



Appointment of

Chief Executive Officer

August 2024

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Through sport, we change lives, and save lives.



The Invictus Games Foundation is a force for good; it inspires positive change, improves lives and influences progress toward a better future.

"Just prior to competing in Invictus I was emotionally and physically exhausted. Life was happening every turn of the way and I felt lost. The games and competition gave me direction, hope, and a network of support and friends to pick up the pieces. I'm grateful for the opportunity and thankful for my friends I've made"

Introduction from our Chair

On behalf of the Invictus Games Foundation (IGF) and the whole Invictus community, thank you for your interest in applying for this very exciting role as our Chief Executive Officer.

As we celebrate our 10th anniversary, it is humbling to witness what we have been able to achieve in changing lives and saving lives of those Wounded, Injured and Sick (WIS) individuals and their families who have given in the military Service of their countries. We approach our next, 7th and 1st winter-hybrid iteration of the Games in Vancouver - Whistler, drawing on an Invictus community now of 23 nations across all the major continents, with a real sense of pride and anticipation. While the Invictus Games are the beating heart at the Foundation's core, our support extends well beyond them through an extensive programme of Invictus Endeavours and all underpinned by a vibrant and expanding online 'We Are Invictus' community. We have also been able to deliver deep social impact as was so clearly portrayed in the Netflix 'Heart of invictus' documentary.

We approach our next 10 years with a combination of excitement, purpose and ambition. Our aspiration is to build a global community in which rehabilitation and recovery are better enabled and understood, leading to positive and sustainable change. We seek to reinforce the IGF's position at the centre of the Invictus eco-system and as the pre-eminent international organisation focused on the recovery and wellbeing of WIS individuals and their families through sport and adventure. This next stage will see significant growth including financially and structurally to achieve this bold vision. And it will need to be delivered in a complex geo-political environment and one in which we fully recognise that resources are tight. We also see that the requirement for what the Invictus movement represents is ever more relevant and has the ability to transcend these challenges.

Our departing Chief Executive Officer, Dominic Reid OBE, who has been with us since the start leaves us with an inspiring legacy. At this pivotal moment, there is a unique opportunity for his successor to lead the IGF into the next stage of its evolution and growth. You will

need to have the gravitas, insight, experience and acumen to operate with aplomb across a range of environments from the strategic, national and governmental level, to being equally effective 'on the ground' and amongst the WIS individuals, their families and the core participants of the Invictus community. You will be intuitively visionary and innovative in your approach. You will combine this with being commercially aware and be able to show proven experience in delivering significant income generation, including in the international environment. While your principal focus will be outward-looking in close liaison with the Patron and the Board of Trustees, you will also need with the Chief Operating Officer & Deputy Chief Executive Officer to nurture the Executive team through a period of change. With strong inter-personal skills, tact and humour you will build on the core values and ethos on which this small, passionate and high-performing team has achieved so much in our first ten years. Above all, you will be invested in the Invictus community and will be inspired by making a tangible difference for it.

We very much look forward to receiving your application.

Lord Charles Allen, CBE
Chairman





About Invictus Games Foundation

The Invictus Games

Following operational tours to Afghanistan, on a trip to the Warrior Games in the USA in 2013, Prince Harry, The Duke of Sussex, saw first-hand how the power of sport can help physically, psychologically and socially those suffering from injuries and illness. He was inspired by his visit, and thus the Invictus Games was born. The Games provide wounded, injured and sick service personnel (WIS) from around the world with the opportunity to no longer be defined by their injuries.

The word 'invictus' means 'unconquered'. It embodies the spirit of the competitors and personifies what these tenacious men and women can achieve 'post injury'. The Invictus Games harness the power of sport to inspire recovery, support rehabilitation and generate a wider understanding and respect for those who serve their country. **The Invictus Games are about much more than just sport – they change lives and save lives.**

The Invictus Games Foundation

The Invictus Games was founded in 2014 by Prince Harry, with the inaugural games held at the Queen Elizabeth Olympic Park in London. The Invictus Games Foundation (IGF) was formed as a UK registered charity soon after their successful conclusion.

The inaugural Invictus Games created a blueprint for inspiring many more WIS individuals on their journey of recovery. Beyond this, the Foundation has presided over the transition from a one-off inspiring Games to a global movement allowing the 'Invictus Spirit' to positively influence all levels of society. People around the world have drawn inspiration from the competitors and their stories of resilience and determination.

The IGF is the owner of the brand and the selector of future host cities, but it represents much more than just the Games. Beyond and between the Games the Invictus Games Foundation uses sports recovery and adventurous challenge to grow an international active support network not just for the WIS, but also their family and friends.

Since these early days, the IGF has established a biennial cadence of the multinational adaptive sporting competition **which now draws from 23 nations, over 500 competitors, 1,000 friends and families and attracts more than 100,000 visitors.**

Remarkably, **94%** of WIS and their families who are engaged with the IGF across a range of nations and types of activity believe their recovery and rehabilitation is improved by their experience with the IGF and **87%** feel a greater sense of connection and belonging after engaging with our activities.



Changing Lives, Saving Lives

Our Vision: We change lives and save lives through the power of the Invictus Spirit

Our Mission: Through sport and adventure, we inspire, improve and influence the recovery and rehabilitation of Wounded, Injured and Sick service members, veterans and their families



Future direction

2024 sees the IGF celebrating 10 years of saving and changing lives through sport and adventure. In partnership with its host city partners, the IGF has delivered six iterations of the Invictus Games in that time, involving 23 nations, 3,000 competitors, and over 6,000 of their friends and family.

The next Invictus Games will take place in British Columbia, Canada from 8th – 16th February 2025. The Invictus Games Vancouver Whistler 2025 co-presented by ATCO and Boeing will be the 1st Winter hybrid Games, featuring new winter adaptive sports including: Alpine Skiing & Snowboarding, Biathlon, Nordic Skiing, Skeleton, and Wheelchair Curling, in addition to the core adaptive sports of Indoor Rowing, Sitting Volleyball, Swimming, Wheelchair Basketball and Wheelchair Rugby. Furthermore, the IGF Board has just announced that Birmingham, UK will be the host city for the 2027 Invictus Games. Active conversations are already also ongoing with potential hosts for the Invictus Games in 2029.

The IGF Board and Executive team have used the 10th anniversary as an opportunity to consider the Foundation's future direction, scope, and funding, to ensure that it is correctly positioned to meet the future needs of the community it was established to serve. This exercise has highlighted a series of factors which shape how the Board and Executive are thinking about the organisation's future:

- **Community:** at its core, the IGF is dedicated to bringing people with shared experiences together to foster a sense of community, belonging and respect, for WIS and their families. The Invictus community now includes 23 nations with a footprint on each of the world's major continents. the IGF is establishing a global community where rehabilitation and recovery are better understood, leading to positive and sustainable benefit for the community and beyond.
- **Military:** the principle of 'shared experience' keeps us focused on the serving and veteran military community and their wider families.
- **Family unit:** Since its inception, the IGF has always treated the competitor, their friends and family as a single unit, recognising the vital role played by friends and family in the WIS recovery journey and treatment of trauma.
- **Sport:** we use sport and adventurous challenges as the vehicle by which we bring people together - the appeal of sport runs deeply through the community we serve and is unlikely to diminish over time.
- **Focal point:** the Games continue to be a lightning rod, drawing attention to the needs of the WIS community and providing inspiration for those on their journey of recovery.
- **Requirement:** applications for national teams to participate at the games are always oversubscribed and our adventurous challenges are generally 8-10 times oversubscribed. Even though some nations are approaching a point where all their WIS have benefitted in some way from the support we offer, there are others where many need support and new nations asking to join.
- **Universality:** the support, provision of care, and status of WIS is vastly different across our participating nations and so, our offering must remain relevant to all.
- **Scope:** The IGF will always prioritise the quality of service and the experience WIS and their families have at and between the Games. It is important that we remain focused on doing what we do well before looking to new ways of supporting the community.
- **Social impact:** the IGF aspires to deliver a wider impact beyond those directly involved in foundation backed activities. Underpinning the IGF's work is a desire to promote the recognition and understanding of those who have served their country and their families, as was reflected in the recent Netflix series of September 2023 'Heart of Invictus'.
- **Advocacy:** IGF is a conduit through which nations and communities can be connected, experiences and best practice shared. It also provides the platform through which innovative research into military sports recovery can be initiated and funded.
- **Ambition:** the IGF is unique - the only international organisation focused on the wellbeing and recovery of the WIS community and their families - so there is a significant opportunity and desire to continue developing this role.

10 years in, the IGF has delivered

6 iterations of the
Invictus Games

involving

23 nations

3,000 competitors

Over 6,000 of their friends and family

100,000s of spectators

In the 2023 Invictus Games in Dusseldorf alone, there was live coverage by 15 media outlets, across 56 countries and the IGF's social media accounts generated 24 million impressions and 22,000 new followers



How the IGF is run

Established in 2014, the Foundation is the charity that governs the delivery of the Invictus Games and acts as custodians of the Invictus Spirit. The IGF selects host cities, oversees the delivery of the competition, including categorisation, sports rules, and international broadcast rights, and provides continued guidance for the organising committee in the run up to delivery.

In addition to overseeing the delivery of the Invictus Games, the IGF Endeavours actively supports the (WIS) community as well as their friends and family within participating nations, funding relevant activities, challenges, and capital grants. The WIS community is supported by the IGF's We Are Invictus app, a platform based digital community of serving and veteran WIS. The multilingual platform is free to join for any member of the WIS community, irrespective of their nationality, once validated by the IGF. There are currently over 4,000 members spanning 20 languages.

Activities outside the Games are funded, sourced, or validated by the IGF and made available to the WIS community through the We Are Invictus app. Encompassed in the programme of Invictus Endeavours, these range from adventurous challenges, places at third

party events, to capital grants for existing organisations. The IGF also oversees virtual leagues in active esports through its Powered by Invictus programme.

As part of its approach to community engagement and advocacy, the IGF holds a regular programme of virtual webinars and 'in- person' events, called the 'IGF Conversation', to explore issues of relevance and importance to the WIS community, sharing best practice between Participating Nations, teams and organisations. To further understanding about the role of sport in recovery, the IGF has supported and commissioned academic research projects into the topic within the military community.

The Foundation's leadership

The Invictus Games Foundation is led by Lord Allen of Kensington as Chair, alongside our Board of Trustees and a small 10+ executive team.

We are proud that a third of the team are members of the WIS veteran community and Invictus Games alumni, ensuring our work is directly influenced by the Invictus community.



Context for the role

In the short term (1-3yrs), the IGF is focused on establishing a sustainable funding model which will drive the organisation forward and power the portfolio of support we currently provide to the WIS community and their families. the IGF recognises the significant unmet need which exists within the WIS community for our services. Even in the more established participating nations the number of applicants for team places at the Games far outstrips availability and the demand for spaces on Invictus Endeavours is roughly 8 to 10:1.

The signing of new sponsorship agreements has given the IGF a significant boost in its ambition, opening up the possibility of more funding for adventurous activities and grants within the participating nations, as well as covering core organisational costs. Furthermore, this has allowed the organisation the space to begin thinking more strategically about where it wants to be in the next 10 years.

The IGF Board and Executive are ambitious for the future of the organisation and have reached a key point of assessment in developing its future evolution. There is broad agreement that the IGF should become the preeminent international organisation focused on the recovery and wellbeing of WIS and their families over the next decade. In order to achieve a step change in growth necessary to effectively fulfil this ambition, the IGF believes it will require a x10 uplift in funding, becoming a c.£20m pa organisation. Internally, the IGF will have to transform, creating the organisation, structure, policies and staff necessary to effectively manage this change.

Externally, to achieve such an accelerated growth trajectory, the IGF will require a structure to support strategic international stakeholder engagement. The IGF has identified the need to convene an International Development Board. This body would be made up of senior leaders from our key markets and target markets. It would work closely with the Patron, the IGF Chairman, Trustees and the IGF Chief Executive Officer (CEO) to generate the income which will power the IGF's ambitious growth ambitions.

This growth will necessarily take account of the evolving geo-political environment with the ambition that Invictus will providing a trans-

national and relevant focal point for the recovery and rehabilitation of WIS and their families through the use of sport. In fact, the Executive are already exploring ways in which the organisation can begin developing that role, perhaps in partnership with other supranational organisations, such as NATO. Furthermore, consideration is being given to devising a delegated and franchised model to support the future growth of Invictus and its global impact.

To achieve all of this, the Foundation will need to think through its strategic partnerships, approach to income generation, stakeholder engagement strategy, new nations policy, where in the world it will seek to operate, structures and a number of other key workstreams.



The role

Overview

The purpose of the CEO is to set, drive and deliver on the strategic direction of the organisation, be accountable for the organisation's financial resilience and maintain oversight of the organisation's brand and reputation globally. While the CEO will be expected to oversee the day-to-day internal operations of the organisation (led by the COO), fundamentally the role is more strategic and outward facing, ensuring the organisation is perceived, and operating as, THE international organisation working in support of the WIS community and their families.



Key responsibilities

Direct

- Set the strategic direction for the organisation with the guidance of the Chair and Board of Trustees.
- Set priorities and direction for the Executive team.
- Manage the strategic relationship and communication between the Executive and:
 - the Patron
 - the Chair
 - the Boardthrough oversight of Board Meetings and Sub Committees (Finance, HR and Governance) and ad-hoc communication as required.
- Line management of the COO & Deputy CEO (responsible for internal running of the organisation, Chief Development Officer(income generation), Financial Director, the Communications Director and the International and New Nations Development Director under the current structure which will evolve in line with the IGF's future expansion.
- Provide guidance, support and oversee the delivery of the planned income generation for the IGF in close liaison with the Chief Development Officer
- Guide the cultivation and appointment of Host Cities for 2029, 2031 and beyond in close liaison with the COO.
- Build the IGF Advocacy and High Value Network, supported by the COO.
- Develop and maintain strategic, diplomatic, commercial, and sporting relationships to enhance the financial resilience, growth, brand, and reputation of the IGF.
- Act as an ambassador for the organisation, speaking at events, in the media and key stakeholder engagement.

Operate

- Manage the COO to oversee successful delivery and evolution of current and future Invictus Games, Beyond the Games programmes and day to day operations at the IGF.
- Manage the Chief Development Officer to ensure a robust revenue pipeline at the IGF, to ensure financial viability and sustainability.

- Manage the Finance Director to ensure rigorous accounting, forecasting and procedures are in place.
- Manage the Communications Director to ensure the appropriate and pro-active coverage of, support to and safeguarding of the IGF and its activities across all media and channels.
- Allocate lead resource and supporting roles to deliver the medium- and long-term objectives of the IGF and the requirements for ancillary projects.
- Ensure compliance and deliverables in line with Charity Commission, HMRC and Companies House regulations and guidelines.

Transform

- Guide the International and New Nations Development Director, lead the selection and engagement of new Participating Nations to join the Invictus Community of Nations, supported by the COO.
- Guide the development of the IGF 'Beyond the Games' strategy.
- In line with the 10-year strategy, ensure the required measurement data is collected, content captured, and documents retained to articulate need, demonstrate impact and bring to life the vision for current and potential global partnerships.
- Manage the central architecture and values of the brand; commercial and legal frameworks for the IGF; responsibilities and requirements of Host Nations for staging the Invictus Games.

Support

- Provide support and guidance to nurture current and potential partner relationships, as required by the Executive.
- Ensure adequate levels of servicing and support to the IGF team.
- Provide oversight and guidance on the annual objective setting and appraisals of the Executive, as well as the delivery of efficient and effective Finance, HR and Governance functions.

Person specification

Essential:

- **Commercial experience:** proven commercial leadership experience, driving an organisation through significant income generation and financial growth including in an international environment.
- **Strategic planning and execution:** able to demonstrate a highly creative approach in setting a long-term organisational roadmap and then delivering on that vision, ideally on a significant scale.
- **Followership:** proven experience in landing a vision then persuading internal and external stakeholders to unify behind that vision.
- **Diplomacy:** strong EQ, tact and diplomacy. Comfortable operating at C-suite level, engaging, briefing and, where necessary, challenging senior stakeholders.
- **Change management:** track record of experience of managing organisations and teams through periods of significant change.
- **Work ethic:** Natural desire to 'roll up sleeves', taking on work as required while also maintaining the ability to think strategically.

Desirable:

- An affinity for, or understanding of, the military community, service charity sector and defence generally.
- Experience in the sports sector.
- Experience in overseeing the delivery of high profile events
- Experience of charity operations, management or governance.
- Comfortable presenter, public speaker and media commentator.
- A keen interest and ability to absorb new concepts and information at speed.
- Ability to work quickly, flexibly and to cope with heavy workloads
- Ability to operate effectively with a wide range of people, from different nations, at all levels and walks of life.



Terms of appointment

Contract type:

Permanent / Full time; UK contract; Right to work in the UK required.

Location:

UK / Europe with significant travel expected.

Salary:

Competitive

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Process

Initial interviews with Saxton Bampfylde will take place at the end of September. Panel interviews with shortlisted candidates are

expected to take place in early / mid October.

Due diligence

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.



How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to the Invictus Games Foundation on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **XBKWA**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form.

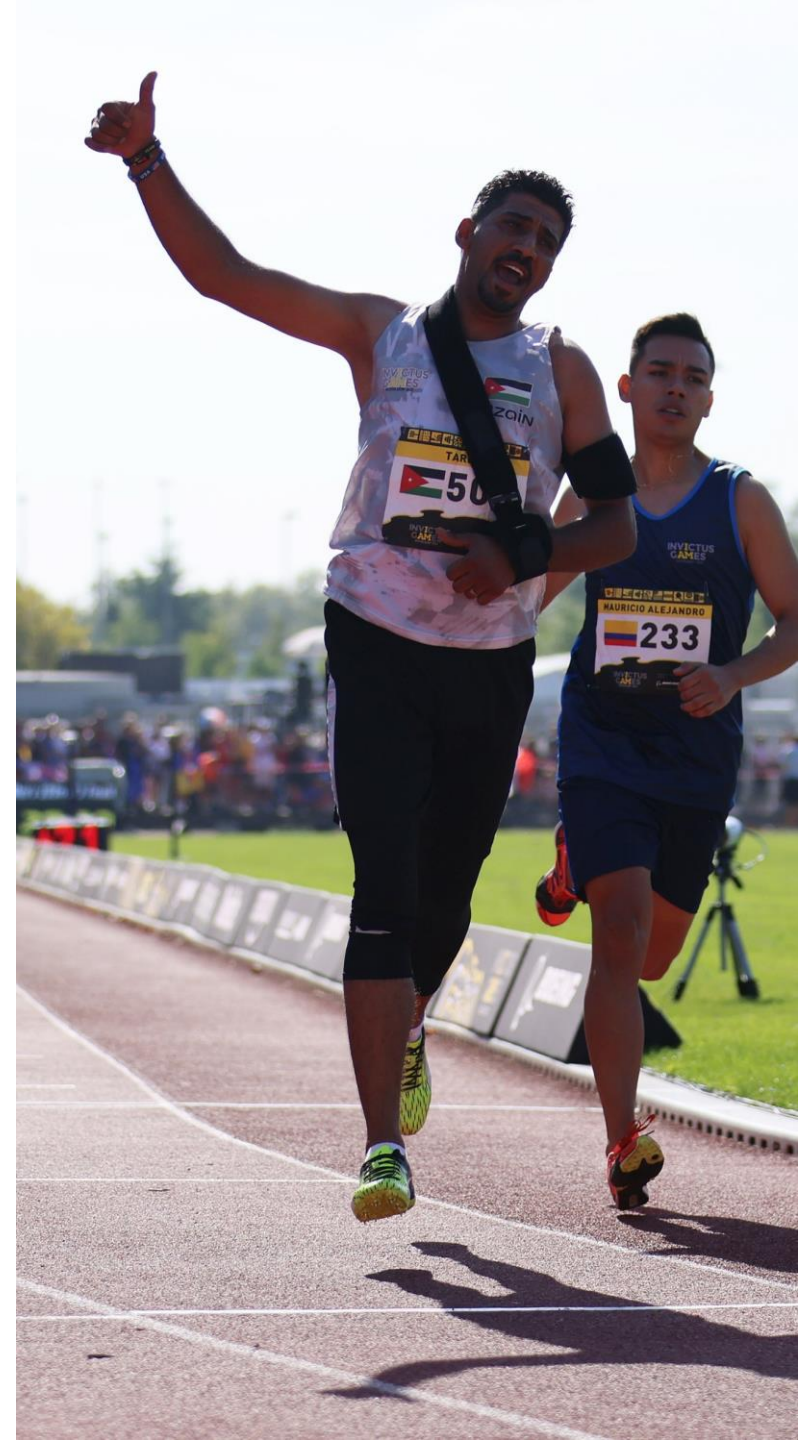
The closing date for applications is **noon on 12th September 2024**

We encourage applications from across our diverse community, irrespective of age, disability, sex, gender identity, pregnancy, maternity, race (which includes colour, nationality and ethnic or national origins), sexual orientation, religion or belief, or because someone is married or in a civil partnership. We want an inclusive organisation that reflects our community and where everyone feels empowered to bring their authentic selves to work. We believe our organisation will be a better, more ambitious and more innovative place to work if we can harness the benefit of different perspectives.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.





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