

STRATUM™



MINING · A HUMAN ENDEAVOUR

# ESG MANAGER FOR A JUNIOR MINER IN SOUTHERN AFRICA

*CASE STUDY*

# 01

## THE MANDATE

Stratum was retained by one of its key clients, a junior mining company, to fill the newly created position of ESG Manager in their Johannesburg office.

The mandate was to attract a credible HSEC/ESG professional with a track record of leading, designing, managing, and evaluating sustainable strategies and programs within an African mining context. They would also have a strong knowledge of social and community issues such as education and training, cultural heritage, rural community economic development, and health.

Additionally, it was highly advantageous if the person had previously assisted in the growth of a junior company into an operating business and had experience establishing systems and processes from scratch.

The successful candidate would have at least three years in a management role.

Key objectives:

- Develop a strategic vision, mission, and objective for the ESG function.
- Establish and manage the implementation of all relevant ESG policies & procedures.
- Establish and implement Quality Management Systems for the ESG portfolio.
- Responsible for compliance with external reporting requirements.

# 02

## WHY WAS THIS CHALLENGING

As a junior mining company, the client needed an experienced ESG manager willing to step into the role, take charge and be hands-on. The chosen candidate would have the credibility to easily gain the respect of the current management team and get their buy-in.

While the candidate would be based in the Head Office in Johannesburg, the role required regular travel to site in Namibia. This meant the ideal candidate would have the flexibility to pick up and go as and when necessary.

# 03 HOW WE SOLVED IT

Stratum responded by dedicating our expert team of consultants and researchers to the project.

As a first step, Stratum's research team mapped the market of ESG professionals in the junior and mid-tier mining space in Southern Africa.

Because of our experience within the region, we rapidly built a highly-targeted list of potential candidates.

This included creating full Candidate Briefing Packs, comprehensive research and networking (Stratum does not advertise roles), longlisting, referencing, and scientific/behavioural profiling of candidates against the company's expectations.

# 04 THE RESULTS

Stratum initially identified 50+ suitable profiles for the role. Using our tried and tested vetting process, 9 candidates were longlisted for more in-depth discussions and formal interviews. This list was then reduced to 4 shortlisted candidates.

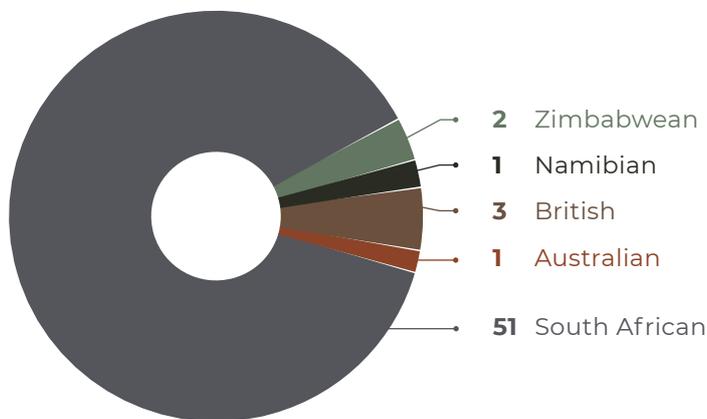
All shortlisted candidates were comprehensively interviewed (via video or in person where possible) and assessed using scientific/behavioural profiling to match each candidate with the client's expectations and company culture.

We managed to secure a highly-qualified South African woman with 25 years of experience in the industry. As a bonus, she'd previously worked with one of our client's Board members and was well-respected by the leadership team. The selected candidate has a Master's Degree in Zoology and Quantitative Resource Ecology, a Post Graduate Diploma in Disaster Management, and an MBA.

In addition to a strong culture fit, the candidate had extensive experience leading teams and departments at HQ and site for junior and mid-tier mining houses across Africa (SA, DRC, Zambia, Namibia, Botswana, Zimbabwe, Tanzania, and Guinea).

## DATA / DEMOGRAPHICS

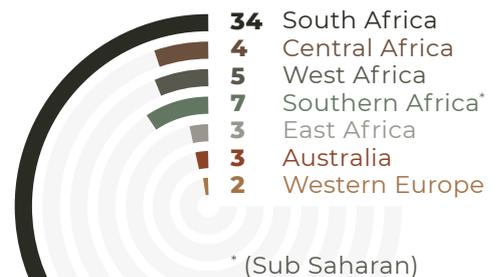
### Nationality



### Company Type



### Region



# 05 FIT TO LEAD

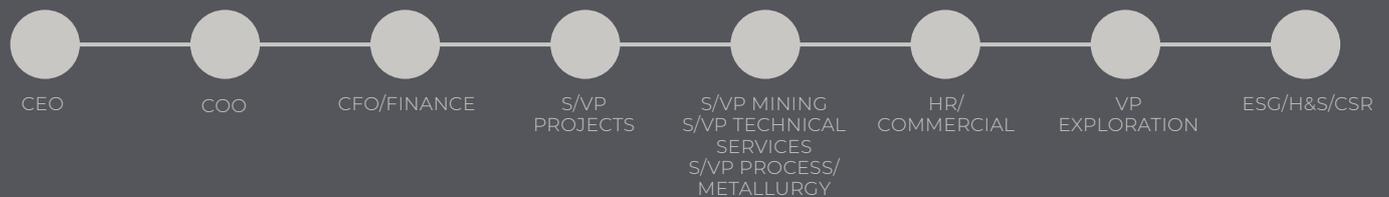
## The Problem

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.

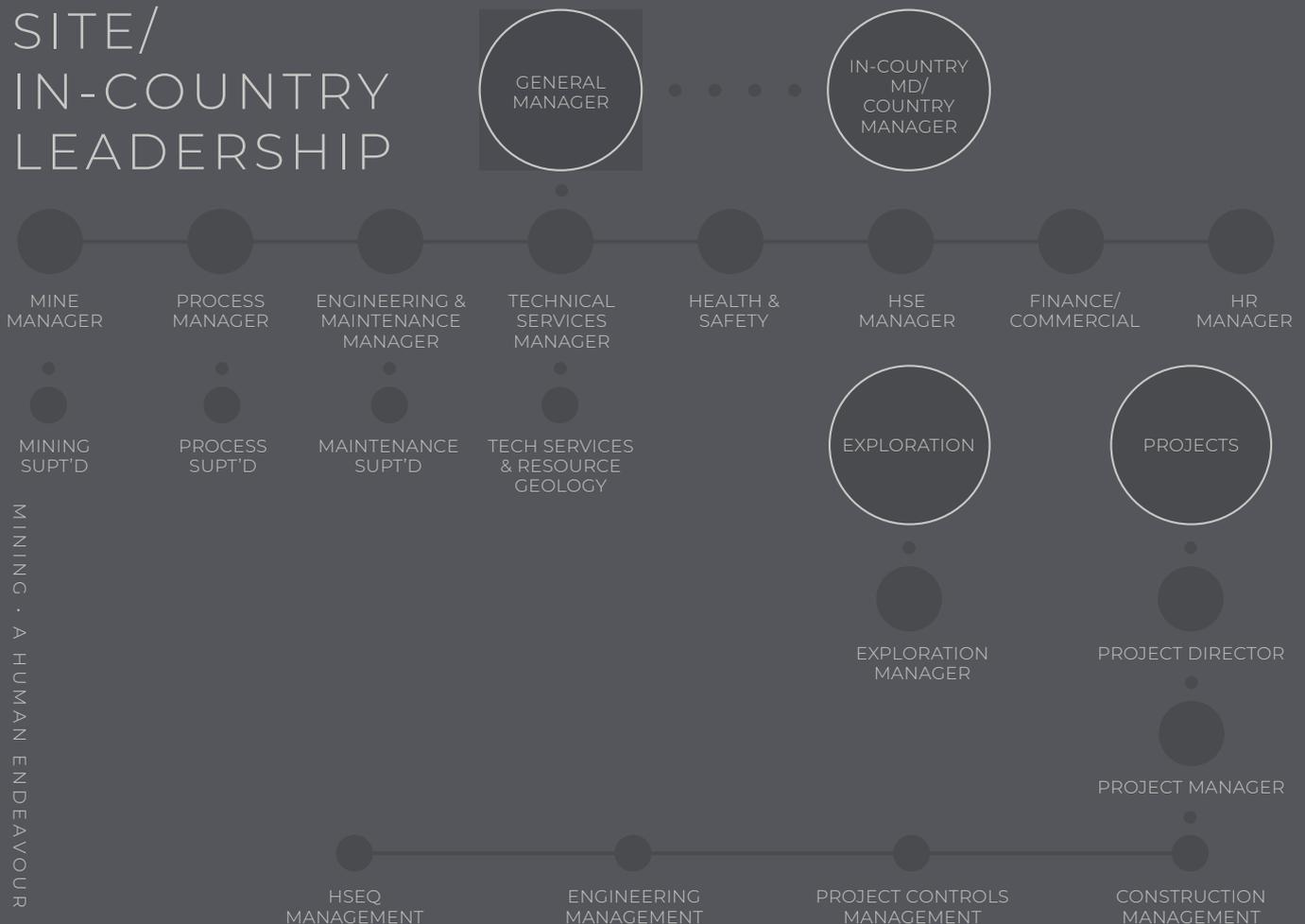
## How Are We Solving It?

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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