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Noventiq

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**What do you do to disconnect from the grid?**  
Long walks with my two dogs; a Siberian Husky and Rhodesian Ridgeback. It resets my thinking and often solves some of the toughest problems.

**What is one non-work opinion you'll defend to the end?**  
Handwritten thank-you notes, sometimes with flowers or a good bottle of wine. They connect and build relationships in a way digital messages rarely do.

**If you could ‘save’ one year to re-live anytime, which year would it be?**  
2000 when my beautiful wife gave birth to our twins after 5 long years of trying for children.

**One dish you cook that always gets rave reviews**  
A slow-cooked lamb shoulder with rosemary and garlic—fall-off-the-bone, simple, and perfect for sharing. Although I also do an incredible chicken jalfrezi when I want to spice things up a bit.



# Asked & Answered

## THE SECRET SAUCE OF COMPLIANCE

**What is your secret sauce for compliance?**  
Treat compliance as a value-creator, not a cost. It is essential to embed commercially fluent, risk-based controls into decision-making so leaders can move faster with confidence. Prevent-detect-respond is the baseline; true impact is enabling trust and sustainable growth in complex markets.

**Stories beat data—what's one powerful success story you use with compliance sceptics?**  
I have two that I generally use dependent upon audience and desired impact. In the first story I provide an example of a major deal in a high-risk market that was 'wobbling'. I explain that compliance was engaged early, mapped the risks, redesigned the structure, and tailored controls the team could run. The result being the customer gained confidence, the deal closed on time, and sceptics saw compliance as a revenue enabler—not a brake.

My second story comes from my time as Chief Ethics and Compliance Officer at the telecoms giant, BT Group. In 2016, I received an anonymous whistleblower report raising concerns about financial fraud in the BT Italia business. Instead of dismissing it as vague or inconvenient, I focused on building trust with the individual behind it. That eventually led me to Milan, where a face-to-face meeting gave me the detail and confidence to launch a full compliance investigation.

Seven months later, BT announced a £530 million charge in its accounts that sent its share price plunging in London. It was painful, but it was also the moment many sceptics realized the value of taking compliance concerns seriously and early. Seven years later, I was called to give evidence in court—resulting in prison sentences for several former employees for false accounting. The lesson is simple: compliance isn't about being popular in the moment. It's about having the courage to listen, to act early, and to protect the organization - even when the consequences are uncomfortable.

**If compliance has a seat at the table, how does it stay relevant?**  
By speaking the language of the business and bringing options, not obstacles. We stay relevant when we're proactive on emerging risks, clear on trade-offs, and consistently help leaders make better, faster decisions.

**How much of compliance is corporate psychology vs enforcing rules?**  
It's 50/50. Rules set the floor, psychology changes behavior. You need credible standards and an understanding of incentives, status, and social proof to make those standards stick—especially in fast-moving, target-driven environments.

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**What soft-skill must the next generation of compliance officers have?**  
Commercial empathy. The ability to understand how the business creates value—and to frame compliance as the safest, smartest path to that value. Pair it with storytelling and you can really shift culture.

**What can executives do to help the Compliance Officer be more effective?**  
Three things: back the escalations, model the standards, and invite compliance in early. If leaders reward doing the right thing under pressure, the organization follows.

**Have you seen compliance (law) and ethics (doing the right thing) conflict?**  
Yes - what's legal isn't always right. I've walked away from perfectly “compliant” opportunities where local practices or opaque partners failed our ethics test.

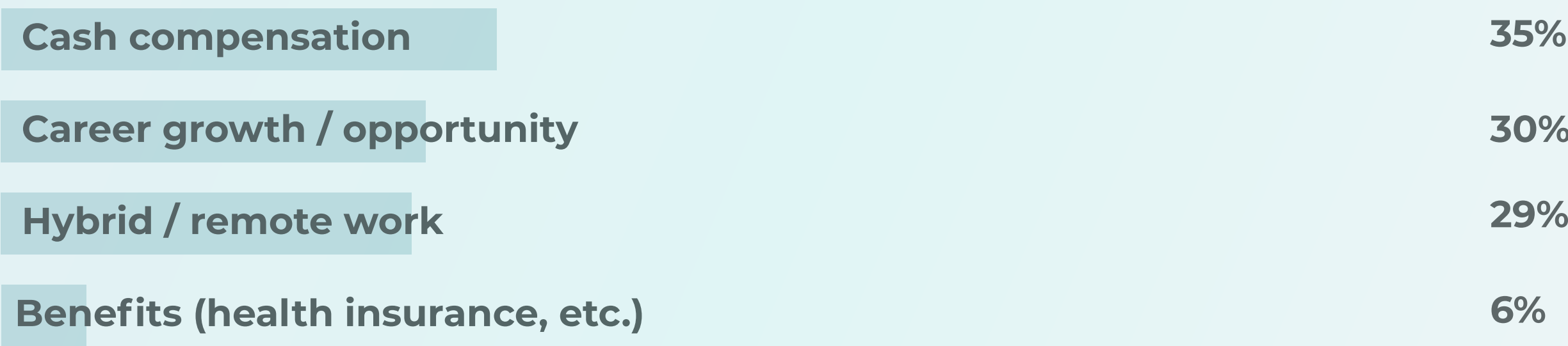
The important rule to follow is: if it undermines trust or our values, don't do it—even if legally it's possible.

**Does anyone read the compliance manual?**  
Not often but they sometimes read what's useful. We've moved from long manuals to task-based, searchable guidance and simple decision aids embedded in workflows. If it helps someone get their job done safely and quickly, they'll often use it.

# The Poll Results

We asked

When considering a new job, which is your highest priority?



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

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HIRING IN COMPLIANCE OR PRIVACY

CURRENT JOB OPENINGS

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