

PEOPLE . PASSION . PERSISTENCE

MILLAR CAMERON

EXECUTIVE AND PROFESSIONAL SEARCH SOLUTIONS FOR THE *AQUACULTURE SECTOR*

*Our experienced team works in partnership with
aquaculture businesses of all sizes, from established,
global organisations to early stage companies.*

*We identify and recruit the leaders you require to
achieve both long-term scale and sustained growth.*

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.

"Angus and the Millar Cameron team have given me an amazing opportunity to further my career by insightfully matching the needs of Regal Springs with my background and experience."

"They helped me to thoroughly understand my new role and supported me fully through the process. I cannot thank them enough for believing in me and for helping me start the latest chapter of my professional career."

Catherine Hu, VP Marketing for North America and Group, Regal Springs

MILLAR CAMERON *AND AQUACULTURE*

Millar Cameron is unique; our aquaculture team retains considerable sector knowledge, born from industry experience and many years of successful executive search delivery to continue supporting our clients.

We understand that finding executives with the relevant skills twinned with strategic, management capabilities continues to be a challenge, particularly in such a highly competitive talent market. The battle to attract and retain talent is fierce.

Our deep market knowledge, considerable talent network and proactive attitude to research allows us to continue making a positive difference.

Thanks to our commitment to supporting sustainable businesses operating within the food value chain, aquaculture remains one of our most critical verticals. Internationally we have formed lasting partnerships with clients of all sizes, from nascent, ambitious farms to market-leading organisations with a significant, global footprint.



A HISTORY OF CONTINUED SUCCESS



UNDERSTANDING AQUACULTURE

Aquaculture is enjoying considerable growth as global demand for a sustainable supply of seafood increases to relieve pressure on wild catch.

Compared to poultry, pork and other farmed proteins, aquaculture is the most sustainable form of protein production and is highly resource efficient.

The demand for animal protein is expected to rise rapidly over the next 30 years and aquaculture will play an important part in providing a sustainable seafood supply for the world's increasing population. Aquaculture has a responsibility to complement wild catch efficiently and increase the amount of seafood available worldwide.

2020 has shaped the future of the industry further with the progression of Recirculating Aquaculture Systems (RAS). The RAS wave is still in its infancy and there are many challenges to overcome to see if this is the future of the industry. It is thought that RAS facilities will play a key role in mitigating the disruptions to the international supply chain market shown in 2020, by having operations in country and close to market. With a considerable number of operations just beginning this process it will be interesting to see which organisations are successful and what sets them apart from others.

The increasing market demand will ensure that both cage and RAS methods will continue to be required. When cage farming is implemented and managed well, it remains a sustainable and healthy way to produce fish.

As the main cost outlay, feed continues to be a key factor and talking point. The challenge to develop and produce sustainable feed is imperative; research and development of next generation feeds is providing reasons to be optimistic, reducing the reliance of fishmeal as a feed source. Continued progress will further answer the sustainability question.

The future is promising; with investment flowing into the sector, progressive research will continue to offset environmental concerns, and technological development will continue to see aquaculture strengthen its position in the proteins segment.

As a result of COVID 19, the food service sector has been significantly reduced. We look forward to the sector evolving as the world enters a

post-vaccine market and finds balance between retail and food service.

The people agenda remains a critical challenge. The industry battles low unemployment rates, an aging demographic and the physicality of the workplace dampens job appeal. Clients must be open minded and look to the global marketplace to hire the leaders required to ensure success.

Millar Cameron has established profound global talent pools, which, combined with our deep, technical knowledge of the industry, allow us to continue to continue to effectively support companies operating across the entire value chain.

HOW WE *CAN HELP*

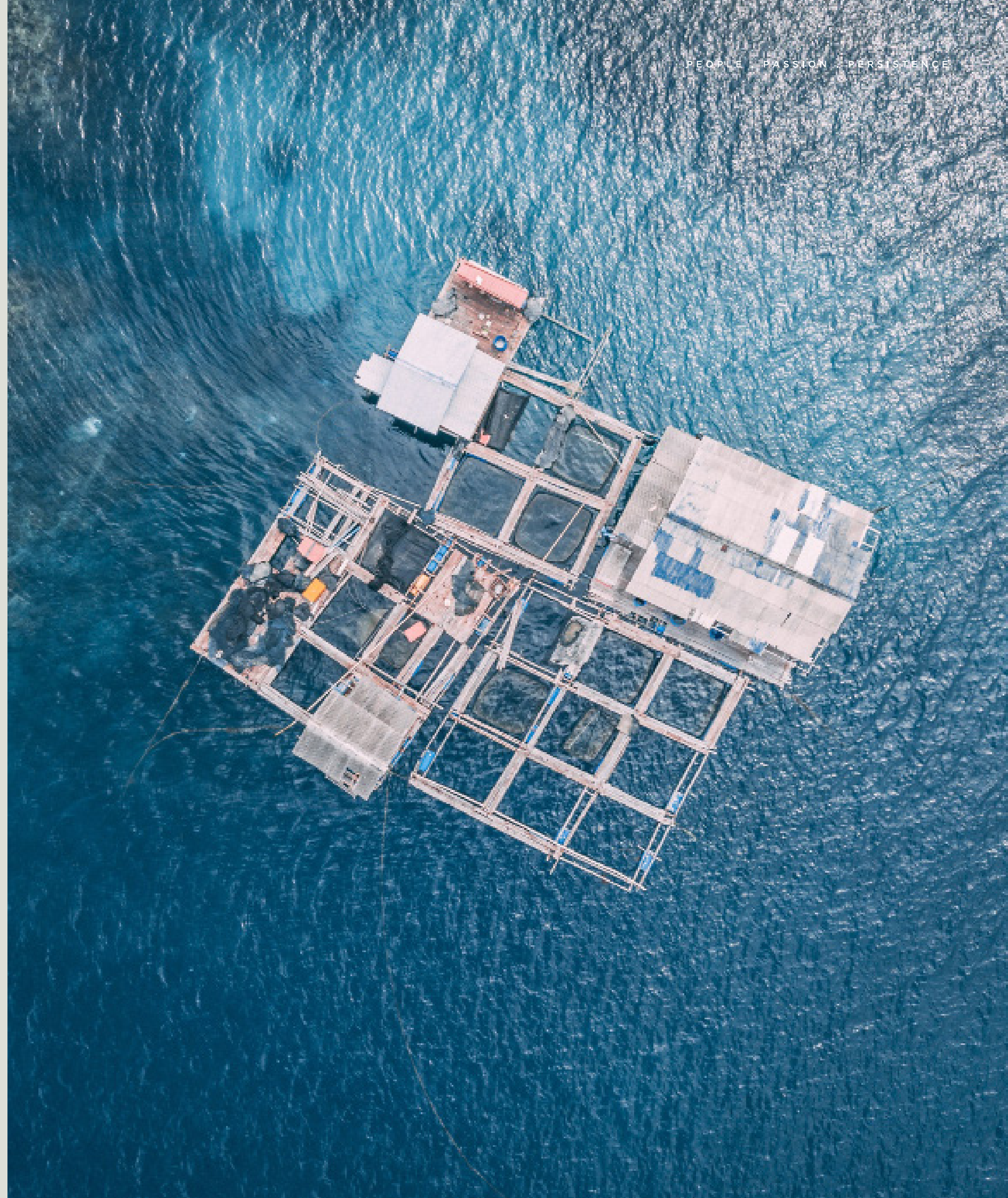
Our clients are considered our partners and a key element of our approach to each recruitment mandate is to take the time to gain a detailed understanding of your specific requirements, in order to develop a bespoke search strategy that is tailored to your recruitment brief. Having developed an in-depth knowledge of the wide-ranging issues pertaining to aquaculture, 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.

“I am delighted to recommend Millar Cameron and Angus Collett as a professional recruitment partner. I was contacted by Angus and his team about my current role, Global Head of Farming for Regal Springs. He understood the role, supported me throughout the process and I was impressed with his level of technical knowledge.

Although changing careers can be stressful, Angus’ support and attitude made the transition a lot smoother.

I will not hesitate in engaging Millar Cameron and Angus on future needs for my division and would recommend his services to other companies operating within aquaculture.”

Oscar Garay Krogh, Group Farming Head, Regal Springs



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 aquaculture team has a strong track record of delivering leaders into aquaculture businesses across Europe, The Americas, Africa and Asia. We use our understanding of the sector, our global talent networks and the latest search tools to enable us to identify the right leaders for your business.



“Coming from an aquaculture background I have a clear understanding of the challenges and developments within the industry. This combined with Millar Cameron’s emphasis on talent research enables us to consistently achieve successful outcomes for both clients and candidates.”

Angus Collett, Senior Aquaculture Consultant

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.

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:

- Agribusiness
- Technology, Media and Telecomms
- International Development
- Power and infrastructure
- Financial and Professional services
- Consumer
- Private equity
- Industrial



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