



Renewable Energy, Clean Tech and Sustainability

New Leaders for New Challenges



RUSSELL REYNOLDS ASSOCIATES



The economics and politics of sustainability initiatives are driving demand for a new breed of leadership.

Over the last decade, the topics of clean technology, energy and sustainability have moved from the periphery to the center of the global economy. Established and emerging companies, along with private equity and venture capital firms, are making sizable investments as they stake out their areas of the market. Governments have made sustainability and the technology needed to achieve it a key component of both environmental policy and economic development. The question no longer is whether this trend will take hold but rather when large markets will coalesce and which technologies and companies will prevail. Current global economic conditions and gyrating energy prices have made operating and investment conditions challenging in the short run, but industry players nonetheless are moving to capture mindshare and press their speed-to-market advantage.

The influence of clean tech, energy and sustainability extends beyond the diverse array of companies focused on this market space. Sustainability has become a strategic leadership issue in virtually every industry as enterprises rethink everything from product design to facilities strategies in the face of regulatory developments, increasing scarcity of resources and rising costs. Forward-thinking companies are appointing chief sustainability officers to proactively address these issues and turn them into opportunities for growth.

Identifying and hiring clean tech, energy and sustainability leaders to meet this growing demand are complicated by two factors:

- The nascent state of the industry means there are very few senior executives already within the sector who have a proven track record at scale.
- The hybrid nature of sustainability requires knowledge and experience across a broad range of disparate fields and a unique set of leadership competencies that can be difficult to find in a single individual.

Clean tech companies require proven entrepreneurial leaders who understand the energy business, can navigate rapidly changing markets, and know how to lead the development and commercialization of new technologies and business models. But leaders from traditional energy companies may not have had the level of experience working within entrepreneurial environments that sustainable energy organizations require. Likewise, few technology executives with a track record of managing innovation also possess deep familiarity with the energy industry. The same challenge applies in finding sustainability executives for companies in other industries, who must combine an understanding of a specific company or industry, deep knowledge of sustainability issues and the ability to bring and implement the appropriate technologies and perspectives.

Renewable Energy, Clean Tech and Sustainability

Production/ Alternative Sources of Energy

Energy Generation

- Wind
- Solar
- Hydro/Marine
- Biofuels
- Geothermal

Energy Storage, Distribution and Usage

Energy Storage

- Energy Storage
- Fuel Cells
- Advanced Batteries
- Hybrid Systems

Energy Infrastructure

- Management
- Transmission

Transportation

- Vehicles
- Logistics
- Structures
- Fuels

Environmental Impact

Energy Efficiency

- Lighting
- Buildings
- Glass

Agriculture

- Natural Pesticides
- Land Management
- Aquaculture

Water

- Water Treatment
- Water Conservation
- Wastewater Treatment

Recycling and Waste

- Recycling
- Waste Treatment

Air and Environment

- Cleanup/Safety
- Emissions Control
- Monitoring/Compliance
- Trading and Offsets

Manufacturing/ Industrial

- Advanced Packaging
- Monitoring/Control
- Smart Production

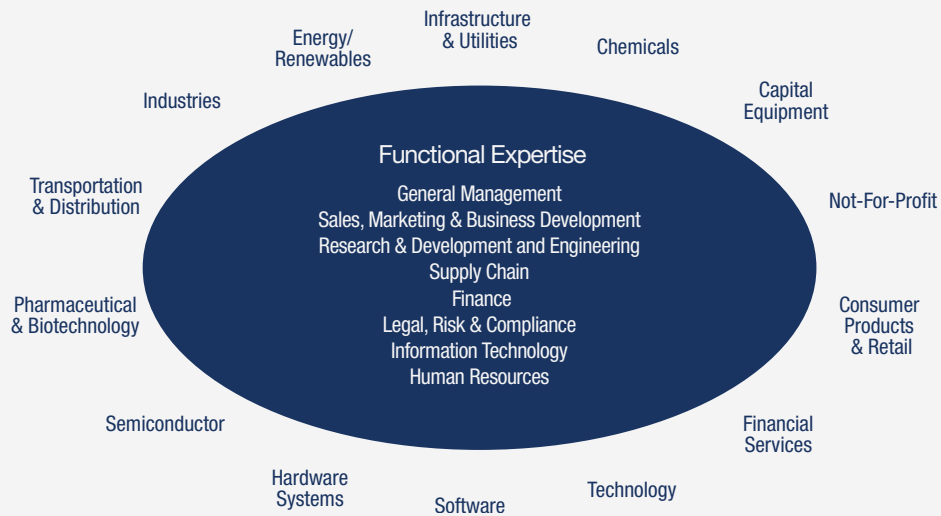
Materials

- Nano
- Bio
- Chemical

Finding the Right Leaders

We develop an in-depth understanding of each client's unique challenges and objectives and structure the search around those requirements. We focus on the business strategy and the issues to be addressed within the client organization, the industry and functional expertise required in the role, and the competencies needed to implement solutions. Our proprietary networks cut across all relevant industries and functional areas, enabling us to transcend traditional industry silos and quickly identify and evaluate appropriate candidates from a range of fields.

In addition to skills and experience, cultural fit plays an important role in recruiting decisions for clean tech, energy and sustainability leadership positions. A new leader, of course, must fit well within the unique culture of the hiring organization, but he or she also must align well with customers and influencers in the markets that the organization seeks to serve. For example, an archetypical technology entrepreneur who appears perfect to lead a fast-paced, technology-oriented start-up may not be effective relating to senior executives at traditional utility companies. The importance of cultural fit holds true whether the recruiting organization is a large-scale traditional enterprise seeking to adopt meaningful sustainability initiatives to meet consumer, stakeholder and regulatory expectations or if it is a technologically driven, entrepreneurial organization racing to supply the global market with alternative forms of energy. As a result, our executive assessment specialists are an integral part of our search teams, providing unsurpassed leadership and cultural assessment offerings that evaluate leaders'



The sustainability sector is a hybrid of several industries and encompasses a broad range of functional specialties.

competencies and behavioral traits, the culture of the organization and the cultural preferences of candidates for leadership roles. This analysis can provide an added dimension to the finalist candidate evaluation process and often highlights issues to be addressed in the onboarding of the selected candidate, thus increasing the “stickiness” and potential impact of leaders taking on the critical roles.

Our Track Record

We recruit CEOs and senior functional executives to companies across the complete range of clean tech, energy and sustainability segments; for some companies, we have helped to rebuild large portions of their executive teams as part of their overall strategy in this area. A representative list of our successful assignments includes:

Chief Executive Officer for a newly formed European foundation dedicated to climate change initiatives

Chief Executive Officer of the U.S. wind business for a global publicly traded energy company

Chief Executive Officer and Chief Operating Officer for a European solar-cell manufacturer

Chief Executive Officer, Board Member, Chief Financial Officer and two Vice Presidents for a global manufacturer and marketer of geosynthetic lining products

Chief Executive Officer and Senior Vice President, Engineering for a leading biobutanol producer

Chief Executive Officer for a leading wave energy conversion company

Chief Executive Officer for a utility industry institute

Chief Operating Officer and four Vice Presidents for an industrial biocatalyst company

Chief Technology Officer and three Vice Presidents for a global energy metering company

Partner, Climate Change/Carbon Credit for a global audit, tax and advisory firm

Senior Director, Climate Change and Sustainability for a publicly traded global agricultural company

Global Practice Leader, Climate Change for the world’s largest mining company

Board Chairman and a Managing Director for a publicly traded Australian geothermal energy company

Board Chairman, Chief Financial Officer, Chief Accounting Officer and two Vice Presidents for a North American wind energy company

Board Member, Chief Financial Officer and two Vice Presidents for a publicly traded solar systems manufacturer

A Strategic Approach to Today's Leadership Challenges

The leadership challenges faced by CEOs, boards and senior leaders do not occur in isolation and cannot be addressed that way. Russell Reynolds Associates' consultative approach to executive and board-level search and assessment provides leaders with tailored, comprehensive strategies that help drive long-term growth and success.



About Russell Reynolds Associates

We are a leading global executive search and assessment firm with more than 300 consultants based in 39 offices worldwide. Our consultants work closely with public and private organizations to identify, recruit and assess senior executives and board members as well as to provide cultural diagnosis and culture fit assessment.

We value teamwork, serving our clients with a collaborative approach that spans our international network of sector and functional experts. Our in-depth knowledge of major industries and our clients' specific business challenges, combined with our understanding of who and what make an effective leader, ensure that our clients secure the best leadership teams for the ongoing success of their businesses.

Renewable Energy, Clean Tech, and Sustainability

The Challenge

A publicly held U.S. solar energy company required a CFO, with the potential to become a successor to the CEO, to help execute an expanded strategic plan involving the development of significant partnerships with utility firms.

Having built a \$1.5 billion business manufacturing and installing photovoltaic units, this solar energy company developed a plan to expand by partnering with utility firms to build large energy farms and sell power directly into the grid. The company originally was a spin-off from a technology company, which meant few of the senior team had direct utility experience—a gap the board wanted to remedy.

When Russell Reynolds Associates was asked to conduct the search for a new CFO, we assembled a global team that included consultants with technology, energy, financial officer and executive assessment expertise. Collaborating across networks, market knowledge and resources, the team produced a final slate of candidates with the required technical and leadership competencies who also possessed the personality and charisma necessary to fit into the company's entrepreneurial, iconoclastic culture.

The Solution

After an extensive, structured interview process, the board selected the highly regarded CFO of a major regional utility who had previously served as general manager of one of the solar energy firm's business units—experience that also made him a potential candidate to succeed the CEO.



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The Challenge

A Latin American industrial conglomerate entered the ethanol market and needed a team of line directors to execute an ambitious strategic plan.

The ethanol industry in this Latin American country is highly fragmented and populated by insular, family-run firms. A reputable conglomerate saw an opportunity to become a major player by applying both state-of-the-art technology and business best practices to produce a superior product that could be exported to the global market. It established a new firm with \$3 billion in financing and one of the country's leading CEOs in charge.

The CEO needed numerous line directors to oversee operating functions from agriculture to safety to production. In addition to technical expertise, they would have to thrive in a high-performance culture that emphasized autonomy, a broad range of experience and innovative thinking. This strong cultural requirement meant that most candidates would need to come from outside the local ethanol industry.

The Solution

Russell Reynolds Associates assembled a team that included energy, industrial and supply chain experts. The team mapped more than 100 executives in a range of fields and identified those with the competencies, perspectives and transferable skills necessary, as well as those from within the local ethanol industry who could thrive in the client's culture. More than half a dozen key positions were quickly filled, giving the company the human capital it needed for a strong start.



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The Challenge

The board of a newly formed European foundation devoted to address climate change required a CEO to build a high-performing, transnational organization from the ground up.

The board of this new foundation had a clear vision for its organization: rather than have a high public profile, the foundation would operate behind the scenes to drive policy change at the highest levels. It would move comfortably in the NGO world, yet function like a focused, results orientated and expertise-centered business. It truly would be transnational, working with international and national government agencies to advance its agenda.

The board realized that choosing the right CEO to launch this venture would be critical. This leader would need to have not only an exceptionally diverse set of experiences and competencies but also an entrepreneurial mindset and track record of success. He or she would need to be both the charismatic visionary and the evidence-based leader.

The Solution

Russell Reynolds Associates convened an international engagement team composed of both energy and not-for-profit experts. Combining networks, knowledge and resources, the team presented the board with half a dozen candidates from across Europe. The board quickly chose a finalist with high-level CEO experience spanning the public and private sectors and who embodied the culture the board was looking to create. After a short time, the new CEO had a full team in place, ready to address the formidable challenge of climate change.



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An early-stage, venture-backed biofuels company required a CEO to take the reins from the founder, win the confidence of investors and accelerate the move toward commercialization.

Under the guidance of its founder, this company developed a promising portfolio of biofuel technologies. Additional funding, however, was contingent on a new CEO who could focus the company and bring the process to market.

The Russell Reynolds Associates engagement team began by holding one-on-one conversations with most of the company's board members, each representing a different investor with different priorities. From these conversations, a consensus was forged that the next CEO would need impeccable technical credentials, the competencies to build and manage a refining plant, and the ability to excite employees and investors. While it was clear that the successful candidate would be found in the chemical process and refining industries, only a small subset would fulfill this list of requirements and be interested in leading a 30-person start-up.

The Solution

The engagement team drew on its experience and the extensive sourcing network developed from years of C-level searches. Multiple trusted sources pointed to an executive who was new to the search team. That executive was further vetted along with other candidates, presented to the board and quickly emerged as the finalist. Six months after the new CEO took the helm, the company opened its first pilot plant and is on a clear path to commercialization.



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A leading wind energy company required a board chairman and a number of other senior executives to prepare for a public offering and beyond.

An early pioneer in the development and operation of wind energy facilities, this privately held company sought a non-executive board chairman who could guide the start-up to maturity. After extensive consultation with the investors and executive team, Russell Reynolds Associates consultants with experience in both the energy industry and board-level searches identified and recruited a highly regarded energy executive who not only had experience in taking companies public but also had a track record in implementing corporate governance best practices and mentoring senior leaders.

The Solution

Russell Reynolds Associates recruited a board chairman with experience in taking companies public and with a track record in implementing corporate governance best practices and mentoring senior leaders. Subsequently, the team was engaged to fill a number of key executive team positions, each of which required a different strategy and was headed by a consultant with the relevant mix of industry and functional expertise.

To find a chief risk officer, the team scoured its network in the power industry for an executive with experience managing energy and commodity trading. Our HR experts sourced a wide range of industries to find candidates for the vice president for human resources, who would need a stellar track record in building a human capital management infrastructure in a fast-growing environment.

The company has since filed for a public offering and has more than three dozen facilities in various stages of development or operation.



RUSSELL REYNOLDS ASSOCIATES | Global Offices

Americas

Atlanta

1180 Peachtree St., NE
Suite 2250
Atlanta, GA 30309-3521
United States of America
Tel: +1-404-577-3000

Boston

One Federal Street
25th Floor
Boston, MA 02110-1007
United States of America
Tel: +1-617-523-1111

Buenos Aires

Buenos Aires Plaza
Manuela Sáenz 323
Seventh Floor,
Suites 14 and 15
C1107CBP Buenos Aires
Argentina
Tel: +54-11-4118-8900

Chicago

200 South Wacker Drive
Suite 2900
Chicago, IL 60606-5802
United States of America
Tel: +1-312-993-9696

Dallas

8401 N. Central Expressway
Suite 650
Dallas, TX 75225-4404
United States of America
Tel: +1-214-220-2033

Houston

600 Travis Street
Suite 2200
Houston, TX 77002-2901
United States of America
Tel: +1-713-754-5995

Los Angeles

11100 Santa Monica Blvd.
Suite 350
Los Angeles, CA 90025-3384
United States of America
Tel: +1-310-775-8940

Menlo Park

2500 Sand Hill Road
Suite 105
Menlo Park, CA 94025-7015
United States of America
Tel: +1-650-233-2400

Mexico City

Torre Reforma
Paseo de la Reforma
115-1502
Lomas de Chapultepec
México 11000, D.F.
México
Tel: +52-55-5249-5130

Minneapolis/St. Paul

225 South Sixth Street
Suite 2550
Minneapolis, MN 55402-3900
United States of America
Tel: +1-612-332-6966

New York

200 Park Avenue
Suite 2300
New York, NY 10166-0002
United States of America
Tel: +1-212-351-2000

San Francisco

101 California Street
Suite 2900
San Francisco, CA 94111-5829
United States of America
Tel: +1-415-352-3300

São Paulo

Edifício Eldorado Business Tower
Av. Nações Unidas, 8501
11º Andar
05425-070 São Paulo - SP
Brazil
Tel: +55-11-3566-2400

Stamford

301 Tresser Boulevard
Suite 1210
Stamford, CT 06901-3250
United States of America
Tel: +1-203-905-3341

Toronto

Scotia Plaza, Suite 3410
40 King Street West
Toronto, ON
M5H 3Y2
Canada
Tel: +1-416-364-3355

Washington, D.C.

1701 Pennsylvania Avenue,
NW
Suite 400
Washington, D.C. 20006-5810
United States of America
Tel: +1-202-654-7800

Asia/Pacific

Beijing

Suite 1320, China World Tower 1
No. 1 Jian Guo Men Wai Avenue
Beijing 100004
China
Tel: +86-10-6505-2688

Hong Kong

Room 1801, Alexandra House
18 Chater Road Central
Hong Kong
China
Tel: +852-2523-9123

Melbourne

15th Floor
Bourke Place
600 Bourke Street
Melbourne VIC 3000
Australia
Tel: +61-3-9603-1300

Mumbai

Unit 9(A), Grand Hyatt Plaza
Santacruz (East)
Mumbai 400 055
India
Tel: +91-22-6733-2222

New Delhi

203, Eros Corporate Tower
Nehru Place
New Delhi 110 019
India
Tel: +91-11-4603-4600

Shanghai

Room 4504, Jin Mao Tower
88 Century Avenue
Pudong, Shanghai 200121
China
Tel: +86-21-6163-0888

Singapore

2 Shenton Way
#08-01 SGX Centre 1
Singapore 068804
Singapore
Tel: +65-6225-1811

Sydney

Level 40, Aurora Place
88 Phillip Street
Sydney NSW 2000
Australia
Tel: +61-2-9258-3100

Tokyo

Izumi Garden Tower 14F
1-6-1 Roppongi
Minato-ku, Tokyo 106-6014
Japan
Tel: +81-3-5114-3700

Europe

Amsterdam

World Trade Center
Tower H, 18th Floor
Zuidplein 148
1077 XV Amsterdam
The Netherlands
Tel: +31-20-305-7630

Barcelona

Edificio Prisma
Avda. Diagonal, 613, 2ª A
08028 Barcelona
Spain
Tel: +34-93-494-9400

Brussels

Boulevard St.-Michel 27
B-1040 Brussels
Belgium
Tel: +32-2-743-12-20

Copenhagen

Østergade 1, 1st Floor
DK-1100 Copenhagen K
Denmark
Tel: +45-33-69-23-20

Frankfurt

MesseTurm
60308 Frankfurt/Main
Germany
Tel: +49-69-75-60-90-0

Hamburg

Stadthausbrücke
1-3/Fleethof
20355 Hamburg
Germany
Tel: +49-40-480-661-0

London

24 St. James's Square
London SW1Y 4HZ
United Kingdom
Tel: +44-20-7839-7788

Madrid

Calle Miguel Angel, 11
Seventh Floor
28010 Madrid
Spain
Tel: +34-91-319-7100

Milan

Via Mascheroni, 5
20123 Milan
Italy
Tel: +39-02-430-0151

Munich

Ludwigstraße 7
80539 Munich
Germany
Tel: +49-89-24-89-81-3

Paris

7, Place Vendôme
75001 Paris
France
Tel: +33-1-49-26-13-00

Stockholm

Hamngatan 27
SE-111 47 Stockholm
Sweden
Tel: +46-8-545-074-40

Warsaw

Belvedere Plaza
ul. Belwederska 23
00-761 Warsaw
Poland
Tel: +48-22-851-68-38

Zürich

Genferstrasse 21
8002 Zürich
Switzerland
Tel: +41-44-447-30-30

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