

# On — Purpose

## Impact Report

Spring 2022

London – Paris – Berlin





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# **Introduction**

# On — Purpose

## Our mission

We are working towards a world in which all organisations put purpose before profit thereby creating an economy that serves the wellbeing of all whilst regenerating the planet.

This requires a fundamental shift led by people who transform the organisations in which they work. We are the home for these leaders: a community that develops, challenges and sustains itself and others.



## The Associate Programme

Our flagship programme is the Associate Programme, a one-year, full-time programme for high-potential mid-career talent. It brings together two 6-month purpose-driven and paid work placements in a wide range of organisations, alongside half day a week of training, fortnightly mentoring and quarterly coaching.

We run two programmes per year in three cities: London, Paris and Berlin. One cohort starts in April and a second in October. We tend to have around 20 Associates in each cohort. As of February 2022, the Associate Programme has transformed the careers of **722 Associates**.\*

2010

**LONDON**

The programme began with a cohort of 5 Associates.

London now has **364** Associates and Fellows.

2015

**PARIS**

The programme started in Paris.

Paris now has **224** Associates and Fellows.

2016

**BERLIN**

The programme started in Berlin.

Berlin now has **134** Associates and Fellows.



\*Associates are our programme participants. Fellows are our alumni.

# Components of the Associate Programme

## Placements

Associates undertake **two paid, purpose-driven work placements**, for six months each.

Our comprehensive matching process enables both placements and Associates to have input on who they are matched with.

## Support

Associates meet their **coach** around six times a year. The coach helps them to navigate their year of transition.

The **mentor** supports day-to-day placement challenges. Associates work with two mentors over the year, one for each placement.

Our **core team** is on hand to support throughout the year and also signposts to additional resources.

## L&D

Associates take part in **weekly learning sessions** focused on impact and leadership.

They also take part in a **residential** - an opportunity to learn and connect away from busy everyday city life.

## Community

Frequently cited as one of the most important parts of the year, each Associate is part of a **cohort of around 20 peers**, all of whom bring different experiences and perspectives. Cohorts form close bonds as they challenge and support each other, learn together, and have fun.

After the programme, Associates become **Fellows** (alumni) and join a life-long community of learning.



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# The Pathfinder Programme

Since 2020 we have run a transformative online programme, called the **Pathfinder Programme**. During the programme participants from around the world use design thinking principles to help shape a more purposeful life.

If you're interested, you can read more about it [on our website](#).

2020

LONDON

The Pathfinder Programme launched and has had **44** participants so far.



# **Our impact**

## Our approach to impact

In 2019 we were pleased to work with [Measuring the Good](#) to improve our impact practice.

We now consult with our participants, alumni and partners every 6 months and involve our full team in our impact practice. We measure our impact in order to learn how we can improve our programme and to keep ourselves accountable. It also helps us to communicate our impact and inspire our community and the wider world. We're pleased to be able to share a snapshot of what we've learnt in this report.

## A note on the data

You can see the number of respondents our statistics are based on as well as the date the data was collected in the appendix. Although this report focuses on our impact in 2021, there are occasions when we've included both 2020 and 2021 data. The reason for this is to increase sample sizes so as to be able to draw more meaningful conclusions.



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## The numbers at a glance

722

careers  
changed

662

purpose-driven  
organisations supported

~2000

people  
in our community\*

95%

of Associates are more  
confident leading change  
in the impact space<sup>1</sup>

<sup>1</sup>See appendix.

\*all programme participants as well as mentors, coaches, placement hosts and trainers.





# How do we create our impact?<sup>2</sup>

## 1. We run an impactful programme

More on pp. 11-13

**9.0/10**

average Associate recommendation score on a scale of 1 to 10

**96%**

of placements say their Associates met or exceeded expectations

## 2. Associates develop their ability to lead change

More on p. 14

**95%**

of Associates are more confident leading change

**94%**

say their cohort helped them to develop professionally

## 3. Fellows bring about positive change

More on pp. 15-16

**92%**

of Fellows who are working work in the impact space<sup>3</sup>

**99%**

of Fellows share what they've learnt with others

<sup>2,3</sup> See appendix.

<sup>3</sup> 90% of Fellows surveyed said they were in work of which 92% worked in the impact space. For more details see appendix

# On — Purpose

## 1. We run an impactful programme<sup>4</sup>

### For Associates...

The Associate Programme brings together a powerful community of inspiring individuals who support and sustain each other. We're proud that all elements of the programme are working well, and we're focusing our efforts on where there is the greatest potential for improvement.

**% Associates say this component was important or very important**

Training

**98%**

Coaching

**83%**

Mentoring

**55%**

**Placements focus**

**74%**

*are satisfied with the learning opportunities*

**72%**

*are satisfied with the support*

**94%**

of Associates say the cohort helped them develop professionally

**The power of the cohort**

“I wouldn't be half the person I am without the love, guidance and support I received from so many throughout the year. [ ... ] My greatest support, however, came from the rest of my cohort. They were instrumental in challenging how I thought, encouraging me, helping me make decisions and so much more. I didn't know you could gather so many genuinely great people in a single space.”

Jawad Anjum, London October 19 Fellow  
[Read Jawad's story here](#)



<sup>4</sup> See appendix.

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... involving many diverse placements...

We are pleased to work with placement hosts from all sectors and of all sizes: from small social enterprises to traditional charities, and from public sector organisations to large corporates.

All placements share a common goal of improving their social and environmental impact.

Associates work in a wide range of areas including strategy, analysis and business development. Please find a sample of our placements to the right.

The image displays a grid of logos for various organizations, categorized by city: LONDON, PARIS, and BERLIN. The logos are arranged in a grid-like fashion, with some overlapping. The logos include:

- LONDON:** Guy's & St Thomas' Foundation, voice 21, NatWest Markets, KING'S College LONDON, Department for Digital, Culture Media & Sport, ODDBOX, Save the Children, modern milkman.
- PARIS:** les Alchimistes, TICKET FOR CHANGE, SIMPLON.CO, LA FRESQUE DU CLIMAT, enercoop, VOIX PUBLIQUE, EMMAÜSDÉFI, samusocial deParis, PLATEAU URBAIN, COLLECTIF MENTORAT.
- BERLIN:** SYSTEMIQ, SPRK, Deutsches Rotes Kreuz, co2online, proveg international, SOCIAL IMPACT, GSO\* German Scholars Organization, SE ND Social Entrepreneurship Netzwerk Deutschland, Teach First Deutschland, betterplace.org.

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... for whom we deliver a lot of impact!<sup>5</sup>



“Despite the complicated context in which the Associate started her mission, she was able to take over a large number of projects and adapt to all types of situations. Her relationship with the internal teams and the beneficiaries was also excellent. She remained involved until the last day of her mission (and even a little more)”

Jonathan Jérémiasz,  
Co-founder of Paris placement host, Comme les Autres

**96%**

of placements say their Associate met or exceeded their expectations

**86%**

of placements rate the Associates' work as having had significant or extensive social or environmental impact

We have learnt that placements value that :

1. Associates offer fresh perspectives
2. Associates are motivated and talented
3. Associates can have great impact with little supervision

We are also going to create more opportunities for placements to connect with the wider On Purpose community.

<sup>5</sup> See appendix.



## 2. Associates develop their ability to lead change

Learning and development centers around how to finance, measure and scale impact, as well as how to lead on the individual, organisational and systems level ... but Associates' learning goes far beyond these topics<sup>6</sup>.

Knowledge + Skills

Motivation

Support

Mindsets

After completing the Associate Programme...

**93%**

of Associates say their knowledge of the impact space is good or very good.

*Beforehand, only 40% said the same.<sup>7</sup>*

**98%**

intend to work in the purpose sector after the programme.

**85%**

regularly engaged in conversations about impact with their cohort during the programme.

**94%**

have a good or very good growth mindset (commitment to continual self development).

**98%**

say their collective intelligence (ability to group problem solve) is good or very good.

*Beforehand, only 36% said the same.<sup>7</sup>*



“On Purpose helped me transfer my skills and see work as a contribution to a global ecosystem”

Elise Naccarato, Paris October 18 Fellow

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# 3. Fellows bring about positive change through their careers

92%

of Fellows who are working work in the impact space<sup>8</sup>

“[The Associate Programme helped me develop] an awareness of how many different ways I can make a positive contribution to people and planet in my professional and personal life.”

Sinead Kiranne-Davis, London April '20 Fellow  
[Read more about Sinead's story here](#)



99%

of Fellows say they share their learnings from the programme<sup>9</sup>

“Through coaching and conversations with my cohort [...] I now have the courage to proactively share my opinions more often and more readily.  
[...]

I can now exchange views on lots of topics that used to be new to me - especially the purpose economy – and I am excited to take these discussions further”

Ezgi Akarsu, Berlin April '20 Fellow



<sup>8,9</sup> See appendix.



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## We're happy to have Fellows working in all parts of the system!



**Roshni**

Partnerships  
Manager

Made in  
Hackney

Roshni created a portfolio career working on a range of local community projects including working at the award-winning Made in Hackney.



**Jo**

Purpose  
Engagement  
Manager

bp

Jo returned to her former workplace to lead the development of an integrated plan for BP to engage its 73,000 employees about purpose and help bring BP to net zero.



**Mickaël**

Chief Operating  
Officer

Bleu Blanc Zèbre

Mickaël has joined Bleu Blanc Zèbre, which brings together a community of non-profits, companies, public authorities and citizens.



**Giovanna**

Strategic  
marketing manager

Croix-Rouge  
française

Giovanna joined the French Red Cross where she uses her strategic marketing skills from her previous career for the common good.



**Kat**

Project Manager,  
Sustainability  
and Nutrition

Mia and Ben

Kat continued working at her placement organisation, recently working on a project to make this multinational supermarket carbon negative.



**Jeanette**

**&**

**Moritz**

Co-founders

Klimaliste Berlin

After the programme these two Fellows teamed up to create a political party, centred on climate justice.

**Our vision  
for the future**

# Our vision for the future

In the future all organisations need to play their part in a healthy economy that is regenerative, just and resilient. For this to happen, we need a transformation at the individual, organisational and systems levels.

This is the most important transformation of our age, and we intend to play our part in it by inspiring, developing and supporting people to help lead their organisations towards the healthy future we need.

Taking the learnings from this impact report and the aspirations of our intention, we have created 3 priorities:

**1. Develop leaders**, in the most effective way we can, who are committed to making all organisations healthy

**2. Transform ourselves** to walk the talk of being a healthy organisation

**3. Amplify our impact** to reach professionals far beyond the programmes we run

You can read more about these priorities in the following pages.



## 1. Develop leaders

Develop leaders who are committed to making all organisations healthy; and do this in the most effective way we can

### Why this ?

Our Associate Programme is a life-changing experience. Associates already become expert in the impact space and we equip them with the leadership tools they need to go on and generate amazing impact.<sup>10, 11, 12</sup>

We are now extending our ambition – we want to ensure Associates are not simply making our current world work a little bit better but are working to find a better way for the world to work! This requires us to understand the world in a completely different way and change the values and beliefs we hold about how the world works.

A sophisticated understanding of systems\* is an important part of this change and helps paint a picture of what a healthy economy looks like. We will boost Associates' understanding of, and ability to apply, systems thinking to the depth we achieve for other parts of the programme.<sup>13</sup>

\* Systems theory is a different way of understanding the world: instead of analysing the world by separating things into ever-smaller parts, systems thinking recognises the importance of how parts are connected and attempts to understand the whole.

<sup>10,11,12,13</sup> See appendix.

### Our current question

How do we improve our learning and development to help our Associates and Fellows most effectively bring about the transformation we need?



## 2. Transform ourselves

Transform ourselves to walk the talk of being a healthy organisation

### Why this ?

As we learn more and more about healthy organisations\* and help our Associates understand and experience them, we want to apply what we learn to ourselves. Being healthy in an economy that has not yet transformed requires a constant balancing act between ambitious idealism and practical realism.

We want to challenge ourselves to live with that tension; to help bring about the transformation we seek and to ground the learning and development we provide in the realities of the times we are all living through.

Transforming ourselves includes, for example:

- Learning to work with greater diversity, inclusivity and equity
- Continuing to improve the balance between the busy jobs we have and the vibrant lives we lead
- Reviewing the why, how, when and who of our decision-making

\* A healthy organisation is one that aligns with how healthy systems, i.e., systems that endure for long periods of time, behave.

### Our current question

How do we ground what we teach in the practicalities of how we run On Purpose?



## 3. Amplify our impact

Amplify our impact to reach professionals far beyond the programmes we run

### Why this ?

We already develop the knowledge, skills and community of our Associates to lead transformation – Associates leave the programme confident about leading impact-driven change. During the programme they create real impact through the organisations they are placed with; and they take this experience with them, wherever they go next.<sup>14, 15</sup>

We are excited about spreading this impact to many more people and organisations, starting with engaging and connecting our community more actively but also reaching far beyond it.

### Our current question

How do we spread what we do to tens of thousands more people and organisations?

**How can you help us amplify our impact?**

<sup>14,15</sup> See appendix.



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## Join us !

If you'd like to know more about our work, join one of our programmes, or support our mission in some other way, please get in touch.

[onpurpose.org](https://onpurpose.org)

London office: [contact@onpurpose.org](mailto:contact@onpurpose.org)

Paris office: [info@onpurpose.org](mailto:info@onpurpose.org)

Berlin office: [kontakt@onpurpose.org](mailto:kontakt@onpurpose.org)



# Appendix

# Data

- P 9** 1 - Data collected in May 2020, November 2020, May 2021 and November 2021. Respondents: 130 Associates
- P 10** 2 - Data collected in May 2020, November 2020, May 2021 and November 2021. Respondents: 130 Associates, 176 Fellows, 153 Placements  
3 - In 2021 we introduced a new question asking Fellows if they work in the impact space so this statistic is based on data collected in November 2021 only. There were 52 respondents, 18 from the October 18 cohorts who were 2 years out of the programme and 34 from the April 2020 cohort who were 6 months out of the programme. 90% said they were in work of which 92% worked in the impact space
- P 11** 4 - Data collected in May 2020, November 2020, May 2021 and November 2021. Respondents: 130 Associates
- P 13** 5 -Data collected in May 2020, November 2020, May 2021 and November 2021. Respondents: 153 Placements
- P 14** 6 -Data collected in May 2020, November 2020, May 2021 and November 2021.  
Respondents: 130 Associates  
7 -Data refers to the October 2020 cohort only. They were surveyed before the programme in September 2020 and at the end of the programme in October 2021. Respondents: Start of programme - 72, end of programme - 41.
- P 15** 8 – Data collected in November 2021. Respondents: 52. See note 3 above for more detail  
9- Data collected in May 2020, November 2020, May 2021 and November 2021. Respondents: 176 Fellows. Percentage refers to Fellows who said they shared learnings “occasionally”, “regularly” or “very regularly”
- P 19** 10 – 97% of Associates say the programme has helped them change their life for the better  
11 - 93% of leavers rate their knowledge of the impact space as good or very good.  
12 – For example, over 90% of leavers rate their knowledge of collaboration, problem solving and listening as good or very good. (94% - collaboration, 92% - problem solving and 91% - listening).  
13 - currently only 66% leave the programme with good or very good knowledge of systems thinking, and fewer, 46% rate their knowledge of practical tools for systems change as good or very good  
Data collected in May 2020, November 2020, May 2021 and November 2021. Respondents: 130 Associates
- P 21** 14 – 95% of Associates are more confident leading change in the impact sector  
15 – 86% of Placements rate their Associates’ work as having significant or extensive social or environmental impact  
Data collected in May 2020, November 2020, May 2021 and November 2021. Respondents: 130 Associates