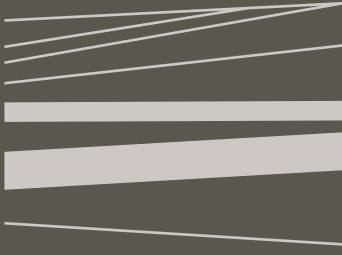


STRATUM™



MINING · A HUMAN ENDEAVOUR

COUNTRY HEAD LATAM- COPPER/GOLD EXPLORER/DEVELOPER

CASE STUDY



THE MANDATE

Our client, a leading copper/gold explorer/developer company, was at a transformational period in the company's evolution, with its flagship property in Ecuador advancing towards development with the pre-feasibility study of its tier 1 asset underway.

First-class in-country leadership was identified as a crucial component for the company's success, so Stratum was retained to hire a Head of Ecuador to manage day-to-day operations. This newly created position within the company was designed to help drive the company through the next phase of its development, with the primary responsibility to mitigate risk for the company's investments in Ecuador.

As the most senior point of contact for executive leadership within Ecuador, this key role was expected to develop and grow significantly as the project transitioned from PFS to DFS to execution escalating in complexity, pace, and consequence.

Working closely with the CEO with clear lines of engagement, accountability, and responsibility key objectives were:

- To facilitate communication between the company and government and build solid relationships.
- To be the in-country corporate ambassador.
- To be the guardian of reputation management for the country and positioning of the company brand.
- To oversee sustainable development in country and comply with the localization commitments.
- To foster an environment of trust and commitment between management and employees.

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.

02

WHY WAS THIS CHALLENGING

As the company was developing a project in one of the most biodiverse ecologies on earth and as a first footer in-country, ensuring ESG practices beyond legislative requirements and setting the standards for world-class mining practices was a key priority for the organization. Therefore, Stratum needed to identify a leader to develop the company brand as the leading ESG and most trusted mine developer in Ecuador through a well-developed impactful ESG and stakeholder engagement strategy.

As the company's most senior in-country representative, the Head of Ecuador needed to be capable of forging essential relationships with local governments and communities, playing a material role in helping stitch community, commercial and technical pieces together. The individual selected needed to be able to provide strategic direction in country and be willing to be residential in country so the company could meet its competitiveness and commitment challenges over the next 5 to 10 years.

A good knowledge of the Ecuadorian culture and business environment while being politically neutral and having an understanding of how to operate in an international mining public company with several major stakeholders was therefore crucial. In addition, they would need to have a track record of developing an operational team in a country without evolved mining capability with the flexibility to adapt to changes in corporate strategy based on market conditions. This resulted in a small target pool.

03

HOW WE SOLVED IT

Because of Stratum's familiarity with the region and strong candidate intelligence, we rapidly built a highly-targeted list of potential candidates. 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. Our process included creating full Candidate Briefing Packs, comprehensive research, networking (Stratum does not advertise roles), longlisting, referencing, and behavioural profiling of candidates against the company's expectations.

As this position was the company's most senior in-country representative and the person that would be responsible for cementing company culture, achieving a fit with the corporate office was crucial. Stratum used our extensive experience and data set to help establish the optimal behavioural fit for the role, including consultation with the company's existing leadership. Subsequently, Stratum applied the data when conducting bespoke scientific assessments of each candidate against the determined requirements.

04 THE RESULTS

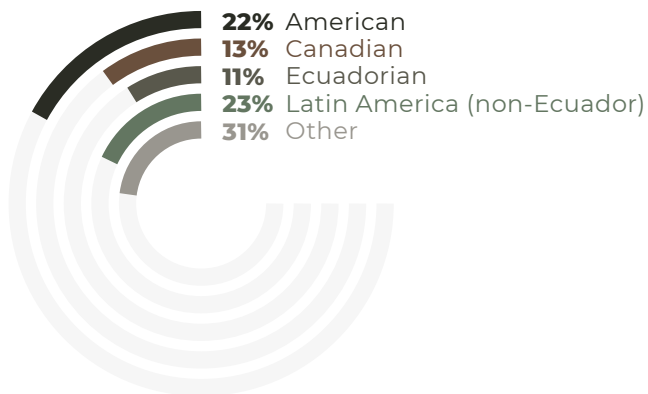
Stratum initially identified over 102 potentially suitable profiles for the role. We then completed profiling, in-depth discussions, and formal interviews, a key component of our vetting process, before presenting our top five candidates to the client with our recommendations.

The successful candidate was an American mining executive with more than forty years of international mining experience in the development of mining projects, socio-environmental management, and sustainable development. His extensive Latin American experience, having worked in Argentina, Brazil, Colombia, Ecuador, Mexico, Panama, and Peru, fluency in English and Spanish, a Master's degree in Environmental Policy and Management made him a well-qualified candidate for the role.

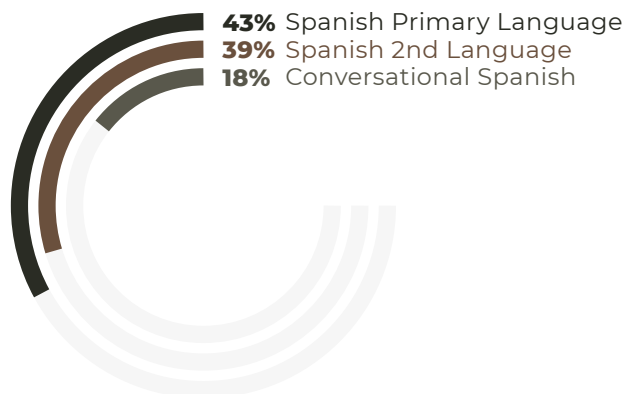
His differential was his track record as a successful and experienced leader in cross-cultural and international business relations with a proven ability to develop partnerships and successfully delivering projects under very challenging circumstances. He also had the gravitas to be respected by majors and demanding JV partners.

DATA / DEMOGRAPHICS

Nationality

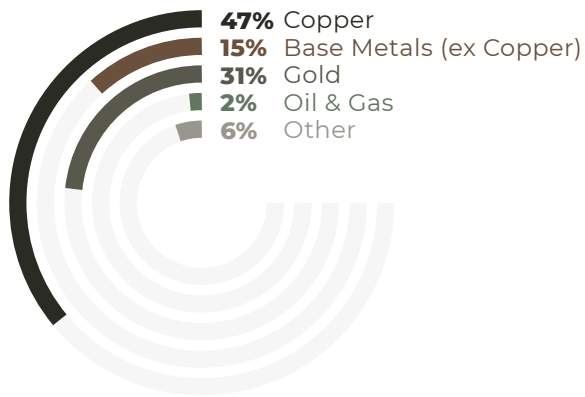


Languages

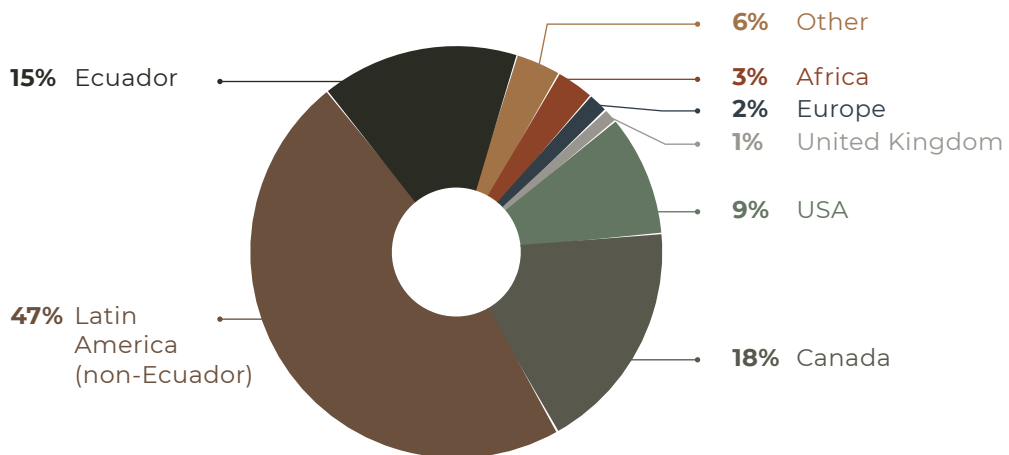


04 THE RESULTS

Commodity



Location



05 FIT TO LEAD

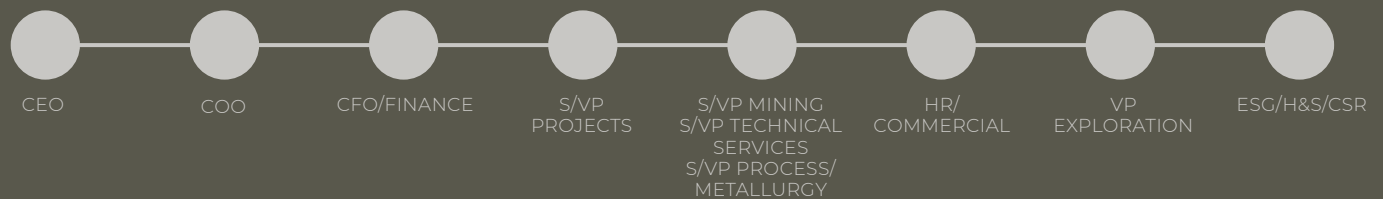
The Problem

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.

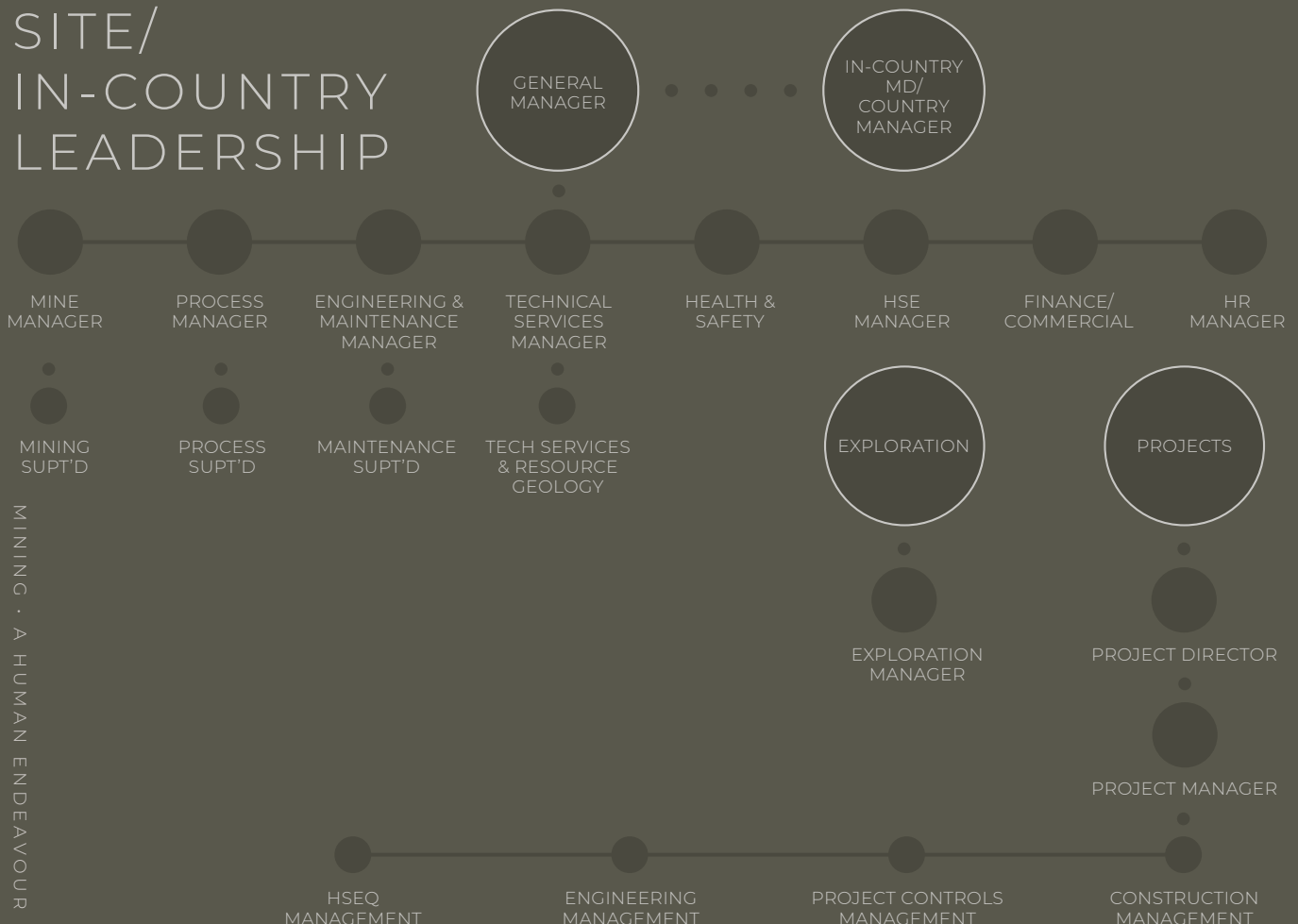
How Are We Solving It?

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.

S T R A T U M TM

