

## Better Society Capital’s Development Programme for Investment Associates and Investment Managers

We are committed to giving our Investment Associates and Investment Managers the support and autonomy to tailor their own development journey, taking into consideration their long-term ambitions and short-to-medium term needs within the role in a way that is engaging and stretching. We do this through a tailored development programme comprising diverse in-role projects, and formal and informal learning opportunities.

Our hiring process prioritises quality of thinking, social motivation and understanding of impact, as these are the qualities that are hardest to teach and matter most to how we work. We also focus on hiring people from diverse backgrounds, because a range of perspectives makes us better at decision-making, collaboration and, most importantly, delivering our mission. This is reflected in a team whose collective experience spans the financial, government and social sectors.

To ensure we can effectively address complex social problems and deliver solutions that improve lives in the UK, we need to combine systems change thinking, multi-sector knowledge and investment skills. As a result, our learning approach centres on these three areas and is underpinned by our values.

While every development journey looks different, the table below outlines some of the common tools we use for each of the three areas.

	Description	Examples of Tools
<b>Knowledge</b>	Considering the social issue through to investors’ needs and the broader ecosystem.	<ul style="list-style-type: none"> <li>• BSC’s Foundations of Social Investment Course</li> <li>• Work in our asset class teams and across our thematic focus areas</li> <li>• Observing and eventually sitting on the boards and investment committees of our investments</li> <li>• Social investment awareness events with charities and social enterprises</li> <li>• Internal reading groups</li> <li>• External trustee roles and volunteer opportunities with social enterprises</li> </ul>

<b>Systems change thinking</b>	Enabling a design-led approach that maximises impact and effective collaboration with partners to achieve systems change	<ul style="list-style-type: none"> <li>• Projects to explore investment solutions to social issues within a systems change context</li> <li>• Cross-team engagement projects to influence or partner with diverse stakeholders within a system</li> </ul>
<b>Impact Investment Management skills</b>	Taking a proposition through the impact investment process from origination and initial analysis through to decision, execution and portfolio management.	<ul style="list-style-type: none"> <li>• Structured internal training programme and on demand 'how we invest' content</li> <li>• External investment management courses including with the BVCA and BPP</li> <li>• Participation in internal investment decision making</li> <li>• Deal execution across different investment types</li> <li>• Portfolio management of a breadth of our existing investments.</li> </ul>