

# BRIDGES IMPACT FOUNDATION

England & Wales · Charity number 1129756

## Details

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**Other names** BRIDGES CHARITABLE TRUST, BRIDGES TRUST

**Status** Registered

**Legal form** Charitable company

**Company number** [06864617](#)

**Registered** 2009-05-20

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** 38 Seymour Street  
London  
W1H 7BP

**Phone** 02037808000

**Email** [info@bridgesfundmanagement.com](mailto:info@bridgesfundmanagement.com)

## Activities

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**Objects:** A THE PROMOTION FOR THE BENEFIT OF THE PUBLIC OF URBAN OR RURAL REGENERATION IN AREAS OF SOCIAL AND ECONOMIC DEPRIVATION BY ALL OR ANY OF THE FOLLOWING MEANS:1 THE RELIEF OF FINANCIAL HARDSHIP2 THE RELIEF OF UNEMPLOYMENT3 THE ADVANCEMENT OF EDUCATION, TRAINING OR RETRAINING, PARTICULARLY AMONG UNEMPLOYED PEOPLE, AND PROVIDING UNEMPLOYED PEOPLE WITH WORK EXPERIENCE4 THE PROVISION OF FINANCIAL ASSISTANCE, TECHNICAL ASSISTANCE OR BUSINESS ADVICE OR CONSULTANCY IN ORDER TO PROVIDE TRAINING OR EMPLOYMENT OPPORTUNITIES FOR UNEMPLOYED PEOPLE IN CASES OF OF FINANCIAL OR OTHER CHARITABLE NEED THROUGH HELP I IN SETTING UP THEIR OWN BUSINESSES, ORII TO EXISTING BUSINESSES5 THE CREATION OF TRAINING AND EMPLOYMENT OPPORTUNITIES BY THE PROVISION OF WORKSPACE, BUILDINGS, AND/OR LAND FOR USE ON FAVOURABLE TERMS6 THE PROVISION OF HOUSING FOR THOSE WHO ARE IN CONDITIONS OF NEED AND THE IMPROVEMENT OF HOUSING IN THE PUBLIC SECTOR OR IN CHARITABLE OWNERSHIP PROVIDED THAT SUCH POWER SHALL NOT EXTEND TO RELIEVING ANY LOCAL AUTHORITIES OR OTHER BODIES OF A STATUTORY DUTY TO PROVIDE OR IMPROVE HOUSING7 THE PROVISION OF RECREATIONAL FACILITIES FOR THE PUBLIC AT LARGE OR THOSE WHO BY REASON OF THEIR YOUTH, AGE, INFIRMITY OR DISABLEMENT, FINANCIAL HARDSHIP OR SOCIAL AND ECONOMIC CIRCUMSTANCES, HAVE NEED OF SUCH FACILITIES8 THE PROTECTION OR CONSERVATION OF THE ENVIRONMENT9 THE PROVISION OF PUBLIC HEALTH FACILITIES AND CHILDCARE10 THE PROMOTION OF PUBLIC SAFETY AND PREVENTION OF CRIME11 THE PROMOTION AND SPONSORSHIP OF THE ARTS12 SUCH OTHER MEANS AS MAY FROM TIME TO TIME BE DETERMINED SUBJECT TO THE PRIOR WRITTEN CONSENT OF THE COMMISSIONB INsofar AS NOT ALREADY PROVIDED FOR ABOVE1 THE RELIEF OF FINANCIAL HARDSHIP2 THE PROMOTION FOR THE BENEFIT OF THE PUBLIC THE CONSERVATION, PROTECTION AND IMPROVEMENT OF THE PHYSICAL AND NATURAL ENVIRONMENT3 THE ADVANCEMENT OF THE EDUCATION OF THE PUBLIC4 THE PROMOTION OF SUCH OTHER PURPOSES BEING EXCLUSIVELY CHARITABLE ACCORDING TO THE LAW OF ENGLAND AND WALES AS THE TRUSTEES MAY FROM TIME TO TIME DETERMINE

**Activities:** The primary objective of the charity is promotion for the benefit of the public of urban or rural regeneration in areas of social and economic need.

## Classification

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- **How:** Makes Grants To Individuals, Makes Grants To Organisations, Provides Other Finance, Provides Human Resources, Sponsors Or Undertakes Research, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty, Overseas Aid/famine Relief, Environment/conservation/heritage, Economic/community Development/employment, Other Charitable Purposes
- **Who:** Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

## Geography

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- **Area of benefit:** UNDEFINED. IN PRACTICE, NATIONAL.
- Throughout England And Wales

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,058,730	£439,147	£5,237,563	0
2024-03-31	£280,629	£442,318	-	-
2023-03-31	£373,620	£248,338	-	-
2022-03-31	£373,620	£248,338	-	-
2021-03-31	£253,216	£183,576	-	-

## Trustees

Name	Role	Appointed
<b>Philip Newborough</b>	Chair	2024-10-01
Alex Pitt		2020-12-10
Anne Marie Carrie		2026-05-14
Christopher West		2025-09-24
Freddie Sexton		2025-01-07
Henry Pepper		2025-01-07
Lucia Santirso Richards		2022-09-21
Maggie Loo		2024-10-01
Tim Simmonds		2022-10-31

**BRIDGES IMPACT FOUNDATION**

England & Wales - Charity number 1129756

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# Accounts

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# Trustees' Annual Report & Accounts

For the year ended  
31 March 2025

[bridgesimpactfoundation.org](https://bridgesimpactfoundation.org)

*Registered Company No. 06864617. Registered Charity No. 1129756*



The year in  
numbers



**8,073**

Total direct beneficiaries from Venture Philanthropy activities<sup>1</sup>

**£4,504**

Matched funding raised by Bridges' employees' charitable endeavours

**650**

Inclusive senior school leaders trained by The Difference<sup>3</sup>

**320,000+**

Attendances of Future OnSide and WEST OnSide by young people to date

**&**

**6,500+**

Active members of Future OnSide and WEST OnSide

**94%**

Beneficiaries attaining specified positive outcomes from Venture Philanthropy activities<sup>2</sup>

**98%**

Of women who accessed Rising Sun's 1:1 counselling felt that it had a positive impact on their recovery

**3 years**

Of funding for an underprivileged student to study a real estate Bachelor's degree

*On the cover: New Reflexions*

*On the front cover: WEST OnSide Youth Zone*

<sup>1</sup> Across The Difference, Rising Sun, Future OnSide and WEST OnSide

<sup>2</sup> Across The Difference, Rising Sun and Future OnSide

<sup>3</sup> Over The Difference's six years of activity



# From our Chair

Philip Newborough

I am delighted to present the Bridges Impact Foundation's 2024/25 Annual Report & Accounts.

The Bridges Impact Foundation ("the Foundation") has had another exciting year. A particular highlight was the continued success of our partnership with OnSide. As Founder-Patrons of the Future and WEST youth zones in London, we were proud to extend our support for a further two years. Another of our venture philanthropy partners, The Difference, which tackles lost learning in England's schools, also continues to scale its activity and impact.

This year, a key theme of our work (as chosen by the Bridges team) has been addressing gender-based violence. Our pilot trial of the "Think Again" programme, run in partnership with Sex Education Forum, is now in its second year, and we are excited by its potential to lead to the UK's first definitive trial of a school-based intervention. We are excited to have begun a new partnership with Killed Women, a campaigning organisation that has already established a powerful voice; while our

partnership with Rising Sun came to a close after a very successful partnership.

Another highlight was seeing our first bursary-supported student from the WCCS programme graduate with distinction and secure her first job. We are delighted to be sponsoring another student on a three-year bursary.

Elsewhere in this report, you can also read about the progress of the Foundation's catalytic investments supporting Social Outcomes initiatives, including our investment into the SDG Outcomes Fund and our three-year grant to the Bridges Outcomes Partnerships platform - part of an effort to create the infrastructure for an impact-driven approach to public services commissioning.

As we look to the future, we are excited to share that the team has chosen 'Tackling Child Poverty' as our new Venture Philanthropy theme; we're currently exploring how we can best support impactful interventions in this hugely important area.

I also want to take this opportunity to extend my deepest gratitude to all our Trustees for their time, effort, and commitment to the Foundation - particularly Victoria Hornby, as she steps down after six impactful years as our Chair. We also thank outgoing Trustees Michele Giddens, Antony Ross, Simon Ringer and Tom Mountford for their valuable service and contributions to the board. Looking ahead, we are delighted to welcome four new Trustees, in addition to myself, appointed over the past year: Maggie Loo, Henry Pepper, Freddie Sexton and Chris West. Their expertise will be crucial as we continue to advance our mission.

Finally, I want to thank the Foundation's Director Barbara Storch, who is doing a brilliant job of engaging the Bridges team and executing the Foundation's mission. I am sure this will help us achieve even more impact in the coming year.



*Philip Newborough, Chair*

# About the Foundation

HIDE OUT  
REMEMBERS



## Objectives and summary of activities

The Bridges Impact Foundation was set up as an independent charity in 2009 with two primary objectives:

1. Incentivise Bridges' mission-driven team through social impact, engagement and philanthropy
2. Achieve impact in line with Bridges' mission through the use of philanthropic capital, supporting projects that fall outside the scope of Bridges' usual investment activity

In addition, the Foundation (originally the Bridges Charitable Trust) has been granted a 'golden share' in Bridges Fund Management Limited ("Bridges"), which allows it to protect the social mission of the business via an ownership stake in the management company. Bridges was launched with a clear remit to raise investment vehicles that target both societal and financial returns; the Foundation effectively has power of veto over any change to this mission.

The Foundation receives an important part of its funding from Bridges' carried interest ("carry") holders, who donate the equivalent of 10% of their carried interest to the Foundation. As well as this direct financial contribution, the team also contributes to the Foundation's success by helping to set overall strategy and, in some cases, through volunteering and *pro bono* support – of both the Foundation itself and some of its beneficiary organisations. Indeed, this team engagement is an essential part of the Foundation's work.

The Foundation's mission statement, which is closely aligned with that of Bridges Fund Management, is: 'To provide catalytic support for innovative solutions that drive better outcomes for underserved people and the planet'. 'Catalytic support' refers to both flexible financial capital and non-financial support in the form of *pro bono* work and volunteering, while 'Innovative solutions' are those that might not fit Bridges' traditional investment risk profile but have the potential to be highly effective. 'Better outcomes' implies meaningful change in a core impact area for beneficiaries that

currently do not receive enough support in that area (viz. 'underserved people and the planet').

The Foundation focuses on three core pillars, whose terminology has been updated to better reflect its purpose:

- > Venture Philanthropy
- > Impact Investment Innovation
- > Bridges Charitable Team Activities

In the following pages, we outline the Foundation's key achievements in each of these three areas during the 2024/25 financial year and highlight the work of the Bridges Impact Foundation U.S., a separate independent 501(c)3 non-profit organisation; registered charity number 81-3815673).

*On the cover: OnSide Youth Zones*

### **Directors**

The Trustees who served during the year were:

- Philip Newborough (Chair) (appointed October 2024)
- Maggie Loo (appointed October 2024)
- Henry Pepper (appointed January 2025)
- Freddie Sexton (appointed January 2025)
- Chris West (appointed September 2025)
- Alex Pitt
- Tim Simmonds
- Lucia Santirso Richards
- Michele Giddens (resigned September 2024)
- Antony Ross (resigned October 2024)
- Tom Mountford (resigned December 2024)
- Simon Ringer (resigned January 2025)
- Victoria Hornby (resigned September 2025)

### **Director**

Barbara Storch

### **Secretary**

Aaron Vagarwal

### **Regulatory Details**

Company Registration Number: 06864617

Registered Charity Number: 1129756

### **Registered Office**

38 Seymour Street

London

W1H 7BP

### **Auditors**

Moore Kingston Smith LLP

9 Appold Street

London

EC2A 2AP

### **Bankers**

The Royal Bank of Scotland International Ltd.

1 Princes Street

London

EC2R 8BP

# Venture Philanthropy



## Supporting OnSide's Youth Zones



The Foundation is a proud Founder Patron of two of OnSide's London-based youth zones: Future in Barking & Dagenham, and WEST in Hammersmith & Fulham.

We are very pleased to have extended our partnership with the two London-based youth zones for a further two years.

OnSide youth zones provide young people with 'somewhere to go, something to do and someone to talk to', 52 weeks of the year. The impact on individuals is significant: 73% of members feel happier about their lives as a result of attending their youth zone, 79% of frequent attendees feel better prepared for the future, over 70% of members consider that they are healthier, and over 96% said that their youth zone had made an impact on supporting them to achieve their goals.

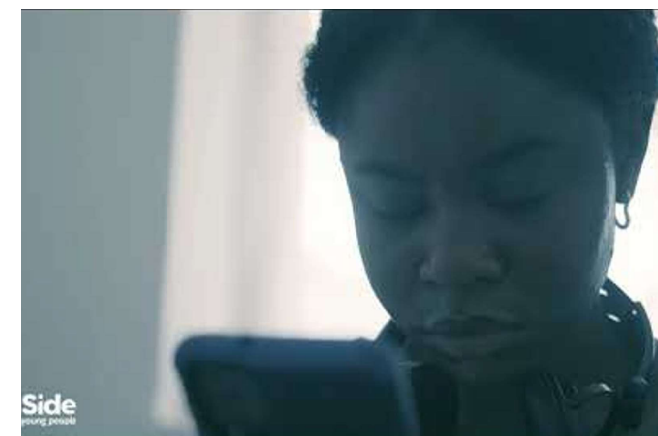
WEST, named 'Where Everyone Sticks Together' by local young people, opened its purpose-built

White City-based facility in March 2024 with a visit from HRH The Prince of Wales. In March 2025, WEST celebrated its first birthday with a 'Wild Wild WEST' themed party for attendees.

Located in the socially and economically polarised borough of Hammersmith & Fulham, WEST is part of an innovative education hub called 'EdCity' developed by the education charity, Ark. Youth poverty in some of the surrounding wards ranges from 35-53% (compared to a national average of 30%). Since opening a year ago, WEST already has over 3,100 members.

Future now has over 3,500 members and has provided its services to over 17,265 members since opening in 2019. This year was the second year of it operating under its new strategy, 'Our Future is Bright', which will carry through to 2026, focusing on three core areas: Young People, Team & Culture, and Sustainability.

Making use of Bridges' Volunteering Policy, a number of the Bridges team have volunteered to support and engage with members of Future on Friday afternoons and during Holiday Camps. On these occasions, the team has spent time supporting and leading sessions in



*Video: OnSide's 'But when I'm here' video highlights their transformative impact on children and young people*

*On the cover: Rising Sun*

sports, arts & crafts, cooking and more, alongside mealtimes and general breaks. All of the Bridges volunteers thoroughly enjoyed spending time with the young people at the OnSide centres.

The Bridges team was able to spend its Team Day at WEST this year. Members of Bridges Fund Management, Bridges Outcomes and Bridges Impact Foundation spent the morning listening to presentations and taking part in

discussions about the activities of the past year and future strategies, before engaging with some of the young people and volunteers of WEST to spend an afternoon playing sports and taking part in a range of creative activities with support from the OnSide team at WEST.



Above: Statistics from OnSide Youth Zones' [website](#)



Top: The WEST OnSide Youth Zone in Hammersmith & Fulham

Left: The Future OnSide Youth Zone in Barking & Dagenham

Right: WEST celebrated its first birthday with a 'Wild Wild West' themed party

# Supporting The Difference

The Difference exists to tackle the social injustice of lost learning in England's schools. Their focus is whole-school inclusion, such that all staff support the learning, wellbeing and safety needs of all children so that they belong, achieve and thrive.

We were delighted to have The Difference join us for a Bridges Team Lunch in April, when



Above: School children in class (The Difference)

colleagues had the opportunity to hear about the evolved model, and engage in a discussion about their important work.

## People:

The original programme's final cohort is finishing their last year. This group's focus is on implementing inclusive change practices in three areas: attendance, re-integration and reducing of harmful and abusive behaviours. This programme was set up to create a movement of school leaders committed to transforming inclusion in schools. Over five years, 84% of The Difference Leaders have progressed in their careers, and 62% have returned to mainstream schools from alternative provision placements to implement learnings from the programme.

The new whole-school programme is called The Difference Schools Partnership, and it launched successfully in September 2024 in 12 schools

across the country (primary, secondary and alternative provision schools). It was informed by learnings from The Difference Leaders Programme: working with Headteachers is key, and individual schools can have outsized impact on education policy. The programme

80%

of Inclusive Leadership Course participants say our training helps de-escalate incidents in their schools

75%

report improved outcomes for vulnerable students

80%

of leaders used our course learnings to deliver CPD in the same year for their team, school staff, school groups, or across their multi-academy trust

89%

of leaders plan to use our course learnings to make changes in their school during the next academic year

Above: Statistics from The Difference's [website](#)

has evolved from leadership training for teachers to leadership training for school leadership, and now also accounts for improvement of pupil-level lost learning. Each of the 12 schools has taken part in four training sessions and had at least two in-school implementation visits. 70% of the schools (compared to the target 50%) have seen increased attendance and reduced suspensions.

The Inclusive Leadership course saw a record number of participants signed up (181) for the September 2024 course

*Below: Statistics from The Difference's [website](#)*

## Policy:

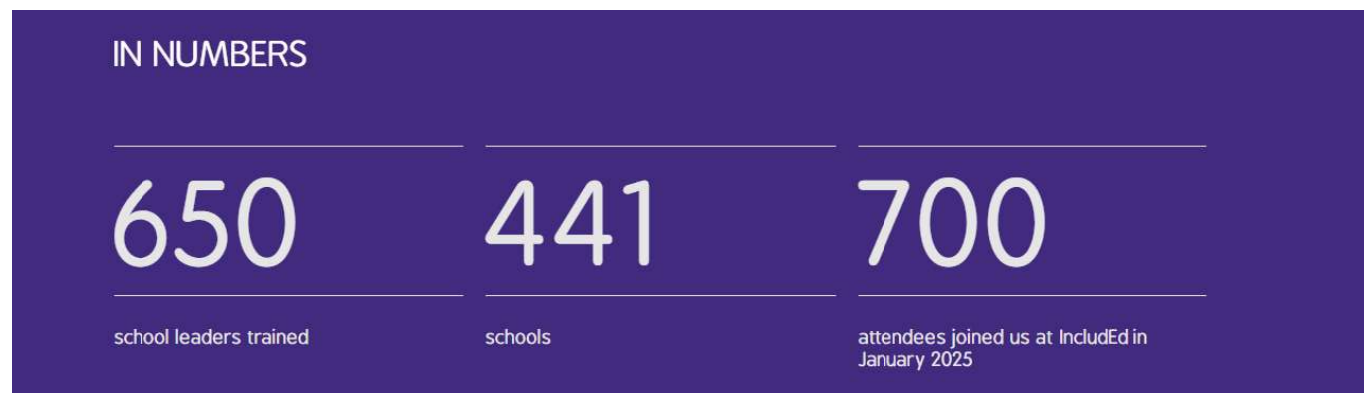
The Difference has conducted research into what makes Internal Alternative Provision effective. It has published '[What Works: Four Tenets of Effective Internal Alternative Provision](#)', together with the National Network for IAP.

The 'Who is losing learning' coalition has published a [solutions report](#) in March 2025. The coalition includes IPPR (the Institute for Public Policy Research), Mission 44, Impetus and The Difference. It sets out ten recommendations to deliver whole-school inclusion.

## Practice:

The Difference is working to disseminate its work and scaling its practice. Its annual conference was well attended with an audience of over 350, and their IncludEd conference in January drew an audience of 700 attendees.

*Below: The Difference*



# Developing gender-based violence prevention via Think Again

Think Again is a two-year pilot trial of a new school-based intervention to prevent dating and relationship violence ("DRV") and gender-based violence ("GBV"). If successful, this could lead to the UK's first definitive trial of its type.

The purpose of the pilot trial is to test the feasibility and fidelity of the intervention, and determine whether the intervention is acceptable to progress to a full Randomised Controlled Trial.



*Photo: Adobe Stock*

The pilot trial was developed by Prof. Chris Bonell, School of Hygiene and Tropical Health and Prof. G.J. Melendez-Torres, University of Exeter.

The classroom-level programme was designed by the delivery partner Sex Education Forum, a leading UK charity which works to ensure that all young people can get high-quality Relationship and Sex Education. They trained teachers to deliver at least five sessions across an academic year to Year 9 students, designed to de-stabilise DRV/GBV behaviour and normalise prosocial relationship behaviour.

Alongside the classroom sessions, Student-Staff Action Groups were created with the aim of gaining pupil input into whole-school awareness of DRV/GBV. Using a manual, the action group draws on the assessment of school capacity and needs to implement a school-level strategy for the prevention of DRV and GBV.

*Below: Sex Education Forum is providing specialist educational provision*



The pilot trial has now entered its second year, offering the programme in four schools to approximately 600 Year 9 students.

The programme was mentioned in the Evening Standard campaign in June 2024, 'Show Respect', its campaign to tackle sexist abuse in schools.

The Foundation is funding the optimisation and delivery costs of the study, while the Ending Youth Violence Lab is funding the evaluation costs of the scheme.

# Supporting Killed Women's campaigns for women killed by gender-based violence

**Killed Women**

In October 2024, we added Killed Women as one of our charity partners in our focus area of gender-based violence. The organisation campaigns for better protection of women, justice for victims and improved support for bereaved families, in particular children whose mothers have been killed.

A woman is killed by a man every three days in the UK. Killed Women believes that the families of women killed by domestic violence should be central to policy-making, and the charity aims to put the voice of families at the centre of the fight to tackle violence against women and girls.

While researching advocacy organisations in the field, Killed Women, despite being a very young organisation (founded in December 2022), stood out with high profile campaigns and successful access to policy makers. The group has an authority and legitimacy that gives it agenda setting power and influence.

We are very much looking forward to continuing to work with Killed Women on their crucial campaigning and advocacy work.



Above: Killed Women's Network held a vigil for victims of gender-based violence in Parliament Square (The Guardian / Sarah Lee)



A woman is killed by a man every three days

Video: Killed Women campaigns for better protection of women, justice for victims of gender-based violence and improved support for bereaved families

## Supporting underprivileged students

Having worked closely with the Inclusion Working Group established by the team at Bridges, the Foundation has explored practical ways in which it can support efforts to create a more diverse, inclusive and equitable culture within the industry.

One of Bridges' specialist investment areas is in real estate, one of the least diverse sectors in



*Photo: Adobe Stock*

the UK. Only 27% of employees in the real estate industry come from a lower socio-economic background. So we are delighted to be sponsoring a second student on a multi-year bursary programme run by the Worshipful Company of Chartered Surveyors ("WCCS").

The WCCS programme supports underprivileged students studying a real estate degree, both financially and through mentoring and work experience opportunities.

The Foundation's first bursary student graduated with distinction in December 2024 from Manchester University, and has now started her first job in London. We are so excited for her, and delighted that the bursary has been able to play a role in her success.

We are now sponsoring another student on a three year bursary programme, studying for a real estate degree. In addition to the financial support and mentoring from colleagues in our

property team, we provided the student with an internship at our offices last summer.

We are keen to improve access to opportunity in the surveying and real estate industry, and hope that this programme, and others like it, will help to attract a broader range of talented people into the sector.

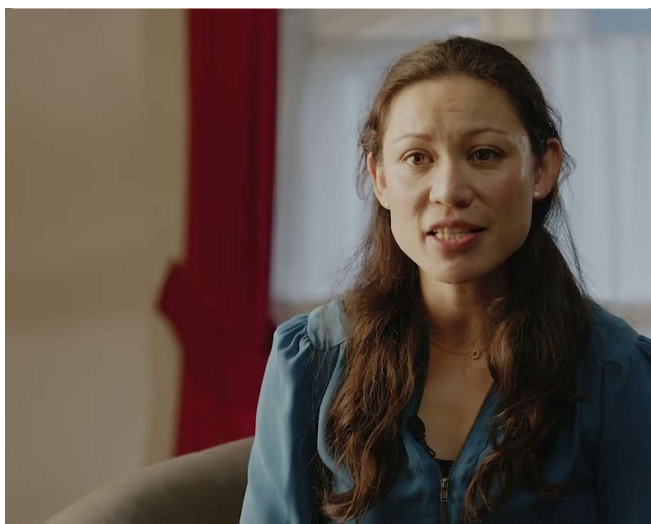


*Photo: Adobe Stock*

# Supporting victims of domestic abuse via Rising Sun

This year marked the end of our partnership with Rising Sun. During this period they have gone from strength to strength, achieving various forms of recognition:

*Video: Rising Sun CEO Fran Ellis outlines the charity's work supporting women and children affected by domestic abuse*



- › Rising Sun won the 2024 GSK Impact Award for outstanding contributions to improve UK health and wellbeing, for their work in supporting the recovery of survivors of domestic abuse across east Kent.
- › Rising Sun was chosen by Women's Aid to host Jess Phillips MP, Home Office Minister for Safeguarding and Violence Against Women and Girls, to discuss new government measures to improve the police response to domestic abuse, and so she could hear first-hand from members of Rising Sun's Survivor Forum and frontline staff.
- › Our *pro bono* support for the organisation helped strengthen their HR and finance function. We also supported their impact and performance management approach, as well as providing feedback on how to approach and attract more corporate funders.



**98%**

**of women who accessed our 1:1 counselling felt that the weekly sessions had a positive impact on their recovery as they were supported in coming to terms with and coping with the impact of domestic abuse.**

**95%**

**of women who received 1:1 support in the community increased their understanding of domestic abuse and felt better able to recognise healthy and unhealthy relationships in the future.**

**100%**

**of parents of 5-11 year olds felt that mentoring support had a positive impact on their child through improving their resilience, confidence, relationships, emotional wellbeing and recognising that they have a choice.**

*Above: Statistics from Rising Sun's [website](#)*



Impact  
Investment  
Innovation

## Supporting the evolution of the Inclusive Growth Fund

The Foundation was an anchor investor in Bridges' pioneering patient capital vehicle (previously Bridges Evergreen Capital), which has now been re-named the Inclusive Growth Fund ("IGF"), to reflect the team's focus on socially impactful UK businesses that are helping to build a more inclusive economy.

Within this theme, the fund targets three key areas: physical health, mental health and economic inclusion.

There are many areas where impact-led business can play an important role in delivering better social outcomes. However, companies tackling challenges of this kind often find it hard to access the values-aligned capital and support they need to scale. With its more flexible, more patient approach, IGF is designed to be the investment partner of choice for these businesses – enabling them to achieve their growth ambitions and thereby deliver more impact.

IGF's most recent investment is Alina Homecare, a leading UK provider of at-home care for vulnerable elderly people. Since 2014, the business had been owned by Bridges' Sustainable Growth Fund, which has now exited its investment to the Inclusive Growth Fund. Alina has become a market leader in its field, delivering over 1.1 million hours of care to more than 1,300 people across the South of England last year. The company is committed to high-quality care, with 100% of its branches rated "Good" or "Outstanding" by the Care Quality Commission. This success is possible thanks to its highly engaged workforce and strong employee value proposition, which includes good pay, training and opportunities for career progression.

IGF is supporting Alina's existing management team, led by CEO James Deeley, to help the company achieve further organic growth. The investment will also help deepen Alina's focus on delivering high-quality outcomes for the UK's

elderly population, which is expected to grow significantly in the coming years.



*Video: Alina Homecare provides personalised in-home care services for elderly individuals*

*On the cover: Wecyclers (a Bridges Outcomes Partnerships ("BOP") investment)*

Another of IGF's core investments is New Reflexions, a sector leader in high-quality therapeutic care for young people. There are 8,600 children in residential care across England, and there is a clear need for high-quality local providers. New Reflexions provides integrated education, therapy and care to young people with highly complex needs. The business



*Video: New Reflexions provides integrated education, therapy and care to young people with highly complex needs.*

continues to scale, opening the Fitzroy Main House in early 2025 and progressing plans to open a new school and two adjacent homes in Cumbria later in the year. The leadership team was strengthened with the appointment of David Jenkins as CEO in December 2024, and the business continues to deliver exceptional quality, with 100% of its eligible services now rated by Ofsted as "Good" or "Outstanding."

IGF's other significant portfolio investment is the Ethical Housing Company ("EHC"), which is addressing the critical shortage of decent, affordable housing. With a mission to provide homes for rent in Teesside, the Ethical Housing Company now owns 99 properties. The company's focus is on helping vulnerable populations: of the new tenants in the year, 57% were homeless, previously homeless, or at risk of homelessness at the time of application.

The company's reputation and partnership with Middlesbrough Council has culminated in an exciting bilateral project to acquire, refurbish, and transform a pipeline of over 300 empty homes over the next five years. This

collaboration will help EHC increase its supply of homes and contribute to the regeneration of some of the most deprived areas in Teesside.

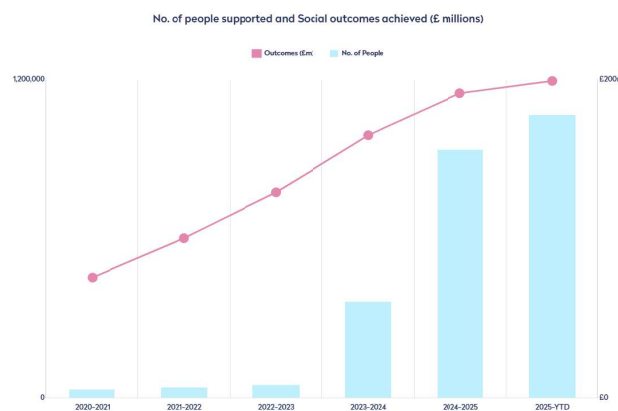
Investments like these have demonstrated the need for a more patient, more flexible funding solution for businesses that are trying to tackle difficult social challenges in the UK. The team's interactions with potential investees also continue to underline the market demand for the values-aligned capital and impact insight the Bridges team can provide.

The Foundation is looking forward to seeing how the Inclusive Growth platform continues to evolve in the coming years. In addition to its ongoing collaboration with Bridges' in-house impact and value creation specialists, we are particularly excited by the potential for IGF to work with and learn from Bridges' Outcomes Partnerships team, which (also with support from the Foundation) has established itself as a world-leader in delivering meaningful, long-term social impact.

# Scaling Outcomes Partnerships

## Supporting Bridges Outcomes Partnerships

This year, the Foundation entered year two of our three-year grant to Bridges Outcomes Partnerships ("BOP"). BOP is part of the Bridges platform and is a not-for-profit social enterprise.



Above: Part of BOP's new dynamic impact data dashboard

BOP works with partners to create people-powered partnerships that deliver better outcomes for people and the planet.

With grant funding from the Foundation, BOP aims to:

1. Create a data-enabled digital infrastructure and live Impact dashboard, which can demonstrate 'the art of the possible' when people-centred data and insight is central to delivering public services.
2. Work closely with partners and policymakers to help create changes in funding and contracting for human services - enabling more long term, person-centred and preventative approaches.

To date, BOP's pioneering outcomes activity has achieved over £199m worth of outcomes for over one million people globally, delivering c.£1.3bn of public value in the UK.

In July, the Foundation was very pleased to hear that the UK Government was launching a £500 million Better Futures Fund, an outcomes payments fund spanning ten years. This will be the largest fund of its kind globally and reinforces the importance of this way of working, of which BOP has been a pioneer for over ten years.

Using outcomes-based contracting, BOP facilitates and delivers personalised, place-based support for people facing multi-faceted challenges - achieving better outcomes for such individuals and better value for commissioners. For example, when compared to pay-for-inputs approaches, outcomes-based family therapy delivers an average 25% better outcomes for 80% more families at 20%-50% lower cost per family, keeping more children safely out of care.

Last year, the Foundation provided grant support towards the set-up of the SDG Outcomes Fund - a strategy dedicated to

supporting efforts to achieve the UN Sustainable Development Goals ("SDGs") - alongside UBS Optimus Foundation. This year, we have invested US\$150,000 to help the fund continue its commitment to supporting outcomes-based commissioning in developing countries. This first-of-its-kind vehicle invests in Development Impact Bonds and other outcomes-based partnerships globally, in order



*Above: Wecyclers, an outcomes-based project tackling plastic waste pollution in Nigeria while providing decent jobs; part of the SDG Outcomes Fund*

to generate positive impact for those who need it most in areas such as health, education, employment, livelihoods and the environment.

## Supporting the Malaga Does Not Expire Social Outcomes Partnership

The Foundation has become a social investor in the Málaga No Caduca, (Malaga Does Not Expire) Social Outcomes Partnership. This is the first ever Social Outcomes Partnership in Spain. It is made up of three different contracts related to:

- › Reducing food waste within the hospitality sector in Malaga, and redistributing the food to foodbank beneficiaries
- › Person-centred employment support for foodbank beneficiaries, including employability support, access to training, and job search
- › Reducing loneliness for over-65-year-olds

The Foundation will be supporting the employment contract, together with the

delivery organisation Arrabal, the coordinator Upsocial, and three other social investors: BNP Paribas, Creas, and Open Value Foundation. The Social Outcomes partnership is expected to launch before April 2026; and through the employment contract, 2,500 people will be supported to access employment opportunities across five years.



*Video: The Bridges Impact Foundation has become an investor in the Málaga No Caduca, (Malaga Does Not Expire) Social Outcomes Partnership*

## Highlighting The Turner MIINT programme

The past year has been one of significant change and growth for the Turner MIINT (MBA Impact Investing Networking and Training) programme. This experiential impact investing course, founded by Bridges' Brian Trelstad in 2011, has entered a new era with a shift in its leadership structure.



*Above: Turner MIINT 2025 winners from the University of Texas at Austin McCombs School of Business.*

The programme, which provides graduate students with hands-on impact investing experience, is now being co-produced by the Impact Capital Managers ("ICM") Institute and Wharton Impact. This new partnership will continue to build on the foundation laid by the Bridges Impact Foundation US\*, which previously managed the programme.

The MIINT has now provided over 5,500 alumni from more than 35 top programmes across six countries with invaluable experience. Students are guided through a curriculum of teaching and mentorship, culminating in a competition where they pitch a real-life impact start-up for a potential US\$50,000 investment. This hands-on approach has been highly effective in launching careers in impact investing.

The programme remains committed to its mission of encouraging talented young people to enter the world of impact investing.



*Above: Participants pitch their chosen companies*

*\*Bridges Impact Foundation U.S. is a U.S.-based 501(c)3 nonprofit organisation, EIN 81-3815673*

## Spotlight: Interview with Brian Trelstad

*Brian is a Partner at Bridges, a director of Bridges Impact Foundation U.S. and a Senior Lecturer at Harvard Business School*

**The Turner MIINT programme has become indispensable for aspiring impact investors. Where did the original idea come from?**

While I was at Acumen Fund, I was asked to serve on the Investment Committee for the student run Social Venture Fund at the University of Michigan's Ross Business School. That planted a seed. Soon after, interns from Wharton and Harvard came to me, expressing a desire to have similar hands-on programmes at their own schools.

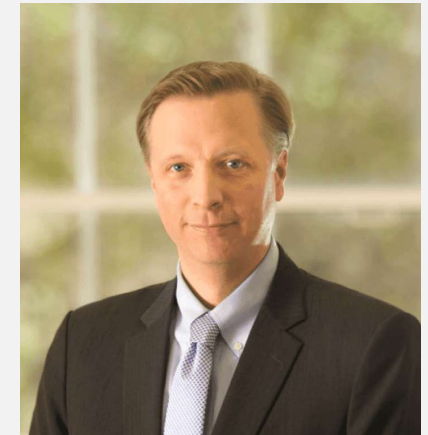
I suggested that instead of trying to help each school set up its own isolated fund, we use US\$50,000 from Acumen Fund to have a

cohort of students from multiple schools find, vet and present early-stage companies in the U.S. for a potential investment. It worked incredibly well and was a valuable learning experience for the students.

**How did the Bridges Impact Foundation come to be involved, and how has the program evolved since?**

When I joined Bridges Fund Management in 2012, we were able to formalise and scale the programme. In the 2013–2014 academic year, we collaborated with Wharton Impact to officially co-produce the MIINT programme and expand its reach. In 2017, Bridges created Bridges Impact Foundation U.S., which then took over co-production of the programme alongside Wharton.

We've seen incredible growth. We quickly expanded from ten schools to most of the top 25 U.S. business schools, and then internationally, bringing in top



European business schools as well. We now have 35–45 schools participating annually, with approximately 500 students going through the training each year. Around 150 students attend the finals every April at Wharton.

The curriculum has also evolved to focus on the essential components of impact investing: investment thesis, sourcing, due diligence, understanding impact, and evaluating the terms of the investment itself.

### **Can you describe the core experience for a student? And how does it benefit their careers?**

Students complete an online course that covers all the steps of the impact investment process. They also benefit from mentorship with both past MIINT alumni and current industry professionals, giving them access to a 5,000+ alumni community.

The programme culminates in the student investment competition: teams present their diligence on a selected company to an Investment Committee, which consists of leaders in impact investing and venture capital. The winning team secures an investment of up to US\$50,000 for their chosen company, and there is a prize for the best due diligence, and a newly named Bridges Impact Foundation U.S. prize for the best impact analysis.

Students consistently report that MIINT is one of the most valuable parts of their graduate school experience. Several thousand students have completed the programme, and many have secured jobs in the impact investing field.

### **Who are some of the key individuals behind the programme's growth?**

This programme was built with the help of so many people. Our Steering Committee has guided strategy and curriculum from the very beginning. Key individuals like Tasha Seitz, Eduardo Medeiros, Brian Walsh, Jennifer Walske, Lissa Glasgo and Radhika Shroff have been critical in shaping and curating the program.

Of course, the financial support has been transformative. Ron Moelis and the Moelis Family Foundation have invested over US\$1 million in the winning companies. More recently, the generous US\$2.5 million

charitable naming gift from Lauren and Bobby Turner to Wharton – which led to the programme being renamed as Turner MIINT – has solidified the programme's long-term sustainability and prestige.

On the ground, the current leadership at Wharton – Witold Henisz and Sandi Hunt – are doing incredible work, building on the foundation laid by past team members like Katherine Klein, Nick Ashburn and Jacob Gray, our original partner at Wharton Impact. And I must also recognise Adwoa Asare, who has been an invaluable staff lead for the Turner MIINT since she joined the Foundation in 2019.

### **It was announced recently that the ICM Institute will be taking over the Foundation's co-producer role. What's the rationale behind this?**

This is an exciting step for the future. Bridges Impact Foundation U.S. has played a catalytic role in helping the programme achieve global

scale. But to realise the MIINT's full potential as a talent pipeline for the industry, we felt it needed a more formalised connection to the broader impact investing ecosystem.

The Impact Capital Managers ("ICM") network members have always been involved, serving as mentors to campus teams and judges at the finals; while many MIINT participants have gone on to become Mosaic Fellows (the ICM talent programme) and/ or associates at ICM member funds.

This transition, which began with the 2025-2026 academic year, will have ICM's research and field building Institute work alongside Wharton Impact to shape the curriculum, oversee operations and set the strategic vision for the Turner MIINT's next 15 years. It's the next step in solidifying the programme's role as the premier talent pipeline

### What are the main challenges ahead as the programme enters this new chapter?

We think there are three key challenges:

1. Finding better ways to connect the thousands of students who have gone through the programme, to fully realise the 'network' aspect of MIINT.
2. Expanding to more campuses and regions, particularly in Asia and Latin America, while ensuring the quality of the training remains high.
3. Balancing in-person and virtual components, particularly for regional finals, to ensure access and reduce travel requirements.

The journey from an idea at Acumen Fund to today's Turner MIINT has been incredibly rewarding, and we're proud of the role that Bridges Impact Foundation U.S. has been able to play. Now I'm excited to see how this transition to the ICM Institute can further cement the programme's role in shaping the future of impact investing.



# Bridges Charitable Team Activities

## The Matched Giving Facility

This facility encourages Bridges employees in their own philanthropic activities by matching their individual fundraising contributions to the cause of their choice by up to £1,000 per year. There were six in the year, with a subsequent donation of £4,504 - bringing the cumulative matched giving total since the charity's inception to £81,096. Matched funding has also been introduced for employees of Bridges Outcomes Partnerships this year.



*Above: Volunteers from Bridges visited the Sunnyside Rural Trust*

*On the cover: Lifted (a BOP investment)*

## Volunteering at Sunnyside Rural Trust

In March, a group of volunteers from Bridges visited the Sunnyside Rural Trust in Hemel Hempstead, to which the Foundation had previously made a donation after hearing about the Trust's amazing work. The Trust offers training and work experience for over 170 vulnerable people in the local community, helping them to acquire skills in horticultural activities, looking after animals and selling produce in the farm shop.

The volunteers helped with projects including sinking fence posts for goat climbing frames, building chicken coops and digging a path – all of which supported the Trust's operational capacity and enhanced its facilities. The volunteers really enjoyed learning more about the Sunnyside Rural Trust and the valuable work it does to support people with learning disabilities.

This initiative reflects the Foundation's commitment to supporting impactful charitable

organisations and activities, while also encouraging employee engagement in charitable work through its volunteering programme.

## The Benevolent Fund

The Foundation's Benevolent Fund was launched to provide short-term financial support grants to members of the broader Bridges network who find themselves in difficult circumstances. £5,000 is allocated to this fund annually, there were no requests in the year. The total spend to date since the charity's inception remains at £20,408.

## The Donor-Advised Pool

The Foundation continues to encourage the use of its Donor-Advised Pool, a pool of funds representing 20% of the carry donations made from each Bridges carry holder, who can request that these amounts be donated to charitable causes of their choice. In total, 19 requests were made during the year, totalling £28,787 (2024: £6,950). The balance at the year end was £139,189 (2024: £167,976).

# Regulatory Disclosures



## Future Plans

The Foundation will continue to focus on its three core strategic pillars in the coming year:

- > [Venture Philanthropy](#)
- > [Impact Investment Innovation](#)
- > [Bridges Charitable Team Activities](#)

We are also expanding our work in key ways:

### Venture Philanthropy

Our venture philanthropy focus areas are determined by democratic vote every three years among all our colleagues at Bridges Fund Management and Bridges Outcomes Partnerships.

In spring 2025 we went through a new voting process, and have chosen 'Tackling Child Poverty' as our new theme. We are very excited to explore this hugely important topic to determine which interventions may benefit most from our support.

### Impact Investment Innovation

Bridges Impact Foundation has a long history of supporting outcomes-based contracts and partnerships, from its investment in the first ever outcomes contracts (via the Social Entrepreneurs Fund which it catalysed), to support for Bridges' first dedicated outcomes fund through the Social Impact Bond Fund; to

its investment in the Village Enterprise Development Impact Bond; to its provision of grant funding to the SDG Outcomes Fund.

The Foundation is also looking forward to seeing how the evolved Bridges Inclusive Growth Fund develops in the coming years, with its renewed focus on partnering with highly impactful, socially-focused UK companies.

The Foundation continues to explore further opportunities to support efforts to catalyse direct and systemic impact across a range of organisations, channels and financial vehicles.

# Financial Review

## Fundraising

The current Bridges team, as well as some former Bridges employees that have now moved on to other workplaces, have committed to donate a portion of their carried interest to benefit the Foundation.

There were carry donations of £646,012 in the year to March 2025 (2024: £152,373). There was £212,168 of gift aid income in 2025 (2024: £nil).

As the economy continues to recover from the impact of Covid-19 and broader macroeconomic headwinds, transaction activity across the Funds in which the Foundation is invested has picked up, leading to an increase in portfolio exits. These exits are expected to generate a steady and growing funding stream for the Foundation as the Funds continue to realise value from their investments over time

## Investments

Bridges Social Entrepreneurs Fund LP ("SEF") made no drawdowns in the year (2024: £nil).

The Foundation's commitment is fully drawn; the Fund has come to the end of its life and is now in liquidation. There were no distributions in the year (2024: £nil).

There is one remaining investment in SEF, with proceeds expected to be distributed to the Foundation once the Fund is fully liquidated, subject to sufficient cash remaining as distributable after settling all Fund-related costs. The Net Asset Value of SEF at the year-end was £35,313.

Bridges Inclusive Growth Fund ("IGF") made drawdowns of £41,472 in the year (2024: £nil) and distributions of £2,001,581 were made during the year to March 2025 from IGF, following the restructuring of the open-ended Bridges Evergreen Capital vehicle into a closed-ended Fund. Of this, £1,801,031 is a recallable distribution, meaning IGF can recall this capital to be re-invested into the Fund. As a result, the

net distribution received by the Foundation was £200,550 (2024: £128,256). The Net Asset Value of IGF at the year-end was £1,380,740.

As at 31 March 2025, £27,161,735 had been drawn down from investors since the commencement of IGF on 6 July 2016, against £66m total commitments. This represents 41% of current commitments, and to date has been used to fund investments into Alina Homecare, New Reflexions, Shaw Healthcare, the Ethical Housing Company, Skills Training UK and AgilityEco, as well as Priority Profit Share and other fund expenses.

Governance costs for the Foundation were £21,212 compared to £16,331 from the prior year. Administration and investment services are performed by Bridges Fund Management Limited on a *pro bono* basis. It is not possible to quantify the value of this work.

## Public Benefit

The Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard for the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under that Act, including the guidance 'public benefit: running a charity (PB2)'.

The Trustees consider that the activities of the charity provide significant public benefit, in a number of important ways.

By acting as the original cornerstone investor in the Bridges Social Entrepreneurs Fund, which in turn co-invested alongside the Bridges Social Impact Bond Fund, and more recently by investing in the Bridges Inclusive Growth Fund, the Foundation has helped to channel capital to innovative and ambitious social sector organisations looking to create long-term, sustainable impact at scale.

The ongoing work of the Bridges Outcomes team to build capacity in the social outcomes market also has significant potential to improve public sector services, both in the UK and beyond, by delivering better outcomes and better value for the public purse.

The Matched Giving facility amplifies and thus incentivises individual charitable fundraising by members of the Bridges team.

The Foundation does not engage in fundraising activities and no donations are sought from the public. The Foundation does not use third-parties to assist with fundraising and the Foundation received no complaints in this year regarding its fundraising practices.

# Relationship with Other Entities

## Bridges Fund Management Limited

Bridges Impact Foundation is connected to Bridges Fund Management Limited ("Bridges") by virtue of the fact that it holds B ordinary shares in the company. While the Foundation is classified as a controller of Bridges Fund Management from a regulatory standpoint, it does not exercise significant control or influence over the company. This is primarily due to its holding of B ordinary shares, which are non-voting except in specific circumstances where changes to the Bridges' mission are proposed. Under the terms of Bridges' Articles of Association, it has no right to any of the profits or losses of the company even in the event of a sale or liquidation (only to capital).

The Foundation occupies office space and shares management personnel with Bridges. In addition, Bridges is the appointed manager to the private funds in which the Foundation has

invested. The Foundation benefits from its relationship with Bridges Fund Management, for which it is not charged. The Foundation is administered by the staff of Bridges, who support it by offering time, resource and support to charitable activities.

Founder Trustee Michele Giddens, who also served as a Director of Bridges Fund Management, stepped down during the year. Philip Newborough, who is Co-founder & Chair of Bridges was appointed as Founder Trustee and assumed the role of Chair. In addition, Freddie Sexton and Lucia Santirso Richards continued to serve as employees of Bridges. Henry Pepper and Maggie Loo are also employees of Bridges and were appointed as Trustees during the year. Aaron Vagarwal is an employee of Bridges and acts as trust secretary.

## Bridges Outcomes Partnerships

Bridges Outcomes Partnerships ("BOP") is a not-for-profit social enterprise within the Bridges Group, dedicated to improving outcomes for citizens and delivering greater

value for society. BOP supports social outcomes partnerships that work to improve people's lives, and has demonstrated world-class delivery while helping to build a sustainable outcomes-focused market.

However, scaling this approach remains challenging due to limited funding, difficulties in procuring enabling infrastructure and a lack of high-quality data. The Foundation's grant is helping BOP address these barriers by supporting key objectives including, influencing the allocation of public spending, improving procurement and funding processes to prioritise impact, and strengthening the availability and use of robust data to enhance the effectiveness of spending - particularly across human services and environmental initiatives.

## Bridges Social Entrepreneurs Fund LP

Bridges Social Entrepreneurs Fund LP ("SEF") was constituted under a limited partnership agreement. It attracted funding that was invested in social enterprise initiatives with strong potential philanthropic benefit.

The general and controlling partner of SEF was Bridges Social Entrepreneurs Fund (General Partner) Ltd, a wholly-owned subsidiary of Bridges. The investments of SEF were managed by Bridges. The investors in SEF, including the Bridges Impact Foundation, were members of SEF's advisory board, whereby the Manager updated the investors on the Fund's progress.

The investment period of Bridges Social Entrepreneurs Fund LP ended in 2016; the Fund's term was due to expire in 2019, but this was subsequently extended to August 2021, so Bridges could continue driving impact and financial value in the remaining assets. The Fund is now in liquidation and is expected to be wound up following the exit of its final investment.

## Bridges Inclusive Growth Fund LP

In August 2024, Bridges Inclusive Growth Fund LP, previously Bridges Evergreen Capital LP, received Special Investors' Consent for a restructuring of the Fund to allow for its conversion into a closed-ended vehicle and the

adoption of an amended Limited Partnership Agreement ("LPA"). The adoption of the amended LPA and restructuring steps formally took place in September 2024 but by agreement took effect from 1 April 2024.

The Fund is focused on investing capital to support the growth of UK-based mission-led businesses and organisations that deliver positive social impact and, in close alignment, commercial success. The investments of Bridges Inclusive Growth Fund LP are managed by Bridges. The investors in the Fund, including the Bridges Impact Foundation, are members of the Fund's Investors' Committee where the Manager updates the investors on progress to date and future plans for the Fund.

## Bridges Impact Foundation U.S.

Bridges Impact Foundation U.S. is a U.S.-based 501(c)3 nonprofit organisation, and an independent organisation. The Foundation has regular updates with this entity, as we look to collaborate on opportunities where possible.

## SDG Outcomes Fund SCSp

Bridges Outcomes Limited acts as the portfolio manager for the SDG Outcomes Fund SCSp ("the Fund"), the first vehicle of its kind dedicated to creating social and environmental outcomes through projects focused on health, education, women's economic empowerment and the environment to benefit the world's most vulnerable populations.

The Fund aims to achieve direct impact through potential positive outcomes estimated to be worth more than \$250m. The Fund also aims to achieve systemic impact by transforming the way donors commission and fund services for vulnerable people, as well as transforming the ecosystem of delivery partners, improving outcome payer engagement by achieving more outcomes and better value for money, and increasing the availability of more flexible, impact-focused capital through the establishment of a broader investor base.

# Organisation and Appointment of Trustees

The Foundation is administered by the Board of Trustees.

The Trustees ensure that the Foundation is carrying out its purposes for the public benefit, that it manages its resources responsibly, and that it is fully accountable and compliant with the law.

The Foundation's Board is comprised of elected employee representatives from Bridges Fund Management, senior Bridges partners, and independent Trustees. There must be at least four Trustees and no more than ten in office at any given time.

We are delighted to welcome Philip Newborough as the new Chair of Bridges Impact Foundation. As a co-founder and Executive Chair of Bridges Fund Management,

his extensive experience will be invaluable in advancing the work of the Foundation in the coming years.

In September 2024, Michele Giddens stepped down as Founder Trustee, while Antony Ross stepped down as a Trustee in October 2024. Tom Mountford resigned in December 2024. Simon Ringer stepped down in January 2025, and Victoria Hornby resigned as Chair in September 2025.

Henry Pepper and Freddie Sexton were appointed as new Bridges Trustees in January 2025, joining Lucia Santirso Richards and Maggie Loo, who was herself appointed in October 2024.

Alex Pitt and Tim Simmonds continued to serve as independent Trustees throughout the year.

Independent Trustees are appointed by a resolution of the Board of Trustees and serve for three years, at which point they can be reappointed for a further three-year term.

Alex, the co-founder and Director of Growth at Mustard Seed, an early-stage generalist impact fund, has served as an independent Trustee since 2020. Tim, a partner at law firm Osborne Clarke, has served as an independent Trustee since October 2022. Chris West, former Director of the Shell Foundation, was appointed as a new independent Trustee in October 2025.

As part of its commitment to best practices in governance, the Foundation periodically reviews its policies and procedures to ensure they meet the highest standards. In 2024, the Foundation conducted a governance review, resulting in several areas of enhancement. These ongoing improvements reflect the Foundation's dedication to upholding high standards in governance and accountability.

## Trustee Induction and Training

New Trustees of the Foundation take part in a mandatory induction meeting to understand their legal obligations as a Trustee under charity law. Trustees who are not employees of Bridges Fund Management Ltd are also briefed on the

company's activities and philosophy, governance, decision-making process, and recent financial reports.

All Trustees are invited to join a meeting of the Bridges Inclusive Growth Fund advisory board (and previously the Bridges Social Entrepreneurs Fund advisory board) as part of their induction and training.

All Trustees are encouraged to undergo external training that can better inform them of their role as Trustee or enhance their expertise/skills, so they can better contribute to the work of the Foundation.

## Other Key Personnel

Barbara Storch is Director of the Foundation: she is responsible for developing and directing strategy for the deployment of the funds of the Foundation on a day-to-day basis.

Aaron Vagarwal is Secretary of the Foundation, and oversees the Foundation's regulatory compliance, financial reporting and audit.

## Risks and Risk Management

The key risks faced by the Foundation relate to the performance of funds managed by Bridges Fund Management.

The value of the Foundation's investment in SEF, and its investment in Bridges Inclusive Growth Fund, may rise or fall depending on the performance of the companies in which these funds choose to invest.

Equally, an important funding stream for the Foundation derives from the Bridges Fund Management team (both past and present), who have committed to donate the equivalent of 10% of their individual 'carried interest' (profits) arising from the funds managed by Bridges Fund Management to the Foundation. If the funds fail to generate carried interest, the funding of the Foundation will be adversely affected.

The Trustees work to proactively manage risks by reviewing potential financial, reputational and other risks on an annual basis and developing and implementing strategies to pre-empt or minimise these risks. They also maintain close communication with the Bridges Fund Management team to monitor any potential risks pertaining to the funds' investment activity.

A key element in the management of financial risk is the frequent review of quarterly finance updates presented at each Board meeting – which analyse cashflow forecasts to manage financial risk – and of the amounts and terms of donations made to the Foundation.

### Reserves Policy

The Bridges Impact Foundation's policy is to hold reserves that will enable the organisation to:

- › Ensure there is sufficient money to continue its core activities during a period of unforeseen difficulty

- › Undertake special projects and one-off activities in keeping with the Foundation's mission

The Foundation incurs minimal costs of operation, including governance costs. It considers that the unrestricted reserves at the year-end totalling £1,357,731 (2024: £738,148) of which £158,096 is designated and £1,199,635 is general, will be more than sufficient to cover ongoing expenses associated with its current operations.

The Trustees continue to explore with the Bridges team other avenues of charitable activity that are aligned with the skills, interests and activities of the team.

Restricted funds at year-end totalled £3,879,832 (2024: £4,170,726).

### Structure

Bridges Trust (company number 06864617) was incorporated on 31 March 2009 under a Memorandum and Articles of Association, with

all existing Trustees in the unincorporated charity Bridges Charitable Trust (charity number 1118391) becoming directors of the newly incorporated Bridges Trust.

Bridges Trust was registered as a charity with the Charity Commission on 20 May 2009 (charity number 1129756); changed its name to Bridges Charitable Trust on 17 August 2009; and changed its name to the Bridges Impact Foundation Ltd. on 22 February 2017.

# Statement of Trustees' Responsibilities

## Insofar as the Trustees are aware:

The Trustees (who are also directors of Bridges Impact Foundation for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102, the Financial Reporting Standards applicable to the UK and Republic of Ireland.

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- › Select suitable accounting policies and then apply them consistently
- › Observe the methods and principles in the Charities SORP
- › Declare any conflict of interest following the Foundation's Conflict of Interest policy
- › Make judgments and estimates that are reasonable and prudent
- › State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- › Prepare the financial statements on the going concern basis unless it is inappropriate to presume the charity will continue in business

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements

comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

- › There is no relevant audit information of which the charitable company's auditor is unaware
- › The Trustees have taken all the steps they ought to have taken to make themselves aware of relevant audit information and to establish that the auditor was aware of that information

## Auditors

Moore Kingston Smith LLP continued in its appointed role as auditor in the year.

Signed on behalf of the Trustee Board by:



*Philip Newborough, Chair*  
19 December 2025

# Independent Auditors' Report and Accounts

Video from Killed Women's 'Final Protest' march in  
2023



# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIDGES IMPACT FOUNDATION LIMITED

## Opinion

We have audited the financial statements of Bridges Impact Foundation Limited ('the company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIDGES IMPACT FOUNDATION LIMITED (continued)

## Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report has been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- the charity has not kept adequate accounting records; or
- certain disclosures of trustees' remuneration specified by law are not made;
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we required for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Report and from preparing a Strategic Report.

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 39, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIDGES IMPACT FOUNDATION LIMITED (continued)

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## **Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed

Our approach was as follows:

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIDGES IMPACT FOUNDATION LIMITED (continued)

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

## Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's

*Moore Kingston Smith LLP*

Date: 19th December 2025

Andrew Stickland (Senior Statutory Auditor)  
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street  
London  
EC2A 2AP

**Bridges Impact Foundation Limited**  
**Statement of Financial Activities**  
**For the year ended 31st March 2025**

	Note	Unrestricted Funds £	Restricted Funds £	Year ended 31 March 25 £	Year ended 31 March 24 £
<b>INCOME AND EXPENDITURE</b>					
<b>Income</b>					
Donations and Grants	2	858,180	-	858,180	152,373
Investment income	3	200,550	-	200,550	128,256
<b>Total Income</b>		<u>1,058,730</u>	<u>-</u>	<u>1,058,730</u>	<u>280,629</u>
<b>Expenditure</b>					
Charitable expenditure	4	439,147	-	439,147	442,318
<b>Total Expenditure</b>		<u>439,147</u>	<u>-</u>	<u>439,147</u>	<u>442,318</u>
Revaluation (loss) on programme-related investments	7	-	(290,894)	(290,894)	(362,576)
<b>Net Income / (expenditure) and net movement in funds</b>		<u>619,583</u>	<u>(290,894)</u>	<u>328,689</u>	<u>(524,265)</u>
Transfers between funds		-	-	-	-
Fund Balances at 1st April 2024		<u>738,148</u>	<u>4,170,726</u>	<u>4,908,874</u>	<u>5,433,139</u>
<b>Total Funds at 31st March 2025</b>	<b>10,11</b>	<u><u>1,357,731</u></u>	<u><u>3,879,832</u></u>	<u><u>5,237,563</u></u>	<u><u>4,908,874</u></u>

All gains and losses for the year are included in the Statement of Financial Activities and arise from continuing operations.

The notes on pages 48 to 55 form part of these financial statements.

## Bridges Impact Foundation Limited Balance Sheet at 31st March 2025

	Note	2025 £	2025 £	Restated 2024 £	Restated 2024 £
<b>Programme-Related Investments</b>	7		1,416,053		3,466,506
<b>Current Assets</b>					
Debtors	8	181,733		23,250	
Cash at bank and in hand		<u>3,684,777</u>		<u>1,431,618</u>	
		3,866,510		1,454,868	
<b>Creditors: Amounts falling due within one year</b>	9	<u>(45,000)</u>		<u>(12,500)</u>	
<b>Net Current Assets</b>			3,821,510		1,442,368
<b>Net Assets</b>			<u><b>5,237,563</b></u>		<u><b>4,908,874</b></u>
<b>Funds</b>					
Unrestricted general funds	10		1,199,635		550,261
Unrestricted designated funds	10		158,096		187,887
Restricted funds	11		<u>3,879,832</u>		<u>4,170,726</u>
<b>Funds &amp; Reserves</b>			<u><b>5,237,563</b></u>		<u><b>4,908,874</b></u>

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The notes on pages 48 to 55 form part of these financial statements.

Approved by the Board of Trustees, authorised for issue on and signed on its behalf by:



.....  
**Philip Newborough**

Trustee

Date: 19 December 2025

Company Registration Number: 06864617

# Bridges Impact Foundation Limited

## Cash Flow Statement

### For the year ended 31st March 2025

	Note	2025 £	2024 £
<b>Cash flows from operating activities</b>			
<b>Net cash provided by / (used in) operating activities</b>	<b>16</b>	<b>293,050</b>	<b>(272,734)</b>
<b>Cash flows from investing activities</b>			
Investment income received		200,550	128,256
Programme related investment additions		(41,472)	-
Programme related investment repayments received		1,801,030	-
<b>Net cash provided by investing activities</b>		<b><u>1,960,109</u></b>	<b><u>128,256</u></b>
<b>Change in cash in the reporting period</b>		<b>2,253,159</b>	<b>(144,478)</b>
Cash at the beginning of the reporting period		1,431,618	1,576,096
<b>Cash at the end of the reporting period</b>		<b><u><u>3,684,777</u></u></b>	<b><u><u>1,431,618</u></u></b>

	01 April 2024 £	Cash flows £	31 March 2025 £
<b>Analysis of changes in net debt</b>			
Cash in bank	1,431,618	2,253,159	3,684,777
<b>Total</b>	<b><u><u>1,431,618</u></u></b>	<b><u><u>2,253,159</u></u></b>	<b><u><u>3,684,777</u></u></b>

# Bridges Impact Foundation Limited

## Notes to the Accounts

### For the year ended 31st March 2025

#### 1 Accounting Policies

##### **Basis of Accounting**

These financial statements are prepared on a going concern basis, under the historical cost convention.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The charitable company is a public benefit entity for the purposes of FRS 102 and therefore the Foundation also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest pound.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

##### **Going Concern**

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements and have considered the potential impact of the current economic environment. However, the principal expenditure is in making donations and grants and these are only made out of funds available. This combined with the significant unrestricted reserves held by the charitable company have led the trustees to conclude that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. The trustees therefore continue to adopt the going concern basis in preparation of the financial statements.

##### **Income**

Income from investments, donations and grants is brought into the accounts when the charitable company is entitled to receipt, receipt is probable and can be measured reliably.

Gift Aid income is recognised on the date at which the relevant qualifying donation has been received. Any amounts not received at the year end are included within debtors.

##### **Expenditure**

Expenditure is charged in the accounts on an accruals basis. Governance costs consist of costs associated with the strategic direction of the organisation.

Grants payable, including those paid over several years, are charged when the offer is conveyed to the recipient except in the cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. All grants reflected in note 9 are payable to institutions to enhance mental health and well-being in young people. No support costs are allocated to grant-giving activities.

##### **Fund structure**

Amounts donated for the purpose of specific categories of investment are categorised as restricted funds. All other income is included as unrestricted provided there are no conditions specified by the donor related to its use. Unrestricted funds ring-fenced by the trustees for specific use have been disclosed as designated funds, more information on these funds is available in note 10.

# Bridges Impact Foundation Limited

## Notes to the Accounts

### For the year ended 31st March 2025

#### 1 Accounting Policies

##### Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held on call with banks, and other short-term liquid investments with original maturities of three months or less.

Basic financial instruments are measured at amortised cost, other than investments, which are measured at cost less impairment.

With the exceptions of prepayments and deferred income, all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 8 and 9 for the debtor and creditor

##### Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements.

The trustees deem the key area of estimation to be the annual review and adjustment of the Programme-Related Investment to take into account any current period impairment, reversal of prior period impairment or revaluation. See the accounting policy above and note 7 for further details.

#### 2 Donations and grant income

	<b>2025</b>	<b>2024</b>
	£	£
Gift aid	212,168	-
Individual donations	646,012	152,373
	858,180	152,373

All donations and grant income were attributable to unrestricted funds in both years.

#### 3 Investment Income

	<b>2025</b>	<b>2024</b>
	£	£
Dividends received	200,550	128,256
	200,550	128,256

All investment income was attributable to unrestricted funds in both years.

# Bridges Impact Foundation Limited

## Notes to the Accounts

### For the year ended 31st March 2025

#### 4 Expenditure

##### Current year

	Direct Costs £	Support Costs £	Total 2025 £
<b>Charitable expenditure</b>			
Donations	47,291	-	47,291
Grants paid to institutions (see note 4b)	288,974	-	288,974
Consultancy fees	-	81,670	81,670
Governance (see note 4a)	-	21,212	21,212
<b>Total</b>	<b>336,265</b>	<b>102,882</b>	<b>439,147</b>

##### Prior year

	Direct Costs £	Support Costs £	Total 2024 £
<b>Charitable expenditure</b>			
Donations	21,300	-	21,300
Grants paid to institutions (see note 4b)	320,000	-	320,000
Consultancy fees	-	84,687	84,687
Governance (see note 4a)	-	16,331	16,331
<b>Total</b>	<b>341,300</b>	<b>101,018</b>	<b>442,318</b>

Restricted expenditure included above for 2025 is £nil (2024: £nil).

Key management personnel comprise the Trustees and the Director of Strategy. Within Consultancy fees is £81,670 (2024: £78,622) paid to Bridges Fund Management for the services of the Director of Strategy.

#### 4a Governance costs

	Total 2025 £	Total 2024 £
Audit fees	17,860	15,130
Bank charges	1,826	968
General expenses	1,526	233
	<b>21,212</b>	<b>16,331</b>

**Bridges Impact Foundation Limited**  
**Notes to the Accounts**  
**For the year ended 31st March 2025**

<b>4b Grants paid to institutions</b>	<b>2025</b>	<b>2024</b>
	£	£
OnSide Youth Zones	50,000	50,000
Worship Company of Chartered Surveyors	10,000	10,000
The Difference	50,000	30,000
Rising Sun	20,000	50,000
Barking & Dagenham	-	150,000
Sex Education Forum	40,000	30,000
Bridges Outcomes Partnerships	100,000	-
Malaga Outcomes Partnership	18,974	-
	<b><u>288,974</u></b>	<b><u>320,000</u></b>

**5 Trustees' remuneration**

The trustees are deemed to be the key management personnel of the Foundation. The trustees did not receive any remuneration during the period (2024: £nil). No costs were reimbursed to trustees during the period (2024: £nil).

**6 Auditors' remuneration**

The total amounts paid to the auditor in note 4a are broken down as below:

	<b>2025</b>	<b>2024</b>
	£	£
Current year audit fee	15,000	12,500
Prior year under accrual	2,860	-
	<b><u>17,860</u></b>	<b><u>12,500</u></b>

# Bridges Impact Foundation Limited

## Notes to the Accounts

### For the year ended 31st March 2025

7 Programme-related investments	2025 £	2024 £
Investment value at 1 April 2024	3,466,506	3,829,082
Loan investment additions in the year	41,472	-
Loan investment repayments in the year	(1,801,030)	-
Revaluation of programme-related investment	(290,894)	(362,576)
<b>Value at 31 March</b>	<b>1,416,053</b>	<b>3,466,506</b>

Investments represent the amounts paid to date by the Foundation into the Bridges Social Entrepreneurs Fund LP of which it is a Limited Partner, and Bridges Inclusive Growth Fund LP which it is also a Limited Partner.

The Bridges Social Entrepreneurs Fund was intended to exist for a period of up to twelve years and has terminated since 31 March 2022. Ultimately, over the life of the Fund, the net money multiple was below 1.0x, meaning the Fund did not fully return the invested capital.

Bridges Inclusive Growth Fund LP is focused on investing long-term capital to support the growth of mission-led businesses and social sector organisations that deliver positive social impact and enjoy commercial success. The Fund currently has invested in New Reflexions, the Ethical Housing Company, and Alina Homecare.

#### Amounts committed, but not yet invested

##### Social Entrepreneurs Fund LP

The total commitment that the Foundation had committed to Bridges Social Entrepreneurs Fund LP was £4,240,252 (2024: £4,240,252) which could be drawn down at the discretion of the Manager of the Fund. Total undrawn commitments in the Fund were capped as of 30 June 2016, resulting in a cancellation of commitments.

The Social Entrepreneurs Fund LP came to the end of its life on 28 August 2021. The Fund's Manager was appointed as Liquidating Trustee under the terms of the Limited Partnership Agreement ("LPA"). The Fund has been fully drawn. The balance of the Foundation's commitment, not yet drawn upon by 31 March 2025 is £nil (2024: £nil).

In addition, there were no distributions received by the Foundation from the Fund in the year to 31 March 2025.

##### Bridges Inclusive Growth Fund

The total commitment that the Foundation had committed to Bridges Inclusive Growth Fund LP at 31 March 2025 was £3,000,000 (2024: £3,000,000) which can be drawn down at the discretion of the Manager of the Fund. Bridges Inclusive Growth Fund LP is constituted under a Limited Partnership Agreement dated 6 July 2016. The Fund invests in mission-led Portfolio Companies that provide a positive social impact and have a mission locked governance structure in order to deliver their social mission. As at 31 March 2025, Bridges Inclusive Growth Fund LP had total Fund commitments of £65,700,000 (2024: £65,700,000). In August 2024, Bridges Inclusive Growth Fund LP received Special Investors' Consent for a restructuring of the Fund to allow for its conversion into a closed-ended vehicle and the adoption of an amended Limited Partnership Agreement. The adoption of the amended LPA and restructuring steps formally took place in September 2024 but by agreement to take effect from 1 April 2024.

The balance of the Foundation's commitment, not yet drawn upon by 31 March 2025, is £1,759,559 (2024: £nil).

**Bridges Impact Foundation Limited**  
**Notes to the Accounts**  
**For the year ended 31st March 2025**

<b>8</b>	<b>Debtors</b>		<b>2025</b>	<b>2024</b>
			£	£
	Accrued income		181,733	23,250
			<u>181,733</u>	<u>23,250</u>
<b>9</b>	<b>Creditors: Amounts falling due within one year</b>		<b>2025</b>	<b>2024</b>
			£	£
	Grants payable		30,000	-
	Other creditors		15,000	12,500
			<u>45,000</u>	<u>12,500</u>
<b>10</b>	<b>Unrestricted Funds</b>			
	<b>Current year</b>	<b>Restated</b>		
		<b>At 1 April</b>		<b>At 31 March</b>
		<b>2024</b>	<b>Income</b>	<b>2025</b>
		£	£	£
	<b>General funds</b>	<u><b>550,261</b></u>	<u><b>1,058,730</b></u>	<u><b>(404,356)</b></u>
				<u><b>(5,000)</b></u>
				<u><b>1,199,635</b></u>
	<b>Designated funds</b>			
(a)	Benevolent fund	-	-	-
				5,000
(b)	Fund matching	17,661	-	(4,504)
				-
(c)	Property philanthropic pot	750	-	-
				750
(c)	Growth philanthropic pot	1,500	-	(1,500)
				-
(d)	Donor-advised Pool fund	167,976	-	(28,787)
				-
				139,189
	<b>Total Designated Funds</b>	<u><b>187,887</b></u>	<u><b>-</b></u>	<u><b>(34,791)</b></u>
				<u><b>5,000</b></u>
				<u><b>158,096</b></u>
	<b>Total Unrestricted Funds</b>	<u><b>738,148</b></u>	<u><b>1,058,730</b></u>	<u><b>(439,147)</b></u>
				<u><b>-</b></u>
				<u><b>1,357,731</b></u>
	<b>Prior year</b>	<b>Restated</b>		<b>Restated</b>
		<b>At 1 April</b>		<b>At 31 March</b>
		<b>2023</b>	<b>Income</b>	<b>2024</b>
		£	£	£
	<b>General funds</b>	<u><b>696,358</b></u>	<u><b>280,629</b></u>	<u><b>(424,318)</b></u>
				<u><b>(2,408)</b></u>
				<u><b>550,261</b></u>
	<b>Designated funds</b>			
(a)	Benevolent fund	6,892	-	(7,300)
				408
(b)	Fund matching	20,661	-	(3,000)
				-
(c)	Property philanthropic pot	1,000	-	(250)
				-
(c)	Growth philanthropic pot	-	-	(500)
				2,000
(d)	Donor-advised Pool fund	174,926	-	(6,950)
				-
				167,976
	<b>Total Designated Funds</b>	<u><b>203,479</b></u>	<u><b>-</b></u>	<u><b>(18,000)</b></u>
				<u><b>2,408</b></u>
				<u><b>187,887</b></u>
	<b>Total Unrestricted Funds</b>	<u><b>899,837</b></u>	<u><b>280,629</b></u>	<u><b>(442,318)</b></u>
				<u><b>-</b></u>
				<u><b>738,148</b></u>

# Bridges Impact Foundation Limited

## Notes to the Accounts

### For the year ended 31st March 2025

#### 10 Unrestricted Funds (Cont.)

- (a) The Bridges Impact Foundation Benevolent Fund has been established primarily to support employees of the Bridges Fund Management group and any of its portfolio companies who find themselves in acute financial need. In the year to March 2025 a total of £nil (2024: £7,300) were paid out for such causes.
- (b) Bridges Impact Foundation has undertaken to match donations raised from private individuals in the Bridges Fund Management team to a maximum of £1,000 per team member per annum. A total of £20,000 has been designated, but is subject to top up should it prove to be insufficient. In the year to March 2025, a total of £4,504 (2024: £3,000) was paid out in matched donations.
- (c) The Property philanthropic pot is designated for a sub-sector of the Bridges team to recommend small donations to support philanthropic projects of their choosing, as approved by the trustees.
- (d) Donor-advised Pool fund is a pool of funds representing 20% of the carry donations made from each Bridges carry holder, who can request that these amounts be donated to charitable causes of their choice.

#### 11 Restricted Funds

	2025 £	2024 £
(a) Funds acquired for Programme Investment in Bridges Social Entrepreneurs Fund		
Balance at 1 April 2024	1,111,227	1,118,684
Revaluation (loss)/gain	(7,587)	(7,457)
<b>Balance at 31 March</b>	<b>1,103,640</b>	<b>1,111,227</b>
(b) Funds acquired for Programme Investment in Bridges Inclusive Growth Fund LP		
Balance at 1 April 2024	3,059,499	3,414,618
Revaluation (loss)/gain	(283,307)	(355,119)
<b>Balance at 31 March</b>	<b>2,776,192</b>	<b>3,059,499</b>
<b>Total Restricted Funds at 31 March</b>	<b>3,879,832</b>	<b>4,170,726</b>

- (a) The balance on programme-related investment funds represents funds already invested, together with further funds held pending investment in programme-related investment projects, net of related costs of managing the Fund. The value of the investment in the underlying Fund increased in the year and has been recognised in its revaluation.
- (b) The Foundation had funds brought forward of £3,059,499 for use in the Programme Investment Fund to support Bridges Inclusive Growth Fund LP. During the current year there has been further investment in Bridges Inclusive Growth Fund LP £41,472 (2024: £nil). The value of the investment in the underlying Fund decreased in the year and has been recognised in its revaluation.

#### 12 Analysis of Net Assets between funds

	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £
Fixed Assets - Programme-related investments	-	1,416,053	1,416,053
Current Assets	1,402,731	2,463,778	3,866,510
Current Liabilities	(45,000)	-	(45,000)
	<b>1,357,731</b>	<b>3,879,833</b>	<b>5,237,563</b>

# Bridges Impact Foundation Limited

## Notes to the Accounts

### For the year ended 31st March 2025

#### 12 Analysis of Net Assets between funds (cont.)

Prior year	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £
Fixed Assets - Programme-related investments	-	3,466,506	3,466,506
Current Assets	750,648	704,220	1,454,868
Current Liabilities	(12,500)	-	(12,500)
	<u>738,148</u>	<u>4,170,726</u>	<u>4,908,874</u>

#### 13 Related Party Relationships and Transactions

Bridges Impact Foundation Limited is a Limited Partner in Bridges Social Entrepreneurs Fund LP and is not considered to have a controlling or significant interest in that LP Fund. During the period, Bridges Impact Foundation did not receive any amounts from Bridges Social Entrepreneurs Fund LP by way of distribution out of income or capital (2024: £nil). At the year end Bridges Impact Foundation Limited's investment in Bridges Social Entrepreneurs Fund LP was £35,313 (2024: £42,904).

Bridges Impact Foundation Limited is a Limited Partner in Bridges Inclusive Growth Fund LP and is not considered to have a controlling or significant interest in that LP Fund. At the year end Bridges Impact Foundation Limited's investment in Bridges Inclusive Growth Fund LP was £1,380,740 (2024: £3,427,644). As a result of the restructuring from Bridges Evergreen Capital LP to Bridges Inclusive Growth Fund LP, the Foundation received a distribution of £2,100,581, of which £1,801,031 was recallable and £200,550 was a non-recallable dividend (2024: £128,256).

Bridges Impact Foundation Limited operates under common control with Bridges Fund Management ("BFM"). Michele Giddens Co-Founder and CEO of BFM stepped down as Trustee during the year, and was replaced by Philip Newborough as Trustee (Co-Founder and Executive Chair of BFM). During the year a total of £81,670 (2024: £78,622) was paid to BFM representing consultancy fees. At the year end no amounts were payable to BFM (2024: £nil).

#### 14 Staff Numbers

There were no full time equivalent employees during the year (2024: nil.). Total staff costs for the year were £nil (2024: £nil). The Foundation is provided with administrative support free of charge by Bridges Fund Management Limited.

#### 15 Taxation

The Foundation carries out exempt charitable activities, therefore no Corporation Tax is due on the year's results.

#### 16 Reconciliation of net income/(expenditure) to net cashflow from operating activities

	2025 £	2024 £
<b>Net Income / (Expenditure) for the reporting period</b>	<b>328,689</b>	<b>(524,265)</b>
Revaluation gains / (losses)	290,894	362,576
Investment income	(200,550)	(128,256)
(Increase) / Decrease in debtors	(158,483)	52,692
Increase / (Decrease) in creditors	32,500	(35,481)
<b>Net cash provided by /(used in) operating activities</b>	<u><b>293,050</b></u>	<u><b>(272,734)</b></u>

Bridges Impact Foundation  
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[info@bridgesfundmanagement.com](mailto:info@bridgesfundmanagement.com)

Company Registration Number: 06864617.  
Registered Charity Number: 1129756.

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Bridges Impact Foundation, December 2025



**BRIDGES IMPACT FOUNDATION**

England & Wales - Charity number 1129756

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# Accounts

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# BRIDGES

IMPACT FOUNDATION

## Trustees' Annual Report & Accounts

For the year ended 31 March 2024

[bridgesimpactfoundation.com](https://bridgesimpactfoundation.com)

Registered Company No. 06864617. Registered Charity No. 1129756



# From the Chair



Dear friends,

I am delighted to present the Bridges Impact Foundation's 2023/24 Annual Report & Accounts.

The Foundation has had another exciting year of progress. A particular highlight was the opening of OnSide's latest youth zone: [WEST](#), located in White City, London, of which the Foundation is a Founder-Patron. I have no doubt the centre - officially unveiled by HRH The Prince of Wales in March - will be just as impactful for local children as [Future](#), the other OnSide Youth Zone the

Foundation supports. Based in Barking & Dagenham, Future has now welcomed over 12,500 young people in the five years since it opened.

[The Difference](#), another of our venture philanthropy partners, also continues to scale its activity and impact. Now counting 458 partner schools supporting the development of inclusive senior school leaders, this specialist teacher training programme is having clear positive benefits - not only for the teachers concerned, but also the vulnerable students they are teaching, and their wider school communities.

The other big theme of our venture philanthropy efforts - as chosen by the Bridges team - is combating gender-based violence. We continue to support [Rising Sun](#), a charity that helps victims of domestic abuse, and we are also backing a new pilot scheme designed to tackle the issue preventatively, through a school-based intervention.

Another personal highlight for me this year was the graduation of the Foundation's first bursary-supported student, as part of a scheme run by the Worshipful Company of Chartered Surveyors to help underprivileged students attain a real estate degree qualification. Following some work experience and expert mentoring from the Bridges' property team, our first student moved on to complete a Master's degree (which the Foundation also agreed to fund) and has now started related employment. We continue to believe that this scheme can play an important role in attracting a more diverse range of people into the real estate industry.

Elsewhere in this report, you can also read about the progress of the Foundation's catalytic investments in Bridges funds - including funding the expansion of Bridges' pioneering [outcomes work](#) through data and policy initiatives. We also look at how the Foundation is amplifying the charitable fundraising efforts of the Bridges team via matched funding. This continues to be an important way of engaging the team, as it allows us to support the causes they care about most.

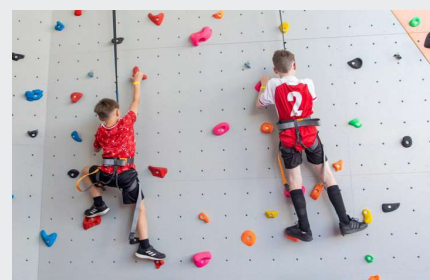
As always, I want to take this opportunity to thank all of our Trustees for their time, effort and commitment to the Foundation. After many years on the Board, we were sorry to see Michele Giddens, Antony Ross and Giuseppe Catarozzo step down as Trustees; their expert advice and guidance has shaped the Foundation, for which we will remain incredibly grateful. However, we are delighted to welcome Philip Newborough and Maggie Loo to the Board and look forward to the new ideas and perspectives they bring to the Foundation.

I am also hugely grateful to our Director Barbara Storch, who is doing such a great job of engaging the Bridges team in the Foundation's mission. I am sure this will help us achieve even more impact in the year ahead.

Victoria Hornby

## On the cover:

WEST OnSide Youth Zone aims to support underprivileged young people in the London Borough of Hammersmith & Fulham with 'somewhere to go, something to do, and someone to talk to', all year round.



# About the Foundation

## Objectives and Summary of Activities

The Bridges Impact Foundation (“the Foundation”) was set up as an independent charity in 2007 with two primary objectives:

1. Incentivise Bridges’ mission-driven team through social impact, engagement and philanthropy
2. Achieve impact in line with Bridges’ mission through the use of philanthropic capital, supporting projects that fall outside the scope of Bridges’ usual investment activity

In addition, the Foundation (originally the Bridges Charitable Trust) has been granted a ‘golden share’ in Bridges Fund Management Limited (“Bridges”), which allows it to protect the social mission of the business via an ownership stake in the management company. Bridges was launched with a clear remit to raise investment vehicles that target both societal and financial returns; the Foundation effectively has power of veto over any change to this mission.

The Foundation receives an important part of its funding from Bridges’ carry-holders, who donate the equivalent of 10% of their carried interest to the Foundation. As well as this direct financial contribution, the team also contributes to the Foundation’s success by helping to set overall strategy and, in some cases, through volunteering and *pro bono* support – of both the Foundation itself and some of its beneficiary organisations. Indeed,

this team engagement is an essential part of the Foundation’s work.

The Foundation’s mission statement, which is closely aligned with that of Bridges Fund Management, is: ‘To provide catalytic support for innovative solutions that drive better outcomes for underserved people and the planet’. ‘Catalytic support’ refers to both flexible financial capital and non-financial support in the form of *pro bono* work and volunteering, while ‘Innovative solutions’ are those that might not fit Bridges’ traditional investment risk profile but have the potential to be highly effective. ‘Better outcomes’ implies meaningful change in a core impact area for beneficiaries that currently do not receive enough support in that area (viz. ‘underserved people and the planet’).

The Foundation focuses on three core pillars, whose terminology has been updated to better reflect its purpose:

- › Venture Philanthropy
- › Impact Investment Innovation
- › Bridges Charitable Team Activities

In the following pages, we outline the Foundation’s key achievements in each of these three areas during the 2023/24 financial year (including the work of our sister foundation, the Bridges Impact Foundation U.S., a separate independent 501(c)3 non-profit organisation; registered charity number 81-3815673).

### Directors

The Trustees who served during the year were:

- Victoria Hornby (chair)
- Alex Pitt
- Tim Simmonds
- Simon Ringer
- Lucia Santirso Richards
- Tom Mountford
- Giuseppe Catarozzo (*resigned October 2023*)
- Michele Giddens (*resigned September 2024*)
- Antony Ross (*resigned October 2024*)
- Maggie Loo (*appointed October 2024*)
- Philip Newborough (*appointed October 2024*)

### Director

Barbara Storch

### Secretary

Aaron Vagarwal

### Regulatory Details

Company Registration Number: 06864617  
Registered Charity Number: 1129756

### Registered Office

38 Seymour Street  
London  
W1H 7BP

### Auditors

Moore Kingston Smith LLP  
9 Appold Street  
London  
EC2A 2AP

### Bankers

The Royal Bank of Scotland International Ltd.  
1 Princes Street  
London  
EC2R 8BP

# The year in numbers <sup>7</sup>

## Impact and engagement via the Foundation across our three pillars

8,514

Total direct beneficiaries from Venture Philanthropy activities<sup>1</sup>

93%

Beneficiaries attaining specified positive outcomes from Venture Philanthropy activities<sup>2</sup>

23,618

Sports engagements for young people (FUTURE)

&

8,293

Arts engagements for young people (FUTURE)

458

Partner schools now supporting the development of inclusive senior school leaders<sup>3</sup>

90%

Of adults experiencing domestic abuse feel safer through their engagement with Rising Sun

£3,000

Matched funding raised by Bridges employees' charitable endeavours

4 years

of funding for a Bachelor's and integrated Master's degree for underprivileged student, leading to a first full-time job in real estate

<sup>1</sup>Across The Difference, Rising Sun, Future OnSide and WEST OnSide

<sup>2</sup>Across The Difference, Rising Sun and Future OnSide

<sup>3</sup>Over The Difference's five years of activity

# Key achievements in 2023/24



## Venture Philanthropy: Supporting OnSide's high-impact Youth Zones

The Foundation extends Founder Patron partnership with two of OnSide's London-based Youth Zones, Future and WEST

Following the success of OnSide's first London-based youth zone, 'Future' in Barking & Dagenham, the Foundation is also a proud Founder Patron of a second centre, 'WEST' in Hammersmith & Fulham.

This year, the Foundation extended its partnership with both London-based youth zones for a further two years.

OnSide youth zones provide young people with 'somewhere to go, something to do and someone to talk to', 52 weeks of the year. The impact on individuals is significant: 73% of members feel less isolated as a result of attending their youth zone, 77% are more self-confident, and 96% of local stakeholders said that their youth zone helped them to achieve their goals.

surrounding wards ranges from 35-53% (compared to a national average of 30%). In the five months since opening, WEST counts 2,354 members and continues to grow.

Future now counts over 3,600 members and has provided its services to over 12,500 members since opening in 2019. This year was the first year of it operating under its new strategy, 'Our Future is Bright', which will carry through to 2026, focusing on three core areas: Young People, Team & Culture, and Sustainability. Future has also this year adapted its leadership structure to increase capacity, grown its fundraising resource, and developed new programmes for young people.

Making use of Bridges' Volunteering Policy, a number of the Bridges team volunteered to support and engage with members of Future during this year's Easter week holiday club sessions. The team spent time supporting and leading sessions in sports, arts & crafts, cooking and more, alongside mealtimes and general breaks (photo below).



Above: Statistics from Future's [Annual Impact Report 2023/24](#)

WEST, named 'Where Everyone Sticks Together' by local young people, opened its purpose-built White City-based facility in March 2024 with a visit from HRH The Prince of Wales, marking the first time young people were able to access the youth zone. The Prince spoke to WEST's Young People's Development Group and local primary school students who were involved in shaping the new centre, and enjoyed a tour of the facilities, followed by the unveiling of a plaque in celebration of the opening. The centre officially opened its doors to the wider community a few weeks later.

Located in the socially and economically polarised borough of Hammersmith & Fulham, WEST is part of an innovative education hub called 'EdCity' developed by the education charity, Ark. Youth poverty in some of the

Below left: Bridges' team members volunteer at Future Easter camp

Below right: A Bridges representative collects the Foundation's Founder-Patron plaque at newly-opened WEST

Bottom: HRH The Prince of Wales visits to mark the opening of WEST



# Key achievements in 2023/24

## Venture Philanthropy: Supporting OnSide's high-impact Youth Zones

### Impact statement: Future Youth Zone (OnSide)

#### Core impact:

Providing a safe place for underprivileged young people to go for support, opportunities and positive connections

Dimension	Data category	Data	Score
<b>What</b> 	Description of outcome	OnSide's Youth Zones deliver activities that provide a safe place for Young Persons (YP) to go to for the support, opportunities, connections and experiences they deserve to help them thrive.	
	Outcome in period	Extent to which YP participating in Future Youth Zone's universal provision services exhibit increased confidence, self-esteem, social skills, cohesion, resilience, physical and mental health, and determination.  Average score of survey responses across Future Youth Zone's "Common Outcome Measures for Universal Provision" is 3.87.	5.0
	Threshold for positive	Positive change in the average score.	
	Importance	OnSide Youth Zones deliver outcomes that the children they work with value, as evidenced by children and YP's voluntary and repeat attendance.	
<b>Who</b> 	Stakeholder type / geography	YP aged 8-18 years or up to 25 years with disabilities. OnSide's 14 Youth Zones span the UK and are located in: Barking & Dagenham, Barnet, Blackburn, Bolton, Carlisle, Chorley, Croydon, Hammersmith & Fulham, Manchester (North), Manchester (East), Oldham, Wigan, Warrington, Wirral and Wolverhampton.  Future Youth is based in Barking & Dagenham. Over 80% of Future Youth Zone active members are in the 30% most deprived communities according to IMD deciles. This compares to c.66% in the 30% most deprived communities across all Youth Zones.	5.0
	Baseline	Same measure as outcome in period but the first observation is 3.39.	
<b>How Much</b> 	Scale	Total YP actively engaged in universal provision: <ul style="list-style-type: none"> <li>All OnSide Youth Zones: 43,358</li> <li>Future Youth Zone: 3,897</li> </ul>	
	Depth	Weighted average change in "Common Outcome Measures for Universal Provision" (where there have been more than once observation) <ul style="list-style-type: none"> <li>All OnSide Youth Zones: Av. score increased 14.2% vs. baseline (sample 413)</li> <li>Future Youth Zone: does not have data across all universal measures yet. But initial data collection shows: Life skills +22%; Self-efficacy +23.1%; Determination +4.3%; Aspirations 0%.</li> </ul>	2.7
	Duration	Youth Zones are open seven days a week including evenings, weekends and school holidays. Future Youth Zone has been supporting young people since May 2019. 16.2% of Future Youth Zone members are regular attendees (attending at least six times in the last 180 days, and at least once per month) vs. peer Youth Zones which were 23%.	
<b>Contribution</b> 	Contribution	Youth Zones are often unique offers for YP in terms of accessibility, quality, value for money and duration.	5.0
<b>Overall Impact Score</b>			4.4

# Key achievements in 2023/24

## Venture Philanthropy: Supporting The Difference

Pioneering teacher training pilot scheme The Difference scales through policy work and school partnership model

The Difference is a specialised teacher training programme that aims to benefit children with high levels of need and vulnerability, and reduce the number of children that are excluded from their schools, by giving teachers the tools to support them.

This year, the Foundation agreed to extend its partnership with The Difference for a further two years. This will enable the team to evolve its strategy and build upon learnings and insights, in order to scale its impact. The charity has seen positive results in 2023:

- › **100%** of the 2023 graduates from the **Difference Leadership programme** have had an evidenced positive impact on their school, according to their headteachers. This includes improvements to curriculum, behaviour, mainstream reintegration, and attendance.
- › **87%** have progressed to more senior roles in schools since starting the programme two years ago.
- › **98%** of participants in this year's **Inclusive Leadership Course (ILC)** reported a positive impact in their school as a result of implementing course learnings.
- › **6** BAME leaders supported by The Difference to achieve promotions prior to starting the programme.

The team's focus is on three key 'Levers of Change' - People, Practice, and Policy.

### People:

Delivery of The Difference Leadership programmes and Inclusive Leadership Courses (ILC) continues: this year, the organisation worked with 18 Difference Leaders and saw 129 school leaders participate in its ILC. Headteachers remain key partners in the multi-year relationship.

### Practice:

The Difference identifies effective inclusion practice by tracking interventions that improve outcomes. A key concept encapsulating this approach is 'Whole-School Inclusion', recognising the needs of all students (not just a minority), and



Above: School children completing an exercise in class (The Difference)

the role that all staff have in recognising and supporting these needs. The effect has been positive. The team is also building Difference Schools Partnerships, working to improve data availability for better impact measurement, offering open source materials, and has developed the 'Exclusions Continuum', a tool which is helping to identify vulnerable students earlier, for targeted interventions.

### Policy:

The Difference hosted the 2024 edition of the national school inclusion conference, *IncludEd*, which has become the gateway for a national network of teachers, school leaders, and wider practitioners to access best practice and share learnings. 650+ attendees, including The Difference's Youth Advisory Board, came together to discuss a systems approach to tackling exclusions, explore 'privilege and victimhood in the politics of identity', and more.

The team has also collaborated with the Institute for Public Policy Research (IPPR), Impetus, and Mission 44, as part of the *Who is Losing Learning? Coalition* - founded to address the scale of children losing learning in England as well as the injustice of its disproportionate impact on the most disadvantaged or marginalised children.

[A joint research paper with IPPR](#) was published in September 2024, revealing the alarming numbers of children 'losing learning', i.e. those children missing out on academic and social learning which classes, schools, and local community provide. The report introduces the aforementioned 'Exclusions Continuum', and explores the economic and social case to invest in reducing escalations of lost learning.





# Key achievements in 2023/24

## Venture Philanthropy: Supporting The Difference

### Impact statement: The Difference

#### Core impact:

Raising the status and expertise of those educating the country's most vulnerable children

Dimension	Data category	Data	Score
<b>What</b> 	Description of outcome	(1) Improving educational outcomes for Alternative Provision (AP) learners and (2) Reducing exclusions in mainstream schools are positive outcomes and align with SDG 4 "Quality Education" and in particular with SDT 4.5: to ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations	
	Outcome in period (proxy)	(1) 18 Difference Leaders (DL) took part in The Difference's teacher training programme in 2023/24. Over 5 years, 75 DLs worked in 57 AP schools (and according to 100% of their Headteachers in 2023, the DLs evidenced positive impact on their AP school). In a literacy project pilot involving 7 DLs, 4 of them reported accelerated improvement in literacy (i.e. reading age progressing faster than actual time on the programme) for the majority of students taking part (2) 129 school leaders took part in The Difference's Inclusive Leadership Course (ILC) in 2023/24. Over 5 years, 414 ILC participants worked in 270 mainstream schools (and in 2022/23, 92% of those on the ILC saw improvement in de-escalation of challenging behaviour, while 54% are seeing a reduction in suspensions and permanent exclusions)	5.0
	Threshold for positive	(1) The Difference has not set a positive threshold for Headteacher feedback. Positive threshold for 22/23 should be better quality data from pilot projects across more DLs showing improved educational outcomes for AP learners (2) The Difference considers 60% to be a positive figure given reduction in exclusions is a long-term goal. Shorter term indicators that ICL participants are surveyed on include de-escalation of challenging behaviour and reduction of students being sent out of class. The Difference considers the threshold for positive to be 75% of the ICL cohort agreeing that they have had a positive impact against at least one of these indicators	
	Importance	Improved educational outcomes and reduction in exclusion are hugely important, as they will increase the likelihood of positive life outcomes (e.g. being in employment, avoiding criminal involvement)	
<b>Who</b> 	Stakeholder type / geography	Excluded children and vulnerable learners at risk of exclusion in primary and secondary schools in England; ICL and DL at present in 47 Local Authorities in England	
	Baseline	(1) The baseline educational outcomes for AP learners in England is poor. In school year 2021/22, only 4.9% of AP students in England achieved a standard pass (grade 4 or above) at both Maths and English GCSEs (compared to 68.8% in mainstream schools) (2) In the school year 2020/21, the permanent exclusion rate in England was 0.05 (5 permanent exclusions for every 10,000 pupils)	5.0
<b>How Much</b> 	Scale	Over 5 years, ca. 17,174 AP learners and 205,435 pupils across mainstream schools (although interventions may only reach certain groups depending on target of DL and ILC participant projects)	
	Depth	Medium/high depth as DL and ILC participant projects will be targeted at specific outcomes for smaller groups for whom there is a reasonable chance of success in improving outcomes	3.7
	Duration	Long-lasting transformational change through improved educational outcomes for vulnerable learners (both in AP and mainstream)	
<b>Contribution</b> 	Contribution	Life outcomes of excluded children are poor, with high unemployment, disproportionate prison stays and mental health issues; while there are programmes that aim to re-integrate excluded children into mainstream, and/or provide extra support to those at risk of exclusion, there is no programme with the potential of systems-level change: with direct impact on AP learners and vulnerable learners at risk of exclusion, through best practice sharing and working with system leaders (i.e. Multi-Academy Trusts, Local Authorities)	3.8
<b>Overall Impact Score</b>			4.4



# Key achievements in 2023/24

## Venture Philanthropy: Supporting victims of domestic abuse via Rising Sun

Rising Sun, a charity partner in the Foundation's second focus area, champions a world free from domestic abuse and violence

The Foundation's second focus area, Gender-based Violence, looks at two specific themes: Education and prevention of gender-based violence; and Access to justice for victims and survivors.

Its first partnership within the latter thematic focus area is with Rising Sun.

Rising Sun is a charity which provides specialist, holistic support to women, children and those affected by domestic abuse across Kent, so that they can recover and move on from the life-shattering impact and trauma, and begin to thrive and experience the freedom they deserve.

Team members from the organisation attended Bridges' office in May 2023 to talk to the Bridges team about the kind of support and services Rising Sun offers across Canterbury, Ashford, Folkestone and Hythe, and Swale, as well as the nature of domestic abuse issues.

The lunchtime presentation also involved two women, previous recipients of Rising Sun support, sharing their own lived experience - further bringing the charity's vital work to life while engaging with the Bridges team.

In the year, alongside financial support, Bridges' team has continued to provide pro-bono support to Rising Sun, in the form of management accounting, HR, and impact management support. For example, colleagues from Bridges Outcomes Partnerships held a workshop on impact and performance management; and a member of the Bridges Finance team provided guidance on financial management accounting practices.

Rising Sun's programme provides one-to-one Adult support, Adult Independent Domestic Violence Advocates (IDVA) support, survivor helplines, and one-to-one Young Person support, across various services including advice, advocacy, safe accommodation, counselling, mentoring and more.

Alongside providing specialist support to survivors and victims of domestic abuse, Rising Sun also focuses on early intervention for children and young people to prevent or break the cycle of abuse; delivers its award-winning 'Love Shouldn't Hurt' programme to schools and youth groups to educate on the

early warning signs of abusive relationships; and provides training to help educate local businesses and voluntary organisations on the understanding of, identification of, and response to, domestic abuse.

- › **2,100+** adults and children/young people affected by domestic abuse have been supported by Rising Sun.
- › **90%** of adults experiencing domestic abuse feel safer through their engagement with Rising Sun.

The organisation was delighted to be named one of ten charities to win The King's Fund 2024 GSK IMPACT Award, which recognises outstanding contributions to improving the UK's health and wellbeing. The judges were "hugely impressed" with Rising Sun's trauma-informed one-to-one and group services, describing it as "a highly respected local charity doing brilliant work helping survivors of domestic violence rebuild their lives".



Left & below: Rising Sun supports women, children and those affected by domestic abuse

### What services do we offer?

#### One Stop Shops

If you're experiencing domestic abuse, you can visit one of our drop-in centres to speak with supportive professionals all in one place at the same time. No appointment is needed, and all conversations are confidential.

[Learn more >](#)

#### Adults

We offer a wide range of specialist services and support for adults who are currently experiencing or have previously experienced domestic abuse. No matter what stage of the journey you're at, we're here to empower you.

[Learn more >](#)

#### Children & Young People

We offer a range of specialist services and support to children and young people aged 5 to 24 who are currently experiencing or have previously been affected by domestic abuse.

[Learn more >](#)

#### Liberty House

Liberty House provides specialised, supported accommodation for young women aged 16 to 24 who are single, pregnant or have young children, and who are at risk of homelessness and have experienced domestic abuse.

[Learn more >](#)

#### Hospital IDVA

Our Hospital Independent Domestic Violence Advocates work both in hospitals and within the community, enabling patients to stay safe and empowered after experiencing domestic abuse.

[Learn more >](#)

#### Training

We provide specialist domestic abuse training to professionals, businesses and groups across Canterbury, Ashford and Folkestone & Hythe to develop your understanding of domestic abuse and know how to support survivors.

[Learn more >](#)





# Key achievements in 2023/24

## Venture Philanthropy: Supporting victims of domestic abuse via Rising Sun

### Impact statement: Rising Sun

#### Core impact:

Providing specialist, holistic support to women, children and those affected by domestic abuse

Dimension	Data category	Data	Score
<b>What</b> 	Description of outcome	Through a variety of programmes and initiatives, Rising Sun offers advice, advocacy and emotional support to adults, children and young people affected by domestic abuse, providing interventions at multiple stages of the journey towards safety, recovery, and independence. This outcome is in alignment with SDG 5.2: Eliminating all forms of violence against all women and girls in the public and private spheres.	
	Outcome in period (proxy)	87% improvement in safety reported by service users across programmes	5.0
	Threshold for positive	A threshold has not yet been set by Rising Sun, especially considering the variety of programme types and the complexity of assessment.	
	Importance	Violence against women and girls remains a significant issue in the UK, to the extent that the government has labelled it a national threat – reflecting the fact that it has not been adequately addressed and mitigated to date. In terms of statistics, a woman is killed by a man every three days in the UK, and domestic abuse makes up 18% of all recorded crime in England and Wales.	
<b>Who</b> 	Stakeholder type / geography	Adults, children and young people in the Kent region (Canterbury, Ashford, Folkestone and Hythe, Swale)	4.0
	Baseline	Rising Sun often meets its users at points of high need / crisis, or also medium need, within a scenario of domestic abuse and violence where users are generally experiencing risks to personal safety. Users are often in vulnerable situations where Rising Sun is able to provide critical support, intervention or guidance.	
<b>How Much</b> 	Scale	2,116 adults, children and young people supported.	
	Depth	Medium-High – while unit impact could be minimal or significant depending on the type of intervention, data suggests that Rising Sun services deliver effective improvements to users' personal situations across the board, either in feelings of safety, overall wellbeing, or stability and resilience. Indicators on education and prevention also suggest that future incidents may have been pre-empted or mitigated as a result of services delivered.	3.3
	Duration	Medium – potential range of impact could be short or long-lasting, depending on the type and effectiveness of the intervention.	
<b>Contribution</b> 	Contribution	(I) Rising Sun provides much-needed, local services to the county of Kent that is accessible to all; (II) Rising Sun continues to monitor and achieve strong outcomes measures from its services provided; (III) The holistic range of support provided by Rising Sun across stages of need and experience ensures that impact can be preserved for a longer duration; (IV) Rising Sun bids for government funding and is required to demonstrate cost effectiveness. Additionally, given the level of underprovision and need we consider Rising Sun to be highly additional to the counterfactual scenario.	5.0
<b>Overall Impact Score</b>			<b>4.3</b>

# Key achievements in 2023/24 7

## Venture Philanthropy: Developing domestic abuse prevention via Think Again

'Think Again' is a two-year pilot trial aiming to prevent dating and relationship violence and gender-based violence via a school-based education intervention

This year the Foundation agreed to support the trial of a new school-based intervention designed to prevent dating and relationship violence (DRV) and gender-based violence (GBV) among students.

The trial has been developed by Professor Chris Bonell (School of Hygiene and Tropical Health), and Professor GJ Melendez-Torres (University of Exeter); if successful, it would be the UK's first definitive trial tackling early prevention.

The decision to target school-age young people is due to the fact that young people are a key audience for prevention: both because prevention depends on intervention *before* harm occurs, and because young people's knowledge and understanding of these issues is lacking.

Sexual harassment is widespread in schools: according to Ofsted, 92% of girls, and 74% of boys, said sexist name-calling happens a lot or sometimes to them or their peers; while nearly 90% of girls, and nearly 50% of boys, said being sent explicit pictures or videos of things they did not want to see happens a lot or sometimes to them or their peers.

The purpose of the Think Again pilot trial is to test the feasibility and fidelity of a bespoke school-based intervention, and determine whether or not it is acceptable and successful enough to progress to a full randomised control trial.

Partnering to deliver the intervention is Sex Education Forum ("the Forum"). The Forum is providing a specialist classroom-level programme involving a set of classroom activities which draw upon a menu of intervention activities - such as positive skills and interpersonal components - designed to destabilise DRV and GBV behaviour, as well as normalise prosocial relationships behaviour. If successful, the goal will then be to open up wider access to session materials, with the possibility of providing facilitation by specialist teachers.

Specifically, the Foundation's grant is funding the optimisation and delivery costs of the Forum's programme; while Ending Youth Violence Lab (EYVL) is funding evaluation costs. The EYVL is a new venture between Stuart Roden, The Youth Endowment Fund and

the Behavioural Insights Team which seeks to be part of the solution to ending youth violence and improving outcomes for children.

The intended outcomes of a definitive trial would be (i) Intermediate: building student school belonging and commitment, as well as modifying student attitude (violence acceptance) and intention to engage in DRV/GBV, and (ii) primary health outcomes: decrease in DRV victimisation and perpetration, as well as increase in mental wellbeing and health-related quality of life.

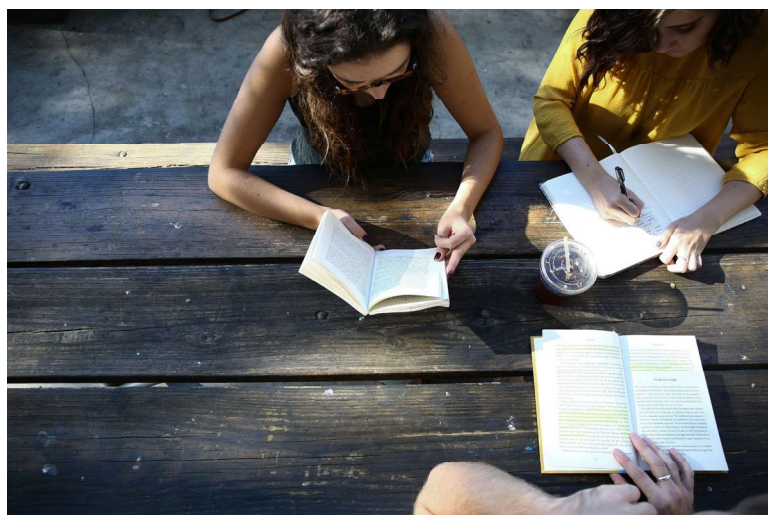
In the first year of the Foundation's support, the trial has completed its 'optimisation phase', whereby the focus has been on the development of course content and materials, alongside the recruitment of pilot trial partner schools. Teaching of the intervention to Year 9 students began in schools from September 2024.

The Foundation is looking forward to receiving updates on delivery learnings and on how the content is being received.



Left: Sex Education Forum is providing specialist educational provision for the roll-out of a DRV and GBV prevention intervention

Photo: Alexis Brown / Unsplash



# Key achievements in 2023/24 7

## Venture Philanthropy: Supporting underprivileged students

Providing a bursary in order to promote greater diversity and inclusion in the real estate sector

Having worked closely with the Diversity & Inclusion Working Group established by the team at Bridges, the Foundation has explored practical ways in which it can support efforts to create a more diverse, inclusive and equitable culture within the industry.

One of Bridges' specialist investment areas is in real estate, one of the least diverse sectors in the UK. Only 27% of employees in the real estate industry come from a lower socio-economic background. With this in mind, we are delighted to be sponsoring a student on a multi-year bursary programme run by the Worshipful Company of Chartered Surveyors (WCCS).

The WCCS' programme supports underprivileged students studying a real estate degree, both financially and through mentoring and work experience opportunities. The Foundation's first student gained several weeks' work experience at Bridges' offices and received mentoring support from a member of the Bridges Property team while completing their Bachelor's degree, as well as support from several other colleagues in the firm. After the initial three-year bursary, the Foundation decided to also fund this student's Master's degree.

She has now completed her Master's and is delighted to have secured and begun her first job, working in asset and estate management.

The Foundation is now in discussions around the decision to support a second bursary student. We are keen to improve access to equal opportunities in the surveyor and real estate industry, and hope that this programme, and others like it, will help to attract a broader range of talented people into the sector.



*Photo: Javier Trueba / Unsplash*

# Key achievements in 2023/24 7

## Impact Investment Innovation: Supporting the evolution of Evergreen

The Foundation was an anchor investor in Bridges' pioneering patient capital vehicle Evergreen, which is now evolving to focus on UK social impact

One of the Foundation's major seed investments was in Bridges Evergreen, Bridges' pioneering patient capital vehicle.

There are a number of areas where impact-led business can play an important role in delivering better social outcomes. However, companies tackling challenges of this kind often find it hard to access the values-aligned capital and support they need to scale. With its more flexible, more patient approach, Evergreen was designed to be the investment partner of choice for these businesses – enabling them to deliver more impact and achieve their growth ambitions.

In January, Evergreen secured its most successful exit to date. AgilityEco provides whole-of-house energy efficiency solutions to some of the most vulnerable low-income households in the UK: in 2022/23, it worked with over 36,000 fuel-poor households, delivering measures that will save each home on average over £2,600 on their lifetime energy bills. Those measures will also avert over 113,000 tonnes of CO<sub>2</sub> emissions. Following a highly successful partnership, Evergreen sold its stake in AgilityEco to M Group Services, delivering a money multiple of 3.4x and an IRR of 40% for investors.

New Reflexions, Evergreen's first investment back in 2017, continues to scale. The business provides integrated education, therapy and care to young people with highly complex emotional and behavioural needs, via a number of specialist schools and children's homes across the country. It continues to steadily increase the number of children in its care, while also retaining a clear focus on the quality of its provision. 96% of its eligible services are currently rated by Ofsted as "Good" or "Outstanding".

Evergreen's other significant portfolio investment is the Ethical Housing Company (EHC), which is accumulating a portfolio of decent, affordable homes to rent in Teesside. Over half of EHC's tenants are in receipt of benefits to pay their rent, while half were homeless, previously homeless, or at risk of homelessness at the time of application – demonstrating the level of need it is addressing. Natalie Usai was appointed CEO in the year

to oversee continued growth and successful delivery across the EHC portfolio.

Investments like these have demonstrated the need for a more patient, more flexible funding solution for businesses that are trying to tackle difficult social challenges. The team's interactions with potential investees also continue to underline the market demand for the values-aligned capital and impact insight the Bridges team can provide.

This year, the Bridges team – in close collaboration with key investors, including the Foundation – took the decision to restructure the Fund, to make it accessible to a broader range of impact-driven investors. The vehicle will henceforth be called the Inclusive Growth Fund, reflecting the team's focus on socially impactful UK businesses that are helping to build a more inclusive economy. Within this theme, the team will target three areas: physical health, mental health and economic inclusion.

The Foundation is looking forward to seeing how the strategy evolves in the coming years. In addition to its ongoing collaboration with Bridges' in-house impact and value creation specialists, we are particularly excited by the potential for Inclusive Growth Fund to work with and learn from Bridges' outcomes partnerships team, which (also with support from the Foundation) has established itself as a world-leader in delivering meaningful, long-term social impact.

*Below: New Reflexions' The Fitzroy Academy opened in 2022 and provides accommodation, education and therapeutic care to children with learning disabilities or acute behavioural, emotional and social difficulties*



# Key achievements in 2023/24

## Impact Investment Innovation: Scaling Outcomes Partnerships

Providing grant funding to enable Bridges Outcomes Partnerships to scale the broader Outcomes Partnerships movement while delivering direct impact

Over the next three years, the Foundation is supporting Bridges Outcomes Partnerships (BOP), a not-for-profit portfolio company owned by Bridges Social Outcomes Fund II LP, to create an infrastructure, in the UK and globally, which will help funders partner, procure, and contract based on impact.

To date, BOP's pioneering outcomes activity has achieved over £175m worth of outcomes for 600,000+ people globally; delivering c.£1.2bn of public value in the UK.

Using outcomes-based contracting, BOP facilitates and delivers personalised, place-based support for people facing multi-faceted challenges - achieving better outcomes for such individuals and better value for commissioners. For example, when compared to pay-for-inputs approaches, outcomes-based family therapy delivers an average 25% better outcomes for 80% more families at 20%-50% lower cost per family, keeping more children safely out of care.

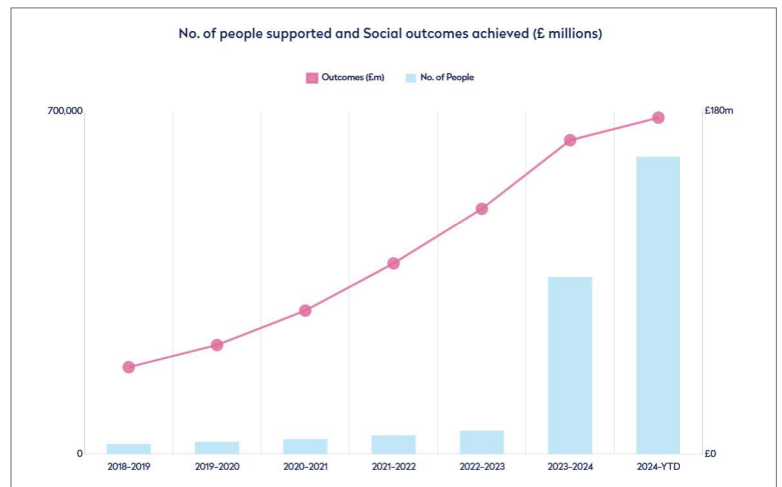
With grant funding from the Foundation, BOP aims to develop an infrastructure and further scale the field through the implementation of data and policy initiatives, including:

1. The creation of a data-enabled digital infrastructure and live Impact dashboard, which can demonstrate 'the art of the possible' when people-centred data and insight is central to delivering public services. By creating live, open dashboards and by sharing learnings, BOP aims to create a new standard of how impact and social value should be measured, managed and understood.
2. Working closely with partners and policy makers to help create changes in funding and contracting for human services - i.e. to enable more long term, person-centred and preventive approaches.

In the last twelve months, the first version of the live impact dashboard was launched. BOP also captured and shared learnings with partners around shifts needed to enable more long term, person-centred and preventive approaches (including partnering with organisations such as New Local; example knowledge-sharing article [here](#)).

Separately, the Foundation has granted £150,000 to date towards setting up the SDG Outcomes Fund - a strategy dedicated to contributing towards achieving the UN Sustainable Development Goals (SDGs) - alongside UBS Optimus Foundation. The first-of-its-kind vehicle invests in Development Impact Bonds and other outcomes-based partnerships globally, in order to generate positive impact for those who need it most in areas such as health, education, employment, livelihoods and the environment.

Below: part of BOP's new dynamic impact data dashboard; and The Rt Hon Lucy Frazer KC, in her capacity as Secretary of State for Culture, Media and Sport, visiting one of BOP's place-based education support programmes, AllChild (previously West London Zone)



# Key achievements in 2023/24

## Impact Investment Innovation: Highlighting The Turner MIINT MBA programme, the work of another non-profit in the Bridges Group

Thanks to the support of the Foundation's U.S.-based sister organisation, the Turner MIINT Masters programme inspires more graduates with impact

The Foundation has supported the development of sustainable and impact investing, both in the UK and globally, by funding a number of market-building initiatives and publications.

This year, Bridges Impact Foundation U.S., our U.S. sister organisation, continues to support the thriving Turner MIINT programme.

in total, spending the year developing their impact skills. Selected as the strongest team from each of their schools, 151 students were invited to compete in this year's investment committee event, travelling from as far as Hong Kong to the University of Pennsylvania to present their selected ventures over a two-day immersive experience.

Finalist pitches ranged from a cutting edge health service with early detection of breast cancer to an education planning software service for teachers. First place was awarded to a team from London Business School, for a Norwegian-based company reprocessing end-of-life wind turbines into virgin-grade materials - Afterwind. This earns them the Moelis Prize, which means Afterwind is eligible for a \$50,000 investment. As runners-up, New York University and INSEAD each received \$25,000 into their presented company. Meanwhile this year's best diligence award, which celebrates strongly executed and well-researched diligence, went to Kellogg School of Management.

*N.B. The Foundation has regular updates with its sister organisation in the U.S., as we look to align our efforts and engagement opportunities. More information on the Turner MIINT programme at [www.turnermiint.org](http://www.turnermiint.org).*



Above: Participants pitch their chosen companies

### The Turner MIINT programme (U.S.)

The MIINT (MBA Impact Investing Networking and Training) programme is run by the Bridges Impact Foundation U.S., the Foundation's U.S. sister organisation, in partnership with the Wharton ESG Initiative at the University of Pennsylvania.

It is an experiential education programme designed to give students a hands-on education in investing for impact. It takes place each academic year and involves top business and graduate schools from around the world, encouraging the flow of talented young people into impact investing.

The programme was renamed as the Turner MIINT, in recognition of a generous \$2.5m donation from philanthropists Bobby & Lauren Turner.

Via teaching and mentorship, students are guided through their journey as impact investors-in-training. The programme culminates in a competition where students pitch for investment for a real-life impact start-up.

This year, over 400 students participated

Below: Turner MIINT 2024 winners from London Business School





# Key achievements in 2023/24

## Bridges Charitable Team Activities: Bridges colleagues fundraising and volunteering for charity

Team Bridges walks nine London bridges and triumphs on the football pitch

The Foundation's Charitable Team Activities supplement its other work by encouraging and rewarding Bridges' colleagues' philanthropic activities, and by providing financial support in cases of financial hardship to close stakeholders.

### The Matched Giving Facility

The facility encourages Bridges employees in their own philanthropic activities by matching their individual fundraising contributions to the cause of their choice by up to £1,000. Team matched funding varies in amount. There was one request in the year, with a subsequent donation of £3,000 to match the funds raised by the team Bridges walk for The Brain Tumour Charity (below) - bringing the cumulative matched giving total since the charity's inception to £76,592.

### Walking for The Brain Tumour Charity

On 7th July 2023, Bridges colleagues from across Bridges Fund Management and Bridges Outcomes Partnerships came together to embark on a 10-kilometre sponsored walk through London, in aid of The Brain Tumour Charity. With bridges being of particular significance, given the firm's name, the route deliberately involved the crossing of nine London bridges, from London Bridge to Battersea.

Bridges chose to fundraise for The Brain Tumour Charity in memory of its much-loved former chairman Peter Englander, who passed away at the end of May after his own battle with a brain tumour. Peter was a huge inspiration to the team.



Above: Bridges teams walked across nine London bridges in aid of The Brain Tumour Charity

### Street Soccer London Spring Cup champions

In April, the Foundation made a donation towards and fielded a Bridges team at Street Soccer London (SSL)'s Spring Cup fundraiser in Vauxhall.

Bridges' four-person team played six matches against a number of other corporate teams, plus SSL, over the 5-a-side tournament - with the help of an additional player lent by SSL. The team was delighted to progress to the semi-final and final, clinching a win in the latter and taking home the tournament trophy!

Street Soccer supports individuals who have experienced social exclusion in various forms - including homelessness, poor mental health, criminal justice, substance abuse, or refugee status - through the power of sport. The charity was the recipient of a pre-Covid sponsorship donation by the Foundation, which enabled its London players to represent England at the delayed Nations Cup in 2022.



Above: Bridges team wins Street Soccer London's Spring Cup 2023

# Key achievements in 2023/24

## **Bridges Charitable Team Activities: Bridges colleagues fundraising and volunteering for charity**

The Foundation also provides short-term financial grants to those in need within the Bridges network

### **The Benevolent Fund**

The Foundation's Benevolent Fund was launched to provide short-term financial support grants to members of the broader Bridges network (such as portfolio company employees) who find themselves in difficult circumstances. £20,000 has been allocated to this fund. There were three requests in the year totaling £7,300 and therefore the total spend to date is now £20,408.

### **The Donor-advised Pool**

The Foundation has established a Donor-Advised Pool, a pool of funds capped at 20% of Bridges' carry whereby the carry holders can make a request to the Trustees on how to allocate this portion of the funds. In total, sixteen requests were made during the year, totalling £6,950 (2023: £30,931).

# Future Plans

The Foundation will continue to focus on its three core strategic pillars in the coming year:

- › [Venture Philanthropy](#)
- › [Impact Investment Innovation](#)
- › [Bridges Charitable Team Activities](#)

We are also expanding our work in key ways:

## [Venture Philanthropy:](#)

Having established our second focus area of Gender-based Violence, and its two corresponding sub-themes, the Foundation is aiming to add new charity partners specific to this area.

The team is in the process of identifying an outstanding advocacy or campaign organisation operating at a national level, which would benefit from the Foundation's financial and non-financial support.

The team is also exploring programmes available which support people at risk of becoming perpetrators.

## [Seed-funding & Market-building:](#)

Bridges Impact Foundation has a long history of supporting outcomes-based contracts and partnerships, from its investment in the first ever outcomes contracts (via the Social Entrepreneurs Fund which it catalysed), to

support for Bridges' first dedicated outcomes fund through the Social Impact Bond Fund; from its investment in the Village Enterprise Development Impact Bond, to its support of and decision to provide grant funding to the SDG Outcomes Fund.

The Foundation is looking forward to seeing how the evolved Bridges Evergreen strategy, Bridges Inclusive Growth Fund, develops in the coming years, with its renewed focus on partnering with highly impactful, socially-focused UK companies.

Elsewhere, the Foundation continues to explore opportunities to support efforts to catalyse direct and systemic impact across a range of organisations, channels and financial vehicles.

*Below: Wecyclers, an outcomes-based project tackling plastic waste pollution in Nigeria while providing decent jobs; part of the SDG Outcomes Fund*



# Financial Review

## Fundraising

The current Bridges team, as well as some former Bridges employees that have now moved on to other workplaces, have committed to donate a portion of their carried interest to benefit the Foundation.

There were carry donations of £205,065 in the year to March 2024 (2023: £84,282). There were no Gift Aid submissions in 2024 (2023: £16,739).

A number of exit processes delayed by Covid are now underway again. The Foundation expects this to create a steady funding stream for the Foundation that is likely to rise over time.

This should allow the Foundation to expand its activities further in the coming years.

## Investments

Bridges Social Entrepreneurs Fund LP ("SEF") made no drawdowns in the year (2023: £nil). The Foundation's commitment is fully drawn, and the Fund has come to the end of its life and is now in liquidation.

Total distributions, net of PPS repaid, by year-end were £6.69m. This equates to a return of 82% of the capital and loan drawn down net of recalled PPS (£8.19m).

There is currently one active investment forecast to run until 2025, at which point the Fund will be liquidated. The Net Asset Value of SEF at the year-end was £118,877.

Bridges Evergreen Holdings (BEH) made no drawdowns this year (2023: £nil) and distributions of £128,256 have been received in the year to March 2024 (2023: £90,114) in the form of a dividend payment.

As at 31 March 2024, £57m had been drawn

down from investors since the commencement of BEH on 6 July 2016, against £66m total commitments. This represents 86% of current commitments, and has been used to fund investments into New Reflexions, Shaw Healthcare, the Ethical Housing Company, Skills Training UK and AgilityEco, as well as Priority Profit Share and other fund expenses.

In the year, Evergreen made a dividend distribution to investors of £2.8m, or 6% of invested cost, in March 2024.

Governance costs for the Foundation were £16,331 compared to £12,902 from the prior year. Administration and investment services are performed by Bridges Fund Management Limited on a *pro bono* basis. It is not possible to quantify the value of this work.

# Public benefit

The Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard for the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under that Act, including the guidance 'public benefit: running a charity (PB2)'.

The Trustees consider that the activities of the charity provide significant public benefit, in a number of important ways.

By acting as the original cornerstone investor in the Bridges Social Entrepreneurs Fund, which in turn co-invests alongside the Bridges Social Impact Bond Fund, and more recently by investing in Bridges Evergreen Holdings, the Foundation has helped to channel capital to innovative and ambitious social sector organisations looking to create long-term, sustainable impact at scale.

The ongoing work of the Bridges Outcomes team to build capacity in the social outcomes market also has significant potential to improve public sector services, both in the UK and beyond, by delivering better outcomes and better value for the public purse.

The Matched Giving facility amplifies and thus incentivises individual charitable fundraising by members of the Bridges team.

The Foundation does not engage in fundraising activities and no donations are sought from the public. The Foundation does not use third-parties to assist with fundraising and the Foundation received no complaints in this year regarding its fundraising practices.

# Relationship with other entities

## Bridges Fund Management Limited

Bridges Impact Foundation is connected to Bridges Fund Management Limited (“Bridges”) by virtue of the fact that it holds B ordinary shares in the company. The Foundation does not exercise significant control or influence over Bridges, as the B ordinary shares are non-voting shares, except in certain situations governing a change of the mission of the company. Under the terms of Bridges’ Articles of Association, it has no right to any of the profits or losses of the company even in the event of a sale or liquidation (only to capital).

The Foundation occupies office space and shares management personnel with Bridges. In addition, Bridges is the appointed manager to the private funds in which the Foundation has invested. The Foundation benefits from its relationship with Bridges Fund Management, for which it is not charged. The Foundation is administered by the staff of Bridges, who support it by offering time, resource and support to charitable activities.

At the year-end, Founder Trustee Michele Giddens was also a director of Bridges Fund Management. In addition, Aaron Vagarwal, Lucia Santirso Richards, Tom Mountford and Simon Ringer were employees at Bridges, while Antony Ross was a senior advisor to Bridges. Giuseppe Catarozzo resigned as a Trustee in October 2023; Michele resigned as a Board member in September 2024; and Antony resigned as a Trustee in October 2024. Maggie Loo and Philip Newborough were appointed as Trustee and Founder Trustee respectively in October 2024.

## Bridges Social Entrepreneurs Fund LP

Bridges Social Entrepreneurs Fund LP (“SEF”) was constituted under a limited partnership agreement. It attracted funding that was invested in social enterprise initiatives with strong potential philanthropic benefit.

The general and controlling partner of SEF was Bridges Social Entrepreneurs Fund (General Partner) Ltd, a wholly-owned subsidiary of Bridges. The investments of SEF were managed by Bridges. The investors in SEF, including the Bridges Impact Foundation, were members of SEF’s advisory board, whereby the Manager updated the investors on the Fund’s progress.

The investment period of Bridges Social Entrepreneurs Fund LP ended in 2016; the Fund’s term was due to expire in 2019, but this was subsequently extended to August 2021,

so Bridges could continue driving impact and financial value in the remaining assets. The Fund is now in liquidation and is expected to be wound up following the exit of its final investment.

## Bridges Inclusive Growth Fund LP

In August 2024, Bridges Inclusive Growth Fund LP, previously Bridges Evergreen Capital LP, received Special Investors’ Consent for a restructuring of the Fund to allow for its conversion into a closed-ended vehicle and the adoption of an amended Limited Partnership Agreement (“LPA”). The adoption of the amended LPA and restructuring steps formally took place in September 2024 but by agreement to take effect from 1 April 2024.

The Fund is focused on investing capital to support the growth of UK-based mission-led businesses and organisations that deliver positive social impact and, in close alignment, commercial success. The investments of Bridges Inclusive Growth Fund LP are managed by Bridges. The investors in the Fund, including the Bridges Impact Foundation, are members of the Fund’s Investors’ Committee where the Manager updates the investors on progress to date and future plans for the Fund.

## Bridges Impact Foundation U.S.

Bridges Impact Foundation U.S. is a U.S.-based 501(c)3 nonprofit organisation, and an independent organisation. The Foundation has regular updates with this entity, as we look to collaborate on opportunities where possible.

## SDG Outcomes Fund SCSp

Bridges Outcomes Limited acts as the portfolio manager for the SDG Outcomes Fund SCSp (“the Fund”), the first vehicle of its kind dedicated to creating social and environmental outcomes through projects focused on health, education, women’s economic empowerment and the environment to benefit the world’s most vulnerable populations.

The Fund aims to achieve direct impact through potential positive outcomes estimated to be worth more than \$250m. The Fund also aims to achieve systemic impact through transforming the way donors commission and fund services for vulnerable people, as well as transforming the ecosystem of delivery partners, improving outcome payer engagement by achieving more outcomes and better value for money, and increasing the availability of more flexible, impact-focused capital through the establishment of a broader investor base.

# Organisation and appointment of Trustees

The Bridges Impact Foundation is administered by the Board of Trustees.

The Trustees ensure that the Foundation is carrying out its purposes for the public benefit, that it manages its resources responsibly, and that it is fully accountable and compliant with the law.

There must be at least four Trustees and no more than ten in office at any given time.

The Foundation's Board is comprised of elected employee representatives from Bridges Fund Management, senior Bridges partners, and independent Trustees.

Victoria Hornby is the Foundation's Chair. The Foundation is lucky to benefit from her not-for-profit experience and expertise. Her support, challenge and guidance are invaluable, and ensure the effective and smooth running of the Foundation's Board.

In October 2023, Giuseppe Catarozzo resigned as Trustee. Antony Ross stepped down in October 2024; in the same month, Maggie Loo joined the Board as a senior member of the Bridges team.

Michele Giddens stepped down as a Founder Trustee in September 2024, followed by the appointment of Philip Newborough as a Founder Trustee in October 2024.

Independent Trustees are appointed by a resolution of the Board of Trustees and serve for three years, at which point they can be reappointed for a further three-year term.

Alex Pitt, co-founder and Director of Growth at Mustard Seed, an early-stage generalist impact fund, has served as an independent Trustee since 2020.

Tim Simmonds, a partner at law firm Osborne Clarke, was formally approved as another independent Trustee in October 2022.

The Foundation is actively searching for another independent Trustee to join the Board.

As part of its commitment to best practices in governance, the Foundation periodically reviews its policies and procedures to ensure they meet the highest standards. In 2024, the Foundation conducted a governance review, resulting in several areas of enhancement. These ongoing improvements reflect the Foundation's dedication to upholding high standards in governance and accountability.

## Trustee Induction and Training

New Trustees of the Bridges Impact Foundation take part in a mandatory induction meeting to understand their legal obligations as a Trustee under charity law. Trustees who are not employees of Bridges Fund Management Ltd are also briefed on the company's activities and philosophy, governance, decision-making process, and recent financial reports.

All Trustees are invited to join a meeting of the Bridges Inclusive Growth Fund advisory board (and previously the Bridges Social Entrepreneurs Fund advisory board) as part of their induction and training.

All Trustees are encouraged to undergo external training that can better inform them of their role as Trustee or enhance their expertise/skills to contribute to the work of the Foundation.

## Other Key Personnel

Barbara Storch is Director of the Foundation; she is responsible for developing and directing strategy for the deployment of the funds of the Foundation on a day-to-day basis.

Aaron Vagarwal is Secretary of the Foundation.



# Risks and Risk Management

The key risks faced by the Foundation relate to the performance of funds managed by Bridges Fund Management.

The value of the Foundation's investment in SEF, and its investment in Bridges Inclusive Growth Fund, may rise or fall depending on the performance of the companies in which these funds choose to invest.

Equally, an important funding stream for the Foundation derives from the Bridges Fund Management team (both past and present), who have committed to donate the equivalent of 10% of their individual 'carried interest' (profits) arising from the funds managed by Bridges Fund Management to the Foundation. If the funds fail to generate carried interest, the funding of the Foundation will be adversely affected.

The Trustees work to proactively manage risks by reviewing potential financial, reputational and other risks on an annual basis and developing and implementing strategies to pre-empt or minimise these risks. They also maintain close communication with the Bridges Fund Management team to monitor any potential risks pertaining to the funds' investment activity.

A key element in the management of financial risk is the frequent review of quarterly finance updates presented at each Board meeting – which analyse cashflow forecasts to manage financial risk – and of the amounts and terms of donations made to the Foundation.

## Reserves Policy

The Bridges Impact Foundation's policy is to hold reserves that will enable the organisation to:

- › Ensure there is sufficient money to continue its core activities during a period of unforeseen difficulty
- › Undertake special projects and one-off activities in keeping with the Foundation's mission

The Foundation incurs minimal costs of operation, including governance costs. It considers that the unrestricted reserves at the year-end totaling £738,148 (2023: 899,837) of which £19,911 is designated and £718,237 is general, will be more than sufficient to cover ongoing expenses associated with its current operations.

The Trustees continue to explore with the Bridges team other avenues of charitable activity that are aligned with the skills, interests and activities of the team.

Restricted funds at year-end totaled £4,170,726 (2023: £4,533,302).

## Structure

Bridges Trust (company number 06864617) was incorporated on 31 March 2009 under a Memorandum and Articles of Association, with all existing Trustees in the unincorporated charity Bridges Charitable Trust (charity number 1118391) becoming directors of the newly incorporated Bridges Trust.

Bridges Trust was registered as a charity with the Charity Commission on 20 May 2009 (charity number 1129756); changed its name to Bridges Charitable Trust on 17 August 2009; and changed its name to the Bridges Impact Foundation Ltd. on 22 February 2017.

New Articles of Association were adopted in 2024, introducing a new type of Trustee: a Bridges Founder Trustee is a Trustee who is a founding partner of Bridges.

# Statement of Trustees' Responsibilities

The Trustees (who are also directors of Bridges Impact Foundation for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102, the Financial Reporting Standards applicable to the UK and Republic of Ireland.

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- › Select suitable accounting policies and then apply them consistently
- › Observe the methods and principles in the Charities SORP
- › Declare any conflict of interest following the Foundation's Conflict of Interest policy
- › Make judgements and estimates that are reasonable and prudent
- › State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- › Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the Trustees are aware:

- › There is no relevant audit information of which the charitable company's auditor is unaware
- › The Trustees have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor was aware of that information

## Auditors

Moore Kingston Smith LLP continued in its appointed role as auditor in the year.

Signed on behalf of the Trustee Board by:



Victoria Hornby

Chair of Board

28<sup>th</sup> January 2025

# INDEPENDENT AUDITORS REPORT FOR YEAR ENDED 31 MARCH 2024

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIDGES IMPACT FOUNDATION LIMITED

### Opinion

We have audited the financial statements of Bridges Impact Foundation Limited ('the company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

# INDEPENDENT AUDITORS REPORT FOR YEAR ENDED 31 MARCH 2024 (continued)

## Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- the charity has not kept adequate accounting records; or
- certain disclosures of trustees' remuneration specified by law are not made;
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we required for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Report and from preparing a Strategic Report.

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 24, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

# INDEPENDENT AUDITORS REPORT FOR YEAR ENDED 31 MARCH 2024 (continued)

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## **Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

# INDEPENDENT AUDITORS REPORT FOR YEAR ENDED 31 MARCH 2024 (continued)

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

## Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Moore Kingston Smith LLP*

Andrew Stickland (Senior Statutory Auditor)  
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Date: 30 January 2025

9 Appold Street  
London  
EC2A 2AP

**Bridges Impact Foundation Limited**  
**Statement of Financial Activities**  
**For the year ended 31st March 2024**

	Note	Unrestricted Funds £	Restricted Funds £	Year ended 31 March 2024 £	Year ended 31 March 2023 £
<b>INCOME AND EXPENDITURE</b>					
<b>Income</b>					
Donations and Grants	2	152,373	-	152,373	84,307
Investment income	3	128,256	-	128,256	166,056
<b>Total Income</b>		<b>280,629</b>	<b>-</b>	<b>280,629</b>	<b>250,363</b>
<b>Expenditure</b>					
Charitable expenditure	4	(442,318)	-	(442,318)	(274,942)
<b>Total Expenditure</b>		<b>(442,318)</b>	<b>-</b>	<b>(442,318)</b>	<b>(274,942)</b>
Revaluation of programme-related investment	7	-	(362,576)	(362,576)	(651,244)
<b>Net (expenditure) and Net Movement in Funds for the year</b>		<b>(161,689)</b>	<b>(362,576)</b>	<b>(524,265)</b>	<b>(675,823)</b>
Transfers between funds		-	-	-	-
<b>Fund Balances at 1st April 2023</b>		<b>899,837</b>	<b>4,533,302</b>	<b>5,433,139</b>	<b>6,108,962</b>
<b>Total Funds at 31st March 2024</b>	<b>10,11</b>	<b>738,148</b>	<b>4,170,726</b>	<b>4,908,874</b>	<b>5,433,139</b>

All gains and losses for the year are included in the Statement of Financial Activities and arise from continuing operations.

The notes on pages 32 to 39 form part of these financial statements.

# Bridges Impact Foundation Limited

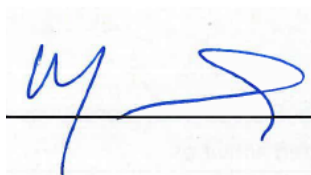
## Balance Sheet as at 31st March 2024

	Note	2024 £	2024 £	2023 £	2023 £
<b>Programme-Related Investments</b>	7		3,466,506		3,829,082
<b>Current Assets</b>					
Debtors	8	23,250		75,942	
Cash at bank and in hand		<u>1,431,618</u>		<u>1,576,096</u>	
		1,454,868		1,652,038	
<b>Creditors: Amounts falling due within one year</b>	9	<u>(12,500)</u>		<u>(47,981)</u>	
<b>Net Current Assets</b>			1,442,368		1,604,057
<b>Net Assets</b>			<u><u>4,908,874</u></u>		<u><u>5,433,139</u></u>
<b>Funds</b>					
Unrestricted general funds	10		718,237		871,284
Unrestricted designated funds	10		19,911		28,553
Restricted funds	11		<u>4,170,726</u>		<u>4,533,302</u>
<b>Funds</b>			<u><u>4,908,874</u></u>		<u><u>5,433,139</u></u>

The notes on pages 32 to 39 form part of these financial statements.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

Approved by the Board of Trustees and authorised for issue on and signed on its behalf by:



**Victoria Hornby**  
Trustee

28th January 2025  
.....  
Date

Company Registration Number: 06864617

**Bridges Impact Foundation Limited**  
**Cash Flow Statement**  
**For the year ended 31st March 2024**

	Note	2024 £	2023 £
<b>Cash flows from operating activities</b>			
Net Cash provided by operating activities	16	(272,734)	(87,337)
<b>Net cash (used in) operating activities</b>		<u>(272,734)</u>	<u>(87,337)</u>
<b>Cash flows from investing activities</b>			
Investment income received		128,256	166,056
Programme related investment repayments received		-	62,092
<b>Net cash provided by investing activities</b>		<u>128,256</u>	<u>228,148</u>
<b>Change in cash in the reporting period</b>		<b>(144,478)</b>	<b>140,811</b>
Cash at the beginning of the reporting period		<u>1,576,096</u>	1,435,285
<b>Cash at the end of the reporting period</b>		<u><u>1,431,618</u></u>	<u><u>1,576,096</u></u>

	1 April 2023 £	Cash flows £	31 March 2024 £
<b>Analysis of changes in net debt</b>			
Cash at bank	1,576,096	(144,478)	1,431,618
<b>Total</b>	<u>1,576,096</u>	<u>(144,478)</u>	<u>1,431,618</u>

# Bridges Impact Foundation Limited

## Notes to the Accounts

### For the year ended 31st March 2024

#### 1 Accounting Policies

##### **Basis of Accounting**

These financial statements are prepared on a going concern basis, under the historical cost convention.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The charitable company is a public benefit entity for the purposes of FRS 102 and therefore the Foundation also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The financial statements are prepared in sterling, which is the functional currency of the Foundation. Monetary amounts in these financial statements are rounded to the nearest pound.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

##### **Going Concern**

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Foundation to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements and have considered the potential impact of the current economic environment. However, the principal expenditure is in making donations and grants and these are only made out of funds available. This combined with the significant unrestricted reserves held by the Foundation have led the Trustees to conclude that there is a reasonable expectation that the Foundation has adequate resources to continue in operational existence for the foreseeable future. The Foundation therefore continues to adopt the going concern basis in preparing its financial statements.

##### **Income**

Income from investments, donations and grants is brought into the accounts when the Foundation is entitled to receipt, receipt is probable and can be measured reliably.

Gift Aid income is recognised on the date at which the relevant qualifying donation has been received. Any amounts not received at the year end are included within debtors.

##### **Expenditure**

Expenditure is charged in the accounts on an accruals basis. Governance costs consist of costs associated with the strategic direction of the organisation.

Grants payable, including those paid over several years, are charged when the offer is conveyed to the recipient except in the cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. No support costs are allocated to grant-giving activities.

##### **Fund structure**

Amounts donated for the purpose of specific categories of investment are categorised as restricted funds. All other income is included as unrestricted provided there are no conditions specified by the donor related to its use. Unrestricted funds ring-fenced by the trustees for specific use have been disclosed as designated funds, more information on these funds is available in note 10.

# Bridges Impact Foundation Limited

## Notes to the Accounts (continued)

### For the year ended 31st March 2024

#### 1 Accounting Policies

##### Programme-Related Investments

Investments made by the charity which are made in direct pursuit of the charity's objects are treated as Programme-Related Investments. These consist of a capital element and a long term loan, and include such capital and loan commitments made by way of Limited Partner investment in Bridges Social Entrepreneurs Fund LP and Bridges Inclusive Growth Fund LP . The loan elements of investments made are measured at the value of the loan given less any amounts repaid and less any impairment. The capital elements of investments made are measured at fair value if this can be measured reliably, or if not at cost less impairment.

##### Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held on call with banks, and other short-term liquid investments with original maturities of three months or less.

##### Financial Instruments

Basic financial instruments are measured at amortised cost, other than investments, which are measured at cost less impairment.

With the exceptions of prepayments and deferred income, all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 8 and 9 for the debtor and creditor notes.

##### Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements.

The trustees deem the key area of estimation to be the annual review and adjustment of the Programme-Related Investment to take into account any current period impairment, reversal of prior period impairment or revaluation. See the accounting policy above and note 7 for further details.

#### 2 Donations and grant income

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Gift aid	-	25
Individual donations	152,373	84,282
	<u><b>152,373</b></u>	<u><b>84,307</b></u>

All donation and grant income was unrestricted in 2024 and 2023.

#### 3 Investment Income

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Dividends received	128,256	166,056
Interest received	-	-
	<u><b>128,256</b></u>	<u><b>166,056</b></u>

All investment income was unrestricted in 2024 and 2023.

# Bridges Impact Foundation Limited

## Notes to the Accounts (continued)

### For the year ended 31st March 2024

#### 4 Expenditure

##### Current year

	Direct Costs £	Support Costs £	Total 2024 £
<b>Charitable expenditure</b>			
Donations	21,300	-	21,300
Grants paid to institutions (see note 4b)	320,000	-	320,000
Consultancy fees	-	84,687	84,687
Governance (see note 4a)	-	16,331	16,331
<b>Total</b>	<b>341,300</b>	<b>101,018</b>	<b>442,318</b>

##### Prior year

	Direct Costs £	Support Costs £	Total 2023 £
<b>Charitable expenditure</b>			
Donations	33,137	-	33,137
Grants paid to institutions (see note 4b)	160,000	-	160,000
Consultancy fees	-	68,903	68,903
Governance (see note 4a)	-	12,902	12,902
<b>Total</b>	<b>193,137</b>	<b>81,805</b>	<b>274,942</b>

Restricted expenditure included above for 2024 is £nil (2023: £nil).

Key management personnel comprise the Trustees and the Director of Strategy. Within Consultancy fees is £78,622 (2023: £67,648) paid to Bridges Fund Management for the services of the Director of Strategy.

#### 4a Governance costs

	Total 2024 £	Total 2023 £
Legal & professional fees	-	-
Audit fees	15,130	12,312
Bank charges	968	590
General Expenses	233	-
	<b>16,331</b>	<b>12,902</b>

Restricted expenditure included above for 2024 is £nil (2023: £nil).

**Bridges Impact Foundation Limited**  
**Notes to the Accounts (continued)**  
**For the year ended 31st March 2024**

<b>4b Grants paid to institutions</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
OnSide Youth Zones	50,000	50,000
Worship Company of Chartered Surveyors	10,000	10,000
Mental Health Innovation	-	30,000
The Difference	30,000	40,000
Rising Sun	50,000	30,000
Bridges Outcomes Partnerships	150,000	-
Sex Education Forum	30,000	-
	<u><b>320,000</b></u>	<u><b>160,000</b></u>

**5 Trustees' remuneration**

Trustees are deemed to be the key management personnel of the Foundation. The trustees did not receive any remuneration during the period (2023: £nil). No costs were reimbursed to trustees during the period (2023: £nil).

**6 Auditors' remuneration**

Total amounts paid to the auditor in note 4a are broken down as below:

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Current year audit fee	12,500	11,820
Prior year under accrual	-	492
	<u><b>12,500</b></u>	<u><b>12,312</b></u>

# Bridges Impact Foundation Limited

## Notes to the Accounts (continued)

### For the year ended 31st March 2024

7 Programme-related investments	2024	2023
	£	£
Investment value at 1 April 2023	3,829,082	4,542,418
Loan investment additions in the year	-	-
Loan investment repayments in the year	-	(62,092)
Revaluation of programme-related investment	(362,576)	(651,244)
<b>Value at 31 March 2024</b>	<b><u>3,466,506</u></b>	<b><u>3,829,082</u></b>

Investments represent the amounts paid to date by the Foundation into the Bridges Social Entrepreneurs Fund LP of which it is a Limited Partner, and Bridges Evergreen Capital LP of which it is also a Limited Partner.

The Bridges Social Entrepreneurs Fund was intended to exist for a period of up to twelve years and has terminated since 31 March 2022. Ultimately, the fund had a net money multiple of less than 1 (i.e. did not return all invested capital) over its life.

The Bridges Evergreen Capital LP Fund is focused on investing long-term capital to support the growth of mission-led businesses and social sector organisations that deliver positive social impact and enjoy commercial success. The Fund has invested in New Reflexions, the Ethical Housing Company, and Agility Eco.

#### **Amounts committed, but not yet invested**

##### **Social Entrepreneurs Fund LP**

The total commitment that the Foundation had to Bridges Social Entrepreneurs Fund LP was £4,240,252 which could be drawn down at the discretion of the Manager of the Fund. Total undrawn commitments in the Fund were capped as of 30 June 2016, resulting in a cancellation of commitments. PPS repaid subsequent to the cancellation will continue to be redrawable.

The Social Entrepreneurs Fund LP came to the end of its life on 28 August 2021. The Fund's Manager was appointed as Liquidating Trustee under the terms of the Limited Partnership Agreement ("LPA"). The Fund has been fully drawn. The balance of the Foundation's commitment, not yet drawn upon by 31 March 2024, is £nil (2023: £nil).

In addition, total distributions of £nil have been received by the Foundation from the Fund in the year to 31 March 2024, which represents the repayment of loans drawn from the Foundation to pay the priority profit share to the Fund's General Partner.

##### **Bridges Inclusive Growth Fund (previously Bridges Evergreen Capital Fund LP)**

Bridges Evergreen Capital Fund LP has gone through a restructuring and is now called Bridges Inclusive Growth Fund.

The total commitment that the Foundation had to Bridges Evergreen Capital Fund LP at 31 March 2024 was £3m (2023: £3m) which can be drawn down at the discretion of the Manager of the Fund. Bridges Evergreen Capital LP is constituted under a Limited Partnership Agreement dated 6 July 2016. The Fund invests in mission-led Portfolio Companies that provide a positive social impact and have a mission-locked governance structure in order to deliver their social mission. As at 31 March 2024, Bridges Evergreen Capital Fund LP had total Fund commitments of £65.7m. In August 2024, Bridges Inclusive Growth Fund LP, previously Bridges Evergreen Capital LP, received Special Investors' Consent for a restructuring of the Fund to allow for its conversion into a closed-ended vehicle and the adoption of an amended Limited Partnership Agreement. The adoption of the amended LPA and restructuring steps formally took place in September 2024 but by agreement to take effect from 1 April 2024.

The balance of the Foundation's commitment to Bridges Inclusive Growth Fund (Bridges Evergreen Capital LP), not yet drawn upon by 31 March 2024, is £nil (2023: £nil).

**Bridges Impact Foundation Limited**  
**Notes to the Accounts (continued)**  
**For the year ended 31st March 2024**

<b>8</b>	<b>Debtors</b>	<b>2024</b>	<b>2023</b>
		£	£
	Accrued income	23,250	75,942
		<u><b>23,250</b></u>	<u><b>75,942</b></u>

<b>9</b>	<b>Creditors: Amounts falling due within one year</b>	<b>2024</b>	<b>2023</b>
		£	£
	Other creditors	12,500	47,981
		<u><b>12,500</b></u>	<u><b>47,981</b></u>

**10 Unrestricted Funds**

**Current year**

	At 1 April 2023	Income	Expenditure	Transfers	At 31 March 2024
	£	£	£	£	£
<b>General funds</b>	<u><b>871,284</b></u>	<u><b>280,629</b></u>	<u><b>(431,268)</b></u>	<u><b>(2,408)</b></u>	<u><b>718,237</b></u>
<b>Designated funds</b>					
(a) Benevolent fund	6,892	-	(7,300)	408	-
(b) Fund matching	20,661	-	(3,000)	-	17,661
(c) Property philanthropic pot	1,000	-	(250)	-	750
(c) Growth philanthropic pot	-	-	(500)	2,000	1,500
<b>Total Designated Funds</b>	<u><b>28,553</b></u>	<u><b>-</b></u>	<u><b>(11,050)</b></u>	<u><b>2,408</b></u>	<u><b>19,911</b></u>
<b>Total Unrestricted funds</b>	<u><u><b>899,837</b></u></u>	<u><u><b>280,629</b></u></u>	<u><u><b>(442,318)</b></u></u>	<u><u><b>-</b></u></u>	<u><u><b>738,148</b></u></u>

**Prior year comparative Unrestricted Funds**

	At 1 April 2022	Income	Expenditure	Transfers	At 31 March 2023
	£	£	£	£	£
<b>General funds</b>	<u><b>913,357</b></u>	<u><b>250,363</b></u>	<u><b>(270,436)</b></u>	<u><b>(22,000)</b></u>	<u><b>871,284</b></u>
<b>Designated funds</b>					
(a) Benevolent fund	6,892	-	-	-	6,892
(b) Fund matching	4,167	-	(3,506)	20,000	20,661
(c) Property philanthropic pot	-	-	(1,000)	2,000	1,000
<b>Total Designated Funds</b>	<u><b>11,059</b></u>	<u><b>-</b></u>	<u><b>(4,506)</b></u>	<u><b>22,000</b></u>	<u><b>28,553</b></u>
<b>Total Unrestricted funds</b>	<u><u><b>924,416</b></u></u>	<u><u><b>250,363</b></u></u>	<u><u><b>(274,942)</b></u></u>	<u><u><b>-</b></u></u>	<u><u><b>899,837</b></u></u>

- (a) The Bridges Impact Foundation Benevolent Fund has been established primarily to support employees of the Bridges Fund Management group and any of its portfolio companies who find themselves in acute financial need. In the year to March 2024 a total of £7,300 (2023: £nil) was paid out for such causes.
- (b) Bridges Impact Foundation has undertaken to match donations raised from private individuals in the Bridges Fund Management team to a maximum of £1,000 per team member per annum. A total of £20,000 has been designated, but is subject to top up should it prove to be insufficient. In the year to March 2024, a total of £3,000 (2023: £3,506) was paid out in matched donations.
- (c) The Growth and Property philanthropic pots is designated for a sub-sector of the Bridges team to recommend small donations to support philanthropic projects of their choosing, as approved by the trustees.

# Bridges Impact Foundation Limited

## Notes to the Accounts (continued)

### For the year ended 31st March 2024

11 Restricted Funds	2024 £	2023 £
(a) Funds acquired for Programme Investment in Bridges Social Entrepreneurs Fund		
Balance at 1 April 2023	1,118,684	1,137,208
Revaluation (loss)	(7,457)	(18,524)
<b>Balance at 31 March 2024</b>	<b><u>1,111,227</u></b>	<b><u>1,118,684</u></b>
(b) Funds acquired for Programme Investment in Bridges Inclusive Growth Fund (previously named Bridges Evergreen Capital LP)		
Balance at 1 April 2023	3,414,618	4,047,338
Revaluation loss	(355,119)	(632,720)
<b>Balance at 31 March 2024</b>	<b><u>3,059,499</u></b>	<b><u>3,414,618</u></b>
<b>Total Restricted Funds at 31 March</b>	<b><u>4,170,726</u></b>	<b><u>4,533,302</u></b>

- (a) The balance on programme-related investment funds represents funds already invested, together with further funds held pending investment in programme-related investment projects, net of related costs of managing the Fund. The value of the investment in the underlying Fund increased in the year and has been recognised in its revaluation.
- (b) The Foundation had funds brought forward of £3,414,618 for use in the Programme Investment Fund to support Bridges Inclusive Growth Fund (previously named Bridges Evergreen Capital LP). During the current year there has been further investment in Bridges Inclusive Growth Fund £nil (2023: £nil). The value of the investment in the underlying Fund decreased in the year and has been recognised in its revaluation.

#### 12 Analysis of Net Assets between funds

Current year	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £
Fixed Assets - Programme-related investments	-	3,466,506	3,466,506
Current Assets	750,648	704,220	1,454,868
Current Liabilities	(12,500)	-	(12,500)
	<b><u>738,148</u></b>	<b><u>4,170,726</u></b>	<b><u>4,908,874</u></b>
Prior year	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £
Fixed Assets - Programme-related investments	-	3,829,082	3,829,082
Current Assets	947,818	704,220	1,652,038
Current Liabilities	(47,981)	-	(47,981)
	<b><u>899,837</u></b>	<b><u>4,533,302</u></b>	<b><u>5,433,139</u></b>

# Bridges Impact Foundation Limited

## Notes to the Accounts (continued)

### For the year ended 31st March 2024

#### 13 Related Party Relationships and Transactions

Bridges Impact Foundation Limited is a Limited Partner in Bridges Social Entrepreneurs Fund LP and is not considered to have a controlling or significant interest in the LP Fund. During the period, Bridges Impact Foundation received £nil (2023: £62,092) from Bridges Social Entrepreneurs Fund LP by way of distribution out of income or capital. At the year end Bridges Impact Foundation Limited's investment in Bridges Social Entrepreneurs Fund LP was £42,904 (2023: £50,361).

Bridges Impact Foundation Limited is a Limited Partner in Bridges Inclusive Growth Fund (previously named Bridges Evergreen Capital Fund LP) and is not considered to have a controlling or significant interest in the LP Fund. At the year end Bridges Impact Foundation Limited's investment in BBridges Inclusive Growth Fund (previously named Bridges Evergreen Capital Fund LP) was £3,427,644 (2023: £3,778,721). The Foundation received a distribution by way of dividend of £128,256 (2023: £90,114).

Bridges Impact Foundation Limited operates under common control with Bridges Fund Management ("BFM"). Michele Giddens is a common Trustee (and Director of BFM). During the year a total of £78,622 (2023: £67,648) was paid to BFM representing consultancy fees. At the year end an amount of £nil (2023: £nil) was payable to BFM.

Within the 2020 financial year, the Trustees approved a multi-year grant to Mental Health Innovation ("MHI"). Victoria Hornby is CEO of MHI, the charity which runs and manages Shout. At the time of grant decision making, she was not a trustee of BIF Ltd. An amount of £Nil (2023: £30,000) was paid to MHI during the year.

#### 14 Staff Numbers

There were no full time equivalent employees during the year (2023: nil.). Total staff costs for the year were £nil (2023: £nil). The Foundation is provided with administrative support free of charge by Bridges Fund Management Limited.

#### 15 Taxation

The Foundation carries out exempt charitable activities, therefore no corporation tax is due on the year's results.

#### 16 Reconciliation of net income/(expenditure) to net cashflow from operating activities

	2024	2023
	£	£
<b>Net (Expenditure) for the reporting period</b>	<b>(524,265)</b>	<b>(675,823)</b>
Revaluation gains / (losses)	362,576	651,244
Investment income	(128,256)	(166,056)
Decrease / (Increase) in debtors	52,692	65,317
(Decrease) / Increase in creditors	(35,481)	37,981
	<b>(272,734)</b>	<b>(87,337)</b>

# BRIDGES

IMPACT FOUNDATION

Bridges Impact Foundation  
38 Seymour Street,  
London, W1H 7BP  
+44 (0) 20 3780 8000

[www.bridgesimpactfoundation.com](http://www.bridgesimpactfoundation.com)  
[info@bridgesfundmanagement.com](mailto:info@bridgesfundmanagement.com)

Company Registration Number: 06864617.  
Registered Charity Number: 1129756.

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Bridges Impact Foundation, December 2024

**BRIDGES IMPACT FOUNDATION**

England & Wales - Charity number 1129756

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# Accounts

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# BRIDGES

Impact Foundation

## Trustees' Annual Report & Accounts

For the year ended 31 March 2023

[bridgesimpactfoundation.com](https://bridgesimpactfoundation.com)

*Registered Company No. 06864617. Registered Charity No. 1129756*

# From the Chair



Dear friends,

I am delighted to present the Bridges Impact Foundation's 2022/23 Annual Report & Accounts.

This has been another year of strong progress for the Foundation. A particular highlight was the selection of a new area of focus for our venture philanthropy efforts: the prevention of gender-based violence. I'm pleased to report that we have already selected our first charity partner, Rising Sun (p. 6), which supports women and children affected by domestic abuse across Kent. We're excited to

help them scale this important work; and we're also actively seeking other partners that we can support in the coming years.

Once again, this focus area was selected by the Bridges team via a democratic vote, based on research by members of the team. We believe this is really important: not just because we want the Foundation to support causes that are important to the Bridges team, but also because the team are then more likely to engage through volunteering, pro bono work or other forms of support.

It is of course our second venture philanthropy focus area; our previous one was mental health, particularly to support young people, and we are proud of the impact we have been able to achieve. It's been particularly heartening to see the growth of Shout (p. 5), a 24/7 text message counselling service. The Foundation's financial support, and the fantastic support of Bridges colleagues who have given up their time to volunteer with the service, has helped Shout carry out over 2,000,000 conversations with its users, most of whom are young people, since 2019.

We are also continuing to support The Difference, whose specialist teacher training programmes are helping to create a better model for supporting children at risk of exclusion from mainstream education; and OnSide, whose youth zone 'Future' (and, once opened, new facility 'WEST'), provides thousands of young people with after school and holiday club activities and support.

Beyond venture philanthropy, the Foundation continues to try to utilise its funding to catalyse the impact investment market. Previously, we have provided seed capital for a number of pioneering new Bridges fund strategies, with a view to 'crowding in' other investors – including Bridges Evergreen, its patient capital vehicle (p. 9). This year, we are delighted to have been able to support the SDG Outcomes initiative (p. 8), which Bridges Outcomes Limited (BOL), a not-for-profit entity, is working on in partnership with the UBS Optimus Foundation. A grant from the Foundation helped the BOL team develop and establish this innovative new vehicle, which launched officially in 2023 and will support Development Impact Bonds (DIBs) and other outcomes-based projects in low- and middle-income countries.

As always, the Foundation has also been able to support Bridges team members in their own charitable fundraising efforts via matched funding, through events like the London Marathon, the Alzheimer's Society's Memory Walk, and a 400km cycle ride. Again, this is an important way to ensure that the Foundation continues to support causes close to the hearts of the Bridges team.

I want to end by thanking all of our Trustees; in particular, I wanted to express our gratitude to Kyle Bentwood and Duncan Kellaway, who stood down as trustees during the year. I am also hugely grateful to our Director Barbara Storch, who continues to drive forward the Foundation's strategy and impact. We hope and expect the Foundation can continue to use its resources – including the talents of the Bridges team – to achieve more positive impact in the coming year.

Victoria Hornby

## On the cover:

The Difference aims to support children with high levels of need and vulnerability, and reduce the number of children that are excluded from their schools, via specialised teacher training.



# About the Foundation

## Objectives and Summary of Activities

The Bridges Impact Foundation (“the Foundation”) was set up as an independent charity in 2007 with two primary objectives:

1. Incentivise Bridges’ mission-driven team through social impact, engagement and philanthropy
2. Achieve impact in line with Bridges’ mission through the use of philanthropic capital, supporting projects that fall outside the scope of Bridges’ usual investment activity

In addition, the Foundation (originally the Bridges Charitable Trust) has been granted a ‘golden share’ in Bridges Fund Management, which allows it to protect the social mission of the business via an ownership stake in the management company. Bridges was launched with a clear remit to raise investment vehicles that target both societal and financial returns; the Foundation effectively has power of veto over any change to this mission.

The Foundation receives an important part of its funding through Bridges’ carry-holders, who donate the equivalent of 10% of their carry to the Foundation. As well as this direct financial contribution, the team also contributes to the Foundation’s success by helping to set overall strategy and, in some cases, through volunteering and *pro bono* support – of both the Foundation itself and some of its beneficiary

organisations. Indeed, this team engagement is an essential part of the Foundation’s work.

The Foundation’s mission statement, which is closely aligned with that of Bridges Fund Management, is: ‘To provide catalytic support for innovative solutions that drive better outcomes for underserved people and the planet’. ‘Catalytic support’ refers to both flexible financial capital and non-financial support in the form of *pro bono* work and volunteering, while ‘Innovative solutions’ are those that might not fit Bridges’ traditional investment risk profile but have the potential to be highly effective. ‘Better outcomes’ implies meaningful change in a core impact area for beneficiaries that currently do not receive enough support in that area (viz. ‘underserved people and the planet’).

The Foundation focuses on three areas:

- › Venture Philanthropy
- › Seed-funding & Market-building
- › Family Activities

In the following pages, we outline the Foundation’s key achievements in each of these three areas during the 2022/23 financial year (including the work of our sister foundation, the Bridges Impact Foundation U.S., a separate independent 501(c)3 non-profit organisation; registered charity number 81-3815673).

### Directors

The Trustees who served during the year were:

- Victoria Hornby (Chair)
- Alex Pitt
- Giuseppe Catarozzo
- Michele Giddens
- Antony Ross
- Simon Ringer (*appointed September 2022*)
- Tom Mountford (*appointed September 2022*)
- Lucia Santirso-Richards (*appointed September 2022*)
- Tim Simmonds (*appointed October 2022*)
- Kyle Bentwood (*resigned July 2022*)
- Duncan Kellaway (*resigned October 2022*)

### Director

Barbara Storch

### Secretary

Aaron Vagarwal

### Regulatory Details

Company Registration Number: 06864617  
Registered Charity Number: 1129756

### Registered Office

38 Seymour Street  
London  
W1H 7BP

### Auditors

Moore Kingston Smith LLP  
9 Appold Street  
London  
EC2A 2AP

### Bankers

The Royal Bank of Scotland International Ltd.  
1 Princes Street  
London  
EC2R 8BP

# Key achievements in 2022/23 7

## Venture Philanthropy: Supporting The Difference

Pioneering teacher training scheme The Difference continues to grow, delivering significant impact

The Difference is a specialised teacher training programme that aims to support children with high levels of need and vulnerability, and reduce the number of children that are excluded from their schools.

Nationally, the quality of Alternative Provision (AP) schools is not improving: Ofsted has reported lower quality offerings, while schools themselves are facing significant financial challenges. The standard of teaching is subsequently lower (AP students are three times more likely to be taught by an unqualified teacher), contributing to the continued achievement of poor results. In 2022, only 4.9% of AP students received a basic Pass in Mathematics and English GCSE (compared to 69% of students in all state-funded schools).

**The economic cost to the Exchequer of this wasted potential has been estimated at £370,000 per child.**

The Difference provides specialist inclusion training for teachers to move from the mainstream schooling system into Pupil Referral Units (PRUs) and AP schools, where they spend two years teaching vulnerable children dealing with complex issues.

Through The Difference Leadership Programme, teachers learn how to connect with these children effectively; and on completing their placement, they return to leadership positions in mainstream schools. Here, they receive a further year of support from The Difference.

The programme's structure allows teachers to incorporate the experience and teaching practices gained from the PRUs and APs into the mainstream system – with a view to driving positive change more broadly and providing more sensitive support for vulnerable children, preventing them from reaching the point of exclusion.

This year, The Difference recruited its fifth cohort of Difference leaders for its two-year programme, with over 160 applications.

The programme has established that it is a clear route for leadership and career progression: 86% of alumni have gone on to hold more senior

leadership roles, while nine alumni have been appointed to either Headteacher or Deputy Headteacher roles. The scheme is also seeing a measurable impact in the improvements of pupil outcomes in AP schools themselves - in attendance levels, learning improvements, literacy skills, and mainstream re-integration.

The Difference also offers training for mainstream school leaders via its Inclusive Leadership Course (ILC), for six full days across a school year. It has worked with 140 of these school leaders, across 53 Multi-Academy Trusts.

The Difference's direct positive impact on so many individual young people's lives is impressive and critical for improving the life outcomes of many. Additionally, the programme's potential for systemic change continues to be hugely valuable in indirectly benefitting thousands more vulnerable children.

*Below: Neena, Difference leader*



# Key achievements in 2022/23 7

## Venture Philanthropy: Backing Shout's innovative crisis text-line service

The Foundation's funding for Shout, a service which involves trained volunteers providing SMS-based support for anyone struggling to cope, comes to an end

The Foundation's support for Shout, the text-messaging support service for people in crisis, has reached its conclusion; we have celebrated our three-year funding relationship and all that the service has achieved over the period.

Shout was the Foundation's first charity partner in our first focus area: Mental Health. We were looking for a preventative, universal, tech-enabled tool - based on best practice and core evidence - where impact would be possible to measure. Among a large pool of potential organisations, Shout was the stand-out candidate to receive our support.

The service offers 24/7 anonymous and confidential crisis support to anyone who needs it, the majority being young people: 69% of users are under 25.

The scalability of Shout's service (it has grown from 167,000 conversations in 2019 to 2,000,000 conversations in 2023), together with its ability to leverage data analytics to generate insights for users, commissioners, volunteers and the wider market, are unique.

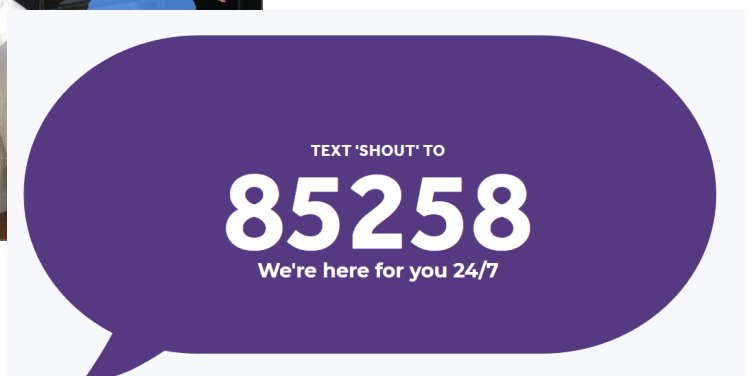
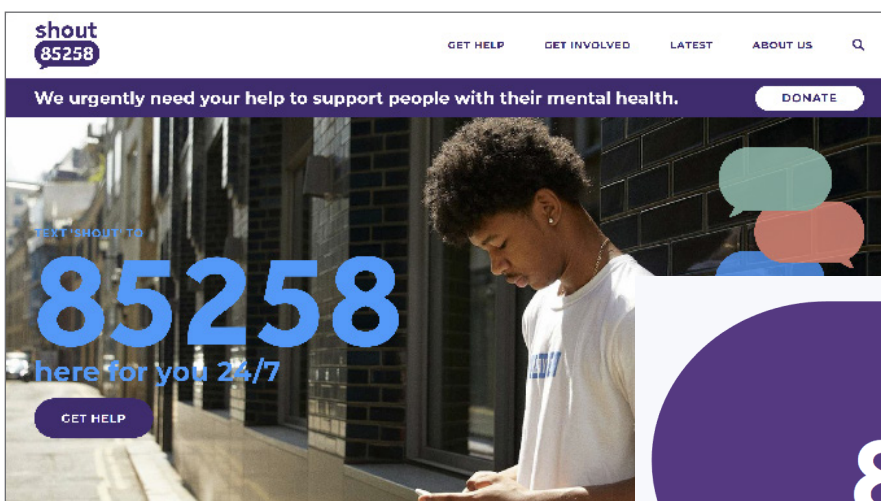
Shout volunteers tend to be the first person in whom Shout's texters confide, supporting them to move from a state of distress to somewhere more calm. People reach out for a variety of reasons, though issues predominantly include suicide & suicidal thoughts, depression &

sadness, anxiety, relationships, loneliness, self-harm, grief, and eating disorders & body image.

Critically, the model appears to deliver good outcomes: over 85% of service users (of the 15% of texters who respond to the post-conversation survey) report that the conversation was helpful, i.e. the user feels calmer and no longer at a crisis point.

Several of our Bridges colleagues continue to give up their time to volunteer with the service. Though at times conversations can be very challenging, our colleagues report that being able to provide this kind of support to those in immediate need is highly rewarding.

We are proud of the success and growth of Shout's service over the period, and the vital support it has been able to provide and positive impact it has been able to make for those texting in need. We hope it continues to lead the way in providing important mental health innovation and support.



# Key achievements in 2022/23

## Venture Philanthropy: Supporting victims of domestic abuse via Rising Sun

Rising Sun, the Foundation's first charity partner in its second focus area, champions a world free from domestic abuse and violence

Having confirmed our second focus area, Gender-based Violence, via a firm-wide vote, the Foundation researched and narrowed this theme down to two specific areas: Education and prevention of gender-based violence; and Access to justice for victims and survivors. We are pleased to have made our first partnership in the latter thematic focus area: Rising Sun.

Rising Sun is a charity which provides specialist, holistic support to women, children and those affected by domestic abuse across Kent, so that they can recover and move on from the life-shattering impact and trauma, and begin to thrive and experience the freedom they deserve.

The organisation is based in Kent, and offers services across Canterbury, Ashford, Folkestone and Hythe, and Swale. Its programme provides 1-1 Adult support, Adult Independent Domestic Violence Advocates (IDVA) support, survivor helplines, and 1-1 Young Person support, across various services including advice, advocacy, safe accommodation, counselling, mentoring and more.

Alongside providing specialist support to survivors and victims of domestic abuse, Rising Sun also focuses on early intervention for children and young people to prevent or break the cycle of abuse; delivers its award-winning 'Love Shouldn't Hurt' programme to schools and youth groups to educate on the early warning signs of abusive relationships; and provides training to help educate local businesses and voluntary organisations on the understanding of, identification of and response to domestic abuse.

We are excited to partner with Rising Sun and look forward to supporting and scaling its mission to tackle domestic abuse and violence in all forms.



**Rising Sun**  
Domestic Violence  
& Abuse Service



*Above: Rising Sun supports women, children and those affected by domestic abuse*

*Right: Rising Sun took some of its clients' children on an Easter activity day*



# Key achievements in 2022/23

## Venture Philanthropy: Supporting OnSide's high-impact Youth Zones

The Foundation continues to be a proud Founder Patron of two of OnSide's London-based Youth Zones, Future and WEST

Following the success of OnSide's first London-based youth zone, 'Future' in Barking & Dagenham, The Foundation agreed to become a Founder Patron of a second centre, 'WEST' in Hammersmith & Fulham.

OnSide's impact on individuals is significant: 73% of members feel happier about their lives as a result of attending their youth zone, 79% of frequent attenders feel better prepared for the future, and 96% said that their youth zone had made an impact on supporting them to achieve their goals.

We began providing support for OnSide's first London-based youth zone, Future, in 2018, before it opened its doors to local young people in May 2019. By December it already counted over 7,000 members, with an average weekly attendance of over 1,500 young people. This was a much higher number than anticipated – the business plan had estimated 4,000 members by the end of its first year – underlining the huge demand for the services it provides in the local area.

Future, as with all of OnSide's youth zones, provides young people with 'somewhere to go, something to do and someone to talk to', 52 weeks of the year. For £5 annual membership and 50p per session, young people can access sport, arts, music and craft activities, holiday clubs, as well as targeted interventions for c. 25% of participants (e.g. mentoring, health and well-being, employability skills). Post-Covid, in the last 12 months, Future counts over 3,600 members and has provided its services to over 12,500 members since opening in 2019.

Below: Some of the activities available to young people at the Future Youth Zone in Dagenham



As part of Future's holiday club, a number of Bridges colleagues volunteered to support and engage with Future attendees during its evening and Easter week sessions. Our team spent time supporting and leading sessions in sports, arts & crafts, cooking and more, alongside mealtimes and general breaks. Naturally, the experience pushed some volunteers out of their comfort zone, and it proved to be a rich and rewarding period. Bridges' Volunteering Policy, offering two days' paid leave per year, allows for opportunities such as this to happen.

WEST is currently under construction and will be OnSide's fourth London youth zone, located in the socially and economically polarised borough of Hammersmith & Fulham. The site is in North Hammersmith, where youth poverty in some wards ranges from 35-53% (compared to a national average of 30%). In the borough, 24% of households subsist on less than £20,000 p.a., and there are several areas that fall within the top 10% of the most deprived areas nationally, including major public housing estates. Intended as a space "Where Everyone Sticks Together" and named accordingly by local young people, WEST will be a brand new, purpose-built facility staffed with skilled and dedicated youth workers - helping young people to see and believe in their own potential. It will be part of an innovative education hub called 'EdCity' and is currently under construction, aiming to open in Spring 2024.

Right: Bridges employees volunteer during Future Youth Zone's Easter holiday club



# Key achievements in 2022/23

## Seed funding & Market-building: SDG Outcomes

Backing a pioneering approach to generating education outcomes in sub-Saharan Africa, collecting plastic waste in Nigeria, and more

In 2021, the Foundation provided Bridges Outcomes Limited, a not-for-profit subsidiary of Bridges Fund Management, with grant funding as it established its SDG Outcomes initiative - a new strategy dedicated to contributing towards achieving the UN Sustainable Development Goals (SDGs) - alongside UBS Optimus Foundation.

A first-of-its-kind vehicle, the SDG Outcomes initiative invests in Development Impact Bonds and other outcomes-based partnerships globally to generate positive social and environmental impact for those who need it most. It uses a new model of service delivery to design and execute innovative projects that target the SDGs in lower and middle-income countries.

Outcomes partnerships can play a key role in achieving the SDGs by improving the effectiveness of government and donor spending, leading to better life outcomes for vulnerable people and better value for funders. As such, the initiative's projects focus on health, education, employment, livelihoods and the environment, aiming to achieve both systemic impact (via systems change and ecosystem development) and direct impact (successful outcomes will generate payments).

Alongside fundraising activities in the period, the Bridges Outcomes team continued delivery of education-based programmes in Sierra Leone, launched delivery of education-based programmes in Ghana, and finalised its commitment to a waste collection programme in Nigeria:

- In Sierra Leone, the government has partnered with the Education Outcomes Fund and UNICEF to support an outcomes partnership targeting an improvement in learning outcomes in primary schools. The Fund supported three delivery partners (EducAid, StreetChild and Rising Academies) which have mobilised 195 schools (above target of 193) and delivery is on track, supporting 42,000 students.
- In Ghana, the government has partnered with the Education Outcomes Fund and the World Bank to design a similar education-focused outcomes contract

to increase schooling access for out-of-school children, and improve in-school learning for school-going students. Delivery launched in January 2023, with delivery partners Rising Academies and School for Life on track, having supported over 44,000 students thus far.

- In March 2023, the initiative signed a commitment for its first combined environmental and social outcomes programme, in partnership with Unilever Nigeria and Nigerian social enterprise Wecyclers. The aim of the programme is to collect 34,000 tonnes of plastic waste over the next five years, while also creating 780 jobs within plastic collection and recycling franchises and improving the wages of workers in the waste economy.

The team also continues to develop a strong pipeline of projects across multiple themes, including education, employment, health and climate.

Bridges Outcomes Partnerships has world-leading experience, having supported over 70 outcomes partnerships in the UK over the last decade; its distinctive approach has already earned over £129m of successful outcomes payments, with an estimated value of over £1bn to the public purse. The Foundation is excited to see this pioneering vehicle continue its progress and expand its approach into new markets.

Below: Wecyclers activity (photo: Nyancho Nwanri)



# Key achievements in 2022/23 7

## Seed funding & Market-building: Bridges Evergreen

The Foundation was an anchor investor in Bridges' pioneering patient capital fund, which is an ideal partner for some impact-driven businesses

One of the Foundation's major seed investments was in Bridges Evergreen, a patient capital vehicle that partners with highly impactful businesses that also enjoy commercial success.

For some high-impact businesses – particularly in regulated sectors – the standard private equity funding model doesn't quite work. They want a flexible, long-term, values-aligned investment partner, who can support them to deliver more impact and achieve their growth ambitions over time. Evergreen was created by Bridges to meet this need, becoming the first fund of its type in the market.

Although Evergreen's portfolio companies were inevitably affected by the difficult economic environment of the last year, the companies in the portfolio continue to deliver powerful positive impact.

AgilityEco, for example, which provides energy-efficient solutions to vulnerable households, continues to play a vital role in tackling fuel poverty – a challenge that has been exacerbated hugely this year by soaring energy bills and broader cost inflation. AgilityEco's energy-saving measures have now delivered nearly £75m of lifetime bill savings for fuel-poor

households, while also abating around 113,000 tonnes of carbon emissions from inefficient homes.

New Reflexions, Evergreen's first investment back in 2017, provides integrated education, therapy and care to young people with incredibly complex emotional and behavioural needs across the country. It continues to steadily increase the number of children in its care – boosted this year by the opening of its third (and potentially largest) specialist residential school, The Fitzroy Academy.

In Teesside, Evergreen has also been backing the Ethical Housing Company (EHC), which is accumulating a portfolio of decent, affordable homes to rent. Almost three-quarters of its tenants are in receipt of benefits to pay their rent, a clear indicator of the level of need in the region – again, a situation that has only worsened with the recent cost-of-living crisis.

Challenges like these will not be solved overnight; a patient, long-term approach is required. The Foundation believes that Evergreen's patient, long-term capital can play a vital role in scaling these solutions over the coming years.

*Below:*  
AgilityEco, a Bridges Evergreen investment, provides energy efficiency and fuel poverty services to vulnerable households



# Key achievements in 2022/23 7

## Seed funding & Market-building: Highlighting The Turner MIINT MBA programme, the work of another non-profit in the Bridges Group

Thanks to the support of the Foundation's U.S.-based sister organisation, the Turner MIINT Masters programme inspires more graduates with impact

The Foundation has supported the development of sustainable and impact investing, both in the UK and globally, by funding a number of market-building initiatives and publications.

This year, Bridges Impact Foundation U.S., our U.S. sister organisation, continues to support the thriving Turner MIINT programme.



### The Turner MIINT programme (U.S.)

The MIINT (MBA Impact Investing Networking and Training) programme is run by the Bridges Impact Foundation U.S., the Foundation's U.S. sister organisation, in partnership with the Wharton ESG Initiative at the University of Pennsylvania.

It is an experiential education programme designed to give students a hands-on education in investing for impact. It takes place each academic year and involves top business and graduate schools from around the world, encouraging the flow of talented young people into impact investing.

The programme was renamed as the Turner MIINT, in recognition of a generous \$2.5m donation from philanthropists Bobby & Lauren Turner.

Via teaching and mentorship, students are guided through their journey as impact investors-in-training. The program culminates in a competition where students pitch for investment for a real-life impact start-up.

This year, for the first time since 2019, participating students from around the globe travelled to the University of Pennsylvania to present their selected ventures over a two-

day immersive experience. Over 450 students participated in total, with 137 competing in this year's investment committee event.

Finalist pitches ranged from businesses creating healthy cultivated meat products to tracking cardiac health outcomes in remote areas via technology and reporting. First place was awarded to a team from Saïd School of Business at Oxford University for a health outcomes business - Sunfox Technologies, an Indian-based medical devices company. This earns them the Moelis Prize, which means this company is eligible for a \$50,000 investment. This year's best diligence award, celebrating strongly executed and well-researched diligence, went to Columbia University. The cohort of seven finalists featured six from outside the United States.

*N.B. The Foundation has regular updates with its sister organisation in the U.S., as we look to align our efforts and engagement opportunities. More information on the Turner MIINT programme at [www.turnermiint.org](http://www.turnermiint.org).*

*Below and above left: Turner MIINT 2023 winners from Saïd School of Business, Oxford University*



# Key achievements in 2022/23

## Bridges Family Activities

Youth Zone young musicians were stars of the show at Bridges' 20<sup>th</sup> Anniversary event

The Foundation's Family Activities supplement our other work by encouraging and rewarding Bridges' colleagues' philanthropic activities, and by providing financial support in cases of financial hardship to close stakeholders.

### The Matched Giving Facility

The Matched Giving Facility was started in 2014 with an allocation of £80,000. In September 2022, Trustees approved an additional £20,000 to boost this allocation to £100,000, as we had almost fully utilised the £80,000.

It encourages Bridges employees in their own philanthropic activities by matching their fundraising contributions to the cause of their choice by up to £1,000. There were four requests in the year, with subsequent donations of £3,506 - taking the total up to £73,592.

The Foundation was proud to match-fund four Bridges employees individually, as they took part in events in aid of various charitable causes, including the 2022 London Marathon, Alzheimer's Society's Memory Walk, and a cycle ride totalling almost 400km.

### A performance from Future OnSide

In summer 2022, Bridges celebrated its 20th anniversary. This milestone was marked with a special anniversary Annual Investor Meeting at Kings Place in North London, where the Foundation was delighted to be able to share some information about the amazing work Future youth zone is doing with its support, with attendees. The event culminated in a live musical performance from the young people of OnSide's Future youth zone: musicians performed 'Running out of Time', having collaborated on the song together to



Above:  
Young musicians from OnSide's Future performing live at Bridges' 20th Anniversary Meeting

touch on issues they currently face, alongside feelings about the future. One band member "very much enjoyed the crowd interaction" and is "grateful that Bridges gave [him] the opportunity to share [his] story through music".

### Supporting disadvantaged people through the power of sport

In February 2020, BIF trustees, alongside an investor of Bridges Fund Management, made a donation towards a £25,000 shirt sponsorship for Team England in advance of the Homeless World Cup 2020. Due to the pandemic, the global tournament was unable to take place that year.

In its place, Street Soccer - which runs Street Soccer London (representing Team England) - organised the Nations Cup in Dundee, Scotland in September 2022. It brought together teams from England, Scotland, Wales, Northern Ireland, Ireland, Sweden, Ukraine, the Netherlands and Afghanistan to compete.

Over 160 players who have experienced social exclusion in various forms, including homelessness, poor mental health, criminal justice, substance abuse, or refugee status, came together to experience something totally different from their everyday.



Left:  
Street Soccer London players representing Team England

# Key achievements in 2022/23 7

## Bridges Family Activities

The Foundation is also supporting a bursary in order to promote greater diversity and inclusion in the real estate sector

### The Benevolent Fund

The Foundation's Benevolent Fund was launched to provide short-term financial support grants to members of the broader Bridges network (such as portfolio company employees) who find themselves in difficult circumstances. £20,000 has been allocated to this fund. There were no requests during the year and therefore the total spend to date remains £13,108.

### The Donor-advised Pool

The Foundation has established a Donor-Advised Pool, a pool of funds capped at 20% of Bridges' carry whereby the carry holders can make a request to the Trustees on how to allocate this portion of the funds. In total, sixteen requests were made during the year, totalling £30,931 (2022: £22,710).

### Bursaries & Scholarships

Having worked closely with the Diversity & Inclusion Working Group established by the team at Bridges, the Foundation has explored

practical ways in which we can support efforts to create more diverse, inclusive and equitable culture within the industry.

One of Bridges' specialist investment areas is in real estate, one of the least diverse sectors in the UK. With this in mind, we are delighted to be sponsoring a student on a three-year bursary programme run by the Worshipful Company of Chartered Surveyors.

The WCCS' programme supports underprivileged students studying a real estate degree, both financially and through mentoring and work experience opportunities. This student was introduced to the Foundation by members of the Property team, and gained several weeks' work experience over the summer, last year. After the three-year bursary, the Foundation decided to also fund this student's Master's degree.

We are keen to improve access to equal opportunities in the surveyor and real estate industry, and hope that this programme, and others like it, will help to attract a broader range of talented people into the sector.



*Right:* The WCCS works to broaden access to careers in the property sector

# Future Plans

The Foundation will continue to focus on its three core areas in the coming year:

- › Venture Philanthropy
- › Seed-funding & Market-building
- › Bridges Family Activities

In particular, we are also expanding our work in key ways:

## Venture Philanthropy:

Last year, the team established two specific themes within our second focus area of Gender-based Violence:

- Education and prevention of gender-based violence; *and*
- Access to justice for victims and survivors.

Having this year selected our charity partner (Rising Sun) for the latter theme, we are looking to identify a school-based gender-based violence prevention programme to deliver progress in the former theme of education and prevention.

We have identified a promising Pilot Trial which we may support. The feasibility study would be led by two professors, and its primary aim would be to test if the new intervention is feasible and could progress to a larger-scale impact evaluation (which would seek to measure the

impact of the intervention on DRV (dating and relationship violence) and GBV (gender-based violence) victimisation and perpetration).

This would contribute to building an evidence base in this hugely important area, which is currently lacking.

## Seed-funding & Market-building:

Bridges Impact Foundation has a long history of supporting outcomes-based contracts and partnerships, from its investment in the first ever outcomes contracts (via the Social Entrepreneurs Fund which it catalysed), to support for Bridges' first dedicated outcomes fund through the Social Impact Bond Fund, to its investment in the Village Enterprise Development Impact Bond, to its support and investment in the SDG Outcomes initiative. We are now exploring plans for how we could support an effort to catalyse outcomes-based contracting further in the UK and globally, through policy shaping and sharing of data and best practice.

*Below: Kirklees Better Outcomes Partnership, a project to support people experiencing or at risk of homelessness, is one of the outcomes partnerships made possible by the support of BIF (and others)*



# Financial Review

## Fundraising

The current Bridges team, as well as some former Bridges employees that have now moved on to other workplaces, have committed to donate a portion of their carry to benefit the Impact Foundation.

There were donations of £84,282 in the year to March 2023 (2022: £163,387). As a result, £16,739 Gift Aid was claimed (2022: £33,891).

A number of exit processes delayed by Covid are now underway again. The Foundation expects this to create a steady funding stream for the Foundation that is likely to rise over time.

This should allow the Foundation to expand its activities further in the coming years.

## Investments

Bridges Social Entrepreneurs Fund ("SEF") made no drawdowns this year (2022: £41,981). The Foundation is fully committed, and the Fund has come to the end of its life and is now in liquidation.

SEF distributed £62,092 to the Foundation in October 2022. This increased total distributions, net of PPS, by year-end to £6.69m, which equates to 82% of the capital and loan drawn down net of recalled PPS (£8.19m).

There is currently one active investment forecast to run until 2024, at which point the Fund will be liquidated. The gross value of SEF at the year-end was £139,542.

Bridges Evergreen Holdings (BEH) made no drawdowns this year (2022: £506,083) and distributions of £90,114 have been received in the year to March 2023 (2022: £129,222) in the form of a dividend payment.

As at 31 March 2023, £54m had been drawn down from investors since the commencement of BEH on 6 July 2016, against £66m total commitments. This represents 82% of current commitments, and has been used to fund investments into New Reflexions, Shaw Healthcare, the Ethical Housing Company, Skills Training UK and AgilityEco, as well as Priority Profit Share and other fund expenses.

In the year, Evergreen made a dividend distribution to investors of £1.6m, or 3% of invested cost, in March 2023.

The Foundation has granted £150,000 to date towards setting up the SDG Outcomes initiative.

Governance costs for the Foundation were £12,902 compared to £10,603 from the prior year. Administration and investment services are performed by Bridges Fund Management Limited on a *pro bono* basis. It is not possible to quantify the value of this work.

# Public benefit

The Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard for the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under that Act, including the guidance 'public benefit: running a charity (PB2)'.

The Trustees consider that the activities of the charity provide significant public benefit, in a number of important ways.

By acting as the original cornerstone investor in the Bridges Social Entrepreneurs Fund, which in turn co-invests alongside the Bridges Social Impact Bond Fund, and more recently by investing in Bridges Evergreen Holdings, the Foundation has helped to channel capital to innovative and ambitious social sector organisations looking to create long-term, sustainable impact at scale.

The ongoing work of the Bridges Outcomes team to build capacity in the social outcomes market also has significant potential to improve public sector services, both in the UK and beyond, by delivering better outcomes and better value for the public purse.

The Matched Giving facility amplifies and thus incentivises individual charitable fundraising by members of the Bridges team.

The Foundation does not engage in fundraising activities and no donations are sought from the public. The Foundation does not use third-parties to assist with fundraising and the charity received no complaints in this year regarding its fundraising practices.

# Relationship with other entities

## Bridges Fund Management Limited

Bridges Impact Foundation is connected to Bridges Fund Management Limited (“BFM Ltd”) by virtue of the fact that it holds B ordinary shares in the company. The Foundation does not exercise significant control or influence over BFM Ltd, as the B ordinary shares are non-voting shares, except in certain situations governing a change of the mission of the company. Under the terms of BFM Ltd’s Articles of Association, it has no right to any of the profits or losses of the company even in the event of a sale or liquidation (only to capital).

The Foundation occupies office space and shares management personnel with BFM Ltd. In addition, BFM Ltd is the appointed manager to the private funds in which the Foundation has invested. BIF benefits from its relationship with Bridges Fund Management, for which it is not charged. The Foundation is administered by the staff of BFM Ltd, who support it by offering time, resource and support to charitable activities.

At the year-end, Trustee Michele Giddens was also a director of BFM Ltd. In addition, Kyle Bentwood, Aaron Vagarwal, Lucia Santirso Richards, Tom Mountford and Simon Ringer were employees of BFM Ltd, while Giuseppe Catarozzo was a consultant to BFM Ltd and Antony Ross was a senior advisor to BFM Ltd. Kyle resigned as a board member in July 2022.

## Bridges Social Entrepreneurs Fund LP

Bridges Social Entrepreneurs Fund LP was constituted under a limited partnership agreement. It attracted funding that was invested in social enterprise initiatives with strong potential philanthropic benefit.

The general and controlling partner of Bridges Social Entrepreneurs Fund LP was Bridges Social Entrepreneurs Fund (General Partner) Ltd, a wholly-owned subsidiary of Bridges Fund Management Ltd. The investments of Bridges Social Entrepreneurs Fund LP were managed by Bridges Fund Management Ltd. The investors in the Bridges Social Entrepreneurs Fund, including the Bridges Impact Foundation, were members of the Fund’s advisory board, whereby the Manager updated the investors on the Fund’s progress.

The investment period of Bridges Social Entrepreneurs Fund LP ended in 2016; the Fund’s term was due to expire in 2019, but this was subsequently extended to August 2021,

so Bridges could continue driving impact and financial value in the remaining assets. The Fund is now in liquidation.

## Bridges Evergreen Capital LP

Bridges Evergreen Capital LP is constituted under a limited partnership agreement and attracts funding which is invested in highly impactful businesses. The general and controlling partner of Bridges Evergreen Capital LP is Bridges Evergreen Capital (General Partner) LLP, a wholly-owned subsidiary of Bridges Fund Management Ltd. The investments of Bridges Evergreen Holdings are managed by Bridges Fund Management Ltd.

The investors in Bridges Evergreen Capital, including the Bridges Impact Foundation, are members of the Fund’s advisory board where the Manager updates the investors on progress to date and future plans for the Fund.

## Bridges Impact Foundation U.S.

Bridges Impact Foundation U.S. is a U.S.-based 501(c)3 nonprofit organisation, and an independent organisation within the Bridges Group. The Foundation has regular updates with this entity, as we look to collaborate on opportunities where possible.

## SDG Outcomes Fund SCSp

Bridges Outcomes Limited acts as the portfolio manager for the SDG Outcomes Fund SCSp, the first vehicle of its kind dedicated to creating social and environmental outcomes through projects focused on health, education, women’s economic empowerment and the environment to benefit the world’s most vulnerable populations.

The Fund aims to achieve direct impact through potential positive outcomes estimated to be worth more than \$250m. The Fund also aims to achieve systemic impact through transforming the way donors commission and fund services for vulnerable people, as well as transforming the ecosystem of delivery partners, improving outcome payer engagement by achieving more outcomes and better value for money, and increasing the availability of more flexible, impact-focused capital through the establishment of a broader investor base.

# Organisation and appointment of Trustees

The Bridges Impact Foundation is administered by the Board of Trustees.

The Trustees ensure that the Foundation is carrying out its purposes for the public benefit, that it manages its resources responsibly, and that it is fully accountable and compliant with the law.

There must be at least four Trustees and no more than ten in office at any given time.

The Foundation's Board is comprised of elected employee representatives from Bridges Fund Management, senior Bridges partners, and independent trustees.

Victoria Hornby is our Chair. The Foundation is lucky to benefit from her not-for-profit experience and expertise. Her support, challenge and guidance are invaluable, and ensure the effective and smooth running of the Foundation's Board.

In October 2022, Duncan Kellaway stood down as Trustee, while Simon Ringer joined the Board as a senior member of the Bridges team in September 2022.

In addition, Tom Mountford and Lucia Santirso Richards were elected as Bridges Employee Representatives, also in September 2022, as a result of a company-wide election which saw a number of colleagues put themselves forward for selection. The Foundation welcomes Tom and Lucia's expertise and enthusiasm!

Independent Trustees are appointed by a resolution of the Board of Trustees and serve for three years, at which point they can be reappointed for a further three-year term.

Alex Pitt, co-founder and Director of Growth at Mustard Seed, an early-stage generalist impact fund, has served as an independent trustee since 2020.

Tim Simmonds, a partner at law firm Osborne Clarke, was formally approved as another independent Trustee in October 2022.

The Foundation is actively searching for another independent Trustee to join the Board.

## Trustee Induction and Training

New Trustees of the Bridges Impact Foundation take part in a mandatory induction meeting to understand their legal obligations as a Trustee under charity law. Trustees who are not employees of Bridges Fund Management Ltd are also briefed on the company's activities and philosophy, governance, decision-making process, and recent financial reports.

All Trustees are invited to join a meeting of the Bridges Evergreen Holdings advisory board (and previously the Bridges Social Entrepreneurs Fund advisory board) as part of their induction and training.

All Trustees are encouraged to undergo external training that can better inform them of their role as Trustee or enhance their expertise/skills to contribute to the work of the Foundation.

## Other Key Personnel

Barbara Storch is Director of the Foundation; she is responsible for developing and directing strategy for the deployment of the funds of the Foundation on a day-to-day basis.

Aaron Vagarwal is Secretary of the Foundation.

# Risks and Risk Management

The key risks faced by the Foundation relate to the performance of funds managed by Bridges Fund Management.

The value of the Foundation's investment in SEF, and its investment in Evergreen, may rise or fall depending on the performance of the companies in which these funds choose to invest.

Equally, an important funding stream for the Foundation derives from the Bridges Fund Management team (both past and present), who have committed to donate the equivalent of 10% of their individual 'carried interest' (profits) arising from the funds managed by Bridges Fund Management to the Foundation. If the funds fail to generate carried interest, the funding of the Foundation will be adversely affected.

The Trustees work to proactively manage risks by reviewing potential financial, reputational and other risks on an annual basis and developing and implementing strategies to pre-empt or minimise these risks. They also maintain close communication with the Bridges Fund Management team to monitor any potential risks pertaining to the funds' investment activity.

A key element in the management of financial risk is the frequent review of quarterly finance updates presented at each board meeting – which analyse cashflow forecasts to manage financial risk – and of the amounts and terms of donations made to the Foundation.

## Reserves Policy

The Bridges Impact Foundation's policy is to hold reserves that will enable the organisation to:

- › Ensure there is sufficient money to continue its core activities during a period of unforeseen difficulty
- › Undertake special projects and one-off activities in keeping with Foundation's mission

The Foundation incurs minimal costs of operation, including governance costs. It considers that the unrestricted reserves at the year-end totaling £899,837 (2022: £924,416) of which £28,553 is designated and £871,284 is general, will be more than sufficient to cover ongoing expenses associated with its current operations.

The Trustees continue to explore with the Bridges team other avenues of charitable activity that are aligned with the skills, interests and activities of the team.

Restricted funds at year-end totaled £4,533,302 (2022: £5,184,546).

## Structure

Bridges Trust (company number 06864617) was incorporated on 31 March 2009 under a Memorandum and Articles of Association, with all existing Trustees in the unincorporated charity Bridges Charitable Trust (charity number 1118391) becoming directors of the newly incorporated Bridges Trust.

Bridges Trust was registered as a charity with the Charity Commission on 20 May 2009 (charity number 1129756); changed its name to Bridges Charitable Trust on 17 August 2009; and changed its name to the Bridges Impact Foundation Ltd. on 22 February 2017.

In 2021, the Foundation adopted revised Articles of Association which clarified and extended the number and composition of the Board of Trustees.

# Statement of Trustees' Responsibilities

The Trustees (who are also directors of Bridges Impact Foundation for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102, the financial reporting standards applicable to the UK and Republic of Ireland.

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- › Select suitable accounting policies and then apply them consistently
- › Observe the methods and principles in the Charities SORP
- › Declare any conflict of interest following the Foundation's Conflict of Interest policy
- › Make judgements and estimates that are reasonable and prudent
- › State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- › Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

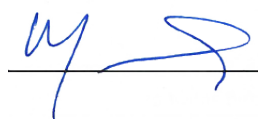
Insofar as the Trustees are aware:

- › There is no relevant audit information of which the charitable company's auditor is unaware
- › The Trustees have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor was aware of that information

## Auditors

Moore Kingston Smith LLP have been appointed as auditors in the year and have expressed their willingness to continue in that capacity.

Signed on behalf of the Trustee Board by:



Victoria Hornby

Chair of Board

7<sup>th</sup> December 2023

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIDGES IMPACT FOUNDATION LIMITED

## Opinion

We have audited the financial statements of Bridges Impact Foundation Limited ('the company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIDGES IMPACT FOUNDATION LIMITED (continued)

## Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- the charity has not kept adequate accounting records; or
- certain disclosures of trustees' remuneration specified by law are not made;
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we required for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Report and from preparing a Strategic Report.

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 19, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIDGES IMPACT FOUNDATION LIMITED (continued)

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### **Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIDGES IMPACT FOUNDATION  
LIMITED (continued)**

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Moore Kingston Smith LLP*

Andrew Stickland (Senior Statutory Auditor)  
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Date: 20 December 2023

9 Appold Street  
London  
EC2A 2AP

**Bridges Impact Foundation Limited**  
**Statement of Financial Activities**  
**For the year ended 31st March 2023**

	Note	Unrestricted Funds £	Restricted Funds £	Year ended 31 March 23 £	Year ended 31 March 22 £
<b>INCOME AND EXPENDITURE</b>					
<b>Income</b>					
Donations and Grants	2	84,307	-	84,307	197,278
Investment income	3	166,056	-	166,056	129,222
Other income		-	-	-	47,120
<b>Total Income</b>		<u>250,363</u>	<u>-</u>	<u>250,363</u>	<u>373,620</u>
<b>Expenditure</b>					
Charitable expenditure	4	274,942	-	274,942	248,338
<b>Total Expenditure</b>		<u>274,942</u>	<u>-</u>	<u>274,942</u>	<u>248,338</u>
(Impairment)/revaluation uplift of programme-related investment	7	-	(651,244)	(651,244)	5,620
<b>Net (expenditure)/income and net movement in funds</b>		<u>(24,579)</u>	<u>(651,244)</u>	<u>(675,823)</u>	<u>130,902</u>
Transfers between funds		-	-	-	-
Fund Balances at 1st April 2022		<u>924,416</u>	<u>5,184,546</u>	<u>6,108,962</u>	<u>5,978,060</u>
<b>Total Funds at 31st March 2023</b>	10,11	<u><u>899,837</u></u>	<u><u>4,533,302</u></u>	<u><u>5,433,139</u></u>	<u><u>6,108,962</u></u>

All gains and losses for the year are included in the Statement of Financial Activities and arise from continuing operations.

The notes on pages 26 to 33 form part of these financial statements.



# Bridges Impact Foundation Limited

## Notes to the Accounts

### For the year ended 31st March 2023

#### 1 Accounting Policies

##### **Basis of Accounting**

These financial statements are prepared on a going concern basis, under the historical cost convention.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The charitable company is a public benefit entity for the purposes of FRS 102 and therefore the Foundation also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The financial statements are prepared in sterling, which is the functional currency of the Foundation. Monetary amounts in these financial statements are rounded to the nearest pound.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

##### **Going Concern**

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Foundation to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements and have considered the potential impact of the current economic environment. However, the principal expenditure is in making donations and grants and these are only made out of funds available. This combined with the significant unrestricted reserves held by the Foundation have led the Trustees to conclude that there is a reasonable expectation that the Foundation has adequate resources to continue in operational existence for the foreseeable future. The Foundation therefore continues to adopt the going concern basis in preparing its financial statements.

##### **Income**

Income from investments and donations and grants is brought into the accounts when the Foundation is entitled to receipt, receipt is probable and can be measured reliably.

Gift Aid income is recognised on the date at which the relevant qualifying donation has been received. Any amounts not received at the year end are included within debtors.

##### **Expenditure**

Expenditure is charged in the accounts on an accruals basis. Governance costs consist of costs associated with the strategic direction of the organisation.

Grants payable, including those paid over several years, are charged when the offer is conveyed to the recipient except in the cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. All grants reflected in note 9 are payable to institutions to enhance mental health and well-being in young people. No support costs are allocated to grant-giving activities.

##### **Fund structure**

Amounts donated for the purpose of specific categories of investment are categorised as restricted funds. All other income is included as unrestricted provided there are no conditions specified by the donor related to its use. Unrestricted funds ring-fenced by the trustees for specific use have been disclosed as designated funds, more information on these funds is available in note 10.

**Bridges Impact Foundation Limited**  
**Notes to the Accounts (continued)**  
**For the year ended 31st March 2023**

**1 Accounting Policies**

**Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held on call with banks, and other short-term liquid investments with original maturities of three months or less.

**Financial Instruments**

Basic financial instruments are measured at amortised cost, other than investments, which are measured at cost less impairment.

With the exceptions of prepayments and deferred income, all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 8 and 9 for the debtor and creditor notes.

**Critical accounting estimates and areas of judgement**

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements.

The trustees deem the key area of estimation to be the annual review and adjustment of the Programme-Related Investment to take into account any current period impairment, reversal of prior period impairment or revaluation. See the accounting policy above and note 7 for further details.

**2 Donations and grant income**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Gift aid	25	33,891
Individual donations	84,282	163,387
	<u>84,307</u>	<u>197,278</u>

All donation and grant income was unrestricted in 2023 and 2022.

**3 Investment Income**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Dividends received	166,056	129,222
Interest received	-	-
	<u>166,056</u>	<u>129,222</u>

All investment income was unrestricted in 2023 and 2022.

# Bridges Impact Foundation Limited

## Notes to the Accounts (continued)

### For the year ended 31st March 2023

#### 4 Expenditure

##### Current year

	Direct Costs £	Support Costs £	Total 2023 £
<b>Charitable expenditure</b>			
Donations	33,137	-	33,137
Grants paid to institutions (see note 4b)	160,000	-	160,000
Consultancy fees	-	68,903	68,903
Governance (see note 4a)	-	12,902	12,902
	<u>193,137</u>	<u>81,805</u>	<u>274,942</u>

##### Prior year

	Direct Costs £	Support Costs £	Total 2022 £
<b>Charitable expenditure</b>			
Donations	61,056	-	61,056
Grants paid to institutions (see note 4b)	100,000	-	100,000
Consultancy fees	-	76,679	76,679
Governance (see note 4a)	-	10,603	10,603
	<u>161,056</u>	<u>87,282</u>	<u>248,338</u>

Restricted expenditure included above for 2023 is £nil (2022: £nil).

Key management personnel comprise the Trustees and the Director of Strategy. Within Consultancy fees is £67,648 (2022: £65,827) paid to Bridges Fund Management for the services of the Director of Strategy.

#### 4a Governance costs

	Total 2023 £	Total 2022 £
Legal & professional fees	-	-
Audit fees	12,312	10,000
Bank charges	590	603
	<u>12,902</u>	<u>10,603</u>

Restricted expenditure included above for 2023 is £nil (2022: £nil).

**Bridges Impact Foundation Limited**  
**Notes to the Accounts (continued)**  
**For the year ended 31st March 2023**

<b>4b Grants paid to institutions</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
OnSide Youth Zones	50,000	-
Worship Company of Chartered Surveyors	10,000	20,000
Mental Health Innovation	30,000	50,000
The Difference	40,000	30,000
Rising Sun	30,000	-
	<u>160,000</u>	<u>100,000</u>

**5 Trustees' remuneration**

Trustees are deemed to be the key management personnel of the Foundation. The trustees did not receive any remuneration during the period (2022: £nil). No costs were reimbursed to trustees during the period (2022: £nil).

**6 Auditors' remuneration**

Total amounts paid to the auditor in note 4a are broken down as below:

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Current year audit fee	11,820	10,000
Prior year under accrual	492	-
	<u>12,312</u>	<u>10,000</u>

# Bridges Impact Foundation Limited

## Notes to the Accounts (continued)

### For the year ended 31st March 2023

7 Programme-related investments	2023	2022
	£	£
Investment value at 1 April 2022	4,542,418	4,139,913
Loan investment additions in the year	-	548,065
Loan investment repayments in the year	(62,092)	(151,180)
Revaluation of programme-related investment	(651,244)	5,620
Value at 31 March 2023	<u>3,829,082</u>	<u>4,542,418</u>

Investments represent the amounts paid to date by the Foundation into the Bridges Social Entrepreneurs Fund LP of which it is a Limited Partner, and Bridges Evergreen Capital LP of which it is also a Limited Partner.

The Bridges Social Entrepreneurs Fund was intended to exist for a period of up to twelve years and has terminated since 31 March 2022. Ultimately, the fund had a net money multiple of less than 1 (i.e. did not return all invested capital) over its life.

The Bridges Evergreen Capital LP Fund is focused on investing long-term capital to support the growth of mission-led businesses and social sector organisations that deliver positive social impact and enjoy commercial success. The Fund has invested in New Reflexions, the Ethical Housing Company, and Agility Eco.

#### **Amounts committed, but not yet invested**

The total commitment that the Foundation had to Bridges Social Entrepreneurs Fund LP was £4,240,252 which could be drawn down at the discretion of the Manager of the Fund. Total undrawn commitments in the Fund were capped as of 30 June 2016, resulting in a cancellation of commitments. PPS repaid subsequent to the cancellation will continue to be redrawable.

The balance of the Foundation's commitment, not yet drawn upon by 31 March 2023, is £nil (2022: £1,012,500).

In addition, total distributions of £62,092 have been received by the Foundation from the Fund in the year to 31 March 2023, which represents the repayment of loans drawn from the Foundation to pay the priority profit share to the Fund's General Partner.

The total commitment that the Foundation had to Bridges Evergreen Capital Fund LP at 31 March 2023 was £3m (2022: £3m) which can be drawn down at the discretion of the Manager of the Fund. Bridges Evergreen Capital LP is constituted under a Limited Partnership Agreement dated 6 July 2016. The Fund invests in mission-led Portfolio Companies that provide a positive social impact and have a mission-locked governance structure in order to deliver their social mission. The Fund currently has committed capital of £50.8 million.

The balance of the Foundation's commitment, not yet drawn upon by 31 March 2023, is £nil (2022: £nil).

**Bridges Impact Foundation Limited**  
**Notes to the Accounts (continued)**  
**For the year ended 31st March 2023**

<b>8</b>	<b>Debtors</b>	<b>2023</b>	<b>2022</b>
		£	£
	Accrued income	75,942	141,259
		<u>75,942</u>	<u>141,259</u>

<b>9</b>	<b>Creditors: Amounts falling due within one year</b>	<b>2023</b>	<b>2022</b>
		£	£
	Grants payable	-	-
	Other creditors	47,981	10,000
		<u>47,981</u>	<u>10,000</u>

**10 Unrestricted Funds**

**Current year**

	At 1 April 2022 £	Income £	Expenditure £	Transfer £	At 31 March 2023 £
<b>General funds</b>	<u>913,357</u>	<u>250,363</u>	<u>(270,436)</u>	<u>(22,000)</u>	<u>871,284</u>
<b>Designated funds</b>					
(a) Benevolent fund	6,892	-	-	-	6,892
(b) Fund matching	4,167	-	(3,506)	20,000	20,661
(c) Property philanthropic pot	-	-	(1,000)	2,000	1,000
	<u>11,059</u>	<u>-</u>	<u>(4,506)</u>	<u>22,000</u>	<u>28,553</u>
	<u>924,416</u>	<u>250,363</u>	<u>(274,942)</u>	<u>-</u>	<u>899,837</u>

**Prior year**

	At 1 April 2021 £	Income £	Expenditure £	Transfer £	At 31 March 2022 £
<b>General funds</b>	<u>783,982</u>	<u>373,620</u>	<u>(209,992)</u>	<u>(34,253)</u>	<u>913,357</u>
<b>Designated funds</b>					
(a) Benevolent fund	10,985	-	(4,093)	-	6,892
(b) Fund matching	4,167	-	(34,253)	34,253	4,167
	<u>15,152</u>	<u>-</u>	<u>(38,346)</u>	<u>-</u>	<u>11,059</u>
	<u>799,134</u>	<u>373,620</u>	<u>(248,338)</u>	<u>-</u>	<u>924,416</u>

- (a) The Bridges Impact Foundation Benevolent Fund has been established primarily to support employees of the Bridges Fund Management group and any of its portfolio companies who find themselves in acute financial need. In the year to March 2023 a total of £nil (2022: £4,093) was paid out for such causes.
- (b) Bridges Impact Foundation has undertaken to match donations raised from private individuals in the Bridges Fund Management team to a maximum of £1,000 per team member per annum. A total of £20,000 has been designated, but is subject to top up should it prove to be insufficient. In the year to March 2023, a total of £3,506 (2022: £34,253) was paid out in matched donations.
- (c) The Property philanthropic pot is designated for a sub-sector of the Bridges team to recommend small donations to support philanthropic projects of their choosing, as approved by the trustees.

**Bridges Impact Foundation Limited**  
**Notes to the Accounts (continued)**  
**For the year ended 31st March 2023**

<b>11 Restricted Funds</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
(a) Funds acquired for Programme Investment in Bridges Social Entrepreneurs Fund		
Balance at 1 April 2022	1,137,208	1,122,303
Revaluation (loss)/gain	(18,524)	14,905
Balance at 31 March 2023	<u>1,118,684</u>	<u>1,137,208</u>
(b) Funds acquired for Programme Investment in Bridges Evergreen Capital LP		
Balance at 1 April 2022	4,047,338	4,056,119
Revaluation loss	(632,720)	(8,781)
Balance at 31 March 2023	<u>3,414,618</u>	<u>4,047,338</u>
(a) The balance on programme-related investment funds represents funds already invested, together with further funds held pending investment in programme-related investment projects, net of related costs of managing the Fund. The value of the investment in the underlying Fund increased in the year and has been recognised in its revaluation.		
(b) The Foundation had funds brought forward of £4,047,338 for use in the Programme Investment Fund to support Bridges Evergreen Capital LP. During the current year there has been further investment in Bridges Evergreen Capital Fund LP £nil (2022: £65,747). The value of the investment in the underlying Fund decreased in the year and has been recognised in its revaluation.		

**12 Analysis of Net Assets between funds**

<b>Current year</b>	<b>Unrestricted Funds 2023 £</b>	<b>Restricted Funds 2023 £</b>	<b>Total Funds 2023 £</b>
Fixed Assets - Programme-related investments	-	3,829,082	3,829,082
Current Assets	947,818	704,220	1,652,038
Current Liabilities	(47,981)	-	(47,981)
	<u>899,837</u>	<u>4,533,302</u>	<u>5,433,139</u>
<b>Prior year</b>	<b>Unrestricted Funds 2022 £</b>	<b>Restricted Funds 2022 £</b>	<b>Total Funds 2022 £</b>
Fixed Assets - Programme-related investments	-	4,542,418	4,542,418
Current Assets	924,416	652,128	1,576,544
Current Liabilities	-	(10,000)	-10,000
	<u>924,416</u>	<u>5,184,546</u>	<u>6,108,962</u>

# **Bridges Impact Foundation Limited**

## **Notes to the Accounts (continued)**

### **For the year ended 31st March 2023**

#### **13 Related Party Relationships and Transactions**

Bridges Impact Foundation Limited is a Limited Partner in Bridges Social Entrepreneurs Fund LP and is not considered to have a controlling or significant interest in the LP Fund. During the period, Bridges Impact Foundation received £62,092 (2022: £nil) from Bridges Social Entrepreneurs Fund LP by way of distribution out of income or capital. At the year end Bridges Impact Foundation Limited's investment in Bridges Social Entrepreneurs Fund LP was £50,361 (2022: £130,976).

Bridges Impact Foundation Limited is a Limited Partner in Bridges Evergreen Capital Fund LP and is not considered to have a controlling or significant interest in the LP Fund. At the year end Bridges Impact Foundation Limited's investment in Bridges Evergreen Capital Fund LP was £3,778,721 (2022: £4,411,441). The Foundation received a distribution by way of dividend of £nil (2022: £129,222).

Bridges Impact Foundation Limited operates under common control with Bridges Fund Management (BFM). Michele Giddens is a common Trustee (and Director of BFM). During the year a total of £67,648 (2022: £65,827) was paid to BFM representing consultancy fees. At the year end an amount of £nil (2022: £nil) was payable to BFM.

Within the 2020 financial year, the Trustees approved a multi-year grant to Mental Health Innovation ("MHI"). Victoria Hornby is CEO of MHI, the charity which runs and manages Shout. At the time of grant decision making, she was not a trustee of BIF Ltd. An amount of £30,000 (2022: £50,000) was paid to MHI during the year.

#### **14 Staff Numbers**

There were no full time equivalent employees during the year (2022: nil.). Total staff costs for the year were £nil (2022: £nil). The Foundation is provided with administrative support free of charge by Bridges Fund Management Limited.

#### **15 Taxation**

The Foundation carries out exempt charitable activities, therefore no corporation tax is due on the year's results.

# BRIDGES

Impact Foundation

Bridges Impact Foundation  
38 Seymour Street,  
London, W1H 7BP  
+44 (0) 20 3780 8000

[www.bridgesimpactfoundation.com](http://www.bridgesimpactfoundation.com)  
[info@bridgesfundmanagement.com](mailto:info@bridgesfundmanagement.com)

Company Registration Number: 06864617.  
Registered Charity Number: 1129756.

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Bridges Impact Foundation, December 2023

**BRIDGES IMPACT FOUNDATION**

England & Wales - Charity number 1129756

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# Accounts

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# BRIDGES

Impact Foundation

## Trustees' Annual Report & Accounts

For the year ended 31 March 2022

[bridgesimpactfoundation.com](https://bridgesimpactfoundation.com)

Registered Company No. 06864617. Registered Charity No. 1129756

# From the Chair



Dear friends,

I am delighted to present the Bridges Impact Foundation's 2021/22 Annual Report & Accounts.

I want to begin by thanking all of our Trustees. In particular, the whole Board would like to record their thanks to Duncan Kellaway, who stood down as a trustee after the year-end; we are so grateful for his wise counsel over the last few years. I am also hugely grateful to our Director Barbara Storch, who continues to make great progress on engaging the Bridges team and guiding the Foundation's strategic direction.

This has been another good year for the Foundation, notably in terms of market-building and venture philanthropy.

I am particularly excited that we have been able to support another pioneering Bridges vehicle: the new SDG Outcomes Fund, which Bridges is raising in partnership with the UBS Optimus Foundation. This innovative vehicle – the first of its kind globally – is designed to support outcomes-based projects in low- and middle-income countries: for example, its first investment will be a programme designed to improve children's educational performance in Sierra Leone. This is especially rewarding as the Foundation also played an important catalytic role in the inception of this fund, through our support for Village Enterprise's highly successful poverty reduction programme in sub-Saharan Africa (p. 6) – which undoubtedly helped to build a compelling case for the use of outcome-based approaches in projects like these.

The year also marked the close of another significant market-building initiative: the Impact Management Project (p. 11), which drew to a close (as planned) in December 2021. I firmly believe the IMP – because of its success in building consensus around how impact is measured, managed and reported on globally – will leave a lasting legacy. So we're delighted that the Foundation has been able to support it in some small way.

Elsewhere our venture philanthropy portfolio continues to deliver strong impact. Our support for teacher training programme The Difference is helping to create a better model for supporting children at risk of exclusion from mainstream education. OnSide's Youth Zone in Dagenham (of which the Foundation is a founder-patron) is now fully back up and running post-Covid, welcoming almost 4,000 local young people across its evening, weekend and holiday activities. And Shout, the 24/7 text-messaging support service for people in crisis, has now had over one million conversations, again predominantly with young people (c. 70% of users are under 25).

The Foundation has also been able to continue supporting charities close to the heart of the Bridges team. That included amplifying the fundraising efforts of the team through matched giving – such as a sponsored walk that raised £16,500 for specialist bereavement charity Jigsaw South-East (p. 12) – and two donations to refugee charities, in response to the shocking events in Ukraine and Afghanistan.

There is no question that we are living through turbulent and difficult times, both economically and politically. We are determined to keep striving to use the Foundation's resources – both human and financial – to try and alleviate the burden for some of those that are hardest-hit.



Victoria Hornby

## On the cover:

Former England captain Steph Houghton visits Onside's Future Youth Zone, a youth centre supported by the Foundation, as part of the Always #EndPeriodPoverty campaign



# About the Foundation

## Objectives and Summary of Activities

The Bridges Impact Foundation (“the Foundation”) was set up in 2007 with three primary objectives:

1. Protect the social mission of Bridges Fund Management (“Bridges”)
2. Incentivise Bridges’ mission-driven team through social impact, engagement and philanthropy
3. Achieve impact in line with Bridges’ mission through the use of philanthropic capital, supporting projects that fall outside the scope of Bridges’ usual investment activity

Bridges was launched with a clear remit: to raise investment vehicles that target both societal and financial returns. To protect and safeguard this mission, the Bridges Impact Foundation (originally the Bridges Charitable Trust) was founded with an ownership stake in the management company. This effectively gives the Foundation power of veto over any change to the manager’s mission.

The Foundation is funded by the Bridges team, who donate 10% of all their profits from the firm’s investment funds. In addition to this direct financial contribution, the team also contributes to the Foundation’s success by helping to set overall strategy and, in some cases, through volunteering and *pro bono* support – of both the Foundation itself and

some of its beneficiary organisations. Indeed, this team engagement is an essential part of the Foundation’s work.

The Foundation’s mission statement, which is closely aligned with that of Bridges Fund Management, is: ‘To provide catalytic support for innovative solutions that drive better outcomes for underserved people and the planet.’ ‘Catalytic support’ refers to both flexible financial capital and non-financial support in the form of pro-bono work and volunteering, while ‘Innovative solutions’ are those that might not fit Bridges’ traditional investment risk profile but have the potential to be highly effective. ‘Better outcomes’ implies meaningful change in a core impact area for beneficiaries that currently do not receive enough support in that area (viz. ‘underserved people and the planet’).

The Foundation focuses on three areas:

- › Venture Philanthropy
- › Seed-funding & Market-building
- › Family Activities

In the following pages, we outline the Foundation’s key achievements in each of these three areas during the 2021/22 financial year (including the work of our sister foundation, the Bridges Impact Foundation U.S.).

### Regulatory Details

Company Registration Number: 06864617  
Registered Charity Number: 1129756

### Directors

The Trustees who served during the year were:

- Victoria Hornby (Chair)
- Duncan Kellaway (*resigned October 2022*)
- Alex Pitt
- Kyle Bentwood (*resigned July 2022*)
- Giuseppe Catarozzo
- Michele Giddens
- Antony Ross

### Director

Barbara Storch

### Secretary

Siobhan Tyrrell (*until May 2022*); Aaron Vagarwal

### Registered Office

38 Seymour Street  
London  
W1H 7BP

### Auditors

Moore Kingston Smith LLP  
9 Appold Street  
London  
EC2A 2AP

### Bankers

The Royal Bank of Scotland International Ltd.  
1 Princes Street  
London  
EC2R 8BP

# Key achievements in 2021/22 7

## Venture Philanthropy: Supporting The Difference

The Foundation continues its support for pioneering teacher training scheme, The Difference, with a third year of funding

The Difference is a specialised teacher training programme that aims to support children with high levels of need and vulnerability, and reduce the number of children that are excluded from their schools.

According to the Department for Education, in the school year 2021/22, around 47,000 children in the UK were educated in Pupil Referral Units (PRUs) and Alternative Provision schools (APs) – i.e. outside of the mainstream schooling system.

Exclusion levels have been high post-Covid; indeed, the related lockdowns have often exacerbated the challenges these children face.

Excluded children often experience poor outcomes: only 12% get a basic pass in GCSE English and Maths (compared to 72% of students in state-funded schools), while one in three will drop out of education, employment, or training at 16 (compared to one in 17 across all state schools). They are also four times more likely to live in poverty and ten times more likely to have a mental health issue.

The economic cost to the Exchequer of this wasted potential has been estimated at £370,000 per child.

The Difference provides training for teachers to move from the mainstream schooling system into PRUs and APs, where they spend two years teaching vulnerable children dealing with complex issues.

Through the Difference Leadership Programme, teachers learn how to connect with these children effectively; and on completing their placement, they return to leadership positions in mainstream schools. Here, they receive a further year of support from The Difference.

The programme's structure allows teachers to incorporate the experience and teaching practices gained from the PRUs and APs into the mainstream system – with a view to providing more sensitive support for vulnerable children and preventing them from reaching the point of exclusion.

This year, The Difference has continued to grow, collecting impact data to inform future development as it does so.

Currently, 29 Difference Leaders from its second and third cohorts are working with 1,900 students across 25 AP schools (a fourth cohort, the 2022 intake, has now also been recruited). Significantly, 93% of Difference Leaders have evidenced positive impact on their AP school.

The Difference also offers training for mainstream leaders via its Inclusive Leadership Course (ILC), for six full days across a school year. It has worked with 66 of these school leaders, 60% of whom reported that learnings have already supported reduced exclusions.

We are excited not only by The Difference's direct positive impact on so many individual young people's lives – but also by its potential for systemic change, which could indirectly benefit thousands more vulnerable children.

*Below: A Difference Leader engaging with a student during placement*



# Key achievements in 2021/22

## Venture Philanthropy: Supporting The Difference

### Alicia's story



*Alicia is a 2019 Difference Leader teaching at Ark Globe Academy, Southwark*

After completing the Difference Leadership Programme, Alicia secured a promoted senior leadership role as Assistant Headteacher for Inclusion and Behaviour at Ark Globe Academy in Southwark. Ark is one of England's largest Multi-Academy Trusts, running 39 schools. They work closely with The Difference to understand and tackle the variation in exclusion numbers across their schools.

Alicia's work over the past year has focused on primary school students with Special Educational Needs (SEN). These were the children most often displaying challenging behaviour, receiving detentions, and being sent out of class. With support from other leaders, Alicia was able to introduce new inclusive practice and systems to her school – including a graduated system of behaviour interventions and whole-school training on quality-first teaching strategies.

Before this work, there were 53 detentions per week on average at Ark Globe. This has now reduced to fewer than 15.

### Maddie's story



*Maddie is a 2021 Difference Leader at the Camden Centre for Learning*

Maddie has just completed her first year on the Difference Leadership Programme working as an Associate Senior Leader for Camden Centre for Learning (CCfL). This is an SEMH school that supports students with Social, Emotional and Mental Health needs.

Maddie took part in an Action-Research project with The Difference to drive improvements in literacy. Through an initial audit, she found low levels of student

vocabulary and comprehension, and a lack of staff confidence in supporting students with literacy barriers. They launched a cross-curriculum approach – training staff in comprehension and vocabulary instruction, mapping daily reading opportunities into the curriculum, and running interventions supported by an educational psychologist and speech therapist. They ran reading age tests at the launch of the project and at the end of the school year. By the second reading age test, 71% of students had made progress of 12 months or more over a six-month period.

This year, Maddie's school has also achieved their highest Year 11 outcomes to date, with every student gaining a qualification in English and Maths.

### Inclusive Leadership Course participants, 2021/22

*"I think what the course does so well is show that inclusion is for every single pupil, not just the pupils with a diagnosed special need. There's definitely a willingness for change. It just needs someone to communicate how we can go about creating that change."*

*"My school now has an action plan and interventions for students with poor engagement in education. Restorative practice is our major focus for 2022/23 – which it would not have been if it wasn't for attending this course."*

# Key achievements in 2021/22 7

## Venture Philanthropy: Tackling poverty in Africa via Village Enterprise

Village Enterprise's innovative DIB-backed poverty reduction programme has completed with impressive results in Kenya and Uganda

Village Enterprise was the first ever development impact bond (DIB) aimed at reducing extreme poverty in rural sub-Saharan Africa, providing first-time entrepreneurs with cash grants, training and mentoring.

This year marked the end of the highly successful programme, which has yielded impressive results: despite the challenges of Covid, the 'graduation out of poverty' programme trained 14,100 new entrepreneurs (75% of whom were women), enabled 4,766 new businesses to launch, and impacted over 95,000 lives. Extensive evidence from randomised trials also suggests the programme continues to have a positive, statistically significant, and meaningful impact on the livelihoods of its ultra-poor recipients six months to 2.5 years after conclusion.

Village Enterprise used an outcomes-based approach – enhancing its focus on learning and continuous delivery improvement – when it expanded its proven model into rural Kenya and Uganda. Its original aim was to launch more than 4,600 small sustainable businesses by 2021; if it succeeded in improving business owners' income levels, Village Enterprise would receive up to \$4.3m in outcomes payments from the United States Agency for International Development and the U.K. Department for International Development (plus an anonymous funder). As part of this structure – known as a Development Impact Bond (DIB) – the Foundation was one of nine investors to commit the \$3.5m of working capital needed to deliver the programme. The Bridges team also provided *pro bono* support as an active member of the DIB's working group: working with the key stakeholders, we contributed to identifying required modifications to the project structure during the challenging Covid pandemic, and its resulting delays to the evaluation process.

Although Covid lockdowns in Kenya and Uganda inevitably had a significant impact on the programme, Village Enterprise was still able to conduct seed capital disbursements, and its mentors continued to provide mentoring by phone to the DIB-backed businesses, helping

business owners adjust and adapt during the pandemic. In fact, entrepreneurs displayed incredible resilience! As markets and cities shut down during the lockdown periods, many people returned to their villages, to start selling sewn face masks instead of clothes, for example, or opening bakery businesses to serve the growing demand in their local communities.

The programme is estimated to have generated lifetime impacts for communities of over US\$21 million – roughly four times the overall costs of the project – and households have been supported to achieve higher incomes and savings. The programme's positive outcomes are testament to how results-based financing can provide a more effective, accountable model in this kind of context.



Above and right: Microbusinesses supported by Village Enterprise in Kenya and Uganda



# Key achievements in 2021/22 <sup>7</sup>

## Venture Philanthropy: Backing Shout's innovative crisis text-line service

Shout, a service which involves trained volunteers providing SMS-based support for anyone struggling to cope, received a third year of Foundation funding

The Foundation is now in its third year supporting Shout, the text-messaging support service for people in crisis. The service offers 24/7 anonymous and confidential crisis support to anyone who needs it, the majority being young people: 69% of users are under 25.

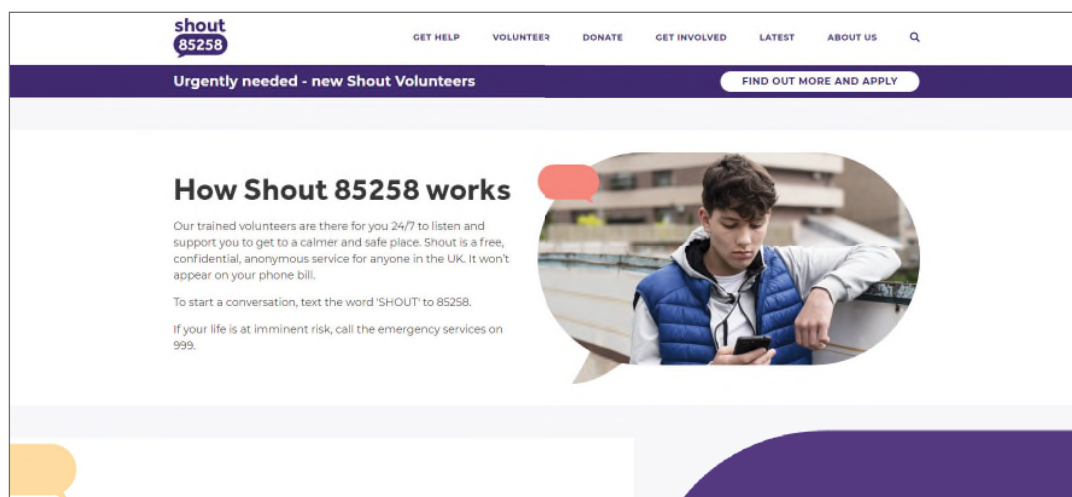
This year, the number of conversations Shout has supported surpassed 1 million. The charity marked this milestone with a visit from HRH Princess of Wales, who took the time to recognise and speak with volunteers. Multiple other campaigns from employees, volunteers and supporters of Shout raised awareness and funds, including a charity auction by Josh O'Connor, award-winning actor and star of *The Crown* and *Peaky Blinders*. In September 2021, Shout also published a report into the key mental health challenges students have faced in the year, with the aim of helping university leaders and policy makers understand and better cater to the needs of students.

Shout volunteers tend to be the first person in whom Shout's texters confide, supporting them to move from a state of distress to somewhere more calm. People reach out for a variety of

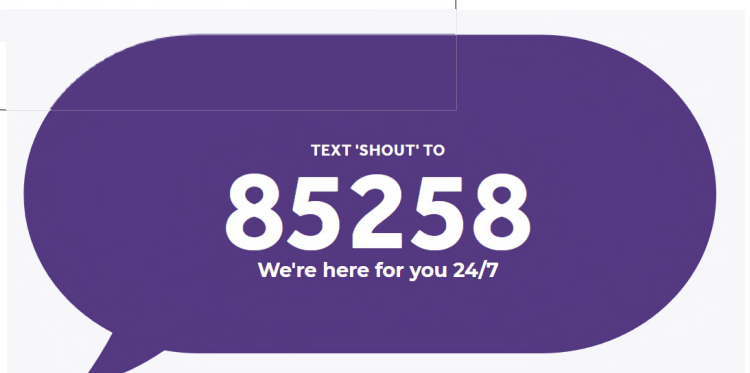
reasons, though issues predominantly include suicide & suicidal thoughts, depression & sadness, anxiety, relationships, loneliness, self-harm, grief, and eating disorders & body image.

Critically, the model seems to be delivering good outcomes: over 85% of service users (of the 15% of texters who respond to the post-conversation survey) report that the conversation was helpful, i.e. the user feels calmer and no longer at a crisis point. While conversation numbers increased by 140% during Covid, as a mobile-first support service powered by remote working volunteers, Shout's model proved to be extremely well-suited to the extraordinary challenges of the pandemic.

In addition to the Foundation's financial support, several of our colleagues at Bridges continue to volunteer for Shout as Crisis Counsellors. Though at times conversations can be very challenging, our colleagues report that being able to provide this kind of support to those in immediate need is highly rewarding.



Above and right: Shout is a 24/7 text messaging crisis support service



# Key achievements in 2021/22

## Venture Philanthropy: Supporting OnSide's high-impact Youth Zones

Following the success of OnSide's first Youth Zone in London, the Foundation has agreed to be a founder patron of another site, in Hammersmith

The Foundation is a proud Founder Patron of two of OnSide's London-based youth zones: Future in Barking & Dagenham, and WEST in Hammersmith & Fulham.

OnSide's impact on individuals is impressive: its young people typically report having more confidence and a better work attitude; that they do more exercise; and that they feel better informed about drugs. 70% of active members are BAME (Black, Asian or Minority Ethnic), while almost 40% are female. The local community typically sees a fall in anti-social behaviour of up to 77%, and for individuals who receive targeted support, 84% on OnSide's job programme move into employment, education or training.

We began providing support for OnSide's first London-based youth zone, Future, in 2018, before it opened its doors to local young people in May 2019. By December it already counted over 7,000 members, with an average weekly attendance of over 1,500 young people. This was a much higher number than anticipated – the business plan had estimated 4,000 members by the end of its first year – underlining the huge demand for the services it provides in the local area.

Future, as with all of OnSide's youth zones, provides young people with 'somewhere to go, something to do and someone to talk to', 52 weeks of the year. Activities include sport, arts, music, craft activities and holiday clubs – as well as targeted interventions for c. 25% of participants (e.g. mentoring, health and well-being, employability skills). Following

the turbulence brought by Covid, Future is now back to operating at full capacity (over 3,800 students). Bridges completed an impact assessment of Future for this year, which is available on request.

WEST, currently under construction, will be OnSide's fourth London centre, located in the socially and economically polarised borough of Hammersmith & Fulham. Here, 24% of households subsist on less than £20,000 p.a., and there are several areas in the borough that fall within the top 10% of the most deprived areas nationally, including major public housing estates. There are 32,700 children under the age of 16 living in the borough, around 20% of whom live in poverty. Happily, following a number of Covid-related construction delays, the development of WEST has seen huge progress in recent months; it is now expected to be completed by the end of 2023.

Earlier this year, our Bridges colleagues also volunteered with Future, during its evening and holiday club sessions. Members of our team engaged with young people via sports, arts & crafts, cooking and general time spent talking together, during mealtimes and throughout the days. While the experience took volunteers out of their comfort zone, it was a rich and rewarding time. Bridges' Volunteering Policy, offering two days' paid leave per year, allows for opportunities such as this to happen.

*Below:* Some of the activities available to young people at the Future Youth Zone in Dagenham



*Right:* Bridges employees volunteer during Future Youth Zone's Easter holiday club



# Key achievements in 2021/22 7

## Seed funding & Market-building: SDG Outcomes Fund

Backing a pioneering approach to generating direct and systemic education outcomes for communities in sub-Saharan Africa

Following on from our catalytic support of other pioneering Bridges vehicles, such as the Social Entrepreneurs Fund, Social Outcomes Funds and Bridges Evergreen, the Foundation last year provided Bridges Outcomes Limited, a not-for-profit subsidiary of Bridges Fund Management, with grant funding as it established a USD\$100m global SDG Outcomes Fund, alongside the UBS Optimus Foundation. The vehicle, dedicated to investing in Development Impact Bonds and other outcomes-based partnerships globally, is the first of its kind. It will focus on delivering innovative projects that use a new model of service delivery to generate positive social and environmental impact in lower and middle-income countries globally.

Outcomes partnerships can play a key role in achieving the Sustainable Development Goals by improving the effectiveness of government and donor spending, leading to better life outcomes for vulnerable people and better value for funders. As such, projects within this Fund will focus on health, education, women's economic empowerment and the environment, aiming to achieve both systemic impact (via systems change and ecosystem development) and direct impact (successful outcomes will generate payments to the Fund).

Following the first close of this vehicle in November 2021, Bridges' Outcomes team has developed a strong pipeline of potential projects. In particular, significant progress has been made towards two education-based outcomes contracts in Ghana and in Sierra Leone:

- The government of Sierra Leone has partnered with the Education Outcomes Fund and UNICEF to support an outcomes partnership targeting an improvement in learning outcomes in primary schools.
- The government of Ghana has partnered with the Education Outcomes Fund and the World Bank to design a similar education-focused outcomes contract to increase access to schooling for 26,000 out-of-school children, and in-school learning for ~40,000 school-going students.

Bridges' Outcomes team has world-leading experience, having supported over 60 outcomes partnerships in the UK over the last decade; its distinctive approach has already earned over £100m of successful outcomes payments, with an estimated value of over £1bn to the public purse. The Foundation is excited to see this pioneering vehicle continue its progress and expand this approach into new markets.

*Below:*  
children  
learning in  
classrooms



# Key achievements in 2021/22

## Seed funding & Market-building: Bridges Evergreen

Bridges' pioneering long-term equity fund – in which the Foundation was an anchor investor – continues to prove the value of patient capital and support

One of the Foundation's major seed investments was in Bridges Evergreen, a patient capital vehicle that provides flexible, values-aligned funding for highly impactful businesses looking to scale over time.

Evergreen delivered another strong performance in the year, as its focus on resilient, needs-driven businesses continues to bear fruit. At year-end, Net Asset Value was £74.8m, up £17.4m (or 30%) on the prior year.

Each of its four assets in the portfolio at year-end delivered impressive impact performance during the period, despite the challenges of the Covid-19 pandemic.

Skills Training UK (STUK), Evergreen's most recent investment, is a leading independent skills training provider. It designs and delivers employer-responsive apprenticeships and individual-focused skills programmes that align with business needs, creating sustainable employment and supporting social mobility. It has over 6,500 learners enrolled across a wide range of courses, almost half of whom are female and 30% from ethnic minority groups.

AgilityEco, a fuel poverty solutions provider, was able to serve over 45,000 households this year. Via energy efficiency measures and other methods of support, AgilityEco's work brought lifetime bill savings worth £169 million to vulnerable households over the year. Through improved stakeholder engagement, partnership initiatives and operational efficiencies, it has increased the number of tonnes of lifetime CO<sub>2</sub> emissions abated by 27%, and the MWh of lifetime energy savings from insulation/heating improvements by 32%.

Evergreen's first investment, New Reflexions, a Shropshire-based business that provides specialist residential care for children with complex needs, had another good year – delivering nearly 19,000 days of care across its sites, and opening its first school for children with learning disabilities (Longridge) in January. Almost half of New Reflexions' eligible services are now rated as 'Outstanding' by OFSTED; versus a market average of 15-17% – testament to the quality of the team and the care they deliver.

The Ethical Housing Company (EHC), which is accumulating a portfolio of decent, affordable homes to rent on Teesside, increased the number of owned properties and properties under management by 18% and 25% respectively this year. Almost three-quarters of its tenants are in receipt of benefits to pay their rent, a clear indicator of the level of need in the region – which the pandemic only increased.

Evergreen's long-term, impact-focused approach continues to prove highly attractive to impact-driven founders and management teams, which is creating a strong pipeline of new investment opportunities. The Foundation is excited by Evergreen's potential to transform even more people's lives as it develops and scales over the coming years.

Right: Skills Training UK, a Bridges Evergreen investment



# Key achievements in 2021/22 7

## Seed funding & Market-building: The IMP & Turner MIINT

Thanks to the support of the Foundation and others, the IMP leaves behind a significant legacy; while in the U.S., the Turner MIINT inspires more graduates

The Foundation has also supported the development of sustainable and impact investing, both in the UK and globally, by funding a number of market-building initiatives and publications – most notably in recent years with its support for The Impact Management Project (IMP).

Bridges Impact Foundation U.S., our U.S. sister organisation, also continues to support the thriving Turner MIINT programme.

### The Impact Management Project

Hosted by Bridges' not-for-profit field-building arm Bridges Insights, the IMP was a time-bound global forum designed to combat the proliferation of proprietary impact methodologies – which had the potential to confuse investors and obscure progress on sustainability – by building a broad consensus on how to measure, manage and report on impact.

The IMP's influence has been significant. It created various useful analytical tools, including the five dimensions of impact and the 'ABC' investor contribution framework. Critically, it also brought together all the most influential standard-setters in this area, who agreed to collaborate and align their efforts. This led to two key outputs: the Impact Management Platform, an ongoing consensus-building effort to mainstream the practice of impact management; and the International Sustainability Standards Board (ISSB), a vital step towards truly integrated global corporate reporting and disclosure standards.

This initiative came to a close, as planned, at the end of 2021.

### The Turner MIINT programme (U.S.)

The MIINT (MBA Impact Investing Networking and Training) programme is run by the Bridges Impact Foundation U.S., the Foundation's U.S. sister organisation, in partnership with the Wharton Social Impact Initiative at the University of Pennsylvania.

It is an experiential education programme designed to give students a hands-on education in investing for impact. It takes place

each academic year and involves top business and graduate schools from around the world, encouraging the flow of talented young people into impact investing.

The programme was recently renamed as the Turner MIINT, in recognition of a generous \$2.5m donation from philanthropists Bobby & Lauren Turner.

Via teaching and mentorship, students are guided through their journey as impact investors-in-training. The program culminates in a competition where students pitch for investment for a real-life impact start-up.

This year's finalist pitches ranged from businesses using agricultural waste for clothing production to sustainable water provision, to a mental health platform. First place was awarded to a team from Yale School of Management, earning them the Moelis Family Foundation Prize, for their business proposing to transform CO<sub>2</sub> into industrial products. The prize means this company is eligible for a \$50,000 investment. Runner-up teams from Harvard Business School and The London School of Economics and Political Science won a potential \$25,000 investment each.

*N.B. The Foundation has regular updates with its sister organisation in the U.S., as we look to align our efforts and engagement opportunities. More information on the Turner MIINT programme at [www.turnermiint.org](http://www.turnermiint.org).*

Below: Turner MIINT 2022 winners from Yale School of Management (source: YSOM Twitter)





# Key achievements in 2021/22

## Bridges Family Activities

The Foundation contributed over £34,000 during the year to a group of charities close to the hearts of the Bridges team

The Foundation's Family Activities supplement our other work by encouraging and rewarding Bridges' colleagues' philanthropic activities, and by providing financial support in cases of financial hardship to close stakeholders.

### The Matched Giving Facility

The Matched Giving Facility was started in 2014 with an allocation of £80,000, of which £70,086 has been spent to date. It encourages Bridges employees in their own philanthropic activities by matching their fundraising contributions to the cause of their choice by up to £1,000. There were seven requests in the year, totalling £14,253.

During the year, the team held a fundraising event in memory of a Bridges alumna, Jenny Dyer, who was tragically killed in a road accident. Jenny's family received incredible support from a specialist bereavement charity called Jigsaw South East, so the team decided to raise funds for the organisation via a 13-mile sponsored countryside walk.

Thanks to the generous support of colleagues' families and friends, this event raised over £16,500 for Jigsaw (following matched-giving from the Foundation, plus Gift Aid).

The Foundation was also proud to match-fund seven Bridges employees individually, as they physically pushed themselves to their limits in aid of various charitable causes. Two colleagues completed the 2021 London Marathon, one cycled almost 300 miles from Morecombe to Scarborough, one completed an Olympic-distance triathlon, and another ran 100km over the month of October. With the help of matched funding, these employees raised over £17,800.

### Refugees and the war in Ukraine

In light of the ongoing tragic events unfolding in Ukraine, and the huge, rapid displacement of innocent people from their homes, the Bridges team felt very strongly that they should make a contribution towards supporting the refugee community. After thorough research, the Foundation made two donations:

- £10,000 to support charity Polish Humanitarian Action's significant efforts, within Poland, to help Ukrainian refugees; *and*
- £10,000 to support vital work in Afghanistan – with a specific focus on hunger and mal-nutrition in this severely restricted country – through the UK Disasters Emergency Committee



Below:  
One of the Bridges team over half-way through the 2021 London Marathon

# Key achievements in 2021/22 7

## Bridges Family Activities

The Foundation is also supporting a bursary in order to promote greater diversity and inclusion in the real estate sector

### The Benevolent Fund

The Foundation's Benevolent Fund was launched to provide short-term financial support grants to members of the broader Bridges network (such as portfolio company employees) who find themselves in difficult circumstances. £20,000 has been allocated to this fund. There were four requests during the year, totalling £4,093 (taking the total spend to date to £13,108).

### The Donor-advised Pool

The Foundation has established a Donor-Advised Pool, a pool of funds capped at 20% of Bridges' carry whereby the carry holders can make a request to the Trustees on how to allocate this portion of the funds. In total, twelve requests were made during the year, totalling £22,710 (2021: £9,800).

### Bursaries & Scholarships

Having worked closely with the Diversity & Inclusion Working Group established by the team at Bridges, the Foundation has explored

practical ways in which we can support efforts to create more diverse, inclusive and equitable culture within the business.

One of Bridges' specialist investment areas is in real estate, one of the least diverse sectors in the UK. With this in mind, we are delighted to be sponsoring a student on a three-year bursary programme run by the Worshipful Company of Chartered Surveyors.

The WCCS' programme supports underprivileged students studying a real estate degree, both financially and through mentoring and work experience opportunities. Having been introduced to the Foundation by members of the Property team, this student spent several weeks over the summer with the team at the Bridges office, and on the ground attending site visits.

We are keen to improve access to equal opportunities in the surveyor and real estate industry, and hope that this programme, and others like it, will help to attract a broader range of talented people into the sector.



*Right:* The WCCS works to broaden access to careers in the property sector

# Future Plans

The Foundation will continue to focus on its three core areas in the coming year:

- › Venture Philanthropy
- › Seed-funding & Market-building
- › Bridges Family Activities

Within these, we are also expanding our work in a number of key ways:

## Venture Philanthropy:

Over the course of the year, we have identified and selected a second focus area for the Foundation, alongside our existing focus on supporting solutions and services relating to young people's mental health. In a firm-wide vote, the broader Bridges team decided that our resources also be directed towards combatting Gender-based Violence. The team has since made good progress researching the theme, and narrowed its focus down to two specific areas:

- Education and prevention of gender-based violence; *and*
- Access to justice for victims and survivors

The team is currently exploring opportunities within these two streams to which the Foundation will then be able to allocate resources.

## Seed-funding & Market-building:

Following on from the huge success of Village Enterprise, the Foundation is exploring how it can provide further support to catalytic outcomes-based projects internationally and create further positive impact in the lives of vulnerable people, via the SDG Outcomes Fund (p.9). We are particularly excited to see the delivery and results of initial projects supported by this fund as their details are finalised and they begin official work on the ground.

We are also looking to identify impactful UK initiatives rooted in nature-based solutions that we can support. Given the urgent threat to our environment, and the huge value, power and resilience of nature and biodiversity, the emergence of nature-based solutions to the climate crisis as a distinct vertical means there is a growing and sophisticated array of methods, technologies, businesses and initiatives looking to harness nature for a more sustainable and inclusive future.

*Below: The global SDG Outcomes Fund will focus on generating positive impact in lower- and middle-income countries*



# Financial Review

## Fundraising

The current Bridges team, as well as some former Bridges employees that have now moved on to other workplaces, have committed to donate a portion of their carry to benefit the Impact Foundation.

There were donations of £163,387 in the year to March 2022 (2021: £nil). As a result, £33,891 Gift Aid was claimed (2021: £nil).

A number of exit processes delayed by Covid are now underway again. The Foundation expects this to create a steady funding stream for the Foundation that is likely to rise over time.

This should allow the Foundation to expand its activities further in the coming years.

## Investments

The Foundation made contributions in the period to Bridges Social Entrepreneurs Fund ("SEF") from its restricted funds, totaling £41,981 (2021: £11,535) and received total distributions of £151,180 (2021: £93,514).

SEF distributed £419k to investors in the year. This increased total distributions, net of PPS, by year-end to £6.52m, which equates to 59% of the capital and loan drawn down (£11.01m). The gross value of SEF at the year-end was £6.9m.

In relation to its commitment to Bridges Evergreen Holdings (BEH), the Foundation made contributions from its restricted funds totalling £506,083 (2021: £65,747) and distributions of £129,222 have been received in the year to March 2022 (2021: £120,599) in the form of a dividend payment.

As at 31 March 2022, £50.8m had been drawn down from investors since the commencement of BEH on 6 July 2016. This represents 93% of

current commitments, and has been used to fund investments into New Reflexions, Shaw Healthcare, the Ethical Housing Company, Skills Training UK and AgilityEco, as well as Priority Profit Share and other Fund expenses.

In the year, BEH distributed £2.23m to investors. This represents a yield of c.4% of commitments drawn (excluding amounts drawn for AgilityEco and a short-term liquidity facility provided to New Reflexions).

The Foundation has granted £150,000 to date into setting up the SDG Outcomes Fund. Separately, it has now received \$65,702 in distributions from its \$50,000 investment into the Village Enterprise development impact bond.

Governance costs for the Foundation were higher than the previous year, at £10,603 (2021: £10,366). Administration and investment services are performed by Bridges Fund Management Limited on a *pro bono* basis. It is not possible to quantify the value of this work.

# Public benefit

The Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under that Act, including the guidance 'public benefit: running a charity (PB2)'.

The Trustees consider that the activities of the charity provide significant public benefit, in a number of important ways.

By acting as the original cornerstone investor in the Bridges Social Entrepreneurs Fund, which in turn co-invests alongside the Bridges Social Impact Bond Fund, and more recently by investing in Bridges Evergreen Holdings, the Foundation has helped to channel capital to innovative and ambitious social sector organisations looking to create long-term, sustainable impact at scale.

The ongoing work of the Bridges Social Impact Bond Fund team to build capacity in the social impact bond market also has significant potential to improve public sector services, both in the UK and beyond, by delivering better outcomes and better value for the public purse.

The Matched Giving facility amplifies and thus incentivises individual charitable fundraising by members of the Bridges team.

The Foundation does not engage in fundraising activities and no donations are sought from the public. The Foundation does not use third-parties to assist with fundraising and the charity received no complaints in this year regarding its fundraising practices.

# Relationship with other entities

## Bridges Fund Management Limited

Bridges Impact Foundation is connected to Bridges Fund Management Limited (“BFM Ltd”) by virtue of the fact that it holds B ordinary shares in the company. The Foundation does not exercise significant control or influence over BFM Ltd, as the B ordinary shares are non-voting shares, except in certain situations governing a change of the mission of the company. Under the terms of BFM Ltd’s Articles of Association, it has no right to any of the profits or losses of the company even in the event of a sale or liquidation (only to capital).

The Foundation occupies office space and shares management personnel with BFM Ltd. In addition, BFM Ltd is the appointed manager to the private funds in which the Foundation has invested. BIF benefits from its relationship with Bridges Fund Management, for which it is not charged. The Foundation is administered by the staff of BFM Ltd, who support it by offering time, resource and support to charitable activities.

At the year-end, Trustee Michele Giddens was also a director of BFM Ltd. In addition, Kyle Bentwood and Aaron Vagarwal were employees of BFM Ltd, while Giuseppe Catarozzo was a consultant to BFM Ltd.

## Bridges Social Entrepreneurs Fund LP

Bridges Social Entrepreneurs Fund LP was constituted under a limited partnership agreement. It attracted funding that was invested in social enterprise initiatives with strong potential philanthropic benefit.

The general and controlling partner of Bridges Social Entrepreneurs Fund LP was Bridges Social Entrepreneurs Fund (General Partner) Ltd, a wholly-owned subsidiary of Bridges Fund Management Ltd. The investments of Bridges Social Entrepreneurs Fund LP were managed by Bridges Fund Management Ltd. The investors in the Bridges Social Entrepreneurs Fund, including the Bridges Impact Foundation, were members of the Fund’s advisory board, whereby the Manager updated the investors on the Fund’s progress.

The investment period of Bridges Social Entrepreneurs Fund LP ended in 2016; the fund’s term was due to expire in 2019, but this was subsequently extended to August 2021, so Bridges could continue driving impact and financial value in the remaining assets. The Fund is now in liquidation.

## Bridges Evergreen Capital LP

Bridges Evergreen Capital LP is constituted under a limited partnership agreement and attracts funding which is invested in highly impactful businesses. The general and controlling partner of Bridges Evergreen Capital LP is Bridges Evergreen Capital (General Partner) LLP, a wholly-owned subsidiary of Bridges Fund Management Ltd. The investments of Bridges Evergreen Holdings are managed by Bridges Fund Management Ltd.

The investors in Bridges Evergreen Capital, including the Bridges Impact Foundation, are members of the Fund’s advisory board where the Manager updates the investors on progress to date and future plans for the Fund.

## Bridges Impact Foundation U.S.

Our sister Foundation in the U.S. is a 501(c)3 nonprofit organisation. The Foundation has regular updates with this entity, as we look to align our strategy and engagement efforts.

## SDG Outcomes Fund SCSp

Bridges Outcomes Limited acts as the portfolio manager for the SDG Outcomes Fund SCSp, the first vehicle of its kind dedicated to creating social and environmental outcomes through projects focused on health, education, women’s economic empowerment and the environment to benefit the world’s most vulnerable populations.

The Fund aims to achieve direct impact through potential positive outcomes estimated to be worth more than \$250m. The Fund also aims to achieve systemic impact through transforming the way donors commission and fund services for vulnerable people, as well as transforming the ecosystem of delivery partners, improving outcome payer engagement by achieving more outcomes and better value for money, and increasing the availability of more flexible, impact-focused capital through the establishment of a broader investor base.

# Organisation and appointment of Trustees

The Bridges Impact Foundation is administered by the Board of Trustees.

The Trustees ensure that the Foundation is carrying out its purposes for the public benefit, that it manages its resources responsibly, and that it is fully accountable and compliant with the law.

There must be at least four Trustees and no more than ten in office at any given time.

The Foundation's Board is comprised of elected employee representatives from Bridges Fund Management, senior Bridges partners, and independent trustees.

Victoria Hornby is our Chair. The Foundation is lucky to benefit from her not-for-profit experience and expertise. Her support, challenge and guidance are invaluable, and ensure the effective and smooth running of the Foundation's Board.

The trustees remained the same throughout the year. However post year end, Duncan Kellaway stood down as Trustee, while Simon Ringer joined the Board as a senior member of the Bridges team.

In addition, Tom Mountford and Lucia Santirso Richards were elected as Bridges Employee Representatives, following the end of Kyle Bentwood's three-year term. Both Tom and Lucia were successful in a company-wide election which saw a number of colleagues put themselves forward for selection. The Foundation welcomes Tom and Lucia's expertise and enthusiasm!

Independent Trustees are appointed by a resolution of the Board of Trustees and serve for three years, at which point they can be reappointed for a further three-year term.

Alex Pitt, co-founder and Director of Growth at Mustard Seed, an early-stage generalist impact fund, has served as an independent trustee since 2020.

Post-year-end, Tim Simmonds, a partner at law firm Osborne Clarke, has been formally approved as another independent Trustee.

## Trustee Induction and Training

New Trustees of the Bridges Impact Foundation take part in a mandatory induction meeting to understand their legal obligations as a Trustee under charity law. Trustees who are not employees of Bridges Fund Management Ltd are also briefed on the company's activities and philosophy, governance, decision-making process, and recent financial reports.

All Trustees are invited to join a meeting of the Bridges Evergreen Holdings advisory board (and previously the Bridges Social Entrepreneurs Fund advisory board) as part of their induction and training.

All Trustees are encouraged to undergo external training that can better inform them of their role as Trustee or enhance their expertise/skills to contribute to the work of the Foundation.

## Other Key Personnel

Barbara Storch is Director of the Foundation; she is responsible for developing and directing strategy for the deployment of the funds of the Foundation on a day-to-day basis.

Aaron Vagarwal is Secretary of the Foundation.



# Risks and Risk Management

The key risks faced by the Foundation relate to the performance of funds managed by Bridges Fund Management.

The value of the Foundation's investment in SEF, and its investment in Evergreen, may rise or fall depending on the performance of the companies in which these funds choose to invest.

Equally, the Foundation's biggest funding stream derives from the Bridges Fund Management team (both past and present), who have committed to donate the equivalent of 10% of the 'carried interest' (profits) arising from the funds managed by Bridges Fund Management to the Foundation. If the funds fail to generate carried interest, the funding of the Foundation will be adversely affected.

The Trustees work to proactively manage risks by reviewing potential financial, reputational and other risks on an annual basis and developing and implementing strategies to pre-empt or minimise these risks. They also maintain close communication with the Bridges Fund Management team to monitor any potential risks pertaining to the funds' investment activity.

A key element in the management of financial risk is the frequent review of quarterly finance updates presented at each board meeting – which analyse cashflow forecasts to manage financial risk – and of the amounts and terms of donations made to the Foundation.

## Reserves Policy

The Bridges Impact Foundation's policy is to hold reserves that will enable the organisation to:

- › Ensure there is sufficient money to continue its core activities during a period of unforeseen difficulty
- › Undertake special projects and one-off activities in keeping with Foundation's mission

The Foundation incurs minimal costs of operation, including governance costs. It considers that the unrestricted reserves at

the year-end totaling £924,416 (2021: £799,134) of which £11,059 is designated and £913,357 is general, will be more than sufficient to cover ongoing expenses associated with its current operations.

The Trustees continue to explore with the Bridges team other avenues of charitable activity that are aligned with the skills, interests and activities of the team.

Restricted funds at year-end totaled £5,184,546 (2021: £5,178,926).

## Structure

Bridges Trust (company number 06864617) was incorporated on 31 March 2009 under a Memorandum and Articles of Association, with all existing Trustees in the unincorporated charity Bridges Charitable Trust (charity number 1118391) becoming directors of the newly incorporated Bridges Trust.

Bridges Trust was registered as a charity with the Charity Commission on 20 May 2009 (charity number 1129756); changed its name to

Bridges Charitable Trust on 17 August 2009; and changed its name to the Bridges Impact Foundation Ltd. on 22 February 2017.

During the previous period, the Foundation adopted revised Articles of Association which clarified and extended the number and composition of the Board of Trustees.

# Statement of Trustees' Responsibilities

The Trustees (who are also directors of Bridges Impact Foundation for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102, the financial reporting standards applicable to the UK and Republic of Ireland.

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- › Select suitable accounting policies and then apply them consistently
- › Observe the methods and principles in the Charities SORP
- › Declare any conflict of interest following the Foundation's Conflict of Interest policy
- › Make judgements and estimates that are reasonable and prudent
- › State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- › Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

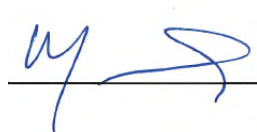
Insofar as the Trustees are aware:

- › There is no relevant audit information of which the charitable company's auditor is unaware
- › The Trustees have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor was aware of that information

## Auditors

Moore Kingston Smith LLP have been appointed as auditors in the year and have expressed their willingness to continue in that capacity.

Signed on behalf of the Trustee Board by:



Victoria Hornby

Chair of Board

7<sup>th</sup> December 2022

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIDGES IMPACT FOUNDATION LIMITED

## Opinion

We have audited the financial statements of Bridges Impact Foundation Limited ('the company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIDGES IMPACT FOUNDATION LIMITED (continued)

## Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made;
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 21, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIDGES IMPACT FOUNDATION LIMITED (continued)

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### **Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIDGES IMPACT FOUNDATION  
LIMITED (continued)**

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Moore Kingston Smith LLP*

Andrew Stickland (Senior Statutory Auditor)  
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Date: 31 January 2023

6th Floor  
9 Appold Street  
London  
EC2A 2AP

**Bridges Impact Foundation Limited**  
**Statement of Financial Activities**  
**For the year ended 31st March 2022**

	Note	Unrestricted Funds £	Restricted Funds £	Year ended 31 March 22 £	Year ended 31 March 21 £
<b>INCOME AND EXPENDITURE</b>					
<b>Income</b>					
Donations and Grants	2	197,278	-	197,278	28,466
Investment income	3	129,222	-	129,222	120,382
Other income		47,120	-	47,120	-
<b>Total Income</b>		<u>373,620</u>	<u>-</u>	<u>373,620</u>	<u>148,848</u>
<b>Expenditure</b>					
Charitable expenditure	4	248,338	-	248,338	349,337
<b>Total Expenditure</b>		<u>248,338</u>	<u>-</u>	<u>248,338</u>	<u>349,337</u>
Revaluation/(impairment) of programme-related investment	7	-	5,620	5,620	1,326,841
<b>Net Income and net movement in funds</b>		125,282	5,620	130,902	1,126,352
Transfers between funds		-	-	-	-
Fund Balances at 1st April 2021		<u>799,134</u>	<u>5,178,926</u>	<u>5,978,060</u>	<u>4,851,708</u>
<b>Total Funds at 31st March 2022</b>	10,11	<u><u>924,416</u></u>	<u><u>5,184,546</u></u>	<u><u>6,108,962</u></u>	<u><u>5,978,060</u></u>

All gains and losses for the year are included in the Statement of Financial Activities and arise from continuing operations.

The notes on pages 28 to 35 form part of these financial statements.

## Bridges Impact Foundation Limited Balance Sheet at 31st March 2022

	Note	2022 £	2022 £	2021 £	2021 £
<b>Programme-Related Investments</b>	7		4,542,418		4,139,913
<b>Current Assets</b>					
Debtors	8	141,259		-	
Cash at bank and in hand		<u>1,435,285</u>		<u>1,910,742</u>	
		1,576,544		1,910,742	
<b>Creditors: Amounts falling due within one year</b>	9	<u>(10,000)</u>		<u>(72,595)</u>	
<b>Net Current Assets</b>			1,566,544		1,838,147
<b>Net Assets</b>			<u><u>6,108,962</u></u>		<u><u>5,978,060</u></u>
<b>Funds</b>					
Unrestricted general funds	10		913,357		783,982
Unrestricted designated funds	10		11,059		15,152
Restricted funds	11		<u>5,184,546</u>		<u>5,178,926</u>
			<u><u>6,108,962</u></u>		<u><u>5,978,060</u></u>

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The notes on pages 28 to 35 form part of these financial statements.

Approved by the Board of Trustees and authorised for issue on and signed on its behalf by:



31 January 2023

.....  
**Victoria Hornby**  
Trustee

Date:

Company Registration Number: 06864617

# Bridges Impact Foundation Limited

## Notes to the Accounts

### For the year ended 31st March 2021

#### 1 Accounting Policies

##### **Basis of Accounting**

These financial statements are prepared on a going concern basis, under the historical cost convention.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The charitable company is a public benefit entity for the purposes of FRS 102 and therefore the Foundation also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The financial statements are prepared in sterling, which is the functional currency of the Foundation. Monetary amounts in these financial statements are rounded to the nearest pound.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

##### **Going Concern**

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Foundation to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements and have considered the potential impact of the Covid-19 pandemic. However, the principal expenditure is donations and grants and these are only made out of funds available. This combined with the significant unrestricted reserves held by the Foundation have led the Trustees to conclude that there is a reasonable expectation that the Foundation has adequate resources to continue in operational existence for the foreseeable future. The Foundation therefore continues to adopt the going concern basis in preparing its financial statements.

##### **Income**

Income from investments and donations and grants is brought into the accounts when the Foundation is entitled to receipt, receipt is probable and can be measured reliably.

Gift Aid income is recognised on the date at which the relevant qualifying donation has been received. Any amounts not received at the year end are included within debtors.

##### **Expenditure**

Expenditure is charged in the accounts on an accruals basis. Governance costs consist of costs associated with the strategic direction of the organisation.

Grants payable, including those paid over several years, are charged when the offer is conveyed to the recipient except in the cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants offered subject to conditions which have not been met at the Balance Sheet date are noted as a commitment but not accrued as expenditure. All grants reflected in note 9 are payable to institutions to enhance mental health and well-being in young people. No support costs are allocated to grant-giving activities.

##### **Fund structure**

Amounts donated for the purpose of specific categories of investment are categorised as restricted funds. All other income is included as unrestricted provided there are no conditions specified by the donor related to its use.

**Bridges Impact Foundation Limited**  
**Notes to the Accounts (continued)**  
**For the year ended 31st March 2022**

**1 Accounting Policies**

**Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held on call with banks, and other short-term liquid investments with original maturities of three months or less.

**Financial Instruments**

Basic financial instruments are measured at amortised cost, other than investments, which are measured at cost less impairment.

With the exceptions of prepayments and deferred income, all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 8 and 9 for the debtor and creditor notes.

**Critical accounting estimates and areas of judgement**

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements.

The trustees deem the key area of estimation to be the annual review and adjustment of the Programme-Related Investment to take into account any current period impairment, reversal of prior period impairment or revaluation. See the accounting policy above and note 7 for further details.

**2 Donations and grant income**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Gift aid	33,891	-
Individual donations	<u>163,387</u>	<u>28,466</u>
	<u><u>197,278</u></u>	<u><u>175,984</u></u>

All donation and grant income was unrestricted in 2022 and 2021.

**3 Investment Income**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Dividends received	129,222	120,599
Interest received	<u>-</u>	<u>(217)</u>
	<u><u>129,222</u></u>	<u><u>120,382</u></u>

All investment income was unrestricted in 2022 and 2021.

Negative interest received above represents the release in the year of previously accrued interest receivable.

**Bridges Impact Foundation Limited**  
**Notes to the Accounts (continued)**  
**For the year ended 31st March 2022**

**4 Expenditure**

**Current year**

	<b>Direct Costs £</b>	<b>Support Costs £</b>	<b>Total 2022 £</b>
<b>Charitable expenditure</b>			
Donations	61,056	-	61,056
Grants paid to institutions (see note 4b)	100,000	-	100,000
Consultancy fees	-	76,679	76,679
Governance (see note 4a)	-	10,603	10,603
Total	<u>161,056</u>	<u>87,282</u>	<u>248,338</u>

**Prior year**

	<b>Direct Costs £</b>	<b>Support Costs £</b>	<b>Total 2021 £</b>
<b>Charitable expenditure</b>			
Donations	29,542	-	29,542
Grants paid to institutions (see note 4b)	245,000	-	245,000
Consultancy fees	-	64,429	64,429
Other costs	-	-	-
Governance (see note 4a)	-	10,366	10,366
Total	<u>274,542</u>	<u>74,795</u>	<u>349,337</u>

Restricted expenditure included above for 2022 is £nil (2021: £nil).

Key management personnel comprise the Trustees and the Director of Strategy. Within Consultancy fees is £65,827 (2020: £64,429) paid to Bridges Fund Management for the services of the Director of Strategy.

**4a Governance costs**

	<b>Total 2022 £</b>	<b>Total 2021 £</b>
Legal & professional fees	-	-
Audit fees	10,000	10,000
Bank charges	603	366
	<u>10,603</u>	<u>10,366</u>

Restricted expenditure included above for 2022 is £nil (2021: £nil).

**Bridges Impact Foundation Limited**  
**Notes to the Accounts (continued)**  
**For the year ended 31st March 2022**

<b>4b Grants paid to institutions</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
OnSide Youth Zones	-	25,000
Worship Company of Chartered Surveyors	20,000	-
Mental Health Innovation	50,000	20,000
The Difference	30,000	50,000
Bridges Outcomes Ltd	-	150,000
	<u>100,000</u>	<u>245,000</u>

**5 Trustees' remuneration**

Trustees are deemed to be the key management personnel of the Foundation. The Foundation has no employees. The trustees did not receive any remuneration during the period (2021: £nil). No costs were reimbursed to trustees during the period (2021: £nil).

**6 Auditors' remuneration**

Total amounts paid to the auditor in note 4a are broken down as below:

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Current year audit fee	10,000	8,455
Prior year (over)/under accrual	-	1,545
	<u>10,000</u>	<u>10,000</u>

# Bridges Impact Foundation Limited

## Notes to the Accounts (continued)

### For the year ended 31st March 2022

7 Programme-related investments	2022	2021
	£	£
Investment value at 1 April 2021	4,139,913	2,829,304
Loan investment additions in the year	548,065	77,282
Loan investment repayments in the year	(151,180)	(93,514)
Revaluation of programme-related investment	5,620	1,326,841
Value at 31 March 2022	<u>4,542,418</u>	<u>4,139,913</u>

Investments represent the amounts paid to date by the Foundation into the Bridges Social Entrepreneurs Fund LP of which it is a Limited Partner, and Bridges Evergreen Capital LP of which it is also a Limited Partner.

The Bridges Social Entrepreneurs Fund was intended to exist for a period of up to twelve years and has terminated since 31 March 2022. Ultimately, the fund had a net money multiple of less than 1 (i.e. did not return all invested capital) over its life.

The Bridges Evergreen Capital LP Fund is focused on investing long-term capital to support the growth of mission-led businesses and social sector organisations that deliver positive social impact and enjoy commercial success. The Fund has invested in New Reflexions, the Ethical Housing Company, and Agility Eco.

#### **Amounts committed, but not yet invested**

The total commitment that the Foundation had to Bridges Social Entrepreneurs Fund LP was £4,240,252 which could be drawn down at the discretion of the Manager of the Fund. Total undrawn commitments in the Fund were capped as of 30 June 2016, resulting in a cancellation of commitments. PPS repaid subsequent to the cancellation will continue to be redrawable.

The balance of the Foundation's commitment, not yet drawn upon by 31 March 2022, is £1,012,500 (2021: £730,826).

In addition, total distributions of £93,514 have been received by the Foundation from the Fund in the year to 31 March 2022, which represents the repayment of loans drawn from the Foundation to pay the priority profit share to the Fund's General Partner. A portion of these amounts are subject to being redrawn by the Fund at any point in its life, up to its termination date.

The total commitment that the Foundation had to Bridges Evergreen Capital Fund LP at 31 March 2022 was £3m (2021: £3m) which can be drawn down at the discretion of the Manager of the Fund. Bridges Evergreen Capital LP is constituted under a Limited Partnership Agreement dated 6 July 2016. The Fund invests in mission-led Portfolio Companies that provide a positive social impact and have a mission-locked governance structure in order to deliver their social mission. The Fund currently has committed capital of £50.8 million.

The balance of the Foundation's commitment, not yet drawn upon by 31 March 2022, is £nil (2021: £514,532).

**Bridges Impact Foundation Limited**  
**Notes to the Accounts (continued)**  
**For the year ended 31st March 2022**

<b>8</b>	<b>Debtors</b>	<b>2022</b>	<b>2021</b>
		£	£
	Accrued income	141,259	-
		<u>141,259</u>	<u>-</u>
<b>9</b>	<b>Creditors: Amounts falling due within one year</b>	<b>2022</b>	<b>2021</b>
		£	£
	Grants payable	-	45,000
	Other creditors	10,000	27,595
		<u>10,000</u>	<u>72,595</u>

**10 Unrestricted Funds**

<b>Current year</b>					
	<b>At 1 April</b>				<b>At 31 March</b>
	<b>2021</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfer</b>	<b>2022</b>
	£	£	£	£	£
	<u>783,982</u>	<u>373,620</u>	<u>(209,992)</u>	<u>(34,253)</u>	<u>913,357</u>
	<b>Designated funds</b>				
(a)	10,985	-	(4,093)	-	6,892
(b)	4,167	-	(34,253)	34,253	4,167
	<u>15,152</u>	<u>-</u>	<u>(38,346)</u>	<u>34,253</u>	<u>11,059</u>
	<u>799,134</u>	<u>373,620</u>	<u>(248,338)</u>	<u>-</u>	<u>924,416</u>
<b>Prior year</b>					
	<b>At 1 April</b>				<b>At 31 March</b>
	<b>2020</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfer</b>	<b>2021</b>
	£	£	£	£	£
	<u>964,729</u>	<u>148,848</u>	<u>(329,595)</u>	<u>-</u>	<u>783,982</u>
	<b>Designated funds</b>				
(a)	13,485	-	(2,500)	-	10,985
(b)	21,409	-	(17,242)	-	4,167
	<u>34,894</u>	<u>-</u>	<u>(19,742)</u>	<u>-</u>	<u>15,152</u>
	<u>999,623</u>	<u>148,848</u>	<u>(349,337)</u>	<u>-</u>	<u>799,134</u>

- (a) The Bridges Impact Foundation Benevolent Fund has been established primarily to support employees of the Bridges Fund Management group and any of its portfolio companies who find themselves in acute financial need. In the year to March 2022 a total of £4,093 (2021: £2,500) was paid out for such causes.
- (b) Bridges Impact Foundation has undertaken to match donations raised from private individuals in the Bridges Fund Management team to a maximum of £1,000 per team member per annum. A total of £20,000 has been designated, but is subject to top up should it prove to be insufficient. In the year to March 2022, a total of £14,253 (2021: £17,242) was paid out in donations.

**Bridges Impact Foundation Limited**  
**Notes to the Accounts (continued)**  
**For the year ended 31st March 2022**

<b>11 Restricted Funds</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
(a) Funds acquired for Programme Investment in Bridges Social Entrepreneurs Fund		
Balance at 1 April 2021	1,122,807	1,118,414
Revaluation gain	14,905	4,393
Balance at 31 March 2022	<u>1,137,712</u>	<u>1,122,807</u>
(b) Funds acquired for Programme Investment in Bridges Evergreen Capital LP		
Balance at 1 April 2020	4,056,119	2,733,671
Revaluation gain	(8,781)	1,322,448
Balance at 31 March 2021	<u>4,047,338</u>	<u>4,056,119</u>
(a) The balance on programme-related investment funds represents funds already invested, together with further funds held pending investment in programme-related investment projects, net of related costs of managing the Fund. The value of the investment in the underlying Fund increased in the year and has been recognised in its revaluation.		
(b) The Foundation had funds brought forward of £2,733,671 for use in the Programme Investment Fund to support Bridges Evergreen Capital LP. During the current year there has been further investment in Bridges Evergreen Capital Fund LP £65,747 (2021: £nil). The value of the investment in the underlying Fund increased in the year and has been recognised in its revaluation.		

**12 Analysis of Net Assets between funds**

<b>Current year</b>	<b>Unrestricted Funds 2022 £</b>	<b>Restricted Funds 2022 £</b>	<b>Total Funds 2022 £</b>
Fixed Assets - Programme-related investments	-	4,542,418	4,542,418
Current Assets	924,416	652,128	1,576,544
Current Liabilities	-	(10,000)	(10,000)
	<u>924,416</u>	<u>5,184,546</u>	<u>6,108,962</u>
<b>Prior year</b>	<b>Unrestricted Funds 2021 £</b>	<b>Restricted Funds 2021 £</b>	<b>Total Funds 2021 £</b>
Fixed Assets - Programme-related investments	-	4,139,913	4,139,913
Current Assets	799,134	1,111,608	1,910,742
Current Liabilities	-	(72,595)	-72,595
	<u>799,134</u>	<u>5,178,926</u>	<u>5,978,060</u>

# **Bridges Impact Foundation Limited**

## **Notes to the Accounts (continued)**

### **For the year ended 31st March 2022**

#### **13 Related Party Relationships and Transactions**

Bridges Impact Foundation Limited is a Limited Partner in Bridges Social Entrepreneurs Fund LP and is not considered to have a controlling or significant interest in the LP Fund. During the period, Bridges Impact Foundation received £nil (2021: £93,514) from Bridges Social Entrepreneurs Fund LP by way of distribution out of income or capital. At the year end Bridges Impact Foundation Limited's investment in Bridges Social Entrepreneurs Fund LP was £282,660 (2021: £225,774).

Bridges Impact Foundation Limited is a Limited Partner in Bridges Evergreen Capital Fund LP and is not considered to have a controlling or significant interest in the LP Fund. At the year end Bridges Impact Foundation Limited's investment in Bridges Evergreen Capital Fund LP was £4,411,441 (2021: £3,914,139). The Foundation received a distribution by way of dividend of £129,222 (2021: £120,599).

Bridges Impact Foundation Limited operates under common control with Bridges Fund Management (BFM). Michele Giddens is a common Trustee (and Director of BFM). During the year a total of £65,827 (2021: £64,429) was paid to BFM representing consultancy fees. At the year end an amount of £nil (2021: £17,697) was payable to BFM.

Within the 2020 financial year, the Trustees approved a multi-year grant to Mental Health Innovation ("MHI"). Victoria Hornby is CEO of MHI, the charity which runs and manages Shout. At the time of grant decision making, she was not a trustee of BIF Ltd. An amount of £50,000 (2021: £20,000) was paid to MHI during the year.

On 9 February 2021, the trustees approved a grant to Bridges Outcomes Limited, a company connected by common trustees/directors including Antony Ross and Michele Giddens. This grant is for a term of 15 years for an amount of £150,000 which was paid in the prior year was paid on 5 March 2021. There was no amount outstanding at the year ended 31 March 2022 (2021: £nil).

#### **14 Staff Numbers**

There were no full time equivalent employees during the year (2021: non.). Total staff costs for the year were £nil (2021: £nil). The Foundation is provided with administrative support free of charge by Bridges Fund Management Limited.

#### **15 Taxation**

The Foundation carries out exempt charitable activities, therefore no corporation tax is due on the year's results.

# BRIDGES

Impact Foundation

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Registered office is at the address shown above.

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Bridges Fund Management, November 2021

**BRIDGES IMPACT FOUNDATION**

England & Wales - Charity number 1129756

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# Accounts

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# BRIDGES

Impact Foundation

## Trustees' Annual Report & Accounts

For the year ended 31 March 2021

[bridgesimpactfoundation.com](https://bridgesimpactfoundation.com)

Registered Company No. 06864617. Registered Charity No. 1129756

# From the Chair



Dear friends,

I am delighted to present the Bridges Impact Foundation's 2020/21 Annual Report & Accounts.

I want to begin by thanking all of our Trustees, especially our newly-appointed independent trustee Alex Pitt. Alex brings huge amounts of relevant experience from his day job at Mustard Seed, and will be an invaluable addition to the Board. I am also grateful to our Director Barbara Storch, who continues to make great progress on engaging the Bridges team and shaping the Foundation's strategic direction.

Of course, this year has been shaped to a remarkable extent by the Covid-19 pandemic, and the profound impact it has had on economic, social and cultural life globally in 2020 and 2021. The charities we support have inevitably been affected by this. For instance, OnSide's Youth Zone in Dagenham (of which the Foundation is a founder-patron) had to shut its doors for most of the period because of the initial lockdown restrictions. Staff responded incredibly well, running virtual events and maintaining contact with the most vulnerable, but the kind of activities and personal interactions these Youth Zones offer can never be fully replicated online. Thankfully, as restrictions have eased, the centres are now re-opening their doors and resuming their vital work.

At the same time, the pandemic has not only underlined but also increased the level of need within our key venture philanthropy area of focus: young people's mental health. Shout, a 24/7 text-messaging support service, saw demand for its services jump substantially during the first lockdown, as many people struggled to cope with the isolation. And we were also pleased to extend our support this year for The Difference, a charity that trains teachers to work with children who have been excluded from mainstream education. Given the disruption to education in the last 18 months, this may also be a growing area of need.

As always, we continue to appreciate the support of the broader Bridges team. In particular, I very much enjoyed watching their creative efforts during their 'CharityBegins@Home' initiative, which saw them raise £38,000 (including £14,500 of matched funding from the Foundation) during lockdown for charities on the front line of the pandemic.

Indeed, while this period has been a hugely challenging one for everyone, we are very proud of the impact all our partners have continued to generate. And it has been heartening to see individuals, charities and business stepping up and working together to support those hardest-hit. As we emerge into a post-pandemic world, I hope that this sense of purpose and spirit of collaboration continues to inspire us all to find better solutions to the challenges we face.

Victoria Hornby



## On the cover:

The Foundation is now supporting the Difference, a charity that works with children who have been excluded from mainstream education (p. 4)

# About the Foundation

## Objectives and Summary of Activities

The Bridges Impact Foundation (“the Foundation”) was set up in 2007 with three primary objectives:

1. Protect the social mission of Bridges Fund Management (“Bridges”)
2. Incentivise Bridges’ mission-driven team through social impact, engagement and philanthropy
3. Achieve impact in line with Bridges’ mission through the use of philanthropic capital, supporting projects that fall outside the scope of Bridges’ usual investment activity

Bridges was launched with a clear remit: to raise investment vehicles that target both societal and financial returns. To protect and safeguard this mission, the Bridges Impact Foundation (originally the Bridges Charitable Trust) was founded with an ownership stake in the management company. This effectively gives the Foundation power of veto over any change to the manager’s mission.

The Foundation is funded by the Bridges team, who donate 10% of all their profits from the firm’s investment funds. In addition to this direct financial contribution, the team also contributes to the Foundation’s success by helping to set overall strategy and, in some cases, through volunteering and *pro bono* support – of both the Foundation itself and

some of its beneficiary organisations. Indeed, this team engagement is an essential part of the Foundation’s work.

The Foundation’s mission statement, which is closely aligned with that of Bridges Fund Management, is: ‘To provide catalytic support for innovative solutions that drive better outcomes for underserved people and the planet.’ ‘Catalytic support’ refers to both flexible financial capital and non-financial support in the form of pro-bono work and volunteering, while ‘Innovative solutions’ are those that might not fit Bridges’ traditional investment risk profile but have the potential to be highly effective. ‘Better outcomes’ implies meaningful change in a core impact area for beneficiaries that currently do not receive enough support in that area (viz. ‘underserved people and the planet’).

The Foundation focuses on three areas:

- › Venture Philanthropy
- › Seed-funding & Market-building
- › Family Activities

In the following pages, we outline the Foundation’s key achievements in each of these three areas during the 2020/21 financial year (including the work of our sister foundation, the Bridges Impact Foundation U.S.).

### Regulatory Details

Company Registration Number: 06864617  
Registered Charity Number: 1129756

### Directors

The Trustees who served during the year were:

- Victoria Hornby (Chair)
- Duncan Kellaway
- Alex Pitt (appointed 2020)
- Kyle Bentwood
- Giuseppe Catarozzo
- Michele Giddens
- Antony Ross

### Director

Barbara Storch

### Secretary

Siobhán Tyrrell

### Registered Office

38 Seymour Street  
London  
W1H 7BP

### Auditors

Moore Kingston Smith LLP  
Devonshire House  
60 Goswell Road  
London  
EC1M 7AD

### Bankers

The Royal Bank of Scotland International Ltd.  
1 Princes Street  
London  
EC2R 8BP

# Key achievements in 2020/21 7

## Venture Philanthropy: Supporting The Difference

After supporting The Difference's initial pilot scheme, the Foundation agreed to commit to another year of funding and support

The Difference is a specialised teacher training pilot programme that aims to support children with high levels of need and vulnerability and reduce the number of children that are excluded from their schools.

Currently, there are 30,000 children in the UK educated in Pupil Referral Units (PRUs) and Alternative Provision schools (APs) – i.e. outside of the mainstream schooling system. These children often experience poor outcomes: only 4% get a good pass in English or Maths, while two-thirds are not in education or employment at 17. Excluded children are four times more likely to live in poverty and ten times more likely to have a mental health issue. The economic cost to the Exchequer of this wasted potential has been estimated at £370,000 per child.

The Difference provides training for teachers to move from the mainstream schooling system into PRUs and APs, where they spend two years teaching vulnerable children dealing with complex issues. Teachers learn how to connect with these children effectively, using whole-school and multi-agency approaches to meet their learning, well-being and safeguarding needs and improve their outcomes.

On completing their placement, teachers return to leadership positions in mainstream schools, where they receive a further year of

support from The Difference. This allows them to implement the experience and teaching practices gained from the PRUs and APs into the mainstream system – with a view to providing more sensitive support for vulnerable children and preventing them from reaching the point of exclusion.

Most AP and PRU schools remained open during Covid-19, albeit in some cases with fewer children (since school closures led to a drop in exclusions). However, given the Covid-related disruption many children have experienced in the last year, it is likely that exclusions will rise again in the coming months.

In addition to its financial support, Bridges Impact Foundation has provided non-financial help to The Difference both on communications, in clarifying and explaining operating models, and on impact strategy, with reviews of current data collection and a mid/long term evaluation strategy.

As well as its training work, the Difference is also active in campaigning and policy work around school exclusions. So we are excited not only by the organisation's positive impact on so many individual young people's lives, but also by its potential for systemic change, which would benefit many more vulnerable children.



Below: Teachers on The Difference's specialist training programme

# Key achievements in 2020/21

## Venture Philanthropy: Supporting The Difference

### Corinne's story



*Corinne, a Difference Leader, leads on the Orchardside School PRU 'Turnaround Project', which works intensively for six weeks with pupils from mainstream school at risk of exclusion.*

"We provide much-needed positive encouragement while identifying learning, mental health, and other needs. It provides an opportunity to 'reset' before pupils go back to mainstream.

The project has been hugely successful. Throughout all of our cohorts, no one has gone on to be permanently excluded. I'm proud of the positive impact that I've had on Turnaround.

Staff at Orchardside have commented on how much behaviour has improved and how it's a much better environment for teaching and learning under my leadership.

The pandemic did bring some challenges to my first term in AP. The schools remained open when the country went into lockdown. So, I was teaching in a new environment without my usual support network. When I opened up to staff at my school and The Difference, they became my support system. It turned a difficult situation into something really manageable.

Lockdown was tough on the pupils who couldn't come into school – they need that structure. For lots of them, school is like their family. So much of the Difference Leadership Programme has been valuable for supporting our pupils after they returned – especially the training on trauma-informed practice. All teacher training should include this! It completely opened my eyes to how I could support pupils during the pandemic and beyond. My whole practice is different now. If students' well-being is not being looked after, then how are they going to learn?"

### Gillian's story



*Gillian is a 2020 Difference Leader at The Limes College in Sutton, South London*

"When I started in AP, I was pleasantly surprised by the lack of hierarchy. It isn't only 'teacher knows best'. It might be the teaching assistant, or the family outreach worker, who has the best understanding of a pupil. We share knowledge as a team.

I think my own practice has benefited most from the Compassion-Focused Coaching. When I started the Difference Leadership Programme, I was still on the mainstream treadmill. I am more consciously compassionate now and can take a step back if a pupil is having difficulties. The Limes (my AP school) has a clear focus on academic progress and our pupils get

good GCSEs. But we understand they cannot learn unless they are calm and regulated.

So many elements of AP practice would be beneficial in mainstream. The thing I'm most proud of this year has been helping to create these links between schools. Alongside a colleague, I delivered workshops on trauma-informed practice to a local mainstream school. The staff were so appreciative and told us this training should be in all schools. Sharing strategies has helped some of our excluded pupils to successfully reintegrate.

I've now been promoted to Deputy Head at The Limes and am eager to lead more outreach. We are challenging the notion of only one-way traffic between mainstream and AP. Senior leaders are coming to us for advice and guidance. I am hopeful that we can create a better model, with fewer young people going through the trauma of exclusion."

# Key achievements in 2020/21 7

## Venture Philanthropy: Supporting OnSide's high-impact Youth Zones

Following the success of OnSide's first Youth Zone in London, the Foundation has agreed to be a founder patron of another site in Hammersmith

In 2018, the Foundation became a proud Founder Patron of 'Future' in Barking and Dagenham, the first London-based Youth Zone opened by the charity OnSide. Future opened its doors to local young people in May 2019, and by December it already had over 7,000 members, with an average weekly attendance of over 1,500 young people. This was a much higher number than anticipated – the business plan had estimated 4,000 members by the end of its first year – underlining the huge demand for the services it provides in the local area.

OnSide's impact on individuals is impressive: the young people typically report that they have more confidence and a better work attitude; do more exercise, and feel better informed about drugs. 70% of active members are BAME (Black, Asian or Minority Ethnic), while almost 40% are female. For individuals who receive targeted support, 84% on their job programme move into employment, education or training. And the local community typically sees a fall in anti-social behaviour of up to 77%.

Unfortunately, Future was forced to close its doors to the young people in March 2020, when the first national lockdown was introduced. The team responded impressively, pivoting swiftly to online classes and activities, as well as targeted 1:1 phone check-ins with its more vulnerable members and provision of food parcels to vulnerable households. During the second lockdown it was also able to run a five-week holiday club, with 80% of places reserved for its most vulnerable members (i.e. those in overcrowded homes or living with domestic abuse, mental health or substance misuse issues).

Future was finally able to re-open its doors in September 2021 and has now resumed its normal timetable, currently with capacity for 120 young people.

The Foundation has also agreed to be a founder-patron of a second OnSide Youth Zone called WEST, which will be located in the Hammersmith and Fulham borough (it will be OnSide's fourth London centre). Hammersmith & Fulham is a socially and economically polarised area: 24% of households subsist on less than £20,000 p.a., and there are several areas in the borough that fall within the top 10% of the most deprived areas nationally, including major public housing estates. There are 32,700 children under the age of 16 living in the borough, around 20% of whom live in poverty. WEST's offer will be the same as that of all OnSide youth zones – a state of the art centre that provides 'somewhere to go, something to do and someone to talk to' 52 weeks of the year. Activities will include sport, arts, music, craft activities and holiday clubs – as well as targeted interventions for c. 25% of participants (e.g. mentoring, health and well-being, employability skills).

Sadly, the pandemic caused material delays both to the planning approvals process and the construction timetable. However, the good news is that the scheme was finally approved, and construction is now finally underway. We hope the centre will be completed and opened in 2023.

*Below: Some of the activities available to young people at the Future Youth Zone in Dagenham*



# Key achievements in 2020/21 7

## Venture Philanthropy: Backing Shout's innovative crisis text-line service

The Shout service, which involves trained volunteers providing SMS-based support for anyone struggling to cope, was particularly valuable during the pandemic

A key part of the Foundation's mental health focus is our support for Shout, the text-messaging support service. Shout offers anonymous and confidential crisis support 24/7 to anyone who needs it, with the majority being young people: 70% of users are under 25.

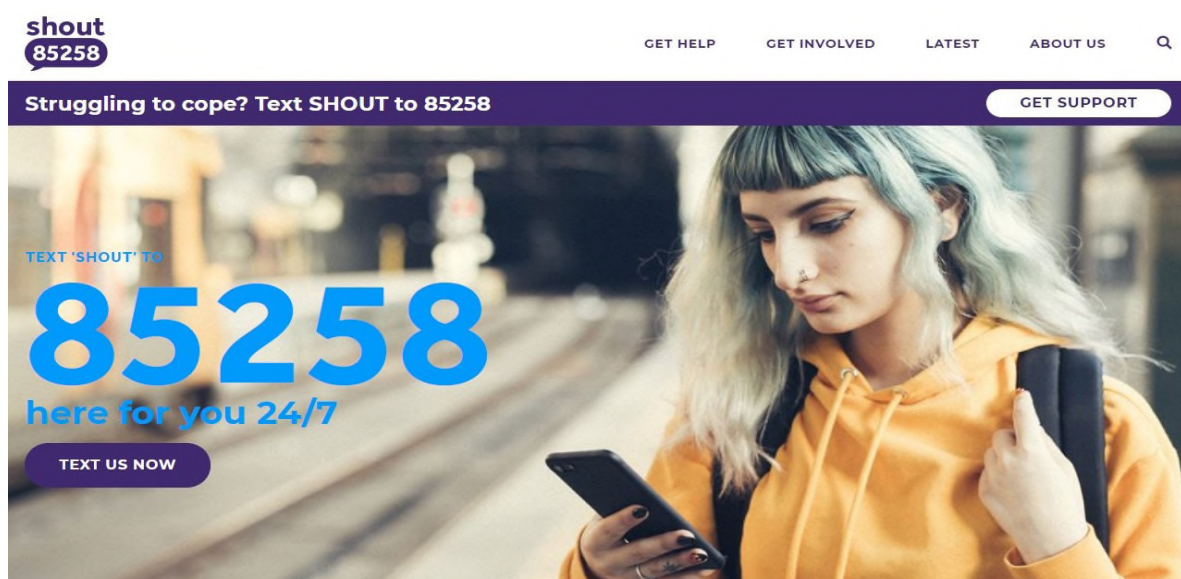
As a mobile-first support service powered by remote working volunteers, Shout's model proved to be extremely well-suited to the extraordinary challenges of the Covid-19 pandemic. Its remote volunteering service and supervision continued as usual, and the service recorded a steady increase in usage during the initial lockdown period – from about 750 conversations per day pre-lockdown to 1,000 conversations per day, about 20% of which were Covid-related. It also saw a general increase in conversations around anxiety and uncertainty.

Shout also launched a dedicated 'Frontline' support service in partnership with the NHS, which it extended to care workers, hospice staff and other key workers – a hugely valuable tool for those on the front line of the pandemic, who were often working in extremely pressured and stressful circumstances.

Since its launch in May 2019, Shout has now completed over 890,000 conversations to date, and has thousands of trained Shout Volunteers (overseen by qualified clinical supervisors). Critically, the model seems to be delivering good results: over 85% of service users (of the 15% of texters who respond to the post-conversation survey) report that the conversation was helpful, i.e. the user feels calmer and no longer at a crisis point.

Shout's current focus is on reaching under-represented user groups. For example, it recently launched a targeted campaign to reach young black men and boys, a group that statistically can be vulnerable to mental health issues but often struggles to access support.

Aside from the Foundation's financial support, a number of Bridges colleagues have now completed the Shout training, and are supporting people in need by being active Shout Volunteers. Some of the conversations they participate in are very tough; but our colleagues report that they find this volunteering incredibly rewarding, and are developing skills that will also come in useful in everyday life.



Above: Shout is a 24/7 text messaging crisis support service

# Key achievements in 2020/21 7

## Venture Philanthropy: Tackling poverty in Africa via Village Enterprise

Village Enterprise's innovative DIB-backed poverty reduction programme has already helped to launch 4,700 microbusinesses in Kenya and Uganda

Village Enterprise works to reduce extreme poverty in rural sub-Saharan Africa, by providing first-time entrepreneurs with cash grants, training and mentoring. Extensive evidence from randomised trials suggests this is one of the most cost-effective ways of alleviating poverty in the developing world.

With this programme, Village Enterprise was expanding its proven model in rural Kenya and Uganda – using an outcomes-based approach that would enhance its focus on learning and continuous delivery improvement. Its original aim was to launch more than 4,600 small sustainable businesses by 2021; if it succeeded in improving business owners' income levels, Village Enterprise would receive up to \$4.3m in outcomes payments from the United States Agency for International Development and the U.K. Department for International Development (plus an anonymous funder). As part of this structure – known as a Development Impact Bond (DIB) – the Foundation was one of nine investors to commit the \$3.5m of working capital needed to deliver the programme. The Bridges team also provided *pro bono* support as an active member of the DIB's working group. Working with the key stakeholders, we contributed to identifying required modifications to the project structure during the challenging Covid pandemic, and its resulting delays to the evaluation process.

When Covid-19 hit Kenya and Uganda in March, both countries instantly instituted strict country-wide lockdowns. Although this inevitably had a significant impact on the programme, Village Enterprise was still able to conduct seed capital disbursements, and its mentors have continued to provide mentoring by phone to the DIB-backed businesses, helping business owners adjust and adapt during the pandemic. In fact, we have been amazed at the resilience of the entrepreneurs that the programme supports! Even as markets and cities shut down during the lockdown periods, many people went back to their villages, where market traders who normally sold clothes started selling sewn face masks, and bakers opened businesses to serve the growing demand in their communities.

To date, Village Enterprise has already trained over 14,000 individuals, and helped to create over 4,700 small businesses. Early results from the various cohorts have been hugely promising, with evidence of increased household savings and food consumption. According to Village Enterprise's preliminary assessments of earlier cohorts, the households involved saw monthly per capita consumption increase by an average of 113%, while asset stocks more than doubled.



Above: A microbusiness supported by Village Enterprise in Kenya

# Key achievements in 2020/21 7

## Seed funding & Market-building: The Bridges Social Entrepreneurs Fund

With the Foundation's backing, this pioneering fund – which has now completed its life – has had impressive individual and systemic impact

The Bridges Social Entrepreneurs Fund (“SEF”) was launched in 2009 to address the critical funding gap often faced by ambitious social sector organisations with aspirations to grow. SEF was the first of its kind in the UK: an institutional closed-ended fund designed to provide these organisations with access to quasi-equity, plus strategic and operational support. By doing so, it was able to demonstrate that there are meaningful numbers of investors interested in Social Enterprises, and to test this funding model for the benefit of the broader market.

SEF raised total investor commitments of £11.75m, including a £3.9m cornerstone investment from the Office of the Third Sector. Its investment period ended in 2016 and its term was due to expire in 2019; however, this was subsequently extended to August 2021, so Bridges could continue driving impact and financial value in the remaining assets. All told, the fund drew down £10.9m and supported 30 Voluntary, Community and Social Enterprises, trialling a variety of investment models – from venture loans, to property, to outcomes contracts – that have since been utilised elsewhere. It is currently on course to deliver a gross return of 1.3x (0.9x net).

SEF also delivered some powerful positive impact: 4,176 children have attended the nurseries run by LEYF (London Early Years

Foundation); Unforgettable's dementia products and services attracted 35,000 unique customers; 7,643 qualifications were gained by children at risk of becoming NEET; and 775 previously homeless adults were moved into stable accommodation via our housing-related outcomes projects.

Indeed, SEF's pioneering work in outcomes contracts (it was one of the first funds in the world to invest in this emerging model) allowed Bridges to develop a knowledge and skills base in this area, which ultimately led to the Manager raising a dedicated Bridges Social Impact Bond Fund – the first of its type anywhere in the world. In total, SEF invested in 13 of these projects, initially directly and later through a co-investment arrangement with the Social Impact Bond Fund. And the success of that first dedicated fund has since enabled Bridges to raise a second dedicated fund, Social Outcomes Fund II, which closed in 2019 with £35m of commitments.

As such, the Foundation's initial investment in SEF has helped to catalyse over £50m of funding for these innovative projects, which have supported almost 20,000 vulnerable people and have the potential to transform service delivery in a number of key policy areas.

*Below: LEYF, a Bridges Social Entrepreneurs Fund investment*



# Key achievements in 2020/21 7

## Seed funding & Market-building: Bridges Evergreen

Bridges' pioneering long-term equity fund – in which the Foundation was an anchor investor – is proving the value of patient capital and support

The Foundation's other major seed investment was in Bridges Evergreen, a long-term capital vehicle that provides flexible, values-aligned funding for highly impactful businesses looking to scale over time.

This was an outstanding year for Evergreen. Despite the challenges of the pandemic, the three assets in the Evergreen portfolio at year-end – all of which typically work with some of the UK's most vulnerable young people and adults – delivered both revenue and EBITDA growth during the period, as well as some impressive impact figures.

AgilityEco, a fuel poverty solutions provider, was able to serve almost 45,000 households this year. Although the lockdowns put paid to its usual home visit model, it managed to pivot rapidly to virtual and phone-based support. In total, the energy-efficiency measures it installed resulted in total energy bill savings of £16.8m – equivalent to £543 per household. Since the average 'fuel poverty gap' is thought to be about £340, that means AgilityEco's support takes an average household out of fuel poverty.

Evergreen's first investment, New Reflexions, a Shropshire-based business that provides specialist residential care for children with

complex needs, also had a good year, delivering almost 19,000 hours of care for these vulnerable young people. Half of its English homes (and its school) are now rated as 'outstanding' by OFSTED, a real testament to the quality of the team and the care they deliver.

The Ethical Housing Company (EHC), which is accumulating a portfolio of decent, affordable homes to rent on Teesside, saw Covid restrictions hamper its property-buying efforts during the year – but it still ended the year with 76 homes, all of which are managed by its sister company The Ethical Lettings Agency (TELA). During the year, 56% of all TELA's lets went to households that were previously homeless, while about two-thirds of its tenants are now in receipt of benefits to pay their rent – a clear indicator of the level of need in the region.

This year EHC also secured an additional £7.5m of co-investment funding, which will hopefully help it to accelerate its property-buying activity in the coming year. It's another example of how the Foundation's support for Evergreen is not only changing people's lives but also catalysing new investment into these areas.

AgilityEco, a Bridges Evergreen investment



# Key achievements in 2020/21 7

## Seed funding & Market-building: The Impact Management Project

Thanks to the support of the Foundation and others, the IMP continued its vital work to build consensus on how to measure, manage and report impacts

The Foundation has also supported the development of sustainable and impact investing, both in the UK and globally, by funding a number of thought leadership initiatives and publications – most notably in recent years with its support for The Impact Management Project (“IMP”).

Facilitated by the team at Bridges Insights, Bridges’ non-profit field-building practice, the IMP is a forum to build global consensus on how to measure, manage and report on impacts. In its first two years, the IMP brought together over 2,000 organisations to agree on shared norms, such as five dimensions of impact that enable enterprises and investors to assess and compare their impacts on people and planet. Since 2018, the IMP has been facilitating a ‘Structured Network’ of 16 of the world’s leading standard-setters – including UN agencies, the OECD, and leading corporate reporting initiatives – to coordinate efforts to provide a comprehensive system of standards for managing and disclosing impacts on sustainability.

Being a time-bound initiative, the IMP is expected to ‘sunset’ in 2022. In 2020/21, the IMP’s penultimate year, the Network was focused on two objectives: developing a website that explains the system of principles, framework, standards and tools with which businesses and investors can engage (and how

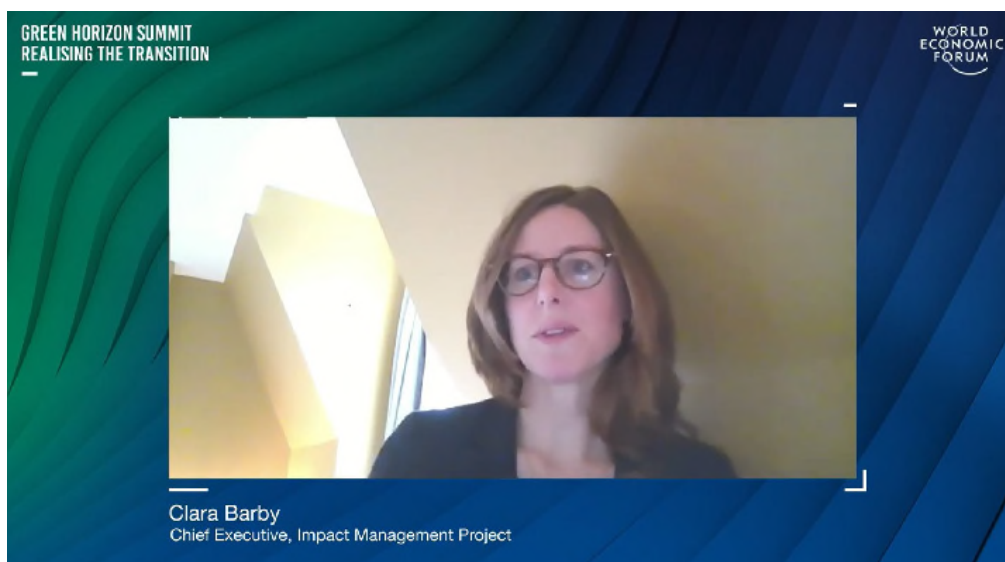
they relate to each other); and (via a subset of the larger group comprising CDP, CDSB, GRI, SASB, IIRC) working towards a comprehensive corporate reporting system that meets the needs of all constituencies and markets. The IMP facilitated the publication of a joint statement of intent on this in September 2020.

The IMP’s other key publication (in December) was a paper outlining existing standards for reporting on enterprise value, brought to life with a prototype climate-related financial disclosure standard. The paper illustrated how the group’s frameworks, standards and platforms, along with the elements set out by the Task Force on Climate-related Financial Disclosures (TCFD), can be used together to provide a running start for the development of a global disclosure standard for climate by the IFRS Foundation.

Alongside this, another part of the Insights team has been building a public good technology initiative called the Impact Classification System, which uses the ‘impact classes’ developed through the IMP (a useful shorthand for summarising types of performance across the five dimensions of impact) to help investors assess and compare the impact of various investments across their portfolio.

The Foundation continues to be encouraged and excited by the IMP’s remarkable progress.

Right: IMP CEO Clara Barby addresses the World Economic Forum’s Green Horizon Summit



# Key achievements in 2020/21

## Seed funding & Market-building: The Turner MIINT course

The U.S.-based experiential impact investing course for graduate schools continues to go from strength to strength

The Turner MIINT (MBA Impact Investing Networking and Training) programme, which is run by the Bridges Impact Foundation U.S. in partnership with the Wharton Social Impact Initiative at the University of Pennsylvania, is an experiential education programme designed to give students a hands-on education in investing for impact. It takes place each academic year and involves top business and graduate schools from around the world, encouraging the flow of talented young people into impact investing.

The programme was recently renamed as the Turner MIINT, in recognition of a generous \$2.5m donation from philanthropists Bobby & Lauren Turner.

This year's programme was of course held virtually, due to the global Covid-19 restrictions. However, this enabled broader participation than ever before, with more than 500 students from 38 graduate programmes enrolling across the globe – the largest cohort to date. The virtual format also allowed for a more diverse roster of judges, who joined from three different countries and multiple time zones. While these

judges may not be able to come to Philadelphia when in-person events resume, many have been converted into year-long mentors. These mentors play a vital role in guiding students through their journey as impact investors in training.

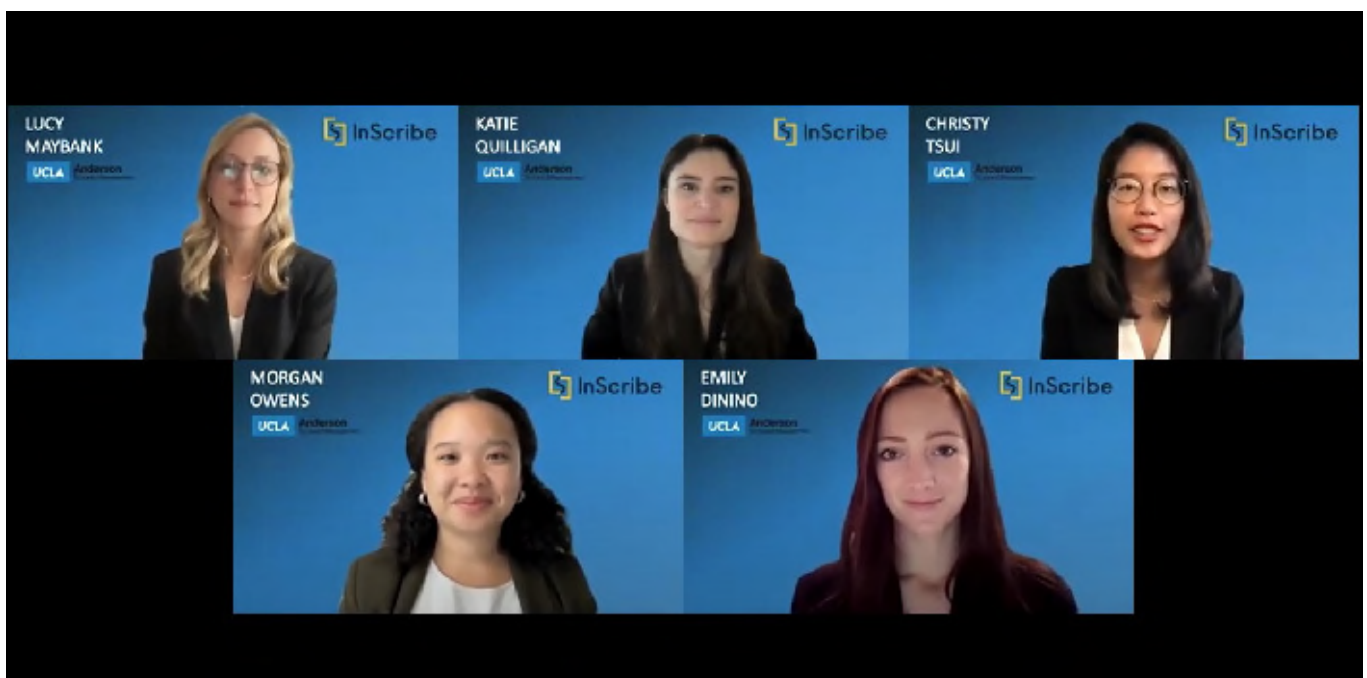
The program culminates with a competition where students pitch for investment for a real-life impact start-up. This year, a team from UCLA Anderson School of Management earned the Moelis Family Prize and, with it, a potential investment of \$50,000 for the impact start-up they presented. Dartmouth Tuck School of Business and Chicago Booth School of Business, the two runners-up, won a potential \$25,000 investment.

Turner MIINT recently updated its website. More information can be found at:

[www.turnermiint.org](http://www.turnermiint.org)

*N.B. The Foundation has regular updates with its sister organisation in the U.S., as we look to align our efforts and engagement opportunities.*

*Below: Over 500 graduate students contested this year's Turner MIINT (virtually), with UCLA Anderson taking first prize*



# Key achievements in 2020/21

## Bridges Family Activities

The highlight of the Bridges team's philanthropy last year was raising over £38,000 (including £14,500 of matched funding) for charities on the front line of the pandemic

The Foundation's Family Activities supplement our other work by encouraging and rewarding Bridges' colleagues' philanthropic activities, and by providing financial support in cases of financial hardship to close stakeholders.

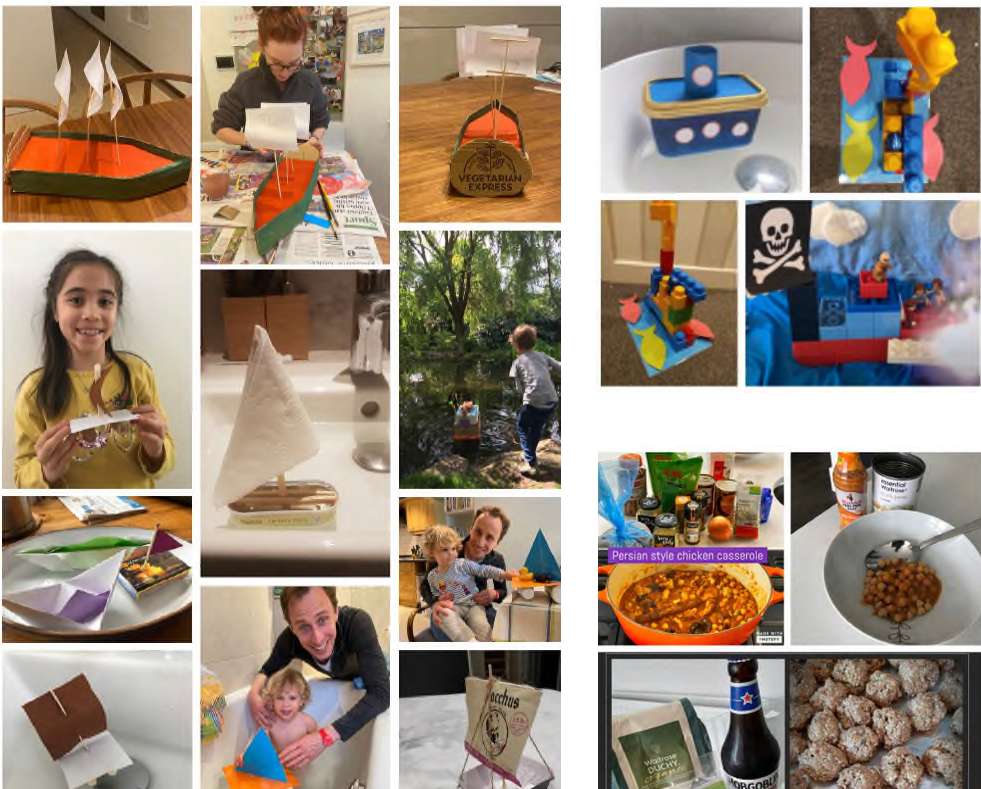
### The Matched Giving Facility

The Matched Giving Facility was started in 2014 with an allocation of £60,000, of which £55,833 has been spent to date. It encourages Bridges employees in their own philanthropic activities by matching their fundraising contributions to the cause of their choice by up to £1,000. There were eight requests in the year, totalling £17,242.

During the first Covid-19 lockdown, the Bridges team launched a fundraising initiative called 'CharityBegins@Home', with the aim of raising money for charities supporting those hardest-hit by the pandemic (while also helping the team to stay engaged and active during

lockdown). Every month, a different team within the business created a particular challenge that people could do while they were stuck at home, and then select a specific charity to benefit from any funds raised. Challenges included boat-building (which also doubled as a non-screen-based craft activity advantage for those Bridges colleagues with children!), making a gourmet meal from unloved items at the back of the kitchen cupboard, and a 'Get Moving' initiative, during which the team collectively walked/swam/cycled 3,951 miles (smashing the original target of 1,000 miles!).

Over the two periods of lockdown, CharityBegins@Home raised over £38,000 (including £14,500 of match-funding from the Foundation) for four brilliant charities: West London Zone, The Pennine Domestic Abuse Partnership, the Trussell Trust and Food4Heroes.



Left: The Bridges team getting creative for CharityBegins@Home

# Key achievements in 2020/21 7

## Bridges Family Activities

The Foundation agreed to support a bursary in order to promote greater diversity and inclusion in the real estate sector

### The Benevolent Fund

The Foundation's Benevolent Fund was launched to provide short-term financial support grants to members of the broader Bridges network (such as portfolio company employees) who find themselves in difficult circumstances. £20,000 has been allocated to this fund. There were no requests during the year, though four requests have been granted since the year-end, totalling £2,500 (taking the total spend to date to £6,500).

### The Donor-advised Pool

The Foundation has established a Donor-Advised Pool, a pool of funds capped at 20% of Bridges' carry whereby the carry holders can make a request to the Trustees on how to allocate this portion of the funds. In total, seven requests were made during the year, totalling £9,800 (2020: £16,000).

### Bursaries & Scholarships

Following a request from the Bridges Property team, the Foundation is proud to be sponsoring a student on a 3-year bursary programme from the Worshipful Company of Chartered Surveyors, which supports underprivileged students studying a real estate degree. This is clearly a sector that is very close to Bridges' heart, and we are keen to do what we can to improve diversity and access to opportunity within it. The Foundation's support offers not only financial support but also mentoring from and work experience with the Bridges team.

*Below: The WCCS works to broaden access to careers in the property sector*



# Future Plans

The Foundation will continue to focus on its core areas in the coming year:

- > Venture Philanthropy
- > Seed-funding & Market-building
- > Bridges Family Activities

However, we are looking to expand our work in three key ways:

## Venture Philanthropy:

We are looking to add a second focus area, alongside our existing focus on mental health for young people. We have started the process of engaging with the broader Bridges team to help us identify where our efforts should be directed.

## Seed-funding & Market-building:

We are continuing to explore areas where our funding and support can have the most catalytic impact. One area we are particularly focused on is development impact bonds: outcomes-based contracts in developing markets. Bridges has market-leading expertise in this approach in the UK, and through our work with Village Enterprise (p. 8), we have learned a great deal about how this approach works best in developing markets. Bridges is now working with UBS on the establishment of the global SDG Outcomes Fund, the first fund dedicated to investing in impact bonds globally, which is targeting \$100m and will focus on Africa and South Asia. The Foundation is delighted to have been able to provide a £150,000 grant to Bridges Outcomes Ltd, a non-profit subsidiary of Bridges, to support the development of this

concept (e.g. legal structuring and advisory costs) – drawing on the learning and insights we have gained from our investment into Village Enterprise. We are hugely excited by the potential of this pioneering vehicle, and as such we are also looking at whether our seed-funding might unlock additional investment when it comes to market.

## Bridges Family Activities:

Bridges is currently redoubling its efforts to create a more diverse, inclusive and equitable culture within its own team – reflecting both its broader aspiration to help build a more inclusive economy, and also its conviction that more diverse and inclusive teams will ultimately perform better. To this end, Bridges has established a Diversity & Inclusion Working Group, which is looking at how Bridges can improve and progress in these critical areas. The Foundation is currently working closely with this Group to look at practical ways in which we can support this effort. For example, our support for the WCCS Bursary programme (p. 14) is driven by the fact that real estate – one of Bridges' specialist investment areas – is one of the least diverse sectors in the UK. We hope that this programme, and others like it, will help to attract a broader range of talented people into the sector.



*Left: The global SDG Outcomes Fund will focus on Africa and South Asia*

# Financial Review

## Fundraising

The current Bridges team, as well as some former Bridges employees that have now moved on to other workplaces, have committed to donate a portion of their carry to benefit the Impact Foundation.

However, with Covid-19 disrupting a number of planned exit processes, there were no donations in the year to March 2021 (2020: £153,849). As a result no Gift Aid was claimed (2020: £22,135).

As the economy has recovered, a number of these exit processes have since been revived. And as more of the Bridges funds now entering the realisation phase, the Foundation expects this arrangement to create a steady funding stream for the Foundation that is likely to rise over time. This should allow the Foundation to expand its activities further in the coming years.

## Investments

The Foundation made contributions in the period to Bridges Social Entrepreneurs Fund ("SEF") from its restricted funds, totaling £11,535 (2020: £31,003) and received total distributions of £93,514 (2020: £629,496).

SEF distributed £259k to investors in the year. This increased total distributions, net of PPS, by year-end to £6.10m, which equates to 76% of the capital and loan drawn down (£8.08m). The gross value of SEF at the year-end was £8.76m.

In relation to its commitment to Bridges Evergreen Holdings (BEH), the Foundation made contributions from its restricted funds totalling £65,747 (2020: £690,397) and distributions have been received of £120,599 in the year to March 2021 (2020: £77,232) in the form of a dividend payment.

As at 31 March 2021, £36.5m had been drawn down from investors since the commencement

of BEH on 6 July 2016. This represents 72% of current commitments, and has been used to fund investments into New Reflexions, Shaw Healthcare, the Ethical Housing Company, and AgilityEco, as well as Priority Profit Share and other Fund expenses.

In the year, BEH distributed £1.74m to investors. This represents a yield of c.5% of commitments drawn (excluding amounts drawn for AgilityEco and a short-term liquidity facility provided to New Reflexions).

Governance costs for the Foundation were higher than the previous year, at £10,366 (2020: £5,256). Administration and investment services are performed by Bridges Fund Management Limited on a *pro bono* basis. It is not possible to quantify the value of this work.

# Public benefit

The Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under that Act, including the guidance 'public benefit: running a charity (PB2)'.

The Trustees consider that the activities of the charity provide significant public benefit, in a number of important ways.

By acting as the original cornerstone investor in the Bridges Social Entrepreneurs Fund, which in turn co-invests alongside the Bridges Social Impact Bond Fund, and more recently by investing in Bridges Evergreen Holdings, the Foundation has helped to channel capital to innovative and ambitious social sector organisations looking to create long-term, sustainable impact at scale.

The ongoing work of the Bridges Social Impact Bond Fund team to build capacity in the social impact bond market also has significant potential to improve public sector services, both in the UK and beyond, by delivering better outcomes and better value for the public purse.

The Matched Giving facility amplifies and thus incentivises individual charitable fundraising by members of the Bridges team.

To ensure best practice in the operation of the Trustee Board, in 2018 the Trustees reviewed the Charity Governance Code in line with current practice and will continue to do so.

The Foundation does not engage in fundraising activities and no donations are sought from the public. The Foundation does not use third-parties to assist with fundraising and the charity received no complaints in this year regarding its fundraising practices.

# Relationship with other entities

## Bridges Capital Limited (previously Bridges Ventures Limited) and Bridges Fund Management Limited

Bridges Impact Foundation is connected to Bridges Fund Management Limited (“BFM Ltd”) by virtue of the fact that it holds B ordinary shares in the company. The Foundation does not exercise significant control or influence over BFM Ltd, as the B ordinary shares are non-voting shares, except in certain situations governing a change of the mission of the company. Under the terms of BFM Ltd’s Articles of Association, it has no right to any of the profits or losses of the company even in the event of a sale or liquidation (only to capital).

The Foundation occupies office space and shares management personnel with BFM Ltd. In addition, BFM Ltd is the appointed manager to the private funds in which the Foundation has invested.

At the year end, Trustees Michele Giddens and Antony Ross were directors of BFM Ltd. In addition, Kyle Bentwood was an employee of BFM Ltd, while Giuseppe Catarozzo was a consultant to BFM Ltd.

## Bridges Social Entrepreneurs Fund LP

Bridges Social Entrepreneurs Fund LP was constituted under a Limited Partnership Agreement. It attracted funding that was invested in social enterprise initiatives with strong potential philanthropic benefit.

The investors in the Bridges Social Entrepreneurs Fund, including the Bridges Impact Foundation, were members of the Fund’s advisory board, whereby the Manager updated the investors on the fund’s progress.

The general and controlling partner of Bridges Social Entrepreneurs Fund LP was Bridges Social Entrepreneurs Fund (General Partner) Ltd, a wholly-owned subsidiary of Bridges Fund Management Ltd. The investments of Bridges Social Entrepreneurs Fund LP were managed by Bridges Fund Management Ltd.

The investment period of Bridges Social Entrepreneurs Fund LP ended in 2016 and the fund’s term was due to expire in 2019; however, this was subsequently extended to August 2021, so Bridges could continue driving impact and financial value in the remaining assets.

## Bridges Evergreen Capital LP

Bridges Evergreen Capital is constituted under a Limited Partnership Agreement and attracts funding which is invested in highly impactful businesses.

The investments of Bridges Evergreen Holdings are managed by Bridges Fund Management Ltd.

The general and controlling partner of Bridges Evergreen Capital is Bridges Evergreen Holdings (General Partner) Ltd, a wholly-owned subsidiary of Bridges Fund Management Ltd.

The investors in Bridges Evergreen Capital, including the Bridges Impact Foundation, are members of the Fund’s advisory board where the Manager updates the investors on progress to date and future plans for the Fund.

## Bridges Impact Foundation U.S.

Our sister Foundation in the U.S. is a 501(c)3 nonprofit organisation. The Foundation has regular updates with this entity, as we look to align our strategy and engagement efforts.

# Organisation and appointment of Trustees

The Bridges Impact Foundation is administered by the Board of Trustees. There must be at least three Trustees and no more than nine in office at any given time.

The Foundation's current Board is comprised of two elected employee representatives from Bridges Fund Management, two senior Bridges partners, and three independent trustees.

The Trustees ensure that the Foundation is carrying out its purposes for the public benefit, that it manages its resources responsibly, and that it is fully accountable and compliant with law.

Victoria Hornby is our Chair. The Foundation is lucky to benefit from her not-for-profit experience and expertise. Her support, challenge and guidance are invaluable, and ensure the effective and smooth running of the Foundation's Board.

This year Alex Pitt was appointed as our third independent trustee, joining Victoria and Duncan Kellaway. As the co-founder and Director of Growth at Mustard Seed, an early-stage generalist impact fund, Alex will bring invaluable venture capital and impact expertise to the Board.

Independent Trustees are appointed by a resolution of the Board of Trustees and serve for three years, at which point they can be reappointed for a further three-year term.

## Trustee Induction and Training

New Trustees of the Bridges Impact Foundation take part in a mandatory induction meeting to understand their legal obligations as a Trustee under charity law. Trustees who are not employees of Bridges Fund Management Ltd are also briefed on the company's activities and philosophy, governance, decision-making process, and recent financial reports.

All Trustees are invited to join a meeting of the Bridges Evergreen Holdings advisory board (and previously the Bridges Social Entrepreneurs Fund advisory board) as part of their induction and training.

All Trustees are encouraged to undergo external training that can better inform them of their role as Trustee or enhance their expertise/skills to contribute to the work of the Foundation.

## Other Key Personnel

Barbara Storch is Director of the Foundation; she is responsible for developing and directing strategy for the deployment of the funds of the Foundation on a day-to-day basis.

Siobhán Tyrrell is Treasurer of the Foundation.



# Risks and Risk Management

The key risks faced by the Foundation relate to the performance of funds managed by Bridges Fund Management.

The value of the Foundation's investment in SEF, and its investment in Evergreen, may rise or fall depending on the performance of the companies in which these funds choose to invest.

Equally, the Foundation's biggest funding stream derives from the Bridges Fund Management team (both past and present), who have committed to donate the equivalent of 10% of the 'carried interest' (profits) arising from the funds managed by Bridges Fund Management to the Foundation. If the funds

fail to generate carried interest, the funding of the Foundation will be adversely affected.

The Trustees work to proactively manage risks by reviewing potential financial, reputational and other risks on an annual basis and developing and implementing strategies to pre-empt or minimise these risks. They also maintain close communication with the Bridges Fund Management team to monitor any potential risks pertaining to the funds' investment activity.

A key element in the management of financial risk is the frequent review of financial statements by the Trustees and of the amounts and terms of donations made to the Foundation.

## Reserves Policy

The Bridges Impact Foundation's policy is to hold reserves that will enable the organisation to:

- › Ensure there is sufficient money to continue its core activities during a period of unforeseen difficulty
- › Undertake special projects and one-off activities in keeping with Foundation's mission

The Foundation incurs minimal costs of operation, including governance costs. It considers that the unrestricted reserves at the

year-end totaling £799,134 (2020: £999,623) of which £15,152 is designated and £783,982 is general, will be more than sufficient to cover ongoing expenses associated with its current operation. The Trustees continue to explore with the Bridges team other avenues of charitable activity that are aligned with the skills, interests and activities of the team.

Restricted funds totaled £5,178,926 (2020: £3,852,085), pending settlement of further drawdowns to Bridges Evergreen Holdings.

## Structure

Bridges Trust (company number 06864617) was incorporated on 31 March 2009 under a Memorandum and Articles of Association, with all existing Trustees in the unincorporated charity Bridges Charitable Trust (charity number 1118391) becoming directors of the newly incorporated Bridges Trust.

Bridges Trust was registered as a charity with the Charity Commission on 20 May 2009 (charity number 1129756); changed its name to

Bridges Charitable Trust on 17 August 2009; and changed its name to the Bridges Impact Foundation Ltd. on 22 February 2017.

During the period, the Foundation adopted revised articles of association which clarified and extended the number and composition of the Board of Trustees.

# Statement of Trustees' Responsibilities

The Trustees (who are also directors of Bridges Impact Foundation for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102, the financial reporting standards applicable to the UK and Republic of Ireland.

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- › Select suitable accounting policies and then apply them consistently
- › Observe the methods and principles in the Charities SORP
- › Declare any conflict of interest following the Foundation's Conflict of Interest policy
- › Make judgements and estimates that are reasonable and prudent
- › State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- › Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the Trustees are aware:

- › There is no relevant audit information of which the charitable company's auditor is unaware
- › The Trustees have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor was aware of that information

## Auditors

Moore Kingston Smith LLP have been appointed as auditors in the year and have expressed their willingness to continue in that capacity.

Signed on behalf of the Trustee Board by:



Victoria Hornby

Chair of Board

Date: 7th December 2021

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIDGES IMPACT FOUNDATION LIMITED

### Opinion

We have audited the financial statements of Bridges Impact Foundation Limited ('the company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIDGES IMPACT FOUNDATION LIMITED (continued)**

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made;
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 21, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIDGES IMPACT FOUNDATION LIMITED (continued)

### Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.

Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIDGES IMPACT FOUNDATION LIMITED (continued)

Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Moore Kingston Smith LLP*

Andrew Stickland (Senior Statutory Auditor)  
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Date: 15 December 2021  
Devonshire House  
60 Goswell Road  
London  
EC1M 7AD

**Bridges Impact Foundation Limited**  
**Statement of Financial Activities**  
**For the year ended 31st March 2021**

	Note	Unrestricted Funds £	Restricted Funds £	Year ended 31 March 21 £	Year ended 31 March 20 £
<b>INCOME AND EXPENDITURE</b>					
<b>Income</b>					
Donations and Grants	2	28,466	-	28,466	175,984
Investment income	3	120,382	-	120,382	77,232
<b>Total Income</b>		<u>148,848</u>	<u>-</u>	<u>148,848</u>	<u>253,216</u>
<b>Expenditure</b>					
Charitable expenditure	4	349,337	-	349,337	150,449
<b>Total Expenditure</b>		<u>349,337</u>	<u>-</u>	<u>349,337</u>	<u>150,449</u>
Revaluation/(impairment) of programme-related investment	7	-	1,326,841	1,326,841	183,576
<b>Net Income and net movement in funds</b>		(200,489)	1,326,841	1,126,352	286,343
Transfers between funds		-	-	-	-
Fund Balances at 1st April 2020		<u>999,623</u>	<u>3,852,085</u>	<u>4,851,708</u>	<u>4,565,365</u>
<b>Total Funds at 31st March 2021</b>	10,11	<u>799,134</u>	<u>5,178,926</u>	<u>5,978,060</u>	<u>4,851,708</u>

All gains and losses for the year are included in the Statement of Financial Activities and arise from continuing operations.

The notes on pages 28 to 35 form part of these financial statements.

## Bridges Impact Foundation Limited

### Balance Sheet at 31st March 2021

	Note	2021 £	2021 £	2020 £	2020 £
<b>Programme-Related Investments</b>	7		4,139,913		2,829,304
<b>Current Assets</b>					
Debtors	8	-		22,353	
Cash at bank and in hand		<u>1,910,742</u>		<u>2,037,861</u>	
		1,910,742		2,060,214	
<b>Creditors: Amounts falling due within one year</b>	9	<u>(72,595)</u>		<u>(37,810)</u>	
<b>Net Current Assets</b>			1,838,147		2,022,404
<b>Net Assets</b>			<u><u>5,978,060</u></u>		<u><u>4,851,708</u></u>
<b>Funds</b>					
Unrestricted general funds	10		783,982		964,729
Unrestricted designated funds	10		15,152		34,894
Restricted funds	11		<u>5,178,926</u>		<u>3,852,085</u>
			<u><u>5,978,060</u></u>		<u><u>4,851,708</u></u>

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The notes on pages 28 to 35 form part of these financial statements.

Approved by the Board of Trustees and authorised for issue on and signed on its behalf by:



.....  
**Victoria Hornby**  
 Trustee

Date:

Company Registration Number: 06864617

# Bridges Impact Foundation Limited

## Notes to the Accounts

### For the year ended 31st March 2021

#### 1 Accounting Policies

##### **Basis of Accounting**

These financial statements are prepared on a going concern basis, under the historical cost convention.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The charitable company is a public benefit entity for the purposes of FRS 102 and therefore the Foundation also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The financial statements are prepared in sterling, which is the functional currency of the Foundation. Monetary amounts in these financial statements are rounded to the nearest pound.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

##### **Going Concern**

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Foundation to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements and have considered the potential impact of the Covid-19 pandemic. However, the principal expenditure is donations and grants and these are only made out of funds available. This combined with the significant unrestricted reserves held by the Foundation have led the Trustees to conclude that there is a reasonable expectation that the Foundation has adequate resources to continue in operational existence for the foreseeable future. The Foundation therefore continues to adopt the going concern basis in preparing its financial statements.

##### **Income**

Income from investments and donations and grants is brought into the accounts when the Foundation is entitled to receipt, receipt is probable and can be measured reliably.

Gift Aid income is recognised on the date at which the relevant qualifying donation has been received. Any amounts not received at the year end are included within debtors.

##### **Expenditure**

Expenditure is charged in the accounts on an accruals basis. Governance costs consist of costs associated with the strategic direction of the organisation.

Grants payable, including those paid over several years, are charged when the offer is conveyed to the recipient except in the cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants offered subject to conditions which have not been met at the Balance Sheet date are noted as a commitment but not accrued as expenditure. All grants reflected in note 9 are payable to institutions to enhance mental health and well-being in young people. No support costs are allocated to grant-giving activities.

##### **Fund structure**

Amounts donated for the purpose of specific categories of investment are categorised as restricted funds. All other income is included as unrestricted provided there are no conditions specified by the donor related to its use.

**Bridges Impact Foundation Limited**  
**Notes to the Accounts (continued)**  
**For the year ended 31st March 2021**

**1 Accounting Policies**

**Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held on call with banks, and other short-term liquid investments with original maturities of three months or less.

**Financial Instruments**

Basic financial instruments are measured at amortised cost, other than investments, which are measured at cost less impairment.

With the exceptions of prepayments and deferred income, all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 8 and 9 for the debtor and creditor notes.

**Critical accounting estimates and areas of judgement**

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements.

The trustees deem the key area of estimation to be the annual review and adjustment of the Programme-Related Investment to take into account any current period impairment, reversal of prior period impairment or revaluation. See the accounting policy above and note 7 for further details.

**2 Donations and grant income**

	2021	2020
	£	£
Gift aid	-	22,135
Individual donations	28,466	153,849
	<u>28,466</u>	<u>175,984</u>

All donation and grant income was unrestricted in 2021 and 2020.

**3 Investment Income**

	2021	2020
	£	£
Dividends received	120,599	77,232
Interest received	(217)	-
	<u>120,382</u>	<u>77,232</u>

All investment income was unrestricted in 2021 and 2020.

Negative interest received above represents the release in the year of previously accrued interest receivable.

**Bridges Impact Foundation Limited**  
**Notes to the Accounts (continued)**  
**For the year ended 31st March 2021**

**4 Expenditure**

**Current year**

	<b>Direct Costs £</b>	<b>Support Costs £</b>	<b>Total 2021 £</b>
<b>Charitable expenditure</b>			
Donations	29,542	-	29,542
Grants paid to institutions (see note 4b)	245,000	-	245,000
Consultancy fees	-	64,429	64,429
Governance (see note 4a)	-	10,366	10,366
<b>Total</b>	<b><u>274,542</u></b>	<b><u>74,795</u></b>	<b><u>349,337</u></b>

**Prior year**

	<b>Direct Costs £</b>	<b>Support Costs £</b>	<b>Total 2020 £</b>
<b>Charitable expenditure</b>			
Donations	44,742	-	44,742
Grants paid to institutions (see note 4b)	25,000	-	25,000
Consultancy fees	-	69,051	69,051
Other costs	-	6,400	6,400
Governance (see note 4a)	329	4,927	5,256
<b>Total</b>	<b><u>70,071</u></b>	<b><u>80,378</u></b>	<b><u>150,449</u></b>

Restricted expenditure included above for 2021 is £nil (2020: £nil).

Key management personnel comprise the Trustees and the Director of Strategy. Within Consultancy fees is £64,429 (2020: £69,051) paid to Bridges Fund Management for the services of the Director of Strategy.

**4a Governance costs**

	<b>Total 2021 £</b>	<b>Total 2020 £</b>
Legal & professional fees	-	762
Audit fees	10,000	4,165
Bank charges	366	329
	<b><u>10,366</u></b>	<b><u>5,256</u></b>

Restricted expenditure included above for 2021 is £nil (2020: £nil).

**Bridges Impact Foundation Limited**  
**Notes to the Accounts (continued)**  
**For the year ended 31st March 2021**

<b>4b Grants paid to institutions</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
OnSide Youth Zones	25,000	25,000
Mental Health Innovation	20,000	-
The Difference	50,000	-
Bridges Outcomes Ltd	150,000	-
	<u>245,000</u>	<u>25,000</u>

**5 Trustees' remuneration**

Trustees are deemed to be the key management personnel of the Foundation. The Foundation has no employees. The trustees did not receive any remuneration during the period (2020: £nil). No costs were reimbursed to trustees during the period (2020: £nil).

**6 Auditors' remuneration**

Total amounts paid to the auditor in note 4a are broken down as below:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Current year audit fee	8,455	8,150
Prior year (over)/under accrual	1,545	(3,985)
	<u>10,000</u>	<u>4,165</u>

**Bridges Impact Foundation Limited**  
**Notes to the Accounts (continued)**  
**For the year ended 31st March 2021**

<b>7 Programme-related investments</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Investment value at 1 April 2020	2,829,304	2,554,316
Loan investment additions in the year	77,282	721,358
Loan investment repayments in the year	(93,514)	(629,946)
Revaluation of programme-related investment	1,326,841	183,576
Value at 31 March 2021	<u>4,139,913</u>	<u>2,829,304</u>

Investments represent the amounts paid to date by the Foundation into the Bridges Social Entrepreneurs Fund LP of which it is a Limited Partner, and Bridges Evergreen Capital LP of which it is also a Limited Partner.

The Bridges Social Entrepreneurs Fund was intended to exist for a period of up to twelve years and has terminated since 31 March 2021. Ultimately, the fund had a net money multiple of less than 1 (i.e. did not return all invested capital) over its life.

The Bridges Evergreen Capital LP Fund is focused on investing long-term capital to support the growth of mission-led businesses and social sector organisations that deliver positive social impact and enjoy commercial success. The Fund has invested in New Reflexions, the Ethical Housing Company, and Agility Eco.

**Amounts committed, but not yet invested**

The total commitment that the Foundation had to Bridges Social Entrepreneurs Fund LP was £4,240,252 which could be drawn down at the discretion of the Manager of the Fund. Total undrawn commitments in the Fund were capped as of 30 June 2016, resulting in a cancellation of commitments. PPS repaid subsequent to the cancellation will continue to be redrawable.

The balance of the Foundation's commitment, not yet drawn upon by 31 March 2021, is £730,826 (2020: £736,946).

In addition, total distributions of £93,514 have been received by the Foundation from the Fund in the year to 31 March 2021, which represents the repayment of loans drawn from the Foundation to pay the priority profit share to the Fund's General Partner. A portion of these amounts are subject to being redrawn by the Fund at any point in its life, up to its termination date.

The total commitment that the Foundation had to Bridges Evergreen Capital Fund LP at 31 March 2021 was £3m (2020: £3m) which can be drawn down at the discretion of the Manager of the Fund. Bridges Evergreen Capital LP is constituted under a Limited Partnership Agreement dated 6 July 2016. The Fund invests in mission-led Portfolio Companies that provide a positive social impact and have a mission-locked governance structure in order to deliver their social mission. The Fund currently has committed capital of £50.8 million.

The balance of the Foundation's commitment, not yet drawn upon by 31 March 2021, is £514,532 (2020: £571,831).

**Bridges Impact Foundation Limited**  
**Notes to the Accounts (continued)**  
**For the year ended 31st March 2021**

<b>8</b>	<b>Debtors</b>	<b>2021</b>	<b>2020</b>
		<b>£</b>	<b>£</b>
	Accrued income	-	22,353
		<u>-</u>	<u>22,353</u>

<b>9</b>	<b>Creditors: Amounts falling due within one year</b>	<b>2021</b>	<b>2020</b>
		<b>£</b>	<b>£</b>
	Grants payable	45,000	25,000
	Other creditors	27,595	12,810
		<u>72,595</u>	<u>37,810</u>

**10 Unrestricted Funds**

**Current year**

	At 1 April 2020 £	Income £	Expenditure £	Transfer £	At 31 March 2021 £
<b>General funds</b>	964,729	148,848	(329,595)	-	783,982
<b>Designated funds</b>					
(a) Benevolent fund	13,485	-	(2,500)	-	10,985
(b) Fund matching	21,409	-	(17,242)	-	4,167
	<u>34,894</u>	<u>-</u>	<u>(19,742)</u>	<u>-</u>	<u>15,152</u>
	<u>999,623</u>	<u>148,848</u>	<u>(349,337)</u>	<u>-</u>	<u>799,134</u>

**Prior year**

	At 1 April 2019 £	Income £	Expenditure £	Transfer £	At 31 March 2020 £
<b>General funds</b>	863,462	253,216	(131,949)	(20,000)	964,729
<b>Designated funds</b>					
(a) Benevolent fund	15,985	-	(2,500)	-	13,485
(b) Fund matching	17,409	-	(16,000)	20,000	21,409
	<u>33,394</u>	<u>-</u>	<u>(18,500)</u>	<u>20,000</u>	<u>34,894</u>
	<u>896,856</u>	<u>253,216</u>	<u>(150,449)</u>	<u>-</u>	<u>999,623</u>

(a) The Bridges Impact Foundation Benevolent Fund has been established primarily to support employees of the Bridges Fund Management group and any of its portfolio companies who find themselves in acute financial need. In the year to March 2021 a total of £2,500 (2020: £2,500) was paid out for such causes.

(b) Bridges Impact Foundation has undertaken to match donations raised from private individuals in the Bridges Fund Management team to a maximum of £1,000 per team member per annum. A total of £20,000 has been designated, but is subject to top up should it prove to be insufficient. In the year to March 2021, a total of £17,242 (2020: £16,000) was paid out in donations.

**Bridges Impact Foundation Limited**  
**Notes to the Accounts (continued)**  
**For the year ended 31st March 2021**

<b>11 Restricted Funds</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
(a) Funds acquired for Programme Investment in Bridges Social Entrepreneurs Fund		
Balance at 1 April 2020	1,118,414	1,024,618
Revaluation gain	4,393	93,796
Balance at 31 March 2021	<u>1,122,807</u>	<u>1,118,414</u>
(b) Funds acquired for Programme Investment in Bridges Evergreen Capital LP		
Balance at 1 April 2020	2,733,671	2,643,891
Revaluation gain	1,322,448	89,780
Balance at 31 March 2021	<u>4,056,119</u>	<u>2,733,671</u>
(a) The balance on programme-related investment funds represents funds already invested, together with further funds held pending investment in programme-related investment projects, net of related costs of managing the Fund. The value of the investment in the underlying Fund increased in the year and has been recognised in its revaluation.		
(b) The Foundation had funds brought forward of £2,733,671 for use in the Programme Investment Fund to support Bridges Evergreen Capital LP. During the current year there has been further investment in Bridges Evergreen Capital Fund LP £65,747 (2020: £nil). The value of the investment in the underlying Fund increased in the year and has been recognised in its revaluation.		

**12 Analysis of Net Assets between funds**

<b>Current year</b>	<b>Unrestricted Funds 2021 £</b>	<b>Restricted Funds 2021 £</b>	<b>Total Funds 2021 £</b>
Fixed Assets - Programme-related investments	-	4,139,913	4,139,913
Current Assets	799,134	1,111,608	1,910,742
Current Liabilities	-	(72,595)	(72,595)
	<u>799,134</u>	<u>5,178,926</u>	<u>5,978,060</u>
<b>Prior year</b>	<b>Unrestricted Funds 2020 £</b>	<b>Restricted Funds 2020 £</b>	<b>Total Funds 2020 £</b>
Fixed Assets - Programme-related investments	-	2,829,304	2,829,304
Current Assets	1,037,433	1,022,781	2,060,214
Current Liabilities	(37,810)	-	(37,810)
	<u>999,623</u>	<u>3,852,085</u>	<u>4,851,708</u>

# **Bridges Impact Foundation Limited**

## **Notes to the Accounts (continued)**

### **For the year ended 31st March 2021**

#### **13 Related Party Relationships and Transactions**

Bridges Impact Foundation Limited is a Limited Partner in Bridges Social Entrepreneurs Fund LP and is not considered to have a controlling or significant interest in the LP Fund. During the period, Bridges Impact Foundation received £93,514 (2020: £629,946) from Bridges Social Entrepreneurs Fund LP by way of distribution out of income or capital. At the year end Bridges Impact Foundation Limited's investment in Bridges Social Entrepreneurs Fund LP was £225,773 (2020: £303,360).

Bridges Impact Foundation Limited is a Limited Partner in Bridges Evergreen Capital Fund LP and is not considered to have a controlling or significant interest in the LP Fund. At the year end Bridges Impact Foundation Limited's investment in Bridges Evergreen Capital Fund LP was £3,914,139 (2020: £2,513,441). The Foundation received a distribution by way of dividend of £120,599 (2020: £77,000).

Bridges Impact Foundation Limited operates under common control with Bridges Fund Management (BFM). Michele Giddens and Antony Ross (until 16 December 2020) are common Trustees (and Directors of BFM). During the year a total of £64,429 (2020: £69,051) was paid to BFM representing consultancy fees. At the year end an amount of £17,697 (2020: £3,030) was payable to BFM.

Prior to the current financial year, the Trustees approved a multi-year grant to Mental Health Innovation ("MHI"). Victoria Hornby is CEO of MHI, the charity which runs and manages Shout. At the time of grant decision making, she was not a trustee of BIF Ltd. Charles Mindenhall was chair of BIF until September 2019, and also on the Board of Trustees at MHI. An amount of £20,000 (2020: £67,000) was paid to MHI during the year.

On 9 February 2021, the trustees approved a grant to Bridges Outcomes Limited, a company connected by common trustees/directors including Antony Ross and Michele Giddens. This grant is for a term of 15 years and for an amount of £150,000 (2020: £nil) and was paid on 5 March 2021. There was no amount outstanding at the year ended 31 March 2021.

#### **14 Staff Numbers**

There were no full time equivalent employees during the year (2020: none). Total staff costs for the year were £nil (2020: £nil). The Foundation is provided with administrative support free of charge by Bridges Fund Management Limited.

#### **15 Taxation**

The Foundation carries out exempt charitable activities, therefore no corporation tax is due on the year's results.

# BRIDGES

Impact Foundation

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Bridges Fund Management Ltd. is authorised and regulated by the Financial Conduct Authority.

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Bridges Fund Management, December 2021