



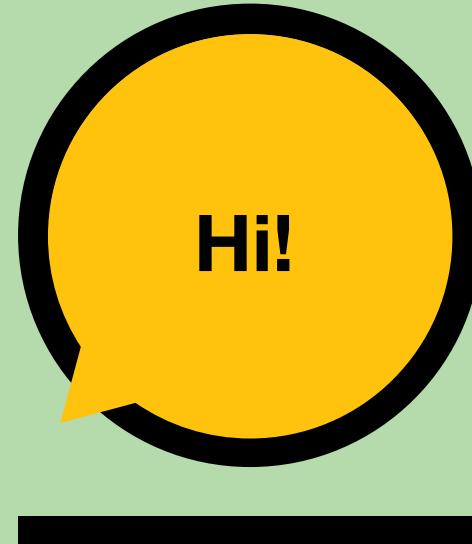
Chief Impact & Movement Officer

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 Impact & Movement 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 Impact & Movement Officer (CIMO)
Tier:	Tier 1 – C-Suite Executive
Reports to:	Chief Executive Officer (CEO) (direct to Board if appointed in advance of CEO)
Direct Reports	<ul style="list-style-type: none">Senior Director, Brand & CommunicationsOther portfolio leadership roles to be determined based on organizational priorities and structure.

Base salary range across hub locations: (€154,000 – €214,000)

Remuneration for the CIMO 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 CIMO — 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 CIMO leads B Lab's impact & movement portfolio. This means catalyzing systems transformation beyond businesses' adoption of core products – orchestrating movement building and collective action, strategic partnerships and fundraising, brand and communications leadership, policy and advocacy, and programs that demonstrate systemic change. By combining external influence with internal narrative, the CIMO ensures B Lab shows up in the world as both a credible standards organization and a catalyst for economic transformation that creates the conditions for an economy that works for people and the planet.

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 CIMO ensures these transformations strengthen B Lab's movement-building capacity. This portfolio must maintain and amplify B Lab's external influence during internal change – demonstrating that organizational integration enhances rather than constrains the ability to catalyze and amplify collective action. The CIMO must continue to evolve B Lab's narrative from a certification organization to a systems change catalyst, while maintaining credibility with diverse stakeholders from grassroots activists to institutional leaders.

Mission Connection

The CIMO enacts B Lab's Theory of Change by orchestrating interventions that amplify behavior change in business and mobilizes collective action that shifts cultural norms and ultimately transforms economic structures. By building coalitions, influencing policy, and demonstrating alternatives, the CIMO helps create the enabling conditions for stakeholder capitalism to become an established economic paradigm. Through strategic storytelling, community activation, and sophisticated programming this role ensures B Lab's technical work in standards translates into a compelling vision for economic transformation that diverse actors can see themselves in and contribute to.

External Stakeholder Engagement

- B Corp community and movement leaders
- Policy makers and regulatory bodies
- Philanthropic partners and major funders
- Coalition partners and allied movements
- Media and thought leaders
- Academic institutions and research partners
- Civil society organizations and NGOs
- Investors and capital market actors

Key Executive Interfaces

- **CEO:** Strategic alignment on movement building strategies and external positioning
- **Chief Markets Officer:** Regional activation and market-specific programs and movement building
- **Chief Standards Officer:** Standards as movement catalysts, account transitions from certification to community engagement, alignment between commercial success and movement participation
- **Chief People & Operations Officer:** Capability building and resource allocation for programs
- **Chief Technology & Data Officer:** Technology platforms for community engagement and movement infrastructure

Critical Cross-functional Relationships

- **Regional/Market Directors:** Local movement building, programming, and community activation
- **Standards & Certification:** Connecting technical rigor to movement narrative and wider programming
- **Strategy & Learning:** Impact measurement, evidence, and insights for systems change
- **Commercial:** Aligning business development with movement building
- **Finance:** Grant management and fundraising coordination
- **All portfolios:** Ensuring external communications serve network-wide objectives

Core Functions & Key Responsibilities

Community Engagement & Collective Action

- Mobilise B Lab's community of certified companies into a powerful movement for economic change
- Design and activate campaigns that mobilize B Corps, certified and non-certified businesses, and allies around shared goals, amplifying individual actions into collective impact
- Build coalition strategies that position B Lab as a convenor and catalyst within the broader ecosystem of change
- Foster community health and engagement, ensuring businesses at all stages of their journey experience both local belonging and global purpose
- Create mechanisms for distributed innovation, enabling regional and market teams to drive local action within clear guardrails

Programs for System Change

- Design global program frameworks that regions can adapt and implement based on local needs and opportunities
- Support regional teams in developing context-specific programs while ensuring alignment with global strategies
- Ensure programs are designed with sustainability and fundability in mind while maintaining impact integrity
- Create program infrastructure (tools, methodologies, evaluation frameworks) that enables consistent quality while allowing local innovation
- Partner with Senior Director Strategy & Learning to facilitate cross-regional learning and innovation – scaling successful interventions through adaptation rather than replication
- Build partnerships that provide resources and legitimacy for global, regional, and market-level program delivery

Policy & Advocacy Leadership

- Provide a light global policy framework that regions can adapt, with shared positions on cross-border issues and a simple protocol for shaping and approving public stances
- Build capability and tools for regional teams to lead policy engagement, respecting local expertise and relationships
- Coordinate cross-regional positions on global issues, amplifying local wins into international momentum
- Connect grassroots business voices to international policy processes, ensuring regional perspectives shape global positions
- Synthesize regional policy victories into compelling global narratives demonstrating widespread momentum

Strategic Partnerships & Resource Mobilization

- Cultivate high-value partnerships that amplify B Lab's influence and extend its reach beyond direct operations
- Lead fundraising strategy securing philanthropic resources that build network capacity, enable ambitious systems change work, and unlock opportunities for regional impact
- Build relationships with major funders, aligning their strategic priorities with B Lab's Theory of Change
- Define program sustainability frameworks and funding principles, ensuring coordination between resource mobilization and program development while supporting regions to blend philanthropic, earned, and in-kind resources
- Design partnership frameworks that create mutual value while preserving B Lab's independence and integrity
- Establish B Lab as a trusted partner for governments, multilaterals, and institutions while creating innovative funding models that blend philanthropic, commercial, and public resources

Brand Leadership & Strategic Communications

- Oversee global brand strategy through the Senior Director Brand & Communications, ensuring B Lab resonates across diverse contexts while maintaining coherent identity
- Direct narrative development ensuring the Senior Director Brand & Communications positions B Lab as both practical and visionary, technical and transformative
- Sponsor thought leadership initiatives, partnering with Senior Director Strategy & Learning and Senior Director Brand & Communications to establish B Lab voices as authoritative on economic transformation
- Ensure crisis communications readiness through the Senior Director Brand & Communications, protecting B Lab's reputation while using challenges as opportunities for dialogue
- Partner with CPOO and Senior Director Network Transformation on internal communications strategy, ensuring the Senior Director Brand & Communications builds employee engagement, supports change management, and fosters global connection

Success Measures

Expected Outcomes

- Movement momentum sustained and grown, with more businesses, partners, and coalitions engaged in collective action
- Business engagement broadened, as adoption of standards is reinforced by participation in programs, campaigns, and advocacy
- Policy influence achieved, with credible positions on priority issues and tangible contributions to structural change
- Brand health improved, with B Lab recognised globally as both a trusted standards body and a systems - change leader
- Program impact validated and scaled, with pragmatic MEL demonstrating effectiveness and supporting adaptation across regions
- Resource mobilisation secured, with diversified, multi-year commitments underpinned by strong grant and partnership governance.

Successful Profile

The successful CIMO will be experienced as an inspiring catalyst who makes systems change tangible. They will be trusted as both a sophisticated strategist and an authentic movement leader — equally comfortable in grassroots spaces and institutional rooms. Colleagues will describe them as visionary and practical, collaborative and decisive — someone who builds coalitions without diluting purpose and brings diverse voices into strategic coherence. External partners will recognise a systems thinker who knows where to focus power and a relationship-builder who creates durable alliances. Under their leadership, B Lab's movement will feel locally rooted and globally connected — professionally credible and genuinely transformative.





Required Capabilities

Leadership Competencies (Role Specific)

- Movement catalyst: Enables collective action, creating energy and momentum that extends beyond organizational boundaries
- Systems strategist: Identifies leverage points for transformation, orchestrating interventions across global, regional, and market levels
- Network enabler: Balances visible global leadership with servant leadership that empowers regional and local teams
- Public champion: Understands diverse audiences and how to drive behavioral change through communication, maintains strong public presence with authentic messaging and resilience when challenging established systems
- Coalition builder: Engages stakeholders and forges alliances, finding common ground without diluting purpose
- Influence navigator: builds and deploys power ethically, understanding grassroots and institutional dynamics
- Adaptive leader: Responds to emergence, adjusting strategies based on movement dynamics and external shifts

Functional Expertise

- Proven experience leading movement building or systems change initiatives at significant scale
- Strong track record designing, implementing, and scaling programmatic interventions across diverse contexts
- Track record in fundraising and donor stewardship, particularly with major philanthropic partners
- Experience with policy processes and advocacy strategies
- Experience leading brand and communications for mission-driven organizations
- Demonstrated ability to build and sustain coalitions across diverse stakeholder groups
- Knowledge of economic systems, stakeholder capitalism, and sustainable business models
- Experience managing program/project portfolios with multiple workstreams and stakeholders
- Ability to work effectively across cultures, sectors, and ideological perspectives



Valuable Additions

- Direct experience with B Corp communities and/or the broader impact economy
- Background spanning nonprofit, business, and government sectors
- Conceptual grounding in systems theory, social movements, or economic transformation
- Established relationships with key funders, policy makers, or movement leaders
- Personal experience as a social entrepreneur
- Multilingual capabilities and cross-cultural fluency
- Track record of thought leadership

“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

Movement Assessment & Strategy

- Build on the 'Plan of Product' work to complete an assessment of current movement and program assets, relationships, and momentum
- Develop integrated movement strategy connecting community, partnerships, policy, and programs
- Map stakeholder ecosystem identifying allies, influencers, and potential coalition partners

2

Partnership & Fundraising Foundation

- Assess current funding portfolio and develop diversification strategy
- Strengthen relationships with existing major funders while identifying new prospects
- Design partnership framework balancing value creation with mission alignment

3

Brand & Narrative Evolution

- Sponsor global research to quantify and comparably assess brand health (awareness and associations) across all markets

4

Policy & Advocacy Activation

- Map policy landscape identifying priority opportunities across jurisdictions
- Build relationships with key policy makers and influencers
- Connect regional policy work to global framework

5

Program Portfolio Optimization

- Review existing programs assessing impact and alignment with systems change goals
- Design new initiatives addressing critical gaps in theory of change
- Partner with Senior Director Strategy & Learning to establish learning and evaluation frameworks for all programs

Practical Considerations

Location	Based out of one of B Lab's major hubs (e.g., Brazil, EU, UK, US), with preference for locations enabling engagement with key stakeholders. Regular presence required at major events, global gatherings, and board meetings
Travel	Extensive international travel expected (30-35%) for fundraising, partnerships, speaking, and movement building
Term	Permanent role
Start Date	As soon as possible, aligned with organizational 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

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**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.

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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.

