



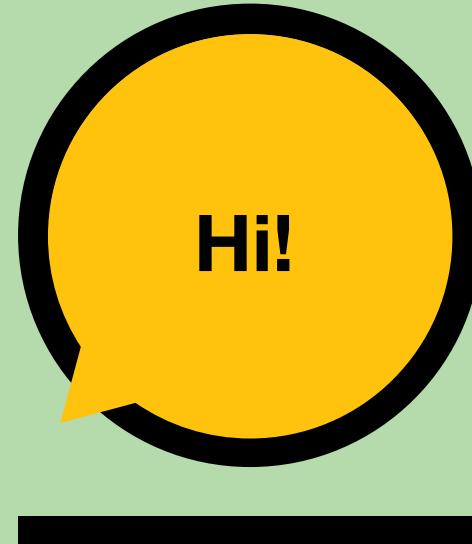
Chief People & Operations Officer

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 People & Operations 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 People & Operations Officer (CPOO)
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">Chief Financial Officer (with dotted line to CEO)General CounselSenior Director People & CultureSenior Director Network Transformation (time-bound role ~2-3 years)Other portfolio leadership roles to be determined based on organizational priorities and structure.

Base salary range across hub locations: €171,000 – €299,000

Remuneration for the CPOO 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 CPOO — 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 CPOO leads B Lab's People, Operations, and Enabling Systems portfolio. This means stewarding the organization's culture, ensuring financial and operational resilience, and overseeing the legal and risk frameworks that safeguard the mission. The CPOO ensures the organization has the backbone systems, people practices, and compliance structures needed to deliver impact at scale. This includes overseeing the development of enabling processes that make work coherent and efficient, while cultivating an environment where people can thrive.

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 organization. The CPOO ensures these transformations succeed by building the operational infrastructure, cultural foundations, and change management capabilities required for sustainable integration. This portfolio must deliver both stability during transition and operational innovation for the future – maintaining business continuity while reimagining how a mission-driven organization operates at global scale.

Mission Connection

The CPOO advances B Lab's Theory of Change by creating the conditions for mission delivery. This portfolio ensures that B Lab's people are engaged, equipped, and empowered; that operations enable rather than constrain impact; and that resources flow effectively toward mission-critical work. By embedding B Lab's values into systems, policies, and practices, the CPOO helps the organization model the interdependence it seeks to create in the world. Through careful stewardship of people, operations, and finance, this role demonstrates that organizational effectiveness and building workplaces where employees feel valued, heard, and empowered are mutually reinforcing.

External Stakeholder Engagement

- Legal and regulatory bodies across jurisdictions
- HR and organizational development partners
- Professional services firms and consultants (internal audit, legal)
- Funders and investors regarding financial accountability
- Mission-aligned organizations for good practice sharing

Key Executive Interfaces

- **CEO:** Strategic alignment on culture, transformation, finance, and organizational design
- **Chief Markets Officer:** Resource allocation and operational support for regions
- **Chief Standards Officer:** Integration of financial planning, pricing, and revenue models
- **Chief Impact & Movement Officer:** Operational enablement and capability development for movement building and programs
- **Chief Technology & Data Officer:** Organizational systems integration and data governance
- **B Lab Board:** Governance arrangements and systems

Critical Cross-functional Relationships

- **Regional/Market Directors:** Financial oversight, legal compliance, operational support, and people practices across jurisdictions
- **Strategy & Learning:** Organizational effectiveness and integration of MEL with finance and performance frameworks
- **Standards & Commercial:** Legal frameworks and compliance for new assurance model
- **Brand & Communications:** Internal communications and culture initiatives and risk management
- **All portfolio leads:** Cross-functional coordination for integration and organizational development

Core Functions & Key Responsibilities

People Strategy & Culture Evolution

- Set strategic direction for people strategies that attract, develop, and retain mission-driven talent across diverse global contexts
- Lead cultural transformation ensuring B Lab's values translate into lived practices, behaviors, and decisions
- Oversee development of total rewards frameworks balancing market competitiveness with mission alignment and internal equity
- Direct leadership development systems creating pathways for growth while preserving institutional knowledge
- Champion justice, equity, diversity, and inclusion as operational imperatives embedded in all people processes
- Oversee employee experience from recruitment through to exit, ensuring coherent and compelling journeys

Operational Effectiveness & Infrastructure

- Oversee operational strategy and frameworks enabling efficiency, consistency, and agility across the global network
- Direct organizational design strategy and the development of structures that balance functional expertise, cultural perspectives, and geographic responsiveness
- Lead process optimization identifying and eliminating friction while preserving necessary controls
- Oversee facilities, procurement, and vendor management ensuring value for money and mission-alignment
- Ensure establishment of information governance (distinct from technical data management) and stewardship of knowledge assets

Legal & Compliance Architecture

- Oversee legal frameworks supporting operations across multiple jurisdictions
- Ensure compliance with regulatory requirements while maintaining operational flexibility
- Partner with General Counsel to build governance systems supporting innovation within appropriate risk parameters
- Oversee development of contract management systems protecting B Lab's interests while enabling partnerships
- Direct intellectual property strategies protecting mission-critical assets

Financial Stewardship & Risk Management

- Ensure financial sustainability through strategic oversight of the CFO's planning, controls, and resource optimization
- Partner with the CFO to align budgets with strategy, ensuring resources follow priorities
- Oversee enterprise risk strategy, ensuring the CFO and General Counsel establish frameworks for operational, financial, and reputational risk management
- Ensure the CFO maintains robust internal controls that balance compliance with operational efficiency
- Oversee audit relationships through the CFO, maintaining Board and stakeholder confidence in financial stewardship
- Direct financial governance strategy ensuring the CFO develops systems supporting both nonprofit mission and commercial activities

Network Integration & Transformation

- Serve as the primary internal face of transformation, leading operational integration and ensuring coherent systems across entities and geographies
- Partner with Senior Director Network Transformation to provide change management leadership and orchestrate change initiatives
- Oversee development of change management capabilities that enable an adaptive organizational system
- Partner with the Board to embed governance integration and effective ways of working to ensure the transformation delivers intended benefits
- Direct establishment of collaboration mechanisms and resource sharing
- Design sunset strategies for the transformation function, embedding capabilities into ongoing operations

Success Measures

Expected Outcomes

- People & culture transformation embedded, with diverse, high-performing teams showing high engagement and retention
- Financial and operational systems unified, providing resilience, transparency, and efficiency across all entities
- Legal and risk frameworks implemented, ensuring compliance while enabling innovation within clear guardrails
- Network integration delivered with stability, maintaining continuity while embedding shared services and collaborative ways of working
- Continuous improvement embedded as standard practice, with change capabilities built into everyday operations
- CPOO portfolio recognised as enabling infrastructure, giving teams the clarity and confidence to deliver impact

Successful Profile

The successful CPOO will be experienced as a leader who makes the complex simple and unlocks organizational potential. They will be trusted as both a strategic partner to the business and a champion for people – equally comfortable discussing financial models and human potential. Colleagues will describe them as pragmatic, empathetic, and systematic – someone who brings order without rigidity and humanity without sacrificing performance. Regional teams will experience operations as enablement rather than bureaucracy. External partners will recognize them as a sophisticated operator who brings professional excellence to mission-driven work. Under their leadership, B Lab's operations will feel both efficient and human-centric, creating an environment where people thrive and the mission advances.





Required Capabilities

Leadership Competencies (Role Specific)

- Organizational architect: Designs structures and systems that balance efficiency with flexibility, control with empowerment
- Culture catalyst: Translates values into practices, creating environments where mission-driven professionals flourish
- Change orchestrator: Leads transformation with sensitivity to both human and operational dimensions
- Financial strategist: Ensures resources align with mission while maintaining long-term sustainability
- Risk navigator: Balances prudent protection with innovative ambition, managing uncertainty with confidence
- People champion: Models servant leadership, creating psychological safety while maintaining high performance

Functional Expertise

- Proven C-level experience leading operations and people functions in complex organizations
- Demonstrated success leading organizational transformation including culture change and systems integration
- Experience in organizational design, change management, and operational excellence methodologies
- Strong financial acumen with experience in budgeting, resource allocation, and financial controls
- Track record building high-performing teams across diverse geographies and cultures
- Experience with legal and regulatory compliance across multiple jurisdictions
- Knowledge of HR strategy including talent management, compensation design, and organizational development
- Understanding of nonprofit operations and mission-driven organizations
- Ability to navigate complex stakeholder environments with grace and effectiveness



Valuable Additions

- Experience with network organizations or distributed governance models
- Background in both nonprofit and commercial sectors
- Knowledge of B Corp certification or ESG frameworks
- International experience particularly in emerging markets
- Relevant professional certifications
- Experience with technology-enabled transformation
- Multilingual capabilities
- Understanding of movement building and social change organizations

“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 comprehensive assessment of current people, financial, and operational systems across all entities
- Identify immediate risks and opportunities requiring urgent attention
- Stabilize any critical functions or processes showing risks to successful delivery
- Build relationships with key stakeholders understanding their needs and concerns

2

People & Culture

- Launch network-wide culture assessment and co-create transformation roadmap with global input
- Evolve the design and implementation of harmonized compensation and benefits frameworks
- Establish talent strategy addressing immediate gaps and long-term capability needs
- Implement employee engagement and feedback mechanisms
- Build leadership cohesion and capability development programs across the network
- Deliver early improvements in staff experience (onboarding, policies, systems)

3

Operational Integration Planning

- Build on existing organizational design work to develop an operating model and integration roadmap with clear milestones and success metrics
- Establish shared services model for appropriate functions
- Work with the Board to evolve the design of governance frameworks and ways of working
- Launch operational excellence initiatives targeting quick wins
- Support the Senior Director Transformation to coordinate and progress transformation initiatives

4

Legal Integration & Compliance Framework

- Oversee harmonization of contracts and legal agreements across entities
- Direct development of compliance systems for multi-jurisdictional operations
- Oversee IP strategy development and asset protection mechanisms
- Ensure establishment of contract management systems and approval authorities

5

Financial & Risk Framework

- Complete financial systems assessment and integration planning
- Implement robust forecasting and resource allocation processes
- Partner with the CFO to evolve the network's financial model and establish a treasury function
- Establish organization risk register and mitigation strategies
- Strengthen internal controls and compliance mechanisms

Practical Considerations

Location	Based out of one of B Lab's major hubs (e.g., Brazil, EU, UK, US). Regular presence required at global gatherings and board meetings
Travel	Moderate international travel expected (20-25%) for regional engagement, team building, and transformation initiatives
Term	Permanent role with long-term commitment expected given transformation timeline
Start Date	As soon as possible, ideally aligned with transformation
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

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.

