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EMERGENT BIOSOLUTIONS

MORE ABOUT ME

If money and location were no object, what would your perfect day involve?

I'm a travel nerd and usually have travel booked a year or more in advance. So a perfect day would involve travel, probably to the mountains because I love hiking and find peace there. It would start with coffee with my wife, then a walk with our dog. Then a vigorous hike with gorgeous views, getting back just in time to have a fantastic meal with friends and family.

If you could go back to witness one historical event, what would it be?

In addition to being a travel nerd, I'm a bit of a science geek so I might choose witnessing the Moon Landing in 1969. Ideally, in person.

Which TV show or movie can you watch over and over and never get bored of?

I love smart comedies so I could easily watch The Office, 30 Rock or Parks and Rec over and over again.

The house is on fire and every person and animal is out safely – which item would you dash back in to save?

I have a lot of things that I enjoy, but no possession matters enough to me to go back and save. Memories matter the most and I keep those with me at all times.

Asked & Answered

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?

1) Know and care about “the business”. Being a compliance expert and understanding risk is most valuable when you apply that expertise within a context you understand and respect deeply. Knowing the business also creates credibility with stakeholders. They feel like you are working with them towards the same goals.

2) Obsessive focus on culture. All the policies, training, tools and technology will be insufficient if there isn't buy-in at all levels. The Compliance Officer is only a part of that culture. Leaders at all levels have to be engaged and believe that doing things the right way and holding people accountable is critical to organizational success. I think there is a way to embed this culture without making it solely about risk. There can and should be pride in doing things correctly, being thoughtful about the “how” and “why” we do things and holding ourselves to a high standard.

How do you “sell” compliance to other leaders?

It has to be about more than just risk management; we should aim to be thought partners. If you have credibility with the business and care about it, then people are going to be more open to your guidance. There are two primary types of risk in my mind, strategic and execution. Strategic risks are big swings. Execution risks are everyday operations. I'm happy to take smart, strategic risks that are well thought through. Particularly if we feel like we've done our analysis, followed good process and there is value to patients, customers, the marketplace, etc.

On the flip side, I think it's unwise to take execution risks. Those have limited to no upside. People often advocate for those because it's “easier” or because they don't like the process. Those are not strong justifications. As I mentioned earlier, the other way to “sell” compliance is to make it about culture. Doing the right thing, protecting our reputation, our customers, etc. Leaders usually understand the importance of those types of concepts and want to be a part of supporting it.

Are we winning or losing the fight on data security and privacy and why?

The market continues to evolve and people's view of their privacy is evolving with it. Consumers seem to be willing to sacrifice privacy in exchange for benefits or access.

So I think we are evolving our data security and privacy protections as people evolve their expectations. I'm not sure we can say it's a winning or losing battle yet, but I think the landscape is constantly changing and we have to be responsive to that.

To what extent is it the compliance leader's responsibility to oversee ESG at their company?

I think of it less in the context of “responsibility” and more of “opportunity”. There are many synergies between ESG and Compliance so there is an opportunity to work together closely. That might be overseeing ESG in some environments, in others it might be a partnership or an input into the ESG work.

Compliance jobs often come with a high degree of stress – what is something practical you do to maintain a feeling of control?

Control the controllable. I try not to worry about the things I can't control. It's wasted energy and takes my focus away from the people who need me and the things that can benefit from my attention.

Also, I try to take care of myself mentally and physically. I prioritize sleep hygiene, exercise regularly, hydrate, meditate, etc. If you want to be your best at work, you have to invest in yourself first. I try to model this for my team and others around me as well. As a leader, you have to set an example. Sometimes that's the thing others need to see to allow them to do it for themselves.

Why did you decide a career in compliance was right for you?

It was a bit of good fortune. I'd been working in commercial / strategy roles in Pharma but my background was in law. When I was in the life science consulting practice at PwC, I had a few opportunities to blend my commercial/strategy work with my legal background and it just seemed like a natural fit.

What makes a successful compliance leader?

The best compliance leaders I know tend to be excellent communicators. They are able to crystalize a message or articulate a difficult concept in a way that people can grasp. They are translators, educators and advocates.

They also tend to be culture champions. They drive a strong team culture and invest in their people and are able to move the needle from an enterprise perspective. They inspire people and help them understand the compliance mission and get them to buy in. They set a high bar for the organization and give them tools to meet that standard.

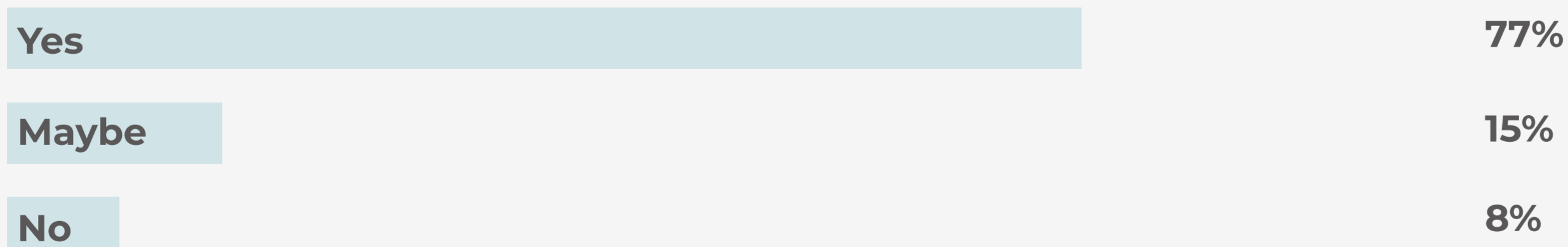
Finally, how important is data analytics to a compliance program?

It's critical. While it can take time to build a program and an organization that is capable of using data, it's an important goal. It's difficult to assess whether a program is actually having impact unless you can measure it through data. Additionally, it's difficult to know if you are accurately assessing risk if you don't have data to validate.

THE RESULTS

We asked...

Is Santa Real?



LOOKING TO FILL A COMPLIANCE JOB OR LOOKING FOR ONE YOURSELF?

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