THE LOST ART OF STAYING PUT

The executive who skipped the job-hopping playbook

At a time when **ambitious professionals** are encouraged to **change employers frequently**, **Kelly Batiste**, **Senior Manager: Client Administration at PIM Capital**, built her career the old-fashioned way: **by staying**.

After joining **EQT**, the **International private equity house**, in an **administrative role** in **2010** she spent the next **16 years** moving through the organisation. Ultimately, she served on **GP boards** and **helped liquidate the final Guernsey entities** when the **firm's offshore structures** were wound down in **March 2026**.

In an era of constant movement, **Batiste** did something **unfashionable. She stayed**. What makes her **story noteworthy** is not simply the length of service. It is what those **16 years allowed her to see** and **learn**.

“I've seen **full fund life cycles**, which is **rare in this industry**," she says. "I was there for **fund-raising** and I was there when **we closed the door**.”

That experience is **uncommon in financial services**, where **professionals** often **move between firms** long before a **fund reaches maturity**.

Batiste's career began in the way many **Guernsey finance careers** do. Growing up on the island, she entered the industry straight from **school**, **armed with GCSEs** rather than a **university degree**. "Guernsey is a lovely place," she says. "But when I left school, you were either in **tourism**, a **trade or finance**. That's pretty much it."

After roles at **HSBC**, **Investec** and **Ogier** – where she first gained exposure to **private equity** – she followed a **former manager to EQT** as a **senior fund administrator**.

Over the next **decade** and **a half**, the **business evolved** and so did **her role**. She moved from **administration** and **company secretarial work** into the **Client team**, later serving on **the boards of multiple general partner entities**. When **EQT** eventually wound down its **offshore Guernsey structures**, she became part of **the small team responsible for liquidating the remaining entities**.

From **2020** until this year, alongside her regular responsibilities, she helped to **close down structures** that had once been **established to raise** and **deploy capital around the world**. "I was the last person out the door," she says.

The significance of that experience only became apparent when she joined **PIM Capital in April**.

"It gives me a **unique insight** that **qualifications can't give you**," she says. "They can't give you those **grey areas**, those **nuances**. They can't give you the **experience of working with tax advisers**, **legal advisers** and **investment professionals across multiple jurisdictions**."

Over the years, she worked with **worldwide structures** spanning **Sweden**, **Luxembourg**, **Germany**, **Asia**, the **US** and **Canada**. She helped **build systems**, **create processes**, **manage regulatory change** and **oversee entities** through every stage of **their existence**. It is the kind of knowledge that is difficult to measure on a **CV** but **enormously valuable in practice**. The **modern workplace** tends to **celebrate external mobility**. Less attention is paid to the benefits of **internal mobility** – moving into **new roles**, **projects** and **responsibilities** within the **same organisation**. **Batiste believes the distinction matters**.

"Where I was very lucky is that I **moved with the business**," she says. "As **new laws came in**, **new projects came about** and **new ideas were launched**, I was involved in **all of those projects.**"

Rather than repeating the **same job for 16 years**, she effectively held a series of **different jobs** within **one organisation**.

That raises an **uncomfortable question for employers**. If **institutional knowledge** is **valuable**, are businesses **doing enough** to **retain** and **develop the people who possess it**?

Batiste credits EQT with **investing heavily in its staff**. The company **funded courses**, **leadership development programmes** and **confidence-building initiatives**. More importantly, she says, it gave **employees opportunities** to apply what they learned. Too often, **organisations focus on qualifications** while **neglecting practical experience**.

“A lot of **places push their staff to do courses** and **add qualifications**, but they **don't put in the effort** in the **day-to-day** to **reinforce what is being learned**,” she says.

“People like to say this person's got this **qualification** and **so-and-so** has **got that qualification**, but what does it mean in **practice?**

Today, **Batiste** finds herself in an **unusual position**. She has joined **PIM Capital at an early stage** in its **Guernsey journey** which, she says, feels comparable to when she walked into **EQT 16 years ago**.

In a coincidence she finds remarkable, she started at **EQT on 13 April 2010** and began at **PIM Capital on 13 April 2026**.

"It feels like a redo," she says. "This time with **experience** and **knowledge** and **having grown up a bit**." Perhaps that is the real lesson from her story.

For all the **attention paid to job-hopping**, there is also enormous value in **staying long enough** to understand how things **really work**. Long enough to **build systems** rather than **inherit them**. Long enough to see **decisions play out over years** rather than **months**. Long enough to witness the **full lifecycle** of an **organisation**, or a **fund**.

And if a new challenge is needed? **Batiste** has a simple answer: "Some people say they **move for a challenge**," she says. "I say **rather do something else within the business you are already in**."

In a world obsessed with the next move, that may be the most **radical career advice of all**.

PIM CAPITAL

Get in Touch

Stephan Hartzenberg, CFA
Group Director & Managing Director, Guernsey
+44(0) 7781 150 071
stephan@pimcapitalgroup.com
www.pimcapital.mu

Jacques Zaayman
Group Director, South Africa
+27(0)82 495 5719
jzaayman@primeinvestments.africa
www.primeinvestments.co.za

Christopher Erasmus, TEP
Managing Director, Mauritius
+230 5472 5183
cerasmus@pimcapitalgroup.com
www.pimcapital.mu

Israel Bhailall
Managing Director, South Africa & Africa
+27(0)71 142 1903
ibhailall@primeinvestments.africa
www.primeinvestments.co.za

Danielle Green
Managing Director, Cape Town
+27(0)72 977 1857
dgreen@pimcapitalgroup.com
www.pimcapital.mu

Aobakwe Kobue
Managing Director, Botswana
+267 716 73647
akobue@prime.co.bw
www.primeinvestments.bw

Mauritius
Ebene: PIM Capital House, E53 Avenue de la Canelle, Ebene City
Tamarin: Office No. B3-S05, 2nd Floor, Black River Business Park, Royal Road, La Mivoie, Tamarin

Guernsey
St Peter Port: Suite 02 02, Mill Place, Rue du Pré, Guernsey, GY1 1

South Africa
Johannesburg: 28 Peter Place, Lyme Park, Sandton
Cape Town: 183 Albion Springs Corner of Main Road &, Albion Springs Cl, Rondebosch

Botswana
Gaborone: Office 13, 1st Floor, The Office, Fairgrounds, Gaborone

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