

The Golden Bottle Trust

Annual Report

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Welcome

I am delighted to present the 2022-23 annual report of the Golden Bottle Trust.

The Hoare family aspires to be 'leading learners' in philanthropy. In the following pages you can read about some of the charities we support and the steps we have taken to ensure we support them in innovative and effective ways.

This year we were pleased to make grants totalling £2.83m to 307 charities. Since 2019 all our investments, as well as our grants, have been designed to have a positive impact. We call this 'total portfolio impact' and we strongly believe that the impact of charitable trusts and endowments should take into consideration all their assets, not just their grants.

Our grant-making process is founded on trusted relationships, and we value the opportunity to share insights with other practitioners in philanthropy. We believe philanthropists can be stronger if they share their knowledge, and I hope this report contributes to that interesting conversation.

Rennie Hoare Partner and Head of Philanthropy



Charitable giving has long roots in British history. The oldest surviving charity on record is The King's School Canterbury, founded by St Augustine in 597 AD.

With the Reformation, a new secular conception of philanthropy emerged and by 1672, when Richard Hoare set up shop at the Sign of the Golden Bottle, wealthy donors were reshaping the civic landscape. [1]



Records of the Hoare family's philanthropy date to the early 1700s, when 'Good Henry' Hoare, the son of the bank's founder, was a partner in the business. Henry was instrumental in founding Westminster Hospital, the first hospital in the world funded by public subscription. Along with his father, he was a Commissioner in the Church of England, at a time when the church was highly active in social outreach, and he served as trustee for one of the first anti-slavery trusts in Britain.

Over the years, Sir Richard Hoare's descendants have continued this tradition of pioneering philanthropy, contributing to causes such as Thomas Coram's Foundling Hospital (established, 1739) and the founding in 1891 of the UK's first hospice. (Colonel William Hoare gave £1000 of the £2000 needed to establish Trinity Hospice 'for the man who is neither curable nor incurable, but simply dying'.)

The bank's ledgers also hold records of some 1,500 philanthropic accounts through which money from the family and customers was channelled to charities – testimony to the values of honesty, empathy, excellence and social responsibility we share with our customers to this day. The family's passion for philanthropy, and the strong values-led approach of the partners, led to the formation in 1985 of a formal charitable trust, the Golden Bottle Trust (GBT). It came with a commitment to donate up to 10% of the bank's annual profits to the trust, and the bank's partners continue to honour this pledge. ■

[1] A Timeline of UK Philanthropy - Why Philanthropy Matters



n 2022, the Association of Charitable Foundations published a report sharing the giving trends of foundation grant-makers in the UK. [1]

Headline figures showed that the top 300 foundations made grants totalling £3.7bn in 2020-21. In our 2022-23 funding year, the GBT made grants of £2.83m in 381 grants. While we recognise the wonderful impact of the charities we fund, we also know the GBT's impact can be much greater if we share our experience with others. We recognise, too, that the more we collaborate with and listen to others, the more we can achieve with the funding available.

This culture of openness works both ways. It is always a pleasure to share successes, but we believe it is equally important to share our failures. If something went wrong, why did it go wrong? And how can we make sure it doesn't happen again? We share this information where we feel it can be helpful, and it informs our strategy. We also share our approach (and any learnings) within the GBT and the Hoare family, and more widely with philanthropy networks, in order to minimise the amount of philanthropic capital wasted by making the same mistake twice.

'We don't want to be the only game in town. We want to be copied'.

Rennie Hoare for Beacon Collaborative [2]

We learn, too, from listening to others in the charity sector, and we allow what we learn to influence our strategy.

As far as possible, the GBT aims to make grants that are catalytic. We love to be in the position where, if we take the risk and offer initial funding, others will have confidence to follow suit and (in some cases) significantly increase the overall impact.

A recent example of catalytic funding is our grant to Project Limitless, a charity set up to provide children with soft prosthetic limbs. We could see how these custom-designed limbs allow children to do so much more than is possible with standard NHS prosthetics, and were delighted to set the ball rolling on this initiative.

- [1] ACF_FGT_2022.pdf
- [2] Snowball Investment: Testing the Potential for Impact Investing (beaconcollaborative.org.uk)

Case study - Project Limitless

'Back in 2020 the GBT provided the seed donation for Project Limitless – an initiative which aims to provide children across the UK with access to a soft prosthetic limb. Your £20,000 donation directly supported 25 families, and not only that – the trust you put in the project enabled it to approach other contributors, going on to turn the £20,000 into more than £500,000. Over 600 families and counting have now been supported by the project.'

Nate from Koalaa - prosthetics supplier to Project Limitless





The GBT's approach to philanthropy is the same as the bank's approach to business: decisions are made for the long term and based on strong, trusted relationships.

We are completely comfortable funding the low-key, unglamorous work that charities have to do. This could mean funding a salary, paying for accountancy services, or even paying to keep the lights on in a charity's office.

It is not that we are boring and don't want to get involved in the exciting side of philanthropy. Nor are we simply looking to tick the 'corporate giving' box. We know that, while we may not be directly feeding children, or planting trees, our practical, low-profile support may be the piece of the puzzle a charity needs to unlock funding from other donors. (Perhaps it will make their operations more efficient, and allow the next donor's grant to support 100 children, or plant 100 trees, rather than 80.) Put simply, we recognise the charities we work with are experts in their field and trust them to decide which projects and programmes will deliver the best possible outcome.

Most grants made by the GBT are unrestricted. As well as demonstrating our trust in the charities we fund, this allows charities to be more agile in the way they operate. It means that when crises occur, in the UK or elsewhere, charities can pivot their operations as required: there is no need to come back to us to ask permission to change the purpose of the grant or go through a lengthy document-signing procedure. Unrestricted funding allows charities to react as and when they identify need and, crucially, to intervene before situations worsen.

We were further strengthened in our trust-based approach when we learned of the huge amount of philanthropic capital that is lost to the grant application process. Each year over £1bn is spent on writing grant applications, of which two thirds fail. This means more than £700m is lost by the charity sector on applications that are unsuccessful, or worse, left unread. [1]

To avoid this, and without the resources to give proper consideration to unsolicited grant applications, we partner with The Fore – an organisation that makes grants to small and medium sized charities, and supports them through the process. It is important, too, that The Fore commits to giving feedback to all who apply, making the process itself valuable to charities, regardless of funding decisions.

The bank has a long and close association with The Fore. Its parent company, the Bulldog Trust, was founded by the late Richard 'Tigger' Hoare and one of our partners, Amy Rodwell, serves as trustee.

The GBT likes to keep an open conversation with the charities it supports; that way, charities can ask for help when they need it, and we can be kept up to date with their activities.

We also aim, where possible, to give multi-year funding. This allows charities to plan ahead. Guaranteed funding means they can implement longer-term projects with a more strategic focus, safe in the knowledge they will still have enough money to pay staff to run the programme.

Case study - The Fore

The Fore brings together visionary grassroots charity leaders with the funders, skills and networks they need to flourish. Its mission is to turbo-charge exceptional small charities and social enterprises who transform lives and society. The charities it backs have innovative, cost-effective solutions to some of society's most complex challenges, including the exploitation of children by county-lines drug gangs, the biodiversity crisis and the disability employment gap. It knows this approach works, as over 50% of the small charities supported by The Fore in the pilot phase are now national organisations.

'The Golden Bottle Trust's continued commitment to our vision has been fundamental to our success since 2012 and was pivotal in our establishment as an independent organisation last year. We are now firmly positioned to expand our work with philanthropists, businesses and trusts to give grassroots charities and social enterprises access to vital funding and skills. With the GBT's help, we will support an additional 1,000 exceptional charities in the next five years.'

Mary Rose Gunn, founder and CEO of The Fore



Escapeline

Escapeline, which joined The Fore's portfolio in Summer 2023, is a charity that works with young people, families and schools to keep children safe from illegal exploitation and grooming by County Line gangs across South West England. It is leveraging the £30,000 grant and wraparound support provided by The Fore and partners (including the Golden Bottle Trust) to start a three-year pilot with Wiltshire Police to identify children at risk. If the project is successful, it could be scaled to protect children throughout the UK.



Case study - Big Give

Working alongside other funders is key to the GBT's strategy. We like to work with organisations who specialise in high-quality due diligence and were delighted, for the second year running, to fund Big Give's Kind²Mind mental health campaign.

Big Give is the UK's leading match-funding charity; it brings together larger donors, such as philanthropists, foundations and businesses, with the giving public and the charities who need them.

Big Give runs a not-for-profit website that enables donors to find and support charities in their particular

field of interest. Working with expert ambassadors, it combines in-depth knowledge of a given sector with its own robust due diligence to select and matchfund charities.

'We are here to double the difference we can all make in the world. If someone gives £1,000, Big Give will match it with £1,000 from a larger donor who cares about the same cause – making everyone's donation go much further and enabling thousands of charities to make an even bigger difference.'

Big Give

Case study - Stop the Traffik

STOP THE TRAFFIK (STT) is a charity that aims to stop:

- the recruitment of vulnerable individuals into people trafficking – sharing information and access to help via social media provides a lifeline for those most at risk.
- the demand for exploited labour by building out strong networks across the world, with local authorities, businesses and even Interpol, STT is well set up to educate about risks and flag specific cases to relevant parties.
- money laundering via legitimate financial institutions – as trafficking organisations grow more sophisticated, having access to the most recent data is essential for banks; STT collects this data and shares it with banks to help identify suspicious transactions.

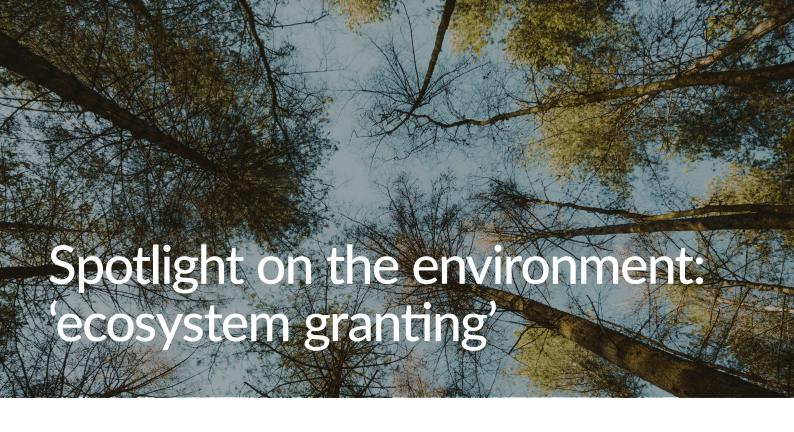
STOP THE TRAFFIK

In 2020, the GBT provided SST with a grant initially earmarked to develop the STOP APP (an app where people can report suspicious activity).

However, because our funding was unrestricted, the charity could also use it to react to emerging situations such as the war in Ukraine and earthquakes in Türkiye and Syria. (Any situation involving the mass movement of people brings a hugely increased risk of human trafficking.)

Before the Ukraine war began, there had been 40k downloads of the STOP APP globally. Sharing the STOP APP through social media – primarily among Ukrainian women – meant the number of downloads increased to 100k. Information reported on the app allowed STT to intervene, in many cases before people fell victim to the traffickers.

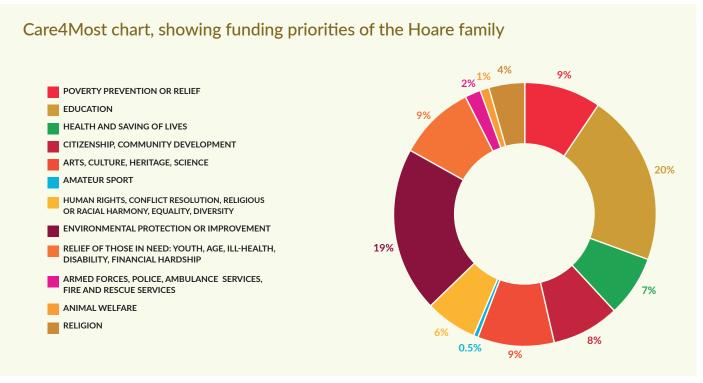
[1] Small and medium charities spend more than a third of grant income on applications (Civil Society)



To agree areas of focus, we start by asking Hoare family members who are most involved with the GBT to use Care4Most, an online profiling tool developed by Edward Hoare.

Individuals indicate their level of interest in a range of causes; this information is converted to a pie-chart profile which, when combined with the profiles of other family members, builds a picture of what the family as a whole cares about. We then use the top four or five themes as a springboard for discussion where we identify specific areas of focus. In this way, all family members are aligned on the distribution of major grants from the GBT.

We aim to profile family members every couple of years, as we recognise that interests and priorities change as time goes on and the world changes. Our most recent profiling exercise showed significantly increased interest in environmental projects: the 'target' rose from 11% of total GBT funding in 2018 to 20% in 2022. We were excited by this as, despite the high profile of ecological concerns, projects addressing specific issues continue to be underfunded. (A 2021 report revealed that giving focused on climate-change mitigation represented less than 2% of global philanthropic giving.) [1]



With a significant proportion of our strategic budget earmarked for environmental causes, we did what we usually do when it comes to strategic grant making: we sat down in a meeting to identify the causes that are of most interest to us. However, we struggled to find the 'silver bullet' that would make a real, quantifiable difference. So we turned to 'Impatience Earth', an organisation that provides guidance, free of charge, to funders who know they want to make environmental grants, but need advice on where to start.

Once we had explained our initial thinking and our ambitions in this space, Impatience Earth helped develop our strategy of 'ecosystem granting'. Put simply, ecosystem granting works on the principle that five or six smaller grants can be far more effective, particularly in the environmental space, than a single 'silver bullet'. (Since environmental issues are themselves complex and interlinked, it makes sense to develop a system of grants rather than attempt 'single issue' solutions.) To take a simple example, not every ecology issue can be solved by planting trees; it can be equally important to consider other land-management strategies such as peatland restoration or sustainable farming.

We discovered a huge range of possible interventions – the Environmental Funders Network breaks down funding areas into 13 different categories – and the more we looked into these, the more sense it made to adopt ecosystem granting, which not only meets our family-agreed funding goals, but allows us to learn more about the different approaches available.

Working with Impatience Earth, we made grants to charities working in areas of interest to us. These included peatland/seagrass restoration, sustainable farming and land management and initiatives to support biodiversity. This year, we were happy to support, among others, the environmental charities listed below.



Case Study - Moors for the Future

Healthy peatlands are a huge ecological asset: they are good for carbon storage, for improving water quality, and for reducing the risk of downstream flooding. Moors for the Future has been working since 2003 to restore and conserve peatland across the Dark Peak and on the South and West Pennine Moors.

The Environmental Funders Network's 13 categories: [2]



Biodiversity & species preservation



Climate & atmosphere



Sustainable communities



Multi-issue work



Energy



Coastal & marine ecosystems



Agriculture & food



Terrestrial ecosystems & land use



Fresh water



Transport



Trade & finance



Toxics & pollution



Consumption & waste

- [1] Funding trends 2021: Climate change mitigation philanthropy ClimateWorks Foundation
- [2] Where-the-Green-Grants-Went-8-November-2021.pdf (greenfunders.org)



Case Study - The Tree Council

The Tree Council was established in 1973 in the wake of the devastation wrought by Dutch elm disease. Initially, the charity responded by planting trees across the country, making sure they were cared for, and encouraging others to do the same. However, the loss of elms proved a harbinger of a far greater ecological crisis and the Tree Council's work has expanded accordingly: it not only plants trees, it raises awareness and shapes policy. Its aim is to make a practical contribution to the government's target of carbon net zero by 2050.



There has in recent years been a growing realisation that standard investment portfolios can have undesirable consequences. Known as 'negative externalities', these can diminish or even outweigh the good effects of grantmaking.

'Total portfolio impact' is the principle that, alongside grant-making, charitable foundations should take account of the potential negative impact of their portfolios and weigh them in the balance. Investors, for their part, should consider unintended consequences (e.g. increased carbon footprint, human-rights abuse, payday lending) and make sure investments are made with consideration of their social and/or environmental impact.

Sustainable investing came about in the 1960s, championed by labour unions and civil rights activists, and the first socially responsible investment fund launched in 1971. The first Environmental, Social and Governance (ESG) index followed in 1990, and in 2006, the United Nations Principles for Responsible Investment (UNPRI) were established. [1]

'Impact Investing' was coined by the Rockefeller Foundation in 2007, but well before the term was fully established, there were opportunities for investors to make a positive social impact. [2]

In 2003, the GBT invested in a French private equity fund called I&P Development, which targeted small and fast-growing African enterprises that demonstrated a high social or environmental impact. This was a pioneering project at a time when there was low investor interest in African entrepreneurship. I&P Development placed a strong emphasis on learning and published a report setting out the drawbacks, as well as the successes, of the fund.

In 2010, the GBT invested in the world's first Social Impact Bond Payment by Results pilot. Launched at Peterborough Prison, this was set up to fund a new intervention, which aimed to reduce reconvictions among prisoners with sentences of less than one year. [3]

Case Study - Peterborough Prison Bond

The intervention, called 'The One Service', was offered to two cohorts of 1,000 male prisoners between 2010 and 2015 for up to 12 months after their release date. In July 2017, the Ministry of Justice (MoJ) announced there had been 9% fewer reoffenders among those who joined the programme, compared to a national control group. This exceeded the target of 7.5% that had been set by the MoJ, and meant that all 17 investors in the Social Impact Bond saw the return of their capital, plus 3% per annum.

In 2011, we allocated 10% of the GBT portfolio to impact investments. This was deemed a safe way to test the waters and allowed us to weigh the risks and opportunities. Over the next five years, we continued to make investments, when good opportunities arose, to impact funds with a range of themes operating across the globe.

In 2016, we decided we didn't want to continue our journey in impact investment alone. Recognising the potential of collaboration, we partnered with a handful of like-minded organisations to co-found 'Project Snowball', a diversified multi-manager fund offering investments that contribute to social equity and environmental solutions.

It began with a small group of investors who pooled existing investments into a central fund, and shared experiences with each other. Today, known as Snowball IM, it aims to enable all investors – retail or professional – to have a

Total portfolio impact – where both investments and grants are designed to have an intentional positive impact.

positive impact without sacrificing financial returns. It calls this 'investing with the future priced-in'.

In 2019, the trustees of the GBT agreed that the time had come for us to move to 100% impact investments. The journey with Snowball was proof that you do not need to sacrifice financial returns to design a portfolio with the intention of positive impact. We also strongly believed (and still do) that it is important to look at the impact of all our activities, both investments and grants. We call this 'total portfolio impact'.

GBT impact-investment timeline

2011

GBT commits to using 10% of portfolio for impact investing.

2019

GBT adopts a 'total portfolio impact' approach, with 100% of assets working for good.

2003

GBT makes its first investment, into a French impact fund, I&P Dev.

2016

GBT co-founds 'Project Snowball', a diversified multi-manager impact fund, with other like-minded partners.

As with traditional investment, the GBT recognised that different social investments had different risk and volatility profiles, so we split our portfolio into Pots A, B and C.

Pot A is the portion that provides us with liquidity. The investment policy is such that this pot is able to cover grant-making requirements for at least the next two years. Pot B is Snowball, and Pot C consists of a small collection of direct-debt and equity holdings. These are especially impactful, but also high-risk.

This three-way balance in our portfolio is its strength. It allows us to operate in the knowledge that we have the necessary liquidity for our grant-making, while also making it possible to monitor and minimise any negative impact.

'The current quality standard is a financial return, regardless of the consequences to people and planet, as long as it's legal. Snowball sets a new standard: a financial return plus an intentional, measurable positive impact'.

James Perry, Co-founder, Snowball

'A lot of people think 'impact' can only be done through early-stage, very long lock-up investments. We had to dispel those myths around impact investment.

There are liquid tools you can use that also have impact built into them.'

Rennie Hoare, speaking to Cazenove [5]

Encouraging more socially conscious investing means more capital is deployed to achieve the UN's Sustainable Development Goals (SDGs), collectively agreed by member states to be the most important plans for the planet.

The estimated sum required each year to realise the SDGs by the target date of 2030 varies between \$2tn and \$4tn USD. To reiterate the message of those who publish these funding-gap reports, this is not a problem that can be solved by philanthropy. The estimated size of the global philanthropy market in 2021 was around £182bn, or \$250bn USD. [4] Although it has probably grown since then, the best-case scenario is that it could fill 10%, or maybe 15%, of that gap. To make a tangible difference,

private capital needs to be deployed. This is a space where we believe foundations have an opportunity to set an example and demonstrate that investing for a positive impact is not reckless, as is sometimes claimed.

- [1] <u>Sustainable Investing | Definition, History, Principles &</u> Trends (carboncollective.co)
- [2] The emergence of impact investing Financier Worldwide
- [3] Reducing reoffending in Peterborough | Social Finance
- [4] Reflections on 2021 and a look ahead to 2022 | Barclays
 Private Bank
- [5] The 100% impact portfolio (cazenovecapital.com)
- [6] Spectrum of capital

Spectrum of capital showing GBT's assets [6]

Investment Approach	Traditional	Responsible	Sustainable	Impact-driven			Philanthropy	
Financial Goals	Deliver comp	etitive risk-adjus	ted financial retu	rns	Tolerate higher risk	Tolerate below market returns	Partial capital preservation	Accept full loss of capital
Impact Goals		A Avoid har	m and mitigate E	SG risks				
			B Benefit al	l stakeholders	e to solutions			
				C CONTINUE	e to solutions			
	Reject Take out of consideration projects that my have significant negative outcomes for people or the planet	Avoid harm Try to prevent important negative outcomes for people and the planet	Benefit Effect important positive outcomes for people and the planet	Have a ma on import outcome(s) fo	to solutions terial effect ant positive or underserved the planet			

The Golden Bottle Trust



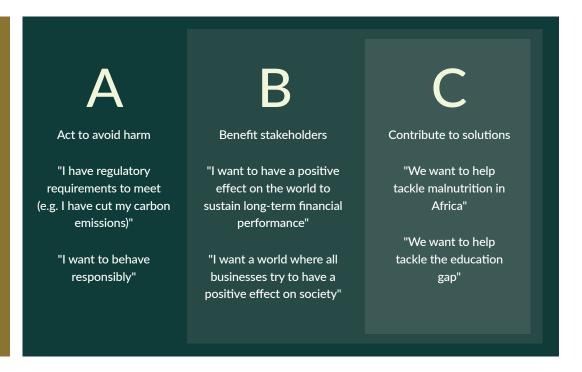
or the impact investing market to grow, transparency is essential. The more we can demystify the subject, the more confident investors will be in making the first step.

While financial results are key to encouraging more investment, it is also crucial that impact funds can evidence that they are having the positive impact they claim. For this, impact measurement is essential, and a consistent methodology for impact measurement would make things even better. Currently, there are many different ways to measure depth of impact; one important

metric is 'additionality' – defined as an increase in social or environmental benefits that would not have occurred if the investment had not been made. [1] Impact wealth managers each have their own methods of calculating this level of impact, taking different (but similar) factors into consideration. This leaves investors with the challenge of how to measure the impact of one portfolio or fund against another. This is an ongoing conversation in the sector that has yet to be resolved: there are a couple of high-level frameworks which can be used, such as the ABC method, but again, the assignment of categories is not scientific. [1]

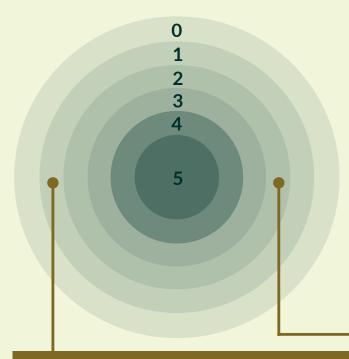
How enterprises' intentions relate to different kinds of impact (A, B or C) [2]

Does or may cause harm



There are, of course, more detailed frameworks which dive into the detail of each holding and each fund manager. One example of this is the 'bullseye' framework created by Snowball, which we feel is a robust tool for capturing the full impact of an impact investment fund. [3]

Summary of Snowball's bullseye framework [3]



What do the scores mean?

- **0** no consideration of impact
- focus on engagement and avoiding harm
- 2 impact is mainly a result of business model, may not be intentional or measured
- 3 impact is mainly a result of the business model, focus on improving impact
- 4 impact is intentional, measured and drives decision making
- 5 track record of high-intensity, targeted impact leading to continuous improvement.

Example 1

Bullseye Score: 3.5

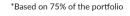
Invests in early-stage agricultural technology ventures covering a wide range of sub-sectors, including herbicide replacements, soil heath or animal welfare.

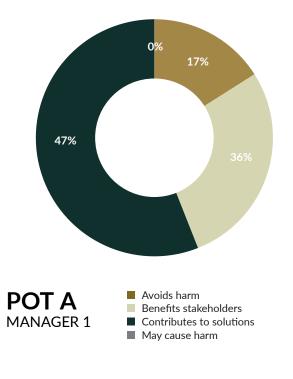
Example 2

Bullseye Score: 4.6

Experienced and well-resourced development bank originating loans to financial institutions, renewable energy and telecoms infrastructure, and agribusinesses in emerging markets.

Summary of impact across GBT portfolio







POT AMANAGER 2

Level 1: Operational Impact Level 2: Sustainable Revenue Impact

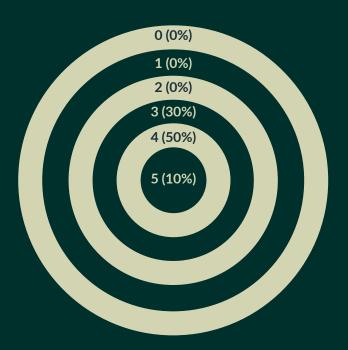
GBT Portfolio Level 1 – 97% Level 2 – 82% Level 3 – 71%

Level 3: Systemic Impact

MSCI ACWI Level 1 - 60% Level 2 - 18% Level 3 - 5%

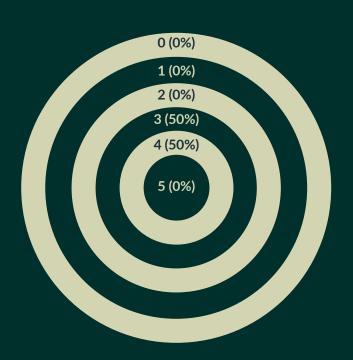
POT B

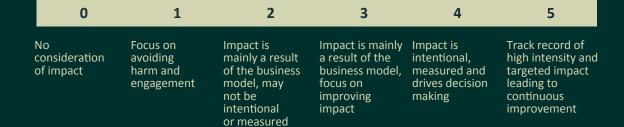
BULLSEYE IMPACT SCORE 3.63



POT C

BULLSEYE IMPACT SCORE 3.82



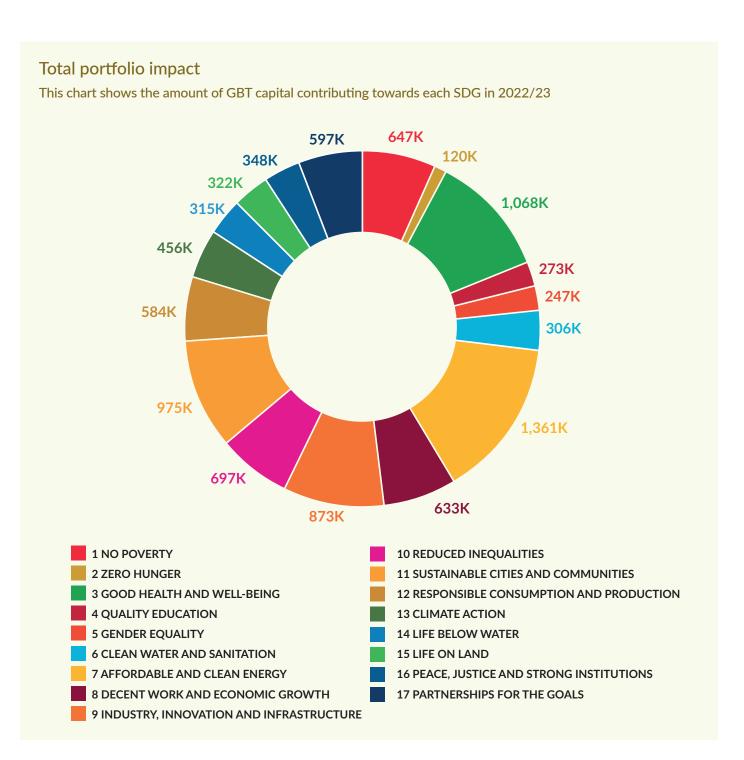


While views on methodology for reporting impact differ, we do have a widely used framework for charting impact-investment themes. A 2018 report by the Global Impact Investing Network (GIIN) noted that 42% of impact investors reported using the UN's Sustainable Development Goals (SDGs) as indicators in their impact measurement. [4]

The GBT's investment managers provide annual reports on our SDG exposure each year, and we are pleased to see this practice becoming more widely adopted and expected. The power of the SDGs lies in the fact they are a globally recognised framework that allows for communication between a range of different groups.

They are, for example, a wonderful way to look at total portfolio impact, as you can map both grants and investments to SDGs and view all activity through the same lens. The goals are also agreed by all UN member states to be the most important plans for the planet, so if an investment or fund can be mapped back reliably to one of the SDGs, it shows intention for positive impact.

- [1] A for Additionality A-Z of impact investing | Pensions For Purpose
- [2] ABC of Enterprise Impact | Impact Frontiers
- [3] Roadmap for the Future of Impact Investing: Reshaping Financial Markets (thegiin.org)
- [4] How we measure impact | Snowball Impact Investment



We are always delighted to hear from others involved in philanthropy.

Please note, however, that the Golden Bottle Trust does not accept unsolicited grant requests.



Charity No: 327026