

PEOPLE . PASSION . PERSISTENCE

MILLAR CAMERON

EXECUTIVE SEARCH & RECRUITMENT SOLUTIONS FOR THE POWER AND INFRASTRUCTURE SECTOR

Our Power & Infrastructure team has a long and successful track record of working in partnership with businesses across the conventional and renewable energy value chains. We have helped investors, developers, operators and a wide range of service providers to identify and recruit the leaders needed to achieve long term sustainable growth. We have helped to build some of the most successful power development platforms on the Continent.





AN INTRODUCTION TO MILLAR CAMERON

‘Our team has a strong track record of sourcing the right people for senior executive or non-executive positions internationally and particularly in Africa.’

Millar Cameron is an executive search and recruitment 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 search and recruitment solutions across the Continent.

Our Power and Infrastructure team has formed lasting partnerships with clients of all sizes, from early stage entrepreneurial off-grid generators to large, multinational energy utilities. They have also worked with the international investment community, development finance institutions and ambitious private equity firms.

POWER AND *INFRASTRUCTURE*

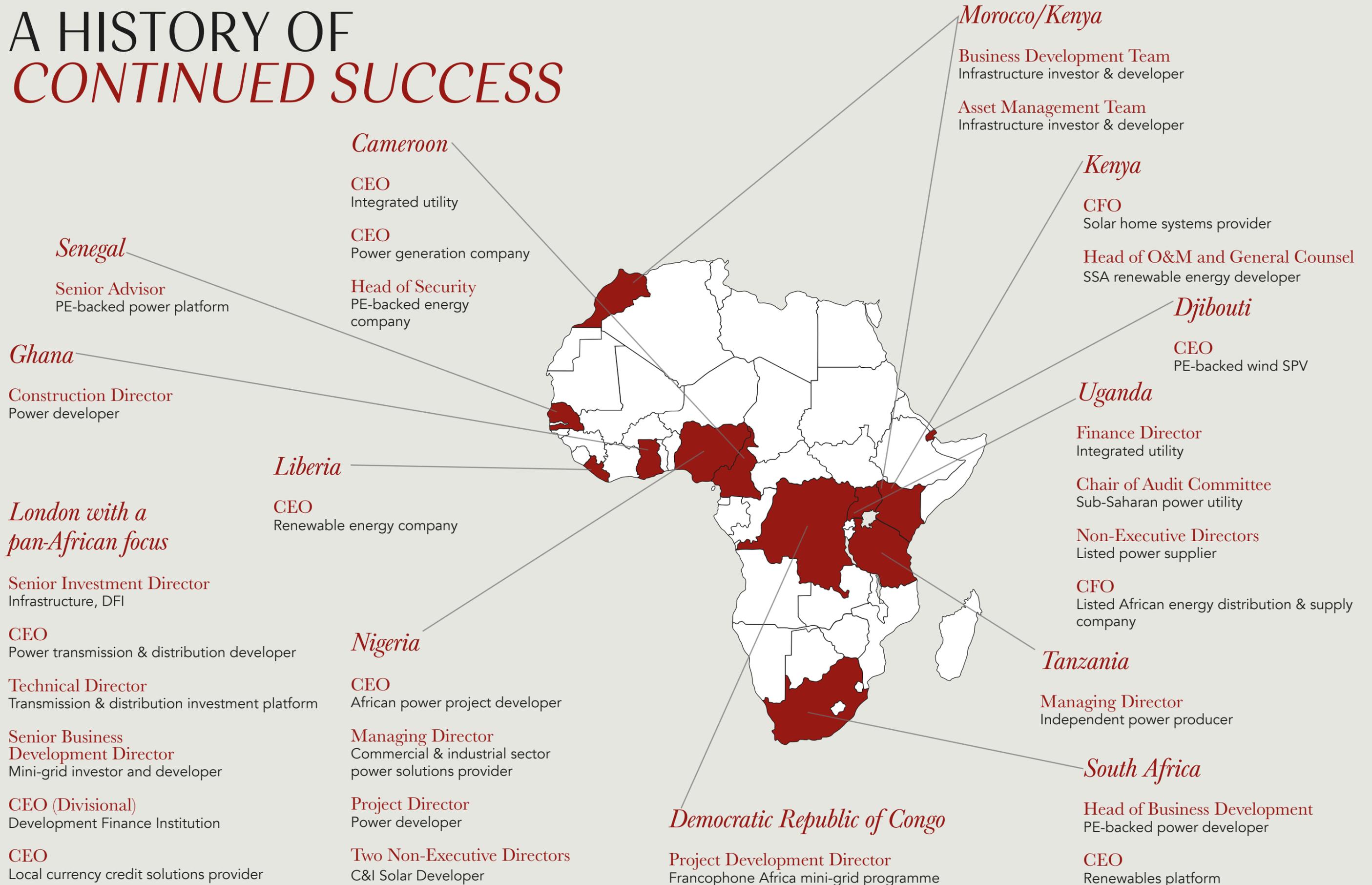
The emerging markets Power sector has traditionally relied on a complex network of inter-relationships between governments, communities, developers, operators and sources of finance.

To deliver new power generation capacity on the African continent, it takes a thorough understanding of these inter-relationships as well as determination, perseverance and patience to reach financial close or move into operations. Leaders with the right combination of these skills and qualities are in high demand and recruiting both locals and expatriates is challenging.

Fortunately, a combination of market knowledge and an extensive network of contacts in the industry together with an experienced in-house research team and the latest search tools, enables Millar Cameron to identify and present shortlists of strong candidates from which our clients are able to make first class appointments.



A HISTORY OF CONTINUED SUCCESS



UNDERSTANDING *POWER AND INFRASTRUCTURE*

‘600 million people in Africa have no access to energy and many millions of others experience intermittent, unreliable or unaffordable supplies of electricity.’

Rapid economic and population growth in Africa, particularly in the Continent’s burgeoning cities has profound implications for the energy sector, both regionally and globally. The stage is set for a new wave of dynamism among African policy makers and business communities, with falling costs of key renewable technologies opening up new avenues for innovation and growth. Chief among the challenges is providing universal access to reliable, modern, affordable and sustainable energy. How to do this is a crucial component of Africa’s Agenda 2063 strategic framework for the Continent’s future and to achieve global sustainable development goals. Additionally, realising the potential of the Continent’s natural gas and mineral resources presents another key challenge.

Over the past decades, the focus for the industry has been the financing, development and construction of thermal baseload generation capacity but with a reduction in the cost of renewable energy technologies and pressure to reduce carbon emissions, there has been a rise in the development of renewable energy projects in Africa. This shift has demanded different skills and opened the market to new international players as well as a raft of smaller, more entrepreneurial, local businesses.

Despite the increase in renewable projects and additional supply, many African communities remain unserved by grid access. For these communities, the prospect of capital-intensive grid extensions remains a remote, expensive and politically sensitive ambition. With demand for power growing, off-grid, mini-grid and home solar solutions are attracting substantial



investment and creating a burgeoning demand for skills and expertise in power project development, construction and operations.

As governments respond to the demands of their electorate and strive to deliver the power needed to drive the economic growth of their countries, so they have to invest in their power transmission infrastructure and address the complexities of power distribution and supply. Investors are recognising that to realise the investments made in developing generation capacity they have to get power to those who can use it productively. Huge amounts of capital are required to refresh and extend the grid infrastructure. In turn, this investment will create jobs adding pressure to the demand for skills and experience.

Furthermore, the burgeoning use of mobile telephones on the Continent and the explosive growth in the demand for digital content, partially accelerated by the COVID-19 pandemic, is driving substantial investment in digital infrastructure. This infrastructure, primarily in the form of power-hungry data centres, places further pressure on the sector for capability and talent.

2021 promises to be a year of continued investment, growth and opportunity in the African power sector driven by changes in generation technology, demand from ambitious consumers and businesses and the need to address pressing environmental and climate change challenges. Millar Cameron continues to support its international and African clients as they recruit the best talent from across Africa and globally.

HOW WE *CAN HELP*



‘Our dedicated and specialist Power & Infrastructure team bring to bear their many years of experience, market knowledge and consultative approach to add value to your search.’

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

to Power and Infrastructure and an extensive network of senior professionals devoted to tackling them, Millar Cameron is expertly positioned to advise on matters such as diversity and inclusion, 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:

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 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 has a strong track record of sourcing the right people for senior executive or non-executive positions particularly in Africa but also internationally.



Tim Beckh, Partner

Tim has over 20 years' experience in executive search during which time he has worked extensively in the power, infrastructure & construction, technology & telecoms and professional services sectors. His career has seen him work with a wide range of clients in the UK and Europe and in the past 10 years, in Africa where he has handled projects in Cameroon, Nigeria, Ghana, Liberia, Uganda, Kenya and South Africa.

Tim has completed a particularly broad spread of assignments including board and non-executive appointments for African utilities, senior finance and commercial positions in listed software and telecoms businesses, investment professionals for PE and development finance institutions and heavy-weight project & programme directors for leading construction companies and infrastructure asset owners.

He holds a MA in Political Economics from the University of Aberdeen.

"It's hugely rewarding to see our clients grow under the direction of the leaders we place with them, especially in the power sector where their efforts impact the prosperity of so many."



Jayne Maxwell, Partner

Jayne has a long track record in finding senior executives and board members in the international energy sector, particularly in Africa. She has worked predominately in Sub-Saharan markets for 20 years and is one of the executive search market leaders in power, renewables and infrastructure.

Functionally, her work has covered most senior management disciplines and regularly involves finding and placing people locally and internationally across the continent for a wide range of clients. Most of her searches involve relocating people cross border as well as addressing diversity and sustainability challenges.

She graduated magna cum laude from Middlebury College, Vermont, USA and was the winner of the Thomas Watson Scholarship which enabled her to carry out anthropological research in South East Asia.

"Searching for senior executives and future leaders in Africa is a privilege and an exciting challenge that I want to continue be part of in recruiting top level talent"



Justin Wharton, Partner

Justin has over a decade of experience recruiting senior leaders in the energy & natural resources sectors across the EMEA region, with a clear focus on Africa facing appointments.

He has completed a range of senior searches spanning Board, CEO, CFO, COO, Managing Director and General Manager positions across a range of functions: commercial, investment, corporate, operational and technical for listed and privately-owned businesses.

Prior to working in recruitment, Justin spent 15 years in sales and marketing roles within manufacturing and design businesses.

He holds a BA in Geography from Newcastle University.

"Searching for future leaders and top-level talent in Africa is a privilege requiring tenacity, creativity and humility."

ADDITIONAL SOLUTIONS

We have represented
136 nationalities in
our shortlists

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
- Financial and Professional services
- Consumer
- Private Equity
- Industrial



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