

PEOPLE . PASSION . PERSISTENCE

MILLAR CAMERON

EXECUTIVE AND PROFESSIONAL SEARCH SOLUTIONS FOR MINING & NATURAL RESOURCES

Our experienced team works in partnership with clients dedicated to mining and natural resources in Africa and other markets. We enable you to identify the professionals whose expertise makes the difference.

AN INTRODUCTION TO MILLAR CAMERON

We support the talent acquisition and retention efforts of clients operating across a range of sectors, including:

- *International Development*
- *Agribusiness*
- *Industrial*
- *Consumer*
- *Financial and Professional Services*
- *Private Equity*
- *Technology & Telecommunications*
- *Power & Infrastructure*
- *Mining and Natural Resources*

Millar Cameron is an executive and professional search consultancy specialising in sourcing key talent for companies and organisations around the world.

Since Millar Cameron's inception in 2007, we have been sourcing high calibre leaders and executives for a wide range of businesses and institutions across Africa. Our passion lies in attracting, developing and retaining top talent in Africa's emerging markets, where incisive leadership is crucial. Our palpable commitment to Africa has led to recognition as one of the leading providers of executive and professional search solutions within the continent.

Millar Cameron has represented 136 nationalities in our shortlists and successfully concluded executive searches in 41 African countries

MINING AND NATURAL RESOURCES

Millar Cameron is an executive search and technical recruitment consultancy specialising in sourcing key executives, managerial and technical scarce talent for a wide range of mining and natural resources businesses across Africa and other emerging markets around the world.

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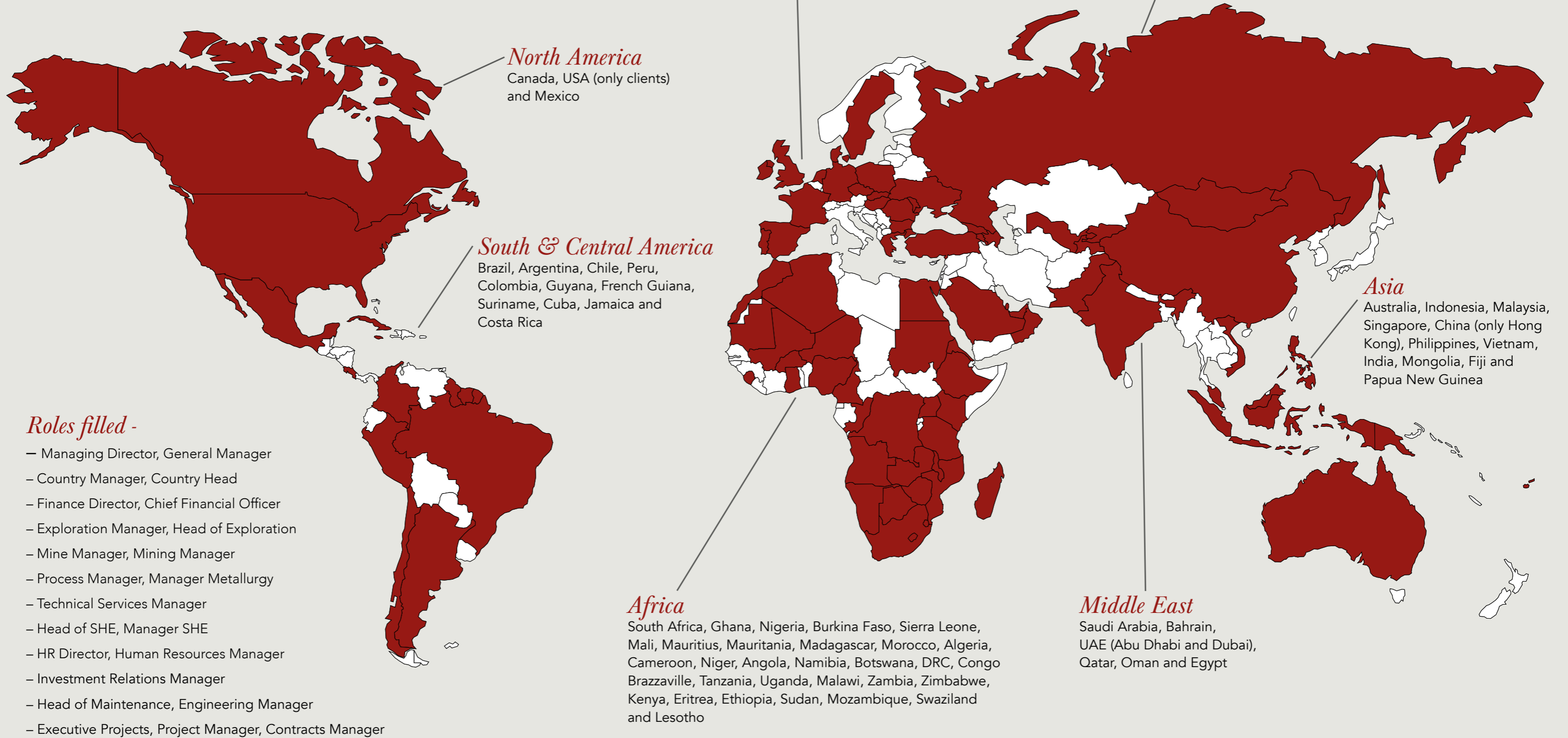
Africa is a rich resource of minerals and commodities, as are many other developing countries. For over 12 years, Millar Cameron has built rewarding partnerships with clients working across many aspects of the international mining and natural resources landscape. Our consultants have developed a nuanced understanding of the market contexts and pressures in the resources sector and the impact these criteria have on recruitment effectiveness. The team is dedicated to supporting you to tackle certain recruitment issues, think outside the box and find solutions to these challenges and reduce the risk to your commercial endeavours in the sector.

We support clients in the following practice areas:

- *Geology, exploration, mine project evaluation*
- *Mining consulting, feasibility, assessment and design*
- *Mining construction & development, mining contracting*
- *Mining production and operations*
- *Metallurgy, mine geology, engineering and maintenance*
- *ESG, CSR, HSE (Safety, Health and Environment)*
- *Mining infrastructure, camps and villages, roads, water and waste water*
- *Mineral trading, mining finance*
- *Transportation, warehousing and logistics*

A HISTORY OF *CONTINUED SUCCESS*

Millar Cameron and the team have an excellent track record in sourcing leaders for clients in the mining and natural resources sector. Recent mandates include:



Roles filled -

- Managing Director, General Manager
- Country Manager, Country Head
- Finance Director, Chief Financial Officer
- Exploration Manager, Head of Exploration
- Mine Manager, Mining Manager
- Process Manager, Manager Metallurgy
- Technical Services Manager
- Head of SHE, Manager SHE
- HR Director, Human Resources Manager
- Investment Relations Manager
- Head of Maintenance, Engineering Manager
- Executive Projects, Project Manager, Contracts Manager



UNDERSTANDING MINING AND NATURAL RESOURCES

The impact of minerals and natural resources in our daily lives is more important than many of us realise. Without these mineral resources the life we lead would be hugely impacted and the way we live and thrive could be severely curtailed. The impact of mining and natural resources on not only emerging markets but also the developed world is often greatly underestimated.

With the advent of NetZero, localization, deglobalization, and other geopolitical drivers and incentives we will see more pressure being put to play in mineral rich countries, many of which are in emerging markets, such as Africa, Latin America, Asia, Middle East and FSU.

Emerging markets, not only in Africa but other markets too, continue to develop, with increased urbanization, an increasingly young population and ever-progressing technology environment, products and services. Connectivity and telecommunications have given these emerging populations access to information and are driving these communities' wants and needs, for new products, services, opportunities and wealth creation.

This driven demand for goods and services requires minerals and natural resources, much of the minerals coming from local and other global developing regions, for constructing of a variety of fixed assets,

mines office buildings, call centres, retail malls, data centres, factories, transportation hubs, warehouses, schools, colleges and universities, roads and other infrastructure, power plants, renewable energy plants and other structures. The mining sector also supplies minerals and metals for goods and the service centres supporting ICT, mobile devices, automobiles, residential estates and so on.

Provision of such products and services, as well as general quality of life, is being boosted by the growth in infrastructure and buildings as well as improved levels of education and the greater employment opportunities that a growing economy with

opportunities brings.

The availability of the goods and services mentioned above, some of it imported and supplied from abroad, drives the need for a developed industrial space, with offices, factories, warehousing, transport and places where people will be employed.

We are seeing more investment going into technology, fintech hubs, developing real estate and construction of infrastructure and power networks, which encourages further economic growth, as well as the demand for in-country manufacture and the need for skills to be involved in these financial, economic, engineering and other endeavours.

HOW WE *CAN HELP*

Our clients are considered our partners and a key element of our approach to each recruitment mandate is to take the time to gain a detailed understanding of your specific requirements, in order to develop a bespoke search strategy that is tailored to your recruitment brief.

Having developed an in-depth knowledge of the wide-ranging issues that span across mining, and natural resources, along with an extensive network of senior professionals devoted to tackling them, Millar Cameron is expertly positioned to advise on matters such as diversity and inclusion goals, talent capacity and compensation.

Our team leadership have over 25-years experience sourcing management and executive talent for client operations in emerging markets and developed-country headquarters, which makes us well-placed to assist in sourcing the right type of talent, with experience developing your mineral industry targets and goals, especially where there is a need for tolerance and awareness of racial, religious, gender and political issues in the countries you operate in.

The team is distinctly aware of industry trends, including care for the environment, governance, and social (ESG) considerations; the effects of climate change; cyber-attacks and crime; illegal mining; graft; and corruption. Our colleagues are trained and focused on assisting clients with sourcing talent to manage or define plans to manage these trends. We have been involved in sourcing management, executives, strategists and planners in the HSE, CSR and ESG for over 20 years. This focus does not detract from our comprehensive expertise with the finance, funding, administrative and technical management requirements in the sector, across more than 50 countries. We have an in-depth awareness of the certifications and legal considerations required by clients in the sector, for legally compliant operations, across a number of jurisdictions, i.e. Certified Managers, Certified Engineers, Certified Geologists, Professional Engineers, Chartered Engineers and Accountants, awareness for exploration reporting standards, i.e JORC, CIM NI-43-101, SAMREC, etc.



FIVE STEPS TO RECRUITMENT SUCCESS



Our executive search strategy follows a five-step approach that is tailored to your organisation's requirements:

Define

We discuss all aspects of the role with you, including the capabilities, background, culture and competencies of the desired professional. This allows us to determine the search priorities and parameters, and the criteria against which candidates will be measured.

Develop

We work with you to develop a bespoke outreach strategy that covers specific companies, industries and geographies that you want to target. We employ a combination of search methods, including research, direct headhunting, referrals and our established networks to identify a comprehensive longlist.

Engage

We conduct competency-based interviews that are tailored to the role to thoroughly assess each candidate's fit against your requirements. We ensure that all aspects discussed during the define stage are covered during interviews, before collating the shortlist.

Present

We present you with a pack comprising of a personal profile, interview notes, compensation information, and a detailed curriculum vitae, for each candidate that is shortlisted. We discuss reasons for shortlisting candidates with you and remain involved throughout the selection process, preparing and debriefing candidates after each step.

Close

We conduct detailed reference reports on the selected candidate, and we can also provide background checks and psychometric testing, where necessary. We support you throughout the negotiation process to ensure a successful outcome.

WE LEAD *FROM THE FRONT*

Our knowledgeable team is passionate about identifying the individuals whose expertise and experience will enable your organisation to further contribute to the sustainable development of Africa. Our understanding of the market and our established regional network allow us to add value to your search.

Through the importance we consistently place on finding the right people, our passion for the sector, and the persistence we demonstrate during searches, Millar Cameron is the ideal partner to enable you to achieve your recruitment objectives.



Carl Bosman, Partner

“Africa is home to a wealth of skilled talent, comprising both native experts and expatriates. One of the ongoing challenges lies in recognising and harnessing the potential of emerging markets, leveraging the continent’s abundant resources—be it minerals, natural resources, raw materials, real estate, or the creativity of its youth—for the collective benefit of its citizens. This requires fostering an environment that not only identifies talent but also empowers local communities to thrive and lead in utilising these resources for sustainable growth and prosperity.”



ADDITIONAL SOLUTIONS



*We have successfully concluded 1,700 leadership mandates,
30% of which have been in Francophone or Lusophone countries*

Board Services

Since our inception in 2007, we have partnered with many leading organisations in African countries. Our extensive network of board professionals allows us to engage with individuals whose experience is specialist and highly sought after, bringing fresh insights, complementary skills and diverse experience to your top table.

Talent Mapping

We offer a talent mapping service to assist you in identifying the development potential of individuals within your organisation. Where talent gaps are identified, we partner with you to develop a strategy that both attracts and retains talented professionals. We also undertake salary benchmarking activities for key roles in your organisation to ensure a competitive remuneration package for employees.

Succession Planning

Forward planning is vital. We enable you to prepare for the future by identifying the existing senior leaders with the most potential within your organisation, as well as keeping our finger on the pulse of changes in the market that might determine leadership succession.

Equality, Diversity and Inclusion

We are committed to representing and advocating the best talent, irrespective of race, gender, disability, or sexual orientation. We work closely with our clients to formulate non-discriminatory role descriptions and search strategies that utilise multi-faceted channels, in order to attract top talent from the widest possible pool of candidates.



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