



COMPLIANCE SEARCH

# 3THINGS

## YOU MAY NOT KNOW ABOUT ME...

- 1. I had a brief but failed career in improvisational comedy. I am definitely better suited as a funny compliance officer than as a compliance comedian!
- 2. I lived in Asia for seven years and spent about a decade studying Mandarin.
- 3. I tend not to be completely happy doing just one thing. I am building an analytics consortium while running a global compliance program at AB InBev and agreed to join a law school as an adjunct to boot.



**Matt Galvin**  
Global Vice President  
Ethics & Compliance  
Anheuser-Busch InBev

# Q&A

## THE SECRET SAUCE OF COMPLIANCE

### WHICH OF THE FOLLOWING WOULD MOST IMPROVE YOUR COMPLIANCE PROGRAM

We conducted a poll to determine where people feel their biggest compliance needs and gaps are:

- A bigger compliance team: 24%
- More access to the Board/CEO: 17%
- Larger data analytics budget: 22%
- Better business integration: 38%

The majority feel that business integration is the most lacking part of their program and this shows us that there remains a disconnect (in some cases) between what compliance is there to do and what people think it's there to do!

We would love to hear your opinion on how this can be better achieved!

### What is your secret sauce for compliance?

Our former Chief People Officer used to say that the first line of compliance is about who you hire. If you get that right, then you don't really need a compliance department. Well, we get that right a lot of the time and we have a CEO in Carlos Brito that is strongly supportive of the function – so if you only have one hire to get correct to promote compliance, I suppose AB InBev has done that.

I believe that the role of the compliance officer is changing. You can hire all the right people but eventually you're asking a lot if your organization allows them to operate in silos. Changes in technologies – specifically with respect to advances in data governance and analytics – raise the question whether the traditional way is the most efficient approach. Access to data and information offers amazing opportunities to rethink not only our processes but risk management generally.

### What is one thing you changed in the past year that made a big difference to the compliance culture at AB InBev?

It seems that every compliance officer has the opportunity to impose some sort of training on all decision-makers in their organization. But few take that opportunity to actually engage and educate their workforce. As a whole, compliance tends to want to play it safe and use training to create a form that documents the training instead of influencing behavior. We redid our training philosophy over the last year, and pulled in experts from the entertainment industry. This resulted in our incorporating much shorter, more engaging training.

### How do you keep your team productive and happy while working from home?

Our company is based on a core value of bringing people together for a better world. It is common for us to work informally and in normal times, I would often finish a day with a meeting over a beer with a colleague or friend. We have had to find new ways to connect with virtual happy hours and scheduled "informal" sessions. But it is our common mission as a function to drive transparency through digitization that has united us and I think that having a shared vision has never been more important.

### What would you say to someone considering a career in compliance?

I realized some terrible advice from one of the partners at my former law firm. When I was considering between two compliance roles, she said that "Well, Compliance used to be a place for people who couldn't make it as in-house lawyers...but it's not so bad anymore." Whatever she thought, I am excited by the opportunity and pace of innovation in compliance as well as the variety of work. There are days that I am carving through legal thickets to tackle cutting edge legal issues. But there are others where I am a teacher, an entertainer, a politician and a marketer. I like to joke that our marketers have it easy because they get to market cold, delicious beer! With marketing ethics, I have a bit of a tougher sell. I think it would be tough to find another job that exposes me to such a variety of challenges and where I can learn so much every day.

### How do you keep your hair from bursting into flames each day?

Our CEO advises people to not take personal conflicts home from the office. Things like business strategy, commercial operations, and improvement should be 24/7 but if you have a problem with a co-worker you should air it out.

There are inevitable conflicts in the compliance function and it takes extensive collaboration across business functions to get to the right solution. At the end of the day, we are a company with centuries old roots and can afford to take the long view in reaching sustainable outcomes to challenging markets.

### JD or not JD, that is the question

It's the question of the moment! When I took over our function we were probably 99% lawyers and one forensic accountant that I think was hired by accident. That forensic accountant was just promoted to be the head of compliance for our Asian operations and has a bright future. Our global team is now probably 60% lawyers, 20% data scientists and 20% forensic accountants. I think the key is to be flexible and have a team that can communicate and collaborate to get everything done.

### Why did the compliance officer cross the road?

These days, to social distance!

*Interviewed by Steve Harrison - Partner at Conselium Compliance Search  
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**Deputy Chief Compliance Officer - Private Equity and Investments**

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