Compliance

Business & Management

Building a compliance function that reduces risk rather than producing paper.

The elements regulators consistently look for.

1. **Risk assessment**
   Which obligations apply, and where the exposure is.
2. **Policies and procedures**
   Proportionate, specific, and actually followed.
3. **Training**
   Role-specific, recorded, refreshed.
4. **Monitoring**
   Testing that controls work, not just that they exist.
5. **Reporting and escalation**
   A route for concerns that people will actually use.
6. **Review**
   Periodic, and after any incident.

COMMON REGIMES

Anti-bribery and corruption
Anti-money laundering
Data protection
Health and safety
Sector-specific regulation

Educational reference. Regulators treat an adequate-procedures defence seriously — but only where the procedures were genuinely