

# STRENGTH THROUGH ADVERSITY

Meeting Headwinds with Optimism and Action



# TABLE OF CONTENTS

- GEM'S APPROACH TO IMPACT** ..... 3
  - Our Impact Today ..... 3
  - Partnering with Clients ..... 4
- MEASURING IMPACT AT GEM** ..... 5
- LOOKING AHEAD** ..... 7
  - Addressing Racial and Social Inequality ..... 8
  - GEM's Approach to a Sustainable Transition ..... 9
  - Investing in AI responsibly ..... 11
- IMPACT IN ACTION: IMPACT ACROSS ASSET CLASSES** ... 12
  - Venture Capital ..... 13
  - Buyout ..... 14
  - Public Equity ..... 15
- LIVING OUT OUR VALUES** ..... 16
  - Client Spotlight: Mission Possible ..... 17
  - GEM's Commitment to Diversity, Equity, and Inclusion ..... 18
  - The GEM Foundation ..... 19
  - GEM's Community Engagement ..... 20
- ADDITIONAL GEM RESOURCES** ..... 21
  - Endnotes ..... 22
  - Important Notes ..... 23

## GEM'S IMPACT TEAM

**MEREDITH  
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Partner, Impact



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Managing Director,  
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**ANN EUBANK**

Senior Associate,  
Impact





# OUR IMPACT TODAY

We began our initial research on impact investing more than a decade ago, culminating in a first-of-its-kind partnership with the Impact Management Project (IMP), which later evolved to become Impact Frontiers.<sup>1</sup> The framework enables comprehensive impact measurement across our entire portfolio, and we believe this has positioned our firm as a leader in rigorous, authentic impact investing, helping our clients align their portfolios with their values.

Through this work, we've refined our approach, identified what works, and innovated where we found opportunity. Our framework is constantly evolving, incorporating new investable themes, emerging technologies like machine learning and AI, and addressing broader societal challenges as they arise. We center our work around a stakeholder model, measuring the impact of each investment on five key stakeholders to help our clients drive positive outcomes while meeting their long-term financial goals. This approach goes beyond traditional ESG investing, which typically focuses solely on mitigating *financial risks* related to ESG factors. Instead, our stakeholder-centric model is grounded in rigorous impact measurement, enabling us to effectively and efficiently direct capital toward investments that address pressing social and environmental issues.

Our innovative impact program aims to deliver these meaningful social and environmental benefits while also meeting our clients' return objectives. Our structure allows for customized impact solutions based on a client's impact goals and mission.<sup>2</sup>

**Over the last ten years, we've helped our clients deploy approximately \$5.9 billion towards positive social and environmental outcomes, while aiming to maintain the same high bar for returns. This represents 54% of our total assets under management.**<sup>3</sup>

In our impact program today, 45% of managers are diverse-led or contribute meaningfully to racial or social equity.<sup>4</sup>

We've written extensively about the GEM IMP Framework and its application to our multi-asset endowment portfolios; learn more in [Impact Management for Complex Portfolios](#), our primer for applying the GEM IMP Framework to a globally diversified, multi-manager portfolio.



# PARTNERING WITH CLIENTS

At GEM, we partner with clients to help them integrate impact into their investment programs in a way that aligns with their unique values and goals. Recognizing that each client is at a different stage in their journey, we offer varying levels of support and tailored solutions to meet them where they are.<sup>5</sup> Our approach is structured across three key areas of support:<sup>6</sup>

## Impact Advisory

Partnering with clients to define their impact objectives and develop strategies for measurement and success

### How we support:

Framework development, Mission Related Investment (MRI) strategy, PRI program support, sustainable transition strategies, impact & ESG reporting, stakeholder engagement

## Impact Investment Solutions

Broad and/or targeted access to areas of impact interest

### How we support:

**Broad access:** GEM Impact Endowment Fund  
**Targeted access:** Bespoke, custom portfolios across specific UN SDGs, thematic strategies, distinct MRI objectives, and co-investments

## Portfolio Optimization

Comprehensive, total portfolio analysis

### How we support:

Asset allocation considerations, thematic exposures, physical & climate risk assessment, mission-alignment, bespoke programs

**Together, these solutions empower our clients to effectively embed impact into their investment approach.**



# MEASURING IMPACT AT GEM

We utilize the GEM IMP framework to measure the impact of each investment we make on five key stakeholders: *customers, planet, employees, supply chain, and community*. Since we primarily invest with active managers, we measure impact in two ways:

- (1) The **portfolio score**, which quantifies the impact of the manager's portfolio companies on the five stakeholders, and
- (2) The **manager score**, which quantifies the actions of the investment manager in promoting positive outcomes and/or avoiding negative ones for stakeholders.

Many of our clients have complex, multi-asset class portfolios designed to achieve their specific risk, return, and impact objectives. We provide transparency to GEM clients regarding the impact classification of investments in their portfolios and collaborate with them to tailor portfolios to meet their unique objectives.

## The ten years we've spent doing this work have reinforced three beliefs we've long held:

1

**IMPACT INVESTING IS OUTCOMES-BASED.** While ESG is a *risk* assessment tool, impact investing is centered on measuring and managing outcomes experienced by the stakeholders—the people and planet—that result from an investment.

2

**IMPACT IS MULTI-DIMENSIONAL.** One investment can impact several stakeholders. Industries like manufacturing can benefit customers while harming the planet. Meanwhile, clean energy can decrease reliance on fossil fuels, but—when done poorly—can displace entire communities. Careful analysis is required to understand the implications of all investments on all stakeholders.

3

**IMPACT GENERATES ALPHA.<sup>2</sup>** Our program requires that all GEM investments meet the same rigorous due diligence standards. For impact investments, this means mobilizing client capital to deliver meaningful social and environmental outcomes without sacrificing returns. Our approach aims to enable investors to generate outsized returns while leveraging their endowed assets to yield positive social and environmental outcomes.

# MEASURING IMPACT AT GEM

We support our clients in investing within the broader context of the world around us. Our impact investments help address pressing challenges facing a variety of stakeholders, advance the 17 United Nations Sustainable Development Goals (SDGs), and support the stated values and objectives of our clients.





# LOOKING AHEAD

The impact landscape is rapidly evolving, shaped by emerging technologies, shifting market dynamics, and changing political climates, among many other factors. As GEM looks ahead to the future of investing for impact, three key themes are emerging: (1) addressing racial and social inequality amidst public scrutiny; (2) accelerating the sustainable transition; and (3) incorporating best practices for AI investing.<sup>6</sup>

ADDRESSING RACIAL AND SOCIAL INEQUALITY ..... 8

GEM'S APPROACH TO A SUSTAINABLE TRANSITION .... 9

INVESTING IN AI RESPONSIBLY ..... 11

# ADDRESSING RACIAL AND SOCIAL INEQUALITY

Following the murder of George Floyd in 2020, investor support for diverse managers surged, with nearly all investor types—institutions, pensions, foundations, endowments, and family offices—increasing their capital commitments. Between 2019 and 2022, diverse private equity and venture capital managers raised \$127 billion, with inflows peaking in 2021 and continued strong growth throughout 2022.<sup>7</sup> At the same time, corporations doubled down on diversity- and inclusion-focused hiring practices and launched their own diversity and inclusion programs.

However, since then, new investments in the space have continued to decline, driven partly by perceived risks related to investing with emerging, diverse managers, and correlated to overall declines in the venture market globally. Many corporations have also removed or reduced their diversity- and equity-focused commitments.<sup>8</sup> This issue was further exacerbated by the US Supreme Court's June 2023 ruling in *Students for Fair Admissions, Inc. (SFFA) v. President & Fellows of Harvard College and SFFA v. University of North Carolina*, which declared that affirmative action in college admissions is unconstitutional,<sup>9</sup> and has since led to the filing of more than 60 anti-DEI lawsuits.<sup>10</sup> According to Freedom Economy, a lobby

group established to defend against DEI litigation, DEI initiatives have become politicized, often overlooking their core purpose and the economic opportunities they can unlock. DEI as an acronym has received widespread criticism, and some argue the term is dead altogether.

Yet despite these headwinds, more diverse managers are entering the market, and investor interest remains strong. For example, NYC Pensions are increasing their allocation to emerging managers, citing that minority- and women-owned firms have consistently outperformed the city's pension fund benchmarks across all asset classes since 2015.<sup>11</sup> Studies also consistently show that diverse perspectives foster innovation, improve decision-making, and lead to higher returns.<sup>12</sup> A 2023 McKinsey & Company report demonstrated that founders with greater gender, racial, or ethnic diversity delivered 30% higher returns at exit for investors.<sup>13</sup>

This ongoing fundraising disparity, despite demonstrated high performance from diverse managers, underscores the significant opportunity to invest with a racial and social equity lens—creating better opportunities for diverse managers, founders, and end customers, while capitalizing on untapped value. At GEM,

we have leveraged our sourcing and manager selection program to build a pipeline of diverse managers over the past six years. Through this experience, we've witnessed firsthand the wide dispersion within the sector, highlighting significant opportunities for outperformance. For us, investing in diverse, emerging managers encompasses more than just 'DEI;' it means investing for diversification—which has demonstrated portfolio benefits—and investing for broader social and racial equity—in turn enabling employment growth, improved productivity, financial inclusion, increased knowledge share, shifting ownership, and a more equitable distribution of wealth.

## At GEM<sup>4</sup>

**34%** of all portfolio managers are diverse

**39%** of impact managers are diverse

**58%** of managers in GEM's impact-only portfolio are diverse

We invested in **11** diverse managers in 2024, representing **28%** of the year's total manager investments

**25%** of all portfolio managers have a racial or social equity component




# GEM'S APPROACH TO A SUSTAINABLE TRANSITION

Sustainability-focused investments aiming to address climate change and support the energy transition are also facing increased backlash, fueled by ESG skepticism, greenwashing claims, and political agendas. Similar to DEI, critics have focused more on the acronyms than on the positive outcomes that these efforts can achieve. Since the early 2000s, we've witnessed at least three waves of investment bubbles in 'clean energy,' 'clean tech,' and 'climate tech.' After each cycle, a new acronym emerges, offering a perceived fresh start while still leveraging the prior momentum of the impact and transition-focused investor community.


At GEM, our Impact Team is primarily focused on supporting a sustainable transition more broadly: embracing more efficient use of resources; more sustainable services, products and business models; and decarbonizing traditional value chains. A sustainable transition will likely impact every industry and all stakeholders: *customers, planet, employees, supply chain, and community*. At the core of our investment strategy and impact assessment is a commitment to supporting this transition while improving stakeholder outcomes.

## Efforts to drive the transition will create investable opportunities across many industries and sectors, including:


### Energy

**Power sources:** solar, wind, biomass, natural gas   
**Solutions:** energy efficiency & management  
**Fuel:** sustainable aviation fuel, renewable natural gas  
**Infrastructure:** critical assets, storage, data centers


### Waste-to-Value

Recycling   
 Circularity  
 Plastic alternatives  
 Environmental services


### Industrial

Decarbonization   
 Automation  
 Machine-learning & AI  
 Sustainable building materials  
 Efficiency solutions


### Sustainable Food & Agriculture

Alternative food sources   
 Regenerative agriculture  
 Biochar  
 Crop enhancement  
 Weather forecasting

### Natural Resources

Commodities   
 Sustainable mining

### Natural Capital

Nature-based solutions   
 Reforestation


### Climate Tech & Insurance

Mitigation 

### Transportation

Advanced mobility   
 Electric vehicles & EV charging  
 Lidar sensor technologies

### Water

Water scarcity & access   
 Clean solutions & filtration  
 Ocean nexus

# GEM'S APPROACH TO A SUSTAINABLE TRANSITION

These solutions address many of the UN's 17 SDGs and, if effectively implemented, can have significant positive impacts on stakeholders. They have potential to drive economic growth, improve financial inclusion, create jobs, upskill the workforce, and improve supply chain efficiency, all while bettering the planet through improved resource management and environmental protectionism.<sup>14</sup>

GEM's deep roster of differentiated private managers and co-investment opportunities helps to provide the access needed to unlock the broad spectrum of impact opportunities across these sectors. We leverage our extensive network of partners and industry experts to conduct rigorous due diligence on every investment opportunity, and offer clients the ability to customize impact portfolios to align with their specific goals.<sup>4</sup>

We also participate in the Intentional Endowments Network's *Net Zero Endowments Initiative*, a working group dedicated to identifying solutions for mitigating the risks associated with climate change and capitalizing on opportunities arising from the transition to a low-carbon economy. Additionally, we contribute to industry thought leadership, including partnering on white papers like UBS's *Green Hockey Sticks Report*, which assesses the maturity and investment potential of emerging climate technologies.<sup>15</sup>



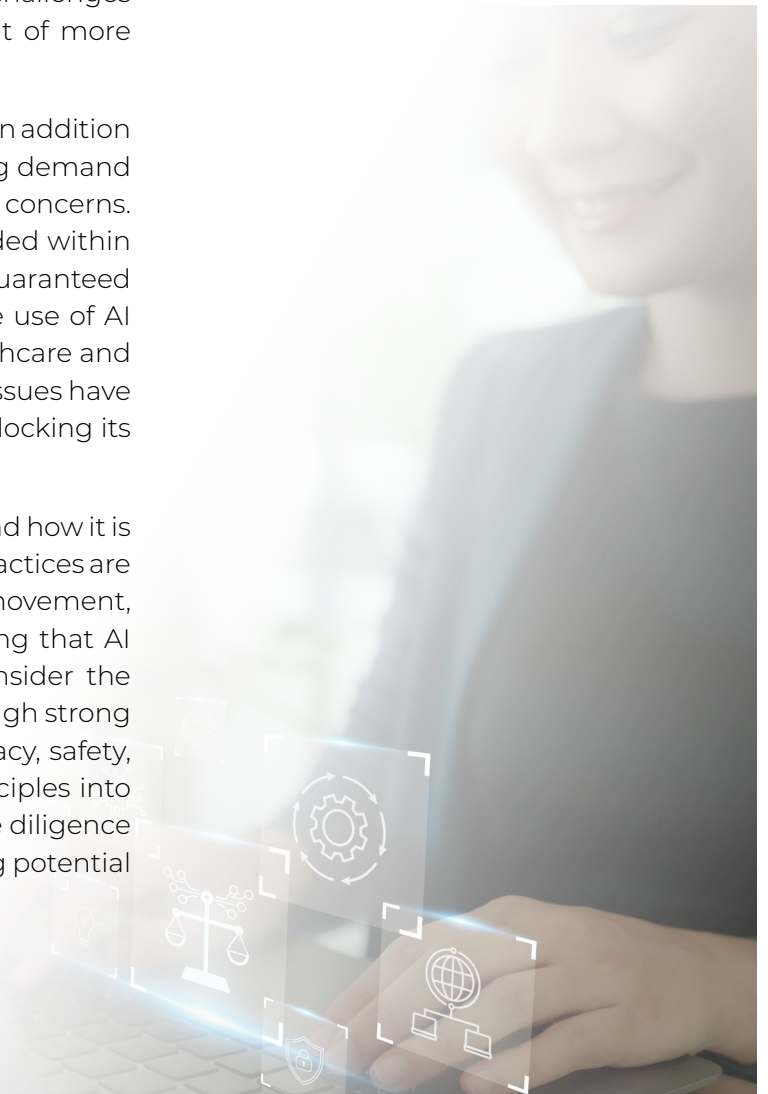


# INVESTING IN AI RESPONSIBLY

As AI has gained increasing traction both in the investment space and broader society, much focus has been placed on its potential implications, both positive and negative. The use cases for AI have expanded rapidly and exponentially, bringing with them both challenges and benefits—from the spread of election disinformation,<sup>16</sup> to the development of more accurate predictive mammograms capable of earlier breast cancer detection.<sup>17</sup>

On the challenges side, several potential negatives of AI have already come to light. In addition to the increased energy required for AI computations that has fueled the growing demand for data centers,<sup>18</sup> the use of AI raises many significant governance and societal concerns. Key areas of apprehension include data privacy and the inherent biases embedded within these systems. With new technologies often outpacing regulation, there are no guaranteed controls around the use, sharing, or storage of customer data. Furthermore, the use of AI algorithms has led to reports of biased decision-making in critical fields like healthcare and hiring, as well as in seemingly less significant areas like photo generation.<sup>19</sup> These issues have sparked widespread debate about how to use AI fairly and ethically while also unlocking its potential societal benefits.

From an impact investing perspective, the rise of AI requires investors to understand how it is being used by managers and portfolio companies, ensuring that risk mitigation practices are in place for ethical and safe use. This recognition has birthed the Responsible AI movement, which emphasizes the role of good governance in minimizing risks and ensuring that AI tools are incorporated responsibly. Key to this is ensuring that companies consider the potential negative implications of AI. Many AI-related risks can be addressed through strong governance, human oversight, and continuous testing to help ensure the accuracy, safety, security, fairness, and reliability of AI outcomes. At GEM, we integrate these principles into our impact underwriting for all AI-related investments, conducting thorough due diligence that aims to ensure our managers and portfolio companies are actively addressing potential harms and using AI responsibly.



# IMPACT IN ACTION: IMPACT ACROSS ASSET CLASSES

We invest for impact across asset classes, sectors, and the 17 SDGs.

The following are examples of GEM client investments that are driving meaningful change.<sup>20</sup>

VENTURE CAPITAL ..... 13

BUYOUT ..... 14

PUBLIC EQUITY ..... 15



# VENTURE CAPITAL

WHAT WE'RE SEEING: Opportunities for impact with diverse and emerging managers



SDGs: **3** **5** **8**

**Investment Focus:** Early-stage technology companies

**Impact Rating:** Contributes to Solutions

**Overview & Impact:** Founded in 2023 by Megan Maloney, Dria invests in early-stage technology companies focused on delivering more equitable outcomes across areas of healthcare and the future of work that are historically overlooked, including increasing access to flexible tools for workers; Dria emphasizes supporting underserved patient populations, including elder care and maternal and mental health

**Sample Portfolio Company:**

- **Karoo Health** | A values-based cardiology care provider that leverages technology to shift focus toward outcomes-driven approaches and improved patient results



SDGs: **3** **8** **10** **13**

**Investment Focus:** Seed investments in US technology companies

**Impact Rating:** Contributes to Solutions

**Overview & Impact:** Moxxie Ventures, founded in 2019 by Katie Stanton, is a venture capital firm that backs diverse founders focused on improving life and work for all, including those often overlooked by traditional VC funding; Moxxie's investments in companies and AI applications facilitate improved outcomes in health, legal services, security end-markets, future of work tools, and climate tech

**Sample Portfolio Companies:**

- **Elpha** | A professional network established to help women succeed at work
- **BasiGo** | An electric public transportation company in Africa that is pioneering the future of clean transit



SDGs: **5** **10**

**Investment Focus:** Early-stage technology companies

**Impact Rating:** Contributes to Solutions

**Overview & Impact:** Founded in 2016 by Charles Hudson, Precursor invests in technology companies at the earliest stages, primarily pre-seed and seed round; Precursor directs investments to historically undercapitalized entrepreneurs with differentiated approaches to tackling complex issues

**Sample Portfolio Companies:**

- **Cuenca** | A digital bank for the underbanked in Mexico
- **Block Party** | A solutions platform for stopping online harassment

# BUYOUT

WHAT WE'RE SEEING: Sustainable transition creating opportunities for value and impact

## 424 CAPITAL

SDGs: **3** **7** **8** **13**

**Investment Focus:** Lower-middle-market tech-enabled services

**Impact Rating:** Contributes to Solutions

**Overview & Impact:** Founded in the late 1990s, 424 Capital is a buy-and-build buyout firm with a strong environmental and social impact focus at the manager- and investment-level; 424 focuses on renewable energy and healthcare companies, and has a strong mission-related orientation with investment decisions based on the ability to drive tangible impact

### Sample Portfolio Companies:

- **Pinnacle Technology Partners** | A cloud-first managed services provider that partners with life science and biotech clients to design, architect, secure, manage, and optimize their technology infrastructure
- **Climate Efficiency Partners** | An energy solutions provider that develops, installs, and maintains energy efficiency projects at commercial and industrial facilities

## GEF CAPITAL PARTNERS

SDGs: **6** **7** **9** **11** **12** **13** **14** **15**

**Investment Focus:** Companies focused on the energy transition and circular economy

**Impact Rating:** Contributes to Solutions

**Overview & Impact:** GEF Capital is a climate-focused buyout manager established in 2018 as a spin-out from its predecessor firm, Global Environment Fund; GEF invests across climate change and pollution mitigation solutions, focusing on sectors with substantial ecological impacts such as environmental services, energy efficiency, clean energy, and water

### Sample Portfolio Companies:

- **Lifecycle Renewables** | A processing company that collects used cooking oil and converts it into a patented clean fuel, LR100, which acts as a diesel replacement enabling customers to reduce carbon emissions by as much as 80%
- **Polargy** | An energy solutions provider that designs and executes on strategies to create more energy efficient data centers, including hot and cold aisle containment systems that reduce the power load required for cooling technology by nearly 50%

## Neos Partners

SDGs: **7** **9** **13**

**Investment Focus:** Businesses benefitting from and contributing to the energy transition

**Impact Rating:** Contributes to Solutions

**Overview & Impact:** Neos Partners was founded in 2022 by Peter Jonna who was later joined by partner Brad Forth; Neos' buyout strategy targets the two key financial drivers in the shift away from fossil fuels—second-order beneficiaries of the energy transition and the development of critical related infrastructure—in recognition of the important roles they will play in the transition

### Sample Portfolio Companies:

- **Fastgrid** | A leading provider of engineering, design, and consulting services focused on renewable energy and battery energy storage
- **MGM Transformers** | A leading manufacturer of specialty distribution transformers serving the data center, EV charging, renewable energy, and industrial end markets



# PUBLIC EQUITY

WHAT WE'RE SEEING: Active engagement promotes corporate accountability

## generation

SDGs: **5** **9** **10** **11** **12**

**Investment Focus:** Global, high-quality companies with believed strong sustainability factors

**Impact Rating:** Contributes to Solutions

**Overview & Impact:** Generation IM Global Equity is a long-only public equity strategy dedicated to investing in companies that they believe are part of the solution to material sustainability issues in their sector and are well-positioned for long-term secular trends; the strategy also seeks direct engagement with management teams on key sustainability issues

### Sample Portfolio Companies:

- **Thermo Fisher** | Provider of analytical instruments, consumables, services and software to research and commercial laboratories to help make the world a healthier, cleaner and safer place; Generation believes the market underestimates TF's longevity and resilience
- **Adyen NV** | A single, modern platform that enables merchants to accept electronic payments and allows Adyen to more effectively handle complex payments, innovate faster, offer a stronger customer value proposition, & operate with lower costs

## OWNERSHIP CAPITAL

SDGs: **7** **9** **10** **12**

**Investment Focus:** Corporate engagement to support sustainability outcomes

**Impact Rating:** Contributes to Solutions

**Overview & Impact:** Ownership Capital is a long-only public equity firm that invests in companies with strong environmental and social metrics and/or the ability to improve ES performance via constructive engagement; Ownership follows a low-turnover strategy, focusing on high-quality mid/large cap companies in the US and developed Europe, with a tilt towards the technology, healthcare, and financial sectors

### Sample Portfolio Companies:

- **Schneider Electric** | An electric company that shifted focus to carbon neutrality and enhancing biodiversity at all of its properties by 2025, supported by numerous engagements with Ownership
- **PTC** | A company helping customers in industrial, aerospace, semiconductor, automotive, & retail sectors use computer-assisted design to reduce lead times and waste; Ownership engaged with PTC to quantify product impact & integrate these insights into their value proposition

## SurgoCap

SDGs: **3** **8**

**Investment Focus:** Global tech-enabled businesses

**Impact Rating:** Benefits Stakeholders

**Overview & Impact:** Founded in 2022 by Mala Gaonkar, previously co-CIO at Lone Pine, SurgoCap invests in long-biased mid- and large-cap companies, with a focus on the enterprise data, finance, healthcare, and industrial sectors; the firm invests with a focus on the economic, social and cultural implications of their investment and business practices, discussing and promoting strong governance and sustainability outcomes; further, as the largest women-owned hedge fund globally, SurgoCap defies industry norms and sets a new standard for inclusivity and representation in the industry

### Sample Portfolio Companies:

- **Nubank** | A digital bank that has developed a sustainable differentiated deposit model and is currently expanding to Mexico
- **GE Vernova** | A leading manufacturer of and service provider for natural gas and wind turbines

# LIVING OUT OUR VALUES

CLIENT SPOTLIGHT: MISSION POSSIBLE .....	17
GEM'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION .....	18
THE GEM FOUNDATION .....	19
GEM'S COMMUNITY ENGAGEMENT .....	20

## CLIENT SPOTLIGHT: MISSION POSSIBLE

In 2024, GEM's clients invested approximately \$330 million into impactful, mission-driven pursuits, demonstrating their commitment to creating positive change within their communities. The following examples highlight just a few of the ways our clients have harnessed the power of purposeful capital to make a difference: <sup>21</sup>



**New York Blood Center** | A prominent contributor to the development of New York BioGenesis Park, a groundbreaking \$430 million Cell and Gene Therapy Innovation Hub that will position New York as a global leader in research, development, and innovation



**Lake Forest College** | Named #1 in Social Mobility by *U.S. News & World Report*, recognizing the College's intentional work to remain accessible and affordable to highly motivated students from all backgrounds



**Donald Danforth Plant Science Center** | Engaged in an international collaboration of research institutions working to combat the cassava whitefly pest, helping safeguard the food security and livelihoods of the 800 million people worldwide who rely on the crop



**Elon University** | Featured in *The Princeton Review's* 'Guide to Green Colleges' for the 15th consecutive year for its ongoing commitment to sustainability



**Patrick J. McGovern Foundation** | Granted a total of \$73.5 million to organizations leveraging data science and AI to urgently drive tangible change in areas such as climate change, human rights, media and journalism, crisis response, digital literacy, and health equity



# GEM'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

We strive to cultivate an organization that reflects the richness and range of experiences and identities we engage with each day. We believe that diversity—a mix of people who offer various perspectives, experiences, and values—is an asset. Research shows that diverse teams are more creative, focused on facts, and make better decisions than homogenous groups. Equity and inclusion unlock the value of diversity through intentional orchestration of communication, engagement, and professional development opportunities to create a deep sense of belonging. GEM's commitment to DEI bolsters our judgment, our integrity as professionals, and our respect for all. We are committed to enacting real, meaningful impact in our firm, our community, and beyond.

**72%** OF HIRES SINCE 2018 IDENTIFY AS WOMEN AND/OR PEOPLE OF COLOR

**58%** OF THE TOTAL GEM TEAM IDENTIFY AS WOMEN AND/OR PEOPLE OF COLOR



# THE GEM FOUNDATION

Established in 2013, the GEM Foundation is an employee-led group that makes philanthropic grants to Charlotte-based nonprofits. In 2024, the Foundation donated \$120,000 across the following organizations:



## Springboard To Stability Program

The Springboard to Stability Program, created by **Charlotte Family Housing** and **Families Forward Charlotte**, helps working families facing poverty or homelessness by providing housing, mentoring, and advocacy. This workforce development initiative connects 60 families to training and internships in high-demand fields like education, healthcare, IT, construction, and banking. By offering these opportunities, the program equips participants with the skills and certifications needed for better-paying, career-oriented jobs, improving the long-term prospects for both parents and their children.



## Freedom Communities: Moms Moving Forward Program

The Moms Moving Forward Program focuses on transforming families and communities in Charlotte's Freedom Drive Corridor, which has the highest concentration of families with children living below the poverty line in Mecklenburg County, and where 54% of heads of households are single mothers. The program offers year-long cohorts that help mothers and children build skills, develop a positive mindset, and strengthen their support networks. Each mother is paired with a full-time case manager to set goals related to housing, employment, and health. Participants also attend workshops on financial literacy, mental health, homeownership, and parenting. To date, the program has impacted 449 women and children, with recent cohorts seeing a nearly 50% increase in income.

## Prior GEM Foundation grant recipients

The Foundation is committed to supporting the continued success of past grant recipients and the meaningful work they are undertaking in our communities. In 2024, we were proud to support new initiatives from these organizations, including:



Digi Bridge

**ROOF ABOVE**

Roof Above



Social Venture Partners

In addition, GEM employees donated more than \$25,000 to 32 nonprofit organizations in 2024 through GEM's philanthropic-matching program.

# GEM'S COMMUNITY ENGAGEMENT

Service is a celebrated part of our culture. We support our clients' causes and our employees' passions with in-house and volunteer opportunities organized by GEM's Community Outreach Committee. In 2024, 50% of GEM employees volunteered nearly 450 hours in support of local organizations, including:



**Heart Math Tutoring** gives young students successful experiences in math through one-on-one, volunteer-delivered tutoring during the school day. In addition to financial support, 11 GEM team members provided 275 hours of one-on-one tutoring to students in Charlotte.



**Promising Pages** collects new and donated books and distributes them to students and organizations with the goal of eliminating book deserts and providing a free resource to those that need it most. The GEM team assisted in organizing the Promising Pages warehouse and sanitizing book donations.



The **Carolina Thread Trail** is a regional network of connected greenways, trails, and blueways that preserves natural areas in greater Charlotte and acts as a place for recreation, transportation, and conservation. The GEM team worked to clear new and existing trails of invasive plant species.



**Digi-Bridge** aspires to create a generation of well-equipped 21<sup>st</sup> century learners by promoting interest in STEAM learning. The GEM team assembled Digi-Bridge STEAM Kits which were then distributed to students in under-represented communities in Charlotte, ensuring they have the access, opportunities, and skills required to succeed in a rapidly changing world.



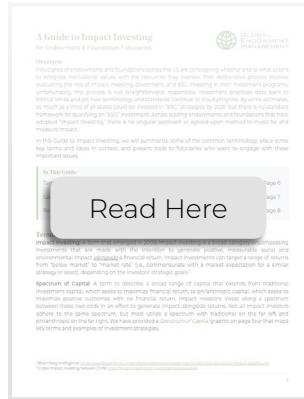
**Nourish Up** aims to eliminate hunger in Mecklenburg County by providing groceries and home meal delivery to neighbors in need. The GEM team volunteered at one of Nourish Up's food pantries in support of this work.

The Community Outreach Committee also organized a series of impactful donation drives in 2024, including a Thanksgiving food drive, a holiday gift drive benefiting residents of the Alexander Youth Network, a provider of inpatient mental health services for children, and a special drive to support communities in the North Carolina mountains devastated by Hurricane Helene. With these affected communities just a short distance from our home base in Charlotte, we were particularly moved to assist our neighbors who had lost everything.



# ADDITIONAL GEM RESOURCES

## Guide to Impact Investing



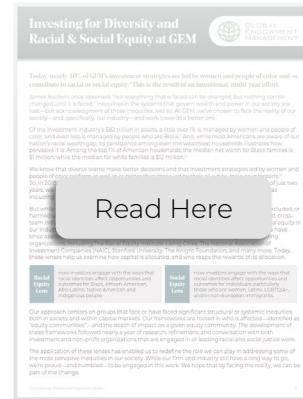
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## Impact Measurement for Complex Portfolios



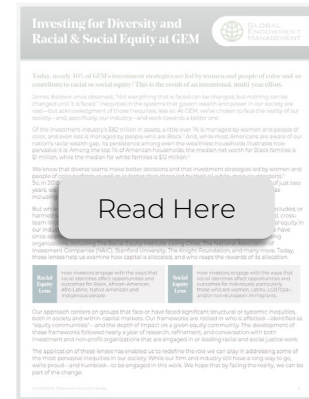
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## Investing for Equity



Read Here

## ESG ≠ Impact Investing



Read Here

# ABOUT GEM

GEM is a leading provider of institutional investment solutions for endowments, foundations, sovereigns, families, and other long-term investors. Since 2007, GEM has specialized in delivering the highest quality service and support to our clients, enabling them to achieve their long-term investment goals. With a global reach, broad investment capabilities, and an experienced team, GEM strategically tailors solutions to meet the unique needs of each investor we serve. For more information, visit [www.geminvestments.com](http://www.geminvestments.com).



# ENDNOTES

<sup>1</sup> For more information on the Impact Management Project and Impact Frontiers, visit their website at <https://impactfrontiers.org/>.

<sup>2</sup> Returns are not guaranteed.

<sup>3</sup> All data included in this report related to GEM clients, team, and portfolio exposures is as of January 1, 2025.

<sup>4</sup> Managers are considered diverse if (a) 25% or more of the firm founders/owners are non-white and/or non-male and/or (b) 25% or more of the key decision-makers for the strategy in which GEM invests are non-white and/or non-male. Managers are considered as having a racial or social equity lens if they score a 1 or 2 on GEM's proprietary equity scales, the details of which can be provided upon request. Excludes strategies and firms where (a) GEM has not committed to a new fund after 2015 and/or (b) the strategy accounts for less than 0.1% of the Endowment Fund's capital and GEM does not plan to add capital; and/or (c) GEM is the primary decision-maker in an exposure-enhancing index strategy. Public material managers are all Public Equity managers from which GEM is not currently redeeming.

<sup>5</sup> Customization is not available in a pooled GEM-managed investment fund and would require the investor to invest through a fund-of-one structure, which has a higher expense load.

<sup>6</sup> GEM reserves the right to modify its current investment strategies and techniques based on changing market dynamics or client needs.

<sup>7</sup> Cambridge Associates, [2025 Outlook: Diverse Manager & Impact Investing](#), December 2024.

<sup>8</sup> ABC News, [Meta, McDonald's: These companies are rolling back some DEI policies](#), January 10, 2025.

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