

PEOPLE . PASSION . PERSISTENCE

MILLAR CAMERON

EXECUTIVE AND PROFESSIONAL SEARCH SOLUTIONS FOR THE *TMT SECTOR*

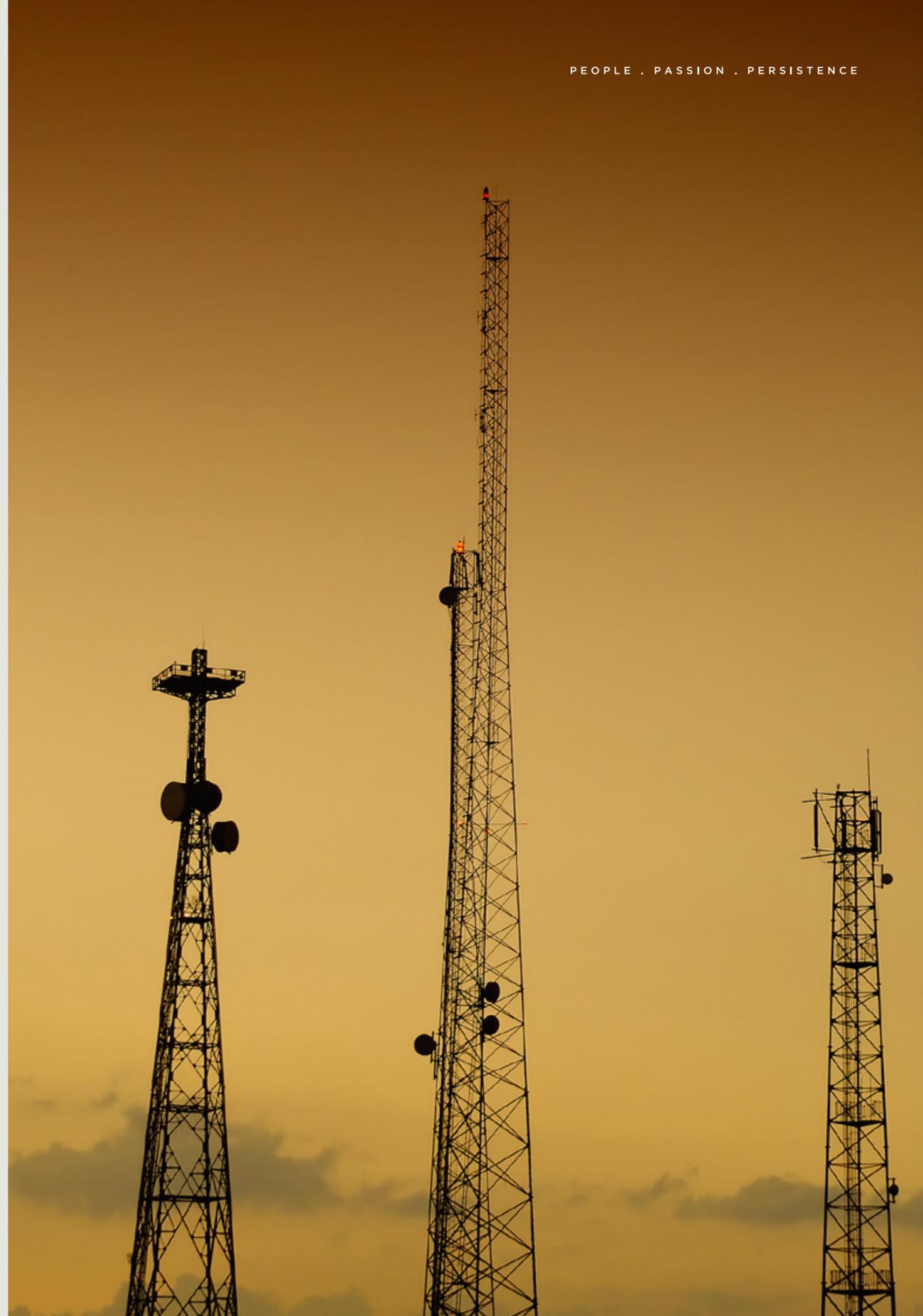
Our experienced TMT team works with organisations that are contributing to a fully connected Africa, working towards complete digital and financial inclusion. We enable you to identify professionals to drive innovation across TMT.

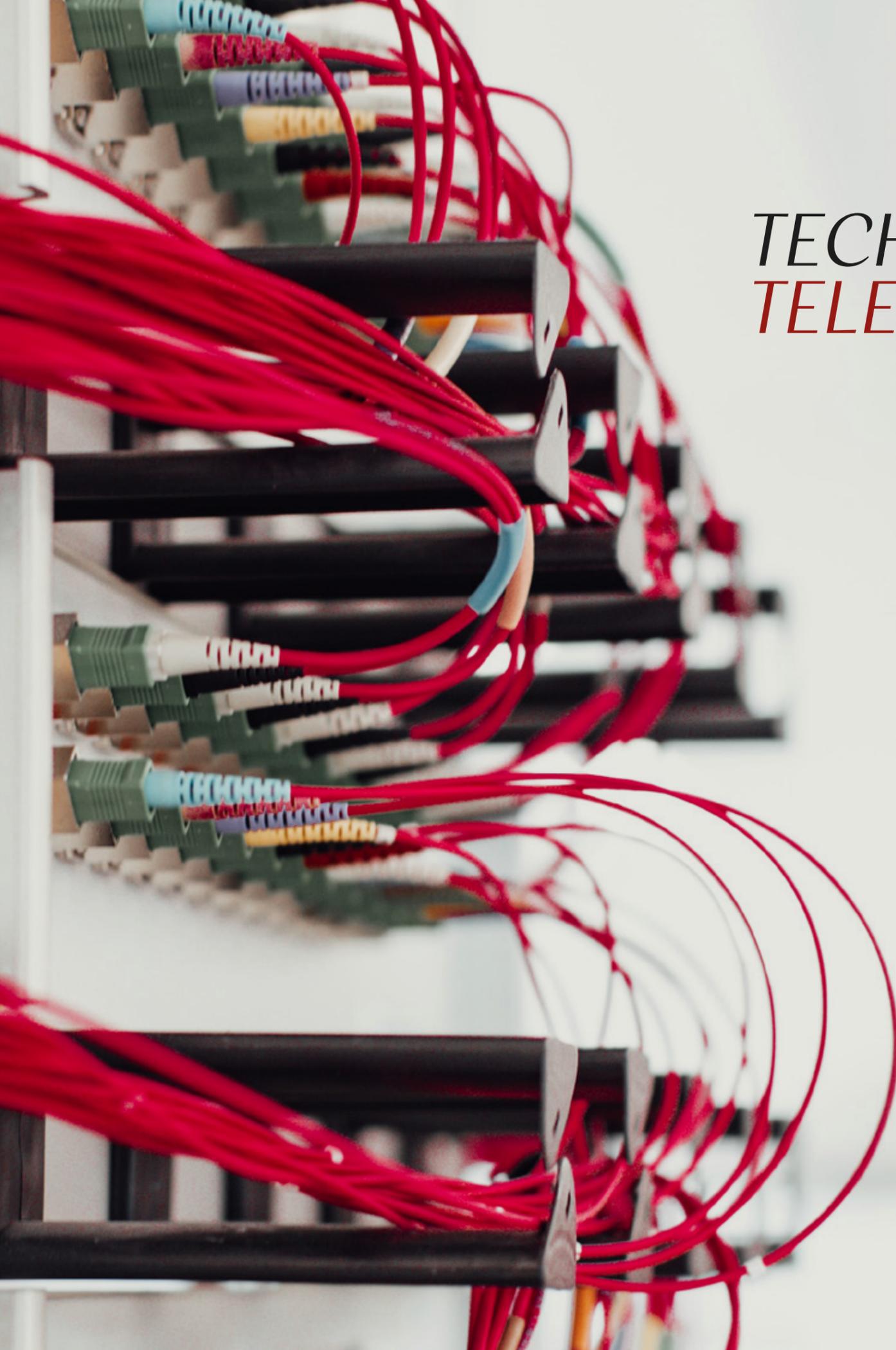


AN INTRODUCTION *TO MILLAR CAMERON*

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.





TECHNOLOGY, MEDIA AND TELECOMMUNICATIONS

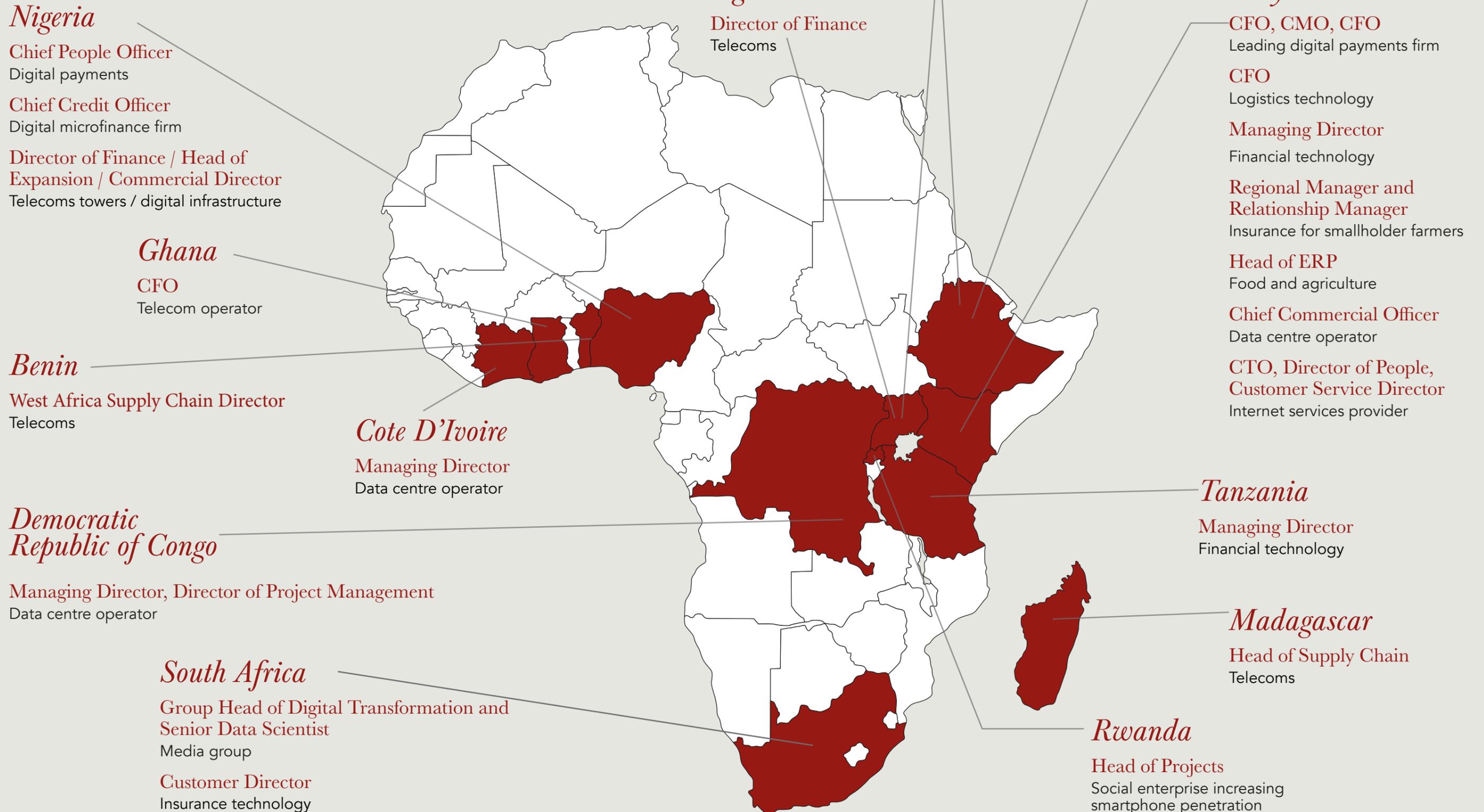
There is little argument that TMT (Technology, Media and Telecommunications) has had a significant effect on the socio-economic development of Africa and will continue to do so. Increasingly African companies and entrepreneurs are attracting global capital investment and international corporations continue to focus on Africa as a key growth market.

The African continent continues to evolve with urban growth and an increasingly young population driving demand for new digital services such as technology driven microfinance, mobile money, alternative energy, data centres, apps, health tech, e-gov, OTT services, payTV, content production and gaming. This serves to

increase the need for secure and reliable network infrastructure and data storage facilities, an area which continues to be underserved, but attracting significant investment to increase capability and capacity.

The availability of suitable talent is a potential bottleneck to this sector's rapid development. At Millar Cameron we are able to support TMT leaders to identify the best in local and expatriate talent. We have the market knowledge, access to cutting edge recruitment tools and the in-house research capability to identify and present shortlists of world-class candidates, often to challenging timescales.

A HISTORY OF CONTINUED SUCCESS



UNDERSTANDING TMT

At Millar Cameron we are passionate about the crucial role technology has to play in the digital and financial inclusion of people across the African continent. With a growing and increasingly tech-savvy population in excess of 1.3 billion, the fact remains that over 60% remain unable to reliably access the internet, potentially disenfranchising them from financial, education, healthcare, communication and other essential services.

Digital consumers in Africa are amongst the most sophisticated in the world, embracing innovation and progress. Rising to this challenge are a new generation of digital entrepreneurs providing innovative and necessary digital services in fintech, agritech, healthtech, edutech and e-commerce. According to the IFC, Africa now hosts the majority of the world's digital financial service deployments, with almost half of the

world's 700 million individual users worldwide. Telecommunications operators across Africa continue to invest heavily in their mobile networks & data services and are further evolving to meet the needs of their consumers, promoting digital services and in some cases evolving into broader digital platforms, utilising their data networks to provide additional products such as financial services and OTT content.

Of course, for all this to be effective there needs to be a stable and encompassing digital infrastructure network of data centres, fibre networks, wireless towers and satellite services. Whilst metro areas are generally well served with 3G/4G networks, connectivity in rural areas remains inconsistent and insufficient. To this end there is significant and continuing investment to improve capability, connectivity and capacity.

As data consumption increases across Africa, the management and storage of that data is critical. Taking the example of data centres; the majority of investment has focused on hubs such as South Africa, Egypt, Kenya and Nigeria. However, there has been a sharp rise in local data centre development to meet the increasing demand for facilities to serve their home markets, decreasing latency and increasing access to premium data services for both consumers and businesses alike. Whilst we are seeing a surge in data centre construction, capacity still has some way to go to meet demand. The key challenge to data centre operators/developers includes access to sustainable, reliable energy sources and suitably qualified talent.

It is clear to us at Millar Cameron that Africa is one of the most exciting and sophisticated TMT markets in the world, but significant work remains

to address the challenge of digital and financial inclusion, especially amongst disadvantaged and rural populations.

Millar Cameron partners with clients who are striving to bridge this gap and works with digital entrepreneurs, established corporations, social enterprises and the investment community. We understand the hurdles that our clients are faced with when seeking to recruit professionals with highly sought after and niche skillsets to deliver crucial impact within digital industries. Our extensive network of talented professionals coupled with our understanding of your organisations aims allow us to guide you on recruitment decisions, advising on matters such as regional talent capacity and remuneration, and to ultimately source the most suitable and talented candidates for your requirements.

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 TMT, 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.



Conor O'Callaghan, Managing Partner

“In today’s world, connectivity is increasingly seen as a human right. It’s gratifying to see how African nations are embracing technology to decrease the digital and financial divide. By placing key leadership talent in the TMT sectors we are, in a small way, contributing to this change.”



Hamish Scragg, Senior Consultant

“Technology in Africa is growing at a fast pace creating significant opportunities across African societies. With this growth comes challenges for businesses to secure the talent required to continue leading technological development. It is hugely motivating and engaging to deliver quality assignments to Entrepreneurs, SMEs, Enterprise and Venture Capitalists powering economic growth and inclusion across Africa using innovative technologies. It is also a pleasure to build relationships with the technologists as our candidate base who build these technologies.”



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.

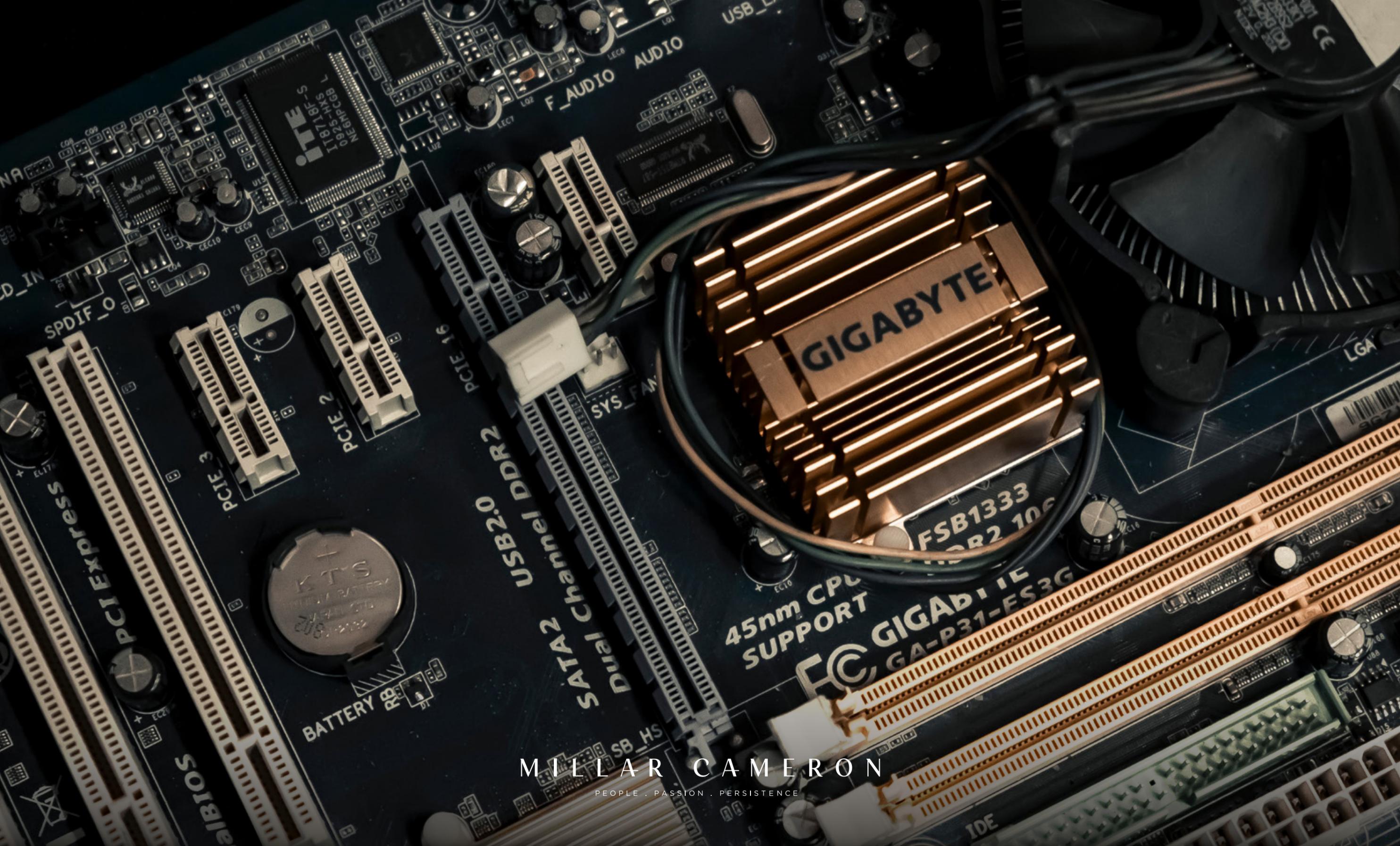
Equality, Diversity and Inclusion

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
- Power and Infrastructure
- Financial and Professional Services
- Consumer
- Private Equity
- Industrial
- International Development



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