



## CCO Council Summit 2024: Partnership with the C-Suite is Key

For compliance chiefs, standardization will likely be a top priority, be it around regulatory compliance or updating technology systems, says Deloitte Global and US Risk, Regulatory, & Forensic leader Gina Primeaux

Chief compliance officers are operating in a world of increasing complexity as they work to digest a swathe of differing regulations that are advancing at various speeds throughout different jurisdictions, says Gina Primeaux, principal and Regulatory & Legal Support leader at Deloitte & Touche LLP.

Speaking during a custom panel at the inaugural Wall Street Journal CCO Council Summit, Primeaux observed that keeping regulators across jurisdictions happy at once is a tall order.

"It's not just the requirements, it's the evolving expectations and how you in the organization want to try to standardize [compliance] to keep it consistent and simple while still meeting all those different requirements across the globe," she says.

Resource allocation within an organization can also be challenging, particularly as compliance considerations are typically regarded as "checks and balances" rather than a profit center.

"Conversations with the C-suite need to be seen as partnerships," Primeaux says, adding that it's important for the CFO and CEO to understand how to monetize risk, while also making sure the organization meets regulators' compliance requirements. Achieving those dual objectives is about C-suite coordination and partnering at the executive level to understand the value and the role of

compliance. "It's easier said than done, because it's seen as a cost center in some cases, not a profit center."

For many CCOs today, working to improve technology and systems is top of mind; better connectivity can allow for a more holistic enterprise view.

"You're also able to understand how to work on key metrics with your partners to show the value and the ROI of the role," Primeaux says.

However, Primeaux cautions that technology without standardized process, data, and analytic considerations is not going to advance an organization.

The focus should include "Making sure you have that process in place to then go ahead and invest the dollars around it to have the technology work for you or to enable your processes across the organization."

Primeaux notes that certain industries face higher levels of regulatory requirements than others, such as financial services—in particular, banks—life sciences, and health care. The technology, media, and telecommunication industry is also facing increasing scrutiny as various internet and data regulations are proposed and issued across different jurisdictions.

Primeaux highlights how multi-jurisdictional banks are facing differing

regulations around areas such as sustainability and AI governance. "Those are some of the areas where, right now, it's competing priorities and competing views."

Along with regulatory disruption, financial services organizations are facing industry disruption from fintechs and other startups.

"Fintechs are able to be more nimble because they don't have to play against the same set of regulatory requirements that banks do," Primeaux points out.

For years, larger, more established organizations did not focus on fintechs often underestimating how much consumers appreciated the transparency and ease of interaction that these startups offered, Primeaux observes.

"It's really an opportunity, as you look at fintechs, to see what's working and what's not working. A lot of larger financial institutions have picked up on some of those areas, such as ease of consumer utilization, along with perceived transparency," she says. "It will be interesting to see what fintechs will do as they evolve, versus some of the larger financial institutions who are partnering with fintechs, for example on interfaces to help facilitate things like loan and credit card application processes."

Published on Jul 16, 2024, 1:00 PM

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