

# Workforce Fund Impact Report

2024

ACHIEVE  
PARTNERS



# Achieve Partners Impact Letter

Achieve Partners recognizes the criticality of evaluating and monitoring the impacts of companies in which it invests. Impact evaluation can determine risk factors that may negatively affect the economic performance, and we find that economic and social returns tend to be colinear. For these reasons, we have established guidelines to assist our investment and portfolio management teams in managing risks and recognizing opportunities in creating non-economic value for our stakeholders.

During the deal screening and due diligence phase for each contemplated investment, our investment professionals consider environmental, social and governance (“ESG”) elements of the target company, including public health, safety and social issues, to explore opportunities for growth and exposure to risks. Relevant factors are considered at multiple stages the investment process and any material findings and recommendations are generally included as part of Investment Committee materials and discussed prior to close.

After an investment is made, we establish boards at each company and seek to include at least one independent director whose impartiality and diverse expertise uniquely positions him or her to champion impact initiatives within the business. Achieve also coordinates with management and the board to ensure the company has access to legal and other third-party advisors to assist in implementing industry standard programs, including employment policies such as parental leave.

Achieve monitors impact programs on an ongoing basis through discussions with management and the board to track progress against goals, reassess risks and opportunities, and ensure our portfolio companies remain committed to compliance with applicable national and local laws and continue to be held in high regard in their communities.



Ryan Craig



Daniel Pianko



Aanand Radia



Troy Williams

# Workforce Impact Letter (1/2)

Each and every year, America allocates over \$500 billion of taxpayer money to approximately 4,000 colleges and universities. This is what we spend in the form of federal student aid, federal funding for research, and state support of public university and community college systems.

But while multi-year degree programs provide revenue predictability for colleges and universities, they don't seem to be working very well for the least advantaged. Six-year completion rates for Black, Hispanic, and Native American students are only 40-50%. Pell Grant recipients complete college at rates 10-15% lower than higher income peers. Consequently, more than half of all degrees awarded to traditional-age students go to children from families with household incomes of at least \$116K. And while 50% of 24-year-olds with family incomes over \$90K have earned bachelor's degrees, the number for families with incomes under \$35K is less than 6%. Overall, students from top-quartile income families earn bachelor's degrees five times more frequently than bottom-quartile students.

College success for disadvantaged students is difficult in part because it's inextricably bound up with affordability: the more financially precarious the degree pathway, the more low-income students stop, drop, and roll out the door. For more than thirty years, colleges and universities have increased tuition at roughly double the rate of inflation. Education Trust estimates in-state tuition at public colleges is at least \$3,000 too high in nearly every state, and more than \$10,000 too high in New Hampshire, Pennsylvania, Alabama, and South Carolina.

It's a sad fact that children born in America today are better off being dumb and rich than bright and poor. Rich kindergarten kids with bottom-half test scores have a 70% probability of reaching the middle class or beyond, whereas poor kids with top-half test scores only have a 30% chance.

This is manifestly unjust and highly motivating to all of us at Achieve. Because there is a clear alternative that's much more fair: earn-and-learn pathways like apprenticeships.

# Workforce Impact Letter (2/2)

As apprenticeships are full-time jobs that pay a living wage, with built-in formal and informal training, wage progression, and career pathways, if you're an apprentice, the worst-case scenario is working for a couple years, deciding you don't like it, and needing to switch gears. But you're fully capable of doing so because: (1) you've earned and have no debt; (2) you've learned about your interests and capabilities; so (3) you're better positioned to make a more informed decision about a future pathway, including a degree program. And you're much better off than worst-case scenarios for college students which involve dropping out with debt, unemployment with debt, and underemployment with debt.

Among developed countries, the U.S. is last in earn-and-learn. For every dollar we invest in earn-and-learn, we're spending over \$1,000 on college. Most other developed countries are an order of magnitude higher on earn-and-learn, and some are two orders of magnitude higher. At its peak, the UK was spending close to £5 billion annually on apprenticeships. That translates into over \$40 billion for the U.S. – 100x what we're currently investing in earn-and-learn. Due to underinvestment in earn-and-learn, available jobs that don't demand a college degree tend to be frontline jobs with few career prospects. And that's a no-win decision for low-income young Americans: choose between unbearable risk and unbearable jobs.

Providing a multitude of earn-and-learn options would benefit everyone, not just the least advantaged. Real post-high-school earn-and-learn options across healthcare, financial services, tech, logistics, manufacturing, and other sectors would resuscitate career and technical education and career discovery in high school. They would reinvigorate youth workforce participation, leading to much-needed independence and development of soft skills seemingly lacking in Gen Z. And they'd provide crucial work experience to combat the coming experience gap from the rise of generative AI. The biggest downside of earn-and-learn isn't the risk for students. It's the challenge of building it. While starting a school and charging students tuition is straightforward, earn-and-learn is trickier. Apprenticeships require willing employers, training providers, and organizations standing in the middle, setting up and running the program, doing their level best to hide the wiring for everyone else. These are the companies we're buying and building at Achieve.



Ryan Craig



Daniel Pianko



Aanand Radia



Part 1

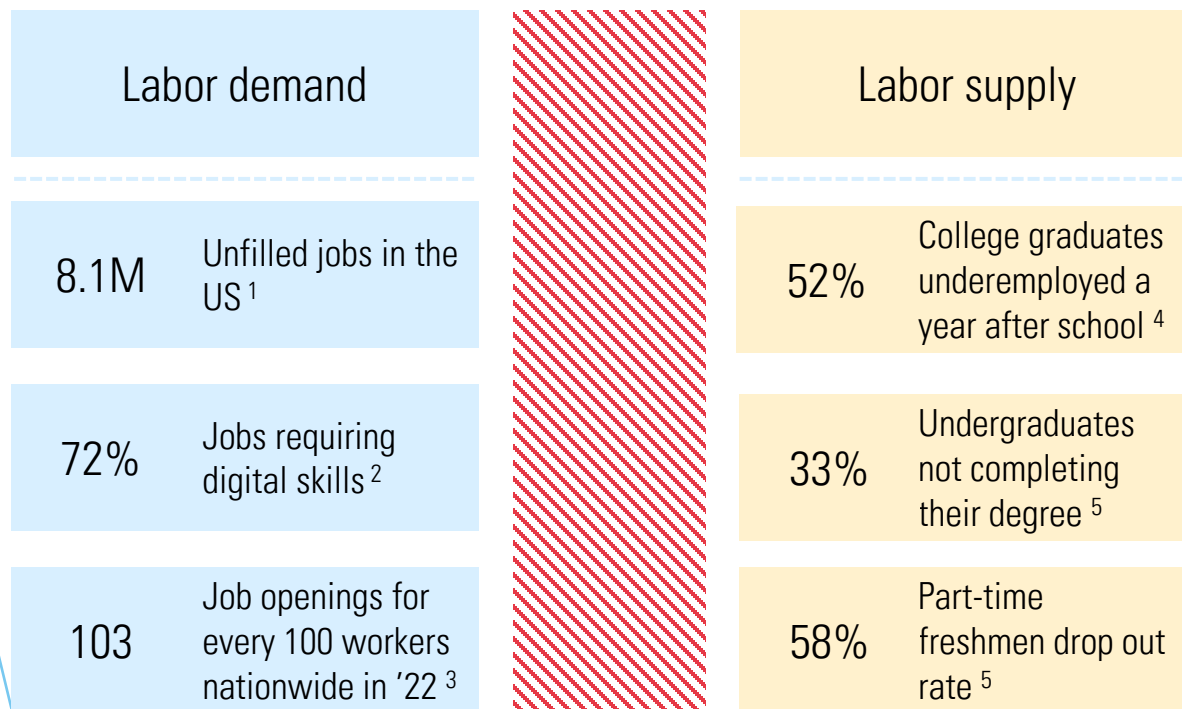
# Impact Strategy



The problem:

# The U.S. labor market has a talent gap

Labor market is increasingly characterized by a chronic skills and experience gap



The talent gap could become a chasm

- Student debt decreasing the attractiveness of college
- Rapid emergence of AI reducing demand for new graduates without relevant work experience
- Insufficient pathways addressing skills and experience gaps, limiting options to launch careers

Sources; 1. U.S. Bureau of Labor Statistics 2. Digitalization & the American Workforce, 3. Federal Reserve Bank of St Louis. 4. Strada Education Foundation. 5 Education Data Initiative

Our solution:

# Building apprenticeship programs is a viable solution

Achieve has developed a 3-step impact investing playbook

1

Acquire platform companies

Achieve acquires service companies strategically positioned in sectors where access to trained and certified talent is major impediment to growth

2

Build apprenticeship programs

Invest in establishing apprenticeship pathways, allowing companies to become talent engines in talent-starved sectors

3

Accelerate growth of companies by launching careers

Following training, apprentices deployed to clients via projects, managed services, and staff augmentation, boosting revenue; most apprentices ultimately hired by clients

Apprenticeships are full-time jobs with built-in training, uniquely addressing both the skills and experience gaps

Source: Achieve Partners

Our focus areas:

# Prioritizing industries with acute talent gaps

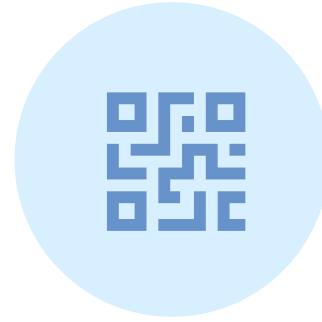
Achieve invests in businesses with revenue of \$20-150M within 4 broad sectors



Technology  
Services



Healthcare &  
Life Sciences



Business  
Services



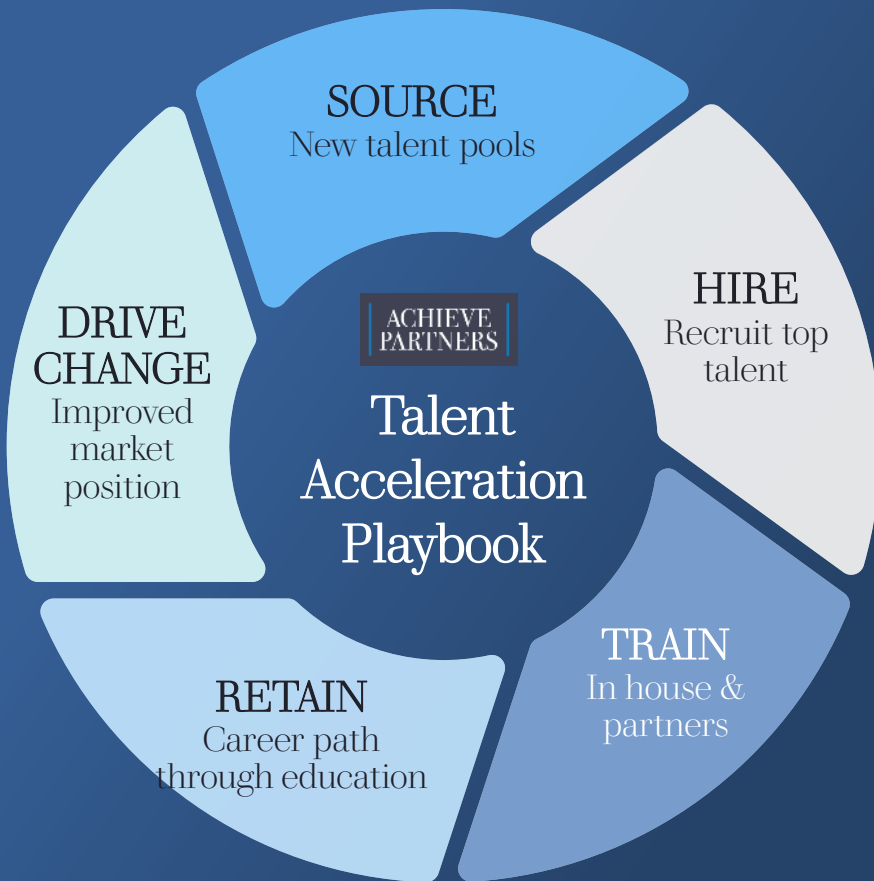
Industrial Services and  
Trades

Achieve has made 10+ investments across these sectors  
and is actively sourcing targets to deploy further impact capital



## Our model:

# Apprenticeship-focused talent acceleration model



Facilitate university and other talent partnerships to source top talent



Recruit high-ceiling, diverse talent without relevant skills or experience into apprenticeship programs



Deliver comprehensive training on industry, role, technical skills, and business skills



Staff apprentices to clients via projects, managed services, and staff augmentation



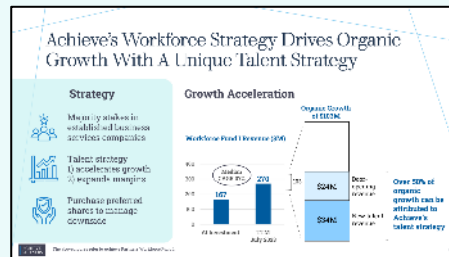
Talent strategy accelerates revenue growth by establishing new revenue stream + attracting attention, thereby growing demand for new apprentice talent

# Our theory of change:

## Systemic impact: proving that training non-traditional talent creates value for all

### Portfolio impact

Achieve investment targets establish new career pathways while showcasing economic value of apprenticeship



- Portfolio growing at 37% CAGR, with ~50% of growth coming from talent
- Inbound interest in portfolio companies from strategic and financial buyers

### Policy impact

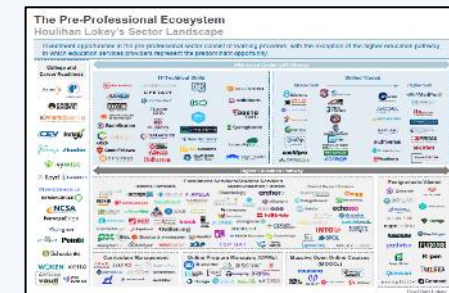
Achieve's thought leadership and advocacy through Apprenticeships for America have led to higher funding and visibility



- At federal level: [Forbes](#) – legislation for pay-for-success apprenticeships
- At state level: [Colorado apprenticeship program](#) evolution

### Systemic impact

Wider adoption of Achieve's apprenticeship model as solution to talent gap, creating new model of earning and learning



- "Hire-train-deploy" sector emerges (4.5M results on Google)
- Investment banks launch teams specializing in hire-train-deploy

### Direct impact

### Indirect impact

Source: Achieve Partners, Forbes, Colorado Department of Labor and Employment



# As AI adoption accelerates, apprenticeships will become essential

- ✓ AI replacing menial/mechanical white-collar work
  - ✓ Entry-level white-collar workers will be expected to do higher-value client work, product work, project work from day one
  - ✓ Higher-value work not possible without prior experience
- 
- + Apprenticeships will become essential for employers, career launchers, and governments as entry-level jobs increasingly require experience

Sources: *Wall Street Journal*, Achieve Partners

## Part 2

# Measuring Impact





# Achieve re-architected impact framework to Impact-Weighted Accounting (IWA) methodology

11

Alternative impact frameworks and methodologies evaluated and discussed as potential new anchor of impact management at Achieve

## IWA selected because:

### Alpha philosophy

Clear definition of economic value tied closely to financial return generation fits Achieve theory that impact drives alpha

### Fit for purpose

Flexibility to quantify both depth and breadth of our work

### Innovative

Impact-weighted accounting development is developing and Achieve can contribute to community as one of first IWA impact managers

### Backed by thought leaders

IWA project originated at Harvard and backed by impact ecosystem stakeholders such as Ford and McArthur foundations

Source: Achieve Partners

## IMM practices

# Achieve embeds IMM throughout key processes

### Fund operations

#### Key practices




### Investment process

#### Key practices



As of April 2025, Achieve's impact management processes have been reviewed by Blue Dot Capital, an independent sustainable finance consultancy

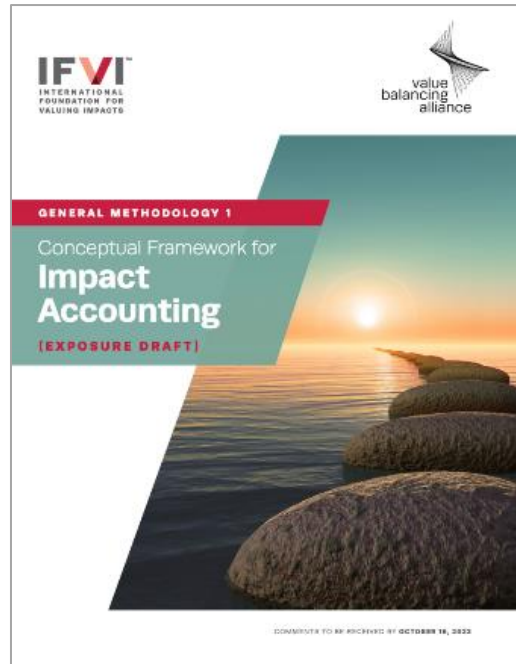
# Workforce portfolio: 8 platform investments

Company	Sector	Description
 <b>Optimum</b> HEALTHCARE IT®	Technology	Healthcare IT provider specializing in Epic, ServiceNow, Workday and AWS
 <b>Cloud for Good</b>	Technology	Salesforce implementation partner focused on NGO and higher education sector
 <b>ultraviolet</b>	Technology	Managed cybersecurity provider
 <b>RoHEALTH</b>	Healthcare	Behavioral healthcare staffing company
 <b>HELIOS</b> CONSULTING	Technology	Workday services and staffing partner
 <b>ease</b> LEARNING	Services	Instructional design and digital content creation company
 <b>Ascend</b>	Technology	Enterprise Performance Management (EPM) consulting firm supporting OneStream implementation and maintenance
 <b>RiseNow</b>	Technology	Supply Chain Management (SCM) boutique providing strategic advisory, assessment, design, implementation, results management, integration, and application support

# Impact framework in practice

## Methodology

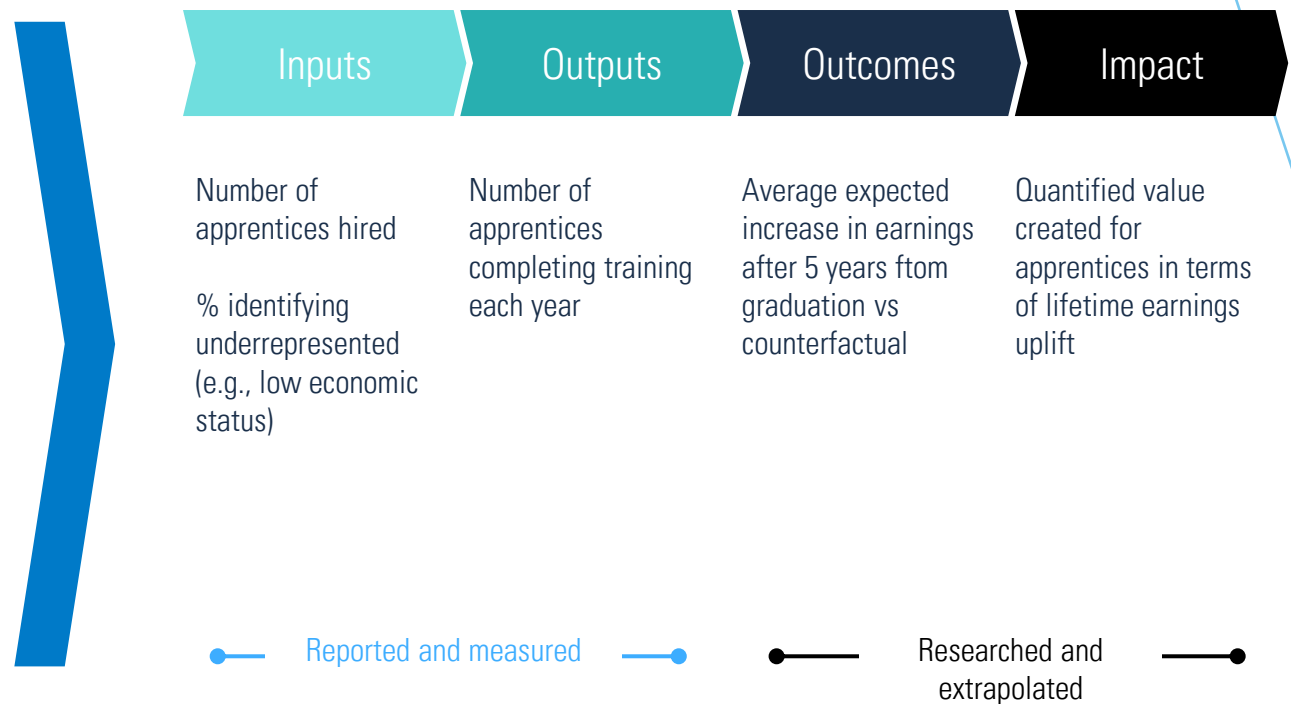
Harvard's impact-weighted accounting project



- Map key stakeholders and impact beneficiaries
- Outline impact pathways
- Apply materiality principle to focus on key pathways
- Apply monetization assumptions to value positive and negative economic externalities

## Key tool

Mapped and measured impact pathways





# Two primary impact pathways mapped and measured

1



Increase in lifetime earnings from apprenticeship pathway to career in highly remunerative sector

Inputs

# of apprentices

Outputs

Completion rate  
Placement rate

Outcomes

Incremental salary increase

Impact

Lifetime socioeconomic value generated

2



Additional increase in earnings for apprentices from low-income backgrounds

Inputs

Low-income zip codes

% minority

% Women and non-binary

Outputs

Graduates from lower socioeconomic backgrounds

Outcomes

Incremental salary increase

Impact

Lifetime socioeconomic value generated

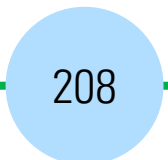
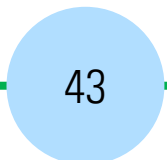
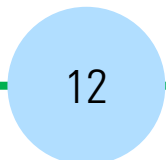
# Inputs: apprentices recruited

Hired Apprentices  
2024

On Pause

New programs

Maturing programs



Apprentices trained  
2024



Note: New investments in Q4 2024 (Ascend Partners and RiseNow) hiring apprentices starting in 2025



# Outputs: apprentices gaining jobs

Completed training

100%

87%

84%

89%\*

Billing

80%

100%

100%

90%\*



On Pause:  

New Investments:  

88%

Overall graduation rate  
2024

221

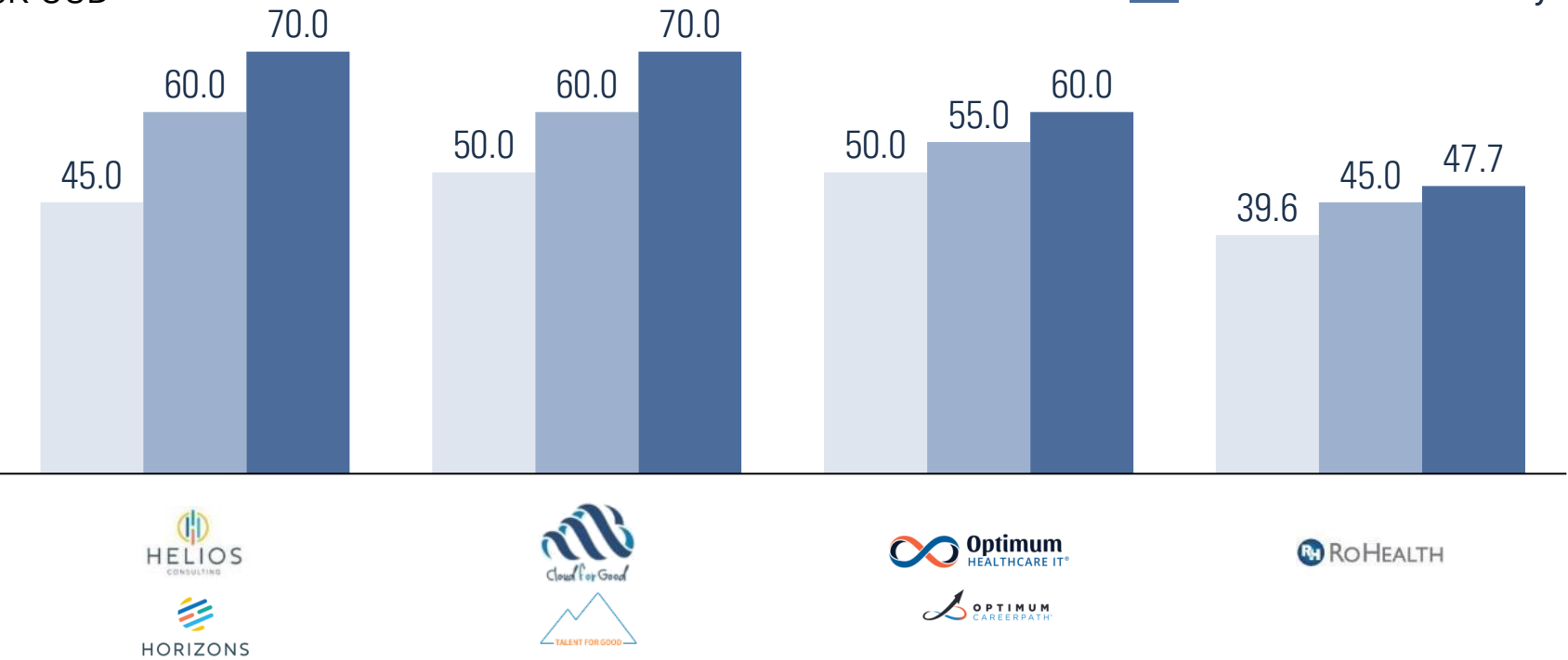
Apprentices placed  
2024

\* Training required prior to full-time start.  
\*\* Due to loss of a key client, Ultraviolet's Apprenticeship program was put on pause for 2024  
Source: Achieve Partners Impact Tracker, reported and tracked at individual level by portfolio companies

# Outcomes: launching careers

Average annual salaries,  
\$K USD

Starting salary  
Salary at start of billing  
12-month mark salary



\$17.0K

Estimated average increase  
in salary – year 1

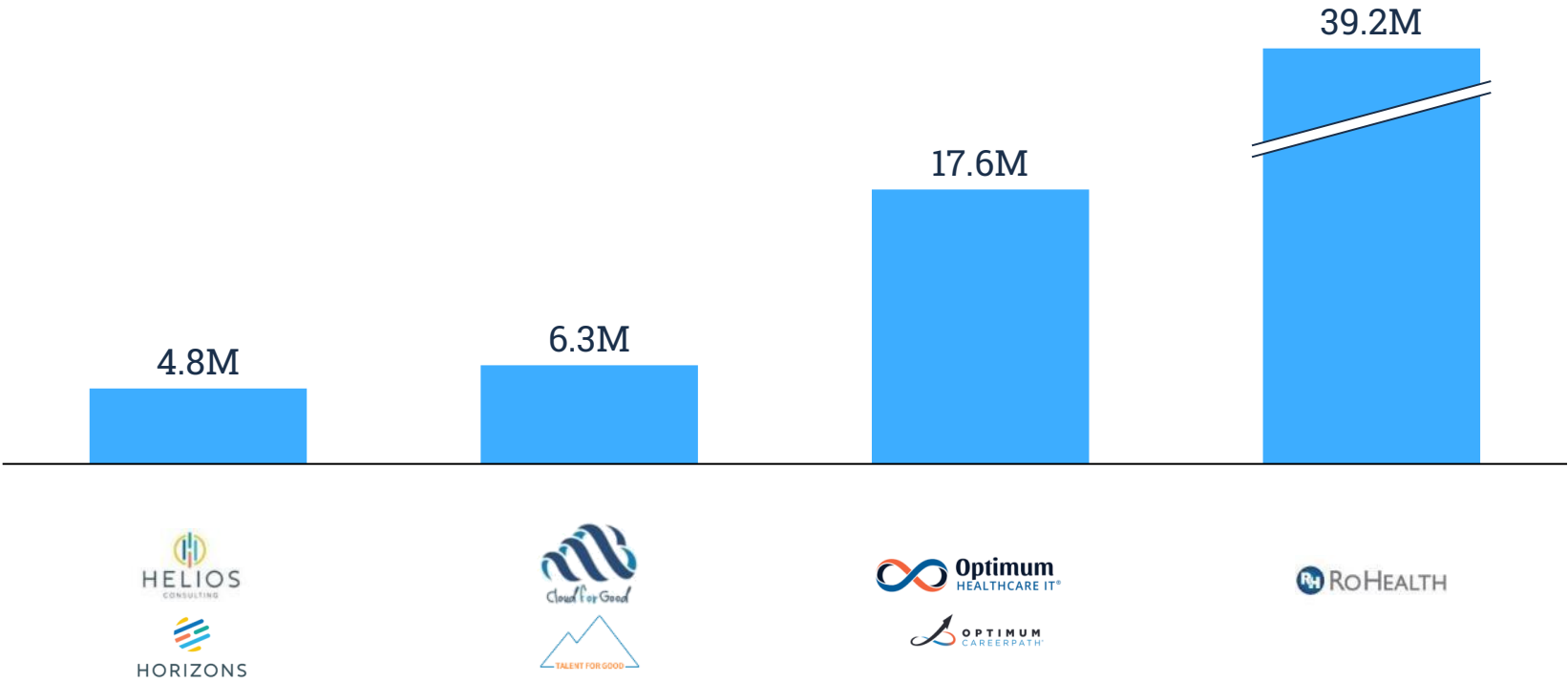
\$23.8K

Estimated average increase  
in salary – year 5



# Impact: lifetime socioeconomic value generated

Incremental \$ value: number of apprentices placed x average discounted lifetime salary increase



**\$68M**

Total lifetime socioeconomic value generated in 2024

Source: Achieve Partners Impact Tracker.  
Based on average salary at conversion to full-time after 2-year placement, and industry benchmark salary at 5-year mark; assumes 25-year contribution period, 3% annual earnings growth and 8% discount rate to account for uncertainty

# Back-up: Calculating impact value

Achieve's calculation of pathway 1 impact can be reduced to number of apprentices x average discounted & risk-adjusted lifetime benefit

$$I_{path\ 1} = [a \times b_1 \times b_2] \times \left[ \sum_{y=1}^{25} \frac{(S_y - C_y)}{(1 + r)^y} \right]$$

With the variables defined as follows:

$a$  – number of apprentices

$b_1$  – graduation rate

$b_2$  – placement rate

$S_y$  – expected salary in year  $y$

$C_y$  – counterfactual salary in year  $y$

$r$  – discount rate

# Back-up: Reporting impact on company level

Impact Pathway 1:			Increase in lifetime earnings from apprenticeship pathway to career in highly remunerative sector								
A Inputs			B Outputs			C Outcomes			D Impact		
A1	Apprentices hired LTM 24 Q4	D 43	B1	Completion rate	D 84.0%	C1	Estimated increase in salary - year 1	S \$22,500	D1	Apprentices with increased lifetime earnings	C 36
A2	# of education partnerships	D 8	B2	Placement rate	D 100.0%	C2	Estimated increase in salary - year 5	S \$38,354	D2	Average estimated lifetime economic value generated	C \$487,188
			B3	Starting salary	D \$46,000						
			B4	Graduation salary	D \$50,500						
			B5	12-month mark salary	D \$60,000						
Notes and sources  C1: Based on \$40,000 counterfactual starting salary for underemployed college grads (Burning Glass/Strada) C2: Based on average salary at conversion to full-time after 2-year placement, and assuming a 7% growth path for the counterfactual salary for 3 years D2: Assuming 25 year contribution period, 3% annual earnings growth and 8% discount rate to account for uncertainty						Impact per capita			\$409,238		
						Aggregate impact			\$17,597,218		
						Assumptions are listed and attributed					
Primary SDG contribution						SDG 4.4: ICT Upskilling of youth and adults			4 QUALITY EDUCATION		

# Apprentices come from diverse backgrounds

Self identification

Low-income zip codes <\$40K

50%

67%

40%

98%

Women

30%

0%

47%

86%

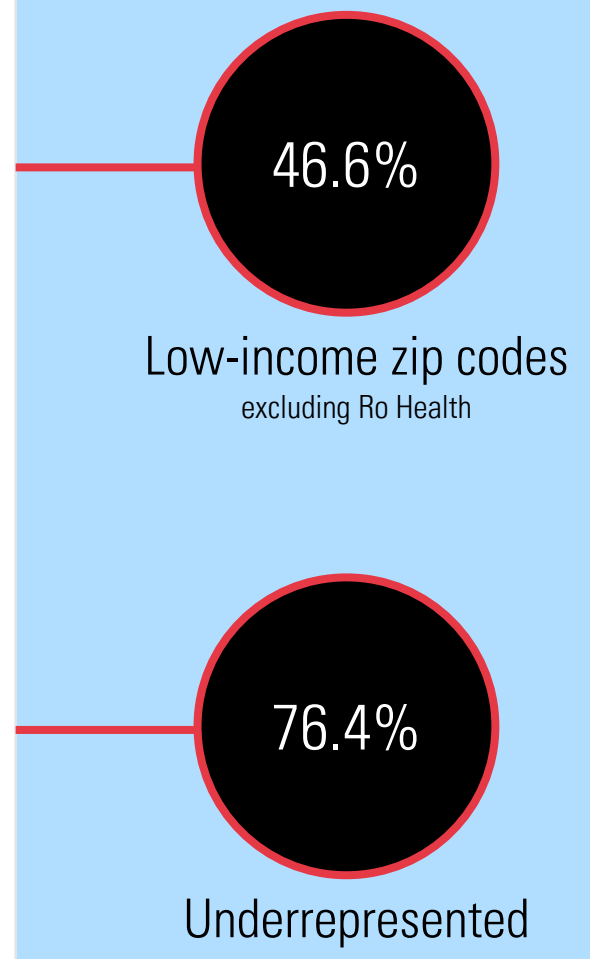
Underrepresented

20%

100%

65%

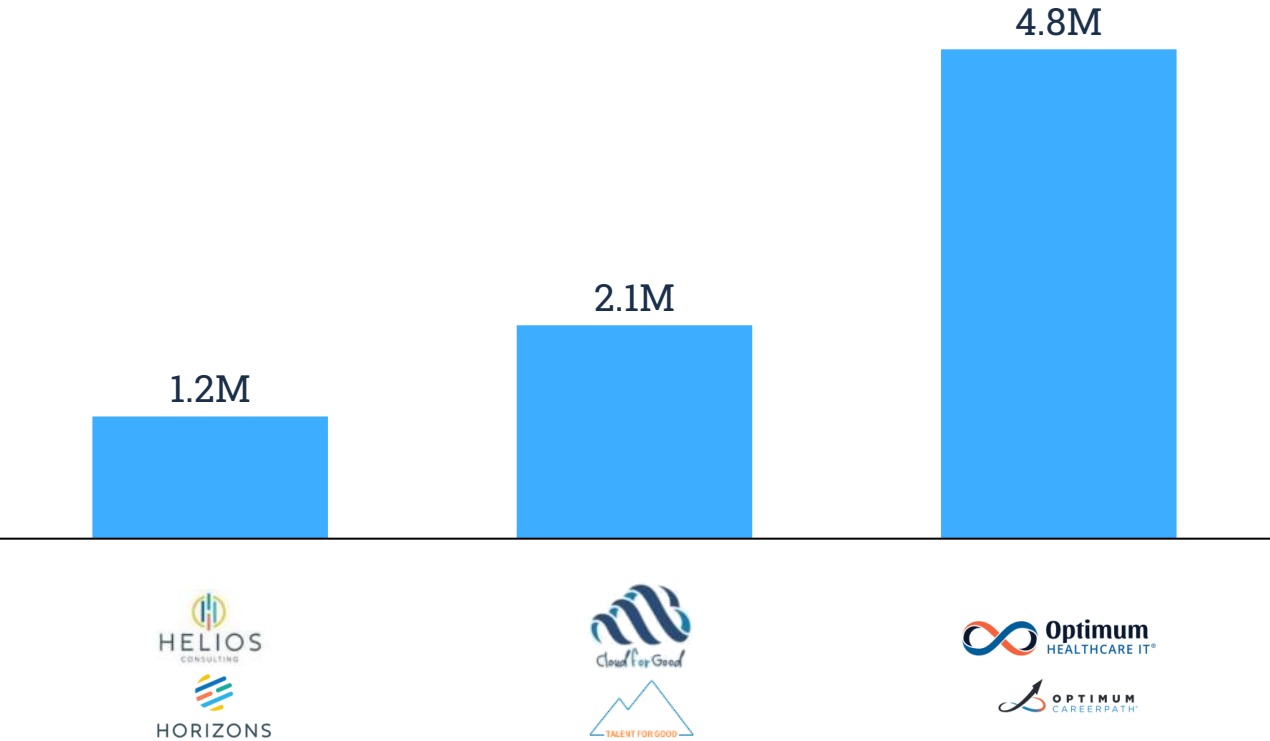
80%





# Achieve estimates that equalizing opportunity generates significant social value

Incremental \$ value of increasing salaries for low-income apprentices to national averages



98% of nurses with previous salary below \$40K – reported in Pathway 1

\$76M

Total lifetime socioeconomic value generated in 2024 including elevating apprentices from low-income backgrounds

Source: Achieve Partners Impact Tracker.  
Based on average salary after 2-year program and industry benchmark salary at 5-year mark; assumes 25-year contribution period, 3% annual earnings growth and 8% discount rate to account for uncertainty

## Back-up: Calculating impact value

Achieve's calculation of pathway 2 impact is incremental to path 1 and is calculated as the number of apprentices from low-income zip codes multiplied by the salary catch-up effect (reverting to national salary trend from a poverty salary trend)

$$I_{path\ 2} = [a \times b_1 \times b_2 \times c] \times \left[ \sum_{y=1}^{25} \frac{(C_y - P_y)}{(1 + r)^y} \right]$$

With the variables defined as follows:

$a$  – number of apprentices

$b_1$  – graduation rate

$b_2$  – placement rate

$c$  – % of apprentices from zip codes  
with median income below \$40k

$C_y$  – national counterfactual salary in year  $y$

$P_y$  – poverty salary in year  $y$

$r$  – discount rate

## Risks evaluation

# Closely monitor Principal Adverse Impacts (“PAI”)

1 Climate and other environment-related indicators				
#	PAI category	Measure	Monetization assumption	Value
a	GHG emissions (Scope 1, 2, 3)	TBC	Data gathering in progress	
b	Carbon footprint	TBC	Data gathering in progress	
c	Share of non-renewable energy consumption and production	NM	Non-material	
d	Exposure to companies active in the fossil fuel sector	TBC	Data gathering in progress	—
e	Energy consumption intensity per high-impact climate sector	NM	Non-material	
f	Activities negatively affecting biodiversity-sensitive areas	0	No exposure for a software/service business	—
g	Emissions to water	0	No exposure for a software/service business	—
h	Hazardous waste ratio	0	No exposure for a software/service business	—

2 Social and employee, respect for human rights, anti-corruption, and anti-bribery matters				
#	PAI category	Measure	Monetization assumption	Value
a	UN Global Compact/OECD guideline violations	NM	Non-material	
b	UN Global Compact/OECD guideline compliance monitoring system	NM	Non-material	
c	Unadjusted gender pay gap	TBC	Data gathering in progress	
d	Female/BIPOC board gender representation	50%	TBC	
e	Exposure to controversial weapons	0	No exposure for a software/service business	—

Sample – format of internal reporting

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