



Recruitment Pack

Director of People and Culture

Mary's Meals International

mary's
meals

a simple solution
to world hunger



Our Vision

Mary's Meals' vision is that every child receives one daily meal in their place of education and that all those who have more than they need, share with those who lack even the most basic things.

Working together with people who share our ideals, we believe that this vision can be achieved in this world where there is enough food for everyone.

Welcome from our CEO and Founder

Thank you for your interest in working with Mary's Meals International. I hope you will find this pack informative and useful in supporting your decision to apply to join our team of employees, which exists to serve a global movement of people who are united around a simple mission; the provision of a daily meal in a place of education for the world's poorest children.

This meal, cooked and served by local volunteers, meets the immediate need of the hungry child and, at the same time, plays a key role in encouraging them into the classroom where they gain an education that can set them free from poverty.

Today we serve over 2.6 million children each school day in 16 of the world's poorest countries. This global movement of ours is achieving something wonderful, each meal served is the product of lots of 'little acts of love' carried out by people across many countries who freely give their time, money, skills or prayers and it is through that, that our movement grows.

Our work is named after Mary, the mother of Jesus, and our values and culture are rooted in and shaped by a Christian spirituality. We feel that the way we do things is as important as the end results. Ours is also a universal mission involving people of all faiths and none across the world. Everyone is invited to join and provide their own unique contribution to this work.

With 67 million children out of school around the world and a further 73 million attending school so hungry they're not able to concentrate and learn, our work is only just beginning. Will you play a crucial part in shaping the future of Mary's Meals and with it, the lives of thousands of children across the world?

Good luck with your application.



A stylized, handwritten signature in dark ink, appearing to read 'mg'.

Magnus MacFarlane-Barrow
MMI CEO & Founder

Working at Mary's Meals

Our mission, vision, and values are at the very heart of everything we do, and this is more than a role, it's an extraordinary opportunity to play a part in changing the story for children in some of the world's poorest countries. You will be a true ambassador for our work and will demonstrate commitment to our movement, mission and vision.

We offer the opportunity to support our global movement in a dynamic, flexible and inclusive environment with a real focus on professional and personal development.

We believe in the innate goodness of people, respect the dignity of every human being and family life and believe in good stewardship of the resources entrusted to us. In line with our values, Mary's Meals is fully committed to a culture of safeguarding.



Director of People and Culture

Directorate: People and Governance
Reporting to: Chief People and Governance Officer
Contract type: Permanent
Location: Remote role
Salary: GBP 62,355 + benefits

Our pay philosophy ensures consistency across locations and salaries. The starting salary for this opportunity plus benefits depends on location of the candidate. The salary above is for UK based candidates.

An expectation of a vocational approach has shaped our approach to compensation for senior roles within Mary's Meals International.

Benefits:

- Flexible working hours
- 34 days' annual leave (including public holidays) + 1 extra day per year up to 39 days.
- Non-contributory pension with employer contributions of 8% if UK based (8% payment in lieu of pension depending on the location of the candidate. Any pension contribution paid as part of salary will be subject to normal statutory deductions/ taxation)
- Life assurance
- Employee Assistance Programme



Role Purpose

Provide leadership that enables Mary's Meals to be a great place to work and volunteer in all its countries of operation, employing values-aligned, highly engaged and skilled people, who are supported through good leadership and management to achieve impact, deliver to high standards, and thrive in their work.

Work with the Chief People and Governance Officer to shape and lead the people and culture strategy globally, to prioritise strategic people initiatives that have impact, and to play a key role in continuing to optimise our organisation design.

As Director of People and Culture you will have responsibility for leading and developing MMI's multidisciplinary people and culture team; You will ensure that L&D, people services, partnering, recruitment and related activities are all delivered to a high standard across the Mary's Meals network.

Working closely with senior leaders globally, you will translate strategic priorities into high-quality projects, service, policies and procedures.



Key Responsibilities & Activities

Strategic Planning and Projects

- Lead on the evolution of the MMI People and Culture Strategy to ensure that activities are aligned with global strategy and support our growth ambition.
- Oversee the development and delivery of a wide variety of strategic global projects that support the aims of the People and Culture Strategy and the Global Strategic Plan.
- Monitor and report on progress against our People and Culture Strategy and respond to a changing environment.

Delivery of People Services and Frameworks

- Oversee the development and delivery of people systems, processes and practices that enable the attraction, retention and development of global talent at MMI and globally.
- Ensure that MMI's People and Culture Team consistently provides high-quality operational and strategic advice and guidance to the charity.
- Oversee the development of appropriate global HR frameworks to ensure legal compliance and consistent people management across the family in line with best practice and Mary's Meals values and culture.
- Oversee the development of efficient and effective HR teams in Programme Affiliates that work to global standards with a local approach.
- Maintain oversight of reward policies and procedures to ensure continued effectiveness while remaining aligned with Mary's Meals Global Pay Philosophy.
- Oversee the delivery of a high-quality candidate attraction, selection and onboarding and the evolution of the Mary's Meals EVP.
- Ensure that the principles of safe people are embedded into all people and culture activities globally to support a strong culture of safeguarding.
- Oversee the delivery of change processes globally.

Key Responsibilities & Activities

Organisational Development

- Lead the design and implementation of organisational development initiatives that support culture and values alignment, leadership capability, and improve ways of working globally.
- Partner with senior leaders to assess organisational effectiveness and drive change programmes that enhance performance, collaboration, and employee engagement.
- Troubleshoot and pro-actively develop strategies to address departmental and organisational challenges that emerge.
- Work with ELT to use data-driven insights to inform prioritisation and continuously review the effectiveness and efficiency of the global network, identifying opportunities to optimise structures, capabilities, and ways of working.
- Oversee the development of the MMI learning and development function that enables Mary's Meals to meet current and future individual and organisational development needs including leadership development and skills development.
- Develop Mary's Meals approach to Organisational Development including succession planning, workforce planning, organisational design and the evolution of agile and efficient ways of working globally.
- Develop MMI's approach to equality, diversity and inclusion ensuring that MMI continues to welcome and celebrate diversity in all its forms.
- Design and drive employee engagement strategies that develop connectivity, cooperation and collaboration in a globally remote, networked organisation.
- Provide leadership, support and coaching to build confident and equipped local people teams in the countries where Mary's Meals works, recognising and understanding the different operating environments, challenges and opportunities.
- Develop MMI's thinking on the use of volunteers to boost capability, provide strategic insights and deliver projects.

Key Responsibilities & Activities

Leadership and Management

- Providing strategic direction and leadership to achieve the organisation's mission and goals.
- Oversee the development, implementation and monitoring of efficient and agile operational plans to get results.
- Lead, develop, coach and inspire a high-performing team, promoting a culture of engagement and empowerment including identifying and implementing opportunities for delegation and development.
- Seek all opportunities for personal growth, reflection and development.
- Role-model Mary's Meals' values and leadership behaviours, acting with integrity and optimism and in the charities best interest at all times.
- Work with a high degree of autonomy, subject matter expertise and technical competence.
- Work cross- organisationally to improve efficiency, decisively solve problems, innovate and work towards continuous improvement.
- Build and maintain effective relationships with internal and external stakeholders acting as an ambassador for Mary's Meals.
- Communicate concisely with clarity.
- Regularly represent your function at ELT and board meetings and at any internal and external forums with authority and credibility.

Additional Information:

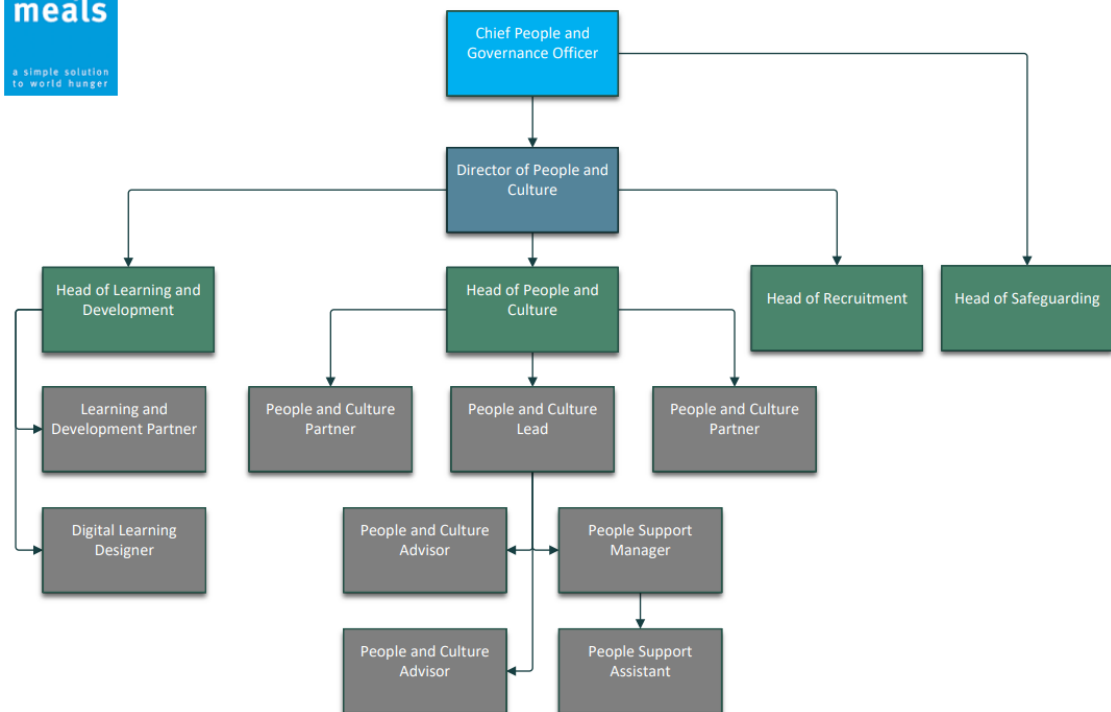
- Work within the framework of Mary's Meals vision, mission and values.
- Work towards achieving departmental strategy, operational plans and objectives.
- Ensure familiarity with and adhere to all MMI policies and procedures.
- Undertake and apply learning from appropriate training and development programmes.
- Understand and uphold the standards outlined in MMI's Global Safeguarding Policy, acting with due care and attention to safeguard anyone that encounters our work and ensuring that all activities are undertaken in line with Mary's Meals Global Safeguarding standards.
- You will be required to travel to countries where Mary's Meals operates.

Skills & Experience

Essential Skills & Experience required for this role:

- Significant experience of strategic business partnering and people strategy development and delivery in an international and multicultural environment.
- A track record of having created great workplaces with high performance cultures, high engagement levels and compelling employer brands.
- An inspiring and empowering leader, with experience of building, leading and motivating multidisciplinary and diverse teams.
- Up-to-date knowledge of a wide range of strategic HR issues affecting global organisations, including global reward, culture and engagement, EDI, L&D, leadership development and organisational development.
- Experience of leading EDI initiatives that promote inclusivity, diversity and representation.
- Experience of successfully developing and managing large-scale transformational change projects.
- Excellent stakeholder management skills, able to engage and influence at all levels of the organisation.
- Sensitive to the different cultural, legal and market influences on people management practices within the contexts in which Mary's Meals works.
- A track record of continuous professional development which includes keeping up to date with any changes in sector/profession and of building effective networks outside the charity.
- Excellent communication skills.
- Solution orientated and pragmatic with the ability to work with simplicity, prioritise tasks, develop clear plans and deliver results.
- A strong vocational attitude and commitment to Mary's Meal mission and vision.
- Cultural sensitivity with an ability to work well with a wide range of people.

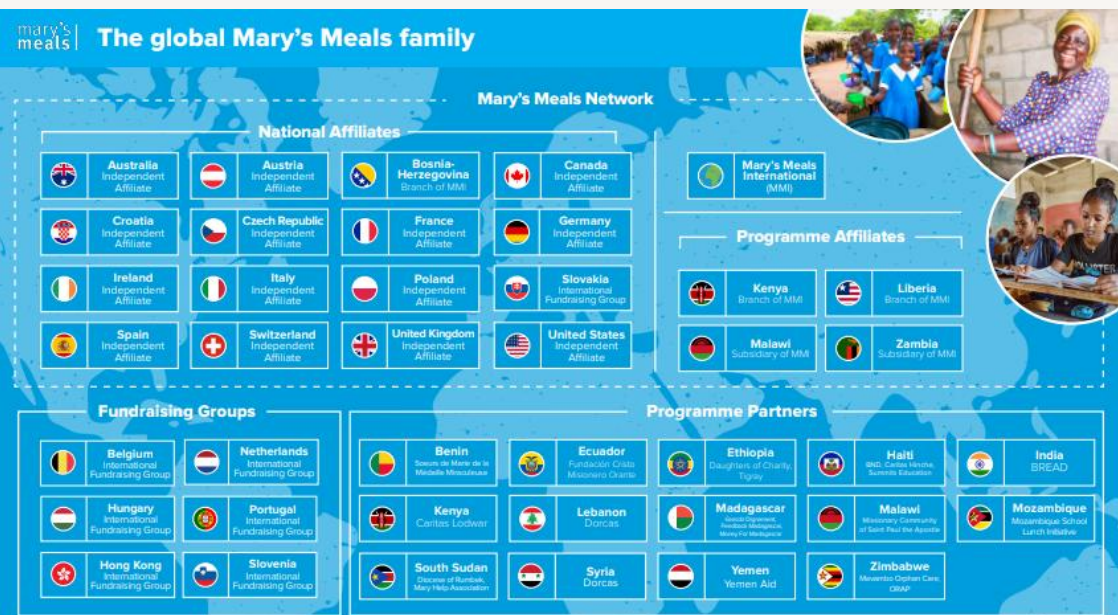
People and Culture Organisation Chart



The MMI People and Culture Team also supports the HR teams in our 4 Programme Affiliates through dotted line management, technical support and mentoring.

Our Global Fundraising Network

Mary's Meals fundraise directly through the National Affiliate Network and International Fundraising Groups in 22 countries, as well as internationally through Mary's Meals International and our information centre in Medjugorje.



Where to find more information on our website

[Where we work](#)

[Our Impact](#)

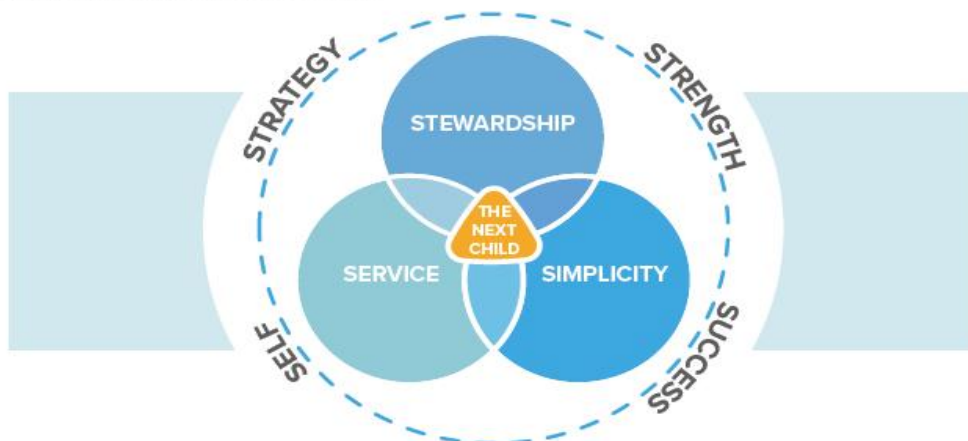
[Books & Films](#)

[Mary's Meals](#)

How we work

ASPIRATION INTO ACTION

Empowering our people to deliver on the promises we make is at the heart of our mission and is more crucial than ever if we're going to turn our aspiration into action. As our movement continues to grow we need to make sure we work harder than ever to: a) keep things **simple** b) remain completely committed to **serving** the children at the heart of our organisation and c) be terrific **stewards** of the gifts that are entrusted to us. These three elements of our unique culture will accelerate our journey and help us reach the next child sooner.



SIMPLICITY

We will remain focused on our core vision – that every child should receive a daily meal in school – and communicate the needs of the children we serve and the nature of our mission in a straightforward, open and transparent way.

SERVICE

We will approach our vision and mission in a spirit of deep vocation and humble service, seeking always to be faithful servants of hope, the global movement, and those little ones who eat Mary's Meals each day.

STEWARDSHIP

We will strive to be good stewards of every gift entrusted to us – treating each one with deep love, respect and gratitude – and build meaningful, long-term relationships with all those involved in our work.



Recruitment process

Our processes are informal and informative. We are keen to get to know more about you, your experience, your motivations and hopefully give you a clear picture of the opportunity and life here at Mary's Meals International. All interviews for this role will be carried out on MS Teams.

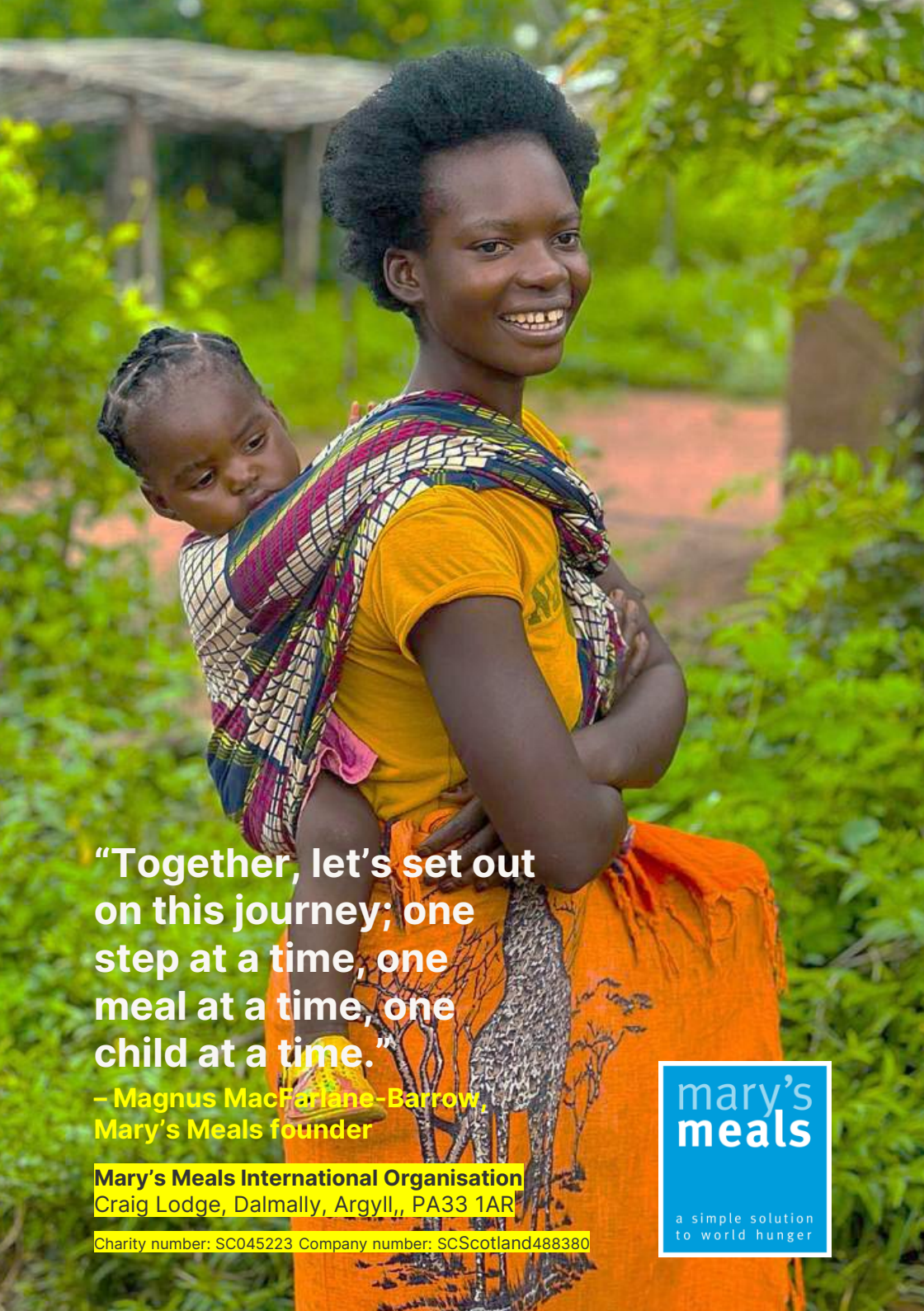
- Initial MS Teams call with Head of Recruitment
- First stage interview will be WC 15th September 2025
- Final interviews will be WC 22nd September 2025

How to Apply for this Role

If you are inspired to join our movement and vision, if our mission and values resonate with you, we would love to hear from you. To apply please visit our Work With Us page, [Work with us](#) | [Mary's Meals](#)

Please include your CV and a succinct covering letter of no more than 1 page, sharing why this role would be a great fit for you and why you want to work for Mary's Meals International. For any enquiries or questions regarding the role or to discuss any adjustments to our recruitment process please email Leanne Gordon – Head of Recruitment at jobs.mmi@marysmeals.org





**“Together, let’s set out
on this journey; one
step at a time, one
meal at a time, one
child at a time.”**

**– Magnus MacFarlane-Barrow,
Mary’s Meals founder**

**Mary’s Meals International Organisation
Craig Lodge, Dalmally, Argyll,, PA33 1AR**

Charity number: SC045223 Company number: SCScotland488380

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meals**

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