



SECOND EDITION

2025

Compliance Officer Working Conditions, Stress & Mental Health



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Compliance Officers juggle marathon meetings and mountains of paperwork while keeping one eye on regulatory changes and another on potential risks. It's a career that demands long hours and unwavering attention to detail, but these dedicated professionals aren't just showing up — they're bringing years of experience and a deep conviction about the importance of their work. As the field matures, they're proving that protecting corporate integrity isn't just about checking boxes — it's about building a better business culture from the ground up.

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Nobody said protecting corporate integrity would be easy, but the toll the career exacts is increasingly unmanageable. Between the weight of personal liability, the constant churn of regulatory changes and the pressure of knowing a single misstep could trigger a federal investigation, stress has become an unwelcome but constant companion.

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Though often described as a personal issue, high rates of burnout and stress signal some degree of organizational failure. Compliance professionals can only do so much to move the needle on their own — Chief Compliance Officers and C-suite executives, CEOs and Board Members all play a pivotal role in ensuring these dedicated professionals have the resources they need not only to protect their organizations but to protect themselves.

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EXECUTIVE SUMMARY

There is no single path to becoming a Compliance Officer, and though professionals in these roles come from many walks of life, they have a few things in common:

- They're highly skilled.
- They are passionate and dedicated to their work.
- They have intensely stressful jobs that often affect their physical and mental health.

For the second edition of our “Compliance Officer Working Conditions, Stress & Mental Health” survey, CCI Media Group collected responses from more than 300 Compliance Officers across a variety of sectors to reveal trends in burnout, job satisfaction and stress management.

As in our previous survey, published in 2022, we again found high levels of stress at work, and we uncovered a worrying rise in the share of Compliance Officers (COs) who said they were experiencing signs of anxiety.

But we also discovered a curiously persistent finding: Despite the strain of their jobs, a majority of COs say they are satisfied at work. To be sure, they have ideas about how their jobs could be better (and how their colleagues and corporate leadership could help make that happen) — we'll talk about those ideas — but they remain steadfast as ever in the importance of their work.

Much as in other industries, awareness of mental health and well-being is growing. We hope our results will provide COs and individuals in similar roles with the fuel they need to light a fire of change within organizations that are not taking mental health seriously. For compliance professionals, who often feel isolated and like they have no margin for error, the stakes are high — but so is their commitment to both the letter and spirit of the laws and regulations they strive to uphold every day.

These hard-working professionals deserve better resource allocation, more organizational understanding and acceptance and — crucially — timely mental health interventions. COs simply are too important to the health and success of their organizations and the future of corporate integrity.



**CCI Media Group
publisher**

Sarah Hadden

**CCI Media Group
editorial director**

Jennifer L. Gaskin

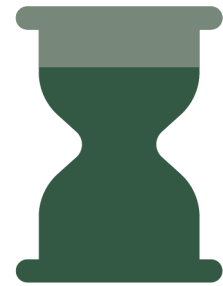
Survey architect

Tamara Altman

DEFINITIONS

Our survey was filled out by people who self-identified as working in compliance. We did not gather specific job titles from respondents, so we are using the generic descriptor “Compliance Officer” to describe them, but they could also have job titles like Chief Compliance Officer, Ethics & Compliance Officer, General Counsel, HR Director, Audit Executive or any other compliance-related role.

KEY FINDINGS



Stress remains a major concern

COs continue to work long, pressure-filled hours. **More than three-quarters (78%) work upwards of 41 hours per week.**

Heavy workloads, frequent regulatory change and personal liability are top stressors.



Mental health issues are intensifying

Nearly half (49%) of respondents said they've experienced difficulties due to anxiety over the past year, an increase from 2022.*

More than one-quarter (29%) report difficulties due to depression over the past 12 months, also an increase from the previous survey.



Organizational support matters

Nearly three-quarters (72%) who said their reporting structures are effective have high job satisfaction.

Further, those who work in organizations with reporting structures they rate as effective have much lower job-related stress and are less likely to report negative effects on their mental health.



Culture is changing

More than three-quarters (76%) of COs say they feel respected by their colleagues and more than half (51%) say they trust organizational leadership, both increases from 2022.

Compliance as a field is maturing, with the percentage of COs who feel effective in their roles increasing to 73% (up from 57% in 2022).

The CO's wish list

Compliance officers have consistently expressed a desire for more time to dedicate to strategic efforts like:



Enhancing their programs



Conducting in-depth risk assessments



Engaging stakeholders



Training their teams

These critical areas are often sidelined due to daily pressures.

* Where appropriate, we are highlighting comparisons between survey periods. However, it's important to note that we did not follow the same cohort of Compliance Officers over time, so our findings should not be interpreted as indicating that individual levels of stress or other measures have directly changed across years.

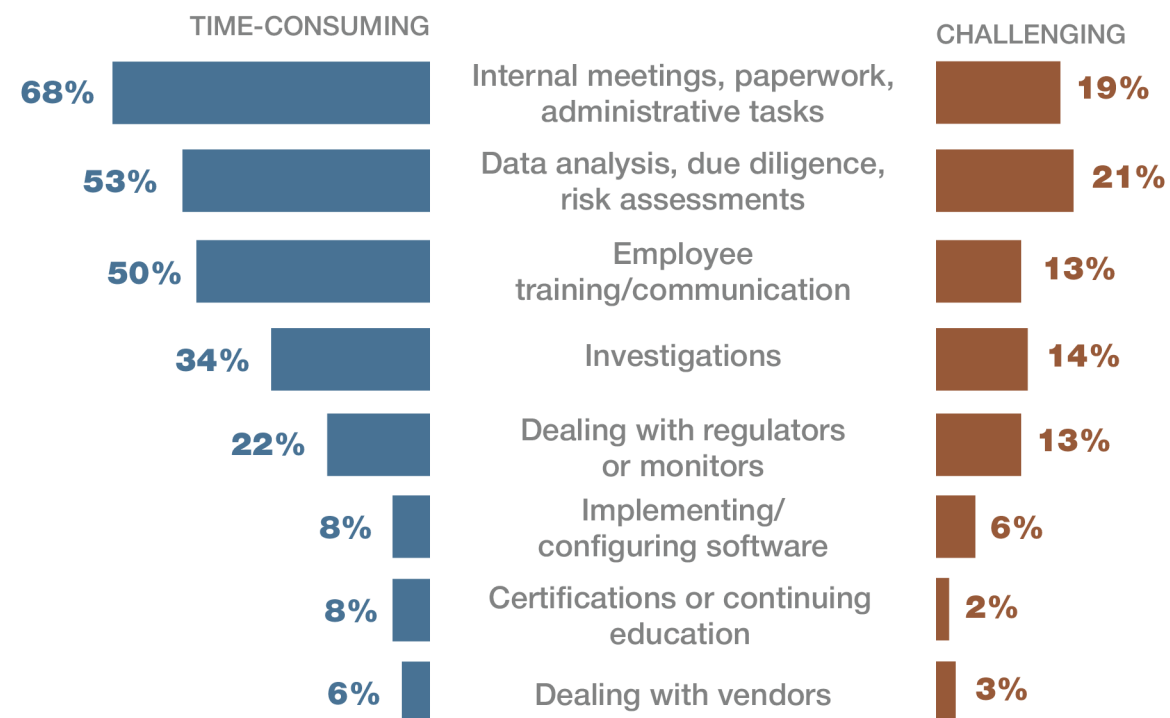
THE STATE OF COMPLIANCE CAREERS

Compliance Officers put in long days & do work that's draining — in multiple ways

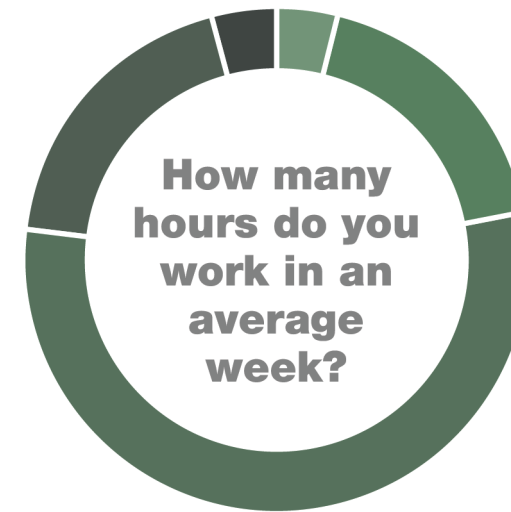
A typical Compliance Officer works at least 41 hours per week, with 55% of respondents saying they work between 41 and 50 hours each week, and 4% putting in more than 70 hours. **Combined, more than three-quarters of COs work full time and then some.**

Meetings, paperwork and administrative tasks dominate their days, but that's certainly not the only thing COs are doing. They're also jumping into data, training employees, developing policies, conducting investigations, addressing regulators and monitors — and a host of other tasks. Perhaps unsurprisingly, **they also rate meetings, paperwork and administrative tasks as among their most challenging responsibilities.**

Time-consuming vs. challenging tasks



For the question "What do you spend most of your time working on?" respondents were able to select all answers that applied; for the question "What is the most challenging thing you work on?" they had to select one. Not all questions were offered in both survey periods, so only those with answers in both surveys are visualized here.



<31 4%
31-40 18%
41-50 55%
51-70 19%
>70 4%

On conflicts: "All issues are viewed through the lens of legal risk. It diminishes the ability of independence for me, the CCO."
— Survey respondent

EDUCATIONAL EVOLUTION

Two-thirds of respondents do not hold a law degree, and 66% either disagree or strongly disagree that a law degree is necessary for success in their roles. This suggests a growing recognition within the field that legal qualifications are not essential for compliance work.

On toxic organizational culture: "Too much of a buddy-buddy system. Senior-level officials often change or lack processes that are adhered to."
— Survey respondent

They're experienced and effective — and they know what they do is important

Our results indicate the compliance field is experiencing growing stability, with **nearly one-third (32%) of professionals now having over 15 years of experience, an increase from 24% in 2022.**

A majority of COs rate themselves as effective, though they don't necessarily feel they have all the help they need — and more on that later. Still, self-rated effectiveness has climbed since 2022.

Those who work in teams rate their effectiveness higher than those who serve as their company's sole Compliance Officer.

The COs we talked to are confident in their skills and how they use them, with 96% saying “agree” or “strongly agree” with the statement “I am good at what I do,” a rate identical to the last survey. And the overwhelming majority of COs we surveyed believe the work they do is important and has a positive effect on their organizations.

Tenure in years

How long have you worked at your current employer?

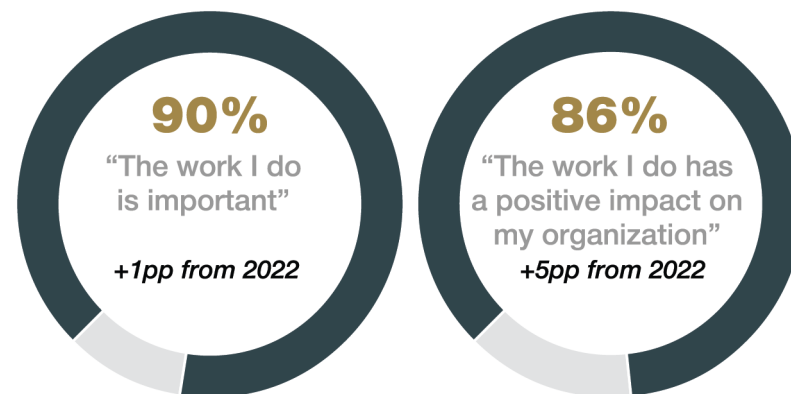


Job effectiveness

“I feel effective in my compliance role,” 2022 vs. 2025

| | 2022 | 2025 | CHANGE |
|----------|------|------|--------|
| Agree | 58% | 73% | +15pp |
| Neutral | 21% | 15% | -6pp |
| Disagree | 21% | 12% | -10pp |

Job importance & impact



On Legal vs. Compliance tension: “Legal and Compliance have different roles. In this reporting structure when in dispute, Legal wins by default.”

— Survey respondent

DOJ IDEAL VS. THE REAL WORLD

The U.S. Department of Justice (DOJ) makes sporadic updates to its “Evaluation of Corporate Compliance Programs” (ECCP) guidance, most recently revising the document to mention that federal investigators will pay special attention to how companies use emerging technologies like AI. That update, published in September 2024, came after we had completed the data collection for this report.

We wanted to understand how compliance professionals rate their organizations’ adherence to earlier ECCP updates published in March 2023, so we posed a series of statements derived from that update, and below is a look at respondents who selected “agree” or “strongly agree” with these statements: “My organization’s compliance program ...”

... **works in practice: 69%**

... **is being applied earnestly and in good faith: 66%**

... **is well-designed: 59%**

... **is empowered to function effectively: 49%**

... **is adequately resourced: 27%**

Notably, while a majority of respondents believe their programs are well-designed, work in practice and are being applied in good faith — all factors in which Compliance Officers themselves have a strong, direct role — they are less likely to have enthusiasm for their employers’ resource allocation and corporate structures.

If this trend continues, it could spell trouble. That’s because in its September 2024 update to the ECCP, the DOJ indicated it will pay special attention to resource allocation across the entire organization, particularly with regard to access to data and technology.

“As part of this assessment, we will also consider whether companies are putting the same resources and technology into gathering and leveraging data for compliance purposes that they are using in their business,” Principal Deputy Assistant Attorney General Nicole M. Argentieri said in a speech announcing the ECCP updates.

Further reading:

- [Argentieri speech](#)
- [2024 ECCP update](#)

They are benefiting from positive shifts in organizational culture

This growing sense of effectiveness among compliance professionals appears to be mirrored by positive changes in workplace culture, especially in how relationships and trust are fostered within organizations, tasks that themselves often fall into the purview of COs.

These improvements indicate **progress in workplace culture and communication, where more compliance officers feel heard and respected both by their supervisors and leadership. Similarly, organizational trust remains strong with majorities saying they trust their supervisors, colleagues and top leadership.**

Workplace respect & trust

| | 2022 | 2025 | CHANGE |
|--|------|------|--------|
| My supervisor listens effectively to me | 59% | 67% | +8pp |
| When I speak up, my opinion is valued | 53% | 66% | +13pp |
| I feel respected by my supervisor/manager | 72% | 70% | -2pp |
| I feel respected by my colleagues | 68% | 76% | +8pp |
| Leadership values my opinion on compliance matters | 49% | 64% | +15pp |

I trust ...



"Agree" + "Strongly agree"

Many respondents still feel their relationships with colleagues are strained due to their role in compliance, with **43% saying some of their work relationships are challenged because of their jobs. While this is down from 50% in 2022, it's clear that tensions remain**, which is of major concern because stress and burnout are directly related to feelings of isolation at work. There is some good news in this area, though, as perceptions of compliance within organizations have improved, which could signal an easier path for COs to get buy-in for their programs across departments.

Perceptions of Compliance

2022 2025

POSITIVE

My organization treats compliance as a priority



Employees take compliance issues seriously



My organization has a culture of compliance



Leadership respond appropriately to communication from the compliance dept.



NEGATIVE

Some departments see compliance as unnecessary



Employees outside my team see compliance as a burden



"Agree" + "Strongly agree"

MORE MONEY, MORE PROBLEMS

Compensation has increased in recent years, with over one-third (38%) of respondents reporting earnings of \$150,000 or more annually, compared to 29% in 2022. These findings reflect other research on salaries in compliance and risk careers.

This growth underscores the rising value of compliance professionals, particularly in senior roles, as organizations navigate increasingly complex regulatory landscapes. However, the survey reveals something of a Catch-22: As paychecks grow, so does stress. Compliance officers earning over \$200,000 are significantly more likely to report "a lot" or "extreme" stress (57%) compared to those earning less than \$200,000 (34%).

In addition, despite these pay increases, most respondents (60%) still believe they are undercompensated for the complexities of their work. Specifically, 36% feel their pay doesn't adequately reflect the difficulty of their role, and 24% believe their compensation isn't commensurate with the market for their skills and experience. These findings suggest that while compensation has improved, there remains a need for organizations to reassess their pay structures to better align with the demands and stress compliance officers face.

A STATE OF STRESS

High pressure comes with the territory, but for many, the weight is far too heavy

In keeping with our 2022 survey findings, our research indicates that corporate integrity careers are stressful. With long hours and high-profile work that could mean the difference between a federal investigation or fine, the high stress is to be expected.

Few COs said they experienced extreme stress because of their job (6%, a rate nearly unchanged since 2022), but the overwhelming majority are experiencing at least moderate levels of stress because of their jobs.

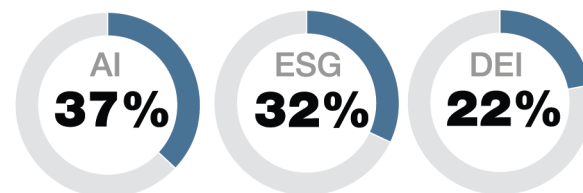
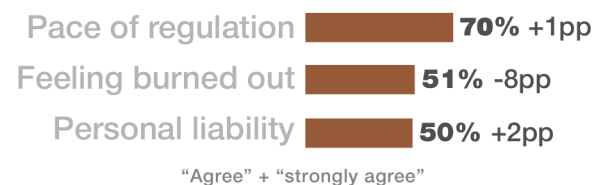
The long hours and potential for personal liability take a toll, as 41% of survey respondents said they experience “a lot of stress” or “extreme stress” because of their jobs, while only 7% said their jobs aren’t stressful. While the share who rate their jobs as high-stress has gone down (it was 51% in 2022), chronic unmanaged stress is a precursor to burnout.

Understanding in detail what’s driving that stress can help organizations and corporate leaders ensure their compliance teams are able to keep doing their important work. **In 2025, the stress associated with personal liability, burnout and the pace of changing regulations remains significant** for compliance officers, with little change from 2022.



None 1%
 Not much 6%
 Some 16%
 Moderate 36%
 A lot 35%
 Extreme 6%

Major & minor stressors



= “Agree” + “strongly agree” responses to statement “I am concerned about how _____ might affect my job in the near future.”

WHAT IS BURNOUT?

The World Health Organization (WHO) defines burnout as an occupational phenomenon rather than as a medical condition. It manifests in three ways:

- Feeling exhausted or depleted.
- Feelings of negativity related to one’s job and/or increased mental distance from work.
- Reduced efficacy at work.



Strongly agree 23%
 Agree 28%
 Neither 25%
 Disagree 18%
 Strongly disagree 6%

Troublingly, **just over half (51%) of COs say they feel burned out at work.** However, this rate also is lower than the previous survey (59%), though it’s important to note that the previous survey was conducted in 2021, when many organizations were still in the throes of pandemic-related upheaval.

MOST COMMON STRESSORS AMONG COMPLIANCE OFFICERS

1. Overwhelming workload and resource constraints

A predominant theme across the responses is the excessive workload combined with a lack of resources and staffing. Compliance Officers are often stretched too thin, leading to high levels of stress as they try to manage an increasing volume of work with limited support.

2. Time pressure and unrealistic deadlines

Tight deadlines and the constant pressure to deliver quickly are significant stressors. Compliance Officers often feel they are expected to complete complex tasks in unrealistic timeframes, which exacerbates their workload and stress levels.

3. Leadership and organizational issues

Challenges related to leadership and organizational dynamics are frequent sources of stress. Issues such as lack of support, miscommunication, micromanagement, and internal politics hinder the effectiveness of compliance efforts and contribute to job dissatisfaction.

4. Regulatory complexity and uncertainty

The constantly changing regulatory landscape presents a significant challenge for Compliance Officers. Keeping up with new regulations, understanding compliance expectations, and implementing these rules in a timely manner are ongoing stressors.

5. Inadequate tools and technology

Many respondents say they struggle with outdated systems, lack of automation, and inadequate tools to perform their jobs efficiently. The absence of modern technology adds to their workload and increases frustration.

6. Interpersonal and organizational dynamics

Managing relationships within the organization, dealing with resistance, and navigating internal politics are significant stressors. Poor communication and lack of collaboration from other departments add to the complexity of their roles.

7. Constant firefighting and reactive work

Respondents say they often find themselves in a reactive mode, constantly dealing with urgent issues and crises. This firefighting approach prevents them from focusing on long-term strategies and adds to the stress of their daily work.

8. Emotional and ethical strain

The emotional toll of handling high-stakes situations, such as investigations and ethical dilemmas, is a significant source of stress. Compliance Officers often face difficult decisions that have serious implications for both the organization and individuals.

9. Cultural resistance and misalignment

Many respondents struggle with cultural resistance within their organizations. Lack of support for compliance initiatives, resistance to change, and misalignment between compliance goals and broader organizational priorities are common challenges.

10. Fear of personal liability and mistakes

The high stakes of compliance work contribute to a pervasive fear of personal liability and making mistakes. Respondents say they often feel that the consequences of errors are disproportionately severe, adding to the pressure they experience.

11. Stakeholder management and expectations

Managing expectations from various stakeholders, including regulators, senior management, and other departments, is a significant source of stress. Respondents say they often find it difficult to balance the demands of different groups.

12. Lack of role clarity and autonomy

Some respondents experience stress due to unclear role boundaries, lack of autonomy, and conflicting responsibilities. This lack of clarity can lead to confusion and frustration in their day-to-day work.

13. Lack of proper training and expertise

Inadequate training and a steep learning curve contribute to stress, particularly for those new to the compliance field or those dealing with complex regulatory environments. The need for continuous learning adds to the pressure.

14. Inadequate communication

Poor communication within the organization, whether between departments or with leadership, is a common stressor. Miscommunication can lead to delays, misunderstandings, and increased pressure on Compliance Officers to resolve issues.

15. Job security and role relevance

Concerns about job security, particularly in the context of automation, outsourcing, and organizational restructuring, are additional stress factors. Respondents indicate that they worry about the long-term relevance of their roles and the impact of technological changes.

On liability: “Managing the proactive aspects of compliance for a huge organization while managing all of the issues that are reported to the team — it never feels like enough, and if you make a mistake or an error in judgment, the feds are going to hold you individually accountable with loss of job, savings and reputation.”

— Survey respondent

They may be changemakers, but some things are above COs' pay grade

Compliance jobs are perhaps innately stressful in ways that can't always be lessened; after all, regulatory changes are inevitable. This could help explain why about half of survey respondents (51%) said they're open to new roles if one comes their way and another 20% are actively looking for a new role in compliance.

That said, our findings show that **burnout is closely linked to workload management and resource allocation, both of which are internal organizational problems unrelated to whatever changes are made on a legislative or regulatory level.**

Compliance officers tend to feel overwhelmed by the volume of tasks they're expected to manage, compounded by limited staffing and technological support. And these organizational changes mean they're leaving points on the field.

The constant pressure of unrealistic deadlines leaves compliance officers with little opportunity to focus on important areas such as team development, training or enhancing compliance programs. In addition, the reactive nature of their work means many compliance officers spend their days addressing immediate concerns, often at the expense of longer-term strategic planning.

Organizational limitations

| | I have the resources to do my job to my full potential | I have the support to do my job to my full potential | I lack tools or training to adequately do my job | I am not given the respect I need to adequately do my job |
|----------------------------|--|--|--|---|
| Strongly agree | 5% | 11% | 12% | 7% |
| Agree | 24% | 35% | 29% | 21% |
| Neither agree nor disagree | 22% | 23% | 20% | 21% |
| Disagree | 32% | 22% | 29% | 38% |
| Strongly disagree | 17% | 8% | 9% | 14% |

On lack of clarity in roles: "People I'm reporting to don't exactly know what I do, which is not ideal."
— Survey respondent

According to our 2025 survey, **rates of both anxiety and depression have increased, with nearly half of COs reporting experiencing difficulties due to anxiety in the previous year and almost a third saying the same about depression.** In both cases, those rates are higher than in 2022. And in both cases, jobs were cited as contributing factors, with 54% saying their job played a "large role" or an "extremely large role" in their anxiety and 55% saying the same about their depression.

Formal diagnoses have also risen, which on its face could be concerning, but it could also be taken as a good sign that people are closer to getting the help they need to live happier lives. In the past year, 24% of survey respondents were diagnosed with anxiety and 16% with depression.

The 2025 survey data reveals a strong correlation between anxiety and depression with job stress ($r = .35$ and $r = .26$, respectively) and decreased job satisfaction ($r = -.32$ and $r = -.35$, respectively).

Job-related harm isn't limited to mental health. **More than half of respondents told us their job had a negative impact on their physical well-being.** These findings suggest that the pressures of compliance work extend beyond the workplace, potentially leading to lasting effects on personal health and well-being.

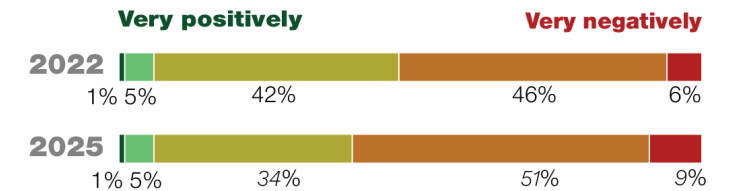
Mental & physical health

Experienced difficulties due to anxiety or depression in past 12 months

Anxiety **49% +8pp**

Depression **29% +6pp**

Over the past 12 months, how has your job affected your physical health?



On resources: "There is so much to do that I know needs to be done, but there are not enough resources or time in the day to tackle it."
— Survey respondent

THE FUTURE OF COMPLIANCE CAREERS

On an engaged Board of Directors: “My board is very engaged with and interested in the compliance program. I attend every board meeting which allows me to hear directly what the board is working on and concerned about.”

— Survey respondent

They benefit from effective reporting structures, but that’s not all they need

Among the things respondents told us would have the biggest impact not just on their mental wellness but in how well they do their jobs is effective reporting structures and broad endorsements across the business for their compliance work. A majority of COs were satisfied with their reporting structure, with a combined 61% rating it as “very effective” or “effective.” But the devil is in the details: The individual or group to whom the CO reports plays a huge role.

COs who report to the legal department or General Counsel were the most dissatisfied. A combined 27% of those reporting to the GC rated that structure as ineffective — that’s more than double any other structure. Among the most common reporting structures, CEO/President and Board of Directors are rated as the most effective, and while it represents only a small number of respondents, those reporting to the Audit Committee were the most enthusiastic.

This is not just a semantic discussion about org charts. Respondents who rated their reporting structures as effective were more likely to experience higher job satisfaction and better overall mental health. Specifically, 72% of respondents who considered their reporting structures effective report higher job satisfaction, compared to only 40% of those who rated their structures as ineffective.

Moreover, employees with effective reporting structures, compared to those who found their reporting systems ineffective, also report significantly lower job-related stress (31% vs. 60%) and fewer negative impacts on their mental health because of work (59% vs. 85%).

These findings underscore the importance of strong reporting frameworks, not only for operational efficiency but also for the well-being of compliance professionals.

Effectiveness of reporting structures

| | Effective | Neutral | Ineffective |
|-----------------------|-----------|---------|-------------|
| Audit Committee | 88% | 12% | 0% |
| CEO/President | 72% | 22% | 6% |
| Board of Directors | 71% | 25% | 4% |
| Manager/Director | 70% | 20% | 10% |
| COO | 63% | 25% | 13% |
| VP | 55% | 33% | 11% |
| Legal/General Counsel | 40% | 33% | 27% |

Effective = “Very effective” + “effective”; ineffective = “very ineffective” + “effective”
Excluding reporting structures with 1% or fewer respondents, Chief Compliance Officer and “other”

On dotted-line reporting: “We have dotted-line reporting to the GC who is in charge of our budget. This is not effective, as it blurs the lines of functioning as an independent party as you feel pressured to align with the GC.”

— Survey respondent

EFFECTIVE VS. INEFFECTIVE REPORTING STRUCTURES

WHAT MAKES COMPLIANCE EFFECTIVE?

Independence of the compliance function

Many respondents emphasize the importance of maintaining independence from other parts of the organization, particularly from business operations. This autonomy helps prevent conflicts of interest and ensures that compliance activities are conducted without undue influence.

Collaboration across teams

Effective teamwork and synergies within small teams and across departments are seen as crucial for addressing complex compliance issues.

Leadership support and influence

The role of senior leadership, particularly General Counsels (GCs) and CCOs, is highlighted as a key factor in the effectiveness of compliance programs. Direct access to and support from leadership, along with their endorsement, are critical for driving compliance initiatives.

Open communication channels

Open and transparent communication is crucial for identifying and addressing compliance issues. Regular meetings and clear reporting lines facilitate smooth communication within the organization, helping to mitigate risks.

Good rapport between Compliance & Legal

Some responses highlight tensions between Legal and Compliance functions, particularly when reporting lines cross over. This can create challenges in balancing legal priorities with compliance objectives.

Adequate resources and tools

Sufficient resources, including both staff and technology (e.g., compliance software), are necessary for an effective compliance program. Additional resources support the implementation of compliance recommendations and improve efficiency.

Board engagement

An engaged and supportive Board is essential. Direct reporting to the Board and its committees ensures that compliance issues receive the attention they deserve at the highest levels of the organization.

Systemic approach to compliance

Implementing a systemic approach to compliance across all facilities or departments under a unified structure helps standardize practices and ensures consistency.

Thoughtful decision-making

High-level decision-making by senior leadership is crucial for setting the tone and direction for compliance. Effective leadership ensures that compliance remains a priority and that decisions are aligned with the organization's strategic objectives.

WHAT HOLDS COMPLIANCE BACK?

Lack of independence

Many respondents emphasize the importance of having an independent reporting structure. They believe that reporting to legal, operations, or other departments undermines the objectivity and effectiveness of the compliance function.

Conflicts of interest

A significant concern is the conflict of interest that arises when compliance reports to functions like legal or operations. This can lead to situations where compliance priorities clash with commercial or legal objectives, reducing the effectiveness of the compliance role.

Leadership support & access

Many respondents feel that their leaders, particularly the GC or CEO, lack the necessary knowledge, interest, or support for the compliance function. Limited access to senior leadership, such as the CEO or Board, is also seen as a major barrier to effective compliance.

Toxic organizational culture

Some responses highlight a toxic or resistant organizational culture, particularly at the senior level, as a significant barrier to effective compliance. This includes resistance to change, lack of adherence to processes and cliques.

Resource constraints

Insufficient resources, including budget, staff and tools, are identified as major obstacles to effective compliance. Respondents often mention competing for resources with other departments, particularly legal, as a hindrance.

Silos

A siloed structure within the organization, where compliance is separated from other critical functions, leads to barriers in communication and collaboration. This separation makes it difficult for compliance officers to access necessary information and effectively carry out their duties.

Legal vs. compliance tension

Specific tensions between legal and compliance are a significant issue. Legal priorities often overshadow or undermine compliance efforts, leading to conflicts and reducing the effectiveness of the compliance function.

Need for reporting to CEO/Board

Many respondents believe that compliance would be more effective if it reported directly to the CEO or Board. They argue that this would provide the necessary independence and authority for compliance to function properly.

Lack of clarity in roles

There is often a lack of clarity in the roles and responsibilities of compliance officers, particularly in relation to other departments like legal or HR. This confusion can lead to misunderstandings and reduce the effectiveness of the compliance function.

Note: These insights are based on both open-ended and non-opened-ended questions.

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Compliance Utopia: What would COs do with extra hours in the day?

Throughout the survey, compliance officers consistently highlighted the need for more time and resources to focus on activities they believe would significantly improve their departments and organizations. From enhancing compliance programs to investing in team training, there's a strong desire to shift from reactive firefighting to proactive, strategic work.

Their descriptions of how they would fill this time not only reveal their personal priorities but also offer valuable suggestions for how the field of compliance could be improved.

By understanding where compliance officers would direct their efforts, organizations can identify areas for greater support and invest in the resources necessary to help compliance professionals thrive.

Here, we share their insights based on both open-ended and non-opened-ended questions.

Training and education

A substantial portion of respondents indicate a desire to invest more time in training and education initiatives, both for themselves and their teams. They view continuous learning as crucial for staying current with industry regulations and improving staff competency.

Compliance program development

Many respondents expressed a need to dedicate more time to maturing and enhancing their compliance programs. This includes developing policies, improving risk assessments, and ensuring that compliance processes are proactive rather than reactive.

Strategic planning and development

Strategic planning emerged as a key priority, with respondents wanting to focus more on long-term goals, team development, and optimizing processes. They seek to align compliance functions with overall business strategy, ensuring that their departments are prepared for future challenges.

Stakeholder engagement

Building relationships and collaborating across functions are seen as essential to achieving compliance objectives. Respondents want to spend more time engaging with business leaders, understanding their challenges, and fostering a culture of compliance throughout the organization.

Operational efficiency

Many respondents emphasized the need for improved operational efficiency through process optimization, automation, and better use of data analytics. This focus reflects the increasing complexity of compliance work and the need for more streamlined processes to manage it effectively.

Professional development

Professional growth and development are also important, with respondents indicating a desire to pursue certifications, enhance their knowledge, and network with peers. This reflects the need for ongoing learning to stay ahead in a rapidly changing regulatory environment.

Risk management

Risk management, particularly around IT and third-party vendors, is a critical area where respondents feel additional time could be spent. This includes evolving risk assessments and ensuring the organization is prepared for emerging risks.

Culture and ethics

Driving cultural change and embedding ethical decision-making within the organization are key goals for many respondents. They see these initiatives as fundamental to ensuring long-term compliance success.

Compliance tools and technology

Respondents are interested in leveraging technology to support compliance activities, whether through automation, better tools or integrating technology into existing processes. This reflects a broader trend towards digital transformation in compliance.

Work-life balance and personal well-being

Many respondents mentioned the need for better work-life balance, as heavy workloads and long hours are common challenges. Some expressed a desire for more rest or even considering career changes due to the demands of their current roles.

CONCLUSION

CCI's 2025 "Compliance Officer Working Conditions, Stress & Mental Health" report sheds light on the ongoing challenges and evolving landscape faced by compliance professionals. Despite their critical role in safeguarding organizations against regulatory, legal and ethical risks, compliance professionals continue to grapple with significant stress, burnout and mental health concerns. Findings from this survey suggest that the persistent pressures of heavy workloads, personal liability and rapid regulatory changes weigh heavily on their well-being.

Organizational support remains a crucial factor in mitigating stress and improving job satisfaction, highlighting the importance of effective reporting structures and access to resources. Those who feel adequately supported report lower stress levels and a greater sense of effectiveness in their roles.

A consistent theme throughout the survey is the desire for more time to focus on strategic initiatives that would improve both individual and organizational effectiveness. Compliance officers expressed a need for additional resources to engage in long-term planning, risk management and program development — critical areas often neglected due to the immediate demands of their roles.

The survey underscores the need for organizations to take a proactive approach in addressing the mental health and well-being of compliance professionals. Providing better resources, improving reporting structures and fostering a supportive culture are essential steps to alleviate the pressures faced by these professionals. By understanding where compliance officers would allocate extra time — such as in professional development, program enhancement and stakeholder engagement — organizations can prioritize these areas to drive both individual and organizational success.

The findings also emphasize that while progress has been made in certain areas, there is still significant work to be done. As organizations strive to embed compliance as a core value, leadership must align more closely with compliance priorities and ensure that officers are empowered with the necessary tools and support to thrive in their roles. Only by addressing these challenges head-on can the field of compliance continue to evolve and meet the increasing demands of today's regulatory environment.

METHODOLOGY

Respondents

We received a total of 344 responses from compliance professionals representing a diverse range of experiences and backgrounds. The respondents came from a wide range of industries, with the most prominent being healthcare, pharma and life sciences (33%), followed by finance and insurance (18%), and manufacturing (10%). Almost half of the respondents (47%) were employed at organizations with 1,001 to 50,000 employees.

Those in the age range of 45-54 made up the largest share of respondents at 42%, followed by 35- to 44-year-olds and 55- to 64-year-olds, each representing 23% of the sample. Geographically, nearly two-thirds of the respondents (61%) were based in the United States, with the remaining respondents spread across other countries. This ratio remains almost identical to our prior survey. Gender distribution has also remained steady, with 65% of respondents identifying as female.

The survey was made available to individuals who work in a compliance role around the world and was conducted between May and July 2024. In some cases, we are making comparisons between this survey and our previous one, published in 2022, which was conducted in August and September 2021.

Data analysis

As part of our analysis, we examined potential patterns across groups by running two-tailed Pearson correlations (which measure the degree to which one measure corresponds with another).

Pearson correlation values fall between 1 and -1, with 1 representing complete positive correlation (an increase in one variable is completely associated with an increase in the other variable), -1 representing complete negative correlation (an increase in one variable is completely associated with a decrease in the other variable), and 0 representing no correlation. The closer to 0, the less association there is between the variables, while the closer to 1 or -1, the more related the measures are.

The correlations that we highlight in this report refer to Pearson correlation coefficients (r) that are statistically significant at the $p < .05$ level. See the next section for our complete data.

DATA APPENDIX

Demographic data

Industry

| | |
|--|-----|
| Healthcare, Pharma and Life Sciences | 33% |
| Finance and Insurance..... | 18% |
| Manufacturing | 10% |
| Technology..... | 6% |
| Education..... | 5% |
| Business Services and Management Consulting | 4% |
| Construction and Engineering | 3% |
| Energy, Waste and Utilities | 3% |
| Retail | 2% |
| Law and Legal Services | 2% |
| Government..... | 2% |
| Media | 2% |
| Telecommunications | 2% |
| Hospitality, Food and Beverage..... | 1% |
| Transportation, Warehousing and Logistics..... | 1% |
| NGOs, Community and Social Services Organizations, Nonprofits..... | 1% |
| Agriculture and Forestry..... | 1% |
| Metals and Mining | 1% |
| Arts, Entertainment and Culture | 0% |
| Casino, Gambling and Sports..... | 0% |
| Consumer Services | 0% |
| Other | 3% |

Organization size

| | |
|-----------------------------------|-----|
| 2 to 50 employees | 12% |
| 51 to 100 employees | 4% |
| 101 to 500 employees | 16% |
| 501 to 1,000 employees | 10% |
| 1,001 to 10,000 employees | 31% |
| 10,001 to 50,000 employees | 15% |
| 50,001 to 100,000 employees | 6% |
| More than 100,000 employees..... | 5% |

Age

| | |
|-------------------------|-----|
| 25-34 | 5% |
| 35-44 | 23% |
| 45-54 | 42% |
| 55-64 | 23% |
| 65+ | 5% |
| Prefer not to say | 3% |

Gender

| | |
|-------------------------|-----|
| Male | 28% |
| Female | 65% |
| Prefer not to say | 7% |

Annual pre-tax income

| | |
|-----------------------------|-----|
| Under \$25,000 | 3% |
| \$25,000 - \$49,999 | 7% |
| \$50,000 - \$74,999 | 6% |
| \$75,000 - \$99,999 | 12% |
| \$100,000 - \$124,999 | 14% |
| \$125,000 - \$149,999 | 8% |
| \$150,000 - \$174,999 | 10% |
| \$175,000 - \$200,000 | 9% |
| More than \$200,000..... | 20% |
| Prefer not to say | 13% |

Working conditions, reporting structure, job history

Hours worked per week

| | |
|--------------------------|-----|
| Less than 10 hours | 1% |
| 10 to 20 hours..... | 2% |
| 21 to 30 hours..... | 1% |
| 31 to 40 hours..... | 18% |
| 41 to 50 hours..... | 55% |
| 51 to 70 hours..... | 19% |
| More than 70 hours | 4% |

In your current role, what do you spend most of your time working on?

| | |
|---|-------|
| Internal meetings, paperwork, administrative tasks..... | 68.0% |
| Data analysis, due diligence, risk assessments | 53.0% |
| Employee training/communication..... | 50.0% |
| Investigations | 34.0% |
| Dealing with regulators or monitors | 22.0% |
| Implementing or configuring software | 8.0% |
| Certifications or continuing education | 8.0% |
| Dealing with vendors..... | 6.0% |
| Policy development and implementation..... | 4.0% |
| Advisory/consultation | 3.0% |
| Reporting and governance | 1.0% |
| Program management and operations..... | 1.0% |
| Incident management | 0.3% |
| Privacy and data protection..... | 0.3% |
| Other | 19.0% |

In your current role, what is the most challenging thing you work on?

| | |
|---|-----|
| Data analysis, due diligence, risk assessments | 21% |
| Internal meetings, paperwork, administrative tasks..... | 19% |
| Investigations | 14% |
| Employee training/communication..... | 13% |
| Dealing with regulators or monitors | 13% |
| Implementing or configuring software | 6% |
| Leadership and stakeholder engagement..... | 6% |
| Dealing with vendors..... | 3% |
| Certifications or continuing education | 2% |
| Cultural and organizational challenges | 2% |
| Other | 1% |

How do you feel about your pay and benefits?

| | |
|--|-----|
| I think my compensation is low based on the current market for my skills and experience..... | 24% |
| I think my compensation is low based on the high demands or complexity of my job..... | 36% |
| I think my compensation is appropriate..... | 39% |
| I think my compensation is high..... | 1% |

To whom do you directly report?

| | |
|---|-----|
| Legal department or General Counsel | 26% |
| CCO (Chief Compliance Officer)..... | 24% |
| CEO/President..... | 14% |
| Board of Directors | 8% |
| COO (Chief Operating Officer) | 5% |
| Manager or Director | 3% |
| VP | 3% |
| Audit Committee..... | 2% |
| CFO (Chief Financial Officer) | 2% |
| Chief Ethics or Risk Officer | 1% |
| No one..... | 1% |
| Other | 12% |

How effective is this reporting structure?

| | |
|------------------------|-----|
| Very effective | 23% |
| Effective | 39% |
| Neutral..... | 27% |
| Ineffective | 9% |
| Very ineffective | 3% |

Reporting structure effectiveness by to whom respondents report

| | Legal/ GC | CCO | CEO/ Pres. | Other | Board | COO | Mgr/ Dir | VP* | Audit Cmt* | CFO* | Chief Ethics/ Risk Offcr* |
|------------------------|--------------|-----|---------------|-------|-------|-----|-------------|-----|---------------|------|------------------------------------|
| Very effective | 14% | 23% | 31% | 29% | 25% | 19% | 20% | 11% | 50% | 0% | 50% |
| Effective | 26% | 45% | 41% | 46% | 46% | 44% | 50% | 44% | 38% | 0% | 25% |
| Neutral..... | 33% | 28% | 22% | 12% | 25% | 25% | 20% | 33% | 13% | 100% | 25% |
| Ineffective | 20% | 4% | 4% | 7% | 4% | 13% | 10% | 11% | 0% | 0% | 0% |
| Very ineffective | 7% | 0% | 2% | 5% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

How long have you worked in a compliance role?

| | |
|-------------------|-----|
| 1-5 years | 18% |
| 5-10 years | 24% |
| 10-15 years | 26% |
| 15 years+ | 32% |

How long have you worked at this organization?

| | |
|----------------------|-----|
| 6 months-1 year..... | 11% |
| 1-5 years | 43% |
| 5-10 years | 19% |
| 10-15 years | 13% |
| 15 years+ | 14% |

Which of the following best describes your current work situation?

| | |
|---|-----|
| No plans to look for another job..... | 22% |
| Not actively looking, but if the right job came along, would take it..... | 51% |
| Actively looking for another job in compliance/risk | 20% |
| Actively looking for job outside of compliance/risk..... | 8% |

Do you have a law degree?

| | |
|----------|-----|
| Yes..... | 34% |
| No..... | 66% |

To what extent do you agree or disagree with the following statement: “A law degree is necessary to be effective as a compliance officer.”

| | |
|----------------------------------|-----|
| Strongly agree | 5% |
| Agree..... | 11% |
| Neither agree nor disagree | 18% |
| Disagree..... | 36% |
| Strongly disagree | 30% |

Job performance & satisfaction

Overall, how satisfied are you with your job?

| | |
|--|-----|
| Very satisfied | 24% |
| Somewhat satisfied..... | 38% |
| Neither dissatisfied nor satisfied | 13% |
| Somewhat dissatisfied..... | 19% |
| Very dissatisfied | 7% |

Overall, how satisfied are you with your life?

| | |
|--|-----|
| Very satisfied | 29% |
| Somewhat satisfied..... | 44% |
| Neither dissatisfied nor satisfied | 7% |
| Somewhat dissatisfied..... | 13% |
| Very dissatisfied | 6% |

I feel effective in my compliance role

| | |
|----------------------------------|-----|
| Strongly disagree | 2% |
| Disagree..... | 10% |
| Neither agree nor disagree | 15% |
| Agree..... | 46% |
| Strongly agree | 27% |

I lack the specific tools or training to adequately do my job

| | |
|----------------------------------|-----|
| Strongly agree | 12% |
| Agree..... | 29% |
| Neither agree nor disagree | 20% |
| Disagree..... | 29% |
| Strongly disagree | 9% |

I have the resources to do my job to my full potential

| | |
|----------------------------------|-----|
| Strongly disagree | 17% |
| Disagree | 32% |
| Neither agree nor disagree | 22% |
| Agree | 24% |
| Strongly agree | 5% |

I have the support from my organization to do my job to my full potential

| | |
|----------------------------------|-----|
| Strongly disagree | 8% |
| Disagree | 22% |
| Neither agree nor disagree | 23% |
| Agree | 35% |
| Strongly agree | 11% |

I am not given the respect I need to adequately do my job

| | |
|----------------------------------|-----|
| Strongly agree | 7% |
| Agree | 21% |
| Neither agree nor disagree | 21% |
| Disagree | 38% |
| Strongly disagree | 14% |

I am good at what I do

| | |
|----------------------------------|-----|
| Strongly disagree | 0% |
| Disagree | 0% |
| Neither agree nor disagree | 4% |
| Agree | 45% |
| Strongly agree | 52% |

I feel like the work that I do is important

| | |
|----------------------------------|-----|
| Strongly disagree | 1% |
| Disagree | 2% |
| Neither agree nor disagree | 6% |
| Agree | 32% |
| Strongly agree | 58% |

The work that I do makes a positive impact on my organization

| | |
|----------------------------------|-----|
| Strongly disagree | 1% |
| Disagree | 2% |
| Neither agree nor disagree | 11% |
| Agree | 55% |
| Strongly agree | 31% |

My job makes me happy

| | |
|----------------------------------|-----|
| Strongly disagree | 6% |
| Disagree | 15% |
| Neither agree nor disagree | 31% |
| Agree | 33% |
| Strongly agree | 15% |

My supervisor/manager listens effectively to me

| | |
|----------------------------------|-----|
| Strongly disagree | 8% |
| Disagree | 11% |
| Neither agree nor disagree | 13% |
| Agree | 37% |
| Strongly agree | 31% |

When I speak up at this organization, my opinion is valued

| | |
|----------------------------------|-----|
| Strongly disagree | 4% |
| Disagree | 11% |
| Neither agree nor disagree | 20% |
| Agree | 47% |
| Strongly agree | 19% |

I feel respected by my supervisor/manager

| | |
|----------------------------------|-----|
| Strongly disagree | 5% |
| Disagree | 12% |
| Neither agree nor disagree | 14% |
| Agree | 38% |
| Strongly agree | 32% |

I feel respected by my colleagues

| | |
|----------------------------------|-----|
| Strongly disagree | 3% |
| Disagree | 5% |
| Neither agree nor disagree | 16% |
| Agree | 44% |
| Strongly agree | 32% |

My opinion on compliance matters is valued by top leadership

| | |
|----------------------------------|-----|
| Strongly disagree | 5% |
| Disagree | 13% |
| Neither agree nor disagree | 18% |
| Agree | 43% |
| Strongly agree | 21% |

I trust the leadership at my organization

| | |
|----------------------------------|-----|
| Strongly disagree | 7% |
| Disagree | 19% |
| Neither agree nor disagree | 23% |
| Agree | 33% |
| Strongly agree | 18% |

I feel that I can trust my supervisor/manager

| | |
|----------------------------------|-----|
| Strongly disagree | 6% |
| Disagree | 14% |
| Neither agree nor disagree | 18% |
| Agree | 33% |
| Strongly agree | 30% |

I feel that I can trust my coworkers

| | |
|----------------------------------|-----|
| Strongly disagree | 2% |
| Disagree | 11% |
| Neither agree nor disagree | 21% |
| Agree | 50% |
| Strongly agree | 16% |

My relationship with all or some of my organization's leadership is challenged due to my role in compliance

| | |
|----------------------------------|-----|
| Strongly agree | 11% |
| Agree | 31% |
| Neither agree nor disagree | 19% |
| Disagree | 31% |
| Strongly disagree | 8% |

My organization treats compliance as a priority

| | |
|----------------------------------|-----|
| Strongly disagree | 6% |
| Disagree | 23% |
| Neither agree nor disagree | 22% |
| Agree | 31% |
| Strongly agree | 18% |

Employees at my organization take compliance issues seriously

| | |
|----------------------------------|-----|
| Strongly disagree | 6% |
| Disagree | 13% |
| Neither agree nor disagree | 28% |
| Agree | 42% |
| Strongly agree | 11% |

My organization has a "culture of compliance"

| | |
|----------------------------------|-----|
| Strongly disagree | 7% |
| Disagree | 16% |
| Neither agree nor disagree | 25% |
| Agree | 39% |
| Strongly agree | 13% |

Top leadership respond appropriately to communication from the compliance department

| | |
|----------------------------------|-----|
| Strongly disagree | 5% |
| Disagree | 17% |
| Neither agree nor disagree | 21% |
| Agree | 44% |
| Strongly agree | 13% |

Other departments in my organization see compliance as unnecessary

| | |
|----------------------------------|-----|
| Strongly agree | 10% |
| Agree..... | 30% |
| Neither agree nor disagree | 25% |
| Disagree..... | 26% |
| Strongly disagree | 9% |

Employees outside my team see compliance as a burden

| | |
|----------------------------------|-----|
| Strongly agree | 9% |
| Agree..... | 31% |
| Neither agree nor disagree | 28% |
| Disagree..... | 27% |
| Strongly disagree | 4% |

Job stress, burnout & mental health

In general, how much stress do you experience because of your job?

| | |
|----------------------------|-----|
| No stress at all..... | 1% |
| Not very much stress | 6% |
| Some stress..... | 16% |
| Moderate stress..... | 36% |
| A lot of stress..... | 35% |
| Extreme stress..... | 6% |

Over the past 12 months, how has your job impacted your mental health?

| | |
|---------------------------|-----|
| Very positively..... | 3% |
| Somewhat positively | 11% |
| Not at all..... | 17% |
| Somewhat negatively | 54% |
| Very negatively..... | 15% |

Over the past 12 months, how has your job impacted your physical health?

| | |
|---------------------------|-----|
| Very positively..... | 1% |
| Somewhat positively | 5% |
| Not at all..... | 34% |
| Somewhat negatively | 51% |
| Very negatively..... | 9% |

Over the past 12 months, have you experienced any mental health issues that have affected your productivity at work?

| | |
|----------|-----|
| Yes..... | 46% |
| No..... | 54% |

Over the past 12 months, have you experienced any physical health issues that have affected your productivity at work?

| | |
|----------|-----|
| Yes..... | 34% |
| No..... | 66% |

In general, how much stress do you experience in your daily life?

| | |
|----------------------------|-----|
| No stress at all..... | 1% |
| Not very much stress | 7% |
| Some stress..... | 24% |
| Moderate stress..... | 37% |
| A lot of stress..... | 28% |
| Extreme stress..... | 3% |

The threat of personal liability is a stressor for me

| | |
|----------------------------------|-----|
| Strongly disagree | 6% |
| Disagree..... | 23% |
| Neither agree nor disagree | 21% |
| Agree..... | 29% |
| Strongly agree | 21% |

I feel burned out at work

| | |
|----------------------------------|-----|
| Strongly disagree | 6% |
| Disagree..... | 18% |
| Neither agree nor disagree | 25% |
| Agree..... | 28% |
| Strongly agree | 23% |

The pace of changing regulations is stressful

| | |
|----------------------------------|-----|
| Strongly disagree | 1% |
| Disagree..... | 8% |
| Neither agree nor disagree | 22% |
| Agree..... | 40% |
| Strongly agree | 30% |

I'm concerned about how ESG might impact my job in the near future

Strongly disagree 10%
 Disagree 27%
 Neither agree nor disagree 30%
 Agree 23%
 Strongly agree 9%

I'm concerned about how DEI initiatives might impact my job in the near future

Strongly disagree 17%
 Disagree 37%
 Neither agree nor disagree 24%
 Agree 17%
 Strongly agree 5%

I'm concerned about how AI might impact my job in the near future

Strongly disagree 5%
 Disagree 36%
 Neither agree nor disagree 23%
 Agree 26%
 Strongly agree 11%

Over the past 12 months, have you experienced significant difficulties due to anxiety?

Yes 49%
 No 51%

What role, if any, do you think that your job played in your anxiety?

No role at all 1%
 Not very much of a role 5%
 A small role 10%
 A moderate role 31%
 A large role 37%
 An extremely large role 17%

Over the past 12 months, have you been diagnosed with anxiety?

Yes 24%
 No 76%

Over the past 2 weeks, how often have you been bothered by ...

| | Not at all | Several days | More than half the days | Nearly every day |
|---|------------|--------------|-------------------------|------------------|
| Feeling nervous, anxious or on edge | 25% | 48% | 15% | 12% |
| Not being able to stop or control worrying | 40% | 32% | 14% | 13% |
| Worrying too much about different things | 24% | 43% | 16% | 17% |
| Trouble relaxing | 26% | 42% | 15% | 16% |
| Being so restless it's hard to sit still | 55% | 26% | 9% | 10% |
| Becoming easily annoyed or irritable | 30% | 45% | 15% | 10% |
| Feeling afraid as if something awful might happen | 50% | 29% | 11% | 10% |

Over the past 12 months, have you experienced significant difficulties due to depression?

Yes 29%
 No 71%

What role, if any, do you think that your job played in your depression?

No role at all 4%
 Not very much of a role 4%
 A small role 6%
 A moderate role 31%
 A large role 37%
 An extremely large role 17%

Over the past 12 months, have you been diagnosed with depression?

Yes..... 16%
 No..... 84%

Over the past 2 weeks, how often have you been bothered by ...

| | Not at all | Several days | More than half the days | Nearly every day |
|--|------------|--------------|-------------------------|------------------|
| Little interest or pleasure in doing things? | 48% | 34% | 10% | 8% |
| Feeling down, depressed or hopeless? | 52% | 31% | 8% | 10% |
| Trouble falling or staying asleep or sleeping too much? | 29% | 41% | 13% | 18% |
| Feeling tired or having little energy? | 19% | 48% | 17% | 16% |
| Poor appetite or overeating? | 45% | 29% | 13% | 13% |
| Feeling bad about yourself or that you are a failure or have let yourself or your family down? | 53% | 29% | 8% | 9% |
| Trouble concentrating on things like = reading the newspaper or watching television? | 52% | 31% | 7% | 10% |

Over the past 12 months, have you experienced significant difficulties due to substance use

Yes..... 2%
 No..... 98%

What role, if any, do you think that your job played in your substance use?

No role at all..... 11%
 Not very much of a role..... 0%
 A small role 11%
 A moderate role 44%
 A large role..... 22%
 An extremely large role 11%

Over the past 12 months, have you been diagnosed with substance abuse disorder?

Yes..... 1%
 No..... 99%

Over the past 2 weeks, how often have you been bothered by ...

| | Not at all | Several days | More than half the days | Nearly every day |
|--|------------|--------------|-------------------------|------------------|
| Feeling like you need to cut down on your drinking or drug use | 88% | 9% | 2% | 2% |
| Feeling bad about your drinking or drug use | 89% | 8% | 2% | 1% |

“Evaluation of Corporate Compliance Programs” assessment

| | Strongly disagree | Disagree | Neither | Agree | Strongly agree |
|---|-------------------|----------|---------|-------|----------------|
| My organization’s compliance program is well designed | 5% | 14% | 22% | 44% | 15% |
| My organization’s compliance program is being applied earnestly and in good faith | 3% | 12% | 19% | 45% | 22% |
| My organization’s compliance program is adequately resourced | 16% | 39% | 19% | 21% | 5% |
| My organization’s compliance program is empowered to function effectively | 8% | 23% | 20% | 38% | 11% |
| My organization’s compliance program works in practice | 3% | 11% | 17% | 53% | 16% |

ABOUT CCI

CCI Media Group is an independent news organization with a mission to educate and encourage informed interaction within the global GRC community. Founded in 2010, Corporate Compliance Insights.com is the company's flagship enterprise, a global online news source and knowledge-sharing forum. CCI Media Group is the parent company of CCI Press and publisher of CCI Magazine.

