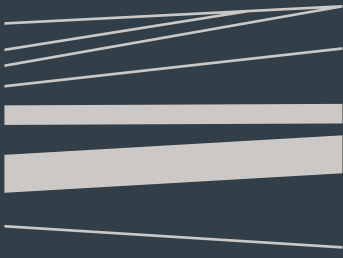


STRATUM™



SENIOR DIRECTOR DECARBONIZATION

MID-TIER GOLD PRODUCER

CASE STUDY

01

THE MANDATE

A mid-tier gold producer based in Canada retained Stratum International to support the appointment of a Senior Director Decarbonization. The global mining company employs over 3,300 employees and is well known for its culture of accountable mining, proactive ESG practices, as well as excellent employment values and practices.

Stratum was tasked with finding a candidate to fill a key role in developing and implementing the company's five-year decarbonisation strategy as part of meeting its "Zero-emission by 2050" sustainability objectives. The Senior Director is responsible for developing, leading, and monitoring the strategy across two large, high emission, mine sites – working closely with the sustainability and executive team to prioritise climate actions by establishing and monitoring emission reduction targets, on an annual and five-yearly basis.

The mandate entailed locating a candidate who not only had extensive knowledge of strategies for reducing greenhouse gas emissions, legal requirements, and emerging technology but who also had the leadership skills to work across corporate and project sites strategically to implement the client's decarbonisation initiative whilst effectively communicating and collaborating with internal and external stakeholders to optimise carbon reduction outcomes.

The prospective candidate required the ability to determine, manage, and mitigate project risks in large mine sites and successfully work in context with the government to obtain optimum support from agencies and programmes for the company and to feed relevant insight and analysis into business decisions.

02 THE CHALLENGE

Beyond the mining sector, the field of decarbonisation is fairly new. As a result, there was a restricted talent pool of leaders who would have the extensive experience and skillsets to develop and successfully implement a decarbonisation strategy.

The challenges of the search included looking for a candidate with a combination of leadership experience, operational capability, and practical experience in the mining industry. The prospective candidate also required specific and deep knowledge of effective decarbonisation processes and regulations, as well as an ability to communicate on all fronts with diverse stakeholders with a diverse range of knowledge. In addition, Stratum was also looking for a candidate with operational capabilities across multiple projects, locations, and areas, and who could speak French, thus adding further complexities to the assigned search.

03 THE APPROACH

To address the complex scope of the search involved, the emphasis was put on consultation and close collaboration with the client to achieve the brief. This meant reviewing the scope of the job description and candidate requirements with the client's internal HR team and providing information on the mining decarbonisation field as well as iterative feedback during the search process.

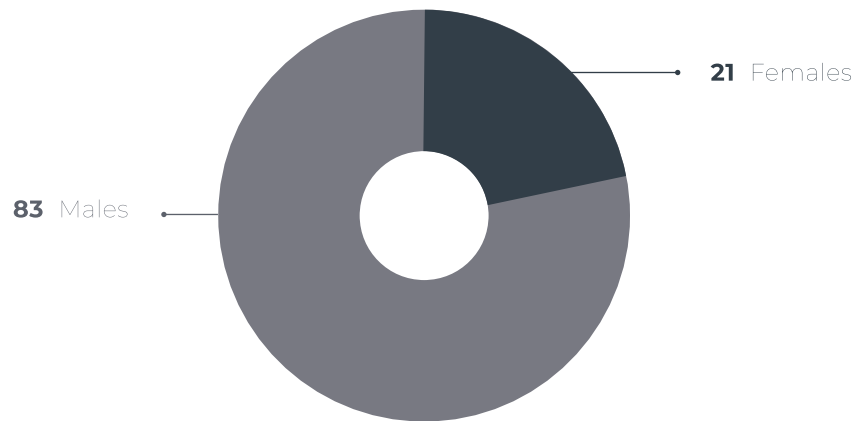
Internally, Stratum engaged with the entire research function in relation to the initial list of researched candidates to ensure no appropriate candidate was overlooked. By engaging with source contacts, our in-house database, and further external research, Stratum was able to map the candidate market and provide a finite list of prospective candidates.

04 DEMOGRAPHICS

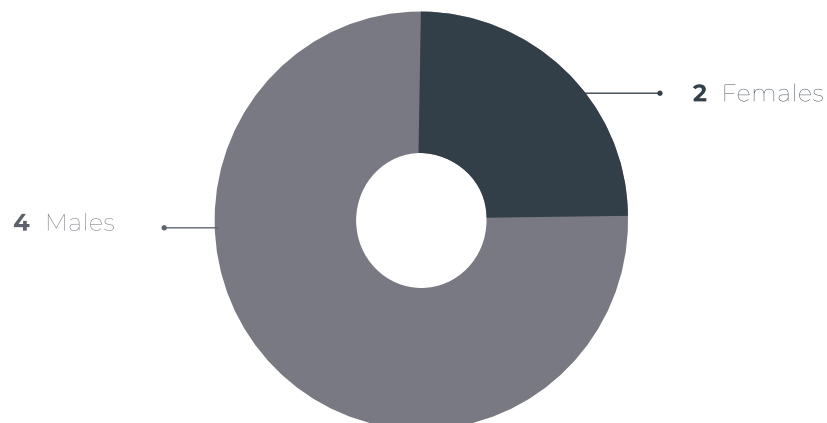
Based on the assessment criteria and after two rounds of interviews, Stratum shortlisted three diverse, strongly suited candidates to present to the client from an original approach to 104 candidates of whom 21 were females and 83 males. This list was reduced to 10 at Long List stage. After rigorous interview, six were finally presented at Short List stage (two females and four males).

Total candidates: 104

Longlisted Candidates



Shortlisted Candidates



05 THE RESULTS

After a collaborative external and internal approach enabling us to interrogate the landscape of decarbonisation, a strong cultural and technical choice was made. A French speaker, local to the Company's HQ, was identified and finally appointed. A Project Manager in Energy & Decarbonisation with over 20 years of experience, he demonstrated a wealth of knowledge and technical expertise across the public and private sector and, as such, could, with authority, identify and respond to the internal and external demands of the role.

06 CONCLUSION

The key to success was Stratum's proactive, partnership approach from start to finish. With a realistic understanding of targets - as well as a detailed understanding of the context and the implications of our appointment - we were able to deliver the right person for a complex and innovative role.

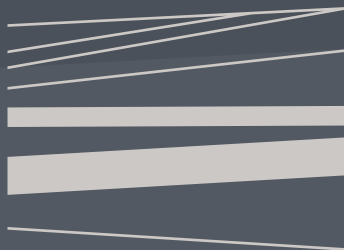
In achieving the mandate within the carbon and climate change space, Stratum showed a capability in executive search which extended beyond traditional mining roles. Stratum showed convincingly that it can give its clients the confidence of culture-fit candidates who also have the technical expertise to guarantee organisational success.

Stratum specialises in the human aspect of mining.

We are a premium board/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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