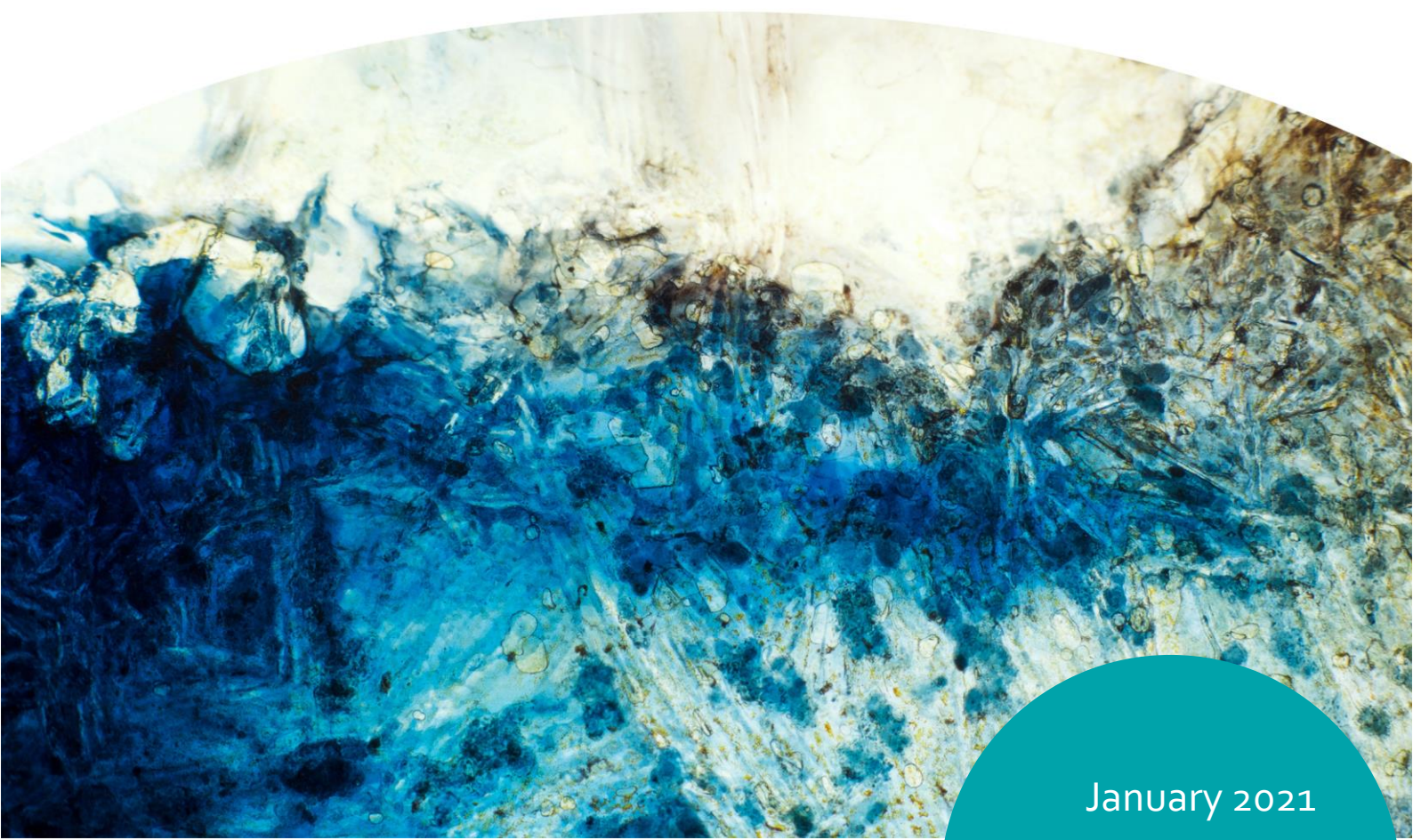




LEVIN SOURCES

# Job Pack

# Non-Executive Director



January 2021

# Job Pack Non-Executive Director

Hello, and thank you for taking the time to read this job pack.

Levin Sources is a social venture and consultancy working to build sustainable, valuable and equitable mineral sectors and supply chains. For ten years, we have been at the forefront of responsible mining and sourcing, with unique expertise and experience in issues surrounding raw material sustainability and Artisanal and Small-scale Mining (ASM).



We influence policy and practice in the public and private sectors, taking on challenges for clients that few others can. Our strategic priorities for the next five years are growing our markets in good governance, responsible mining, and responsible sourcing, and consolidating our offerings in environment, climate action, digital solutions, gender, and sustainable finance. Our diverse project pipeline and income streams can be demonstrated through recent project examples:

- Striking new ground to drive improved environmental performance in mining by leading research, strategic advisory, and the development of standards for 'Forest-Smart Mining' for the World Bank and philanthropic organisations;
- Leading a \$2 million sub-component of a multi-year program for USAID on responsible minerals trade from DRC (trade facilitation for gold from DRC);
- Pioneering earth observation for ASM management with our ASM Spotter solution - in partnership with dida from Germany - and recipient of the Conservation X Labs Microsoft AI Prize;
- Leading the collection and analysis of critical data on the impacts of COVID-19 on ASM communities in Mozambique, Zimbabwe, Uganda and the DRC;
- Carrying out mine site and supply chain assessments and audits on human rights, sustainability and responsible business conduct risks against diverse standards and across a variety of minerals for a broad spectrum of clients;
- Supporting the governments of Kenya and the Democratic Republic of the Congo (DRC) with the development of national strategies for their ASM sectors;
- Identifying and addressing the needs of supply chain actors, particularly women and youth, working in gemstone value chains in Guinea, Sierra Leone and Zimbabwe;
- Helping large-scale mining companies develop ASM management systems and/or chain of custody management systems and 'clean mineral' frameworks that allow them and their clients to make sustainability claims about their products;
- Establishing due diligence and ASM sourcing strategies for numerous gold refiners and the UK's smallest but most pioneering jewellery brands, amongst others;
- Completing comprehensive baseline assessments of the economic importance of ASM to local and national development in Guinea (gold & diamonds), Central African Republic (gold & diamonds) and Uganda (low value 'development' minerals).

In a competitive market, our offer is distinct because we understand the needs of both private and public stakeholders, work closely with our clients to achieve the best outcomes for them instead of delivering off-the-shelf answers, and because we authentically combine our social mission with a for-profit operating model.

We are a core team of 15 strategists, researchers, project managers, educators and communicators with multidisciplinary abilities and collective expert knowledge in sustainable supply chains, extractives, biodiversity and conservation, human rights and vulnerable groups, responsible business conduct and good governance. Our staff have previously held diverse positions in government, NGOs and industry. When projects call for it, we expand our team through a network of over 200 talented associates and strategic partnerships with leading NGOs, social ventures, and SMEs.



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We are trusted by the full diversity of players in the minerals system, from FTSE 100 and Fortune 100 companies and SMEs to industry associations and certification bodies to NGOs and civil society to governments in fragile states and in G20 economies. We facilitate all these actors to optimise their activities in the minerals system to deliver more sustainable futures, for all of us.

Levin Sources has experienced a significant growth phase, more than tripling our turnover from £461,000 in 2014/15 to £1.5 million in 2019/20. Despite the difficulties posed by the global COVID-19 pandemic and Brexit, we are keen to capitalise on the opportunities available to us during this time. Beyond these short-term challenges we anticipate another growth phase that will require diversifying our product offerings and engaging in new partnerships that may require spin-off businesses. We also wish to change the business' identity to be somewhat delinked from the founder.

We hope you find the information you need to get to know the company on the follow pages. If you have any questions, please reach out to me at [estelle.levin-nally@levinsources.com](mailto:estelle.levin-nally@levinsources.com) or Holger Grundel, Managing Director at [holger.grundel@levinsources.com](mailto:holger.grundel@levinsources.com).

Thank you, and we look forward to hearing from you!

Estelle Levin-Nally

**Founder and CEO**  
Levin Sources

For more information on Levin Sources, visit us online at [www.levinsources.com](http://www.levinsources.com)

You can also find us on Twitter ([@levinsources](https://twitter.com/levinsources)), LinkedIn ([linkedin.com/company/levinsources](https://linkedin.com/company/levinsources)) and Instagram ([@levinsources](https://www.instagram.com/levinsources))



## Job Pack Non-Executive Director

Non-Executive Director Job Description	
<b>Role Title</b>	Non-Executive Director (NED)
<b>Appointed by</b>	Current Board in accordance with their Memorandum and Articles of Association
<b>Location</b>	Board meetings will alternate between Zoom (or a similar teleconferencing arrangement) and in Cambridge, UK (timings of which will be agreed with the Board)
<b>Remuneration</b>	The Company is a social venture and would therefore expect its Directors to be engaged on a voluntary basis.
<b>Expenses</b>	All reasonable expenses will be reimbursed in accordance with the Company's Expenses Policy.
<b>Time commitment</b>	Whilst we would estimate a time commitment of approximately ten days per annum, there is no fixed time commitment for this role. This will include Board Meetings and representing the Company at various events and meetings with key stakeholders.
<b>Term</b>	Two year term, subject to review, with no exclusion from being re-elected.
<b>Probation</b>	There will be a three-month probationary period during which the appointment will be reviewed by a panel drawn from the Board.
<b>How to apply</b>	<p>To apply, please send the following to Jane Barnett – <a href="mailto:jane.barnett@levinsources.com">jane.barnett@levinsources.com</a></p> <ul style="list-style-type: none"> <li>• Your CV</li> <li>• A letter containing a brief personal statement (no more than two sides of A4) detailing why you are interested in the position and when you feel you can bring to the role</li> <li>• Our complete D&amp;I form</li> </ul>
<b>Deadline</b>	<p>All applications must be received by 16:00 GMT on 15<sup>th</sup> February 2021</p> <p>Successful candidates will be invited to interview by 26<sup>th</sup> February 2021</p> <p>Interviews will be held by teleconference on 2<sup>nd</sup> and 3<sup>rd</sup> of March (candidates will be given a choice of either date)</p>
<b>Role purpose</b>	<ul style="list-style-type: none"> <li>• To ensure the effective governance of the Company, in line with its purpose and aims, specifically including regulatory and legal compliance.</li> <li>• As a <i>Director of the Company</i>, you will be responsible for the strategic management of the company.</li> <li>• In addition, we are currently seeking people with experience in one or some of the following:               <ul style="list-style-type: none"> <li>○ Law, corporate finance, strategic accountancy</li> <li>○ Growing company value and resilience</li> </ul> </li> </ul>



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	<ul style="list-style-type: none"> <li>○ Business development and the opening up of new markets, including digital product development</li> <li>○ Strategic marketing &amp; sales, with a focus on client relationship processes</li> <li>○ Managing knowledge for value creation, including the application of technology to optimise knowledge-based business</li> <li>○ Driving social enterprise performance, including monitoring, evaluation and reporting of impact</li> <li>○ Introducing cultural change and transformation in a growing and dispersed organisation</li> <li>○ Diversity, inclusion and belonging</li> <li>○ Operating in Europe especially in the context of the UK's changing relationship with the EU</li> </ul>
<b>Duties (Statutory)</b>	<ul style="list-style-type: none"> <li>● To ensure the Company complies with its Articles of Association, Company Law and any other relevant legislation or regulations</li> <li>● To contribute actively to the Board's role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets</li> <li>● To support the Management team with risk and opportunity identification and management</li> <li>● To safeguard and promote the good name and values of the Company</li> <li>● To ensure the financial stability and future growth of the Company</li> <li>● To monitor the performance of and support the Management team</li> </ul>
<b>Duties (Other)</b>	<p>In addition to the above statutory duties, each Director should use any specific skills, knowledge or experience they have, to help the Board of the Company reach sound decisions.</p> <p>This may involve:</p> <ul style="list-style-type: none"> <li>● Scrutinising Board papers</li> <li>● Leading discussions</li> <li>● Focusing on key issues</li> <li>● Providing guidance on new initiatives</li> <li>● Leveraging their networks to promote the Company and its interests</li> <li>● Overseeing compliance</li> <li>● Other issues in which the Director has special expertise</li> </ul>
<b>Key Competencies</b>	<ul style="list-style-type: none"> <li>● <b>Strategic Orientation</b> - Makes a significant contribution to the creation of a compelling vision for the future and implementation of measurable strategies necessary for success.</li> <li>● <b>Leading for Performance</b> - Demonstrates clarity of purpose and direction inspiring and motivating professional staff and volunteers to exceed performance expectations in line with the Company's strategic and operational objectives.</li> <li>● <b>Making things happen</b> - Takes a dynamic results-based approach to the work of the Company concentrating on achieving outcomes that support strategy and operational objectives.</li> </ul>



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	<ul style="list-style-type: none"><li>• <b>Communicates with Purpose</b> - Purposely and persuasively communicates with others to achieve support, buy-in and enhance effective business relationships.</li><li>• <b>Decisive Judgements</b> - Makes intelligent timely decisions and judgements that support the Company's strategic intent in relation to all stakeholders.</li><li>• <b>Customer Engagement</b> - Clearly demonstrates the importance of customer engagement and service excellence to delivering positive outcomes in support of the business.</li></ul>
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## Director Code of Conduct

### 1. Purpose of this code

- To highlight what is expected of directors of Levin Sources Ltd. as a social venture.

### 2. Ethical Principles

- **Confidentiality**  
Directors should respect the confidentiality of all personal information accessed in their role, and abide by the confidentiality agreement in their agreement.
- **Competence**  
Directors should act with accuracy and rigour, and contribute professional skills only in areas of current competence.
- **Integrity**  
Directors should act with honesty and integrity, adopting the highest standards of professional conduct, openness and fairness.
- **Safety**  
Directors should be alert to the ways in which their conduct might affect others, and respect the rights, wellbeing and safety of other directors.
- **Responsibility**  
Directors should act honourably, responsibly and lawfully, and uphold the reputation and standing of the Company
- **Leadership**  
Directors should aspire to high standards of leadership, and actively promote public awareness and understanding of the impact and benefits of greater diversity of thought.
- **Veracity**  
Directors should be objective and truthful in any statement made to other directors, whether at a Company event or one-to-one.
- **Conflict of Interest**  
Directors should be alert to any potential conflict of interest and have a duty to communicate the conflict and act to seek an equitable resolution.

### 3. Expectations of directors

- All Directors are expected to actively engage in the activities of the Company and share their knowledge, expertise and contacts where appropriate.
- Directors need to ensure they know the policies that apply to them and provided in the Induction Pack
- All directors are expected to promote the aims of the Company and represent the Company positively using the language set out in the Company communication briefing notes.



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### 4. Practical requirements of Directors

- All Directors who sign up for an event or meeting should ensure they meet this commitment except in exceptional, unavoidable circumstances. Those who drop-out at short notice for several events may be asked to leave the board.
- When replies are needed in order to settle dates for meetings and events it is hoped that all Directors involved in the particular event reply within 48 hours if possible.
- All Directors are expected to have access to the internet and the technology needed to access both the Company's collaborative tools and communications platforms.

### 5. Responsibilities

It is the responsibility of the Directors to:

- Act within the constitution and the law. Be aware of the contents of the Company's governing document and the law as it applies to the Company.
- Act in the best interest of the Company as a whole. Consider what is best for the organisation and its beneficiaries and avoid bringing the Company into any disrepute.
- Manage conflicts of interest effectively. Register, declare and resolve conflicts of interest, and do not seek to gain materially or financially unless specifically authorised to do so.
- Respect confidentiality. Understand what confidentiality means in practice for the Company, its Board and the individuals involved with it.
- Have a sound and up-to-date knowledge of the Company and its environment. Understand how the Company works and the environment within which it operates.
- Balance the company's prerogatives to generate a profit *and* drive and report on meaningful social impact in line with its Articles of Association.
- Prepare fully for meetings and all work for the Company by reading papers, querying anything you don't understand and thinking through issues in good time before meetings.
- Actively engage in discussion, debate and voting in meetings. Contribute positively, listen carefully, challenge sensitively and address areas of conflict with openness, compassion, courage and sensitivity.
- Act jointly and accept a majority decision. Make decisions collectively and stand by them. Do not act individually unless specifically authorised to do so.
- Work considerately and respectfully with all. Respect diversity, different roles and boundaries, and avoid giving offence.

According to the Company Articles of Association, a Director will automatically cease to hold office if:

- they become disqualified from being a Director under The Companies Act 2006;
- they become incapable for medical reasons of carrying out his/her duties as a Director - but only if that has continued (or is expected to continue) for a period of more than six months;
- they give the organisation a notice of resignation, signed by him/her;
- they are absent (without good reason, in the opinion of the Board) from more than three consecutive meetings of the Board - but only if the Board resolves to remove them from office;
- they are removed from office by resolution of the Board passed at a Directors' meeting.