

Responsible Investment Report

Inaugural Report 2022





Table of Contents

Message from our Managing Partner	4
Who We Are	6
Our History	7
Our Sectors	8
Our Numbers	9
Responsible Investment Timeline	10
<hr/>	
Our Values and Beliefs	12
<hr/>	
Responsible Investment Approach	14
<hr/>	
Cyber security	20
<hr/>	
Responsible Investment in Practice	24
<hr/>	
We believe everyone has a duty to look after our planet	26
Portfolio Spotlights:	
North	32
Wob	34
<hr/>	
We believe diversity is essential to success	36
Portfolio Spotlight:	
Jungle Creations	40
<hr/>	
We believe access to education and continuous learning unlocks opportunities and reduces inequalities	42
Livingbridge Spotlight:	
The Livingbridge Foundation	44
Portfolio Spotlight:	
Bright Futures	46
<hr/>	
We believe in creating a workplace that supports personal fulfilment and wellbeing	48
Portfolio Spotlight:	
Veramed	50
<hr/>	
Charitable Partnerships	52
Coming Next	58



Message from our Managing Partner



2022 has been an unprecedented and quite possibly an epoch-defining year, not just in the UK but across the world. The events of this year and the years that have preceded it are well documented, as are the challenges that we are collectively facing as a consequence. In such times, it is easy to get distracted or worse, avoid making decisions for fear of getting them wrong. At Livingbridge, we have not fallen into this trap. We have continued to find ways to innovate and create value, whether through the platform investments we have made, the M&A activity we have driven across the portfolio or the continuous improvements we have made to the way we operate as a business.

It is in this context that I am delighted to introduce Livingbridge’s inaugural Responsible Investment report. It marks an important milestone in a journey we have been on for

many years. Responsible Investment has been a defining feature of the way we have operated since inception, born out of our history, our values and our culture. I am pleased therefore that this report gives us an opportunity to communicate the beliefs that underpin our approach, how those beliefs translate into actions and the impact those actions have on our society and the environment.

I hope you find this report useful and informative and I look forward to updating you next year on the progress we have made against the ambitious targets we have set, both for ourselves and our portfolio companies.

Wol Kolade
Managing Partner, Livingbridge



“ I am in the privileged position of working with talented and passionate people within our business and our portfolio who want to make a difference. I am incredibly excited to share some of their stories with you in our inaugural Responsible Investment report.”

Nicola Jamieson, Head of ESG and Operational Improvements



Who We Are

Our History

Responsible investing is in our DNA. Livingbridge can trace its roots back to the fund management division of Friends Provident, a mutual society founded in 1832 for the benefit of the Religious Society of Friends better known as the Quakers.

A central tenet of the Quaker faith is that all people are deserving of equal treatment and respect. This ethos, championed by the Livingbridge senior leadership team (depicted below) is as evident at Livingbridge today as it was at the time of our management buyout from Friends Provident 17 years ago.

Our Management Board



Wol Kolade
Managing Partner



Shani Zindel
CIO/Partner



Sheenagh Egan
COO/Partner



Amy Yateman-Smith
Partner



Dan Smith
Partner



Liz Jones
Partner

Over the past two decades, the Livingbridge partner group has worked together to build a business based on a clear set of values that informs how we think and how we act, both in terms of our own business and the companies we partner with.

Putting in place strong governance has from the very beginning been a central part of the value strategy we have successfully deployed time and time again to support

entrepreneurial, high growth businesses. Our dedicated Value Strategy Group knows what good governance looks like and what it takes to get there.

With regard to the environment, investing in large-scale polluting and carbon-emitting sectors such as real estate, heavy industry, manufacturing and natural resources has never been part of our investment strategy. As a result, the carbon footprint of our technology and services-led portfolio is relatively light. However, we recognise the importance of doing our part to combat the climate change crisis.

On the social dimension, we don't shy away from investing where others fear to tread, such as some of the more regulated, specialised and/or high acuity areas of healthcare and education. In these areas, we believe that the quality of a business will always be directly correlated to its ability to deliver positive outcomes for its patients and customers, and we will never compromise on those outcomes in the pursuit of short-term profit. It is not the right thing to do and nor does it make business sense.

Finally, it is not only through the investment work we do at Livingbridge that we are able to have a positive impact on our society. Livingbridge has taken a leading role in the support and development of initiatives such as 10,000 Black Interns, Level 20 and Impetus. The Livingbridge Foundation, a registered charity funded by partner and employee donations, currently supports 11 charities in the UK, US and Australia focussed on improving life chances for disadvantaged young people.



Our Sectors



Technology

Software and Technology Service Providers are our two focus areas. We have deep domain knowledge built over twenty years in software, communications, cloud and managed services digital transformation. We back entrepreneurial platforms that are transforming the status quo in the industries that they operate in.

38

INVESTMENTS



Healthcare and education

We have invested in these sectors in almost every single year for the past two decades and are inspired by how our investees' services are changing people's lives for the better.

29

INVESTMENTS

168

investments to date*

32

INVESTMENTS



Services

The Services team focus on building scalable service providers underpinned by strong quality of earnings, typically recurring, contracted or compliance driven. Current focus areas are field technical services, marketing and media, insurance distribution and green transition.

69

INVESTMENTS



Consumer

From our first investment in retailer Fat Face, to our most recent in the UK's leading book re-commerce platform Wob, our sector expertise enables us to ask the right questions and to de-risk uncertainty.

*Number of investments made across the platform since 1999

Our Numbers*

£ 3.4 billion

Assets under management*

45

Current portfolio companies

~19,000

Employees across current portfolio

~100

Employees at Livingbridge

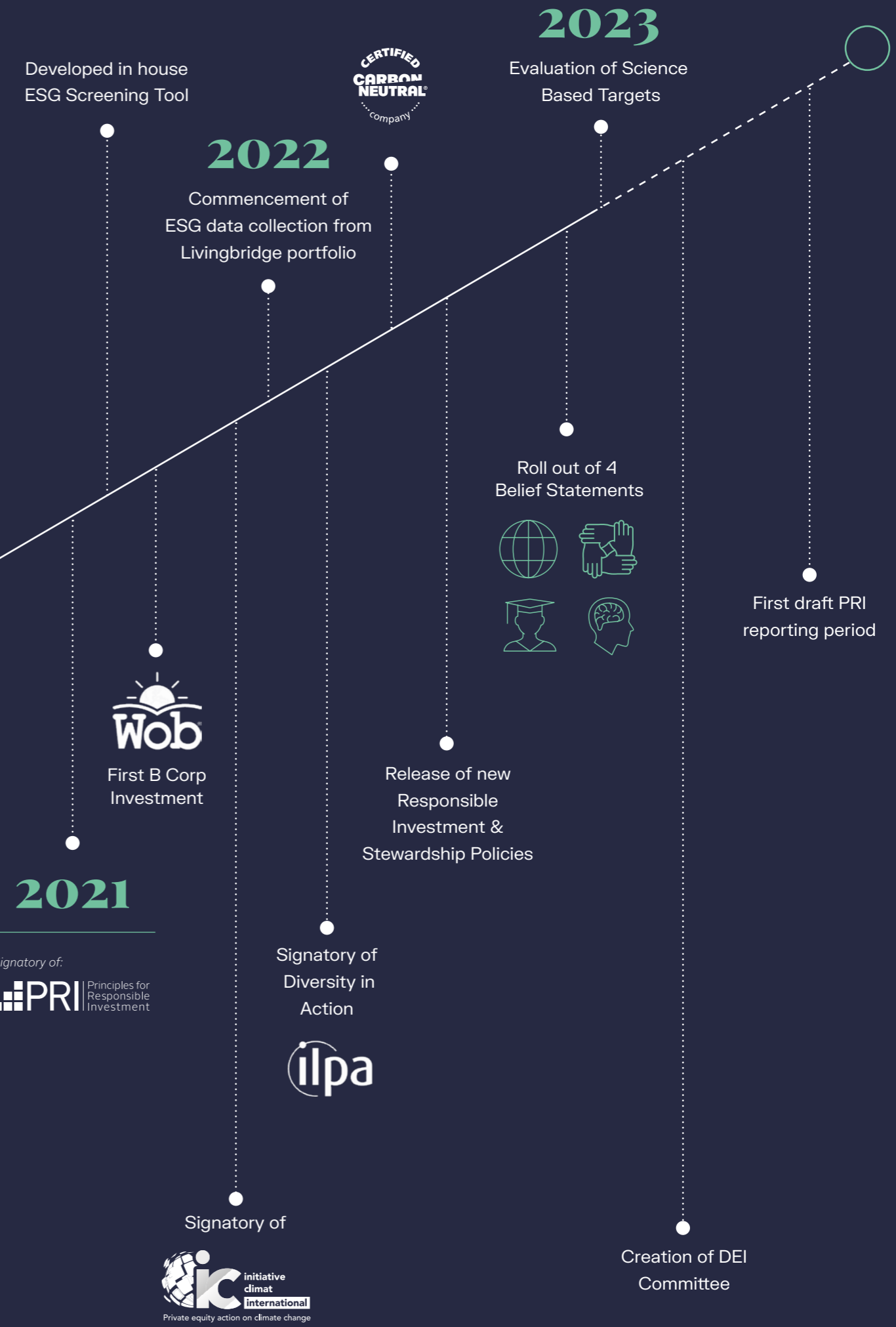
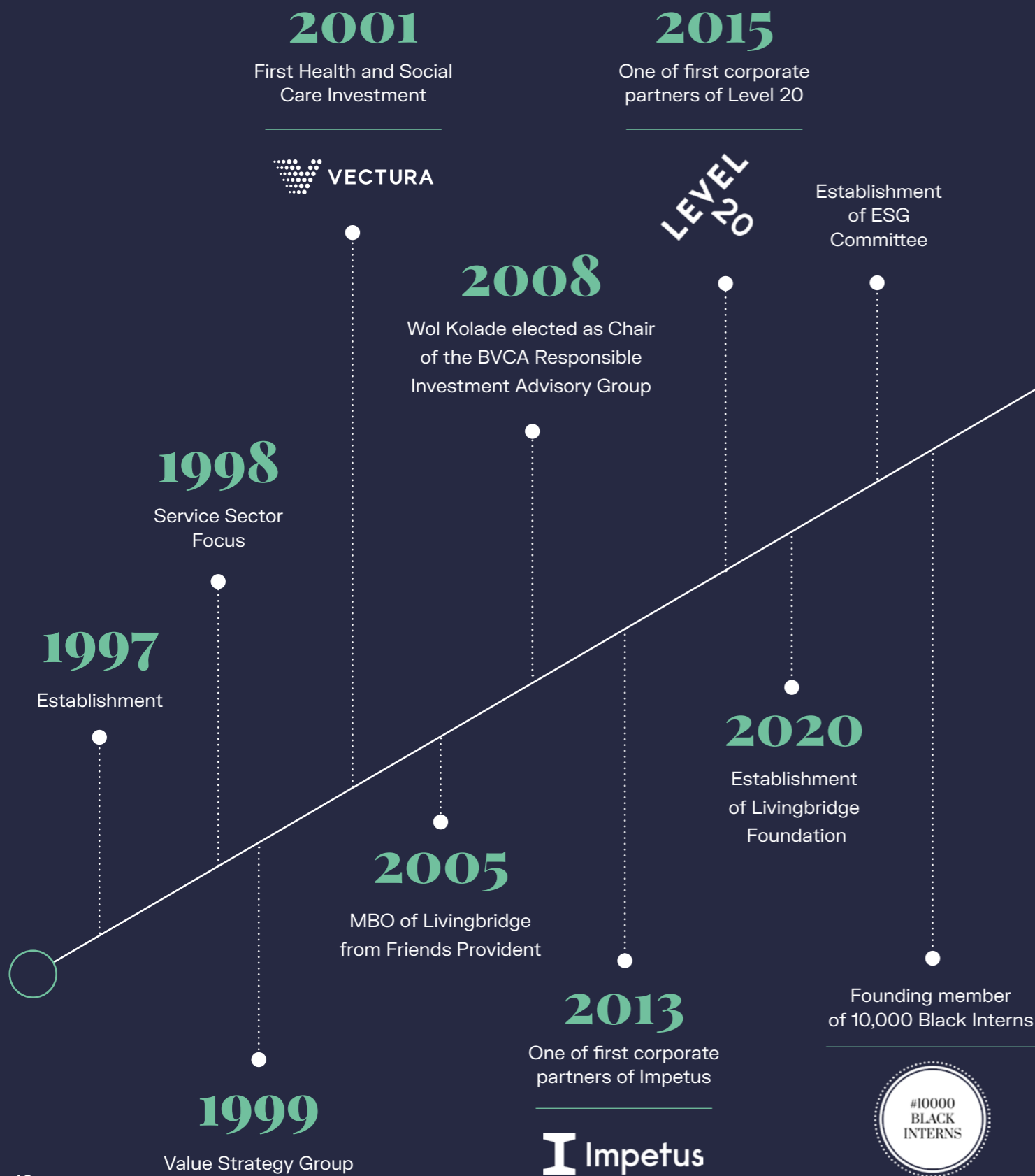
5 offices, 3 continents

London, Manchester, Birmingham, Boston (USA), Melbourne (Australia)

*As at 30 November 2022



Responsible Investment Timeline





At Livingbridge, we have the expertise to equip businesses for long term growth and build sustainable cultures that thrive beyond our involvement. Our values-driven culture has enabled us to implement our responsible investment programme with authenticity and ambition in equal measure over many years.

Through having absolute clarity on what it is we believe in, and why it is we believe in those things, we are able to focus our efforts on what:

- people at Livingbridge and our portfolio companies really care about and are motivated to change; and
- we have the collective capability and capacity to change.

Livingbridge used the UN Sustainable Development Goals (SDGs) to help identify those core areas under the ESG umbrella that mattered to us and to establish four beliefs against which we could set measurable objectives and actions.

UN Sustainable Development Goals (SDGs)



Our Beliefs

Planet



We believe everyone has a duty to look after our planet

Diversity



We believe diversity is essential to success

Education



We believe access to education and continuous learning unlocks opportunities and reduces inequalities

Wellbeing



We believe in creating a workplace that supports personal fulfilment and wellbeing



Responsible Investment Approach





Our responsible investment approach in the investment life cycle

Responsible investment is our continuous commitment to incorporating environmental, social, and governance (ESG) factors into our investment decisions and processes.

We believe it is important to work alongside each of our portfolio companies to set and refine their business strategies and processes to add value and minimise risk.



Pre-Investment

1. Screening Process

- Our in house ESG Screening Tool identifies investments that are deemed unsuitable.
- A Compliance, Risk, Environmental, Social, and Stewardship (CRESS) assessment is undertaken internally.

2. Due Diligence

- ESG due diligence is undertaken by an external provider. The choice of provider and extent of ESG DD is informed by the outputs of the CRESS assessment.
- ESG risks and opportunities are reported back to the Investment Committee.

Post-Investment

3. Onboarding

- ESG responsibility assigned to the Board of the portfolio company.
- An external ESG consultant works with the Board of the portfolio company to assess issues identified during due diligence and to develop Key Performance Indicators (KPIs).

4. Monitoring and Reporting

- ESG KPIs are tracked by the Board of the portfolio company.
- The annual CRESS assessment collects data on the company’s ESG performance, compliance and the extent to which it has implemented the recommendations from its most recent external ESG review.



UN Principles for Responsible Investment (UN PRI)



Livingbridge is a signatory to the UN Principles for Responsible Investment (UN PRI) and we see it as a valuable source of industry best practice to help us understand how environmental, social, and governance factors can affect the performance of our portfolio companies. Livingbridge is committed to the UN PRI's six principles:

PRINCIPLES

- 1** We will incorporate ESG issues into investment analysis and decision-making processes.
- 2** We will be active owners and incorporate ESG issues into our ownership policies and practices.
- 3** We will seek appropriate disclosure on ESG issues by the entities in which we invest.
- 4** We will promote acceptance and implementation of the Principles within the investment industry.
- 5** We will work together to enhance our effectiveness in implementing the Principles.
- 6** We will each report on our activities and progress towards implementing the Principles.





Cyber security





Cyber security

Cyber attacks against financial institutions have increased exponentially in recent years. The proliferation of easy-to-use malware and contract hacker services have become available to a wide range of malicious actors. High value transactions make private equity firms prime targets.

Livingbridge has been assessing cyber risk for many years and has been monitoring the prevalence of these attacks and implementing measures to safeguard our business and portfolio companies.

CyberSafe

CyberSafe is our ongoing programme designed to keep cyber security at the forefront of our thinking.

It is regularly reviewed, and additional protections added.

Results of portfolio companies cyber reviews in 2022

88%

Percentage of portfolio companies with cyber policies

73%

Percentage of portfolio companies with cyber insurance

43%

Percentage of portfolio companies that conduct external cyber audits

Strengthening the resilience of our portfolio companies

As part of our risk management framework we ensure that our portfolio companies are alive to cyber risk.

Our portfolio companies experience different levels of cyber risk and therefore our cyber reviews are tailored to the type of company and level of cyber defence required.

Livingbridge looks to ensure good practices are being followed, suggests improvements, and where relevant introduces third party security experts to perform more in-depth reviews or implement changes.

Reviews are conducted throughout the year. Any actions following the review are subsequently tracked by both the Board of the portfolio company and the Livingbridge Audit and Risk Committee.

We want to instill a mindset of continuous cyber improvement.

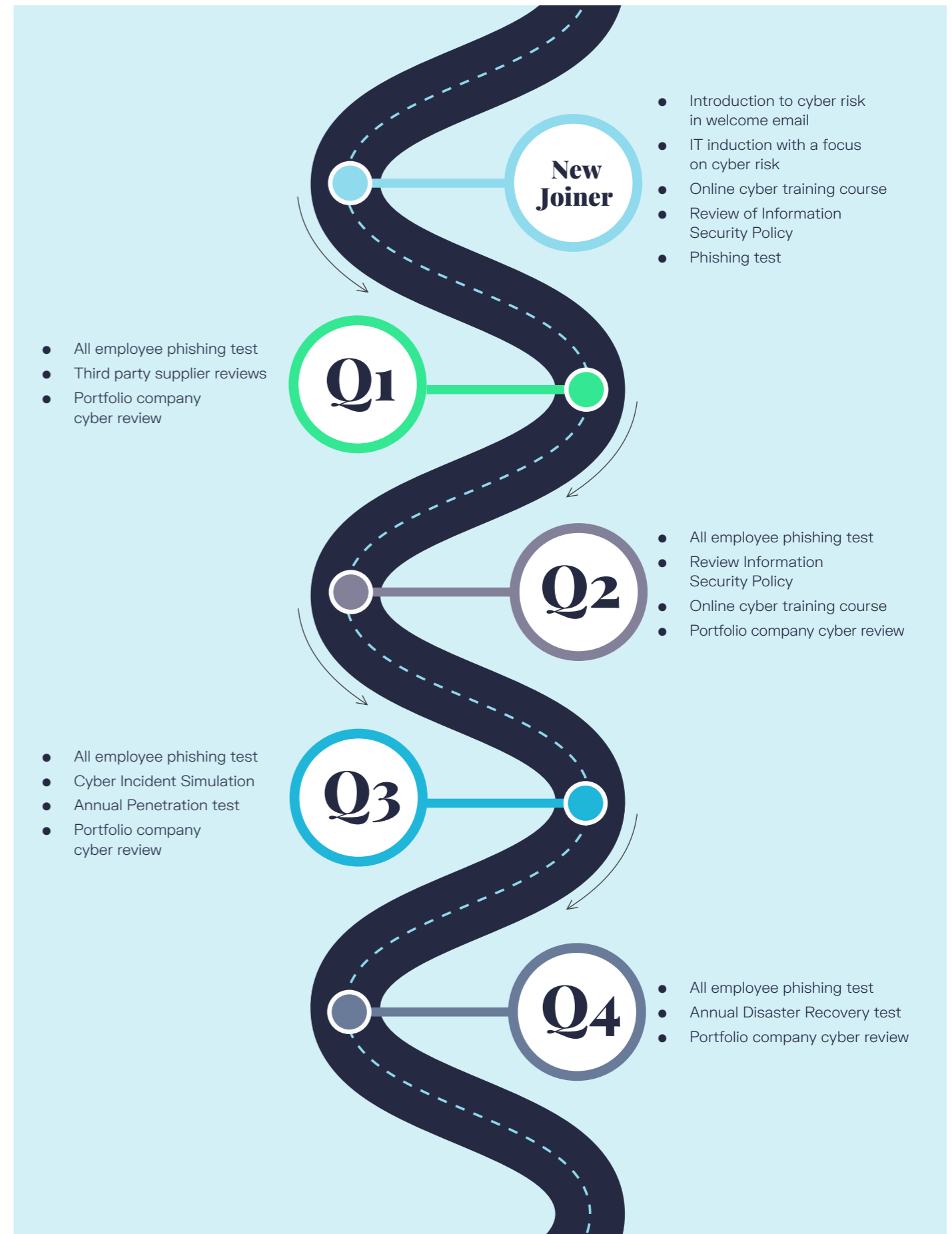
Our aim for 2023 is for 95% of portfolio companies to conduct external cyber audits.



“Cyber security is a growing risk not just for Livingbridge but for the companies we invest in. We review the cyber security position of our portfolio companies on an annual basis to identify opportunities for continuous improvement.”

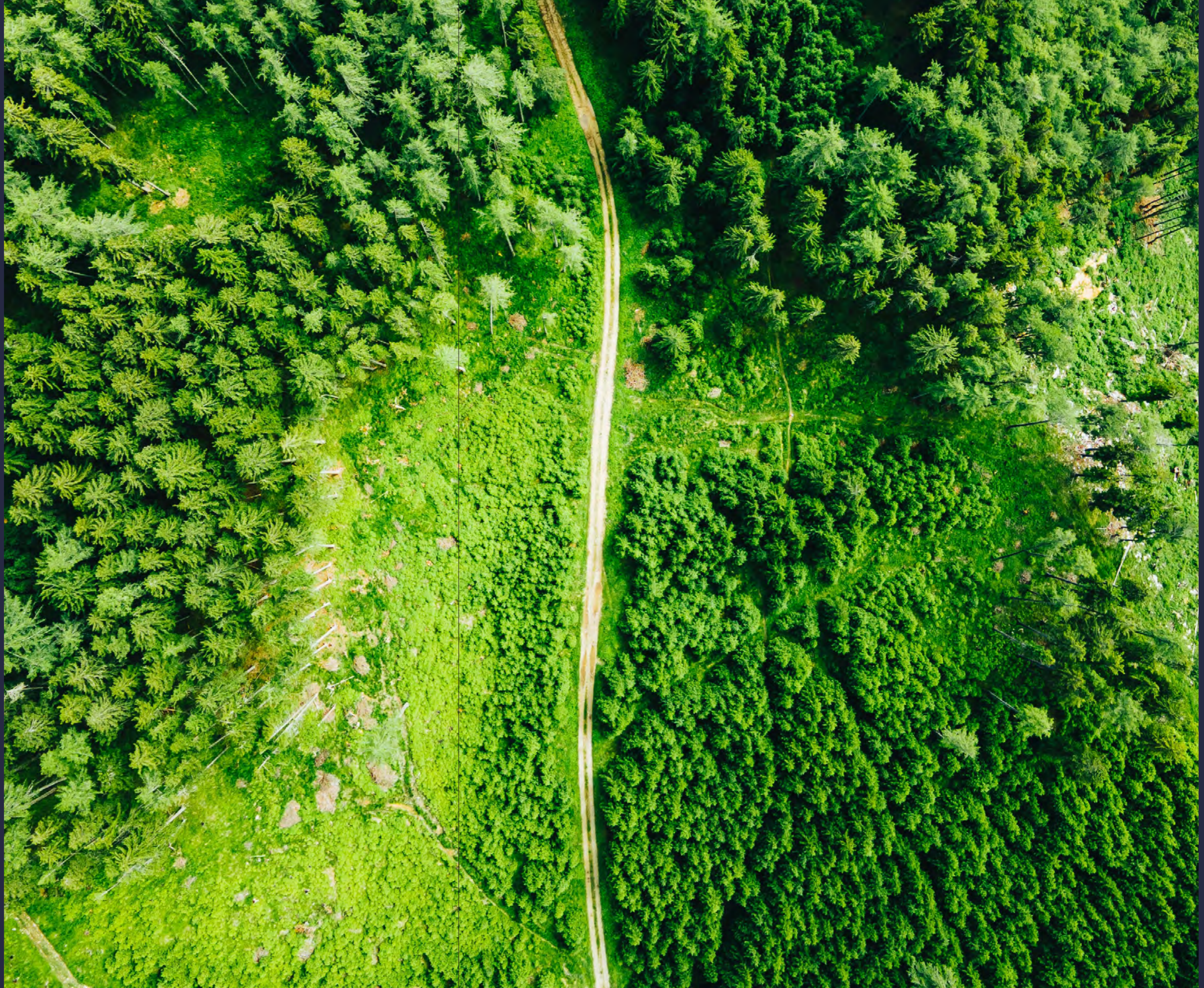
Mark Ager, Head of IT, Livingbridge

Annual CyberSafe programme at Livingbridge





Responsible Investment in Practice





We believe everyone has a duty to look after our planet



Livingbridge believes that everyone has a duty to look after our planet. Climate change is a crisis affecting everyone and, left unchecked, the consequences during our lifetime and for future generations will be catastrophic. We therefore recognise the urgent need for everyone to play a part in fighting climate change and we want to lead by example.

Accordingly, we monitor, measure and take action to reduce the carbon emissions associated with our business operations and we are working with our portfolio companies to do the same. This not only helps to mitigate risk in our portfolio but will also allow areas for opportunity to materialise.

We also subscribe to a “marginal gains” philosophy when it comes to taking steps to look after our planet. Through the use of, for example, segregated recycling bins, Terracycle ZeroWaste Boxes, glass milk bottles and reusable coffee cups, we are striving to reduce our non-recyclable and non-compostable office waste to zero. We operate in a predominantly “paperless” office environment and, where printing is strictly necessary, the default printer settings are set to multipage, double-sided black & white to conserve paper and ink.

We have implemented tax-efficient bike-to-work and electric car schemes to encourage employees to cycle to work or trade their petrol or diesel motors for zero emission electric ones. All of our office lights have been changed to motion-sensitive halogen lamps. The list goes on.

Considered in isolation, these measures sound trivial but collectively the impact within Livingbridge is noticeable and they align with our belief that everyone has a duty to look after our planet, no matter how small the contribution.



Our Carbon Footprint

Our carbon footprint has been calculated in line with the Carbon Neutral protocol and covers our five offices located in London, Manchester, Birmingham, Boston and Melbourne for calendar years 2019, 2020 and 2021.

Scope	2019 tCO2e	2020 tCO2e	2021 tCO2e
Scope 1	37.8	29	40.9
Scope 2*	108.5	94.9	68.1
Scope 3**	507.9	154.9	197.2
Total	654.1	278.8	306.3

Note: Table may not cast due to roundings.

The largest contribution to our carbon footprint by a significant margin has been the indirect emissions stemming from our business travel (Scope 3), which peaked in 2019.

The COVID-19 pandemic reduced business travel sharply in 2020 and 2021 and we believe this is having a lasting effect on individuals' behaviours and approach to travelling going forward. We have reinforced this by revising our travel policy to discourage non-essential business travel and cause people to think more carefully about their mode and class of transport.

Our Scope 1 and 2 emissions are largely from the energy we consume in our offices.



*Scope 2 Electricity accounts for Location-Based emissions only, not Market-Based.

**Scope 3 accounts for other indirect emissions which includes employee business travel, employee commuting; fuel and energy related activity, hotel stays; water consumption and waste disposal.

Partnerships



In 2021, Livingbridge became a signatory to the Initiative Climat international (iCI), a UNPRI-backed initiative that fosters a collaborative approach to addressing climate change in private equity. Partnering with the iCI has been a valuable learning experience for Livingbridge as we begin to support and educate our portfolio companies on how climate change poses both risks and opportunities to their businesses.

As part of our partnership with the iCI, we have committed to the following:

1. We recognise that climate change will have adverse effects on the global economy, which presents both risks and opportunities for investments.
2. We will join forces to contribute to the objective of The Paris Agreement to limit global warming to well-below 2°C, and in pursuit of 1.5°C.
3. We will actively engage with portfolio companies to reduce their greenhouse gas emissions, contributing to an overall improvement in sustainability performance.

Carbon Neutral Certification



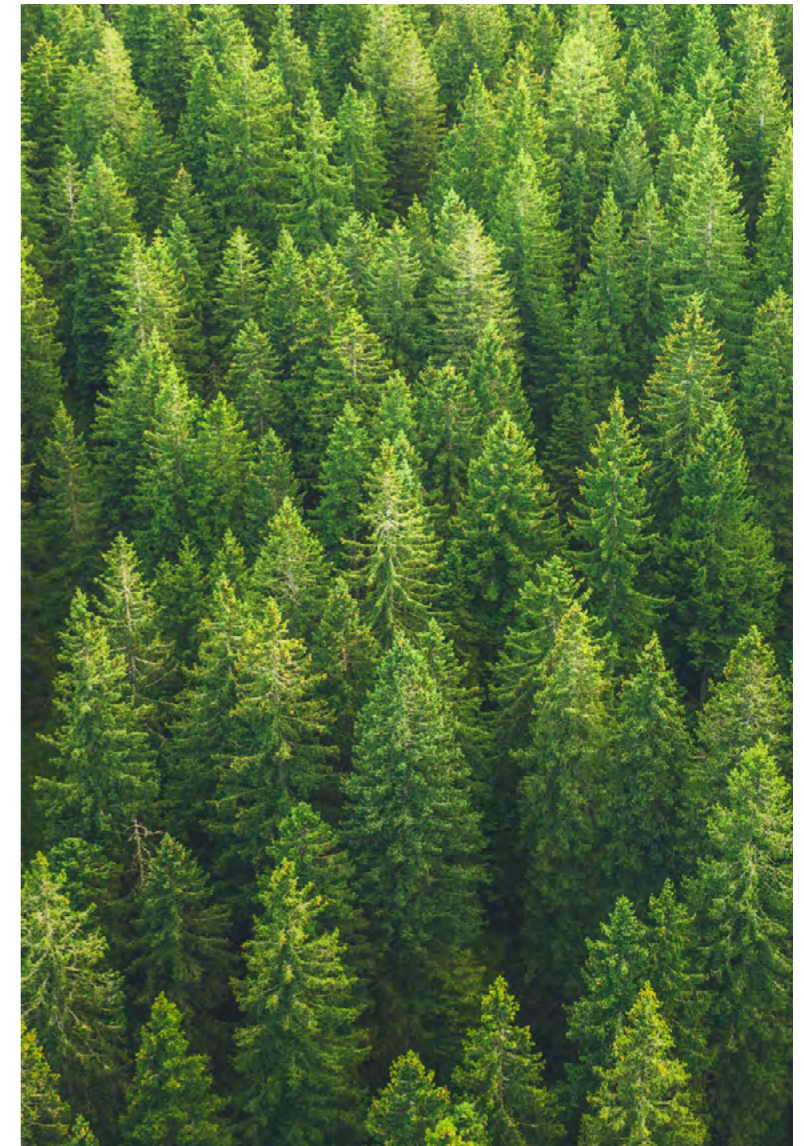
In 2022, we partnered with Climate Capital Partners to offset our emissions and became a Carbon Neutral company.

We offset 1,100 tonnes of CO2e.

All carbon offsets chosen align to our four beliefs and are underpinned by the UN SDG framework.




Going forward, where we cannot eliminate our emissions, we will continue to offset.




Our carbon offset providers are recognised for their integrity and ensure that emission reductions are verified. Additionally, the offsets were chosen for their focus on community and enduring social impact.





Carbon offsets

Project Name	Project Description
<p>Water Filtration and Improved Cookstoves, Guatemala</p> 	<p>The distribution of water filters, with installation aid and financial assistance, combats the high incidence of water-borne disease in Guatemala. The project delivers training and clean water programmes in schools.</p> <p>Another arm of the project is the distribution of fuel efficient stoves to abate the use of fuelwood from forests.</p>
<p>Gola Rainforest Protection REDD+, Sierra Leone</p> 	<p>This project enlists the participation of local stakeholders to manage the 70,000 hectare park sustainably that was undergoing rapid deforestation and degradation.</p> <p>The employment opportunities contribute to the rebuilding of lives after a decade of civil war and the recent Ebola outbreak.</p>
<p>Gigawatt Global Solar, Rwanda</p> 	<p>This project became the largest grid-connected solar park in East Africa following its commissioning in 2014.</p> <p>Over 300 jobs have been created during the construction phase and another 30 permanent jobs for operation and maintenance of the plant.</p>

Project Name	Project Description
<p>Kulera REDD+ and Cookstoves, Malawi</p> 	<p>The distribution of clean cookstoves addresses indoor air pollution, and helps with the conservation of approximately 170,000 hectares of forest.</p> <p>Sustainable livelihoods are developed in the harvesting of non-timber forest products such as honey, coffee, and macadamia as well as through livestock distribution.</p>
<p>Rural Clean Cooking, India</p> 	<p>The dissemination of biogas stoves in rural households replaces the use of non-renewable biomass and reduces the methane emission from animal waste. The project alleviates the global problem of non-access to clean cooking fuels and technology.</p>
<p>Degraded Grasslands Afforestation, Uruguay</p> 	<p>This project has established a better form of land use, combining sustainable forestry with cattle grazing. Trees are planted on the higher and more degraded land, reducing further topsoil degradation, while cattle graze the lower, unwooded areas.</p>

The Sustainable Development Goals to which the six projects ably contribute:





Portfolio spotlight

North

Sector: Services Year of Investment: 2021



North is a leading IoT service and solutions provider in the UK, which by the nature of its business helps organisations to deliver efficiencies and reduce their carbon footprint using technology. Its approach to sustainability is fundamental to its client offering.



North's solutions and services contribute to the development of both local and national sustainability agendas. Deployment of its sensor-based solutions automates processes and provides key data which can be used to shape policy and decision-making such as air quality changes resulting from the introduction of low emissions zones. North works with Housing Associations across the UK, such as Sovereign Housing and West of Scotland Housing Association to deliver efficiencies, reduce costs and create safer living spaces for residents. Their sensor-based Smart Housing solutions proactively monitor property conditions by measuring factors such as temperature, humidity and differential vapour pressure, which can automatically highlight properties at risk from moisture and damp. Supporting organisations to reduce their carbon footprint has become a fundamental part of North's solution offering.

North is Carbon Neutral, offsetting all of its emissions through Gold Standard carbon offsetting schemes. It now publishes its own ESG reports.

The company is determined to drive down environmental impacts across its business and operations and has published a Carbon Reduction Plan outlining its actions and commitment to achieving Net Zero. 100% of its electricity is already from renewable sources, as is 25% of its gas, and it has achieved a 24% reduction in its energy usage through the consolidation of facilities and awareness programmes.

The company is currently targeting Scopes 1, 2 & 3 emission reductions from a 2021 base year, the first year in which it has reported emissions, and is committed to achieving Net Zero emissions by 2040. It is awaiting its Science Based target from the Science Based Target Initiatives.

North is striving for Zero Waste. It is currently targeting a 55% recycling rate and is tracking over 70% across all sites. Electronic equipment is recycled and repurposed.

Social value is another core component of North's mindset. It has a strong social policy to improve employment within the communities it works in through the creation of contract-related employment and training and to improve digital inclusion by providing educational sessions for underrepresented and disadvantaged groups.



“Social, economic and environmental sustainability is a pillar of our strategy and embedded in our business and operational processes.”

Audrey Schaefer, ESG Lead at North



Portfolio spotlight

Wob

Sector: Consumer Year of Investment: 2021



Wob (previously World of Books) is a circular economy, for-profit business founded on an ethos of doing good, helping charities and making a positive impact in the world by enabling more goods to be reused.

In 2019, Wob was awarded B Corp certification and joined businesses that meet the highest standards of verified social and environmental performance, public transparency and legal accountability to balance profit and purpose.



Wob is the first carbon neutral book retailer, becoming Operational Carbon Neutral certified in October 2022, offsetting 100% of its scope 1 and 2 emissions.

Wob diverts from landfill on average 6,777 tonnes of books per year. The recycling of the books enjoyed by others saves an average of 7,753 tonnes of carbon emissions per year.



A significant reduction of its carbon footprint has been achieved by optimising its book collection logistics through its partnership with Menzies Distribution. By ensuring all vans are fully utilised on each leg of the journey, collection miles have reduced from 298,594 to 78,581 in two years.

Helping Charities to grow their online recommerce

Wob's vision is to become a global leader in re-commerce through innovation and technology. It has created 'Shopiago,' an innovative re-commerce platform, which helps over 2,000 charity shops across the UK to identify, price, list online and dispatch hundreds of thousands of items each year.

In 2022 it helped UK charities to generate over £20 million in sales revenue. It is a key contributor to UK charities' growth plans for a ten-fold increase in online revenues during the next 5 years.

Spreading the joy of reading

In 2020, Wob pledged to donate 1 million books to good causes by 2025. They are on track to meet this goal having donated 417,521 books. Wob gives 12,000 books a month to some of the most remote villages and schools across Africa through charities such as Books 2 Africa and Sussex to Africa. Through a partnership with Book Cycle, it has also donated 30,000 books to Nigeria. Book Cycle is a volunteer run charity seeking to empower children worldwide through the provision of free books and educational resources.

In the UK, Wob partners with Own Books to donate children's books to underprivileged schools. Wob has donated over 100 boxes of children's books to more than 60 schools and aims to continue this every term. Wob also provides annual donations to the 'Book fairies,' an organisation that helps get books into the hands of unassuming readers. These books are distributed globally to help share the love of reading.



We believe diversity is essential to success



Diversity and inclusion are embedded within the fabric of Livingbridge. We are fortunate to have a diverse founder partner group, who have set the tone across the business over many years. The result is a truly unique team made up of men and women from different backgrounds, nationalities, ethnicities and religions. This enhances the quality of discussion and debate around the table and ultimately we believe it improves the quality of our decision-making and investment judgement.

A Level 20 & British Private Equity and Venture Capital Association (BVCA) Survey in 2021 revealed that private equity in the UK is predominately a white male industry. Livingbridge has always sought to challenge this orthodoxy by building and maintaining diverse teams and inclusive cultures within its business and its portfolio.

We are therefore proud to talk about our diversity as a firm but recognise that we must not become complacent and, however good we think we are, there is still scope for us to identify our gaps, identify measures to make improvements and track our progress when implementing those measures. 2022 saw Livingbridge roll out its first firmwide diversity survey to capture diversity statistics beyond gender, such as ethnicity, disability, and nationality. This diversity data will be refreshed on an annual basis and help inform our recruitment objectives and employee value proposition in the coming years.

Recruitment

Livingbridge works with a small number of trusted external recruitment partners

to introduce a diverse candidate pool for openings within our teams.

We have an established and successful recruitment process which incorporates a multi-stage approach, independent psychometrics and clear, objective criteria for making hiring decisions.

This approach enables us to reduce the likelihood of unconscious bias creeping into our recruitment decision making.

Progression and retention

We have clear, published criteria for assessing performance and judging eligibility for promotion, ensuring that these decisions remain objective and free from bias.

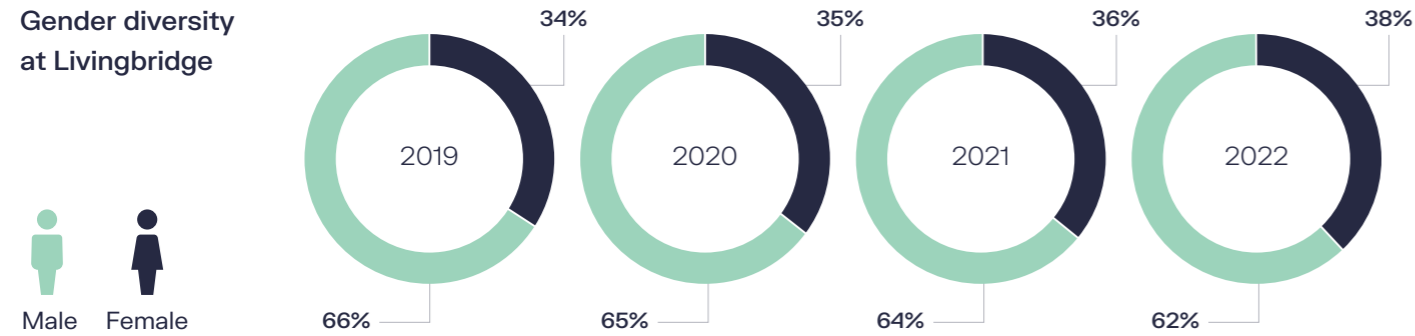
We partner with Deloitte and Level 20 to provide mentoring opportunities for women as they progress through the firm.

Finally, we offer competitive parental leave policies across all our offices and encourage our employees to utilise it, supporting parents during their period of absence and helping them with their return to work.



Our Diversity

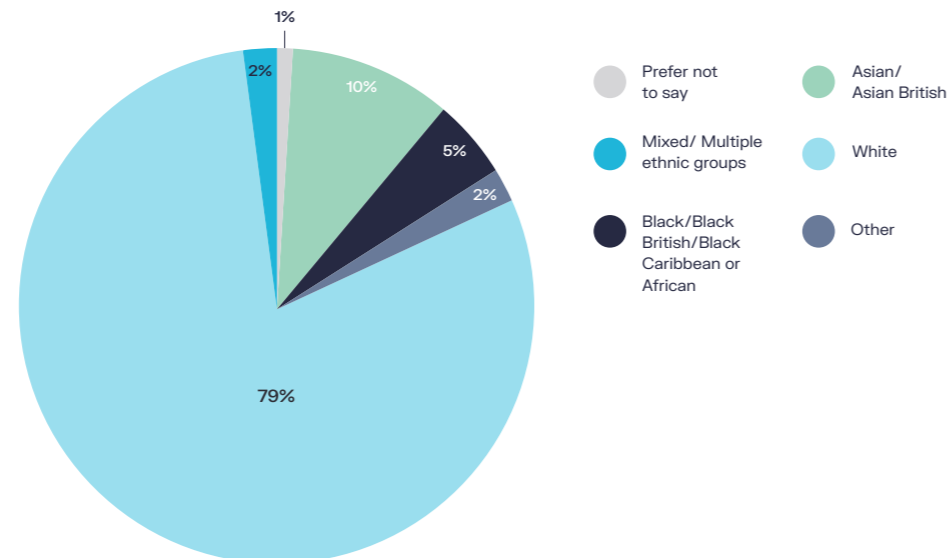
Gender diversity at Livingbridge



Livingbridge senior leadership team ahead of industry peers



Ethnicity at Livingbridge – 2022*



*First year of collection

Portfolio

We recognise that we need to do more to improve diversity within our portfolio companies, especially at a senior leadership level.

We work with our portfolio companies to help them obtain the right tools and processes to attract and retain diverse talent.

Our diversity strategy looks beyond our hold period. We want to ensure that we put in place steps to improve diversity within our portfolio companies for the long term.

In 2022, our in-house talent team trialled several initiatives with the aim of consciously bringing diversity into the portfolio.

The initiatives included:

- A blind recruitment process that strips out education, gender, prior experience and other elements that may lead to bias.
- Stipulating to recruitment firms that 50% of a short list must meet diversity criteria.
- Building a talent network in historically under-represented groups with the aim of building a pipeline for future appointments.
- Collecting data for monitoring and reporting purposes from our portfolio.

In a candidate-driven market which has prevailed throughout much of 2022, where the emphasis has inevitably been on taking the steps necessary to secure the best talent, it has been hard to assess the effectiveness of these initiatives. However, we understand that these initiatives are not quick wins and we are hopeful that, by putting in the work now, we will see the positive impact of our efforts in years to come.

Partnerships

Livingbridge seeks to actively partner with organisations such as Level 20, Black Women in Asset Management and 10,000 Black Interns (see page 55) that promote diversity, equity and inclusion (DEI). Through our work with these organisations, Livingbridge is helping to lay the groundwork for a more diverse talent pool for the private equity industry in the future.

In 2022, Livingbridge became a signatory to the ILPA Diversity in Action initiative which brings together limited partners and general partners who share a commitment to advancing DEI in the private equity industry. The initiative seeks to motivate and support private equity firms to make progress on DEI within their organisation and the industry more broadly; building momentum around the adoption of specific actions that advance DEI over time, including around recruitment and retention and investment management practices.



“We know that diverse boards make better decisions and lead better companies. We are clear on what we want to achieve and we are going to do whatever it takes.”

Ruby Biring, Head of Talent





Portfolio spotlight

Jungle Creations



Sector: Services Year of Investment: 2021

Jungle Creations has built a company culture where everyone, regardless of experience and seniority, is invited to add their voice.



Jungle Creations creates, produces, and distributes content across seven media brands focused on interest areas including food and drink, arts and crafts and female lifestyle. The culture is driven by their strong focus on diversity and belonging.

The establishment of various employee resource groups (ERGs) has encouraged different individuals within the business to come together. They have created spaces where people feel empowered to inform

and add to the culture and change it from within. The executive sponsor chosen to partner with a particular ERG, is someone from outside the demographic, to provide a collaborative learning experience.

The ERGs have been running for over two years now, and have resulted in a real step change in people's empowerment. The culture of inclusivity trickles down through the organisation into the content and brands that employees work with.

For example, Amplify collaborated with Jungle Creations' media brand Four Nine to produce the content series 'Four Nine Roots' which celebrates Black culture. Jungle Creations also invests in original Business to Business content to elevate the ERG's mission, such as the 'Pride in Your Work' series produced by S.A.G.A, which explored ways to create more inclusive workplaces for LGBTQ+ people.

Jungle Creations increased its workforce from 135 in December 2020 to 161 in 2022 and consciously built its culture of diversity and belonging into the recruitment process. By ensuring a diverse interview panel and using methods such as skills-based assessments and assessment days to evaluate an individual's abilities, Jungle Creations has been able to focus recruitment on identifying key skills that help the team grow. Jungle Creations also looks to create pathways into the creative industry for young people, having partnered with youth charities such as Peer2Peer Education to offer paid placements and 4-week internships.

Jungle Creations' Employee Resource Groups:

Amplify For Black, Asian and minority ethnic employees.

S.A.G.A (Sexuality and Gender Awareness); for LGBTQ+ employees and allies.

RISE promoting women's empowerment and gender equity.

The Wellbeings for employees to discuss and improve on their physical and mental health.

The Parents for supporting parents and showcasing how parenting skills can value to the job.



“ RISE brings employees across the business together to champion the women's experience, empower women to feel their most confident in the workplace, drive actionable change for women and celebrate their achievements.”

Catherine Handley, Co-chair Rise ERG, UK Sales Director



“ The more you encourage people to authentically show up as themselves, the more they feel confident to do that.”

Dionne Maxwell, Head of Diversity, Belonging and Talent.



We believe access to education and continuous learning unlocks opportunities and reduces inequalities



Education is one of the great equalisers in our society. It has the ability to lift people out of poverty and reduce inequalities. It also has the power to increase productivity and generate wealth.

Livingbridge has seen first-hand the improved educational outcomes that can be achieved through our responsible investment and stewardship of education businesses. We are proud to support these remarkable businesses.

We nurture talent within Livingbridge and our portfolio by supporting and encouraging individuals to learn additional skills and gain accreditations.

The Livingbridge Knowledge Hub & Academy

At Livingbridge, we encourage a culture of continuous learning and knowledge sharing, through our bespoke Knowledge Hub and Livingbridge Academy.

The Knowledge Hub is a cloud-hosted repository of Livingbridge knowhow and best practice, accumulated over many years. Organised into Quick Guides and Deep Dives, the Quick Guides provide investment professionals with step-by-step guidance on key processes and repeatable tasks whilst Deep Dives seek to educate people on the core aspects of deal craft.

The Knowledge Hub is complemented by the Livingbridge Academy, an 18-month training programme, hosted by both internal and external providers, which is focussed on developing the core technical and soft skills required to build a successful career at Livingbridge. The Academy acts as a formal and powerful way to share knowledge and facilitate collaborative practices at Livingbridge.



“The Livingbridge Academy is a huge part of why I joined Livingbridge. Through a carefully curated mix of internal and external speakers, the training provided captures all aspects of my role (and more!), equipping me with the skills and confidence required to progress through the firm.”

Milly Cooke, Investment Team



The Livingbridge Foundation

The Livingbridge Foundation was established in 2020 and supports social mobility amongst disadvantaged young people, with a focus on Equality, Diversity, Opportunity and Entrepreneurship.

The Foundation partners with a carefully selected range of high performing charities that are chosen by Livingbridge employees.

The Foundation is funded by Livingbridge partners and employees and, so far, it has committed to donate over £1.5m to 11 charities.

The Foundation seeks to provide support to its partner charities that goes beyond money and includes providing assistance and expertise on various strategic and operational matters. The Foundation provides access to the broader Livingbridge network, as well as encouraging Livingbridge employees to engage with the various volunteering and fundraising activities on offer.



Some of the charities supported by the Livingbridge Foundation:



Action Tutoring is a national education charity dedicated to supporting pupils from disadvantaged backgrounds to achieve a meaningful level of academic attainment. Action Tutoring facilitates young people from low-income backgrounds to build their subject knowledge, confidence and study skills, with the ultimate aim of improving academic attainment, enabling them to progress to further education, employment and training.

In the 2020/21 academic year, Action Tutoring worked with over 5,400 pupils in partnership with 160 schools and over 2,700 volunteers.

The Foundation has made a multi-year donation to support Action Tutoring's expansion plans across England.



The Stars Foundation is linked with the Livingbridge Melbourne office. An Australian programme, it is dedicated to supporting indigenous girls and young women to attend and remain engaged at school, complete high school and move into work or further study.

Stars Foundation is based on strong, trusting relationships. Full-time mentors provide a diverse range of activities to help their 'Stars' develop the self-esteem, confidence and life skills they need to progress through school and work. Outcomes are high; 97% complete year 12 compared to the national Indigenous average of 65%, and 93% make a successful transition to work or study.



The mission of Minds Matter of Boston (MBB) is to mitigate racial and income inequities inherent in the US public school system. It works with administrators at 20 under-resourced schools in the greater Boston area to nominate student applicants to the programme. Students are helped through a dedicated three-year mentorship programme.

Success of the scheme is evident: 100% of participating students have been accepted to top colleges and the vast majority have gone on to complete their course. However, in 2020, Minds Matter of Boston was only able to offer 35 spots in its program despite reviewing 125 qualified applicants.

The Foundation's annual donation will go directly towards supporting increased enrolment.



HideOut Youth Zone is a state-of-the-art recreational facility in Gorton – one of the most deprived areas in Manchester. It offers a range of opportunities and activities to its members to help them develop confidence and new skills.

The Foundation is a Founder Patron of the charity. Young people have reported back how the Youth Zone is a safe exciting place to have fun, build their social networks and support their personal development. A research report illustrates how it has succeeded in helping them lead healthier, happier lives.



Portfolio spotlight

Bright Futures

Sector: Healthcare and education Year of Investment: 2017



Bright Futures is a company centred around social purpose. It provides high quality community-based care and education to a growing number of children and adults with autism, complex needs and learning disabilities in state of the art facilities.



Their work is underpinned by four main values:

1. They work together with the people that they support, their family and community professionals.
2. They care. They have an unwavering commitment to the people that they support and provide education to.
3. They learn and grow. They listen, reflect and learn to make changes continuously to improve what they do so that they get better outcomes and quality of care for the people they support.
4. They are a safe pair of hands. They understand the important task they have been entrusted with.

Bright Future's Great Care Offer, Great Education Offer and Strive Programme ensure that children and adults get the right support at the right time to achieve the best possible life outcomes. Each of these frameworks is responsive to an individual's changing needs as they move from childhood to adulthood and then identify vocational opportunities in the community once their formal education ends.

Bright Futures gives an enriching education to children and adults with autism and learning disabilities and behaviours of concern giving them 'a bright future.' They use evidence-based approaches to plan, deliver, monitor and evaluate a meaningful, relevant and ambitious personalised curriculum, for each and every student. Traditional methods of reading, for example, are adapted in creative ways for its students using methods such as card systems and soundboards. Attainment data is collected and continuously evaluated using a range of techniques and technologies to assess and adjust learning plans. Goals span academic, well-being, personal development and vocational.

Bright Futures recognises the importance of having stable, quality employees, and aims to overcome the high turnaround and recruitment gaps in social care with supportive management, supervision, good quality training, and career development opportunities. Employee wellbeing is of high priority and comes second only to the wellbeing of the people it supports. Several mental health first aiders are on hand to help employees cope with supporting individuals with complex behaviour.

In order to alleviate the strains, employees boost morale amongst themselves by sharing stories through a social media app. Examples of successes include people who have improved their communication skills significantly, have undertaken activities that they have never been able to do before, and developed new interests.



“We do not believe that people cannot communicate, our experience shows they can communicate and it's about finding the means that work for the person. Once a person is empowered to have a voice in a way that matches their needs, this makes significant changes to that person's ability to express choices and preferences and in turn reduces the frustration that people may experience when they are not understood.”

Daniel Jones, Chief Executive Officer



“Success can take many forms and is defined by each person's goals and their needs.”

Richard Arden, Chief Financial Officer



We believe in creating a workplace that supports personal fulfilment and wellbeing



We strive for a culture of trust and psychological safety where individuals take responsibility for their work and contribute meaningfully to the overall success of the firm.

We are a values driven organisation underpinned by five values that reflect how we think about our own business and the businesses that we work with. These drive us to achieve more for ourselves and our portfolio companies.

Our values are:

1. Always learning
2. Invest in relationships
3. Bold and tenacious
4. Think it through
5. Aim higher

Employee Wellbeing

We want our employees to be the best versions of themselves at work.

We roll out regular engagement surveys to gauge sentiment across the business and to address any particular areas of concern.

This is coupled with a strong focus on mental and physical health that is supported by a range of health and wellbeing benefits.

Examples of our benefits include:

- Private Medical and Dental Insurance
- Life Assurance and Income Protection insurance
- Annual gym allowance
- Unmatched contributions to an occupational pension scheme
- Subscription to a mindfulness app (“Headspace”)



- An Employee Assistance Programme
- Competitive parental leave policy.

Employees are also entitled to volunteering leave, to encourage engagement with our charitable partners or a charity of their choosing.



Portfolio spotlight

Veramed



Sector: Healthcare and education Year of Investment: 2021

Veramed is a specialist clinical research organisation that provides statistical programming consultancy primarily to the pharmaceutical and biotech industries.



Happiness at work rating average was

86.1%

Employees promoted in the period
1 Oct 21 to 30 Sep 22

35

Our Work-life balance rating was

82.5%

'World Class', three star employer by
Best Companies in 2021



As an end-to-end biometrics company, Veramed works across the spectrum from study design and clinical reporting to publications of clinical trial data.

Veramed's B Corp certification is testament to the values the company places on social and environmental factors. For Veramed obtaining the certification was a natural progression from the high ethical values of co-founders Matthew and Emma Jones and is a reflection of their culture. Veramed was the first contract research organisation to obtain the certification.

Employees join "Hives" of the B Corps five pillars according to what they are interested in, to brainstorm, drive initiatives and take campaigns forward.

Out of one of the busiest hives, the "Workers", significant inroads concerning mental health have emerged. Veramed is bringing this area out of the shadows, helping ease any distress that employees may feel they have to keep under cover. Veramed now has 15 Mental Health First Aid Champions who employees are invited to turn to with problems such as stress, anxiety, depression or other mental health concerns. In addition, a carefully thought-out anonymised neurodiversity survey was sent round to identify concerns around neurodiverse conditions such as autism, ADHD, and dyslexia.

As a people-focused business, the wellbeing of Veramed's workers has never been felt more deeply than with the safety of employees in the Ukrainian cities of Kharkiv and Kyiv. Veramed made it clear that their employees' safety was a top priority and had the prescience to offer financial support packages for relocation ahead of the Russian invasion. Against all the odds, Veramed has retained its workforce in Ukraine, and even expanded it holding a graduate training programme in July this year. It has successfully onboarded 5 graduates in Ukraine.

In line with the focus on employees, the company offers a range of professional development programmes covering areas such as line management and specific clinical study roles. One of Veramed's biggest

development programmes is the Graduate Training Programme (GTP), which promises a rigorous 12 weeks of hands-on and practical training to help develop the next generation of talent. After intensive training, graduates' skills are assessed against a matrix which considers soft skills as well as technical skills. Development is organic and flexible within the company, especially at graduate level, allowing employees to find unique career paths and consistently develop well rounded skills.



“People love coming to work here. It is a top choice among programming and statistician graduates who want to make a difference.”

Andrew Horden, Marketing Manager

The Veramed "Hives"

'Governance' – Leads, managing the processes and interaction with the board.

'Environment' considers how to practise sustainability from carbon offsetting to plant-based eating.

'Customers' concerns itself with being the best in customer service, taken from feedback surveys and interactions with clients.

'Workers' aims to engage and support authentically with the employees.

'Community' aims to reach out to the external community teaching statistics and programming in schools for instance.



Charitable Partnerships





Charitable Partnerships

This year we have continued to build on our philanthropic initiatives through our charitable partnerships.



We have a particular focus on partnering with organisations working to address inequalities within the asset management industry such as 10,000 Black Interns, Level 20 and Black Women in Asset Management.

Healthcare is another area that Livingbridge supports through philanthropic activities such as Guy's & St Thomas' charity.

Our charitable partnerships are not limited to financial support. We seek to engage with the charities to help them grow and succeed, whether through participation in the various schemes they run, board representation or the provision of time and resources from across the Livingbridge platform.



Black Women in Asset Management

We support Black Women in Asset Management, which aims to advance and retain black women leaders across all investment strategies.



10,000 Black Interns

We are founding partners of 10,000 Black Interns, which offers paid work experience across a wide range of sectors, providing training and development opportunities and creating a sustainable cycle of mentorship and sponsorship.



Level 20

Underrepresentation in private equity remains a huge challenge. We deepened our support for Level 20, a not-for-profit dedicated to improving gender diversity in the European private equity industry. Level 20's ambition is for women to hold 20% of senior positions in the industry. Supporting young female executives as they start on their private equity career is a highly effective way to achieve diversity.



Impetus

We have long supported and are founding partners of Impetus, a charity which transforms the lives of young people from disadvantaged backgrounds.

In September 2022 Livingbridge employees and members of our portfolio companies gathered at Dorney Lake in Buckinghamshire with friends and family to raise funds by taking part in the Impetus triathlon.



Guy's & St Thomas' charity

Guy's & St Thomas' charity has been a leading charity of Livingbridge's from its inception. A three-year partnership that started in 2020 offers a comprehensive wellbeing package for the dedicated staff at the hospital who never stopped their tireless efforts throughout the pandemic. Since 2020, over 3,000 Guy's and St Thomas' staff have attended one-to-one and group psychological support sessions. The partnership also creates wellbeing zones, a permanent feature at the hospitals and community sites. These calm and restful spaces give staff somewhere to recharge and decompress after a tough shift.

We also sponsor Guy's & St Thomas' annual 160ft abseil. The daring abseilers descend from the top of St Thomas' Hospital in the heart of London.



10,000 Black Interns

Interview with Lumengo Mngomezulu



Lumengo spent six weeks with Livingbridge from August to September 2022 as part of the 10,000 Black Interns programme.

1. What were you looking to gain during your time at Livingbridge? And do you think you've achieved it?

My number one goal was to gain a solid understanding of what private equity is all about and get a clearer understanding of the kind of career I wanted to pursue. I studied mathematics at university which is quite a broad degree, and I was able to leverage that knowledge to work on various niche tasks from investment thesis to data mining; giving me a much better understanding of the fields of work I could potentially go into.

2. What have you enjoyed about private equity so far?

I really enjoyed my time on the New Investment team, which really took me out of my comfort zone. I was asked to type up quite a word-heavy pitch – a real departure from my world of numbers and

so quite the challenge! I really appreciated just how much responsibility they gave me and the fact they trusted me with such an important task from the get-go. The team at Livingbridge were lovely: a lot more easy-going than I expected going into the internship! I had a lot of fun.

3. How do you think your colleagues can work to foster an inclusive workplace?

I think workshops around unconscious bias are key, and these should be updated and held regularly as refreshers for any new employees, as well as existing employees. Where colleagues can really add value as part of this is speaking up for those minorities who don't have a voice and are uncomfortable speaking up for themselves. It's all about taking the initiative and using your privilege to support others who do not benefit in the same way.





Coming Next

We will continue to approach our responsible investment activity with authenticity and stay true to our heritage.

In 2023 we will set ambitious objectives and actions for Livingbridge and our portfolio companies, with reference to our four belief statements. This will ensure we stay focused on the areas where we can have collective impact.

Here is some of what we have planned for next year:

- First UN PRI draft reporting
- Creation of DEI Committee
- Evaluation of Science Based Targets



“

At Livingbridge, we are acutely aware of how hard it is to do responsible investing well. It requires us to make trade-offs and take risks. It is why our actions will always be informed by our beliefs, not by the latest fads or buzzwords. We have achieved an enormous amount through this approach in 2022 and I can't wait to see what we can do in 2023.”

Nicola Jamieson, Head of ESG and Operational Improvements

