



TrustBridge global

MAKING
GLOBAL
GIVING
EASY



MAKE YOUR
IMPACT ON
THE WORLD

Global Chief People Officer

TrustBridge Global Foundation is a grant-making foundation based in Switzerland. We receive donations from individuals and entities all over the world and process and send grants to charities almost anywhere.

OUR MISSION IS TO **MOBILISE RESOURCES**
BY **MAKING GLOBAL GIVING EASY.**

WE DO THIS BY CREATING A **GLOBAL**
NETWORK OF GENEROUS COMMUNITIES.



Imagine anybody giving to any charity anywhere with just a few clicks. We believe that radically improving cross-border giving will change the world.

OUR VISION IS THAT **CHARITIES
EVERYWHERE** HAVE ALL THEY NEED TO
ACCOMPLISH THEIR MISSION.



There are trillions of dollars, euros, and yen in the hands of generous people around the world, more than enough to make a significant difference in the lives of people around the world – TrustBridge will get those resources moving.





Put People First

The world tells us that we need to decide between benefiting ourselves or benefiting others. In all situations, we will choose to apply the Golden Rule and treat others as we would like to be treated. We put people first and lean into generosity. People are more important than dollars.

Trust Our People to Act

We believe in our people – their gifts, skills, and worth – and therefore we trust our people. We are self-starters and take action without waiting to be told. But not necessarily on our own – we listen and collaborate. We provide everyone with the training, strategic clarity, and radical information sharing necessary to make wise decisions.

Find a Way to Say Yes

Our team is comprised of some of the smartest, most gifted people around. We believe our clients deserve maximum effort and creativity applied towards the accomplishment of their goals. While we always need to consider costs and potential risks, we should exhaust every reasonable alternative before we say “no, we can’t do it”.

Move as Fast as Possible, but Not Faster

In serving clients, time is of the essence. Non-profit charities should not operate at a lower standard than for-profit businesses. We strive for world-class responsiveness to client needs, while not compromising compliance with applicable laws and regulations, or our standard of excellence. Additionally, as we innovate, we move those solutions into production with real world urgency.

TrustBridge maintains a globally distributed workforce with team members in Switzerland, the United States, India, Malaysia, the Philippines and more.

THE FOLLOWING OPPORTUNITY IS FOR A GLOBAL CHIEF PEOPLE OFFICER WITH A FOCUSED SET OF RESPONSIBILITIES.

TrustBridge Global Foundation (“TrustBridge”) and Global Charity Services Inc. (“GCSI”)

Build the strongest possible global team, strengthen organizational health and accountability, and design the organization for speed and scale, so that TrustBridge and GCSI (together, “TrustBridge/GCSI”) can advance their Christian mission globally.

DESIRED OUTCOMES

These important outcomes for the Global Chief People Officer (“CPO”) are in priority order. In the CPO’s first days, the CPO and the CEO will translate these outcomes into a concrete definition of success, with specific, measurable milestones at 90 days, six months, and one year.

Build a Cohesive and Healthy Leadership Culture

Partner with the CEO and the Executive Leadership Team (“ELT”) to develop a leadership environment characterized by trust, candor, productive disagreement, clear commitment, peer accountability, and collective ownership of results, grounded in the Christian character and convictions that define TrustBridge and GCSI. Help the CEO surface and address politics, silos, artificial harmony, unresolved conflict, and ambiguity before they undermine execution.

The outcome is that leaders address difficult issues directly, commit to clear decisions, hold one another accountable, and put the mission and results of TrustBridge/GCSI ahead of personal or functional interests.

Create a Unified and Shared Global Culture

Establish shared Christian values, leadership behaviors, communication norms, meeting rhythms, decision-making practices, and consistent standards of workforce well-being and safeguarding that work across locations and time zones. Develop the shared culture with meaningful input from each region and apply it with appropriate sensitivity to local

cultures, practices, and legal requirements. A shared faith and mission, rather than geography or org structure, is what makes one culture possible across a global workforce. Every major geography should be treated as part of one organization, not as a remote satellite of the United States.

The outcome is that people in the United States, Philippines, India, Kenya, and elsewhere recognize the same TrustBridge/GCSI culture as their own, are equipped to work well across cultures, feel supported and protected wherever they work, and experience no significant engagement or opportunity gap based on geography or employment type.

Put the Best Possible Person in Every Critical Role

Turn talent acquisition into a sustained competitive advantage through scorecard-based selection, proactive pipelines in key global markets, disciplined assessment of capability and of mission alignment, judged by observable behavior rather than affinity or style, strong employer positioning, and hiring managers who are trained and held accountable for results. Recruiting should be continuous rather than triggered by a vacancy. Regularly assess whether each important position is held by the strongest person TrustBridge/GCSI can develop, retain, or recruit, benchmarked against the global talent market. Address persistent capability or performance gaps fairly and promptly.

The outcome is that TrustBridge/GCSI consistently attracts and hires exceptional global talent, fills critical roles quickly, competes successfully for the candidates it wants, and sees new hires become strong performers quickly. Every critical role is filled by someone capable of meeting TrustBridge/GCSI's current and future needs and genuinely committed to its Christian mission, with qualified internal talent developed and promoted first.

Design the Organization for Speed and Scale

Continually evaluate reporting relationships, management layers, spans of control, role clarity, decision rights, workforce capacity, and organizational dependencies. Remove duplicated responsibilities, unnecessary approvals, unclear ownership, and structures that no longer serve the strategy.

The outcome is that TrustBridge/GCSI can grow, change direction, and execute rapidly without becoming bureaucratic, fragmented, overstaffed, or dependent on informal workarounds.

Drive Performance and Retain Top Talent

Establish clear role scorecards, measurable expectations, frequent feedback, and meaningful consequences across employees and contractors. Exceptional performance should lead to recognition, greater responsibility, development, and compensation, while underperformance and behavior inconsistent with TrustBridge/GCSI's Christian values should be addressed promptly. Identify top performers and individuals with critical institutional knowledge or scarce capabilities, and create deliberate retention plans that include meaningful work, growth opportunities, competitive compensation, recognition, succession pathways, and early warning indicators of flight risk.

The outcome is that everyone knows what success requires, performance is evaluated consistently, top performers advance, and persistent underperformance does not remain unresolved. TrustBridge/GCSI retains its strongest and most important people, who are equipped to grow and can see clear career opportunities within the organization, with regrettable attrition among top performers kept low.

Build Leadership Depth and Succession

Develop managers who can lead effectively across cultures, countries, employment models, and time zones. Identify high-potential leaders, accelerate their development, and maintain credible internal and external succession options for every important role.

The outcome is that every key role has a named successor who is ready now or can be developed to readiness within a defined timeframe, leadership vacancies can be filled without organizational disruption, and an increasing share of leadership positions is filled internally.

Establish a Compliant and Coherent Global Workforce Model

Develop and maintain a coherent framework for engaging workers through direct employment, local entities, employers of record, contractors, and outsourced partners. The CPO will be accountable for the operational management of global HR and recruitment compliance, working closely with Legal where specialist advice is required. This includes worker classification, recruitment and hiring practices, employment terms, payroll and benefits, data privacy, workplace policies, grievances, investigations, disciplinary action, performance management, termination, redundancy, and offboarding, as well as determining when contractor arrangements should transition to formal employment infrastructure. Within that framework, establish consistent standards for onboarding, goal setting, performance management, development, communication, and recognition across employees and contractors, while preserving the legal distinctions required by each engagement model.

The outcome is that every worker in every country is engaged and managed through a legally and operationally sound structure, with appropriate policies, controls, and escalation processes in place and no unresolved employment, recruitment, tax, data privacy, classification, or other regulatory exposure. All workers are integrated into TrustBridge/GCSI's operations and culture, with consistent review completion, clear accountability, and faster time to full productivity across geographies and employment types.

Build Trusted Employee Relations and Investigative Practice

Own employee relations across every country and worker type, including grievances, allegations of misconduct or harassment, safeguarding concerns, manager and interpersonal conflict, disciplinary action, and separations. Establish clear intake channels, defined thresholds for what must be escalated or formally investigated, and a documented, consistent investigation process that holds up across jurisdictions. Conduct or personally oversee sensitive and senior-level investigations, and ensure findings lead to timely, proportionate, and consistently applied outcomes regardless of a person's seniority, tenure, or location.

The outcome is that concerns surface early and are raised without fear of retaliation, matters are investigated promptly and impartially by someone competent to do so, decisions are documented and defensible, and people are treated with dignity and fairness at every stage of the employment relationship.

Build a Rational Global Compensation Architecture

Develop and communicate a clear compensation philosophy that explains how TrustBridge/GCSI pays across markets with substantially different labor costs and living standards. Establish market-based salary bands that reflect role value, capability, geography, scarcity, performance, and stewardship.

The outcome is a compensation system that workers and leaders understand and regard as fair, that reflects faithful stewardship of the funds entrusted to TrustBridge/GCSI by its stakeholders, that enables TrustBridge/GCSI to compete for exceptional talent, and that keeps workers within approved compensation bands.

Build Scalable People Operations and Analytics

Consolidate HR information, payroll coordination, recruiting data, compensation, performance records, and people analytics into a reliable global operating system. Leadership should have timely visibility into headcount, workforce cost, vacancies, performance, turnover, succession, and organizational risk.

The outcome is a single accurate view of TrustBridge/GCSI's global workforce, costs, talent quality, and people risks that are available to leadership when decisions need to be made.

Make the Organization Increasingly Empowered

This outcome expresses the Core Value Trust Our People to Act. An empowered organization is one in which leaders and teams are trusted and equipped to resolve problems at the level where those problems arise, with the training, strategic clarity, and open information sharing needed to make wise decisions, escalating only genuinely cross-functional or high-consequence matters. This does not mean flattening the organization, removing management layers, or operating without executive direction. Accountability, hierarchy, and executive decision-making remain intact; what changes is that fewer routine matters require the CEO or senior leaders to intervene.

Build capable leaders, push decision authority to the lowest appropriate level, and provide the management disciplines, information, and organizational systems that let people act with confidence. The CPO should help extend real authority to those closest to the work, strengthen the capability that makes such trust warranted, and remove the unnecessary approvals, unresolved conflict, and weak management that pull decisions upward by default.

The outcome is that people throughout TrustBridge/GCSI are trusted, equipped, and authorized to act, and that recurring personnel, leadership, accountability, and operating problems are resolved where they arise rather than escalated to the CEO or senior leaders. They are freed to concentrate on strategy, major relationships, innovation, growth, and the advancement of TrustBridge/GCSI's Christian mission.

JOB SUMMARY

The Global Chief People Officer is a member of the ELT, reports directly to the Chief Executive Officer, and leads the global people function. The CPO is the enterprise executive accountable for building the talent, leadership, culture, organizational design, and people infrastructure required for TrustBridge/GCSI to advance its Christian mission at global scale.

Operating across employees and contractors in multiple countries, the CPO will create one coherent, high-performing organization while respecting the legal and cultural realities of each market. This executive will serve as a trusted counselor to the CEO, ELT, and Board on talent, organizational effectiveness, leadership risk, culture, and succession.

Many of these responsibilities are shared with other members of the ELT, and the CPO is expected to lead them collaboratively rather than as a standalone function. The CPO will work closely with the CFO on compensation, workforce cost, payroll controls, and financial stewardship; with the COO on organizational design, workforce capacity, operating rhythms, and execution discipline; with Legal on employment law, worker classification, data privacy, investigations, and regulatory exposure; and with regional and local leaders on hiring, culture, employee relations, and the application of global standards to local conditions. Where accountability is shared, the CPO owns the framework, standards, and quality of the people outcome, while decision rights and execution remain with the accountable executive or leader.

The successful candidate will combine mature Christian faith and strong alignment with TrustBridge/GCSI's Core Values with exceptional recruiting judgment, global people leadership, operational discipline, candor, and sound stewardship. The mandate is both strategic and hands-on.

KNOWLEDGE, SKILLS, ABILITIES, AND PERSONAL CHARACTERISTICS

Mission and Executive Leadership

- Mature Christian faith and demonstrated ability to integrate biblical conviction, humility, prayerful discernment, stewardship, and service into executive leadership and organizational decisions.
- Executive presence and credibility to advise the CEO, Board, and senior leaders on talent, succession, culture, organizational health, leadership effectiveness, and people risk.
- Courage and judgment to surface difficult truths, address conflict and underperformance directly, and make fair, timely decisions while preserving trust and dignity.
- Ability to lead shared accountabilities through peer executives and regional leaders, setting standards and holding the bar without displacing the decision rights of the CFO, COO, Legal, or local leadership.
- Ability to build cohesive leadership teams characterized by trust, productive disagreement, commitment, peer accountability, and collective ownership of results.

Talent, Organization, and Culture

- Exceptional recruiting instinct and demonstrated mastery of proactive talent pipelines, role scorecards, structured assessment, reference diligence, candidate closing, and hiring-manager accountability.
- Ability to assess leadership capability objectively, compare internal talent with the global market, retain exceptional performers, and upgrade talent when the future needs of the organization require it.

- Deep capability in organizational design, workforce planning, decision rights, spans of control, succession planning, leadership development, performance management, and change leadership.
- Ability to translate Core Values and mission into observable leadership behaviors, management systems, communication norms, and consistent consequences.
- Proven change–management and integration capability: leading people through platform migrations, operating–model shifts, network and partner changes, and international expansion, with the communication, sequencing, and personal presence to bring people with them rather than only designing the future–state system.
- Strong compensation judgment across markets, including pay philosophy, market benchmarking, salary bands, performance differentiation, internal equity, and financially responsible stewardship.

Global People Operations and Risk

- Working command of global workforce models, including direct employment, contractors, employers of record, local entities, and outsourced partners, with sound judgment about when specialist legal, tax, privacy, or regulatory advice is required.
- Experience leading across countries, cultures, time zones, and employment types while creating equitable access to information, development, visibility, and opportunity.
- Exceptional judgment in balancing global standardization with local adaptation, recognizing when consistency strengthens organizational effectiveness and when local flexibility is necessary to comply with legal requirements, respect cultural norms, or improve performance.
- Ability to build reliable people operations across HR information systems, payroll coordination, onboarding, performance records, compensation data, workforce analytics, policies, and controls.
- Data fluency sufficient to provide leadership with accurate, decision–ready insight on headcount, workforce cost, recruiting, retention, performance, succession, engagement, and organizational risk.

Personal Characteristics

- Spiritually grounded, mission–centered, humble, and servant–hearted, with unquestioned integrity and discretion.
- Direct but compassionate; able to combine high standards and clear consequences with fairness, empathy, and respect.
- Low–ego, collaborative, and confident; listens well, invites challenge, communicates clearly, and earns trust across cultures and levels.

- Pragmatic, decisive, resourceful, and biased toward action without becoming careless, bureaucratic, or needlessly complex.
- Willing and able to do the work personally. TrustBridge/GCSI is a lean, resource-conscious organization, and the CPO will not have a large specialist team to direct. The role requires an executive who will personally conduct a difficult investigation, write or rewrite a role scorecard, source and close a key leader, resolve a contractor or classification issue in another country, and build systems from a blank page. Candidates whose effectiveness depends on delegating this work to established functions are unlikely to succeed here.
- Resilient and steady under pressure, ambiguity, organizational change, interpersonal tension, and competing priorities.
- Alignment with TrustBridge/GCSI's values is assessed against observable behavior, not affinity or personal style. The CPO is expected to demonstrate, and to hold other leaders to, the behaviors set out in the Executive Leadership Team Behavior Norms and Commitments, including:
 - Keeps commitments and does what they say they will do.
 - Addresses conflict directly with the person involved, promptly and without triangulating.
 - Assumes the validity of the other person's perspective and focuses on behavior rather than character.
 - Treats colleagues with dignity, including when disagreeing or delivering difficult news.
 - Seeks out differing perspectives and criticism before decisions are made.
 - Shares context and reasoning openly, with no hidden agendas.
 - Accepts accountability for results and for their own mistakes.
 - Pushes decisions to the lowest appropriate level in the organization.
 - Supports team decisions once made and reopens them with the team rather than around it.
 - Collaborates across geographies, cultures, and time zones as a peer rather than a headquarters authority.
 - Exercises stewardship of the funds and trust placed in TrustBridge/GCSI.

EDUCATION, TRAINING, AND EXPERIENCE

- Demonstrated global executive judgment is the primary qualification. Credentials below are indicators, not requirements, and will not outweigh a track record of building and leading organizations well. The strongest candidate may have come to this work without a conventional HR pedigree.

- Advanced degree in human resources, business, organizational leadership, psychology, law, or a related discipline, or an equivalent combination of education and directly relevant executive experience.
- A recognized senior HR credential such as SHRM-SCP, SPHR, or an equivalent international qualification is welcome but not expected.
- Substantial progressive people-leadership experience (typically 15 or more years), including significant enterprise or executive-level responsibility in a complex, distributed organization.
- Demonstrated success recruiting and closing senior global talent, strengthening leadership teams, upgrading organizational capability, building succession depth, and establishing rigorous performance accountability.
- Experience leading a broad people function that includes talent acquisition, organizational development, employee relations, compensation, people operations, workforce planning, and HR technology or analytics.
- Meaningful experience with multi-country workforces and mixed engagement models, including employees, contractors, employers of record, and external partners.
- Experience in a global Christian, faith-based, nonprofit, fintech, financial-services, technology, or other regulated and mission-driven environment is strongly preferred; experience spanning more than one of these contexts is especially valuable.
- Experience counseling a CEO, ELT, and Board on succession, executive talent, compensation, culture, organizational design, and material people risks.

WORK ENVIRONMENT AND MENTAL REQUIREMENTS

The following describes the general environment and essential cognitive and interpersonal demands of this executive role.

- Work is performed primarily in a professional office or home-office environment and requires extensive use of computers, video conferencing, telephone, and digital collaboration tools, with periods of sitting and sustained screen time.
- Working hours depend on the CPO's location, but the role requires a minimum of five hours of daily overlap with US Eastern time business hours (for example, 8:00 a.m. to 1:00 p.m. Eastern). The global scope also requires regular collaboration across time zones, including occasional early-morning or evening meetings. Domestic and international travel, sometimes on short notice, may be required to build relationships, assess teams, support leaders, and address significant organizational needs.
- The role requires sustained attention, sound independent judgment, careful analysis of quantitative and qualitative information, rapid prioritization, and the

ability to make consequential decisions with incomplete or changing information.

- The CPO must be able to handle highly confidential information, emotionally charged situations, conflict, organizational ambiguity, competing demands, and difficult conversations with composure, discretion, fairness, and resilience.
- The role requires clear written and verbal communication, attentive listening, cultural sensitivity, and the capacity to influence and build trust with employees, contractors, candidates, executives, directors, advisers, and external partners.
- The CPO is expected to maintain high ethical, legal, professional, and Christian standards while balancing urgency, stewardship, people impact, compliance, and organizational performance.
- Reasonable accommodation may be provided to enable qualified individuals to perform the essential functions of the role.

Contact (recruiting@trustbridgeglobal.com) to find out more.





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