



Senior Director, People & Culture

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 **Senior Director of People & Culture** – 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: Senior Director People & Culture
Tier: Tier 2 – Senior Leadership
Reports to: Chief People & Operations Officer

- Direct Reports**
- Group leadership roles to be determined based on organizational priorities and structure
 - Likely to include functional leads for leadership & capability development, HR operations, and regional People & Culture partners

Base salary range across hub locations: €102,000 – €170,500

Remuneration for the SDPC 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 SDPC — 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 Senior Director People & Culture leads the critical work of preserving and evolving B Lab’s culture during transformation while building the people systems that enable the unified, global organization to function. This role leads the design of people systems that both scale and humanise, ensuring that B Lab’s values are lived across a global organisation. They improve employee experience, anchor cultural continuity, and enable talent to thrive during and after 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 Senior Director People & Culture contributes to both, ensuring that people remain centered during change. This role must build systems that provide stability and predictability while enabling new ways of working. The leader must navigate the delicate balance of harmonizing practices across jurisdictions while adapting where needed to consider local employment regulations. Success means emerging from transformation with a strong, coherent culture that feels authentically B Lab.

Mission Connection

The Senior Director People & Culture advances B Lab's Theory of Change by ensuring the organization models the interdependence and care it seeks to create in the world. Through thoughtful people practices, this role demonstrates that organizations can prioritize both performance and human well-being. By building inclusive talent systems, equitable compensation frameworks, and development pathways that honor diverse contributions, this leader helps B Lab demonstrate how business benefits people and the planet – starting with how it treats its own people. The culture this role promotes underpins B Lab's impact, inspiring others to reimagine what work can be.

External Stakeholder Engagement

- HR partners and consultants across regions
- Employment lawyers across regions
- Compensation and benefits providers
- Recruitment firms and talent networks
- Leadership development partners
- Culture and organizational development experts
- Mission-aligned organizations and B Corps for practice sharing

Key Executive Interfaces

- **Chief People & Operations Officer (CPOO):** Strategic alignment on culture evolution, workforce planning, and people practices and policies
- **CEO:** Culture transformation and organizational health metrics
- **All C-Suite:** Talent strategy, leadership development, and organizational effectiveness

Critical Cross-functional Relationships

- **Senior Director Network Transformation:** Change readiness, capability building, and cultural integration
- **Senior Director Brand & Communications:** Partner on culture communications and employee engagement messaging
- **Regional Directors/P&C Leads:** Local adaptation of people practices and regional talent needs
- **Finance:** Compensation planning, benefits optimization, and people investment ROI
- **Strategy & Learning:** Organizational capability building and knowledge management
- **All portfolio leads:** Workforce planning, team effectiveness, and talent development

Core Functions & Key Responsibilities

Culture Transformation & Stewardship

- Lead the evolution of B Lab's culture, honouring its essence while enabling transformation
- Design initiatives that translate B Lab's essence and values into daily behaviours, practices, and rituals
- Create knowledge capture and sharing practices that honor B Lab's history
- Establish culture metrics and regular feedback systems that track health and change over time
- Partner with senior leaders to model and reinforce desired behaviours and mindsets.

Talent Strategy & Workforce Architecture

- Develop talent strategies that position B Lab as an employer of choice for mission-driven professionals
- Lead workforce planning that anticipates future capability needs and aligns with strategic priorities
- Build diverse and inclusive talent pipelines that advance equity and representation at all levels, with explicit metrics and accountability for progress
- Create clear career pathways and succession plans that balance continuity with growth opportunities
- Support organisational design work to ensure teams are structured for coherence and impact.

Total Rewards & Equity

- Design and implement a global compensation philosophy that balances competitiveness with equity
- Harmonise benefits frameworks across jurisdictions while respecting local needs and regulations
- Ensure pay equity across roles, geographies, and demographics, supported by transparent communication
- Build recognition systems that celebrate both individual contribution and collective achievement
- Introduce innovative benefits that reflect B Lab's values and support wellbeing.

Organisational Development & Effectiveness

- Partner with Strategy & Learning to design internal learning and development systems that strengthen capabilities at every level
- Build leadership development programs that support leaders and prepare B Lab's next generation of leaders
- Establish performance management approaches that balance accountability with growth and reflection
- Create frameworks for team effectiveness and collaboration across a distributed network
- Foster a culture of feedback and continuous improvement

People Operations & Change Enablement

- Oversee HR operations and systems that work globally while adapting to local requirements
- Design employee journeys from recruitment through exits that are coherent and values-aligned
- Build manager enablement tools that empower leaders at every level
- Ensure compliance with employment law across jurisdictions through robust people policies
- Develop people analytics dashboards that provide actionable insights for leaders
- Partner with transformation leadership to ensure change readiness and provide support during integration
- Build resilience and continuous adaptation capabilities into the organisation, making change part of normal operations.

Success Measures

Expected Outcomes

- Culture evolved with confidence, employees reporting strong connection to mission and values
- Talent systems embedded, attracting and retaining diverse, high-performing teams across regions
- Compensation and benefits harmonised, seen as fair, transparent, and sustainable
- Leadership and learning capabilities strengthened, with evidence of impact on performance and growth
- Employee experience improved, with high engagement and trust in people processes
- Operational integration supported, teams reporting clarity and confidence in new structures

Successful Profile

The successful Senior Director People & Culture will be experienced as a trusted guardian of B Lab's values while being a pragmatic architect of its future. They will be known for deep empathy balanced with operational excellence – someone who can hold space for human interactions while building systems that scale. Colleagues will describe them as culturally fluent, emotionally intelligent, and strategically grounded. Regional teams will experience people practices as enabling rather than constraining. Leaders will see them as a thought partner who brings both heart and rigor to organizational challenges. Under their stewardship, B Lab's culture will feel both stable and dynamic – rooted in purpose while ready for the future.





Required Capabilities

Leadership Competencies (Role Specific)

- Culture architect: Designs and evolves organizational culture with intentionality and sensitivity
- Systems builder: Creates frameworks and processes that scale while maintaining human connection
- Change partner: Guides people through change with empathy and clarity
- Bridge builder: Connects diverse perspectives and finds common ground across differences
- Talent strategist: Identifies and develops human potential
- Data-informed but human-centred: Uses evidence to inform decisions without losing sight of human impact

Functional Expertise

- Proven senior HR leadership experience in global organizations
- Deep expertise in culture transformation and change management
- Track record of designing and implementing global people strategies
- Experience harmonizing practices across diverse regulatory environments
- Demonstrated success in compensation design and benefits optimization
- Strong knowledge of talent development and organizational effectiveness
- Experience with HR technology and people analytics
- Understanding of employment law in multiple markets and compliance requirements
- Ability to work effectively across cultures and contexts



Valuable Additions

- Experience in mission-driven and/or B Corp certified organizations
- Background in both nonprofit and commercial sectors
- Relevant certifications
- Experience with union relations or works councils
- Multilingual capabilities
- Background in organizational psychology or related fields

“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

Culture Assessment & Roadmap

- Conduct comprehensive culture assessment across all entities understanding current state
- Co-create culture evolution roadmap with broad stakeholder input
- Establish culture metrics and ongoing pulse mechanisms
- Launch initial culture initiatives that build momentum and trust

2

Compensation & Benefits Harmonization

- Complete compensation benchmarking and philosophy development
- Design harmonized frameworks that balance global coherence with local needs
- Implement transparent communication about compensation changes
- Establish benefits portfolio that reflects B Lab values

3

Talent & Organizational Architecture

- Build on organizational design work and support operational integration
- Develop talent acquisition strategies for critical roles
- Create succession plans for key positions

4

People Systems & Operations

- Assess and integrate HR systems across entities
- Establish global people policies and local adaptation protocols
- Build people analytics capabilities and dashboards

5

Change Support & Capability Building

- Partner with transformation team on change readiness
- Create employee support resources and mechanisms
- Build feedback loops to track and respond to employee needs

Practical Considerations

Location	Based out of one of B Lab's major hubs (e.g., US, EU, UK, Brazil), with preference for location enabling cross-timezone collaboration. Regular presence required at major hubs and global gatherings
Travel	Moderate international travel expected (20-25%) for regional engagement, culture initiatives, and team building
Term	Permanent role
Start Date	As soon as possible (phase 1 priority)
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	Must be available across time zones; deep cultural fluency required; personal resilience for leading through transformation; commitment to modeling B Lab values

Project Lead

Tanith Allen
 Managing Director, EMEA

+44 (0) 203 1488 702
 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



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



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.

