

Ellen Hunt

Vice President - Global Ethics & Compliance
Cushman & Wakefield

MORE ABOUT ME

What is your theme word or phrase for 2025?
“Intentional.”

Whether it’s decisions, relationships, or priorities - being deliberate is the key to clarity and impact.

Pick one cherished item from your office - why is it significant to you?
I keep thank you notes, and I now have a stack of them, but when issues seem unsolvable, looking at them gives me the encouragement to keep going.

If you had a one-way ticket in a time machine, would you go back in time or forward to the future?
Forward. I'd love to see how ethics and compliance will evolve and what it will look like in the future. I am pretty sure that the next five to ten years will have great change and growth.



Asked & Answered

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?
Active listening. Compliance only works when you truly understand the business, the people and the pressures they’re facing.

The "secret sauce" is being approachable and solution-oriented, not just rule-driven. It's about embedding compliance into the culture, not bolting it on as an afterthought.

What will be the greatest challenge in compliance for 2025 and beyond?
Navigating epistemic risk, which is generally the requirement to make decisions without knowing all the implications and getting comfortable that adjustments may have to be made. This is especially the case as we see a global divergence in regulatory priorities and enforcement, political conflict and unrest, and the rapid evolution of technology - especially AI. Balancing innovation with risk management will be more complex and urgent than ever.

ESG and DEI are being rolled back by a growing number of organizations – why? And do you expect a resurgence at some point?
While some have, others have not bent to the political pressure. Costco being a prime example. Corporations place themselves in a trust deficit when they widen the “Say Do” gap. That is when they say one thing yet do the opposite. It is my hope that as corporations think about their purpose and values, they behave in a way that what they say is reflected in what they do.

Does personal liability for compliance officers warrant a higher compensation level, or should that just be an accepted part of the job?
The Ethics and Compliance Officer should be treated in the same manner as other officers with similar liability exposures. If the liability is personal, the Ethics and Compliance Officer should be covered by the E&O policy. Just like other high-risk leadership roles - think CFOs or Chief Risk Officers - the stakes and accountability should be matched by both support and pay.

What is the biggest misconception about the role of a compliance function?
That we’re the “Department of No.” In reality, we’re the Department of How. Our role is to enable the business to move forward, ethically.

What is one question you wish more of your colleagues would ask you more often?
“How can we build compliance into this from the start?” Being brought in early changes everything - from risk posture to efficiency.

Are bonuses based fully (or in part) on a company’s financial performance appropriate for compliance professionals?
If the implication is that the Ethics and Compliance Officer can’t be independent or exercise objective judgment because he or she will be influenced by the potential bonus payment, then isn’t the bonus an inappropriate incentive for everyone? A better approach for everyone is to have compensation - including bonuses - tied not only to financial performance but also ethical conduct. We should all be judged on not just getting the job done but how we got the job done.

What advice would you give to a new graduate starting in their first Compliance role?
Be curious, ask questions, and don’t be afraid to speak up. Compliance isn’t just about rules—it’s about trust. Build relationships, learn the business, and always act with integrity, even when it’s hard.

What is a Compliance book/podcast/blog/website that you recommend as a helpful resource?
I am the co-founder of The Seven Elements Book Club and we meet monthly from September to June via Zoom to hear from the authors of ethics and compliance books. Our next meeting on September 3, will feature Guido Palazzo, the co-author of The Dark Pattern. You can find registration information in my post on LinkedIn.

I highly recommend the podcast Great Women in Compliance—it’s insightful, practical, and inspiring.

The Poll Results

We asked

The boom in AI relies on data scraped from the internet without consent from creators / owners. Ethically, how do you see this practice?

Indisputable theft	20%
Needs oversight / regulation	69%
Necessary for innovation	10%

HIRING A COMPLIANCE OR PRIVACY PROFESSIONAL,
OR LOOKING FOR A COMPLIANCE OR PRIVACY JOB?

Please click on the links below:

HIRING IN COMPLIANCE OR PRIVACY

CURRENT JOB OPENINGS

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