

The challenges of managing regulatory compliance before, during and after a merger - Some helpful tips

Before

Do your homework:

- What is the Group view about regulatory risk and does it align with your own?
- What are the cultures of the businesses?
- If they are different, how will you need to adapt your style of engagement?
- Who are your key stakeholders going to be?
- Have there been any historic issues that will influence the business' view of compliance?
- What does the regulatory landscape look like? If it is changing, think about how you will stay abreast of developments and help to drive them where appropriate?
- What is the relationship with the regulators?

During

- Take your time to understand the structures in the old businesses before deciding on the new.
- Meet with the regulators as soon as possible.
- Listen and then form your own views.
- When you have landed on a structure, make sure that the roles and responsibilities are crystal clear.
- Encourage open discussion and challenge.
- Don't be afraid to face into gaps and issues – they will be there! Focus on resolving them as a team rather than attributing blame.
- Encourage continual improvement – you won't get it right straight away.

After

- Never stand still. There will always be improvements to be made.
- Encourage your teams to self-review.
- Review the structure, processes and performance on a regular basis.
- Ensure that you have strong relationships with your Exec colleagues and the Board. You will need their support to be successful.
- Ensure that you continue dialogue with your regulators and listen to what they have to say.