

A close-up photograph of several hands of different skin tones holding a colorful ball made of many small, overlapping pieces of fabric or paper in various colors like red, yellow, blue, and green. The hands are positioned around the ball, with fingers visible, suggesting a collaborative effort.

**wrap**

**Director of Collaboration  
and Change**

**Director of Insights and  
Innovation**



# Welcome

WRAP is one of the globe's leading sustainability charities. Based in the UK and with projects around the world we work with businesses, governments, consumers and charities to make the planet a healthier, safer place.

People work at WRAP because they want to change the world. If you share this ambition, we want to hear from you.

We work with brands, nations, cities, consumers, and charities – throughout whole supply chains and all around the world. Because it's only by working across the entire system and through the whole value chain that fundamental change will happen, and we will bring about our vision of a world in which resources are used sustainably.

We are at a tipping point in the delivery of this vision. We are preparing for a period of growth – a period of growth that we want, and need, to sustain. Growth in our income, diversification in the sources of our income, and bold plans to take new and refreshed offers to all our audiences. We must also maintain a programme of change within the organisation that keeps pace with this, becoming more agile, innovative, and growing our global footprint.

These plans call for two new senior roles. We are looking for two exceptional leaders to join us at Director level to lead our two main customer and product facing business units: one focused on government, the other on businesses and consumers. These roles hold responsibility for leading a large part of our workforce through the change we are looking to maintain, as well as building our product base, our responsiveness to our customers, and our income and profitability.

Our current key global programmes include increasing recycling, reduction in the creation of virgin and single use plastics, reduction in unsustainable food production and reduction in unsustainable manufacture of fashion and fabrics. However, we are not limited in our ambition to tackle all unsustainable sectors and lead consumers, businesses, and government policy to achieve this across the whole supply chain.

## **Director of Collaboration and Change**

We are committed to doing more with the business community and creating innovative strategic partnerships along the way. We want our Director of Collaboration and Change, to identify and capitalise on partnership opportunities with businesses and institutions to reduce the carbon foot print from food waste, excess packaging, fashion and fabrics from industry and help them hit their sustainability targets.

## **Director of Insights and Innovation**

You will have responsibility for leading our teams in policy, technical support, and grants distribution. This role leads on our relationships with central and local government across the UK including Wales and Northern Ireland. This role will suit a candidate who can spot opportunities for us to do more to inform, inspire and deploy government policy at local level.

These are exciting roles – WRAP has a compelling mission and one which resonates with business, governments, and consumers at a time when public awareness is at an all-time high. It is a great time to join our organisation as we continue our journey of change as we evolve into a commercially focused, market making, global leading climate and sustainability NGO.

**Marcus Gover**  
Chief Executive

# About Us

WRAP is a world leader in helping organisations to achieve greater resource efficiency. It is a registered International charity that works with governments, businesses, individuals, and communities to achieve a circular economy through helping them reduce waste, develop sustainable products, and use resources more efficiently. WRAP is a catalyst for positive economic and environmental action in those sectors that create significant impacts from waste, supporting organisations to come up with practical solutions that make a real difference.

**Human life on earth is facing unprecedented global challenges. The way we live our lives is:**

- Driving a rapid rise in greenhouse gas (GHG) emissions leading to global warming.
- Causing ecosystem destruction and biodiversity loss that is between 1,000 and 10,000 times higher than the natural background extinction rate.
- Polluting the planet to dangerous levels, including with plastic, nitrogen and phosphorous. This will lead to significant and irreversible changes to the earth's environment. This not only threatens our ability to sustain the current human population, but also to provide for the estimated additional 2.5 billion people who will be with us by 2050.

WRAP's greatest potential to bring benefits to humanity and the environment is through effective deployment of our skills, track record and limited resources, by focusing on:

• **Food and drink** • **Plastic packaging** • **Clothing** • **Management of waste resources.**

Working in these areas will also deliver against the UN Sustainable Development Goals on reducing poverty and hunger, sustainable cities, responsible consumption and production, climate change, and life below water and on land. This will also reduce humanity's demand on the Earth as food and textiles are key drivers of demand on the Earth's resources. By tackling these key sectors, it will help move demand towards levels that could sustainably be met by the Earth. Crucially it also has the potential to find ways of satisfying the needs of a growing world population through using less resources per person and with much lower greenhouse gas emissions.

## **Food and drink**

We produce globally 7.5 billion tonnes of food each year or 5,800 kcal/person per day. This is much more than the approximately 2,500 kcal / person per day that we need. And yet around 820 million people worldwide don't have enough to eat through inequitable distribution. The difference between what is produced and what is needed are accounted by livestock feed, over-consumption and waste.

## **Plastic Packaging**

The world produces 141 million tonnes of plastic packaging a year. As a short life item, most of this plastic packaging ends up in the waste stream within 1 year. Currently, 32% of all plastic packaging put on the global market annually leaks from collection systems and at least 8 million tonnes of plastics leak into the ocean each year. Marine animals and other organisms are harmed by entanglement in plastic objects, ingestion of plastic waste, and through exposure to chemicals within plastics.

## **Clothing**

Consumption of clothing has seen rapid growth – it increased by 60-100% in the last 15 years. This is fuelled by the growth in incomes around the world. At the same time the number of times each item of clothing is worn before being discarded has significantly decreased, together with the price of clothing in developed markets. Textiles contributes about 800 - 1,715 million tonnes of CO<sub>2</sub> equivalent a year which equates to about 2-4% of global GHG emissions; with the fashion industry consuming 79 billion cubic metres of water — enough to fill 32 million Olympic-size swimming pools.

## **Resource management**

Looking at entire lifecycles, we help organisations adopt a more resource-efficient approach to their products and services. Working together, there's great potential to make a significant and sustainable difference. We encourage the development of comprehensive collection infrastructure for re-use, repair and recycling which supports the three areas of food and drink, plastic packaging and clothing.

# How does WRAP work?

WRAP has a holistic approach based on systems thinking. We work with governments, businesses, and citizens. We deliver through our four levers of change:

**Business Collaborative Programmes** – We design, develop, convene, manage and support business collaborative change programmes. These help businesses improve product design, minimise production waste and encourage their suppliers and customers to prevent waste and recycle more.

**Policy and Technical Support** – We provide expert research, modelling, advice and services to help international organisations, national governments, local authorities and businesses develop and implement waste prevention and recycling policies.

**Financial Mechanisms** – We manage grants, loans and investments to help increase the use of recycled materials, grow recycling capacity or overcome specific market failures by acting as a catalyst to encourage other funders to invest.

**Citizen Behaviour Change** – We develop, pilot, deliver, and evaluate behaviour change programmes to help citizens embrace a more sustainable lifestyle.

## Our Intervention and Impact

### Through policy & Insights

We provide evidence on UK's response to Circular Economy Packaging & Environment Bill.

We design a food waste reduction roadmap that sets out exactly how the UK might halve food waste.

### Financial mechanisms

We fund improvement of local authority recycling infrastructure.

We invest in new technologies to drive novel reprocessing of materials.

We provide capital investment to increase processing capacity.

We invest in local community products to improve surplus food redistribution.

### Providing technical support

We delivered a service change to Pembrokeshire (Wales) to increase recycling rates – met 70% rate five years ahead of target.

We worked with 100 local authorities to evaluate and recommend options in line with consistent collections.

We developed an outline business case and plan for Lisburn & Castlereagh Council in Northern Ireland.

We supported Google in developing its global plastics strategy for its hospitality operations.

### Business voluntary agreements

Our Courtauld 2025 agreement has helped food businesses across the supply chain reduce carbon emissions by 7% in 3 years.

Our Sustainable Clothing Action Plan delivered a 16% reduction in carbon, 19% in water, 2% in waste and 4% reduction in the footprint of clothing.

Our UK Plastics Pact members eliminated 1.3 billion non-recyclable trays.

We introduced food waste voluntary agreements in South Africa.

Our global plastic pacts continue to grow in South Africa, Australia, and India.

### Citizen Behaviour Change

Our Love Food Hate Waste campaign has helped citizens reduce food waste by 1.4 million tonnes/year since 2007.

Our Recycle Now campaign has played its part increasing recycling from 11% in 2000 to 43.5% in 2017 in England.

We provided citizens with impartial information on plastics through our Clear on Plastics website.

We reached 26 million citizens through our Recycle Week campaign.



# Our Vision

## Our vision is a world in which resources are used sustainably.

At WRAP, we have a clear vision. We are aiming for a “net positive” world in a generation, - one that reduces the greenhouse gas emissions, regenerates despoiled ecosystems and builds biodiversity. We are aiming for a world that can be handed over to the next generation with pride and confidence for a sustainable future for everyone. We should not be aiming just to make things “less bad”, but striving for making life on earth, much better for all. We are facing a climate crisis and it is essential we reach net zero carbon globally, which means we must reach a carbon positive in the G7 nations as quickly as possible. WRAP has an uncompromising focus on this by ensuring we use all our planet’s resources sustainably.

**“ We are an International Charity working globally to ensure our natural resources are not wasted. Where waste is generated, we work hard to make sure it is not thrown away but is returned to the system for a second life. ”**

Over the next five years, we want to help many more countries around the globe to tackle their waste. In the UK, our ambition will directly help the UK to achieve the sustainable development goals by:

- Putting the UK on the path to halving food waste by 2030.
- Transforming the UK plastics economy where plastics never pollute our natural world.
- Creating a new clothing programme that helps the UK tackle its throwaway culture.
- Transforming recycling across the UK to a system that emphasizes material quality and markets.

Internationally, we want to influence more and more countries to develop strategies to meet the SDGs. Our experience and know-how will be offered to in-country partners to how to develop the right mechanisms and crucially how to measure their impact.

**People and Planet together can create a fairer, cleaner, and stronger world.**



# Job Description

## Directors

### Job Purpose

- Provide strategic leadership and direction for delivering a global portfolio of projects and programmes to a range of clients, within annual revenue targets.
- Establish and develop sustainable relationships with key clients to ensure strategic and organic growth.
- Ensuring we retain a leading business delivering excellence to clients through the provision of high quality and efficient services and identifying new opportunities for development and growth.
- To deliver financial growth within your P+L whilst also working collaboratively across WRAP on business growth.

### Key Responsibilities & Accountabilities

- Develop the future strategy for your business area and contribute to the overall WRAP strategy.
- Prepare business plans, budget, and marketing plans to support delivery and strategy, including, in collaboration with others, preparation and monitoring of sales plans and pipeline.
- Execute the business plan, ensuring the effective and efficient delivery of impact.
- Develop strategic alliances to support WRAP's strategic plans, maintaining and developing key accounts, identifying, and growing new opportunities and achieving tactical, organic, and sustained growth.
- Develop and provide leadership/support for major bid opportunities.
- Sustain a commercial culture that values innovative thinking and manages risk/reward, maintaining high standards of compliance and governance.
- Negotiate commercial terms, in collaboration with others, to ensure the best outcome for stakeholders and WRAP
- Identify and implement business improvement opportunities and innovation.
- Ensure profitable relationships with funders and suppliers, strong financial management and required return on investment.
- Create a culture of excellence, delivering high performance, high quality services and high standards of compliance and governance.
- Visible leadership to create a high performing environment, embracing change, with clear accountabilities, assuring development, performance, and wellbeing of staff.
- Lead by example - live and breathe the WRAP values.

### Knowledge, Skills, and Experience

- Proven track record of leading a P&L division including business growth, operational management and leadership of teams 50+ staff.
- Strong financial and commercial knowledge (legal, bidding, contract negotiation).
- Experience of working with both private and public sector clients preferred.
- Demonstrable strategic account management experience – maintaining and growing profitable business relationships.
- Experience of leading and managing business transformation and culture change.
- Strong communication/stakeholder management skills – track record of high-profile ambassadorial engagement.

# Job Description

## Director of Collaboration and Change

- You will lead the behaviour change unit, the campaign and brand communications team, the business relationship and business collaboration teams.
- This role will suit a candidate who is a sharp strategic thinker and commercially astute.
- You will be adept at spotting opportunities and positioning the organisation in the best way to take advantage of those. You will have had a role in assessing or proposing joint venture opportunities, mergers and acquisitions and business collaborations to win large corporate and government contracts.
- You will be a strategic business developer with a strong understanding of account management.

## Director of Insights and Innovation- Specific experience

- You will lead the policy, insights, and technical support teams.
- You will have clear profit and loss responsibility within your business unit and will be responsible for driving up revenue through providing strategic consultancy across government and the business community.
- This role will suit a candidate who has built and developed relations at a senior level across government departments. You must be able to increase our influence and position us as a strategic partner.



# Terms of Appointment

Salary                      circa £100K plus benefits

Location                    Based out of Head office in Banbury, Oxfordshire with flexibility. Regular UK travel will be expected



# How to Apply

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 [Catherine.Kift@starfishsearch.com](mailto:Catherine.Kift@starfishsearch.com) or [Mark.Crowley@starfishsearch.com](mailto:Mark.Crowley@starfishsearch.com) by email.

To make an application, please go to <https://starfishsearch.com/wrap-appointments/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement of no more than three sides that sets out why you think this role is the right move for you and how you meet the Knowledge & Experience criteria.

Closing date: Friday 22nd January 2021

Preliminary interviews with Starfish: w/c 1st February 2021

Agreement of the final shortlist: End w/c 8th February 2021

Interviews with WRAP: w/c 22nd February 2021



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 Starfish