



Working together
to stop child sexual
abuse online

RECRUITMENT PACK

Chief Executive Officer



Welcome from Our Chair

Dear Prospective CEO Candidate,

Thank you for your interest in the role of Chief Executive of the IWF – **we are delighted that you are taking time to explore the role and the organisation, and this pack is designed to help you understand more about both.**

This role is more than just a job; it is an opportunity to join and lead a team which is passionately committed to making the internet a safer place for children and adults around the world. As CEO, you will be at the forefront of our mission to eliminate online child sexual abuse from the internet. You will work with the Board to develop the IWF's strategy, lead our dedicated team and work with our brilliant partners to implement it, and serve as a key influencer across the national and international landscape in the battle against child sexual exploitation online.

The challenge has never been greater. The volume and nature of online child sexual abuse material (CSAM) worsens all the time, and children and young people worldwide urgently need us to find far more effective ways of addressing it.

The IWF already makes an enormous and

well recognised contribution. In the past five years we have taken down more than a million webpages of CSAM, offered 2.6 bn people in 53 countries a safe place to report images, and given children and young people the ability to report and delete sexual imagery of themselves in both the UK and India. We contributed to the development of the Online Safety Act in the UK and continue to work with partners globally to improve the effectiveness of regulation. We have more than 200 members and strategic partners who use our data and the products we supply to stop CSAM finding its way onto their systems and networks.

And we want to do even more. So this is a great time to join the IWF as CEO.

We have built a reputation for excellence, the highest standards of care for our dedicated team, and collaboration, and we are looking for a leader who can continue to uphold and advance these values. You will ensure that we remain a global leader in the detection, disruption, removal, and prevention of online child sexual abuse material. And your skills in partnership working across geographies and sectors will enable us to build new

collaborations alongside the powerful relationships we already have, and make additional tangible large scale impacts.

As Chair, I can assure you that the IWF is a place where your contributions will be highly valued by an engaged and supportive Board. We are dedicated to building an inclusive culture where diversity is embraced, and everyone has the opportunity to thrive and contribute. So naturally we will make any reasonable adjustments throughout the recruitment process to ensure that all candidates have equitable opportunities.

If the work we do resonates with you, and you believe you have the vision, strategic acumen, and leadership and influencing skills to guide the IWF into its next chapter, I encourage you to explore the recruitment pack further and consider applying.

We look forward to receiving your application and to the possibility of welcoming you as the next CEO of the IWF.

Warm regards,

Catherine Brown

Chair, Internet Watch Foundation

Working to stop child sexual abuse online

Protecting children is at the heart of everything we do. For over 28 years, since the early days of the internet, our job has been to help child victims of sexual abuse by hunting down and removing any online record of the abuse.

It's a tough job. Our image analysts are amongst the best in the world. The children in the pictures are real. Their abuse and suffering is very real. Our experts never forget that.

The criminals who sexually abuse children, then record their suffering and share the horror online are ruthless. Sometimes they create images with audiences in mind. Victims range from babies to young teens. Abusers are often experienced at online grooming, skilled at manipulating young minds. Sometimes victims don't even realise they are being abused until it's too late.

Sadly, the internet makes it easier to share these images. We use advanced technology and human expertise to help young victims. If we can remove the record of suffering online and stop those images circulating, then we can stop the abuse being perpetuated. This makes the internet a safer place for all children and adults.

How we do this

- **Tech-for-good.** Our in-house tech team build [cutting-edge tools](#) designed to make it easier to identify and remove online images and videos of child sexual abuse. In short, tech to protect kids.
- **Our team of human analysts.** Tech companies and law enforcement worldwide trust the assessments, experience and knowledge of our extraordinary team of people.
- **Working together.** With [international partners](#) in government, law enforcement, reporting hotlines, charities and the tech community we work to stop illegal images of children being circulated again and again. We share vital information that could lead to the rescue of a child from terrible abuse.
- **IWF Hotline.** This gives people a safe and anonymous place to [report](#) suspected online images and videos. When we started in 1996, 18 per cent of child sexual abuse imagery online was hosted in the UK. **Today, thanks to our Hotline, it's less than one per cent. We're proud of that.**

The children in the pictures are real. Their abuse and suffering is very real. Our experts never forget that.

Who we are

We are an independent not-for-profit organisation. Tech companies, our [‘Members’](#), grant-giving bodies and the public fund our work. Our donors are extraordinary people who care about keeping children safe online. They’re our IWF heroes.

Our experience and data is unique. We use this expertise to help governments shape new laws, laws that will benefit victims of child sexual abuse and give the best possible protection to children online. Our Policy Team is supported by [IWF Champions](#), UK Members of Parliament who have signed-up to help support us with protecting children online.

We also run [public campaigns](#), to help share our learning. Encouraging teenage boys who might have accidentally stumbled on child abuse images to report to [our Hotline](#), or helping parents have difficult conversations with their children about staying safe online are important messages for people.

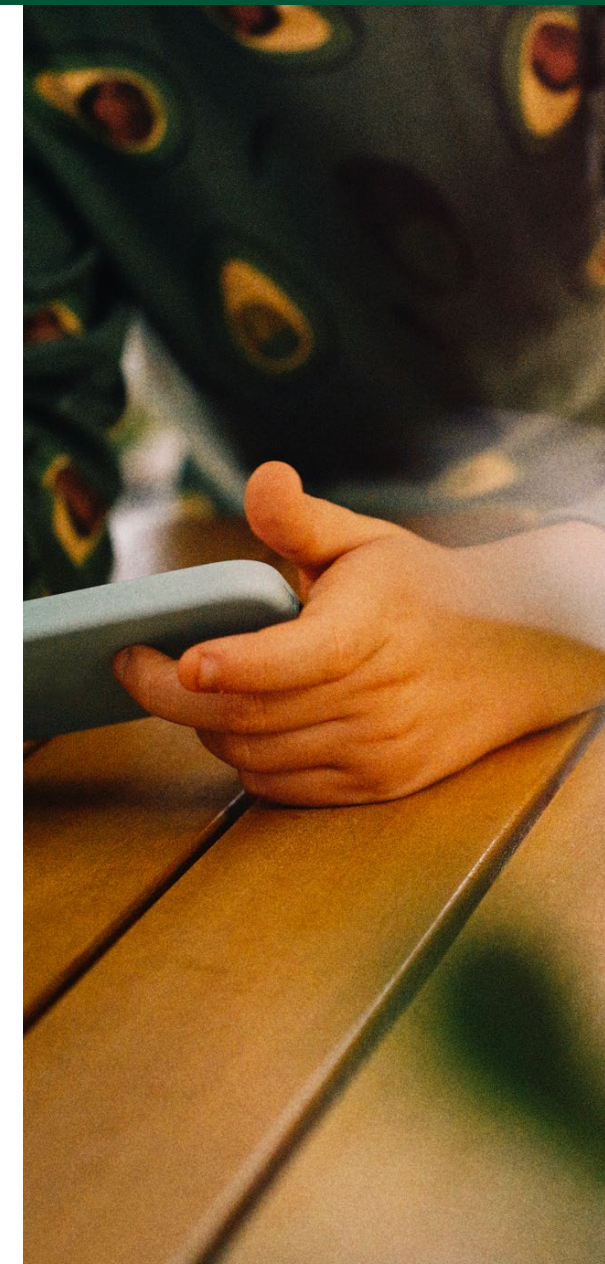
At IWF we recognise online child sexual abuse imagery is a global problem, which demands a global solution. So, we’ve taken our fight to countries without anywhere to report online child sexual abuse. Working in partnership with local people, we provide scaled down [Reporting Portals](#) which feed directly to our expert analysts in the UK. Today we have more than 50 of these portals.

It’s all part of our mission to help victims of child sexual abuse worldwide, by identifying and removing the online record of their abuse.

More than one million webpages (1,069,488) showing at least one, and often many tens, hundreds or thousands of child sexual abuse images and videos have been removed from the internet thanks to our work over the past five years alone. In that time (2019-2023), our highly trained and carefully looked after human analysts have investigated – with ‘eyes on’ – more than 1.6 million reports from the

public, police, tech companies and through their own proactive searching.

The [IWF Annual Report 2023](#) provides some analysis from **#BehindTheScreens** to give you [the latest trends and data](#) on the distribution of child sexual abuse images and videos on the internet.



Our vision

We're creating an internet free from child sexual abuse that is a safe place for children and adults to use around the world.

Our mission

We detect, disrupt, remove, and prevent online child sexual abuse material using our expertise and resources as effectively as possible.

The Internet Watch Foundation (IWF) is a child protection organisation, utilising ground-breaking tech to make the internet a safer place for children and adults across the world.

We're a not-for-profit organisation, supported by internet, tech and social media industries, private companies and the generosity of ordinary people.

We work closely with police, governments and NGOs globally, who trust our work.

Child sexual abuse images and videos are just as much a weapon as a knife. We actively search for this imagery and for the past 28 years, we've given people a safe place to report it to us, anonymously, now covering more than 50 countries.

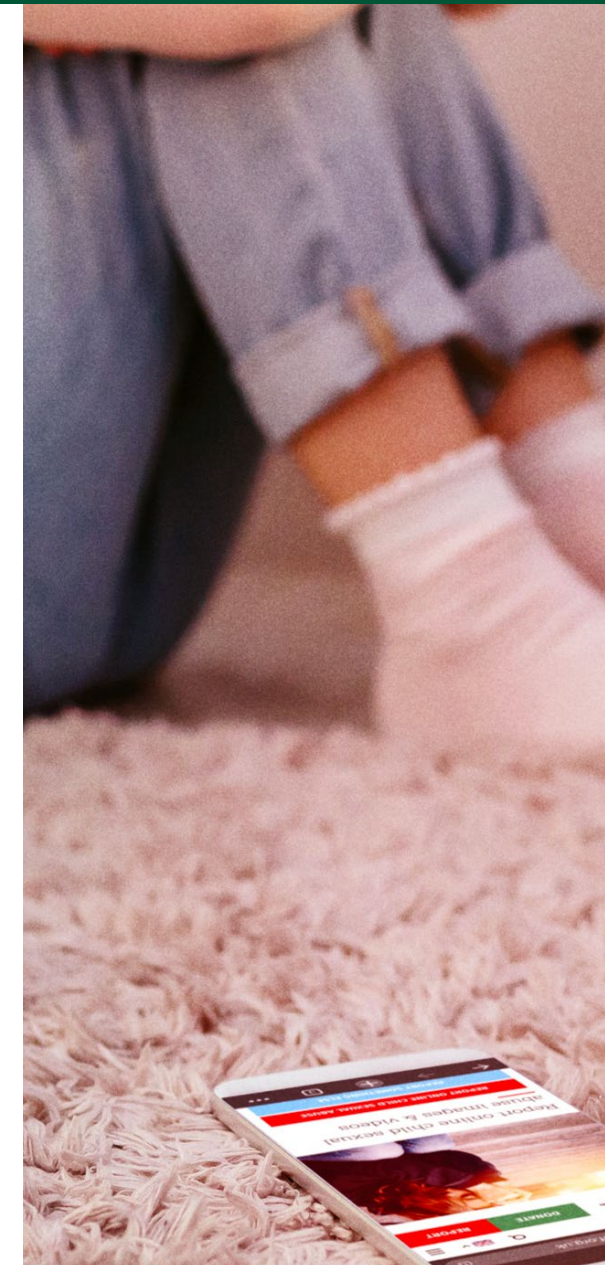
We assess every report we receive. If it shows the sexual abuse of a child, we make sure the image or video is removed from the internet. We provide bespoke services, products and datasets to our industry Members to prevent the imagery from re-appearing and make it harder for offenders to find and share.

We care.

Our work relies on compassionate and resilient staff members, across diverse teams, including Analysts and Assessors in our Hotline, Finance, Admin, Communications and Technology, who are all highly trained and carefully looked after.

The children in these pictures and videos are real. The suffering captured in this imagery and the knowledge that it could be shared can haunt a victim for life.

That's why it's our mission to remove this material for good. And to show every child there is someone out there who cares enough to help.



Our values

It's a huge responsibility to have the job of searching for, stopping, removing and preventing child sexual abuse imagery online.

We don't take this lightly. Our values act as our backbone, our core strength, a guide and a reminder of the importance of our work. They are embedded in everything we do.

Being open and honest

- We treat every child victim of sexual abuse with the utmost and total respect;
- We always act with integrity and professionalism;
- We make sure our communications and actions are appropriate, true, transparent and accountable.

Being excellent

- Every day we strive to be the best in the world at what we do;
- We set the global standard of best practice;
- We build Tech for Good tools to help defend child victims of sexual abuse. We make the internet a safer place, by:
- Protecting child survivors of sexual abuse from being victimised again and again. By stopping offenders sharing pictures and videos of the abuse online, we're making it more difficult for these criminals to perpetuate the abuse;

- Preventing internet users from accidentally stumbling on child sexual abuse images and videos;
- We make it harder for criminals to find child sexual abuse imagery online, by disrupting the illegal sharing.

Being team players

- Working together is vital. We always acknowledge the importance of partnerships;
- We recognise, reward and celebrate our success and achievements. If we win, so do children.
- Creating a caring and safe internal environment

- We respect, value and encourage individual contributions to our work and mission as well as those of our wider teams;
- A supportive environment is vital for people who work to protect children. We promote best-practice welfare for our staff who are committed to stopping the spread of child sexual abuse imagery;
- We encourage constant learning and personal development. It helps people thrive. It's good for us all.

Building an inclusive culture

We are building an inclusive culture to make the IWF a place where our people feel valued, have a voice and can be their authentic selves.

We value difference and diversity, not only because we believe it is the right thing to do, but because it will help us to be more innovative and make better decisions.

We always aim to recruit people who are most suited to the job and encourage applications from people of all backgrounds – people of all ages, sexual orientations, gender identities, nationalities, religions and beliefs.

We fully support candidates with a disability or long-term condition who require adjustments during the recruitment process and throughout any subsequent appointment.

Anti-racism statement

IWF stands in unity with all who experience racism and discrimination. As a team, we are committed to better understanding

the systemic racism and inequality that is experienced in the everyday lives of Black and Minority Ethnic people.

We affirm explicitly our commitment to being an anti-racism organisation. We acknowledge that racism causes significant harm and can be both conscious and unintentional. As an anti-racism organisation, we challenge ourselves to understand and correct any inequities we may discover and gain a better understanding of ourselves during this purposeful process.

Addressing racism requires courage, respect and compassion and may not always be or seek to be comfortable.

We have a zero-tolerance approach to racism and condemn all racist and discriminatory

behaviour. We are committed to challenging and preventing structural racism within every aspect of our work.

We commit to:

- Affirm our identity, explicitly and publicly, as an anti-racism organisation;
- Employ individual and organisational exploration and examination of bias, advantage, and oppression to continually learn about and dismantle racism and all its impacts;
- Reflect our anti-racism in the culture of our organisation through our policies, procedures, and practices;
- Particularly encourage applications from Black, Asian and Minority Ethnic candidates.



How we are funded

80% of our turnover is from membership fees with the bulk of the rest being from Trusts, Foundations, Government and some private donors.

Our member companies are from the online and tech industries and include internet service providers (ISPs), mobile operators, content providers, hosting providers, filtering companies, search providers, educational establishments, trade associations and the financial sector.

We work together to ensure their networks are a hostile environment for hosting known child sexual abuse images and videos and protect internet users from accidental exposure to this content.

Governance & Board

We are a charity, and a company limited by guarantee. We are primarily funded by the internet Industry and a grant from Nominet as part of our UK Safer Internet Centre work. Additionally, we receive project funding from a number of other funding bodies as well as the generosity of donors and supporters. You can read more about this in our [Trustees' Reports](#).

We are governed by a **Board of 11 Trustees**. Our Board comprises an Independent Chair, six Independent Trustees, three Industry Trustees plus one Co-opted Trustee (who is also independent of industry). The Board elects two Vice-Chairs: one from the Industry Trustees and one from the Independent Trustees. The Board monitors, reviews and directs our

remit, strategy, policies and budget to help us achieve our objectives.

Our governance arrangements are strengthened by a regular cycle of Board meetings and Executive meetings as well as a finance committee reporting to the main Board.

We regularly review and improve our governance documentation to ensure it meets current legislation and accurately reflects our independent status.

Minutes of the Board meetings are available to IWF Members upon request.

The IWF is a place where your contributions will be highly valued by an engaged and supportive Board.

About the role

Job purpose

As CEO you will be responsible, working with the Board, for the development and delivery of the organisation's strategy to deliver our mission of an internet free of child sexual abuse.

You will be responsible for maximising the impact of the IWF and leading the implementation of its strategy and all its operations, and play a key role in external communications, influencing, and leadership across the sector and beyond.

Security Vetting

The IWF occupies a privileged position in the UK, being a charity with the remit to manage highly sensitive illegal material.

For this reason, a high level of scrutiny is applied to the affairs of any individual appointed, as well as regular criminal record checks to ensure the CEO meets its security requirements.

Important Notes

- **The post holder will sometimes be required to view images/videos of child sexual abuse.** Training and clinical supervision will be provided and will be included as part of the recruitment process with a programme of welfare support for the incumbent post holder.
- The leadership team operates an on-call rota which the CEO would need to be part of.
- Some UK and international travel will be required as part of this role.

Reports to:

The Chair acting on behalf of the board

Salary:

Up to £150,000 per annum

Location:

Hybrid role, HQ in Cambridge

Start date:

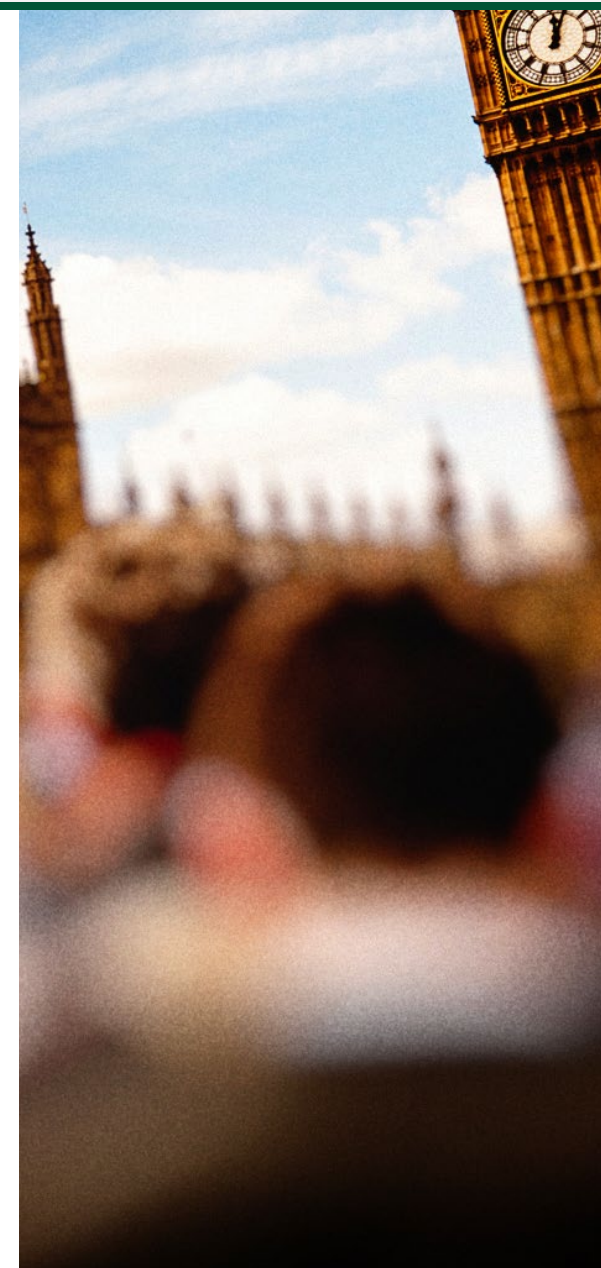
From January 2025

Key responsibilities

In this key role you will:

Develop and work within an organisational strategy that reflects the vision, mission, and values agreed with the Board, ensuring active engagement from all stakeholders.

- Produce actionable plans to deliver the agreed strategy and secure the necessary funding for its successful execution.
- Manage the overall operations and resources of the IWF to maximise the organisation's impact in protecting children from online sexual abuse.
- Ensure that data and evidence are systematically captured and utilised to inform strategic decisions and drive organisational effectiveness.
- Maintain a vigilant awareness of the online landscape as it relates to child sexual abuse, identifying new opportunities to enhance the IWF's mission.
- Build and nurture partnerships with Members, government bodies, regulators, funders, academics, and third-sector organisations, both in the UK and internationally, to drive collaborative impact.
- Appoint, develop, and lead a strong and diverse leadership team, ensuring that their skills and experiences align with the needs of the organisation.
- Represent the IWF externally, including in the media, with senior stakeholders, and at key conferences, enhancing the organisation's profile and influence.
- Lead and manage the team, establishing a culture that supports diversity, inclusion, individual and team development, and innovation, in line with the IWF's core values.
- Collaborate with the Chair to maintain high standards of governance, providing the Board with timely and appropriate information to facilitate effective oversight and support.
- Ensure that robust financial regulations and procedures are in place, along with comprehensive risk management strategies, overseen by the Board.
- Identify emerging issues and provide strategic advice to the Board and Senior Leadership Team, ensuring that the IWF remains at the forefront of the fight against online child sexual abuse.



About you

As the CEO, you will play a pivotal role in guiding our operations and ensuring our continued success. We would love to hear from you if you have the following skills, experience and capabilities:

- Experience of very senior management within an organisation of similar size, scope and complexity
- Experience in successfully managing cultural change at a senior level
- Experience of working collaboratively and effectively with a non-executive Board
- Strategic thinking skills to understand a complex set of issues and relationships and identify where impact can be achieved
- Intellectual acuity – willing and able to rapidly develop a sound understanding of the technical issues and developments in the internet as they affect our mission and the businesses we work with, and credible to work confidently and engagingly with operational and technical specialists
- Commercially astute – able to develop and manage a diversified income stream and effectively manage organisational costs to protect the ability of the IWF to deliver impact in the short and longer-term
- Politically astute and diplomatic, with excellent judgement and diplomacy. Open, engaging and candid, with respect for the views of others.
- Outstanding influencing and partnership-building skills across a wide range of different audiences
- A strong understanding of the principles of good governance and the ability to explain them clearly and engagingly to the wider team
- Ability to be Member focused – committed to finding ways to add value for members while remaining an effective voice for change in industry practice
- Resilient in coping with the nature and scale of the challenge, and empathetic to support colleagues in a challenging, mission-led environment

Other relevant experience may include:

- Experience of leadership within a not-for-profit setting
- Experience of international operations and influencing
- Experience of fundraising
- Experience of media work
- Experience of membership organisations with interests that overlap with but are not identical to those of the membership

How to apply & more info

If this role is of interest, please submit your CV and supporting statement [via this link](#).

Your statement should be up to two pages long (no more than 900 words), answering how your skills, experience and capabilities align with the role and person specification.

As part of your answer please outline demonstrable commitment to IWF's mission and your motivation for applying for this role.

Interview process

- Stage 1** Interview with Diversifying Group (14 to 25 October)
- Stage 2** Interview with IWF (w/c 4 November)
- Board session with Stakeholders (Virtual)
 - Personal interview (Counsellor Session)
 - Staff engagement session (Virtual or in-person TBC)
- Stage 3** Final panel interview (in-person from 11 to 13 November)

Closing date

The closing date for applications is Sunday 6 October 2024 at 23.59hrs

Our commitment

IWF is an equal opportunities employer and welcomes applications from people from all sections of the community. We would like to encourage applicants from Black, Asian and Minority Ethnic backgrounds and those with disabilities.

Accessibility and adjustments

We are committed to providing reasonable adjustments throughout our recruitment process and we will always endeavour to be as accommodating as possible. If you would like to discuss any specific requirements, please contact Emmanuel at emmanuel@diversifying.com

Listen to our Podcasts

Our podcast tells, for the very first time, the story of online child sexual abuse through the words of victims, the people fighting to eradicate it, law enforcement, internet companies and, even perpetrators: [iwf.org.uk/podcast](https://www.iwf.org.uk/podcast)

Our series of short podcasts feature exclusive discussions with IWF staff, leading experts and academics covering a wide variety of topics including our Hotline, tech, encryption, policy and how these impact the criminal circulation of child sexual imagery online:

[iwf.org.uk/shortcast](https://www.iwf.org.uk/shortcast)

More info

Website: [iwf.org.uk](https://www.iwf.org.uk)

Annual Report: [iwf.org.uk/annual-report-2023](https://www.iwf.org.uk/annual-report-2023)

Social Media:

- [X: @IWFHotline](#)
- [Facebook: InternetWatchFoundation](#)
- [LinkedIn: IWF](#)
- [Instagram: internet.watch.foundation](#)
- [YouTube: IWFHotline](#)

Our office:

Discovery House, Vision Park, Chivers Way
Histon, Cambridge, CB24 9ZR UK



IWF
Internet
Watch
Foundation

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