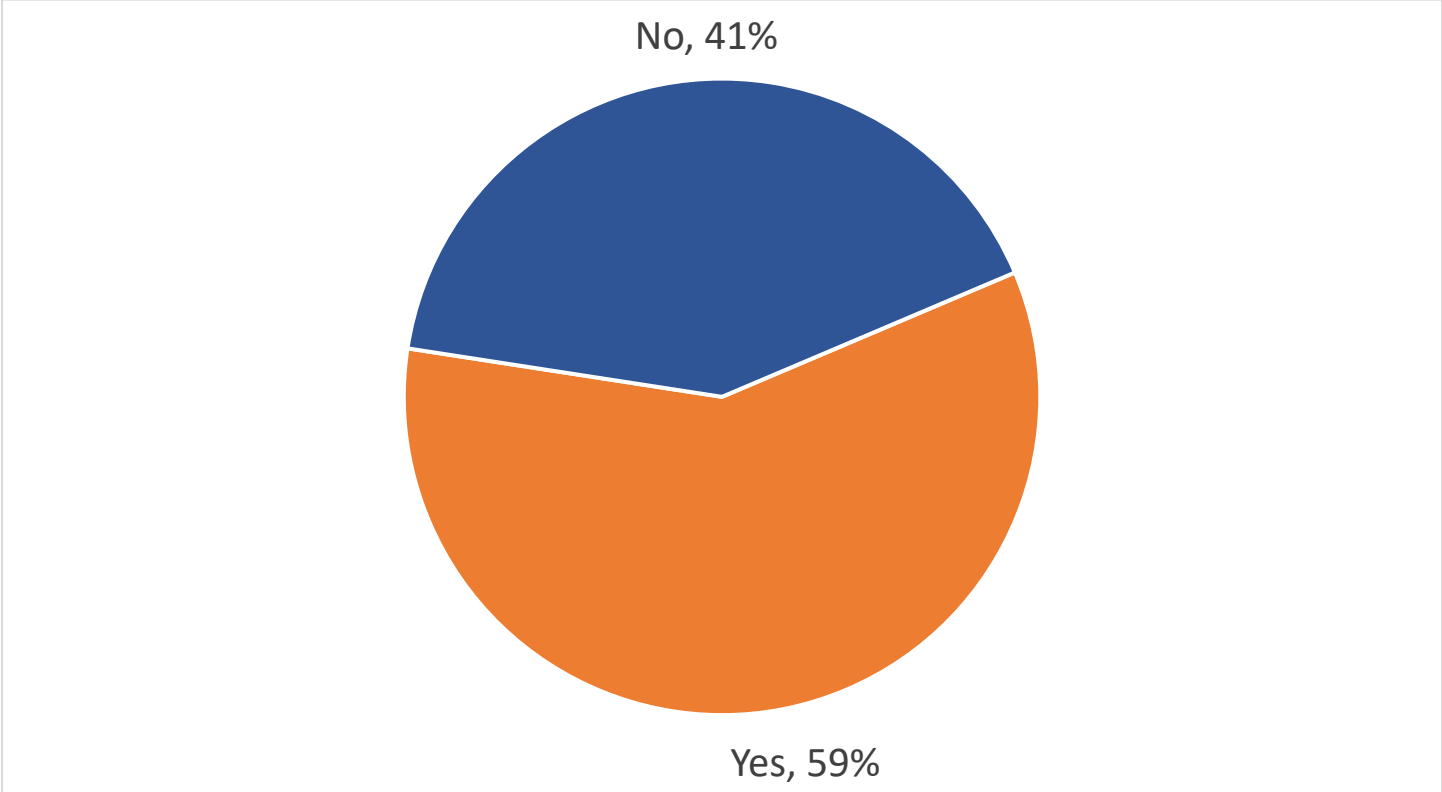
Do You Have a Contract?

1 in 4 non-healthcare CCOs have a contract.



Do You Have a Severance Clause in Your Contract (Among Those with a Contract)?

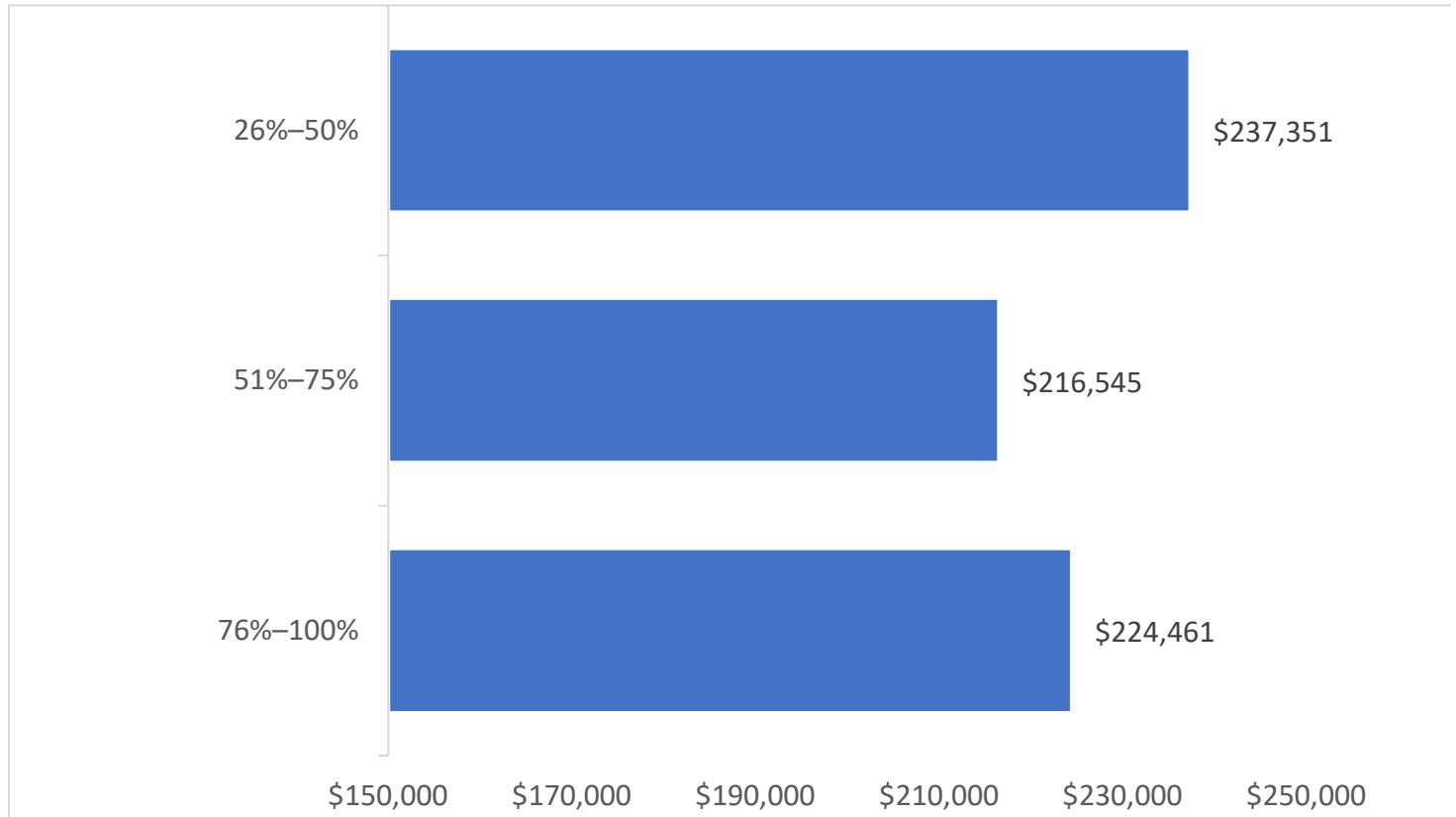
Among CCOs with a contract, nearly 6 in 10 (59%) say the contract includes a severance clause.



EXECUTIVE SUMMARY

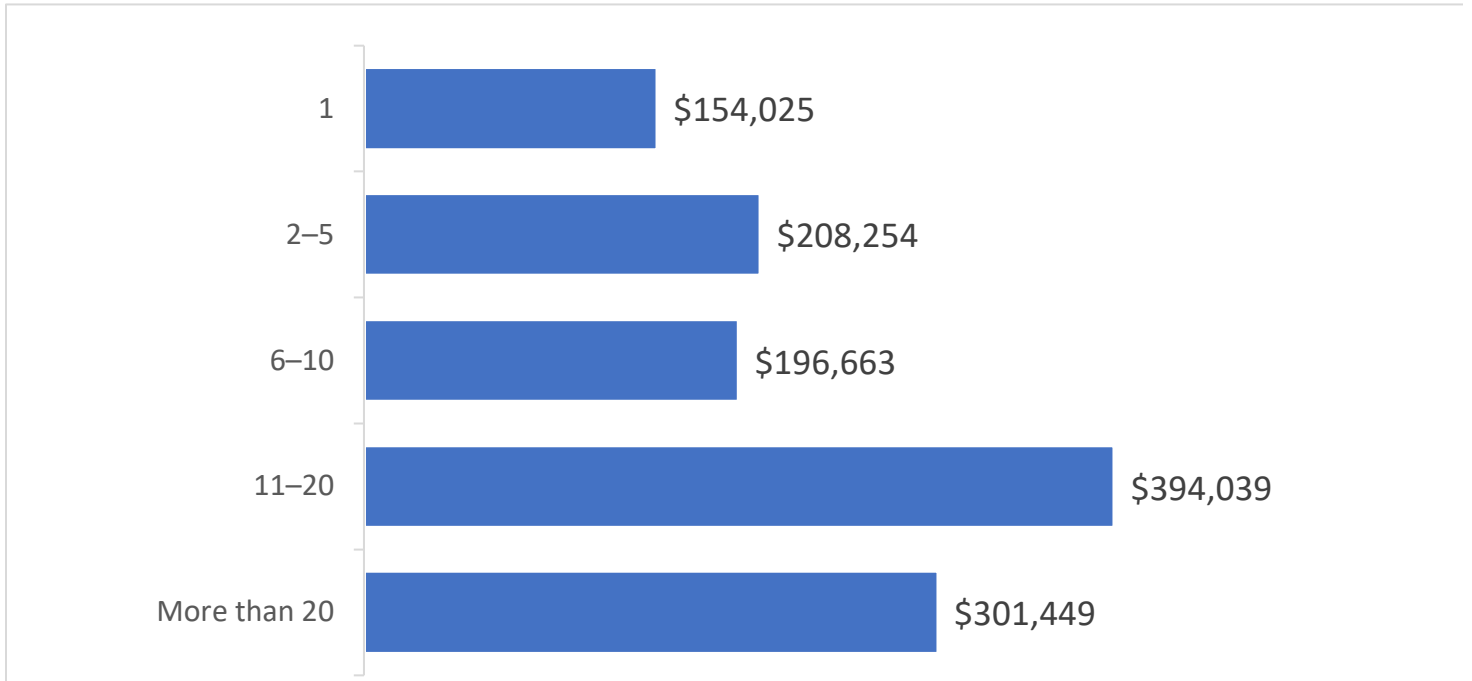
Average Total Compensation by Percentage of Company's Legal and Regulatory Risk Areas CCO Involved In

We see no strong relationship between overall CCO compensation, and the amount of risk areas managed. Amounts range from \$216K to \$237K annually.



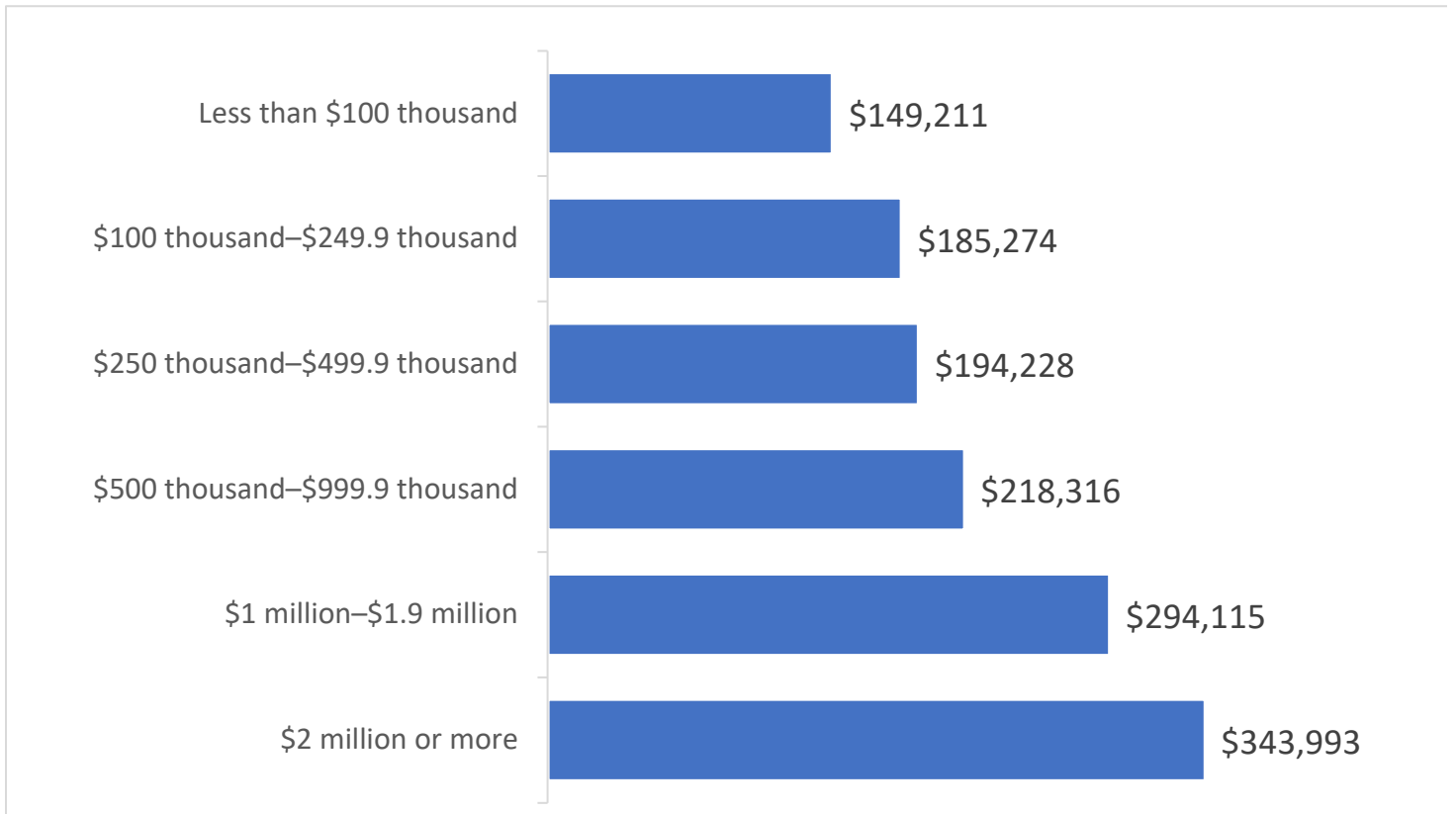
Average Total Compensation by Number of Employees in the Compliance and Ethics Group Managed

Total compensation peaks among non-healthcare CCOs who manage 11-20 employees in the Compliance and Ethics group.



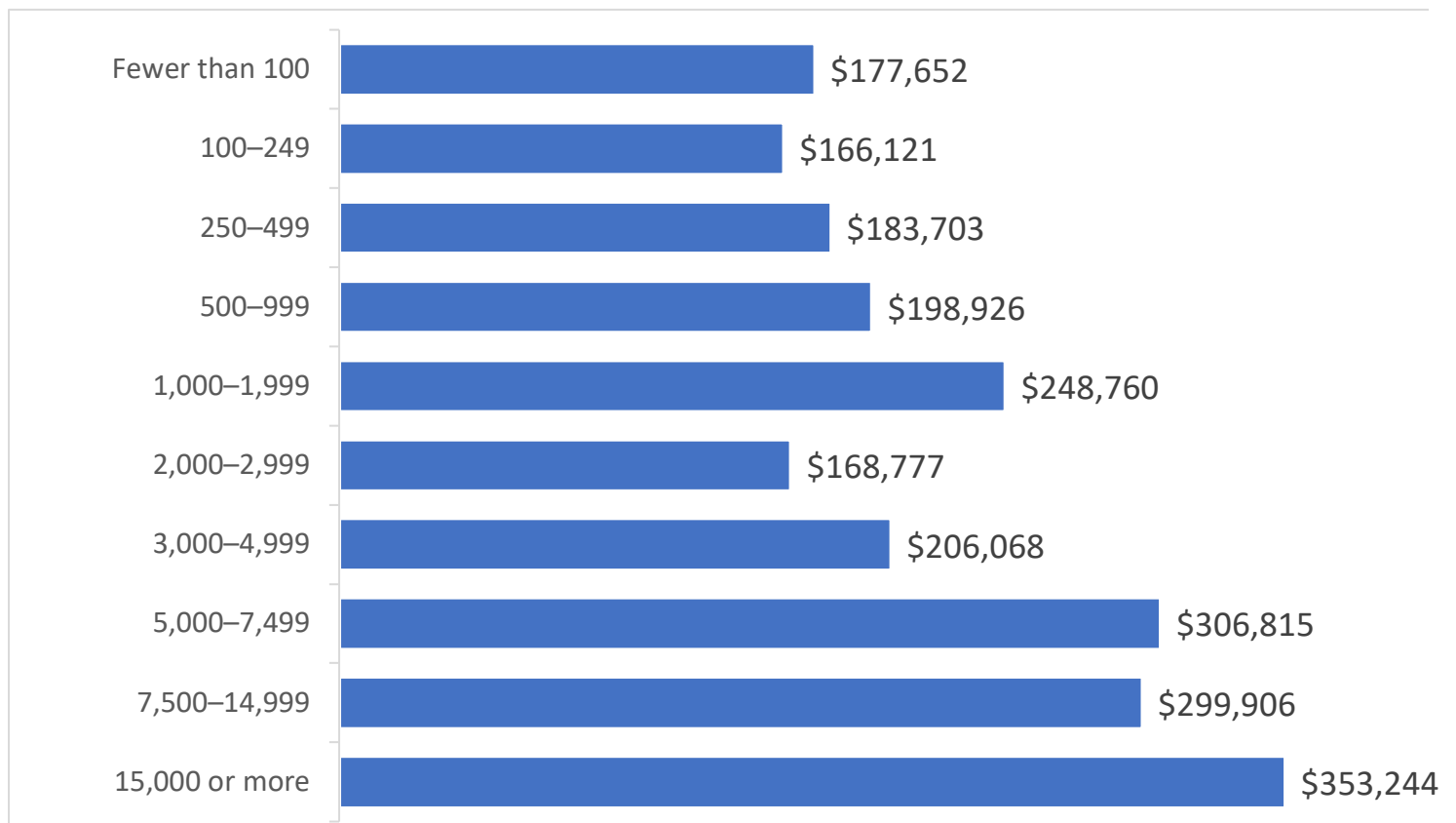
Average Total Compensation by Annual Compliance Budget Managed

CCO annual compensation increases with the overall size of the compliance budget; among those managing a budget of \$2 million or more, compensation reaches nearly \$350,000.



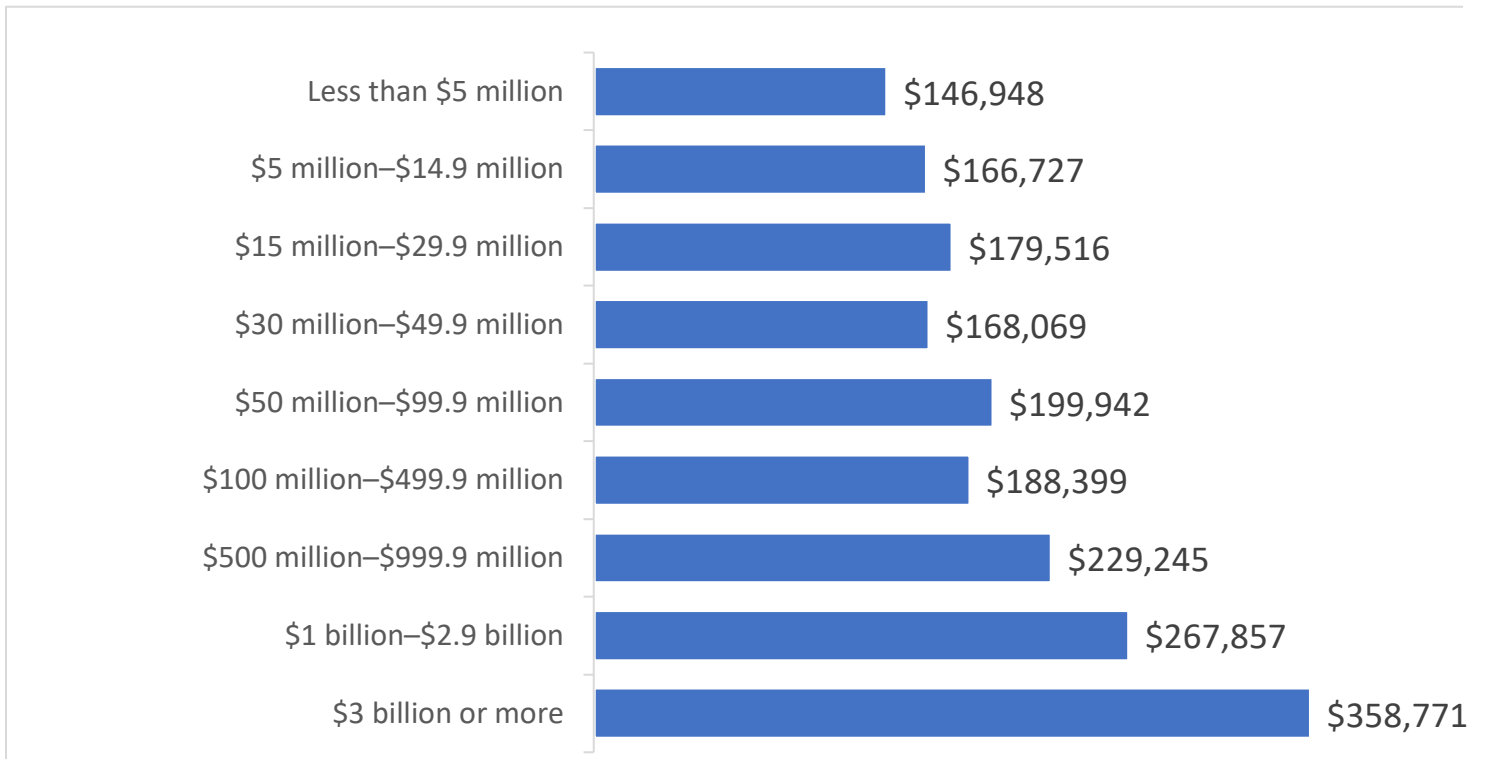
Average Total Compensation by Number of Employees That CCO Runs Compliance for

CCO compensation reaches about \$300,000 per year once the number of employees hits 5,000.



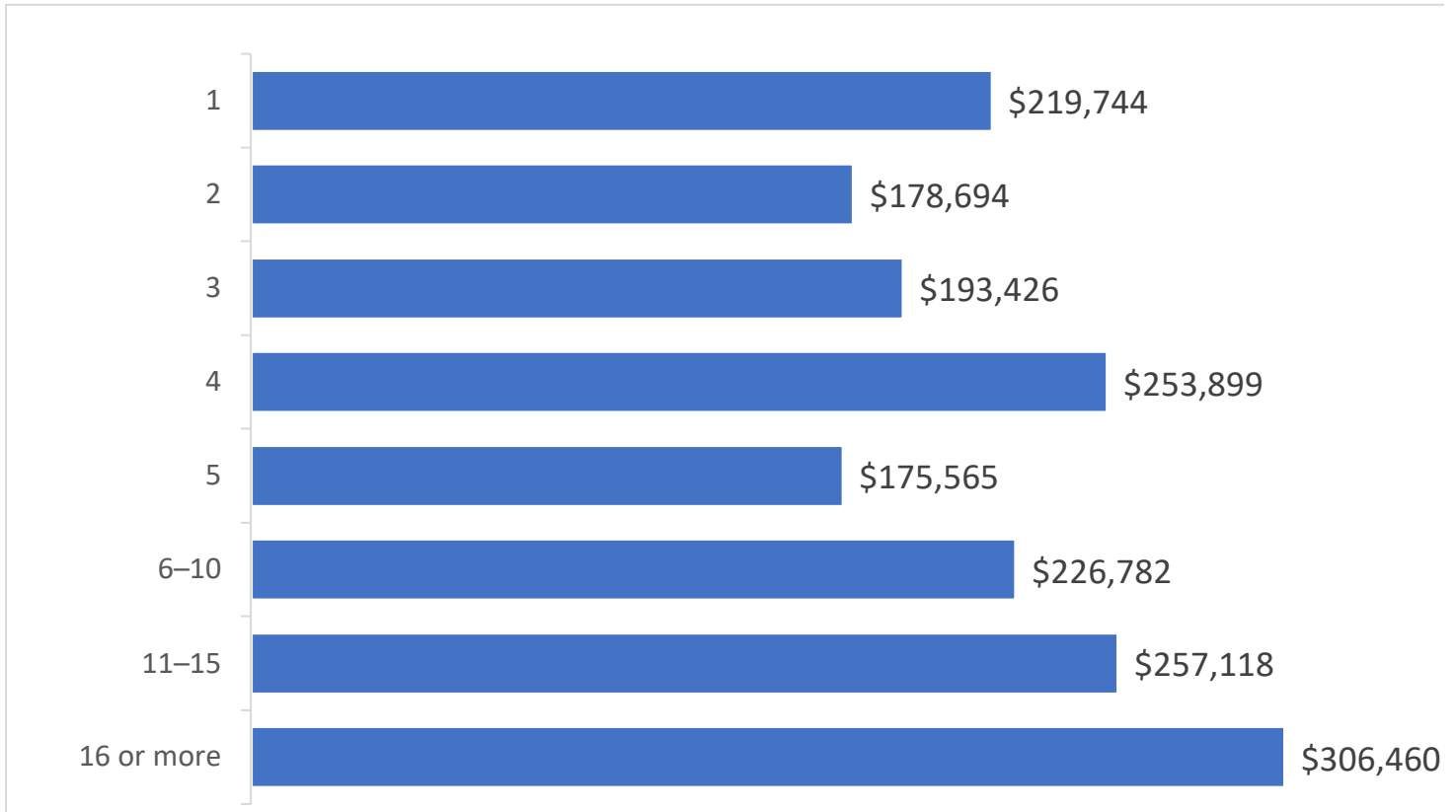
Average Total Compensation by Revenue That CCO Runs Compliance for

CCO compensation increases dramatically among firms where the CCO manages at least \$500 million in revenue.



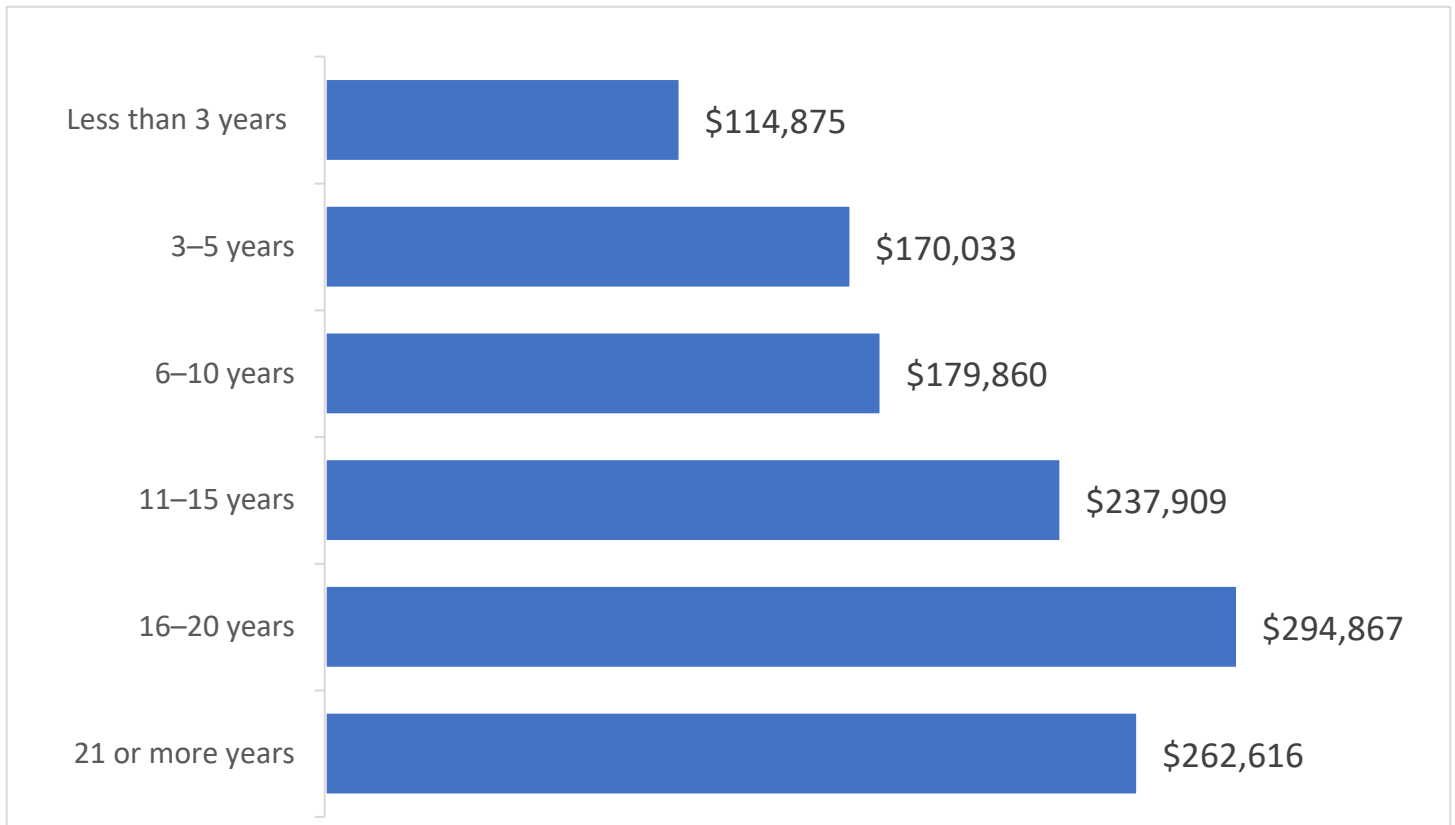
Average Total Compensation by Number of Years Managing the Compliance Department

Although CCO compensation is highest among those managing their department for more than 10 years, the relationship between tenure and compensation is not strictly linear.



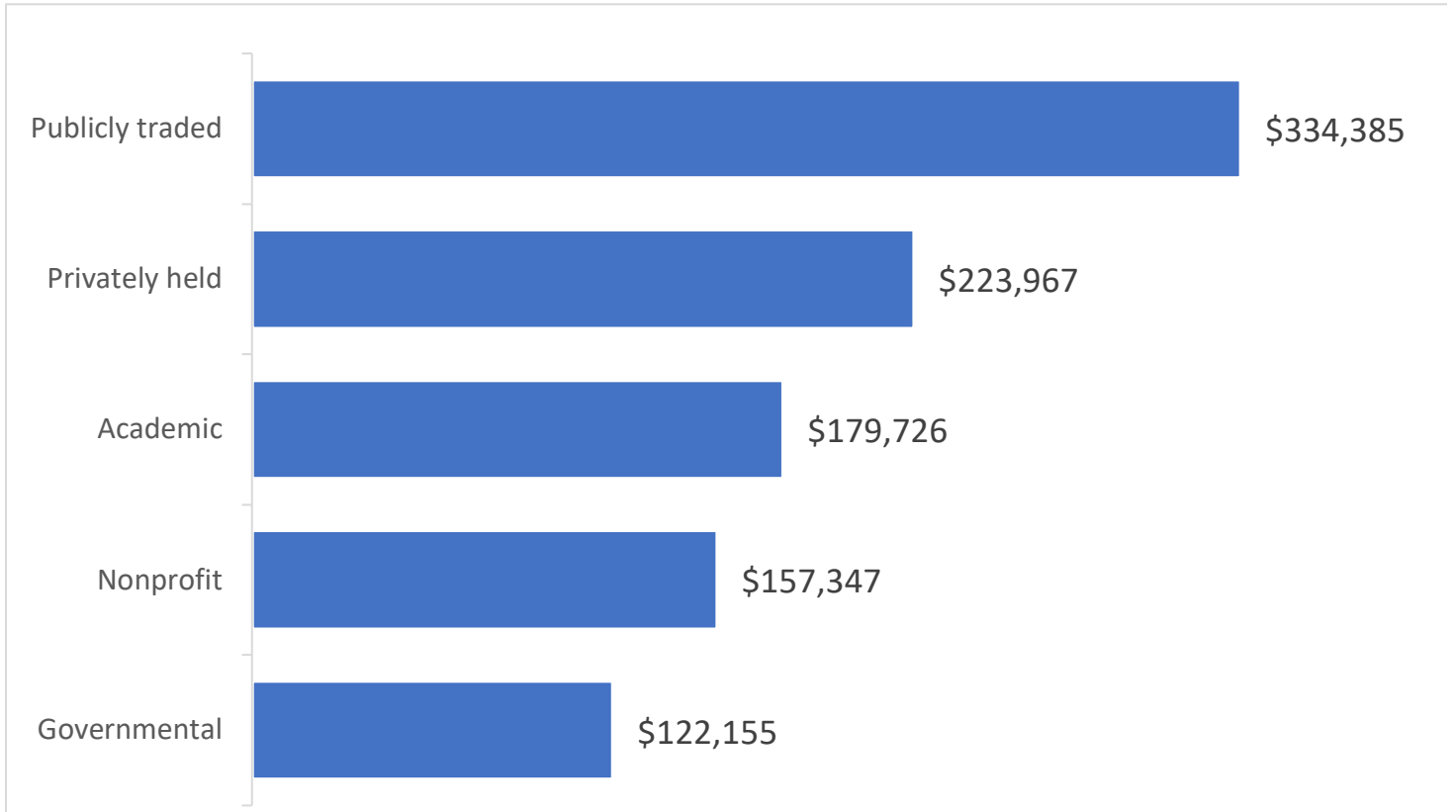
Average Total Compensation by Years in the Compliance Profession

We see a clearer relationship between total CCO compensation and years in the compliance profession overall, with compensation hitting a peak among those in the profession for 16-20 years.



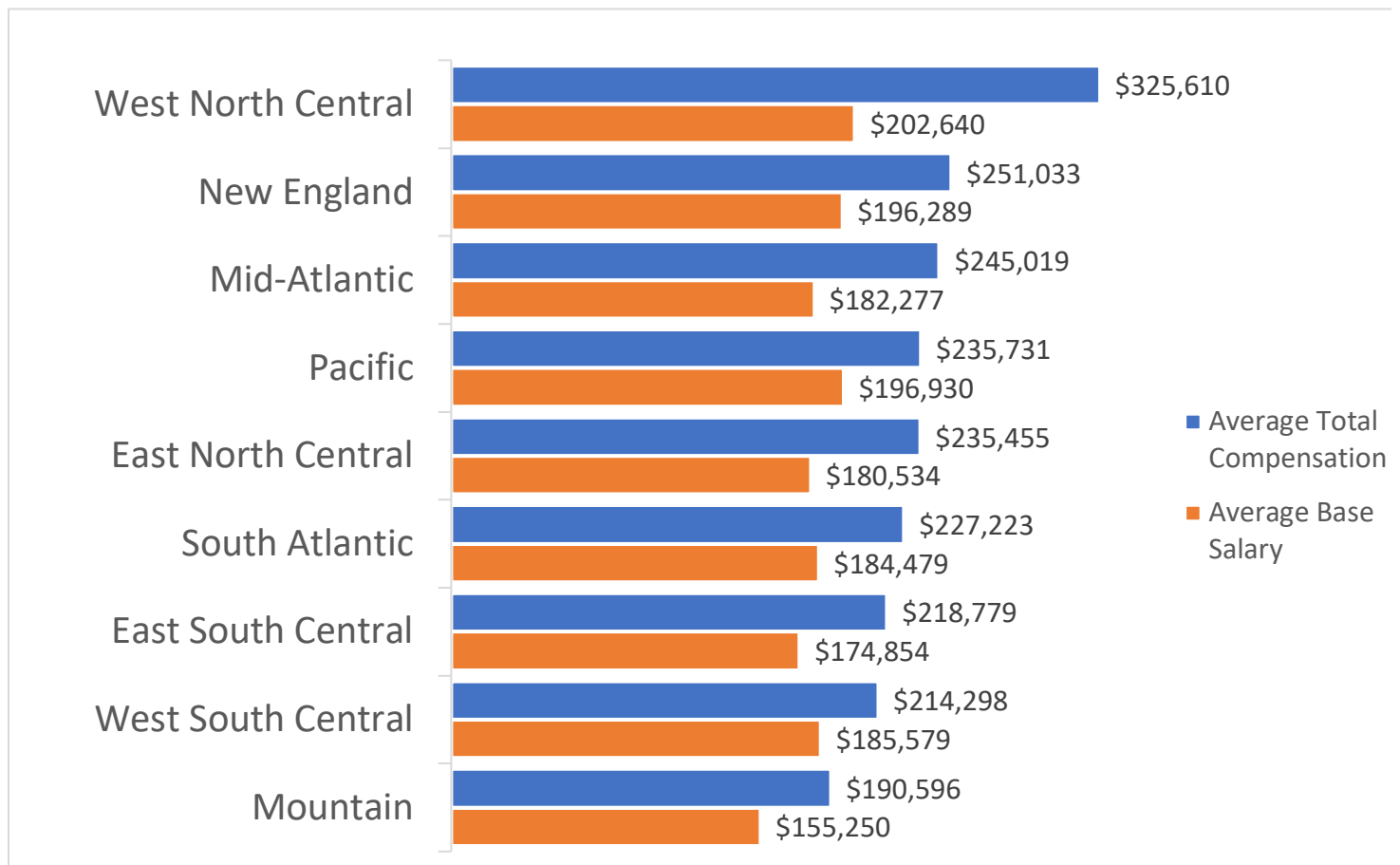
Average Total Compensation by Type of Organization

Non-healthcare compensation is by far highest for those working in publicly traded companies, followed by those in privately held companies. Compensation for government CCOs is lowest.



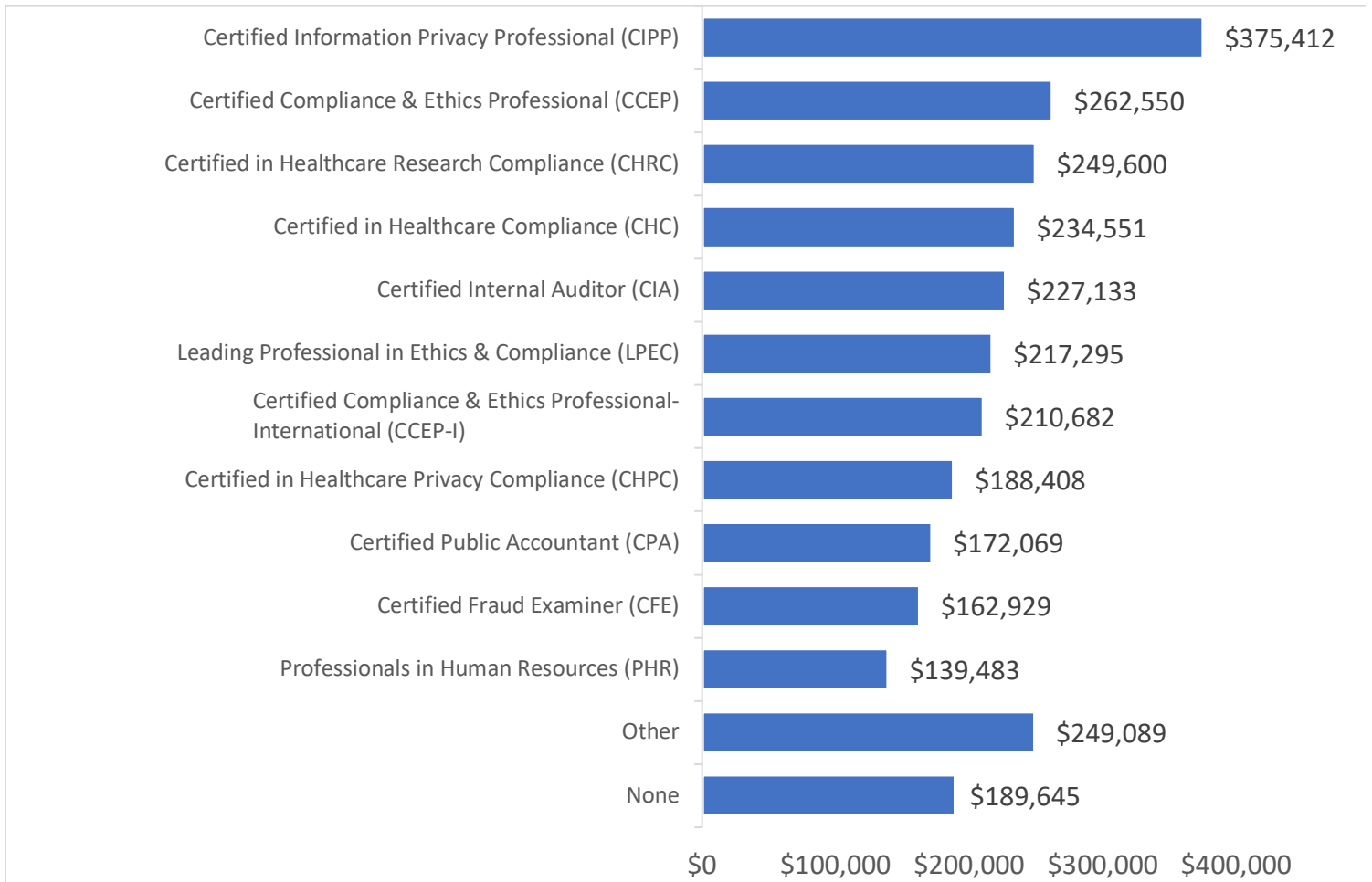
Average Total Compensation by Geographic Region

The regions with the highest levels of CCO compensation include West North Central, New England, and Mid-Atlantic. Total compensation is lowest in the Mountain region.



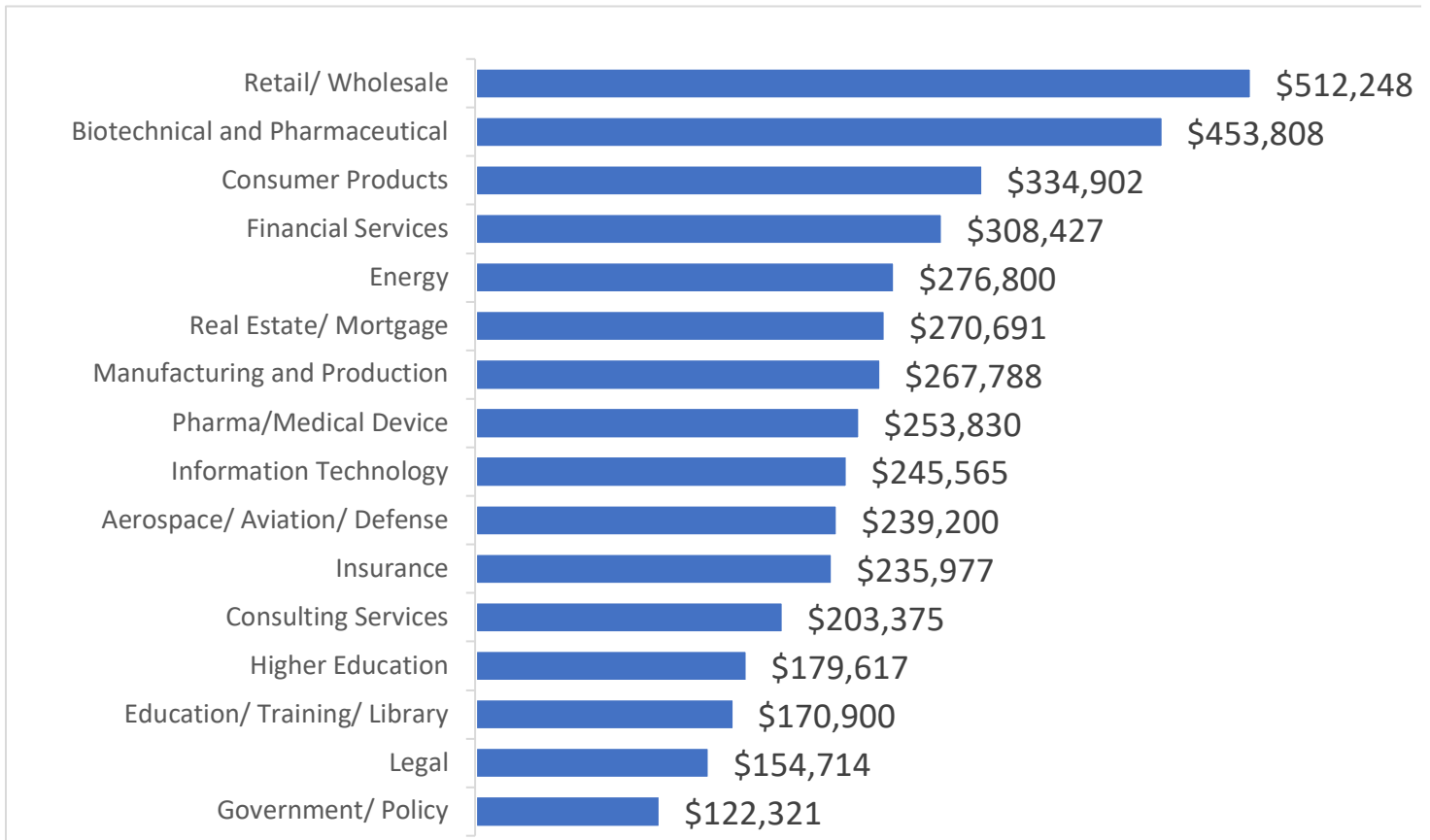
Average Total Compensation by Certification

CCOs with CIPP, CCEP, CHRC, and CHC tend to have the highest levels of total compensation.



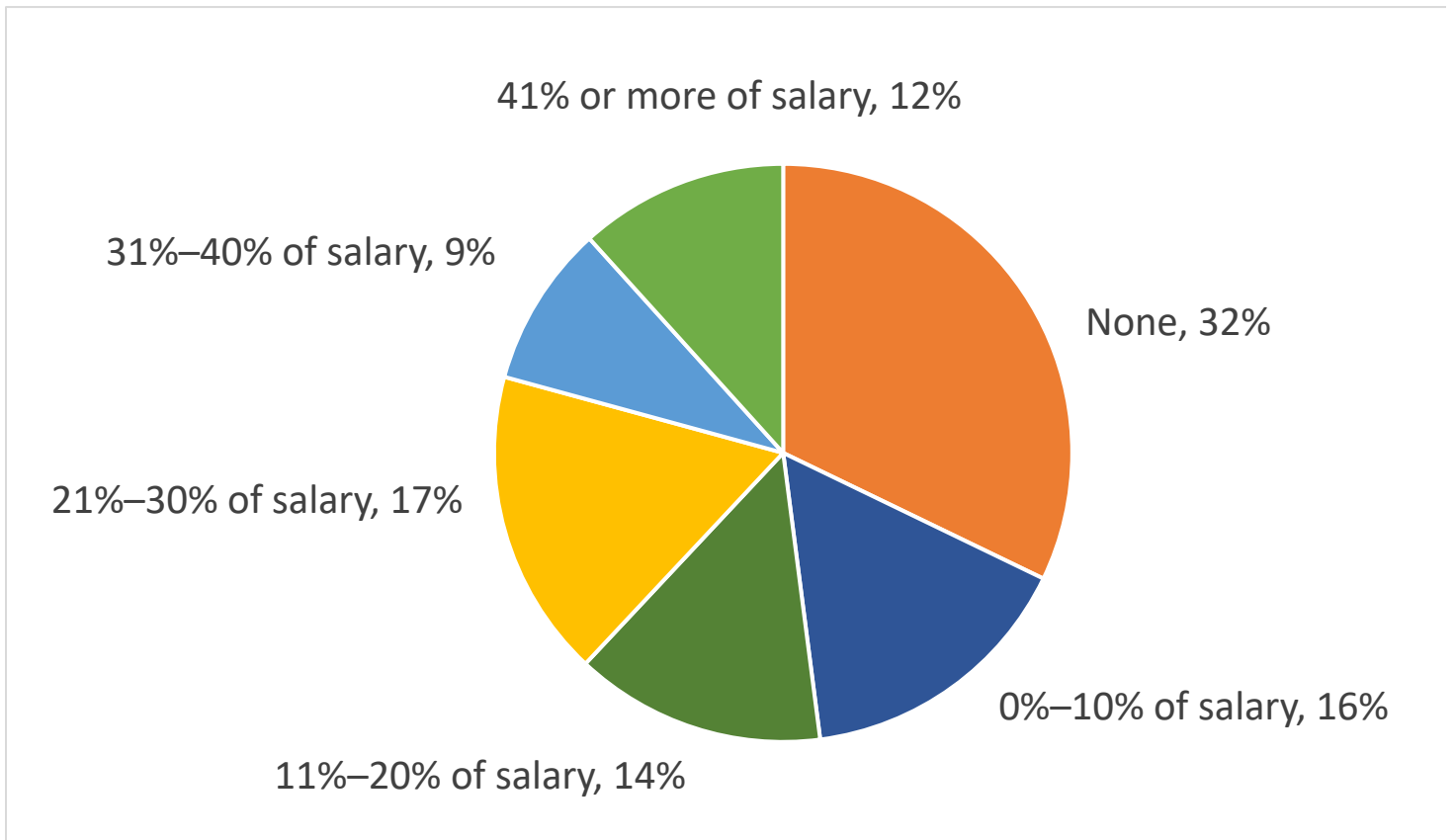
Average Total Compensation by Industry

CCOs in retail/wholesale, biotech/pharma, consumer products, and financial services have the highest levels of compensation.



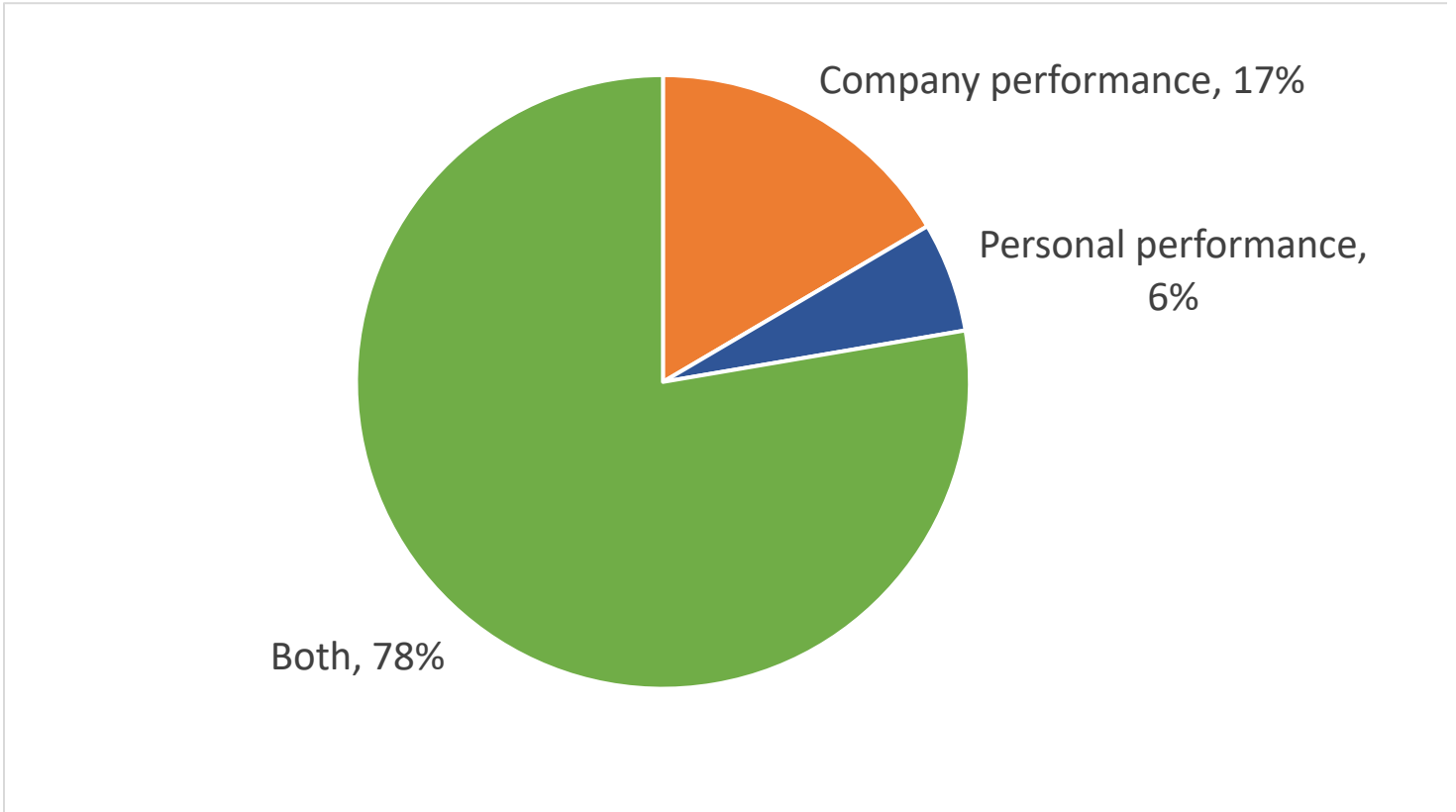
Amount of Bonus Eligible

Two-thirds of non-healthcare CCOs receive a bonus tied to salary, although the percentage that serves as the basis of the bonus is evenly divided across those who do receive one.



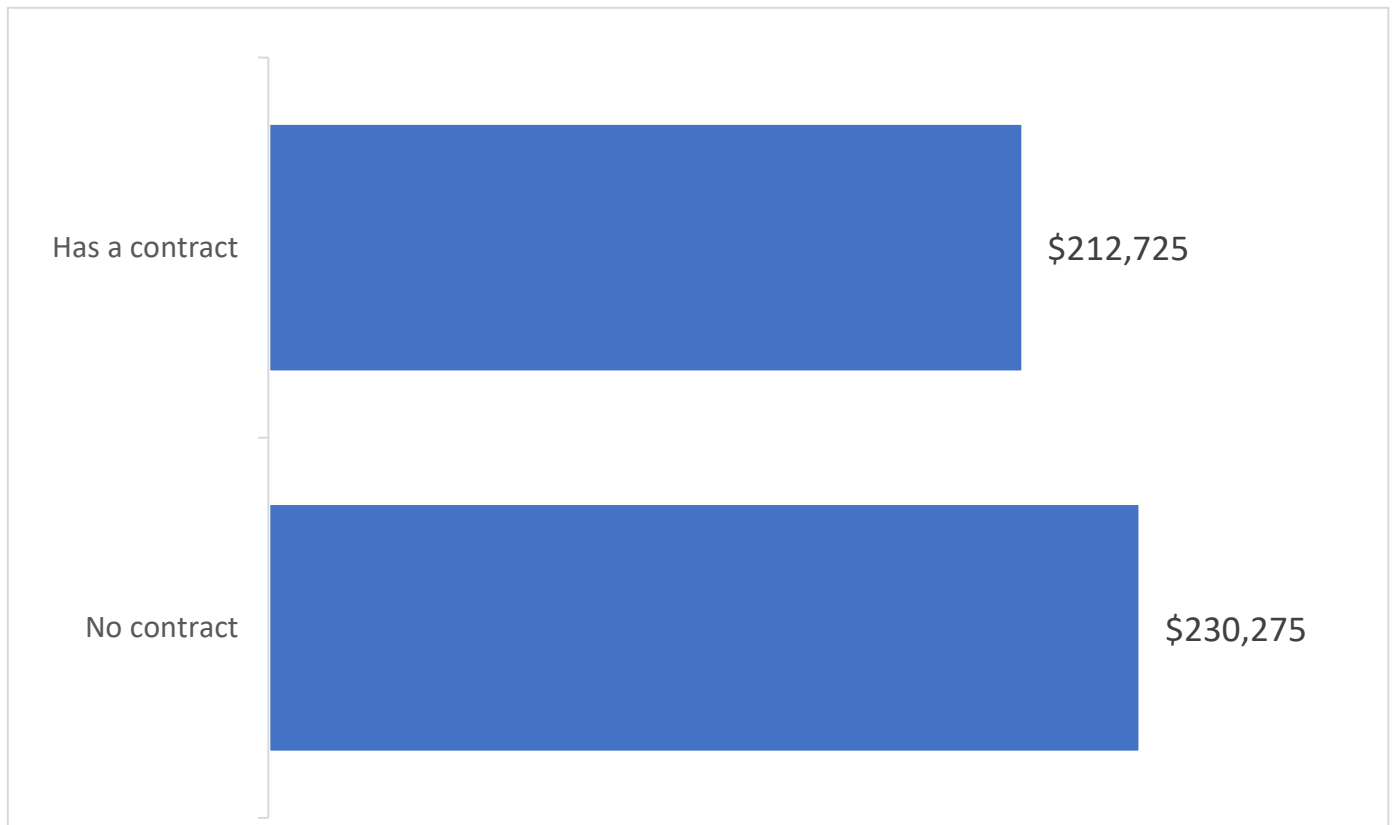
Basis of Bonus

Most non-healthcare CCOs who get a bonus say it's tied to both company and personal performance. Another 17% say it's based on company performance only, and 6% have a bonus based exclusively on personal performance.



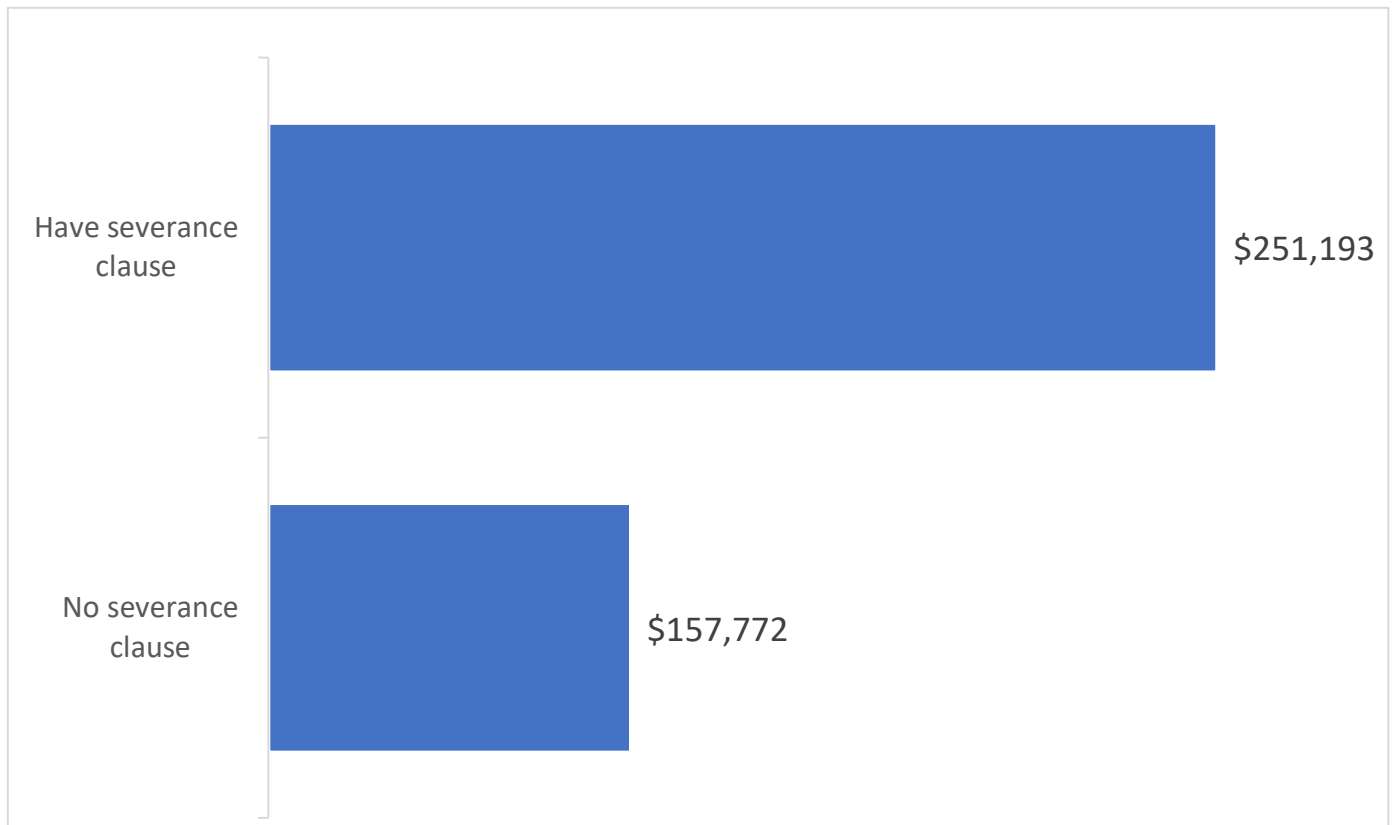
Average Total Compensation by Contract Status

Total compensation is slightly higher among CCOs without a contract than among those with a contract.



Average Total Compensation by Severance Clause Status

On the other hand, total compensation is much higher among CCOs with a severance clause in their contract than among those without a severance clause.



SALARY DATA

Chief Compliance Officer Salary Results Non-Healthcare

	Base Salary					Total Compensation			
	Responses	Average	25 th Percentile	Median	75 th Percentile	Average	25 th Percentile	Median	75 th Percentile
All Respondents	342	\$175,608	\$120,000	\$170,000	\$230,000	\$225,900	\$127,792	\$192,000	\$285,000
Percentage of Company's Legal and Regulatory Risk Areas CCO Involved In									
26%–50%	114	\$185,148	\$133,000	\$180,000	\$230,000	\$237,351	\$140,000	\$208,000	\$298,000
51%–75%	122	\$170,347	\$107,000	\$170,000	\$240,000	\$216,545	\$120,000	\$199,000	\$297,000
76%–100%	106	\$171,492	\$110,000	\$152,500	\$215,000	\$224,461	\$117,000	\$175,000	\$261,185
Number of Employees in the Compliance and Ethics Group Managed									
1	67	\$134,825	\$80,290	\$125,000	\$175,000	\$154,025	\$82,090	\$133,000	\$190,000
2 to 5	150	\$169,549	\$121,000	\$160,000	\$215,000	\$208,254	\$133,100	\$192,000	\$260,000
6 to 10	50	\$164,802	\$125,000	\$170,000	\$215,000	\$196,663	\$132,000	\$195,000	\$232,000
11 to 15	22	\$235,773	\$149,000	\$250,000	\$300,000	\$353,580	\$178,000	\$301,000	\$525,000
16 to 20	13	\$263,538	\$250,000	\$280,000	\$300,000	\$462,508	\$347,000	\$410,000	\$625,000
More than 20	40	\$218,325	\$170,000	\$210,000	\$283,750	\$301,449	\$188,000	\$252,500	\$362,500
Annual Compliance Budget Managed									
< \$100k	89	\$130,496	\$82,090	\$122,000	\$165,000	\$149,211	\$91,823	\$133,000	\$190,000
\$100k–\$249k	41	\$150,269	\$105,000	\$140,000	\$186,000	\$185,274	\$110,000	\$150,000	\$200,000
\$250k–\$499k	44	\$153,102	\$116,500	\$150,000	\$185,000	\$194,228	\$130,400	\$178,500	\$217,750
\$500k–\$999k	62	\$183,652	\$140,000	\$172,500	\$245,000	\$218,316	\$150,000	\$205,125	\$272,500
\$1m–\$1.9m	41	\$219,269	\$170,000	\$223,000	\$280,000	\$294,115	\$178,000	\$273,000	\$378,217
\$2m+	65	\$234,282	\$189,028	\$243,000	\$298,750	\$343,993	\$201,875	\$315,500	\$464,250
Number of Employees That CCO Runs Compliance for									
Less than 100	53	\$151,060	\$82,318	\$143,500	\$198,583	\$177,652	\$91,625	\$155,000	\$225,875
100–249	40	\$142,057	\$113,500	\$140,000	\$173,750	\$166,121	\$120,500	\$140,000	\$210,000
250–499	32	\$155,879	\$100,250	\$140,500	\$203,750	\$183,703	\$101,250	\$175,300	\$259,139
500–999	51	\$160,328	\$110,000	\$155,000	\$208,000	\$198,926	\$127,500	\$165,000	\$258,000
1,000–1,999	38	\$198,931	\$133,900	\$188,000	\$260,000	\$248,760	\$143,500	\$213,500	\$340,000
2,000–2,999	21	\$143,368	\$104,000	\$155,000	\$180,000	\$168,777	\$110,000	\$172,000	\$205,000
3,000–4,999	24	\$172,720	\$122,000	\$160,000	\$240,750	\$206,068	\$126,150	\$176,500	\$299,250
5,000–7,499	15	\$224,100	\$150,000	\$245,000	\$250,000	\$306,815	\$175,000	\$300,000	\$315,000
7,500–14,999	27	\$204,019	\$148,000	\$218,000	\$282,000	\$299,906	\$164,000	\$250,000	\$378,113
15,000+	41	\$234,012	\$175,000	\$230,000	\$295,000	\$353,244	\$200,000	\$273,000	\$420,000

	Base Salary					Total Compensation			
	Responses	Average	25 th Percentile	Median	75 th Percentile	Average	25 th Percentile	Median	75 th Percentile
All Respondents	342	\$175,608	\$120,000	\$170,000	\$230,000	\$225,900	\$127,792	\$192,000	\$285,000
Annual Revenues of Part of Organization That the CCO Runs Compliance For									
Less than \$5 million	37	\$129,485	\$76,000	\$120,000	\$150,000	\$146,948	\$80,000	\$129,500	\$164,000
\$5 million to less than \$15 million	38	\$142,357	\$82,090	\$128,000	\$182,000	\$166,727	\$95,000	\$148,000	\$215,000
\$15 million to less than \$30 million	17	\$146,498	\$85,000	\$118,000	\$181,855	\$179,516	\$90,000	\$120,000	\$212,255
\$30 million to less than \$50 million	22	\$150,458	\$110,000	\$145,000	\$175,000	\$168,069	\$110,400	\$151,000	\$200,000
\$50 million to less than \$100 million	44	\$165,225	\$133,500	\$150,000	\$194,000	\$199,942	\$133,500	\$168,500	\$219,250
\$100 million to less than \$500 million	44	\$157,726	\$111,000	\$155,500	\$208,000	\$188,399	\$129,500	\$172,500	\$248,750
\$500 million to less than \$1 billion	33	\$193,652	\$146,500	\$180,000	\$232,000	\$229,245	\$150,000	\$205,000	\$297,000
\$1 billion to less than \$3 billion	48	\$207,425	\$170,000	\$214,000	\$245,750	\$267,857	\$192,500	\$232,500	\$342,500
\$3 billion or more	59	\$228,251	\$160,000	\$240,000	\$300,000	\$358,771	\$200,000	\$315,000	\$470,000
Number of Countries in Which Compliance Is Managed									
1	215	\$159,836	\$110,000	\$148,500	\$200,000	\$193,993	\$114,000	\$160,000	\$220,000
2 to 5	47	\$202,423	\$150,000	\$190,000	\$250,000	\$278,597	\$165,000	\$237,000	\$347,000
6 to 10	17	\$184,613	\$105,000	\$200,000	\$260,000	\$267,177	\$153,000	\$250,000	\$350,000
11 or more	63	\$206,747	\$140,000	\$210,000	\$250,000	\$283,830	\$170,000	\$260,000	\$340,000
Number of Years Managing the Compliance Department									
1 or less	55	\$177,948	\$122,000	\$165,000	\$230,000	\$219,744	\$125,000	\$180,000	\$288,112
2	37	\$150,233	\$105,000	\$150,000	\$200,000	\$178,694	\$105,000	\$163,000	\$210,000
3	29	\$149,474	\$80,000	\$126,000	\$220,000	\$193,426	\$80,000	\$138,000	\$228,000
4	36	\$192,150	\$136,500	\$200,000	\$240,000	\$253,899	\$139,393	\$222,500	\$332,500
5	29	\$151,134	\$114,000	\$140,000	\$175,000	\$175,565	\$124,000	\$151,500	\$205,000
6–10	93	\$181,079	\$128,250	\$170,000	\$234,250	\$226,782	\$133,500	\$191,000	\$265,000
11–15	34	\$186,969	\$135,000	\$173,500	\$255,000	\$257,118	\$140,000	\$212,000	\$320,000
16 or more	29	\$202,936	\$150,000	\$206,000	\$260,000	\$306,460	\$198,000	\$255,000	\$370,000
Years in Compliance Profession									
<3 years	8	\$112,500	\$86,000	\$110,500	\$137,500	\$114,875	\$86,000	\$117,000	\$139,000
3–5 years	41	\$143,405	\$100,271	\$130,000	\$165,000	\$170,033	\$102,000	\$136,000	\$175,000
6–10 years	93	\$148,206	\$95,000	\$141,000	\$194,332	\$179,860	\$100,000	\$160,000	\$230,000
11–15 years	76	\$185,458	\$133,225	\$175,000	\$250,000	\$237,909	\$150,000	\$205,000	\$303,000
16–20 years	63	\$206,972	\$143,500	\$200,000	\$260,000	\$294,867	\$155,000	\$230,000	\$378,217
21+ years	61	\$203,090	\$150,000	\$207,000	\$250,000	\$262,616	\$157,750	\$224,000	\$318,750

	Responses	Base Salary				Total Compensation			
		Average	25 th Percentile	Median	75 th Percentile	Average	25 th Percentile	Median	75 th Percentile
All Respondents	342	\$175,608	\$120,000	\$170,000	\$230,000	\$225,900	\$127,792	\$192,000	\$285,000
Certifications									
Leading Professional in Ethics & Compliance (LPEC)	7	\$186,818	\$97,500	\$220,000	\$295,000	\$217,295	\$97,500	\$274,000	\$295,250
Certified Public Accountant (CPA)	12	\$146,860	\$109,250	\$124,500	\$217,333	\$172,069	\$124,948	\$152,300	\$237,500
Certified Compliance & Ethics Professional (CCEP)	116	\$195,798	\$140,000	\$187,057	\$238,000	\$262,550	\$154,250	\$210,000	\$317,500
Certified Compliance & Ethics Professional—International (CCEP–I)	37	\$162,050	\$105,000	\$175,000	\$220,000	\$210,682	\$110,000	\$190,000	\$251,000
Certified in Healthcare Compliance (CHC)	76	\$187,497	\$135,500	\$175,000	\$239,000	\$234,551	\$137,750	\$205,125	\$278,500
Certified in Healthcare Research Compliance (CHRC)	5	\$206,800	\$149,000	\$220,000	\$227,000	\$249,600	\$163,000	\$220,000	\$227,000
Other	82	\$183,984	\$140,000	\$172,500	\$250,000	\$249,089	\$140,000	\$197,466	\$325,900
None	80	\$150,607	\$100,000	\$130,000	\$195,000	\$189,645	\$104,600	\$142,000	\$233,000
Type of Organization									
Nonprofit	67	\$146,125	\$105,000	\$139,000	\$175,000	\$157,347	\$105,000	\$151,000	\$200,000
Privately held	111	\$178,097	\$127,500	\$175,000	\$245,000	\$223,967	\$143,500	\$210,000	\$298,000
Publicly traded	95	\$217,284	\$170,000	\$225,000	\$289,000	\$334,385	\$190,000	\$305,000	\$470,000
Governmental	40	\$120,025	\$95,625	\$119,500	\$144,875	\$122,155	\$95,625	\$123,000	\$147,500
Academic	26	\$178,545	\$125,000	\$182,500	\$218,000	\$179,726	\$125,000	\$185,000	\$218,000
Type of Industry									
Chemical/Polymers/Fibers	1								
Computer Software	4								
Consulting Services	10	\$180,000	\$130,000	\$175,500	\$250,000	\$203,375	\$157,500	\$191,000	\$295,250
Education/Training/Library	5	\$161,600	\$108,000	\$115,000	\$200,000	\$170,900	\$108,000	\$125,000	\$215,000
Energy	10	\$198,800	\$165,000	\$187,500	\$260,000	\$276,800	\$210,000	\$227,500	\$380,000
Financial Services	15	\$196,493	\$100,000	\$209,900	\$300,000	\$308,427	\$150,000	\$251,900	\$525,000
Government/Policy	24	\$121,130	\$93,242	\$117,000	\$150,750	\$122,321	\$93,242	\$117,500	\$150,750
Higher Education	34	\$177,314	\$131,900	\$177,500	\$215,000	\$179,617	\$135,857	\$177,500	\$215,000
Information Technology	11	\$193,838	\$170,000	\$200,000	\$245,000	\$245,565	\$175,000	\$230,000	\$340,000
Insurance	52	\$190,161	\$145,250	\$173,500	\$250,000	\$235,977	\$160,150	\$209,000	\$301,750
Manufacturing and Production	17	\$203,882	\$141,000	\$206,000	\$260,000	\$267,788	\$185,000	\$233,000	\$331,000
Retail/Wholesale	5	\$241,600	\$215,000	\$250,000	\$308,000	\$512,248	\$260,000	\$450,000	\$815,000

	Base Salary					Total Compensation			
	Responses	Average	25 th Percentile	Median	75 th Percentile	Average	25 th Percentile	Median	75 th Percentile
All Respondents	342	\$175,608	\$120,000	\$170,000	\$230,000	\$225,900	\$127,792	\$192,000	\$285,000
Number of Compliance Elements Involved in									
1-3	4								
4-6	40	\$155,860	\$122,000	\$149,500	\$191,249	\$170,640	\$127,875	\$157,500	\$211,066
7-9	136	\$161,417	\$108,500	\$144,250	\$206,000	\$210,620	\$113,500	\$161,500	\$230,000
10	162	\$194,051	\$140,000	\$190,000	\$260,000	\$255,113	\$150,000	\$220,000	\$325,900
Geographic Region									
New England	14	\$196,289	\$135,000	\$187,500	\$275,000	\$251,033	\$135,000	\$225,000	\$315,000
Mid-Atlantic	42	\$182,277	\$113,110	\$177,500	\$250,000	\$245,019	\$120,000	\$207,500	\$302,000
East North Central	36	\$180,534	\$103,125	\$161,500	\$237,500	\$235,455	\$108,375	\$210,500	\$278,500
West North Central	25	\$202,640	\$132,000	\$205,000	\$260,000	\$325,610	\$140,000	\$219,000	\$450,000
South Atlantic	60	\$184,479	\$125,625	\$181,000	\$228,500	\$227,223	\$134,000	\$200,000	\$286,438
East South Central	12	\$174,854	\$122,750	\$198,500	\$224,188	\$218,779	\$129,525	\$245,500	\$269,813
West South Central	31	\$185,579	\$145,000	\$178,000	\$225,000	\$214,298	\$150,000	\$194,932	\$288,112
Mountain	26	\$155,250	\$113,000	\$137,500	\$177,000	\$190,596	\$120,000	\$140,000	\$202,000
Pacific	44	\$196,930	\$146,000	\$181,116	\$261,185	\$235,731	\$152,500	\$211,116	\$312,500
Contract Status									
Yes	85	\$160,827	\$105,000	\$151,000	\$218,000	\$212,725	\$120,000	\$190,000	\$303,000
No	257	\$180,515	\$121,250	\$175,000	\$231,500	\$230,275	\$129,125	\$196,500	\$278,500
If yes, do you have a severance clause in your contract?									
Yes	50	\$189,874	\$140,000	\$175,000	\$260,000	\$251,193	\$160,000	\$208,000	\$335,000
No	35	\$119,333	\$65,000	\$128,000	\$165,000	\$157,772	\$71,000	\$142,000	\$210,000

DETAILED RESULTS

Chief Compliance Officer Detailed Results Non-Healthcare

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
Are you the Compliance Officer for:						
Responses	342	89	41	44	62	106
Your organization as a whole	68%	67%	71%	73%	71%	64%
A division or operating unit of the organization	32%	33%	29%	27%	29%	36%
Percentage indicating involvement in the following compliance elements:						
Responses	342	89	41	44	62	106
Compliance Auditing/Monitoring	94%	90%	95%	89%	97%	96%
Compliance Education	96%	96%	90%	100%	97%	95%
Compliance Investigations	90%	87%	85%	86%	95%	92%
Hot Line/Anonymous Reporting	78%	74%	73%	70%	85%	83%
Reporting to the Board	76%	65%	80%	66%	81%	85%
Compliance Risk Assessments	94%	91%	93%	98%	97%	94%
Compliance Discipline/Incentives	68%	61%	59%	61%	76%	77%
Code of Conduct	82%	83%	83%	80%	84%	82%
Policies and Procedures	97%	97%	95%	98%	100%	96%
Measuring Program Effectiveness	86%	83%	80%	86%	87%	89%
How much of your company's legal and regulatory risk areas are you responsible for managing?						
Responses	342	89	41	44	62	106
26%-50%	33%	36%	32%	25%	29%	38%
51%-75%	36%	33%	34%	43%	35%	36%
76%-100%	31%	31%	34%	32%	35%	26%
How many employees, including you, are in the compliance and ethics group you manage?						
Responses	342	89	41	44	62	106
1	20%	45%	37%	2%	11%	4%
2 to 5	44%	42%	44%	80%	45%	30%
6 to 10	15%	7%	10%	9%	27%	18%
11 to 15	6%	1%	5%	2%	6%	13%
16 to 20	4%	1%	2%	0%	0%	10%
More than 20	12%	4%	2%	7%	10%	25%

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
Annual compliance budget managed:						
Responses	342	89	41	44	62	104
75 th Percentile	\$ 1,000,000	\$ 20,000	\$ 175,000	\$ 396,500	\$ 750,000	\$ 3,950,000
Median	\$ 400,000	\$ 0	\$ 150,000	\$ 300,000	\$ 535,000	\$ 2,000,000
25 th Percentile	\$67,500	\$ 0	\$ 100,000	\$ 250,000	\$ 500,000	\$ 1,250,972
Average	\$ 4,158,158	\$ 13,375	\$ 147,869	\$ 315,202	\$ 628,961	\$13,015,926
Under \$100k	26%	100%	0%	0%	0%	0%
\$100k-\$249.9k	12%	0%	100%	0%	0%	0%
\$250k-\$499.9k	13%	0%	0%	100%	0%	0%
\$500k-\$999.9k	18%	0%	0%	0%	100%	0%
\$1m-\$1.9m	12%	0%	0%	0%	0%	39%
\$2m+	19%	0%	0%	0%	0%	61%
Approximately how many employees work in your organization as a whole?						
Responses	342	89	41	44	62	106
Less than 100	9%	12%	5%	7%	10%	8%
100–249	11%	18%	10%	16%	11%	2%
250–499	8%	15%	7%	7%	8%	2%
500–999	13%	15%	20%	9%	16%	9%
1,000–1,999	9%	7%	10%	7%	10%	11%
2,000–2,999	6%	7%	10%	9%	6%	4%
3,000–4,999	8%	4%	7%	7%	5%	12%
5,000–7,499	7%	3%	7%	7%	13%	6%
7,500–9,999	1%	1%	0%	2%	3%	1%
10,000–14,999	7%	2%	10%	11%	5%	10%
15,000–19,999	6%	1%	10%	9%	2%	9%
20,000–29,999	3%	3%	2%	2%	5%	3%
30,000–49,999	4%	3%	0%	5%	0%	8%
50,000–74,999	1%	1%	0%	0%	5%	1%
75,000–99,999	1%	1%	0%	0%	0%	4%
100,000 +	5%	6%	2%	2%	2%	9%

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
Approximately how many employees work in the portion of the organization that you run compliance for?						
Responses	342	89	41	44	62	106
Less than 100	15%	19%	15%	11%	15%	15%
100–249	12%	20%	10%	20%	13%	1%
250–499	9%	15%	12%	11%	8%	4%
500–999	15%	17%	17%	9%	21%	11%
1,000–1,999	11%	7%	12%	11%	8%	16%
2,000–2,999	6%	4%	7%	9%	10%	4%
3,000–4,999	7%	6%	7%	0%	10%	9%
5,000–7,499	4%	4%	5%	2%	5%	5%
7,500–9,999	1%	1%	0%	5%	0%	2%
10,000–14,999	6%	1%	10%	9%	3%	10%
15,000–19,999	3%	1%	0%	5%	0%	8%
20,000–29,999	2%	0%	2%	2%	5%	1%
30,000–49,999	4%	2%	0%	5%	0%	8%
50,000–74,999	1%	0%	0%	0%	0%	3%
75,000–99,999	0%	0%	0%	0%	2%	0%
100,000 +	2%	2%	2%	0%	2%	4%
What are the annual revenues of the organization you work for?						
Responses	342	89	41	44	62	106
Less than \$5 million	5%	11%	7%	7%	0%	2%
\$5 million to less than \$15 million	9%	20%	2%	2%	6%	8%
\$15 million to less than \$30 million	6%	9%	7%	0%	6%	5%
\$30 million to less than \$50 million	6%	7%	5%	11%	13%	1%
\$50 million to less than \$100 million	11%	8%	17%	23%	13%	6%
\$100 million to less than \$500 million	12%	12%	20%	18%	13%	7%
\$500 million to less than \$1 billion	10%	8%	12%	11%	10%	10%
\$1 billion to less than \$3 billion	17%	13%	12%	11%	18%	24%
\$3 billion or more	23%	11%	17%	16%	21%	39%
What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?						
Responses	342	89	41	44	62	106
Less than \$5 million	11%	16%	12%	16%	6%	7%
\$5 million to less than \$15 million	11%	21%	2%	7%	8%	9%
\$15 million to less than \$30 million	5%	8%	10%	2%	3%	3%
\$30 million to less than \$50 million	6%	8%	5%	9%	15%	0%
\$50 million to less than \$100 million	13%	10%	17%	25%	15%	8%
\$100 million to less than \$500 million	13%	11%	20%	14%	18%	8%
\$500 million to less than \$1 billion	10%	9%	10%	9%	10%	10%
\$1 billion to less than \$3 billion	14%	8%	15%	11%	13%	21%
\$3 billion or more	17%	9%	10%	7%	13%	34%

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
For how many countries do you manage compliance?						
Responses	342	89	41	44	62	106
1	63%	71%	66%	64%	55%	59%
2 to 5	14%	13%	12%	14%	16%	13%
6 to 10	5%	6%	7%	2%	5%	5%
11 or more	18%	10%	15%	20%	24%	23%
Where do you work?						
Responses	342	89	41	44	62	106
United States	87%	84%	73%	84%	94%	92%
North America, other than the US	1%	3%	5%	0%	0%	0%
South America	2%	1%	0%	5%	0%	5%
Europe	6%	10%	12%	7%	6%	0%
Asia	2%	1%	5%	5%	0%	2%
Africa	1%	0%	5%	0%	0%	1%
Australia	0%	0%	0%	0%	0%	1%
Years in compliance profession						
Responses	342	89	41	44	62	106
75 th Percentile	20	15	17	16	20	21
Median	13	10	12	10	14	18
25 th Percentile	8	5	8	6	10	12
Average	13.8	10.9	12.8	11.6	14.8	17.0
Years with current employer						
Responses	342	89	41	44	62	106
75 th Percentile	11	9	9	14	11	12
Median	5	4	4	5	6	6
25 th Percentile	2	1	2	2	1	2
Average	7.7	7.1	6.8	9.4	7.7	7.8
Years holding current job title						
Responses	342	89	41	44	62	106
75 th Percentile	6	6	7	5	6	7
Median	3	3	3	2	4	4
25 th Percentile	1	1	1	1	2	2
Average	4.4	4.2	4.3	4.0	4.4	4.6
Industry						
Responses	342	89	41	44	62	106
Administrative and Support Services	1%	1%	0%	2%	0%	0%
Advertising/Marketing	*	1%	0%	0%	0%	0%
Aerospace/Aviation/Defense	1%	0%	2%	2%	3%	1%

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
Agriculture	1%	0%	0%	0%	2%	1%
Architectural Services	*	0%	0%	0%	0%	1%
Arts/Entertainment/Media	1%	0%	0%	5%	0%	0%
Automotive/Motor Vehicles/Parts	1%	0%	0%	5%	0%	0%
Banking	1%	0%	0%	2%	2%	2%
Biotechnical and Pharmaceutical	3%	3%	5%	0%	2%	3%
Chemical/Polymers/Fibers	*	0%	0%	0%	2%	0%
Computer Services	*	1%	0%	0%	0%	0%
Computer Software	1%	0%	0%	2%	0%	3%
Construction	1%	0%	2%	0%	2%	0%
Consulting Services	3%	6%	7%	0%	0%	2%
Consumer Products	2%	0%	2%	7%	0%	2%
Education/Training/Library	1%	0%	2%	2%	2%	2%
Electronics	1%	1%	0%	0%	0%	1%
Energy	3%	2%	5%	2%	2%	4%
Engineering	1%	0%	2%	0%	2%	0%
Financial Services	4%	6%	0%	2%	3%	7%
Government/Policy	7%	11%	12%	5%	2%	6%
Higher Education	10%	6%	10%	11%	13%	11%
Hospitality/Tourism	1%	2%	0%	0%	0%	0%
Information Technology	3%	2%	2%	5%	6%	2%
Installation/ Maintenance/Repair	*	0%	2%	0%	0%	0%
Insurance	15%	12%	7%	18%	16%	19%
Internet/ECommerce	1%	1%	0%	2%	0%	0%
Legal	2%	3%	0%	0%	5%	1%
Manufacturing and Production	5%	7%	7%	2%	6%	3%
Mining	*	0%	0%	2%	0%	0%
Operations Management	1%	1%	2%	2%	2%	0%
Personal Care and Service	*	0%	0%	0%	0%	1%
Pharma/Medical Device	7%	3%	10%	5%	8%	9%
Purchasing	*	0%	0%	0%	0%	1%
Real Estate/Mortgage	1%	1%	0%	0%	3%	2%
Research & Development	1%	1%	2%	2%	0%	2%
Retail/Wholesale	1%	1%	2%	0%	2%	2%
Science	*	1%	0%	0%	0%	0%
Supply Chain/Logistics	1%	0%	5%	0%	0%	0%
Telecommunications	1%	1%	0%	0%	0%	1%
Tobacco	*	0%	0%	2%	0%	0%
Transportation/Warehousing	*	0%	0%	0%	2%	0%
Utilities	1%	0%	0%	0%	2%	3%
Other	14%	24%	7%	11%	15%	10%
*=Less than 1%						

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
How many years have you run the compliance department?						
Responses	342	89	41	44	62	106
Average	6.5	5.4	5.9	6.1	6.6	7.7
1	16%	27%	12%	14%	15%	10%
2	11%	10%	22%	16%	3%	9%
3	8%	12%	10%	16%	3%	5%
4	11%	8%	2%	5%	15%	16%
5	8%	8%	12%	7%	15%	5%
6 to 10	27%	21%	29%	25%	37%	26%
11 to 15	10%	7%	2%	14%	10%	14%
16 or more	8%	7%	10%	5%	3%	14%
Type of organization						
Responses	342	89	41	44	62	106
Nonprofit	20%	22%	17%	23%	19%	17%
Privately held	32%	34%	34%	39%	37%	25%
Publicly traded	28%	19%	27%	20%	26%	40%
Governmental	12%	19%	15%	5%	10%	8%
Academic	8%	6%	7%	11%	6%	8%
Other	1%	0%	0%	2%	2%	1%
Percentage holding the following certifications:						
Responses	342	89	41	44	62	106
Leading Professional in Ethics & Compliance (LPEC)	2%	2%	0%	5%	0%	3%
Certified Public Accountant (CPA)	4%	1%	7%	5%	0%	6%
Certified Compliance & Ethics Professional (CCEP)	34%	22%	34%	39%	35%	41%
Certified Compliance & Ethics Professional-International (CCEP-I)	11%	9%	15%	16%	5%	12%
Certified in Healthcare Compliance (CHC)	22%	27%	17%	16%	13%	28%
Certified in Healthcare Research Compliance (CHRC)	1%	1%	2%	0%	2%	2%
Certified in Healthcare Privacy Compliance (CHPC)	6%	3%	10%	2%	8%	7%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	6%	6%	5%	2%	8%	7%
Certified Internal Auditor (CIA)	2%	0%	10%	5%	0%	1%
Certified Information Privacy Professional (CIPP)	4%	2%	0%	2%	6%	7%
Professionals in Human Resources (PHR)	2%	1%	7%	2%	0%	1%
Senior Professionals in Human Resources (SPHR)	1%	0%	5%	0%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	0%	0%	0%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	0%	0%	2%	0%
Other	24%	20%	24%	20%	31%	25%
None	23%	28%	22%	25%	24%	19%

		Annual Compliance Budget Managed					
		All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
Highest level of education attained							
Responses	342	89	41	44	62	106	
Some college	2%	4%	0%	2%	2%	1%	
Bachelor's degree	22%	10%	32%	25%	29%	22%	
MBA	17%	19%	10%	36%	8%	16%	
Master's degree (non-MBA)	21%	33%	32%	11%	18%	13%	
JD	35%	29%	27%	23%	42%	43%	
PhD	3%	4%	0%	2%	2%	5%	
Amount of bonus eligible							
Responses	342	89	41	44	62	106	
None	32%	46%	41%	32%	29%	19%	
0%–10% of your salary	16%	15%	15%	14%	23%	14%	
11%–20% of your salary	14%	20%	17%	18%	10%	8%	
21%–30% of your salary	17%	13%	17%	16%	27%	15%	
31%–40% of your salary	9%	3%	2%	9%	5%	19%	
41% or more of your salary	12%	2%	7%	11%	6%	25%	
If you receive a bonus, what is it based on?							
Responses	242	53	25	34	45	85	
Company performance	17%	23%	12%	15%	9%	19%	
Personal performance	6%	2%	4%	6%	11%	6%	
Both	78%	75%	84%	79%	80%	75%	
Do you have a contract?							
Responses	342	89	41	44	62	106	
Yes	25%	24%	29%	32%	31%	18%	
No	75%	76%	71%	68%	69%	82%	
If yes, do you have a severance clause in your contract?							
Responses	85	21	12	14	19	19	
Yes	59%	52%	42%	57%	79%	58%	
No	41%	48%	58%	43%	21%	42%	
If yes, what percent of your annual salary is it equivalent to?							
Responses	50	11	5	8	15	11	
<20%	2%	9%	0%	0%	0%	0%	
20%-29%	6%	0%	20%	0%	7%	9%	
30%-49%	0%	0%	0%	0%	0%	0%	
50%+	24%	0%	20%	13%	20%	64%	
My severance does not translate into this measure	68%	91%	60%	88%	73%	27%	
Number of Compliance Elements Involved in							
Responses	342	89	41	44	62	106	
1–3	1%	2%	2%	0%	0%	1%	

	Annual Compliance Budget Managed					
	All Respondents	< \$100k	\$100k–\$249k	\$250k–\$499k	\$500k–\$999k	\$1m+
4–6	12%	12%	17%	14%	6%	11%
7–9	40%	53%	37%	50%	31%	31%
All 10	47%	33%	44%	36%	63%	57%
Geographic Region						
Responses	342	89	41	44	62	106
New England	4%	4%	0%	2%	8%	4%
Mid-Atlantic	12%	15%	10%	11%	11%	12%
East North Central	11%	12%	5%	5%	13%	12%
West North Central	7%	7%	5%	2%	5%	12%
South Atlantic	18%	17%	20%	16%	18%	18%
East South Central	4%	2%	0%	9%	3%	4%
West South Central	9%	2%	12%	9%	15%	10%
Mountain	8%	10%	17%	7%	6%	3%
Pacific	13%	10%	5%	20%	15%	14%
US region not given	2%	4%	0%	2%	0%	2%
Non-US	13%	16%	27%	16%	6%	8%

	Number of Employees in Organization As A Whole							
	All Respondents	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 Compliance Officer for:								
Responses	342	67	71	53	49	30	31	41
Your organization as a whole	68%	85%	83%	66%	63%	63%	68%	27%
A division or operating unit of the organization	32%	15%	17%	34%	37%	37%	32%	73%
Percentage indicating involvement in the following compliance elements:								
Responses	342	67	71	53	49	30	31	41
Compliance Auditing/Monitoring	94%	93%	96%	96%	94%	90%	87%	95%
Compliance Education	96%	93%	96%	94%	98%	93%	100%	98%
Compliance Investigations	90%	88%	94%	89%	88%	97%	81%	90%
Hot Line/Anonymous Reporting	78%	66%	86%	85%	84%	83%	84%	63%
Reporting to the Board	76%	73%	83%	85%	73%	80%	71%	61%
Compliance Risk Assessments	94%	93%	93%	94%	96%	93%	97%	95%
Compliance Discipline/Incentives	68%	66%	69%	68%	71%	67%	68%	71%
Code of Conduct	82%	82%	85%	83%	80%	83%	90%	76%
Policies and Procedures	97%	96%	99%	98%	96%	97%	97%	98%
Measuring Program Effectiveness	86%	81%	82%	89%	88%	93%	84%	90%
How much of your company's legal and regulatory risk areas are you responsible for managing?								
Responses	342	67	71	53	49	30	31	41
26%–50%	33%	28%	28%	26%	31%	43%	42%	49%
51%–75%	36%	22%	39%	49%	43%	30%	39%	27%
76%–100%	31%	49%	32%	25%	27%	27%	19%	24%
How many employees, including you, are in the compliance and ethics group you manage?								
Responses	342	67	71	53	49	30	31	41
1	20%	37%	24%	17%	14%	7%	6%	12%
2 to 5	44%	48%	52%	42%	41%	57%	48%	17%
6 to 10	15%	10%	13%	21%	18%	10%	10%	20%
11 to 15	6%	1%	7%	6%	4%	7%	13%	12%
16 to 20	4%	0%	0%	0%	8%	7%	10%	10%
More than 20	12%	3%	4%	15%	14%	13%	13%	29%

	Number of Employees in Organization As A Whole							
	All Respondents	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
Annual compliance budget managed:								
Responses	342	67	71	53	49	30	31	41
75 th Percentile	\$ 1,000,000	\$500,000	\$620,000	\$1,000,000	\$1,500,000	\$1,500,000	\$2,000,000	\$3,800,000
Median	\$ 400,000	\$200,000	\$200,000	\$400,000	\$500,000	\$500,000	\$530,000	\$1,700,000
25 th Percentile	\$67,500	\$10,000	\$7,500	\$100,000	\$170,000	\$250,000	\$200,000	\$200,000
Average	\$ 4,158,158	\$743,020	\$462,696	\$865,495	\$21,501,946	\$1,053,767	\$1,250,858	\$3,970,000
<\$100k	26%	40%	37%	23%	14%	10%	13%	24%
\$100k–\$249k	12%	9%	15%	15%	12%	13%	16%	2%
\$250k–\$499k	13%	15%	10%	13%	12%	20%	16%	7%
\$500k–\$999k	18%	19%	21%	19%	22%	17%	13%	10%
\$1m–\$1.9m	12%	4%	10%	21%	14%	20%	13%	7%
\$2m+	19%	12%	7%	9%	24%	20%	29%	49%
Approximately how many employees work in your organization as a whole?								
Responses	342	67	71	53	49	30	31	41
Less than 100	9%	46%	0%	0%	0%	0%	0%	0%
100–249	11%	54%	0%	0%	0%	0%	0%	0%
250–499	8%	0%	37%	0%	0%	0%	0%	0%
500–999	13%	0%	63%	0%	0%	0%	0%	0%
1,000–1,999	9%	0%	0%	58%	0%	0%	0%	0%
2,000–2,999	6%	0%	0%	42%	0%	0%	0%	0%
3,000–4,999	8%	0%	0%	0%	53%	0%	0%	0%
5,000–7,499	7%	0%	0%	0%	47%	0%	0%	0%
7,500–9,999	1%	0%	0%	0%	0%	17%	0%	0%
10,000–14,999	7%	0%	0%	0%	0%	83%	0%	0%
15,000–19,999	6%	0%	0%	0%	0%	0%	65%	0%
20,000–29,999	3%	0%	0%	0%	0%	0%	35%	0%
30,000–49,999	4%	0%	0%	0%	0%	0%	0%	32%
50,000–74,999	1%	0%	0%	0%	0%	0%	0%	12%
75,000–99,999	1%	0%	0%	0%	0%	0%	0%	12%
100,000 +	5%	0%	0%	0%	0%	0%	0%	44%

	Number of Employees in Organization As A Whole							
	All Respondents	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
Approximately how many employees work in the portion of the organization that you run compliance for?								
Responses	342	67	71	53	49	30	31	41
Less than 100	15%	51%	8%	8%	12%	0%	6%	2%
100–249	12%	49%	1%	0%	4%	0%	0%	10%
250–499	9%	0%	37%	4%	6%	0%	3%	0%
500–999	15%	0%	54%	4%	6%	13%	3%	7%
1,000–1,999	11%	0%	0%	51%	8%	7%	6%	7%
2,000–2,999	6%	0%	0%	34%	2%	0%	6%	0%
3,000–4,999	7%	0%	0%	0%	39%	13%	3%	0%
5,000–7,499	4%	0%	0%	0%	22%	0%	6%	5%
7,500–9,999	1%	0%	0%	0%	0%	7%	6%	2%
10,000–14,999	6%	0%	0%	0%	0%	60%	3%	7%
15,000–19,999	3%	0%	0%	0%	0%	0%	35%	0%
20,000–29,999	2%	0%	0%	0%	0%	0%	16%	2%
30,000–49,999	4%	0%	0%	0%	0%	0%	3%	27%
50,000–74,999	1%	0%	0%	0%	0%	0%	0%	7%
75,000–99,999	0%	0%	0%	0%	0%	0%	0%	2%
100,000 +	2%	0%	0%	0%	0%	0%	0%	20%
What are the annual revenues of the organization you work for?								
Responses	342	67	71	53	49	30	31	41
Less than \$5 million	5%	15%	6%	4%	2%	0%	3%	0%
\$5 million to less than \$15 million	9%	30%	13%	2%	2%	3%	0%	0%
\$15 million to less than \$30 million	6%	9%	10%	6%	4%	3%	3%	0%
\$30 million to less than \$50 million	6%	13%	11%	8%	2%	0%	0%	0%
\$50 million to less than \$100 million	11%	21%	21%	9%	4%	7%	0%	0%
\$100 million to less than \$500 million	12%	4%	25%	25%	6%	13%	3%	0%
\$500 million to less than \$1 billion	10%	3%	6%	17%	18%	3%	16%	10%
\$1 billion to less than \$3 billion	17%	0%	6%	28%	37%	40%	16%	10%
\$3 billion or more	23%	4%	3%	2%	24%	30%	58%	80%
What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?								
Responses	342	67	71	53	49	30	31	41
Less than \$5 million	11%	24%	10%	6%	10%	3%	10%	5%
\$5 million to less than \$15 million	11%	30%	14%	6%	4%	3%	0%	5%
\$15 million to less than \$30 million	5%	4%	7%	6%	6%	3%	3%	2%
\$30 million to less than \$50 million	6%	10%	13%	6%	2%	3%	0%	2%
\$50 million to less than \$100 million	13%	21%	21%	11%	8%	10%	0%	5%
\$100 million to less than \$500 million	13%	4%	24%	21%	8%	13%	13%	2%
\$500 million to less than \$1 billion	10%	1%	6%	15%	22%	13%	6%	7%
\$1 billion to less than \$3 billion	14%	0%	4%	28%	22%	23%	26%	10%
\$3 billion or more	17%	4%	1%	2%	16%	27%	42%	61%

	Number of Employees in Organization As A Whole							
	All Respondents	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
For how many countries do you manage compliance?								
Responses	342	67	71	53	49	30	31	41
1	63%	81%	83%	62%	45%	50%	45%	44%
2 to 5	14%	18%	11%	13%	10%	20%	16%	10%
6 to 10	5%	0%	4%	9%	4%	3%	3%	12%
11 or more	18%	1%	1%	15%	41%	27%	35%	34%
Where do you work?								
Responses	342	67	71	53	49	30	31	41
United States	87%	94%	90%	92%	78%	87%	81%	78%
North America, other than the US	1%	1%	1%	0%	2%	3%	3%	0%
South America	2%	0%	1%	0%	2%	3%	0%	12%
Europe	6%	3%	4%	8%	10%	3%	13%	5%
Asia	2%	0%	0%	0%	8%	0%	3%	5%
Africa	1%	0%	3%	0%	0%	3%	0%	0%
Australia	0%	1%	0%	0%	0%	0%	0%	0%
Years in compliance profession								
Responses	342	67	71	53	49	30	31	41
75 th Percentile	20	17	18	18	20	20	21	20
Median	13	10	10	13	14	14	15	17
25 th Percentile	8	6	7	10	10	9	8	12
Average	13.8	12.4	12.4	14.3	14.4	14.1	14.1	16.6
Years with current employer								
Responses	342	67	71	53	49	30	31	41
75 th Percentile	11	9	11	11	11	11	20	10
Median	5	5	5	5	5	5	7	5
25 th Percentile	2	1	2	2	2	2	2	1
Average	7.7	6.7	8.0	7.7	6.9	7.3	10.9	7.7
Years holding current job title								
Responses	342	67	71	53	49	30	31	41
75 th Percentile	6	6	7	8	5	4	5	7
Median	3	3	3	3	3	3	2	4
25 th Percentile	1	1	2	2	1	1	2	1
Average	4.4	4.2	4.8	5.0	3.7	3.8	3.4	4.9
Industry								
Responses	342	67	71	53	49	30	31	41
Administrative and Support Services	1%	1%	0%	2%	0%	0%	0%	0%
Advertising/Marketing	*	0%	0%	0%	0%	0%	0%	2%
Aerospace/Aviation/Defense	1%	3%	0%	2%	0%	3%	0%	2%
Agriculture	1%	0%	0%	0%	2%	0%	0%	2%

	Number of Employees in Organization As A Whole							
	All Respondents	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
Architectural Services	*	0%	0%	2%	0%	0%	0%	0%
Arts/Entertainment/Media	1%	0%	0%	2%	0%	3%	0%	0%
Automotive/Motor Vehicles/Parts	1%	0%	0%	0%	0%	0%	3%	2%
Banking	1%	0%	0%	4%	4%	0%	0%	0%
Biotechnical and Pharmaceutical	3%	4%	1%	0%	4%	0%	0%	7%
Chemical/Polymers/Fibers	*	0%	0%	2%	0%	0%	0%	0%
Computer Services	*	0%	0%	2%	0%	0%	0%	0%
Computer Software	1%	1%	1%	0%	2%	0%	0%	2%
Construction	1%	0%	1%	0%	2%	0%	0%	0%
Consulting Services	3%	4%	1%	4%	4%	0%	0%	5%
Consumer Products	2%	0%	0%	0%	2%	3%	10%	2%
Education/Training/Library	1%	4%	0%	0%	0%	3%	3%	0%
Electronics	1%	1%	0%	0%	2%	0%	0%	0%
Energy	3%	4%	3%	2%	2%	0%	3%	5%
Engineering	1%	0%	1%	0%	0%	0%	3%	0%
Financial Services	4%	7%	6%	2%	6%	3%	0%	2%
Government/Policy	7%	12%	13%	8%	6%	0%	0%	0%
Higher Education	10%	1%	6%	8%	12%	20%	32%	7%
Hospitality/Tourism	1%	0%	0%	0%	0%	0%	3%	2%
Information Technology	3%	3%	1%	0%	6%	0%	10%	5%
Installation/ Maintenance/Repair	*	0%	0%	0%	2%	0%	0%	0%
Insurance	15%	22%	11%	23%	16%	10%	0%	15%
Internet/Ecommerce	1%	0%	1%	2%	0%	0%	0%	0%
Legal	2%	0%	6%	2%	4%	0%	0%	0%
Manufacturing and Production	5%	0%	6%	6%	4%	13%	6%	5%
Mining	*	0%	0%	0%	0%	3%	0%	0%
Operations Management	1%	1%	4%	0%	0%	0%	0%	0%
Personal Care and Service	*	0%	0%	0%	0%	0%	3%	0%
Pharma/Medical Device	7%	6%	1%	11%	6%	17%	10%	5%
Purchasing	*	0%	0%	0%	2%	0%	0%	0%
Real Estate/Mortgage	1%	3%	1%	0%	0%	0%	0%	5%
Research & Development	1%	0%	3%	0%	0%	7%	0%	2%
Retail/Wholesale	1%	0%	0%	0%	0%	0%	6%	7%
Science	*	0%	0%	2%	0%	0%	0%	0%
Supply Chain/Logistics	1%	0%	0%	0%	2%	0%	0%	2%
Telecommunications	1%	0%	0%	2%	0%	0%	0%	2%
Tobacco	*	0%	1%	0%	0%	0%	0%	0%
Transportation/Warehousing	*	0%	0%	2%	0%	0%	0%	0%
Utilities	1%	1%	0%	0%	0%	10%	0%	0%
Other	14%	16%	30%	13%	8%	3%	6%	7%
*=Less than 1%								

	Number of Employees in Organization As A Whole							
	All Respondents	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 run the compliance department?								
Responses	342	67	71	53	49	30	31	41
Average	6.5	6.1	6.4	6.7	6.3	6.8	5.9	7.5
1	16%	22%	15%	13%	14%	17%	6%	20%
2	11%	10%	8%	9%	16%	17%	16%	2%
3	8%	3%	10%	13%	8%	3%	13%	10%
4	11%	4%	10%	15%	10%	17%	3%	17%
5	8%	16%	7%	4%	6%	3%	19%	2%
6 to 10	27%	28%	35%	21%	29%	17%	35%	20%
11 to 15	10%	10%	7%	21%	8%	13%	0%	7%
16 or more	8%	4%	7%	4%	8%	13%	6%	22%
Type of organization								
Responses	342	67	71	53	49	30	31	41
Nonprofit	20%	27%	28%	28%	18%	13%	0%	2%
Privately held	32%	51%	37%	32%	29%	17%	23%	20%
Publicly traded	28%	4%	13%	17%	37%	47%	42%	71%
Governmental	12%	16%	14%	15%	12%	10%	3%	2%
Academic	8%	1%	6%	6%	4%	13%	32%	5%
Other	1%	0%	3%	2%	0%	0%	0%	0%
Percentage holding the following certifications:								
Responses	342	67	71	53	49	30	31	41
Leading Professional in Ethics & Compliance (LPEC)	2%	0%	1%	4%	0%	7%	0%	5%
Certified Public Accountant (CPA)	4%	0%	3%	6%	8%	7%	0%	2%
Certified Compliance & Ethics Professional (CCEP)	34%	27%	32%	38%	29%	43%	52%	29%
Certified Compliance & Ethics Professional-International (CCEP-I)	11%	6%	11%	11%	12%	17%	6%	15%
Certified in Healthcare Compliance (CHC)	22%	24%	38%	21%	10%	17%	6%	24%
Certified in Healthcare Research Compliance (CHRC)	1%	0%	1%	2%	0%	3%	0%	5%
Certified in Healthcare Privacy Compliance (CHPC)	6%	4%	8%	9%	2%	7%	10%	0%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	6%	7%	3%	4%	16%	3%	3%	2%
Certified Internal Auditor (CIA)	2%	0%	4%	0%	2%	7%	3%	0%
Certified Information Privacy Professional (CIPP)	4%	1%	1%	4%	10%	0%	3%	10%
Professionals in Human Resources (PHR)	2%	0%	4%	4%	2%	0%	0%	0%
Senior Professionals in Human Resources (SPHR)	1%	0%	1%	2%	0%	0%	0%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	0%	0%	0%	0%	0%	0%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%	0%	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	0%	0%	0%	0%	0%	2%
Other	24%	34%	13%	26%	22%	23%	23%	27%
None	23%	28%	18%	25%	22%	33%	23%	17%

	Number of Employees in Organization As A Whole							
	All Respondents	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
Highest level of education attained								
Responses	342	67	71	53	49	30	31	41
Some college	2%	3%	1%	6%	0%	0%	0%	2%
Bachelor's degree	22%	34%	24%	21%	22%	10%	3%	20%
MBA	17%	30%	15%	13%	12%	13%	10%	20%
Master's degree (non-MBA)	21%	15%	28%	25%	12%	23%	26%	20%
JD	35%	16%	31%	32%	49%	47%	48%	39%
PhD	3%	1%	0%	4%	4%	7%	13%	0%
Amount of bonus eligible								
Responses	342	67	71	53	49	30	31	41
None	32%	45%	44%	34%	29%	23%	26%	5%
0%–10% of your salary	16%	25%	14%	17%	20%	10%	10%	5%
11%–20% of your salary	14%	10%	15%	8%	18%	17%	16%	17%
21%–30% of your salary	17%	13%	13%	25%	14%	20%	19%	22%
31%–40% of your salary	9%	4%	6%	8%	10%	7%	10%	24%
41% or more of your salary	12%	1%	8%	9%	8%	23%	19%	27%
If you receive a bonus, what is it based on?								
Responses	242	42	44	35	36	24	23	38
Company performance	17%	12%	16%	26%	14%	13%	13%	21%
Personal performance	6%	2%	5%	9%	6%	4%	13%	5%
Both	78%	86%	80%	66%	81%	83%	74%	74%
Do you have a contract?								
Responses	342	67	71	53	49	30	31	41
Yes	25%	21%	24%	23%	29%	13%	39%	29%
No	75%	79%	76%	77%	71%	87%	61%	71%
If yes, do you have a severance clause in your contract?								
Responses	85	14	17	12	14	4	12	12
Yes	59%	64%	53%	58%	57%		75%	58%
No	41%	36%	47%	42%	43%		25%	42%
If yes, what percent of your annual salary is it equivalent to?								
Responses	50	9	9	7	8	1	9	7
<20%	2%	11%	0%	0%	0%	0%	0%	0%
20%–29%	6%	0%	22%	0%	0%	0%	11%	0%
30%–49%	0%	0%	0%	0%	0%	0%	0%	0%
50%+	24%	0%	44%	57%	13%	0%	0%	43%
My severance does not translate into this measure	68%	89%	33%	43%	88%	100%	89%	57%

	Number of Employees in Organization As A Whole							
	All Respondents	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
Number of Compliance Elements Involved in								
Responses	342	67	71	53	49	30	31	41
1–3	1%	3%	1%	2%	0%	0%	0%	0%
4–6	12%	15%	10%	6%	16%	10%	10%	15%
7–9	40%	42%	32%	38%	35%	47%	45%	49%
All 10	47%	40%	56%	55%	49%	43%	45%	37%
Geographic Region								
Responses	342	67	71	53	49	30	31	41
New England	4%	7%	3%	6%	2%	7%	0%	2%
Mid-Atlantic	12%	12%	11%	25%	12%	10%	3%	7%
East North Central	11%	6%	15%	8%	10%	13%	6%	15%
West North Central	7%	3%	3%	9%	6%	13%	10%	15%
South Atlantic	18%	22%	11%	11%	10%	20%	35%	22%
East South Central	4%	1%	6%	0%	6%	7%	0%	5%
West South Central	9%	9%	8%	15%	12%	7%	6%	2%
Mountain	8%	10%	13%	6%	10%	3%	3%	0%
Pacific	13%	18%	20%	11%	8%	3%	13%	7%
US region not given	2%	4%	0%	2%	0%	3%	3%	2%
Non-US	13%	6%	10%	8%	22%	13%	19%	22%

2022 CROSS-INDUSTRY STAFF SALARY SURVEY

INTRODUCTION

ABOUT THIS REPORT

The *2022 Cross-Industry Staff Salary Survey* is another important service provided by the Society of Corporate Compliance and Ethics (SCCE) & Health Care Compliance Association (HCCA). The information contained in this report offers salary and compensation data for individuals working in the compliance profession. The report is designed to allow organizations and individuals to compare their data with those of their peers.

The results throughout this report are presented for both the total sample of survey respondents, and for specific segments within the sample, to allow organizations to more easily compare their own data to the results of individuals with similar characteristics.

In addition to the total sample, the individual segments reported throughout include the following:

- Title/level
- Number of Employees in Organization as a Whole
- Number of Employees in the Portion of the Organization That the Compliance Program Oversees
- Annual Revenues of the Organization as a Whole
- Annual Revenues of the Portion of the Organization That the Compliance Program Oversees
- Number of Employees in the Compliance and Ethics Group
- Annual Compliance Budget
- Number of Employees in the Compliance Portion of the Organization
- Number of Direct Reports to the Individual
- Annual Revenues in Compliance Portion of the Organization
- Number of Countries in Which Compliance Is Managed
- Number of Years in the Compliance Department
- Years in Compliance Profession
- Certifications Held
- Type of Organization
- Amount of Company's Legal and Regulatory Risk Areas Compliance Department is Responsible for Managing
- Type of Industry
- Number of Compliance Program Elements the Individual Is Involved in
- Geographic Region
- Highest Level of Education
- Contract Status
- Presence of Severance Clause in One's Contract

Please note that the salary and other data published in this report should be considered guidelines rather than absolute standards. Even organizations that are similar on some characteristics, such as location, size, industry, etc., will differ in other ways, making it difficult to draw exact comparisons. In the end, results in this report that are different from one's own experience are most likely an indication that other factors are at play.

Note that a minimum of five responses was required to show data for any question, from any individual segments. Also note that results based on relatively small responses (e.g., fewer than 25) are subject to higher levels of statistical error and should be interpreted with caution.

This study was conducted for SCCE & HCCA by Fondulas Strategic Research LLC, an independent professional survey research firm located in East Sandwich, MA. The company specializes in surveys for trade and professional associations, including surveys measuring trends in salary levels over time and employee attitudes.

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 2022, an email invitation was sent to approximately 50,000 individuals that make up the SCCE & HCCA database. In total, 2,898 completed online submissions were received by the end of July. Of the 2,898 responses, 644 worked for a non-healthcare provider organization and were not a Chief Compliance Officer. This report is based solely on this group.

Fondulas Strategic Research maintains strict confidentiality standards in the research it conducts. For example, all data that could potentially identify individual respondents (name, organization, etc.) are stripped from the survey data and replaced with an identifying number. In addition, all results were checked, using both automated and manual processes, for internal consistency and accuracy.

Final results were tabulated by Fondulas Strategic Research, and the report was completed in August 2022.

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.

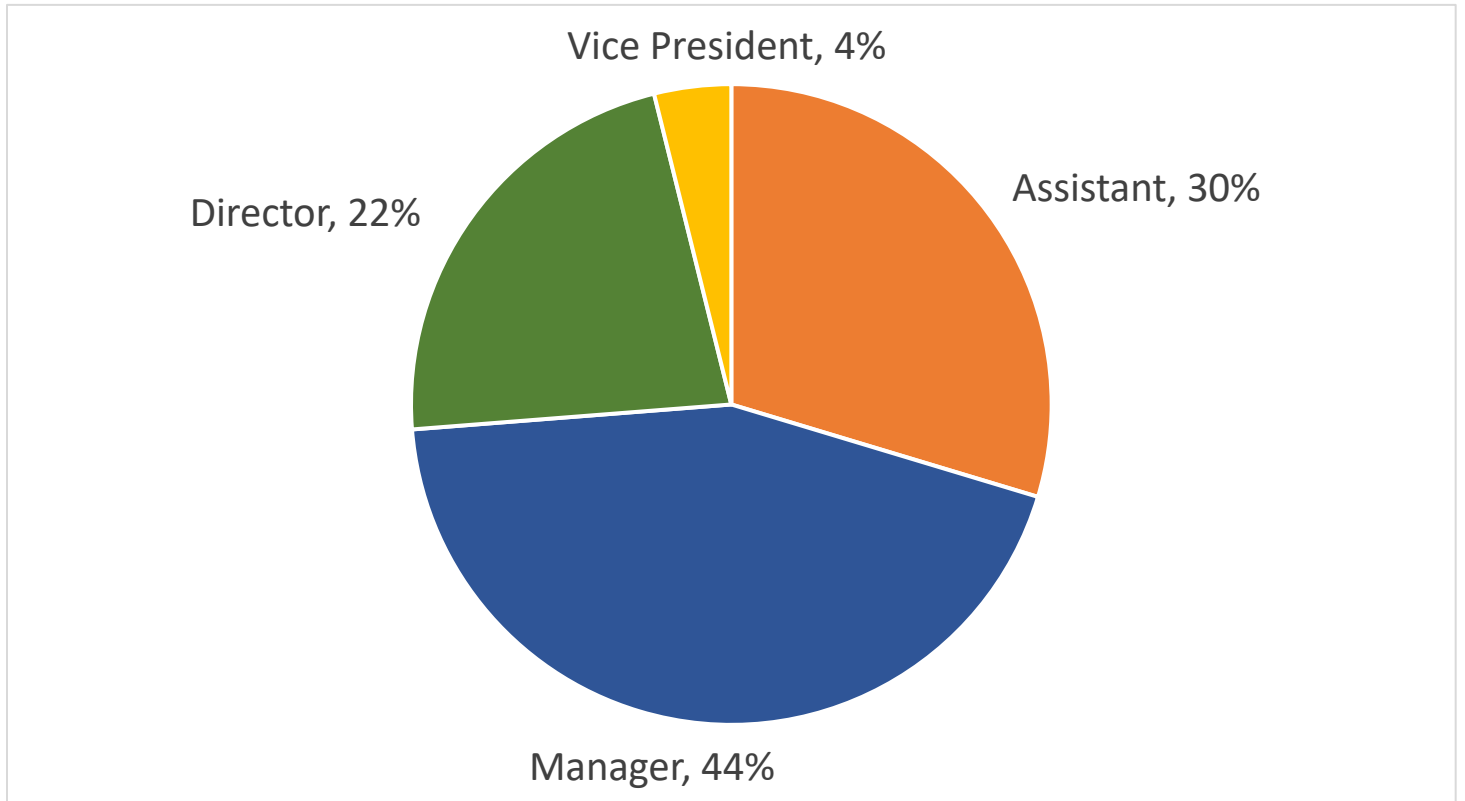
25th Percentile: when responses are ordered from lowest to highest, the lower quartile is the response 25% from the bottom. In other words, 75% of the responses are higher than this measure.

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

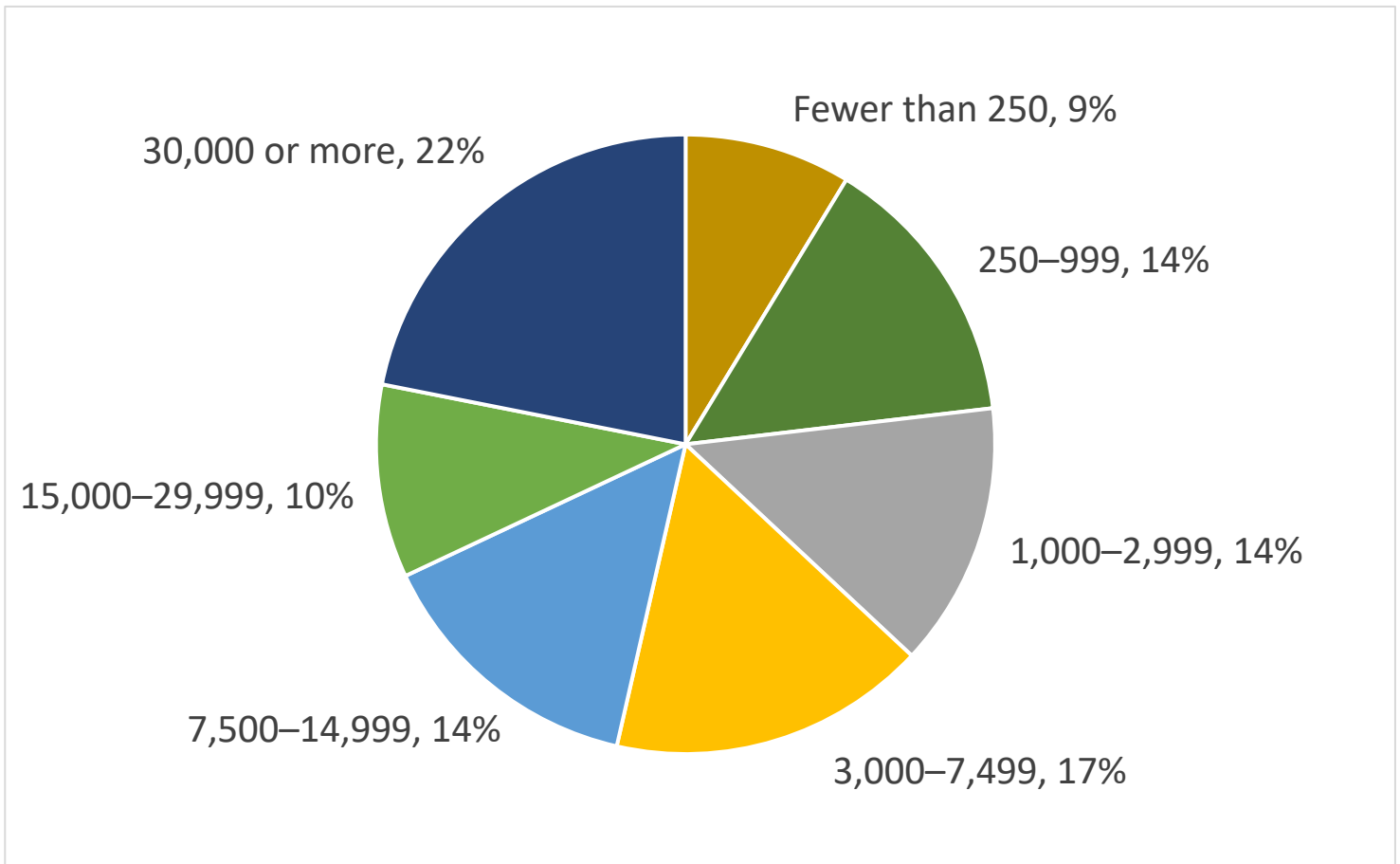
Title/Level

The most common level for non-healthcare staff respondents to the survey is manager (44%), followed by assistant (30%), then director (22%).



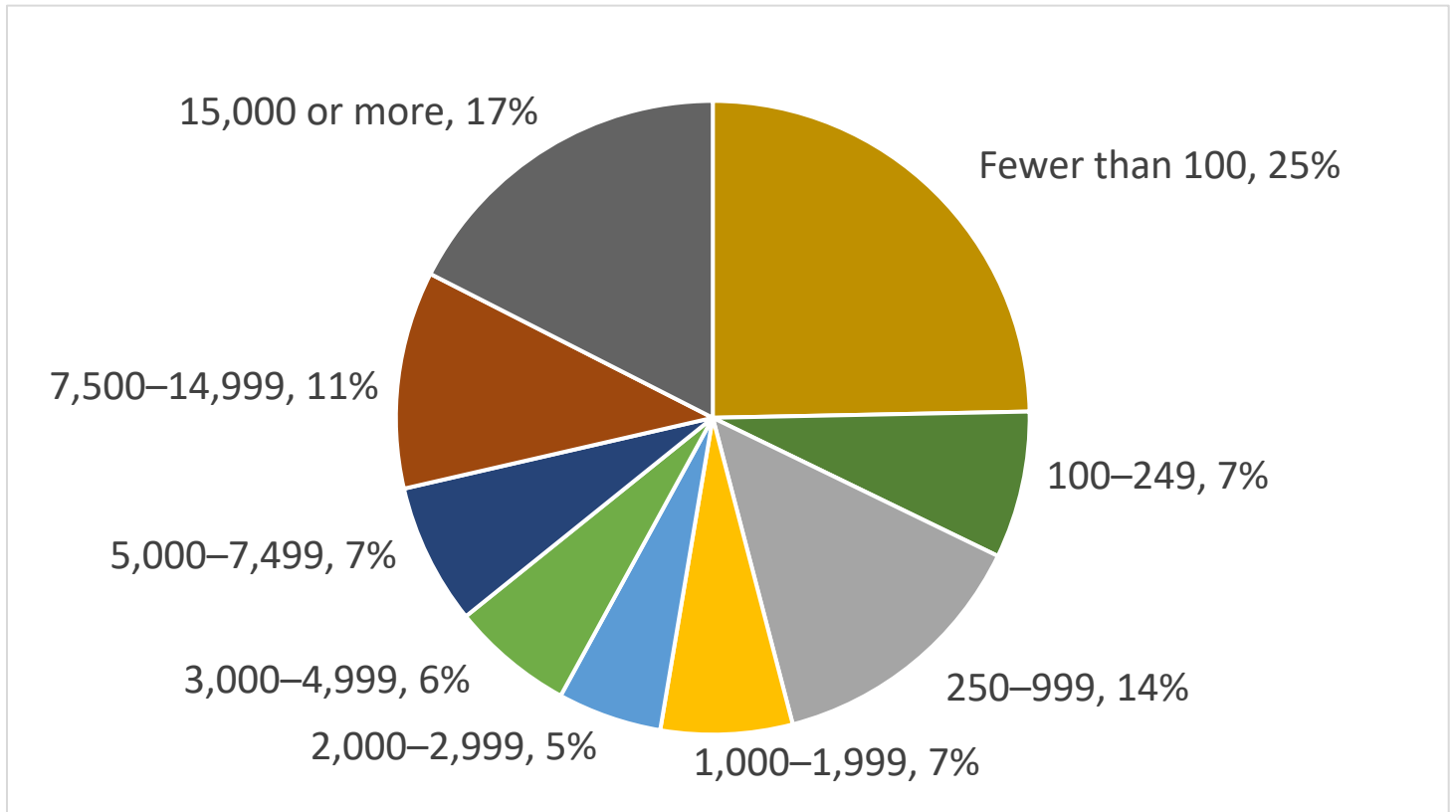
Number of Employees in Organization as a Whole

One in five staff respondents work in companies with 30,000 employees or more, but in general, company sizes are fairly evenly distributed across respondents.



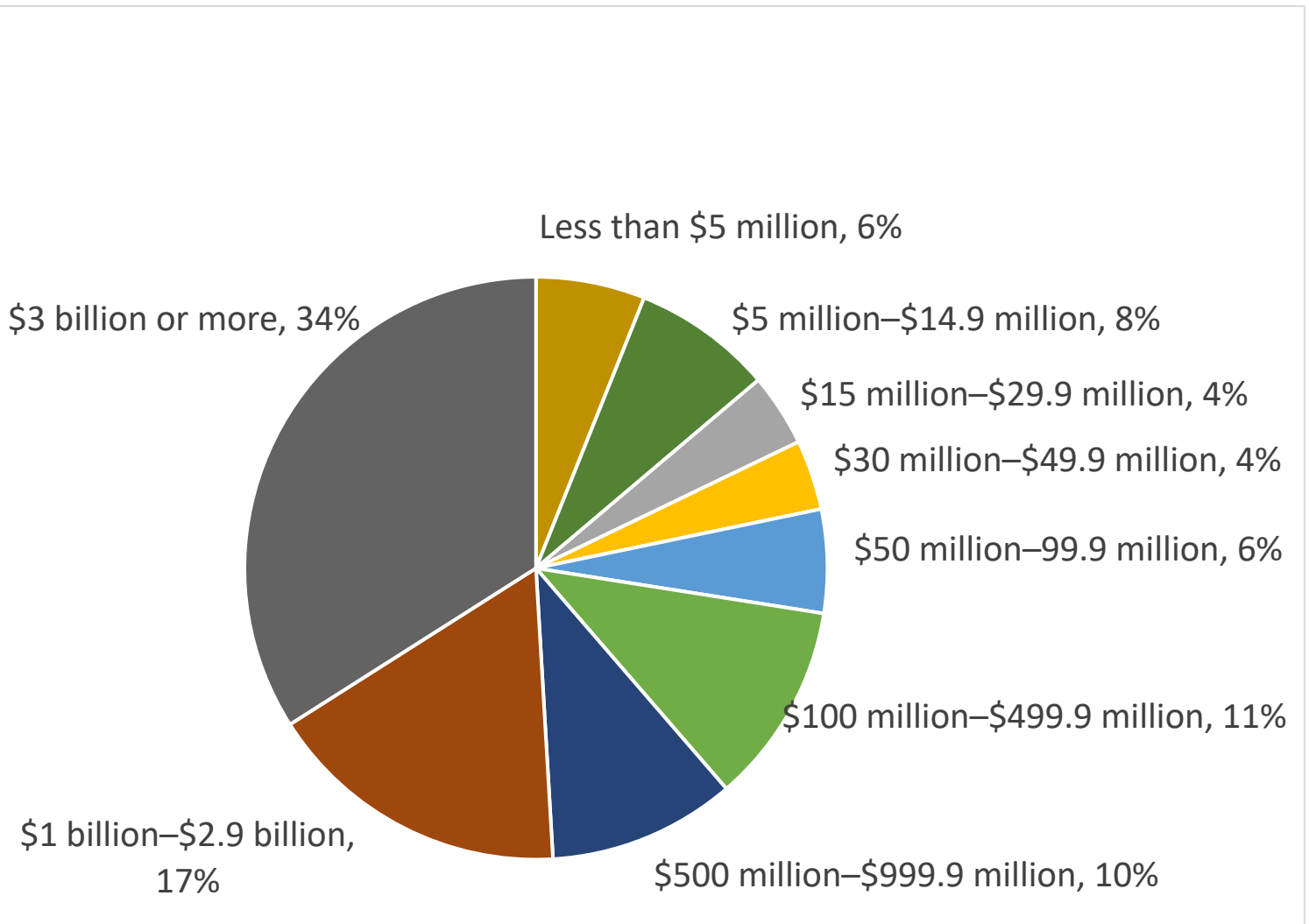
Number of Employees in the Portion of the Organization That the Compliance Program Oversees

The distribution of employees in the parts of the organization overseen by compliance is a bit more concentrated at the extremes: 25% have fewer than 100 employees in those parts of the company, while 17% have 15,000 or more employees.



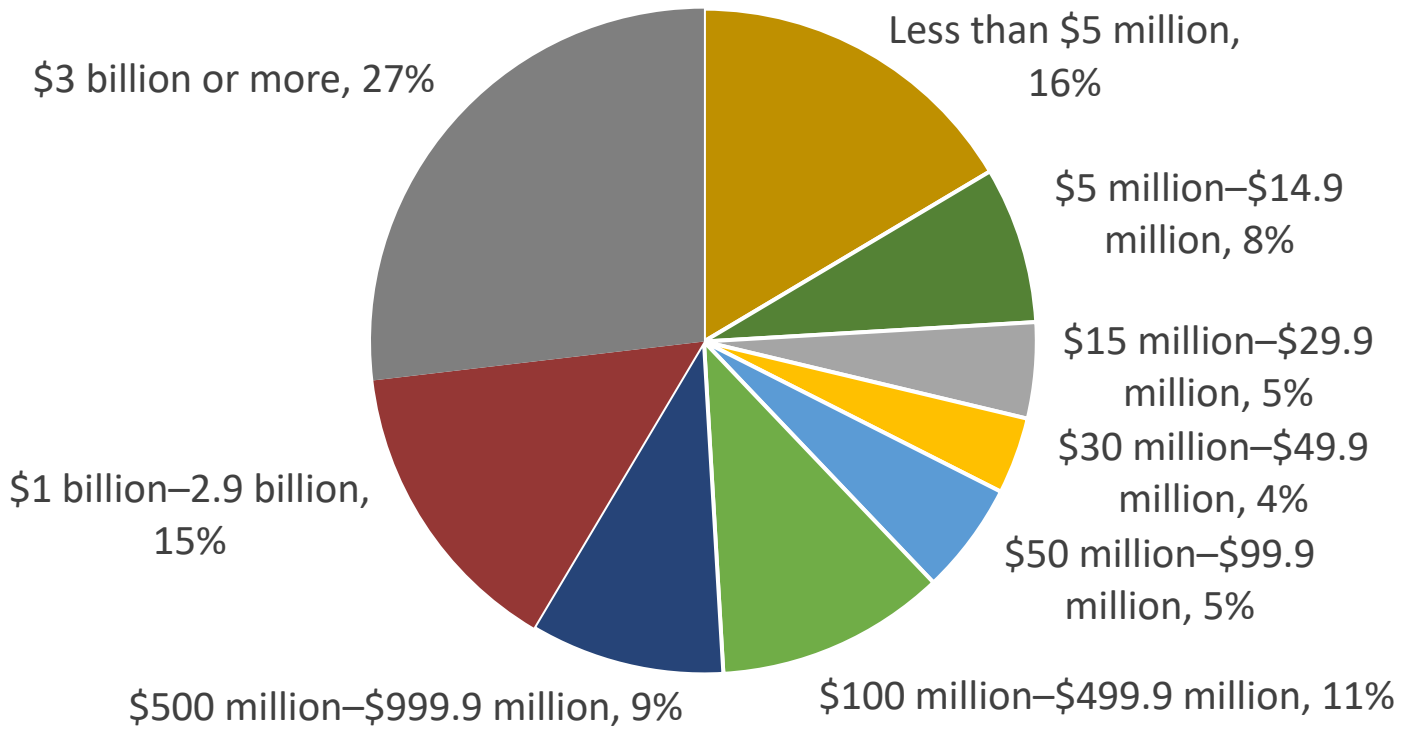
Annual Revenues of the Organization as a Whole

A full one-half of non-healthcare staff members (51%) work in organizations with \$1 billion or more in revenue.



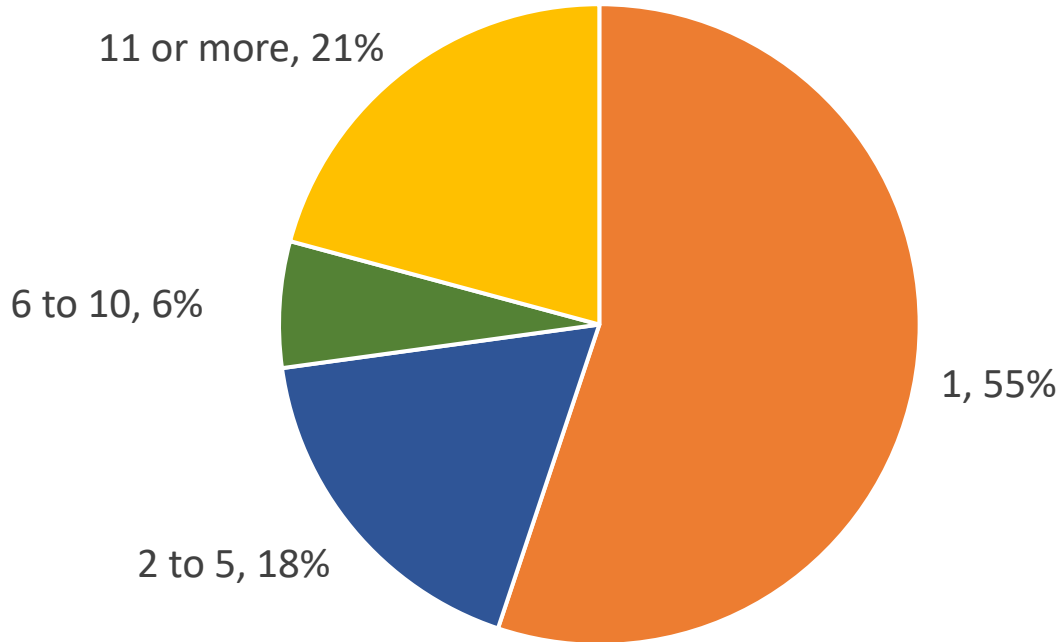
Annual Revenues of the Portion of the Organization That the Compliance Program Oversees

Similarly, four in 10 (42%) say the portion of the organization compliance oversees has revenues of at least \$1 billion.



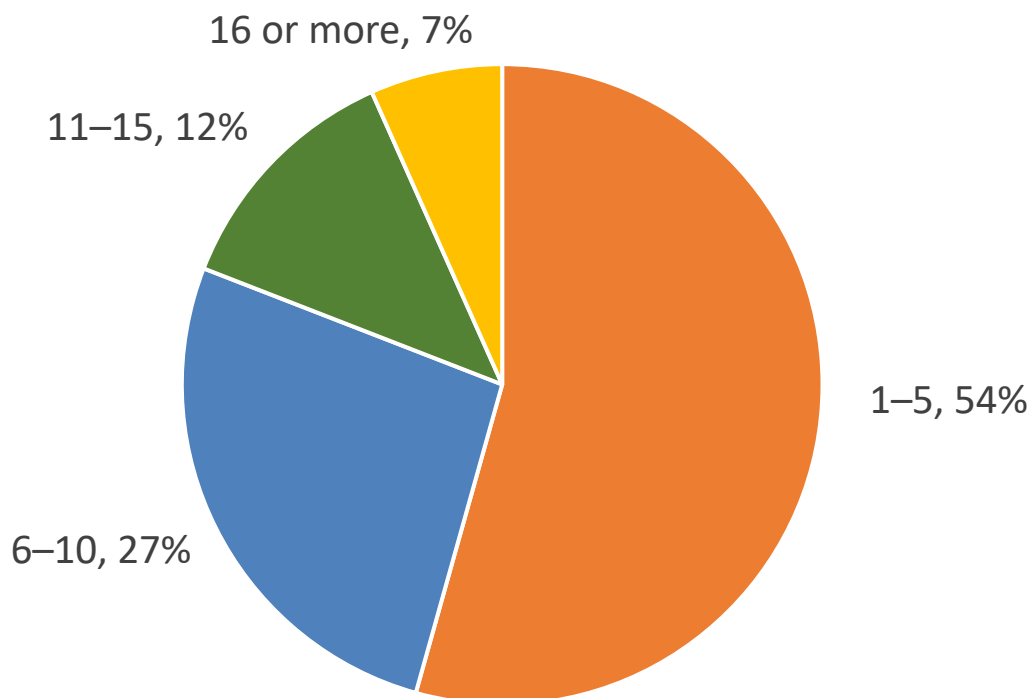
Number of Countries in Which Work Is Conducted

Most non-healthcare staff members (55%) say their work is conducted in just one country, but 1 in 5 (21%) say their work covers at least 11 or more countries.



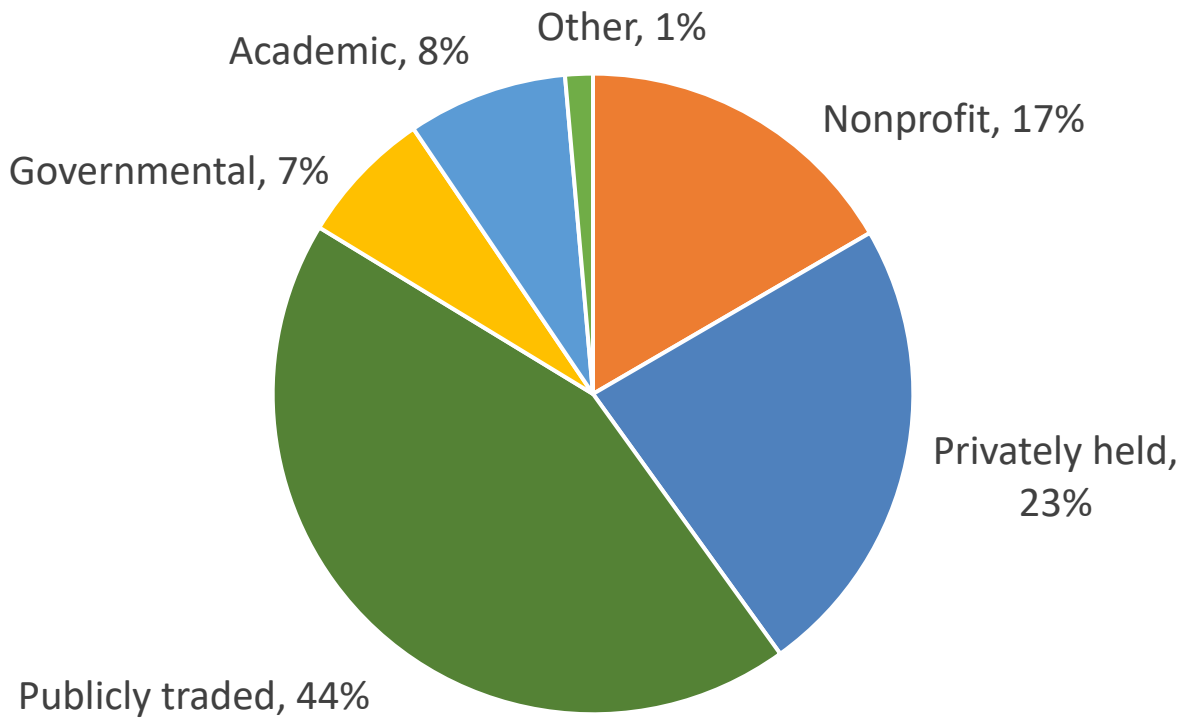
Number of Years in the Compliance Department

As with CCOs, just over half (54%) of non-healthcare staff members are relatively new to their department, having been there for 5 years or fewer. Another 27% have been in the department for 6-10 years.



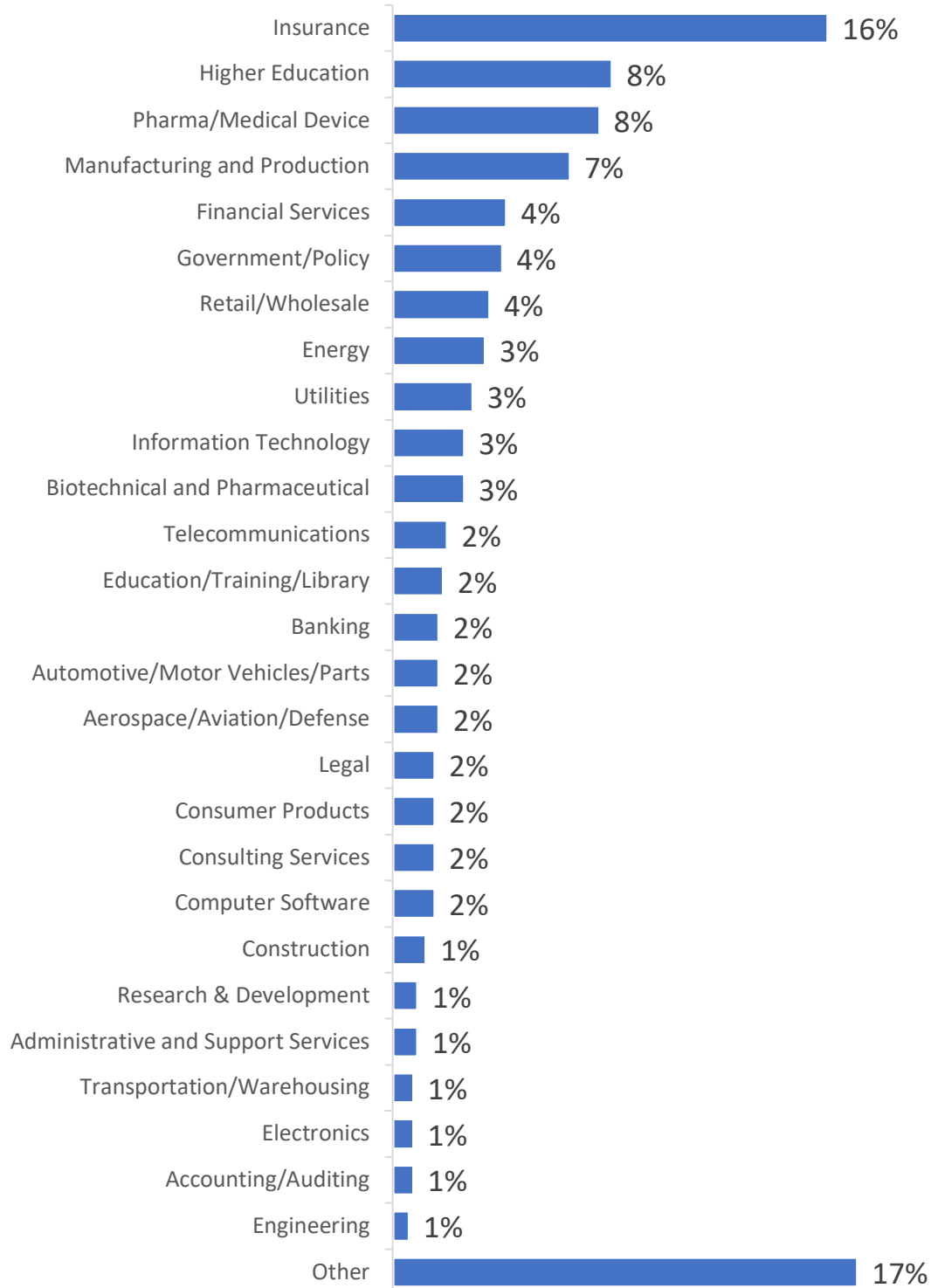
Type of Organization

Publicly traded firms are the most common type of organization among non-healthcare staff members (44%), followed by privately held firms (23%). Combined, nonprofit, academic, and government institutions make up 32%.



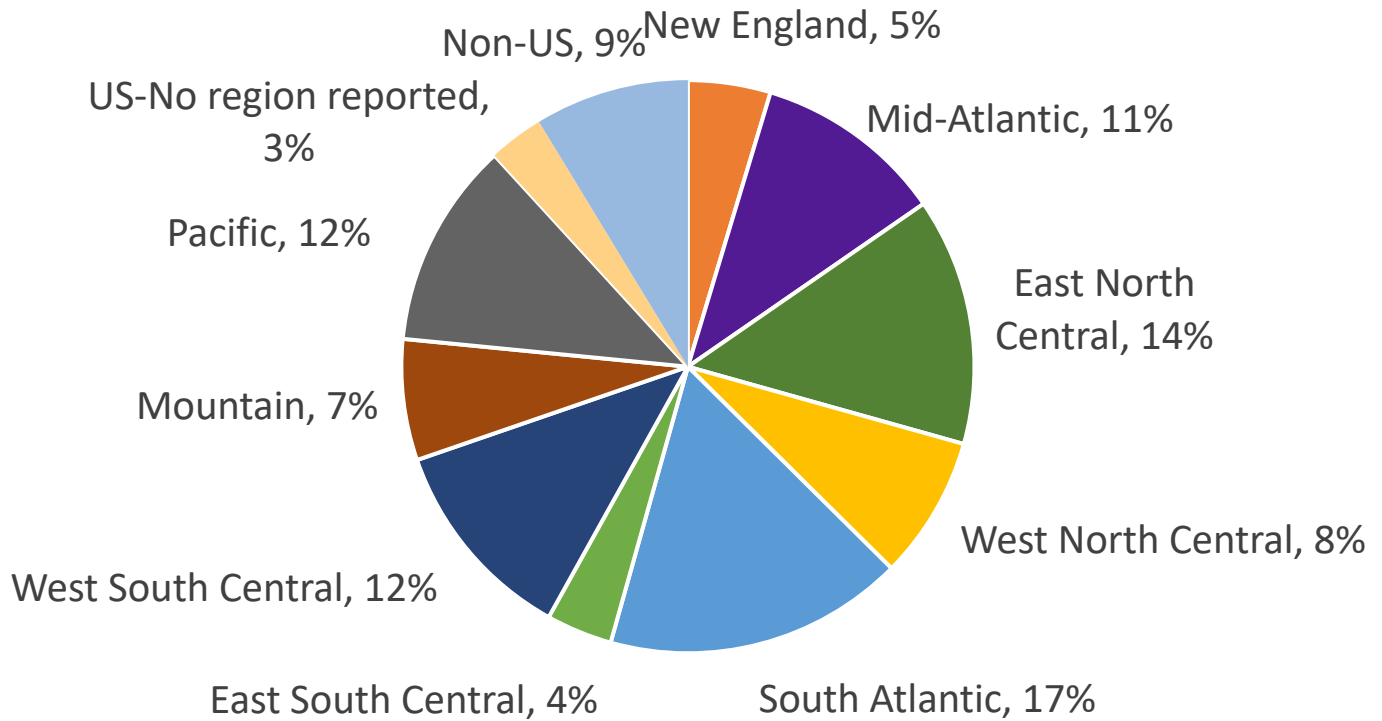
Type of Industry

As was also the case with CCOs, insurance is the most common industry for non-healthcare staff professionals, followed by higher education, medical device, and manufacturing firms.



Geographic Region

Staff members are most likely to be located in the South Atlantic, East North Central, West South Central, and Pacific regions. About 1 in 10 (9%) are located outside the US.



East North Central	East South Central	Mid-Atlantic	Mountain	New England	Pacific	South Atlantic	West North Central	West South Central
Illinois	Alabama	New Jersey	Arizona	Connecticut	Alaska	Delaware	Iowa	Arkansas
Indiana	Kentucky	New York	Colorado	Maine	California	Florida	Kansas	Louisiana
Michigan	Mississippi	Pennsylvania	Idaho	Massachusetts	Hawaii	Georgia	Minnesota	Oklahoma
Ohio	Tennessee		Montana	New Hampshire	Oregon	Maryland	Missouri	Texas
Wisconsin			Nevada	Rhode Island	Washington	North Carolina	Nebraska	
			New Mexico	Vermont		South Carolina	North Dakota	
			Utah			Virginia	South Dakota	
			Wyoming			Washington DC		
						West Virginia		

Elements of the Compliance Program That Staff Are Involved in

Across levels, staff members are most likely to be involved in compliance education and policies and procedures. As one might expect, directors are more likely than managers to be involved in all areas, and managers are more likely than assistants/specialists to be involved.

	Vice President*	Director	Manager	Assistant/Specialist
Compliance Education	92%	87%	80%	69%
Policies and Procedures	92%	92%	90%	82%
Compliance Risk Assessments	80%	76%	69%	52%
Compliance Auditing/Monitoring	76%	74%	73%	67%
Code of Conduct	76%	59%	62%	46%
Measuring Program Effectiveness	72%	71%	68%	48%
Compliance Investigations	68%	67%	54%	54%
Hot Line/Anonymous Reporting	56%	58%	50%	39%
Compliance Discipline/Incentives	48%	37%	34%	21%
Reporting to the Board	44%	52%	32%	22%

*Note: sample size for Vice President is n25 total. Vice President is omitted where sample size falls below n20.

Percentage of Company's Legal and Regulatory Risk That Your Compliance Department is Responsible For

VPs are the most likely to say that compliance is responsible for managing more than three-quarters of their companies' risk areas. For other titles, the distribution of risk management responsibilities is more evenly distributed.

	Vice President	Director	Manager	Assistant/ Specialist
0-25%	8%	26%	22%	25%
26%-50%	36%	28%	26%	30%
51%-75%	24%	28%	26%	28%
76%-100%	32%	19%	27%	17%

How Many People Report Up Through to The Individual?

Not surprisingly, VPs and Directors are the most likely to have at least some direct reports; assistants/specialists the least likely.

	Vice President	Director	Manager	Assistant/ Specialist
0	44%	34%	52%	90%
1-2	20%	24%	29%	6%
3-5	16%	26%	14%	2%
6-10	4%	9%	4%	2%
11 or more	16%	6%	1%	1%

Certifications

The CCEP is the most common certification across staff titles; note that about 1 in 5 staff members have an “other” certification aside from the ones listed here.

	Vice President	Director	Manager	Assistant/ Specialist
Certified Compliance & Ethics Professional (CCEP)	68%	34%	38%	27%
Certified in Healthcare Compliance (CHC)	12%	13%	15%	10%
Certified Fraud Examiner (CFE)	0%	7%	5%	4%
Certified Compliance & Ethics Professional-International (CCEP-I)	4%	8%	7%	3%
Certified in Healthcare Privacy Compliance (CHPC)	4%	6%	4%	3%
Certified Information Privacy Professional (CIPP)	4%	3%	3%	2%
Certified in Healthcare Research Compliance (CHRC)	0%	2%	1%	2%
Certified Internal Auditor (CIA)	0%	1%	3%	2%
Other	20%	24%	23%	18%
None	20%	29%	26%	45%

Do You Have A Contract?

Anywhere from 10% to 20% of non-healthcare staff members have a contract, with VPs the most likely.

	Vice President	Director	Manager	Assistant/ Specialist
Yes	20%	16%	15%	10%
No	80%	84%	85%	90%

Do You Have a Severance Clause in Your Contract? (Among Those with a Contract)

For those with a contract, 35%-40% have a severance clause, depending on title.

% Among Those With Contract	Vice President	Director	Manager	Assistant/ Specialist
Yes	*	35%	40%	40%
No	*	65%	60%	60%
*Insufficient data				

Highest Level of Education

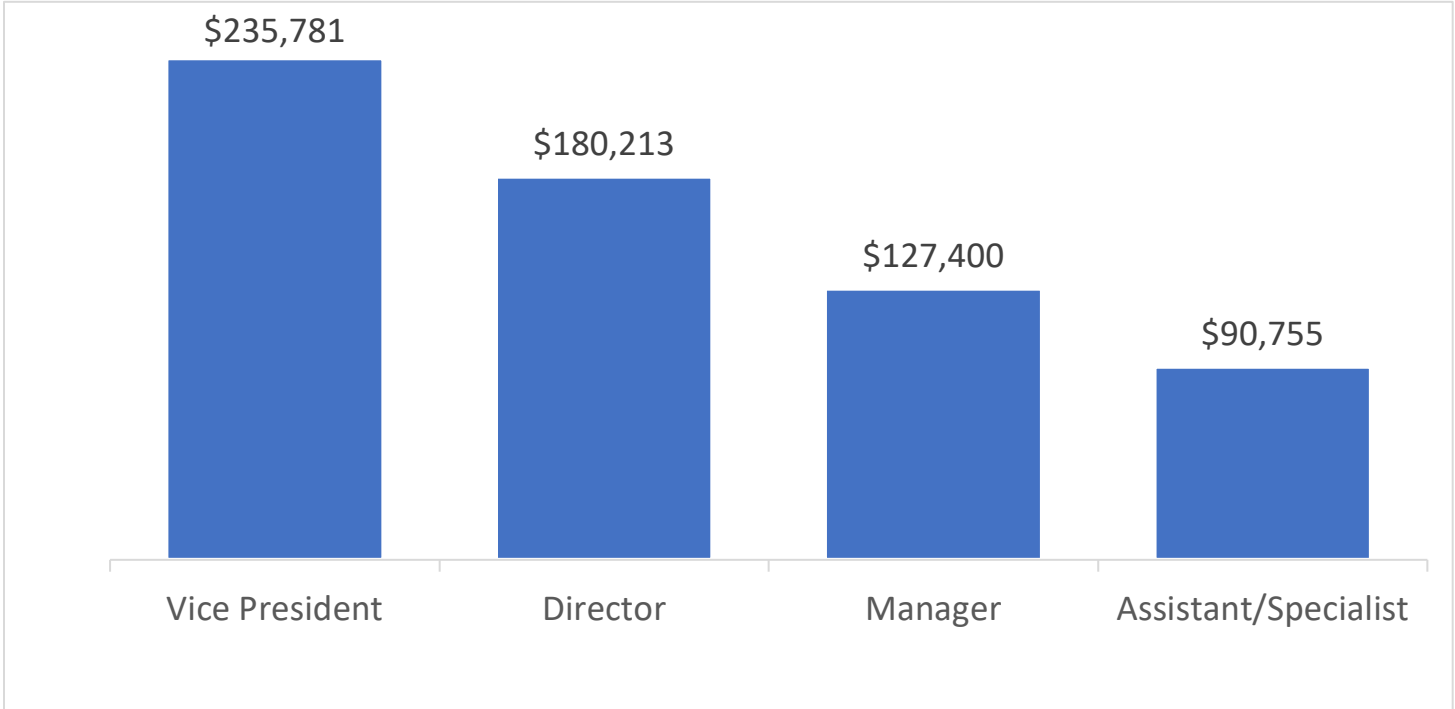
Across titles, Directors are the most likely to have an advanced degree.

	Vice President	Director	Manager	Assistant/ Specialist
Some college	4%	6%	11%	13%
Bachelor's degree	44%	32%	41%	41%
MBA	8%	13%	11%	11%
Master's degree (non-MBA)	20%	23%	25%	23%
JD	24%	24%	12%	12%
PhD	0%	1%	0%	1%

EXECUTIVE SUMMARY

Average Total Compensation by Title/Level

As one would expect, total compensation for staff members is directly related to level in the organization.



*Note: due to small sample size, results for Vice Presidents are not included in the remaining Executive Summary charts.

Average Total Compensation by Compliance Budget for Organization

For Directors and Managers, compensation is highest once one reaches compliance budgets of \$1 million or more.

Compliance Budget for Organization	Director	Manager	Assistant/ Specialist
<100,000	\$162,506	\$90,705	*
\$100,000–\$249,000	\$165,714	\$83,555	*
\$250,000–\$499,000	\$126,229	\$126,520	*
\$500,000–\$999,999	\$197,873	\$119,467	*
\$1 million–\$1.9 million	\$225,375	\$136,728	*
\$2 million or more	\$272,951	\$167,222	*
*Insufficient data			

Average Total Compensation by Annual Revenues in the Portion of the Organization That the Individual Works in Compliance for

For Directors, total compensation jumps once one reaches compliance-specific revenues of \$100 million, then again at \$3 billion. The relationship with revenue is less strong for Managers and Assistants/Specialists.

Annual Revenue In Compliance Portion of Organization	Director	Manager	Assistant/ Specialist
Less than \$5 million	\$130,885	\$126,594	\$87,226
\$5–\$14.9 million	\$140,083	\$103,434	\$78,791
\$15–\$29.9 million	\$139,417	\$124,873	\$77,400
\$30–\$49.9 million	*	\$119,986	\$94,860
\$50–\$99.9 million	\$137,464	\$127,880	\$99,341
\$100–\$499.9 million	\$169,973	\$137,039	\$74,216
\$500 million–\$999.9 million	\$168,308	\$114,341	\$104,623
\$1 billion–\$2.9 billion	\$163,471	\$124,417	\$89,902
\$3 billion or more	\$234,905	\$136,676	\$97,315
*Insufficient data			

Average Total Compensation by Number of Employees in the Portion of the Organization That the Individual Works in Compliance for

Although there are exceptions, compensation for Directors and Managers tends to increase as the number of compliance employees increases. For Assistants/Specialists, there's no clear relationship between the two.

Employees In Compliance Portion of Organization	Director	Manager	Assistant/ Specialist
Fewer than 100	\$161,940	\$115,823	\$96,887
100–249	\$164,400	\$138,142	\$92,636
250–499	\$128,122	\$113,645	\$89,404
500–999	\$175,250	\$153,936	\$86,951
1,000–1,999	\$151,373	\$139,407	\$81,335
2,000–2,999	\$189,854	\$180,833	\$88,049
3,000–4,999	\$197,364	\$116,464	\$95,375
5,000–7,499	\$145,813	\$126,746	\$86,654
7,500–14,999	\$198,000	\$125,180	\$84,941
15,000 or More	\$226,251	\$124,335	\$89,951

Average Total Compensation by Number of Employees Reporting Up Through To Individual

For Directors, the more direct reports one has, the greater the total compensation. For Managers, compensation remains flat until one reaches 6 or more direct reports.

Employees Reporting To Individual	Director	Manager	Assistant/ Specialist
0	\$171,599	\$124,351	\$89,809
1–2	\$166,685	\$126,535	\$113,144
3–5	\$179,637	\$124,449	*
6–10	\$194,945	\$193,555	*
11 or more	\$260,872	*	*
*Insufficient data			

Average Total Compensation by Type of Organization

For Directors and Managers, total compensation is highest, by far, for those who work in publicly traded firms.

Type of Organization	Director	Manager	Assistant/ Specialist
Non-Profit	\$158,199	\$110,093	\$89,786
Privately Held	\$157,083	\$123,103	\$83,403
Publicly Traded	\$218,742	\$140,713	\$100,320
Governmental	*	\$116,845	\$81,322
Academic	\$110,811	\$91,700	\$86,464
*Insufficient data			

Average Total Compensation by Certifications Held

For Directors, those with a CCEP-I certification have the highest level of compensation; no clear relationship between compensation and certification exists for Managers or Assistants/Specialists.

Certifications Held	Director	Manager	Assistant/ Specialist
Certified Compliance & Ethics Professional International (CCEP-I)	\$220,500	\$93,082	\$87,500
Certified Compliance & Ethics Professional (CCEP)	\$188,739	\$135,475	\$111,708
Certified Fraud Examiner (CFE)	\$187,250	\$136,135	\$107,147
Certified Public Accountant (CPA)	*	\$158,432	*
Certified in Healthcare Compliance (CHC)	\$179,283	\$142,549	\$102,047
Certified in Healthcare Privacy Compliance (CHPC)	\$162,000	\$128,755	\$108,370
Certified Information Privacy Professional (CIPP)	\$214,400	\$145,100	*
Certified in Healthcare Research Compliance (CHRC)	*	*	*
Certified Internal Auditor (CIA)	*	\$163,986	*
Other	\$184,939	\$126,254	\$87,459
None	\$173,556	\$109,362	\$81,592
*Insufficient data			

Average Total Compensation by Elements of a Compliance Program the Individual Is Involved in

The higher the number of compliance elements a Director is involved in, the higher the compensation.

Number of Compliance Elements Involved In	Director	Manager	Assistant/ Specialist
1–3	\$157,471	\$128,483	\$79,988
4–6	\$178,923	\$124,386	\$95,268
7–9	\$181,292	\$128,818	\$94,993
All 10	\$193,451	\$130,911	\$86,113

Average Total Compensation by Contract Status

Directors and Assistants/Specialists without a contract have higher compensation levels than those with a contract; that relationship does not exist among Managers.

Contract Status	Director	Manager	Assistant/ Specialist
Have contract	\$166,200	\$129,566	\$67,807
No contract	\$182,877	\$127,013	\$93,455

Average Total Compensation by Severance Clause in Contract

However, Directors who have a contract but without a severance clause have the highest levels of compensation of all.

Severance Clause	Director	Manager	Assistant/ Specialist
Have severance clause	\$120,388	\$154,573	\$60,250
No severance clause	\$190,633	\$113,216	\$72,846

Average Total Compensation by Geographic Region

Across titles, compensation tends to be higher in the Pacific and Mid-Atlantic region.

Geographic Region	Director	Manager	Assistant/ Specialist
New England	\$177,950	\$118,664	\$84,967
Mid-Atlantic	\$190,967	\$138,892	\$101,022
East North Central	\$177,672	\$121,065	\$101,400
West North Central	\$173,941	\$133,232	\$96,044
South Atlantic	\$169,571	\$148,621	\$98,354
East South Central	\$126,250	\$119,788	\$77,473
West South Central	\$193,679	\$124,441	\$94,293
Mountain	\$153,531	\$127,632	\$75,420
Pacific	\$226,939	\$134,439	\$90,183

Average Total Compensation by Title/Years in Compliance Profession

For the most part, compensation increases as experience in the profession increases, across titles.

Years in Profession	Director	Manager	Assistant/ Specialist
Less than 3 years	*	\$109,236	\$69,666
3–5 years	\$198,942	\$108,773	\$86,127
6–10 years	\$163,691	\$123,243	\$103,287
11–15 years	\$175,477	\$140,513	\$98,753
16–20 years	\$211,625	\$157,624	\$109,831
21 or more years	\$225,938	\$146,775	\$116,191
*Insufficient data			

SALARY DATA

Vice President Salary Results Non-Healthcare

	Base Salary					Total Compensation			
	Responses	Average	25 th Percentile	Median	75 th Percentile	Average	25 th Percentile	Median	75 th Percentile
All Respondents	25	\$190,010	\$154,000	\$185,000	\$220,000	\$235,781	\$157,590	\$240,000	\$260,000

Director Salary Results Non-Healthcare

	Responses	Average	Base Salary			Total Compensation			
			25 th Percentile	Median	75 th Percentile	Average	25 th Percentile	Median	75 th Percentile
All Respondents	144	\$147,180	\$110,000	\$150,000	\$180,000	\$180,213	\$117,750	\$170,500	\$220,000
Percentage of Company's Legal and Regulatory Risk Areas Compliance Department Involved in Managing									
0%-25%	37	\$157,358	\$115,000	\$160,000	\$203,000	\$194,466	\$127,000	\$195,246	\$228,000
26%–50%	40	\$141,504	\$102,000	\$150,000	\$175,750	\$176,541	\$107,250	\$158,750	\$218,432
51%–75%	40	\$147,696	\$106,000	\$150,000	\$183,750	\$179,874	\$116,250	\$176,000	\$224,250
76%–100%	27	\$140,878	\$114,000	\$131,000	\$171,000	\$166,622	\$115,000	\$150,000	\$187,000
Number of Employees in Compliance and Ethics Group									
1	8	\$140,938	\$76,000	\$148,500	\$171,250	\$164,063	\$76,000	\$172,500	\$213,000
2 to 5	58	\$145,299	\$113,000	\$155,500	\$175,000	\$177,333	\$115,000	\$175,000	\$211,000
6 to 10	26	\$124,831	\$105,000	\$114,500	\$160,000	\$143,893	\$110,000	\$137,500	\$177,000
11 to 15	17	\$149,453	\$118,000	\$125,000	\$192,000	\$185,453	\$131,000	\$145,000	\$255,000
16 to 20	10	\$151,200	\$115,000	\$143,500	\$203,000	\$183,450	\$148,000	\$170,750	\$228,000
More than 20	25	\$173,631	\$135,000	\$173,576	\$203,000	\$224,977	\$147,500	\$210,000	\$290,849
Annual Compliance Budget									
< \$100k	5	\$133,506	\$98,028	\$149,000	\$150,000	\$162,506	\$98,028	\$171,000	\$175,000
\$100k–\$249k	7	\$143,571	\$100,000	\$142,000	\$176,000	\$165,714	\$100,000	\$170,000	\$211,000
\$250k–\$499k	7	\$113,114	\$65,000	\$93,000	\$160,000	\$126,229	\$65,000	\$93,000	\$220,000
\$500k–\$999k	7	\$159,714	\$113,000	\$160,000	\$180,000	\$197,873	\$134,000	\$195,246	\$220,000
\$1m–\$1.9m	8	\$165,625	\$125,000	\$158,000	\$222,500	\$225,375	\$141,250	\$168,000	\$247,500
\$2m+	6	\$197,284	\$168,705	\$200,000	\$260,000	\$272,951	\$215,705	\$290,000	\$370,000
Number of Employees in Portion of Organization that Work in Compliance									
Less than 100	31	\$137,678	\$105,000	\$124,000	\$168,000	\$161,940	\$105,000	\$148,000	\$192,000
100–249	10	\$150,000	\$113,000	\$148,500	\$185,000	\$164,400	\$134,000	\$158,500	\$221,000
250–499	9	\$114,700	\$68,000	\$115,000	\$162,000	\$128,122	\$68,000	\$115,000	\$177,000
500–999	12	\$151,250	\$124,250	\$145,000	\$171,500	\$175,250	\$136,250	\$157,000	\$212,250
1,000–1,999	9	\$133,371	\$140,000	\$149,000	\$160,000	\$151,373	\$144,000	\$171,000	\$188,000
2,000–2,999	8	\$150,479	\$127,500	\$153,500	\$168,250	\$189,854	\$149,750	\$193,500	\$218,250
3,000–4,999	15	\$149,427	\$114,000	\$160,000	\$185,000	\$197,364	\$117,000	\$185,000	\$228,000
5,000–7,499	8	\$121,813	\$94,750	\$101,250	\$180,000	\$145,813	\$94,750	\$101,250	\$184,250
7,500–14,999	17	\$150,824	\$101,000	\$150,000	\$175,000	\$198,000	\$103,000	\$175,000	\$220,000
15,000+	25	\$175,781	\$156,000	\$183,000	\$210,000	\$226,251	\$157,500	\$239,000	\$260,000

	Responses	Average	Base Salary			Total Compensation			
			25 th Percentile	Median	75 th Percentile	Average	25 th Percentile	Median	75 th Percentile
Annual Revenues of Portion of Organization that Part of Compliance and Ethics Program Oversees									
Less than \$5 million	18	\$118,463	\$85,000	\$107,000	\$160,000	\$130,885	\$85,000	\$112,000	\$175,000
\$5 million to less than \$15 million	12	\$128,583	\$92,750	\$129,000	\$168,500	\$140,083	\$92,750	\$135,500	\$201,000
\$15 million to less than \$30 million	6	\$123,083	\$80,000	\$122,500	\$126,000	\$139,417	\$83,000	\$142,500	\$151,000
\$30 million to less than \$50 million	3								
\$50 million to less than \$100 million	7	\$120,178	\$105,000	\$113,000	\$165,246	\$137,464	\$115,000	\$120,000	\$195,246
\$100 million to less than \$500 million	15	\$130,253	\$114,000	\$145,000	\$162,000	\$169,973	\$114,000	\$155,000	\$188,000
\$500 million to less than \$1 billion	13	\$157,423	\$111,000	\$157,000	\$175,000	\$168,308	\$117,000	\$170,000	\$195,000
\$1 billion to less than \$3 billion	23	\$139,811	\$105,000	\$150,000	\$175,000	\$163,471	\$105,000	\$177,000	\$219,576
\$3 billion or more	47	\$174,509	\$135,000	\$170,000	\$203,204	\$234,905	\$150,000	\$220,000	\$290,849
Number of Countries in Which Compliance Is Managed									
1	78	\$135,649	\$101,000	\$125,500	\$170,000	\$159,009	\$101,500	\$142,000	\$192,000
2 or more	66	\$160,808	\$125,000	\$165,123	\$203,000	\$205,272	\$151,000	\$195,123	\$250,000
Number of Years Worked in the Compliance Department									
1 or less	12	\$136,569	\$92,250	\$152,500	\$170,250	\$150,819	\$92,250	\$167,500	\$189,250
2	13	\$125,792	\$101,000	\$115,000	\$150,000	\$150,238	\$103,000	\$115,000	\$175,000
3	15	\$154,216	\$105,000	\$160,000	\$175,000	\$183,350	\$120,000	\$175,000	\$220,000
4	14	\$159,872	\$105,000	\$180,500	\$215,000	\$192,275	\$115,000	\$216,500	\$255,000
5	10	\$154,110	\$125,000	\$152,500	\$203,000	\$180,711	\$145,000	\$172,500	\$255,000
6–10	49	\$143,074	\$107,000	\$135,000	\$175,000	\$178,604	\$120,000	\$157,500	\$213,000
11–15	18	\$150,692	\$115,000	\$154,500	\$175,000	\$191,704	\$124,000	\$168,800	\$215,705
16 or more	13	\$161,862	\$149,000	\$175,000	\$203,000	\$210,481	\$171,000	\$205,000	\$260,000
Years in Compliance Profession									
<3 years	4								
3–5 years	20	\$157,302	\$119,750	\$160,000	\$203,000	\$198,942	\$136,500	\$195,123	\$255,000
6–10 years	60	\$140,297	\$105,000	\$128,000	\$175,000	\$163,691	\$115,000	\$158,750	\$210,000
11–15 years	32	\$140,033	\$109,750	\$142,500	\$173,426	\$175,477	\$120,000	\$152,500	\$209,779
16–20 years	16	\$164,875	\$127,250	\$154,000	\$205,500	\$211,625	\$151,500	\$198,500	\$255,000
21+ years	12	\$174,850	\$137,000	\$180,000	\$220,250	\$225,938	\$144,250	\$226,500	\$295,750

	Responses	Average	Base Salary			Average	Total Compensation		
			25 th Percentile	Median	75 th Percentile		25 th Percentile	Median	75 th Percentile
Certifications									
Certified Public Accountant (CPA)	4								
Certified Compliance & Ethics Professional (CCEP)	49	\$151,848	\$120,000	\$160,000	\$180,000	\$188,739	\$131,000	\$177,000	\$225,000
Certified Compliance & Ethics Professional-International (CCEP-I)	11	\$165,727	\$130,000	\$156,000	\$210,000	\$220,500	\$177,000	\$207,000	\$260,000
Certified in Healthcare Compliance (CHC)	18	\$156,778	\$135,000	\$152,500	\$175,000	\$179,283	\$147,500	\$170,500	\$211,000
Certified in Healthcare Research Compliance (CHRC)	3								
Certified in Healthcare Privacy Compliance (CHPC)	8	\$141,750	\$107,500	\$148,500	\$167,750	\$162,000	\$123,000	\$165,000	\$199,250
Certified Fraud Examiner (CFE)	10	\$150,600	\$118,000	\$140,000	\$170,000	\$187,250	\$131,000	\$153,750	\$222,000
Certified Internal Auditor (CIA)	2								
Certified Information Privacy Professional (CIPP)	5	\$185,000	\$172,000	\$185,000	\$203,000	\$214,400	\$185,000	\$204,000	\$228,000
Other	35	\$147,081	\$115,000	\$152,000	\$180,000	\$184,939	\$131,000	\$184,000	\$215,000
None	42	\$142,665	\$100,000	\$137,500	\$175,000	\$173,556	\$100,000	\$146,500	\$219,576
Type of organization									
Nonprofit	22	\$146,263	\$109,000	\$149,000	\$162,000	\$158,199	\$120,000	\$163,300	\$177,000
Privately held	24	\$135,771	\$106,500	\$137,500	\$168,250	\$157,083	\$112,000	\$154,500	\$191,500
Publicly traded	72	\$164,990	\$125,000	\$173,000	\$203,153	\$218,742	\$150,000	\$210,500	\$255,000
Governmental	4								
Academic	22	\$110,470	\$75,832	\$100,500	\$124,000	\$110,811	\$75,832	\$102,000	\$124,000
Type of Industry									
Chemical/Polymers/Fibers	1								
Computer Software	2								
Consulting Services	0								
Education/Training/Library	1								
Energy	5	\$177,049	\$160,000	\$165,246	\$180,000	\$231,649	\$195,000	\$195,246	\$280,000
Financial Services	2								
Government/Policy	3								
Higher Education	21	\$110,659	\$75,832	\$101,000	\$120,000	\$111,111	\$75,832	\$103,000	\$120,000
Information Technology	4								
Insurance	24	\$140,095	\$115,000	\$142,500	\$161,500	\$161,766	\$144,750	\$154,500	\$176,500
Manufacturing and Production	12	\$135,425	\$107,750	\$136,000	\$183,000	\$174,593	\$119,500	\$180,500	\$216,750
Retail/Wholesale	3								
Number of Compliance Elements Involved in									
1-3	14	\$140,500	\$110,000	\$125,000	\$180,000	\$157,471	\$111,000	\$137,500	\$228,000
4-6	48	\$145,872	\$100,250	\$149,500	\$196,750	\$178,923	\$100,250	\$170,500	\$224,250
7-9	58	\$147,559	\$115,000	\$150,000	\$175,000	\$181,292	\$134,000	\$169,500	\$211,000
All 10	24	\$152,778	\$111,000	\$160,000	\$213,500	\$193,451	\$123,750	\$178,500	\$258,750

	Responses	Average	Base Salary			Total Compensation			
			25 th Percentile	Median	75 th Percentile	Average	25 th Percentile	Median	75 th Percentile
Geographic Region									
New England	10	\$156,200	\$115,000	\$156,000	\$180,000	\$177,950	\$147,500	\$177,000	\$215,000
Mid-Atlantic	12	\$163,000	\$109,500	\$172,500	\$196,250	\$190,967	\$111,000	\$186,000	\$276,750
East North Central	23	\$153,428	\$142,000	\$157,000	\$175,000	\$177,672	\$147,000	\$175,000	\$219,576
West North Central	11	\$141,791	\$105,000	\$125,000	\$203,204	\$173,941	\$120,000	\$140,000	\$228,000
South Atlantic	28	\$142,179	\$113,500	\$145,000	\$174,000	\$169,571	\$117,250	\$160,000	\$208,750
East South Central	6	\$116,750	\$87,000	\$113,750	\$155,000	\$126,250	\$89,000	\$126,250	\$156,000
West South Central	13	\$149,526	\$100,000	\$120,000	\$210,000	\$193,679	\$100,000	\$138,000	\$255,000
Mountain	8	\$132,531	\$111,750	\$120,000	\$160,000	\$153,531	\$111,750	\$157,500	\$193,250
Pacific	17	\$169,877	\$160,000	\$176,000	\$203,000	\$226,939	\$180,000	\$215,705	\$255,000
Contract Status									
Yes	23	\$133,622	\$107,000	\$130,000	\$176,000	\$166,200	\$114,000	\$155,000	\$211,000
No	121	\$149,757	\$113,000	\$150,000	\$180,000	\$182,877	\$120,000	\$171,000	\$220,000
Severance Clause in Contract									
Yes	8	\$103,600	\$31,750	\$115,000	\$133,750	\$120,388	\$41,200	\$132,250	\$175,500
No	15	\$149,633	\$110,000	\$160,000	\$185,000	\$190,633	\$115,000	\$180,000	\$221,000
How many people report up through to you?									
0	49	\$142,832	\$114,000	\$150,000	\$175,000	\$171,599	\$115,000	\$155,000	\$210,000
1-2	35	\$141,045	\$100,000	\$150,000	\$175,000	\$166,685	\$101,500	\$157,500	\$220,000
3-5	38	\$142,766	\$113,000	\$135,000	\$187,000	\$179,637	\$135,000	\$170,000	\$240,000
6-10	13	\$161,791	\$145,000	\$168,705	\$175,000	\$194,945	\$156,000	\$175,000	\$219,576
11 or more	9	\$192,245	\$149,000	\$203,204	\$247,000	\$260,872	\$171,000	\$290,849	\$370,000

Manager Salary Results Non-Healthcare

	Responses	Average	Base Salary			Total Compensation			
			25 th Percentile	Median	75 th Percentile	Average	25 th Percentile	Median	75 th Percentile
All Respondents	284	\$113,358	\$90,000	\$110,000	\$132,000	\$127,400	\$97,000	\$123,000	\$150,000
Percentage of Company's Legal and Regulatory Risk Areas Compliance Department Involved in Managing									
0%-25%	62	\$110,225	\$87,000	\$108,000	\$130,000	\$123,626	\$96,000	\$117,000	\$150,000
26%–50%	73	\$116,881	\$95,300	\$115,000	\$130,000	\$130,783	\$107,000	\$127,000	\$153,500
51%–75%	73	\$117,636	\$90,000	\$107,000	\$135,000	\$133,608	\$96,000	\$120,000	\$149,000
76%–100%	76	\$108,420	\$90,000	\$120,000	\$133,250	\$121,266	\$90,250	\$127,000	\$151,000
Number of Employees in Compliance and Ethics Group									
1	17	\$107,894	\$82,000	\$110,000	\$125,000	\$120,921	\$86,250	\$125,000	\$147,200
2 to 5	123	\$108,652	\$85,000	\$107,000	\$132,000	\$118,907	\$90,000	\$115,000	\$148,000
6 to 10	49	\$131,315	\$96,000	\$108,500	\$141,000	\$148,358	\$103,000	\$128,000	\$170,000
11 to 15	27	\$112,619	\$95,300	\$115,000	\$133,000	\$127,738	\$103,806	\$122,000	\$158,200
16 to 20	16	\$116,325	\$102,500	\$124,500	\$129,000	\$139,669	\$107,375	\$132,000	\$172,500
More than 20	52	\$108,825	\$94,250	\$120,000	\$130,525	\$125,907	\$106,250	\$129,500	\$150,000
Annual Compliance Budget									
< \$100k	10	\$84,730	\$61,000	\$83,500	\$98,000	\$90,705	\$66,000	\$92,125	\$104,600
\$100k–\$249k	6	\$76,055	\$30,832	\$77,500	\$96,000	\$83,555	\$30,832	\$84,500	\$96,000
\$250k–\$499k	10	\$111,200	\$80,000	\$121,500	\$140,000	\$126,520	\$85,000	\$128,350	\$161,000
\$500k–\$999k	5	\$99,867	\$87,000	\$104,000	\$133,333	\$119,467	\$87,000	\$117,000	\$168,333
\$1m–\$1.9m	10	\$123,250	\$105,000	\$117,000	\$143,750	\$136,728	\$106,000	\$126,500	\$155,750
\$2m+	9	\$133,111	\$120,000	\$125,000	\$142,000	\$167,222	\$138,000	\$141,000	\$184,000
Number of Employees in Portion of Organization that Work in Compliance									
Less than 100	70	\$101,572	\$80,000	\$101,000	\$124,000	\$115,823	\$82,000	\$108,500	\$140,000
100–249	18	\$123,809	\$100,000	\$118,000	\$145,000	\$138,142	\$106,000	\$126,500	\$170,000
250–499	22	\$105,623	\$93,000	\$103,100	\$130,000	\$113,645	\$100,000	\$109,000	\$136,700
500–999	18	\$138,587	\$115,000	\$129,500	\$154,000	\$153,936	\$115,000	\$146,000	\$178,000
1,000–1,999	18	\$122,713	\$100,000	\$110,000	\$157,500	\$139,407	\$100,000	\$133,500	\$190,000
2,000–2,999	12	\$159,500	\$91,250	\$125,500	\$141,500	\$180,833	\$100,500	\$132,500	\$174,000
3,000–4,999	14	\$106,986	\$76,000	\$121,800	\$130,000	\$116,464	\$78,000	\$134,750	\$148,000
5,000–7,499	21	\$111,071	\$105,000	\$110,000	\$120,000	\$126,746	\$108,500	\$125,000	\$145,400
7,500–14,999	36	\$111,124	\$93,000	\$124,000	\$134,250	\$125,180	\$93,000	\$135,000	\$154,307
15,000+	55	\$110,602	\$87,500	\$110,000	\$130,000	\$124,335	\$102,000	\$123,000	\$142,000

	Responses	Average	Base Salary			Total Compensation			
			25 th Percentile	Median	75 th Percentile	Average	25 th Percentile	Median	75 th Percentile
Annual Revenues of Portion of Organization that Part of Compliance and Ethics Program Oversees									
Less than \$5 million	56	\$114,669	\$80,000	\$100,000	\$128,750	\$126,594	\$80,500	\$107,000	\$153,500
\$5 million to less than \$15 million	21	\$97,215	\$80,224	\$96,000	\$115,000	\$103,434	\$85,300	\$104,600	\$122,000
\$15 million to less than \$30 million	12	\$119,833	\$90,000	\$115,000	\$143,250	\$124,873	\$92,000	\$125,000	\$144,150
\$30 million to less than \$50 million	7	\$99,000	\$91,000	\$103,000	\$108,000	\$119,986	\$91,000	\$108,500	\$161,000
\$50 million to less than \$100 million	15	\$109,767	\$82,000	\$105,500	\$126,000	\$127,880	\$82,000	\$110,000	\$142,000
\$100 million to less than \$500 million	35	\$125,622	\$103,200	\$127,000	\$154,000	\$137,039	\$107,000	\$138,000	\$160,000
\$500 million to less than \$1 billion	22	\$103,822	\$80,000	\$108,750	\$125,000	\$114,341	\$86,500	\$112,250	\$140,500
\$1 billion to less than \$3 billion	41	\$106,798	\$87,500	\$115,000	\$130,000	\$124,417	\$103,500	\$125,000	\$154,000
\$3 billion or more	75	\$118,581	\$104,000	\$124,000	\$140,000	\$136,676	\$118,000	\$139,000	\$155,000
Number of Countries in Which Compliance Is Managed									
1	139	\$105,551	\$83,200	\$104,000	\$126,000	\$116,368	\$85,300	\$110,000	\$139,659
2 or more	145	\$120,842	\$98,000	\$122,000	\$141,273	\$137,975	\$107,000	\$135,000	\$160,000
Number of Years Worked in the Compliance Department									
1 or less	37	\$103,927	\$85,000	\$100,000	\$124,000	\$113,948	\$86,250	\$105,000	\$140,000
2	21	\$114,781	\$95,000	\$108,000	\$143,000	\$123,552	\$100,000	\$120,000	\$145,000
3	37	\$104,354	\$85,000	\$105,500	\$129,000	\$118,401	\$85,000	\$111,000	\$149,000
4	25	\$105,828	\$89,000	\$106,000	\$126,000	\$119,390	\$101,000	\$117,000	\$140,600
5	22	\$97,311	\$80,224	\$101,250	\$128,000	\$108,874	\$84,224	\$111,500	\$139,659
6–10	83	\$112,130	\$91,000	\$115,000	\$132,000	\$125,470	\$99,000	\$129,000	\$153,500
11–15	37	\$130,958	\$101,000	\$116,000	\$137,000	\$151,787	\$108,500	\$128,000	\$171,250
16 or more	22	\$142,636	\$120,000	\$132,500	\$150,000	\$162,727	\$135,000	\$142,500	\$175,000
Years in Compliance Profession									
<3 years	25	\$98,591	\$73,000	\$100,000	\$120,000	\$109,236	\$73,000	\$103,806	\$140,000
3–5 years	50	\$100,197	\$80,000	\$98,000	\$126,000	\$108,773	\$80,000	\$105,600	\$138,000
6–10 years	113	\$111,816	\$90,000	\$107,000	\$130,000	\$123,243	\$96,000	\$120,000	\$147,000
11–15 years	51	\$119,445	\$100,000	\$125,000	\$137,000	\$140,513	\$108,000	\$135,000	\$165,000
16–20 years	29	\$134,034	\$105,000	\$125,000	\$135,000	\$157,624	\$111,500	\$140,000	\$190,000
21+ years	16	\$131,563	\$114,250	\$134,000	\$142,000	\$146,775	\$129,600	\$144,500	\$167,000

	Responses	Average	Base Salary			Total Compensation			
			25 th Percentile	Median	75 th Percentile	Average	25 th Percentile	Median	75 th Percentile
Certifications									
Certified Public Accountant (CPA)	10	\$139,405	\$120,000	\$141,273	\$157,500	\$158,432	\$142,000	\$154,409	\$158,000
Certified Compliance & Ethics Professional (CCEP)	108	\$118,922	\$102,000	\$124,500	\$130,925	\$135,475	\$108,000	\$135,000	\$153,500
Certified Compliance & Ethics Professional–International (CCEP–I)	20	\$76,841	\$6,625	\$89,000	\$123,000	\$93,082	\$26,625	\$113,000	\$140,750
Certified in Healthcare Compliance (CHC)	42	\$130,360	\$93,000	\$108,500	\$133,000	\$142,549	\$101,000	\$118,500	\$140,000
Certified in Healthcare Research Compliance (CHRC)	3								
Certified in Healthcare Privacy Compliance (CHPC)	11	\$120,364	\$90,000	\$120,000	\$135,000	\$128,755	\$91,000	\$128,000	\$147,000
Certified Fraud Examiner (CFE)	15	\$110,370	\$40,000	\$141,273	\$150,000	\$136,135	\$60,000	\$150,000	\$183,000
Certified Internal Auditor (CIA)	9	\$139,900	\$124,000	\$142,000	\$143,750	\$163,986	\$140,600	\$153,528	\$177,000
Certified Information Privacy Professional (CIPP)	8	\$132,938	\$105,500	\$119,750	\$174,000	\$145,100	\$110,250	\$129,100	\$199,700
Other	64	\$109,818	\$90,625	\$106,000	\$130,000	\$126,254	\$101,338	\$121,500	\$153,500
None	75	\$101,038	\$83,000	\$96,000	\$123,000	\$109,362	\$85,000	\$105,000	\$135,750
Type of organization									
Nonprofit	45	\$101,744	\$76,999	\$102,000	\$124,000	\$110,093	\$78,280	\$108,500	\$135,000
Privately held	72	\$111,129	\$91,250	\$110,000	\$131,750	\$123,103	\$97,250	\$121,000	\$144,250
Publicly traded	129	\$121,409	\$100,000	\$123,600	\$141,273	\$140,713	\$108,000	\$135,750	\$168,000
Governmental	14	\$112,559	\$75,000	\$93,500	\$105,000	\$116,845	\$85,000	\$97,000	\$115,000
Academic	16	\$91,638	\$73,300	\$96,000	\$105,375	\$91,700	\$73,300	\$96,000	\$105,375
Type of Industry									
Chemical/Polymers/Fibers	0								
Computer Software	8	\$110,188	\$81,375	\$110,000	\$146,250	\$121,938	\$87,375	\$115,500	\$157,500
Consulting Services	5	\$133,080	\$91,700	\$91,700	\$185,000	\$144,400	\$108,000	\$108,000	\$209,000
Education/Training/Library	7	\$128,457	\$83,200	\$91,000	\$100,000	\$130,171	\$83,200	\$91,000	\$107,000
Energy	6	\$137,267	\$125,000	\$130,000	\$155,000	\$157,017	\$140,600	\$150,750	\$175,000
Financial Services	14	\$109,727	\$91,000	\$107,500	\$126,500	\$123,436	\$97,001	\$124,200	\$151,000
Government/Policy	8	\$88,375	\$62,500	\$97,000	\$105,000	\$91,063	\$64,375	\$97,000	\$108,750
Higher Education	0								
Information Technology	7	\$131,857	\$110,000	\$145,000	\$162,000	\$165,571	\$115,000	\$170,000	\$221,000
Insurance	49	\$116,807	\$93,500	\$105,000	\$125,000	\$131,106	\$102,350	\$117,000	\$136,700
Manufacturing and Production	17	\$127,888	\$110,000	\$124,600	\$145,000	\$150,653	\$130,000	\$146,600	\$165,000
Retail/Wholesale	17	\$105,861	\$88,000	\$114,000	\$124,000	\$123,576	\$102,000	\$129,000	\$141,000
Number of Compliance Elements Involved in									
1–3	50	\$112,681	\$90,500	\$109,500	\$143,750	\$128,483	\$94,000	\$121,500	\$154,409
4–6	97	\$113,035	\$90,000	\$111,000	\$130,000	\$124,386	\$100,000	\$123,000	\$145,000
7–9	116	\$113,282	\$90,000	\$109,250	\$130,000	\$128,818	\$91,000	\$122,500	\$150,250
All 10	21	\$116,876	\$96,472	\$124,000	\$135,000	\$130,911	\$117,700	\$133,000	\$153,500

	Responses	Average	Base Salary			Average	Total Compensation		
			25 th Percentile	Median	75 th Percentile		25 th Percentile	Median	75 th Percentile
Geographic Region									
New England	15	\$111,925	\$97,375	\$110,000	\$126,000	\$118,664	\$100,000	\$125,000	\$135,000
Mid-Atlantic	34	\$124,619	\$105,000	\$121,750	\$143,750	\$138,892	\$115,000	\$130,500	\$155,000
East North Central	43	\$109,322	\$90,000	\$108,500	\$125,000	\$121,065	\$91,000	\$121,000	\$146,600
West North Central	19	\$106,026	\$96,000	\$108,000	\$126,000	\$133,232	\$96,000	\$123,900	\$140,000
South Atlantic	47	\$133,804	\$90,500	\$125,000	\$144,000	\$148,621	\$102,350	\$135,000	\$170,000
East South Central	8	\$109,375	\$82,000	\$96,000	\$133,500	\$119,788	\$82,000	\$97,750	\$155,150
West South Central	35	\$111,937	\$93,500	\$115,000	\$130,000	\$124,441	\$108,000	\$125,000	\$147,200
Mountain	19	\$120,341	\$80,000	\$100,000	\$130,000	\$127,632	\$85,000	\$105,000	\$138,000
Pacific	30	\$123,642	\$105,000	\$125,500	\$140,000	\$134,439	\$105,000	\$134,000	\$161,000
Contract Status									
Yes	43	\$109,711	\$61,000	\$100,000	\$142,000	\$129,566	\$66,000	\$117,000	\$177,000
No	241	\$114,008	\$92,000	\$111,000	\$130,700	\$127,013	\$100,000	\$125,000	\$148,000
Severance Clause in Contract									
Yes	17	\$131,514	\$80,000	\$100,000	\$150,000	\$154,573	\$80,000	\$120,000	\$183,000
No	26	\$95,455	\$61,000	\$97,500	\$130,000	\$113,216	\$66,000	\$116,500	\$160,000
How many people report up through to you?									
0	148	\$109,753	\$90,000	\$110,000	\$130,000	\$124,351	\$97,500	\$123,950	\$148,750
1-2	82	\$112,784	\$90,000	\$107,250	\$135,000	\$126,535	\$97,001	\$119,750	\$145,400
3-5	39	\$110,849	\$85,000	\$120,000	\$130,000	\$124,449	\$86,000	\$135,000	\$152,000
6-10	11	\$182,227	\$108,500	\$122,000	\$185,000	\$193,555	\$111,000	\$123,000	\$209,000
11 or more	4								

Assistant/Specialist Salary Results Non-Healthcare

	Base Salary					Total Compensation			
	Responses	Average	25 th Percentile	Median	75 th Percentile	Average	25 th Percentile	Median	75 th Percentile
All Respondents	191	\$84,134	\$63,000	\$82,000	\$98,000	\$90,755	\$65,000	\$85,000	\$108,000
Percentage of Company's Legal and Regulatory Risk Areas Compliance Department Involved in Managing									
0%–25%	48	\$90,982	\$71,000	\$93,000	\$112,500	\$99,197	\$72,000	\$94,500	\$122,000
26%–50%	57	\$85,761	\$65,000	\$79,230	\$100,000	\$93,273	\$66,087	\$84,230	\$115,000
51%–75%	53	\$79,899	\$62,500	\$82,000	\$93,000	\$85,537	\$62,600	\$85,000	\$102,300
76%–100%	33	\$78,372	\$62,500	\$75,000	\$89,000	\$82,764	\$64,000	\$77,000	\$92,000
Number of Employees in Compliance and Ethics Group									
1	4								
2 to 5	83	\$82,368	\$60,687	\$79,615	\$98,000	\$89,257	\$62,000	\$84,049	\$104,000
6 to 10	45	\$84,552	\$68,000	\$81,000	\$100,000	\$90,671	\$71,000	\$85,000	\$108,200
11 to 15	14	\$78,863	\$63,000	\$83,750	\$99,868	\$84,006	\$63,000	\$85,350	\$102,000
16 to 20	17	\$84,455	\$71,000	\$88,000	\$99,000	\$98,702	\$73,500	\$93,000	\$116,000
More than 20	28	\$93,395	\$72,000	\$88,950	\$112,550	\$96,938	\$74,875	\$90,750	\$114,770
Annual Compliance Budget									
< \$100k	2								
\$100k–\$249k	2								
\$250k–\$499k	1								
\$500k–\$999k	1								
\$1m–\$1.9m	1								
\$2m+	2								
Number of Employees in Portion of Organization that Work in Compliance									
Less than 100	54	\$87,345	\$65,000	\$80,000	\$102,000	\$96,887	\$65,000	\$85,500	\$120,000
100–249	14	\$90,921	\$62,500	\$73,500	\$113,400	\$92,636	\$62,500	\$74,000	\$115,400
250–499	14	\$82,299	\$56,500	\$76,115	\$95,000	\$89,404	\$56,500	\$77,175	\$108,000
500–999	15	\$76,151	\$45,400	\$84,000	\$99,868	\$86,951	\$45,500	\$92,200	\$110,000
1,000–1,999	13	\$76,066	\$61,000	\$72,500	\$85,000	\$81,335	\$62,452	\$72,500	\$90,000
2,000–2,999	12	\$83,458	\$72,000	\$80,000	\$93,000	\$88,049	\$72,000	\$85,000	\$106,000
3,000–4,999	10	\$87,535	\$82,500	\$85,934	\$94,500	\$95,375	\$83,867	\$93,750	\$108,200
5,000–7,499	13	\$80,266	\$60,000	\$87,000	\$110,000	\$86,654	\$63,000	\$87,000	\$122,500
7,500–14,999	17	\$80,216	\$71,000	\$83,000	\$96,538	\$84,941	\$71,000	\$84,500	\$98,000
15,000+	29	\$86,623	\$65,000	\$83,000	\$100,000	\$89,951	\$69,000	\$87,500	\$103,000

	Responses	Base Salary				Total Compensation			
		Average	25 th Percentile	Median	75 th Percentile	Average	25 th Percentile	Median	75 th Percentile
Annual Revenues of Portion of Organization that Part of Compliance and Ethics Program Oversees									
Less than \$5 million	31	\$83,584	\$62,500	\$72,000	\$105,000	\$87,226	\$62,500	\$76,000	\$120,000
\$5 million to less than \$15 million	15	\$69,558	\$50,000	\$59,000	\$95,000	\$78,791	\$53,000	\$60,500	\$104,000
\$15 million to less than \$30 million	11	\$72,764	\$60,000	\$75,000	\$85,000	\$77,400	\$60,000	\$75,000	\$94,000
\$30 million to less than \$50 million	14	\$75,067	\$60,000	\$65,500	\$89,000	\$94,860	\$60,000	\$71,750	\$102,538
\$50 million to less than \$100 million	11	\$95,023	\$80,350	\$85,000	\$125,000	\$99,341	\$80,350	\$93,000	\$130,000
\$100 million to less than \$500 million	17	\$73,292	\$61,000	\$70,000	\$73,000	\$74,216	\$62,000	\$71,000	\$74,500
\$500 million to less than \$1 billion	23	\$96,153	\$75,000	\$87,250	\$120,000	\$104,623	\$83,000	\$90,300	\$131,000
\$1 billion to less than \$3 billion	26	\$85,287	\$71,000	\$82,500	\$110,000	\$89,902	\$72,000	\$84,750	\$113,600
\$3 billion or more	43	\$90,129	\$76,531	\$91,400	\$102,000	\$97,315	\$78,531	\$97,072	\$112,500
Number of Countries in Which Compliance Is Managed									
1	132	\$84,133	\$62,500	\$81,000	\$95,000	\$90,520	\$63,000	\$84,500	\$102,300
2 or more	59	\$84,136	\$67,500	\$83,000	\$103,000	\$91,276	\$72,500	\$90,000	\$115,400
Number of Years Worked in the Compliance Department									
1 or less	53	\$71,831	\$60,000	\$70,000	\$83,000	\$74,710	\$60,000	\$72,000	\$86,200
2	24	\$88,345	\$60,113	\$82,500	\$110,500	\$95,072	\$60,613	\$85,250	\$127,250
3	22	\$78,977	\$67,500	\$81,000	\$90,000	\$83,719	\$73,000	\$85,250	\$97,072
4	15	\$75,954	\$70,000	\$78,000	\$96,538	\$80,587	\$73,500	\$83,867	\$102,000
5	22	\$90,484	\$75,000	\$88,000	\$100,000	\$97,889	\$75,000	\$95,000	\$108,000
6–10	31	\$93,649	\$73,000	\$93,000	\$115,000	\$105,211	\$74,000	\$94,500	\$126,000
11–15	18	\$93,875	\$80,000	\$92,000	\$99,000	\$106,007	\$87,800	\$99,733	\$135,000
16 or more	6	\$114,711	\$100,000	\$111,700	\$131,000	\$121,025	\$112,880	\$122,700	\$131,000
Years in Compliance Profession									
<3 years	45	\$65,022	\$58,000	\$61,000	\$71,000	\$69,666	\$58,000	\$62,600	\$74,500
3–5 years	54	\$80,708	\$70,000	\$81,000	\$91,400	\$86,127	\$73,000	\$85,000	\$98,000
6–10 years	48	\$94,851	\$73,250	\$93,000	\$125,500	\$103,287	\$74,250	\$94,250	\$130,300
11–15 years	28	\$88,357	\$80,000	\$89,750	\$102,000	\$98,753	\$83,958	\$91,050	\$121,375
16–20 years	6	\$108,081	\$94,716	\$106,634	\$134,000	\$109,831	\$99,216	\$107,634	\$135,000
21+ years	10	\$110,660	\$85,000	\$105,000	\$151,000	\$116,191	\$88,400	\$121,440	\$151,000

	Responses	Average	Base Salary			Total Compensation			
			25 th Percentile	Median	75 th Percentile	Average	25 th Percentile	Median	75 th Percentile
Certifications									
Certified Public Accountant (CPA)	2								
Certified Compliance & Ethics Professional (CCEP)	51	\$100,689	\$76,531	\$94,716	\$130,000	\$111,708	\$80,000	\$99,216	\$138,000
Certified Compliance & Ethics Professional—International (CCEP–I)	5	\$74,500	\$45,000	\$90,000	\$115,000	\$87,500	\$52,000	\$97,500	\$124,500
Certified in Healthcare Compliance (CHC)	19	\$98,457	\$75,000	\$87,000	\$115,000	\$102,047	\$79,000	\$92,000	\$123,000
Certified in Healthcare Research Compliance (CHRC)	4								
Certified in Healthcare Privacy Compliance (CHPC)	6	\$106,037	\$72,000	\$90,000	\$167,111	\$108,370	\$72,000	\$95,500	\$168,611
Certified Fraud Examiner (CFE)	7	\$99,647	\$76,531	\$102,000	\$131,000	\$107,147	\$78,531	\$112,500	\$131,000
Certified Internal Auditor (CIA)	3								
Certified Information Privacy Professional (CIPP)	3								
Other	34	\$83,298	\$60,000	\$83,500	\$105,000	\$87,459	\$60,500	\$87,000	\$112,880
None	86	\$75,848	\$60,452	\$72,500	\$85,000	\$81,592	\$61,000	\$75,000	\$97,072
Type of organization									
Nonprofit	38	\$87,378	\$63,000	\$81,500	\$99,868	\$89,786	\$64,272	\$83,000	\$100,250
Privately held	46	\$75,978	\$59,000	\$75,000	\$88,000	\$83,403	\$60,000	\$80,750	\$94,000
Publicly traded	66	\$89,970	\$72,000	\$89,200	\$103,000	\$100,320	\$75,000	\$98,000	\$118,000
Governmental	26	\$76,195	\$61,000	\$72,500	\$89,500	\$81,322	\$61,000	\$76,500	\$90,100
Academic	14	\$85,481	\$71,000	\$81,250	\$85,000	\$86,464	\$71,000	\$84,375	\$87,800
Type of Industry									
Chemical/Polymers/Fibers	2								
Computer Software	0								
Consulting Services	5	\$84,200	\$65,000	\$72,000	\$82,000	\$87,660	\$72,000	\$72,500	\$90,000
Education/Training/Library	4								
Energy	10	\$109,860	\$88,000	\$117,500	\$130,400	\$124,428	\$98,000	\$130,700	\$159,500
Financial Services	7	\$78,986	\$67,500	\$85,000	\$88,400	\$85,057	\$76,000	\$88,400	\$95,000
Government/Policy	15	\$71,502	\$60,000	\$73,500	\$87,000	\$79,495	\$60,000	\$74,250	\$87,000
Higher Education	15	\$76,514	\$58,240	\$80,000	\$89,000	\$77,596	\$58,240	\$84,250	\$89,000
Information Technology	5	\$88,000	\$60,000	\$75,000	\$130,000	\$91,600	\$60,000	\$75,000	\$138,000
Insurance	28	\$83,372	\$70,250	\$83,500	\$94,938	\$88,101	\$72,250	\$87,125	\$101,966
Manufacturing and Production	12	\$80,674	\$70,250	\$77,500	\$92,750	\$86,541	\$73,750	\$82,500	\$106,750
Retail/Wholesale	3								
Number of Compliance Elements Involved in									
1–3	50	\$74,324	\$60,000	\$74,000	\$89,500	\$79,988	\$60,000	\$75,500	\$95,000
4–6	91	\$88,942	\$66,000	\$83,200	\$110,000	\$95,268	\$71,000	\$89,000	\$122,500
7–9	41	\$85,832	\$65,000	\$83,000	\$97,250	\$94,993	\$69,750	\$86,900	\$110,250
All 10	9	\$82,475	\$75,000	\$93,000	\$96,472	\$86,113	\$75,000	\$93,000	\$108,000

	Responses	Base Salary				Total Compensation			
		Average	25 th Percentile	Median	75 th Percentile	Average	25 th Percentile	Median	75 th Percentile
Geographic Region									
New England	3								
Mid-Atlantic	18	\$96,689	\$72,000	\$85,500	\$125,000	\$101,022	\$73,500	\$87,500	\$130,000
East North Central	23	\$90,330	\$70,000	\$85,000	\$99,868	\$101,400	\$72,000	\$87,000	\$111,000
West North Central	18	\$91,935	\$68,000	\$82,250	\$98,000	\$96,044	\$72,000	\$87,750	\$108,000
South Atlantic	30	\$88,074	\$75,000	\$86,434	\$99,000	\$98,354	\$75,000	\$94,000	\$116,000
East South Central	10	\$75,045	\$60,000	\$67,500	\$93,000	\$77,473	\$60,500	\$67,500	\$99,975
West South Central	23	\$89,707	\$72,500	\$88,000	\$107,000	\$94,293	\$72,500	\$90,100	\$118,000
Mountain	16	\$72,773	\$56,125	\$68,000	\$84,250	\$75,420	\$56,688	\$69,700	\$86,000
Pacific	27	\$85,457	\$61,000	\$84,100	\$112,500	\$90,183	\$61,000	\$87,125	\$119,000
Contract Status									
Yes	20	\$63,904	\$42,000	\$59,000	\$87,300	\$67,807	\$47,125	\$60,000	\$92,600
No	171	\$86,514	\$66,000	\$82,500	\$99,000	\$93,455	\$71,000	\$86,100	\$108,200
Severance Clause in Contract									
Yes	8	\$55,438	\$12,125	\$51,500	\$95,250	\$60,250	\$17,750	\$56,000	\$104,125
No	12	\$69,549	\$51,250	\$60,344	\$87,300	\$72,846	\$53,500	\$63,044	\$92,600
How many people report up through to you?									
0	171	\$83,335	\$63,000	\$82,000	\$96,538	\$89,809	\$64,700	\$85,500	\$104,000
1-2	12	\$102,102	\$69,375	\$107,500	\$138,000	\$113,144	\$75,375	\$135,000	\$153,750
3-5	3								
6-10	3								
11 or more	2								

^Eight assistants entered seemingly unrealistic salary figures of less than \$5,000. When those are removed, total compensation would be \$65,076 for Assistants/Specialists with CCEP-I, which is more in line with results from past waves of the survey.

DETAILED RESULTS

Staff Detailed Results Non-Healthcare

	Job Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
Are your compliance responsibilities:					
Responses	644	25	144	284	191
Broad, covering a range of compliance-related risks	80%	80%	78%	83%	79%
Focused on a particular risk area (i.e. privacy, safety)	20%	20%	22%	17%	21%
If focused, which legal and regulatory risk areas are you primarily focused on?					
Responses	126	5	31	49	41
Privacy	22%	20%	29%	20%	20%
IT	2%	0%	0%	2%	5%
Occupational health and safety	0%	0%	0%	0%	0%
Other	75%	80%	71%	78%	76%
Percentage indicating involvement in the following compliance elements:					
Responses	644	25	144	284	191
Compliance Auditing/Monitoring	71%	76%	74%	73%	67%
Compliance Education	79%	92%	87%	80%	69%
Compliance Investigations	57%	68%	67%	54%	54%
Hot Line/Anonymous Reporting	49%	56%	58%	50%	39%
Reporting to the Board	34%	44%	52%	32%	22%
Compliance Risk Assessments	66%	80%	76%	69%	52%
Compliance Discipline/Incentives	31%	48%	37%	34%	21%
Code of Conduct	57%	76%	59%	62%	46%
Policies and Procedures	88%	92%	92%	90%	82%
Measuring Program Effectiveness	63%	72%	71%	68%	48%
How much of your company's legal and regulatory risk areas is the compliance department responsible for managing?					
Responses	644	25	144	284	191
0%–25%	23%	8%	26%	22%	25%
26%–50%	28%	36%	28%	26%	30%
51%–75%	27%	24%	28%	26%	28%
76%–100%	22%	32%	19%	27%	17%

	Job Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
How many employees, including you, are in the compliance and ethics group you are a part of?					
Responses	644	25	144	284	191
1	5%	0%	6%	6%	2%
2 to 5	42%	32%	40%	43%	43%
6 to 10	20%	24%	18%	17%	24%
11 to 15	9%	12%	12%	10%	7%
16 to 20	7%	4%	7%	6%	9%
More than 20	17%	28%	17%	18%	15%
Annual compliance budget:					
Responses	103	4	40	50	9
75 th Percentile	\$1,500,000		\$1,100,000	\$1,500,000	\$1,000,000
Median	\$500,000		\$575,000	\$430,000	\$350,000
25 th Percentile	\$175,000		\$200,000	\$130,000	\$100,000
Average	\$2,585,771		\$1,403,175	\$1,063,808	\$16,157,444
<\$100k	17%		13%	20%	22%
\$100k–\$249k	15%		18%	12%	22%
\$499k–\$999.9k	17%		18%	20%	11%
\$499k–\$999.9k	14%		18%	10%	11%
\$1m–\$1.9m	18%		20%	20%	11%
\$2m+	18%		15%	18%	22%
Approximately how many employees work in your organization as a whole?					
Responses	644	25	144	284	191
Less than 100	4%	4%	3%	4%	5%
100–249	5%	12%	5%	5%	4%
250–499	6%	4%	5%	6%	7%
500–999	8%	4%	8%	8%	10%
1,000–1,999	9%	12%	7%	9%	9%
2,000–2,999	5%	4%	3%	6%	6%
3,000–4,999	8%	4%	13%	7%	7%
5,000–7,499	8%	8%	7%	9%	8%
7,500–9,999	5%	4%	5%	6%	5%
10,000–14,999	9%	4%	10%	10%	8%
15,000–19,999	4%	4%	3%	4%	3%
20,000–29,999	6%	4%	8%	4%	9%
30,000–49,999	5%	4%	8%	4%	5%
50,000–74,999	4%	8%	3%	5%	3%
75,000–99,999	2%	4%	2%	2%	2%
100,000 +	10%	16%	10%	12%	7%

	Job Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
Approximately how many employees work in the portion of the organization that you work in compliance for?					
Responses	644	25	144	284	191
Less than 100	25%	12%	22%	25%	28%
100–249	7%	24%	7%	6%	7%
250–499	7%	8%	6%	8%	7%
500–999	7%	0%	8%	6%	8%
1,000–1,999	7%	12%	6%	6%	7%
2,000–2,999	5%	8%	6%	4%	6%
3,000–4,999	6%	4%	10%	5%	5%
5,000–7,499	7%	16%	6%	7%	7%
7,500–9,999	4%	0%	4%	5%	4%
10,000–14,999	7%	4%	8%	8%	5%
15,000–19,999	3%	0%	1%	4%	3%
20,000–29,999	5%	4%	6%	3%	6%
30,000–49,999	3%	0%	3%	4%	3%
50,000–74,999	2%	0%	1%	3%	2%
75,000–99,999	0%	0%	1%	0%	0%
100,000 +	4%	8%	5%	5%	2%
What are the annual revenues of the organization you work for?					
Responses	644	25	144	284	191
Less than \$5 million	6%	0%	6%	7%	6%
\$5 million to less than \$15 million	8%	0%	5%	8%	10%
\$15 million to less than \$30 million	4%	0%	3%	4%	5%
\$30 million to less than \$50 million	4%	4%	4%	1%	7%
\$50 million to less than \$100 million	6%	4%	4%	7%	5%
\$100 million to less than \$500 million	11%	24%	9%	13%	9%
\$500 million to less than \$1 billion	10%	16%	10%	8%	13%
\$1 billion to less than \$3 billion	17%	8%	23%	17%	13%
\$3 billion or more	34%	44%	35%	35%	31%

	Job Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?					
Responses	644	25	144	284	191
Less than \$5 million	16%	4%	13%	20%	16%
\$5 million to less than \$15 million	8%	4%	8%	7%	8%
\$15 million to less than \$30 million	5%	4%	4%	4%	6%
\$30 million to less than \$50 million	4%	0%	2%	2%	7%
\$50 million to less than \$100 million	5%	8%	5%	5%	6%
\$100 million to less than \$500 million	11%	20%	10%	12%	9%
\$500 million to less than \$1 billion	9%	12%	9%	8%	12%
\$1 billion to less than \$3 billion	15%	16%	16%	14%	14%
\$3 billion or more	27%	32%	33%	26%	23%
For how many countries do you work in compliance?					
Responses	644	25	144	284	191
1	55%	24%	54%	49%	69%
2 to 5	18%	24%	13%	22%	14%
6 to 10	6%	16%	5%	8%	4%
11 or more	21%	36%	28%	21%	13%
Where do you work?					
Responses	644	25	144	284	191
United States	91%	92%	92%	92%	91%
North America, other than the US	2%	0%	1%	1%	4%
South America	1%	0%	0%	1%	2%
Europe	4%	8%	4%	4%	2%
Asia	2%	0%	2%	2%	2%
Africa	0%	0%	1%	0%	0%
Australia	0%	0%	0%	0%	0%

	Job Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
Years in compliance profession					
Responses	644	25	144	284	191
75 th Percentile	13	20	15	13	10
Median	8	13	10	8	5
25 th Percentile	5	9	7	5	3
Average	9.5	14.4	11.3	9.7	7.3
Years with current employer					
Responses	644	25	144	284	191
75 th Percentile	10	10	11	11	10
Median	5	6	6	5	5
25 th Percentile	2	3	2	2	2
Average	7.6	8.1	7.8	8.1	6.8
Years holding current job title					
Responses	644	25	144	284	191
75 th Percentile	4	5	4	4	4
Median	2	3	2	2	2
25 th Percentile	1	1	1	1	1
Average	3.2	3.6	3.0	3.2	3.2
Industry					
Responses	644	25	144	284	191
Accounting/Auditing	1%	0%	0%	1%	2%
Administrative and Support Services	1%	0%	0%	1%	2%
Advertising/Marketing	*	4%	0%	0%	0%
Aerospace/Aviation/Defense	2%	4%	1%	1%	2%
Agriculture	*	0%	1%	1%	0%
Airlines	*	0%	0%	*	0%
Architectural Services	*	4%	0%	0%	0%
Arts/Entertainment/Media	0%	0%	0%	0%	0%
Automotive/Motor Vehicles/Parts	2%	0%	1%	1%	3%
Banking	2%	16%	2%	1%	1%
Biotechnical and Pharmaceutical	3%	4%	4%	3%	1%
Chemical/Polymers/Fibers	*	0%	1%	0%	1%
Computer Hardware	*	0%	1%	0%	0%
Computer Services	*	0%	0%	*	1%
Computer Software	2%	0%	1%	3%	0%
Construction	1%	0%	1%	2%	1%
Consulting Services	2%	0%	0%	2%	3%
Consumer Products	2%	4%	3%	1%	1%

	Job Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
Customer Service/Call Center	*	0%	0%	*	0%
Education/Training/Library	2%	0%	1%	2%	2%
Electronics	1%	0%	1%	1%	1%
Energy	3%	4%	3%	2%	5%
Engineering	1%	0%	1%	*	1%
Environmental Services	*	0%	0%	0%	1%
Financial Services	4%	16%	1%	5%	4%
Forest Products	*	0%	0%	*	0%
Government/Policy	4%	0%	2%	3%	8%
Health Care Provider	0%	0%	0%	0%	0%
Higher Education	8%	0%	15%	6%	8%
Hospitality/Tourism	*	0%	1%	0%	1%
Human Resources/Recruiting	*	0%	0%	1%	0%
Information Technology	3%	4%	3%	2%	3%
Installation/ Maintenance/Repair	0%	0%	0%	0%	0%
Insurance	16%	8%	17%	17%	15%
Internet/ECommerce	*	0%	0%	*	1%
Law Enforcement/Security Services	*	0%	0%	*	0%
Legal	2%	0%	1%	1%	2%
Manufacturing and Production	7%	4%	8%	6%	6%
Mining	*	0%	1%	1%	0%
Operations Management	*	0%	1%	*	0%
Personal Care and Service	*	0%	1%	0%	1%
Pharma/Medical Device	8%	0%	10%	10%	4%
Publishing/Printing	*	0%	0%	0%	1%
Purchasing	0%	0%	0%	0%	0%
Real Estate/Mortgage	*	0%	0%	1%	1%
Research & Development	1%	0%	1%	*	2%
Restaurant and Food Service	*	0%	0%	*	0%
Retail/Wholesale	4%	0%	2%	6%	2%
Science	*	0%	1%	0%	1%
Sports and Recreation/Fitness	*	0%	0%	1%	0%
Supply Chain/Logistics	*	0%	1%	1%	0%
Telecommunications	2%	4%	1%	2%	2%
Tobacco	0%	0%	0%	0%	0%
Transportation/Warehousing	1%	4%	1%	*	1%
Utilities	3%	0%	2%	1%	6%
Waste Management Services	*	0%	0%	*	0%
Other	11%	20%	9%	11%	10%
*=less than 1%					

	Job Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
How many years have you worked in the compliance department?					
Responses	644	25	144	284	191
Average	6.5	8.7	7.3	6.9	4.9
1	16%	8%	8%	13%	28%
2	9%	4%	9%	7%	13%
3	12%	8%	10%	13%	12%
4	9%	4%	10%	9%	8%
5	9%	8%	7%	8%	12%
6 to 10	27%	32%	34%	29%	16%
11 to 15	12%	28%	13%	13%	9%
16 or more	7%	8%	9%	8%	3%
Type of organization					
Responses	644	25	144	284	191
Nonprofit	17%	8%	15%	16%	20%
Privately held	23%	36%	17%	25%	24%
Publicly traded	44%	56%	50%	45%	35%
Governmental	7%	0%	3%	5%	14%
Academic	8%	0%	15%	6%	7%
Other	1%	0%	0%	3%	1%

	Job Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
Percentage holding the following certifications:					
Responses	644	25	144	284	191
Leading Professional in Ethics & Compliance (LPEC)	1%	0%	1%	1%	2%
Certified Public Accountant (CPA)	2%	0%	3%	4%	1%
Certified Compliance & Ethics Professional (CCEP)	35%	68%	34%	38%	27%
Certified Compliance & Ethics Professional-International (CCEP-I)	6%	4%	8%	7%	3%
Certified in Healthcare Compliance (CHC)	13%	12%	13%	15%	10%
Certified in Healthcare Research Compliance (CHRC)	2%	0%	2%	1%	2%
Certified in Healthcare Privacy Compliance (CHPC)	4%	4%	6%	4%	3%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	5%	0%	7%	5%	4%
Certified Internal Auditor (CIA)	2%	0%	1%	3%	2%
Certified Information Privacy Professional (CIPP)	3%	4%	3%	3%	2%
Professionals in Human Resources (PHR)	0%	4%	0%	0%	0%
Senior Professionals in Human Resources (SPHR)	1%	0%	1%	1%	1%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	0%	0%	0%	1%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	0%	1%
Accredited Healthcare Fraud Investigator (AHFI)	0%	4%	1%	0%	0%
Other	21%	20%	24%	23%	18%
None	32%	20%	29%	26%	45%
Highest level of education attained					
Responses	644	25	144	284	191
Some college	10%	4%	6%	11%	13%
Bachelor's degree	39%	44%	32%	41%	41%
MBA	11%	8%	13%	11%	11%
Master's degree (non-MBA)	24%	20%	23%	25%	23%
JD	15%	24%	24%	12%	12%
PhD	1%	0%	1%	0%	1%

	Job Title				
	All Respondents	VP	Director	Manager	Assistant/ Specialist
Amount of bonus eligible					
Responses	644	25	144	284	191
None	30%	28%	28%	25%	39%
0%–10% of your salary	33%	12%	14%	35%	47%
11%–20% of your salary	25%	16%	31%	33%	10%
21%–30% of your salary	8%	8%	19%	6%	2%
31%–40% of your salary	3%	20%	6%	2%	1%
41% or more of your salary	2%	16%	3%	0%	1%
If you receive a bonus, what is it based on?					
Responses	456	18	105	213	120
Company performance	17%	11%	13%	21%	13%
Personal performance	7%	6%	6%	6%	11%
Both	76%	83%	81%	73%	76%
Do you have a contract?					
Responses	644	25	144	284	191
Yes	14%	20%	16%	15%	10%
No	86%	80%	84%	85%	90%
If yes, do you have a severance clause in your contract?					
Responses	91	5	23	43	20
Yes	37%	20%	35%	40%	40%
No	63%	80%	65%	60%	60%
If yes, what percent of your annual salary is it equivalent to?					
Responses	33	1	8	16	8
<20%	9%	0%	0%	6%	25%
20%–29%	0%	0%	0%	0%	0%
30%–49%	0%	0%	0%	0%	0%
50%+	3%	0%	0%	6%	0%
My severance does not translate into this measure	88%	100%	100%	88%	75%

	All Respondents	Job Title			
		VP	Director	Manager	Assistant/ Specialist
Geographic Region					
Reponses	644	25	144	284	191
New England	5%	8%	7%	5%	2%
Mid-Atlantic	11%	20%	8%	12%	9%
East North Central	14%	4%	16%	15%	12%
West North Central	8%	16%	8%	7%	9%
South Atlantic	17%	16%	19%	17%	16%
East South Central	4%	0%	4%	3%	5%
West South Central	12%	16%	9%	12%	12%
Mountain	7%	4%	6%	7%	8%
Pacific	12%	4%	12%	11%	14%
US-Not specified	3%	4%	3%	4%	3%
Non-US	9%	8%	8%	8%	9%
How many people report up through to you?					
Responses	644	25	144	284	191
0	59%	44%	34%	52%	90%
1-2	21%	20%	24%	29%	6%
3-5	13%	16%	26%	14%	2%
6-10	4%	4%	9%	4%	2%
11 or more	3%	16%	6%	1%	1%
Do you know your annual compliance budget?					
Responses	644	25	144	284	191
Yes	16%	12%	26%	18%	5%
No	84%	88%	74%	82%	95%

	Number of Employees In Compliance/Ethics Group							
	All Respondents	1	2-5	6-10	11-15	16-20	21-50	More than 50
Are your compliance responsibilities:								
Responses	644	29	272	126	61	44	67	45
Broad, covering a range of compliance-related risks	80%	83%	89%	74%	77%	82%	73%	58%
Focused on a particular risk area (i.e. privacy, safety)	20%	17%	11%	26%	23%	18%	27%	42%
If focused, which legal and regulatory risk areas are you primarily focused on?								
Responses	126	5	29	33	14	8	18	19
Privacy	22%	40%	28%	30%	14%	25%	11%	11%
IT	2%	0%	0%	3%	0%	0%	0%	11%
Occupational health and safety	0%	0%	0%	0%	0%	0%	0%	0%
Other	75%	60%	72%	67%	86%	75%	89%	79%
Percentage indicating involvement in the following compliance elements:								
Responses	644	29	272	126	61	44	67	45
Compliance Auditing/Monitoring	71%	66%	76%	71%	62%	66%	75%	62%
Compliance Education	79%	90%	86%	76%	74%	68%	73%	60%
Compliance Investigations	57%	69%	63%	60%	49%	48%	52%	38%
Hot Line/Anonymous Reporting	49%	76%	59%	47%	43%	36%	34%	16%
Reporting to the Board	34%	52%	39%	32%	26%	18%	31%	33%
Compliance Risk Assessments	66%	62%	68%	66%	64%	48%	70%	71%
Compliance Discipline/Incentives	31%	38%	35%	32%	33%	25%	24%	16%
Code of Conduct	57%	86%	64%	56%	51%	45%	40%	40%
Policies and Procedures	88%	97%	94%	89%	82%	84%	76%	76%
Measuring Program Effectiveness	63%	69%	68%	60%	61%	45%	60%	62%
How much of your company's legal and regulatory risk areas is the compliance department responsible for managing?								
Responses	644	29	272	126	61	44	67	45
0-25%	23%	41%	24%	29%	15%	23%	19%	11%
26%-50%	28%	17%	28%	27%	23%	36%	27%	38%
51%-75%	27%	14%	26%	28%	43%	25%	30%	13%
76%-100%	22%	28%	23%	17%	20%	16%	24%	38%

	Number of Employees In Compliance/Ethics Group							
	All Respondents	1	2-5	6-10	11-15	16-20	21-50	More than 50
How many employees, including you, are in the compliance and ethics group you are a part of?								
Responses	644	29	272	126	61	44	67	45
1	5%	100%	0%	0%	0%	0%	0%	0%
2 to 5	42%	0%	100%	0%	0%	0%	0%	0%
6 to 10	20%	0%	0%	100%	0%	0%	0%	0%
11 to 15	9%	0%	0%	0%	100%	0%	0%	0%
16 to 20	7%	0%	0%	0%	0%	100%	0%	0%
More than 20	17%	0%	0%	0%	0%	0%	100%	100%
Annual compliance budget:								
Responses	103	11	56	11	14	1	8	2
75 th Percentile	\$1,500,000	\$250,000	\$965,000	\$3,200,000	\$2,000,000		\$4,125,000	
Median	\$500,000	\$170,000	\$405,000	\$1,500,000	\$1,050,000		\$1,700,000	
25 th Percentile	\$175,000	\$35,000	\$200,000	\$400,000	\$30,000		\$636,250	
Average	\$2,585,771	\$147,818	\$3,222,721	\$2,020,364	\$1,114,071		\$2,301,875	
<\$100k	17%	36%	16%	0%	29%		13%	
\$100k-\$249.9k	15%	36%	13%	18%	14%		0%	
\$250k-\$499.9k	17%	27%	25%	9%	0%		0%	
\$500k-\$999.9k	14%	0%	21%	9%	0%		13%	
\$1m-\$1.9m	18%	0%	18%	18%	29%		38%	
\$2m+	18%	0%	7%	45%	29%		38%	
Approximately how many employees work in your organization as a whole?								
Responses	644	29	272	126	61	44	67	45
Less than 100	4%	14%	7%	1%	2%	0%	0%	2%
100-249	5%	3%	9%	4%	2%	0%	0%	0%
250-499	6%	21%	9%	4%	5%	0%	0%	0%
500-999	8%	7%	13%	8%	7%	0%	3%	0%
1,000-1,999	9%	14%	12%	8%	2%	9%	6%	0%
2,000-2,999	5%	7%	4%	9%	3%	5%	6%	2%
3,000-4,999	8%	10%	7%	11%	7%	14%	7%	7%
5,000-7,499	8%	7%	7%	10%	11%	9%	12%	2%
7,500-9,999	5%	0%	4%	9%	8%	9%	6%	2%
10,000-14,999	9%	3%	10%	9%	5%	14%	7%	11%
15,000-19,999	4%	7%	4%	4%	2%	5%	3%	4%
20,000-29,999	6%	0%	6%	6%	8%	9%	7%	11%
30,000-49,999	5%	0%	2%	5%	10%	9%	10%	13%
50,000-74,999	4%	0%	3%	3%	13%	2%	6%	7%
75,000-99,999	2%	0%	1%	4%	0%	7%	3%	2%
100,000 +	10%	7%	4%	7%	16%	9%	22%	36%

	Number of Employees In Compliance/Ethics Group							
	All Respondents	1	2-5	6-10	11-15	16-20	21-50	More than 50
Approximately how many employees work in the portion of the organization that you work in compliance for?								
Responses	644	29	272	126	61	44	67	45
Less than 100	25%	31%	24%	24%	25%	23%	24%	29%
100-249	7%	7%	11%	7%	2%	0%	3%	11%
250-499	7%	21%	8%	9%	7%	5%	3%	2%
500-999	7%	3%	10%	6%	5%	2%	6%	4%
1,000-1,999	7%	7%	9%	6%	3%	7%	6%	0%
2,000-2,999	5%	3%	5%	6%	3%	5%	7%	4%
3,000-4,999	6%	10%	6%	9%	3%	9%	4%	2%
5,000-7,499	7%	7%	7%	6%	13%	5%	7%	7%
7,500-9,999	4%	3%	3%	6%	3%	11%	6%	0%
10,000-14,999	7%	3%	7%	8%	5%	9%	6%	9%
15,000-19,999	3%	0%	3%	3%	5%	5%	0%	2%
20,000-29,999	5%	0%	4%	4%	5%	9%	6%	4%
30,000-49,999	3%	0%	1%	4%	3%	5%	6%	4%
50,000-74,999	2%	0%	1%	1%	7%	2%	3%	2%
75,000-99,999	0%	0%	0%	1%	0%	0%	1%	2%
100,000 +	4%	3%	1%	1%	11%	5%	10%	16%
What are the annual revenues of the organization you work for?								
Responses	644	29	272	126	61	44	67	45
Less than \$5 million	6%	17%	7%	3%	7%	2%	6%	2%
\$5 million to less than \$15 million	8%	10%	8%	10%	11%	5%	1%	2%
\$15 million to less than \$30 million	4%	3%	6%	4%	2%	0%	3%	0%
\$30 million to less than \$50 million	4%	3%	6%	4%	2%	5%	0%	0%
\$50 million to less than \$100 million	6%	17%	7%	2%	2%	9%	6%	2%
\$100 million to less than \$500 million	11%	7%	16%	11%	3%	7%	7%	4%
\$500 million to less than \$1 billion	10%	7%	11%	13%	7%	9%	12%	4%
\$1 billion to less than \$3 billion	17%	10%	17%	21%	15%	14%	18%	13%
\$3 billion or more	34%	24%	20%	32%	52%	50%	46%	71%

	Number of Employees In Compliance/Ethics Group							
	All Respondents	1	2-5	6-10	11-15	16-20	21-50	More than 50
What are the annual revenues for the portion of the organization that your part of the compliance and ethics program oversees?								
Responses	644	29	272	126	61	44	67	45
Less than \$5 million	16%	24%	18%	17%	16%	11%	13%	9%
\$5 million to less than \$15 million	8%	3%	10%	6%	8%	5%	6%	9%
\$15 million to less than \$30 million	5%	7%	6%	6%	3%	2%	4%	0%
\$30 million to less than \$50 million	4%	3%	5%	7%	0%	2%	0%	0%
\$50 million to less than \$100 million	5%	17%	6%	3%	3%	11%	4%	0%
\$100 million to less than \$500 million	11%	7%	15%	13%	5%	9%	4%	2%
\$500 million to less than \$1 billion	9%	7%	10%	10%	7%	9%	12%	11%
\$1 billion to less than \$3 billion	15%	10%	14%	17%	13%	14%	19%	9%
\$3 billion or more	27%	21%	17%	22%	44%	36%	36%	60%
For how many countries do you work in compliance?								
Responses	644	29	272	126	61	44	67	45
1	55%	55%	58%	56%	61%	50%	46%	44%
2 to 5	18%	21%	20%	16%	10%	16%	19%	18%
6 to 10	6%	10%	6%	7%	7%	5%	6%	7%
11 or more	21%	14%	16%	21%	23%	30%	28%	31%
Where do you work?								
Responses	644	29	272	126	61	44	67	45
United States	91%	100%	93%	88%	92%	93%	84%	91%
North America, other than the US	2%	0%	2%	2%	3%	2%	3%	0%
South America	1%	0%	0%	0%	2%	0%	4%	0%
Europe	4%	0%	1%	8%	3%	2%	6%	4%
Asia	2%	0%	2%	2%	0%	2%	1%	4%
Africa	0%	0%	0%	0%	0%	0%	1%	0%
Australia	0%	0%	0%	0%	0%	0%	0%	0%
Years in compliance profession								
Responses	644	29	272	126	61	44	67	45
75 th Percentile	13	12	10	13	16	15	15	18
Median	8	7	7	8	10	10	10	12
25 th Percentile	5	3	4	5	7	7	6	10
Average	9.5	8.3	8.2	9.2	11.5	11.0	10.9	13.0

	Number of Employees In Compliance/Ethics Group							
	All Respondents	1	2-5	6-10	11-15	16-20	21-50	More than 50
Years with current employer								
Responses	644	29	272	126	61	44	67	45
75 th Percentile	10	7	10	10	16	12	15	15
Median	5	4	5	4	8	6	7	7
25 th Percentile	2	2	1	2	4	3	3	3
Average	7.6	5.8	6.5	6.7	10.9	8.5	9.1	10.3
Years holding current job title								
Responses	644	29	272	126	61	44	67	45
75 th Percentile	4	4	4	4	5	4	4	4
Median	2	2	2	2	2	2	2	3
25 th Percentile	1	1	1	1	1	1	1	1
Average	3.2	2.7	3.0	3.2	3.8	3.3	3.3	3.8

Industry	Number of Employees In Compliance/Ethics Group							
	All Respondents	1	2-5	6-10	11-15	16-20	21-50	More than 50
Responses	644	29	272	126	61	44	67	45
Accounting/Auditing	1%	0%	1%	1%	0%	0%	1%	2%
Administrative and Support Services	1%	3%	1%	1%	0%	0%	1%	2%
Advertising/Marketing	*	0%	*	0%	0%	0%	0%	0%
Aerospace/Aviation/Defense	2%	0%	1%	2%	2%	5%	3%	0%
Agriculture	*	0%	*	0%	2%	0%	1%	0%
Airlines	*	0%	0%	1%	0%	0%	0%	0%
Architectural Services	*	0%	*	0%	0%	0%	0%	0%
Automotive/Motor Vehicles/Parts	2%	0%	1%	1%	7%	0%	1%	2%
Banking	2%	0%	1%	2%	3%	0%	0%	7%
Biotechnical and Pharmaceutical	3%	0%	4%	2%	0%	2%	3%	2%
Chemical/Polymers/Fibers	*	0%	1%	1%	0%	0%	0%	0%
Computer Hardware	*	0%	0%	0%	2%	0%	0%	0%
Computer Services	*	0%	1%	0%	0%	0%	0%	0%
Computer Software	2%	0%	2%	1%	0%	2%	3%	0%
Construction	1%	7%	2%	0%	0%	0%	0%	0%
Consulting Services	2%	0%	1%	2%	2%	2%	6%	0%
Consumer Products	2%	3%	1%	1%	3%	5%	1%	0%
Customer Service/Call Center	*	0%	0%	0%	2%	0%	0%	0%
Education/Training/Library	2%	3%	1%	2%	3%	2%	3%	2%
Electronics	1%	0%	*	2%	2%	0%	0%	0%
Energy	3%	0%	6%	2%	2%	5%	0%	0%
Engineering	1%	0%	1%	1%	0%	2%	0%	0%
Environmental Services	*	0%	*	0%	0%	0%	0%	0%
Financial Services	4%	3%	2%	1%	3%	9%	6%	20%
Forest Products	*	0%	0%	0%	2%	0%	0%	0%
Government/Policy	4%	10%	4%	5%	5%	2%	3%	2%
Higher Education	8%	3%	9%	10%	13%	5%	4%	2%
Hospitality/Tourism	0%	0%	1%	0%	0%	0%	0%	0%
Human Resources/Recruiting	0%	0%	1%	0%	0%	0%	0%	0%
Information Technology	3%	0%	3%	3%	2%	0%	3%	2%
Insurance	16%	3%	10%	22%	18%	27%	22%	22%
Internet/ECOMMERCE	*	0%	1%	0%	0%	0%	0%	0%
Law Enforcement/Security Services	*	0%	*	0%	0%	0%	0%	0%
Legal	2%	0%	3%	2%	0%	0%	0%	0%
Manufacturing and Production	7%	14%	7%	6%	7%	9%	4%	2%
Mining	*	0%	*	0%	0%	0%	3%	0%
Operations Management	*	0%	1%	0%	0%	0%	0%	0%

	Number of Employees In Compliance/Ethics Group							
	All Respondents	1	2-5	6-10	11-15	16-20	21-50	More than 50
Personal Care and Service	*	0%	*	0%	0%	2%	0%	0%
Pharma/Medical Device	8%	10%	6%	12%	3%	7%	9%	9%
Publishing/Printing	*	3%	0%	0%	0%	0%	0%	0%
Real Estate/Mortgage	*	0%	*	0%	0%	0%	1%	2%
Research & Development	1%	0%	1%	0%	2%	2%	0%	0%
Restaurant and Food Service	*	3%	0%	0%	0%	0%	0%	0%
Retail/Wholesale	4%	3%	4%	2%	3%	2%	1%	9%
Science	*	0%	*	0%	0%	0%	0%	2%
Sports and Recreation/Fitness	*	0%	*	0%	2%	0%	0%	0%
Supply Chain/Logistics	*	0%	0%	0%	0%	0%	4%	0%
Telecommunications	2%	0%	1%	2%	0%	5%	6%	2%
Transportation/Warehousing	1%	0%	1%	0%	3%	0%	1%	0%
Utilities	3%	0%	4%	6%	0%	0%	0%	0%
Waste Management Services	*	0%	*	0%	0%	0%	0%	0%
Other	11%	28%	14%	7%	10%	5%	4%	7%
*=Less than 1%								
How many years have you worked in the compliance department?								
Responses	644	29	272	126	61	44	67	45
Average	6.5	5.0	5.7	6.2	7.4	8.1	7.5	8.6
1	16%	28%	19%	20%	10%	11%	7%	9%
2	9%	14%	11%	10%	7%	7%	3%	4%
3	12%	17%	12%	9%	16%	5%	12%	16%
4	9%	14%	7%	8%	10%	7%	12%	11%
5	9%	3%	10%	12%	2%	9%	12%	0%
6 to 10	27%	7%	29%	23%	31%	30%	30%	20%
11 to 15	12%	7%	8%	12%	15%	23%	18%	24%
16 or more	7%	10%	4%	6%	10%	9%	6%	16%
Type of organization								
Responses	644	29	272	126	61	44	67	45
Nonprofit	17%	17%	17%	18%	15%	14%	18%	11%
Privately held	23%	24%	29%	21%	11%	20%	22%	16%
Publicly traded	44%	45%	38%	43%	48%	50%	45%	64%
Governmental	7%	10%	6%	9%	5%	2%	9%	7%
Academic	8%	3%	8%	7%	16%	11%	6%	2%
Other	1%	0%	1%	2%	5%	2%	0%	0%

	Number of Employees In Compliance/Ethics Group							
	All Respondents	1	2–5	6–10	11–15	16–20	21–50	More than 50
Percentage holding the following certifications:								
Responses	644	29	272	126	61	44	67	45
Leading Professional in Ethics & Compliance (LPEC)	1%	0%	2%	1%	0%	5%	0%	0%
Certified Public Accountant (CPA)	2%	7%	3%	1%	2%	2%	4%	0%
Certified Compliance & Ethics Professional (CCEP)	35%	41%	35%	33%	41%	30%	36%	31%
Certified Compliance & Ethics Professional-International (CCEP-I)	6%	0%	3%	3%	10%	11%	15%	7%
Certified in Healthcare Compliance (CHC)	13%	7%	9%	22%	13%	9%	12%	16%
Certified in Healthcare Research Compliance (CHRC)	2%	0%	1%	2%	2%	2%	3%	2%
Certified in Healthcare Privacy Compliance (CHPC)	4%	0%	5%	4%	2%	2%	7%	0%
Advanced Practitioner in Ethics and Compliance Certification (APEX)	0%	0%	0%	0%	0%	0%	0%	0%
Certified Fraud Examiner (CFE)	5%	10%	5%	3%	7%	5%	7%	2%
Certified Internal Auditor (CIA)	2%	3%	1%	0%	2%	9%	6%	2%
Certified Information Privacy Professional (CIPP)	3%	0%	3%	4%	0%	5%	3%	2%
Professionals in Human Resources (PHR)	0%	0%	0%	0%	0%	0%	0%	2%
Senior Professionals in Human Resources (SPHR)	1%	0%	0%	0%	5%	0%	1%	0%
Health Ethics Trust Certified Compliance Professional (CCP)	0%	0%	0%	1%	0%	0%	1%	0%
Health Ethics Trust Certified Compliance Executive (CCE)	0%	0%	0%	1%	0%	0%	0%	0%
Accredited Healthcare Fraud Investigator (AHFI)	0%	0%	0%	0%	0%	0%	0%	2%
Other	21%	31%	17%	25%	18%	32%	24%	22%
None	32%	31%	38%	26%	33%	25%	25%	33%
Highest level of education attained								
Responses	644	29	272	126	61	44	67	45
Some college	10%	17%	10%	10%	18%	2%	10%	4%
Bachelor's degree	39%	21%	44%	41%	31%	36%	25%	49%
MBA	11%	10%	9%	13%	10%	16%	16%	11%
Master's degree (non-MBA)	24%	31%	21%	21%	23%	25%	36%	24%
JD	15%	21%	15%	13%	18%	20%	12%	11%
PhD	1%	0%	1%	1%	0%	0%	0%	0%

	Number of Employees In Compliance/Ethics Group							
	All Respondents	1	2-5	6-10	11-15	16-20	21-50	More than 50
Amount of bonus eligible								
Responses	644	29	272	126	61	44	67	45
None	30%	28%	36%	28%	25%	20%	25%	24%
0%–10% of your salary	33%	31%	33%	40%	28%	32%	31%	20%
11%–20% of your salary	25%	31%	20%	23%	28%	36%	31%	29%
21%–30% of your salary	8%	3%	8%	5%	10%	11%	4%	16%
31%–40% of your salary	3%	7%	2%	3%	5%	0%	3%	9%
41% or more of your salary	2%	0%	1%	2%	5%	0%	4%	2%
If you receive a bonus, what is it based on?								
Responses	456	20	171	93	45	39	50	38
Company performance	17%	25%	16%	15%	20%	13%	24%	11%
Personal performance	7%	0%	7%	12%	4%	13%	6%	0%
Both	76%	75%	77%	73%	76%	74%	70%	89%
Do you have a contract?								
Responses	644	29	272	126	61	44	67	45
Yes	14%	3%	14%	18%	11%	7%	21%	11%
No	86%	97%	86%	82%	89%	93%	79%	89%
If yes, do you have a severance clause in your contract?								
Responses	91	1	38	23	7	3	14	5
Yes	37%		39%	30%	57%		21%	60%
No	63%		61%	70%	43%		79%	40%
If yes, what percent of your annual salary is it equivalent to?								
Responses	33	0	15	6	4	2	3	3
<20%	9%		13%	0%				
20%–29%	0%		0%	0%				
30%–49%	0%		0%	0%				
50%+	3%		0%	0%				
My severance does not translate into this measure	88%		87%	100%				
Number of Compliance Elements Involved in								
Responses	644	29	272	126	61	44	67	45
1–3	18%	10%	11%	17%	25%	27%	27%	31%
4–6	38%	28%	37%	38%	39%	43%	37%	49%
7–9	35%	41%	39%	38%	28%	30%	33%	16%
All 10	9%	21%	13%	6%	8%	0%	3%	4%

	Number of Employees In Compliance/Ethics Group							
	All Respondents	1	2–5	6–10	11–15	16–20	21–50	More than 50
Geographic Region								
Responses	644	29	272	126	61	44	67	45
New England	5%	3%	5%	0%	7%	7%	6%	9%
Mid-Atlantic	11%	0%	14%	7%	7%	11%	12%	9%
East North Central	14%	31%	12%	13%	13%	16%	15%	18%
West North Central	8%	0%	8%	10%	8%	14%	6%	9%
South Atlantic	17%	24%	13%	20%	23%	14%	21%	18%
East South Central	4%	7%	5%	3%	3%	2%	0%	2%
West South Central	12%	17%	12%	13%	16%	9%	6%	7%
Mountain	7%	7%	9%	6%	3%	7%	6%	2%
Pacific	12%	10%	13%	13%	10%	11%	9%	11%
US-Unspecified	3%	0%	3%	5%	2%	2%	3%	7%
Non-US	9%	0%	7%	12%	8%	7%	16%	9%
How many people report up through to you?								
Responses	644	29	272	126	61	44	67	45
0	59%	90%	64%	60%	43%	55%	46%	51%
1-2	21%	10%	23%	21%	26%	18%	22%	9%
3-5	13%	0%	11%	13%	20%	18%	18%	13%
6-10	4%	0%	1%	5%	8%	9%	9%	7%
11+	3%	0%	1%	1%	3%	0%	4%	20%
Do you know your annual compliance budget?								
Responses	644	29	272	126	61	44	67	45
Yes	16%	38%	20%	9%	21%	2%	10%	4%
No	84%	62%	80%	91%	79%	98%	90%	96%

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