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MORE ABOUT ME

**Pick one cherished item from your office - why is it significant to you?**  
It's an Espresso coffee cup. Espresso tastes much better in that cup and I find that it's important to trigger creativity and stabilize focus. Always with moderation of course.

**If you had a one-way ticket in a time machine, would you go back in time or forward to the future?**  
I would love to go forward to the future, as a fly on the wall, to satisfy some of my curiosity. Plus, it would make my 5-year forecasts way easier!

**If you could be any character in a book, TV show or movie, who would you be?**  
One of the Professors at Hogwarts, I struggle to choose which one though, so it would likely be a new one. I love the Universe, still today, I can have hour long discussions with fellow HP fans.

**What is your theme word or phrase for 2025?**  
Evolution.



# Asked & Answered

## THE SECRET SAUCE OF COMPLIANCE

**What is your secret suce for compliance?**  
It's about applying common business sense to the requirements. Compliance comes from a good place, it's about protecting the business, and considering those requirements as natural design guardrails makes your product or service stronger, more ethical, more responsible. No need to think about it afterwards, because of course it will be painful if you do.

**What is the biggest misconception about the role of a compliance function?**  
I don't really agree when compliance professionals are compared with law enforcement functions. While I have utmost respect for law enforcements corps, these exist to serve and protect, in situations where there is danger, or when individuals have done something legally wrong. Compliance function serves a different purpose, in my opinion, way upstream and more business-focused. More of a partner than a coercive authority.

**ESG and DEI are being rolled back by a growing number of organizations – why? And do you expect a resurgence at some point?**  
I think it's more of a right-sizing and prioritization matter than a total roll back. Society always needs moments where there is some re-calibration and re-balancing. ESG and DEI are still there inherently, for the more urgent things, we are still working on climate risk requirements, and now diversity is at the forefront of any HR discussion. At some point, there will be a resurgence for a new recalibration.

**A code of ethics and conduct is one of the more gray areas of coverage that a compliance officer oversees – should the compliance officer’s voice be most prominent? If not then who?**  
In my humble opinion, the Compliance Officer should be a facilitator, not the center of attention. A code of ethics and conduct is about the business, and it's for the business. I am seeing more and more business officers being more vocal when we are updating or redesigning those codes and it's an encouraging sign.

**What is the one question you wish your colleagues would ask you more often?**  
Instead of “do we have to do this?”, I wish I could hear more of “why are we doing this”?

**What advice would you give to a new graduate starting in their first Compliance role?**  
Building lots of relationships and making as many “business” friends as possible. It will test and expand your emotional intelligence, expose you to a large spectrum of human behaviors, and make your job a lot more pleasant. The rest of your learning will come from experiential projects and situations that stem from these relationships. Business is about humans. Don't forget that.

**What is a Compliance book/podcast/blog/website that you recommend as a helpful resource?**  
Compliance Week is a wonderful channel to stay on top of compliance in North America. It's also a great community of talent that gathers from time to time. It's a helpful resource in my day-to-day. In terms of books, I know it's a hard and maybe alarmist read, but I really recommend The Lucifer Effect: Understanding How Good People Turn Evil. You will learn a lot about the psychology behind compliance.

**Are bonuses based fully (or in part) on a company’s financial performance appropriate for compliance professionals?**  
At the end of the day, compliance is there to protect the value we've already built, and to avoid direct and indirect costs that would negatively impact the financial performance of the organization. All of this has to do with financial performance, so to me, that's appropriate, as long as we apply similar logic to other company officers.

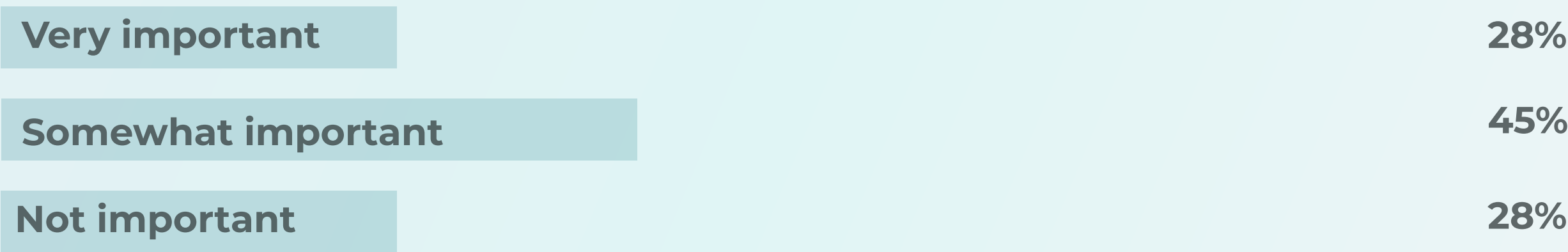
**How are you approaching AI governance?**  
AI is a powerful technology, revolutionizing even, but to me, it's still a technology. I first approach it with the basics of governance that we apply to every technology, and then, we look at what differentiates it from the rest, and we adapt. Creating a whole parallel governance system for AI would not be very productive, at least for now.

**What is one productivity hack that you love and others should try too?**  
I have up to four key goals, annually, to which I dedicate 80% of my attention. It can't be more than that and I align them with what matters most to the Board and to my leader. I encourage my direct reports to do the same. Not only we are more productive, but we are also more impactful.

# The Poll Results

We asked

When job hunting, how important to you is company name / brand recognition?



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

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CURRENT JOB OPENINGS

MAY 2025