

**On — Purpose**

**Associate**

**Programme**

**Brochure**

**Leading the change  
we need**

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# Our purpose



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We are fuelling the growth of a truly sustainable economy by attracting and developing the leaders it needs. We believe that only by doing this will we have a chance of solving society’s most difficult problems.

**Tom Rippin**

On Purpose Founder  
and CEO

## Our values

Our world needs an economy that works for all and operates within the means of our planet and without the injustices of today.

This requires a fundamental shift, led by people who transform the organisations in which they work, from an economy of profit to an economy of purpose: an economy that serves the wellbeing of all, now and for all time.

We are the home for these leaders: a community that develops, challenges and sustains itself and others, to help bring about such an economy.

## Our Programme

Our Associate Programme develops people who will help transform the economy by changing the organisations in which they work.

The year-long leadership programme offers two paid purpose-driven work placements, weekly training and regular 1:1 coaching and mentoring.

Associates join a thriving community that continues to develop, challenge and support them as they work towards making the transformation we need a reality.

## Our community

We are an international and diverse community inspired by the vision of a future where individuals, organisations and the economy work in healthy ways.

Our community is made up of professionals across our three Programme cities: London, Paris and Berlin. Together with Associates and Fellows, our community includes placements hosts, mentors, coaches, people who train our Associates and our expanding network across the impact place.



# Programme structure

The Associate Programme is a full-time, year-long leadership programme. During the year, you will:

- join a cohort of 18-20 like-minded professionals;
- complete two placements on purpose-driven projects, working with them for just under 6 months each, for 4.5 days per week;
- take part in our intensive Learning and Development programme with your cohort every Friday afternoon;
- benefit from mentoring sessions every fortnight and coaching sessions every quarter;
- join the On Purpose community and benefit from our international network.

The Programme is based in London. For your year as an Associate, you'll be paid a £27.01k salary. You also get a normal UK holiday allowance. When you complete the Programme, you'll remain part of our diverse, connected and collaborative community.

On average, our Associates have around 7-10 years of work experience. To apply, you'll need at least three years of full-time, paid work experience. You also need to be eligible to work in the UK for the duration of the Programme, as we are not able to sponsor visas and you must be able to communicate fluently in English.



# Our placements

## Placement allocation

On Purpose allocates placements through a two-stage matching process that takes into account the preferences of our Associates and all our placement organisations.

The first stage is an exchange of information, with Associates receiving details of all placements, and vice versa. You submit your preferences for which organisations you would like to speak to at matching day.

Following matching day we consider your preferred placements, and placements' preferred Associates, allocating matches to maximise everyone's preferences and achieve one set of matches that works across the whole group.

## Placement organisations

We work with a range of organisations including social enterprises, B Corps, social divisions of for-profit companies and commercially-minded charities.

Associates work in the organisations for just under six months each, doing strategically important work and reporting to senior management within those organisations.



All our placements:

- combine commercial ways of working with creating social or environmental impact;
- have an appropriate level of challenge for a professional with on average seven years of work experience;
- focus the Associate on delivering work of real importance to the organisation.

# Placement experience



The experience on placement has been very helpful, for instance by increasing my knowledge and understanding of startups, employment and agriculture - areas I previously had no experience in and little knowledge of.

**Patrick Ellen**

Fellow  
October 2020

# Amplify Goods.

# BETTER SOCIETY CAPITAL

## Placement example 1: Amplify Goods

Supporting the growth of a small social enterprise across product, operations, and customer engagement:

- led the launch of a new product range while contributing to wider product development, pricing, and sustainability reporting;
- strengthened customer relationships & partnerships through CRM management, communications, and external engagement;
- improved operational processes across logistics and fulfilment

## Placement example 2: Better Society Capital

Helping set up a new fund and analysing impact investment deals at Big Society Capital:

- supported launch of social investment programme aimed at getting large corporations to invest at social innovation;
- carried out due diligence for a new venture fund, BSC considered investing in
- analysis of the social and/ or environmental impact of potential investments.

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My role in DCMS' Youth Policy Team was quite focused on project management, however still super varied and a huge learning opportunity!

**Madelaine Wilson**  
October 2022 Fellow

Placement example 3:  
**UK Government's Department  
for Culture, Media & Sport**

Supporting the Department's Youth Policy Team to engage more young people in the policy making process:

- working with a range of stakeholders to collect and review diverse data;
- speech writing for a Senior Minister;
- producing a piece of guidance for policy makers that would support the engagement of young people in the UK.



Department for  
Digital, Culture,  
Media & Sport

# Learning & Development

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When I started at On Purpose, I had expected to learn a lot about leadership, systems change and social impact to help me develop the knowledge and skills I would need to build a career in the sector...What I did not expect was to completely reevaluate what I thought I was capable of. The programme has shone a light on blindspots and uncovered hidden strengths...paths and possibilities have opened up, which, before, I couldn't even see.

**Jawad Anjum**

Fellow  
October 2019

## Learning and Development

Learning and development is a key part of the Associate Programme, and will help you to become a leader who can bring about transformation in our economy three levels: self, organisations and the economy and society.

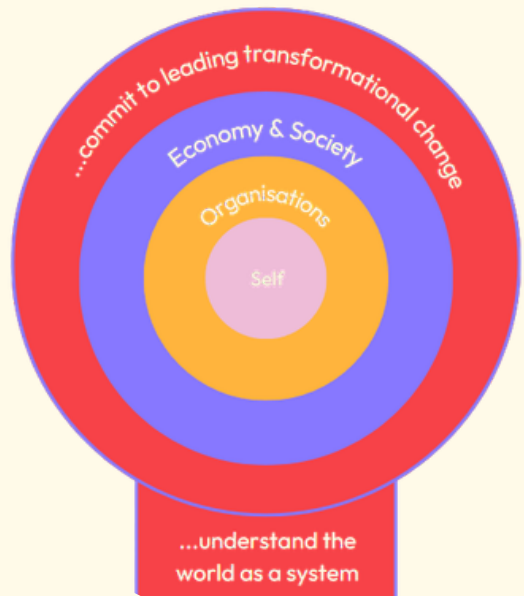
It is delivered, in the main, through cohort training sessions each Friday afternoon.

Our Learning and Development sessions are delivered by leaders in the social sector and beyond, equipping you with a wide range of knowledge and skills, and enabling you to:

- understand the impact sector and commit to its potential to achieve systemic change;
- gain comprehensive professional skills alongside social sector knowledge and experience;
- investigate a range of approaches to financing, scaling and measuring impact;
- exercise leadership potential and develop a sense of purpose, momentum and direction.

## Example training sessions

- Creating systemic change
- Scaling social innovation
- Problem solving
- Partnering & collaboration: a route to scale
- Life Design
- Human-centred design & behavioural change
- Leadership in uncertainty
- Theory of Change
- Doughnut Economics mindsets
- Good governance



# Mentoring & coaching

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While my coach really helped me understand my key day-to-day drivers, being connected with mentors who knew the organisations I was working with, was very useful. Both helped me navigate different situations and were great sounding boards.

**Caleb Wheeler-Robinson**

Fellow  
October 2019

## Mentoring

You are matched with two mentors across the year, one for each placement, and you meet with them every fortnight. Your mentor supports and challenges you, gives you guidance and acts as a sounding board and thought partner (e.g. by reviewing a board presentation or helping you navigate organisational politics).

## Coaching

You are matched with an executive coach for the year, and meet them once every quarter. Our coaches are experienced professionals who coach at senior and executive levels in organisations. Often, our coaches have had careers in business themselves.

Coaching offers an opportunity to step back and reflect on what you're learning from the Programme and where your future career might take you. Our coaches are independent of On Purpose and their objective is to support your leadership development; they'll challenge you to find your own solutions based on your own strengths and values.



**After the programme**

## 94% of our Fellows continue working in purpose-driven organisations

After your year on the Associate Programme, you become a Fellow. Our Fellows remain a central part of our community and continue to enjoy its benefits.

We share developmental opportunities with each other, have regular socials together, involve Fellows in the selection and training of new Associates and more.

While we cannot guarantee a job after the programme, Associates receive practical support to explore purposeful roles. This includes career reflection, CV and application guidance, one-to-one coaching, and access to the wider On Purpose network - including community events, a dedicated Slack channel for job opportunities, and introductions to peers and placement organisations. Many Associates find roles through these connections.



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This year was totally life changing and incredible for me, thanks to all the core team for that. I would never have the job I have now without it, or the confidence, the lifelong friends.

**Louise Chegwidden**

April 2021 Fellow

A year on the Associate Programme provides ample preparation for an impact and purpose-oriented career: our Associates have a significantly higher sense of purpose than they do before the Programme and feel more able to clearly articulate their long term professional goals.

95% of Associates feel more confident leading change and 100% of Fellows report feeling that their values are aligned to their professional activities

Over 1,000 Fellows are leading change in all parts of the system: from running a social enterprise that has supported over 700 young refugees into employment, to winning a campaign which enabled free parking for disabled people at NHS hospitals, impacting the lives of hundreds of thousands blue badge holders.



# Fellow stories



I felt like I was at a crossroads where I needed to either really invest in progressing in my career path, or give myself the opportunity to “scratch the itch” and explore the impact sector.

### Meghan Hughes-Hallett

Fellow  
October 2023



#### Meghan before

I started my first job at KPMG in auditing and later became part of the organisation’s Value Creation team where I worked with companies facing challenges as a result of the pandemic.

I really enjoyed the work, however had this nagging feeling that I wanted to explore learning about and working in the impact sector.

#### Meghan with On Purpose

My first placement was at Sanitap, an organisation that provides innovative WASH and Clean Cooking solutions to vulnerable communities in Madagascar.

I built financial models for Sanitap’s projects and ensured they met the requirements of the Gold Standard carbon credit accreditation.

My second placement was with 93% Club, a charity that provides opportunities and a network for state school-educated university students.

I developed a pricing strategy, produced impact reports and built out the finance function.

#### Meghan after

I now work for 93% Club, my second placement while on the programme. As Chief Finance & Impact Officer, I lead on all things finance and impact and am responsible for building the infrastructure behind both functions.



The On Purpose community and my cohort were a really important support network, especially as I hadn't lived in the UK for a long time.

### Joshua Alade

Fellow  
October 2023

#### Joshua with On Purpose

My first placement was at the Dudley Building Society, where I supported the organisation's repositioning as a community building society.

My second placement was with The B Team, a global collective of business and civil society leaders working to create new norms of corporate leadership.

As an Associate I supported a number of research projects, on topics such as leadership, business and democracy.

#### Joshua after

I now work as a consultant supporting organisations with their grant-making process.

#### Joshua before

I'm originally from Nigeria, so before coming to the UK for my Masters in Sustainable Development, I was involved in community advocacy and policy, particularly in youth-led campaigns that sought to shape change.

Right before joining the Associate Programme I worked in community development in the north of England. Here I was working with young people to help them develop leadership skills.



Don't sit around waiting for opportunities to land in your lap. Make it happen. And trust the process!

## Rachel Situmorang

Fellow  
October 2023

### Rachel with On Purpose

My first placement was at the B Team, a fantastic global non-profit working on new norms of corporate leadership for businesses. Here I worked on the 'just transition' strategy and helped shape the private sector narrative of this transition.

For my second placement I joined the Stone Family Foundation, a philanthropic foundation and impact investor. As part of the team I worked on the Foundation's water portfolio and supported the assessment of investments.

### Rachel after

I am now an Investment Associate at the Stone Family Foundation, a philanthropic foundation and impact investor. I help design programmes, carry out due diligence on investment opportunities, and explore blended finance options.

### Rachel before

Prior to joining On Purpose, I worked as an energy and natural resources lawyer in Indonesia.

Over time I realised I wanted to understand how finance flowed, and shape it towards more purpose driven initiatives that would help people and planet.

I joined SOAS University in London for a Masters in Law in Sustainable Development & Climate Policy. I realised there were so many more issues I could help solve, jobs out there that I could do, and to do good with my transferable skills.

**Your application**

# Who we look for

## Eligibility

To apply you:

- must have the equivalent of three years of full-time, paid work experience (please note, we do not consider paid/unpaid internships or voluntary experience as part of this). We'll happily consider you whether you have four or 20 years of experience: above all, we look for people with an inspiring track record of achievements and drive to develop themselves personally, professionally or academically;
- need the right to work in the UK **prior to** applying for the Programme. On Purpose is not able to sponsor visas for the Associate Programme. For more information visit the gov.uk website;
- must be able to communicate fluently in English.

Throughout the assessment process, you'll be asked to demonstrate:

- **Motivation and persistence:** the ability to turn ideas into reality and seize opportunities. To challenge yourself to set goals and to know when to compromise or to involve others;
- **Interpersonal skills:** convincing, bringing in and inspiring others, whilst also dealing with conflict effectively and sensitively;
- **Attitudes and mindsets:** retain high expectations, an open mind and an eagerness for new experiences; being pragmatic, self-sufficient and comfortable with changing situations. Ability to articulate your commitment to work in the social and environmental impact space;
- **Problem solving:** structuring and breaking down complex problems into solvable elements, whilst not losing sight of the big picture; being comfortable with quantitative analysis and mental arithmetic.

# Application process

## 1. Online applications

Submit an application online. This includes answering questions about your suitability for the programme and submitting a copy of your CV.

During the application period for each cohort we hold introduction webinars where you get a chance to meet some of our community and ask questions about the Programme.

## 2. Learn more about the interviews

If you are selected for interview, you'll be offered the opportunity to:

- join a conference call detailing what to expect during interviews and how to prepare for them;
- practice a case study interview based on an example of a project that you might work on in a placement and consider different ways to approach challenges in that project.

## 3. Interviews

You attend an online interview with two parts: one social enterprise-based case interview which assesses your problem-solving skills, and two personal experience interviews.

## 4. Offers

After the interviews, we aim to make offers as quickly as we can, but we need to ensure that we have matched the number of Associates with the number of placement organisations confirmed as partners for each cohort. Therefore, it usually takes four to eight weeks to finalise the number of placements and of Associates.

## 5. Placement allocation

Our matching process weighs equally the preferences of placements and Associates:

- First round: Associates submit a one-minute video about themselves which will be shared with all placement organisations with their CV. Associates review placement overviews and indicate their preferences.

- Second round: Associates have 20 minute interviews with eight placement hosts, after which Associates and placements rank one another again.
- On Purpose allocates placements based on these rankings.

## 6. Associates begin the Programme

Associates join the Programme with a 3-day induction with their cohort.

The following week, Associates start at their first placement.

Introductions are made to mentors and coaches, within the first month of the Programme.

# Useful links

If you'd like to know more about us or the Associate Programme:

Our introduction [webinars](#) explain more about the Programme, offer a chance to meet some of our core team members, Associates and Fellows, and give you the opportunity to ask questions.

In our monthly [newsletter](#), we share updates about the Programme, our community and our partners.

Our [website](#) has more information about the Associate Programme, including more [Fellow stories](#) and further information about our community. Do also have a look at our [FAQs](#).

And stay connected via our socials - you'll find us on LinkedIn and Instagram (links at the bottom of this page).

If you have any questions about the programme, do get in touch with us at:

[recruitment@onpurpose.org](mailto:recruitment@onpurpose.org)



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