



CYNTHIA L. CHILES
CONVERGENCE FOUNDER & PRINCIPAL
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Experience Summary

Ms. Chiles is President and founder of *convergenceSM consulting LLC*. She developed the innovative business model on which the company is founded and named. Cynthia has 20 years of environmental, health and safety, and more recently social responsibility (EHS), management consulting experience to multinational clients. She has a strong grasp on how to develop and effectively implement global EHS management programs, in particular audit programs, compliance programs and management system implementation programs. She has conducted hundreds of EHS audits in over 17 countries, and currently manages many large scale multi-country audit programs for the pharmaceutical and retail sectors. Cynthia recently served a four year term on the Auditing Roundtable Board of Directors and currently sits on the Standards Board for the Board of Environmental Health and Safety Auditor Certification (BEAC), which completed the rewriting of the Performance and Program Standards for the Profession of EH&S Auditing in 2010. She holds a Bachelor of Science degree in both Political Science and Business Management and is a Certified Professional Environmental Auditor. Her expertise includes:

- ◆ International EHS Compliance and Management System Auditing
- ◆ International Strategic Management Consulting
- ◆ Country EHS Compliance Support Tools (e.g. protocols, web-based EMS systems, etc.)

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Summary of Recent International Projects & Programs

Compliance and Management System Auditing

- ◆ Third-party management of Eli Lilly's worldwide EHS and process safety compliance and management system audit program from 2002 to the present and involving manufacturing operations, research and development and laboratories, distribution and warehousing and administrative offices. The program, to date, has involved 90 audits in the countries of Belgium, Spain, France, Germany, United Kingdom, Italy, Egypt, Japan, Singapore, China, Brazil, Mexico, and the United States (and Puerto Rico).
- ◆ Third-party management of approximately of Novartis Pharma's worldwide EHS compliance audits of its facilities from 2013 to present. The program, to date, has involved approximately 30 audits of facilities located in Singapore, Germany, Egypt, China, India, Japan, Ireland, Turkey, Switzerland and the United States. Supported the development of the Audit Program Manual and auditor training materials.
- ◆ Third-party management of Kimberly Clark's 2008 worldwide EHS audit program that involves compliance to legal requirements and extensive internal standards. The program involves 22 facilities located throughout the world, specifically Taiwan, Thailand, Israel, Ecuador, Peru, Colombia, Argentina, Mexico, Brazil, and six states in the US. The program also involved calibration training of all the auditors that was conducted online.
- ◆ Third-party management of Pfizer's environmental audits to legal compliance and internal standards since 2006. To date the audits have been conducted at manufacturing operations and research and development facilities in France, India, Australia and the United States.
- ◆ Conducted over 250 compliance and/or management system audits in over eleven countries since 1998, specifically Germany, France, Belgium, Czech Republic, Poland, England, Scotland, Norway, Sweden, Thailand, and Costa Rica. The industry clients ranged from automotive manufacturers to micro-electronics.
- ◆ From 2000 to 2003, conducted EHS compliance and management system audits of all The Stanley Work's (a tool manufacturer) operations in Europe; including Germany, France, Czech Republic, Poland, and United Kingdom. Assessed and rated each facility according to an internal scoring system known as the Road Map.

Environmental Health Safety Management Consulting

- ◆ Daily management a long-term international EHS compliance program for the retail division of a multinational electronics company. The program involves establishing and implementing the compliance program for each country, and each individual store within the country, in which the client is doing business; including France, Germany, Switzerland, Netherlands, Italy, Spain, Russia, China,

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Japan and Australia. The support entails, risk assessments, HSE audits, development of corrective action plans and implementation support; conducting fire drill training, first aid training, ergonomics awareness training, hazard communications training; and organizing and managing noise assessments, indoor air quality assessments, mold investigation and remediation.

- ◆ Developed a consortium of multinational companies and a web-based product that addresses the companies' health and safety compliance for their office or retail store facilities worldwide. The product is a country regulatory H&S legal register and compliance checklists, all presented in dual language – English and the national language. As of 2015, the products address the regulations in 54 countries and there are dozen member companies – and growing.
- ◆ Managed, scoped and quality controlled a project for a Taiwan supply chain company of a major electronics multinational that involved an EHS and social assessment, and the development of corrective and preventive action plans based on root cause analyses.
- ◆ Contracted to present several strategic options to a major pharmaceutical company's executive management team that would move the company from a compliance focus to a performance focus and toward sustainability. In addition, conducted research on "EHS leadership" across industry sectors and presented the findings.
- ◆ Consulted to The Stanley Works on how to reengineer its EHS management system to focus on the reduction or elimination of its aspects and impacts and achieve true and sustainable performance. The corresponding metrics system was also adapted to measure EHS impacts and adding social responsibility elements. The new management system concept and model was highlighted in a recent book on sustainability, published by Wiley.
- ◆ Leads convergence's country audit protocol program. This program involves the development of the protocol prototype, managing development of country protocol content, preparation of the business plan, development process, pricing strategy, etc.
- ◆ Contracted by Citation Publishing to provide content and support Citation in the development of an EHS international legislation and regulation web-based subscription service. Service entails full text of federal level legislation and regulations in the native language.
- ◆ Ms. Chiles has developed a special expertise in modifying American EHS programs for effective implementation in operations outside of the U.S. Recently consulted Eli Lilly & Company, General Motors, The Stanley Works, Valspar, Lucent Technologies, and NCR in their efforts to globalize their EHS compliance audit programs.
- ◆ Adapted a comprehensive EHS management system guidance document and performance metric tool, known as "The Road Map", for application in The Stanley Work's Poland, Czech Republic, Germany, France and Italy operations. The adaptation included incorporation of country specific EHS legislation, development of appropriate performance metrics, as well as language translation.
- ◆ Conducted an extensive European asbestos regulation research project for an electronics tool company. The project involved the national (9 member states) implementation of the EU asbestos

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ban, as well as the sale and transport of products containing asbestos. Analyzed the client's practices and product to each country's asbestos ban legislation.

- ◆ Partnered with *convergence's* Brazilian partner, developed a Brazil (Federal and States of Bahia and Rio de Janeiro) EHS audit protocol for Halliburton, an oil field services company.
- ◆ In 2000, completed a three-year European assignment with a major consulting firm. One objective associated with this assignment was to develop a European Consortium of private multi-national companies (a European chapter to a US consortium). The primary purpose of the Consortium is to pool the member companies' resources to build EH&S compliance audit protocols and other auditing tools for countries worldwide, and cross-share international environmental management experiences at semi-annual meetings. Ms. Chiles lead the membership acquisition, establishment of the organizational scheme and team management, as well as the preparation of the semi-annual meetings. The membership grew from 0 to 17 companies in an 18-month period, with a growing membership that includes Aventis, BASF, Bayer, Gates Europe, Honeywell Europe, ITT Industries, Levi Strauss Europe, Lucent Technologies, Mattel U.K. Ltd., Schlumberger Limited, SmithKline Beecham, Volkswagen and others.

EHS Training

- ◆ As the Auditing Roundtable Board member tasked with leadership and management of the EHS Auditor Training program 2008/2009; included bringing the Basic Auditor Skills Training video to market, instructor selection, pricing, review of training content, liaison with Board, etc.
- ◆ Developed and conducted internal auditor training programs for a number of multi-national companies (e.g. ITT Industries, AMP, Lucent Technologies, Levi Strauss Europe, The Stanley Works, etc.) The training programs typically involved training European EHS Coordinators on the auditing process and enhancing auditing skills.
- ◆ Managed and conducted internal training programs for a major consulting firm's European operations on American auditing/assessment standards, business style and expectations (such as ASTM standards), report writing, investigative efforts, level of detail, and more.

Transactional Consulting

- ◆ Managed portfolio due diligence projects involving sites worldwide under challenging schedules and logistic conditions (e.g. BBA, ITT Industries, The Stanley Works, etc.). Prepared various probability analyses of the assessment data, and presented the results in concise and informative terms that assisted the clients with their business decision-making.

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Certifications, Affiliations and Academics

- ◆ Certified Professional Environmental Auditor (#351)
 - Certified as a compliance auditor by Board of Environmental Auditor Certification.
- ◆ Environmental, Health & Safety Auditing Roundtable member
 - An active member of the Auditing Roundtable, the recognized leading professional auditing association in the United States, since 1988.
- ◆ International Institute of Auditors, member
- ◆ California State Bar Association, Environmental Law Section member
 - An invited non-attorney member of the Environmental Law Section of the Bar since 1990.
- ◆ Environmental Auditing Certificate, University of California at Irvine (1987)
 - An 18-month certificate program. Courses included: regulatory framework, environmental law, auditing techniques II, III, chemistry, and hazardous materials management.
- ◆ Paralegal Certificate, University of San Diego (1977)
 - Post-graduate certificate program associated with the University's law school. Area of study was business and procedural law, with a strong focus on legal research and writing.
- ◆ Bachelor of Science, California State University, San Diego (1976)
 - Dual major in Political Science (Constitutional law) and Business Management.
- ◆ Recent Courses: Six Sigma, Enterprise Risk Management

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Selected Publications and Presentations

- ◆ 2006 selected to participate on a 3 person joint task force established by the Auditing Roundtable (AR) and Board of Environmental Auditor Certification (BEAC); mission is to reform the AR/BEAC Audit Standard and Guidelines. The resulting publication, "Performance and Program Standards for the Professional Practice of Environmental, Health & Safety Auditing", 2009.
- ◆ In 2006 presented to Wyeth, Merck, Schering-Plough, Eli Lilly & Company and Pfizer regarding EHS management system performance. The presentation was a summary of Chiles' analysis of a number of management system performance studies (e.g. 2004 and 2006 REMAS) along with providing (through a case study) a strategy to achieve true performance improvement.
- ◆ Presentation to the Institute of Internal Auditors, Spring, 2006 conference, titled "*Sustainability and the Bottom-Line*". Conference participants included CFOs and Directors of Internal Auditing Departments for large American enterprises.
- ◆ Researched, coordinated and led a panel discussion at The Auditing Roundtable meeting in Arlington, VA in September 2005, titled "*European Union – Has It Become the New Global EHS Leader With Its 'Better Safe Than Sorry' Philosophy known as the Precautionary Principle?*" Panel participants

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included Robert Donkers, Environmental Counselor to the Delegation of the European Commission to the USA, and Kevin Nelson, Global EHS Director, The Stanley Works.

- ◆ The Joint Meeting of The Auditing Roundtable and the Canadian Environmental Auditing Association in Quebec, May 2004; Chairperson and Facilitator of a panel on different country approaches to auditing – focusing on United Kingdom and China.
- ◆ The Auditing Roundtable meeting in Baltimore, May 2003; Chairperson of a panel titled “Effects of NGOs on EHS Requirements and Auditing.
- ◆ U.S. Patent and Trademark Office, September 29, 2000 filed, an application for a business model patent for the EHS management consulting business
- ◆ Environmental, Health & Safety Auditing Roundtable, September 2000 meeting in Washington D.C.; Chairperson of a panel addressing the distinctions between European and American style and approach to auditing
- ◆ International Pollution Engineering Magazine (1999, Fall Issue), article titled “Lessons learned Introducing a Domestic Auditing Program to Europe”

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Language Skills

- ◆ English (mother language)
- ◆ German (conversational)
 - Worked and resided in Germany from 1997 – 2003.

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Professional History

- ◆ President, *convergence*SM consulting LLC, Los Angeles Office (2001 – present)
- ◆ Sr. Program Manager, Environmental Management Consulting, ENSR International, Kriftel, Germany (1997- May, 2000)
 - Consulted to American multi-national corporations on their environmental, health and safety management interests in Europe
- ◆ Sr. Program Manager, ENSR Consulting and Engineering, Costa Mesa, California, USA (1994-1996)
 - Environmental management consulting, EHS compliance auditing, and due diligence transactions
- ◆ Principal, Chiles Environmental Services, Los Angeles, California, USA (1987-1994)