BarkerGilmore
Elevating In-House Legal & Compliance

2026

Chief Compliance Officer Compensation Report

June 2026

Introduction

The role of the Chief Compliance Officer continues to expand as organizations navigate increasing regulatory complexity, heightened stakeholder expectations, and broader enterprise risk responsibilities. Compliance leaders are now expected to operate not only as governance and risk professionals but also as strategic business advisors who influence culture, leadership decision-making, and organizational performance.

BarkerGilmore's 2026 Chief Compliance Officer Compensation Report provides an in-depth analysis of compensation trends across public, private, nonprofit, and portfolio-backed organizations. The report examines base salary, bonus compensation, long-term incentives, total compensation, tenure, and indicators of executive mobility within the compliance leadership market.

The findings point to a market that remains highly talent constrained. Most Chief Compliance Officers report a relatively low likelihood of pursuing new opportunities, reinforcing the ongoing challenge organizations face in attracting proven compliance leadership. At the same time, compensation continues to rise alongside organizational scale, particularly in larger enterprises, where long-term incentives and equity compensation represent a growing share of executive compensation.

As organizations continue to elevate expectations for compliance leadership, compensation strategy, succession planning, retention, and executive assessment remain closely connected. BarkerGilmore's 2026 Chief Compliance Officer Compensation Report offers market intelligence designed to support boards, CEOs, CHROs, General Counsel, and compliance leaders as they navigate an increasingly competitive talent market.

Bob Barker, Managing Partner

John Gilmore, Managing Partner

BarkerGilmore's services include:

- In-House Legal and Compliance Executive Search
- Leadership Development

Table of Contents

Executive Summary & Key Findings

Chief Compliance Officer Compensation Reflects Enterprise Scale and Complexity

Compensation continues to increase alongside organizational size, particularly among larger public and private companies.

Among public companies:

- Median total compensation increases from $500,000 at organizations under $500 million in revenue to $638,000 at organizations above $5 billion in revenue.
- 90th percentile compensation exceeds $1.2 million among organizations above $5 billion in revenue.
- Long-term incentives represent an increasingly important component of executive compensation.

Among private companies:

- Median total compensation increases from $380,000 to $771,000 across the same revenue range.
- 75th percentile compensation exceeds $1 million among organizations above $5 billion in revenue.

The findings highlight the growing value organizations place on experienced compliance leadership as regulatory and business complexity continues to increase.

Long-Term Incentives Differentiate Top Compensation Packages

Long-term incentives remain a defining feature of executive compensation, particularly among larger organizations.

Among public companies above $5 billion in revenue:

- Median long-term incentive compensation reaches $163,000.
- 90th percentile long-term incentive compensation exceeds $460,000.

Among private companies above $5 billion in revenue:

- Median long-term incentive compensation reaches $188,000.

The data reflects continued alignment between compliance leadership compensation and long-term organizational performance.

Executive Summary & Key Findings *continued*

Highly Constrained Compliance Candidate Market

Despite ongoing demand for experienced compliance leaders, most professionals are not actively considering a career move.

- Nearly two-thirds (62%) of respondents indicate a low or very low likelihood of changing employers.

Organizations seeking proven compliance executives face a limited pool of active candidates, increasing competition for top talent.

Compensation Is Not the Only Driver of Talent Movement

The survey findings reinforce that executive mobility decisions extend well beyond compensation alone.

Top drivers influencing potential job movement include:

- Better compensation (19%)
- Desire for new challenges or opportunities (16%)
- Stronger leadership alignment (13%)
- Lack of career growth opportunities (10%)
- Cultural misalignment (9%)

The findings indicate that organizational culture, leadership quality, influence, and long-term opportunity remain highly important factors for senior compliance executives evaluating career decisions.

Female CCO Compensation Exceeds Male Compensation in Survey Data

Female respondents accounted for 38% of the survey population and reported higher average total compensation than male respondents.

- Average total compensation for female respondents reached approximately $530,000 compared to $495,000 for male respondents.
- Equity compensation represented a significant differentiator within overall compensation totals.

While the findings may reflect variations in company size, scope, or organizational mix within the survey sample, the data highlights continued evolution in representation and compensation across compliance leadership roles.

Survey Design

BarkerGilmore conducted an online survey in March 2026 to gather Chief Compliance Officers' compensation from 2025. The survey was administered to a random sample of compliance professionals at various seniority levels within different-sized public, private, and nonprofit organizations across the United States. The following table presents the data categories captured by the survey through multiple-choice and open-ended questions answered by more than 250 Chief Compliance Officers from various industries. The data is self-reported.

To provide a meaningful comparison of compensation trends, we collected data on 2025 compensation components, including Base Salary, Actual Cash Bonus, and Actual LTI for 2025.

Key Survey Terms

TERM	DESCRIPTION
Position	**Chief Compliance Officer** — the enterprise-wide head of compliance in an organization
Base Salary	Current base salary in U.S. Dollars for the 2025 fiscal year
Cash Bonus	Target cash bonus in U.S. Dollars for the 2025 fiscal year
Long-Term Incentive (LTI)	Estimated value of most recent long-term incentive award in U.S. Dollars for the 2025 fiscal year
Total Compensation	The sum of the 2025 base salary, 2025 target cash bonus, and 2025 estimated long-term incentive value in U.S. Dollars
Salary Increase Rate	Percent increase in base salary from 2025 to 2026
Industry	The industry sector that best describes the nature of the organization's business activities
Organization Revenue	Annual organization revenue in U.S. Dollars for the 2025 fiscal year
Organization Type	Specifies whether the organization is a publicly listed, privately owned, private equity portfolio company, or operates as a nonprofit

Data Methods & Analysis

Measure of Central Tendency

This report uses the median as the primary measure of central tendency to standardize compensation survey data. The median represents the middle value in a dataset, meaning that half of the observations fall above it and half fall below. For datasets with an even number of values, the median is calculated as the average of the two central values. Unless otherwise noted, all numerical data in this report is presented using the median to provide an accurate reflection of typical compensation while minimizing the impact of outliers.

The Use of Quartiles

To offer deeper insights into compensation by role, this report uses quartiles, dividing the data into four equal parts.

- The 1st quartile (25th percentile) marks the point below which 25% of values fall.
- The 2nd quartile (50th percentile) is the median or midpoint.
- The 3rd quartile (75th percentile) indicates where 75% of values fall below.
- The 4th quartile covers the top 25% (75th—100th percentile).

This report also highlights the 90th percentile, showing compensation levels exceeded by only the top 10%.

Missing Data

While our survey data is nearly complete, we recognize that some responses were missing or unusable due to non-response or misinterpretation. For instance, some participants skipped questions or provided answers that could not be included in the analysis. Because instances of missing data were minimal, we applied list-wise deletion on a question-by-question basis. This means that only responses with complete and valid data for each specific question were included in its analysis, ensuring data integrity without significantly affecting sample size.

Using Compensation Data Wisely

BarkerGilmore recognizes the value of detailed compensation data for organizations developing pay strategies and for professionals seeking to expand their roles or pursue new opportunities. While this report offers a comprehensive analysis of compliance department compensation structures, it is important to note that compensation is influenced by numerous variables beyond the data presented here. These include an individual's experience, skills, and interpersonal strengths, as well as the organization's financial health and the broader economic environment.

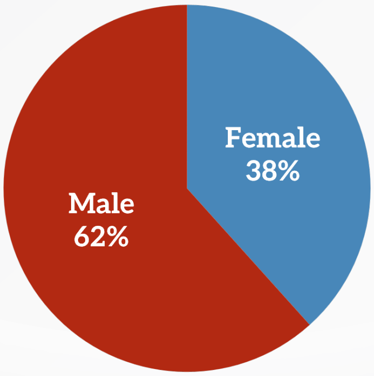
To ensure the accuracy and relevance of this report, BarkerGilmore has leveraged its deep expertise in executive legal and compliance search and leadership development, alongside extensive survey data, to present a broad spectrum of CCO compensation. This report is intended to serve as a general guide. While the data are highly detailed, readers are encouraged to interpret the findings within context and focus on overarching trends rather than isolated figures.

Confidentiality

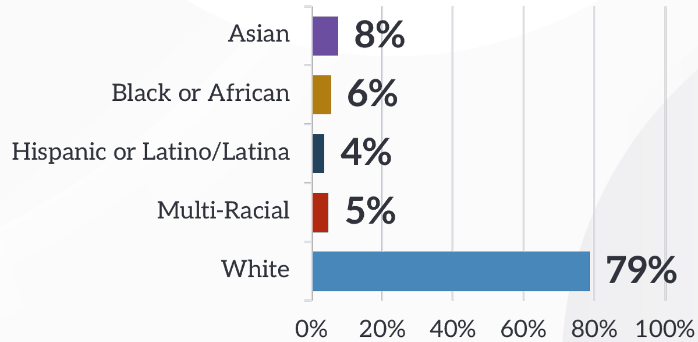
BarkerGilmore is committed to safeguarding the privacy of all compensation survey participants, recognizing that confidentiality is a cornerstone of our firm's integrity. All responses are kept strictly anonymous and will never be shared or disclosed to any third party.

Survey Demographics

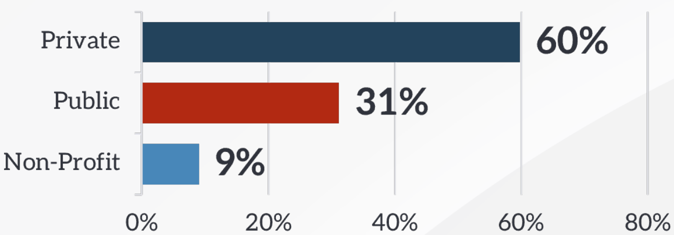
Gender



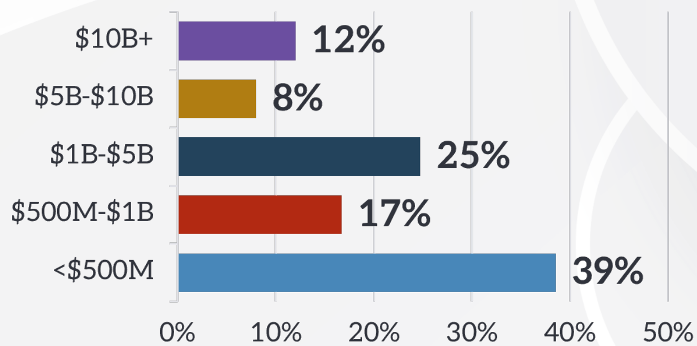
Race



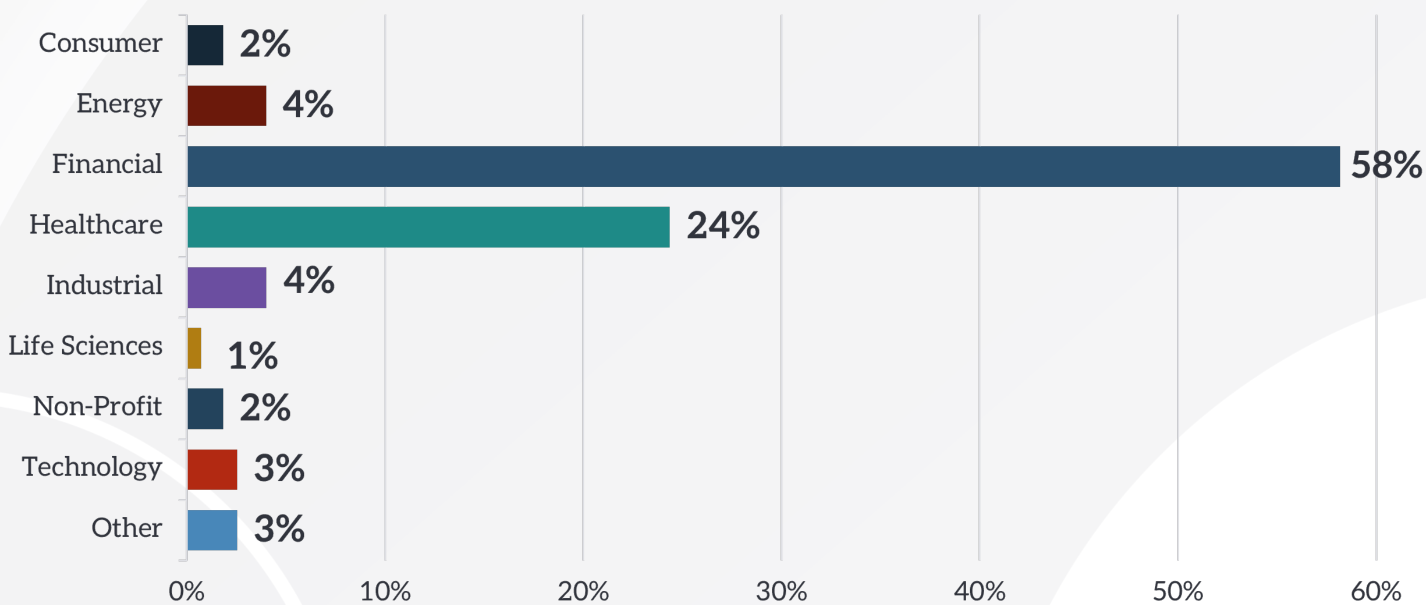
Organization Type



Organization Revenue

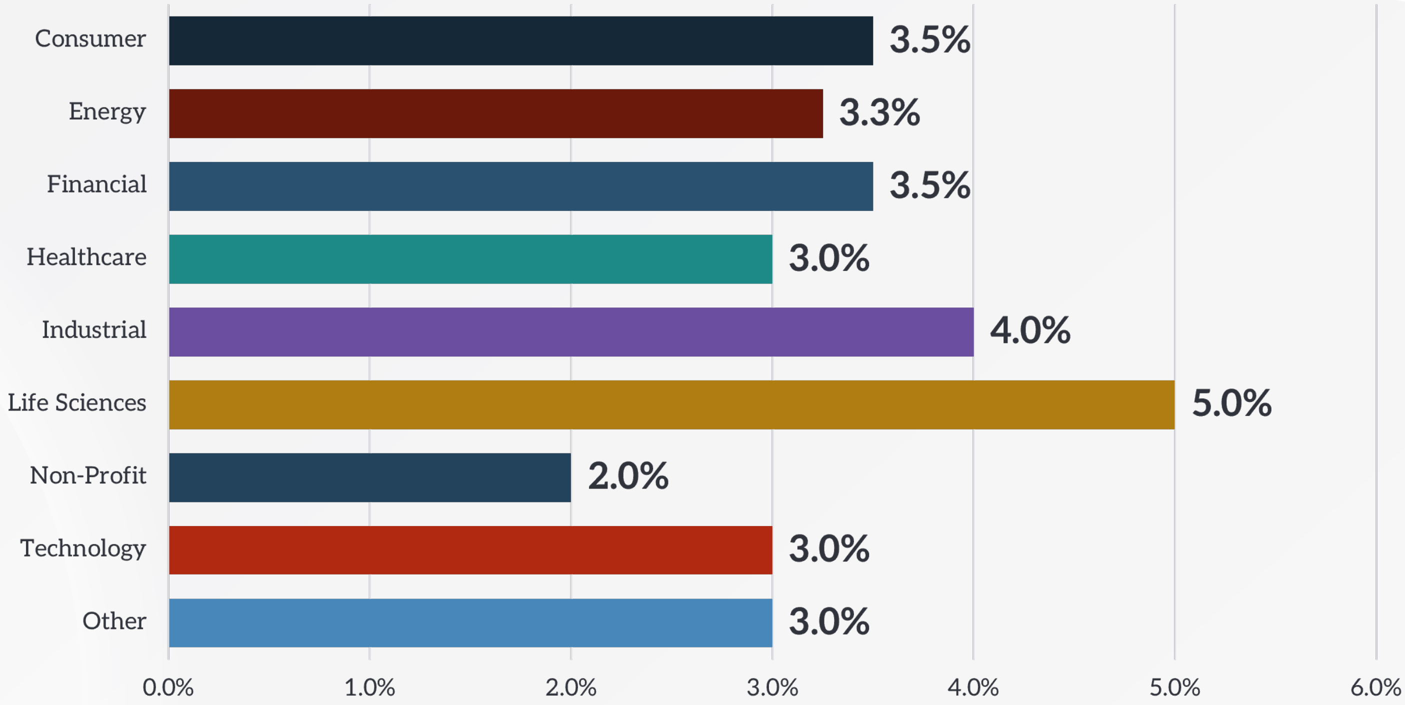


Industry

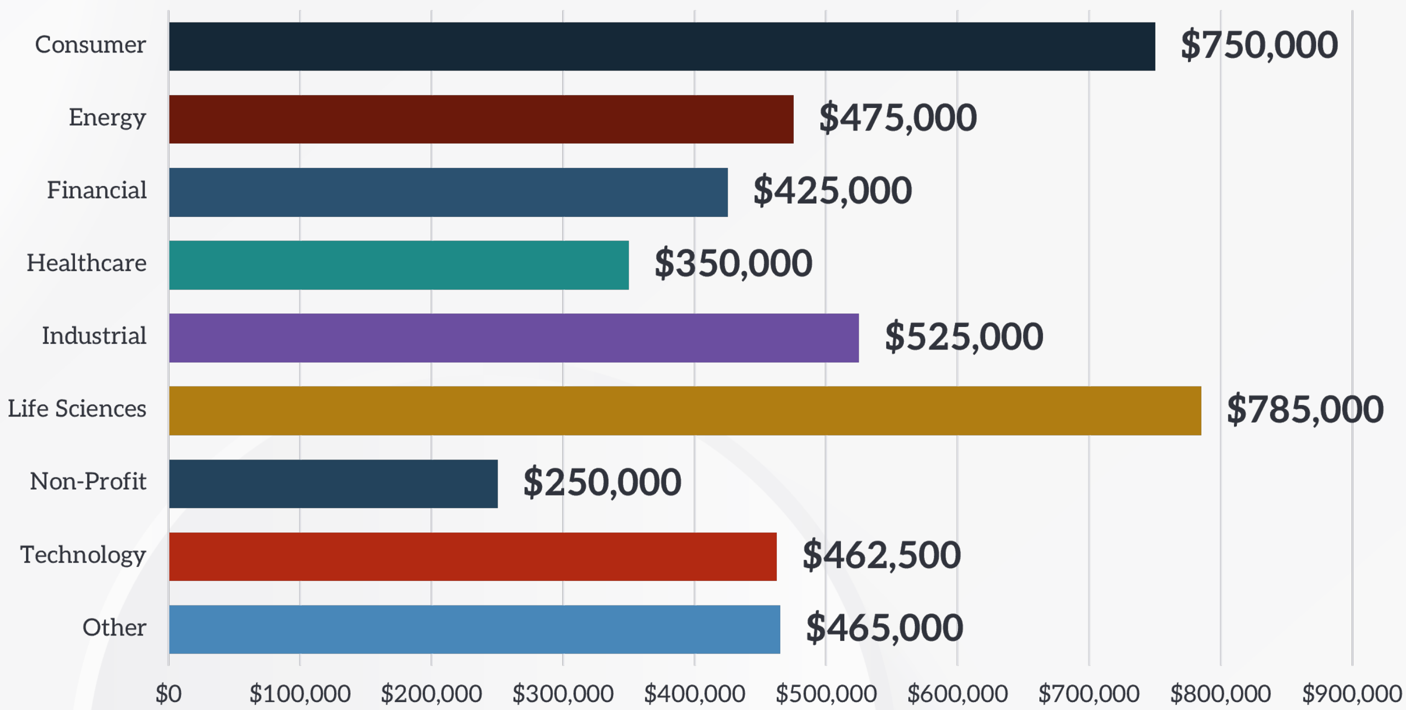


Collective Insights

Salary Increase by Industry

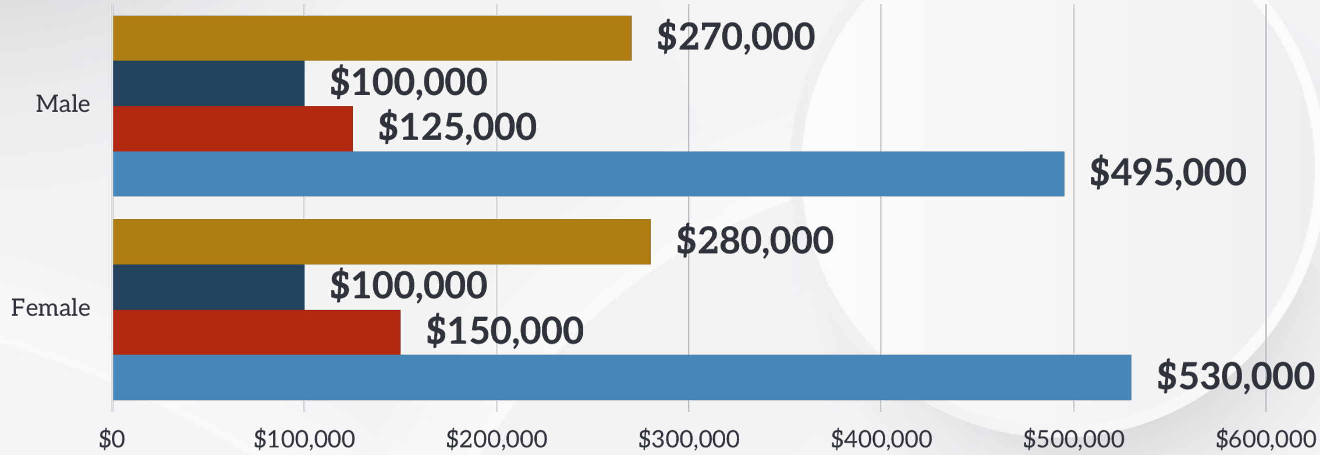


Compensation by Industry

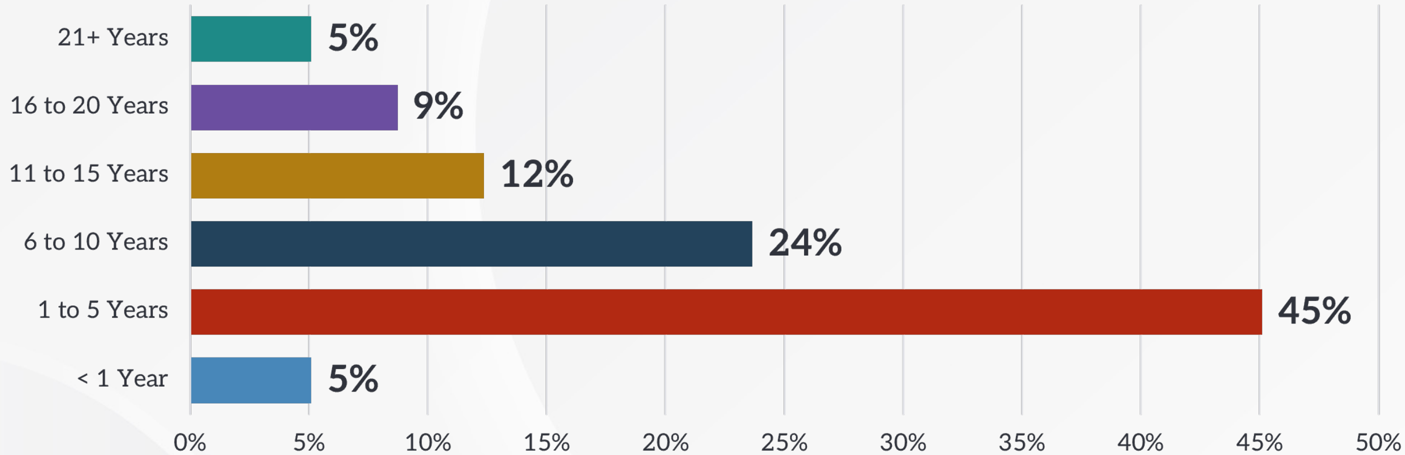


Collective Insights *continued*

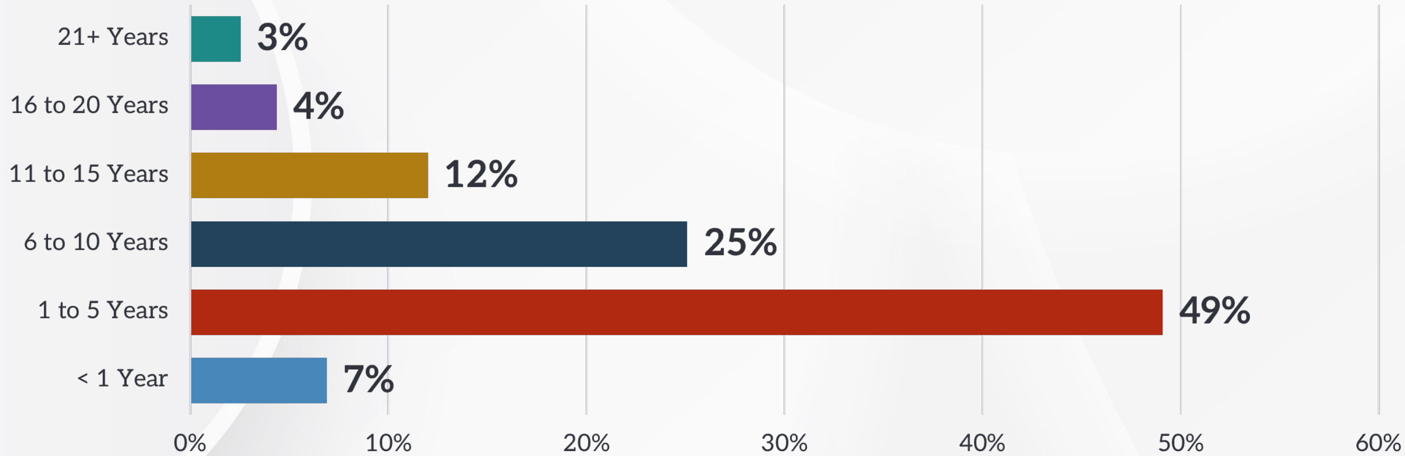
Compensation Breakdown by Gender



Years at Current Company

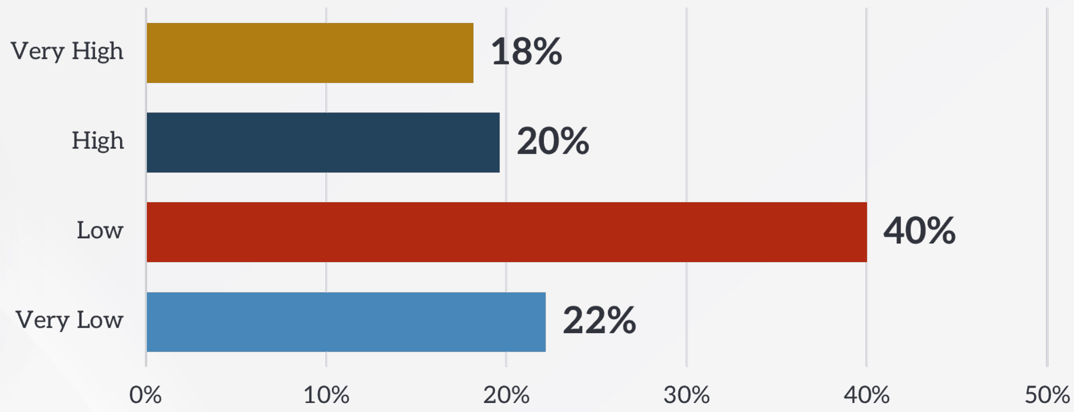


Years in Current Position

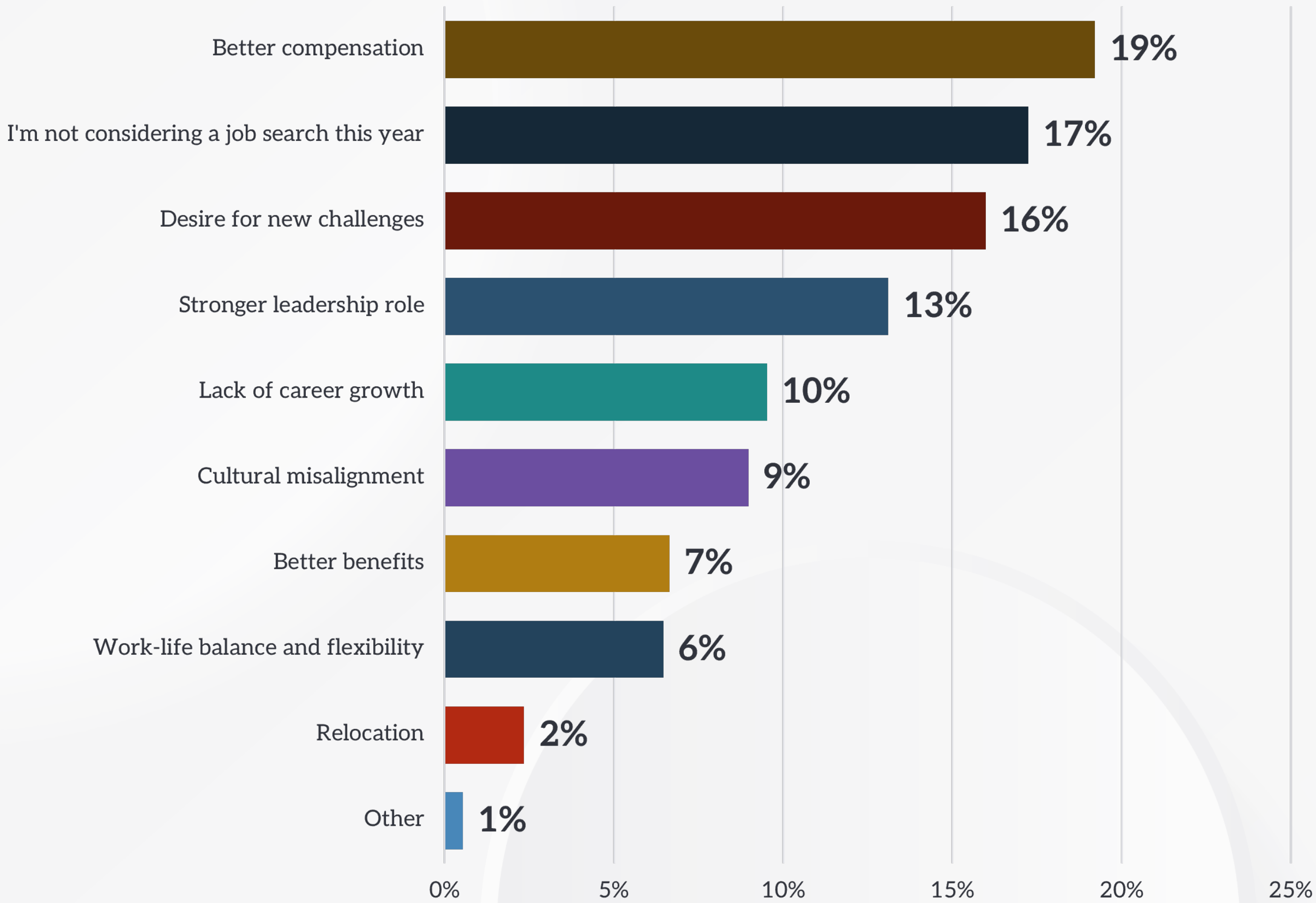


Collective Insights *continued*

Probability of New Job Search



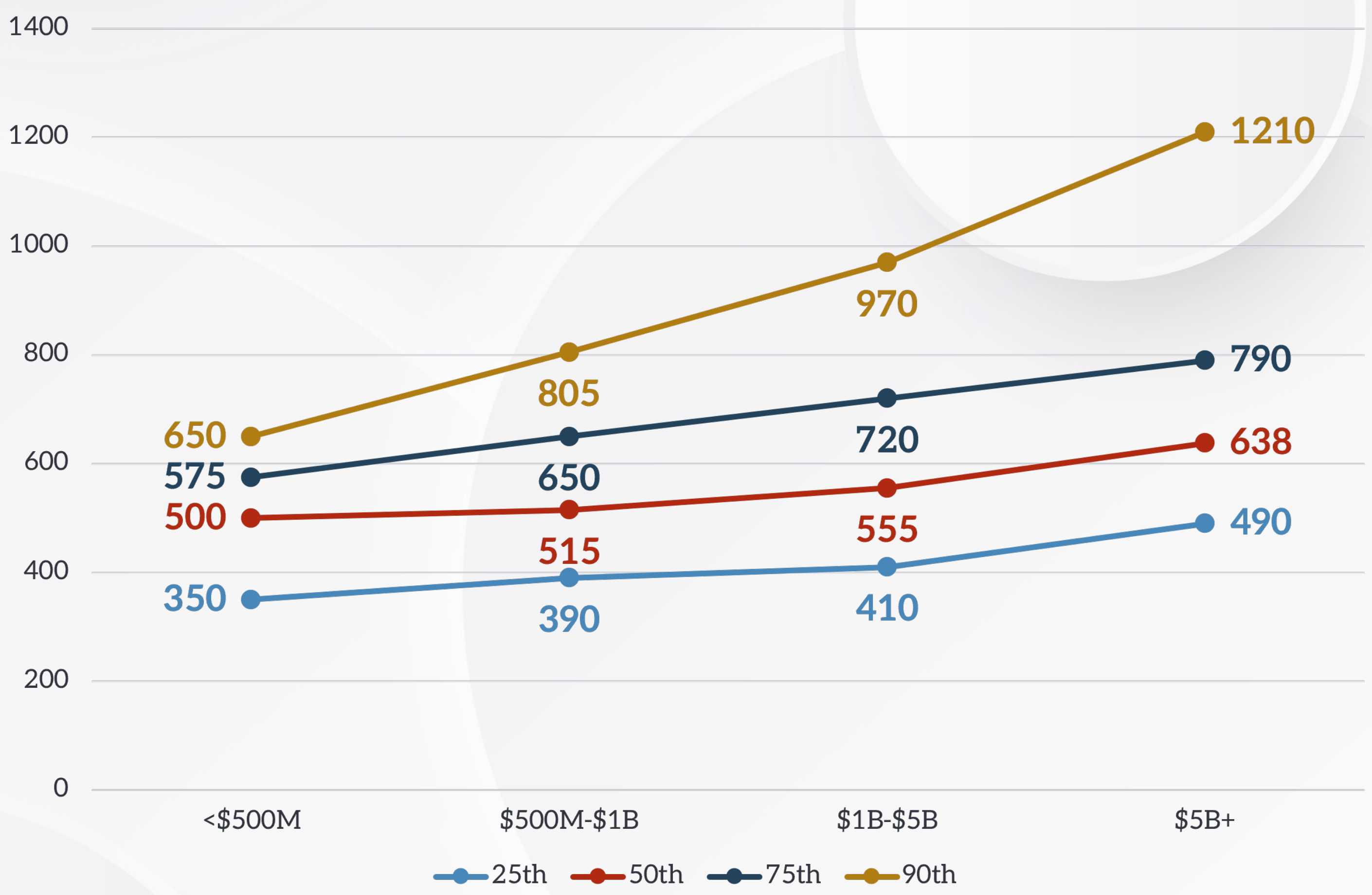
Job Search Motivation



Compensation by Type of Organization

CCO at Public Companies by Revenue, Quartiles

Total Compensation (USD, Thousands)



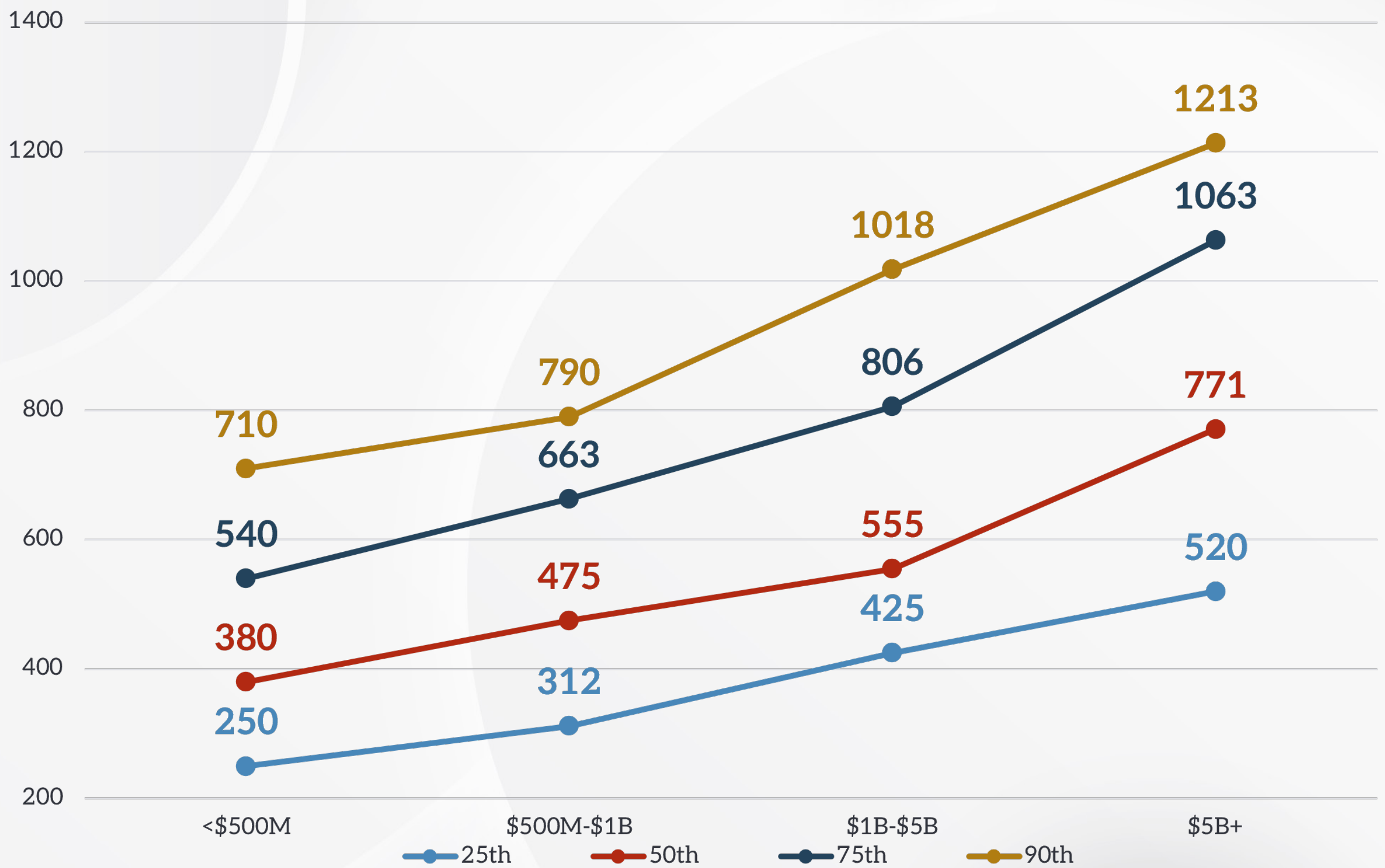
COMPENSATION BREAKDOWN FOR CCO AT PUBLIC COMPANIES (USD, THOUSANDS)

	Base				Bonus				LTI				Total Compensation			
Revenue	**25th**	**50th**	**75th**	**90th**	**25th**	**50th**	**75th**	**90th**	**25th**	**50th**	**75th**	**90th**	**25th**	**50th**	**75th**	**90th**
<$500M	240	300	325	330	60	100	125	170	50	100	125	150	**350**	**500**	**575**	**650**
$500M-$1B	250	270	325	400	80	120	150	180	60	125	175	225	**390**	**515**	**650**	**805**
$1B-$5B	250	290	325	450	90	125	175	220	70	140	220	300	**410**	**555**	**720**	**970**
$5B+	290	325	350	497	100	150	190	250	100	163	250	463	**490**	**638**	**790**	**1210**

Compensation by Type of Organization *continued*

CCO at Private Companies by Revenue, Quartiles

Total Compensation (USD, Thousands)

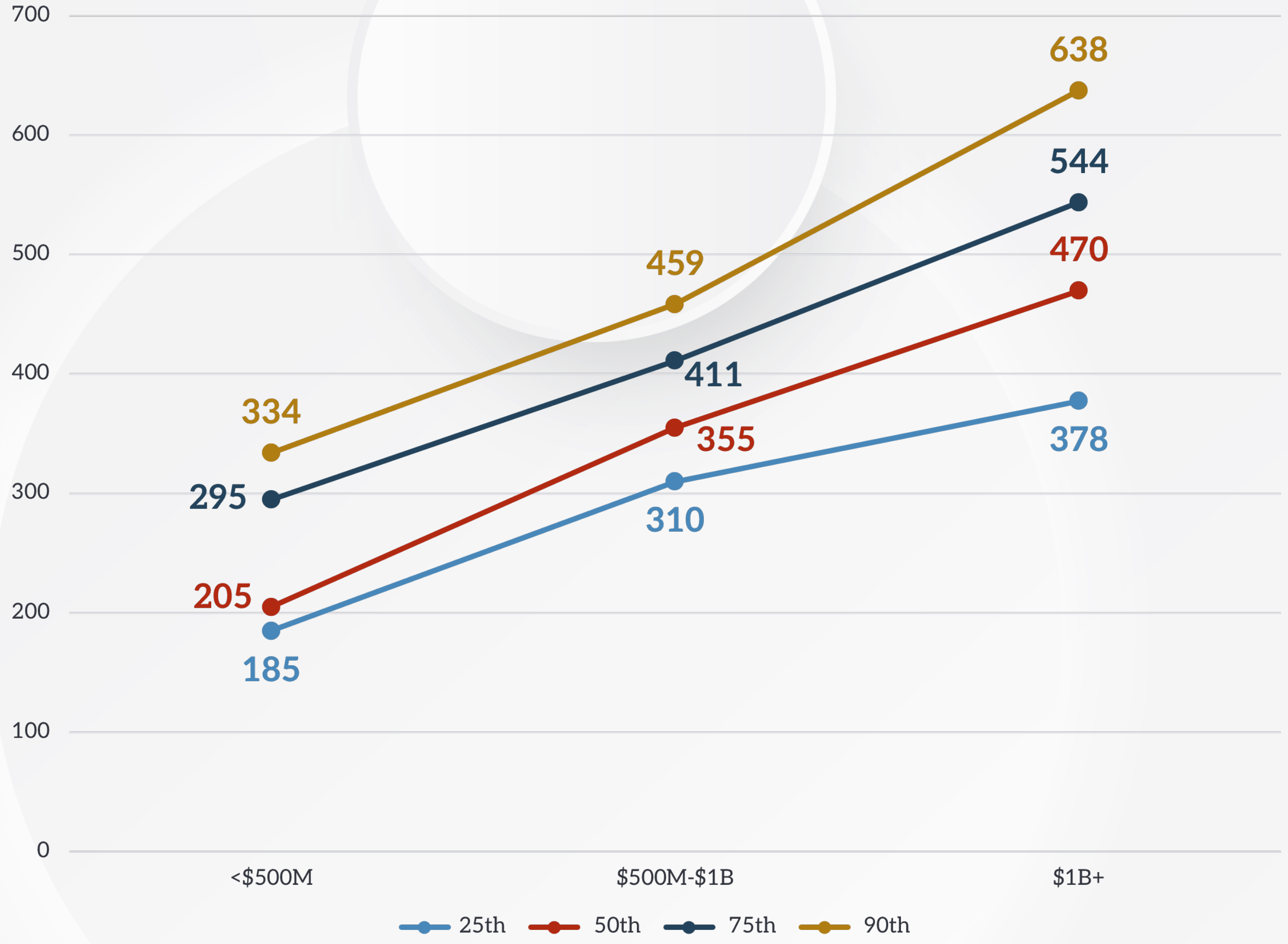


COMPENSATION BREAKDOWN FOR CCO AT PRIVATE COMPANIES (USD, THOUSANDS)

	Base				Bonus				LTI				Total Compensation			
Revenue	25th	50th	75th	90th	25th	50th	75th	90th	25th	50th	75th	90th	25th	50th	75th	90th
<$500M	190	240	277	325	35	65	125	165	25	75	138	220	**250**	**380**	**540**	**710**
$500M-$1B	207	250	325	360	50	75	150	200	55	150	188	230	**312**	**475**	**663**	**790**
$1B-$5B	250	280	306	375	75	100	275	365	100	175	225	278	**425**	**555**	**806**	**1018**
$5B+	282	363	425	493	113	220	350	410	125	188	288	310	**520**	**771**	**1063**	**1213**

Compensation by Type of Organization *continued*

CCO at Nonprofit Companies by Revenue, Quartiles
Total Compensation (USD, Thousands)



COMPENSATION BREAKDOWN FOR CCO AT NONPROFIT COMPANIES (USD, THOUSANDS)

	Base				Bonus				LTI				Total Compensation			
Revenue	25th	50th	75th	90th	25th	50th	75th	90th	25th	50th	75th	90th	25th	50th	75th	90th
<$500M	150	170	260	299	35	35	35	35	0	0	0	0	**185**	**205**	**295**	**334**
$500M-$1B	213	235	269	303	66	83	99	109	31	38	44	48	**310**	**355**	**411**	**459**
$1B+	258	325	350	388	58	70	119	175	63	75	75	75	**378**	**470**	**544**	**638**

Why Organizations Choose BarkerGilmore

Exclusively Focused. Consistently Proven Results.

BarkerGilmore operates with complete dedication to in-house legal and compliance leadership. Our specialization produces stronger outcomes, faster results, and lasting alignment between legal strategy and business performance.

About BarkerGilmore

Trusted Partner to GCs, CEOs, CHROs, and Boards

For more than 20 years, BarkerGilmore has specialized in in-house legal and compliance executive search and confidential leadership support. Our distinguished team brings together renowned former General Counsel with experienced executive search consultants, creating a depth of insight and perspective that sets the firm apart.

To learn how BarkerGilmore can help take your team to the next level, contact us today for a complimentary consultation.

BarkerGilmore
Elevating In-House Legal & Compliance