



Rising to the challenge

Global Head Office

Millar Cameron Ltd
8 Park Square
Milton Park
Abingdon OX14 4RR
United Kingdom

Tel: +44 1235 856 040
Fax: +44 1235 436 268
E-mail: info@millarcameron.com

www.millarcameron.com

The Recruiting Solution

To continue to build on our reputation as one of the world's leading recruitment consultancies focusing on emerging markets and economies

Recruiting good people, the right people, can be a challenge at the best of times. In developing countries and emerging markets the challenge increases greatly. At Millar Cameron we thrive on such challenges.

Business activities such as agribusiness, finance, FMCG, food production, infrastructure projects, mobile and fixed plant, logistics and support services demand specific skill sets. When the role is critical to the smooth running of operations there is little time for settling in. People need to hit the ground running. The wrong person in the wrong environment is unlikely to stay, with potentially serious consequences.

Overcoming such challenges needs specialist recruiters, prepared to rise to the challenge. Individuals with the skill and determination to overcome any obstacles placed in their path. People with energy and drive who can think creatively to solve problems.

This is Millar Cameron. The recruiting solution.

Finding suitably skilled people who are a good fit in every sense.

What do we mean by people who are a good fit?

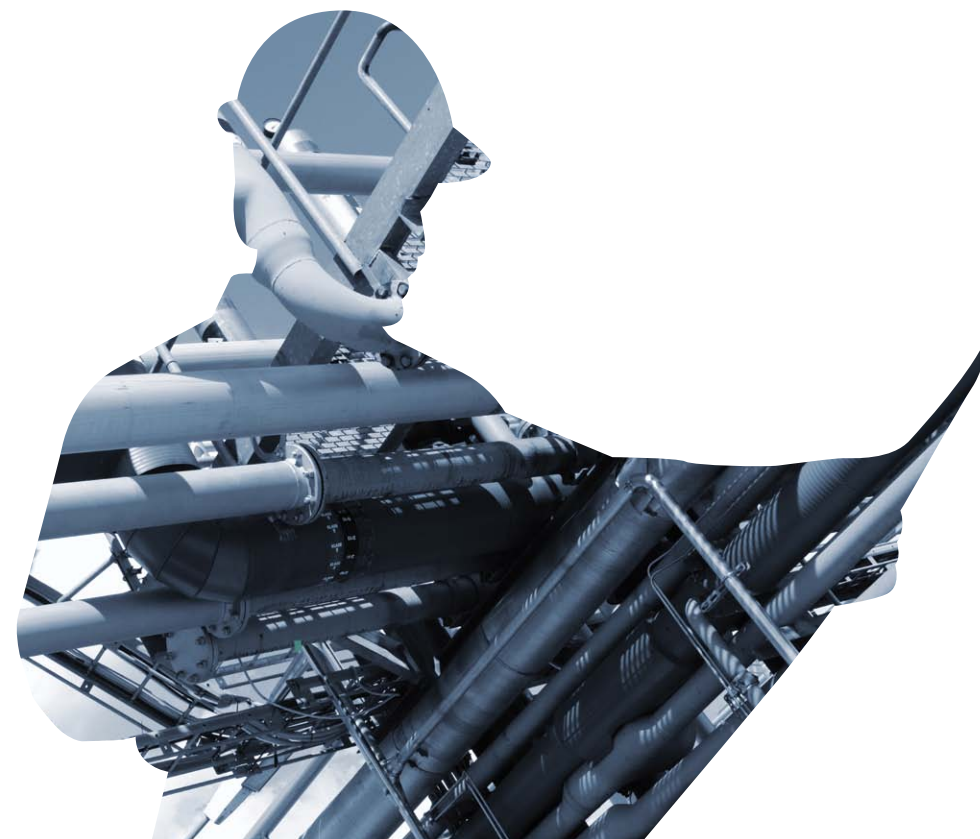
The starting point has to be the individual's skills to do the job, this goes without saying. They must have relevant experience in the same business sector or one with directly transferable skills.

Your candidates will need to understand the challenges of working in developing countries and emerging markets. More than likely they will have worked in a similar environment previously. They may well need specific language skills to work as part of a multi-national team. They will also need a good awareness and appreciation of cultural differences to be able to work alongside and manage a workforce with different cultures to their own and potentially each other.

If the individual isn't a good fit then they won't perform, the business will suffer and usually they won't see out the contract. The worst-case scenario for everyone concerned.

These are demanding briefs when it comes to recruiting skilled people – exactly the type of brief we relish.

Millar Cameron finds highly skilled people to fill operationally critical roles in a range of specialist business sectors.



Millar Cameron's ability to significantly reduce our retention issues has given us the confidence to plan further projects in Africa.

Current Asian agribusiness client



Enabling business expansion by solving retention problems.

One of France's largest construction companies approached Millar Cameron to help solve their staff retention problems within their mining operations in French-speaking Africa.

Our own French-speaking consultants got to work and, through market intelligence and research, quickly identified key companies to headhunt from. This, twinned with database searching, intelligent advertising, network referrals and social networking enabled us to generate strong shortlists for production, logistics and mobile plant personnel.

With French-speaking candidates from Europe, North Africa and Canada, the complicated logistics of face-to-face or telephone interviews within different time zones were all handled by our team.

References and medicals were all managed by us during the pre-deployment phase.

As a result, the retention issues were greatly reduced, providing greater operational efficiency and stability for our client. This, in turn, gave them the confidence to expand their operations within Africa, where we continue to provide them with an ongoing stream of high quality mining professionals.

Taking the time to understand what is wanted. The experience to know what is needed.

We take the time to listen carefully to what our clients tell us they need. We consult with them and help to identify the objectives behind their requirements. Our experience in many comparable situations has taught us what works and what doesn't.

We have built up a wealth of experience in the sectors our clients operate in. We have an intimate knowledge of the countries where they need to place key staff – some 80 countries to date.

We know how things work on the ground – the skill sets the candidate will need; the most useful language skills for the nature of the workforce; the cultural issues to be aware of and what to avoid.

All these factors combine to enable us to advise our clients on the best approach to achieving their business aims.



Millar Cameron works closely with a range of business sectors within developing countries and emerging markets.

Agribusiness

Our wealth of experience placing candidates in remote locations sees us now recognised as one of the leading recruitment specialists for agriculture and agribusiness – arable, palm oil, rubber, brewing, flour milling, fruit, agricultural machinery and biofuels to name but a few. Roles as diverse as plantation managers, other management roles in maintenance, finance, logistics, plant and milling as well as brewery specialists and mechanics.

Agricultural Commodities

We work with many of the world's leading commodities companies, finding personnel who manage supply chains in soft commodities as well as specialists in production, sourcing, processing, marketing, distribution, transport and risk management. From a Finance Director for operations in Kampala to a Trading Analyst in Geneva, we have the network and experience to find the best talent.

Finance and Financial Services

Strong finance and accounting skills are particularly important within emerging economies where rates of growth are much greater than within the developed world. We recruit for numerous international organisations within Financial Services, FMCG, Agribusiness, Commodities, Logistics and Engineering, providing expatriates, interim personnel or recruiting locally or inter-regionally in roles ranging from Finance Directors, Financial Controllers, Consolidation Managers, Internal Auditors to Finance Analysts.

FMCG and Food Production

Growing populations, steadily increasing GDP and the consequent higher standards of living are all placing new pressures on the food production and FMCG sectors. Language barriers, staff retention and isolated working

environments all present specific human resource obstacles. Millar Cameron's specialist desk fills a wide variety of roles including General Managers, Commercial Managers, Industrial and Plant Managers, Logistics Managers and Finance Managers.

Infrastructure

Emerging markets are expected to become a \$7 trillion market by 2020. Infrastructure is fundamental to this growth. Millar Cameron has access to personnel involved in the design, construction and maintenance of projects across all aspects of infrastructure – road, rail, airports, ports, power and construction.

Logistics

Efficient logistics provide the key to growth in emerging markets, globalisation and the continued success of traditional hubs. We believe we have a unique understanding of this complex marketplace, supplying people in diverse roles, from container terminals and ports to freight forwarding (air, land and sea), project logistics, shipping, supply chain management, transportation, warehousing to 3PL and 4PL industries. Our global network of candidates spans the key international logistics hubs as well as more remote, less accessible areas. Whether you need a sales manager in Venezuela, a warehouse manager in Iraq or an MD in Nigeria, we can quickly find the right person.

Mobile and Fixed Plant

Many of our agribusiness, infrastructure and mining clients need help finding the right people for important roles within this specialist field. It could be a regional manager for your dealership in West Africa, a sales manager in Mozambique, or a Liebherr service engineer for your gold mine in Central Asia.

A highly personal, creative and intelligent approach.

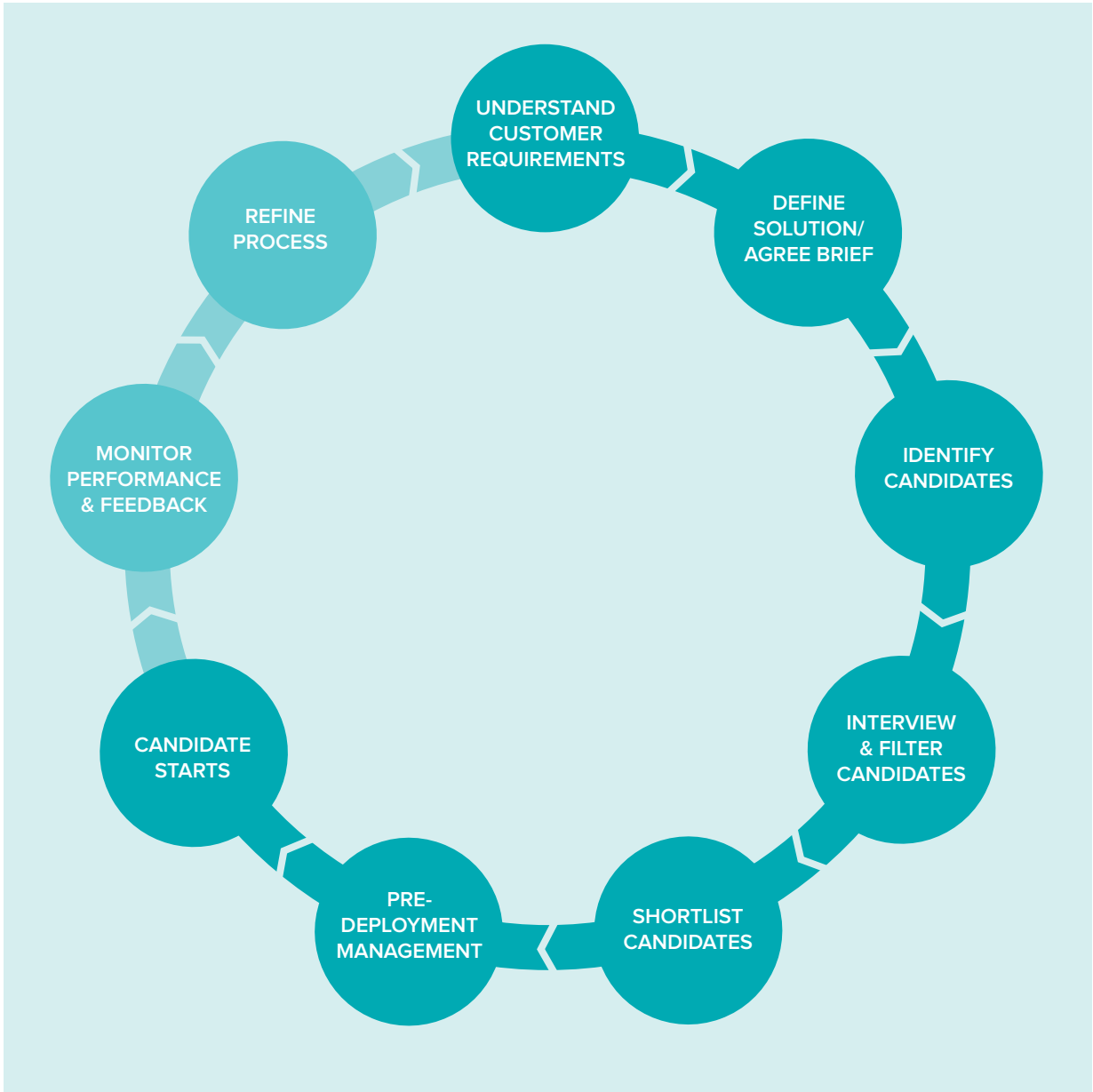
Our approach is highly personal, whether you are a client or a candidate.

Our clients need recruiters who care. Individuals who will take the time to understand and fully appreciate their requirements. People who will respond to their needs – frequently within very challenging timescales – providing profiles the same day if that is what’s needed.

At Millar Cameron we pride ourselves on being motivated individuals with the energy, drive and determination to rise to the challenge. Who know where to go to find the right answers. Who have the intelligence to think laterally and come up with creative solutions to the most taxing problems. Who understand intuitively what the

client needs and are able to filter the best candidates. Who can be flexible without compromising in the thoroughness of their approach and attention to detail.

In the same way that we get to know our clients, our people also get to know the individual candidates. They have come to trust us in the same way that our clients trust us. Unsurprisingly they recommend us to people they know, enabling us to build up a strong global network of the right calibre of person.



A tried and trusted process

Whilst our recruitment consultants are our greatest asset, we recognise the importance of supporting them with well-established processes that enable them to provide the very best levels of service that our clients demand.

Our process starts with gaining a deep understanding of the requirements, a clear definition of what is needed and an agreed project brief.

Our extensive network of global contacts, our large database of skilled individuals and our own creativity allow us to identify potential candidates, filtering them down to a shortlist of the best and most suitable individuals. Managing the final selection and pre-deployment right up to start date.

Finally, performance is monitored and feedback sought from all parties so that we can continue to refine and improve our process.

A culture of support, driven by results. That's what people value about Millar Cameron.

We are motivated to do the right thing at all times for each and every one of our clients. Success is easily measured. Did we find the right person and did they remain with the company? However, we know that there are so many other important measures in providing a service.

At Millar Cameron we sum this up in one word, support. We support our clients – the organisations we work with and their business goals – but most importantly we support the individuals we work with on a regular basis within those organisations. Providing these individuals with the best service in all respects is fundamental to the way we do business.



Additional specialist services

As part of our broader offer, Millar Cameron also provides specialist services and areas of consultancy:

- market mapping
- tender & bid HR mapping
- client recruitment process evaluation
- visa applications
- pre-deployment medicals
- background checks
- psychometric testing
- security clearances
- travel co-ordination



I trust Millar Cameron to find me the best people. That means people who know the business, will be able to quickly make an impact and who also know what to expect in sometimes challenging conditions.

Current European infrastructure client



Millar Cameron – our background

Established in 2007, Millar Cameron has quickly made a reputation for itself by tackling the most demanding recruitment challenges. We frequently find and place individuals in key roles where other recruitment firms struggle because of the difficulties of working in such environments. We have made a speciality out of working in such environments. Our ability to find good quality people, not just with the necessary skills but also the experience and mental fortitude to work in environments such as Iraq, Gabon and Brazil, has helped us to build a reputation as the recruitment consultancy able to overcome the most demanding challenges.