



# RECRUITMENT PACK

## CHIEF FINANCIAL OFFICER





# WELCOME

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WRAP is a climate action NGO working around the globe to tackle the causes of climate crisis and give the planet a sustainable future.

Established in 2000 we are an optimistic and future facing organisation. Our mission is to make the world a more sustainable place. We bring people together; we act on the facts, and we drive change.

We are excited about the future where businesses, governments, charities, and people work together to change the way products and food are produced, consumed, and disposed of to help address the urgent needs of the climate crisis.

At WRAP we are changing to be more agile, flexible, and imaginative in how we work. We want to grow our global presence significantly by 2030 and as our new CFO you will be a significant leader in this development.

Our work with business has the potential to expand and we want to build our brand, working as a trusted partner globally to help corporates fulfil their plans for sustainability and have a positive impact on the climate.

We believe there has never been a more important time for WRAP and our many partners to magnify our efforts and increase the impact of our work.

If you are excited to be part of our journey and have the experience, motivation and ambition to be our next CFO and help us seize the opportunities, increase our impact and expand our presence, I look forward to hearing from you.

**Harriet Lamb CEO**



# ABOUT US

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WRAP is a global NGO that collaborates with governments, businesses and individuals on an international scale to ensure the planet has a sustainable future through the systematic changes of production and consumption for products. In the 23 years since our inception, we have made significant impact on people's behaviour, government policies, product and food systems and infrastructure but there is much more to do.

The UN has recently stated that we have moved into the 'era of global boiling'. We currently live in a global community where 1.3 billion tonnes of food is wasted; where 141 million tonnes of plastic packaging is produced annually; and where 2.1 billion tonnes of greenhouse gases were emitted by the global fashion industry in 2018.

This is a time of crisis, but it is also a time of hope, of opportunity and a time for action. At WRAP we are enablers with ambition, and we have committed to increasing our impact and activity significantly and our plan for global growth is a key part of this.

[Our annual report for 2022/3](#) sets out our ambition and how we aim to transform our food system, tackle plastics pollution, transform textiles and accelerate the adoption of a circular economy.

We are a confident, optimistic, global organisation that is building a wider community of like-minded partners around the world to share knowledge and skills to make the planet a cleaner, safer place. We are proud of the work we do but we know that we can't solve the world's biggest challenges alone, which is why collaboration is at the heart of what we do. We work with a range of partners including national, local, and regional governments, NGOs, charities, and FTSE-100 and Fortune 500 businesses.

We plan to halt environmental degradation and loss of biodiversity – we will create a thriving world in which climate change is no longer a problem.

At WRAP, we want to save the planet.

## **OUR VALUES:**

Sustainability, Honesty, Integrity, Fairness, Teamwork

## **OUR VISION:**

Is a thriving world in which climate change is no longer a problem.

## **OUR MISSION:**

Is to make the world a more sustainable place. We bring people together, we act on the facts, and we drive change.

## **OUR CORE PURPOSE:**

Is to help tackle climate change and protect our planet by changing the way things are produced, consumed and disposed of.





# WORKING IN PARTNERSHIP TO CREATE A NET ZERO WORLD

BY BRINGING PEOPLE TOGETHER, ACTING ON FACTS, WE DRIVE CHANGE.



**Governments and nations** rely on WRAP's research and insights to develop new ways of working, using our expertise to drive change.



**Cities and regions** use our data and networks to design and model critical infrastructure projects.



Our voluntary agreement model provides a 'safe space' for **global brands** to come together and tackle waste, reduce water use and drive impact towards net zero emissions.



**Millions of people** know, and trust WRAP's behaviour change campaigns.



For **delivery partners** around the world WRAP is an authoritative, trusted, and experienced presence.



Our **philanthropic partners** share our passion to innovate, delivering big ideas to give the planet a sustainable future.



# OUR WORK

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## INTERNATIONAL

At WRAP, we know that our mission to create a sustainable future cannot be done alone. Our work, therefore, has forged collaborative partnerships in 40 countries, to deliver practical solutions to improve resource efficiency within plastics, food, and textiles. We have connected with other NGOs, and governments to deliver change through co-ordinated action and we have already seen great successes through the Mexico Conceptual Food Framework and the India Plastics Pact.

With more international governments than ever before reaching out to WRAP for support, we are hungry to continue growing our global presence. We have recently established a presence in the Asia-Pacific region with the opening of our Australia office, and have strong expansion plans for the US, Brazil and South Africa. By uniting the public, businesses and governments, we can scale WRAP's programmes to the needs of any nation, tackling the issues of waste, promoting the circular economy and making the good life, everyone's life.

## BEHAVIOUR CHANGE AND BUSINESS PROGRAMMES

With over two decades of research and our extensive insights into production and consumption, we have created a suite of campaigns, tools and interventions to deliver and evaluate behaviour change programmes and support individuals find more sustainable practices for their lifestyles. This is then further amplified from the individual to the organisational scale, where through compiled evidence, we design, develop and deliver business change programmes. This approach leads to impact for example improving packaging design to increase recyclability and increased use of recycled materials.

## INSIGHTS & INNOVATION

For national and global governments we are working to provide evidence and support to implement policies that help to reduce waste, increase reuse, repair, and recycling and help keep products in use for longer and in doing so tackle carbon emissions. This is possible due to the expert research, cost modelling and advice we can provide through our experienced technical experts. These services are heavily sought by businesses, local authorities, and governments alike and have been used to create systematic changes within our focus areas of food, plastic packaging and clothing and textiles.

One of our overarching aims is to help increase the circular economy through the management of grants, loans, and investments. We are a grant awarding body and have become a delivery partner of choice for governments due to our track record in awarding public money where it can make the greatest impact. We have guided these funds to improve the manufacturing and use of recyclable materials, grown recycling capacity and combat specific market failures. Through our investments we act as a catalyst for other investors to have confidence in the circular economy, therefore encouraging others to invest.

## OUR IMPACT

For more than 20 years WRAP's work has won plaudits for the impressive contribution it has made towards developing circular economies and moving the climate agenda forward. The scale of the challenge is not lost on us however and we are committed to playing our role in increasing and magnifying our impact.

## INTERNATIONAL

- We co-authored the United Nations Environment Programme's (UNEP) Food Waste Index Report, the most comprehensive survey yet into global food waste from homes and hospitality.
- We launched Latin America's first voluntary agreement and developed Asia's first Plastics Pact.
- We engaged people across 12 countries with Food Waste Action Week, seeing 4.9m UK adults change their behaviours.

## BEHAVIOUR CHANGE & BUSINESS PROGRAMMES

- Our Courtauld Commitment, helped the UK waste 27% less food saving 5.3m Mt of CO2 emissions each year.
- Our Sustainable Clothing Action Plan helped businesses reduce the carbon impact of UK clothing by 16% and water footprint by 19%.
- Our UK Plastics Pact reduced problematic or unnecessary plastic packaging by 84% since 2018.
- We helped people in the UK reduce food waste in their homes by 31% or 1.4Mt per year.

## INSIGHTS & INNOVATION

- We have helped Wales become the 3rd best country in the world at recycling.
- In 2021 we supported public sector organisations to spend £2 billion more sustainably.
- We have published a key strategy report showing how the G7 can tackle product and consumption based emissions.

## OUR AMBITION

WRAP's vision is to create a future where businesses, governments, charities and people work together to make a world free of waste and pave the way for a Net Zero planet. With our expanding global reach, we are an organisation becoming capable of more, and with more ideas, partners and resources, there has never been a better time for WRAP to magnify our efforts.

Globally, we are seeing an increase in public and private pressure to act against climate change, eliminate waste and ensure resources are being used sustainably.

We have promised to be at the heart of these changes. And so, with our expertise, experience and ambition, our priorities are:

- To build a food system fit for the future by halving food waste, halving greenhouse gas emissions, and protecting critical water sources.
- To transform the global plastics economy to eliminate plastic pollution.
- To champion circularity across the global clothing and textiles industry to reduce its climate impact.
- To play our role in the transition to net zero through increasing resource efficiency and the move to a more circular economy.



# OUR ORGANISATION

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## OUR GOVERNANCE & PEOPLE

Our committed staff team is currently 250 people, based in the UK and internationally. Our Executive committee and wider senior leadership team oversee day to day operations, bringing a wealth of experience both in waste and resource management and from the wider commercial and not-for-profit sectors.

Our Board sets our overarching strategy and our Trustees bring diverse skills, experience and expertise to the organisation.

The CFO attends the Board and is also the Charity Secretary and guides the Board as a whole. As our CFO, you will also work closely with the Chair of the Audit and Risk Committee.

You will lead a team of c.60 members of staff across finance, commercial, operations and IT including a large team of project managers. As an organisation we know we need to improve our agility and refine some of our own internal systems and processes. As our new CFO you will lead this process of transformation and create an operating environment which supports our pace for change. As we grow and build our commercial capability, you will lead the global development and diversification of our work, guiding the operations of multiple territories and their organisational structures to ensure diversity and inclusion is central to our operations around the world.

## EQUALITY, DIVERSITY & INCLUSION

To bring about a diverse and sustainable world, we need to be a diverse and sustainable organisation. By better reflecting the communities we serve, we can build the sustainability sector to be a stronger and more impactful community. We have achieved Investors in Diversity accreditation and are ranked in the Top 100 Most Inclusive Workplaces Index.

## OUR FINANCES

Our income in 2022/23 was £23.5m. Our government funding is primarily from Defra, the Welsh Government, and DAERA in Northern Ireland. Non-government funding predominantly comes from participating businesses in our voluntary agreements and via contract work; international organisations; and other donations from trusts and foundations.

You can find out more about our finances [here](#).





# JOB DESCRIPTION

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<b>Job title:</b>	Chief Financial Officer
<b>Reports to:</b>	Chief Executive Officer
<b>Direct reports:</b>	Head of Finance, Head of Commercial, Head of Operations
<b>Indirect reports:</b>	60 team members in the commercial, finance, and operations departments

## ROLE PURPOSE

Reporting to the CEO and a key member of the Executive Leadership Team, the CFO will:

- Provide strategic leadership of the financial and commercial strategy, risk management, and financial performance of the organisation.
- Hold responsibility over the financial and commercial management of WRAP; monitoring business performance, ensuring adherence to governance regulations, holding strategic partnerships with key stakeholders including board, funders and businesses.
- Ensure appropriate governance and systems of control exist throughout the organisation.
- Ensure business operations effectively support the strategic direction and delivery requirements.
- Lead and manage the finance, commercial and operations team ensuring processes and systems are lean, efficient and effective.

## MAIN RESPONSIBILITIES

- Work closely with the Chief Executive contributing to the leadership and strategic direction of WRAP as we seek to grow globally.
- Ensure the financial and commercial process and practices can support WRAP's international growth and operations.
- Maintain high level strategic relationships with WRAP's stakeholders including funders and suppliers. Ensure compliance with all relevant statutory requirements for WRAP's grant agreements with Governments and other funders.
- Overall responsibility for the management of WRAP's finances, ensuring rigorous systems of internal control, budgeting and planning are in place and that WRAP can comply with all audit requirements both internal and external. Ensure effective treasury management.
- Lead the process of annual planning and budget-setting, ensuring teams understand the process and can access data at any stage of the year.
- Ensure WRAP's Project Management system effectively supports the delivery needs.
- Leading and developing WRAP's commercial strategy covering bidding, negotiating contracts and grant agreements.
- Identify and implement business improvement opportunities and innovation.
- 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 with clear accountabilities, assuring development, performance and skills able to support WRAP's strategy and growth.
- Lead by example - live and breathe the WRAP values, break down silos and create a Team WRAP culture with a can-do attitude.
- Overall responsibility for procurement in WRAP – developing WRAP's procurement strategy and ensuring compliance with procurement regulations and delivering best value for money.
- Lead the business operations function to ensure to effective delivery and high standards. Oversee the management of WRAP's physical and technological assets.
- Act as Charity Secretary and secretariat to the Board of Trustees, and its subsidiary companies as appropriate, ensuring good governance at all stages. Run the Audit and Risk Committee, which meets quarterly managing the annual audit process and the Annual Accounts and Review.
- Run the Investment Committee, and manage the investment of WRAP's assets in line with the approved Investment Policy.



# PERSON SPECIFICATION

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## KNOWLEDGE AND EXPERIENCE

### **ESSENTIAL**

- Qualified accountant with membership of a recognised accounting body (ICAEW, CIMA, ACCA, CIPFA or any other internationally recognised body).
- Experience of senior financial management and commercial leadership within a large division, or across a whole charity, of comparable scale and complexity.
- A track record of having led high performing teams and successfully implemented change at an organisational level.
- Experience of developing, and delivering, effective and high impact strategies.
- A track record of influencing and leading commercial negotiations which have resulted in increased impact and/or income.

### **DESIRABLE**

- Experience of the workings of the UK government, and knowledge of the challenges and opportunities present.
- Experience of working internationally with governments, donors and international organisations which could be leveraged to support WRAP's growth across multiple countries.
- Experience of negotiating funding agreements with governments, businesses, international organisations and trusts/foundations.
- Experience of business transformation and leading change.
- Experience in investment management, including due diligence and evaluation of private equity.

## SKILLS AND ABILITIES

- Credibility as a charity leader and role model, bringing excellent communication and collaborative skills, as evidenced by examples of positive impact.
- A strategic thinker with the ability to deliver change and effectively manage and motivate a team.
- Highly organised, able to remain calm and positive under pressure, and to consistently deliver work to time constraints.
- Excellent negotiator and able to communicate confidently and effectively at all levels and with diverse groups of people.
- An experienced leader who works with Integrity, successfully gaining credibility and trust from all levels of staff, volunteers and a range of external bodies.
- A collaborative team player keen to contribute at all levels.
- Demonstrable passion for and commitment to WRAP's mission and values.

# TERMS OF APPOINTMENT

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## SALARY

The salary for this role is £110,000 per annum on a full-time permanent basis.

## LOCATION

Our UK offices are in London, Banbury, Cardiff and Belfast. Hybrid working is available with regular attendance in the office as required.

## COMPETITIVE BENEFITS

- We offer a generous benefits package, including Private Medical & Dental, 25 days annual leave (with ability to increase through holiday purchase schemes), Life Assurance and a pension scheme. We are happy to provide full details of the package on offer outlining our comprehensive provision towards lifestyle, health, wellbeing and your future.
- WRAP is committed to equality, diversity and inclusion, so actively encourages applications from all backgrounds. We're not looking for people to fit in, we're looking for people to stand out; to shine. We embrace difference, and we celebrate it.

## HOW TO APPLY

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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 [Hilary.Clifford@starfishsearch.com](mailto:Hilary.Clifford@starfishsearch.com) and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/wrap-cfo/> and click on the apply now button, with the following prepared:

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

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

**Closing date:** Wednesday 4th October 2023

**Preliminary interviews:** w/c 16th October 2023

**Final Panel interviews:** **Stage 1** - 25th October 2023  
**Stage 2** - 10th November 2023