Lavinia Muth

Sustainability & Ethics

37 years – based in Cologne, Germany

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„I am a speaker, mentor, advocate and consultant on ethical business practices and social justice with more than 10+ years' experience in international projects (focusing on textiles & solidarity agriculture). Before starting my own business in 2022, I led the sustainability activities of the German fashion brand ARMEDANGELS. I work critically with a decolonizing approach (un-learning) and I am a convinced post-growth economist."

PROFESSIONAL WORK EXPERIENCE

12-2021 / today	Speaker/Consultant/Provocateur/Educator/Mentor, Freelance (Cologne, Germany)
12-2020 / today	IYENGAR® Yoga Teacher, IYENGAR® Yoga Zentrum Köln-Mitte (Cologne, Germany)
11-2017 / 11-2021	Corporate Responsibility, Social Fashion Company GmbH – ARMEDANGELS (Cologne, Germany)
02-2014 / 10-2017	CSR Project Manager, gsm Global Sustainable Management GmbH (Cologne, Germany)
08-2011 / 01-2014	CSR Compliance Officer, gsm Global Sustainable Management GmbH (Cologne, Germany)
11-2009 / 07-2011	Junior Project Manager, gsm Global Sustainable Management GmbH (Cologne, Germany)
07-2008 / 07-2009	Working Student, 3p Institute for Sustainable Management e.V. (Cologne, Germany)
01-2008 / 03-2008	Working Student, BioPlaza (Bogotá, Colombia)
02-2007 / 09-2007	Working Student, Alnatura GmbH (Cologne/Bickenbach, Germany)
07-2005 / 03-2006	Social Worker, IDEX India (Barmer/Jaipur, India)

CORE QUALIFICATIONS

- Excellent knowledge and understanding of sustainability/impact width of social and ecological standard requirements in diverse sectors and industries
- More than 10+ years of experience in planning, conducting and evaluating assessments and social/environmental factory audits (according to diverse standards) in various industry sectors and countries
- More than 10+ years of value chain analyses in various projects and diverse sectors
- More than 10+ years of capacity building experience in various projects
- More than 10+ years of experience in defining sustainability & climate strategies and conducting operational follow-ups
- More than 7 years of leading teams of +10 people
- Proven experience in conducting impact assessments and evaluations for various projects worldwide
- Proven experience in developing and delivering internal & external trainings, workshops and seminars on sustainable development topics, ESG & SDG implementation, and human rights in SMEs and corporations
- Proven experience in train-the-trainer approach for various projects
- Proven experience in capacity building with a decolonizing approach in intercultural groups
- Proven experience in business development in the agricultural sector: increasing productivity; diversified, sustainable farming; opening new markets; reducing risks; improving gender equality and incomes
- Strong communication and presentation skills
- Proven experience as a moderator, as well as participating in international panel discussions, roundtables, discussion groups and stakeholder meetings
- Native German speaker; fluent in written and spoken Spanish (Diploma de español nivel C2); fluent in written and spoken English; and ability to conduct research in major European languages

STUDIES

2022 / 2023	Pilot Certificate Course for Professionals: Decolonial Sustainability with Possible Futures Collective (Manila, Philippines)
2016 / 2017	Distance learning part-time: Certificate Course Human Rights in Open Societies at Utrecht University (Utrecht, Netherlands)
2013 / 2016	Distance learning part-time: (M.A.) General Management at the International University of Applied Sciences Bad Honnef (Bad Honnef, Germany) Master-Thesis: "Child Labor: between claim and reality - human rights and global trade"
2006 / 2009	Full-time studies: (B.A.) Business Administration, Arts & Culture at Alanus University of Arts and Social Sciences (Alfter, Germany) Bachelor-Thesis: "Traceability and Transparency in the Supply Chain as a success factor of Corporate Social Responsibility Concepts"
2005 / 2006	Certificate Program: Regional Studies Latin America at the University of Cologne (Cologne, Germany)
2005	High School Diploma – German A-Levels (Olpe, Germany)

SKILLS & ABILITIES

LANGUAGES

GERMAN	Native language
SPANISH	Business fluent in spoken and written
	Dele Diploma de la Lengua Española C2 (2005)
ENGLISH	Business fluent in spoken and written
PORTUGUESE	Conversationally secure
FRENCH	Conversationally secure

ADDITIONALLY ACQUIRED SKILLS

Speaking, Performance, Presentation Coaching with Barbara Theobaldt (2019)
Training at Jürgen Päger Consulting: ISO 19001 Audit Methodology (2014)
Training at GAF Consulting: ValueLinks Methodology GIZ (2013)
Training: Global Reporting Intitiative (GRI) reporting (2012)
Training with Stuart Webster: Introduction to WRAP Awareness - Internal auditor training (2009)

MISCELLANIOUS

Member of Fashion Revolution Germany
09-2022 / today
Mobilising citizens, brands and policymakers through research, education and advocacy
fashionrevolution.org

Member of Femnet e.V.
05-2022 / today
Empowerment of women in the garment sector & advocacy of gender equality and equity
femnet.de/en

Mentor
Accompanying students of Business Administration, Arts & Culture at Alanus University, Germany
03-2022 / today

2nd chairperson of the board Mukta Nepal e.V.
10-2014 / 12-2017
Empowerment of children
mukta-nepal.com

Treasurer KIDS - Kinder in defizitären Situationen e.V.
08-2012 / 11-2017
Empowerment of children
k-i-d-s.org

CURRENT READING LIST

Workers Can Win – A guide to organising at work by Ian Allison (2022)
White Saviorism in International Development – Theories, Practices and Lived Experiences edited by Themrise Khan, Kanakulya Dickson, Maika Sondarjee (2023)
The solutions are already here – Tactics for ecological revolution from below by Peter Gelderloos (2022)
Ecofeminism by Maria Mies and Vandana Shiva (1993)

PERSONAL INTERESTS

Arts & Culture (interconnectivity of language, food and arts), IYENGAR® Yoga, Post-Growth Economics, Linguistics

PROJECT MANAGEMENT & ADVOCACY EXPERIENCE (AMONG OTHERS)

TIME FRAME	COUNTRY / SECTOR / INDUSTRY	COMPANY AND/OR ORGANISATION	POSITION	DESCRIPTION
03-2023 / today	Germany, Bangladesh / Sustainability Management / Apparel, Footwear & Accessoires	United Nations University Institute for Integrated Management of Material Fluxes and of Resources (UNU-FLORES)	Freelance Textile Industry Expert for Capacity Development, Research, and Advocacy	Consulting the "Chair for Sustainability and Textile Innovation", which focuses on the ecological, economic, and social assessment of sustainability in the context of the textile and garment industry in Bangladesh. Focus areas of support are within improving the qualifications of specialists and executive personnel in the areas of social responsibility, environmental protection, and innovation in the textile and clothing industry and establishing a framework to improve the working conditions of workers in Bangladesh's production plants and to improving sustainable development of the textile sector.
02-2023 / today	Germany, internationally / Anti-Greenwashing / Apparel, Footwear & Accessoires	With Tanita Hecking c/o Factory Works GmbH	Freelance Consultant, Main Content Creator	Publishing bi-monthly Anti-Greenwashing Newsletter "The Crisps". More to come.
10-2022 / today	Germany, France / Sustainability Management / Apparel, Footwear & Accessoires	NEONYT Trade Fair Düsseldorf / Paris Igedo Exhibitions GmbH W.S.N Développement In cooperation with Messe Frankfurt GmbH	Consultant & Auditor	Ongoing sustainability consultancy and independent auditing for Neonyt Trade Fair by Messe Frankfurt (Igedo Exhibitions GmbH/W.S.N. Développement), one of the world's largest hotspots for progressive, sustainable fashion and technological innovations. Development of sustainability criteria, evaluation matrix for exhibitors and execution of exhibitor sustainability check.
10-2022 / today	Germany / Sustainability Management / Apparel, Footwear & Accessoires	studioMM04 GILGENMANN & SCHAFFRIN GMBH & CO. KG	Freelance Consultant, Speaker & Educational Facilitator	Ongoing sustainability consultancy & support with facilitating educational content for e.g., Berlin Fashion Summit 2023.

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09-2022 / today	Germany / Sustainability Management / Apparel, Footwear & Accessoires	Beneficial Design Institute GmbH	Freelance Consultant & Mentor	Ongoing sustainability consultancy & support with strategy positioning around circularity and decarbonization for diverse clients of Beneficial Design Institute.
08-2022 / today	Germany, Ecuador / Sustainability Management / Apparel & Footwear	Wildling GmbH	Freelance Consultant, Mentor & (Witness) Auditor	Ongoing consulting & mentoring activities to support sustainable supply chain team. Supervision and mentoring of impact supply chain management team with regard to • Development of complimentary risk assessment defining hotspots in global supply chains • Development of internal audit questionnaires & guidelines with a collective, decolonizing approach Value chain analyses of the Abacá (Musa textilis or Manila hemp) processing sector combined with a screening/assessment of the social and environmental performance of selected farming cooperatives in Ecuador in January 2023. Assessment & (witness) auditing of means to ensure compliance with national and international labor laws, standards and regenerative requirements by Wildling GmbH.
11-2022 / 02-2023	Globally / Women empowerment & gender equity / Apparel & Footwear	Empower@Work (fusion of BSR's HERproject, CARE International, Gap Inc.'s P.A.C.E. Program and ILO-IFC Better Work Program)	Short-term Freelance Consultant	Empower@Work brings together the world's four largest women's empowerment programs global garment supply chains - BSR's HERproject, CARE International, Gap Inc.'s P.A.C.E. Program and ILO-IFC Better Work - to leverage combined decades of experience in over 21 countries to achieve transformative change for the millions of women who work within supply chains globally. The collective is intended to achieve behavioral changes at the individual level, market changes, and systemic changes. Role of short-term consultant across Empower@Work's second Market Transformation Pillar: Design of Empower@Work's Impact Model framework for its Market Transformation Pillar.

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10-2022 / 11-2022	Bangladesh / Research / Apparel & Footwear	Independent	Independent Researcher	Independent, self-financed research trip to Bangladesh, visiting and participating in the "Made in Bangladesh Week", visiting LEED certified factories and interviewing multiple actors and players in the textile industry (BGMEA, United Nations University, GIZ Bangladesh; Mostafiz Uddin, Awaj Foundation, BSWR Network, NGWF, a.o.) to tackle the status of internal and external due diligence approaches in the country of production.
05-2022 / 11-2022	Germany / Sustainability Management / Apparel	YarnSustain GmbH	Freelance Consultant & Lead Content Co-Creator	Development of Chain-of-Custody Standard (Saving Lost Resources Standard) and Animal Welfare Manifesto for YarnSustain GmbH. The Saving Lost Resources Standard by YarnSustain is an international, voluntary product standard that sets requirements for reclaimed and saved-lost-resource dog fiber material content, chain of custody, social and environmental practices, and chemical restrictions. The goal of this standard is to increase the use of reclaimed and saved-lost-resource material in products and reduce/eliminate the harm caused by its production. The objectives of the Saving Lost Resources Standard by YarnSustain are: • Track and trace reclaimed and saved-lost-resource input materials. • Provide customers (both brands, manufacturers/producers and consumers) with a tool to make informed decisions. • Reduce harmful impact of production to people and the environment. • Alignment of definitions across multiple applications. • Provide assurance that materials in the final product are actually reclaimed and saved-lost-resource material and are processed more sustainably. The Saving Lost Resources Standard by YarnSustain applies to all supply chain sites of high quality yarns made out of dog fiber from YarnSustain: from the collection, processing of wool, assembly of the final products, up to the yarn-seller in the last business-to-business transaction.

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06-2022 / 09-2022	Germany, globally / Sustainability Management / Apparel (digitization)	Retraced GmbH	Freelance Consultant & Product Developer	Development of digitized Corrective Action Plan (CAP) Management Tool: The purpose of the digitized CAP is to define complimentary corrective actions for resolving nonconformances identified in social and ecological site audits/assessments. The development included: • Screening and aligning of diverse requirements and nonconformances in worldwide auditing schemes on social and ecological standard requirements; • Determination of root cause(s); • Description of the proposed corrective action to address root cause(s); • Application of a preventive action to prevent future recurrence of the problem or related issue.
10-2020 / 11-2021	Germany / Circular Economy / Apparel (digitization)	Social Fashion Company GmbH – ARMEDANGELS In cooperation with Circular.Fashion	Project Lead	In a joint pilot project with German fashion brands, FairWertung and non-profit used clothing textile collectors and sorters and circular.fashion to test a closed-loop system for textiles using the the application of the circular.fashion system. Implementation of a circular business model - without the need to set up a complete network of partners. • Implementation and piloting NFC-Tag for tracking and tracing • Building up after-sales services • Preparation for fiber-to-fiber recycling to be able to source high-quality recycled materials again • Establishment of a local, transparent and sustainable supply chain, which can also be marketed well to consumers
01-2019 / 10-2021	Germany / Climate Sector / Apparel	Social Fashion Company GmbH – ARMEDANGELS In cooperation with Climate Partner Vaayu Tech Green Stories	Project Lead	Leading and monitoring of diverse platforms and partnerships calculating Corporate Carbon Footprints and Scope 2 and 3 emissions. Evaluating integrated carbon footprint solutions for the clothing and accessories industry. Using generic and standards-based life-cycle inventory database and life-cycle assessment software tools, to find a proper solution for reliable and high-quality life-cycle carbon footprint assessments for all clothing and accessory products, materials and configurations.

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12-2018 / 08-2021	Germany, globally / Supply Chain Traceability / Apparel (digitization)	Social Fashion Company GmbH – ARMEDANGELS In cooperation with Textile Genesis	Project Lead	After research & assessment of diverse providers of supply chain track & trace systems, leading the implementation of Textile Genesis platform & blockchain technology for supply chain tracking for fibers. In this project, blockchain serves as an online public ledger that creates a permanent and accessible record of every stage of the supply chain. Digital tokens, known as fiber coins, are used to provide a time-stamped record of the flow of physical products through the logistical network. This serves as basis for the proper assessment of ecological and social performance indicators in global supply chains.
02-2018 / 10-2021	India / Organic Cotton Cultivation / Apparel	Social Fashion Company GmbH – ARMEDANGELS In cooperation with Suminter India Organics	Project Lead	Foundation, monitoring and management of the ARMEDANGELS Organic Farmers Association, an internal control system/cooperative organizing more than +500 small scale farming families in the Kutch area in Gujarat, India and supporting them with the transition from conventional to organic & regenerative cotton farming.
10-2014 / 12-2017	Germany / Nepal (social work)	Mukta Nepal e.V.	2nd president to the board / coordinator	Responsible for the coordination and management of the organization's activities. Mukta Nepal e.V. was founded in 2014 and focuses on the empowerment of children and education of a community in Kharipati / Subidanagar, Nepal. Since the earthquake in 2015, the main activity of the organization is focused on the physical re-development of the community and the re-development of the educational structures. Tasks include: • Fundraising • Financial planning • Investigation of funding hot-spots • Coordination of local empowerment programs for women • Monitoring of on-site activities

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10-2015 / 03-2016	Germany / Agricultural sector / Food	GSM Global Sustainable Management GmbH	Project Assistant	Research, evaluation and benchmarking of internationally recognized standards for sustainable food and agricultural production. Research focused on different stages of value chains for selected agricultural products (value chain analyses). Screening of requirements and governance tools and certification processes for different stages of value chains for food production. Screening of standard requirements and legal regulations on et. Al. generic labor laws, gender equality and child labor in companies and at the farm level (small producers and labor), workers' associations (trade unions and workers' representation). Responsible for assessment design, research and evaluation tool development, data collection and processing, evaluation and reporting.
10-2013 / 01-2016	Cambodia / Diverse sectors	GSM Global Sustainable Management GmbH	Consultant / Auditor	Improvement program to achieve compliance with national Cambodian and international labor laws, codes of conduct, and internationally recognized standards in manufacturing by companies in various industries and value chains (e.g., food industry, garment industry, construction industry). Developing methodologies to improve and comply with different social aspects of CSR: labor compensation and livelihood, freedom of association and collective bargaining, working hours, and multiple job security. Monitoring and evaluation of improvements.
11-2014 / 12-2015	China / Apparel	GSM Global Sustainable Management GmbH	Consultant / Auditor / Trainer	Conducting training and seminars and advising textile companies on the development and implementation of measures and processes to ensure sustainable production and compliance with labor law and customer standards with regard to labor, social and safety aspects. Developing appropriate online and on-site training tools for manufacturing companies. Conducting status analyses and monitoring and evaluating improvements.
02-2015 / 12-2015 01-2011 / 08-2011	Germany / Sustainability Education / Digital Learning	GSM Global Sustainable Management GmbH	Project Lead	Development and design of a web-based interactive digital learning system to educate and train participants in CSR, gender equality and organizational change. Development of a catalog of requirements for the application, adoption of didactic methods, monitoring of IT development and customization. Financial and budget planning and monitoring of project steps and milestones. Further develop the content of training modules on social governance, international and national labor and social standards, including gender equality/anti-discrimination and change management at management level to address current and future challenges.

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05-2014 / 06-2015	India / Apparel & Footwear	GSM Global Sustainable Management GmbH	Consultant / Auditor	Value chain analyses of the footwear and textile industry in India combined with a screening/assessment of the social and environmental performance of selected manufacturing companies. Screening and assessment of social aspects in participating companies such as remuneration and cost of living, child labor and situation of young workers, working hours and social security. Assessment of means to ensure compliance with national and international labor laws, standards and requirements by international trademarks and retailers. Design of assessments and research tools, data collection methods, data collection and analysis, reporting.
05-2014 02-2015	Myanmar / Food sector / Aquaculture & Fishing	GSM Global Sustainable Management GmbH	Consultant / Auditor	Compliance with Burmese labor law and codes of conduct as well as internationally recognized standards (aquaculture / processing of squid and octopus). Development and implementation of methods for compliance with Burmese labor law and social requirements by international customers. Promotion of democratic structures (e.g. freedom of expression) and further development of human rights that go beyond legal requirements are part of the work. Conducting roundtables (management and representatives) in the factories and sometimes on the farms.
11-2014	Japan / Sustainability Education	GSM Global Sustainable Management GmbH In cooperation with TÜV Rheinland Japan	Trainer	Developed a train-the-trainer approach for CSR auditors in Japan. The trainings focused on conducting baseline studies, identifying weaknesses, and developing remediation measures in the area of labor and social standards at manufacturing companies in Japan. Developing training materials and conducting seminars and workshops in Japan.
10-2013 / 04-2014	Globally / Agricultural sector / Fruits	GSM Global Sustainable Management GmbH	Project Assistant	Project initiated by a private partner in Europe. Review and analysis of global orange juice sector (Belize, Brazil, Mexico, Spain) with focus on sustainability opportunities. Assessment of social and environmental indicators in selected companies and farms in these sectors, with special attention to the situation of small farmers and their families, child labor, and gender equality on small and large farms and in orange juice producing companies. The economic situation of farmers and the pricing processes were also an essential part of the research, as well as customer requirements and market access barriers for the European market. Design of survey programs and evaluation tools.

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10-2012 11-2016	Peru / Apparel	GSM Global Sustainable Management GmbH	Consultant / Auditor	Consulting, training and seminars for textile companies in the development and implementation of appropriate means and processes to ensure sustainable production and compliance with labor law and customer standards regarding social aspects. Determination of status analyses and monitoring and evaluation of improvements.
10-2012	Chile / Food sector / Aquaculture & Fishing (salmon)	GSM Global Sustainable Management GmbH	Consultant / Auditor	Crisis management after ISA virus epidemic in 2012. Development of methodologies to identify sustainable development indicators for salmon aquaculture in Chile, including a shared vision of sustainability for this industry. Develop and present a mix of bottom-up and top-down approaches that capture the specific needs and perceptions of different companies and their stakeholders, while allowing for a high degree of international comparability.
08-2012 / 10-2017	Germany / India (social work)	KIDS - Kinder in defizitären Situationen e.V.	Treasurer	Responsible for the general financial supervision of the registered non-profit organization KIDS e.V. The main fields in the work of KIDS e.V. are basic education and further education of children in India. For this reason, the organization supports and maintains the Migros Kids School, a privately financed and managed school for children from poor families in Tirupur, India. Tasks include: • Financing, fundraising and sales • Financial planning and budgeting • Financial reporting • Banking, bookkeeping and accounting • Reporting to members and sponsors
01-2010 / 12-2011	China, Hong Kong / Apparel	GSM Global Sustainable Management GmbH	Project Assistant	Managing a capacity building project for the textile industry in Hong Kong and South China. Project under the SME Development Fund, Trade and Industry Department of the Hong Kong Government. Conducting networking activities, acquiring and selecting pilot enterprises for participation. Development of training approach, adaptation of didactic methods and elaboration of training, seminar and workshop materials. Realization of 6 train-the-trainer seminars and workshops. Definition of the baseline study, evaluation and impact assessment of the project objectives.

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11-2009 / 08-2011	India / Apparel	GSM Global Sustainable Management GmbH	Project Lead	Position of a project manager in the public-private partnership "Pilot project for the implementation of social and ecological standard requirements in the field of the European REACH Directive in India". Project within the framework of the "DEG PPP Ideas Competition". The project focused on India's textile manufacturers and a train-of-trainer approach for local experts to ensure the sustainability of the measures introduced.
01-2009 / 06-2009	Germany, globally / Agricultural sector / Coffee	GSM Global Sustainable Management GmbH	Project Assistant (part-time as working student)	Project initiated by a private partner in Europe. Review and analysis of global coffee sector (Ethiopia, Brazil, Ecuador, Vietnam) with focus on sustainability opportunities. Value chain analysis. Assessment of social and environmental indicators in selected companies and farms in the coffee sector, with special attention to the situation of small farmers and their families and forms of child labor at small and large agricultural levels. The economic situation of farmers and the pricing processes were also an essential part of the research, as well as customer requirements and market access barriers for the European market. Design of survey programs and evaluation tools, on-site surveys including interviews with management, workers, farmers and their families.
01-2008 / 03-2008	Colombia / Agricultural & Food sector / Organic food processing	BioPlaza, Bogota, Colombia In cooperation with Fundacion Viracocha	Project Assistant (full-time as working student)	Analysis of the Colombian organic market and identification for further expansion. Development of trainings for organic certified farms and implementation of these trainings. In collaboration with Fundación Viracocha special market analysis of the Colombian cacao market. Strategy Establishment for positioning fine cacao, especially by focusing on growing Fino de Aroma cacao in the Huila region to promote agro-sustainability and socio-economic equity, which will promote both economic and social improvement, especially for growers.