Position Specification

Fair Trade USA

Chief Operating Officer

Mission

Fair Trade Certified™ enables sustainable development and community empowerment by cultivating a more equitable global trade model that benefits farmers, workers, fishermen, consumers, industry, and the earth. We achieve our mission by certifying and promoting Fair Trade products.
Fair Trade USA
Chief Operating Officer

Organization Background

Fair Trade USA (FTUSA), based in Oakland, CA, is a four-time winner of Fast Company Magazine's Social Capitalist award and is an internationally renowned social enterprise that promotes sustainable development and corporate social responsibility. Founded in 1998, FTUSA is the leading independent third-party certifier of Fair Trade products in the United States. Its unique market-based model for sustainability links millions of farming families in the developing world to leading U.S. and global companies through more direct, equitable trading partnerships. Fair Trade empowers working and farming families to improve their living standards while protecting the environment. At the same time, it strengthens global supply chains and makes sustainability a driver of profitability for the business community. To date, FTUSA has channeled over $450 million in additional income to hardworking farmers and workers around the world.

FTUSA has also developed strong partnerships with over 1,200 U.S. and global companies – from importers and exporters to leading brands and retailers of coffee, tea, chocolate, sugar, fresh produce, fish, apparel, home goods, and dozens of other product categories. The unique, “shared value” model ensures that farmers and workers in the global supply chain achieve better working conditions, incomes and living standards. At the same time, Fair Trade enables brands and retailers to develop stronger supply chains, reputations and consumer loyalty. Today, 67% of U.S. shoppers recognize the Fair Trade Certified™ label and 20% are buying Fair Trade products. The rapid growth of the Fair Trade market suggests that a more enlightened model of Conscious Capitalism is emerging – enabling people, planet and profit to thrive together. As both a market phenomenon and a grassroots movement, Fair Trade has reached a tipping point, promising dramatic growth in scale and impact in the coming years.

FTUSA is governed by an elected Board of Directors and employs an innovative revenue model to drive impact for farmers and workers around the world. On average, 75% of FTUSA’s revenue is derived from income earned from business partners that pay to use the Fair Trade Certified™ label. The remaining 25% is contributed revenue from individuals, foundations and corporations who partner with the organization to invest in innovation, growth and impact.

Following a successful $25 million capital campaign, FTUSA is now investing significant resources in its global expansion and is well positioned for its next phase of growth while impacting the lives of millions of families. Standing at the forefront of the conscious capitalism movement, FTUSA is poised to lead significant change and together with the business community and other key stakeholders the organization is writing a new chapter in global capitalism by making shared values and impact sourcing a reality.
Fair Trade USA Values

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<tr>
<th>Values</th>
<th>Description</th>
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<tbody>
<tr>
<td>Empowerment</td>
<td>We believe in empowerment and freedom of choice as means to a better world.</td>
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<tr>
<td>Integrity</td>
<td>We strive to always act ethically and we value relationships built on honesty, mutual respect and trust.</td>
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<td>Sustainability</td>
<td>We engage in sustainable solutions to global problems that affect the earth and its people.</td>
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<td>Innovation</td>
<td>We transform the world through entrepreneurial creativity and lead by example.</td>
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<td>Excellence</td>
<td>We believe that quality of life, work and performance are critical to achieve our mission.</td>
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<td>Personal Development</td>
<td>Strong organizations rely on strong individuals. We encourage and support each other to realize our fullest potential, and will thereby strengthen our internal community.</td>
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<tr>
<td>Community</td>
<td>We value our global and internal communities’ diversity of perspectives, and know that each may hold a piece of the solution. We collaborate and partner for mutual success.</td>
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<td>Fairness</td>
<td>We work to create opportunities and extend the benefits of globalization to all people, everywhere.</td>
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<tr>
<td>Impact</td>
<td>We build positive solutions that achieve meaningful social and environmental change in the world.</td>
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Organization Structure

FTUSA’s internal structure is broadly divided between functional teams and category teams. The functional teams are tasked with designing standards, certifying producers against those standards, and measuring impact. The category teams are responsible for business development and supply chain support services to all partners.

In addition to the internal team, FTUSA relies on support from external parties to implement their programs. Field staff are located in regions with high concentrations of certificate holders. They introduce producers to the Fair Trade program, support producers in coming into compliance with the standards and provide additional services, such as on-site training or needs assessments. Third party assurance providers conduct on-site auditing services for applicants and certificate holders. Assurance
providers are independent from FTUSA but must adhere to the rules and audit methodologies specified for each program.

**Chief Operating Officer Role**

Reporting to, and partnering with, Paul Rice, the visionary Founder and Chief Executive Officer, the Chief Operating Officer (COO) will serve as the internal leader of the organization and manage all of the day-to-day operations while working with an exceptional team of strong leaders. He/She will continue to improve FTUSA's internal management capabilities and have a positive impact on the organization's operating efficiency and effectiveness. All Executive Leadership Team members will report to the COO, including the Chief Financial Officer; Chief Commercial Officer; Chief of Certification and Standards; Chief Marketing Officer; Head of People; and Vice President of Development.

Key responsibilities of the COO include:

- Partner with the CEO to execute the current growth strategy.
- Set the “tone at the top” of the organization with the CEO – create an open, collaborative work environment that motivates individual team members to excel and achieve extraordinary results that benefit all stakeholders.
- Oversee the global expansion and growth of the organization – including the design and implementation of scalable business processes and IT infrastructure.
- Mentor and develop a high-performing leadership team aligned with the FTUSA vision, mission and values.
- Work with the Head of People and the other senior leadership team members to implement organizational health priorities and talent development plans.
- Deliver annual earned revenue and service objectives.
- Continue to refine internal management processes, business plans, financial and operational reporting and controls.
- Coordinate with external service providers involved in the development of global standards, procedures, metrics and certification for Fair Trade products.
- Work with the CEO to prepare and deliver board of directors’ materials and communications.
Desired Experience and Leadership Competencies

The successful COO candidate will have prior food/CPG/retail industry experience in a high growth environment with a corporate ethos that embodies the FTUSA mission. Exposure to international supply chain operations having significant end-to-end complexity, enabled via leading-edge technology, would be a plus. The COO will partner with the founder/CEO and should be comfortable working in the number two role to deliver desired results aligned with the current strategy, mission and values of the organization.

Key COO leadership competencies include:

- **Growth Leadership** – Prior experience leading significant growth across a large scale food/CPG/retail operation, preferably in a resource constrained environment.

- **General Management** – Previous success leading the P&L for a corporate operating division, geographic business unit, or supply chain function with sizable scale/complexity.

- **Team Building** – Has led sustainable, long-term growth of a business through high-performing teams, strong talent development processes and personal coaching/mentoring relationships.

- **Decisiveness, Accountability and Discipline** – Leads through metrics-based decision-making processes that establish clear accountability and deliver results exceeding expectations.

- **Internal Change Agent and Culture Builder** – Has driven organizational change with a focus on improvement in employee engagement/health, development of trust-based stakeholder relationships and the delivery of strong financial and operating results.

Personal Attributes

- High energy operational executive with a passion for sustainability.

- A servant leader who is driven by the success of others not by personal accolades or putting the spotlight on themselves – has a strong focus on the success of customers and the team.

- A management style that is accessible, flexible and supportive.

- Excellent communication, listening and feedback skills.

- Interacts well with team members, peers, board members and external stakeholders. Collaborative, collegial, open and transparent communicator.

- Commitment to a values-based business model, corporate social responsibility and environmental sustainability.

- Impeccable personal integrity and ethics.
Compensation

The successful candidate will receive a compensation package commensurate with experience along with generous employee benefits.

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