

UK Equities

Philosophy and Process



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Baillie Gifford

Our structure allows us to put our clients' needs first rather than dance to the tune of external shareholders

Baillie Gifford was founded in 1908 in Edinburgh where it continues to have its headquarters and is an investment partnership, wholly owned by the people who invest for and look after our clients. Through each successive generation of partners our sole focus on generating superior long-term investment results for our clients has been the bedrock of our growth.

Partnership defines us

Our structure allows us to put our clients' needs first rather than dance to the tune of external shareholders. It brings stability and a long-term time frame to everything we do in our business, whether choosing the best investments for our clients' portfolios or continually investing in the firm and developing our people.

Partnership also brings independence, allowing us to be truly active investors. Our portfolios are shaped by where the best investment opportunities lie, rather than where the index dictates. We encourage personal responsibility, creating a strong culture of inquisitiveness, debate and respectful trust in which our investors are nurtured, and thrive.

Our investment approach

Curious about the world

The best investment ideas spring from analysis of future possibilities, not short-term probabilities. We set no barriers to the imagination of our investors, encouraging fresh perspectives and the use of diverse sources of information.

Fundamentally driven

The world is complex. We believe that the way to generate long-term returns for our clients is to focus on the deceptively simple task of identifying and investing in those companies which have the potential to grow at a faster rate, on a more sustainable basis, than their peers.

We conduct rigorous qualitative research to establish whether prospective investments have the competitive, financial and strategic advantage to deliver on that potential.

Collaborative research

We like to share. Investment ideas are discussed and debated across our investment teams, from those of the most junior analysts to partners of the firm. We are always looking for that novel insight, offbeat observation or penetrating challenge to help round out the investment case and enhance our collective knowledge. There are no enduring right answers in investment, so we never stop asking questions.

Perspective matters

Companies increasingly operate in a global environment – it is not sufficient to consider investment opportunities in isolation: we also need to understand their competitive position and underlying attractiveness against their international peers. Having the majority of our investors based in a single location, allows us to move individuals between investment teams to ensure they have a global perspective; we value breadth of perspective and experience over excessive specialisation.

Clients come first

Baillie Gifford is solely an investment management company, and for equity portfolios we focus entirely on long-only investments. We close our investment strategies to new clients before we gain too many assets to reasonably manage, and we keep our business simple so that we can focus on investment activities rather than administration. Client relationships are handled by members of our highly experienced Clients Department who oversee all aspects of delivering our services to clients, ensuring that investment managers are free to concentrate on investment issues.

Investment philosophy

Our goal is to outperform the market and achieve positive, long-term returns for our clients through investing in UK equities

We aim to generate positive, market-beating, long-term investment returns through investing in UK equities.

We believe there are some tremendously exciting British businesses: many may not be household names, but typically they will be true world leaders in their fields with enviable competitive positions that rivals find hard to match. Our goal is to identify these companies and invest in them as stewards of our clients' capital for periods of five years and longer.

While we seek out domestic companies with a clear competitive edge, investing in the UK does not mean we are dependent on the success of the UK domestic economy. With around 80% of revenues generated by UK companies coming from overseas, we also aim to gain exposure to companies which can benefit from growing economies elsewhere in the world.



The UK Equity Team runs two main specialist portfolios

UK Equity Alpha

UK Alpha is a high conviction, concentrated portfolio of 30-50 companies. It is highly differentiated from the benchmark with a high active share.



UK Equity Core

UK Core invests in a range of 45-65 companies. This portfolio has a more constrained set of risk guidelines and as such has a lower performance target.



Our investment philosophy

We are unashamedly bottom-up investors. We take a very different view from the market as, in our opinion, differing substantially from consensus is a necessary prerequisite for adding value. We believe that as active managers we should hold meaningful investments in our best ideas regardless of the weightings of an index. This means our active shares are high: we take conviction positions and we run our winners.

We invest for the long term. We look to own companies, on our clients' behalf, for periods in excess of five years as reflected in our very low annual portfolio turnover of less than 20%.

We are growth investors. We believe that superior growth will lead to outperformance over the long term and the ability to be patient is key. We appreciate that growth can come in different guises – some companies will grow very rapidly, others will compound over time – our aim is to have a broad exposure to all.

Our UK Equity pooled funds' commitments

Net zero asset managers initiative

At the end of 2022, the UK Equity Alpha and UK Equity Core pooled funds committed to support investing aligned with net zero emissions by 2050 or sooner, and the funds are now being managed in line with this commitment. The purpose of aligning the portfolios with net zero commitments is to provide additional insight into the positioning of the holdings, underpin our interactions with companies and push for better information to support our investment decisions as we pursue the portfolio's objective.

United Nations Global Compact

As of 31 March 2023, the UK Equity Alpha and UK Equity Core pooled funds committed to complying with the United Nations Global Compact (UNGC). Going forward, if a holding is identified as having breached the principles based on our judgement, supported by our internal research alongside data feeds from third-party sources, a formal engagement and monitoring plan will be implemented. We would expect to see material improvement within three years of the commencement of our engagement. Should a company fail to demonstrate progress, we would divest.

Investment process

The flowchart on the next page summarises our UK equity process. Our process has been tried and tested over many years. Our investable universe comprises around 500 companies and we prioritise those we believe to be more in line with our philosophy to create the best portfolio ideas.

Discovery

Ideas can come from many different sources, both internally and externally. As analysts first and foremost, all members of the team are encouraged to follow their enthusiasms. Ideas are raised at our six-weekly ‘Prospects Meeting’. Over the intervening weeks, the individual members of the team will write deliberately succinct research reports which are circulated to the wider team ahead of weekly stock discussions. The reports follow a set structure, answering five key questions (see page 10) which focus the author on the critical issues. Every report is accompanied by a Devil’s Advocate piece written by another member of the team to ensure that all angles are addressed and that ‘group think’ is avoided.

Debate

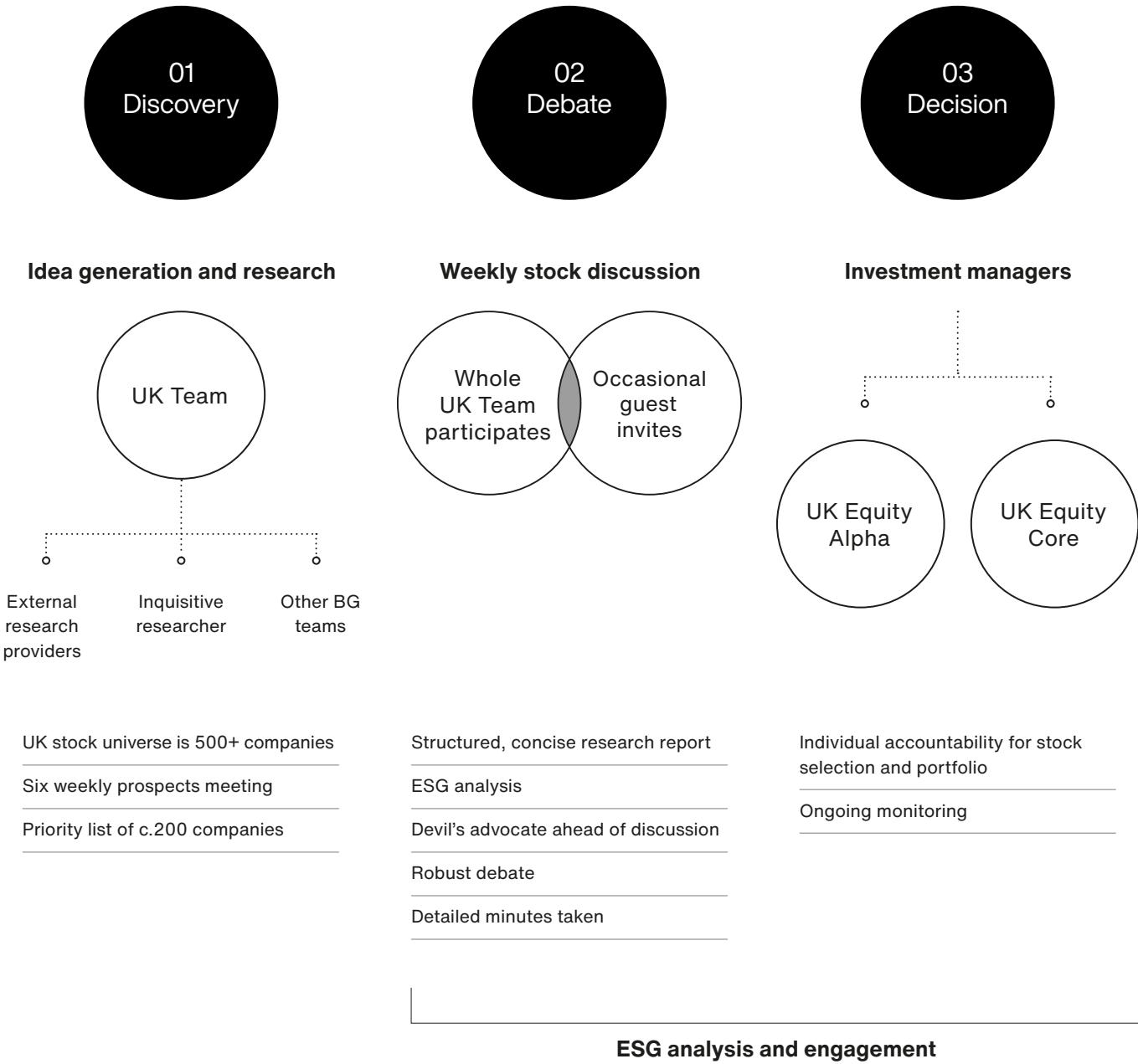
The weekly stock discussions, which begin by agreeing on an appropriate agenda to ensure consistency, are the setting for the team to debate freely and form a view on individual stocks. Different perspectives are heard, and ideas robustly challenged. These meetings are carefully minuted so that we have a record of the key issues discussed and can refer back to them when monitoring the progress of an investment. This is an important component of our process: we consciously try to avoid the trap of changing our investment case to match events over time.

Decision

The UK Equity Team runs two main specialist portfolios: UK Alpha and UK Core. This ensures that we can efficiently meet the different performance and risk objectives of a range of clients. Both models have a lead manager who takes the final decisions as to what investments are held and in what size. Importantly though, both models are the collective responsibility of the team, and performance-orientated incentives are based on all of the assets managed by the team. In this way we try to ensure a sense of investment manager ownership, enthusiasm and team engagement, while avoiding the pitfalls and constraints of consensus decision-making.

Ownership

Once a holding has been taken in a company it becomes the responsibility of the entire UK Team even if it is only held in one of the portfolios. Ongoing oversight of the companies we own on behalf of our clients is just as important as the initial investment decision and different members of the team will engage and meet management regularly during the year to monitor and review each underlying portfolio holding. This ensures that the main tenets of all our investment cases are adhered to and that the businesses we invest in for our clients are performing as expected.



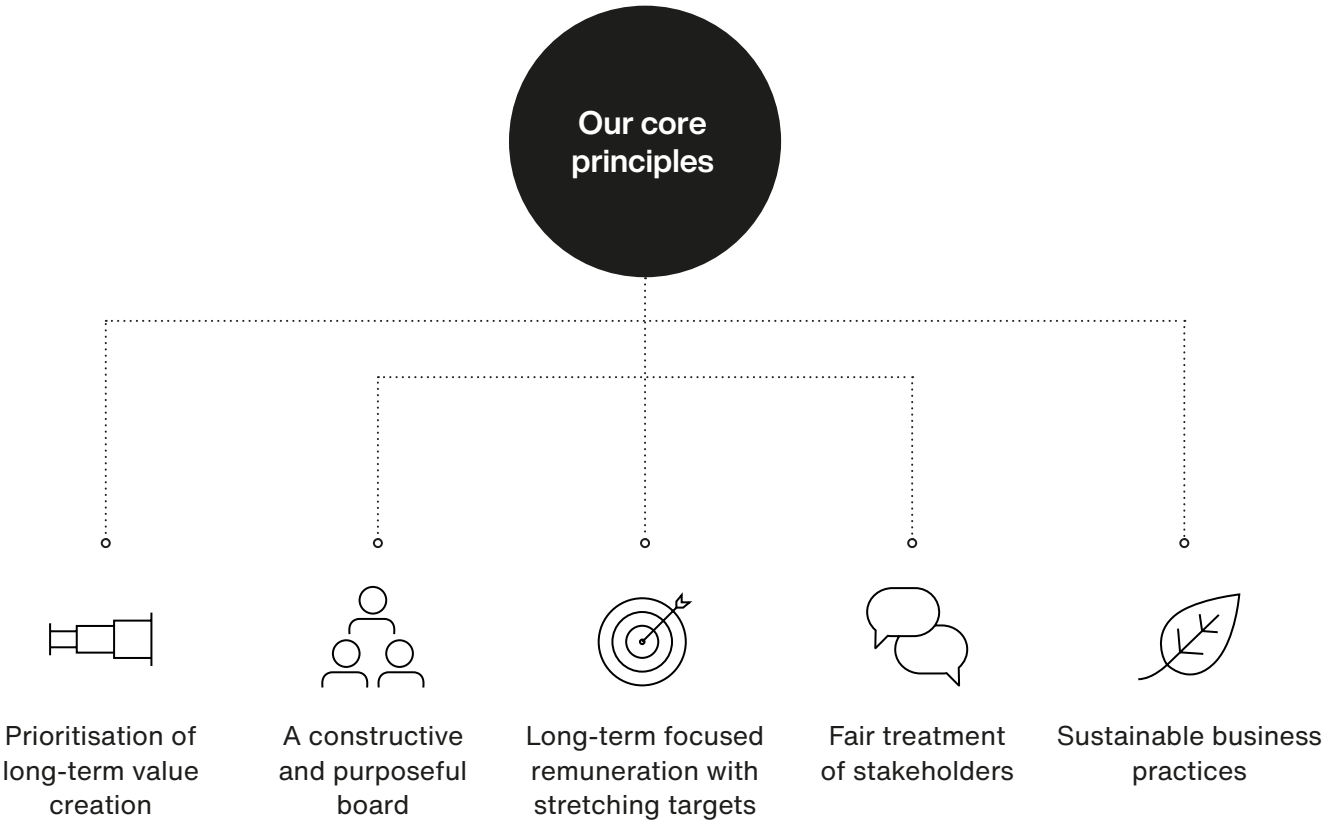
Edge	What does it do? Why is it interesting?	Industry background; company specific factors; competitive position; key issues pertinent to the investment case
Sustainability	What if any ESG factors are material to the investment case? Consider both opportunities and risks.	Management alignment; board structures; sustainable business practices
Growth	What will it look like in five years?	Sales; profit margins; capital allocation
Valuation	Should we own it?	Valuation; why should the shares perform well? Likely valuation in five years and beyond
Discipline	If so, what would make us sell?	Awareness of key risks; any 'non-negotiable' aspects of investment case



Our approach to stewardship

Our ‘bottom-up’ approach to stock selection leads us to focus on trying to understand the fundamental drivers behind individual businesses. We typically hold these investments for five to ten years – long enough for the fundamentals to emerge as the dominant influence on share prices. Cultivating conviction in corporate governance and sustainability in its broadest sense is a critical part of this process.

We also believe that our responsibilities go further. We want to help companies fulfil their potential by encouraging them to invest in growth opportunities and to eschew the short-term pressures of the stock market. With the support of two members of Baillie Gifford’s specialist ESG resource dedicated to UK Equities, our investment team engage regularly with management, offering support and constructive challenge in pursuit of our mutual long-term interests. We strongly believe that stewardship is synonymous with responsibility, long-termism and sustainability.



Managing risk

Investment risk is a key consideration for all clients. We do not simply believe risk is about short-term underperformance against an index or the control of tracking error, but is fundamentally about avoiding investing in companies that materially disappoint on operational delivery. The main element of risk control is therefore investing only in opportunities that we have fully researched, and for which we understand the key issues.

We acknowledge however that regardless of our high levels of fundamental due diligence, sometimes the outcome will differ from our original investment thesis. We therefore apply portfolio diversification rules including the number of holdings and exposure to sectors. These limits are widely set: they exist to protect clients against unforeseen outcomes, not to limit our ability to invest meaningfully in our best ideas to add value. We are not required to own stocks simply because they are large components of an index.

Complementing our focus on fundamentals, the firm has an independent Investment Risk, Analytics and Research Department which has overall responsibility for reviewing all client portfolios using a variety of tools. This department reports to the UK Equity Team formally on a regular basis as a catalyst for discussions on portfolio risk. They also provide bespoke investment risk analytics and research on topical issues. The Investment Risk, Analytics and Research Department has a separate reporting line to our Investment Risk Committee, ensuring compatibility with client objectives is independently assessed, and providing a resolution mechanism should one be required.

The UK Equity Team runs two specialist UK models: UK Alpha and UK Core. These have a range of outperformance targets and differing expectations of benchmark relative volatility to suit the varying needs of our clients. Both models are constructed on a bottom-up basis with no underweight limits for individual stocks or sectors. The portfolios have meaningful positions in our best ideas and high levels of ‘active share’.

Product characteristics

UK Equity Alpha	
Typical number of stocks	30 to 50 companies
Universe	UK companies
Benchmark	FTSE All-Share
Performance target (net of fees) [†]	At least 2% p.a. over benchmark index over rolling five-year periods
Stock limits*	+12% relative to FTSE All-Share, max 15% in any one stock. The top 10 stock holdings will be limited to a maximum of 65% of the total market value of the portfolio on aggregate.
Sector limits	+18% relative to FTSE All-Share. The top five FTSE sectors held will be limited to a maximum of 75% of the total market value of the portfolio on aggregate. Minimum of 3% weight invested in at least five FTSE sectors.

UK Equity Core	
Typical number of stocks	45 to 65 companies
Universe	UK companies
Benchmark	FTSE All-Share
Performance target (net of fees) [†]	At least 1% p.a. over benchmark index over rolling five-year periods
Stock limits*	+4% relative to FTSE All-Share. The top 10 overweight stock holdings will be limited to a maximum of 30% of the total market value of the portfolio on aggregate.
Sector limits	+10% relative to FTSE All-Share. The top 5 FTSE sectors held will be limited to a maximum of 50% of the total market value of the portfolio on aggregate. Minimum of 3% weight invested in at least ten FTSE sectors.

* OEIC rule prevails: 5/10/40 – 10% max in any one stock and 40% max in holdings over 5%.
† The performance target stated is aspirational and in no way guaranteed, nor is it intended to be precise, and is not used for the purpose of determining or constraining the composition of the fund's portfolio.
UK Core guidelines exclude holdings in Collective Investment Schemes.

Team

UK Equities



Iain McCombie*
Head of UK
Equity Team,
Investment Manager
30 (30)

Iain is the head of our UK Equity Team and lead manager of the UK Core Strategy. He is also the joint manager on our flagship Managed Strategy, which he has been involved in since 2000, and became a partner of the firm in 2005. Iain graduated MA in Accountancy from the University of Aberdeen and subsequently qualified as a Chartered Accountant.



Milena Mileva*
Investment Manager
15 (15)

Milena is an investment manager in the UK Equity Team and lead manager of the UK Alpha Strategy. She joined Baillie Gifford in 2009 and became a partner in 2022. She has also been a member of the International All Cap Portfolio Construction Group since May 2022. Milena graduated BA in Social and Political Science from the University of Cambridge in 2007 and MPhil in Politics from the University of Oxford in 2009.



Kavé Sigaroudinia*
Head of UK
Equity Research
25 (25)

Kavé is head of research in our UK Equity Team. He joined Baillie Gifford in 1999 and is a partner in the firm. He was previously head of research and an investment manager in the International Growth Team.



James Smith
Investment Analyst
12 (2)

James is an investment analyst in the UK Equity Team. He joined Baillie Gifford in 2022, and prior to joining the firm, worked as a Senior Investment Manager at ADIA in Abu Dhabi covering UK Equities. He began his career at Martin Currie in Edinburgh in 2012. James graduated BSc (Hons) in Economics from UCL in 2010.



Huatai Cui
Investment Analyst
5 (5)

Huatai is an investment analyst in the UK Equity Team. She joined Baillie Gifford in 2019, and prior to joining the team, she also spent time working in our Smaller Companies, Multi Asset and Emerging Markets Equity Teams. Huatai graduated MA (Hons) in Sociology and Social Anthropology from the University of Edinburgh in 2019.



Jack Allsopp
Investment Analyst
3 (3)

Jack is an investment analyst on the UK Equity Team. He joined Baillie Gifford in 2021 and has previously worked on the International Growth and International Smaller Companies strategies. Jack graduated BA (Hons) in History and MSt in Global and Imperial History, both from the University of Oxford.



Eduardo Enamorado Ibarra
Investment Analyst
Joined in 2023

Eduardo is an investment analyst in the UK Equity Team and joined Baillie Gifford in 2023. He graduated LLB Bachelor of Laws (Hons) from Durham University as a Laidlaw Leadership and Research Scholar.

* Partner
Years' experience (years at Baillie Gifford)

Years' experience (years at Baillie Gifford)

ESG



Anne Stewart
Senior ESG Analyst
40 (7)

Anne is a senior ESG analyst within the UK Equity Team. Prior to this, Anne was an Investment Director in the UK Equity Team at Scottish Widows Investment Partnership (SWIP) before being appointed as SWIP’s Head of Corporate Governance. Between leaving SWIP and joining Baillie Gifford, she completed a non-executive director diploma and served as a Board Apprentice with an investment trust. Anne graduated MA (Hons) in Economics from St Andrews University and has a post graduate diploma in Accounting & Finance from Heriot-Watt University.



Gareth Evans
ESG Analyst
17 (2)

Gareth is an ESG analyst in the UK Equity Team. He joined Baillie Gifford in 2022 after working as an investment analyst at the investment manager Walter Scott & Partners for five years. Prior to this, Gareth worked as an energy trader for nine years working for RWE, Trafigura and Itochu He graduated from Durham University with a degree in Psychology in 2005 and a Masters in Finance from the ICMA Centre in 2007.

UK Product Specialist



Kathleen Hunter
Investment Specialist Director
13 (5)

Kathleen joined Baillie Gifford in 2018 and is an investment specialist director on our UK Equity Strategy. Prior to joining Baillie Gifford, she worked as a fixed income investment specialist at Standard Life, having started her career on the Aon Hewitt investment consulting graduate programme. She graduated BA (Hons) in Risk Management in 2010.

Years' experience (years at Baillie Gifford)



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