



**Marilyn**  
Pikaro

## CONTACT

Nationality: Estonian



Tallinn, Estonia

## ABOUT ME

Experienced audit professional with a focus on corporate governance, risk assessments, business integrity and ethics (including anti-bribery and corruption), data protection and privacy, financial crime risk management. Over 18 years of experience in management and financial controls, enterprise risk management, process improvements, organizational development processes and support in change management. Extensive experience working with regulatory and supervising authorities in the Nordic region and wider Europe. Good understanding of various industries: financial services, real estate and constructions, and technology.

## EDUCATION AND TRAINING

09/2020 – CURRENT – Oxford, United Kingdom

### Executive EMBA

University of Oxford, Said Business School

I was awarded an Executive MBA Director's scholarship.

08/02/2019 – 26/11/2019 – Oxford, United Kingdom

### ICA Professional Postgraduate Diploma in Governance, Risk and Compliance (Prof.PgDip)

International Compliance Association

Designing the GRC leadership team for an organisation, Monitoring for success Strategic risk management; Strategic decisions: taking, making and managing risks Identifying and assessing prudential and conduct risks; Future of Payment Services; Virtual currencies; Emerging regulatory 'hot topics'; Managing prudential regulatory requirements; The effective use of information technology in GRC; Innovation in the reception and reporting of management information; The future of RegTech; Corporate Governance compliance for the benefit of the firm; Practical steps to build effective corporate governance systems; Leading change, Managing the risk of cybercrime threats.

14/01/2018 – 05/03/2019 – Oxford, United Kingdom

### Postgraduate Diploma in Financial Strategy

University of Oxford, Said Business School

Diploma in Financial Strategy for executives to provide highly-developed strategy techniques, leadership, financial acumen, and business knowledge, focused on industry analysis, theory and practical aspects of business strategies and growth; Risk Management, management of multi-business organizations, Corporate Finance (Accounting, Tax, Capital market), and Valuation.

01/09/2004 – 03/02/2009 – Tallinn, Estonia

### Master degree in Social Sciences (Government and Administration)

Tallinn University

I have graduated a master's degree studies in Government and Administration, specialization in public law.

Part of the studies was carried out in Germany, *at the University of Konstanz*. Specialization area: Politics and Management.

01/09/2000 – 23/04/2004 – Tallinn, Estonia

### Undergraduate degree (diploma in Police Investigation)

Public Service Academy

Undergraduate studies covering the following areas: public administration, Economic Policy, State Finance, Private and Criminal Law, Criminology, Political Science, Public Administration, Legal Psychology, Forensic Psychiatry, Crises and Catastrophe Psychology, Law Enforcement, Eurointegration, Environmental Law, Public Service and Labour Law.

01/03/2008 – 30/09/2009

### Certified Fraud Examiner (CFE)

Association of Certified Fraud Examiner

Professional certification studies provided by Association of Certified Fraud Examiners.

01/06/2011 – 05/04/2012

### Certified Internal Auditor (CIA)

The Institute of Internal Auditors

<https://na.theiia.org>

2013

### External Assessment of Internal Audit Function

The Institute of Internal Auditors

## LANGUAGE SKILLS

**MOTHER TONGUE(S):** Estonian

**OTHER LANGUAGE(S):**

**English**

<b>Listening</b> C2	<b>Reading</b> C2	<b>Spoken production</b> C2	<b>Spoken interaction</b> C2	<b>Writing</b> C2
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**German**

<b>Listening</b> B2	<b>Reading</b> B2	<b>Spoken production</b> A2	<b>Spoken interaction</b> B1	<b>Writing</b> A2
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**French**

<b>Listening</b> B1	<b>Reading</b> B1	<b>Spoken production</b> A2	<b>Spoken interaction</b> B1	<b>Writing</b> A2
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**Russian**

<b>Listening</b> B1	<b>Reading</b> B1	<b>Spoken production</b> A2	<b>Spoken interaction</b> A2	<b>Writing</b> A2
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## WORK EXPERIENCE

01/04/2021 – CURRENT – Brussels, Belgium

### Special Adviser, Independent Member of the APC

European Commission

- Act as an Independent Member of the Audit Progress Committee of the European Commission.
- Provide assistance to the Commissioners of the European Commission on various audit and risk management matters.

02/2021 – CURRENT – Estonia

### Founder and Executive

Pikaro Advisory OU

Supporting organizations in strategy development, transformation and corporate governance.

17/06/2017 – 01/2021

**Member of the Management Board, Chief Compliance Officer**

Luminor

Member of the Management Boards: Risk and Compliance Forum; Chair of Business Integrity and Sustainability Forum.

Overall responsibility for building a robust compliance risk management framework and ensuring effective activities in Internal Controls, Market Conduct, Privacy and Information Security, Data protection, Security operations, Financial Crime controls (ABAC, Sanctions, AML, Internal Investigations), Project management and other controls in the Second Line of Defence. Daily basis responsible for managing regulatory and compliance projects and functional teams.

Achievements and responsibilities:

- Redesigned a compliance risk management framework, developed control function from scratch, recruited and developed area leaders, established a regional team of experts.
- Initiation and leading cross-border AML Compliance automatization project focusing on the payments management technological system that impacted over 1 million clients and over 800 million transactions annually. The program was the first fully-cloud based solution initiated in the banking sector in Europe.
- Developing short- term operational plans and mid-term strategy focusing on business improvements and processes efficiency opportunities; setting up priorities reflecting changes in the regulatory landscape, process transformation and in-house AML/ CTF Compliance technological initiatives.
- Supervised a complex technological transformation of payments control system work-stream impacted over 800M transactions annually. The program was one of the first fully-cloud based solution in the industry.
- Created operational plans and long-term compliance risk framework strategy focused on business improvements and processes efficiency and changes in the regulatory landscape.
- Created a Group Training and Awareness Raising Program on compliance risk management, business conduct and Anti-Financial Crime and Sanctions Risk area with annual participation of over 10 000 employees and an average attendance rate of 95%.
- Redesigned a company-wide Business Conduct Program and set up an effective whistle-blower's hotline solution for confidential and anonymous communication.
- Maintained effective, frequent, and open communication with regional and EU supervisory authorities, based on trust and professional respect.

Tallinn, Estonia

10/2017 – 01/2021

**Various Supervisory Roles: Chair of the Audit and Compliance Committee, Supervisory Council Member; Chair of the Business Integrity and Sustainability Committee, Member of the Risk Committee**

Luminor Bank (Estonia, Latvia, Lithuania)

I held various position in the Committees and Boards in the regional Bank.

01/07/2007 – 17/06/2017

**Country Service-line Practice leader, Senior Manager**

Ernst & Young Baltic

Key roles: Leading a team of auditors and cross-border teams, working with local and international Boards, as well as independent audits for

numerous Baltic and international organizations in Nordics and Europe. Wide experience in EU funds and grants auditing processes.

During a ten-years time period, leading audit teams, engagements and processes in the following field:

- Performance audits/Operational audits: the review mainly focused on the key processes, procedures, system, as well as internal control which the main objective is to improve productivity, efficiency and effectiveness of the operation.
- Internal Audits: evaluating and assessing the entity's risk management, internal control, and corporate governance.
- Forensic Audits: an investigation in response to a particular subject matter to provide the findings of the investigation as evidence in court or conflict resolution among the shareholders.
- Reviewing Financial Statements.
- Compliance Audits: assessing the processes against internal policies and procedures of the entity as well as law and regulations.
- Special audits; The agreed-upon procedures: a review on the procedures that agreed with the organization to provide full or limited assurance on certain matters. auditing processes, usually special cases (such as misuse of funds, integrity).

Wide experience EU funds auditing (ESF, EMKF, ERDF and others), Norway grants, various financial instruments.

Government and Public sector advisory: transformation, risk identification and management, performance improvement, strategy, program management, training/ awareness-raising.

In 2015 practised in Germany, Frankfurt: as a part of a Global Mobility program located in Frankfurt, focusing on reviews and audits in the financial institutions. I was engaged in practice development and training initiatives in the EMEA region.

Tallinn, Estonia

**01/07/2001 – 01/07/2007**

### **Senior Investigator**

Police and Border Guard Board. Central Criminal Police.

Senior Investigator, Investigator. Key responsibilities: leading criminal investigation in the field of economic and financial crime, insurance and investment fraud, cyber-attacks.

Tallinn, Estonia

## VOLUNTEERING

01/2018 – 01/2021

### Member of the Continuous Education and Training Committee in the Institute of Internal Auditors (Estonian Chapter)

Estonia

I was engaged with developing and maintaining continuing education and training program to local auditors. The Committee was responsible for identifying training needs, setting up and managing annual training program involving internal and external trainers.

14/07/2021 – 11/2021

### Archangel Lightworks Ltd, Archangel Lightworks USA

UK/USA

Acting as a mentor and adviser to the UK based start-up company. The business is developing the next generation of ultra-high performance optical communication terminals and technologies. The solution aims to close the gap between space operations and air operations and allow hybrid systems to operate at greater efficiency and efficacy.

The program is introduced by the University of Oxford, Said Business School and is connecting UK-based start-ups, scale-ups, and SMEs to join a cohort that will embark on a tailored business development programme. The initiative aims to bring founders and C-level executives together with Oxford Said Executive MBA students for a 5-month highly collaborative project.