

A BOARD GUIDE

Building World-Class Licensing & Permitting Governance

How to design a centralized, risk-based program that obtains every license the right way—and proves it

The Case for L&P

Licensing and permitting is a core compliance discipline—not back-office paperwork

- **Enables the business.** A strong program supports operations and growth by keeping every facility properly licensed to operate.
- **Mitigates cross-cutting risk.** Licensing touches anti-corruption, environmental, and health-and-safety obligations across many jurisdictions.
- **Prevents penalties.** Missing or expired licenses can trigger fines, sanctions, shutdowns, and reputational harm.
- **Builds trust.** Independent assurance that licenses are current demonstrates control to regulators and the board.

THE CENTRAL TENET

“Obtain every license and permit that is required—and obtain it in the right way.”

The Three Pillars

A durable L&P program rests on People, Process, and Systems

PEOPLE

1

A centralized, expert-led team with clear reporting lines and strong partnerships across the business.

PROCESS

2

A policy framework, risk-based scope decisions, controlled payments, and trained associates.

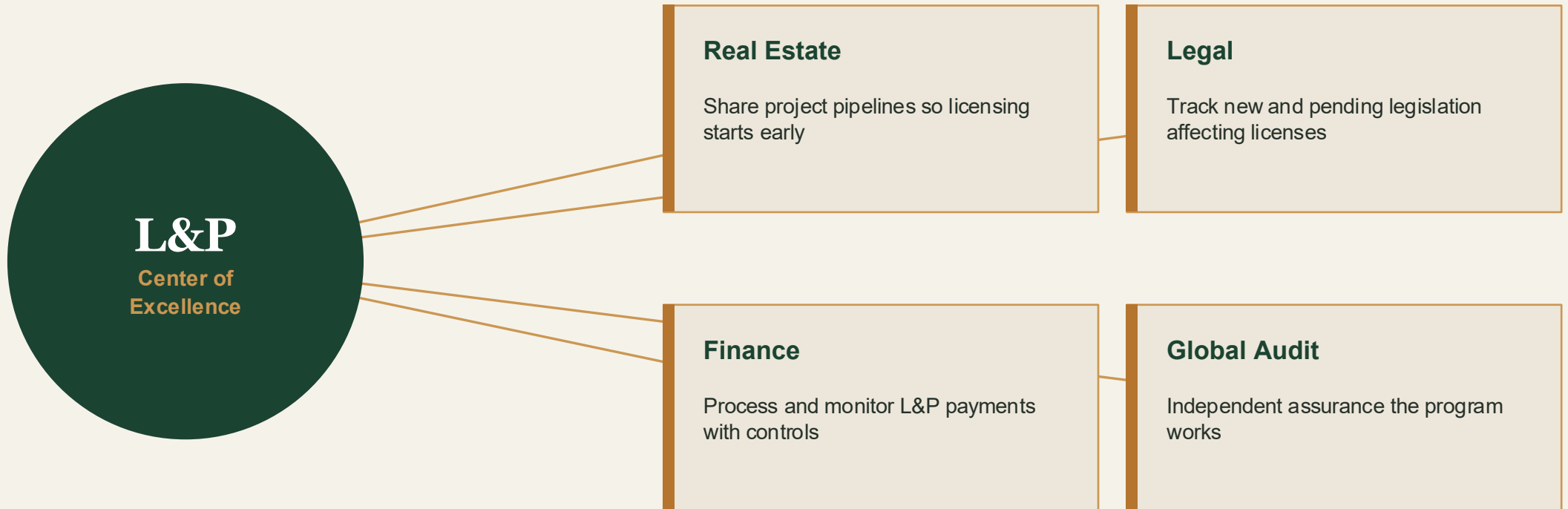
SYSTEMS

3

A single license-management system that tracks every license, flags renewals, and feeds reporting.

A Centralized, Expert-Led Team

An expert-led team owns the program and partners across the business



How it is built An international subject-matter expert leads the program; local leads run teams sized by risk—license volume, online availability, and use of third parties.

A Layered Framework

From global principles down to local execution

1

Global Policy

Procure all required licenses—in the right way, in compliance with law.

2

Standard Procedure

Four duties: complete applications accurately; pay through compliant channels; document and retain; track and monitor.

3

Maturity System

Principles and an escalating maturity scale measure and improve each program.

4

Local Procedures & Process Maps

Step-by-step workflows for every license type, owned by local teams.

SCOPE DECISIONS

Risk-based factors sort every document into **in scope** (managed and tracked directly) or **out of scope** (managed elsewhere with controls).

What the Team Manages Directly

Eight factors decide which licenses are in scope

- ✓ A statutory requirement to hold it exists
- ✓ Obtaining it requires government interaction
- ✓ A payment is required to obtain or renew it
- ✓ The application is in the company's name
- ✓ It carries "License" or "Permit" in its title
- ✓ It has an issuance or expiration date
- ✓ Failing to hold it risks penalty or sanction
- ✓ The original must be kept on the premises

IN SCOPE

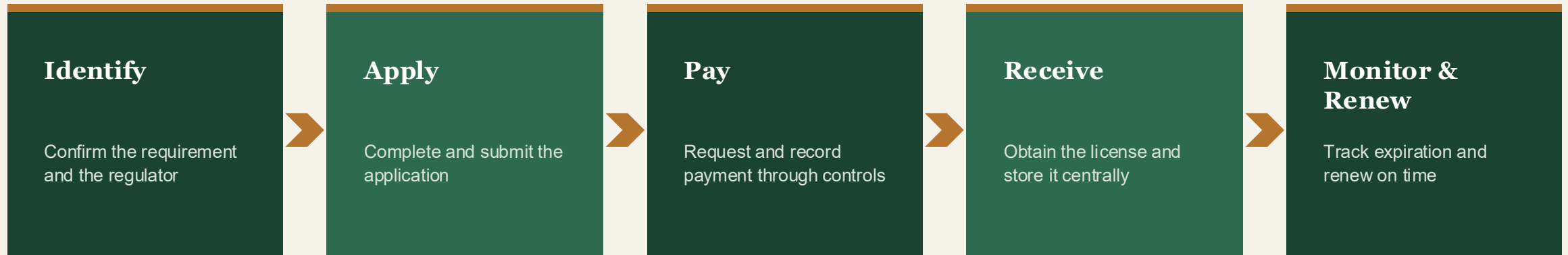
Managed, tracked, and reported by the L&P team

OUT OF SCOPE

Handled by another function with appropriate controls

One System, Full Lifecycle

A single platform manages every license from identification to renewal



♻ The cycle repeats—renewals feed back into monitoring, so no license lapses unseen.

- **A single repository** holds every license and supporting document, with automatic expiration alerts and standard tasks across all locations.

Reporting and Oversight

Real-time data turns license status into board-level oversight

Required

Licenses needed to operate in full compliance

Valid

Licenses obtained and current

Non-Valid

Missing, expired, or pending-internal

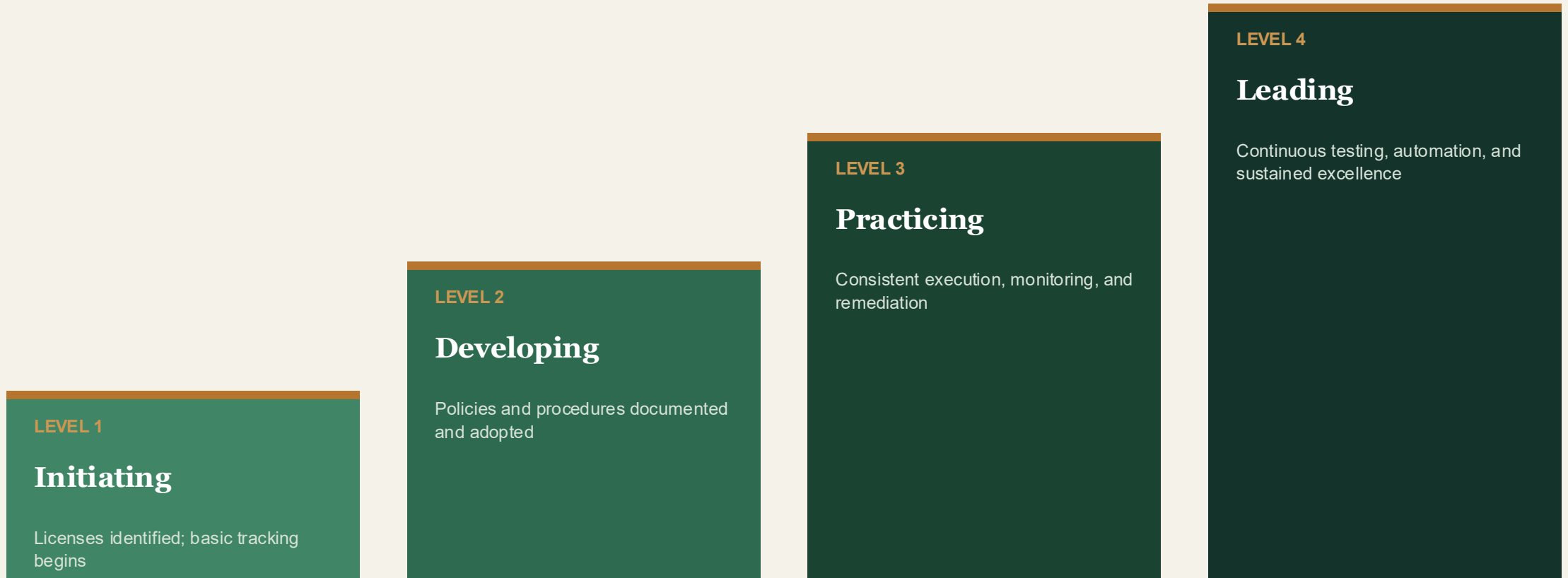
Pending-External

Submitted and awaiting the agency

- **Quarterly scorecards** give leadership a clear picture of license status by location.
- **Monthly system reviews** check that tasks, documents, and expiration dates are entered timely and accurately.
- **Remediation plans** follow every gap, with owners, timelines, and follow-through.

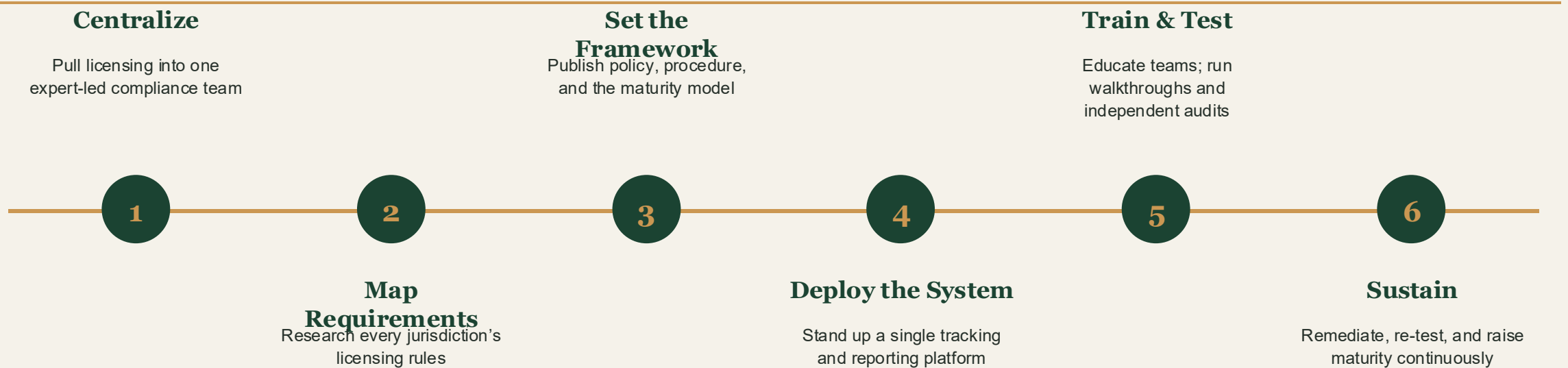
The Maturity Ladder

An escalating scale measures progress and sets the next target



How to Build It

Six moves that stand up the program—and sustain it



What Good Looks Like

World-class L&P governance, seen from the boardroom

Near-Total Licensure

A clear target—on the order of 95% or higher—for required licenses obtained or applied for, sustained over time.

Independent Assurance

Audit and walkthrough reviews confirm the program prevents, detects, and responds to risk.

Documented & Repeatable

Process maps and standard tasks make execution consistent and defensible.

Risk-Based Resourcing

Team size and effort scale to license volume and jurisdictional risk.