Achieve Partners
WORKFORCE FUND IMPACT REPORT
2022

STRICTLY CONFIDENTIAL
TABLE OF CONTENTS

1. Strategy for Impact
   Achieve’s Workforce Fund

2. Snapshot of Our Impact
   Year One of LMT in Portfolio

3. Case Studies
   Fully Launched LMT Programs

A. Optimum
B. Cloud for Good
Achieve’s Workforce Fund
Impact Letter

Digital transformation has changed the nature of work and dramatically broadened the gap between an education system built for the 20th century and good jobs in the 21st century. The result is the tightest labor market in memory, 1.7 posted job openings for every job seeker, and 11.5M unfilled jobs. Meanwhile, approximately 40% of new college graduates are underemployed in their first job out of college. And the good jobs that are filled are overwhelmingly filled by individuals with privileged backgrounds, adding fuel to America’s inequality fire.

What drives our work

Despite doing everything right through high school, college, and beyond, too many Americans are facing skill and experience gaps. Employers are increasingly unwilling to hire candidates without specific experience, which obviates the notion of entry-level jobs and removes the bottom rung of the ladder from an engine of socioeconomic mobility that was once the envy of the world. The education-employment gap is particularly harmful for first-generation and underrepresented minority students and job seekers with other barriers to gaining the skills and experience employers are seeking. So an additional result of this gap is a crisis of diversity in the jobs of the future.
Impact Letter

Our goal

Achieve’s Workforce Fund is building a new paradigm for education and employment in the digital economy. We are pioneering new apprenticeship pathways that reward potential and diversity, and pointedly not specific job skills or experience – because our companies add these. The result is a revolution in socioeconomic mobility for the benefit of high-potential job seekers from diverse backgrounds.

We believe that candidates aiming at good jobs in sectors where there’s a clear talent gap should not be asked to take on any financial risk in order to gain the requisite skills and experience. Any education or training provider that asks them to pay tuition either has a bad business model or an unimaginative business one. Because there’s a very willing payor for that upskilling: the end-employer who can’t find talent.

How we do it

Achieve acquires business services companies in skill gap sectors where the supply of trained, certified talent is a gating factor to growth. These companies employ large numbers of professionals, but view training as a cost center. Following investment, Achieve builds apprenticeship pathways by establishing partnerships with community colleges, four-year universities, the military, and school districts. Talent is sourced, screened, and then trained in areas like healthcare IT, Salesforce, and cybersecurity.

Apprentices at Achieve portfolio companies are full-time employees with benefits from day one of training. Following three months of immersive Last-Mile Training, apprentices become consultants, and are assigned to client projects. After about two years, consultants are typically hired by clients.

The resulting transformation – Talent-as-a-Service – becomes a talent engine for the sector, delivering hundreds and then thousands of newly trained, certified analysts and consultants to clients who are equally talent-starved. It also launches thousands of careers that wouldn’t have otherwise been launched.

Over the life of the fund, Achieve plans to acquire 10 companies, each hiring, training, and deploying 1,000 apprentices per year over the fund’s 10-year life. Together, we are excited to be creating new pathways to economic advancement for 100,000 Americans who wouldn’t have otherwise had the opportunity.
What Drives Our Work

There is a gap between students/unemployed/underemployed and good jobs. Despite doing everything right through high school, college, and beyond, too many Americans are facing skill and experience gaps.

<table>
<thead>
<tr>
<th>STUDENTS</th>
<th>UNDEREMPLOYED</th>
<th>UNEMPLOYED</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1.7T</td>
<td>37M</td>
<td>11.5M</td>
</tr>
<tr>
<td>Total student loan debt</td>
<td>Underemployed Americans</td>
<td>Unfilled jobs in the American economy</td>
</tr>
<tr>
<td>50%</td>
<td>40%</td>
<td>0</td>
</tr>
<tr>
<td>Students fail to complete degree programs</td>
<td>College graduates underemployed in first job</td>
<td>No clear, risk-free pathway to good digital jobs</td>
</tr>
</tbody>
</table>

We have a strategy for closing the skills gap.
Our Solution: Apprenticeship

Achieve is pioneering apprenticeship pathways that reward potential and diversity, and pointedly not specific job skills or experience – because our companies add these. The result is a revolution in socioeconomic mobility for the benefit of high-potential job seekers from diverse backgrounds.

<table>
<thead>
<tr>
<th></th>
<th>Acquire Platform Companies</th>
<th>We acquire service companies strategically positioned in skill gap sectors where access to trained, certified talent is major impediment to growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Apprenticeship Pathways</td>
<td>We invest in establishing apprenticeship pathways via Last-Mile Training (LMT)</td>
</tr>
<tr>
<td>3</td>
<td>Apprentices Deployed at Clients</td>
<td>Following training, apprentices are deployed on client projects and typically, ultimately hired by clients, thereby bridging both skill and experience gaps</td>
</tr>
</tbody>
</table>
How Our Solution Generates Value

Achieve acquires companies that do not have enough skilled talent to meet client needs.

Apprenticeship pathways established via Last-Mile Training (LMT).

Newly trained consultants perform billable client work via projects, managed services, and/or staff augmentation.

Portfolio company becomes Talent-as-a-Service Provider as relationship with clients evolves from short-term services partner to long-term talent partner.

Capital deployed to launch LMT, hire apprentices.

Apprentices become consultants.

Talent engine becomes strategic solution for clients.
2
Snapshot of Our Impact
Year One of LMT in Portfolio
Workforce Fund Mission

Place 100,000 Americans into good jobs they would not have been able to attain if not for the establishment of new apprenticeship pathways.

1,000 Apprentices per company

10 Portfolio companies

10 Years of fund life

= 100,000 Careers launched

Source: Economic Policy Institute, BLS, Burning Glass.
Summary of Year One Impact

381 Apprentices
Hired and trained

69% minority apprentices in LMT Programs

51% female apprentices in LMT Programs

$47K
Average apprentice salary

$17K est. salary increase for apprentices vs. prior roles; Equivalent to 57% increase

We pride ourselves on inclusivity, with a rigorous standard for diverse hires that dramatically increases DEI of owned companies and contributes to DEI for the sector

Apprenticeships elevate earnings in just the first year
Projected Salary Trajectory

- **Before**
  - Apprentice salary: $50K
  - Pay bump upon completing LMT: $65K
  - Consultant salary: $80K

- **With Apprenticeship**
  - Salary of underemployed Americans: $30K
  - 1 year Post-LMT: $50K
  - 2 years Post-LMT: $80K

*Source: Economic Policy Institute, BLS, Burning Glass.*
Focus on Tech and Healthcare Jobs

Biggest education-employment disconnects are in tech and healthcare; Last-Mile Training + apprenticeship can close skills and experience gaps

<table>
<thead>
<tr>
<th>ENVIRONMENT</th>
<th>TECH JOBS</th>
<th>HEALTHCARE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Dozens of major tech stacks with no clear pathway to entry-level positions</td>
<td>• Experience gaps in licensure positions</td>
</tr>
<tr>
<td></td>
<td>• Millions of jobs are not IT but rather business positions requiring specific tech/platform skills</td>
<td>• Lack of clear pathways to many med-tech and allied health jobs</td>
</tr>
<tr>
<td>HARD SKILLS</td>
<td>• Software development • Salesforce • Workday • Cybersecurity • ServiceNow</td>
<td>• Physical therapy • Sonography • Occupational therapy • Pharma technicians • Surgical technologists • Respiratory therapy</td>
</tr>
<tr>
<td></td>
<td>• Data analytics • Quality assurance • AI/RPA • Digital marketing • E-commerce</td>
<td>• Nursing • Lab / clinical tech • Genetic counseling • Health informatics • Lab technicians</td>
</tr>
<tr>
<td>+ DOMAIN KNOWLEDGE</td>
<td>• Healthcare • Financial services • Logistics • HR • Marketing and sales</td>
<td>• Hospitals • Outpatient centers • HMOs • PPOs • Group practices</td>
</tr>
<tr>
<td></td>
<td>• Pharma • Education • CRM • Automotive • Nonprofit</td>
<td>• Schools</td>
</tr>
<tr>
<td>+ SOFT SKILLS</td>
<td>• Communication • Presentation • Organization • Punctuality</td>
<td>• Focus • Conflict resolution • Situational awareness • Empathy</td>
</tr>
<tr>
<td></td>
<td>• Teamwork • Attitude • Project mgmt. • Resilience</td>
<td>• Body language • Flexibility</td>
</tr>
</tbody>
</table>

HARD SKILLS + DOMAIN KNOWLEDGE + SOFT SKILLS
## Five Portfolio Companies To Date

<table>
<thead>
<tr>
<th>SECTOR</th>
<th>DATE ACQUIRED</th>
<th>LMT STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare IT</td>
<td>May 2020</td>
<td>Launched</td>
</tr>
<tr>
<td>Instructional design for online courseware</td>
<td>December 2020</td>
<td>Partially launched</td>
</tr>
<tr>
<td>Salesforce</td>
<td>July 2021</td>
<td>Launched</td>
</tr>
<tr>
<td>Cybersecurity</td>
<td>August 2021</td>
<td>Launching 2022</td>
</tr>
<tr>
<td>Healthcare Staffing (school nurses)</td>
<td>October 2021</td>
<td>Launching 2022</td>
</tr>
</tbody>
</table>
Case Studies
Fully Launched LMT Programs
A Snapshot of Impact Across Portfolio of Fully Launched LMT Programs

LMT Programs in our portfolio are re-engineering the future of learning and earning and creating upward mobility

<table>
<thead>
<tr>
<th>Total Apprentices Hired</th>
<th>Women Apprentices</th>
<th>Minority Apprentices</th>
</tr>
</thead>
<tbody>
<tr>
<td>119</td>
<td>48%</td>
<td>66%</td>
</tr>
<tr>
<td>Healthcare IT apprentices hired</td>
<td>Women apprentices in cohort</td>
<td>Apprentices of minority background</td>
</tr>
<tr>
<td>15</td>
<td>73%</td>
<td>93%</td>
</tr>
<tr>
<td>Salesforce services apprentices hired</td>
<td>Women apprentices in cohort</td>
<td>Apprentices of minority background</td>
</tr>
</tbody>
</table>
Impact Case Study
Optimum
Optimum Healthcare IT
Economic Environment

With over 900k job postings (including for Epic certified analysts), healthcare IT services represents a large and growing market.

Source: BLS, Burning Glass
Optimum Healthcare IT
Workforce Development Thesis

Electronic Health Records ("EHR") adoption has led to skyrocketing volume of healthcare data

Hospital systems under pressure to integrate systems and cut costs with better data utilization

Hospitals need talent to achieve these efficiencies

Talent Shortage Ripe for LMT solution as Epic is teachable in short timeframe; Optimum Career Path apprentices become Epic certified analysts and convert into FTEs at Optimum clients
Optimum Healthcare IT
Net Impact in 2021

Apprentice Demographics

61%
from zip codes with median income <$40K

~$45K
Starting Annual Salary

66%
Identify as BIPOC or Latin/Hispanic

48%
Identify as female

119
Healthcare IT apprentices hired, trained in 2021

“We view the CareerPath folks as part of our program now and we fully expect to hire them in the future”
– Jim Feen, SVP & CIO of Southcoast Health

75%
Apprentices placed at Optimum clients

~$8M
Run rate revenue from CareerPath program

4
LMT Apprentices converted to FTEs at Optimum clients
Impact Case Study
Cloud for Good
**Cloud for Good**

**Economic Environment**

With 10.4M job openings expected in the broader ecosystem (core and platform), Cloud for Good built the nations first registered apprenticeship program for Salesforce.

Chart only reflects demand for core talent; additional talent needed to support broader Salesforce ecosystem.

Source: BLS, Burning Glass
Salesforce services companies face huge shortage of skilled talent as Salesforce is best learned on the job, and few employers seek to hire newly-minted admins or developers without relevant work experience (experience gap)

<table>
<thead>
<tr>
<th>APPLICANTS</th>
<th>POSITIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1x Salesforce developer available to hire</td>
<td>2x Salesforce developer job openings avg. salary of $150K</td>
</tr>
</tbody>
</table>
Cloud for Good
Net Impact in 2022

Workforce & University Partnerships

Diversity & Recruiting

Impact Outcomes

93%
Apprentices identify as BIPOC or Latin/Hispanic

~$55K
Starting Annual Salary for Apprentices