

3 THINGS YOU MAY NOT KNOW ABOUT ME...

1. I studied film making in High School. For my senior project, I directed a B&W film short titled "COMPLIANCE."
2. I was nearly booted offstage for asking "what was the name of my high school B&W indie film?" as a question during a company-wide compliance trivia event!
3. I'm not even the best lawyer in my house. My wife is an accomplished litigator with an impeccable reputation at work, and a perfect win record at home.



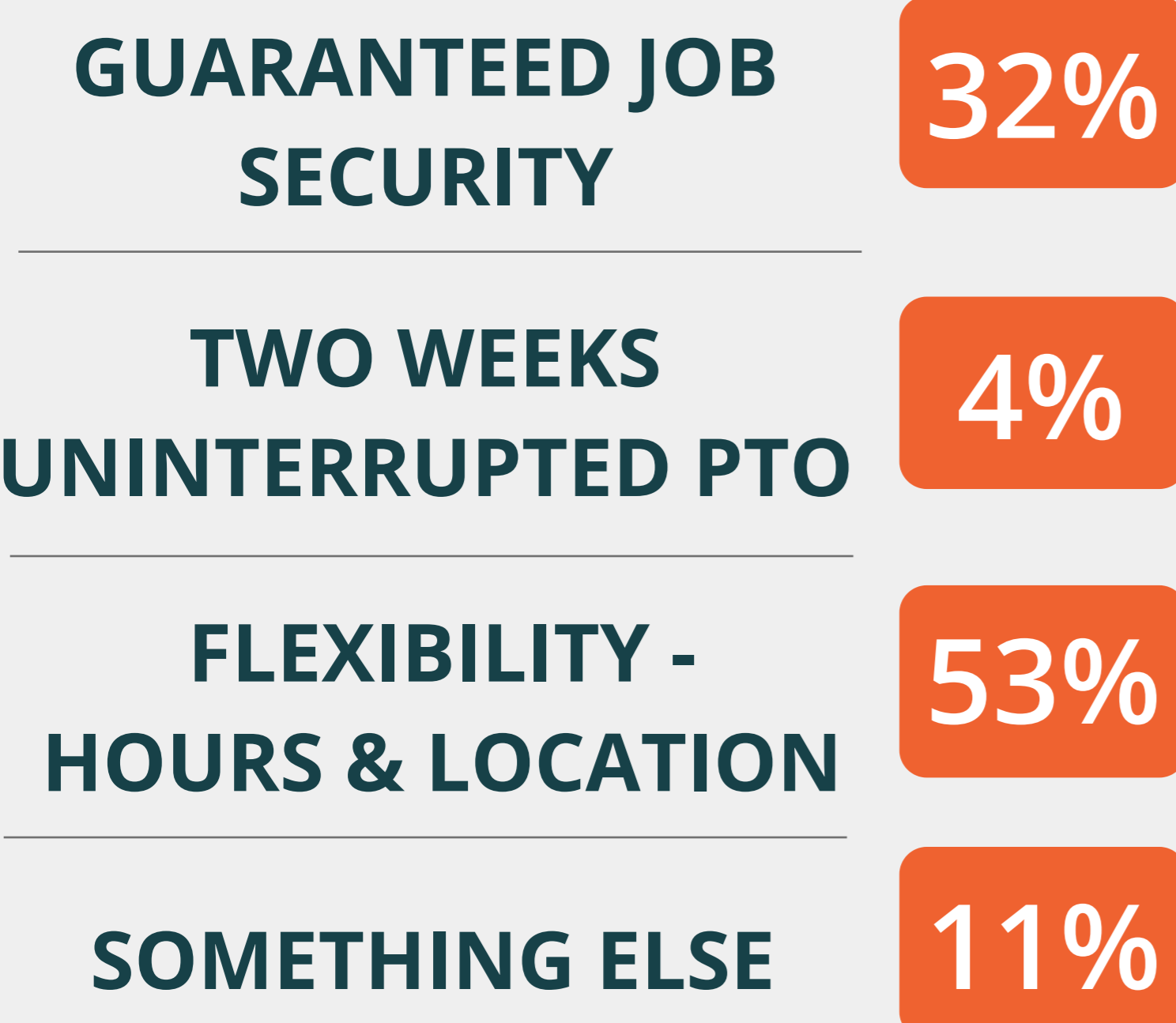
FORREST DEEGAN

Chief Ethics & Compliance Officer - Abercrombie & Fitch Co.



POLL

What would you take a 20% pay cut in exchange for?



Q&A

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?
Creative persistence and a collaborative approach. I need to be willing to put in the time and the energy to not just understand the problem but to also understand the business process at hand and any operational challenges to change. This allows me to develop solutions in tandem with my business partners. By loving the question and not the answer, I don't have to be dead set on doing things a certain way. Instead, I'm able to find common ground on solutions that work for all parties and that protect and promote our business.

What is one thing you changed that made a big difference to the compliance culture at Abercrombie & Fitch Co.?
One thing I've been thrilled to participate in is the enhancement of our speak up culture. We surveyed our associates about their comfort speaking up and developed a training and action plan in response to the findings. The most exciting part of that work is how we've tied it to our efforts to promote diversity, inclusivity, and courageous conversations.

I'm proud of my Hispanic heritage and passionate about our D&I efforts, and I love to see how we align these efforts with our speak up culture. Because, at the end of the day, it is all about trust: trust in your manager, trust in your leaders, and trust in the rules and systems in which you operate.

To nurture that trust, we've worked to build new forms of engagement, not just for work tasks, but also for learning and social purposes.

How did your team adapt to the ongoing change in working arrangements?
I've been proud of how well our team has adapted to the change in working arrangements. One thing the last year emphasized for everyone was the value of systems and processes. Areas that have historically relied on informal mechanisms for oversight or management almost had to start from scratch in 2020. Where we had existing systems and processes in place (such as our Third-Party Risk Management system) we were able to start from a position of strength, allowing us to make minor tweaks as opposed to wholesale changes.

Interview by Steve Harrison, Partner at Conselium Compliance Search
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What would you say to someone considering a career in compliance?
I would tell them that my favorite thing about the work is that it is constantly evolving. One of the main reasons I teach Corporate Compliance at the University of Chicago Law School is to introduce the students to what really is a new field. I tell my students that compliance professionals face increasing expectations at an accelerating rate. If you can approach the work with a learner's mindset and a collaborative spirit, you will go far.

JD or not JD, that is the question
Over the years, I've seen the opportunities grow for lawyers and non-lawyers alike. Because the profession is always evolving, I don't believe that a JD is essential for all compliance professionals. Instructional design, corporate communication and data analytics are now far more important to the work than they were just a few years back.

Being a lawyer by trade has certainly helped me, as I've leaned on my experiences, from my time in law school, as a judicial clerk and in private practice, to inform my work. But at the end of the day, a risk-based approach and a client service model are not exclusive to the law.

What in compliance keeps you awake at night?
I don't need any help from compliance staying up at night. My kiddos (ages 3, 6, and 9) have that covered. When I am up late, I try to stay current on latest articles and research published by my colleagues on the Compliance Week Editorial Advisory Board.

Why did the Compliance Officer cross the road?
To dodge a meeting on budget cuts.

PEOPLE ARE TALKING



"Steve delivered exactly what we asked him for in our CCO search and we had several ideal candidates to choose from."
- *Chairman, Diagnostics and Laboratory*



"Conselium have conducted and completed several compliance searches for us and always deliver"
- *Chief Compliance Officer - Automotive*



"Conselium did a great job identifying a shortlist of qualified candidates within two weeks as promised"
- *Head of Compliance - Pharmaceuticals*

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