

**Marie-Claire Dejean-Pannier****Profile**

I am a senior Human Resources professional with over 20 years of international experience in people management, organisational development, and HR strategy across humanitarian, development, and diplomatic contexts. Currently serving as Head of International HR Partnering, Compensation and Benefits at the Danish Refugee Council, I oversee global HR policies and practices for 6,000 staff in 40+ countries, with a strong focus on accountability, staff wellbeing, leadership, and fair rewards. I believe I bring a blend of expertise that is relevant to the CHS Alliance Board:

- Human Resources Strategy & People Management - designing and implementing HR policies that align with organisational goals, ensuring transparent, inclusive, and equitable systems, including fair compensation and benefits.
- Organisational Development - leading change management initiatives, clarifying roles and structures, and building leadership accountability and culture.
- International HR Partnerships - supporting country programmes with practical HR solutions, balancing compliance with contextual realities in complex operational environments.
- Leadership & Culture - advancing initiatives on leadership development, diversity, equity, and inclusion, workplace wellbeing, and safeguarding, with a focus on prevention of misconduct and strengthening staff care.

My direct involvement with the Core Humanitarian Standard includes being part of DRC's CHS Steering Committee where I work on addressing non-conformities and embedding corrective actions, particularly around leadership accountability and safeguarding. I have also contributed to sector-wide initiatives such as the PSEAH task force, localisation workstream, and fair rewards reform, aligning HR practices with sector commitments to accountability and transparency.

As a Board Member, I would contribute by bringing a practical HR and organisational development lens to governance and strategy discussions, ensuring that the Alliance's mission to strengthen accountability and quality is underpinned by robust people management and organisational culture. I would draw on my global HR leadership experience to bridge policy and field realities, and to help position the CHS Alliance as a driver of sector-wide learning and improvement. I am committed to contributing my expertise, strategic insight, and passion for people-centred leadership to advance the CHS Alliance's mission and impact.

**Why is the CHS Alliance important to the sector?**

The CHS Alliance is vital because it anchors accountability and quality in humanitarian action. It promotes, supports and leverages the power of the collective voice around the CHS, ensuring affected populations remain at the centre of our work. Having served on DRC's CHS Steering Committee, I have seen first-hand how important the CHS is at driving change, strengthening



leadership accountability, and fostering a culture of safeguarding. The Alliance provides an essential platform for collaboration, peer learning, and continuous improvement. In a sector facing growing complexity and scrutiny, the CHS Alliance helps maintain trust through principled, transparent, and people-centred approaches.

**What motivates you to join the Alliance's Board?**

I am motivated to join the Board because I believe that effective humanitarian action depends on how we support, equip, and lead our people. With extensive in international HR, rewards, organisational development, and safeguarding, I can contribute a practical perspective on embedding CHS principles in policies, culture, and leadership. My work has included leading fair rewards reforms, strengthening safeguarding frameworks, and building leadership capacity across 46 countries. Joining the Board would allow me to bring this experience to the Alliance, advancing its mission and supporting the sector to be more accountable and people-centred.

I am Head of People Operations at CAFOD the Catholic Agency for Overseas Development. Working in both large and small INGOs I have extensive experience of working at a senior level in international HR. This includes overseeing international pay and reward, employee relations, workforce planning, organisational design, policy development and training design and delivery.