

MILLAR CAMERON

**Forest Stewardship
Council (FSC)**
*Head of Procurement
and Logistics*



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.

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



Current situation

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.

In line with this, FSC is now establishing a formal Procurement and Logistics function that will encompass procurement, logistics, travel, workplace management, and events and is looking for someone to head and streamline this function.

The scope

Millar Cameron, in partnership with FSC, is seeking a Head of Procurement and Logistics who will be responsible for reviewing and operationalizing a new function, ensuring it is modern, efficient, and aligned with FSC's broader strategic goals.

In this role, the Head of Procurement and Logistics will provide strategic and operational leadership across all procurement activities and internal logistics services, including staff travel, corporate events, workplace management, and operational coordination. They will ensure that procurement and logistics services operate seamlessly, leveraging technology and market solutions to deliver timely, value-for-money outputs to the organization – both at the headquarters in Bonn and across regional offices. They will also lead and empower the Procurement Team, refine tools and processes, and foster a high-performing, transparent, and digitally enabled procurement environment that supports the delivery of FSC's Global Strategy.

Specifically, the Head of Procurement will own or support:

- **Procurement Strategy:** Design and implement a global procurement strategy aligned with FSC's "Pathway to Operational Excellence" and long-term organizational goals.
- **Global Procurement Operations:** Oversee sourcing, contract management, purchasing processes, and vendor performance monitoring across global offices.
- **Sustainable and Ethical Sourcing:** Ensure all procurement activities uphold FSC's values of sustainability, fairness, and transparency.
- **Policy and Compliance Management:** Develop, refine, and enforce procurement policies, procedures, and systems to ensure regulatory compliance and operational consistency.
- **Risk Management:** Identify and mitigate procurement-related risks, ensuring business continuity and responsible supply chain practices.
- **Technology and Innovation:** Leverage digital tools and systems to improve procurement efficiency, data analysis, and decision-making.
- **Stakeholder Engagement:** Build strong internal partnerships across Units and act as a strategic advisor to senior leadership on procurement matters.
- **Team Leadership:** Lead, develop, and inspire the Procurement team, fostering a culture of collaboration, integrity, and continuous improvement.
- **Supplier Relationship Management:** Establish robust supplier evaluation, onboarding, and partnership frameworks to ensure service quality, cost-effectiveness, and long-term value.
- **Climate and Sustainability:** Lay the groundwork for FSC to track and reduce carbon emissions across the supply chain, positioning procurement as a key driver in the organization's climate and sustainability efforts.



Key responsibilities

As the driving force behind the transformation of FSC's procurement function, the Head of Procurement will play a strategic role in embedding procurement as a value-adding business partner across the organization. This role will be central to evolving procurement from an operational service to a strategic function that delivers impact, efficiency, and sustainability.

Key responsibilities include:

Procurement Leadership

- Provide strategic direction and day-to-day leadership of the Procurement Team, ensuring efficient, timely, and customer-focused service delivery.
- Lead high-value procurement processes, including tenders, negotiations, contract awards, and framework agreement development.
- Support and guide the reduction of procurement turnaround times through effective use of approved supplier frameworks, fit-for-purpose tools, and streamlined processes.
- Develop and continuously improve procurement policies, tools, and supporting documentation.
- Champion innovation and flexibility in procurement approaches that maintain strong controls while enabling timely delivery.
- Drive annual procurement savings.
- Act as a centre of expertise, advising cross-organizational stakeholders on procurement best practices and compliance.

Travel, Events & Workplace Management

- Oversee internal logistics, events, and facilities functions including staff travel coordination, corporate event planning, meeting logistics, and building facilities.
- Ensure travel and events are delivered cost-effectively and sustainably, using clear guidelines, efficient tools, and vendor relationships.
- Establish procurement/logistics policies relevant to travel, expenses, and meeting catering.
- Build systems and processes to ensure operational logistics run smoothly and support an excellent staff experience.
- Oversee effective delivery of facilities/soft services contracts ensuring value for money and high-quality service.

Data, Risk, and Compliance

- Ensure high-quality procurement and logistics data is maintained and reported accurately in a user friendly manner to stakeholders.
- Monitor supplier and contractual risk and compliance in line with internal policies and regulations.
- Maintain awareness of relevant market trends, supplier performance, and risk exposure to proactively manage challenges and opportunities.



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Digitization & Innovation

- Procurement and logistics is not fully automated and the Head will be expected to make a step change in the digitization of process across the Unit.

Leadership & Management

- Lead, mentor and develop team members.
- Conduct regular check ins with the team members, to assess satisfaction at work, rate performance and support with personal development measures.
- Act as a trusted advisor to senior stakeholders on procurement and operational matters.
- Promote a culture of collaboration, inclusion, and service excellence across the Procurement and Logistics function.
- Represent the unit in cross-functional initiatives and contribute to wider organizational effectiveness and strategy implementation.
- Prepare and own the departmental budget in close collaboration with the Unit Directors and Finance.
- Deliver monthly financial forecasts and budget reviews.
- Represent the department in internal and external fora.
- Act as escalation path for in vendor management including contractual KPIs/SLA delivery, quarterly business reviews etc.

Sustainability

- Lead the initiative to establish systems for tracking and reducing carbon emissions throughout the supply chain, positioning procurement as a critical driver of FSC's sustainability and environmental goals.

Other

- To perform additional project work and additional tasks as assigned for special business needs and agreed with the formal supervisor.



Skills and experience

The ideal candidate will possess, but is not limited to:

Education and Experience

- A bachelor's degree in Procurement, Business Administration, or a related field; equivalent practical experience will also be considered.
- A minimum of 10 years' professional experience in procurement, with at least 4 years in a leadership or managerial role.
- Experience in or with an NGO or Non-Profit Organization is a plus.
- Experience in events and facilities management, ideally including oversight of office transitions or refurbishments.
- Prior international exposure, particularly across Africa, Asia, and Latin America, with an understanding of regional and cultural nuances in travel, procurement, and event execution is advantageous.
- Experience working in a multi-cultural, multi-lingual, global team is a plus.

Technical and Functional Expertise

- Proven experience in designing, overseeing, and operationalizing procurement and logistics functions, with a primary focus on indirect and services procurement – with a focus on quality, cost-effectiveness, and operational efficiency.
- Hands-on experience with procurement platforms and digital tools, with the ability to recommend efficient, fit-for-purpose systems.
- Proficiency in Microsoft Office 365 (advanced skills in Word and Excel); experience with ERP systems and automated procurement tools is an advantage.
- Experience in influencing stakeholders at all levels.



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Soft Skills and Competencies

- Strong organizational and multitasking abilities, with a proven capacity to manage multiple projects concurrently.
- Excellent communication and interpersonal skills, with the ability to build strong working relationships with both internal departments and external partners.
- Demonstrated cultural awareness and sensitivity to the diversity of values and approaches to issues relevant to FSC's program across different regions.
- Exemplary personal and professional authority and conduct.
- Flexibility to take on additional tasks or project work as assigned by the formal supervisor, based on the organization's needs.

Sustainability and Mission Alignment

- A sustainability mindset, with awareness of environmental impact and carbon footprint, and the ability to integrate emissions tracking into procurement/logistics planning.
- A commitment to FSC's mission and values.

Language Requirements

- Fluency in English is required; proficiency in German is an advantage.



Additional information

Title

Head of Procurement and Logistics

Reporting

Chief Operating Officer

Team

Formal and functional supervision of staff:

- Procurement, Logistics & Events

Cooperation with:

- All Departments and programmes within FSC
- All organizational units of FSC International
- External service providers
- Stakeholders relevant for the activities of the Department

Location

Bonn, Germany

Start Date

As soon as possible



How to apply

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 Koczorowska or Ruqayah Fazle who will contact you to discuss your application in more detail.



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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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