

# liz muller

*Responsible Supply Chain Advisor*

+1.415.924.2335 • [liz@lizmuller.com](mailto:liz@lizmuller.com) • [www.lizmuller.com](http://www.lizmuller.com)

## OVERVIEW

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Liz Muller advises organizations on the development and execution of sustainability and ethical sourcing and supply chain strategies, programs, standards, and systems. She excels at creating scalable systems that build on existing processes and systems, linking market demand with responsible producers through complex commodity supply chains in an effective and credible manner. For more than 25 years Liz has worked on creating compliance programs, developing and implementing responsible initiatives, shaping responsible supply chain strategy, and conducting due diligence audits. She specializes in minerals and cotton.

## QUALIFICATIONS

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### Supply chain due diligence expertise

- Assisting Responsible Sourcing Network develop the [YESS: Yarn Ethically & Sustainably Sourced](#) (YESS) standard as well as supporting assessment tools. Training spinning mills on the YESS standard and working with them to assess the feasibility of the implementation of the YESS standard and tools.
- Assisting Organisation for Economic Co-operation and Development (OECD) conduct an assessment to evaluate the alignment of the Sustainable Apparel Coalition's (SAC's) Brand and Retail Module and How to Higg guidance document to the recommendations of the OECD Due Diligence Guidance for Responsible Supply Chains in the Garment and Footwear Sector (OECD Due Diligence Guidance).
- Leading one of the three global firms that originally conducted audits of smelters under the Responsible Materials Initiative (RMI).
- Training auditors and helping smelters prepare for the new Responsible Materials Assurance Program (RMAP) Standard, which is aligned with the OECD Due Diligence Guidance .
- Serving as an active member of the RMI Standard Advisory Group as RMI aligns its standards to the OECD Minerals Guidance.
- Conducting a responsible cobalt sourcing program in accordance with a global brand's protocol based on *Chinese Due Diligence Guidelines for Responsible Mineral Supply Chains* (Sections V – VII) and [Guidelines for Social Responsibility in Outbound Mining Investment](#) (Sections 2.5.1 and 2.6.1-2.6.3) published by China Chamber of Commerce of Metals, Minerals & Chemicals Importers & Exporters (CCCME).
- Assisting an apparel brand develop a program to comply with California's Transparency in Supply Chains Act.
- Assisting an electronic brand in conducting supplier due diligence to confirm that they only source from RMI-conformant smelters.
- Assisting a jewelry brand in the development of a supplier code of conduct that aligns with its responsible sourcing policy, Responsible Jewellery Council's Code of Practices, and the California Transparency in Supply Chains Act.

### Cotton and apparel expertise

- Acting as the first Chairperson of Better Cotton Initiative (BCI).
- Working with BCI to develop a supply chain system to support the uptake of Better Cotton.
- Serving as Gap Inc.'s sustainability expert during the development of its first sustainability and environmental compliance program, including its first responsible cotton strategy and program.
- Advising several apparel brands on cotton, recycled fibers and filaments, and other supply chain matters, including implementing due diligence programs to comply with California's Transparency in Supply Chains Act.
- Conducting a responsible supply chain benchmark study for an apparel brand and member of the SAC.
- Supporting Cotton Council International's efforts to identify and prepare for governance trends in the cotton industry.

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## ADDITIONAL EXPERIENCE

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**liz muller & partners, Corte Madera, California**

(6/07–present)

Principal: Helps organizations to develop sustainability strategies, policies, and supporting tools, to implement sustainability programs, to conduct research, and to train initiative members and audit firms.

*Highlights not previously mentioned:*

- Evaluating climate change risks, resilience building opportunities, and market drivers in cotton and other agriculture supply chains for clients such as Oxfam, International Finance Corporation, and International Labor Organization.
- Supporting International Petroleum Industry Environmental Conservation Association's work on sustainable biofuels (e.g. traceability, water, voluntary standards).
- Aiding the United Nations Development Programme in the launch of its new sustainable agriculture facility.
- Facilitating the first Needs Assessment of the Roundtable for Sustainable Biofuels in the context of Hawaii.
- Directing and overseeing carbon and water footprints for clients such as Virgin America and PureCircle.

**Gap, Inc., San Francisco, California**

(4/98–6/07)

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

*Environmental Stewardship:*

- Established strategies of, gained executive support for, and directed all environmental programs.
- Trained and partnered with various departments to implement programs and explore sustainability opportunities that aligned with business objectives.
- Communicated successes to internal and external stakeholders.
- Conducted the company's first life cycle assessment and established greenhouse gas emissions reduction goals.
- Implemented external engagement strategy.
- Designed and implemented first environmental metrics system.

*Environmental Compliance*: Developed Gap Inc.'s first environmental compliance program (e.g. hazardous material and waste management, transportation of dangerous goods, product and property due diligence).

## CLIENT RELATIONSHIPS AND RECOGNITION

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Liz maintains strong relationships with, and a positive reputation among, brands—many of which are SAC members, merchants, cotton associations, and organizations (e.g. [International Textile Manufacturers Federation](#), [International Cotton Advisory Committee](#), [Cotton Inc.](#), [Cotton Council International](#), [BCI](#), [SAC](#)).

Liz has received accolades from several clients over the years. Here are some reactions to her work:

*In recognition of their valuable contributions to the Conflict-Free Sourcing Initiative and Conflict-Free Smelter Program during five years of committed service from 2011-2016. Distinguishing Liz Muller for her dedication to auditing excellence in supply chain assurance, which has advanced responsible 3TG sourcing globally.*

—Conflict-free Smelter Initiative (presented in a plaque)

*Liz has a strong understanding of global commodity supply chains and their role in advancing the sustainability agenda. Her work in creating and supporting practical and scalable solutions to some of the most pressing sustainability challenges is widely recognized.*

—Chris Brett, Head of Corporate Responsibility & Sustainability, Olam International