



IWF
Internet
Watch
Foundation

Working together
to stop child sexual
abuse online

RECRUITMENT PACK

Development & Income Director

Working to stop child sexual abuse online

Protecting children is at the heart of everything we do. For nearly 30 years, since the early days of the internet, our job has been to help victims of child sexual abuse by hunting down and removing the 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

- **Our team of human analysts.** Tech companies and law enforcement worldwide trust the assessments, experience and knowledge of our extraordinary team of people.
- **Tech-for-good.** Our in-house tech team build tools designed to make it easier to identify and remove online images and videos of child sexual abuse. In short, tech to protect kids.
- **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 online images and videos suspected to show the sexual abuse of children. Our team of dedicated Hotline Analysts work tirelessly to locate and seek the removal of criminal imagery making the internet safer and protecting survivors from repeated victimisation.

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

Our Chair & CEO



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 provide the means by which industry partners can ensure that 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 HR team, plays a critical role in helping us achieve our mission of a global internet free from child sexual abuse material.

Catherine Brown, Chair



Tracking down and identifying truly harmful child sexual abuse imagery is at the very core of what we do at the IWF.

We develop cutting-edge technologies, and work with some of the biggest tech companies on the planet - but without the skills, knowledge, and determination of our amazing staff, there is no way this vital work could be done.

Working at the IWF is not for everyone, but for our staff, knowing they have contributed to the removal of thousands of images and videos of child sexual abuse from the internet, helped prevent the future revictimisation of victims, and even helped rescue children from abusive, dangerous situations, makes this the most satisfying place to work in the world.

I'm proud to say I lead the team at the IWF. Every person, regardless of which department they are in, works with a sense of tireless determination and passion which is vital to delivering our mission.

Kerry Smith, CEO



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, the technology sector 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 29 years, we've given people a safe place to report it to us, anonymously, now covering 54 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.





Job description

We are seeking a visionary and strategic Development & Income Director to lead our income generation, membership, and commercial partnership efforts. This is a pivotal role at the heart of IWF's leadership team, driving long-term sustainability and impact through ambitious fundraising and engagement strategies.

The successful candidate will be expected to deliver across the following core areas:

Organisational and Team Leadership:

- Provide strong and visible leadership across the organisation, contributing to the delivery of IWF's strategy, operational effectiveness, and long-term sustainability.
- Take overall responsibility for the Membership, Fundraising and Partnerships functions, ensuring alignment with organisational goals and impact objectives.

- Lead, motivate and develop a high-performing Development and Income team, setting clear objectives, monitoring performance, and supporting professional growth as well as robust budget and resource management.
- Work collaboratively with the Chief Executive and Executive Team to shape and deliver the organisation's business and strategic priorities.
- Provide strategic insight and assurance at Board and relevant sub-committees, ensuring transparent, accurate reporting on income generation and fundraising performance, supporting advancement in organisational performance, innovation, and impact.
- Champion an inclusive, values-driven culture and act as a role model for IWF's values and leadership behaviours.
- Serve as the organisation's expert advisor on income generation, membership

Job description (continued)

and partnership strategy, providing professional guidance to the Chair, CEO and Trustees.

- Work with the Finance team to produce robust long-term income forecasts, assessing risk and ensuring strong return on investment across all income streams.

Income Generation and Growth:

- Lead the development and execution of a ten-year income growth strategy, driving a step-change in revenue to support IWF's mission and long-term resilience.
- Set ambitious but achievable income targets and design the programmes, activities, cases for support and investment plans required to deliver them.
- Develop and communicate a clear, evidence-based vision and strategy for fundraising and income generation across all streams – including, but

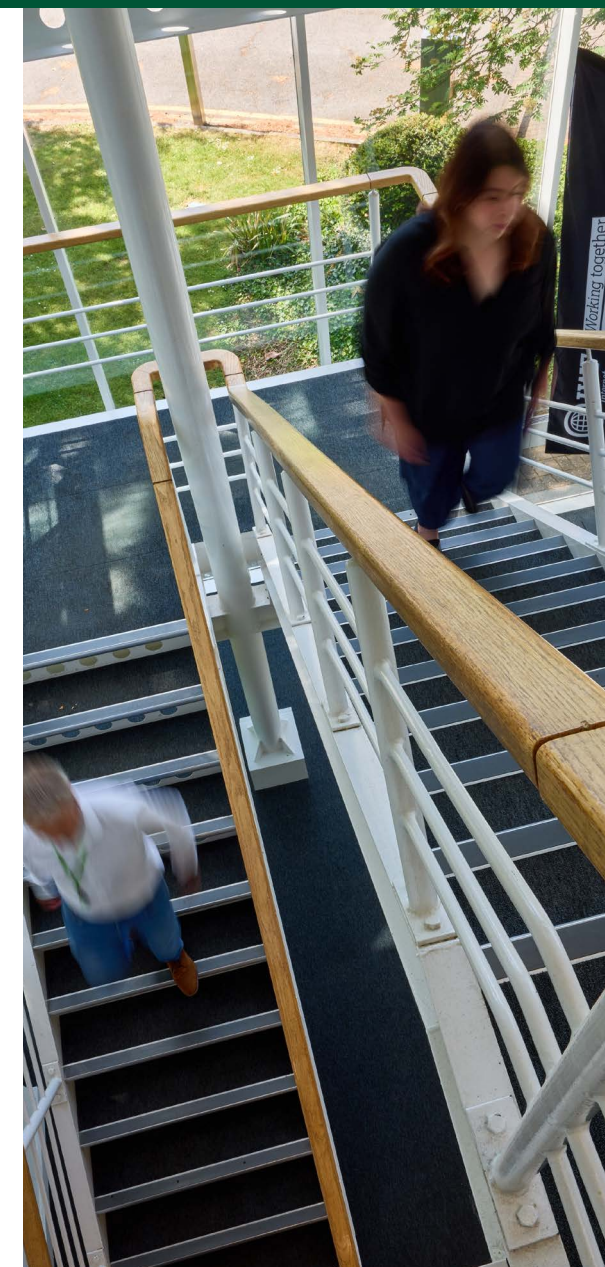
not exclusively, corporate membership, commercial partnerships, trusts and foundations and philanthropy.

- Lead the development and implementation of major fundraising and partnership initiatives, identifying new opportunities for income, awareness, and influence.
- Embed a culture of income generation and external engagement across the organisation ensuring that all activities, communications, and partnerships contribute to growth.

Partnership and Membership:

- Oversee the strategic direction and growth of membership engagement and retention, ensuring IWF remains a valued, high-impact partner to its members and delivers robust membership development and engagement.
- Champion the use of digital and data-driven solutions to enhance fundraising, engagement, and relationship management.

- Build and maintain strategic partnerships with members, and other key external stakeholders to extend IWF's reach and influence amongst supporters.
- Ensure membership cases for support are compelling, data-driven, and costed, articulating IWF's impact in a way that drives engagement and partnership.
- Ensure strengthen relationships with existing members through compelling, meaningful and structured engagement and two-way communication channels.
- Represent IWF externally building alliances and representing the organisation on relevant forums, partnerships, and international collaborations.



Person specification

Experience

Requirements	Criteria	Requirements	Criteria
Experience in a senior leadership role, leading income generation and fundraising strategies in an organisation with complex audiences and stakeholders.	Essential	Experience of leadership in a charity, social enterprise or membership organisation.	Essential
Experience of running member engagement programmes and related activities.	Essential	Experience in developing and implementing engagement strategies for a range of different audiences.	Essential
Experience in strategic development in a senior role, setting a vision and objectives and measuring impact.	Essential	Experience in shaping and producing compelling narratives to assist in influencing potential stakeholders and members.	Essential
Experience in building strong and effective relationships with a wide range of internal and external stakeholders.	Essential	Proven track record of strategy development and operational delivery across a range of income and engagement streams.	Essential
A proven track record of successfully generating income and fundraising in a charity setting with proven experience in commercial agreements.	Essential	Experience in developing digital solutions in the field of fundraising and engagement.	Essential
Demonstrable experience in developing high-performing teams.	Essential	Understanding of key principles in communications, marketing and brand positioning for growth.	Essential

Skills, abilities and knowledge

Requirements	Criteria	Requirements	Criteria
Highly developed communication, engagement and presentation skills.	Essential	The authority, presence and emotional intelligence to command respect from the Board of Trustees, the Executive team and colleagues within the charity, across IWF's membership and external stakeholders and contacts.	Essential
Knowledge of key income generating channels.	Essential		
Demonstrable experience of negotiating complex fundraising and income generating proposals at C suite-level.	Essential		
Ability to lead, inspire, motivate and develop staff at all levels.	Essential		
Knowledge of business and financial management in a charitable organisation.	Essential		
Ability to inspire and influence funders, members and stakeholders.	Essential		
Ability to collaborate and work in partnership with external organisations.	Essential		

Personal qualities

Requirements	Criteria
Strong intellect with the ability to interpret relevant information, analyse complex data, creatively review alternative solutions and come to speedy, well-informed conclusions.	Essential
A confident, independent and effective decision-maker.	Essential
Commercially astute with excellent business planning skills.	Essential

Main contacts

- The Executive Team
- IWF Board of Trustees

Reports to:

- CEO (Member of the Executive Team)

Direct reports:

- Head of Membership
- Head of Partnerships

Important notes

- The role may require you to view criminal images.
Counselling will be provided.
- This position is subject to an enhanced DBS check.

We're a dog-friendly organisation and believe in the positive impact dogs can have on workplace happiness and well-being.



Details

Salary: From £108,000.00 depending on experience + benefits

+ Benefits:

- 30 days annual leave entitlement
(Plus time off for 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 role is based at our Cambridge office, with hybrid working options available and occasional travel required. The building is also accessible with a lift and disabled toilet.



How to apply & more info

How to apply

Please download and complete the following documents:

- [Application Form](#)
- [Equal Opportunities Form](#)
- [Confidential Disclosure Form](#)

To ensure fairness and equality in our application process, completion of an application form is required. CVs will not be accepted. Please email the completed forms to: recruitment@iwf.org.uk

Closing date: Sunday 23 November 2025.

More info

Website: iwf.org.uk

Annual Report: iwf.org.uk/annualreport2024

Social Media:

- [Bluesky: iwf.org.uk](#)
- [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
Tel: +44 (0)1223 20 30 30
Email: recruitment@iwf.org.uk

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

