

PEOPLE . PASSION . PERSISTENCE

MILLAR CAMERON

EXECUTIVE AND PROFESSIONAL SEARCH SOLUTIONS FOR THE *REAL ESTATE* SECTOR

Our dedicated team has a long and successful record of partnering with businesses who are focused on the development and management of real estate in Africa. We have supported investors, developers, asset management and construction businesses to identify and on board the leaders and technical specialists they need in order to achieve their long-term strategic objectives.

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 engaging with high calibre leaders and executives for a wide range of businesses and institutions across Africa. Our passion lies in identifying, developing and retaining talent in Africa and the diaspora, where incisive leadership and an understanding of developing businesses is crucial.

Our substantial commitment to Africa, and sector expertise 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.

MILLAR CAMERON *AND REAL ESTATE*

For the last 13 years the office, retail and mixed-use assets classes have been the most attractive investor led developments across the continent. However, this has been more recently complemented by the demand for affordable and moderately priced housing, data centres and industrial developments. In addition, Africa is at the forefront of the Property Technology evolution in order to connect communities, achieve transparency in transactions and build virtual reality solutions.

For our clients to achieve their objectives it is vital they are led by individuals who understand these trend changes and how to collaborate with the international investment community, local and regional governments and often complex land ownership structures.

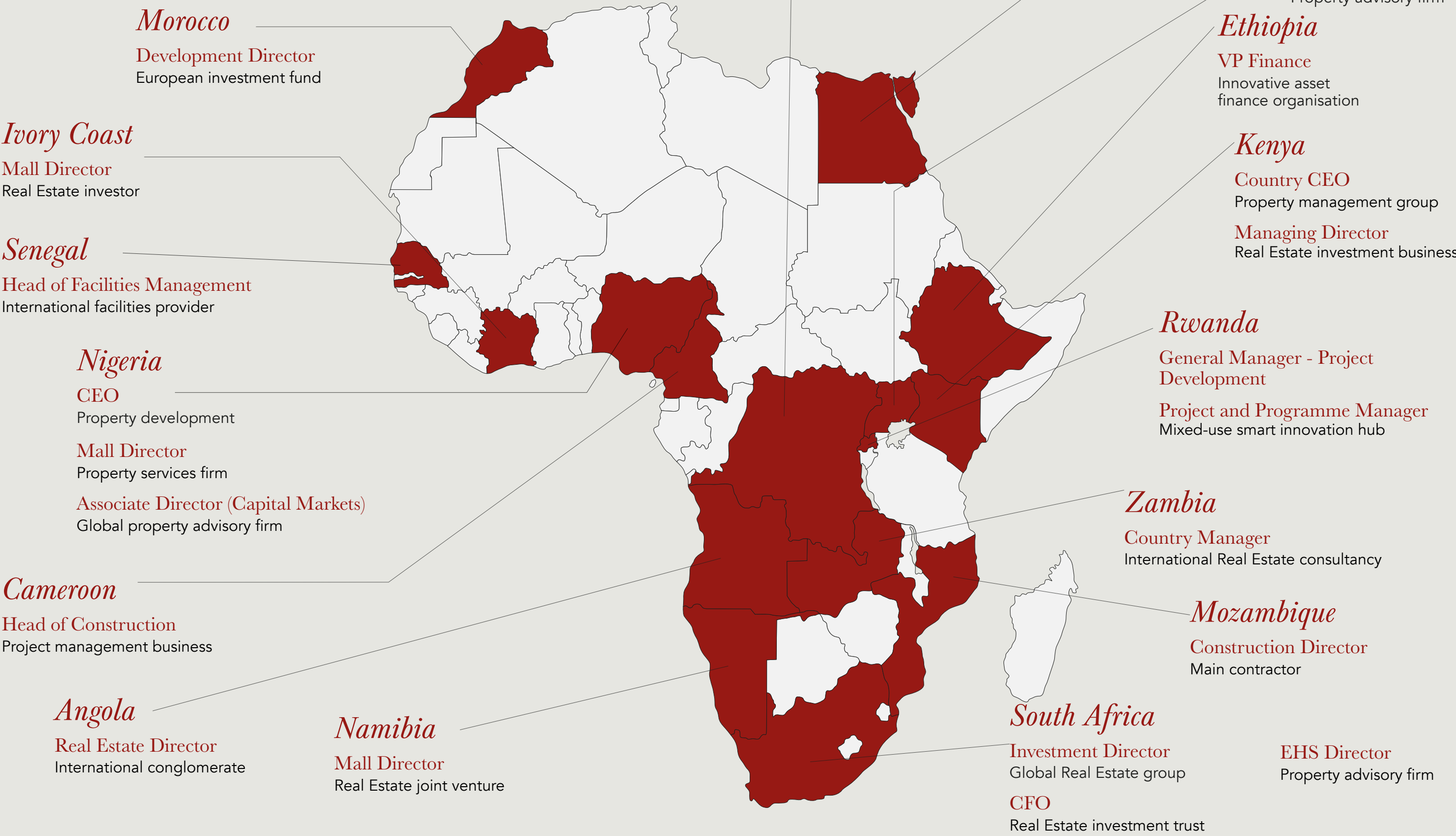
These unique leaders who have the necessary blend of expertise and characteristics are in demand and attractive to a wide range of sectors.

For over 15 years we have developed partnerships with firms in the Real Estate sector who understand that people are the vital element of growth in Africa.

For Millar Cameron to successfully complete our assignments we have built a deep understanding of these dynamic market conditions and how to source and recognise leaders that are able to adapt to succeed on the continent.

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

A HISTORY OF CONTINUED SUCCESS





UNDERSTANDING REAL ESTATE

At Millar Cameron we are dedicated to understanding the dynamic nature of the Real Estate sector in Africa. The population of Africa is predicted to grow to 1.1 billion in 2050. This will drive greater demand for consumer and business expenditure est. \$6.7 trillion by 2030. In conjunction with a rapidly increasing rate of urbanisation, the Real Estate sector must remain competitive to respond to the changing demands on firms constructing and managing building asset across the continent.

In the last few years there has been a growth in the number of international developers and funds in Africa, this has led to market segmentation. For example, there are now global leading investors such as Kasada Capital Management, committed to the hospitality market or Black Ivy who are developing housing projects in West Africa and seeking to expand across the continent.

Millar Cameron has been responding to diverse talent requirements in this market for over 10 years. We have identified leaders who can

generate value across the construction and real estate value chain, whilst at the same time building local capacity.

The traditional office, retail and hospitality asset classes will continue to access investment. However it is vital that Millar Cameron is able to respond to the impact of innovation in the sector and increasing technology and connectivity on the continent. Africa reflects global trends such as the adoption of innovative “PropTech” services and the increased need for data centres.

This is evident in areas such as transactions and facilities management, allowing for much greater transparency and data collation.

Our clients recognise that the Real Estate sector across emerging markets is rapidly evolving, bringing challenges and creating greater opportunities. We continue to support our international and African partners as they seek to attract best in class talent.

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 Real Estate, 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.



FIVE STEPS TO RECRUITMENT SUCCESS

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

1. 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.

2. 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.

3. 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.

4. 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.

5. 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 organisation to contribute to a fully connected Africa. Our market knowledge and established regional network allow us to add value to your search.



Hamish Scragg
Senior Consultant

"African Real Estate is at an inflection point. With growing requirements for affordable and safe housing for the growing population and with increasing demand for high spec living for the growing middle classes the residential sector continues to be a focus for investors. Hospitality continues to be a major employer and economic driver for several countries and high quality guest experiences are in-demand. Commercial office and retail continues to change to fit cultural trends of a young population. And there is growth in new asset classes such as logistics parks tapping into the e-commerce boom and industrial zones for export of commodities. As a result, the demand for skilled professionals who can excel across the value chain remains strong."



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
- Power and Infrastructure
- Financial and Professional Services
- Consumer
- Private Equity
- Technology & Telecommunications
- International Development



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