



Position Specification

The Global Fund
Chief Human Resources Officer

Our Client

This specification should be read in conjunction with information on the Global Fund's website at:

<http://www.theglobalfund.org>

Background

Created over 20 years ago, the Global Fund is a worldwide partnership to defeat HIV, TB and malaria and ensure a healthier, safer, more equitable future for all. The Global Fund raises and invests US\$4 billion a year to fight the deadliest infectious diseases, challenge the injustice that fuels them and strengthen health systems in more than 100 countries. The Global Fund unites world leaders, communities, civil society, health workers and the private sector to find out what works and take it to scale – so the world makes more progress, more rapidly.

Led by Executive Director Peter Sands, the Global Fund's mission is to attract, leverage, and invest additional resources to end the three epidemics and to support attainment of the SDGs. Since its inception in 2002, it has saved more than 65 million lives through its innovative partnership and has disbursed more than US\$65.4 billion to support programmes in more than 100 countries. In 2023, 78% of people living with HIV were on antiretroviral therapy, up from 22% in 2010. TB treatment coverage reached 70% in 2022, up from 45% in 2010. The percentage of the population with access to a long-lasting insecticide-treated net reached 57% in 2022, up from 30% in 2010.

Eighth Replenishment 2025

The Global Fund is currently holding its Eighth Replenishment, the investment case for which was launched in February 2025. Seeking investments of \$18 billion to prevent an estimated 400 million new infections and save 23 million lives by 2029, the investment case estimates a return of \$19 in health and economic benefits per dollar invested, amounting to a total return of \$323 billion over the next three years.

The Eighth Replenishment follows the successful Seventh Replenishment of 2022, in which \$15.7 billion was raised. This record-breaking replenishment allowed the Board to approve the largest ever investments for the fight against the diseases and in health systems strengthening over the next three years.

The Global Fund's Strategy 2023-2028: Fighting Pandemics and Building a Healthier and More Equitable World

The Global Fund's bold, ambitious strategy, "Fighting Pandemics and Building a Healthier and More Equitable World," sets out how the Global Fund partnership aims to accelerate impact towards the 2030 horizon and contribute to a world free of the burden of AIDS, tuberculosis and malaria with better, more equitable health for all, as set out in Sustainable Development Goal 3.

The Strategy's primary goal is to end AIDS, tuberculosis and malaria, with a particular focus on making catalytic investments and leveraging innovations to spur faster progress in reducing new infections; addressing structural barriers to improved HIV, tuberculosis and malaria (HTM) outcomes; and building equity, sustainability and lasting impact. The new Strategy puts people and communities at the centre of all the Global Fund's work.

Achievement of the Strategy's primary goal to end AIDS, tuberculosis and malaria is underpinned by four mutually reinforcing contributory objectives that leverage the core strengths and comparative advantages of the Global Fund's unique partnership:

1. **Maximizing People-Centred Integrated Systems for Health to Deliver Impact, Resilience and Sustainability.**

Resilient and sustainable systems for health (RSSH) are critical to deliver outcomes against HTM, to meet people's and communities' broader health needs, to build pandemic preparedness and response (PPR) capacities, and to achieve SDG 3. RSSH encompasses not just national health systems, but also services

provided by communities, the private sector and other providers, which together should ensure that individuals' health needs are met wherever they seek care.

2. Maximizing the Engagement and Leadership of Most Affected Communities to Leave No One Behind.

The leadership of communities living with and affected by the three diseases has been central to the success of the Global Fund's unique model since its founding. In fact, the creation of the Global Fund owes a great deal to the leadership of these communities. Communities are often best positioned to guide and implement health programs to effectively respond to their diverse needs, and to identify and contribute to addressing structural barriers to HTM outcomes. Robust engagement of communities helps ensure that investments are evidence and rights based, gender and age responsive, equitable, and sustainable.

3. Maximizing Health Equity, Gender Equality and Human Rights.

Vast inequities in access to health services and HTM-related outcomes persist between and within the countries that the Global Fund supports. Human rights and gender-related barriers, including stigma, discrimination and criminalisation, increase vulnerability to HTM acquisition and limit access to services. The Global Fund's potential to have sustained impact on the three diseases and catalyse meaningful progress toward achieving the global targets hinges on its ability to advance more equitable responses and effectively reach those most affected, including key, and vulnerable populations and young people.

4. Mobilizing Increased Resources.

In the context of enormous economic challenges stemming from the COVID-19 pandemic, the Global Fund must be unrelenting in its efforts to catalyse and scale up domestic and international resources to get the fight against HTM back on track, to deliver on the 2023-2028 Strategy, and to accelerate progress toward SDG 3.

In addition, the new Strategy responds directly to the dramatic changes in the global health context by introducing an evolving objective on PPR so that the Global Fund can bring its partnership's expertise and inclusive model to this new imperative, and in doing so, help protect progress on the three diseases.

The PPR objective enables the Global Fund to play its part, alongside partners in the global response to COVID-19, to strengthen the resilience of systems for health and HTM programs to pandemic threats, to support countries and communities to prevent, detect and respond to new pathogens of pandemic potential, and to address the multifaceted threats to health arising from climate change.

Global Fund Principles

The work of the Global Fund is based upon four principles – partnership, country-ownership, performance-based financing and transparency – that empower implementers to lead the response to the three diseases, supported by a diverse range of partners in the health sector. The Global Fund plays a critically important role, and it is imperative that funding is invested for maximum impact, supporting the implementation of programmes in the most effective way possible.

The Role

The Global Fund to Fight AIDS, Tuberculosis and Malaria is seeking to appoint a new Chief Human Resources Officer (CHRO) for a fixed-term contract of 24 months, a period which will coincide with several major leadership changes in the organisation, including the planned departure of Executive Director Peter Sands and changes to leadership in the Executive Director's Management Executive Committee (MEC).

Under the overall supervision of the Executive Director, the CHRO leads the Human Resources Department and serves as a member of the Executive Director's Management Executive Committee (MEC). The CHRO translates the Global Fund's strategy, objectives and mission into a compelling People Strategy, setting the vision and ambition for organisational people matters, and ensuring the organisation benefits from value-adding, high-quality HR services. He or she also maintains HR governance and safeguards the consistent and fair treatment of the workforce.

The CHRO is responsible for a team of HR professionals, overseeing and providing guidance and leadership to the Human Resources department and all its functions, while providing strategic guidance on all people-related matters to the Board, the Executive Director, and the Management Executive Committee (MEC). The CHRO, with the support of the HR Front Office team, is responsible for managing core HR areas and providing strategic leadership to lead the overall workforce planning and HR programs to drive business outcomes at a strategic and operational level.

The CHRO will be a strategic partner through a transformative phase—managing a lean HR function while ensuring the organisation's talent strategy matches the complexity of Global Fund's mission and its role within the broader, evolving global public health architecture. The CHRO will work closely with the Office of the Chief of Staff on organisational design and the operating model, driven by both internal changes and the external changes afoot in the global public health eco-system. This may include close collaboration with partner organizations, supporting the Executive Director and Board, and fostering organisational adaptability and high performance amid resource constraints and shifting expectations.

Responsibilities

In addition to working closely with the Executive Director, the Chief Human Resources Officer collaborates extensively with all internal departments, divisions, and senior leaders across the Global Fund to ensure HR strategies and initiatives are aligned with organisational priorities and effectively support the Fund's mission.

Executive Leadership & Strategic Management

- Lead the design and delivery of robust strategic and operational people-centred solutions in support of organisational needs
- Advise the Board Leadership, the Executive Director and the MEC on all people-related matters
- Actively contribute to strategic organisational discussions and decisions by being an integral part of the MEC
- Co-lead the organisational planning process to ensure strong alignment between organisational, human and financial priorities
- Lead and facilitate the organisational dialogues around key people initiatives, such as Performance and Talent management, Workforce Planning, and Organisational Culture
- Be accountable for the HR related Performance & Accountability meta processes relating to the employee management lifecycle and workforce planning
- Review and evaluate existing people strategies, policies and procedures to assess effectiveness and results and identify needs for updates or reforms
- Lead the delivery of the Global Fund People Strategy and associated actions/programs – and adapt this, as required – to ensure alignment to support the organisational strategy as it evolves in a dynamic and performance-driven way
- Lead continuous efficiency improvements in delivering HR processes and initiatives, including enhanced self-service and automation of HR transactions
- Lead a team of HR professionals ensuring commitment to shared goals, as well as availability of the appropriate skills and competencies to deliver high-quality, relevant and seamless HR services throughout the Global Fund
- Create an effective and open working environment within the HR Department where employees are encouraged to embrace new thinking, grow professionally and excel in providing services to clients

- Provide clear strategic direction, guidance and ongoing coaching to managers and other employees in the HR function, set clear expectations, and empower managers to develop the employees who work under their supervision
- Strengthen programs and systems that support leadership development, and the ongoing development of managers
- Lead a healthy organisational culture in line with the Global Fund values, ensuring the organisation's culture is supportive of its mission and work throughout the organisation to promote and support the culture and core values
- Regularly provide progress updates to the Audit & Finance Committee to ensure appropriate risk mitigation, as well as other governance bodies, when relevant

Workforce Planning, Analytics, and Talent Management

- Lead the design and implementation of modern and sustainable mid- and long-term workforce and talent planning strategies, supported by data analytics and trends, that translates business goals into data-driven, fact-based workforce-decisions and staffing propositions
- Ensure optimal use of data and analytics to assess the value of talent and upskilling, and agree on tactical human capital related investments in order to strengthen and sustain the organisation's operating model, where required develop joined metrics and KPIs
- Oversee the review and validation of key workforce planning activities
- Lead the creation of adjustment strategies to enhance talent performance across the organisation
- Advise on analytical findings to the MEC and propose suitable strategies/initiatives to solve some of the capacity and / or capability gaps or risks identified

Organisation design and Optimisation

- Partner closely with the Chief of Staff team, which leads the coordination of organisation design and transformation, to ensure HR plays a critical strategic and advisory role in shaping the Global Fund's future operating model
- Provide thought leadership and subject matter expertise to support the evolution of the organisation's structure, culture, and workforce, balancing innovation with the realities and legal frameworks of an international organisation
- Actively contribute to the cross-functional governance group (including CFO, CHRO, Legal Counsel, and Chief of Staff), collaboratively guiding organisation design, workforce planning, and transformation initiatives
- Champion the HR function's role in enabling successful transformation across the Fund, ensuring people strategies, talent solutions, and change management approaches underpin business continuity and future-readiness
- Lead and inspire the HR Department to proactively identify and implement continuous improvement opportunities, fostering a culture of agility, collaboration, and adaptability during periods of organisational change
- Serve as a visible point of consistency and leadership for staff through significant transformation, supporting both the immediate needs of the organisation and its long-term ambitions

Knowledge and collaboration

- Partner with the Management Executive Committee (MEC) to ensure that HR programs and policies are aligned with business needs, and lead timely and relevant policy changes as appropriate
- Assess and improve organisational effectiveness through enhanced employee performance
- Continuously enhance human resources management at the Global Fund by benchmarking existing practices and implementing them against best practice, where appropriate
- Collaborate with the Chief of Staff, Appeal Board, Staff Council and Ombud as appropriate in an effort to support fair labour practices across the organisation

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- Keep up with the latest industry / sector trends and practices to ensure optimal performance of the HR Department, factoring in the changes and evolutions of the work, workforce and workplace

Other duties

- Serve on the Board of the Global Fund Provident Fund
- Serve in different Steering Committees at the request of the Executive Director
- Perform other duties as requested by the Executive Director

Key Metrics

- Pulse survey results (engagement and culture)
- Adherence to budget and forecast
- Hiring and onboarding effectiveness
- Diversity & inclusion KPIs

Relationships

Internal:

- Executive Director and Chief of Staff
- Management Executive Committee, especially: Head, Strategy & Policy Hub, CFO, Head, Grant Management, Chief Risk Officer, General Counsel, Ethics Officer, Head, External Relations & Communications, Office of the Inspector General
- Staff Council
- Ombud
- Appeal Board Chair
- Board Committees (AFC and EGC)

External:

- External providers when needed
- CHRO of other international organisations

Person Specification

Minimum Qualifications

- Advanced university degree (master's or equivalent) in human resources management, organisational psychology, business or public administration, management, or a related field
- At least 12 years of relevant senior management experience, with at least 10 years within an international multicultural setting at senior level is desired
- Demonstrated success in developing and executing people strategies, leading HR functions, and managing diverse, multicultural teams in multi-stakeholder environments
- Evidence of ongoing professional development in HR or related fields; membership in relevant professional bodies is an asset
- Excellent command of English, and preferably a good working knowledge of French. Knowledge of other languages would be an asset

Functional Competencies

- **Human Resources Expertise:** Demonstrated mastery of human resources and organisational development theories, methods and best practices
- **Business Impact:** Strong track record of results in applying human resources management skills on improving business performance

- **Strategic Execution:** Demonstrated strategic planning capabilities and ability to successfully operationalise strategies and bring them to practical implementation
- **Leadership Consulting & Facilitation:** Outstanding consulting and process facilitation skills at top leadership levels; proven executive coaching skills and demonstrated understanding of conflict resolution systems
- **Project & Change Management:** Proven, strong work programming, project management, change management and analytical decision-making skills
- **Talent Management:** Excellent people management skills with ability to attract, motivate and retain talent
- **Team Development:** Strong and proven team-building skills with established record in developing people
- **Performance Leadership:** Proven track record in leading and coaching others to achieve quality results; ability to make tough decisions to improve performance
- **Ethics & Professionalism:** Demonstrated impeccable confidentiality, integrity and professional credibility
- **Innovation & Openness:** Track record of openness to new ideas and courage to innovate
- **Communication Excellence:** Outstanding communicator with excellent and persuasive oral and written communication skills

Organisational Competencies

- **Global Fund Awareness:** Demonstrates a deep understanding of the Global Fund's mission, values, operating model, and strategic priorities
- **Service Orientation:** Proactively anticipates and responds to the needs of both internal and external stakeholders to deliver high-quality support
- **Drive for Results:** Consistently pursues ambitious goals and delivers outcomes that advance the organisation's objectives
- **Collaboration:** Works effectively across teams and functions, building strong partnerships to achieve shared goals
- **Interaction:** Communicates with clarity and influence, engaging stakeholders at all levels to foster trust and alignment
- **Adaptability:** Responds flexibly to changing circumstances and organisational needs, demonstrating resilience and openness to new approaches
- **Cultural Sensitivity:** Deep understanding of and sensitivity to different cultures, backgrounds, and perspectives; able to promote inclusivity and leverage diversity for organisational benefit

Leadership Competencies

- **Connecting our Vision with Results:** Translates the organisation's vision into actionable strategies that deliver measurable outcomes
- **Managing Vision and Purpose:** Inspires and aligns others around a compelling long-term vision and sense of purpose
- **Strategic Agility:** Anticipates future trends and adapts strategies swiftly to maintain a competitive and effective organisation
- **Dealing with Ambiguity:** Navigates uncertainty and complexity with confidence, making sound decisions despite incomplete information
- **Change Leadership:** Proven capacity to lead and embed organisational change, manage resistance, and foster a culture of agility, innovation, and continuous improvement
- **People Leadership:** Inspirational leader who coaches, motivates, and develops high-performing, diverse teams; able to attract and retain talent and build strong succession pipelines
- **Influence and Relationship Building:** Highly developed interpersonal and negotiation skills; able to inspire trust and confidence, influence senior leaders and Board members, and foster collaboration across boundaries
- **Integrity and Ethics:** Acts as a role model for the organisation's values, demonstrating the highest standards of integrity, inclusion, and ethical leadership

Partnerships and People

- **Motivating Others:** Inspires enthusiasm and commitment, empowering individuals and teams to achieve their best
- **Priority Setting:** Identifies and focuses on the most critical issues and initiatives to maximise organisational impact

Building Empowerment and Accountability

- **Timely Decision Making:** Makes decisions promptly and effectively, even under pressure or in uncertain situations
- **Integrity and Trust:** Acts with honesty and consistency, building credibility and trust with colleagues and stakeholders
- **Interpersonal Diplomacy:** Manages sensitive situations and relationships tactfully, fostering positive outcomes and collaboration

Location

The Chief Human Resources Officer will be based in Geneva, Switzerland at the Global Fund's headquarters.

Diversity, Equity & Inclusion

The Global Fund is committed to a diverse, equitable, and inclusive work environment. To help us achieve this, we welcome applications from all qualified candidates who share this commitment, regardless of their sex, gender identity, sexual orientation, HIV status, race, national origin, cultural or ethnic background, disability, marital status, religion, or age.

How to Apply

The Global Fund has retained Russell Reynolds Associates to advise it on this appointment. To apply, please send your CV and supporting statement to responses@russellreynolds.com by 17 October 2025, quoting the role title in the subject heading of the e-mail. All applications will be acknowledged. Your supporting statement should succinctly highlight your motivation, experience, and skills against the requirements of the role.