



Candidate Briefing Document

The Private Infrastructure Development Group

Group Head of Human Resources

July 2021

| frazer jones
SPECIALIST SEARCH & RECRUITMENT

About The Private Infrastructure Development Group

The Private Infrastructure Development Group ('PIDG') is an innovative infrastructure development and finance organisation delivering pioneering infrastructure in the poorest and most fragile countries.

Our purpose

Our purpose is to combat poverty in the poorest and most fragile countries through pioneering infrastructure

Our vision

Our vision is enhanced provision of affordable and sustainable infrastructure services in low-income countries and fragile states in order to combat poverty and help economies grow. Financing for these projects should be increasingly sourced through local capital and credit markets; building capacity and resilience in frontier markets.

Our mission

Our mission is to operate at the frontier of infrastructure development in low-income countries and fragile states to combat poverty. We provide leadership, development capability, funding and finance solutions across the project cycle to support infrastructure provision that results in high development impact and develops local capacity and capability and the financing potential of local credit and capital markets.

Our history

Established in 2002, PIDG has addressed market failures that were prevalent in its target markets in sub-Saharan Africa and south and south-east Asia, by demonstrating to the market at large the commercial viability of private infrastructure investment in the poorest countries. These failures include:

Limited supply of long-term, foreign currency financing for infrastructure projects;

Lack of local currency financing options to support infrastructure, largely as a result of limited local capital market development;

Absence of bankable projects being developed by the private sector to facilitate private sector investment; and

Limited government capacity to support the development of publicly-originated infrastructure projects.

Notwithstanding significant changes in the market, many of the attributes that clearly differentiated PIDG when it was set up remain valid today, including our unique focus on infrastructure, our responsiveness to market changes and our agility and ability to address market gaps.

PIDG occupies a niche, where a large proportion of our activities take place at, near or even beyond the frontier of infrastructure investment where there are few or no other actors.

Our Business

Infrastructure is fundamental to progress and remains a key priority to promote social and economic development. PIDG is highly relevant, both today and looking forward, and is well placed to continue to address market failures by reinforcing its unique positioning in the market and ensuring that it contributes towards and remains additional to supporting the wider sustainable development goals.

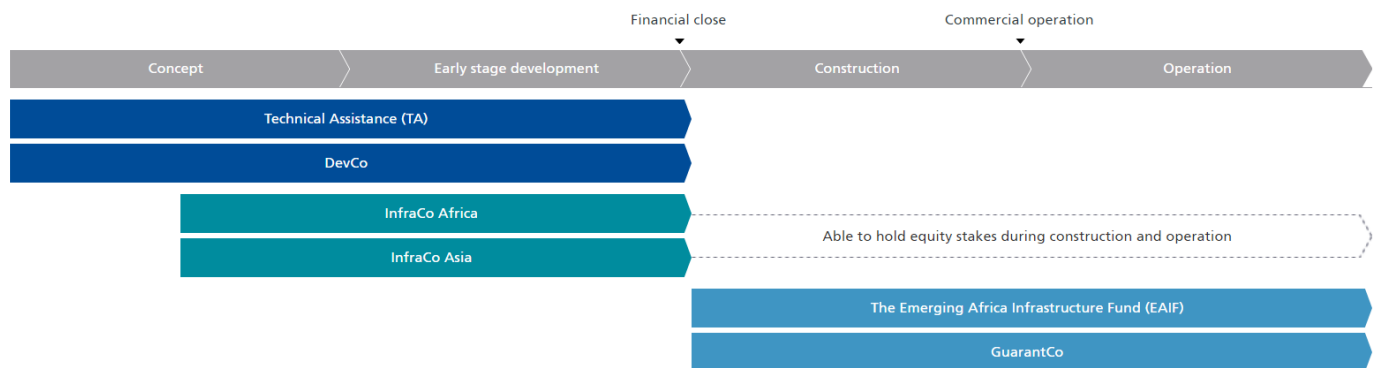
PIDG was established to address a series of market failures. Funded by six governments and the IFC and with an unwavering focus on pioneering infrastructure in the poorest and most fragile countries, we create impact by doing what others cannot or will not. Focused solely on infrastructure, we play a critical role in underpinning economic growth and improvements in people's lives. We utilise our public-private partnership business model to catalyse private sector investment in infrastructure where it is needed most.

Our pioneering approach has seen significant success. PIDG is now a sizeable organisation that enables private sector investment in infrastructure, drawing on over \$3.5bn of funding and over 16-years track record of leveraged funding: \$35.3bn has been invested by private sector investors and development finance institutions alongside PIDG's \$4.4bn commitment to infrastructure projects.

During this time, PIDG has delivered accessible, reliable and sustainable infrastructure across 171 projects, creating more than 250,000 long-term jobs and providing 217.7 million people with access to new or improved infrastructure.

Unlocking infrastructure investment opportunities

PIDG operates along the project life cycle and across the capital structure, to help projects overcome financial, technical or environmental challenges – creating investment-ready, bankable infrastructure opportunities.



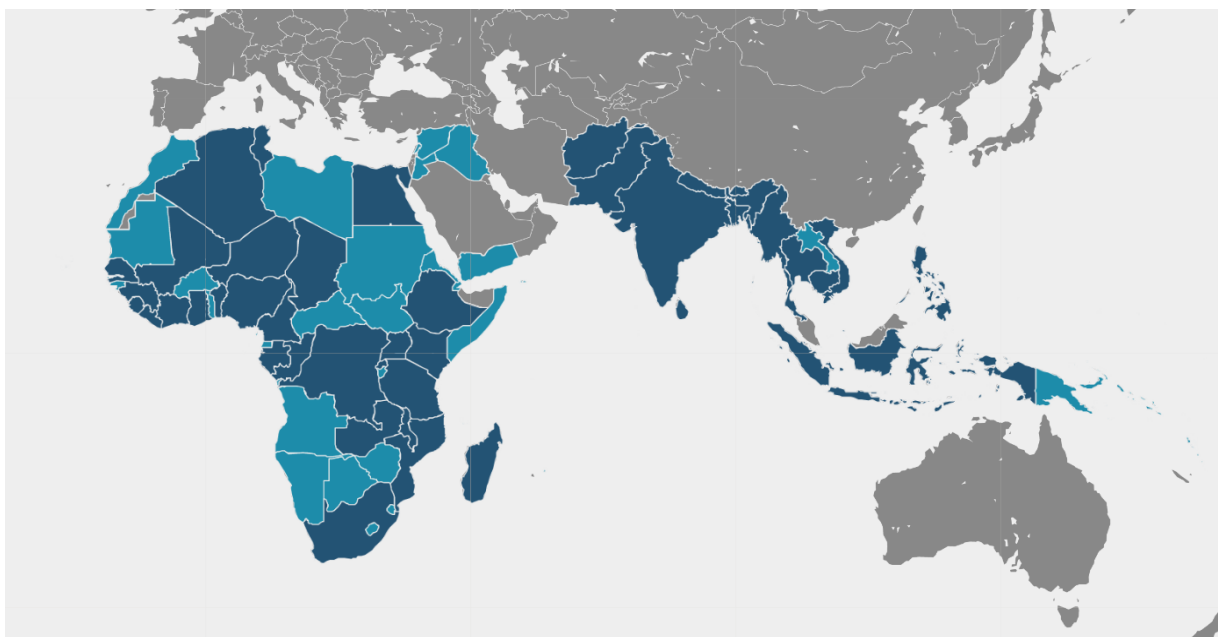
Where we operate

We operate at the frontier where other organisations cannot or will not yet go.

We focus on frontier markets, with our focus predominantly on sub-Saharan Africa and south and south east Asia.

This includes the poorest countries and fragile and conflict-affected states; poor regions of middle-income countries; early-stage projects that explore new approaches or technologies; projects that leverage private sector investment from new sources with the aim of moving the market; and other “first of a kind” projects.

We also select countries to develop frontier capital markets through the introduction of products which we believe can demonstrate scale and replicability and where we have the ability to move the market.



📍 Countries in which PIDG has supported private sector investment in infrastructure 📍 Countries where PIDG has a mandate and can work

Our companies

PIDG operates along the project life cycle and across the capital structure, to help projects overcome the financial, technical or environmental challenges, creating investment-ready, bankable infrastructure opportunities. PIDG delivers its pioneering infrastructure through three business lines that deploy a unique set of capabilities.



Technical Assistance (TA)

TA plays a central role in enabling PIDG to initiate multi-company programmes and centrally-driven initiatives that are not specific to a particular company and that align with PIDG strategic objectives.

Read more [here](#)



DevCo

DevCo provides advisory services to governments in the poorer (DAC I and II) countries to help them structure transactions that facilitate private sector participation in infrastructure projects.

Read more [here](#)



InfraCo Africa

InfraCo Africa provides responsible leadership in bridging the infrastructure gap in sub-Saharan Africa. Through early stage project development capital and expertise, InfraCo Africa is a catalyst for the private sector to invest in sustainable infrastructure projects in sub-Saharan Africa.

Read more [here](#)



InfraCo Asia

InfraCo Asia provides responsible leadership in bridging the infrastructure gap in south and south-east Asia. Through early stage project development capital and expertise, InfraCo Asia is a catalyst for the private sector to invest in sustainable infrastructure projects in south and south-east Asia.

Read more [here](#)



The Emerging Africa Infrastructure Fund (EAIF)

EAIF provides long-term foreign currency loans in sub-Saharan Africa

Read more [here](#)



GuarantCo

GuarantCo provides innovative local currency contingent credit solutions, including guarantees to banks and bond investors to develop local capital markets.

Read more [here](#)

Our Values

Our values are the principles that guide the way we work. They enable us and our people to succeed and be part of our success.

Opportunity

We fill market gaps in parts of the world where it is thought to be impossible; we provide equal opportunity in our activities and we prize diversity within our own organisation.

Accountability

We deliver. We take ownership when things do not go as planned and we lead with high ethics and environmental, social and governance standards. This includes the impact of our work on local communities and the environment.

Safety

We insist on a safety mindset and culture delivered through practical, locally relevant solutions because it is a matter of life or death.

Integrity

We are honest and transparent because it builds mutual trust and respect with all stakeholders.

Impact

We have a strong, positive and tangible effect on peoples' lives.



Our Board

A single, unified Board consolidates the group's governance structure, enabling clarity and unity of direction from the PIDG Ltd. Board and Executive team across the group; providing effective direction, guidance and control. Please click the links on their names for further information.



Andrew Bainbridge
Chair, PIDG Ltd.



Johan Bastin
Director, PIDG Ltd.



Patrick Crawford CB
Director, PIDG Ltd.



Yukiko Omura
Director, PIDG Ltd.



Tania Songini
Director, PIDG Ltd.



John Walker
Director, PIDG Ltd.

Our Executive Team

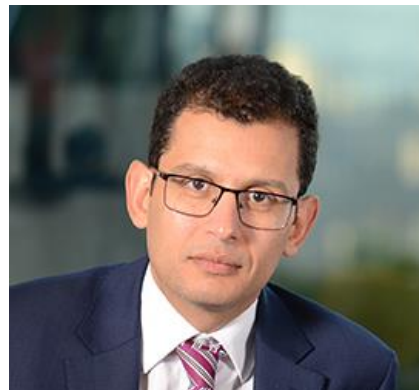
Please click the links on their names for further information.



Philippe Valahu
CEO, PIDG Ltd.



Mike Chilton
Chief Financial Officer, PIDG Ltd.



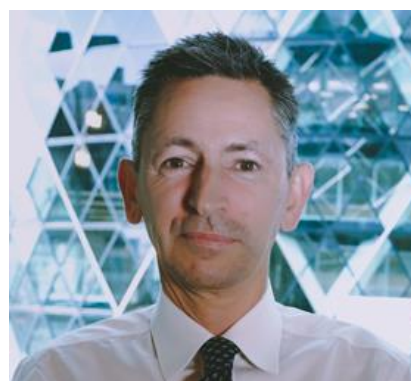
Layth Al-Falaki
Chief Risk Officer, PIDG Ltd.



Daniela Bauch
Chief of Staff, PIDG Ltd.



Marco Serena
Head of Development Impact,
PIDG Ltd.



Tim Streeter
Head of Investor Relations, PIDG
Ltd.



Cecilie Sørhus
Head of Communications, PIDG
Ltd.



Cameron Bain
Health, Safety, Environment and
Social Director, PIDG Ltd.

The Role

Group Head of Human Resources

Reporting to	CEO
Location	6 Bevis Marks, London EC3A 7BA
Travel Required:	Infrequent
Position Type:	Full Time

About the role

The Group Head of Human Resources has ultimate responsibility for human capital within the organisation. The Group Head of HR will be engaged in a wide range of areas such as resource planning and recruitment, succession planning, learning and development and employee relations. The Group Head of HR is expected to use their skill and experience to support all companies within the PIDG group on matters relating to HR, coordinating closely with each company's HR function. The Group Head of HR will support the CEO and other Senior Managers.

Job Description

Role and Responsibilities

Strategic

- Development of a clear HR strategy aligned to the Group's ambition and strategic direction.
- Be a source of guidance to the HR teams across the Group, embedding the group's values and behaviours.
- Deliver strategic, performance driven, innovative leadership across the Group.
- Lead on people, culture and OD strategy for the Group and ensure its effective delivery.
- Encourage a visible and active commitment to equality, diversity and inclusion and making sure that PIDG Ltd is compliant with regulations and legislation.
- Co-ordinate remuneration policies across the Group and advise senior management and Board on staff salaries in reference to external benchmarks.

Employee Relations

- Lead on all onboarding activities of new staff in PIDG Ltd – including assessing role profiles, remuneration ranges, and overall process; working across the Group to ensure a consistent approach to onboarding.
- Update and review HR policies, procedures and guidelines and enforce organisation values for PIDG Ltd.
- Give counsel and oversee complex employee relations issues across the PIDG companies such as grievance and disciplinary cases, and manage difficult cases with professionalism.

Recruitment, Retention and Engagement

- Devise a recruitment strategy for PIDG Ltd and oversee its implementation. Interview senior hires where necessary.
- Working with all group companies, develop and deliver a coordinated approach to performance management across the Group, enabling a consistent methodology of identifying and promoting talent across the group.
- Working closely with the ExCo and senior managers, develop group-wide Succession Plans and provide support and coaching to relevant managers in PIDG Ltd to deliver on the Succession Plans.
- Working with all PIDG companies, develop and implement an employee engagement programme which enhances the employment experience of all employees within the Group.
- Support the Group to develop and deliver appropriate training / personal development tools required to deliver the strategy.

Stakeholder Management

- Represent the HR department consistently and with professionalism - facing the Executive team, Board, PIDG companies - or their manager- and workforce with confidence and skill.
- Proactively engage all the PIDG companies and third-party managers to explore opportunities for collaboration on HR related initiatives, and where appropriate to harmonise HR policies to ensure a consistent approach across the group on HR matters.
- Act as a sounding board for any HR-related matters within the Group.
- Proactively engage with the third-party managers of GuarantCo and the Emerging Africa Infrastructure Fund and Chair a HR Working Group (to include the Heads of HR/representatives from the third party managers).
- Align Talent Management procedures across the PIDG companies, and facilitate the sharing of resources and emerging best practises from around the Group.
- Champion change initiatives and special projects getting buy-in from board members, the Executive Committee and Senior Management.

General

- Lead on HR-related projects within PIDG Ltd and the wider group of companies, ensuring where relevant that consistent systems and procedures are in place.
- Control the HR budget and report on current and future staffing costs and initiatives.
- Translate key data into an effective and commercially focused HR and people strategy, working with senior management and influencing them on the best course of action.
- Provide PIDG Ltd information on key performance metrics such as staff turnover, cost per hire etc.
- Champion a performance culture and continuously review productivity and employee development, making recommendations for improvements.
- Working closely with the Gender Equity, Diversity and Inclusion Taskforce (GEDI), ensure that policies and procedures reflecting the diversity agenda is successfully implemented across the Group, ensuring equality and inclusivity is promoted.
- Ensure legal compliance is met in all HR activities.
- Constantly review and improve employee safety, welfare, wellness, and health.

Qualifications and Education Requirements

Skills

- Excellent communication skills and attention to detail.
- Ability to build strong internal relationships.
- Proven ability to operate in a fast-paced, complex, geographically diverse organisation, ideally with experience of working with organisations in Africa and/or Asia.
- Able to work to deadlines and adapt to changing conditions.
- Ability to generate effective and pragmatic solutions to new situations and problems as they are presented.
- CIPD qualified.
- Strong working knowledge of UK employment law.

Experience

- An experienced HR professional with a proven track record in international HR operations, comfortable working with senior leadership in an organisation.
- Deep and broad understanding of employment law, employee relations, talent management, compensation and benefits.
- Experience of influencing senior managers and driving an HR strategy.
- Previous experience of managing an HR team

How to Apply

Please send your CV, along with a covering letter, to emmadavies@frazerjones.com.

The Frazer Jones team



Ben Wood | Partner, UK

I head up the Financial services business within Frazer Jones. As a team we recruit into the following areas, generalist HR, Talent Acquisitions, Talent/Learning & Leadership across a diverse range of Financial Service organisations. Personally, I'm focused on recruiting Senior HR appointments, having delivered a number of HR Director mandates, across firms which span private equity, Hedge funds and Asset management sectors. I'm fully committed and focused on building out the Frazer Jones offering within this space not only within the UK but ensuring we take full advantage of a very powerful and Global Financial services offering.

I have been recruiting within the HR sector since 2005 and have supported organisations across all sectors. For the last 10 years my focus has been exclusively into the Financial & Professional Services market. I have recruited for a number of HR Director appointments and personally set up an HR Director round table group designed for buy-side clients. This group has been running for the last four years.

I have always prided myself on my ability to develop client relationships and have also pushed myself to drive business development opportunities for both myself and the wider team. Individually and collectively I have driven a number of breakfast group round tables which we are very proud to offer our clients.

benwood@frazerjones.com



Jon Coles | Associate Director

Since I joined Frazer Jones back in 2016 I have been focused on recruiting HR professionals for permanent roles into the Financial Services sector. Throughout my time at Frazer Jones I have partnered with a wide range of businesses from top tier global banks, insurance firms throughout the Lloyds of London market and small boutique asset managers, hedge funds, investment banks and private equity firms. I have successfully recruited for a wide range of HR roles from: Generalist HR, Talent Acquisition, Employee Relations and Learning, Development & Talent roles. I have also been responsible for driving our Financial Services roundtable networking groups for HR Business Partners and Talent Acquisition professionals which has allowed me to build a fantastic network across the London HR Financial Services market and beyond.

joncoles@frazerjones.com



Jen Redman | Senior Consultant

I specialise in the recruitment of mid to senior level HR professionals within the financial services (FS) market in London. Across FS we specialise in HR generalist positions, internal recruitment, learning & development and employee relations positions.

Prior to joining Frazer Jones, I worked for a global recruitment giant in New York City, specialising in investment management and private equity recruitment across North America. I have similarly worked in this market within a plc and a boutique business in London. I have garnered a great interest in the buy side and am able to use this to add unparalleled service to my clients with a strong technical understanding of this complex area.

I have a keen interest in politics and current affairs; how macro politics and economics affects the financial services recruitment landscape. It is great to take an active role in being able to add value and help shape this landscape with such a direct impact. I value clarity and transparency in any recruitment process and am committed to providing this service to candidates and clients alike.

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Contact us

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