



## JULIE GRUBER

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Collaborative, strategic, and trusted Fortune 200 retail executive with 20+ years of experience leading teams, partnering with and advising boards, and guiding international consumer business through risk and transformation.

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### PROFESSIONAL EXPERIENCE

**Gap Inc., San Francisco, CA**

**1998-Present**

**Executive Vice President, Chief Legal & Compliance Officer, and Corporate Secretary**

**2016-Present**

Currently leading a team of over 1,000 with a \$100M budget responsible for protecting the people, property, reputation, and information of Gap Inc.'s employees, customers, and the communities it touches. Over tenure in role, responsible for leading teams across a variety of disciplines, including Legal, Ethics and Privacy Compliance, ESG/Sustainability, Employee Relations, Asset Protection and Security, Business Continuity, Real Estate & Facilities, Travel & Events, Corporate Governance, and Government Affairs, as well as oversight of both Human Resources and Communications. Report directly to Gap Inc.'s CEO and a critical member of the executive leadership team with a wide breadth of experience across all aspects of the company's operations, including retail, supply chain, digital, and international.

Board of Directors & Governance

- Extensive boardroom and governance experience. Trusted advisor to the board, working closely with the Chairman of the Board, each of the Committee Chairs, and the CEO on a wide range of issues, including strategy development, CEO succession, executive and director compensation and recruiting, ESG matters, and investor relations.
- Partner closely with Internal Audit and the board of directors' Audit committee on a variety of matters, including enterprise risk, anti-corruption, ethics, privacy, and cyber security.

Asset Protection, Business Continuity, Health & Safety & COVID-19 Response

- Oversee industry-leading Asset Protection and enterprise protection across the Gap Inc. portfolio of stores, distribution centers, and digital and corporate facilities, ensuring the safety of employees and customers and mitigating against organized retail crime, retail loss, fraud, civil unrest, natural disasters, and a global pandemic.
- Led enterprise-wide response to the COVID-19 crisis. Partnered with finance team to secure funding and conserve cash, led the establishment of safe retailing practices to protect employees and customers, led a cross-functional vaccine task force and addressed legal aspects of increased demand and added complexity of online business.

Sustainability/ESG

- Led Gap Inc.'s Global Sustainability/ESG department, overseeing the company's human rights, women's empowerment, and environmental sustainability initiatives, programs, and goals.
- Chaired the Gap Foundation continuing to drive expansion of signature programs, including PACE, with goal to train 1 million female factory workers in 17 countries, and This Way Onward (partnering with the Boys & Girls Club of America), with goal to train and hire 10k low-income youth secure jobs and career pathing at Gap stores in 50 cities.
- Critical partner on all ESG reporting and programs, including preparation for the SEC's proposed Climate Disclosure rules.

Government Affairs

- Oversee the government affairs team that manages the company's relations with elected officials at the federal, state, and local levels in the U.S. and Canada.
- Guides the focus and strategic vision to influence and comply with public policies that have the biggest impact on the company.
- Oversee internal GA programs such as the Public Policy Council, GA Ambassadors, and Gap PAC.

### Real Estate, Store Design and Facilities

- Lead team responsible for delivering the physical manifestation of the strategy for Gap Inc. brands, including portfolio management and resizing of 2500+ stores, real estate transactions, store remodels, relocation, and openings.
- Drove over 10% reduction of facilities costs, led corporate real estate team through \$340M purchase and later sale of Mission Bay headquarters and sale of 1 Harrison and 900 Cherry office buildings.
- Developed and implemented legal real estate strategy in response to the COVID-19 pandemic that was instrumental in driving an EBITDA benefit of \$100m from store closures and lower annual rent expense of \$45 million for stores.

### Diversity, Inclusion, & Equity

- Avid champion for diversity; drove Gap Inc. to join the Leadership Council on Legal Diversity, led Gap Inc. to be one of the founding members of Diversity Lab's Mansfield Rule initiative.
- Critical partner to Gap Inc.'s Equality and Belonging team and efforts, including annual E&B report.
- Executive Sponsor of Gap Inc.'s Diversity Council, 2015-2017.

### Deals, Acquisitions & Significant Transactions

- Executed variety of acquisitions, including CB4, Drapr, Athleta, Intermix, and Janie & Jack.
- Led team on the disposition and transition of Gap Inc.'s European businesses.
- Critical Steering Committee member for Gap Inc.'s 2019 planned spin of Old Navy.

### Risk Oversight & Compliance

- Co-founded Gap Inc.'s executive Risk Committee supporting Enterprise Risk Assessment.
- Preside over company-wide compliance program and chair the Global Integrity Committee, a cross-functional team responsible for compliance training and Gap Inc.'s Code of Conduct.
- Close partner to information security team. Responsible for all of Privacy, including GDPR, CCP, and CPRA compliance.

**Vice President & Sr. Vice President, Deputy General Counsel** 2007-2015

**Senior Director, Associate General Counsel** 2003-2007

**Counsel (1998), Senior Counsel (1999-2003), Brand Services & Intellectual Property** 1998-2003

**Litigation Associate, Bronson Bronson & McKinnon LLP, San Francisco, CA** 1992-1993; 1994-1998

**Law Clerk, Judge Ronald M. Whyte, U.S. District Court, Northern District of California, San Jose, CA** 1993-1994

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### EDUCATION & LICENSURE

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J.D.	University of California, College of Law, San Francisco, CA (formerly Hastings)	1992
B.A.	Yale University, New Haven, CT	1987
License:	California Bar	

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### BOARD OF DIRECTORS EXPERIENCE

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**Board of Directors, LifeMoves, Menlo Park, CA** 2015 - 2023  
Executive Committee and Secretary (2016 - 2023), Vice Chair (2019-2020)  
Non-profit organization dedicated to finding solutions to homelessness in Silicon Valley.

**Board of Directors, Susan G. Komen, Dallas, TX** 2022 - Present  
Chair of Audit Committee, Member of Development and Human Capital Management Committees  
Breast cancer organization focusing on research, community health, global outreach, and public policy initiatives.

<i>Board of Directors, <b>Retail Litigation Center</b></i> , Washington D.C.	2022 - Present
Membership organization dedicated to representing the retail industry in the federal and state judiciary (Part of RILA).	
<i>Board of Advisors, <b>Diversity Lab's Move the Needle Fund</b></i> , Marshall, CA	2021-Present
Fund to test innovative diversity and inclusion initiatives to create transformational change in the legal profession.	
<i>Advisory Board, <b>AHA Bay Area Go Red for Women Campaign</b></i> , San Francisco, CA.	2010-2021
The American Heart Association's signature women's initiative.	
<i>Chair, <b>Gap Foundation</b></i> , San Francisco, CA	2020
Non-profit organization supporting programs designed to reach underserved youth in the developed world with an emphasis on job readiness and employment, and advancement of women in the developing world.	
<i>Directorships, <b>Gap Inc. Operating Subsidiary Boards</b></i>	2012-2016
Served on major operating subsidiary boards within the Gap Inc. group of companies. Oversight of retail operations in Europe, Asia, and North America. Key expert board member on the division of companies responsible for licensing and protection of the Gap Inc. family of brands.	

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#### SELECT SPEAKING ENGAGEMENTS

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Legal 50 Virtual Summit: Fireside Chat for Deputy GC Community, <b>Bar Association of SF</b>	Mar 2022
Legal Leaders Panel discussion: Acting on Diversity, Equity, and Inclusion Statements, <b>Reuters Events</b>	Oct 2021
"Diversity & The Legal Profession," Retail Law Conference, <b>Retail Industry Leaders Association</b>	Oct 2020
"The General Counsel Panel: Implementing Legal Operations in a Modern Legal Department." <b>Corporate Legal Operations Consortium (CLOC) Annual Meeting</b>	May 2019

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#### SELECTED AWARDS & RECOGNITION

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<b>Global GC 20</b> , <i>Financial Times</i>	2019
<b>Woman of Achievement</b> , <i>Legal Momentum</i>	2019
<b>Most Influential Woman in Bay Area Business</b> , <i>San Francisco Business Times</i>	2018
<b>Employer of Choice</b> , <b>Minority Corporate Counsel Association</b>	2018
Gap Inc.'s legal team recognized as a model for how organizations can make inclusion and diversity part of their core DNA.	