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GLOBE 24-7

Newsletter

Global HR Trends, Issues & Topics for HR Professionals in the Resources Industry

ISSUE 8



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Welcome



Word from our CEO

*- Alastair Fisher
Chief Executive Officer - Perth, Australia*

Welcome to the eighth edition of Globe's HR Newsletter, written with the intention of providing relevant and topical insights for Human Resources and senior professionals across the mining industry.

How quickly times are changing. In looking to write this introduction, I was reminded of the last time I did so, three months ago working from home trying to navigate our business through these unusual circumstances whilst trying to home school a three-year-old. Today, I am back in the office having just had a networking coffee in town as Perth and Western Australia return to relative normality. It is important to remember, as each country fluctuates through different stages of this pandemic, that there is light at the end of the tunnel, and that the way we approach work is being forced to change. The 'new normal' is looking more agile, empathetic, innovative and flexible. This is a wonderful output from an extremely difficult time and we need to ensure this is embedded, understood and evolved.

This phase has also created a great opportunity for us to bring our clients together to share perspectives and learnings whilst exploring innovative ways to navigate through complex and unprecedented circumstances. Thank you to all our partners who have attended and participated in our round table events and who have been so willing to share their approach and perspectives. The feedback from our COVID-19 benchmarking surveys has been extremely positive with the shared view assisting our senior leaders within the mining sector with the tools and insight required to continue to operate safely.

Internally, we have also been busy during this time, strengthening our internal structure for growth and delivery whilst developing our products and services. I am delighted to introduce our new suite of consulting offerings through one of our strategic programmes called Honeycomb (In Focus article within). This is an innovative approach to ensuring that our clients have access to best practice HR solutions in a simple and effective delivery methodology – with virtual options! Human Resources done well, creates opportunity and benefit for organisations to deliver and perform. This needs a blend of the transactional work being done simply and efficiently, with a strategic focus on business outcomes - creating an engaged workforce wanting to succeed. This focus seems lost across a range of sectors limited within transactional processes, with the gap of the strategic element of workforce capability not being picked up within the business leadership. We are excited and enjoying the work we are doing to change this. #excellenceisthenewstandard

Enjoy this quarter's newsletter, there is a real blend of topics and viewpoints from varying geographical perspectives. I also wanted to take the opportunity to say a genuine thank you to our clients for their support during this time. It really has highlighted the depth and strength of the partnerships that we have been able to create over the years.



Point of View

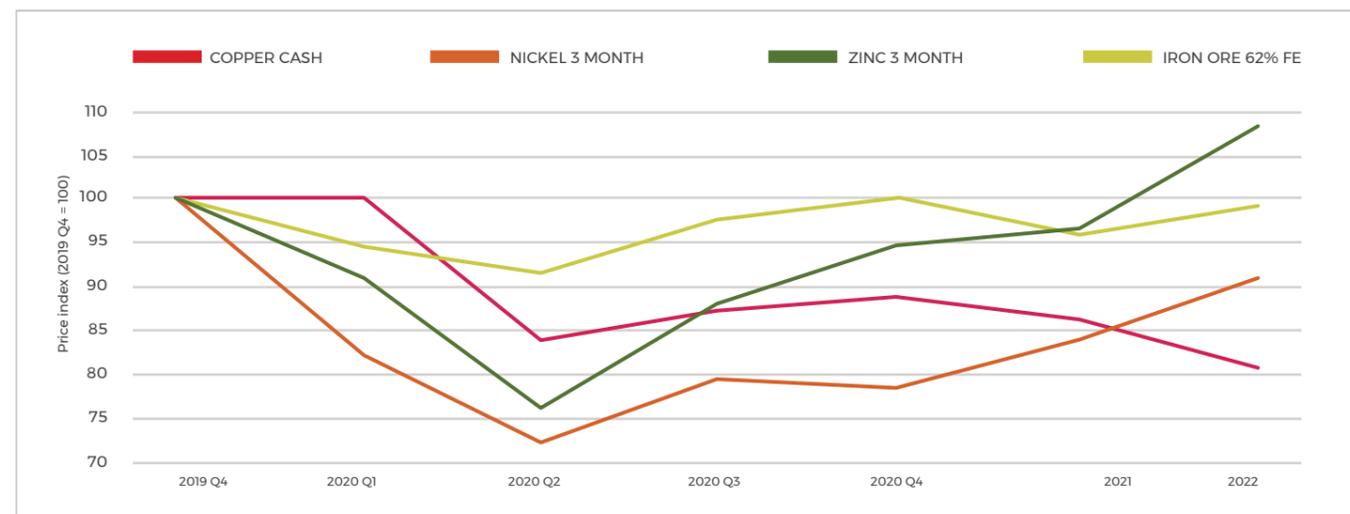


“Europe is currently a net importer of zinc.”

An interview with Stewart Dickson, CEO at Variscan Resources
-by Paloma Ortiz
Branch Manager EMEA - Manchester, UK

1. Paloma Ortiz: How do you see the market after the COVID-19 pandemic has hit the world?

Stewart Dickson: Volatility is everywhere. Coronavirus will change many of our established norms. We would not venture a numerical estimate where prices will go from here. We note the estimate produced by S&P Global Intelligence which indicates that zinc has the potential to recover more quickly than other industrial metals.



Forecasting with confidence is difficult at the best of times but we see some interesting drivers to support a positive price outlook:

- Unprecedented government stimulus to kick start industries and economies, e.g. the Fed's open-ended and 'whatever it takes' approach.
- An infrastructure-led recovery is highly probable. Large scale, job-creating infrastructure investments which consume large tonnages of galvanized metal can reasonably be anticipated.

Over time, national priorities will be recalibrated; self-sufficiency in the ability to produce metals and other critical raw materials will gain in importance. Europe is currently a net importer of zinc.

Building resilience in supply chains will gain importance.

Supply disruptions due to the COVID-crisis could be underestimated. 20 percent of zinc mines are now offline or operating at reduced capacity, according to UBS analysts. It takes time and money to re-start operations.

Brass (up to 40% zinc content) and copper with their antimicrobial properties will see demand increase for applications in hygiene sensitive industries.

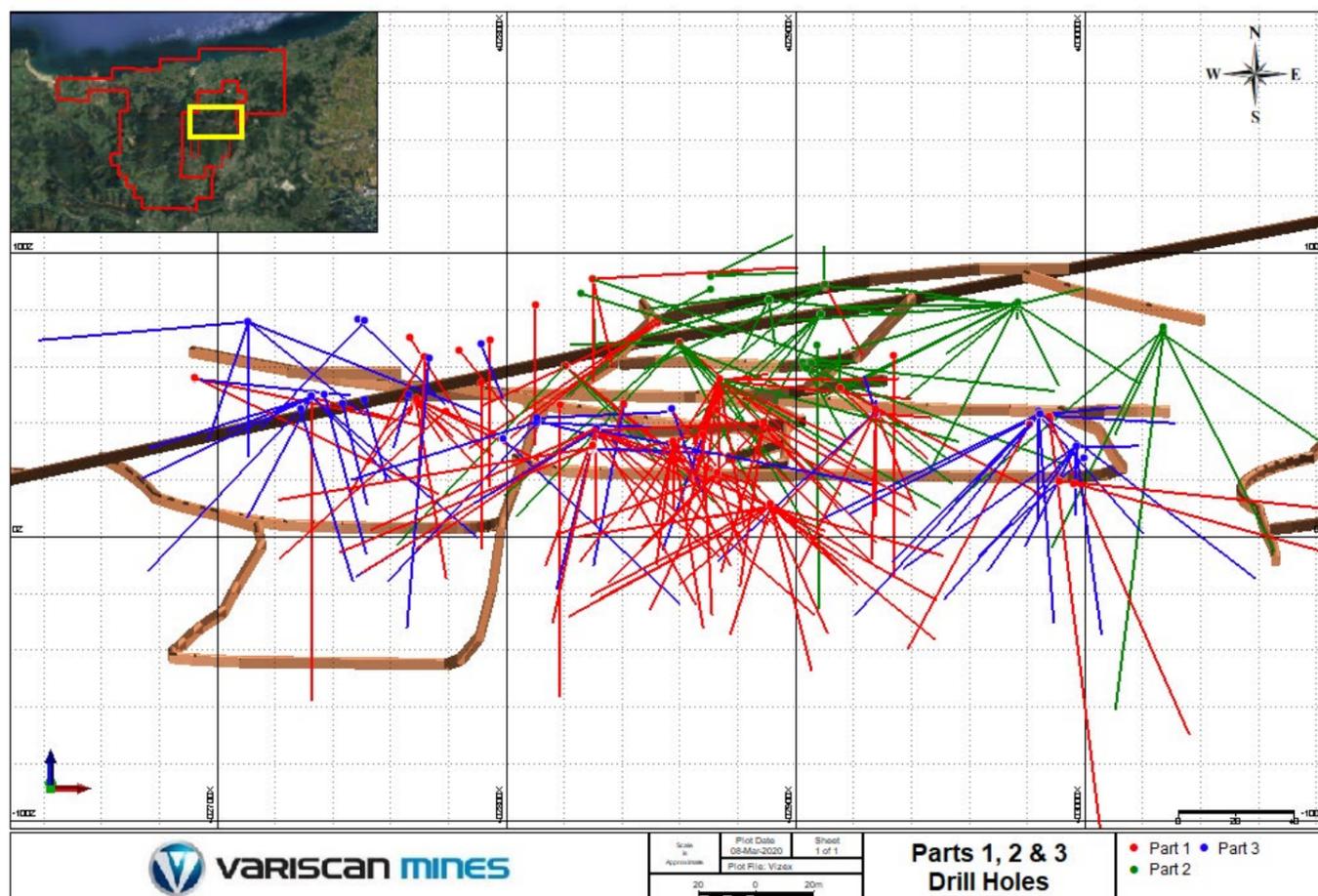
Additionally, zinc has the potential to be a game-changer in the energy storage industry. We are very confident because of our assets of brownfield assets with exploration potential with a proven operational history. We know the San Jose-Novales Mine used to work

economically at much lower zinc prices; two and a half times lower than where it is today so, we think that this is reasonably robust in an uncertain environment.

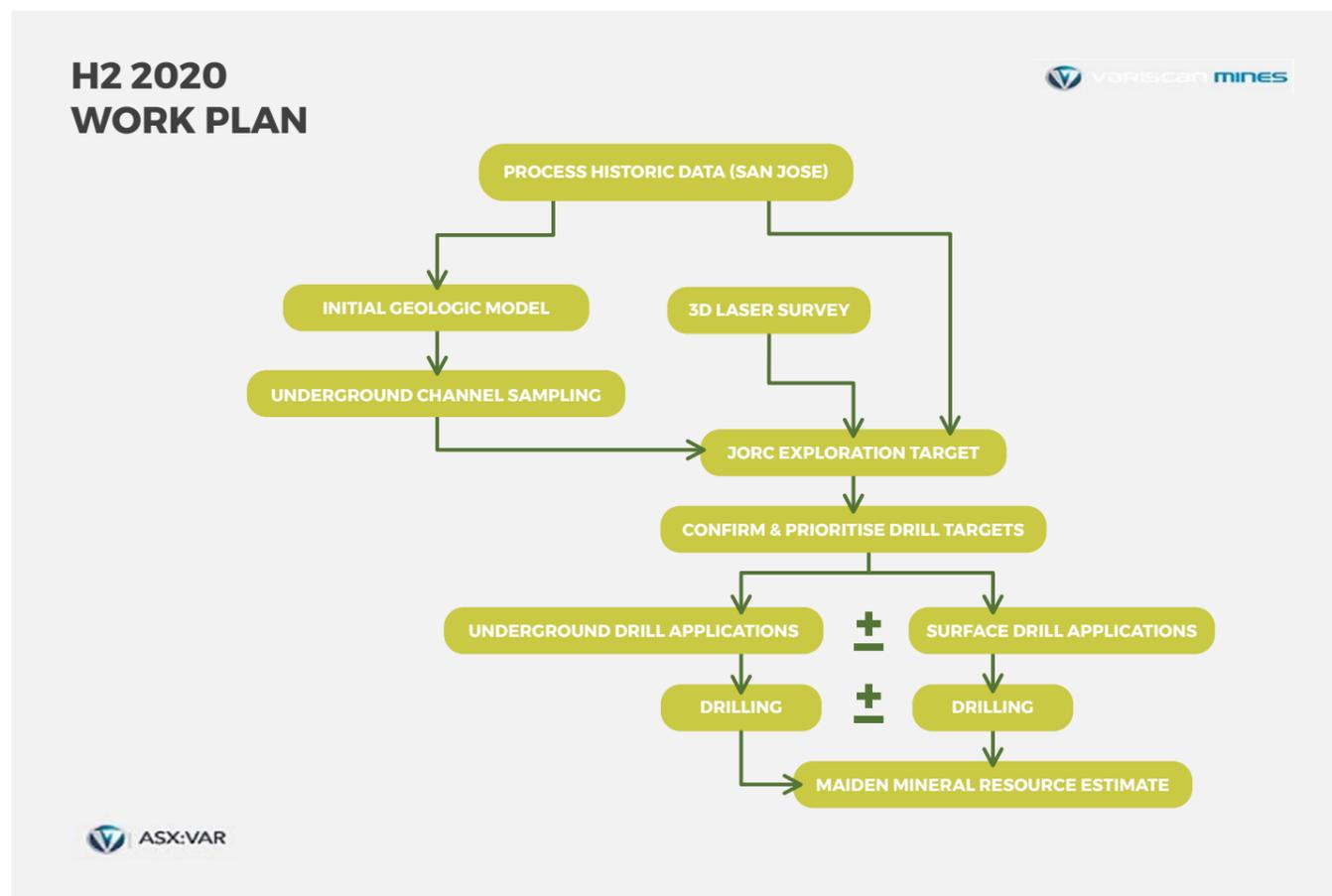
Also, I think the junior mining environment is still tough unless you are a gold company. Competition for capital is still intense and becoming increasingly stock-specific, assessing the management team, quality of assets, geography, and commodity. We believe we tick a lot of boxes.

2. Paloma Ortiz: Variscan is currently focused on fast-tracking two advanced zinc projects in Spain. What is the latest coming from Spain?

Stewart Dickson: We have achieved the collation of a substantial historic dataset comprising over 39,000m of surface and underground drilling. This is invaluable as a cost-effective exploration tool and provides a head start for geological and resource modeling. The data contains several high-grade zinc intervals of potentially mineable widths. This is delivering momentum to our stated strategy of exploring the early production potential at the Novales Mine as well as delineating a significant mineral resource over the wider, prospective land package which hosts multiple historic workings. Selected fieldwork is currently able to be conducted and will continue in a cost-conscious manner, so far as practicable, whilst maintaining staff safety and compliance with Spanish Government directives regarding COVID-19



Thankfully, the Cantabria region, where the Novales-Udias Project is located, has been one of the least affected areas in Spain by Covid-19. Cases within the municipalities in which the license areas of the Novales-Udias Project are situated have been extremely low; approximately 18 cases in total. As Spain lifts restrictions, Variscan has a robust plan designed for H2 2020 to progress towards a maiden mineral resource estimate at the San Jose-Novales Mine.



3. Paloma Ortiz: How has it been working in Spain so far and how do you think the unstable central government will impact the industry?

Stewart Dickson: We have found there to be significant political support, at all levels, for the re-establishment of the zinc mining industry in Cantabria. It is in their heritage and DNA. Due to the autonomous regions in Spain, decisions about mineral exploration and exploitation are devolved to regional governments.

The Government of Cantabria introduced a new “Land Uses Law” which provides a clear process for project development from exploration to production. This law was approved by the regional parliament on 15th May 2017 and allows exploration and mining activities without restrictions. Thereafter in 2018, the Government of Cantabria initiated a public tender process for the award of new investigation licenses. The proactive policy-making towards the mining industry and positive relationships with authorities gives us confidence as we move forward. Further, our already granted mining license significantly de-risks our stated strategic objective of early production at Novales.

4. Paloma Ortiz: What is the community/social context around Novales?

Stewart Dickson: Our project is 9km from the former producing Reocin Mine; one of the world's largest zinc mines that has stopped production in 2003. This was an Xstrata zinc asset so that is a serious point of validation for us. It is an established mining area and it is in the DNA of the people and that means that it is a very supportive environment. Politicians are open, fair, and supportive as well. Our other neighbor is Glencore with the San Juan smelter in Asturias which is the second-largest zinc smelter globally. We are connected by an 80km highway, so it is very easy to potentially supply that smelter in the future.

The local company and full-time staff are located near the project areas and embedded in the local communities. It makes complete sense. We have an open, transparent engagement with local leaders. We have signed a Technical Memorandum and Cooperation Agreement with the School of Mines at the University of Cantabria. We hope to deepen this partnership in the future.

5. Paloma Ortiz: How is your relationship with the communities around the project?

Stewart Dickson: The importance of your social license to operate and your engagement with communities in your host nation is not only specific to Spain, it is also a priority across the globe. It is good business and it is a good business in whatever industry you are in. So, it is core to what we do.



Earlier in the year, I spent a couple of days with the local mayors explaining our activities to them and giving them opportunities to talk to me about what we are doing. We talked about why we want to do it, what they can expect, and just trying to make sure that they are partners with us.

We started engaging with the communities from the beginning: we take it very seriously, one of the first things we did was to sign a partnership with the School of Mines, not only for data but also for knowledge sharing. Students and staff have a real mining company to engage with, so we give them practical experience, we share knowledge and understanding and bring that from Australia into the school. We have a local Spanish family who is a shareholder as well who used to operate the mine. We have hired in former mining operatives from the mine who live and work in that community and have done all their lives and that's key for us to begin to explain who we are and we are trying to be very open with people.

6. Paloma Ortiz: As HR specialists we must ask you about your vision on the manpower and skills available in your project area:

Stewart Dickson: Mining is in the DNA of Cantabria, every family has had a family member that has worked in the mining industry in some description so, I find it very pleasing to drive around the region and see the rich mining heritage being celebrated.



It also means there is a talent pool there, as I said I am very pleased that we have managed to retain former mineworkers and leaders that used to work in Novales. That is key not only from a technical point of view as local knowledge is fundamental but also how to get things done in the right way is super important too.

7. Paloma Ortiz: Company culture is very important in modern-day mining; what would be the main pillars for Variscan?

Stewart Dickson: I think the whole ethos we have is about openness and transparency. Externally, that means we go and talk to people and offer the time and information to them. We guide them about what the development journey looks like and manage expectations. We also actively listen to our shareholders and stakeholders.

Internally, that means that everyone is encouraged and empowered to make a positive contribution. As a junior mining company, we need to be agile, creative, dynamic, and 'go the extra mile'. We strongly encourage those values.

Paloma Ortiz: What do you expect to be the highlight of 2020?

Stewart Dickson: Hopefully, there will be lots! I am expecting to be able to drill at Novales and define mineral resources at this former high-grade underground zinc mine. I am super excited about that. Being able to get that underway and moving the project along at pace towards early production opportunities.

Thank you very much for your time, I appreciate it as you have been very busy this week.

The New Normal?



“The health and safety of our people is the top priority for everyone at Bluestone.”

*A focus on flexibility: an interview with Nadia Carotenuto, HR Director at Bluestone
-by Maira Rosso
Regional Manager - Atlanta, US*

Nadia is an experienced Human Resources leader with a demonstrated history of working in the mining & metals industry. She is skilled in Talent Acquisition, Total Rewards, Workforce Development, HR Policies, and Organizational Design, with a Commerce degree focused on Industrial Relations Management from The University of British Columbia.

1. Maira Rosso: How was the preparation at Bluestone for the lockdown of the offices and operations and what were the main measures taken?

Nadia Carotenuto: Bluestone’s head office is very lean, and all employees are set-up with laptops. Therefore, we were all able to seamlessly transition to work-from-home as soon as the lockdown notice was communicated in mid-March. As a single-asset company in the pre-construction stage, we are currently focused on basic engineering and optimization of our Cerro Blanco project in Guatemala. Much of the fieldwork was completed before the lockdown.

At the site, activity has been largely focused on drilling, dewatering, and water treatment. Like Canada, the Guatemalan government was also quick to address the pandemic and when lockdown occurred in late March, a very small skeleton crew was maintained for dewatering activity only, while the rest of the workforce worked from home, if their roles allowed, or stayed at home with pay.

2. Maira Rosso: As the person responsible for HR, what were your main concerns about the employee’s wellbeing?

Nadia Carotenuto: The health and safety of our people is the top priority for everyone at Bluestone, not just HR. When the COVID-19 crisis was upon us, we wanted to ensure that our employees were self-isolating and able to continue their work from home while still staying connected with the rest of the organization. People’s mental wellness is just as important as their physical wellness and maintaining some level of interaction, albeit remotely, was top of mind. We provided more training on Microsoft Teams and have conducted daily meetings throughout the lockdown.

3. Maira Rosso: Our previous Newsletter was about Women in mining and how companies are putting efforts to increase the number of women working for the mining industry. Has Bluestone taken any specific measure to support the working moms that, in many cases, are overwhelmed with work, family, and housework?

Nadia Carotenuto: In accordance with our values, Bluestone has always supported its employees in maintaining a balance between work and home life by allowing for a great deal of flexibility. Working from home and flexible start/end time practices have been in place long before the COVID-19 crisis and therefore, transitioning to a work from home structure went very smoothly. Of course, if someone wanted to send me a robot to do all my housework, I would not protest!

4. Maira Rosso: Could you talk a little bit about your personal experience with the home office?

Nadia Carotenuto: Well, I had a bit of an advantage, as before joining Bluestone, I had worked as a contractor for many years. Therefore, I am quite used to working remotely. However, this situation was different in that my spouse and two children were also working/learning from home and that meant some planning and structure had to be implemented to ensure everyone had their own space. Once we established this, I can say that everyone has enjoyed being at home during these uncertain times, although we are all looking forward to getting back to some level of normalcy.

5. Maira Rosso: How was your experience having to manage your workload during the quarantine, plus employees' challenges and kids at home with homeschooling?

Nadia Carotenuto: Positive for the most part, as both my husband and I have taken an equal role in our children's homeschooling. I think the fact that my kids are older (not yet teenagers, who ache to break free, and not young children that require constant supervision) has meant that they have been able to take a lot of ownership of their online learning and free time. We have done our best to maintain a daily routine that mimics the 'school' day and that has been very helpful. We have also ensured that they are able to get outside for daily walks and play in the backyard to get much needed fresh air and physical activity in a safe environment. Their school has also done a fantastic job of shifting to an online learning model and they are able to connect with their school friends and teachers during daily Zoom meetings.

6. Maira Rosso: What kind of feedback did you get from your employees about the home office? What about the employees with kids?

Nadia Carotenuto: The main feedback I get from our employees and from other people that have worked in a traditional corporate office environment – **you can work from home and still be productive... very productive in fact!** Bluestone completed an equity raise and conducted their AGM while working from home. Depending on the age of kids, though, it can be quite challenging to work from home without another adult present to provide relief and support.

7. Maira Rosso: How do you see the productivity of employees working 100% home office?

Nadia Carotenuto: You know, I really believe that our productivity has not suffered one bit during this lockdown. That being said, **my vision for the future is** not working from home 100%, but **allowing for greater flexibility in work arrangements because I feel it will not only benefit employees and the company but also society and the environment as a whole.**

8. Maira Rosso: Is Bluestone ready for employees to come back to the office? After the pandemic experience, is Bluestone planning to keep a partial home office for employees or a flexible work schedule?

Nadia Carotenuto: Yes, but from the corporate office perspective, we are in no rush to return to the office. Yes, as this had been the case before the pandemic.

9. Maira Rosso: What tips and suggestions can you give for working moms during the pandemic time?

Nadia Carotenuto: Know you are doing the best job you can during these challenging times. Try to enjoy the increased family time this lockdown has presented and to be grateful for the slower pace (I know I do not terribly miss the constant chauffeuring from one activity to another!). Take comfort that everyone around the world is in the same boat and we are all trying to navigate through this uncharted territory.





-by Lachlan Spicer
Chief Strategy Officer - Perth, Australia

2020 was to be a fresh start. A new decade with a renewed optimism in the light of an improving global industry. And for three months, it was. **And then there was Covid.**

HR practitioners around the world experienced a wave of pressure that never could've been predicted at the start of the new year. I have always empathised with our HR friends due to the stress, strain and expectations poured upon them but I never thought it'd be at a level like we've all experienced these past few months. To the credit of many, they've shone. It has been a great testament to the value that HR brings in times of strain and struggle to be sitting at the forefront of this crisis and stepping up & into the challenge. Well done!

Some countries are through their darkest period, others remain in its midst. It's clear though that there is an end and the end brings a chance to breathe, reflect, re-consider and re-focus our minds & efforts for the balance of the year.

Likewise, Globe also went (and is still going) through Covid. It was in this crisis that we sat back and asked the question 'how do we further support the industry?' and 'what more can we do?'

It's then that we started to get excited.

"What if we could help our HR friends implement a talent identification program that assessed workforce capability which included having career conversations tied to a performance rating system that evaluated potential and mapped to talent grids to build succession plans? What if we could re-model the entire recruitment process so that talent

Human Resources & Beehives *What's the connection?*

identification, attraction & sourcing was both efficient, measurable and responsive to business needs? What if we could review a company's entire remuneration structure to deliver a quantitative compensation model based on actual industry benchmarks?"

Our conversation continued and flowed through each and every facet of the employee lifecycle and we sat back and thought 'well we've seen much, we've done much, but we can help much more'.

It was here that 'Honeycomb' was born.

Much like a beehive that is built on a myriad of integrated honeycombs, nearly all HR processes interrelate and rely on one another for strength to perform at its optimum. Each process needs itself to be strong so it can support the next one, and so on, but when just one of the 'cells' is broken or substandard, its strength weakens leading to failure. In an organisational context if this happens, it can leave an employee, a collection of employees or indeed an entire workforce performing below optimum and not achieving the goals the business requires of them.

'Honeycomb' is built around the employee lifecycle.

As a consulting firm that has supported hundreds of mining companies in multiple jurisdictions for many years, we have noticed that each organisation is 'same same but different'. An employee's journey is similar in principle (e.g. they start, they perform, they leave) but their experience can be quite different due to organisational culture, values, behaviours, expectations, commodity, jurisdiction and so on.

It's because of these variable factors that some people processes don't run at their best.

There may be areas within the Employee Lifecycle that are awesome and run incredibly smooth year in, year out. And then there may be areas that just don't function as well. For whatever reason, the process doesn't seem to give the business what it needs and no matter what's been tried, it underperforms.

Honeycomb is a suite of Globe's best-in-class processes, built around the employee lifecycle, that when implemented, transforms traditional HR processes into contemporary, value-driven, and fully integrated people solutions.

It simply starts with a review.



Honeycomb kicks off by following our formal assessment methodology. We conduct a full review on all, or parts of, the employee lifecycle to lift the lid on what's working & what's not to form a view of each process's 'health'. We assign a performance rating based on the Globe Health Index in light of both the company's needs and expectations, and wider mining industry benchmark practices. The rating establishes a baseline of 'current state' that leads to a series of recommendations based on a risk & value profile. Equally in the review, each sub-process receives a Health Index score, detailed findings on the key areas of people, process & system supported by specific recommendations. A full report & briefing closes out this initial phase.

It's with this deep insight that together, on approval, we start the next step to re-define, re-write and re-create each HR process with Globe's best-in-class Honeycomb solutions from talent acquisition to talent management.

At Globe, we believe that change for change's sake is never wise but change for business improvement certainly is and transformation remains high on the agenda for many organisations in 2020. Our belief is that not only should HR be a participant in such programs, but indeed an active leader and we love that **Honeycomb provides a platform to lead & drive transformational improvement.** We know you will too!

If you'd like to learn more about our Honeycomb methodology, approach & suite of solutions, please simply drop a line to one of our team – we'd love to talk with you.



2020 EXPATRIATES IN THE AFRICAN MINING INDUSTRY

Remuneration, Benefits and HR Practices Benchmarking

Join us in the next african expatriate remuneration and benefits benchmarking exercise and receive a **40+ page comprehensive and fully detailed report including:**

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ALSO INCLUDES

- 3 sets of Comparison Analysis Charts showing how your expatriates compare to industry peers for base salary, fixed remuneration and total compensation, by level
- Year Round access to online Globe Client Portal with downloadable remuneration tables and company comparison charts
- Report debrief with Principal and Lead Consultant

01 SEPT	QUESTIONNAIRE DISTRIBUTED
22 SEPT	ALL QUESTIONNAIRES RETURNED
02 NOV	REPORT RELEASED
09 NOV	DEBRIEF
12 DEC	DEBRIEF



REPORT COSTS

Subscription for Participating Companies

\$3495 USD •
(Full Report + 3 x Comparison Analysis Charts + 1 Year Access to Globe Client Portal)

25% DISCOUNT •
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PREVIOUS PARTICIPANTS



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5% of gross revenue from each report is donated to one of Globe's charities.

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Coronavirus and the Mining Industry

-by Alain Pfammatter
Manager Global HR Consulting - Perth, Australia

In late 2019, a novel coronavirus emerged in the Hubei province of China.

On 5 January 2020, the World Health Organization (WHO) published their first Disease Outbreak News about the virus.

A week later there was the first confirmed case outside of China.

From then, COVID-19 had reached the world.

The COVID-19 pandemic has been impacting every sector and industry.

While overall showing extraordinary resilience, the mining industry is facing incredible challenges, exacerbated by FIFO operations in remote locations and exposure to multiple jurisdictions, each with different laws, guidelines and restrictions.

Faced by similar challenges to the rest of the mining industry, Globe launched a series of roundtables for leaders and HR practitioners to share ideas, practices, tools, tips and questions on what the resources industry could do to cope with the Coronavirus.

MAJOR CONCERNS FACING YOUR COMPANY?

Organisational Concerns (average ranking of important - lower is more important)



One of the needs expressed by participants was to get a better and more complete view of what the industry is doing in the HR space to deal with this unprecedented situation.

To this end and possibly define how we can best move forward, Globe conducted two surveys into HR practices in times of crisis, involving over 50 mining companies around the world, covering the following areas:

- Workforce Assessment & Communication
- Remuneration Practices
- Health & Well-being
- Work from Home
- Looking to the Future.

We have collated some of the key findings of our last survey into the infographic below:

BENCHMARK HR PRACTICES

FOR THE GLOBAL MINING INDUSTRY

In times of crisis

Two global mining industry surveys were conducted in April & May 2020 by Globe 24-7 on how mining companies were coping with the Covid-19 crisis.

61 Participating companies

30 Countries

6 Continents

72% Junior & Mid-Tier

14% Large-Operators

Respondents Include: CEO's | VP HR | HRM's | GM's | HR

KEY FINDINGS

- Moving out | Moving in**
Focus has now shifted from pandemic & crisis management to return to work strategies.
- Long Shifts = High Concern**
For employees remaining at site during Covid, fatigue management & mental health is now a high priority.
- No Work, No Worries**
Since the crisis began, ~70% of companies have maintained full salaries for those employees unable to perform their normal work duties. Of these, ~30% have enforced Annual Leave.
- Covid Care**
65% of all companies are now collecting employee well-being data with 75% stating this initiative was driven by the Covid crisis.

of participants anticipate that employees will expect much greater flexibility in work arrangements, in particular working from home where possible.

VIEW FULL REPORT

- Workforce Crisis Management
- Workforce Communication
- Remuneration Practices
- Health & Well-being
- Work from Home
- Looking to the Future

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Now several weeks into the crisis and amidst views that the world might not “return to normal”, companies start thinking about the near future, as nations around the world are planning or easing restrictions on movement and business.

RESIGNATIONS EXPECTED POST-CRISIS?

20% of participants expect resignations post-crisis

You will find the full results of these 2 surveys on our website. Certainly, an evolution to be followed!



“Equality and Equity through Competency Assurance .”

Equality and Equity through Competency Assurance
-by Jeremy Gittens
Chief Technical Officer - Perth, Australia
Workforce Development

If you are still awake after reading this title, well done! Don't worry, it does get better.

But first, let's break it down.

Equality is the state of being equal.

Equity is fairness.

Competency Assurance is a structured and documented method of assessing the competence of the individuals that make up your workforce.

So how do they all fit together? **Competence** is a repeatable, demonstrable skill, underpinned by knowledge learned over time and measured against an accepted standard or benchmark. The standard could be internally defined or based on an external recognised standard or legislation. **A Competency Assurance System (CAS) is the framework in how competency is measured and maintained in an organisation.** A sound system will set a range of competency standards for how tasks are performed, and how risk is managed in the context of that operation and environment. If managed correctly it gives your shareholders, clients, and the community assurance that tasks are being performed safely and efficiently.



However, further to this the **CAS provides a transparent and fair mechanism for equality in the workplace.** Measuring and assessing competence within a robust system is blind to difference and bias. It is binary, a candidate or employee is either competent or not yet competent. This in turn mitigates any issues of inequity as recruitment (and promotion) is solely based on competence and not through association, gender, and so on. And lastly, an employee knows that the person next to them is performing at the same level therefore advancement will be based on attitude, behaviour and hard work, not on competence.

UP-COMING EVENTS 2020

21ST - 23RD
SEPTEMBER

COLORADO
SPRINGS

VIRTUAL GOLD FORUM
EUROPE AMERICAS

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