GOVERNANCE
ENVIRONMENTAL
SOCIAL

2019 ANNUAL GES REPORT
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The focus of TPG’s Sustainability and Environmental, Social, and Governance (ESG) program has been important to the way our firm does business since our founding. From our scrutiny of potential investments in diligence, to business building during ownership, to value creation at exit — we continue to expand the ways we put into practice our long-standing commitment to sustainability and impact.

We believe investors must engage thoughtfully and actively with each stakeholder — Limited Partners, employees, portfolio company teams, partners, the communities where we work and invest, and the environment around us. We actively collaborate with leading organizations such as Principles for Responsible Investment (PRI), experts, and sustainability thought leaders to ensure we are connected to critical and emerging ESG issues and themes. From investing in businesses that improve energy efficiency to supporting sexual harassment training for over 200 portfolio companies, TPG’s Sustainability and ESG Program has been at the forefront of our engagement. Thus, our program has enabled us to anticipate and adapt to the opportunities and challenges presented in our ever-evolving world. As investors, we strive to contribute to a healthy, expanding economy while providing capital for innovation in healthcare, education, technology, clean energy, sustainable communities, and responsible consumption and production. We fully embrace that this is possible as a result of our engagement as global citizens, and we believe our leadership in addressing environmental and social challenges and opportunities through the reach of our portfolio will have impact.

In 2018, we proudly celebrated the 25th anniversary of our firm. As we reflected upon our impact across our many investing platforms, we reaffirmed our position that good governance and engaged management enables improved environmental and social performance, and will drive value to our investors and portfolio companies. As the firm continues to grow and diversify, we have remained steadfast in our focus on expanding our ESG efforts.

We hope that this report provides a meaningful update on TPG’s Sustainability and ESG program, as well as our enduring commitment to responsible investing, which is embedded in our culture. We look forward to expanding the ways we leverage our knowledge, network, expertise, and global reach to encourage long-term ESG integration. Our team welcomes the opportunity to engage further on any topic covered in this report.

**FOREWORD FROM TPG LEADERSHIP**

David Bonderman  
Chairman & Founding Partner

Jim Coulter  
Co-Chief Executive Officer & Founding Partner

Jon Winkelried  
Co-Chief Executive Officer & Partner

Beth Lowery  
Managing Director, Head of Sustainability & ESG
PURPOSE

25+ YEARS OF RESPONSIBLE INVESTING

SUSTAINABILITY AND ESG GLOBAL POLICY

TPG’s Sustainability and Environmental, Social, and Governance (“ESG”) Program supports the Firm’s long-standing consideration of environmental, health, and safety practices in due diligence, investment decisions, and operations. The broad set of sustainability issues (including social and governance issues) have material influence on TPG’s assessments of risk, valuation, profitability, and opportunity, across the portfolio.

OUR FOCUS ON SUSTAINABILITY AND ESG ISSUES ENABLES:

• Better investment decisions
• Enhanced results for investors, portfolio companies, stakeholders and TPG
• TPG companies to be better global citizens

TPG’S COMMITMENT IS TO:

• Incorporate sustainability and ESG considerations into our investment diligence and decisions
• Ensure that sustainability and ESG practices are implemented and that measurable results are achieved in our companies and our operations
• Strive for greater transparency from our companies

“ESG has become as important as any actively managed component of what we do at TPG.”

– Jon Winkelried, Co-CEO, 2018 PRI in Person

TPG’S TRACK RECORD OF STRATEGY, ORGANIZATION, AND CULTURE

BREADTH OF PLATFORM CREATES “NETWORK EFFECT”

Multi-platform investing firm with focus on global buyouts, growth, impact, venture, credit, public equities, and real estate

TPG

LONG-STANDING GLOBAL PRESENCE

Private equity investing in North America since 1992, Asia since 1994, and Europe since 1995
17 global offices and approximately 1000 professionals

DIFFERENTIATED INVESTMENT STRATEGY

Proven track record in transformational and “off-the-beaten path” investments across sectors

OPERATIONAL VALUE-ADD

Dedicated global ops team founded in 1997 with functional and specialized expertise in a range of areas, including energy procurement and IT
PURPOSE

SUPPORTING SUSTAINABLE DEVELOPMENT GOALS

Given the scope of our portfolio, we are conscious of the effect of our investments, and this awareness fuels our everyday actions and decision-making. We have used the United Nations Sustainable Development Goals (SDGs) to align our broader business and investment strategy with opportunities in which we believe we can achieve the greatest positive impact.

Our purpose reflects our abiding efforts to create value across our investments and portfolio companies to produce the best returns for our investors. We cannot achieve this purpose without our focus: investing in areas with significant market opportunity and working with our portfolio companies to create resilient, sustainable business strategies. We believe this focus results in value creation for not only our investors, but also for the communities in which our portfolio companies operate. TPG’s Sustainability and ESG Program and its underlying principles define who we are as a firm; our commitment to tackling environmental and social issues both within our portfolio and in our business underscores TPG’s values.

PURPOSE

We are investors who provide the capital, expertise, and support our partners use to reach their full potential and create greater possibilities. We believe excellent investments and returns come from building true partnerships with the leaders, innovators, communities, and companies in which we invest around the world.

FOCUS

We consider the sector outcomes of our investments and work to promote additional development and innovation within our portfolio. TPG and our portfolio companies play a constructive role in developing solutions to the challenges of climate change, human health, education, agriculture and food supply, transportation logistics, and many other areas.

COMMITMENT

From actively improving gender diversity on our portfolio company boards to signing the “We’re Still In” commitment to the Paris Climate Agreement, we view our role in addressing societal challenges as important steps forward to bring about change in the broader industry.
Since its founding, TPG has focused on responsible investing throughout the lifecycle of our investments. TPG has dedicated full-time resources to support its long-standing commitment to the Sustainability and ESG Program. The Firm’s Global Sustainability and ESG Policy does not take a one-size-fits-all approach. We seek to be opportunistic where ESG initiatives can assist in creating enterprise value.

Through our Annual ESG Assessment of portfolio companies, our Sustainability Leadership Council and ESG framework and workplan tools, our ESG team actively engages with our portfolios to build best practices in sustainability. We help portfolio companies with projects across environmental, social, and governance matters—NGO partnerships, ESG goal setting, new product innovation, corporate social responsibility reporting, sustainable packaging, and many other initiatives.

SNAPSHOT OF 2018 PORTFOLIO COMPANY ASSESSMENT

We are proud to have conducted our 6th Annual ESG Assessment in 2018. Through key focus areas informed by frameworks from CDP, GRI, and other leading bodies, we help portfolio companies translate ESG data into business initiatives as well as highlight best practices and opportunities. We share the results of this survey with all firm professionals through our Sustainability Assessment Dashboard Tool, and with portfolio companies at our annual summit.

SELECT PORTFOLIO COMPANY ESG GOALS¹

- Recycling of water and efforts to reduce the usage of plastics
- 100% Renewable Energy purchasing by 2020
- 2% Carbon Reduction from 2017 to 2020 within Asia market
- Maintain an annual employee engagement rate of 75%
- Gender Equity in leadership roles by 2025
- 100% compliance of supply chain with basic sustainability practices

¹. 2018 ESG Assessment, self-reported portfolio company data
FOCUS
PROGRAM AND ENGAGEMENT

From working closely with deal teams during theme building and due diligence to collaborating with our Field Operations team, the Sustainability and ESG program is focused on both the risks and opportunities of our investments. We integrate ESG into cost reduction and revenue growth strategies across the investment cycle.

As a part of TPG’s Sustainability and ESG Program, portfolio companies are asked to: 1) Establish ESG policies; 2) Participate in the TPG Sustainability Leadership Council; 3) Complete an Annual ESG Performance Assessment, Framework Analysis and Workplan; 4) Measure and report on the progress of their goals and action plans.

PRE-INVESTMENT ENGAGEMENT

SCREENING
• Theme Development
• Expert Calls
• Network Building
• Deal Team Engagement

DUE DILIGENCE
• Review all Investment Review Committee memos and participate in committee discussions
• Identify ESG risks and opportunities
• Develop scope of work for specialized diligence
• Introduce to relevant TPG portfolio companies

BUSINESS BUILDING AND VALUE CREATION

ASSESSMENT
• Measure performance and identify portfolio trends
• Annual assessment
• Regular dialogue with key stakeholders

FRAMEWORK
• Present leading practices and opportunities
• Highlight opportunities for value creation
• Benchmark against peers

WORKPLAN
• Collaboration on 3-5 actionable ESG initiatives
• Cost reduction
• Brand enhancement
• Cross-portfolio partnerships
• Goal setting

BEST PRACTICES
• Track & share ESG performance and lessons learned
• Annual summit
• Webinars/Yammer
• Portfolio company leadership awards
To further our commitment to responsible investment and support the need for greater transparency within the industry, TPG became a signatory to the United Nations-backed Principles for Responsible Investment (PRI) in 2013. Our annual PRI Framework Report can be found online.

Keynote interview with Jon Winkelried, Beth Lowery, and Tanya Carmichael of OTTP

TPG was a partner in the 2018 PRI in Person conference in San Francisco
TPG’s Sustainability Leadership Council (SLC) is comprised of portfolio company representatives engaged in sustainability practices. We encourage leaders to share best practices and identify cross-portfolio collaboration through our annual conference, quarterly webinars, Yammer portal (e.g., dedicated online discussion portal), and other ad hoc opportunities. We believe ESG is a material theme for almost all business functions and actively support cross-functional working groups at our portfolio companies. Our SLC representatives reflect the broad range of functional areas encompassed by ESG.

### 2018 SLC CONFERENCE IN CHICAGO (HOSTED BY CUSHMAN & WAKEFIELD)

#### HIGHLIGHTED TOPICS

- Impact Assessment
- Corporate Citizenship & Foundations
- Reporting & Transparency
- Responsible Supply Chain
- Gen Z’s Impact
- Strategic Energy Investment
- Rise of Asia
- Board Diversity

#### PORTFOLIO COMPANY PARTICIPANTS

- Beautycounter
- CAA
- Caesars Entertainment
- Cellarius
- CLEAResult
- Cushman & Wakefield
- Ellucian
- Everfi
- J.Crew
- LLamasoft
- Noodle.ai
- Rodan & Fields
- Uber
- Univision Communications Inc.
LLamasoft leverages leading edge simulation, optimization and machine learning capabilities to design efficient supply chains that connect humanitarian aid organizations and governments to people in need of aid, vaccines, medical supplies, and healthcare. As a member of the World Economic Forum’s Center for the Fourth Industrial Revolution and through partnerships with organizations like the UNICEF, Bill and Melinda Gates Foundation, US AID, and others, LLamasoft’s solutions are used around the world to enable decision makers to use a data-driven approach to design the most effective way to distribute medical supplies or other aid in emerging markets. Its supply chain software has allowed global health organizations to optimize transportation networks to maximize the impact and reach of humanitarian aid by increasing access and availability of life-saving medications and products, ensuring effective and efficient use of available resources, and providing expertise to key stakeholders on optimal supply chain design principles.

“We are proud to be part of an organization with a mission to use its technology and expertise to positively impact lives. Through our global health initiatives and work with the World Economic Forum, our goal of impacting 100 Million lives by 2022 is clearly within reach.”

– Razat Gaurav, CEO
Since its founding, Beautycounter has been forthright and outspoken in its advocacy efforts for a safer beauty industry. This approach not only applies to the ways the company engages with politicians and lawmakers, but also how it mobilizes its broader community of Clients and Consultants. Since Beautycounter launched in 2013, they have collectively sent over 135,000 emails, made over 10,000 calls, and held over 1,250 meetings with lawmakers – all in the name of better beauty.

In 2018, Beautycounter continued its lobbying efforts for the California Safer Salon Bill, which requires manufacturers to list ingredients on the labels of professional cosmetic products. Alongside organizations such as Breast Cancer Prevention Partners, Black Women for Wellness and Women’s Voices for the Earth, and the California Healthy Nail Salon Collaborative, Beautycounter and its advocacy culminated in the passing of this historic bill requiring more safety transparency.

“‘We celebrate the passage of the California Safer Salon Bill and applaud Governor Brown for recognizing the importance of protecting workers and consumers.’”

– Gregg Renfrew, CEO

Headquartered in Santa Monica, California, Beautycounter is a leader in the safer skin care and cleaner color cosmetics category. They meticulously screen ingredients for safety, so their products come with peace of mind. Through the Never List™ and Beautycounter’s 5-step ingredient selection process, Beautycounter has prohibited the use of more than 1,500 questionable or harmful ingredients from use in their formulas. Over 80% of the ingredients in their products are natural or plant-derived. Beautycounter is also a Founding Member of the Environmental Working Group (EWG) VERIFIED™ program. EWG VERIFIED™ goes beyond labels and drives companies toward full transparency through disclosing more ingredients seldom listed on product labels. This program is the first third-party nontoxic certification for personal care products.

“This program is the first third-party nontoxic certification for personal care products.”

– Women Rule Podcast, 2018

Gregg Renfrew
Founder and CEO

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The Rise Fund Portfolio Company Case Study

**CLEAResult**

Headquartered in Austin, Texas, CLEAResult was founded with the idea that a results-oriented company could help people make smart energy decisions. CLEAResult is the largest provider of utility-outsourced energy solutions in North America and offers a comprehensive set of energy programs and demand-side management strategies. The company’s energy experts design and maintain energy optimization services for utility companies as well as institutional, commercial, and industrial organizations. With over 30,000 contractor partners and over 900 active programs, CLEAResult delivers solutions that lower load requirements for utilities, reduce energy bills for end users, and minimize environmental burdens on communities. In 2017, the company delivered over 4,500 GWh and 54 million therms of energy savings.

**END-TO-END ENERGY SOLUTION**

- Define inputs, policies, and procedures
- Cost saving predictions and engineering analyses
- Marketing and outreach
- End user engagement
- Manage day-to-day operations and delivery
- Data on energy consumption and goal management
- Internal audits
- Program performance evaluation

**“Energy efficiency is one of the least expensive ways to meet energy demand, and CLEAResult enables this every day for residential and commercial customers … Not only do these programs help families and businesses to save money, but they result in significant reductions in carbon emissions – a key focus area for The Rise Fund.”**

— Rick Needham, The Rise Fund’s Energy Sector Lead

The Rise Fund is TPG’s dedicated global impact fund, committed to achieving social and environmental impact alongside financial returns. In addition to comprehensive financial assessment, Rise’s Impact Multiple of Money (IMM) model is a cornerstone of our work. The IMM is grounded in rigorous, third party research and data, to inform each analysis. We call this approach “evidence-based impact investing,” and we are proud of the progress we’ve made in bringing increased transparency and accountability to our underwriting process.
Social Impact is a global initiative focused on enabling TPG employees to make a tangible difference in their local communities while creating growth and leadership opportunities. TPG team members take on volunteer initiatives together through their local offices, in addition to individual involvement in their own unique missions. We strive to empower employees to not only be active in but to lead projects that they are passionate about within the community. TPG employees sit on more than 60 non-profit boards across the world, bringing their leadership to impactful organizations, ranging from the Boys and Girls Club to Friends of the Urban Forest.

**PORTFOLIO COMPANY COLLABORATION**

In 2018, we piloted an initiative with EVERFI, a digital education company that is part of The Rise Fund’s portfolio. Together, we created a program in which we partnered with local schools to generate meaningful opportunities to learn about business and entrepreneurship. TPG sponsored digital education content on entrepreneurship in local classrooms. Teams of TPG employees volunteered at select schools in San Francisco, Fort Worth, and New York, and worked with students who completed the digital course. Our volunteers served as mentors for the students and helped them prepare a business pitch to ultimately present to TPG executive leadership.

**VETERANS HIGHLIGHT**

TPG has supported veterans through a variety of community engagement efforts. In 2018, we sponsored a Project Healing Waters event where TPG employees and portfolio company executives fundraised for disabled veterans. TPG’s Jack Daly is a director of the Navy SEAL Foundation, and we participated in a Foundation benefit that raised over $9 million for the SEAL community. We organized volunteering events at the Presbyterian Night Shelter, which provides meals to a local Fort Worth shelter serving a large veteran population. Our Fort Worth and San Francisco offices also participated in care package mailings to overseas troops.

“We received the packages and they were mind-blowing. The soldiers commented they were the best care packages they ever got. Thank you for your contribution and for making a difference in the morale of my soldiers...”
We believe diversity and inclusion are imperative if we are to realize the full potential of our firm, and more broadly, our global society. However, it has been well reported that the alternative asset industry is confronting a lack of diversity in terms of gender, race, ethnicity, and sexual orientation. At TPG, we believe we need to engage in an honest discussion of where we are and take action to drive change.

In 2015, we founded the Diversity and Inclusion Council to accelerate our efforts to build an inclusive community. The Council is chaired by Co-CEO Jon Winkelried and made up of more than 40 members from TPG’s global offices. Recent internal activities included the launch of annual firm-wide unconscious bias training, signs at office restrooms that encourage employees and guests to use the restroom that best fits their gender identity or expression, and “Talks @ TPG,” a speakers’ series focused on affinity group interests.

“TPG is focused on reinforcing inclusion and diversity as core parts of our culture, values, and strategy—not just with our own teams, but also with our investors and portfolio companies—with a goal of achieving broad change across our industry.”

— Anilu Vazquez-Ubarri, Chief Human Resources Officer

2018 ENGAGEMENT HIGHLIGHTS

AFFINITY GROUP LAUNCH
In 2018, TPG’s Diversity and Inclusion Council formed seven firm-wide affinity groups for veterans, women, LGBTQ+, Black, Hispanic, Asian, and Greater Middle Eastern professionals.

RECRUITING AND PARTNERSHIPS
We have sponsored conferences dedicated to recruiting underrepresented groups, such as Harvard Undergraduate Women in Business, Out for Undergrad, Reaching Out MBA, and veterans hiring fairs.

In 2009, TPG began working with SEO, which provides training and mentoring to young people from underserved and underrepresented communities, to launch the SEO Alternative Investment Fellowship Program, an early step toward building a pipeline of diverse talent. TPG’s incoming associate class includes the highest number of SEO Fellows of any firm in SEO history.

TPG also partnered with the SF MOMA to curate art exhibits in our offices in celebration of diverse local artists.

PORTFOLIO COMPANY BOARD DIVERSITY
With the reach of our portfolio, we have the opportunity to support diversity on boards across industries. More than 100 women serve on TPG portfolio company boards, and we have increased our focus on board diversity for existing and new investments.

We are building partnerships with industry-leading groups dedicated to gender, ethnic, racial, and sexual orientation diversity on corporate boards, and we have developed ways for all in the TPG ecosystem to recommend diverse board candidates. TPG is a member of the Thirty Percent Coalition’s private equity working group; the Thirty Percent Coalition is a national organization committed to the goal of women, including women of color, holding 30% of board seats. TPG is also involved with Women Corporate Directors, Him For Her, Ascend-Pinnacle, and Latino Corporate Directors Association. We also sponsored several industry conferences, including the Fortune Most Powerful Women Summit and Women’s Private Equity Summit.
In 2018, TPG joined more than 150 other companies, including some within our portfolio, such as Beautycounter, in the Time to Vote campaign. This business-led, nonpartisan campaign aims to increase voter participation by asking participating businesses to commit to giving employees the time, flexibility, and resources to vote.

In 2018, TPG updated our internal policies to allow employees to take a half-day off in order to vote on federal election days. Additionally, in advance of the 2018 U.S. midterm elections, we partnered with the National Voter Registration Day organization and held programming in our offices to encourage our employees to register to vote.

“We’re taking concrete steps to encourage civic engagement among our employees and our network. A core element of that is actively supporting all employees, regardless of their location or their political affiliation, to vote in their upcoming elections.”

– Jim Coulter & Jon Winkelried

Updated TPG Policy

On federal Election Days, employees will be granted a half-day off from work in order to support their civic engagement and right to vote in a major election. Employees can determine the best time of day to take off based upon a number of factors including their polling place volume levels, personal and/or family schedules and work deadlines.

PORTFOLIO COMPANY HIGHLIGHTS

Uber

Uber Drives the Vote was Uber’s 2018 initiative to use its technology to help users register and get to the polls. To help support voter registration efforts, Uber partnered with When We All Vote to provide customers with easy-to-use voter registration tools.

CAA, Vice Media, Univision Communications, and many other leading media / entertainment organizations formed the nonpartisan Civic Culture Coalition to boost voter turnout within and outside their companies for the 2018 midterm elections. The “I am a Voter” campaign was mobilized through celebrity and corporate partnerships to promote awareness of voter registration tools and voting.
COMMITMENT

GLOBAL CITIZEN

TPG