



Miller Black
Associates

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2014 Yearend Report to Clients, Candidates and Friends of the Firm

With deep thanks to all who have contributed to another successful year for us, here is a brief recap of how the year went:

New engagements booked during the year: 15, of which there were.....

Full searches: 10

Special projects (mapping, candidate development, research only): 2

Second candidates recruited under previous retainer: 3

Assignments completed: 10

Time to Completion: Average of 81 days, range from 63 to 150 days

Functions:

Chief HR Officer: 2

HR Business Partner: 4

Talent Acquisition: 3

Compensation: 3

Learning: 2

Compliance: 1

We welcomed the following **new clients** to the firm:

Broadridge Financial Solutions

Fidelity Investments

Higher One

Invesco

Pitney-Bowes

And were pleased to work again with **existing clients**:

Church & Dwight

David Barrett Partners

Guardian Life

KIPP Foundation

Mass Mutual

Memorial Hermann Health System

The outlook for 2015 is bright, as we have received several calls in the last two weeks of the year about potential new assignments to be launched after the holidays. We will adhere to our policy of limiting our workload to four full searches at any one time, in order to continue to provide quality, dedicated attention and commitment to each assignment.



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I extend my deep appreciation for the confidence our clients have shown in us, and for the opportunity to work on interesting and meaningful searches for companies with important missions; and to provide high-performing executives with opportunities for career growth.

Joanna B. Miller
December 31, 2014