



CCO Insight

2026 Compliance Planning

August 2025

What is at the forefront of 2026 Compliance planning? CCO insights include:

Evolving the Compliance Operating Model & Organizational Structure

- Reassessing Compliance talent (e.g., acquisition, retirement risk) and use of alternative working models (e.g., use of AI/technology, shared-resources, global resources determining global support)
- Managing budget constraints amidst business growth and expansion; demonstrating tangible value

Leveraging AI & Technology to Transform Compliance

- Investing in AI (e.g., complaints analysis, supplier/diligence reviews), "up-skilling", and "self-service" (e.g., policy bots) to improve efficiency (while maintaining 'human in the loop')
- Reassessing automation and tools currently being utilized to enhance Compliance digital and data analysis capabilities

Managing Complexity in the Regulatory Environment

- Managing compliance risks stemming from divergent state, federal and global regulations
- Navigating regulatory uncertainty and the impact of geopolitical risks (e.g., supply chain management, trade agreements, etc.)

Modernizing Risk Assessment & Addressing Emerging Risks

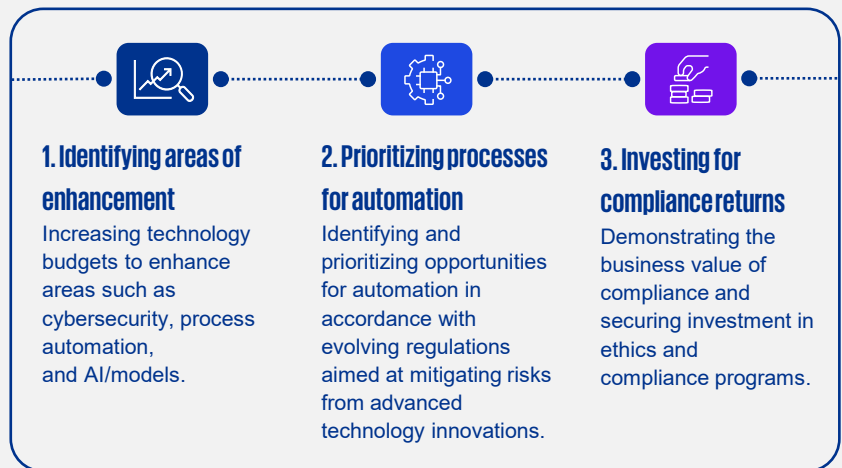
- Improving trainings and risk communication with senior leadership and the Board, as well as "tone at the top" messaging (e.g., wording, potential attendee interpretation)
- Revamping third-party risk management processes for current/evolving risks



KPMG Perspective

Compliance plays an even more critical role given the rapid deployment/adoption of AI along with continued/expanding technology risks. Viewing Compliance as an investment (versus simply a cost) includes:

- Implementing a data-driven approach
- Investing in strong data governance and controls
- Maintaining (and reassessing) skills and resources
- Establishing effective controls
- Implementing automation



Relevant Thought Leadership

Going into 2026, don't miss KPMG perspectives on regulatory signals and trends, including shifts in supervision/enforcement and regulatory pullback

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Contact



Amy Matsuo
Principal and Leader
Compliance &
Regulatory Insights
amatsuo@kpmg.com

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