

Dear Colleague,

We are pleased to inform you that we have forged a new partnership to assist organizations create progressive and lasting sustainability solutions. Much of our work is focused on identifying and pursuing opportunities to improve the sustainability of and greater efficiency in supply chains – from farm to end consumer. We feel we are uniquely qualified to assist your organization promote more responsible supply chains.

We have built a proven track record in the sustainable agriculture and commodity arena, specifically in leading new efforts, convening multi-stakeholder initiatives (MSIs) toward a common goal, and researching and improving the working of supply chains and certification systems. We assist companies and entities with establishing organizational frameworks and structure, and developing and implementing sustainability strategies—including tools, resources, and trainings that accelerate sustainable solutions.

Our deep experience developing partnerships and multi-stakeholder engagements in the sustainable development arena across corporate and non-governmental sectors, and our understanding of sustainable agriculture issues across the supply chain, can help advance efforts to support the expansion of sustainable supply chains and agriculture production and trade.

Before becoming a consultant in 2007, Liz led Gap Inc.'s sustainability efforts as its primary authority on all aspects of the company's environmental strategy and programs. On behalf of Gap Inc., she was elected the first chairperson for BCI and continues to support BCI by helping design a supply chain system that supports the production of—and demand for—Better Cotton. Liz has assessed market drivers and supply chain structures of various African crops for IFC. She also led a team to assess climate change impacts and resilience opportunities in the global cotton supply chain for Oxfam America. She is an expert panel member of Roundtable for Sustainable Biofuels and has acted as Director of Sustainability for a biodiesel company.

Kathleen brings a broad range of experience building multi-stakeholder, multi-sector solutions related to the apparel textile, the cotton supply chain, and sustainability as a business strategy to the team. Through her experience leading global and regional stakeholder meetings involving entire cotton supply chains, including intermediaries, she has helped bring innovative solutions to the market. Her expertise also includes research on successful characteristics of MSIs, developing basic organic certification guides for brands and retailers, and understanding the standard-setting process for commodities. She aligns organizational structures, processes, programs, and people to ensure lasting success.

Together we provide a unique perspective on how to best address stakeholder concerns in measurable and cost-effective ways, while maintaining the support of global brands and supply chain actors.

Please find attached our resumés that provide additional insight into each of our experiences and talents.

Please contact Liz at +1.415.924.2335 or [liz@lizmuller.com](mailto:liz@lizmuller.com) if you would like to discuss ways in which we could assist your organization promote sustainable supply chains.

Best regards,



Kathleen Wood



Liz Muller

## LIZ MULLER

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### CURRENT WORK

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Liz Muller advises organizations on development and execution of sustainability strategies, programs, and systems. She specializes in the development of corporate programs, global agriculture initiatives, and supply chains systems that empower various stakeholders—from producers and processors to retailers and consumers—to make lasting change. She assists organizations with all aspects of their sustainability programs—from development of policies and resources to external engagement and communications. Much of her supply chain work supports and/or aligns with leading international initiatives that use performance-based metrics, capacity building, and mainstream market demand to promote better practices and improve conditions on the farm. Liz has experience with food, fuel, and fiber crops.

### SKILLS

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- Strategy development and execution
- Executive and public presentations
- Project management
- Metrics development and reporting
- Collaboration and engagement
- Research and analysis
- Training and education
- Internal and external communications

### EDUCATION

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Masters of Public Health, Environmental Health — University of Hawaii, Manoa, December 1992

Bachelors of Arts in Biology and Psychology — University of California, San Diego, March 1988

### EXPERIENCE

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#### **LIZ MULLER, LLC, Corte Madera, California**

Principal: Advise organizations on development and execution of sustainability strategies and programs. Assisting Better Cotton Initiative (BCI) to 1) develop a supply chain system to support Better Cotton, and 2) gain industry support. BCI is a multi-stakeholder initiative with the goal of improving social, environmental, and economic conditions in cotton cultivation worldwide. Expert panel member of Roundtable for Sustainable Biofuels, an initiative with the aim of establishing global sustainability standards for biofuels. Evaluated climate change risks, resilience building opportunities, and market drivers in agriculture supply chains for clients such as Oxfam, International Finance Corporation, and International Labor Organization. Acted as Director of Sustainability for a biodiesel company. Advise and support private clients, including writing Virgin America's first Climate Report and managing Gap Inc.'s one mega-watt solar system installation. Present and advise at international conferences and industry meetings. (6/07 – present)

#### **GAP, INC., San Francisco, California**

Senior Environmental Manager: Developed and directed Gap Inc.'s environmental strategy and program.

*Environmental Stewardship*: Developed strategies, gained executive support for and directed all environmental programs. Trained and partnered with various departments to implement strategies and explore sustainability opportunities that aligned with business objectives. Communicated successes to employees, customers, and external stakeholders. Developed and implemented external engagement strategy. Designed and implemented first environmental metrics system. Chaired BCI's Steering Committee.

*Environmental Compliance*: Developed Gap Inc.'s first environmental compliance program. Program elements include hazardous waste management, transportation of dangerous goods, spill prevention and response, and hazardous material business plans. Performed environmental and health due diligence related to new product finishes, property transactions, and California's Proposition 65. (4/98 – 6/07)

## **WOODWARD-CLYDE CONSULTANTS, Honolulu, Hawaii**

Environmental Health Specialist: Performed environmental compliance audits and soil, groundwater, lead-based paint, and asbestos-containing material investigations throughout the Pacific. Completed Phase I and II Environmental Site Assessments, storm water and oil spill prevention plans for military and commercial facilities throughout the Pacific. (11/93 – 11/96)

## **US COAST GUARD, Honolulu, Hawaii**

Environmental Protection Specialist: Completed an environmental assessment and oversaw the closure of six USCG Long Range Aid to Navigation (LORAN) Stations. These closures required special precautions and coordination with state and federal agencies to protect endangered and federally protected wildlife. (1/92 - 9/93)

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## **ACCOMPLISHMENTS**

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- Led BCI's Steering Committee and engaged a wide range of stakeholders to establish BCI's governance structure, methodology, guiding principles, and partner network. During this time BCI received consistent support from unions, labor organizations, international finance institutions, social and environmental organizations, development agencies, cotton traders, spinners, and retailers.
- As Gap Inc.'s primary environmental authority:
  - Conducted Gap Inc.'s first life cycle assessment of environmental impacts.
  - Inspired and facilitated brands' development of sustainable products and packaging, including launching Gap Inc.'s first 100% organic cotton t-shirt and baby line.
  - Drove Gap Inc.'s support of renewable energy through the purchase of renewable energy certificates and installation of a one mega-watt solar array.
  - Joined U.S. Environmental Protection Agency's Climate Leaders program and established goals to reduce greenhouse gas emissions.
  - Implemented merchandise recycling program to convert garments into industrial wipes and furniture fill, and perfumes into fuel additives.
  - Designed a wastewater quality program to motivate vendors to properly treat effluent.
  - Developed and implemented Gap Inc.'s first *Environmental Metrics System*, *Environmental Management System*, and *Environmental Procurement Guidelines*.
  - Conducted a gap analysis of store construction specifications to U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) guidelines.
  - Conducted Gap Inc.'s first waste audit at stores and offices.
- Successfully bridged differences and averted public criticism from U.S. Fish and Wildlife Service and National Marine Fisheries Service when unanticipated challenges arose during the closure of USCG's navigation stations. These efforts led to an *On the Spot Cash Award* and *Certificate of Outstanding Performance*.

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## **ADDITIONAL**

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- Certified Woman Business Enterprise
- Certified Bay Area Green Business
- Member of San Francisco Bay Area's Business Council on Climate Change
- Member of Natural Resource Defense Council's Environmental Entrepreneurs
- Volunteer for Marin Agricultural Land Trust

## KATHLEEN WOOD

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### CAREER PROFILE

*Accomplished professional with international experience in sustainable development and market transformation arenas and an established background in team leadership and operations. Demonstrated ability to work in diverse, cross-sector environments and make an immediate, lasting impact within an organization. Forward thinker with a proven record of identifying and advancing social, environmental and economic programs and forming key partnerships. Seeking to utilize background to provide leadership and innovative action-oriented solutions to leverage global systems change.*

### AREAS OF STRENGTH AND EXPERTISE

- **Stakeholder Engagement**
  - **Coalition Building**
  - **Supply Chain Systems**
  - **Organizational Learning**
  - **Program Development**
  - **Operations Management**
  - **Strategic Analysis**
  - **Team Management**
  - **Planning & Budgeting**
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### PROFESSIONAL EXPERIENCE

#### **Organic Exchange, Oakland, CA**

2003 to 2008

##### **Senior Director – Program Integration**

- Oversaw strategic development initiatives for the organization, advised executive director and board of directors on organizational direction and identifying necessary evolution plans, the industry realizing a 600 percent growth in worldwide retail sales.
- Opened a European Office of Organic Exchange, establishing business strategy, hiring executive team and developing key partnerships for ongoing success to increase use of organic cotton by EU Brands and Retailers. Initial strategy to deliver four unique trainings yearly for Brands and Retailers.
- Led strategic development of content, design and successful execution of 14 global and regional educational events held in 12 countries with over 2500 participants in attendance. Attendees from over 800 organizations across sector and representing the entire supply chain and key intermediaries.
- Instrumental in external stakeholder engagement, overseeing fundamental components of industry projects including sustainable supply chain development, tool kit for brands and suppliers, online track and trace systems, retail supply chain training and certification and standards education.
- Developed a collaborative global network of organic cotton farmers to build a global understanding of supply and generate global production numbers for sustainable market growth.

#### **Better Cotton Initiative, Berlin, Germany**

2005 to 2008

##### **Steering Committee Member**

- Conducted a comprehensive organizational assessment, resulting in the development of the initiative in key areas such as a steering committee chair, initiative manager, governance structure, engagement activities and communication strategy to advance mission.
- Facilitated in-person and virtual steering committee meetings in Asia, Europe and U.S., played an integral role in various special task groups for the development a stakeholder engagement strategy, verification system and model for supply chain management.
- Led research activities to identify and provide best practices and recommendations of multi-stakeholder initiatives on organizational structure, governance and stakeholder engagement.

#### **Portland State University, Portland, OR**

2006

##### **Adjunct Faculty – Masters in International Management**

- Instructed courses in stakeholder engagement and cross sector partnerships, delivering interactive lessons on sustainable development issues including organizational learning and systems thinking.

**Current and Recent Projects:**

- **Meyer Memorial Trust** – Manage overall strategic planning and leadership development activities for largest private foundation in Oregon.
- **Grant Makers of Oregon and South West Washington** – Work with staff to proactively establish and maintain strategic planning, programs and staff development.
- **Nike Corporate Responsibility** – Guide development of community investment strategies locally.
- **Creative Encounters.** Cairo, Egypt. Executive Team Leadership development, National Bank of Egypt.

**Consulting Highlights:**

- **Nike Sustainable Development Department (2004 to 2006)**
  - Provided strategic planning including the development and implementation of corporate strategy to align stakeholders, identify key engagements and achieve partnership directives.
  - Designed and executed innovative “Reuse-a-shoe” initiative, providing leadership coaching throughout corporate transition/reorganization.
- **Nike Sustainability Initiative (1998 to 2000)**
  - Developed and implemented revolutionary program promoting sustainability as a functional business platform in developing key competitive advantages and internal leadership capacity.
  - Spearheaded intensive, active-learning initiative, emphasizing a triple bottom line (people-planet-profit) business model and demonstrating its functionality within company operations.
  - Developed strategic alliances with key external shareholders and collaborated with leading-edge thinkers and organizations within the industry.
  - Achieved more than \$4M in eco-efficiency savings in first year, initiated global and corporate transformations to sustainable development practices and created competitive advantages in product innovation and leadership benchmark standards.
- **Development of Global Leadership Curriculum - Nike (1996)**
  - Led design, development and delivery of comprehensive, global front-line leadership training project to develop and sustain increased internal capacity.
  - Managed budget, consultants and internal staff and oversaw cross department engagement.

**Clients:** AIDS council, Action Learning Associates, Cancer Care Resources, Cognos, Disney, GE / Interlogix, Ingersoll-Rand, Mercy Corps, Meyer Memorial Trust, Milgard, Nike, Pricewaterhouse Coopers, Prince of Wales Business and Environment Program University of Cambridge, Silicon Graphics, Tektronix.

**Pacific Crest Outward Bound School, Portland, OR**

1989-1994

**Director – Professional Development Program**

- Initiated growth of department by 100 percent, increasing program variety, developing a concise client-responsive program and building infrastructure and internal capability to support increased client base.
- Hired, trained and mentored 30 contract staff members and managed program profitability within budget.

**CERTIFICATIONS, SKILLS AND AFFILIATIONS**

- Corporate Community Partnerships, Center for Corporate Citizenship – Boston College (2005)
- Stakeholder Engagement Certificate, Center for Innovation Management – Simon Fraser University (2004)
- Partnership Brokers Accreditation Scheme, International Business Leaders Forum and Cambridge University (2003)
- Training and Development Certificate – Portland State University (1993)

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**EDUCATION**

- Masters Program, Intercultural Relations – Antioch University
- B.S., Environmental Sciences – Colorado State University