

STRATUM™



MINING · A HUMAN ENDEAVOUR

COUNTRY DIRECTOR SURINAME

CASE STUDY

01

THE MANDATE

The position of Country Director for a mid-tier gold miner in Suriname would soon become vacant due to retirement. The role reports directly to the Senior Vice President of International Affairs and Sustainability at head office. Their primary responsibility is to mitigate risk for the company's investments in Suriname.

Although the company had identified a suitable candidate, the individual in question felt they weren't ready for the responsibility.

Therefore, Stratum was engaged to source suitable candidates.

The incumbent would be a strong relationship builder adept at handling complex political situations. They would play a pivotal role in fostering ethical and responsible decision-making, appropriate management, and corporate governance oversight.

They would be comfortable acting independently and have the gravitas to act as the face of the company in Suriname.

More importantly, for political reasons, the incumbent needed to be Surinamese.

02

WHY WAS THIS CHALLENGING

We had big shoes to fill. Not only had the retiring Country Director held the role for many years, but they had grown with the position to become well-respected by all parties.

Suriname had also just gone through a government change.

So the individual selected needed a good knowledge of the Suriname culture and business environment coupled with an understanding of how to operate in an international mining or heavy industry public company. This made the target pool small.

It was also essential to find a politically neutral person with no direct ties to either the current party in power or, more importantly, the previous party.

03 HOW WE SOLVED IT

Our goal was to tap into leaders in-country and the Surinamese diaspora.

We responded by dedicating our expert team of consultants and researchers to the project. This included compiling full Candidate Briefing Packs, comprehensive research and networking (*Stratum does not advertise*), long listing, referencing and scientific/behavioural profiling candidates against the company's expectations.

Because of Stratum's experience within the region, we were able to map the market and rapidly build a targeted list of potential candidates, sources, and references.

By utilizing our network, we accessed the industry's opinion on the region's leaders, allowing us to target and reference or peer review possible contenders.

Per client request, we also included an internal applicant for parity.

04 THE RESULTS

Stratum initially identified 137 prospective profiles. This was later reduced to nine longlisted candidates.

We then conducted in-depth discussions and formal interviews, a key component of our vetting process, before settling on our final five shortlisted candidates. All were comprehensively interviewed and assessed using scientific/behavioural profiling to match each candidate with the client's expectations and company culture.

Through this process, Stratum determined the internal applicant was not the best fit for the role, and we advised further self-development.

During the final interview stage, the person initially earmarked as a possible successor changed their mind and asked to be reconsidered for the role. Stratum quickly pivoted to assess and include them in the final shortlist.

The result: our client promoted this candidate to the country manager role because of their inside knowledge and history with the company, and their law degree, which was considered an advantage for the position.

However, they also hired a candidate identified by Stratum into an alternative role to add Surinamese bench strength to the operational management team. This candidate was a female engineer and Surinamese citizen from a mixed racial background.

Not only did this person have international work experience in a developing country (Brazil), but she'd also worked for a multinational company for 15 years.

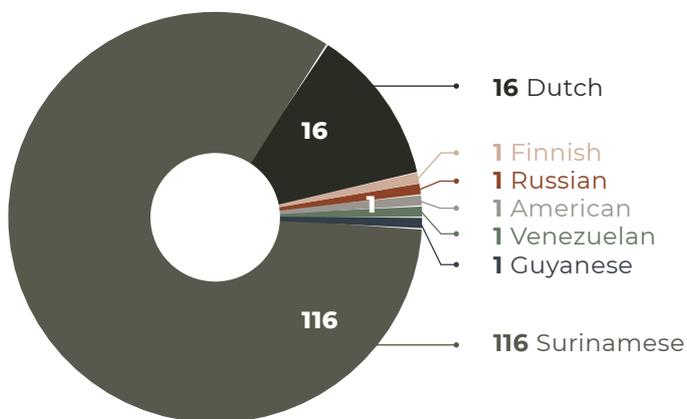
She was highly familiar with the local community culture around the mine site and their backgrounds. She also knew her way around the business people in Suriname. Ultimately, her perfect combination of technical and corporate experience, people skills and ethics made her a strong fit for the company.

PROJECT SUMMARY

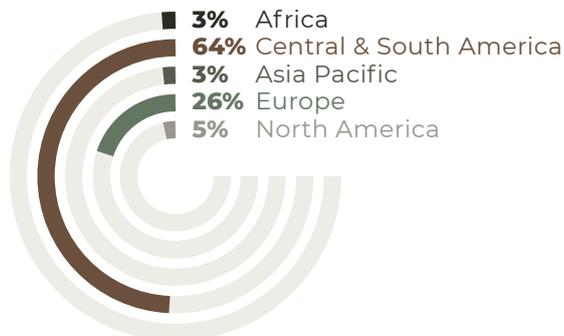


DATA / DEMOGRAPHICS

Nationality



Regions



05 FIT TO LEAD

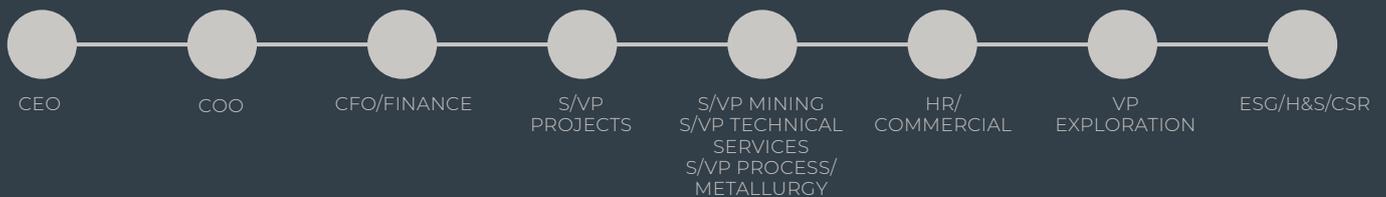
The Problem

Some 80% of professionals are hired based on their skills, career experience, and a CV alone. Yet 80% leave their jobs because of culture fit issues. It's why the traditional recruitment model is fundamentally flawed. Little attention is given to achieving the right fit, which is critical for retention and positive ROI.

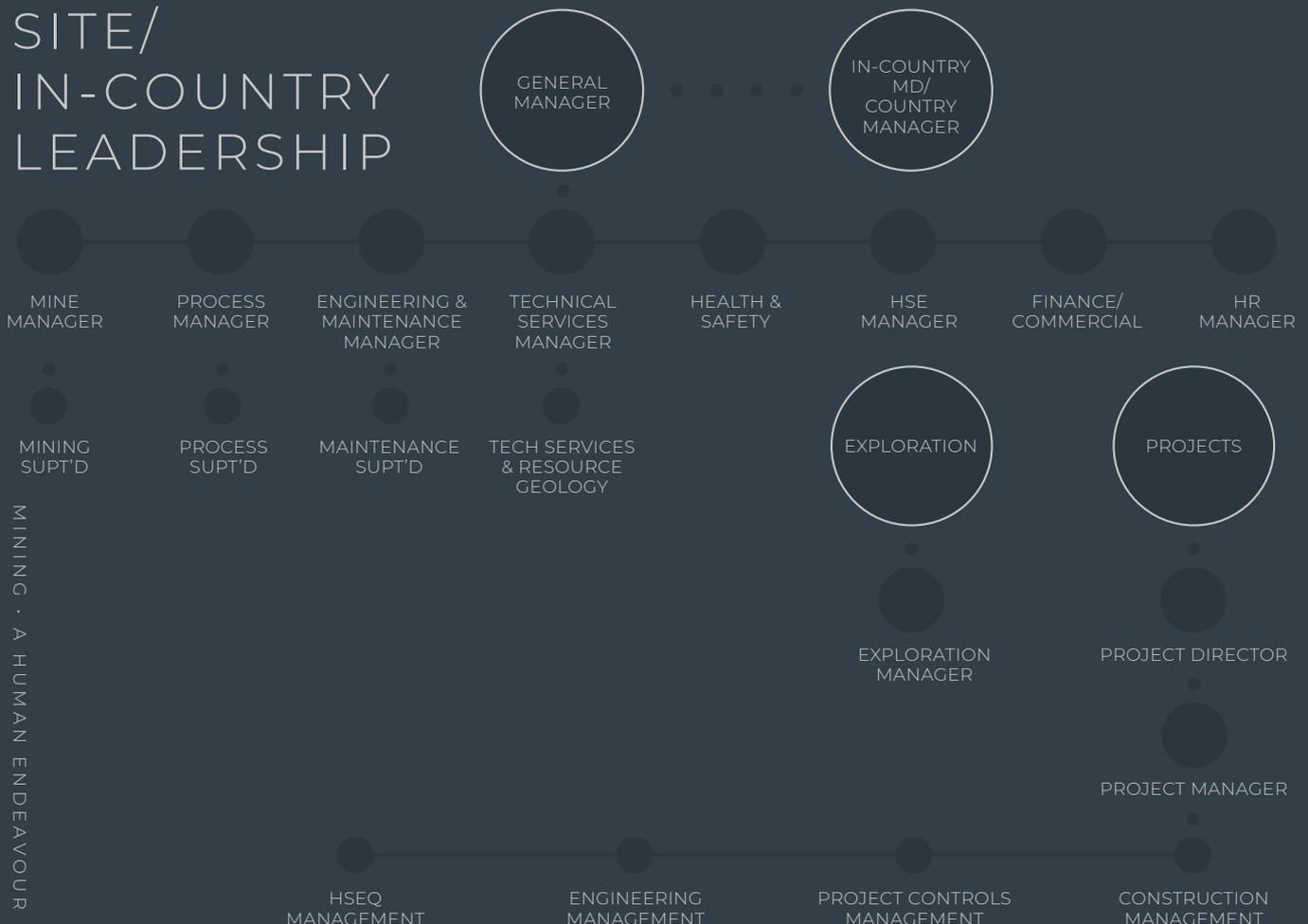
How Are We Solving It?

At Stratum, finding the right fit candidate for your business is a lot like mining. Unlike most firms that source talent reactively, we've been proactively cultivating talent for nearly a decade. In fact, through our candidate management model, augmented by scientific profiling, we've interviewed and assessed more than 7,000 professionals in our niche, irrespective of market demand. And we did it without ever advertising online. Because at Stratum, we farm; we don't fish.

HQ



SITE/ IN-COUNTRY LEADERSHIP



06 CONCLUSION

Stratum specialises in the human aspect of mining.

We are a premium executive search, recruitment and management consulting firm providing bespoke human capital solutions to the mining industry.

For ambitious companies looking for high performing leaders across corporate and technical disciplines at site and head office, Stratum's proactive, innovative approach provides access to the best professionals from around the globe.

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