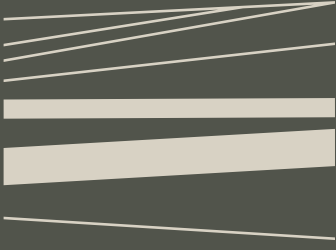


STRATUM™



MINING · A HUMAN ENDEAVOUR

# GROUP CONTRACTS MANAGER SEARCH

*CASE STUDY*

# 01

## THE MANDATE

*Stratum was retained by one of its key clients; a fast-growing, mid-tier gold miner.*

The mandate was to attract a group-level Contracts Management professional with a track record of successfully representing the commercial and contractual interests of a mid-tier multi-asset international gold mining company at all stages of contract formation, administration and close-out.

The initial mandate was to take ownership of group-wide contracting. This included integrating different existing contracting procedures inherited from the acquired companies. They would also lead the overall recruitment, training and management of site-based Contracts Managers in a market where top tier talent availability is becoming strained. Because of the location of several of the company's mines, French language ability was a requirement.

# 02

## WHY WAS THIS CHALLENGING?

The business was at a critical point in its journey. While executing this mandate, the company integrated two significant acquisitions it made in the preceding twelve months. The company was also conducting DD on new assets and preparing for a multibillion-dollar IPO. Cultural integration was of primary concern, as the company was evolving rapidly into a mid-tier miner.

Furthermore, the Group Contracts Manager role would be Dubai-based, with frequent travel to assets in Africa. A key challenge was to attract a hands-on leader but at Group level. The ideal person would be a strategic operator with the ability to execute across the spectrum, including at mine sites. Achieving culture fit was imperative. In addition to technical considerations, Stratum consulted with stakeholders to scientifically determine the ideal behavioural profile. For the Search, Stratum ensured coverage of a diverse population of candidates across relevant markets globally. We considered HQ and site-based professionals in our quest to attract the ideal person: a hybrid.

# 03

## HOW WE SOLVED IT

Because of Stratum's experience at site leadership level (80% of all our mandates executed), we rapidly built a targeted list of potential candidates and sources/referees. The "live" asset integration project and impending IPO put severe pressure on timelines, and Stratum responded, dedicating a team of its Consultants and Researchers to the project, finalising the project shortlisting in 21 days, well ahead of the project's 30-day timeline.

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

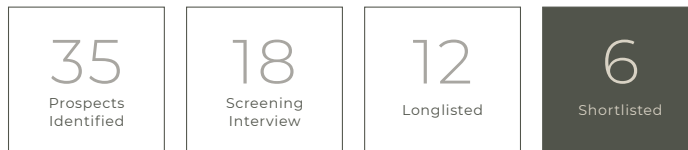
# 04

## THE RESULTS

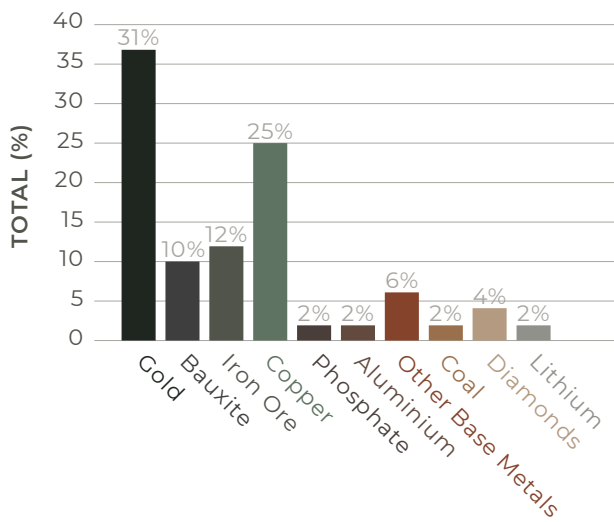
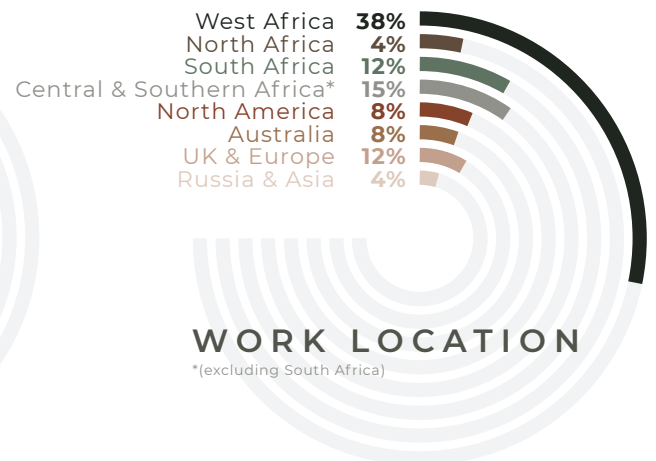
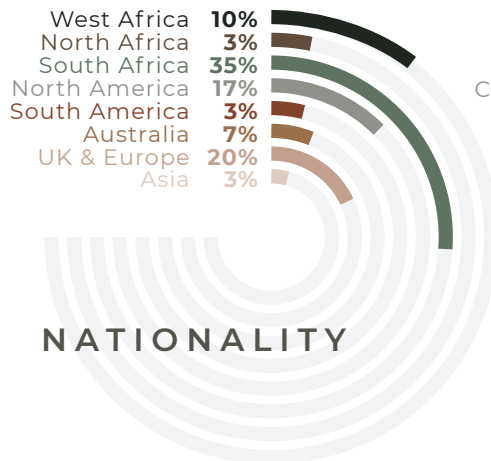
Stratum identified more than thirty suitable profiles. The list was reduced to twelve longlisted candidates for more in-depth discussions and formal interviews through our vetting process. Afterwards, the list was reduced to six comprehensively interviewed and assessed shortlisted candidates (including scientific/behavioural profiling to match candidate behavioural profiles scientifically with the client expectations and culture).

The result: a female from a major miner based in Johannesburg, South Africa, was hired. In addition to a strong culture fit, the candidate had extensive experience leading teams in Africa at HQ and site.

### PROJECT SUMMARY



### DATA/ DEMOGRAPHICS



### COMMODITY EXPERIENCE

# 05

## FIT TO LEAD

### THE PROBLEM

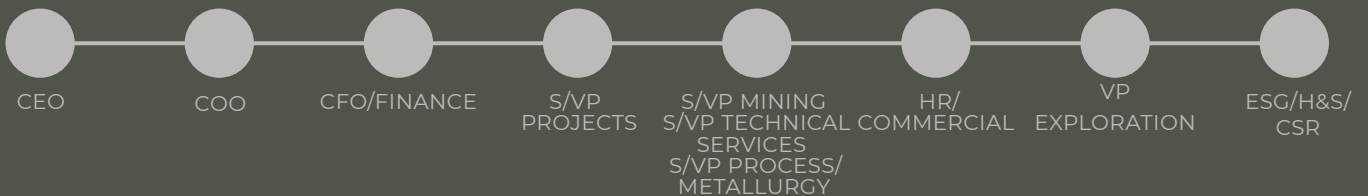
Some 80% of people are hired based on their skills, career experience, and a CV alone. Yet 80% leave their jobs because of culture fit issues. It's why the traditional recruitment model is fundamentally flawed. Little attention is given to achieving the right fit, which is critical for retention and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

### HOW ARE WE SOLVING IT?

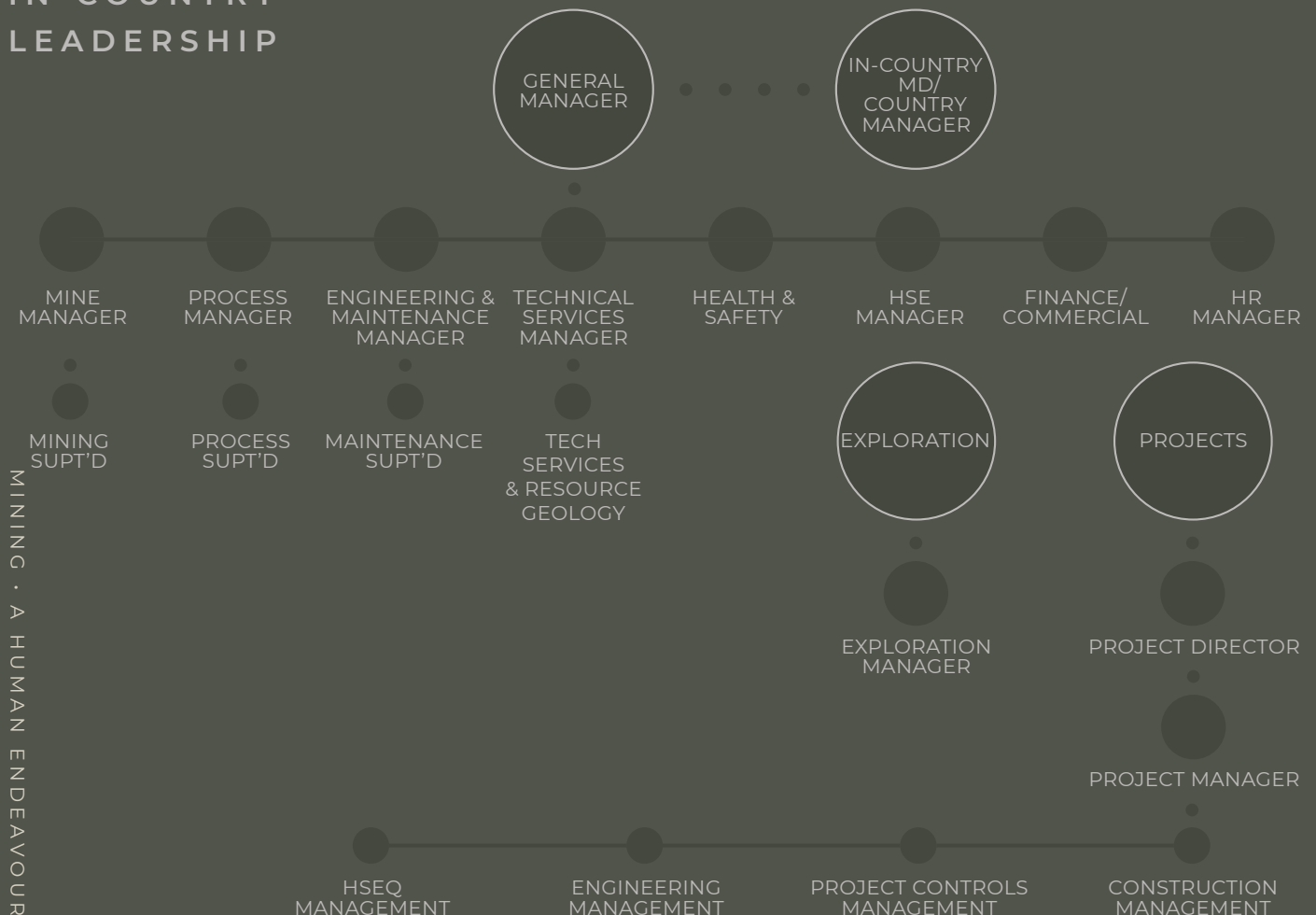
At Stratum, finding the right fit candidate for your business is a lot like mining. Unlike most firms that source talent reactively, we've been proactively cultivating talent for nearly a decade. In fact, through our candidate management model, augmented by scientific profiling, we've interviewed and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

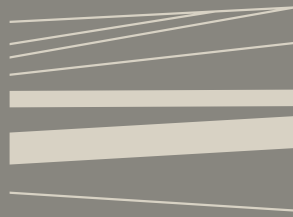
# ABOUT STRATUM

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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