

ALISON J. TAYLOR

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Summary

I'm an experienced Managing Director with broad consulting and management expertise in risk, ESG, sustainability, ethics and compliance, organizational behavior and strategic intelligence. I have 20 years of experience in helping large corporate clients resolve sensitive problems and strategic dilemmas by balancing risk and opportunity. I have led, grown and restructured consulting teams in for-profit and non-profit organizations, across the US, Europe, the Middle East, Africa, and Latin America. I have significant leadership experience, including oversight of strategy, financial management, people management, thought leadership and business growth.

Employment History

December 2019 to date: Ethical Systems, Executive Director – based in New York

- Management: Leads Ethical Systems, a collaboration of top researchers at business schools, housed at NYU Stern School of Business. Responsible for strategy, management, financial performance, and fulfilling Ethical Systems' mission to improve organizational culture via research into systems thinking, psychology and behavioral science in organizations.

December 2019 to date: Business for Social Responsibility, Senior Advisor

- Advisory Support: Supports BSR on a limited number of strategic initiatives related to enhancing the effectiveness of the sustainability function inside member companies.

January 2015 to November 2019: Business for Social Responsibility, Managing Director – based in New York

- Management: Leads the sustainability management, supply chain and futures teams at BSR, a non-profit consultancy and membership organization, focused on sustainability, ethics, social impact and human rights. Responsible for annual revenue of USD12 million.
- Consultancy: Directs consulting projects on strategy, stakeholder engagement, organizational change, social risk and performance, ethics, governance and transparency.
- Thought Leadership: Speaks and writes regularly on corruption, risk, social responsibility, human rights and organizational culture.
- Coalition Building: Drives alignment and progress on a number of cross-sector coalitions and donor funded projects on corporate responsibility, sustainability, and social impact.

April 2017 to November 2019: Fordham Law School/Gabelli School of Business, Adjunct Professor

- I teach an innovative, multi-disciplinary graduate school class called "Risk and Responsibility in Organizations". This provides students with an organizational perspective on their work, and specifically the intersection between risk, responsibility and ethical conduct, via a focus on issues including human rights, CSR, political risk and organizational behavior.

2011 to 2015: Control Risks, Senior Managing Director, Americas – based in New York

- Management: Directed seven teams (45 employees) based across the Americas (total revenue of USD15 million in 2014), conducting strategic business and political intelligence and risk management, including a large investigative research team.
- Business Development: Restructured and reorganized the business to drive significant improvements in revenue, margin and competitive positioning. Developed new service lines, altered team structure, and realigned teams to drive consistency and cooperation.
- Business Generation: Responsible for personal sales target of approximately two million dollars in revenue.
- Consultancy: Advised clients on due diligence, political risk, compliance and investigations, anti-corruption policy and implementation, strategic and market intelligence, community and stakeholder engagement, reactive investigations, risk assessment, risk management.

- Business Strategy: Responsible for budgeting, growth, strategy and planning for the Americas practice, reporting to the regional CEO.
- Thought Leadership: extensive public speaking and media articles on compliance, risk assessments, anti-corruption and emerging markets.

2010 to 2011: Transparency International (UK): Programme Director – based in London

- Management: Managed all aspects of setting up a non-profit consultancy for Transparency International that was designed to help reduce corruption in the private sector. The role included recruitment and training of a network of expert consultants, design and implementation of strategy, products and services, legal and financial processes, marketing, and business development. It also involved incorporating diverse perspectives and driving organizational alignment around engagement with the private sector.
- Publications: Member of Advisory Panel on Transparency International's 2010 publication, *Adequate Procedures, Guidance to the UK Bribery Act*.

2003 to 2010: Control Risks, Director, Middle East and Africa, – based in London and Dubai

- Intelligence and Investigation: Conducted complex investment risk analysis, business intelligence, sector analysis and corporate investigations in Africa and the Middle East for major multinational clients, with frequent travel throughout the region.
- Consultancy: Advised clients on corporate governance, anti-corruption policy and practice, risk management, stakeholder engagement and investment strategy.
- Business Development: Took over management of Middle East and Africa practice area in February 2005; this generated revenue of GBP0.6 million in FY2004-2005, rising to GBP6 million in FY2009-2010.
- Team Development: Grew the team from two London-based consultants to a team of 20 working out of offices in London and Dubai and utilizing a large network of sources in every country in the region. Set up and established the Corporate Investigations business in Dubai from scratch.
- Strategy: Responsible for overall strategic direction of the business and delivery of budget targets, including business generation and development, new product development, marketing and recruitment. Member of Control Risks Middle East and Africa Executive Committees with input on strategy across the region and all service lines.
- Presentation: Regular presenter at conferences and to clients, frequent media interviews.

2001 to 2003: IHS Global Insight: Africa Risk Analyst – based in London

- Conducted political, economic and operational risk analysis for Sub-Saharan Africa, including economic forecasts and global risk ratings.
- Wrote analysis of developments, forecasts and investment advice for corporate clients.
- Assisted with business and product development and competitor analysis, managed partner relationships.

1999 to 2001: PricewaterhouseCoopers: Corporate Strategy Consultant– based in Chicago and London

- Developed strategies for major companies in consumer products, technology and retail: particular expertise in B2B and customer relationship management in the FMCG sector.
- Developed business cases and assessed change management implications of strategic recommendations.
- Offered strategic advice to clients, presented findings, facilitated workshops and discussions.
- Trained and supervised junior consultants and managed project processes.

1998 to 1999: Law Business Research: Contributing Editor – based in London

- Conducted qualitative original analysis of Latin American national legal markets and political economies.
- Designed and managed extensive survey of corporate counsel and law firm partners.
- Wrote introductory chapters that appeared in *Latin Lawyer* reference guide.
- Facilitated preparation and marketing of publication, including copy editing and layout.

May 1996 to February 1997: Law Business Research: Assistant Editor – based in London

- Designed and implemented research processes for publishing company start-up.
- Facilitated creation of editorial board consisting of partners in prominent law firms.
- Interviewed clients and potential clients, and presented findings; commissioned and edited articles.

Education

2015: MA Columbia University, Organizational Psychology

Executive MA Program with concentration in Change Leadership
Original research thesis on organizational corruption

1999: MA University of Chicago; International Relations; GPA 3.85

University Unendowed Scholarship; International House Fellowship
Original research thesis on economic liberalization and development in India

1994: BA (honors) Balliol College, Oxford University; Modern History Class 2:1

Balliol College Coolidge Award: a competitive annual award to undertake a research project in the United States, Summer 1994

Voluntary Positions

Board Member at Center for Business Ethics and Corporate Governance
Member of World Economic Forum Global Future Council on Transparency and Anti-Corruption
Advisory Board Member at Compliance Week

Selected Articles and Reports

Articles:

- [Anti-Corruption and Human Rights Efforts will Converge in 2020](#)
- [Can Corruption in Your Value Chain Lead to Complicity in Gross Human Rights Abuses? |](#)
- [Aligning Sustainability and Risk Management](#)
- [Is Stakeholder Engagement the Key to Successful Community Standards?](#)
- [Employees Have Given Rise to Something Far More Powerful than “CEO Activism”](#)
- [Why 2019 Is the Year of Stakeholder Trust](#)
- [Large Companies Have a Key Role in Strengthening Small Supplier Integrity |](#)
- [What Larry Fink’s 2019 Letter Means for the Future of Business](#)
- [When CEOs Should Speak Up on Polarizing Issues](#)
- [Companies Find Value in Combining Compliance, Sustainability](#)
- [Why Nobody Believes Your PR Anymore](#)
- [The Case for Merging Sustainability, Risk, and Compliance](#)
- [Culture, Behavior, and Corporate Integrity 2.0](#)
- [Why American CEOs have been so Quiet About Separating Families at the Border](#)
- [Why the new CEO Activism is Bad for Everyone](#)
- [Sustainability, Change Leadership, and Collaboration: From the Why to the How](#)

- [5 Signs Your Organization Might Be Headed for an Ethics Scandal](#)
- [Alison Taylor on the Paradise Papers: Reputation Has Become an Ethical Issue, Not a Legal One](#)
- [We Shouldn't Always Need a "Business Case" to Do the Right Thing](#)
- [Alison Taylor at the OECD Integrity Forum: Embracing Ethics Beyond Compliance](#)

Reports:

- [What Do Corrupt Firms Have in Common?](#)
- [A Human Rights Review of the Facebook Oversight Board](#)
- [Five-Step Approach to Stakeholder Engagement](#)
- [Redefining Sustainable Business: Management for a Rapidly Changing World |](#)
- [The Future of Business Ethics](#)
- [The Five Levels of an Ethical Culture](#)
- [The Maritime Anti-Corruption Network: A Model for Public-Private Collaboration Against Graft](#)