

# CHIEF EXECUTIVE APPOINTMENT BRIEF

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We're delighted that you are interested in the role of Chief Executive Officer at Belu, and the opportunity to lead a very different business, one that punches well above its weight!

Belu is an ethical business that operates in multi-billion-pound markets. Competing with global brands like Evian and San Pellegrino for market share in bottled water, and through a partnership with Brita, delivering a filtration offering to serve the UK's HORECA market.

Our current CEO joined a very different business in 2009. One with significant debts and a struggling business model. The business you see today launched in 2011 and has grown from strength to strength. With cautious initial ambitions to trade out of debt and contribute £100k per annum to WaterAid, to the current day which sees the business delivering on its environmental focus, debt free, having given more than £4m to WaterAid, including £1m in 2018 alone.

The opportunity to lead the business through the next decade is one that promises to be exciting and challenging. Most importantly, this is an opportunity to use the skills and experience you have acquired in your career to date, to achieve purpose in your work, alongside a like-minded team.

This brand led business and its people live their values with passion and resilience. They need an inspirational CEO to lead and support them to deliver the greatest impact possible, inspiring as many individuals and businesses as we can along the way, that there is a better way to do business.

You may well have spotted Belu in one of your favourite restaurants. You may have already heard of Belu as one of the UK's best-known social enterprises, you may never have heard of us at all. The important question is, can you imagine running a business like this where you have absolute accountability to define what the right outcomes are that equal success and then to make it happen?

We could say this appointment requires an exceptional leader with 'an outstanding track record of operating at a strategic level and with experience of the HORECA and beverages industries', but in reality those things are way less important than finding the right fit of values, experience of complete accountability for a P&L in a person who's a brand and ideas thinker through and through.

We're open about the sector you come from, but regardless of your background, you will have delivered ideas and innovation, and be a proven champion of partnerships and collaborations that have made big things happen, or as we say at Belu — make the impossible possible.

For one linky brained individual, this promises to be the job of a lifetime. If our values truly resonate, it could be you and we would love to hear from you.

**Peter Tyson, Matt King**  
Non-executive directors

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# BELU VALUES

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## **BALANCING OUR IMPACT**

We think, environment first, always. Balancing our impact on the planet with a sustainable business model whilst maximising our social aims, delivering an overall net positive result. We consider our environmental impact in everything we do, continually looking for ways to remove or reduce it. We look for opportunities to inspire and influence others by setting new standards for what good business looks like.

## **GOOD FOR OUR CUSTOMERS AND PARTNERS**

Through doing good business and being good to do business with we can have a greater overall positive impact. This means us taking the lead in creating constructive and productive partnerships and collaborations. We can achieve much more by working with others than we can ever do on our own.

## **ETHICAL, TRANSPARENT AND NOT AFRAID TO BE DIFFERENT**

We work in the most transparent and sustainable ways possible, holding ourselves and our partners accountable for ensuring our ethics are not compromised. We are not afraid to be different from other organisations and many times have found success comes from countering instead of following.

## **INVESTING NOT SPENDING**

We measure and prioritise carefully, investing our money and time in the activities that have the greatest outcomes. Our investments must be sustainable because we are a business, not a charity. Being frugal encourages us to be resourceful and creative, finding solutions and making big things happen with small sums of money. We know that £15 can transform a life long term and view all investment decisions through this lens.

## **ENTREPRENEURIAL WITH HIGH STANDARDS**

We are willing to try new things and take calculated risks in order to succeed. We identify opportunities that are aligned with our strategy and act on them with pace. Inevitably we make some mistakes and value the chance to learn so we can quickly correct and not repeat them. We never settle for 'good enough', and are always determined to achieve high standards, even when doing so is hard.

## **WE ALL TAKE ACCOUNTABILITY**

We are a deliberately small team and need to work hard, together, to achieve our ambitions. Doing so with mutual trust and respect, always willing to challenge and support each other. We value the unique talents, skills and experiences that we all bring and are open-minded to continually learning. It is only us that can make a difference in this organisation and we do so by willingly taking accountability.

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# ABOUT BELU

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**36,667,303**

Bottles made into  
Belu bottles



**£4,053,207**

Net profit given to our  
partner WaterAid



**270,214**

Lives transformed  
with clean water

Belu began with a simple idea: that there was a better way to do business. That through business we could do more than make money, we can help solve some of the world's problems at the same time. In water, our mission is to prove that we can provide an environmentally improved more sustainable solution to serve the market, and to contribute to the delivery of Global Goal 6, clean water for everyone, everywhere.

We provide ethical water services to the UK's Hotel, Restaurant and Catering service industry. Our range includes bottled British mineral water, water filtration units, in-house bottling systems and refillable carafes and bottles. We also developed and run the 'Belu Filter Initiative' where outlets can receive filtration systems without charge, to encourage the remove of single use formats and end water poverty at the same time. A really simple idea.

Overall, we set the highest environmental benchmark for our industry and we are committed to continually reducing our environmental impact. We are the only British bottled water to be 100% carbon neutral to PAS2060 standard. This is recognised in our receiving the Queen's Award for Enterprise in Sustainable Development in 2017, and for Innovation in 2019.

You will find us in thousands of hotels, restaurants, bars and catered outlets across the UK. Belu is available in outlets as diverse as Belmond Le Manoir aux Quat'Saisons, Cafe Rouge, Limewood & The Pig, Everyman Cinemas, Gail's and Zizzi. We work with the places that want to make the most ethical choice when it comes to their water service.

As an asset locked social enterprise, the profits or sale of our business can only profit those in water poverty. Yet we are very much a business. 100% of our income is from trading. 100% invested in ending water poverty.

We've recently grown to a purposely small team of 11, proving you don't have to be big to be making a big impact. We all work 'from wherever it makes most sense to be', always coming together in Hatton Garden, London on a Tuesday and for a few days of quality time once a quarter.

We began trading in the current format in 2011, with WaterAid as our partner with an initial ambition to pass £100,000 per year to them. In 2018 we achieved just over £1m of net profits in the year, bringing our total to date to over £4m.

This means so far, through smart collaboration with our supply chain, market partners, our customers and their customers, together we've changed over 270,000 lives for better in 28 countries with clean water, decent toilets and good hygiene.

In these nine years of trading Belu has grown organically, to become one of the UK's best-known social enterprises yet there is so much more yet to be achieved.

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# ROLE DESCRIPTION

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**Job Title:**  
**Chief Executive Officer**

**Reports to:**  
**Appointed Non-Executive Directors**  
**of the Belu Board.**

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# PURPOSE AND SCOPE OF ROLE

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- To provide the future vision and strategy to ensure the maximum positive impact and the long-term sustainability of the business.
- To be an inspirational leader of the Belu team, living and applying our values in the business, the Social Enterprise sector and the markets in which Belu trades, whilst continually raising the profile of the brand and the business.
- To be the brand and entrepreneurial lead, sourcing collaborative partnerships to deliver increasing impact environmentally and socially.
- To lead the operational delivery of Belu Water Limited to ensure the maximum positive impact and the long-term sustainability of the business model.
- To be the guardian of a long-term sustainable relationship with our partner WaterAid.



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# KEY RESPONSIBILITIES

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## Leadership

- To be successful you'll be required to run this business as if it's your own. Living our values and operating with breadth and depth, after all our mission is to inspire by consistently demonstrating a 'better way' through evidenced results.
- Our model is far from normal in many ways, and very often the right decisions for Belu may seem counter intuitive or in a polar opposite to the market. You need to find, believe and back the right thing for this business to do.
- You will inspire and lead the team to exceptional performance.
- Identify, inspire and lead new and existing relationships with key partners (supply chain, customers and sector) essential to our development, operational model and overall success.
- In every aspect of the business you will ensure continuous innovation, challenger thinking and leading the team to make the right decisions at the right time.
- You will be the brand guardian (overseeing all stakeholder facing activity) and be the face of the brand in our markets, our movement and where sharing our story can result in a positive impact on people or planet.
- This is a role with breadth and depth, you will need to maintain a deep understanding of environmental challenges related to water and packaging, understand the bottling and filtration market places, the HORECA sector, and the Social Enterprise movement.

## Strategy and planning

- There are no shortage of opportunities for the business to pursue. You will lead the development of the strategy and plans to pursue the right opportunities for board approval.
- Ensuring the business is continually pushing the boundaries of normal, finding the best way to deliver on the mission, through living the values.
- With the team you will identify and propose all investment decisions required to ensure the business delivers on the current plan and the long-term goals.
- Develop and report against a detailed annual budget and half year re-forecast, refining the delivery plan as required to ensure the team and business remain focussed on the most important priorities.
- Analyse the challenges that present and identify the opportunity for the business that exists as a result.

## Management of delivery

- Lead the day to day delivery of the business, ensuring maximum return on resources available.
- Ensure the business performs to plan in terms of Carbon emissions, financial performance and social impact.
- Ensure the business is compliant with all required product and standards to be legally compliant and delight our customers.

## Policy and governance

- Ensure strong governance, and that the Board has at its disposal enough resources, guidance and professional advice to perform its duties.
- With the exec team prepare agendas and draw the Board's attention to matters that need discussion and decision.
- Supply all reports required by the Board in the exercise of its legal, financial and other responsibilities, in accordance with Companies House requirements.
- Ensure the organisation's corporate policies and practices are progressive and relevant in the current environment, and that the organisation is managed in line with best practice, including effective risk management.
- Ensure timely reporting of information and results to all stakeholders including WaterAid UK and The Belu Foundation.



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# ROLE DESCRIPTION

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This role requires an individual able to operate with breadth and depth in a brand led, and extremely lean business model. You will already have demonstrated entrepreneurial leadership and be ready to take full accountability at every level if you haven't done so already.

## Knowledge and experience

- You will have led a brand to growth in a market.
- You will have built a reputation as an inspirational leader and an innovator.
- You will have had full P&L accountability, understanding this at every level of detail of budgeting, forecasting and reporting.
- You will have a successful track record in building and maintaining high performing and engaging teams and work environments where staff are motivated, highly competent and focused on the right opportunities and priorities.
- Experience of the HORECA sector would be an advantage (although it is not essential).
- Experience of product manufacturing and operational delivery in FMCG, or in a retail environment would be an advantage (although it is not essential).
- You will have demonstrated sharp commercial acumen, spotted opportunities and made connections with measurable results.
- You will be experienced in managing cashflow and growth plans in alignment successfully, in a similar sized business or profit centre.
- You will be able to demonstrate personally leading and managing strategic and operational partnerships that have delivered added value.

## Skills and behaviour

- You will see ideas, connections and solutions, that others don't immediately see.
- You can't help but be an ideas person, who has proven examples of being incredibly resourceful and resilient.
- You will have a proven ability to think and act strategically with the ability to operate effectively at all levels across the organisation, with proven influencing and persuasion skills.
- Strong communicator with the experience and ability to tailor communications to suit a range of different audiences, while presenting with transparency and charisma.
- Desire and ability to deliver growth in impact.
- Unlimited drive, resourcefulness and resilience.
- An ability to be completely honest, to tell it as it is and inspire as a result.
- Alignment of purpose and values with ours.

# TERMS OF APPOINTMENT

## Salary:

This role is offered on a pro-rata basis of up to £100k plus performance related pay of up to 20% on annual salary.

## Location:

London with national travel as required to fulfil duties of the role, or from home when this is more efficient to do so, and if this is your preference.

At Belu we enthusiastically support flexible and part-time working. We believe this role can be performed on full-time basis or a 4/4.5 day working week.





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# NEXT STAGE

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To make an application please provide by email to:  
[juliet.taylor@starfishsearch.com](mailto:juliet.taylor@starfishsearch.com)

- Your CV
- A supporting statement that sets out why you think this role is the right move for you and what you can bring to the role against the person specification (no more than 3 sides).
- We would be grateful if you would also tell us your current salary details (we do not disclose this to our clients without your consent).

We would also be grateful if you would also complete the Equality and Diversity monitoring form provided. This form is for monitoring purposes only and is not treated as part of your application; you can email the form back to us when you apply and our team will collect it.

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact:

Juliet Taylor  
[Juliet.Taylor@starfishsearch.com](mailto:Juliet.Taylor@starfishsearch.com) or  
Catherine Kift  
[catherine.kift@starfishsearch.com](mailto:catherine.kift@starfishsearch.com)

Closing date:  
Friday 1<sup>st</sup> November.

Structured discussions with Starfish Search will take place throughout the process.

Agreement of the final shortlist:  
Wednesday 13<sup>th</sup> November.

Interviews with Belu exec panel (first stage):  
w/c 18<sup>th</sup> November.

Interviews Belu board non-exec panel (second stage): w/  
c 25<sup>th</sup> November.

