

3 THINGS

YOU MAY NOT KNOW ABOUT ME...

1. As a teenager I earned some extra pocket money as an extra in a few Hollywood movies – the highlight of which was appearing with Angelina Jolie in Hackers.
2. I've run a few marathons and triathlons over the years – now I'm out of breath chasing my kids round the park.
3. As a Brit living in the US, I love American traditions, but also love to bring my own little slice of the UK and so you'll find me eating Yorkshire puddings on a Sunday and trying to explain the rules of cricket to anyone who'll listen.



DUNCAN MILNE

Chief Risk Officer

Bupa Global Latin America



Which career decision do you most regret?

Chasing the money **13%**

Not taking risks **32%**

Working too many hours **39%**

Putting family second **16%**

Q&A

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?

It's key not to view compliance as an end or an industry in itself – it's always part of a wider business ecosystem and strategy and the compliance program should be specifically aligned with these common goals. At times, compliance teams can get lost in focusing on input and just keeping the machine running – how many reports are we issuing, how many training sessions did we run – and therefore become detached from everyone else's goals.

We should always be asking "so what" and focusing more on the outcome – be that to customers, regulators or the bottom line – and being really good communicators to evidence how our work is delivering on the strategy. Then you can bring everyone along with you and it can make the program work much more effectively.

What is one thing you changed that has made a big difference to compliance culture at Bupa?

For me it was bringing much greater visibility and awareness on the consequences of actions – and in particular awareness of how in a global business the actions of one part of the business can have unforeseen consequences in another. For example, in one under-performing market we were able to show the local team how a late regulatory filing or a bad audit result led to impacts with boards or regulators elsewhere. This resulted in a material culture change in a short space of time and once people understand the "why" it brings personal investment and accountability, and has a far greater impact than just repeatedly telling them the "what" or the "how".

How do you build and maintain employee engagement in compliance?

I love embracing peer to peer messaging, rather than feeling everything has to originate from compliance – it can be much more powerful for frontline staff to hear the voice of compliance from one of their own – and if you can get certain key influencers on board with your ideas, it has a big impact.

What is your involvement in addressing diversity at Bupa?

Events in society over the past couple of years have really challenged us all to look within ourselves and take a stand when we see our values being threatened. This should be no different at a corporate level and in my organization we have a passionate group of people driving the agenda forward and having those sometimes difficult, but necessary conversations as to how we are going to address inequality. For us, this has meant more than focusing on corporate soundbites, but instead taking steps to really live these values day to day through our culture and backed up through metrics across all different areas of the business.

Interview by Steve Harrison, Partner at Conselium Compliance Search
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How do you make sure that compliance stays relevant at Bupa?

There are certain topics which are going to be on the agenda every year for a compliance team and so it's key to keep the content fresh and come at the core issues from different angles. It also helps to make the content of the program relatable to all staff, using real case studies to bring it to life and relate it to corporate values and strategy.

Finally, if you bring a healthy amount of energy and passion to your work then it opens doors, gets people's attention and puts the compliance program in a prominent position.

JD or not JD, that is the question

For me, there are certain parts of the role - regulatory analysis or investigations for example, where having the skillset from a legal background is really important. But compliance is a huge tent and for other aspects it's healthy and valuable to have a diverse set of backgrounds. I have recruited members of my team from operations who are close to the business and who have deep knowledge of processes and frontline culture which can be invaluable in many aspects of the role.

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

I would say do it and jump in. You need a strong voice, an ability to influence and occasionally a thick skin, but you have a seat at the table on pretty much everything that's happening in the organization and the ability to use that seat to drive behaviors and influence the organizational culture for the better.

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

A run in the morning helps me process whatever's on my mind and the thinking time often helps me break through problems. When I'm in the office I always take time to walk the floors and engage with both my team and with the wider business. There's no better way to listen to what's on people's minds and to hopefully stay in front of issues before they become problems.

Why did the Compliance Officer cross the road?

The chicken was trying to bribe the school crossing guard!

PEOPLE ARE TALKING



"The candidate Conselium identified is still doing a great job after two years in the role"

- Partner - Investment Advisor



"I have gotten to know Steve well over several years - I recommend him!"

- Board Member - Banking



"For the second time Conselium have found us our ideal candidate"

- Regional Compliance Lead - Pharmaceuticals

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