



Bringing Our Humanity to Work: Our Working Theory

Modern Capitalism is failing us. It is increasing income and wealth inequality, driving climate change and biodiversity loss, polluting the environment on which we depend, and eroding our sense of community.

Dominant economic theory has become divorced from humanity, and from domains like politics, sociology and ethics that engage with who we are as individuals and as a society. Our overzealous interpretation of Adam Smith's "invisible hand" – that pursuing our own self-interest is in the best interest of society – has led us to build an economic system with the sole objective of maximizing shareholder value – or private gain. By putting the self-interest and material gain of business owners above all else, we've built a system that incentivizes exploitation of our shared resources, rewards short-term thinking and substitutes government regulation for business ethics. In short, it grants freedom without responsibility.

We believe that freedom comes with responsibility and that just as individual citizens have civic responsibilities, businesses have responsibilities to their stakeholders: employees, customers, suppliers, shareholders and the communities in which they operate.

Whether called stakeholder, conscious, human-centred, mutualistic or some other form of capitalism, in our view, it all comes down to bringing our humanity to work. We are often taught to park our humanity at the door to do business; however, we believe that we are most productive, healthiest and most resilient – as individuals, as businesses and as a society – when our humanity is integral to our business ethic. In other words, we thrive when we are leading fully integrated lives, and when we are driven by a purpose bigger than ourselves, as do the businesses and communities we comprise.

So, how do we put this into practice? At Good & Well, we bring our humanity to work and we invest in entrepreneurs who do the same. Our objective is to help catalyze a more equitable and sustainable market for all by creating a community of successful businesses that "do good" and "do well". We hope this community will serve to inspire investors, entrepreneurs, workers and consumers to join together in shaping a thriving new economy.

Our Approach:

- **Partner with entrepreneurs to co-build purpose-driven companies;**
- **Invest early stage**, so purpose is part of the DNA of the company and integral to the revenue model, decision-making and company culture;
- **Invest for the long-term**, so entrepreneurs can focus on building sustainably without pressure to compromise for short-term gains;
- **Invest deeply** in fewer relationships, choosing companies that leverage our skills;
- **Invest locally** – in Toronto and Canada – impacting the communities in which we operate;
- **Foster collaboration and learning** amongst our entrepreneur partners;
- **Embrace diversity** in our team, businesses and community;
- **Integrate our values into everything we do;** and,
- **Listen to our intuition, take risks, learn and adapt.**

Our Investment Themes:

1. **Strong consumer brands and platforms** - engaging and activating consumers to be powerful forces of change.
2. **Strategic investments to support market building:**
 - a. Enabling traditional businesses to be more impactful
 - b. Supporting the success of portfolio companies
 - c. Facilitating market building in Canada
3. **Opportunistic** – exceptional entrepreneurs with high impact, high growth companies

While we work to establish our evidence base of successful purpose-driven businesses, we aim to:

1. Inspire the next generation of leaders to bring their humanity to work through our internship program and student engagement initiatives
2. Mobilize other family offices and investors by sharing learnings

Our vision is big and our team is small. We know we can't do this alone, as Good & Well or as the impact investing sector, nor can we leave it to government or civil society. Systemic change requires action from all sectors. It requires shifting mindsets and behaviour through mutually reinforcing government incentives and constructive regulation, civil society activism and accountability, and business leadership. The latter two, for example, help shape and pave the way for important government policy and ensure change goes beyond minimum compliance.

Our role as impact investors is to help shift mindsets by proving that we can build flourishing businesses that “do good” and “do well”. It is to take a leadership role in driving change by enabling purpose-driven entrepreneurs, activating consumers, and influencing our peers in the traditional market. Our role is to partner with a community of collaborators to catalyze a more equitable and sustainable economy for all. We aim to do this by bringing our humanity to work every day. We hope you will join us.