



# Chief Executive Officer

## Candidate Information Pack



# Contents

|                                   |    |
|-----------------------------------|----|
| About B Lab                       | 03 |
| Role Overview                     | 04 |
| Core Functions & Responsibilities | 06 |
| Success Measures                  | 08 |
| Required Capabilities             | 10 |
| B Lab Leadership & Culture        | 12 |
| Indicative Priorities             | 14 |
| Practical Considerations          | 15 |
| Project Team                      | 16 |



**Acre** has been appointed by B Lab to lead the executive search for their **Chief Executive Officer** – a pivotal role in enabling the organization’s mission to transform the global economy to benefit all people, communities, and the planet.

This candidate pack is designed to provide you with the information needed to explore the opportunity in full – including insight into B Lab’s work, the scope of the role, and details on the application process. We hope it supports your decision as you consider this unique leadership opportunity.

# About B Lab

**B Lab is the nonprofit network transforming the global economy to benefit all people, communities, and the planet.**

We began in 2006 with the idea that a different kind of economy was not only possible, but necessary — and that business could lead the way towards a new, stakeholder-driven model. B Lab became known for certifying B Corporations, which are companies that meet high standards of social and environmental performance, accountability, and transparency.

But we do much more than that. We're building the B Corp movement to change our economic system — and to do so, we must change the rules of the game. B Lab creates standards, policies, tools, and programs that shift the behavior, culture, and structural underpinnings of capitalism. We mobilize the B Corp community towards collective action to address society's most critical challenges.

By harnessing the power of business, B Lab positively impacts companies around the world, helping them balance profit with purpose. Together, we are shifting our global economy from a system that profits few to one that benefits all: advancing a new model that moves from concentrating wealth and power to ensuring equity, from extraction to generation, and from prioritizing individualism to embracing interdependence.

**We won't stop until all business is a force for good.**





# Role Overview

|                             |  |
|-----------------------------|--|
| <b>Position:</b>            | Chief Executive Officer (CEO)  |
| <b>Tier:</b>                | Tier 1 – C-Suite Executive   |
| <b>Reports to:</b>          | B Lab Board  |
| <b>Direct Reports:</b>      | Chief People & Operations Officer (CPOO), Chief Markets Officer (CMO), Chief Standards Officer (CSO), Chief Impact & Movement Officer (CIMO), Chief Technology & Data Officer (CTDO), including oversight of network, enablement and mediation functions |
| <b>Dotted Line Reports:</b> | Chief Financial Officer, Senior Director Strategy & Learning   |

## Portfolio Scope

The CEO leads B Lab as the primary architect of its unified future – translating Board direction into a clear vision and coherent operating model, and stewarding the mission across the global network. This role goes beyond conventional CEO functions by explicitly championing network health as a strategic priority – ensuring the CEO Office dedicates appropriate attention to fostering collaboration across B Lab’s complex structure. As B Lab’s principal external voice, the CEO also represents the organisation on the global stage, building credibility with business leaders, funders, policy makers and multilaterals. The CEO holds ultimate accountability for vision, strategy, culture, and the ongoing network integration, creating the conditions for the organization to deliver B Lab’s Theory of Change and contribute to economic transformation.

## Transformation Context

B Lab is undergoing two simultaneous transformations: the evolution of its standards and assurance model, and the unification of its network into one global organisation. The CEO must navigate this complexity while energising leaders and teams. This role requires bringing calm and confidence while maintaining momentum on critical strategic initiatives and building a vision for the future. The CEO must ensure that integration enhances rather than constrains B Lab’s ability to drive systems change, building trust that the new unified structure will strengthen mission and impact. Leading through this transformation demands exceptional emotional intelligence, strategic clarity, and the ability to hold space for both organizational change and excitement about the future.

## Mission Connection

The CEO embodies B Lab’s Theory of Change by orchestrating how the organization drives behavior change in business, grows a movement and scales the cultural and structural change needed to transform the economic system. As the primary steward of the mission, the CEO ensures that every portfolio – from standards to technology, from markets to movement building – works in concert to create an economy that works for all people and the planet. This role must articulate and evolve B Lab’s vision in ways that inspire diverse stakeholders while maintaining operational discipline. The CEO demonstrates that organizational effectiveness and impact are mutually reinforcing dynamics. Through strategic leadership and cultural stewardship, the CEO helps B Lab model the interdependence and care it seeks to create in the world.



## Key Executive Interfaces

- **Board:** Strategic alignment, governance interface, and accountability for organizational health and performance
- **C-Suite Executives:** Leading the constellation of leaders, ensuring portfolio integration, collaboration, and collective success
- **CFO (dotted line):** Financial strategy and sustainability oversight
- **Senior Director Strategy & Learning (dotted line):** Sponsor network strategy development and organizational learning

## External Stakeholder Engagement

- Board members and governance bodies across the network
- Major funders and strategic partners
- Government leaders and policy makers
- CEO peers in B Corp community and broader business world
- Media and thought leaders
- International institutions, organizations and multilaterals

## Critical Cross-functional Relationships

- **Regional Directors:** Ensuring global-local alignment and regional enablement
- **Network Enablement & Mediation:** Fostering collaboration and resolving tensions across entities
- **Transformation Leadership:** Overseeing integration success and cultural evolution
- **All portfolio leads:** Creating conditions for cross-functional collaboration and effectiveness



# Core Functions & Key Responsibilities

## Vision, Strategy & Board Interface

- Develop and articulate a compelling vision for B Lab's role in transforming the global economy
- Ensure network development strategies reflect both mission ambition and operational reality
- As the only direct report to the Board, provide the primary interface between governance and the executive, managing relationships with transparency and mutual accountability
- Translate Board direction into executable strategies while providing honest counsel on organizational capabilities and constraints
- Ensure strategic coherence across all portfolios, balancing immediate priorities with long-term transformation goals
- Sponsor an organization decision-rights and escalation charter (who decides what, where, and how) to reduce ambiguity and enable speed across portfolios and regions
- Build Board confidence in the executive team's ability to deliver on ambitious objectives

## External Representation & Strategic Partnerships

- Serve as B Lab's primary spokesperson, articulating the vision for stakeholder capitalism and evolving business to benefit people and the planet
- Build relationships with peer CEOs, positioning B Lab as a trusted partner in business and economic transformation
- Cultivate relationships with major funders and strategic partners
- Represent B Lab at international forums, building the organization's global profile and credibility
- Balance external visibility with internal presence, ensuring the network feels connected to leadership

## Conflict Resolution & Mediation Systems

- Lead the overarching market development and portfolio management strategy including KPIs that drive decisions about market entry, expansion, segmentation, and prioritization – balancing fairness (support for emerging markets) with performance and opportunity
- Build market intelligence capabilities that inform both regional and global strategies
- Assess geopolitical, economic, and regulatory contexts to identify opportunities and risks
- Shape geographic resource allocation based on market readiness, maturity, impact potential and strategic priorities

## **Organizational Culture, Coherence & Integration**

- Champion cultural transformation that preserves B Lab's essence and values while enabling new ways of working
- Ensure resource allocation principles (with the CPOO/CFO/CMO) are transparent and aligned to strategy, balancing performance, potential, and equity across markets
- Model the behaviors and mindsets required for successful integration across entities and geographies
- Foster a culture of interdependence and accountability where unified direction and distributed leadership reinforce and respect each other

## **Organizational Learning & Adaption**

- Champion learning as a core organizational capability and structures for capturing and sharing insights across the global network
- Encourage experimentation and innovation within enabling constraints
- Ensure feedback loops are embedded to connect strategy, implementation, and adaptation
- Ensure the organization maintains both stability and agility during transformation
- Model intellectual humility and curiosity in the face of complex challenges

## **Network Enablement & Collaborative Leadership**

- Champion network health as a strategic priority, ensuring the CEO Office dedicates appropriate resources and attention to fostering collaboration
- Direct the CEO Office to establish and maintain mechanisms for cross-network cooperation, including clear decision-making authorities and protocols
- Personally engage in critical network moments – major conflicts, strategic pivots, or celebration of collective wins
- Oversee the CEO Office's role in convening cross-functional leadership groups, providing strategic direction while the team handles operational coordination

# Success Measures

## Expected Outcomes

- Successful integration achieved with the network operating as a unified organization while preserving local relevance and autonomy
- Cultural transformation embedded, with teams reporting high levels of confidence, clarity, and connection
- Strategic objectives met across all portfolios, with clear progress on prioritised dimensions of the Theory of Change
- Financial sustainability strengthened through growth, diversified revenue, and efficient operations
- Network health demonstrated through effective collaboration and increased innovation and productivity
- External influence expanded, with B Lab recognized as an authoritative voice on stakeholder capitalism and economic systems change

## Successful Profile

The successful CEO will be experienced as a grounded, human leader who makes B Lab's ambition feel achievable. They will be trusted as someone who can engage credibly with external stakeholders while remaining genuinely connected to teams throughout the network. Colleagues will describe them as calm in complexity, clear in communication, and courageous in decision-making – someone who provides stability during transformation without sacrificing boldness of vision. Board members will see them as a strategic thought partner who balances ambition with pragmatism. Regional leaders will experience them as an enabler who provides clarity and removes barriers while respecting local culture and expertise. External stakeholders will recognize them as a systems thinker who understands both the urgency of change and the patience required for transformation. Under their leadership, B Lab will feel both professionally sophisticated and authentically mission-driven.





# Required Capabilities

## Leadership Competencies (Role Specific)

- Transformation leader: Guides organizations through change with emotional intelligence and strategic clarity
- Systems orchestrator: Sees and manages interdependencies across portfolios, geographies, and stakeholder groups
- Cultural architect: Shapes organizational culture through both explicit design and personal modeling
- Ecosystem steward: Builds and maintains stakeholder relationships with authenticity and purpose while staying attuned to global trends
- Complexity navigator: Thrives in ambiguity and possibility while providing clarity and direction for others
- Principled arbiter: makes transparent trade-offs, aligns resources with strategy, and resolves tensions decisively in service of the whole
- Collaborative authority: Exercises power in service of collective success rather than individual control
- Resilient presence: Maintains composure and optimism despite setbacks, modeling resilience for the organization

## Functional Expertise

- Proven CEO or equivalent experience leading organizations through transformation
- Track record of successful organizational integration or merger, particularly in mission-driven contexts
- Deep understanding of governance, working effectively with Boards while maintaining executive authority
- Experience leading globally distributed teams across diverse cultural contexts
- Demonstrated ability to balance mission and margin in sustainable business models
- Strong financial acumen and experience with diverse revenue models
- Experience with standards, certification, or regulatory frameworks
- Track record building high-performance executive teams
- Proven communication skills (public speaking, media, etc.) and ability to engage credibly with senior business leaders, policy makers, and movement builders





## Valuable Additions

- Direct experience with B Corp certification and/or the broader ESG/sustainability movement
- Background spanning nonprofit, business, and potentially government sectors
- Established relationships in the regenerative economy ecosystem
- Experience with network organizations and distributed governance models
- Multilingual capabilities
- Thought leadership credentials in relevant fields
- Personal experience as an entrepreneur or business owner

**“Our people and our planet make profit possible, so the least we can do is use our power to make things better.”**

**Tuki Sande,  
Habito, B Corp**



# Guiding Principles for How We Operate

## 1

### **Mission Driven**

We do everything with impact in mind. We make decisions with impact in mind, guided by our mission and committed to collective success.

## 2

### **Involvement**

We build with, not for. We value collaboration and clarity: we consider those impacted by change, involve relevant expertise, and ensure decision-makers are equipped with the information they need to decide responsibly.

## 3

### **Learning & Courage**

We experiment. Just as we encourage B Corps to grow with purpose, we commit to progress over perfection – fostering a culture where learning and continuous improvement guide our evolution

## 4

### **Trust & Care**

We exemplify a culture of care. We embody the culture of care we wish to see – leading with empathy, supporting one another, and navigating change with respect for people's roles and contributions.

## 5

### **Accountability**

We own our commitments. We take responsibility for our behavior and actions, following through on commitments to each other and our mission. We are transparent about progress and challenges, contributing to a culture of mutual accountability across the network.

## **Leadership Competencies** (All Executives)

- Act as a constellation of leaders, recognizing that collective leadership is stronger than individual heroics and that diverse perspectives drive resiliency and effectiveness
- Model interdependence through deep collaboration, systems thinking and involving relevant expertise in decision making
- Balance constraints by setting clear strategic parameters guided by mission and impact while empowering teams with agency and resources
- Navigate tensions with transparency, grace, and principled decision-making
- Foster innovation through experimentation, learning, and safe-to-fail initiatives, committed to transparency, accountability, and progress over perfection
- Champion inclusion by advancing equity, diversity, and plurality across the global network
- Steward the mission as ambassadors for B Lab's Theory of Change and movement, making all decisions with impact in mind and committed to our collective success
- Build trust through authentic relationships and consistent follow-through and embodying the culture of care we wish to see
- Enable others by creating conditions for teams to thrive and contribute their best work, while also proactively attracting, developing, and retaining talent

# Indicative Priorities

## 1

### Foundation & Stabilization

- Conduct comprehensive listening tour across all entities and regions, understanding perspectives and concerns
- Establish regular presence and communication rhythms that create stability and predictability
- Assess organizational readiness for continued transformation, identifying critical risks and opportunities
- Build trust with the Board through early wins and transparent communication
- Stabilize any functions or relationships showing signs of stress

## 2

### Executive Team & Culture Building

- Complete recruitment of remaining C-Suite positions
- Establish executive team operating model
- Launch cultural transformation initiative addressing change fatigue while building excitement
- Sponsor the design and implementation of an integration roadmap with clear milestones and success measures
- Create forums for cross-entity collaboration

## 3

### Strategic Clarity & Alignment

- With the CMO/Senior Director Strategy & Learning, review and refine network strategy ensuring alignment across all portfolios
- Establish clear priorities balancing transformation needs with operational continuity
- Develop compelling narrative for internal and external stakeholders about B Lab's future
- Align resource allocation with strategic priorities
- Sponsor and publish an organization decision-rights and escalation charter (with the C-suite and Regional Directors)
- Sponsor the first iteration of an organization MEL/scorecard (with CMO/Strategy & Learning/CPOO/CTDO) and set a precedent for the role of evidence and learning in Board and management choices

## 4

### External Positioning & Partnerships

- Establish CEO presence in key external forums and relationships
- Strengthen relationships with major funders and strategic partners
- Engage with peer CEOs building B Lab's credibility in business community
- Build media presence that reinforces B Lab's authority on stakeholder capitalism



# 5

## Network Health & Integration

- With CFO/CPOO, drive global financial integration establishing unified financial architecture, consolidating reporting systems, and ensuring financial stability and liquidity throughout transformation
- Establish network enablement and mediation functions within CEO Office
- With the CMO, build relationships with Regional Directors ensuring global-local alignment
- Confirm resource allocation principles (with CPOO/CFO/CMO) to guide portfolio and regional investments; socialise criteria across the network
- Create mechanisms for surfacing and addressing tensions constructively
- Sponsor integration initiatives that demonstrate value of unified approach

## Practical Considerations

|                     |  |
|---------------------|--|
| <b>Location</b>     | Based out of one of B Lab's <u>major hubs</u> , with preference for positioning within Americas and EMEA time zones to enable engagement across the network. Regular presence required at board meetings, global gatherings, and regional events                       |
| <b>Travel</b>       | Extensive international travel expected (~30%) for network engagement, external representation, and relationship building  |
| <b>Term</b>         | Permanent role with long-term commitment expected given transformation timeline  |
| <b>Start Date</b>   | As soon as possible, with flexibility for the right candidate  |
| <b>Compensation</b> | Compensation will be aligned with relevant market benchmarks conducted by Acre and may differ depending on the location in which the role is based. (Negotiable)   |
| <b>Other</b>        | Must be comfortable with public visibility and media engagement; ability to work across time zones; deep commitment to mission-driven leadership; patience for complexity balanced with urgency for impact; personal resilience and support systems given role demands |

## Project Lead

### Tanith Allen

Managing Director, EMEA

+44 (0) 203 1488 702

[tanith.allen@acre.com](mailto:tanith.allen@acre.com)



## About Acre

Acre is the global leader in sustainability recruitment and executive search, connecting sustainability leadership with high impact organisations across the world.

Since 2003, we've provided sustainability & ESG expertise to the boardroom and have delivered against some of the world's most complex requirements.

## Acre's Global Offices

**London**  
80 Strand,  
London,  
WC2R 0RL

**New York**  
60 Broad Street,  
Manhattan,  
New York 10004

**Amsterdam**  
Fred Roeskestraat 100,  
Amsterdam,  
1076 EE

**Singapore**  
63 Robinson Road,  
Level 8, 7 and 6,  
Singapore 068894

## Global Supporting Team

### Paddy Balfour

Managing Director, APAC

[paddy.balfour@acre.com](mailto:paddy.balfour@acre.com)



### Catherine Harris

Executive Director, Americas

[catherine.harris@acre.com](mailto:catherine.harris@acre.com)



### Emily Goetsch

Research Director, EMEA

[emily.goetsch@acre.com](mailto:emily.goetsch@acre.com)



### Richard Kent

Principal Consultant, Americas

[richard.kent@acre.com](mailto:richard.kent@acre.com)



### Peter Vos

Principal Research Consultant, EMEA

[peter.vos@acre.com](mailto:peter.vos@acre.com)



Acre is committed to increasing diversity and maintaining a progressive and inclusive workplace, both for ourselves and for the organisations we support. It is important to us that we offer equal opportunities in the recruitment processes that we run. We welcome applications from all qualified candidates regardless of their ethnicity, race, gender, religious beliefs, sexual orientation, age, marital status or whether or not they have a disability.



**We look forward to meeting you.**

