



# Our Journey

**Towards equity,  
diversity & inclusion**

PART III

wrap



# Contents

- 1 Foreword by Angela Pulley, HR Director
- 2 Why equity, diversity and inclusion matter to WRAP
- 3 Our commitments
- 4 Embedding FREDIE principles at WRAP
- 5 Our journey so far
- 6 Outstanding achievements
- 7 Our Gender Pay Gap 2022
- 8 Disability Confident Leader
- 9 Our FREDIE Network & Affinity Groups
- 10 Our promises
- 11 The path ahead

“ Our mission is about sustainability, and we cannot achieve this unless we are a fair and inclusive organisation. ”

WRAP employee



# Foreword

By Angela Pulley,  
HR Director

## Welcome

**Welcome to the next chapter in our equity, diversity and inclusion (EDI) journey.**

EDI continues to be at front and centre of our people and growth strategy, as we know that, to be an employer of choice, we need to be an organisation where people can bring their best selves to work, their whole selves.

This year, our most notable achievement recognising our progress, is achieving re-accreditation of Investors in Diversity. It's not just a logo that we put on the wall – it's a statement of action and it tells people that here at WRAP, we treat people with respect, and we value them equally regardless of race, gender, neurodiversity, ability, beliefs, sexuality, or personal preferences.

We also found out in March we'd won the Inclusion category of the Culture Pioneer Awards organised by HRZone and TrainingZone.

And we've further progressed through the Government's Disability Confident Scheme and are proud to have become a Disability Confident Leader. Again, demonstrating our progress and commitment to being better. We've included a page in this brochure to voluntarily share our disability and mental health and wellbeing headline data.

**“ I am part of a diverse team and I feel that this has helped us be more productive and inclusive in what we do internally and with customers. ”**

WRAP employee

As an organisation, we're growing. Growing our impact and support for climate action, growing the number of people we employ and the countries in which we work. Therefore, it's important that we continue to grow our diversity, and ensure that our colleague base represents the communities in which we work and support. We know we're not there yet. So, our focus for the next year is to increase under-represented groups at WRAP and to recruit an increasingly socio-economically diverse workforce. We also want to ensure that as we grow internationally, we're growing with FREDIE (Fairness, Respect, Equality, Diversity, Inclusion, Engagement) principles at the heart of our recruitment and operations.

I'm incredibly proud of how everybody within WRAP continues to come together to celebrate equity, diversity and inclusion and truly embed it across our organisation. And the work and challenge of our FREDIE Network to help us all continue to strive to be better.

**“ I don't have a degree, but I do have a great deal of industry experience and I am me - a unique, curious individual that has an obsession with bins, trucks and recycling. WRAP recognises this and we have both benefited. ”**

WRAP employee



## Why equity, diversity and inclusion matter to WRAP

To bring about a diverse and sustainable world, we need to be a diverse and sustainable organisation.

An organisation in which the richness of different opinions, backgrounds, lived experiences and capabilities are harnessed. An organisation that looks beyond its own boundaries and thrives outside of its own comfort zone.

In recognition of the strength and richness of diversity, we're committed to treating our employees, customers, partners, and the communities we serve fairly and with dignity and respect. We're investing in and doing more to make WRAP the diverse and inclusive organisation it aspires to be. We know this is the right thing to do and it matters. Diverse thinking brings us innovation, inclusive services and a better working environment for our people. It helps us deliver more meaningful social and environmental impact.

We have high expectations of the behaviours and the standards that we want to hold ourselves to. We can play our part in not only building a stronger WRAP, but encouraging those we interact with in also making the world a fairer and more just place to live and work.

“ Having people from different backgrounds brings a diversity of ideas and experiences, which can only benefit our organisation who works in diverse communities. ”

WRAP employee

The National Centre for Diversity's

**40**

No.

2023 Most Inclusive UK Employers

“ We have recently started growing as a business again, and are looking to expand internationally more, and FREDIE principles are part of making us more successful. ”

WRAP employee



## Our commitments

Our commitments to equity, diversity and inclusion outline how we are building inclusive practices across the whole organisation. But they aren't standalone.

Our commitments will be part of everything we do, with the FREDIE principles at the heart of our business strategy and growth plans to support our international work and in the UK. With the support and governance of our Trustees we will hold ourselves accountable to delivering on these commitments.

“ I think WRAP is the most inclusive place I have worked so far in relation to diversity and after 20+ years working I am learning so much more about FREDIE since joining WRAP almost 2 years ago. ”

WRAP employee

### Learning and development



We will support our people to foster an inclusive working environment for all.

### Values and practices



We will consider FREDIE principles across everything we do.

### Recruitment



We will attract and develop talent from a diverse pool, to reflect the communities we serve.

### Supply chain & partners



We will drive our supply chain and partners to reflect our diversity commitments and expectations.

### Reporting



We will hold ourselves accountable by setting targets, measuring and reporting progress.

### Lead the way



We will embrace, promote and share best practice, bringing others on this journey with us.

# Embedding FREDIE principles at WRAP

The National Centre for Diversity developed the FREDIE principles (Fairness, Respect, Equality, Diversity, Inclusion and Engagement) as a way to help organisations create an inclusive culture in their workplace.

At WRAP, we use the FREDIE principles to underpin our own values (Sustainability, Honesty, Integrity, Fairness and Teamwork) so that they become a part of everything we do; from business planning, decision-making, people and procurement practices to working with funders and forming partnerships both in the UK and internationally.

**PROUD TO BE  
FREDIE**

## At WRAP this is what FREDIE means to us:

**F**

**F**airness for all is a reality, regardless of background or circumstances

**R**

**R**espect for all is the norm and we will not tolerate any form of discrimination

**E**

**E**quality of opportunity is embedded in the direction we take and everything we do

**D**

**D**iversity is celebrated and our colleagues and partners feel a sense of belonging

**I**

**I**nclusion is widely understood, where all colleagues are committed to inclusive behaviours and practices and where colleagues and partners feel valued and listened to

**E**

**E**ngagement – there is a positive emotional attachment between our colleagues and their work

“ I think we are very strong with our FREDIE principles. ”

WRAP employee

“ WRAP is one of the best organisations I’ve worked for in terms of their communications of FREDIE related information, events etc. ”

WRAP employee

“ In our review meetings with suppliers, we have discussions on FREDIE. ”

WRAP employee



# Our journey so far

At WRAP we understand that the journey to embracing difference will take time. We're proud of the progress we have made so far.

“ It's the most diverse place I have worked. We can always do better, but I think we are better than most. ”

WRAP employee



# Outstanding achievements

## Investors in Diversity Accreditation

The Investors in Diversity Award is recognised as the national equality standard – and WRAP first achieved accreditation at the end of 2021. This was a real milestone in our journey.

We were re-assessed by the National Centre for Diversity (NCfD) and achieved re-accreditation in July 2023, receiving some excellent feedback:

**“Since the last accreditation, WRAP has continued to embed FREDIE principles in all its work, in particular good performance has been demonstrated in: advancing FREDIE effectively via the leadership; provision of EDI training to new and current workforce in a range of subjects; maintaining low levels of discriminatory behaviour; becoming more diverse as a workforce; having low gender pay gaps; and a wide range of FREDIE communications.**

**It is good to see that WRAP has continued to improve in all areas since the last IID accreditation and ensuring that its commitment to FREDIE is still front of mind.**

**There is a recognition that there is still some work to do to continually improve, but there is a willingness amongst WRAP to learn and do more at all levels of the organisation.”**

*Siraz Natha, National Centre for Diversity, 2023.*

## Culture Pioneer Award 2023 – Inclusion

WRAP won the Culture Pioneers Award in the Inclusion category in March 2023, with the judges commenting - “WRAP has a clear vision of what they want their future to look like for everyone but especially their employees. They bagged the winning position as their inclusion objectives are solid and the strategy towards how they want to innovate and diversify their company culture is motivating and inspiring.”



## Employee feedback

At the end of 2022, we hosted a Men’s Health & Wellbeing Awareness session, delivered by The Blue Ribbon Foundation. This covered men’s health, general health, wellbeing, common health conditions, mental health, and how to support one another. Following the session, several colleagues reported they had been for an NHS health check, based on information shared in the session. The feedback from employees was fantastic.

**“Awakening info, thank you, we need to be more aware of all this!”**

**“As a mum of two boys, and wife to a husband, this equips me with super useful info.”**

**“Important issues and great they are being highlighted.”**

**“Really interesting information on how to approach these conversations with a partner and what signs to look for.”**



Investors  
in Diversity

Achieved.  
Valid Until  
July 2025



# Our gender pay gap 2022

At WRAP, our reward framework values a role for its responsibility, accountability, and market value. Salary awards are based on performance of both the individual and the organisation, and on economy and affordability. WRAP is an equal pay employer – men and women performing equal work receive equal pay.

We do have a Gender Pay Gap, one that we've been working hard to reduce, year on year. Our **Mean Pay Gap** was **8.81%** in **2022** (versus 14.61% in 2021) whilst the **Median Pay Gap** has also decreased to **4.78%** in **2022** (from 17.28% in 2021).

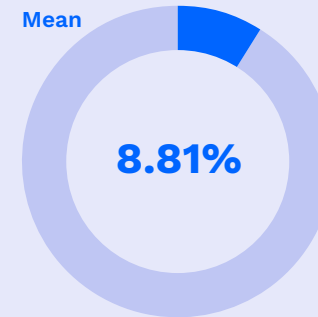
WRAP has a majority female population, which at the time of reporting was made up of 66% women and 34% men. The pay gap now illustrates that on average (median) men are paid **4.8%** higher than women within WRAP, compared to 17.3% this time last year.

At the time of reporting, WRAP had a median gender pay gap 10.6% lower than the UK average.

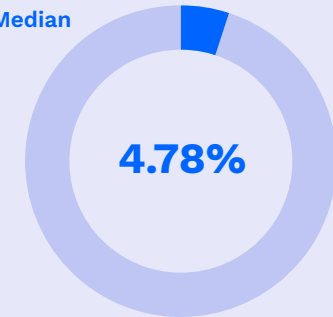
Further details on WRAP's Gender Pay Gap can be found in our full Gender Pay Gap report available on our website [www.wrap.org.uk](http://www.wrap.org.uk)

## 2022 Hourly Pay Gap

Mean

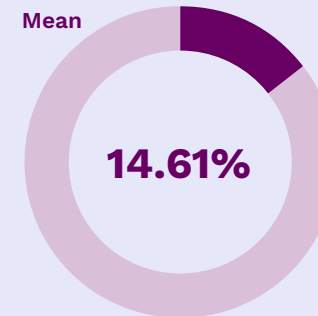


Median

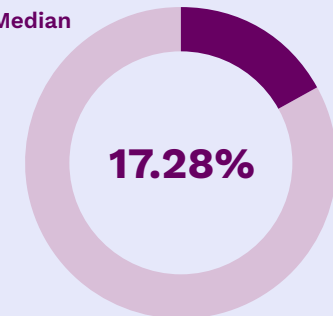


## 2021 Hourly Pay Gap

Mean



Median



## DID YOU KNOW...

WRAP has been actively working to achieve a greater gender balance in senior roles. **59%** of WRAP's Senior Leadership Team are women.

## Disability Confident Leader

After achieving 'Disability Confident Employer' in 2022, we continued our efforts to recruit and retain disabled people and were proud to become a Disability Confident Leader in 2023.

We nurture a supportive culture, advancing FREDIE, and developing inclusive practices for all who work with, are employed by, or come in to contact with WRAP.

WRAP's flexible and inclusive approach means that any reasonable adjustments that are anticipated or requested will be given due consideration and supported wherever possible. We offer multiple opportunities for job applicants to discuss any reasonable adjustments they may require, from initial application stage, through to interview and onboarding.

WRAP proudly commits to the mental health core and enhanced standards as set out in the Thriving at Work (Stevenson / Farmer) review of mental health.

We see wellbeing as part of everyday life at WRAP and make efforts to normalise discussions around mental health and wellbeing in general.

We have a network of trained Mental Health First Aiders, an employee assistance programme and we offer a free subscription to the Headspace app and e-learning modules on personal, physical and workplace wellbeing.



“Support for mental health has been fantastic.”

WRAP employee

“Best workplace I've been at for staff wellbeing and work life balance.”

WRAP employee

“After working for other organisations, this job is the only one that has allowed me space and time to look after my physical health and pursue a healthier lifestyle.”

WRAP employee

**In response to the question, “Do you consider yourself to have a disability according to the terms given in the Equality Act 2010?”:**

- 9% of colleagues identify as having a disability.
- 66% of colleagues identify as not having a disability.
- 25% of colleagues have not disclosed whether they identify as having a disability or not.

**EDI monitoring information is collected anonymously when employees apply to WRAP and colleagues have the opportunity to, and are encouraged, to update this through self-service HR records.**



## Our FREDIE Network & Affinity Groups

Earlier this year, our Diversity Network transformed into our FREDIE Network, where they have a much bigger role in our organisation and take ownership of the EDI strategy. The FREDIE Network are passionate about helping WRAP to become a more inclusive and diverse organisation.

The Network help us to raise awareness, host events to celebrate days of importance, encourage colleagues to share their personal stories and experiences and share important information to help us understand issues that many colleagues would otherwise have been unaware of.

We also support colleagues to set up and run Affinity Groups - a gathering of individuals who share a common experience, identity, interest, or goal, to create a sense of community, support, and camaraderie among its members.

**“ Immensely proud to champion this work and reach out beyond WRAP to help increase EDI in the sector. ”**

Claire Shrewsbury, Director of Insights & Innovation, and FREDIE Network Chair

**“ I think the FREDIE Network and how seriously the leadership team consider EDI is really impressive. It feels anything but a tick box exercise. ”**

WRAP employee





# Our promises

## Employees

**To our employees – and to those who are thinking of joining us in saving the planet – there are a few things we want to promise you. Because the knowledge and expertise of our people is what makes WRAP unique.**

We promise to value difference and create an inclusive environment where everybody feels a sense of belonging, where everybody feels comfortable being themselves.

We promise to consider equity, diversity and inclusion in everything we do that relates to you. Including our recruitment, selection and attraction practices, pay and reward, development opportunities and career progression.

## Partners

**To our trusted partners – and to those who are also thinking of working with us – we want to make a commitment to you.**

We will consider equity, diversity and inclusion across all of our service delivery, development and procurement practices.

And in this partnership we also need you to commit to us, that you will help us reflect the communities we seek to support and encourage. That you will do the right thing. That you will consider your own actions under the spotlight of equity, diversity and inclusion.

**Only by working together can we truly make a difference.**

“ WRAP has performed strongly on diversity in the last couple of years, from what I’ve seen and heard myself. Progress has been authentic, which is important to see. ”

Paul Vansten, Chief Executive, INCPEN, 2023

“ WRAP are undoubtedly a role model when it comes to their ED&I offering and their promotion of FREDIE. As an organisation, we are early on our ED&I journey and WRAP have inspired us a great deal. When we reached out to them for guidance, they did not hesitate to support us. ”

Partner organisation, 2023



## The path ahead

We have outlined our approach to equity, diversity and inclusion and shown how important the FREDIE principles are to us at WRAP. But we also need to be very clear and accountable in upholding our commitments to employees, partners and the communities we seek to reach.



With this in mind, our key priorities for the next 12-18 months are:

1. Continue to embed the FREDIE principles in all that we do
2. Make equity, diversity and inclusion part of our business plan
3. Use the platform we're creating to help and encourage others in this sector to embrace the benefits of EDI
4. Become a Disability Confident (DC) Leader
5. Partner with more organisations in the UK and internationally, to expand our reach into diverse communities

If you would like to offer us any feedback on what you have read so far and on our wider diversity journey, please get in touch by emailing [HR@wrap.org.uk](mailto:HR@wrap.org.uk)



Available in large print on request.  
Please email [HR@wrap.org.uk](mailto:HR@wrap.org.uk).

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