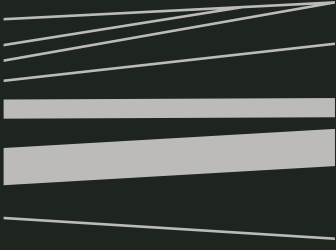


STRATUM™



MINING · A HUMAN ENDEAVOUR

# RECRUITING GENERAL MANAGERS: A GLOBAL CHALLENGE

*CASE STUDY*

# 01

## THE PROBLEM

One of the most critical assets in a mining company is its General Manager (GM). Not only do these individuals manage production, but they should lead people, inspire strategic thinking, productivity, and innovation. Their ability to lead directly impacts profitability. And in many cases, the company might only have one or two producing assets.

Despite this potential material risk, few companies de-risk their hiring process. Many mining firms still employ reactive "success-based" recruiting methods, hoping to find the right fit for this vital role. We know because we speak to stakeholders around the globe about their hiring processes daily.

We also find that most companies focus purely on technical aspects and skills-based measures. They give little attention to strategic thinking around culture fit, leadership or driving transformation, critical for retention and positive ROI.

This knowledge prompted Stratum's entire existence, and as a result, we introduced executive search methodologies to mine sites in 2012. But we took it so much further. We applied our granular focus on mining leadership at site and HQ to develop our one-of-a-kind proactive "farming" model.

It ensures that we're not just another recruiter. We're your partner.

### DID YOU KNOW?

80% of people 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.

# 02

## HOW WE ARE SOLVING IT

At Stratum, we help our clients build a strategic approach to hiring the right operational leaders, both at site and HQ.

We introduced executive search methodologies to site leadership recruitment because top mine General Managers (GM) are leaders, not purely technical managers. It's why we focus on fit rather than finding people. We seek out leaders.

Stratum has access to more than 500 carefully vetted GM's globally, which means you do too, and it's not information you'll find curated on any online database. It's talent we've proactively cultivated over the past decade. We've interviewed, assessed, and continue to keep in touch with these leaders. And we grow our reach daily.

Because at Stratum, we farm; we don't fish.

It's why despite pressure deadlines, our team of Consultants and Researchers can rapidly build a targeted list of potential candidates and sources/referees. We can therefore invest the time to understand your unique operating style to match suitable candidates.

*Our process includes creating full Candidate Briefing Packs, comprehensive research, networking, long listing, referencing, and scientific/behavioural profiling of candidates against the company's expectations.*

And we do this without ever advertising. Our real-time tracking of GMs on more than 1,000 mine sites globally means we don't have to. We do not believe that another recruitment firm can say the same. As an aside, our model is identical for the GM's direct reports.

# 03

## THE RESULTS

Drawing on our combined 70 years of experience proactively tracking the best people, we have recruited General Manager and direct reports across continents and company sizes and cultures, from majors, mid-tiers to juniors. Our clients include listed and private companies, trading houses, PE Funds and their portfolio companies.

The result: you'll hire a GM with a strong culture fit and extensive experience leading teams in your region at HQ and site. Someone who will contribute materially to the success of your organisation.

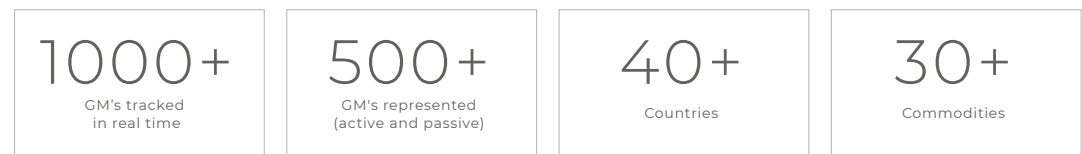
For example, for a mid-tier in West Africa, Stratum-recruited GM's recently restarted two mines previously owned by a mid-tier and a major. Other examples on the continent includes recruiting several GM's/operational leaders across gold, base metals, bulk materials, bauxite and aluminium.

In South America, Stratum has led the recruitment of several GM Searches in copper/base metals and gold.

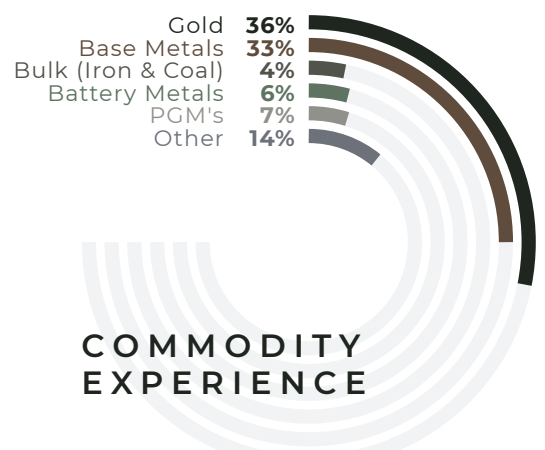
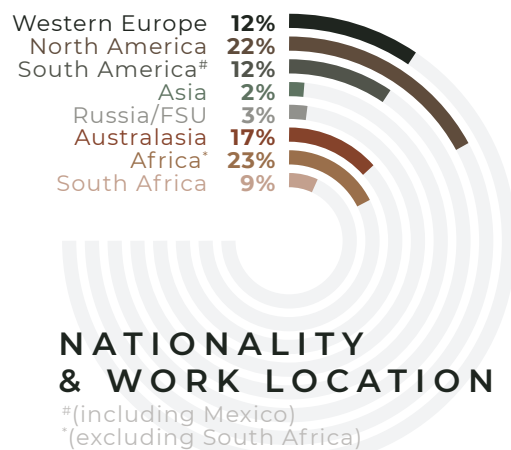
In Canada, a Stratum-recruited GM recently led the turnaround of an underground base metals mine, ensuring profitability for the first time since the asset's acquisition some years back.

*Named Testimonials/Case Studies on the following page.*

### GM NETWORK & PROJECT SUMMARY



### DATA/ DEMOGRAPHICS



# 04

## CASE STUDIES

GENERAL MANAGER MANDATES MANAGED IN MORE THAN 15 COUNTRIES

### PERSEUS MINING

“When you're running a number of complex operations in Africa, it's critical you have an onsite leadership team you can depend on. When we faced a leadership gap, Stratum International was able to provide an excellent short-term solution in the form of an interim EGM, while they identified a shortlist of candidates who could perform the role permanently.

I was very impressed by how rapidly Stratum was able to give me a shortlist of candidates, and based on the quality of those candidates, we have used them for several executive operational and project positions since [Stratum is still the preferred recruitment partner to Perseus, eight years on – Case Study available]. I do not doubt that the recruitment of excellent people into key operational and projects positions has been a major factor in the turn-around of our operation at Edikan, and the completion of our Sissingue project, on time and under budget.”

*Perseus CEO, Jeff Quartermaine*

### EQUINOX GOLD

“I was first introduced to Jane Banks, and subsequently Stratum, in 2011 when I was CFO at Endeavour Mining. At the time, Jane got to know Endeavour after successfully completing mandates for the MD of a company we acquired. One of their placements later became Endeavour Mining's COO.

During this time, we were in a rapid growth phase, and several key hires were made via Stratum, including a VP Operations, two General Managers, a Process Plant Manager and a Mine Manager.

We relied on Jane's knowledge of the region, as well as Stratum's market and salary data provided to our HR team. When I was appointed CEO of TrueGold, we engaged Stratum to fill a site management role at Karma.

Currently, as the CEO of Equinox Gold, we once again retained Stratum to recruit two leadership hires in Brazil, a General Manager and Project Manager.

Overall, we have been pleased with Stratum's assistance.”

*Christian Milau – CEO, Equinox Gold*

# 05

## FIT TO LEAD

### THE PROBLEM

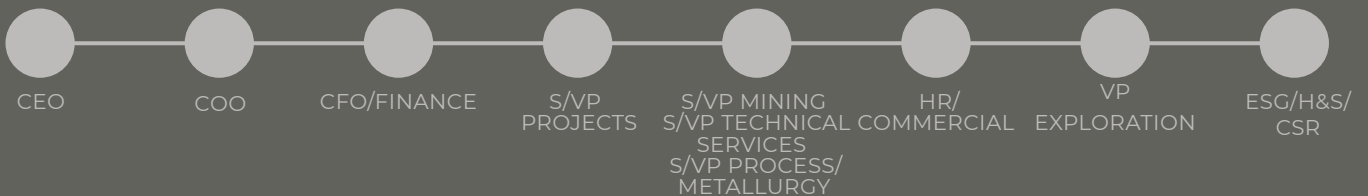
Some 80% of professionals are hired based on their skills, career experience, and a CV alone. Yet 80% leave their jobs because of culture fit issues. It's why the traditional recruitment model is fundamentally flawed. Little attention is given to achieving the right fit, which is critical for retention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

### HOW ARE WE SOLVING IT?

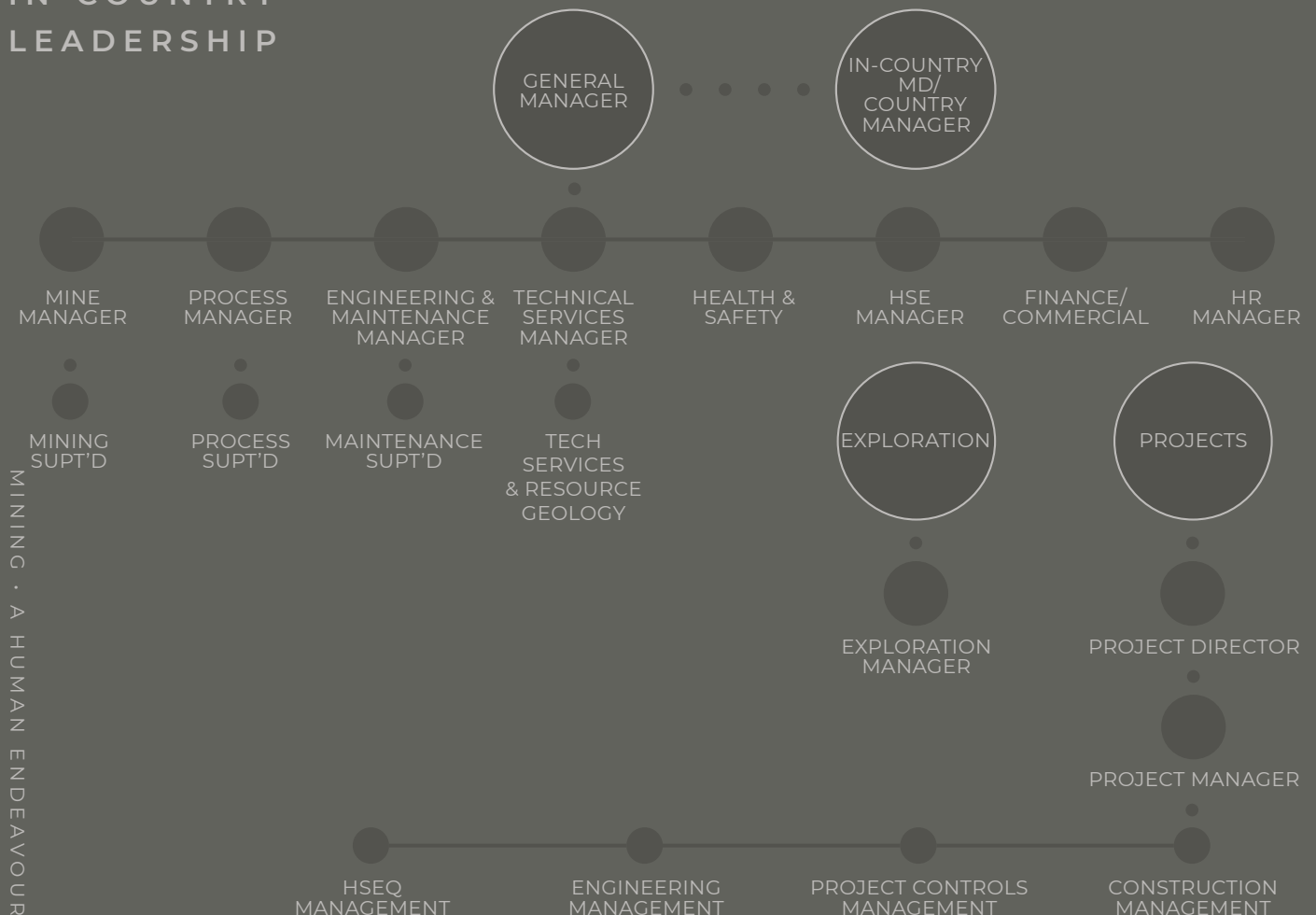
At Stratum, finding the right fit candidate for your business is a lot like mining. Unlike most firms that source talent reactively, we've been proactively cultivating talent for nearly a decade. In fact, through our candidate management model, augmented by scientific profiling, we've interviewed and 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



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# 06

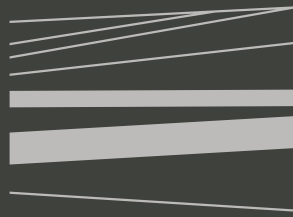
## ABOUT STRATUM

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.

STRATUM™



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+44 (0) 203 627 3271  
20 Eastbourne Terrace, London, W2 6L A , UK  
stratum-international.com

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Market Mapping/Research/Succession Planning · Due Diligence/Referencing*