

Building leadership capability during organisational transformation

*How Millar Cameron helped FSC strengthen
organisational capability through executive search,
embedded recruitment support and talent advisory*

5+ year partnership | 15+ roles delivered | C-suite to specialist appointments

*5+ year
partnership*

Partnership across FSC and
the FSC Indigenous Foundation

*15+ roles
delivered*

C-suite to specialist appointments
across both organisations
in the last 18 months

*Executive search, recruitment
support & talent advisory*

Retained search, embedded recruitment
support, competency design and
workforce planning

About FSC

The Forest Stewardship Council (FSC) is an international non-profit organisation that sets standards for responsible forest management and sustainable timber production. FSC also established the FSC Indigenous Foundation, focused on advancing Indigenous Peoples' rights and supporting sustainable forest-based solutions.

The Challenge

During a period of growth, FSC was recruiting across multiple functions, regions and leadership levels simultaneously. Many of the positions were newly created or significantly redesigned, requiring individuals with deep functional expertise alongside the ability to operate effectively within a complex stakeholder environment.

The target talent pool sat at the intersection of sector expertise and international development experience. Identifying suitable candidates required proactive international search across Europe, Africa and Latin America, often in multiple languages.

At the same time, several senior recruitment processes were running concurrently across different functions and hiring managers. Some involved both internal and external candidates, creating a requirement for a consistent, transparent and objective assessment process.

With limited internal recruitment capacity and increasing hiring demands, FSC needed a partner able to provide immediate delivery support while also contributing to longer-term organisational development and talent planning.

Why FSC chose Millar Cameron

FSC needed a partner that understood not only its mission, but also the complexity of operating within a global, multi-stakeholder organisation.

Having previously supported both FSC and the FSC Indigenous Foundation, Millar Cameron had already developed a strong understanding of the organisation, its stakeholder environment and the specialist talent markets it needed to access. This enabled search assignments to move quickly while maintaining a high level of rigour and alignment with organisational priorities.

As hiring demands increased, the relationship expanded beyond individual search assignments. FSC required a partner capable of delivering senior appointments across multiple functions and regions simultaneously, while also providing additional recruitment capacity, objective assessment processes and broader talent advice.

Millar Cameron combined executive search expertise with embedded recruitment support, competency design and workforce planning, providing FSC with a flexible talent solution that could adapt as organisational needs evolved.



“I felt you immersed yourself in my shoes, absorbed what we needed and then helped us find the talent that was necessary. It wasn’t a ticking box exercise. It was genuinely thoughtful and deliberate.”

Chief Operating Officer, FSC

The Solution

Millar Cameron acted as FSC's strategic talent partner, supporting leadership hiring across both FSC and the FSC Indigenous Foundation. The engagement combined executive search, embedded recruitment support and talent advisory, helping the organisation meet immediate hiring priorities while strengthening recruitment capability, consistency and decision-making over the longer term.

Executive search

Retained search for executive, programme and specialist appointments across multiple functions and geographies. Searches covered newly created, business-critical and strategically important roles, helping FSC secure leaders capable of operating effectively within complex stakeholder environments.

Embedded recruitment support

A dedicated recruitment consultant was embedded within FSC's People & Culture team during peak hiring periods, providing immediate additional capacity and helping multiple concurrent recruitment processes progress efficiently without increasing permanent headcount.

Competency design & assessment

Tailored competency frameworks supported the consistent assessment of both internal and external candidates. This created a more transparent and objective recruitment process, improving comparability and confidence in hiring decisions.

International talent access

Leveraging multilingual research capability and international networks, Millar Cameron identified candidates across Europe, Africa and Latin America. This expanded access to highly specialised talent pools that would have been difficult to reach through conventional recruitment approaches alone.



Appointments delivered across the partnership

Over the course of the partnership, Millar Cameron supported leadership, specialist and programme appointments across FSC and the FSC Indigenous Foundation.

Executive & Senior Leadership

Finance Director | People & Culture Director |
Chief Information & Technology Officer | Senior Director Markets |
Director System Integrity | Deputy Membership Director |
Communications Director | Regional Director LATAM |
Chief Engagement Officer

Functional & Specialist Leadership

Procurement & Logistics | Communications | Customer Care |
Forest Management | Country Manager Romania |
Assurance Manager | Senior Manager Indigenous Peoples
Engagement

FSC Indigenous Foundation

Managing Director | Programme Directors | Deputy Directors |
Director Finance & Administration | Programme Leads across
Business Partnerships, MEL and Indigenous Economies



Why this partnership extended beyond executive search

What began as individual search assignments evolved into a broader talent partnership. As hiring activity increased across FSC and the FSC Indigenous Foundation, the organisation required a combination of search expertise, recruitment support and talent advisory to help manage immediate priorities while strengthening longer-term capability.

Embedded recruitment support

During periods of increased hiring activity, an embedded recruitment consultant provided additional support to FSC's People & Culture team. This allowed recruitment processes to continue moving efficiently without increasing permanent internal headcount.

Consistency across recruitment decisions

Several appointments involved both internal and external candidates progressing through the same recruitment process. Competency frameworks and structured assessment criteria helped ensure a transparent and objective approach to evaluation.

Support across two organisations

The partnership spanned both FSC and the FSC Indigenous Foundation, requiring an understanding of different organisational structures, priorities and stakeholder environments while maintaining consistency in delivery.

Combining search with talent advisory

Alongside executive search, Millar Cameron supported competency design, workforce planning and recruitment process development. This helped address immediate hiring needs while contributing to longer-term organisational objectives.

Knowledge that built over time

Working across multiple assignments over several years enabled Millar Cameron to develop a deeper understanding of the organisation, its culture and evolving talent requirements. This reduced onboarding time for new searches and helped ensure recruitment activity remained aligned with organisational priorities.

The Impact

Through its partnership with FSC and the FSC Indigenous Foundation, Millar Cameron delivered more than individual appointments, helping strengthen organisational capability, improve recruitment consistency and provide additional support during a period of growth.

Strengthening leadership & specialist capability

More than 15 appointments were delivered across executive, programme, technical and specialist functions within FSC and the FSC Indigenous Foundation, helping strengthen organisational capability across multiple areas of the organisation.

More consistent & transparent hiring decisions

Competency frameworks and structured assessment processes enabled internal and external candidates to be evaluated against the same criteria, supporting greater consistency, transparency and confidence in recruitment decisions.

Additional recruitment capacity without permanent headcount growth

Embedded recruitment support provided FSC with the additional capacity needed to manage increased hiring activity across multiple teams and functions without expanding its permanent internal recruitment resource.

A partnership that evolved with organisational needs

What began as individual search assignments developed into a broader talent partnership spanning executive search, recruitment support, competency design and workforce planning, allowing FSC to access specialist expertise as organisational priorities evolved.

“With bigger firms, you feel like one client among many. With Millar Cameron, I felt they had the time and space to really hear me. They punched above their weight in all areas, with strong results to show.”

Chief Operating Officer, FSC



About Millar Cameron

Founded in 2007, Millar Cameron is a specialist executive search and talent consultancy helping organisations appoint senior leaders across international development, sustainability, impact and wider international markets.

With offices in London, Oxford and Nairobi, we combine international reach with the responsiveness, accountability and sector expertise of a boutique firm. Every engagement is delivered in-house and led by experienced consultants from start to finish.

Planning multiple senior hires during a period of growth or change?
Hiring into specialist international markets with limited internal capacity?
**Deciding whether you need retained search, embedded support,
or a combination of both?**

*Speak to Millar Cameron
about the right hiring approach for your organisation*

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