

Environmental, Social and Governance Report 2023



VOLPi
CAPITAL

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About Volpi Capital



About Volpi Capital

Volpi Capital ("Volpi") is a specialist private equity firm with a focus on investing in ambitious tech-enabled services businesses that are growing rapidly by disrupting traditional B2B (business-to-business) value chains.

We have experience of the changing technology and information landscape, and expertise working across three key clusters: core business software, cloud and application services, and smart mobility solutions. Since our first investment in 2016, we have become the preferred partner of management teams wanting to drive the transformative growth of their companies.

We are committed to incorporating Environmental, Social and Governance (ESG) considerations throughout our investment process and believe that a proactive approach to ESG management recognises both the importance of managing risk, but also of identifying potential new opportunities to deliver value.

Investors by Geography

NORTH AMERICA

42.5%

EUROPE

53.8%

OTHER

3.7%

Investors by Type

FUND OF FUNDS

46.0%

INSURANCE COMPANIES

16.5%

FAMILY OFFICES

13.6%

PUBLIC INSTITUTION

15.4%

OTHER

8.5%

The Investors Type statistics are calculated with reference to the total investor capital raised from all active and liquidated Volpi funds and Co Invest entities.

Our Values

Our values are integral to who we are and play a fundamental role in helping us and our investments grow. They are at the heart of our Responsible Investment Policy and help us to deliver long term, sustainable growth for our investors.



We are trusted partners

We build genuine, human relationships with management teams and investors

We support our partners and provide direction with maturity and calmness

We value integrity, fairness and transparency



We have entrepreneurial curiosity

We have an intellectual hunger to learn and innovate

We seek creative and flexible win-win solutions

We constantly seek the new and evolving



We drive for returns

We strive for consistent results with a balanced risk-return

We hold one another accountable in driving returns



We are a humble and witty team

We collaborate with each other and foster partnerships

We value diversity and treat everyone with equal respect and fairness

We insist on a low ego, personal style

Our Portfolio

We invest in high growth, tech-enabled B2B businesses across Northwest Europe. By taking an active interest in our companies, and understanding how they operate as well as their financial profile, we can work in partnership to solve problems and manage risks, as well grow and develop.



Acquired 2021

- Supplies proprietary core Insurtech software.
- 390+ employees across seven offices in Europe.



Acquired 2019

- Provides field service management (FSM) software solutions.
- Founded in Norway with 180+ employees across offices in the UK, Germany and Sweden.



Acquired 2020

- Global provider of ERP software solutions for SMEs.
- Headquartered in Denmark and employs 180+ people in eight global offices.



CLEVR

Acquired 2019

- Market-leading partner for Mendix & Siemens PLM software.
- Employs 230+ people in the Netherlands, Norway and Germany.



Project Conti 2023 (Acquired 2023)

- A leading international provider of data and software solutions virtualising the outside street level world accurately on-screen.
- Headquartered in the Netherlands, the company employs 300+ people across operations in the Netherlands, US, Germany and Scandinavia.

**Project Conti 2023 (Acquired 2023)**

- Provides software solutions and cloud services to the global surveillance and security markets, including the military and critical asset protection sectors.

**Acquired 2020**

- Independent technology solutions provider for the Nordic financial services industry
- Operates out of six offices across Finland, Sweden and Estonia, employing 280+ people across Finland, Sweden, and Estonia.

**Acquired 2021**

- Provides proprietary driver behaviour solutions for light commercial vehicle fleets, with a key commitment to make fleets safer, cleaner, and more cost-effective.
- Based in the UK, the company employs 70+ people.

**Acquired 2020**

- Provides Track-and-trace solutions for mobile asset security & fleet management
- Founded in the Netherlands, the company employs 90+ people.

**Acquired 2022**

- Provider of SD-WAN and cyber security services, combining transformative, software-defined network, security and communication technologies with intelligent managed services.
- The company has 200+ employees in the UK, US, Romania and India.

**Acquired 2023**

- Leading ERP software vendor and system integrator, serving SMEs operating in the process manufacturing and life sciences industries.
- With offices in Germany, the UK and US, the company has over 200+ employees working at sites across Germany and Switzerland.

Message from Managing Partner

Welcome to our 2023 report on ESG performance across Volpi and our portfolio companies.

This year we demonstrate how we are continuing to support our portfolio companies, whilst engaging with our stakeholders, helping them to grow sustainably and create a positive social, environmental and economic impact where they operate.

Our report also signals the launch of our refreshed ESG strategy, which has brought us in line with the particular way in which it impacts a specialist private equity firm like Volpi, and the companies in which we invest.

These remain challenging times, with ongoing global conflicts and volatile economic markets both having repercussions for the technology sector. While for some, this could be a reason to drop initiatives and pare back commitments, for us, we see value in creating a more collaborative tech ecosystem that will help address these challenges in some capacity while continuing to strengthen the sector and foster continued growth.

This year's report reflects the evolving nature of ESG and ways in which we have continued to integrate it into our mainstream operating model, and how it has now become integral in driving long-term success through the investment lifecycle.

ESG is no longer simply an issue of compliance. For us, it is instrumental to pursuing sustainable transformation. Improving ESG performance and integrating it into our work can lead to a more disruptive and dynamic business. Incorporating it into our daily operations will help unlock the entrepreneurial spirit that we strive for.

We have robust governance structures in place that help us make effective decisions and respond to risks and opportunities as they arise. This gives us a competitive advantage, ensures good corporate behaviour and helps us attract the most talented people.

Despite the testing operating conditions, the last twelve months have seen important progress and several significant ESG achievements. These include the completion of our first materiality assessment,



Marco Sodi
Managing Partner

which involved consulting with internal and external stakeholders, reviewing frameworks, peers and the overall industry landscape to identify risks and opportunities as well as pinpoint our priority material topics.

Stemming from this assessment, we were able to develop our refreshed ESG strategy, Supporting the Next Generation of Founders, which will guide us in improving our positive social and environmental impacts. This strategy is built on three pillars:

- **Celebrate diverse voices, healthy workplaces and equal access**
- **Create a more collaborative tech industry**
- **Provide solutions to our biggest environmental challenges**

The publication of our first Sustainable Finance Disclosure Regulation (SFDR) disclosure has brought another level of transparency to our investment processes, and the way in which we cope with the sustainability risks and opportunities that we encounter.

Looking ahead, we will strengthen these procedures further in 2024, as we start to gather data and report on an additional range of metrics including GHG emissions, board diversity, health and safety, and employee engagement. This is all part of an on-going commitment to ensure that ESG receives equal billing alongside financial and business considerations, as part of our responsible investment policy.

ESG Strategy



ESG Timeline

Continuously strengthening sustainability across our business



Responsible Investing Refreshed

As we reflected on our journey leading us into 2024 and in response to evolving market demands and a heightened focus on contributions to our people, the planet, and our portfolio companies, we have taken steps to develop our new sustainability strategy. With increasing investor expectations for responsible

investing and a growing recognition of the long-term value creation potential of sustainable business practices, we aim to proactively address these dynamics through our refreshed sustainability strategy.



Supporting the Next Generation of Founders

OUR ESG STRATEGY

We seek disruptive minds and dynamic businesses that pursue sustainable transformation. We believe everyone has an entrepreneurial spirit; the challenge is how to unlock it. Entrepreneurialism is part of our culture and story, and a key element of our portfolio partnerships centre around founders being active across our portfolio, as they are within our own firm.

The journey of transformational growth can only be achieved with the insights and support of people, and by investing in those people, we can:

Celebrate diverse voices, healthy workplaces and equal access

Diversity is not just a box to tick; it is fundamental to our business and drives creativity, resilience, and success. We recognise that diverse teams are more innovative and make better decisions which contribute to superior business outcomes. By investing in companies that prioritise diversity, equity, and inclusion, and promoting this ourselves, we not only create positive social impact but also unlock untapped potential for growth and creativity.

Create a more collaborative tech industry

In today's rapidly evolving tech landscape, collaboration is key to driving innovation and addressing complex challenges. We believe in fostering a more collaborative tech industry where companies work together to tackle shared problems and drive collective progress. By creating a tech-incubator style culture across our portfolio, we support initiatives that promote knowledge-sharing, open innovation, and cross-sector collaboration, creating a thriving ecosystem where ideas can flourish and technologies can be scaled for maximum impact.

Provide solutions to our biggest environmental challenges

The urgency of addressing climate change and other environmental crises cannot be overstated. We are committed to tackling our planet's most pressing environmental challenges. We work with our portfolio companies to address these environmental challenges by optimising operational efficiencies, encouraging target and goal setting initiatives aligned with emissions reductions and enhancing the reporting and transparency of our progress, whilst also making improvements internally.

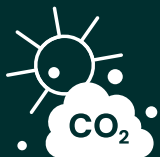
Further details on our strategy implementation and our roadmap actions over time will be published in due course and rolled out to all portfolio companies. Our integrated approach will be regularly reviewed to keep abreast of technical and regulatory changes as well as industry best practice. We are always looking at ways to improve our work and ensure that our stakeholders feel heard in anything we do. We welcome any feedback on our ESG strategy and report as a whole. Please reach out to: barbara@volpicapital.com.

HOW DID WE GET HERE?

In 2024, as part of our firm-wide sustainability strategy development, we commissioned external consultants from Anthesis to conduct a materiality assessment, an exercise to understand and prioritise the key sustainability topics that are important to us, our investors, and our portfolio companies.

The materiality assessment was carried out by conducting stakeholder interviews with our key internal and external stakeholders to explore the significance of material sustainability topics. Utilising a list of relevant sustainability risks and opportunities generated using industry-specific SASB standards, a peer benchmarking exercise and a landscape review of sustainability impacts, stakeholders were asked to provide their perspectives on which impacts, risks and opportunities should be a priority for Volpi and its portfolio. The materiality assessment process will help to ensure priority material topics are captured in our strategic approach as a firm and continuously accounted for as we grow as a firm.

The results of the materiality assessment, where materiality is defined as the topics most likely to influence our future performance, are represented by the materiality matrix below, revealed three priority topics:



Climate & GHG Emissions

Assessing opportunities to reduce emissions of greenhouse gases such as carbon dioxide where we have some influence and mitigating climate risks through sustainable business practices. This topic will be prioritised within the [Provide solutions to our biggest environmental challenges](#) pillar.



Employee Engagement and Human Capital

Fostering an environment where employees are deeply engaged, motivated, and aligned with our objectives, while also maximising the collective skills, knowledge, and capabilities our team. Implementing initiatives such as regular communication, recognition programs, professional development opportunities, and recruitment strategies aimed at attracting and retaining talent. This topic will be prioritised within the [Celebrate diverse voices, healthy workplaces and equal access](#) pillar.



Cyber Security and Data Privacy

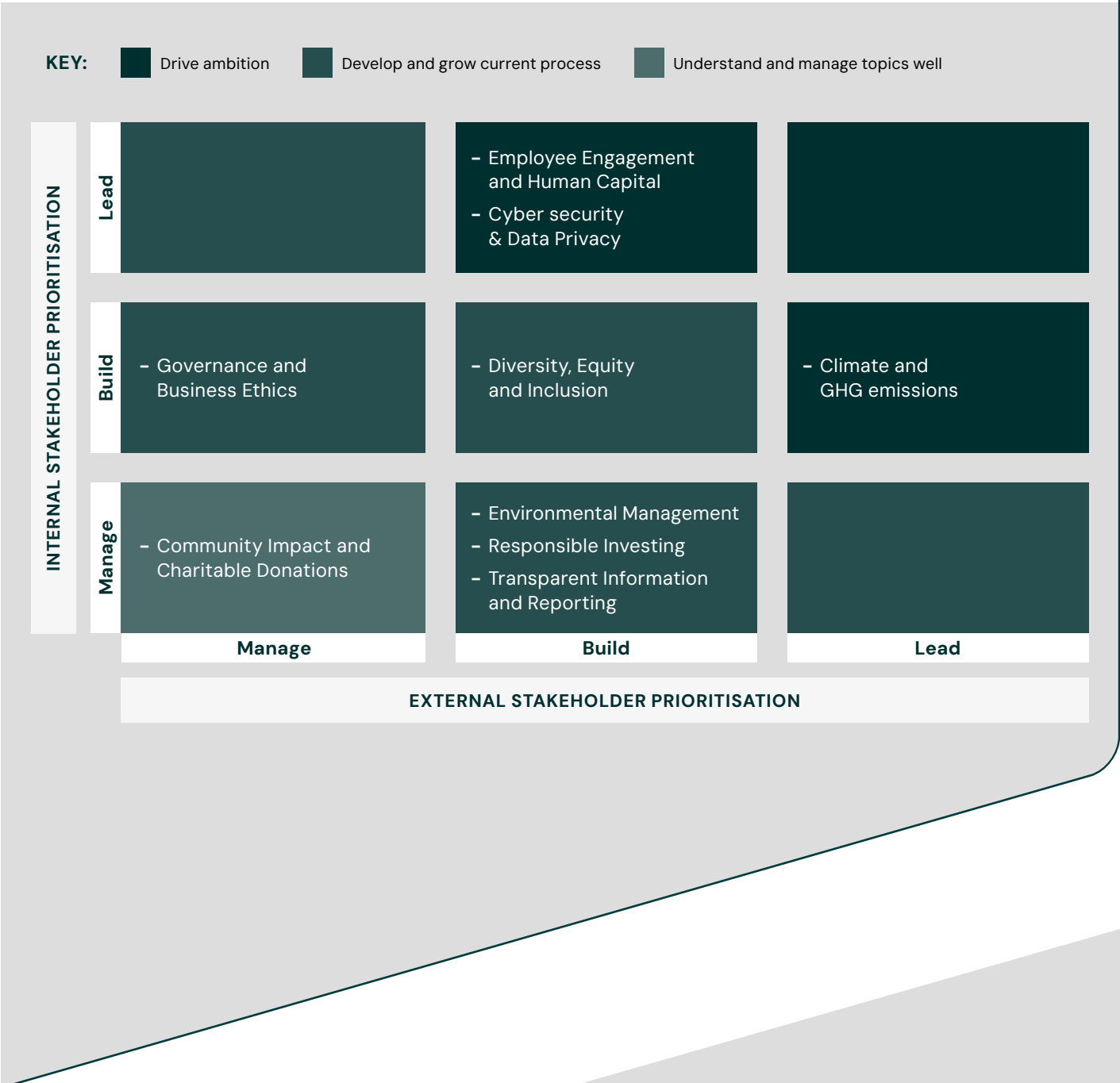
The comprehensive management of protective measures and protocols aimed at safeguarding digital assets, mitigating risks, and ensuring compliance with privacy regulations. Protecting cyber systems and networks against unauthorised access, cyber threats, and security breaches while also prioritising the protection of individuals' personal information. This topic will be prioritised within the [Create a more collaborative tech industry](#) pillar.



These topics have been defined based on insights gathered from the landscape review and interviews with both internal and external stakeholders. We recognise the importance of Diversity, Equity and Inclusion to our stakeholders and will endeavour to integrate this within our people-focused approach to Employee Engagement & Human Capital as our strategy develops. Cybersecurity & Data Privacy have been combined into a single topic, reflective of the

relevance to our investment sector and the overlaying themes of protection and prevention. Climate & GHG emissions reflects the quantification of our emissions and mitigations of their impacts.

Material topics will be regularly reviewed as part of our ongoing commitment to responsible investing and staying up to date with our stakeholder and industry counterparts' viewpoints.



ESG at Volpi



ESG at Volpi

At Volpi, ESG considerations are a key value driver that are incorporated throughout all areas of the business. They impact how we manage the firm, our investment decisions and how we manage portfolio companies.

As fiduciaries, we recognise that by following a broad set of policy commitments relating to ESG, we will better align ourselves and our investments with the wider objectives of society.

Governance of ESG factors is a collaborative effort led by partners and overseen by the CFO. Through regular reviews and discussions, they ensure that ESG considerations are integrated into investment decisions and actively monitored throughout the investment lifecycle. Furthermore, engagement within the firm is fostered through ongoing education and training programs to enhance awareness and understanding of ESG issues among team members.

Regular communication and feedback loops facilitate continuous improvement in ESG practices, reinforcing our commitment to responsible investing across all levels of the organisation.

Our approach to ESG across our portfolio is reflected internally and further supported through the foundation of our recently updated ESG strategy. Here we set how we consider the core themes of this strategy across our business.



Climate

We believe that everyone has a duty to look after our planet. As a technology-focused business, our environmental impact is more limited than some. We are committed to providing solutions to our planet's most pressing environmental challenges and believe we can influence through the work of our portfolio companies to ultimately drive change. We are committed to focusing on areas such as collecting data on our emissions, water, waste and energy usage in order to reduce our energy consumption.

Although we lease our head office and are therefore restricted in the type of initiatives we can deliver to reduce our environmental footprint, we recognise that we can have more of an impact through our portfolio companies who are creating solutions that will have a positive impact on the environment and society. We continue to manage operational environmental impacts where possible, minimising waste, especially around paper and plastic, and water consumption.

We prioritise work-from-home schemes which also enable more flexible working for our employees, along with low-carbon commuting, and minimise business travel to reduce environmental impacts.

Within our pillar, Provide solutions to our biggest environmental challenges, these are some of the areas we will focus on to implement our Supporting the Next Generation of Founders strategy:

- **Develop environmental training programme for employees and Portfolio Companies (e.g. climate risk/Carbon Literacy/localised sourcing and circular economy).**
- **Utilise engagement channels to facilitate sharing of sector best practice on environmental impact reduction.**
- **Collect data on our emissions, waste, water and energy usage (including renewables) to establish a baseline.**
- **Conduct a carbon footprinting exercise of all Portfolio Companies by collecting Scope 1, 2 and 3 emissions data, in line with the GHG protocol.**
- **Undertake a climate risk screening.**



DE&I and Supporting our People

We cultivate a diverse, equitable and inclusive company culture. This includes supporting employee diversity at all levels, creating a diverse recruitment pipeline, ensuring equity in career opportunities and managing diversity across our supply chain.

To support this, Volpi is a participating firm in the #10000 Black Interns programme. The initiative was developed to transform the horizons and prospects of young black people in the UK by providing paid internship opportunities with exposure to training and mentorship.

We are committed to providing a healthy and safe workplace for all our employees. This includes initiatives around mental wellbeing, culture and work/life balance. In 2023, we were happy to receive our Healthy Place to Work certification.

To be certified, an organisation needs to engage its employees in the completion of a robust survey covering four pillars – purpose, mental resilience, connection and physical health – to gather insight into their experience of work.

The organisation then receives actionable insight from the results and a development plan providing benchmarks on practice, detailed feedback on identified strengths and weaknesses and paths to improvement. An organisation becomes certified when the actionable insights can be seen to have been met.

This allows us to take a strategic approach to workplace health, ensuring our people are looked after from a physical, mental, emotional and social perspective.

Our Employee Handbook provides details of compensation and benefits, and initiatives such as our health care scheme, which is open to all employees after the successful completion of a probationary period.

Within our pillar, **Celebrate diverse voices, healthy workplaces and equal access**, these are some of the areas we will focus on to implement our Supporting the Next Generation of Founders strategy:

- **Formalise diversity, equity and inclusion data collection and strategic analysis across current employees, recruitment, promotions and pay.**
- **Engage in partnerships with relevant industry associations encouraging entrepreneurs from under-represented groups.**
- **Adopt a channel and process for founders to share learnings, best practice and insights with each other.**
- **Establish an employee-driven diversity, equity and inclusion resource group by the end of 2024**
- **Encourage Portcos to achieve Healthy Place to Work® or Great Place To Work® accreditation (or similar certification such as B Corp)**



"In 2023, we were happy to receive our Healthy Place to Work certification."

Community Engagement

We actively engage with stakeholders and communities through non-profit partnerships, alongside company-wide giving and volunteering.

We support charities that align with our values and that are driving positive impact in the areas that align closely with the values and interests of our employees.

Throughout 2023, Volpi employees took part in various volunteering initiatives. Much of this was spent supporting our new charity partner, The Honeypot Children's Charity, an organisation that supports young carers in the UK, who we are delighted to be supporting on an ongoing basis.

Honeypot Children's Charity provides respite breaks for young carers and Volpi was able to spend some time volunteering to decorate one of their houses in the New Forest for Halloween. We also held a Bake-Off event to raise funds during their Mega Match Appeal.

Our Community Engagement work will directly feed into our [Celebrate diverse voices](#), [healthy workplaces](#) and [equal access](#) pillar, where we will strive to provide our stakeholders with ample opportunities to contribute to communities and ensure employees feel empowered to volunteer.



Governance and Cyber Security

Our approach is built on a strong foundation of business ethics policies addressing anti-bribery and corruption, whistleblowing, conflicts of interest and market abuse.

We minimise regulatory risk through robust internal controls which build trust and protect shareholder value. Much of this is further outlined in our Compliance Policies and Procedures Manual, which all employees receive training on annually.

Within our pillar, Create a more collaborative tech industry, these are some of the areas we will focus on to implement our Supporting the Next Generation of Founders strategy:

- **Conduct cybersecurity and data privacy training for all Volpi employees to improve cybersecurity awareness and track training hours per employee.**
- **Develop a 'tech-incubator' style culture across the portfolio facilitating collaboration through collective training and workshops on ESG topics such as cybersecurity and data protection.**
- **Develop and implement our inaugural 'Cyber-first' Framework.**
- **Attend industry events and establish innovative ways to engage talent and entrepreneurs in the sector.**
- **Take steps to begin ISO 27001 certification or equivalent.**

Responsible Investment



Responsible Investment Policy

Alongside traditional financial and business performance considerations, we incorporate ESG factors across the investment lifecycle. This is a key part of our commitment to responsible investing.

Our Responsible Investment Policy is aligned with international frameworks including the United Nations Principles for Responsible Investment (UNPRI) and the ILPA ESG Data Convergence Initiative.

As a signatory to the UN PRI since 2021, Volpi is committed to integrating its principles into its investment lifecycle, from deal screening to due diligence, and post-investment monitoring until the exit period.

The principles ensure that we:

- **Incorporate ESG issues into our investment analysis and decision-making processes.**
- **Are active owners with ESG issues core to our ownership policies and practices.**
- **Seek appropriate disclosure on ESG issues by our portfolio companies.**
- **Promote acceptance and implementation of the principles within the investment industry.**
- **Work together to enhance our effectiveness in implementing the principles.**
- **Report on our activities and progress towards implementing the principles.**

The ESG Data Convergence Initiative is helping the private investment industry to streamline its approach to collecting and reporting on ESG data. This involves tracking metrics on six topics across our portfolio:

- **Greenhouse Gas Emissions.**
- **Renewable energy.**
- **Diversity of board members.**
- **Work-related injuries.**
- **Net new hires.**
- **Employee engagement.**

The EU's Sustainable Finance Disclosure Regulation (SFDR) came into force in 2021, representing an important step in mobilising investment for sustainable growth. As part of this, Volpi provides sustainability-related disclosures on environmental and social topics, which are available through our website. In 2022, we were pleased to launch our Fund III and in 2023 our Continuation Fund. Both funds fall under Article 8 of SFDR, meaning the funds promote environmental and social characteristics.

As part of our approach to responsible investment, we exclude companies within our funds which are directly engaged in certain activities, sectors and geographies, including exploitation of human rights, manufacture of weapons and tobacco, promotion of gambling and production of oil. Full details of our exclusion list can be found on our [website](#).

Volpi is committed to communicating its Responsible Investment Policy, which we review and refresh annually, to all investee company boards and regularly discusses ESG management at our portfolio review meetings. We report any relevant material ESG concerns to investors in our quarterly valuation reports on a case-by-case basis, as appropriate.



Responsible Investment Lifecycle

Our responsible investment lifecycle covers the full period in which we invest in a business, from pre-assessment to exit. Working alongside more traditional financial and business performance considerations, ESG factors play a central role across this lifecycle.

Promoting stewardship and driving sustainable business practices across our portfolio helps us to manage business risk and deliver opportunities to increase shareholder return and create long-term sustainable value.

ESG performance within portfolio companies is monitored by the Volpi team with the support of external ESG advisors where necessary.



INITIAL SCREENING

Volpi conducts a due diligence screening with the aim to identify and exclude investment in any company which is currently, or likely to in the future, generate a significant share of its revenue connected to the following harmful activities/products:

- deny human rights;
- engage child or forced labour directly or within their supply chain;
- manufacture weapons that are designed primarily for destructive purposes e.g. anti-personnel mines, cluster weapons;
- produce products that are illegal under UK or local law;
- cause serious environmental damage;
- has, as its primary business activity, the production, promotion or distribution of the following: i) adult entertainment, ii) tobacco, iii) distilled alcoholic beverages, iv) gambling products, services or platforms; and
- provide research, development or technical applications relating to electronic data programs or solutions which support the above exclusions list.

DUE DILIGENCE

We conduct a comprehensive ESG analysis during the pre-investment phase as part of the due diligence process to understand the gaps and opportunities of each investment. This process complements our [sustainability risk policy](#) that is developed in line with SFDR. Where necessary we establish improvement areas and decide on mitigation strategies.

All investee companies receive an external ESG assessment post-investment and any recommendations form the basis of a 100-day plan, which will be tracked by investment managers, as well as followed up on for each yearly assessment. Any key material risks and opportunities that are subsequently flagged up are included in an implementation plan.

INVESTMENT PERIOD

We look to grow our portfolio companies substantially during the holding period, while also managing ESG risks and looking to capture ESG opportunities. Through our active ownership strategy, we work with the management of each portfolio company to improve overall sustainability performance across the investment lifecycle, as well as its financial success. We do this by providing ongoing support and guidance as well as providing access to external advisors and educational sessions where needed.

Monitoring ESG across our portfolio companies is an ongoing process. We begin with an initial ESG onboarding, to set priorities based on the risks and opportunities flagged during our due diligence. We then run an annual review process and ESG management is discussed regularly at portfolio review meetings and any material ESG concerns are reported to investors in quarterly valuation reports.

Volpi partners are responsible for implementing the responsible investment policy, as well as completing periodic reviews to ensure its continued relevance.

EXIT

On exit, we look to ensure that ESG improvements made during Volpi's ownership continue. We actively integrate stewardship principles by ensuring continuity on the board and leadership of ESG aspects following exit, while also incorporating prioritised ESG aspects into the vendor due diligence process.

Portfolio ESG Management



Portfolio ESG Management

Ensuring strong ESG practices across our portfolio is an essential part of our approach to responsible investment and is further supported by our new ESG strategy. Here we look at how we are embedding the core themes of this strategy across our portfolio companies.

CLIMATE

Although our investment strategy targets are asset-light businesses, we still encourage them to identify and implement measures to reduce their environmental impacts, looking at factors around environmental management, energy management, waste management and water management.

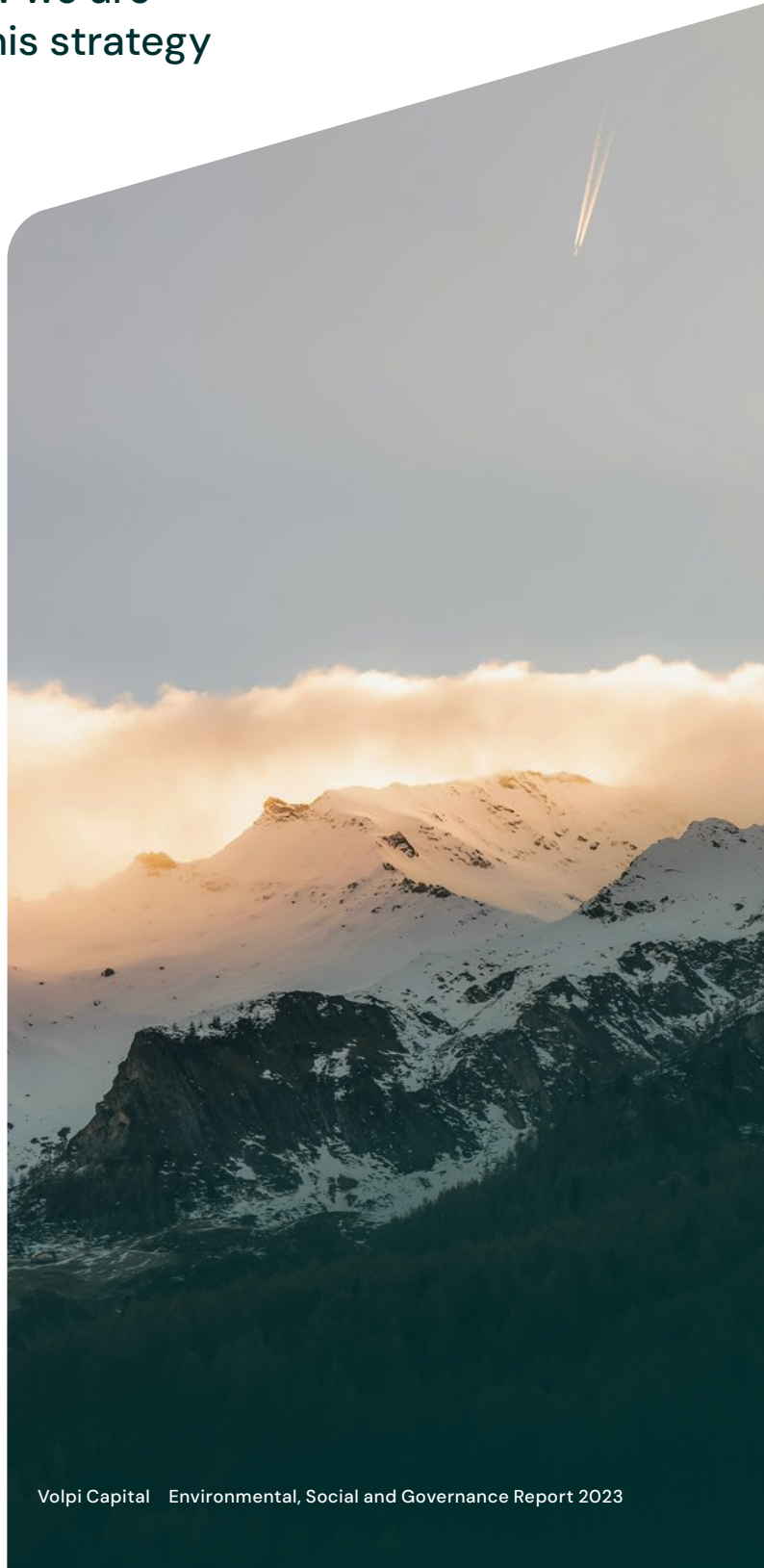
The environmental impacts of our portfolio companies are often limited to energy consumption and the use of natural resources. As a result, many of the policies and initiatives they use to manage them can be classified as good business practices.

Measures include energy-saving schemes, such as installing more efficient LED lighting; digitising resource-intensive processes to replace paper documents with e-documents; and adopting policies which encourage environmental stewardship, from online meetings to travel planning that discourages flying.

Monitoring the progress of our portfolio companies is an important part of identifying opportunities for improving our collective impact. Related to climate, we currently monitor:

- Scope 1 and 2 GHG emissions (Scope 3 GHG emissions are optional).
- % of renewable energy used in operations.

However, in line with our new strategy, we will expand these metrics to include scope 3 emissions in line with best practice. We expect portfolio companies to report this information annually, where feasible, with the support of our portfolio managers and external ESG advisors who help with data collection and processing.



Case study: Sustainable procurement as a means for a smarter, stronger and more sustainable tomorrow



As a fintech company, Evitec's footprint primarily stems from its Scope 3 GHG emissions. To help manage this impact, they have recently implemented a Sustainable Procurement Policy to foster environmental responsibility and social equity within their supply chains.

By prioritising suppliers with eco-friendly practices, they are working to minimise their environmental footprint and promote long-term resilience in supply chains, reducing risks associated with concepts such as resource depletion and regulatory changes. Furthermore, it encourages innovation by incentivising suppliers to develop greener technologies and processes, thus driving progress towards a more sustainable future.

Through Sustainable Procurement practices, Evitec can also uphold fair working conditions throughout the supply chain. In addition to basic

requirements such as paying a living wage, zero tolerance to corruption, and ensuring occupational health and safety, they require suppliers to commit to continuous improvement of their operations, including innovation process implemented as well as training and improvement of employees' well-being.

Evitec has found that by integrating sustainability into procurement strategies, they can better align their business objectives with broader societal and environmental goals, ultimately fostering and driving a more resilient and equitable economy and society for all of us.



Case study: Improving safety, savings and sustainability



As a fleet management solution, Lightfoot are committed to ensuring every fleet experiences the benefits of lower costs, reduced risk, and less environmental impact. Through the lens of driver empowerment and engagement, Lightfoot have sought to deliver lasting change in hundreds of fleets.

Businesses of all sizes are using Lightfoot's fleet management system to improve safety, savings and sustainability, for example:

TESCO

Lightfoot's advanced driver coaching technology helped Tesco curb their carbon emissions and increase driver engagement throughout their home delivery fleet.

- 7.5% MPG increase.
- 7346 tonne CO₂ reduction.
- 75% reduction in harsh acceleration.

NVIRO

Using Lightfoot's real-time in-cab coaching technology and driver reward platform, Nviro is reaping the rewards of driving responsibly, including major fuel savings during a time of record-breaking pump prices.

- 7.7% MPG increase.
- 13 tonne CO₂ reduction.

ASDA

Thanks to Lightfoot's cutting-edge in-cab driver coaching and rewards technology, the Asda grocery delivery fleet cut down on carbon emissions whilst also improving driver safety and boosting engagement across the workforce.

- 5.1% MPG increase.
- 2482 tonne CO₂ reduction.
- 50% Dangerous driving reduction.



DE&I and Supporting our People

As an investor in tech-enabled businesses, our people are one of our core strengths. We believe that the journey of transformational growth can only be achieved with the insights and support of our people. At Volpi, we support the next generation of founders who will drive this transformation.

By investing in people, we celebrate diverse voices and a healthy workplace. Diversity is more than a tick-box exercise, we understand that it is a fundamental principle that drives creativity, resilience and success. We recognise that diverse teams are more innovative, make better decisions and drive superior business outcomes. By investing in companies that prioritise diversity, equity and inclusion, and promoting this ourselves, we not only create positive social impact but also unlock untapped potential for growth and creativity.

As part of this, Diversity, Equity and Inclusion (DE&I) is essential across our sector, and we expect our portfolio companies to promote diverse and inclusive working practices.

We help them advance DE&I through a number of initiatives. These include delivering DE&I awareness training, improved DE&I monitoring and tracking, and reviewing HR policies to ensure that they are inclusive and reflect employees changing expectations.

As a minimum requirement, we expect all our portfolio companies to be equal opportunities employers and we do not tolerate unfair, discriminatory, illegal or immoral work practices either in portfolio companies or across the supply chain.

We also support our companies with people management challenges. This includes helping to attract and retain talent in a competitive labour market through initiatives such as providing learning and development opportunities. In 2023, five companies in our portfolio ran employee training programmes with others offering resources including career progression frameworks and mentoring opportunities.

Our companies are also introducing an increasing number of wellbeing initiatives for their employees, with several prioritising mental health support, as well as extending financial assistance to help with cost-of-living issues.

Our commitment to supporting our portfolio companies to look after their employees is driven by people-related data. Across our portfolio, we monitor:

- % women on board.
- Injuries, fatalities and days lost due to injury.
- Net new hires (organic and total).
- Employee turnover rate.
- Employee engagement survey (yes/no) and (optionally provision of employee engagement scores or other results of the employee engagement survey are optional).

We were proud to roll out the Healthy Place to Work programme across our portfolio in 2023, with two companies now certified and remaining ones going through the process of certification. The programme provides companies with a framework to help monitor our people's wellbeing from a physical, mental, emotional and social perspective, and allows us to identify opportunities for improvement.

We also ensure that companies provide a safe working environment which promotes positive staff wellbeing. This includes advising on completing workplace risk assessments, support which we have extended to cover hybrid working practices, too.

Our portfolio companies typically operate from an office environment, so the focus of much of our activity is to ensure policies and procedures are kept up to date. These include assigning accountability for safety management, ensuring first aiders and fire marshals are adequately trained and where necessary, instructing an external review of safety management.



Case study: Healthy workplace proves key attraction at Boyum IT



Boyum IT first achieved the Healthy Place to Work (HPTW) standard in 2022. Since then, the company has used the global benchmark to build a strong brand value that centres around 'energy for life,' which has enhanced the health and wellbeing of all its employees.

The HPTW assessment involves four key criteria around workplace health: purpose, connection, mental resilience and physical health, with the company retaining its ranking in 2023.

Among the ideas introduced was new leadership training for the company's mid-level managers. This has had an immediate impact on the health and performance of the group, allowing management to define a unified company culture across a diverse range of offices in seven countries.

This new thriving company culture is often cited by new hires as a reason for wanting to work at Boyum IT, while it has also played an important role in helping to onboard new employees during recent acquisitions.



Case study: Putting well-being first

Xalient continues to develop a range of mental health tools and programmes to support employee well-being. As part of the Employee Assistant Programme, all members of staff can access 'My Healthy Advantage' a free and confidential app. It works on two levels: firstly, by providing general information and advice on areas such as sleep, stress and nutrition, and secondly by offering same-day access to counselling, cognitive behavioural therapy (CBT) and legal, financial and medical support.

Other support and advice is available from colleagues who have trained as Mental Health First Aiders and the company offers regular mindfulness workshops, self-help videos and support, access to neuro-linguistic programming coaching, and company social events.

Across the business, the Culture and Inclusion Programme has created a working environment that recognises the huge value employees bring by supporting a work environment in which they can thrive. It also drives the delivery of Xalient's commitment to diversity, inclusion and equality, and recognises the role of all employees in the evolution and development of the business.



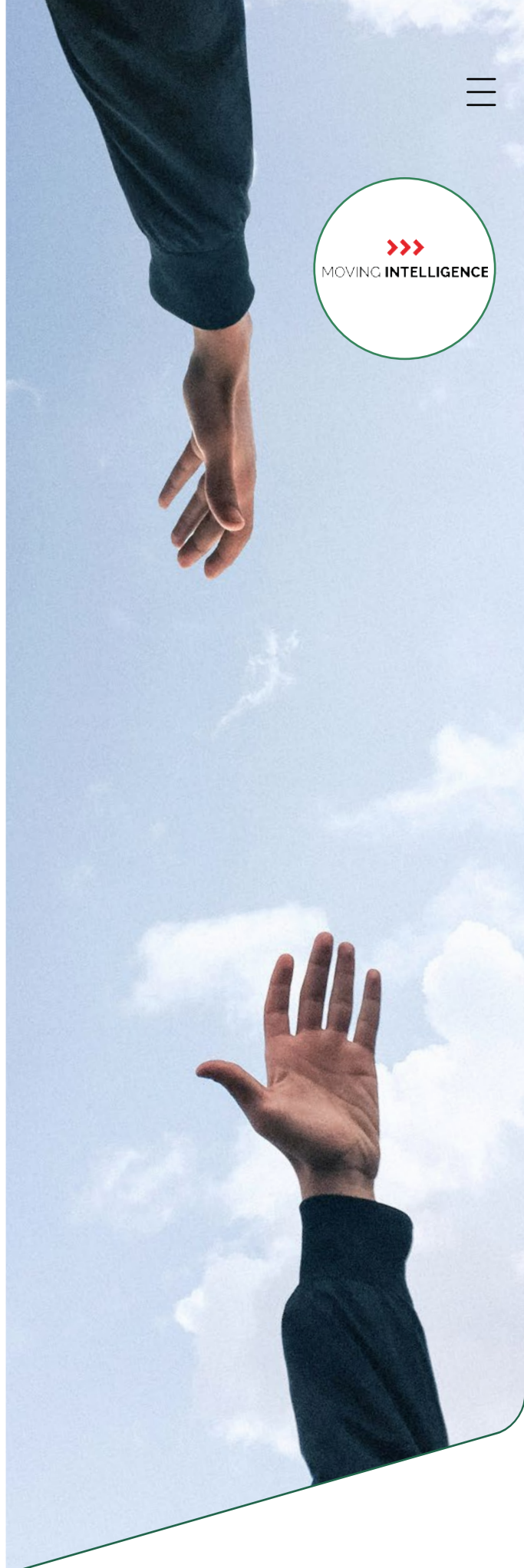
Case study: Combining company cultures

Management and security specialists Moving Intelligence acquired Echoes, a market leader in next-generation vehicle data solutions. The new business has strong ambitions to become a European leader in smart connected vehicle solutions, serving customers in ten countries with 500,000 vehicles by the end of 2024. However, to realise this ambition, the successful integration of both companies' cultures and leadership teams is critical.

External advisors Jarlath Dooley and Emer Fogarty have been supporting Volpi's portfolio companies. To ensure the successful merger of Echoes into Moving Intelligence, they identified several issues that need to be overcome. These include bringing on board 50 new members of staff, as well as connecting new French offices with existing hubs in the Netherlands, UK and Germany. Echoes' experienced leadership also needed to be integrated into Moving Intelligence, working around a common vision and direction.

Working with staff and leaders, Dooley and Fogarty are building the foundations of a common culture using the Q2 Way model. The model is a bottom-up exercise, involving a series of workshops that will create data and insights from both businesses which will feed into a roadmap to support their successful integration.

The process will also look to align the two leadership teams, working on synergies that already exist. This will involve organisational design workshops, leadership coaching, work on tools that can enhance team performance, and establishing a new operational rhythm for the business.



Case study: A commitment to diversity in the tech workforce



As a female-founded business, Xalient recognises the importance of helping to address gender imbalance and promote diversity within in the tech industry.

The global IT services firm signed the Tech Talent Charter (TTC), a government-sponsored initiative, to formally pledge its commitment to diversity in the tech workforce. Xalient engages in a program that specifically targets female professionals as well as those from minority groups, with new opportunities, and promotes family-friendly policies that support women returners and new entrants into the tech sector.

Sherry Vaswani, Xalient's Group Chief Executive Officer commented:

"I am so excited that Xalient has signed up to this vitally important charter. For us, diversity represents a huge opportunity – bringing diverse ideas that drive the innovation that's demanded by our customers more now than ever."

I'm passionate about encouraging more women into the tech sector, and we pride ourselves on being diverse and inclusive, but I know there is so much more that can be achieved if we work together, sharing ideas, learnings and success stories right across our industry – and the Tech Talent Charter enables exactly this.

As such, we're looking forward to playing our part and helping make a real difference."

We believe it is important to recognise and celebrate diversity, and we are proud to acknowledge the progress that Xalient continues to make when it comes to gender roles in the industry.



International Women's Day
#IWD2024 #InspireInclusion

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At Xalient, we champion gender diversity, with women thriving in technical roles. Our CEO, Sherry Vaswani, exemplifies our commitment, inspiring our talented women to drive strategic decisions and foster a culture of diversity and inclusion.

Aman Kaur, Customer Success Manager



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What is evidently different nowadays at the workplace is the positive outpouring of encouragement that women are giving to each other. We are empowered to uplift each other and are encouraged to express our thoughts, wisely and unabashedly.

Sandra Marine, Strategic Partnerships executive Integral Partners, a Xalient Company



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At Xalient, diversity is our strength. Our inclusive culture fosters collaboration through global events and hybrid work models. We're committed to gender equality and our dedication ensures a workplace where everyone, irrespective of gender, can thrive and succeed.

Jayne Hancock, Strategic Engagements & Alliances Director













Community Engagement

Dedicating time to worthwhile causes is important to Volpi and we value the time that our portfolio companies take to give back to the communities local to them.

Throughout 2023, our portfolio companies have continued to support a wide range of local and national charities, community groups, and good causes. It is important for Volpi and our colleagues that we support our communities through volunteering as well as fundraising, allowing our people time and space outside the office to give back.

Companies typically support groups which align with the business and resonate with employee values. Over the last year, our portfolio companies supported multiple organisations, including:

	Doctors Without Borders International medical organization that provides humanitarian medical care in conflict zones and in countries affected by endemic diseases.
	Mieli Ry Mental Health Finland, which promotes mental health and prevents mental health issues.
	Kingitud elu An Estonian Cancer Treatment Fund, supporting cancer treatment for those in need.
	WWF Sweden World Wide Fund for Nature, works in the field of wilderness preservation and the reduction of human impact on the environment.
	Great Ormond Street Hospital Children's Charity GOSH Charity aims to transform the lives of seriously ill children through research, care and advocacy.
	Mind A mental health charity based in the United Kingdom that provides advice and support to empower anyone experiencing a mental health problem.
	The Lily Foundation Specifically focused on mitochondrial disease.
	Zarach Charity aiming to deliver beds and basics to children in poverty.

	New Life Animal Rescue Dedicated to rescuing homeless and abandoned animals.
	Bai Jerbai Wadia Hospital for Children Located in the heart of Mumbai, The Bai Jerbai Wadia Hospital for Children pledges to extend its services to people, regardless of their socio-economic status.
	Bowel Cancer UK UK's leading bowel cancer charity.
	Freedom4girls UK
	Cancer Research UK (CRUK)
	The National Autistic Society Providing help to autistic people in the UK and their families.
	The Trussell Trust The charity supports a nationwide network of food banks and together provide emergency food and support to people facing hardship, and campaign for change to end the need for food banks in the UK.
	American Red Cross
	Brake The Road Safety Charity
	About Het Vergeten Kind The Forgotten Child Foundation is a Dutch charity committed to helping children who grow up in an unsafe and/or unstable home situation and who are invisible to many.

Case study: Adacta embraces community values



Community initiatives have become an integral part of Adacta's mission. The company's aim is not just to be a leader in the fintech industry, but to also have a positive impact on society.

To support this, the company has shifted its focus from traditional corporate giving to direct community assistance, specifically for education and social services.

Working with primary schools, Adacta has helped enrich the classroom experience for hundreds of students by helping to integrate modern technology such as laptops into their education. The company also encourages its employees to contribute to community causes that are important to them.

Following the catastrophic floods in Slovenia in 2023, Adacta donated a new water pump to help firefighters manage future natural disasters.

The floods caused widespread destruction across the country, as thousands of people were forced to leave their homes, bridges and roads collapsed, and electricity supplies and public transport were severely disrupted.

Boris Bajic, CEO at Adacta, which has offices in the Slovenian capital Ljubljana, explained:

"At Adacta, we believe in standing together, especially in times of need. The donation is our way of saying we're here, not just as a business but as part of the wider community."

Domen Suhoveršnik, a representative of PGD Gameljne firefighters, added: "This generous donation will significantly boost our ability to respond to emergencies. The new water pump will be a vital asset in our rescue operations, helping us to protect our community more effectively."



Governance and Cyber Security

We ensure our portfolio companies have a board that delivers strong leadership, and which is effective, well-balanced, and accountable. This includes operating in an ethical manner at all times, as well as engaging with shareholders and awarding sufficient levels of remuneration.

We expect companies to safeguard against acts of bribery and corruption, updating and communicating relevant policies to employees, and introducing targeted training to embed these policies when necessary.

Whistleblowing procedures have also been introduced, either as stand-alone policies or part of an employee code of conduct, in 100% of our portfolio companies. These outline how individuals can raise a concern in confidence, about either internal or external that are worrying them.

We believe sharing expertise across our portfolio strengthens our collective approach to governance-related topics and have hosted summits throughout the year bringing together the CFOs, CRO and CTOs of our portfolio companies. All events focus on shared learning, and we often bring in external speakers to support engagement and provide an external perspective.

As cyber-attacks and data breaches, with the potential to cause significant business disruption, become more common and increasingly sophisticated, we have made cybersecurity a key focus for all portfolio companies. We recognise that this area is a cause of concern for many tech businesses, and we will remain proactive in this area, ensuring that we protect our portfolio companies as well as our own firm against any online threats now and in the future.

We work closely with businesses to ensure they have IT infrastructure that can prevent, detect, control and ultimately recover from these cyber threats. We also expect all our companies to complete an annual cyber audit.

Additionally, six of the companies covered by this report have now achieved the Information Security Standard ISO 27001, the leading international standard for information security, while a further three are working towards accreditation.

We recognise that the present may not be the best time for our other portfolios to work towards this same goal, but we will continue to engage with them and provide support and guidance where needed.

We ensure our portfolio companies have policies in the following areas:

- **Anti-bribery and corruption.**
- **Anti-money laundering.**
- **Whistleblowing.**

Case study: New standards of Cyber Security



In the face of escalating cyber threats, Adacta has taken steps to fortify its digital defences.

The company has integrated two international standards into its systems. ISO 27001: 2022 is the world's best-known standard for information security management systems (ISMS) and reinforces the company's proactive stance on risk management. The new system is already playing a key role in helping to identify, manage and mitigate security risks.

Complementing this is accreditation to ISO 9001: 2015, a globally recognised standard for quality management. The certification cements Adacta's reputation for strong corporate stewardship and gives its processes an additional level of agility and refinement.

Together with the new standards, Adacta has also developed a 'human firewall' that extends cyber security beyond technology. Employees across the business have taken part in a range of security awareness initiatives, including training sessions and workshops, that have now empowered them to play a crucial role in preventing future cyber-attacks.



Case study: Cyclomedia Cyber Security Framework

Cyclomedia has been capturing real-world data and turning it into valuable insights for over 30 years. With over 250 employees and more than 60 cars, the company records more than 400,000 kilometres of roads every year. This image data and the insights that can be gained from it form the basis for important decisions in government and business every day.

This makes cybersecurity of utmost importance, and in response, Cyclomedia holds ISO 27001, the international standard for information security, certification at all its locations.

In line with the NIST Cyber Security Framework, they have processes in place to:

- **Identify cyber security threats, this includes penetration tests and access restrictions to data**
- **Protect services and data, including encrypting employee equipment to safeguard data**
- **Detect cybersecurity events, including firewalls, and email filtering**
- **Respond to cybersecurity incidents appropriately, including maintaining a business continuity plan**
- **Recover and restore data and services following a cybersecurity event, including maintaining backups engagement survey are optional).**

While technological solutions are critical, so too is the security awareness of employees. Cyclomedia also educates employees about cybersecurity and runs regular phishing tests to ensure that they are acting appropriately.



Case study: Prioritising Cyber Security



As a global IT services firm, Xalient has taken cybersecurity extremely seriously since its inception.

Xalient underwent an Ecovadis sustainability review in 2023 and were proud to be awarded a Silver medal, placing the firm in the top 16% in its industry sector globally, and one aspect Xalient particularly excelled in was around cybersecurity.

Protecting Xalient's people and data from cyber-attacks has always been at the forefront of boardroom discussions and for Xalient, prioritising cybersecurity is not only about mitigating risks, but about demonstrating a commitment to integrity, transparency, and responsible corporate citizenship.

The firm has further demonstrated its cybersecurity commitments by meeting the international ISO/IEC 27001 Information Security Management System

(ISMS) standard back in 2017. In December 2023, Xalient was successfully audited against the 2022 update of the standard and continues to review and build upon its practices and controls.

Xalient remains attentive to regulatory updates, and being a Managed Service Provider itself, announced its intent to meet and exceed the Government-broadened scope of the Network and Information Systems (NIS) regulations in 2024.



Looking Forward

In 2024, we are committed to making continued progress on ESG matters. We will:

- Roll out our new ESG strategy across Volpi and our portfolio companies.
- Collect and expand key ESG metrics across our portfolio companies and report on performance.
- Expand initiatives to support our portfolio companies on their ESG journey. Now that we have progressed through our own ESG journey, we have a better understanding of the process, what it entails and the benefits it has for our own business. We can help guide our portfolio companies through their own journey. Many of the targets we have outlined in our ESG strategy are also targets for our Portcos to strive for. We want to ensure that we bring them along our sustainability journey. By accounting for our portfolio companies in our strategy we will support them to reach new levels of sustainable performance, growth and impact as they continue to expand their businesses.
- Continue our partnership with The Honeypot Children's Charity.



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