

MILLAR CAMERON

DIRECTOR OF PEOPLE
& CULTURE
*THE FOREST STEWARDSHIP
COUNCIL (FSC)*

PEOPLE · PASSION · PERSISTENCE



ABOUT *THE FOREST STEWARDSHIP COUNCIL*

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.

Mission and Commitment

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 fulfill 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 work environment, FSC ensures it has the expertise needed to drive positive change for forests, people, and the planet.

For more information on FSC, visit www.ic.fsc.org



FSC has experienced significant growth over the past seven years, expanding both financially and in headcount. To sustain this momentum and enhance efficiency, they are embarking on a multi-year transformation journey to modernize their Corporate Services division. This initiative is aimed at strengthening their internal systems, streamlining operations, and ensuring the organisation has the right infrastructure to support a growing and complex organization.

FSC is excited to announce the launch Pathway to Operational Excellence, a multi-year transformation project aimed at achieving operational excellence across our corporate services. This comprehensive program will unfold in three strategic phases:

- Assessment and Diagnosis – Identifying priority areas for improvement and addressing operational challenges.
- Fixing the Fundamentals – Embedding best practices, optimizing existing systems, and improving efficiencies across Corporate Services.
- Modernization and Innovation – Advancing towards a highly integrated, automated, and data-driven way of working, enhancing customer experience and real-time decision-making.

This strategic initiative will streamline processes, enhance technology integration, and foster a solutions-driven culture. By investing in Corporate Services, FSC aims to build a high-performing, solutions-oriented, and collaborative team equipped with the right tools and resources to drive excellence.

This transformation will position FSC for long-term success, ensuring its operations remain resilient, efficient, and aligned with its mission to promote responsible forest management worldwide.

MAIN RESPONSIBILITIES:

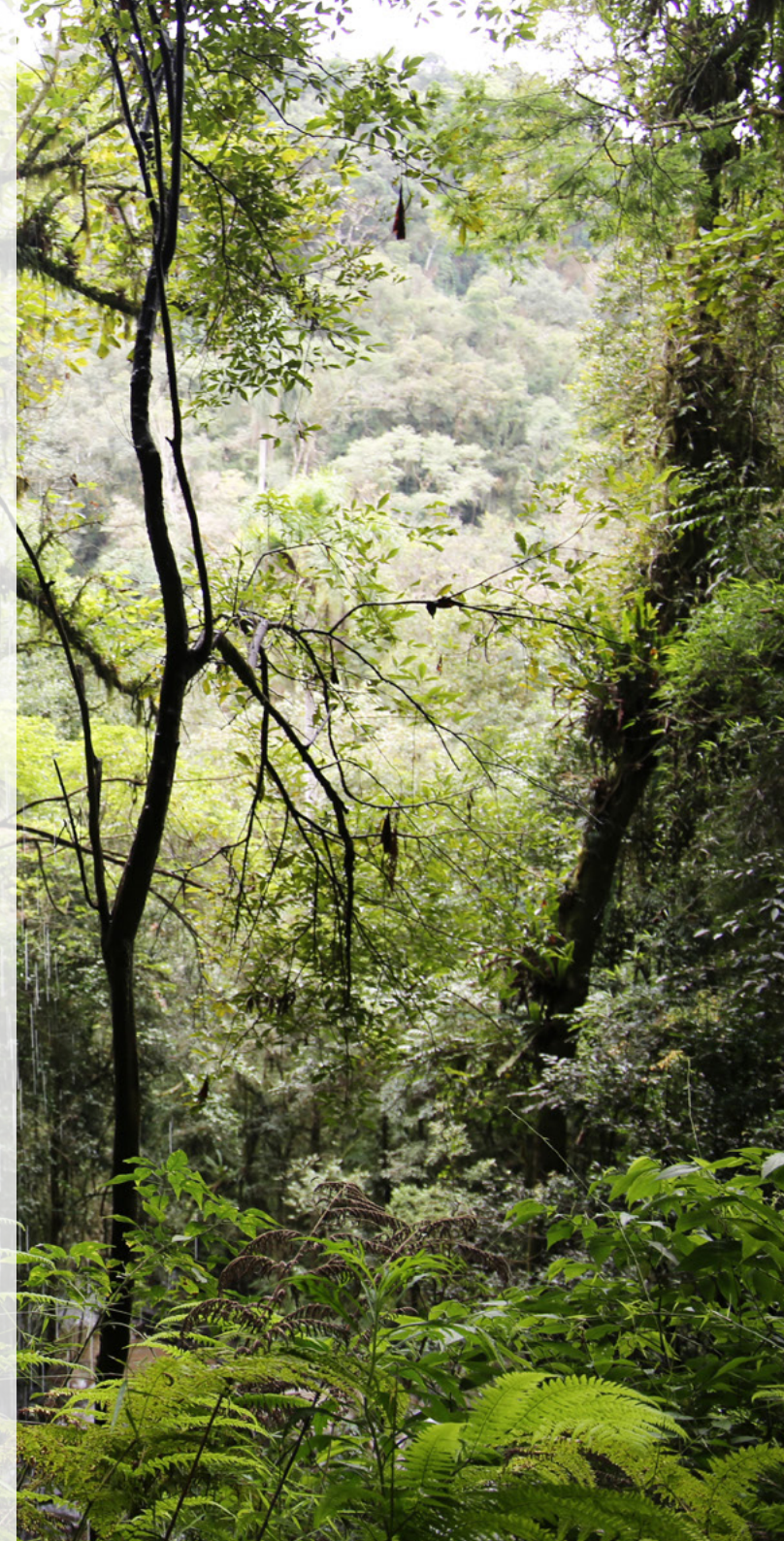
FSC is seeking an experienced Director of People and Culture to co-lead the transformation and cultivation of a thriving global work environment. At this pivotal moment, the incumbent will be responsible for supporting Units in their strategic decision-making and thereby driving organizational success. They will also be required to nurture an enabling environment, that facilitates employees to reach their full potential.

This is an outstanding opportunity for a human resources leader with extensive global experience to guide FSC in transforming its HR Unit into a successful People and Culture Unit. FSC employs 400 people worldwide, with over half based in Bonn, Germany, and the remainder spread across the globe. Our diverse staff comprises 51% from the global North and 49% from the global South.

Reporting to the Chief Operations Officer, the Director of People and Culture will oversee the entire employee life cycle, well-being, Equity, Diversity, and Inclusion EDI as well as Change Management.

Specifically, the Director of People and Culture will own or support:

- **Strategy Development:** Develop and implement the organization's People & Culture strategy and work plans, aligning with the strategic "Pathway to Operational Excellence" project and the FSC strategy.
- **Global HR Management:** Review and oversee global human resource functions, including talent acquisition, performance & learning, operations, employee engagement, and well-being, ensuring seamless high-standard delivery of the full employment cycle from outreach and recruitment to off-boarding.
- **Team Leadership:** Lead the People and Culture team to deliver excellence, enabling each staff member across the organization to contribute their best to our mission.
- **Talent Management:** Position FSC to attract, retain and develop a high-performing workforce, aligned with the organization's strategy around investment in people.
- **Policy Development:** Manage the development, updating, reviewing, streamlining and implementation of human resources policies, procedures and guidelines, and introduce new policies, systems and practices to meet the organization's needs, aligned with good business practices.
- **Business Partnership:** Be a trusted business partner, working closely with other Units as well as the Joint Works Council, based in Bonn, Germany.
- **Technology Integration:** Leverage technology to enhance employee experience.



DIMENSIONS OF THE ROLE:

As the driving force behind the introduction of the Business Partnering model, the Director of People & Culture will play a strategic role in transforming HR into a value-adding People & Culture (P&C) function that supports business objectives.

Key responsibilities include:

1. Strategic Leadership & Organizational Culture

- Develop and implement HR strategies aligned with the organization's mission and global operations.
- **Develop and Structure the P&C Teams:** Define the responsibilities, establish service delivery models, and ensure team members have the right skills to drive business impact.
- Foster an inclusive, diverse, and values-driven organizational culture.
- Promote employee engagement and well-being to enhance performance and job satisfaction.
- Ensure that P&C policies reflect best practices and reflect the diverse population on FSC promoting diversity, equity, and inclusion (DEI).

2. Business Partnering & Stakeholder Engagement

- **Develop Strong Business Partnerships:** Foster trust and credibility with senior leadership, regional P&C teams, and key decision-makers.

- **Regular Feedback:** Gather input from business leaders and employees to refine and improve the partnership with the P&C function.
- **Performance Reviews:** Assess the P&C department's effectiveness in driving business outcomes and aligning with strategic goals.
- **Change Management:** Effectively manage the transition to a business partnering model by ensuring clear communication and support for employees and managers.
- Represent the FSC in global HR networks, conferences, and advocacy groups.
- Engage with donors and funders on HR-related compliance and reporting.

3. Talent Acquisition & Workforce Planning

- Oversee the recruitment and onboarding function.
- Develop strategies for talent retention and succession planning.
- Work with leadership to identify critical skills gaps and workforce needs.

4. Employee Relations & Compliance

- Ensure compliance with labour laws, human rights principles, and FSC's sector standards across different countries.
- Oversee employee relations, conflict resolution, and grievance procedures.
- Develop policies to prevent workplace harassment, discrimination, and misconduct.

TITLE:

DIRECTOR OF PEOPLE & CULTURE

REPORTING TO:

CHIEF OPERATIONS OFFICER

DIRECT REPORTS

TBC

LOCATION:

BONN, GERMANY

START DATE:

TBC



DIMENSIONS OF THE ROLE:

5. Learning & Development

- Oversee the implementation of training programs to develop leadership and technical skills.
- Support professional growth through mentorship, coaching, and capacity-building initiatives.
- Promote a culture of continuous learning and development.

6. Performance Management & Compensation

- Oversee a performance appraisal system to ensure accountability.
- Develop and oversee fair and competitive compensation and benefits structures.
- Ensure alignment of performance management with the NGO's goals and impact measurement.

7. Change Management & Organizational Development

- Lead change management efforts during organizational restructuring, change or crises.
- Support the adoption of new policies, technologies, and ways of working.
- Facilitate a culture of innovation and adaptability.

8. Operations & Technology

- Ensure efficient P&C operations across global offices.
- Leverage HRIS and other technology systems for talent management, payroll, and analytics.
- Implement data-driven decision-making to improve P&C strategies.

HOW TO *APPLY*

To apply for this role, please ensure that you have the following skills and experience:

- At least 15 years' relevant HR experience, with a minimum of 8 years in a senior management role.
- Proven experience leading change projects that have transformed the People and Culture Team.
- Demonstrated success in establishing and embedding an organisational culture change.
- Degree or academic equivalent, preferably with a significant component in Human Resources or psychology.
- Relevant work experience in lieu of a degree is accepted.
- Experience working in a global organisation and demonstrated cultural sensitivity.
- Experience leading and working in a multi-cultural and multijurisdictional team.
- Verbal and written fluency in English.
- Deep understanding of labour laws.
- Master's degree in HR, psychology or other relevant area.
- Not-profit experience.



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Contact: Silvia Tikani

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HOW TO APPLY

Leadership Style:

The post holder will be a trusted business partner and comfortable making and explaining difficult decisions when needed and creating an environment within People and Culture and the wider organization that delivers. Key leadership qualities and attributes that are critical to this role include:

- **Effective Communicator:** Excellent written and verbal communication skills, with the ability to convey policies, strategies, and difficult messages clearly and concisely.
- **Strategic Thinker:** Strong strategic mindset with the ability to think and deliver on long-term objectives. Provide clear

strategic directions to direct reports and wider stakeholders, setting goals and objectives that align with FSC's overall strategy.

- **Results-oriented:** Focus on achieving results and meeting objectives while giving autonomy to direct reports. Establish clear performance expectations, monitor progress, and provide support and guidance as needed.
- **Collaborative and Inclusive:** Foster a collaborative and inclusive work environment, valuing diverse perspectives and encouraging cross-functional

collaboration. Open to feedback and actively seeking input from team members, peers, the Joint Works Council, and other stakeholders.

- **Purpose-driven:** Committed to FSC's mission of promoting responsible forest management and sustainability. Inspire and motivate others, ensuring that the purpose and values of the organization are embedded in the People and Culture team and all staff at FSC.

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



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Email: marta@millarcameron.com

Phone: +44 2038 000 218



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WHO ARE MILLAR CAMERON

FINDING THE PEOPLE WHO MAKE THE DIFFERENCE



A SEAMLESS JOURNEY

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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PEOPLE . PASSION . PERSISTENCE

OXFORD

LONDON

NAIROBI

CAPE TOWN