Chief Financial Officer

Candidate Information Pack

Contents

Acre has been appointed by B Lab to lead the executive search for their **Chief Financial 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

Position:	Chief Financial Officer (CFO)
Tier:	Tier 1 – C-Suite Executive
Reports to:	Chief Executive Officer (CEO) (direct to Board if appointed in advance of CEO)
Direct Reports	• Portfolio leadership roles to be determined based on organizational priorities and structure. Likely to include functional leads for financial planning and analysis, controllership, treasury, and audit (titles and structures to be confirmed)

Base salary range across hub locations: €165,000 – €215,000

Remuneration for the CFO reflects B Lab's ambition to secure a leader capable of steering a complex global network at a pivotal moment for the organization. Total compensation for the CFO — inclusive of base salary and the broader benefits and wellbeing package — will be determined in alignment with geographic and market equity across B Lab's hub locations. The final offer will depend on the candidate's location, experience, and proven ability to lead complex international transformation, aligned with our commitment to fairness and transparency. For details on the full remuneration and benefits package, please contact Acre.

Portfolio Scope

The CFO leads B Lab's Finance portfolio. This means architecting and stewarding B Lab's network financial model – the integrated architecture by which budget, forecast, capital allocation, investment, and risk management connect across all entities of the global organization. The portfolio encompasses financial strategy and planning, cost structure, capital architecture, treasury, financial risk, internal controls, statutory and regulatory compliance, audit, and the financial business intelligence and reporting infrastructure that enable sound executive and Board decision-making across the network. The CFO contributes to and influences business model decisions – including pricing, products, programs, philanthropy, and partnerships – through financial analysis, modeling, and risk assessment. By holding a strategic seat at the executive table, the CFO ensures that financial realities and possibilities both inform and are informed by enterprise strategy, and that resource decisions reflect both mission and sustainability.

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. Both depend on financial architecture functioning reliably, transparently, and strategically. The CFO will lead the consolidation of financial systems across the organizational system, the design of resource allocation principles aligned to strategy, and the evolution of treasury, controls, and reporting infrastructure. This portfolio must deliver both stability through transition and the financial innovation required for B Lab's future operating model.

Mission Connection

The CFO advances B Lab's Theory of Change by ensuring resources flow effectively toward mission-critical work and that financial discipline reinforces rather than constrains impact. By stewarding capital with both rigor and creativity, the CFO enables B Lab to invest in the standards, products, partnerships, and people that drive economic transformation. By replacing fragmented financial practice with unified architecture across all entities, and through transparent reporting and credible financial governance, the role earns the trust of Boards, funders, regulators, and the wider movement – modeling the kind of accountable, mission-aligned financial leadership B Lab seeks to encourage in business more broadly.

External Stakeholder Engagement

- External auditors and assurance providers
- Banking, treasury, and financial services partners
- Major institutional and philanthropic funders
- Tax authorities and financial regulators across jurisdictions
- Investment partners and reserves managers
- Peer CFOs and finance leaders in mission-aligned organizations

Key Executive Interfaces

- **CEO:** Strategic alignment on capital strategy, resource allocation, business model, and other financial implications of organizational direction
- **Chief People & Operations Officer:** Integration of financial systems with operational infrastructure, people investment, total rewards, and risk frameworks
- **Chief Markets Officer:** Resource allocation and stability across regions, regional financial performance, and market development investment
- **Chief Standards Officer:** Financial input to commercial strategy, pricing, product economics, and revenue planning
- **Chief Impact & Movement Officer:** Financial input to philanthropic strategy, fundraising, partnership economics, and program design
- **Chief Technology & Data Officer:** Financial systems architecture and data infrastructure for financial analytics

Critical Cross-functional Relationships

- **Regional/Market Directors:** Regional budgeting, financial reporting, operating stability, and resource allocation
- **General Counsel:** Financial regulatory compliance, contract financial governance, and integrated risk frameworks
- **Senior Director Strategy & Learning:** Financial dimensions of strategy and integration of financial and impact data
- **Senior Director Organizational Evolution (role and role title TBC):** Financial implementation of integration design and harmonization of financial ways of working
- **Senior Director People & Culture:** Total rewards architecture and workforce planning
- **Audit Committee and Board:** Financial assurance, audit relationships, and Board-level financial governance

Core Functions & Key Responsibilities

Financial Model & Strategy

- Lead the development and execution of B Lab's financial strategy in partnership with the CEO and Executive Team
- Architect and steward B Lab's financial model – the structure of revenue flows, cost allocations, transfer mechanisms, capital structure, and resource flows that translate organizational design into financial reality
- Own cost structure and capital architecture, ensuring resources are allocated, deployed, and protected with both rigor and strategic judgment
- Contribute to and influence business model decisions led by the CEO (sponsorship), CSO (products, programs, pricing, commercial strategy) and CIMO (philanthropic strategy, partnership models) through financial analysis, modeling, and risk assessment
- Establish resource allocation principles that align resources with strategic priorities and the Theory of Change
- Provide financial scenario planning that informs organizational direction, risk-taking, and investment choices

Treasury, Risk & Controls

- Lead treasury strategy, including cash management, currency, and revenue collection infrastructure
- Direct financial risk assessment, modeling, and mitigation across the network – ensuring risks are surfaced, integrated, and addressed at the appropriate level, regardless of which entity carries them
- Establish robust internal financial controls that balance compliance with operational efficiency
- Oversee investment and reserves management consistent with mission and risk appetite
- Partner with the CPOO and General Counsel on the integration of financial risk into enterprise risk management

Budget, Reporting & Financial Performance

- Establish and steward a unified network financial model – integrating budget, forecast, investment allocation, and resource flows across all entities into a single, coherent view that supports Board, Executive Team, and regional decision-making
- Direct organisation budget architecture, the annual planning process, and forward forecasting across all entities
- Lead or steward financial reporting to the Board, Executive Team, regional boards, and external stakeholders
- Ensure financial performance is monitored, reported, and used for decision-making across the network
- Ensure financial reporting meets statutory and regulatory requirements across all jurisdictions
- Partner with the CMO and Regional Directors on regional budgets, resource allocation, and operational stability

Compliance, Audit & Assurance

- Ensure compliance with statutory, tax, and regulatory financial requirements across all jurisdictions
- Lead audit strategy and serve as primary executive interface with external auditors and the Audit committee
- Direct financial governance frameworks (in cooperation with the Board)
- Ensure cross-border financial operations meet jurisdictional requirements while supporting an integrated network

Core Functions & Key Responsibilities (continued)

Financial Intelligence & Decision Support

- Build financial business intelligence capabilities that translate data into strategic insight
- Equip the Executive Team and regional leaders with the financial analysis required for sound decision-making
- Partner with the CTDO on financial systems architecture and the data infrastructure for financial analytics
- Connect financial information to impact information, supporting integrated strategic decision-making

Budget, Reporting & Financial Performance

- Lead financial stewardship of investor, funder, and donor relationships
- Provide the financial credibility expected by major institutional and philanthropic partners
- Partner with the CIMO on grant management financial governance and the financial design of fundraising approaches
- Represent B Lab's financial integrity to external stakeholders, regulators, and the wider movement

Finance as an Organizational Capability

- Determine the appropriate operating mode for finance across the integrated organization – consolidating where coherence, control, and efficiency require it, coordinating across distributed practice where context, pragmatism, and proximity to operations require it
- Architect the systems, processes, and capabilities that bring the chosen shape to life, including the relationships between global finance and regional/market finance leadership
- Steward the finance leadership community across the network, building shared standards while respecting the contexts in which finance is practiced
- Establish coordination rhythms with regional finance leads that support shared accountability and cross-network learning

Success Measures

Expected Outcomes

- Financial strategy integrated with organisational strategy, with capital allocation visibly aligned topriorities and the Theory of Change
- Network-wide transparency, controls, and financial rigor established across all entities – replacing fragmentation with coherence and giving the Board, Executive Team, and regionalleaders a shared, reliable view of B Lab's financial position
- Unified financial architecture established across entities, providing transparency, resilience, and efficiency at network scale
- Robust financial controls, reporting, and compliance in place across all jurisdictions, sustaining trust with auditors, regulators, funders, and the Board
- Treasury, risk, and reserves managed with discipline and foresight, ensuring financial resilience through transformation and beyond across the whole organizational system
- Financial information experienced across the organization as a tool for decision-making rather than a constraint, with executive and regional leaders equipped to act on it
- Finance functioning coherently across the network in the operating mode appropriate to each function – consolidated where required, coordinated where pragmatic
- B Lab recognised externally as a financially well-stewarded organization, strengthening credibility with funders, partners, and the wider movement

Success Measures

Successful Profile

The successful CFO will be experienced as a strategic financial leader who makes resources serve mission. They will be trusted as both a rigorous steward and a constructive partner – equally credible with auditors and movement leaders, comfortable in detail and in vision. Colleagues will describe them as clear, principled, and pragmatic – someone who brings discipline without rigidity and ambition grounded in financial reality.

They will bring entrepreneurial energy and a creative lens to financial leadership – comfortable building in ambiguity, comfortable with imperfect information, and comfortable in an organization still finding its integrated form.

Regional leaders will experience finance as enabling rather than gatekeeping. External funders and partners will recognise them as a sophisticated operator who brings professional excellence to mission-driven work. Under their leadership, B Lab's financial systems will feel both robust and adaptive, creating the conditions for sustained impact at scale.


BIG THANKS TO OUR PARTNERS
AMSTERDAM IMPACT

Required Capabilities

Leadership Competencies (Role Specific)

- **Strategic financial architect:** Develops financial strategies that bridge mission and sustainability, and that adapt to a changing organizational shape
- **Capital steward:** Allocates resources to where they create both impact and stability, balancing rigor with ambition
- **Risk navigator:** Balances prudent protection with strategic boldness, managing uncertainty withconfidence
- **Systems integrator:** Connects financial systems, controls, and reporting across diverse entities and jurisdictions
- **Decision enabler:** Translates financial complexity into clarity for executive, Board, and regional decision-makers
- **Financial narrator:** Crafts compelling narratives that translate financial reality into shared understanding across the network – making the financial story of B Lab legible to Boards, funders, regional leaders, and the wider movement
- **Trust builder:** Earns the confidence of auditors, regulators, funders, and colleagues through transparency and consistent follow-through

Functional Expertise

- Experience managing a P&L of €85,000,000 (or equivalent in local currency) or more
- Proven C-level or equivalent experience leading finance in complex, multi-entity organizations
- Track record of leading financial integration or consolidation across previously independent entities
- Strong experience with multi-currency, multi-jurisdictional financial operations
- Demonstrated ability to develop financial strategies for organizations balancing nonprofit mission with commercial activities
- Deep understanding of statutory, regulatory, and tax frameworks across multiple jurisdictions
- Experience with audit, financial controls, and Board-level financial governance, including engagement with Audit Committees
- Track record building high-performing finance teams across diverse cultures and geographies
- Strong financial systems and analytics capability, including evolving use of data and technology in finance functions
- Experience working effectively with major institutional and philanthropic funders

Valuable Additions

- Experience with network organizations, federated structures, or distributed governance models
- Background spanning nonprofit, commercial, and philanthropic sectors
- Knowledge of B Corp certification, ESG, or sustainability frameworks
- Relevant professional qualifications (e.g., CPA, CA, ACCA, CFA)
- Experience with technology-enabled finance transformation
- Multilingual capabilities
- Experience supporting transformation and change at scale

“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 Assessment & Stabilization

- Conduct a comprehensive review of current financial systems, controls, and reporting across all entities
- Establish a unified view of the network financial position – consolidating budget, forecast, and risk exposure across all entities to give the Board, Executive Team, and regional leaders a reliable, shared picture
- Stabilize treasury, cash management, and revenue collection across the integrating network
- Identify critical financial risks through transformation and develop mitigation priorities

2

Financial Architecture & Integration

- With Executive Team, determine the appropriate operating model for finance across the network and architect accordingly
- With CEO and CPOO, drive global financial integration: unified financial architecture, consolidated reporting systems, and harmonized policies
- Establish financial governance frameworks consistent with the integrated organizational architecture
- Direct the design and implementation of resource allocation principles that align resources with strategic priorities
- Lead financial assessment of the standards transition (third-party assurance, pricing changes, revenue flow implications, cost model adjustments, customer attrition risk) and develop mitigation strategies in partnership with the CSO
- Partner with the CTDO to scope financial systems architecture and data infrastructure

3

Strategic Financial Leadership

- Develop B Lab's long-term financial strategy and capital plan
- Lead the financial dimensions of the strategy refresh in partnership with CEO and CMO
- Establish financial scenario planning and stress-testing capability for transformation
- Develop a phased investment strategy for the multi-year transformation – capital investments, operating costs, resource allocation, and staffing levels – with explicit articulation of the role of philanthropy (in partnership with the CIMO)
- Build financial business intelligence and decision-support tools for the Executive Team and Regional Directors

4

External Financial Stewardship

- Strengthen relationships with major institutional and philanthropic funders
- Engage with auditors, regulators, and the Audit Committee to establish financial credibility
- Represent B Lab externally as a financially well-stewarded organization
- Build peer relationships with mission-aligned CFOs and finance leaders

Practical Considerations

Location	Based out of one of B Lab's major hubs (e.g., US, EU, UK, Brazil), with preference for positioning within Americas and EMEA time zones to enable engagement across the network
Travel	Travel: Some international travel expected (~10%) for engagement with regional teams, funders,
Term	Permanent role
Start Date	As soon as possible, aligned with executive recruitment and transformation timeline
Compensation	Compensation will be aligned with relevant market benchmarks conducted by Acre and may differ depending on the location in which the role is based.
Other	Ability to work across time zones; openness to flexible working patterns

acre

Project Lead

Tanith Allen
Managing Director, EMEA

+44 (0) 203 1488 702

tanith.allen@acre.com

Global Supporting Team

Paddy Balfour
Managing Director, APAC

paddy.balfour@acre.com

Catherine Harris
Executive Director, Americas

catherine.harris@acre.com

Emily Goetsch
Research Director, EMEA

emily.goetsch@acre.com

Richard Kent
Principal Consultant, Americas

richard.kent@acre.com

Peter Vos
Principal Research Consultant, EMEA

peter.vos@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

Amsterdam
Herengracht 124-128,
Amsterdam,
1015 BT

New York
60 Broad Street,
Manhattan,
New York 10004

Singapore
OUE Downtown Gallery,
6A Shenton Way,
Singapore 068815

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.