Join our community

What Associates can do for you

Finding the right Associates for you
“We believe in putting purpose before profit. 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, founder and CEO, On Purpose
On Purpose gives us access to the extraordinary talent that is starting to enter the social enterprise sector. Motivated, intelligent people, who have a fantastic base of knowledge often gleaned from the corporate sector.”

Jeremy Robinson, former CEO, CLARITYnCo, toiletry company employing disabled people
How we do it

We run two leadership programmes that attract & develop these leaders.

Associate Programme

The Associate Programme transforms your career. You learn on the job, doing real work in purpose-driven organisations while at the same time going through an intensive learning programme. Weekly training sessions introduce you to new ways of thinking, mentoring and coaching give you 1:1 support and the community you’re surrounded by is ever-inspiring – and a lot of fun.

CEO Programme

Tailored to CEOs of purpose-led organisations, the CEO Programme develops your leadership skills, supports you in working through a critical and live organisational issue and connects you with a community of peers. The programme helps you clarify your and your organisation’s purpose, and think about how to put it into action within and beyond your organisation.
Associate programme

We attract high-calibre talent by providing world-class leadership development.

01 We give placements two Associates for six months one after the other over the year.

02 We deliver a learning & development programme on Friday afternoons, training Associates in commercial, professional and social sector skills along with personal development.

03 We provide Associates a mentor they meet fortnightly to help them add value to their placement, and coaching every quarter.

04 Associates get themselves & their placements plugged in to our growing network of purpose-driven placements, mentors & Fellows.
The placement offer

The Associate Programme offers you access to this talent at low cost.

0.9 FTE x 1 year
2 x 6 months
Placement hosts work with two Associates over the course of the year, for 6 months each. Associates work in placement 4.5 days every week.

284 hours
Training, mentoring & coaching to support your Associates over the year.

£30-36k excluding on-costs and VAT

£22.5k salary excl. on-costs
+ £7.5-13.5k fee (plus VAT)

The cost of an Associate for one year is £22.5k salary (plus approx £3.1k NI + pension contributions) and a £7.5-13.5k fee (plus VAT), depending on the size of your organisation.

£11k-16.5k (plus VAT)

If Associates go on to work for you for more than six months after the Programme ends we invoice a transfer fee. We invoice 30% of this fee if they work for you for three to six months.

£43k

The average basic salary of comparable employees in placement hosts, as rated by our past placement hosts.

£55k

The average salary an Associate is earning before starting the Programme.
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“Sasha has been simply outstanding... She led on important projects helping launch large scale deployment of Winnow internationally... She is driven, energetic & creative. I honestly can’t recommend her highly enough.”

David Jackson, Global Key Account Manager, Winnow Ltd
Case study

Here’s what two Associates delivered to one placement.

Winnow Ltd.
Technology to optimise industrial kitchens and reduce waste.
Impact: food
Type of organisation: for profit
Type of organisation: small
4 Number of Associates

Place ment:
April 2016-September 2016
Developed tools to transform customer training.
Installed, trained and helped strategically important sites reduce their food.
Established processes for site management.

September 2016-March 2017
Managed technology implementation to cut food waste and improve profits.
Reduced food waste among Hotels and Caterer through data analysis.

Associates:
Sasha Maisel
Four years as a management consultant at North Highland.
Now: Strategic Projects, Winnow Ltd.

Jara Kortmann
Five years in procurement and technology at Deutsche Bahn.
1 placement — many brains

Associates have access to advice and networks to help their placements.

1 & 2 Sasha and Jara, On Purpose Associates.
6. Dorothee D’Herde, Director of Sustainability, McKinsey & Co. One of the 50+ trainers Associates meet on Friday afternoons.
7. An On Purpose cohort on their residential in Devon.
8. A map with the connections between our 300 Associates and 150 On Purpose placements.
Who are our Associates?

Our Associates are motivated and versatile generalists.

Associate backgrounds

- 7 years of work experience on average.
- 17% consulting
- 16% finance
- 12% marketing, comms & PR
- 55% legal, policy & advocacy, research & analysis, operations, technology, fundraising, and more

Versatile generalists

- Mindset to lead
  - The ability to turn ideas into reality and seize opportunities. Willingness to challenge yourself and set goals, knowing when to compromise.
- Problem-solving
  - Structuring and breaking down complex problems into solvable elements, whilst not losing sight of the big picture.
- Inter-personal skills
  - Convincing, bringing in and inspiring others.
  - Dealing with conflict effectively & sensitively.

Motivated talent

- 10% applicants
  - We have a very competitive selection process which includes a case study and personal experience interviews.
- 50% pay cut
  - On average, our Associates half their take-home pay in order to be part of the Programme.
- 85%
  - ...of Associates continue to work using business as a force for good beyond the Programme.
Responsive to your needs

Our Associates have delivered a huge variety of projects, with different social impacts and operational benefits in placements large and small.

The range:

**Associate deliverables:**
- impact measurement
- new product
- finance
- strategy
- operations
- marketing
- technology
- research
- and more

**Impact:**
- impact investment
- education
- cities/communities
- inequality
- responsible consumption
- health
- employment
- poverty
- food
- energy
- justice
- business partnerships

**Type of organisation:**
- social enterprise
- charity
- public sector
- for-profit

**Size:**
- start-up
- small
- medium
- large

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**Commonalities:**

Associates can help move forward strategic projects that senior management struggle to dedicate time to.

Associates can be a fresh pair of eyes to a long-standing problem.
Placement summary

To ensure a good match we ask you to outline your organisation and what you want delivered in a four page “placement summary” document.

Here’s what we look for in placements...

Combining commercial ways of working with social/environmental impact

We don’t look at the type of organisation, we look at what work the Associates will be delivering.

Appropriate level of challenge

Associates are bright, generalist problem-solvers and have on average seven years’ work experience. So we look for a level of responsibility befitting this. To ensure they rise to the challenge we ask that they get at least one hour per week from their line manager.

Adding real value to your organisation

We aim for the programme to prepare Associates to lead in purpose-driven organisations in their future careers so we look for placements to be working on things that are important for the organisation’s growth or survival.
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“I wanted to let you know how much I enjoyed [the matching process], and how incredibly impressed I am with the quality of Associates and variety of backgrounds you draw from. I came away so energised by all my conversations!”

Corinne Sawers, Project Lead, SYSTEMIQ, a leading sustainability consultancy
Contracting & matching

Our matching process gets you people motivated by your placement.

Sign before allocation
You sign up and commit to the programme. Then we go through a process to match you to two Associates.

Rigorous recruitment
We select Associates with great care. 10% of applicants become Associates.
Our selection procedures test intrinsic skills such as problem solving, leadership potential, inter-personal skills as well as commitment to lead in purpose-driven businesses.

Influence over allocation
You rank all (usually 17-20) Associates based on CVs and one-minute-videos. Then you meet approx. eight at a speed matching day (see right) and then rank those. The formula driving the allocation for who you meet and your final allocation weights both sides’ rankings equally and maximises preferences across the cohort.

A well-oiled formula
Our matching algorithm has matched 300 Associates across 18 cohorts. In our last two cohorts 80% of placements received two Associates from their top four preferences, with all at the very least receiving one from their top three and one from their second three.

On Purpose Placement Host Pack
**Step by step**

We start new cohorts every six months. Here's the timeline for Oct 2019.

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Placements</th>
<th>On Purpose</th>
<th>Associates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nov - Jan *</td>
<td>Sign contract + draft placement summary</td>
<td>Contract and placement summary available upon request.</td>
<td>Prepare CV and 60 second introductory video (already ready at interview stage).</td>
</tr>
<tr>
<td>February</td>
<td>Review 16-20** CVs &amp; videos and submit a list of who you would like to prioritise meeting.</td>
<td>Circulate materials.</td>
<td>Review placement summaries and submit a list of who you would like to prioritise meeting.</td>
</tr>
<tr>
<td>March</td>
<td>Matching day</td>
<td>Allocate meetings, weighting both sides equally &amp; maximising happiness across the cohort.</td>
<td>Meet eight placements for 20mins each in one half day and submit a list of who you would like to prioritise having.</td>
</tr>
<tr>
<td>6th April’20</td>
<td>1st Associate starts</td>
<td>The first Associate arrives after three days of induction with us.</td>
<td>Start at the first placement they are matched to.</td>
</tr>
</tbody>
</table>

* We will be confirming our placement hosts from December and have an upper limit of 20 places in a cohort, so cannot guarantee space will be available through to the end of January and request you express your interest as early as possible.

** Cohorts are usually 16-20. We aim for 20.
Appendix

More case studies
"Camilla made a tangible difference in just 6 months, a legacy which is enduring well after her departure. She has a collaborative style, a ferocious intellect, and an unerring ability to get the job done."

Matt Robinson, (former) Head of Strategy & Market Development, Big Society Capital

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**Big Society Capital**

An independent financial institution growing social investment in the UK.

- **Impact:** impact investment
- **Type of organisation:** public sector
- **Number of Associates:** 16

**Placement:**

- **October 2014–March 2015**
  - Developed toolkit to support the organisation.
  - Supported launch of corporate social investment programme.
  - Due diligence on investment deals.

- **April 2015–September 2015**
  - Due diligence on investment deals.
  - Strategy team support, including a review of international social investment.

**Associates:**

- **Camilla Parke**
  - Seven years in strategy, insight and innovation consulting at The Futures Company.

- **David Tinnion**
  - Nine years in finance and asset management including Goldman Sachs International.
  - Now: COO, London Youth Rowing
“We wanted to ‘shake things up’ a bit by engaging On Purpose but I don’t think we were prepared for the whirlwind of energy that is Camilla. Nothing is left to chance and everything is challenged to ensure its robustness.”

Jeremy Robinson, CEO, Clarity EFBP and The Soap Co.

Clarity/The Soap Co.

Organization which provides employment for people with disabilities in the manufacture of toiletries and cleaning products.

Impact: employment
Type of organisation: social enterprise

Number of Associates: 10
Number of Associates who continued to work with Clarity after the programme: 3

Placement:

April 2015-September 2015
Created a new luxury soap brand from concept to counter. Including product R&D, supplier negotiation, Salesforce implementation, e-commerce strategy and implementation.

October 2015-April 2016

Associates:

Camilla Marcus-Dew
Five years at Accenture as a management consultant focussed on operations & strategy.

Mathilde Duteil
Buyer in the auto industry then Siemens procurement manager.
“Leo produced an excellent review on Community Transport that will both focus the minds and more importantly enable a route map to take [it] forward.”

Dai Powell OBE, CEO, HCT Group

HCT Group

A social enterprise bus company, providing transport to the most marginalised in our society to access jobs, education & healthcare.

Impact: cities/communities
Type of organisation: social enterprise
Type of organisation: medium

Placement:

April 2014-September 2014

- operations
- new product

September 2014-March 2015
Developed social impact theory of change. Managed development of assessment software. Reviewed and improved marketing activities.

- impact measurement
- technology
- marketing

Associates:

Leo Mburu
Several years in business finance at American Express and RBS.
- finance

Clemence Billoud
Several years in international development, including 2 years in the field in Haiti.
- other
Now: Membership Manager, Work.Life
A Very Good Company
Accelerate CIC
Access
Ada
African Prisons Project
Ambition School Leadership
Ark
Avenues Group
B Lab UK
Bad Boys’ Bakery
Ben & Jerry’s
Big Issue Invest
Big Society Capital
Blueprint for Better Business
Bonsucro
Bridges Fund Management
British Council
British Science Association
Bromley by Bow Centre
Bromley Healthcare
Cabinet Office
Care City
Caritas Anchor House
CAST
Catch 22
Challenge Partners
Charity Bank
City Bridge Trust
Coin Street Community Builders
Collaborate
Comic Relief
Community Development Foundation
Community Links
COOK
Day One Trust
Deloitte
ECT Charity
Epic CIC
Esmee Fairbairn Foundation
Every Child
FareShare
Farm Africa
Faro Energy
Firetail
FoodCycle
Forward Institute
FutureLearn
Government Inclusive Economy Unit
GravityLight
GSMA
Guy’s & St Thomas’ Charity
Hackney Pirates
HCT Group
House of St Barnabas
Impact Management Project
Imperial College Health Partners
Impetus PEF
Interface
JustGiving
King’s College London
Lightful
London Early Years Foundation
Marie Curie
Marks & Spencer
Matter&Co
Mental Health First Aid England
National Citizen Service
New Citizenship Project
NHS NEL Healthcare Consulting
Numbers for Good
O2
Oddbox
Prime Advocates
Royal Bank of Scotland
Royal Voluntary Service
SafeLives
Santander
Save the Children UK
School for Social Entrepreneurs
Social Enterprise UK
Social Innovation Exchange
Social Investment Business
Startle
Student Hubs
StudentFunder
Sumerian Partners
SYSTEMIQ
Teach First
Tempo
TerraCycle
The Bread Tin
The Careers & Enterprise Co.
The Challenge
The Shaftesbury Partnership
The Social Investment Consultancy
The Winch
Think Forward UK
Tough Stuff
Trees for Cities
UnLtd
upReach
Virgin Unite
VIVOBAREFOOT
Volans
Voluntary Service Overseas
Water & Sanitation for the Urban Poor
Winnow
Worker’s Educational Association
Young Foundation
Youth Music