

MONICA (OBERKOFER) GORMAN

(b) (6)

EXPERIENCE

NEW BALANCE ATHLETICS, INC.

Boston, MA

Vice President of Responsible Leadership & Global Compliance

January 2012 – Present

- Head of New Balance Responsible Leadership & Trade Policy: responsible for setting vision, strategy, direction, and management of 3 diverse worldwide teams: 1) global social & product safety compliance; 2) environmental sustainability; and 3) international trade policy.
- Responsible for management and oversight of 3 global department budgets: 1) global compliance; 2) environmental sustainability; and 3) trade.
- Lead and manage New Balance global stakeholder engagement strategy; key stakeholders include global trade unions, global and local non-profits & civil society organizations, multilateral institutions (e.g. United Nations, International Finance Corporation, International Labor Organization), US & foreign industry associations, and governments.
- Responsible for establishing new NB office of Global Privacy to address rapidly changing consumer & regulatory environment on privacy rights; serve as key corporate contact directing external consultants to design new Privacy policies & procedures to govern NB business operations; wrote job descriptions and working to hire 1-2 staff in 2021 to establish permanent Privacy division.
- Primary NB representative in Washington for trade matters (e.g. testified before US government interagency panel on June 17, 2019 on the impact of proposed Section 301 China tariffs on NB business).
- Official liaison to Joe Preston, New Balance CEO, for his role on the Advisory Committee on Trade Policy & Negotiations (ACTPN) to the United States Trade Representative.
- Spearheaded NB signatures to the UN Charter on Climate Action and RE100 (100% Renewable Energy) Commitment (2019) and driving implementation of associated climate action plans throughout New Balance organization
- Published first update to [New Balance Responsible Leadership](#) non-financial disclosure in 7 years through interactive online & mobile site; executive producer of 2020 Emmy®-nominated NB short film "Made Responsibly: Vietnam"
- Drafted New Balance Code of Business Ethics & Compliance and led company-wide implementation of Code and anonymous third-party hotline/grievance mechanism for all New Balance associates.
- Represented NB in Ministerial-level meetings in Cambodia regarding EU review of EBA trade preferences (Oct 2018)
- Named a 2020 Presidential Leadership Scholar
- Member, Board of Directors, Fair Labor Association, 2013 to present; Chair of FLA Board Finance Committee
- Member, USTR/Commerce Industry Trade Advisory Committee for Apparel & Textiles (ITAC-11), 2010 to present
- Director, USDA Cotton Board, 2010-12 and 2017-20
- Member, Board of Directors, United States Footwear Manufacturing Association (USFMA), 2019 to present
- Term Member, Council on Foreign Relations (2011-2016)

AMERICAN EAGLE OUTFITTERS, INC.

New York, NY / Pittsburgh, PA

Senior Director of Corporate Responsibility & International Trade Compliance

August 2008 – January 2012

- Head of AE global corporate responsibility (CR), international trade, and product safety divisions (managed 20+ people)
- Led 3-year strategic evolution of AE's CR program from basic social compliance model to a sophisticated program with social, environmental, public policy, and transparency objectives; oversaw and managed department budget process
- Evolved trade and regulatory affairs division into an integrated program that included trade policy, trade compliance, customs compliance and international regulatory oversight
- Built AE Consumer Product Safety division from the ground up: wrote department policies and standard operating procedures for rigorous product testing & labeling program (including import documentation and testing protocols); hired and trained 3 new employees to permanently staff new division.
- Signed global buyer principles on behalf of AE for the International Labor Organization (ILO)'s Better Work program; spearheaded AE membership in the multi-stakeholder Fair Labor Association (FLA); initiated and developed ongoing stakeholder engagement channels with the International Textile Garment and Leather Workers' Federation (ITGLWF), the Maquila Solidarity Network (MSN), the London-based MFA Forum, the Responsible Cotton Network, etc.
- Led 2011 AE strategic transparency initiative to provide first corporate disclosure of CR issues on AE Better World website.
- Member, AE Foundation Board of Directors

GAP INC.

Director of Social Responsibility
Senior Manager, Social Responsibility
Manager, Global Compliance

San Francisco, CA
 January 2007 – July 2008
 November 2005 – December 2006
 August 2003 – October 2005

- Led Gap Inc.'s corporate social responsibility (CSR) strategy, communications & brand partnerships
- Developed and evolved (PRODUCT) RED™ initiative with Gap marketing, Bono & Ali Hewson
- Chief internal consultant to Banana Republic in the launch of its first “green” eco-friendly apparel line in Summer 2008; also helped Banana Republic create a US\$2M “global artisans” product line.
- Named “CSR Communicator of the Year” by *PR News* in March 2008.
- Conducted first ever apparel company assessment of corporate standards against the Universal Declaration of Human Rights (UDHR) and other key international human rights principles
- Gap Inc. representative to the Business Leaders Initiative on Human Rights (BLIHR); and also to the Global Reporting Initiative (GRI) that developed the first global reporting standards for the apparel & footwear industry (2008)
- Oversaw first major revision of Gap Inc.'s Code of Vendor Conduct since 1996 to facilitate closer alignment with ILO conventions and other leading international compliance standards, e.g. SA8000
- Won 2007 Gap Inc. “Exceed” Award for establishing the company's leadership in CSR communication.
- Editor-in-chief of Gap Inc.'s 2005-2006 Social Responsibility Report.
- Chief architect and author of Gap Inc.'s inaugural 2003 Social Responsibility Report which generated 80 million positive media impressions (the highest ever in company history) and changed the face of corporate communications; the report also won *Business Ethics'* 2004 Social Reporting Award, the ACCA-CERES 2004 Commendation for Social Reporting, and was ranked on SustainAbility's 2004 List of Top 50 sustainability reports.
- Primary driving force behind “warts-and-all” disclosure of supply chain compliance data and auditing results; created templates that were later adopted by Wal-Mart, Nike, and Reebok, and have now been codified as the industry disclosure standard.
- Wrote Gap Inc.'s 2004 Social Responsibility Report, which won the 2006 *PR News* Annual CSR Report Award, the ACCA-CERES 2005 Commendation for Continued Excellence in Social Reporting, and was ranked on SustainAbility's 2006 List of Top 50 sustainability reports.

OXFORD ANALYTICA LTD

Research Analyst

Oxford, England
 October 2001 – September 2002

- Researched economic, financial, and geopolitical issues for multinational corporations, banks, and government clients. Wrote briefing papers and prepared client presentations.

THE WHITE HOUSE

Intern, Office of the Staff Secretary (Todd Stern), West Wing

Washington, DC
 June – December 1996

- Prepared Oval Office paperwork, including President Bill Clinton's daily briefing book and congressional legislation awaiting his signature, and circulated memoranda between the President, cabinet secretaries, and senior White House staff.
- Managed the 200-person White House Intern Program during the Program Director's one week absence.
- Represented the Intern Program in public speaking engagements (e.g., introduced then-Attorney General Janet Reno).

UNITED STATES SENATE

Intern, Office of Senator Kay Bailey Hutchison

Washington, DC
 Summer 1995

- Conducted foreign affairs and defense research. Drafted memoranda and edited speeches for the Senator.

EDUCATION**UNIVERSITY OF OXFORD (NUFFIELD COLLEGE)**

D.Phil. in Politics

Oxford, England
 1999-03

- Honors:** 2000 Visiting Scholar, New York University School of Law
Thesis: “The European Court of Justice and the Limits of Supranational Autonomy”

UNIVERSITY OF OXFORD (ST. EDMUND HALL)

M.Phil. in European Politics

Oxford, England
 1997-99

- Honors:** 1996 Rotary Scholar. 1996 Reynolds Scholar (Dartmouth). 1996 Rhodes Scholar Finalist (NH). 1999 St. Edmund Hall College Colors (Rowing). 1998 St. Edmund Hall Brockhues Award. 1998-99 Crew, Oxford University Women's Lightweight Rowing Club. Secretary, St. Edmund Hall Middle Common Room (Elected).

DARTMOUTH COLLEGE

Hanover, NH

A.B. in History, awarded Summa cum Laude and Phi Beta Kappa

1992-96

1995 Foreign Study Program (Berlin, Germany). 1993 Language Study Abroad Program (Mainz, Germany).

Honors: 1996 Ray W. Smith Award for All-Around Achievement. 1994-96 Rufus Choate Scholar (GPA 3.87/4.0).

1996 Benjamin F. Barge Prize for Oratory. Presidential Scholar. 1996 Class Secretary (Elected).

1996 Stephen J. Schlossmacher Prize for German. 1996 Class Orator (Elected).

1996 Vice-President, Dartmouth College Student Assembly. 1995-96 Intern, Office of the College President.

PUBLICATIONS

Oberkofler, Monica. "Examining the Role of Companies in the Realization of Human Rights: The Case of Gap Inc."

Berkeley Journal of International Law 26-2 (2008).

Oberkofler, Monica. Editorial. "Story of another Monica who worked in the White House." *The Boston Globe*, January 31, 1998.

Oberkofler, Monica. "Whispers of History." *Dartmouth Alumni Magazine*, October 1995.

Oberkofler, Monica. Editorial. "Internships ready nation's future leaders." *The San Antonio Express-News*, October 24, 1995.

LANGUAGES: German.

INTERESTS: Running (Boston, London & New York City Marathons), international travel (45 countries), writing, classical pianist.

SELECTED SPEECHES

Speaker, "Plenary Panel: Fundamental Aspects of the SDGs," *Goalmakers 2020 National Forum*, December 7, 2020

Panelist, *Applying a Business and Human Rights Lens to the COVID-19 Pandemic: Business Responses and Teaching Approaches*, Teaching Business and Human Rights Forum, June 23, 2020

Oral Testimony, Dr. Monica Gorman on behalf of New Balance Athletics, Inc., *Section 301 Interagency Hearings on Proposed China Tariffs*, International Trade Commission, June 17, 2019

Speaker, "Sustainability at New Balance," *Boston Consulting Group Global Sustainability Conference*, Boston, March 2019

Panel Moderator, "The Landscape for U.S. Trade in 2017: Presidential Authority and Congressional Prerogatives on Tariffs, Trade Agreements, and Labor Rights." *Fair Labor Association*, Washington DC, February 6, 2019

Keynote Address, "Responsible Leadership at New Balance," *American Apparel & Footwear Association Supply Chain Conference*, Ho Chi Minh City, Vietnam, November 2017

Speaker, "Combatting Human Trafficking and Forced Labor in the Apparel & Footwear Supply Chain," *It's Not Winning that Counts. It's How You Play the Game: Criminal Infiltration into Global Sports*, Webinar, Babson College, March 25, 2015

Panelist, "Subcontracting in the Supply Chain," *Ethical Sourcing Forum*, New York City, March 27, 2014

Speaker, "Responsible Leadership in the Supply Chain," *United States Fashion Industry Association Summer Seminar*, New York City, June 19, 2013

Panelist, "Traceability and Raw Materials," *American Apparel & Footwear Association*, Washington DC, November 14, 2012

Panelist, *Implementation Workshop on the UN Guiding Principles on Business and Human Rights*, US Department of State, April 30, 2012.

Panelist, "Business Integration, Transparency & Tracking Impact," *Engaging Business: Implementing Respect for Human Rights*, The Coca-Cola Company, Atlanta, GA, April 28-29, 2011.

Corporate Representative, *2010 Public-Private Collaboration Conference on Global Working Conditions*, US Department of State, March 11, 2010.

- Participant, *The Corporate Responsibility to Respect Human Rights Consultation*, convened by the Special Representative of the UN Secretary General on Business and Human Rights, Harvard University, September 8-9, 2009.
- Corporate Representative and Speaker, *Inter-American Development Bank / Clinton Foundation / ILO Better Work Haiti Meeting*, Port-au-Prince, Haiti, October 2, 2009.
- Panelist, “Gap Inc. on Building a Sustainable Brand.” *Sustainable Brands 2008*, Monterey, CA, June 5, 2008.
- Panelist, “Generalizing Labor Standards: Trade Rules and Benchmarking.” *Just Supply Chains*, Program on Global Justice, Stanford University and MIT Sloan School of Management, May 17, 2008.
- Opening Address, “Realizing the Potential: Global Corporations and Human Rights.” 2008 Stefan A. Riesenfeld Symposium. UC Berkeley Boalt Hall School of Law, March 14, 2008.
- Panelist, “The Painful Reality of Forced Labor and Slavery: What Can Corporations Do?” SRI in the Rockies Conference, November 3, 2007.
- Panelist, “Assessing the Success of International Standards.” *Bridging the Gap*, 2005 Net Impact Conference, Stanford Graduate School of Business, November 12, 2005.
- Panelist, *Mapping the Future of Corporate Citizenship: Redefining the Markers for Business Success*, Boston College Center for Corporate Citizenship, April 4, 2005.
- Panelist, “Mainstreaming Corporate Social Responsibility and Sustainability: Opportunities and Risks.” 12th Annual Net Impact Conference, Columbia Business School, November 12, 2004.