

MILLAR CAMERON

*Director System Integrity*  
*Forest Stewardship Council (FSC)*




## About

### *Forest Stewardship Council (FSC)*

The Forest Stewardship Council (FSC) is an international non-profit organization dedicated to promoting responsible forest management through certification. Established in 1993, FSC advances sustainable forestry that is environmentally appropriate, socially beneficial, and economically viable. With a presence in over 160 million hectares of certified forests worldwide, FSC addresses critical global challenges such as illegal logging, deforestation, and climate change while supporting biodiversity, economic development, and social empowerment.

Its rigorous certification system, including a strict chain of custody, ensures that forests are managed sustainably, protecting ecosystems and livelihoods while meeting the growing demand for responsibly sourced timber and forest products.





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## Mission and commitment *Forest Stewardship Council*

FSC is globally recognized for its trusted sustainable forestry standards and the iconic FSC® certification mark, found on millions of products.

The organization works to safeguard forests and the communities that depend on them by protecting wildlife, Indigenous Peoples' rights, and forest workers' welfare. To fulfil this mission, FSC is committed to attracting and retaining top talent – professionals who design policies and standards, implement them on the ground, and support the organization's operational backbone.

By fostering a collaborative and diverse workenvironment, FSC ensures it has the expertise needed to drive positive change for forests, people, and the planet.

For more information on FSC, visit [fsc.org](https://www.fsc.org)





## About the role

As a key member of the leadership team, the Director, System Integrity will be responsible for safeguarding the credibility and integrity of FSC's certification system. Reporting to the incoming **Chief Programs Officer**, the Director will lead a diverse, multicultural team, overseeing all aspects of system integrity including compliance, assurance, and remedy functions. The role demands a strategic leader who can balance proactive risk management with reactive investigation, ensuring the system remains robust against external pressures and stakeholder scrutiny.

Working in a dynamic and often high-stakes environment, the Director must navigate scrutiny from stakeholders such as whistle-blowers, regulatory authorities, and FSC members. This includes managing tensions and resistance from certificate holders and certifying bodies. The role requires sound judgment, discretion, and resilience in responding to sensitive issues, while maintaining integrity and professionalism under pressure.

The System Integrity Unit has grown significantly in recent years through both organic expansion and the integration of new functions – such as **Remedy** and **Certifying Body Performance and Relations**. The Director must lead with agility, energizing and aligning the team during periods of intense activity, while fostering a supportive, inclusive environment that balances high performance with staff wellbeing.

Collaboration with other FSC units – including **Policy and Performance, Technology, Legal, and Assurance & Accreditation (ASI)** – is essential to ensure strategic alignment and reinforce FSC's overall assurance framework.

The Director will also champion the integration of innovative tools – such as blockchain and data analytics systems – to enhance operational efficiency and assurance reliability. Success will be measured by the effectiveness of assurance processes, stakeholder confidence, and the ability to maintain FSC's reputation as a trusted certification body.



# Dimensions of the role

- Provide strategic leadership to safeguard and enhance the credibility and integrity of FSC's certification system, ensuring alignment with organizational mission and stakeholder expectations.
- Lead and develop a geographically dispersed team of approximately 26 professionals across multiple functions, fostering resilience, collaboration, and a culture of continuous improvement.
- Oversee proactive risk management and integrity assurance, balancing reactive investigations with forward-looking analysis to reduce systemic vulnerabilities.
- Drive the development and implementation of robust policies, protocols, and technological tools (including blockchain, analytics dashboards) that support high-conformance and operational excellence.
- Ensure effective performance, compliance, and accountability of certifying bodies and other assurance partners.
- Oversee programmatic areas such as Supply Chain Integrity, Alternative Dispute Resolution, Integrity Innovation, Case Management, and Certifying Body Performance.
- Ensure the effective implementation and evolution of the Policy for Association and Remedy Framework.
- Manage complex stakeholder relationships internally and externally, including certificate holders, certifying bodies, NGOs, and the Board.
- Represent FSC externally at conferences and stakeholder engagements, clearly communicating system integrity strategy and fostering trust in FSC's approach.
- Collaborate closely with the Chief Public Programs Officer to enhance cross-unit coordination and programmatic integration.
- Establish and monitor key performance criteria to measure effectiveness, drive improvement, and future-proof FSC's integrity systems.



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## **Additional** *information*

### **Title:**

Director System Integrity

### **Reporting to:**

Chief Programs Officer

### **Location:**

Bonn, Germany

# Skills and experience

## Essential

- University degree or equivalent training or experience in a relevant field, for example, corporate compliance, supply chain integrity, audit, trademark protection/infringement, accreditation assessment.
- Minimum 10 years' experience in a global non-profit or international organizational context, including at least 5 years in a leadership role in integrity-related fields (e.g., supply chain integrity, corporate compliance, audit, trademark protection, accreditation assessment).
- Demonstrated competence in managing assurance or compliance functions within multi-stakeholder or governance-heavy environments.
- Proven ability to balance strategic thinking with hands-on operational leadership in high-pressure, high-scrutiny environments.
- Strong communication skills, with the ability to communicate technical or sensitive integrity issues clearly and diplomatically to diverse stakeholders.
- Experience leading multicultural and geographically dispersed teams, fostering a resilient and high-performance culture.
- Sound understanding of verification systems, normative standards, and their application in certification schemes.
- Familiarity with complex stakeholder ecosystems including NGOs, certifying bodies, regulators, and industry.
- Strong analytical and data interpretation skills, with experience translating insights into operational improvements and policies.
- Comfortable with external representation, acting as a credible and mission-driven spokesperson at public events or in media.
- Experience in developing and applying key performance indicators and monitoring frameworks for assurance or compliance programs.
- Excellent project management and organizational skills; able to manage multiple priorities efficiently.

## Technical and Digital Skills

- Proficiency with MS Office, and working knowledge of analytics platforms (Power BI, Tableau), Dynamics 365, and Content Management Systems.
- Comfort working in digital environments that support assurance, performance, and reporting functions.

## Languages

- Fluency in English is essential.
- Spanish, French, or German is an asset.

## Personal Attributes

- A mission-driven mindset with unwavering commitment to integrity and FSC's sustainability goals.
- High emotional intelligence and cultural sensitivity; able to navigate diverse viewpoints and environments with professionalism and empathy.
- Resilience and decisiveness when managing ambiguity, competing pressures, and reputational risks.
- Strong sense of diplomacy, service-orientation, and strategic foresight.



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## How to apply

Please send your CV and contact details to Marta Koczorowska or Silvia Tikani who will contact you to discuss your application in more detail.

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*Contact: Marta Koczorowska*

Email: [marta@millarcameron.com](mailto:marta@millarcameron.com)

Phone: +44 2038 000 218



*Contact: Silvia Tikani*

Email: [silvia.tikani@millarcameron.com](mailto:silvia.tikani@millarcameron.com)

Phone: +254 20 5038446





M I L L A R C A M E R O N

## Who are Millar Cameron?

Founded in 2007, Millar Cameron is an executive and professional search consultancy that focuses on Africa and other emerging markets.

Our goal is to provide client-centric, tailored executive search, recruitment and strategic advisory. Our international reach paired with local market knowledge enables us to provide our clients outstanding leaders who deliver consistent results, irrespective of geography.

We employ a rigorous research driven search process to identify the best fit for our clients, taking into account both hard and soft skill sets.

Our extensive experience yields a robust approach to market intelligence and a longstanding network of global relationships.



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