

IWF
Internet Watch Foundation

Working together to stop child sexual abuse online

RECRUITMENT PACK

Chief Technology & Product Officer



A letter from our Chief Executive Officer

Help us build the technology that keeps children safe online, at a defining moment for IWF.

For 30 years, the Internet Watch Foundation has located, assessed and removed images and videos of child sexual abuse from the internet, and given the public and children a safe and anonymous place to report it. In 2025 alone, our analysts actioned 311,610 reports of criminal material. Our reporting portals now cover 54 countries, and over 220 companies use our tech-for-good services to find and block this content at scale.

That work has always depended on technology, and now more than ever. AI-generated abuse imagery is growing sharply and transforming the challenge we face, and new payment, encryption and platform technologies all opening new routes for abuse. The progression of AI is also fundamentally changing the tech-for-good landscape.

That is why we are creating the role of **Chief Technology & Product Officer**, bringing product and technology together under one leader. We want to bring together the development of ideas for addressing this challenge at scale with decisions about what we build, adopt, invest in, and develop with partners.

The timing matters. Our new three-year strategy, starting in early 2027, puts technology, AI and data infrastructure at its centre. **You will help shape the success and scale of our impact.**

I won't pretend this will be easy. We are a charity with finite resources facing a fast-growing problem and you will often have to balance today's needs against tomorrow's. You will run some of the most sensitive data infrastructure in the UK, to the highest standards of security, resilience and ethics and must be as comfortable talking with a front-line analyst as with a software engineer, a global tech platform or our Board.

For me, this role matters because technology allows us to transform our analysts' expertise into protection for children at a scale no single team could achieve. I hope the right person will bring deep technical and product leadership, sound judgement, curiosity and genuine care for our people and the children we protect. **If this is the work you want to do next, I would love to hear from you.**



Kerry Smith
CEO
Internet Watch Foundation

Our vision

Together we will secure an online world without child sexual abuse and exploitation.

Our mission

Our mission is to stop the global spread of online child sexual abuse and exploitation (CSAE) through maximum disruption. We detect, assess, remove and block the spread of online CSAE material, guided by evidence and insight, including the voices of survivors. Through partnerships with industry and beyond, and by driving strengthened regulation, we are a catalyst for change. **Together, anything is possible.**

We're a not-for-profit organisation, supported by our industry members across the internet, tech and social media sectors, private companies and the generosity of ordinary people. Police, governments, regulators and NGOs around the world trust our work, our data and our insights.

Child sexual abuse images and videos are just as much a weapon as a knife. For 30 years, we've actively searched for this imagery and given people a safe place to report it to us anonymously, now covering 54 countries.

This imagery shows, depicts, or is based on real children. The abuse and suffering is very real. Our experts never forget that. The suffering captured in this imagery, and the knowledge that it could be shared, can haunt a victim for life.

Our Hotline team is one of the largest in the world doing this work. When a report shows the sexual abuse of a child, we make sure the image or video is taken down, and our services help Members stop it reappearing. As the threat changes, from industrialised grooming to AI-generated abuse imagery, our data helps industry, governments and regulators respond.

Our work relies on compassionate and resilient people across diverse teams, including analysts and assessors in our Hotline, as well as our Technology, Corporate Affairs, Development and Communications teams. Everyone is highly trained and carefully looked after.

We do this work because we want every child to know there is someone out there who cares enough to help.



Working to stop online child sexual abuse and exploitation

Protecting children is at the heart of everything we do. We exist to stop, remove and prevent child sexual abuse and exploitation online. For 30 years, we have been helping victims by removing the online record of their abuse.

It's a tough job. Our analysts are amongst the best in the world. Every image represents lasting harm. Victims and survivors continue to suffer when evidence of their abuse is online. Our analysts 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 and skilled at manipulating young minds. Sometimes victims don't even realise they are being abused until it's too late.

The threat is also changing. Criminals are now using AI to create realistic child sexual abuse imagery, including of real children and we are seeing this material grow at an alarming rate. Our analysts are at the forefront of tracking it and pushing for it to be removed.

Sadly, the internet makes it easier to share these images. We use 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

- **Our Hotline and analysts.** The IWF Hotline gives people a safe and anonymous place to report online images and videos suspected of showing the sexual abuse of children. Our expert analysts assess every report and work tirelessly to locate and remove criminal imagery, making the internet safer and protecting survivors from repeated victimisation. Tech companies and law enforcement worldwide trust their assessments, experience and knowledge.
- **Tech-for-good.** Our in-house tech team builds tools that make it faster and easier to find, assess and remove images and videos of child sexual abuse. These include IntelliGrade, which helps our analysts grade imagery accurately and at scale, Image Intercept, which helps smaller platforms block known abuse imagery and Report Remove, which lets young people confidentially report images of themselves so they can be taken down. In short, tech to protect children.
- **Working together.** With international partners in government, law enforcement, reporting hotlines, charities and the tech community, we work to stop criminal images of children being circulated again and again. We share vital information that could lead to the rescue of a child from terrible abuse.

This imagery shows, depicts, or is based on real children. The abuse and suffering is very real. Our experts never forget that.

Building an inclusive culture

We are fostering a supportive environment at 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 – regardless of age, sexual orientation, gender identity, nationality, religion or belief.

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-racist organisation. We acknowledge that racism causes significant harm and can be both conscious and unintentional. As an anti-racist 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-racist 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 aims in the culture of our organisation through our policies, procedures, and practices;
- Particularly encourage applications from Black, Asian and Minority Ethnic candidates.



Where we are now

We want you to understand the environment you will be joining, including the challenges we are working to address. Below is an overview of product and technology at the IWF today.

The team

You'll lead 15 people across software development and infrastructure. Our Head of Software and Head of IT will report to you, and you'll report directly to the Chief Executive.

The technology

Our systems run in a hybrid configuration across both cloud and on-premises infrastructure, due to our work with highly sensitive and criminal imagery. Our tech stack is predominantly a Microsoft one, though we utilise a broad range of different technologies and employ right tool for the right job methodologies.

The scale

In 2025, we processed over 450,000 reports of suspected child sexual abuse material (CSAM) and assessed more than 440,000 images and 63,000 videos. Our criminal hash database now holds over 3.2 million records and keeps growing. Our datasets and services are used by 228 Members and partners worldwide.

What's working

Our team builds and maintains a high-performing hybrid infrastructure for a demanding user base doing a unique job. We deliver fee-generating projects for Members and partners, including bespoke work testing AI classifiers, and we give our team strong technical support wherever they work.

What needs attention

As demand for our services continues to grow, we have a significant opportunity to strengthen our technology capabilities, review how we prioritise and resource work, and respond more effectively to emerging threats. We want to build more products and tools to help the Hotline detect previously unseen CSAM and process reports more efficiently. We also want to grow the range of datasets and services we offer Members and partners and find better ways to measure their impact across the wider online ecosystem.

The budget

Your team's current annual budget is approximately £1,400,000. This covers payroll, as well as all hardware, software, platforms and cyber security. **We plan to increase this significantly through both internal and external investment.**

The nature of our work

What the role involves, and how we support you

Our analysts do work that very few people are legally permitted to do under a Memorandum of Understanding with the Crown Prosecution Service and the National Police Chiefs' Council. This authorises the IWF to proactively search for and assess CSAM, alongside the reports we receive from the public. Our analysts assess each image or video, classify it under the UK Category A, B and C framework, and link relevant information to its digital fingerprint (hash). The MoU also allows us to securely retain confirmed material for specific purposes, including analyst training, technology development, and classifier testing and training.

Although this role sits outside the Hotline, it does involve viewing child sexual abuse material. The frequency of this is more intermittent and occasional and when necessary, rather than a daily expectation of the role. Everyone at the IWF is supported by a well-structured welfare provision, including counselling and limits on exposure. If you have questions about this, we'd encourage you to raise them with our recruitment partner, thayer@iwf.org.uk before applying.

Asking won't count against you.



The difference you'll make in year one

This is a new chapter for product and technology at the IWF and we want to be clear about what we hope it will look like a year from now.

These aren't targets to be hit on day one. They describe the difference we'd expect you to have made by the end of your first year, working alongside our analysts, our leadership team and our Board.

- The Board has agreed a product and technology strategy you developed with the Executive Leadership Team, and it is already shaping decisions.
- There is one roadmap. New capability, maintenance and technical debt sit side by side in the budget, so everyone can see the trade-offs.
- Hotline analysts are using tools built for their expertise, making their work faster and more accurate, and designed with their wellbeing in mind.
- Your team has tested new ideas using AI and machine learning to tackle rapidly evolving threats. Some are progessing towards becoming part of our operational toolkit.
- You and your team will have scoped and selected 2-3 technologies to develop with partners that could make a significant impact on the online safety eco-system.
- Members, law enforcement and regulators rely on our datasets and services, and we can show them clearly, through measures of adoption and effectiveness, the difference those services make.
- You have become one of the people the sector turns to for an honest view of what technology can and cannot do to stop child sexual abuse online.

One year, one roadmap and new tools in use and in development.



Questions you'll help us answer

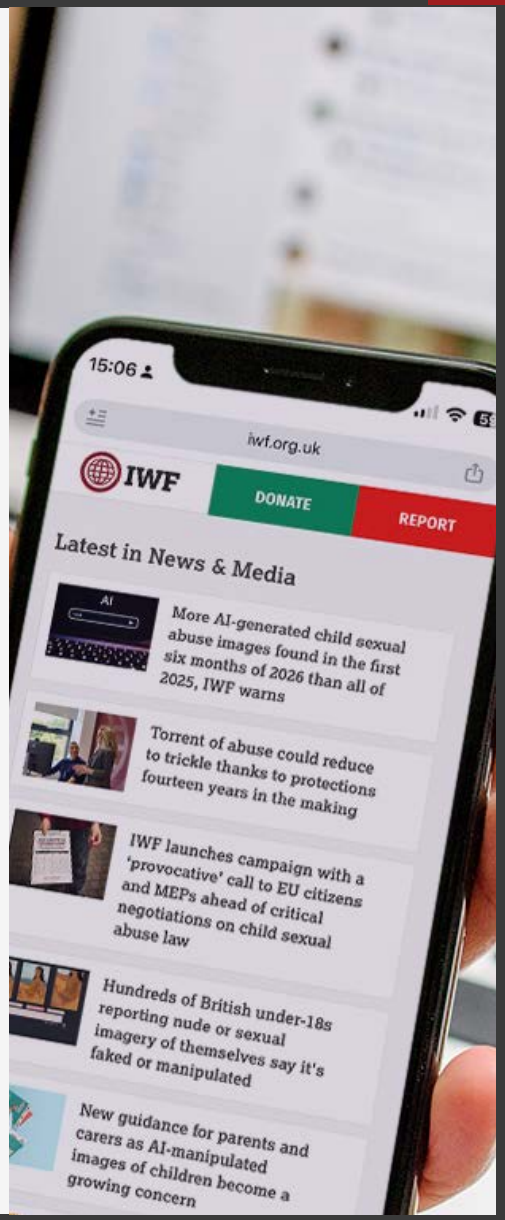
We don't have all the answers, and we're not hiring someone to carry out a plan that's already written. We'd expect you to bring your own thinking to them, test it with others, and help us reach decisions we can stand behind.

- Which tools and services should we build ourselves, adopt or develop with partners?
- Where can AI and machine learning help our analysts and Members most, and where should we hold back?
- How should our cloud and on-premises systems evolve to handle highly sensitive data securely as we scale?
- How do we measure adoption and effectiveness, so we can show the difference our services make?
- How can product and technology support income generation for innovation without pulling us away from our mission?
- How should our technical expertise shape policy on the Online Safety Act and the regulation of AI?

What you will bring to the role

This role sits where product, technology and a demanding mission meet. These are the experiences and qualities we think matter most for doing it well. If you can show us how your background meets them, even if your path has been different from the one you'd expect, we'd like to hear from you.

- Significant senior leadership experience in product, technology or both, with credibility across both disciplines.
- A track record of building and delivering data-driven products or platforms used by external customers or partners, including foundational data systems.
- Experience leading, growing and motivating multidisciplinary teams.
- Experience managing budgets and making clear prioritisation decisions with limited resources.
- Strong technical grounding in modern cloud architecture, data engineering and software delivery, and a good understanding of information security, cyber security management and the protection of highly sensitive data.
- The ability to explain complex technical issues simply to Boards, partners and non-specialists, and to influence a wide range of people.
- Confident, independent decision-making, with a leadership style that is collaborative, transparent, inclusive and trusted.
- Strong ethical judgement and a commitment to the IWF's mission and values.



Desirable, not essential

None of these attributes are essential, and we don't expect any one candidate to have them all. If you bring some of them, tell us, because they will help you settle into the role and the sector more quickly.

- Experience in online safety, trust and safety, content moderation, cyber security or law enforcement technology.
- Practical experience applying AI, machine learning or computer vision in production.
- Experience speaking publicly about technical issues.
- Experience as a Chief Technology Officer.

Details

Reports to: Chief Executive Officer

Starting salary: £112,000.00 per annum, depending on experience + benefits:

- 30 days annual leave entitlement, plus bank holidays and additional time off during Christmas closure
- Pension Scheme
- Life Assurance
- Private Health Care
- Cycle To Work Scheme
- Employee Assistance Programme

Hours: Full time (35 hours per week). We are a family-friendly employer and take a flexible approach around personal commitments when agreeing work patterns.

Location: This hybrid role combines home working with regular time at our Cambridge office. Occasional travel required, including London for Board meetings. Our new Cambridge Science Park office is dog-friendly and has step-free access, a lift, accessible toilets and parking.

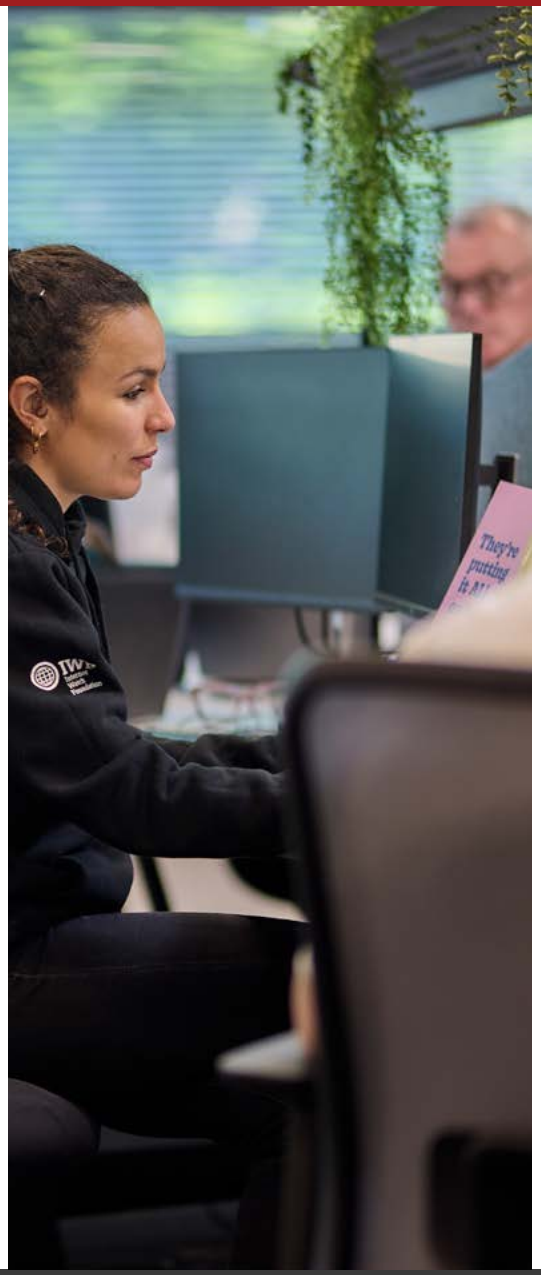
Main contacts

External

- Government tech leads
- Member tech teams
- Policymakers
- Grant funders

Internal

- CEO
- Board of Trustees
- Executive Team
- Senior Management Team
- IT Infrastructure Team
- Software Team
- Head of Data & Insights



Awareness

This role includes viewing illegal and difficult content.

We provide full training and ongoing wellbeing support, and you'll have the chance to experience this as part of the recruitment process before deciding.

This position is subject to an enhanced DBS check.

Help us build the technology that keeps children safe online, at a defining moment for the IWF.



How to apply & more info

How to apply

If you're ready to use your skills to make the internet safer, we'd love to hear from you. Please send your CV and a covering letter to our recruitment partner, **thayer@iwf.org.uk**, telling us what draws you to this role, to the IWF and to our mission, and what you'd bring to the work. **You can also message this email address to request a discussion before applying.**

Closing date: We will be reviewing applications on a rolling basis so may close our vacancy ahead of the 29th November 2026.

Interview structure:

Date	Details
Tuesday 1 December & Friday 4 December	Online 30-minute calls
w/c Monday 7 December	• Panel interview* • Personal interview and meet the team • 30 minute online discussion with a peer organisation's CTO
w/c Monday 14 December	Meet the Chair and image viewing session

More info

iwf.org.uk

Annual Report 2025

Our MoU with Ofcom

Our new three-year strategy framework

Our new office:

Canopy House
296 Cambridge Science Park
Milton Road
Cambridge
CB4 0WD UK
Tel: +44 (0)1223 20 30 30

**We will share our panel interview questions no less than 48 hours in advance with candidates.*

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

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

A day in the life

We follow our Hotline Manager Tamsin on a regular workday. Read more:

iwf.org.uk/adayinthelife





A note from our Chair

Thirty years of protecting children, powered by an incredible team.

The IWF sits at the forefront of fighting for victims of child sexual abuse. We're seen as global leaders, standard-setters, and team players. Our strong relationships with companies around the world have enabled us to carve a much-needed place to both protect children and help industry partners ensure their websites, platforms, games and online spaces are safer for us all.

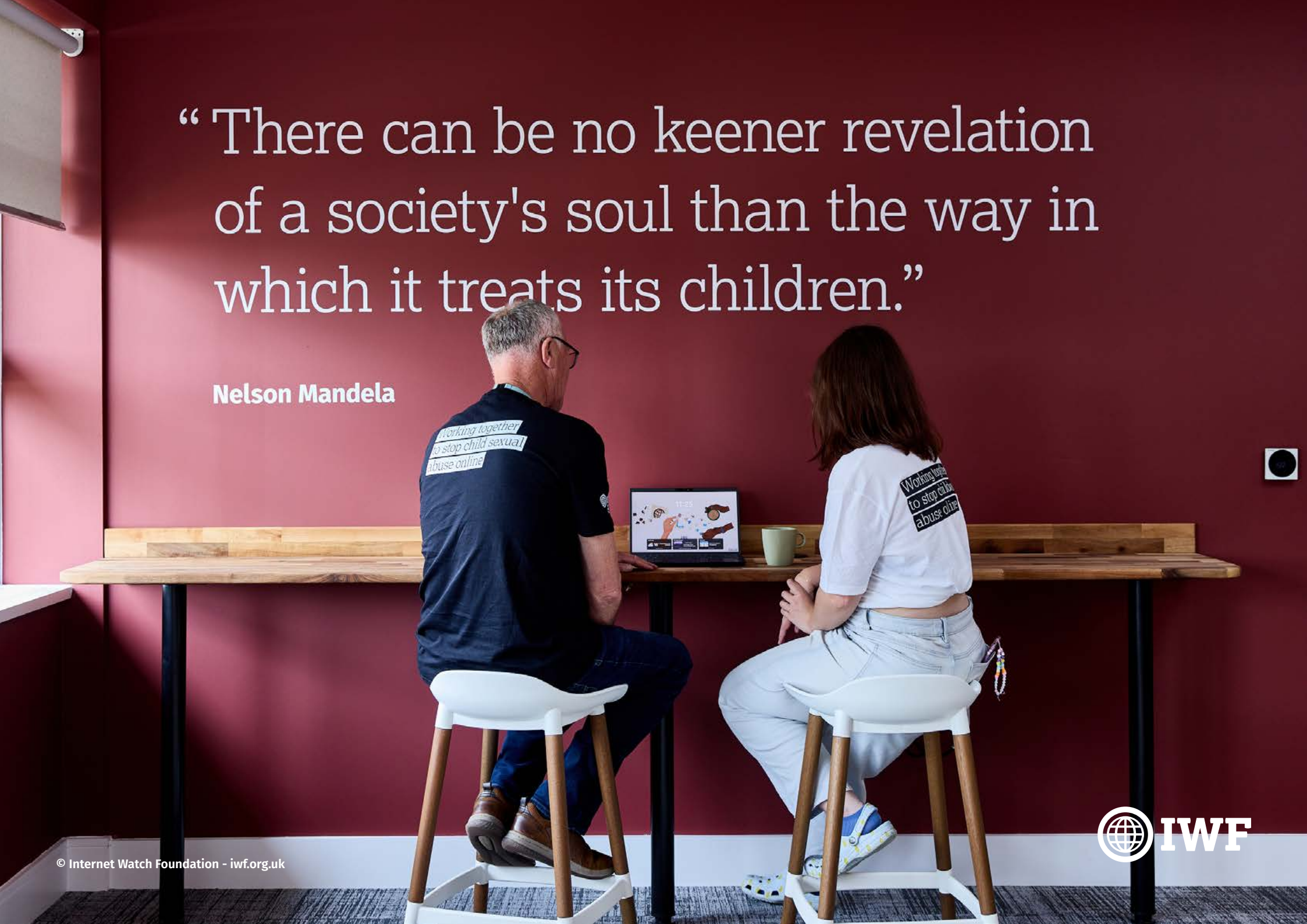
Since 1996, the IWF's unmatched work and determination has led to the removal of millions of criminal images and videos from the open internet. Our datasets and services are used to protect more than 4bn online users and accounts globally.

We're trusted as an extremely safe pair of hands by governments, tech companies, law enforcement and other child protection non-profits.

This is possible because of the commitment and fortitude of the incredible IWF team. Every department, from our front-line analysts to our People team, plays a critical role in helping us achieve our vision of an online world without child sexual abuse and exploitation.



Catherine Brown, Chair
Internet Watch Foundation



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