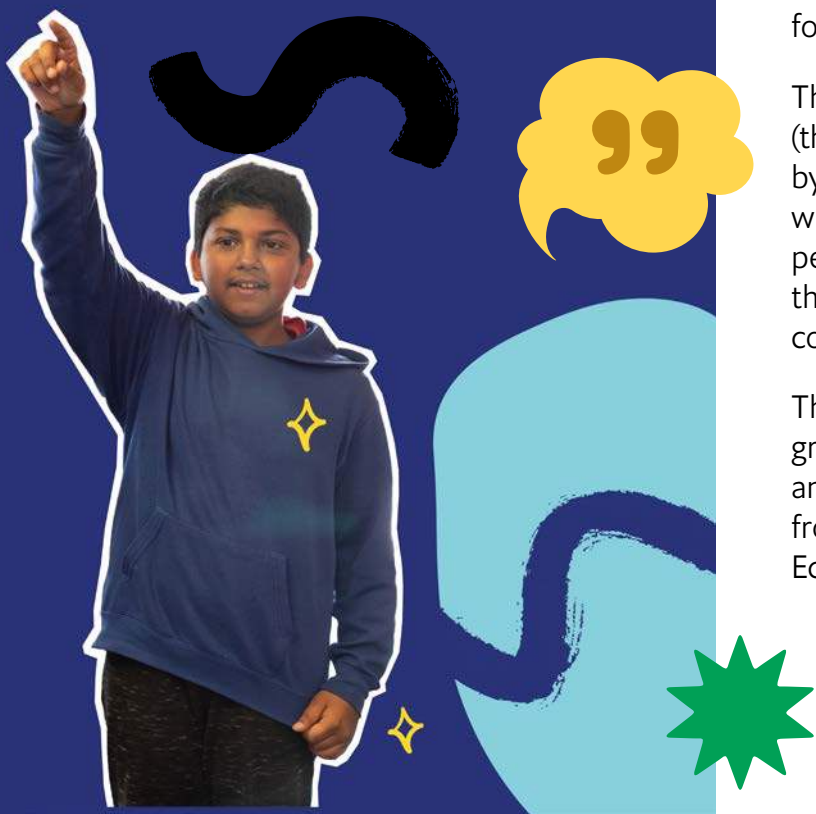


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Welcome from the chair of trustees



Young people, especially those from underserved backgrounds, are not developing the essential skills and knowledge they need to thrive in life.

Critical thinking, effective communication and an understanding of the global issues that will affect them: such skills are vital for young people to fulfil their potential. At a time of widespread misinformation and political polarisation, as well as complex social and environmental challenges, these abilities are needed more than ever – both for individuals and for society as a whole.

The Economist Educational Foundation (the Foundation) was established in 2012 by employees of The Economist Group who were passionate about helping young people engage with the news and so develop the skills they need to thrive in life and to contribute as citizens in the modern world.

The Foundation has made a big and growing impact in tackling this need. It is an independent charity, which benefits from enthusiastic support from within The Economist Group, where it is based.

Emily Evans, its founder and outgoing Chief Executive, will leave in the summer to pursue new challenges, and we are deeply sad to see her go. She has established an extraordinary platform for growth: a talented, highly motivated and supportive team, a collaborative, professional, high-trust culture and clear strategic focus.

We are seeking a leader who can build on this platform and help realise that potential for growth, at the same time as deepening our impact, ensuring that we always stay focused on the most underserved young people and the difference we are making in their lives.

If you have experience scaling an organisation while taking a collaborative, inclusive and empowering approach to leadership, and you share our passion for impact, we would love to hear from you.

With best wishes,



Daniel Franklin,
Chair of The Economist
Educational Foundation
and Executive Editor of
The Economist

About us

We're a small, creative and fast-growing charity that was established from inside The Economist Group in 2012.

We support children from underserved backgrounds in many countries to develop essential skills for the modern world. We do this by enabling them to have inspiring discussions about the news, which teach them to think critically, communicate effectively and understand global issues.





OUR ACTIVITIES

Our programme, Topical Talk, brings about these discussions in three ways:

- We create world-class teaching resources for classroom discussions about global news stories.
- We run *Topical Talk Festival*: the biggest news festival for young people. Children from countries all over the world join discussions with each other and global experts, and work towards publishing their opinions in writing, audio journalism and film for the chance to win awards.
- We train and support teachers to bring high-quality news discussions into their classrooms, including through intensive, in-person community partnerships in the UK and America.

OUR IMPACT

Children who take part in Topical Talk can make five times more progress compared with their peers in skills that support them to thrive at school, in employment and as citizens in a complex and uncertain world.

They learn to creatively solve problems, listen with an open mind and speak with confidence. They apply these skills to engage with the news in times of misinformation and polarisation, learning to form nuanced views on complex issues and constructively have their say.

We use the Skills Builder Framework to measure children's progress, and you can see our impact reports here: economistfoundation.org/impact

Our programme has received international recognition, including by *HundrED* as one of the top 100 educational initiatives of 2020 and 2021, and as first-prize winner of the *UNESCO Global Media and Information Literacy Awards 2022*.

“

I use Topical Talk to promote self confidence and critical thinking in 21st century learners.

TEACHER





OUR TEAM

We have a passionate and highly effective team of 14 staff, bringing a diverse skill-set spanning education, outreach, fundraising, design and operations.

A third are qualified teachers who have taught in disadvantaged communities. We bring together this expertise with *The Economist's* journalists and editors, who are extensively involved with our activities.

“

We are a collaborative, hard-working and driven team who strive for excellence in everything we do and deliver. You'd be working in a fun, supportive place where people genuinely care about doing a good job and supporting one another.

HARRIET, HEAD OF PARTNERSHIPS



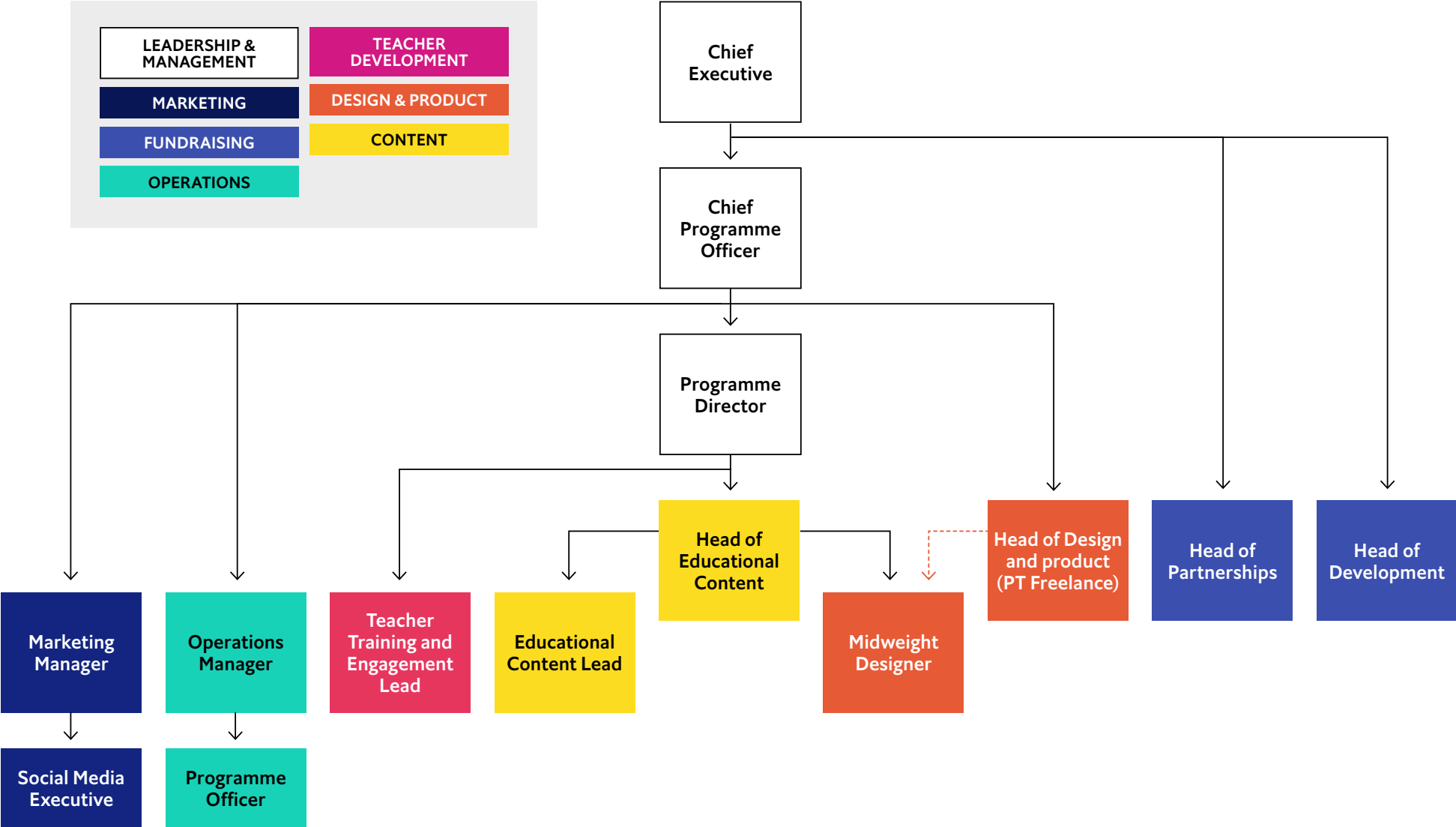
“

I value working somewhere where everyone gets to have a say, whether that's on ideas for the ongoing website development, the monthly meeting agenda, or the best karaoke songs for the next team social.

OLIVIA, PROGRAMME DIRECTOR



ORGANISATIONAL CHART





OUR BOARD

Our Chair, Daniel Franklin, is Executive Editor at *The Economist*. Trustees include senior leaders from *The Economist*, the *Guardian* and the education sector.

See the team and board here: economistfoundation.org/about/about-team

FUNDING AND ORGANISATIONAL SUSTAINABILITY

We are in a strong financial position and maintain a reserves fund to cover six months of staff salaries. We are on track to raise £900,000 this year and we have robust plans to significantly grow our income over the coming three years, taking new fundraising opportunities that have shown excellent potential.

Funding comes mainly from donations from companies, trusts and foundations, with some earned income from schools. We've built long-term and award-winning partnerships with leading organisations including KPMG, the Bank of England, Clifford Chance, PA Consulting and Morgan Stanley, and we've secured multi-year government grants.

OUR APPROACH

We're bold and ambitious about having a big impact, while valuing depth, quality and organisational learning. We're passionate about making a meaningful difference to the children who most need our support, by holding our work to the highest standards. That means we're continually learning and innovating, measuring our impact with rigour and thoughtful judgement, and working collaboratively with teachers and children to understand what they need from us. It means we combine creative ideas for deepening and growing our impact with solid planning, organising and perseverance, to get things done.

“

Working for The Foundation you get all the best parts of working in a small team but the development opportunities of being part of a big organisation. I love being part of a small team that is independent and ambitious but also has a lot of fun.

I also love that there is a network of colleagues at The Economist that I can reach out to for support and advice on my job.

MOLLY, OPERATIONS MANAGER



OUR RELATIONSHIP WITH THE ECONOMIST GROUP

We are an independent charity.

We are in a uniquely fortunate position, as we are able to tap into *The Economist's* world-class expertise and resources to make an impact. We receive in-kind support from every level of The Economist Group, from the deeply supportive CEO to HR, IT, finance, data analysis and above all *The Economist's* journalists and editors.

The company donates office space and makes an annual financial contribution (though over 80% of our funding comes from other sources as outlined above). We benefit from our connection with one of the world's leading media brands and the Group's global network of relationships.



Our future: deep impact on a global scale



We are at an incredibly exciting point in our trajectory. The strengths we have built over the past 11 years give us an extraordinary opportunity for impact in the next decade and beyond.

We have a high-impact programme underpinned by rigorous evaluation, and a strong and committed team, board and network of volunteers, supporters and funders. We have demonstrated huge growth potential: since 2020 we've doubled the size of our team and expanded from working in a smattering of UK schools to reaching over 150,000 children globally today, including on-the-ground work in the UK and US. There is still enormous unmet need, so we have bold plans to accelerate growth and reach a million children by 2026, with 100,000 engaging on a weekly basis.

Even more than scale, we're committed to having deep impact, ensuring we reach the children with the most need and make a meaningful difference to them.

We know that the greatest impact for children comes from joining high-quality discussions about the news on a regular basis. So as we grow, our priority is to increase the number of children from underserved backgrounds participating in Topical Talk regularly. In today's schools, finding the space for this can be a real challenge.

We plan to do even more to offer teachers the support they need, including these key priorities:

Priority 1 Investing in outreach and engagement	Priority 2 Building our "pull factor"	Priority 3 Creating more "Topical Talk Excellence Hubs"
<p>Making it easier for thousands more teachers to find us, access our resources and use them more often. This will include major digital development and investment to deliver an outstanding user experience to teachers and optimise our back-end operations.</p> <p>We'll improve our digital marketing, data-analysis capabilities and more, so that we can more effectively target and engage teachers of disadvantaged students.</p>	<p>Our annual Topical Talk Festival gives teachers a manageable way to have regular Topical Talk discussions, and inspires more of them to do so by offering their students a global platform for their views on world affairs. The Festival is already the world's biggest news festival for children, but our vision is to grow its reputation such that children and teachers globally aspire to take part. We'll take the innovative Festival website to the next stage, to support high-quality discussion between thousands of children across the world.</p>	<p>Communities where we work collaboratively with local teachers and education leaders to maximise the impact of Topical Talk in their schools.</p> <p>Our first Hubs are in the UK and America, and we are currently exploring opportunities for new Hubs in India.</p>

We will do all this by learning with, and co-creating with, the teachers and students we work with. We're focused on developing our learning capabilities to extend the ways we do this.

This role therefore offers the right person a rare opportunity to lead a high-impact social-change organisation with huge potential for global scale.

Additional opportunities



A supportive and engaged board of Trustees

With the skills and experience to guide the charity on the next phase of its journey to deep impact at scale.

Team environment

A friendly, collaborative team of driven and talented people.

Flexible working

Core hours from 10am to 4pm and a minimum of two days spent in the office each week.

Bonus scheme

You will be included in The Economist Group's bonus scheme, which rewards based on the company's operating profit.

Other benefits

Economist Group benefits including a great central-London office (The Adelphi Building near Charing Cross), private medical insurance, a cycle-to-work scheme and more.

“

Working at The Foundation is rewarding in so many ways.

Our mission is at the core of everything we do and everyone is invited to share their ideas about how to do our best work - the creativity and excitement that comes with this approach is so motivating.

It's great to work with such a collaborative, highly-skilled and passionate team. Every problem or target just feels like one conversation away from reality.

KATIE, HEAD OF EDUCATIONAL CONTENT



The role



We are looking for an experienced leader who is passionate and ambitious about our mission and potential.

They will bring self-aware, considerate, inclusive, empowering and courageous leadership to the following areas, always working through, and in support of, our talented team.

THE ROLE

Responsibilities



Strategy and innovation

- **Impact:** Ensure the charity's strategy delivers deep impact on educational inequality, and strongly prioritises this. Combine bold ambition for growth with protecting the charity's long-term commitment to depth of impact over scale.
- **Research and evaluation:** Work with the leadership team to ensure TEEF's research and impact-evaluation process delivers in-depth, reflective and insightful knowledge of the needs of the teachers, young people and communities that TEEF works with and how the charity can best meet these needs.
- **Learning and innovation:** Balance a clear and inspiring long-term vision with flexible plans that allow for learning and adaptation, with a readiness to explore creative ideas based on new insights.
- **Strategic consistency:** Produce and communicate clear strategic plans, including KPIs, targets and performance measurement processes that align actions and decisions across the organisation with the charity's overall strategic objectives. Ensure these plans are followed so the charity's resources are directed towards the right priorities.
- **Board, staff and community engagement with strategy:** Work collaboratively with the board, staff team, teachers, young people and communities. Support them to contribute their expertise, insights and creativity to develop the strategic plans and buy into them. Prioritise the voices of the teachers and children the charity exists to support.

Culture and leadership

- **Vision:** Align and motivate the organisation and its stakeholders to drive towards a bold vision for deep impact at scale, prioritising depth over reach.
- **Culture:** Foster a culture that promotes learning and innovation, ensuring everyone feels safe and encouraged to share different perspectives and creative ideas, and where high failure-tolerance is balanced with high accountability. Nurture our child- and teacher-led culture, such that their needs and voices are prioritised in organisational planning, decisions and actions. Encourage and protect the high value placed on happiness and friendliness at work.
- **Team development:** Work with the leadership team to develop and nurture a skilled, supportive, empowered and happy team.
- **Diversity and inclusion:** Lead the charity's wholehearted commitment to diversity and inclusion. Ensure that these are valued and prioritised in the organisation, and that people with diverse backgrounds and perspectives are fully included on the staff team, on the board, and among the voices involved in shaping the charity's strategy, decisions and outputs.
- **Engaging The Economist Group:** Make effective use of skills and expertise across the company.



Fundraising

- **Fundraising strategy:** Work with the Head of Development and Head of Partnerships to develop TEEF's fundraising strategy for ambitious, sustainable growth that supports the charity's mission. Ensure that fundraising activities never compromise the charity's impact, integrity or credibility.
- **Applications and proposals:** Line-manage and support the Head of Development to meet targets for new income.
- **Partnership management:** Line-manage the Head of Partnerships, developing them and our partnerships programme to meet targets for funding from renewing and growing current relationships.
- **Fundraising budgets:** Develop and support the fundraising team to prepare budgets for proposals / applications which clearly and accurately present the charity's funding needs. Ensure fundraisers have the information needed to sufficiently understand our budgets and forecasts, and that they use this to identify funding gaps and craft compelling stories about the impact funders can have by meeting these needs.
- **Lead generation and pipeline development:** Grow the charity's fundraising opportunities through networking, presenting, and representing the organisation at external meetings and events. Develop the fundraising team to do the same.

- **Relationship-building:** Build effective relationships with funders, supporters and internal stakeholders at The Economist Group who can help the charity to grow its income.
- **Fundraising operations:** Develop our Operations Manager and fundraising team to optimise fundraising operations, processes and CRM.
- **Fundraising engagement:** Support the fundraising team to drive engagement with fundraising across the organisation.
- **Fundraising innovation:** Lead on conceiving and testing ideas for new income sources.

Financial management

Ensure the long-term financial sustainability of the charity, including through:

- Producing accurate and in-depth management accounts and financial analysis, with support from our Operations Manager and *The Economist's* accounting team.
- Ensuring income sources are diverse and well balanced.
- Maintaining sufficient reserves as per the charity's reserves policy.
- Developing and managing fundraising plans, processes and tools that provide long-term visibility of the fundraising pipeline, including whether applications and planned prospects, weighted by likelihood, will cover funding gaps.



Operations

- Work with the leadership team and Operations Manager to develop the charity's policies, processes, practices and team capabilities to support operational excellence and ensure the organisation has the resources and capacity to deliver its plans.
- Ensure the charity continues to deliver its programme and all activities to the highest standards of quality, from its editorial standards to beautiful graphic design and professional customer experience, as people expect of TEEF and *The Economist*.

Marketing and external relations

- **Programme growth:** Lead the growth of TEEF's programme and impact, ensuring the charity achieves its 3-year targets to reach 1 million children, with 100,000 participating on a weekly basis and 50% being from schools serving the most disadvantaged students. Ensure growth is sustainable.
- **Network:** Nurture and develop a strong network of supporters, advisers, volunteers, critical friends and peers with whom we learn together. Actively contribute to networks such as the Fair Education Alliance.
- **Profile:** Grow the charity's profile including by resourcing marketing campaigns, and securing high-potential speaking and promotional opportunities.

Governance, legal, board management

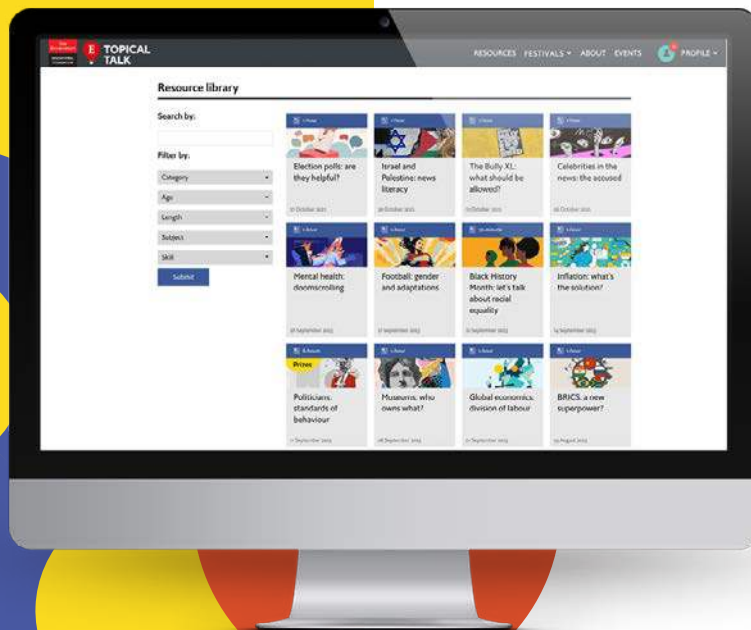
- **Board engagement:** Provide the Trustees with concise quarterly reports on progress, major risks, and key strategic decisions. Make effective use of the board's expertise and support.
- **Risk management:** Ensure that major organisational risks are reviewed regularly by the board and mitigation plans are in place.
- **Board development:** Work with the Chair to ensure the board has the optimal mix of skills and experience.
- **Policies:** Work with The Economist Group's legal, data-security, tax and HR teams, and external experts where necessary, to ensure appropriate policies and practices are in place for legal compliance, due diligence and child safeguarding.
- **Statutory duties:** Work with the Company Secretary and the board of trustees to ensure that the charity fulfils its statutory duties and that statutory reporting is completed accurately and on time.

THE PERSON

Required attributes and experience

YOU HAVE...

- **Senior leadership experience:** Experience in a strategic-level role within a social-purpose organisation, where you have demonstrably:
 - + Grown impact
 - + Evaluated organisational performance and social impact
 - + Managed a high-performing team
 - + Managed change, identifying where it was necessary to adapt or change course, and managing the organisation through this. Experience leading digital transformation would be highly desirable.
- **Fundraising experience:** Experience playing a key role in raising funds for a social-purpose organisation, ideally with an annual income of at least £1m per year. In-depth understanding of the challenges of fundraising through trusts, foundations and corporate partnerships.
- **Knowledge or experience of the issues TEEF is addressing.** You have a nuanced understanding (essential) and possibly personal experience (highly desirable) of the social issues the charity is tackling.
- **Understanding of the opportunities, challenges and good practices involved in promoting diversity and inclusion.**





YOU ARE...

- **Fully committed to our mission.** You care about bringing about a deep (significant and lasting) impact on disadvantaged young people, and you have the integrity to always prioritise this impact and the children TEEF exists to support.
- **A strategic thinker.** You are able to:
 - + Balance bringing about high-quality day-to-day performance with continually identifying and managing long-term / high-level strategic risks and opportunities in a complex and ambiguous environment.
 - + Frame these risks and opportunities in ways that offer the charity the most impactful and pragmatic routes forward.
 - + View the organisation and its activities holistically to ensure strategic alignment.
- **A creative problem-solver.** You can creatively solve complex, ambiguous and changing problems.
- **A supportive, trusting, empathetic and collaborative leader.** You have the leadership and people-management skills to lead a high-performing, happy team in a fast-changing environment.
- **A clear and compelling communicator.** You can engage and align diverse stakeholders with the charity's vision, mission and work.
- **Curious and open-minded.** You have exceptional listening skills, humility and an orientation towards learning with others.
- **Resilient and determined** to achieve ambitious goals, and uphold highest quality standards, in the face of challenges.

We welcome you to apply if you are excited by this opportunity but don't meet every single requirement; we can support great candidates to learn on the job. You might be the person who could have the biggest impact in this role, so please get in touch.

We're particularly keen for you to apply if you are from a community underrepresented in leadership roles or have experience of facing extra barriers.

If you require any adjustments for your interview, just let us know.

The application and interview process



HOW TO APPLY

We are being supported by Sam Stephens, Partner at Macaulay Search. Applications should be sent by email FAO Sam Stephens at teef.ceo@macaulaysearch.com by January 22nd 2024.

Your application should include:

- A CV including a full employment history showing responsibilities held, relevant achievements and a mobile telephone number (to be used with discretion).
- A cover letter (max 1.5 pages) describing what attracts you to this role and the career and personal experiences that prepare you to serve in it.
- And optionally, a completed copy of the diversity monitoring form attached.

THE PROCESS

A selection of candidates will be invited to a first round interview with the appointment panel comprising Daniel Franklin (Chair of the Board), Kike Agunbiade (Trustee) and Stephen Godsell (Trustee). A first round of interviews will take place at *The Economist* offices in central London and are planned for the afternoons 15th and 16th February. A second round of interviews is planned for 5th March.

You can expect to hear from Macaulay Search by February 7th if you have been invited for an interview.

