

Margaret Flaherty

Geneva, Switzerland

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EU, US & Swiss citizenship

Summary

- Teaching & curriculum development in the areas of business and sustainable development / corporate social responsibility – from strategic/policy to practitioner/implementation. Executive education, Master's and BA levels.
- 20+ years building international business associations / coalitions of leading companies, from start-up phase to well-established “voice of business” alliances on the most challenging issues facing various business sectors - including environment, energy, health, safety and development issues: the sustainable development agenda.
- Managing corporate board-level relations, framing strategic directions, running highly successful programs and advancing company collective interests.
- Delivering the “back-office” for large organizations including recruitment, training, fundraising, programming, staging of high-caliber/high-volume events.

Professional Experience

Foundation Strategy Group (FSG) / Shared Value Initiative **current**
Geneva, Switzerland
Senior Advisor

FSG is a consulting firm, founded by Harvard Professor Michael Porter, specializing in business strategy, evaluation, and research. The firm's work includes consulting engagements with many of the world's leading corporations, nonprofit organizations, and charitable foundations. FSG's goal is to help organizations and companies create greater and more effective social change.

Currently working on strategy of large industry trade associations (pharmaceutical, chemicals, fertilizers, seed science and fast-moving consumer goods).

Business School Lausanne **current**
Lausanne, Switzerland
Professor
Course: Business Strategy / business solutions and sustainable development” / Master's / BA

Current Appointments

Abbott Laboratories / Abbott Park, Illinois, USA / Corporate Citizenship Advisory Board **current**
Business and Human Rights Resource Center / London, UK / Advisory Council
De Tao Master's Academy, Shanghai, China / Faculty

World Business Council for Sustainable Development (WBCSD) **1995-2012**
Geneva, Switzerland
Chief Operating Officer / Chief of Staff 2004-2012

The WBCSD was the world's leading business organization committed to the principles of sustainable development: economic growth, environmental stewardship and social responsibility. Membership is composed primarily of Fortune 500 / blue-chip companies, anchored with the CEO. Serving as part of the founding / start-up team of 5 and then, moving to positions of progressive advancement over ~ 20 years, responsibilities included:

Membership: Research, recruit and retain membership / funding base. Delivered a doubling of the membership (from 100 to 200) over ~ 10 years.

Strategic Planning: Develop, draft and execute the business plan. Operated a budget of ~ CHF 15 - 18 million.

Teaching and Curriculum Development:

- Corporate Social Responsibility
- Reporting and Accountability
- Energy & Climate
- Ecosystems
- Mobility / Buildings

Appointments related to WBCSD

Caterpillar Inc. / Peoria, Illinois, USA / CEO's Sustainability Advisory Board

AccountAbility / London / UK / Advisory Board

AREVA / Paris, France / Corporate Sustainability Advisory Council

International Chamber of Commerce/World Industry Council for Environment (WICE) 1993-95
Paris, France / Project Manager

Research and report preparation on policy and strategy issues facing multinational corporations, specifically a coalition of 120 international companies committed to the environmental excellence. Topics included Trade and Environment, Technology Cooperation, Environmental Management Systems, International Standards. Included facilitating expert technical meetings with member companies, and liaison with intergovernmental and NGOs.

Center for Environmental Management, Tufts University 1987-1993
Medford, Massachusetts, USA / Principle Investigator

Researched and prepared case study material on the environment, health and safety programs of multinational companies. Specific emphasis included management organization, regulatory compliance, privatization, reporting and auditing systems. Conducted fieldwork in Brazil, Mexico, Great Britain, Hungary and Canada within the chemical, pulp & paper, consumer products, oil & gas and instrument controls industries. Published in the areas of Environmental Liability in Eastern Europe, Pollution Prevention, Technology Transfer.

Department of Environmental Management, Commonwealth of Massachusetts 1984-1986
Boston, Massachusetts, USA / Senior Regional Planner

Managed solid and hazardous waste planning for 40 Massachusetts communities; coordinated state planning under RCRA/CERCLA; managed technical assistance program; hired and supervised engineering and legal consultants.

Harvard University / Kennedy School of Government 1983-1984
Boston, Massachusetts, USA / Assistant

General office administration and event / logistics support for group of professors and researchers.

Education

Harvard University Business School, Cambridge, MA.

Executive Education Program / Strategic Management / July 2007

Massachusetts Institute of Technology, Boston, MA.

Executive Education Program / Sloan School / Business Strategy & Human Resources / June 2007

Northeastern University School of Law, Boston, MA *Juris Doctorate* 1994

Tufts University, Medford, MA MSc. 1987 Civil Engineering

University of Connecticut, Storrs, CT B.A. 1983 Political Science

Legal Experience

The Gillette Company, Boston, MA

Law Clerk Office of Corporate Counsel

United States District Court, District of Massachusetts Honorable Mark L. Wolf, Boston, MA

Law Clerk

United States Attorney's Office, Boston, MA

Law Clerk Major Crimes/Public Corruption Unit

Select Publications/Articles

Books & Chapters

Rappaport, Ann and Margaret Flaherty. *“Corporate Responses to Environmental Challenges: Initiatives of Multinational Management”*, New York, NY: Quorum Books/Greenwood Publishing Inc., July 1992.

Stigson, Flaherty. *“Business Drivers of Sustainable Development: The Role and Influence of the WBCSD – a Global Business Network”*. In: *A Handbook of Globalisation and Environmental Policy, 2nd Edition, National Government Interventions in a Global Arena*, Wijten & Zoeteman. Elgar Publishing Limited, Cheltenham, UK; 2012: 641.

Stigson, Flaherty. *“Growing with Society”*. In: *Global Future, The Next Challenge for Asian Business*, DeMeyer, Williamson, Richter, Mar. Wiley: Singapore; Hoboken, NJ; Chichester, UK ; 2005 : Chapter 9.

Flaherty, Margaret. *“Meeting the Challenge Head-on”*. In: *Environmental Risks and Rewards for Business*, Enmarch-Williams. John Wiley & Sons, West Sussex, UK; 1996: 113.

WBCSD

Flaherty, Margaret. *“Issue Management Tool: Strategic Challenges for Business”*. World Business Council for Sustainable Development, Geneva, Switzerland. 2006.

Flaherty, Margaret. *“Sustainable Development Reporting: Striking the Balance”*. World Business Council for Sustainable Development, Geneva, Switzerland. 2005.

Flaherty, Margaret (with others). *“Chronos: From personal values to corporate action”*. Chronos is an e-learning tutorial on sustainable development that was developed by the University of Cambridge Programme for Sustainability Leadership and the WBCSD. (2005-2007).

Flaherty, Margaret. *“Stakeholder Dialogue: The WBCSD Approach to Engagement”*. World Business Council for Sustainable Development, Geneva, Switzerland. 2003.

Flaherty, Margaret. *“Corporate Social Responsibility: Making Good Business Sense”*. World Business Council for Sustainable Development, Geneva, Switzerland. 2001.

Flaherty, Margaret. *“Meeting Changing Expectations: Corporate Social Responsibility”*. World Business Council for Sustainable Development, Geneva, Switzerland. 1998.

Articles

- Flaherty, Margaret. Shared Value: “New Frontiers and Old Ideals”, Groupe BPCE, Annual Report, 2014
- Flaherty, Margaret. *“Beyond Reporting: Creating Business Value and Accountability”*, ISO Management Systems, ISSN 1680-810X, September-October, 2005.
- Flaherty, Margaret. *“Trade & Environment, Singapore and Beyond”*. In: *Review of European Community and International Environmental Law (RECIEL) Volume 5, Issue 3, 1996, International Nuclear Law, Fall 1996.*
- Flaherty, Margaret. *“Trade and Environment: A Business Perspective, Review of European Community and International Environmental Law (RECIEL)”*, Vol 4:2, Business and Industry in Environmental Protection, Spring 1995.
- Flaherty, Margaret. *“Building Value-added Partnerships with Eastern Europe”*, *European Process Engineer*, February 1995, Volume 5.
- Flaherty, Margaret. *“Environmental Reporting: A Manger’s Guide”*, *Environment Strategies Europe*, September, 1994.
- Rappaport, Ann and Margaret Flaherty. *“Factors Driving Environmental Performance”*, *Corporate Environmental Strategy Newsletter*, July, 1993.
- Flaherty, Margaret. *“An Environmental Brief: Privatization and Environment in Hungary - A Case Study”*, Center for Environmental Management, Tufts University, Medford, MA, Spring 1993.
- Rappaport, Taylor and Flaherty. *“Global Corporate Environment, Health, and Safety Programs: Management Principles and Practices”*, Medford, MA: Tufts University, Center for Environmental Management, 1992.
- Margaret Flaherty and Ann Rappaport. *“Multinational Corporations and the Environment: A Survey of Global Practices”*, Medford, MA: Tufts University, Center for Environmental Management, 1991.