

What is your firm doing to retain talent at such a competitive time?

Susan Wilkins, Chief financial officer, Actis

Actis has a team of about 300 people operating across 17 offices globally from Mexico City to Seoul, attracting and retaining the best talent to deliver excellent performance through a broad base of individuals. This is a key aspect of future proofing the firm.

Attracting and retaining talent begins with recruitment. Actis' summer associate programme is an important part of this process and has proven to be a key talent pipeline for recruiting top talent into the firm. The programme offers between 10-15 post-graduate students each year the opportunity to complete work placements across our energy, infrastructure, private equity and real estate teams globally, with the aim of offering full time associate positions starting the following year to successful candidates.

As a firm we recognise the importance of fostering a diverse and inclusive environment. This year, we have further enhanced the programme by: broadening the firm's reach of target universities and business schools globally; improving our diversity and inclusion goals and metrics throughout the recruitment process and; enhancing the way in which we support and track intern performance.

Once embedded in the firm, the focus then becomes how we induct, develop, monitor and promote star associates to principal and how we inclusively root employees in our firm culture and values. Performance management is another fundamental pillar of our talent strategy – creating a high performing culture with the Actis values at its core, able to deliver consistent financial performance to our LPs.



Ajit Nedungadi

Managing partner, TA Associates

People are TA's most important and valuable asset and this is evident in the way in which we recruit and nurture our talent, as well as provide opportunities for growth. We make a conscious effort to recruit from a wide and diverse talent pool to ensure that we are attracting high-quality people who are not only talented investors and strategic thinkers, but also individuals who fit within and carry TA's culture.

We focus on bringing through young talent who have an

entrepreneurial flair, empowering them to make decisions and take responsibility from an early stage and supporting them through diligent mentorship.

Just as important, TA's unique meritocratic structure of ownership plays a key role in helping us retain talent – we reward performance and give credit where it is due. TA is a true partnership, entirely owned by our managing directors and senior advisers. We prefer to promote through the ranks, as evidenced by an average tenure of 16 years at TA for our managing directors and a range of 19 to 35 years at TA for the members of our executive committee. In addition, nearly 60% of TA's sponsors are former associates.



Russell Healey

Partner and head of private equity, Foresight Group

Due to Foresight's recent growth, recruitment is as much of a priority for us as retention – our investment team has nearly tripled in size over the last four years. The quality of the opportunities that we can offer is crucial for the team. Good investor returns have enabled us to raise more funds, which in turn increases the scope for progression internally. This, combined with the high beat rate of deals, means the team quickly builds. We completed 30 investments last year so there's always plenty to do and the team is offered high levels of responsibility early in their careers, which attracts talent from larger, more traditional houses.

Recruitment is a large part of my role. I've met about 60 first stage candidates over the last year and I'm happy to take time with this process in order to get the right person. We believe it's essential to build a balanced and diverse team – in every sense – from gender to risk appetite and investment style. What's important is that they all share a genuine passion for working on smaller deals in the lower mid-market – great investments with great management teams.

Clearly, we also need to be competitive in what we offer so we do a market assessment of pay and benefits on an annual basis and our carry schemes reflect the collegiate culture that we foster, with all investment team members included.

