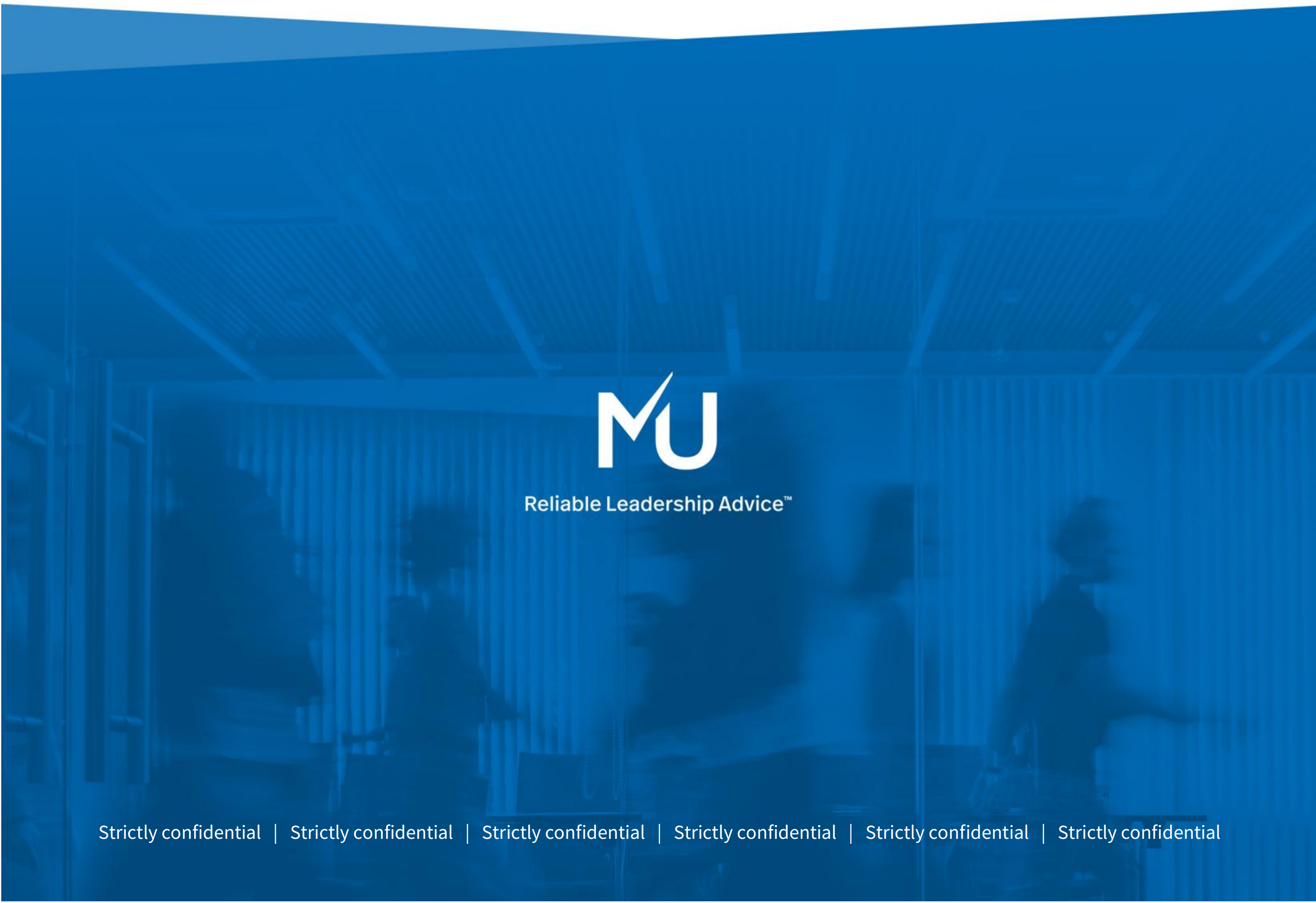
# MU Assignment Brief

MU Professional Search™

Head of Finance | Kalundborg Refinery



# MU Assignment Brief

The Assignment Brief summarises the assignment and the Success Profile concluded from the MU Predictive Analysis. The Success Profile documents the Success Criteria, Responsibilities and key tasks, and the Capabilities that are relevant for performance in this job. In addition, the minimum requirements on experience, knowledge, and skills as well as the Search Strategy is presented.

**MU Project Manager**: Thomas Gajhede

## Company Overview

### Situation

- Kalundborg Refinery is Denmark's largest refinery, accounting for more than 15% of the country's total energy consumption. Approximately 400 employees work at the site, refining crude oil and condensate into petrol, diesel, propane, heating oil and fuel oil. The refinery is among the most energy-efficient in the world.
- As critical infrastructure within Denmark's energy supply system, the refinery operates under exceptionally high requirements for safety, operational reliability and regulatory compliance.
- Since January 2022, the refinery has been part of Klesch Group and operates alongside a sister site in Heide, Germany., and a recently acquired refinery in Gelsenkirchen, also in Germany.
- Under Klesch Group ownership, Kalundborg Refinery continues to operate with an uncompromising focus on safe and reliable operations, operational excellence, and long-term value creation.
- The Head of Finance leads the full finance function at Kalundborg Refinery, acting as primary financial steward and business partner to the Site Managing Director and hardwired to Group and referring to Group CFO, while ensuring alignment with Group finance standards, controls, and reporting.

# Position Specification

## Responsibilities and key tasks

- The Head of Finance is responsible for the effective and efficient management and execution of all finance-related matters.
  This is a hybrid role combining hands-on operational finance leadership with strategic influence on site performance.
- The Head of Finance serves as the accountable leader for the development and implementation of effective strategies, processes, and working practices within their area of responsibility. The role forms part of the Leadership Team and carries responsibility for both day-to-day operations and strategic initiatives across all functions within the Finance department.
- As a member of the Leadership Team, the Head of Finance is responsible for contributing to the Company's overall business strategy.
- The Head of Finance has the overall leadership and management responsibility for Controlling, Accounting, Budgeting and Tax in Kalundborg. Your key responsibilities include:
  - Ensuring effective and efficient management and execution of all finance-related matters.
  - Ensuring operational excellence within Finance and compliance with applicable requirements and Company policies.
  - Overseeing quarterly financial reporting and the preparation of annual financial statements, ensuring clean, credible and on-time reporting with no material control gaps.
  - Overseeing and monitoring relevant direct and indirect tax matters.
  - Preparing monthly management information for the shareholder and senior leadership team. Ensuring an effective and timely monthly financial close.
  - Driving the budgeting process in Kalundborg in close coordination with project managers and Group.
  - Supporting the management of structured finance arrangements, including preparation for and participation in bank calls, liquidity planning and liquidity monitoring.
  - Leading and developing the Finance team, strengthening KPI dashboard reporting and building clear succession visibility.

## Success criteria

### Shorter-term

- Clean, credible, on-time reporting to Group with no material control gaps
- Established as a trusted advisor to the site leadership team
- Finance team stabilized/developed, with clear succession visibility
- Developed/strengthened KPI dashboard reporting

### Longer-term

- As a member of the Leadership Team, taking a leading role in the continued development of the Company's strategy and corporate culture, including a lead role in periodic Townhalls.
- Leading and developing employees with a strong focus on competence management and talent development.

### Organisational Contribution

- Ensuring effective and aligned cross-functional communication and collaboration with other business areas.
- Representing the Company in dealings with regional and national stakeholders.

# Search Profile

| Requirement | Description |
|---|---|
| Education | ▪ Degree in Finance, Accounting, Economics, or related field. |
| Language | ▪ Fluent in a Scandinavian language and professionally proficient in English. |
| Professional experience | ▪ 8–12+ years in finance, with meaningful time in Multinational Companies and manufacturing or industrial environments.<br>▪ Track record leading a finance team of comparable size (10–15 people) at plant/site level.<br>▪ Experience operating within a matrixed multinational structure. |
| Sector experience | ▪ Manufacturing or industrial environments. |
| Function experience | ▪ Exposure to cost accounting, standard costing, and capex appraisal.<br>▪ Strong command of IFRS; consolidated reporting experience a plus.<br>▪ ERP proficiency (SAP or equivalent).<br>▪ Advanced financial modelling and analytical capability. |
| Other specific experience | ▪ Demonstrated leadership ability to develop and retain an engaged finance team.<br>▪ Confident operating as a peer to plant operations leadership.<br>▪ Strong stakeholder management across a dual reporting structure.<br>▪ Comfortable delivering difficult financial truths with commercial tact. |

# Terms and Conditions

- By becoming part of Kalundborg Refinery, the candidate gets the opportunity to work in one of Denmark's most important industrial companies, with real influence on both operational performance and the future energy transition.
- The role offers a meaningful leadership position in a complex and highly professional environment, supported by more than 400 dedicated colleagues, strong internal collaboration across different specializations, and a workplace culture where knowledge is shared, responsibility is taken, and personal growth is encouraged over time.
- In return, the candidate can expect competitive employment terms, great opportunities for personal and professional development, an informal and flat organizational culture, as well as a social community that goes beyond work through an active staff association and strong collegial cohesion.
- The candidate must be able to provide a criminal record certificate with no entries. The position is within critical infrastructure, so an additional and mutual notice period of 2 months will be added to the standard notice period.

| Location and travel | Peer group and stakeholders | Reporting lines |
|---|---|---|
| ▪ Kalundborg, Denmark<br>▪ Travel (app. 2 days per month) is to be expected | ▪ Group CFO<br>Managing Director<br>CFO of Klesch Petroleum<br>Group IT management<br>Leadership Team<br>Controlling team<br>Accounting team<br>Malta shared service centre | ▪ Matthew Hopkins, CFO, Klesch Group |

# Capability Requirement

### Envisioning

Ability to analyse, articulate, decide on and communicate a strategic vision, and demonstrate decisiveness for relevant change. Assume responsibility for change and personal risks to push for approval of necessary but difficult changes.

- Ability to translate the Company's and Group's strategic priorities into a clear Finance agenda for the site, including performance management, process improvement and future SAP/ERP implementation. Able to advocate necessary changes and make sound decisions in a complex operational and Group-governance context.

### Developing

Ability to organizational learning and professional growth, innovation and skill. Relates to innovative thinking and new approaches; efforts to develop innovative new products, services, or processes.

- Ability to strengthen Finance processes, ways of working and functional capability through continuous improvement, professional development and effective use of systems and data. Expected to build a sustainable Finance organisation with clear competence development and succession visibility.

### Motivating

Ability to engage and empower the organization to commit to change initiatives. Communicate about the importance of achieving results and decided change, describe a proposed change or new initiative.

- Ability to engage and empower the Finance team and relevant stakeholders around performance, reporting discipline, process improvements and change initiatives. Communicates the purpose and importance of decisions clearly and creates commitment to delivery.

### Result-focusing

Ability to execute decisions, ensure the achievement of objectives and ensure momentum in deliveries.

- Ability to ensure delivery of clean, credible and on-time reporting to Group, with no material control gaps. Drives effective budgeting, forecasting, liquidity management, financial reporting and performance improvement, maintaining momentum and accountability for agreed objectives.

### Delegating

Ability to assign tasks and responsibilities to team members, ensuring optimal use of resources and development of competencies.

- Ability to allocate responsibilities effectively across Controlling, Accounting, Treasury and Tax, including collaboration with Malta shared-service resources. Creates clarity of ownership, develops team capability and ensures the Head of Finance does not become an operational bottleneck.

### Follow-up

Ability to monitor progress, quality and outcomes, provide feedback, and make adjustments as necessary to meet goals.

- Ability to monitor quality, progress and outcomes rigorously across financial reporting, controls, compliance, liquidity, forecasting and KPI performance. Provides timely feedback, addresses deviations and ensures corrective action is implemented and sustained.

### Empathising

Ability to understand and display concern for the needs, feelings, motivational factors and problems of others. It relates to ensuring a motivated, highly performing and socially well-functioning team.

- Ability to understand the needs, motivations and development requirements of Finance employees and respond constructively. Builds a motivated, high-performing and socially well-functioning Finance team while maintaining clear expectations and high performance standards.

### Aligning

Ability to ensure alignment between individual goals and the broader organizational objectives. Ensure clarity of purpose and mutual expectations with all relevant stake-holders.

- Ability to create clarity of purpose, priorities and mutual expectations across the Site Managing Director, Leadership Team, Group CFO, Group Finance, Group IT and Malta shared-service resources. Balances site business needs with Group finance standards, controls and reporting requirements.

### Networking

Ability to build and maintain internal and external relationships with peers, superiors, and relevant external stakeholders. Lobby and ensure relevant co-ordination and flow of knowledge.

- Ability to establish and maintain productive working relationships with internal peers, Group stakeholders, financial counterparties and relevant regional and national stakeholders. Ensures effective coordination, knowledge flow and stakeholder support for Finance priorities.

## Time plan

2026-09-28
**Application Deadline**

2026-10-05
**First round interview**

(in between)
**Assessment interviews**

2026-10-19
**Second round interview**

# Employment committee

CFO, Klesch Group
Matthew Hopkins

Head of HR
Bo Neville

Site Managing Director
Kurt Bjerre

# Contact info

**Thomas Gajhede**
Director Email - thomas.gajhede@mercuriurval.com +45 20841030

**Anne Frost**
Senior Consultant Email - anne.frost@mercuriurval.com +45 5358 3967