

PEOPLE . PASSION . PERSISTENCE

MILLAR CAMERON

A large combine harvester is shown in the middle of harvesting a vast field of golden wheat. The sun is low on the horizon, creating a warm, golden glow and long shadows across the field. The harvester is moving from left to right, leaving a trail of harvested grain behind it. The sky is a clear, deep blue, and the overall scene conveys a sense of hard work and the cycle of agriculture.

EXECUTIVE AND PROFESSIONAL SEARCH SOLUTIONS FOR CLIENTS *WORKING IN FOOD AND AGRICULTURE*

Our experienced team works with a combination of multinational operations and smaller expanding businesses within the farming and food production industries.

AN INTRODUCTION TO MILLAR CAMERON

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 successfully concluded executive searches in 41 African countries

MILLAR CAMERON AND *FOOD & AGRICULTURE*

We have an outstanding track record of supporting businesses within food and agriculture, particularly in Africa, as well as the Middle East, South East Asia and the Americas.

We have supported a range of farming businesses, from early stage and private equity backed enterprises to listed multinational agribusinesses. We have a deep understanding of the different personal traits and professional expertise required depending on the size and growth trajectory of the business.

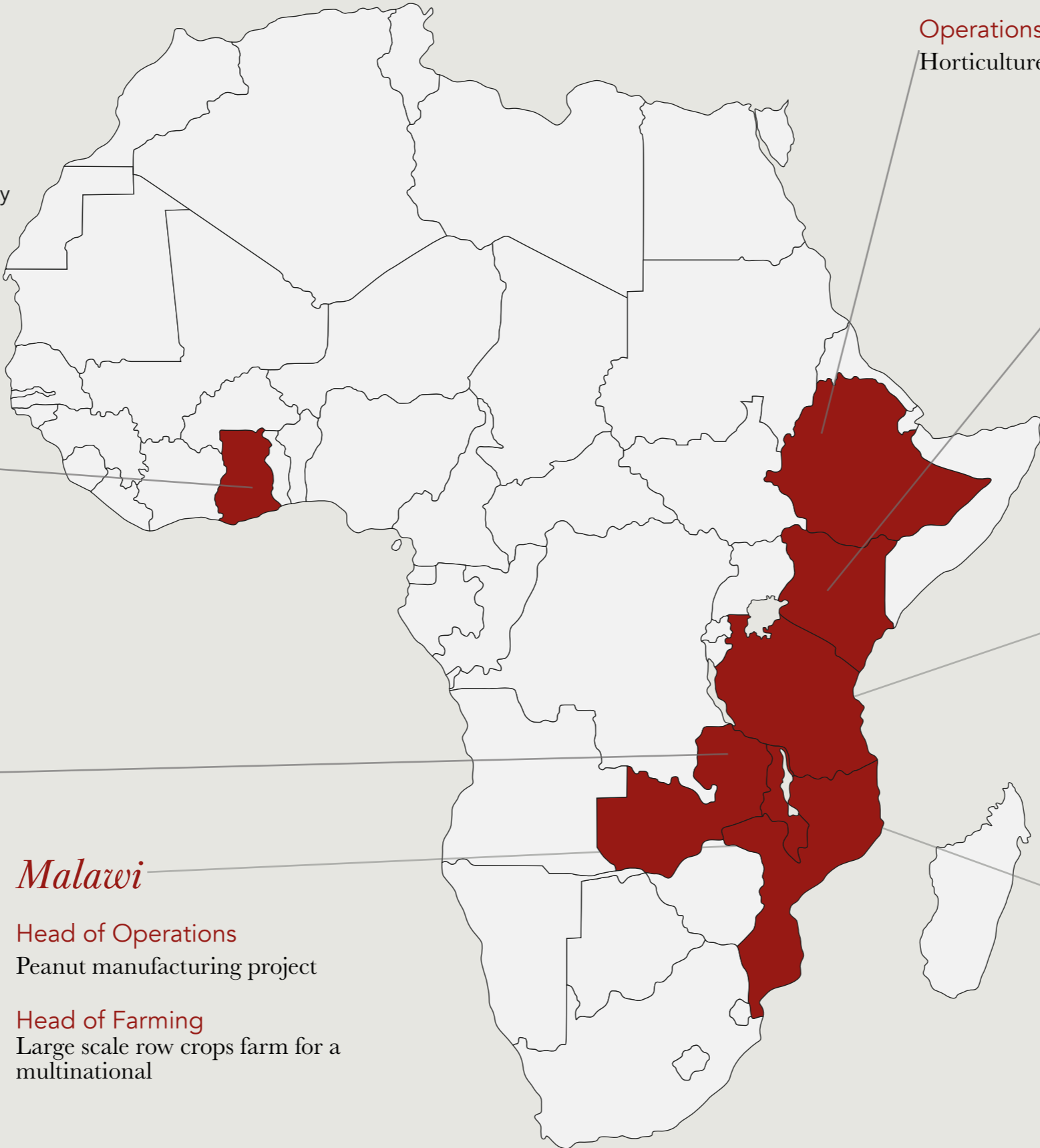
We have extensive experience and vast networks across multiple sub-sectors of food and agriculture, including across primary agriculture, such as crop production (row crops, high value crops, plantations, orchards, hydroponic) and protein production (poultry, pork, beef, dairy). We also support a number of clients in secondary production processing plants within edible oils, meat processing, bottling and canning.

Our expertise and methodology allow us to effectively search for roles across the businesses that we partner with, including executive leadership positions (CEO, CFO, General Managers, etc.), hands-on production roles (Farm Managers, Factory Heads), as well as back office roles (Finance Directors, IT Project Managers, etc.)



A HISTORY OF *CONTINUED SUCCESS*

We have an excellent track record in sourcing leaders for clients working across a wide variety of topics related to food and agriculture.



Ethiopia

Operations Director
Horticulture export business

Kenya

Farm Manager, Vegetables
High value crop farming

IT Project Manager
ERP implementation

General Manager
International FMCG business

Tanzania

Head of Commercial
Edible oil sales and marketing

Head of Finance
Finance transformation for a FMCG operation

Mozambique

Financial Controller
Heading up a local finance division

Digital Manager
Developing ag-tech within an IT division

Ghana

Head of Commercial
Expanding markets for a new FMCG business

Head Brewer
Setting up a brewery from scratch and running its operations

Zambia

Project Director
Overseeing the development of multiple farming entities

Chief Executive Officer
Major protein producer

Malawi

Head of Operations
Peanut manufacturing project

Head of Farming
Large scale row crops farm for a multinational

UNDERSTANDING *FOOD & AGRICULTURE*

Millar Cameron has been specialising in the food and agriculture industry for over ten years and it remains one of our key offerings today. Whilst our expertise historically lies in the African continent, we have since leveraged our success in Africa to expand to other emerging markets in Asia and the Americas. Over 50 percent of the African population works in this critical industry, and, paired with rapidly increasing populations across the continent, the food and agriculture industry continues to play an increasingly vital role in achieving both economic and food security.

The success of food and agriculture fluctuates greatly across markets, with geography and subsectors both playing influential roles in the challenges and solutions present. We have

seen a significant increase in demand for high value export crops, for example nuts and tropical fruits, with businesses seeking farming professionals with experience spanning multiple crop types, in order to catalyse efficient growth. Our experienced food and agriculture team has developed a nuanced understanding of the types of skilled individuals that are able to adapt to multiple operational styles and we provide clients with detailed strategies for prioritising the most sought-after skillsets.

With the ever-growing use of technology to increase yields in order to meet increasing food demands, we are witnessing a gradual shift in emerging markets to new production models that capitalise on more accurate and efficient farming methods. Technological

benefits of more accurate output forecasts are assisting efforts to tackle food insecurity in countries where this threat remains high. With these changes, our clients' talent requirements are also adapting; the demand for a strong understanding of new technologies and how best to manage the transition to working with them from many of the businesses that we work with **has** led to Millar Cameron developing a comprehensive database of such individuals.

Millar Cameron is eager to assist in developing local talent in the markets that we work in, and we have been delighted to see a vast uptick in demand for local hires at the mid-to-senior management level across a range of food and agriculture subsectors. In some areas, there exists a lack of local talent capacity, however,

we are expertly positioned to advise our clients on inclusive strategies that aim to successfully develop future generations of leaders within the local market.

We recognise that the food and agriculture landscape across emerging markets is constantly evolving, bringing new challenges and developments with it. Millar Cameron is committed to furthering the prosperity and success of the food and agriculture businesses that we partner with, by utilising our deep industry expertise and extensive networks.



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 pertaining to food and agriculture, from hurdles to achieving food security to implementing new, cutting-edge farming techniques in underdeveloped countries, we have the talent network required to overcome these challenges. As such, Millar Cameron is expertly positioned to advise on matters such as diversity and inclusion goals, talent capacity and compensation in the food and agriculture industry.

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 team is passionate about identifying the individuals whose expertise and experience will enable your business to maximise its growth, presence, and quality of food and agricultural outputs in the exciting landscape of Africa. Our detailed market knowledge and established regional networks 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.



Tom Jeffes, Senior Partner

“The opportunity to support many of the continent’s leading food & agricultural companies is a real privilege. As a sector it is uniquely positioned to help with the social and economic development across rural communities as well as providing a fundamental requirement, food. By ensuring there are high performing executives and leaders we are able to contribute in a small way to this important sector.”



Cecilia Nyawira, Principal, Kenya

“Agriculture is at the heart of driving positive change and development in Africa. In addition to providing food and raw material, it also provides employment opportunities to a very large percentage of the population. Being at the heart of finding personnel that will be part of this transformative action is a privilege and truly rewarding experience.”



Ross Richards, Senior Consultant

“It is fascinating to work with the food & agriculture industry in Africa, there is a multitude of different challenges and needs for our clients across the continent due to climate, cultural and geo-political variables. This has an impact across all areas of the business and it is extremely satisfying to be able to support our clients’ needs across the various business areas.”

ADDITIONAL *SOLUTIONS*



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.

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.

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.

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.

Our Other Sectors

We have dedicated sector teams with the practical experience, insights and connections needed to deliver outstanding executive search and recruitment solutions in other highly successful and growing sectors that are fuelling Africa's economies. These include:

- Technology, Media and Telecomms
- Power and Infrastructure
- Financial and Professional Services
- Consumer
- Private Equity
- Industrial
- International Development

