

Our Approach to Impact Measurement & Management



1| Purpose of the Report

Good & Well’s report [Our Approach to Impact Measurement & Management \(IMM\)](#) summarizes our Impact Measurement and Management (IMM) framework, as well as the first year of results and learnings; the [Step by Step Guide](#) offers a detailed description of the framework.

Our objective in publishing our early experience with IMM is to support other impact investors in their journeys to develop IMM practices that are practical and, most importantly, useful. This framework will continue to evolve as we learn from it, and we welcome your feedback.

2| About Good & Well

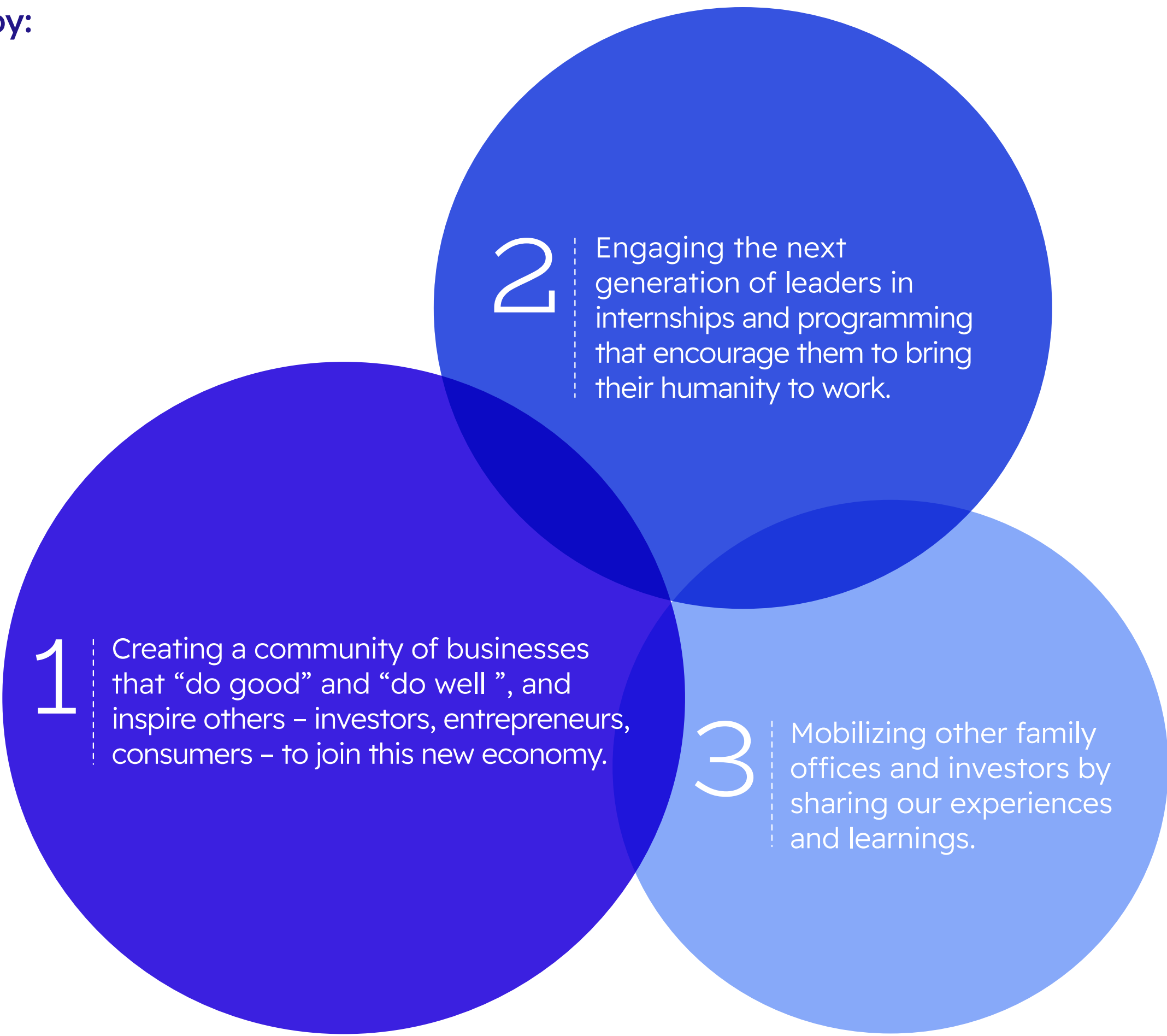
AT GOOD & WELL, WE BRING OUR HUMANITY TO WORK AND INVEST IN FOUNDERS WHO DO THE SAME.

Good & Well is a family office and boutique impact venture firm based in Toronto, Canada that invests in and supports inspiring entrepreneurs who drive social change. It was established in 2014 by James Van Bergh as part of his lifelong journey to integrate “doing good” with “doing well.”

We believe that a thriving and resilient market is built with humanity. It is one where decisions are made with empathy for all stakeholders, present day and future, because it is good business and the right thing to do. This is the future that the next generation of consumers, workers and investors already demands, and the one we are working to make a reality.

Our ultimate goal is to help catalyse a vibrant, more equitable and sustainable market.

We aim to do this by:





“Good & Well has always maintained a clear and profound understanding of the opportunities (and challenges) that small- and medium-sized purpose-led companies manage day to day. For us, Good & Well has played a key role assisting Goodee in organizing the strategy and execution around our impact management framework.”

BYRON AND DEXTER PEART
GOODEE FOUNDERS

GOODEE | goodeeworld.com
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INVESTMENT APPROACH

We are generalist investors who invest in exceptional entrepreneurs building impact-driven businesses in Canada. We invest at the early stage and take a long-term, co-building approach, allocating the majority of our energy and resources to supporting our entrepreneur partners. We seek partners for whom our skills and resources will have a meaningful impact and foster collaboration among founders.

It is our hope that Good & Well’s growing community of businesses will inspire others to join in creating a more equitable and sustainable market (see our portfolio at the end of the document).

To accelerate this new market, we have three main focal areas:

- 1 Brands and platforms that engage and activate consumers to be powerful forces of change
- 2 Products and services that empower businesses to be more impactful
- 3 Businesses that facilitate impact sector building in Canada

We also make a limited number of investments to test, learn and support our portfolio and goals.

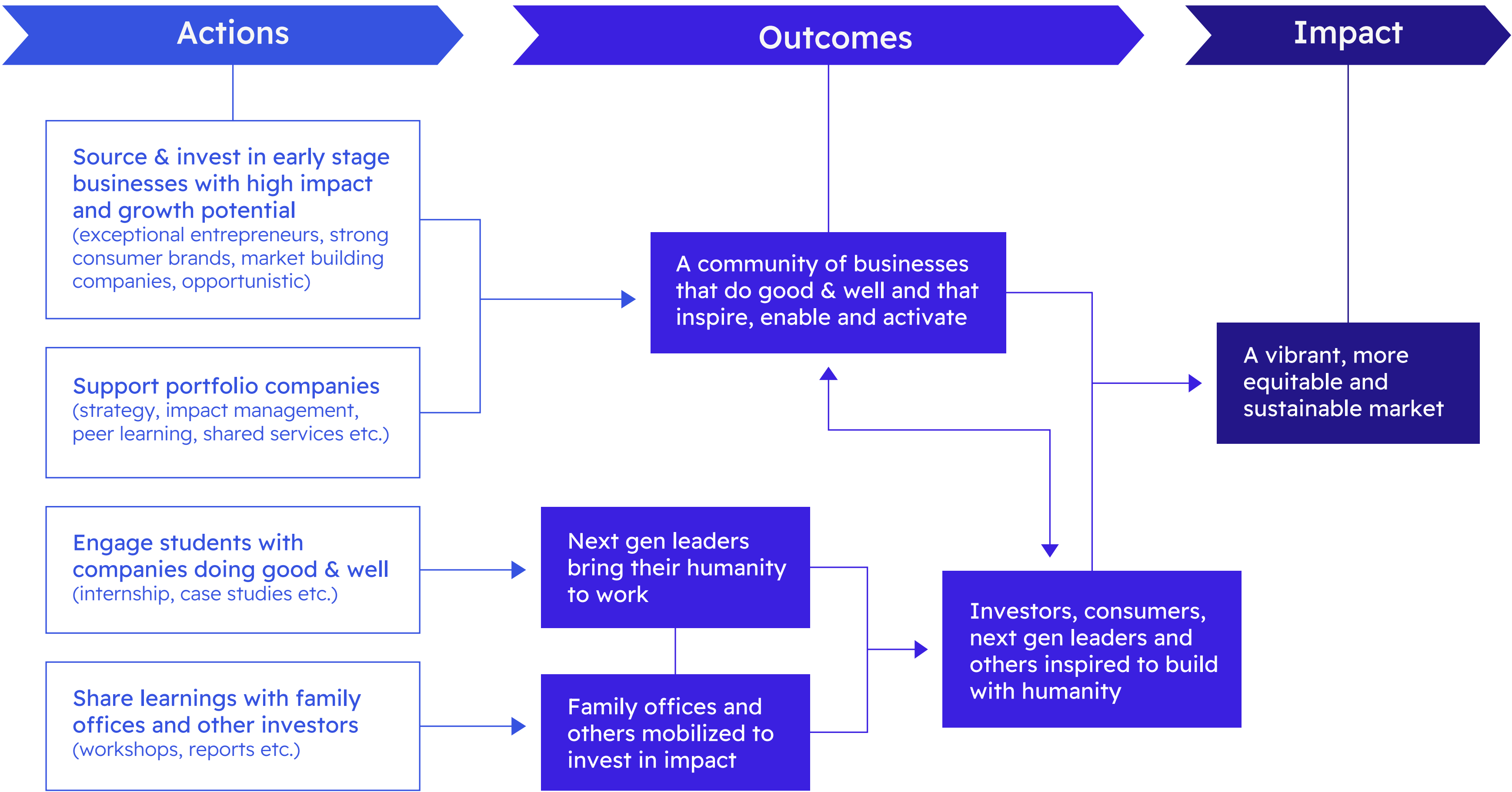
SECTOR BUILDING

While working to establish our evidence base of successful impact-driven businesses, we aim to inspire the next generation of leaders to bring their humanity to work through student engagement initiatives. These include the *Good & Well Internship Program* that places approximately 20 university students in our portfolio companies each summer and organizes programming to support their personal and professional development.

We also seek to inspire family offices and other investors to invest in impact by sharing our experience and learnings, even if unvarnished (as evidenced by our full report [Our Approach to IMM](#)), as we strive to continuously learn from and improve on our own practices.

Good & Well’s Theory of Change

Good & Well’s Theory of Change explains the rationale and intentionality of our strategy.



3| Our Impact Journey

Our work started in 2014 with a small team, no formal processes in place and a bias towards action. We relied heavily on our intuition and experience as we evaluated companies for their growth and impact potential and considered the depth and scale of their impact.

Our principal indicator of impact potential was each founder’s commitment to driving change.

We sought companies:

- 1

With impact-driven business models.
- 2

That were impact leaders in their industries.
- 3

Where our skills and resources could make a meaningful impact.

As the portfolio and team grew, we developed systems and processes to assist us in advancing our goals more quickly. We integrated impact considerations into all stages of our investment lifecycle to ensure intentions are converted into actions and results, and that impact goals could survive management or ownership changes. This included the development of an impact measurement and management (IMM) framework, which we began to implement in 2020.

Our Approach to IMM is our effort to share our learnings as we test and refine our framework and work towards catalysing a vibrant, more equitable and sustainable market.

Integration of Impact Considerations throughout Our Investment Lifecycle



¹ The IMP framework is a collaborative effort by over 2,000 organizations to agree on shared fundamentals for how impact is discussed, measured and managed.

4 | Why do we Measure Impact?

We measure our impact to:

- Clarify our goals, or the impact we seek to achieve, and align our actions around those goals.
- Assess whether those goals are being achieved.
- Strengthen and optimize our impact.
- Identify and minimize any unintended consequences of our work.

In short, financial metrics tell us how well our businesses are performing. We need metrics to understand how much good our businesses are doing (or not doing), to inform decisions and optimize practices.

5 | How do we Measure Impact?

After reviewing a wide range of impact management tools and methodologies, we drew on the Impact Management Project (IMP), the Sustainable Development Goals and other resources to develop an IMM framework that was simple, cost-effective and applicable to a sector-agnostic early-stage fund.

At each step in the process, we asked:

- 1 What are we learning?
- 2 Is this information helpful to building the business and impact?
- 3 Is there a simpler or more cost-effective way to do this?

Our framework involves clarifying a company’s ultimate goal – or the impact the company seeks to achieve – and defining a Theory of Change, or the activities and outcomes required to meet that goal. We then identify metrics to assess whether the company is meeting its goal, setting targets and collecting data to help us learn. We also conduct simple surveys to evaluate a company’s environmental, social and governance (ESG) practices and identify areas for improvement.

We apply our IMM framework to Good & Well (see G&W’s goals and metrics on the next page) and to each portfolio company, using it as a tool to engage and work with companies to strengthen their business and impact practices. You can learn more about our experience implementing IMM in [Our Approach to IMM](#) and find a detailed description of our framework in our [Step by Step Guide](#). The framework will continue to evolve as we learn and iterate.



Good & Well’s Impact Goals and Metrics

WE HAVE DEFINED THE FOLLOWING GOALS AND METRICS IN ORDER TO MEASURE PROGRESS TOWARDS OUR ULTIMATE GOAL OF A VIBRANT, MORE EQUITABLE AND SUSTAINABLE MARKET:

Time allocation		Action	Key metrics
<div>Goal # 1</div> <div>Create successful examples of purpose-driven companies with high growth and impact</div>	<div>80%</div>	<div>Investing in exceptional entrepreneurs building impact-driven businesses</div>	<div>Average growth rate of top 50% of portfolio</div> <div>Aggregated # of new users</div> <div>Average rating portfolio support</div>
Time allocation		Actions	Key metrics
<div>Goal # 2</div> <div>Contribute to building the impact space in Canada</div>	<div>20%</div>	<div>Testing initiatives that contribute to building the impact space in Canada, including student internships and case competitions, and mechanisms to share learnings with other investors</div> <div>Investing in brands that activate consumers to drive change, shift traditional corporations to more responsible practices and bring more capital into impact investing</div>	<div>We plan to expand and strengthen the most promising initiatives and, based on those initiatives, develop impact metrics for this goal</div>

6. Key Learnings

Developing an IMM Framework that reflects our business model and values is a challenging and resource-intensive process, as there is no one-size-fits-all solution. However, the exercise has allowed us to refine and align around our impact goals and the strategy for achieving those goals, as well as to surface assumptions driving our business model and identify areas for improvement in our ESG practices. It has helped our portfolio companies to do the same. As we gather more data, we will be in a better position to evaluate the effectiveness of the framework as a management tool.

Some of our key learnings and challenges to date are as follows:

Aggregating Portfolio Impact

As a sector-agnostic investor from both an industry and impact perspective, we have been unable to find a common approach to aggregating our portfolio’s impact. We tested an impact index, but found it too difficult to weight different impacts, for example, climate change and women’s health. As a result, we evaluate each company’s progress towards their specific impact goals and aggregate only ESG measures.

Taking a Practical, Graduated Approach

At the early stage, prioritize simple measures that show directionality over more accurate measures that are complex and costly. This may require relying on proxy measures initially. More rigorous measures may be integrated as companies mature.



“The Theory of Change (ToC) we developed with the G&W team is one of the most important strategic documents at Kotn. There are so many opportunities and pathways we can take for the growth of the business and its impact, and we always go back to our ToC to review and evaluate a new initiative’s contribution to our broader vision. As we scale, G&W supports us to keep our principles and intentionality intact by helping us formalize our processes for working with communities and factories, and to source and evaluate suppliers.”

RAMI HELALI
KOTN CO-FOUNDER

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Ensuring Utility

Simplicity is at the heart of everything we do at Good & Well, so our approach entails keeping the IMM framework resource-light, practical and useful; however, when amalgamating different tools, defining metrics and measures, and addressing both impact and ESG, the system can quickly balloon. By asking ourselves what we are learning from each step and metric, and how we are using that information, we can continue to simplify and strengthen the framework.

Measurement vs. Action

As early stage investors, we have a bias towards action, prioritizing business building over precise and rigorous impact measurement. This is because there is no impact to measure if the business is not viable. However, we want to ensure – not just believe – we are achieving our impact goals, and to avoid unintended consequences of our work. IMM helps us do that. We hope the right balance of measurement, intuition and action will emerge as we test and refine our framework.

Please see the [Our Approach to IMM](#) for a discussion on IMM methodologies we tried that did not work for us.

If you have any feedback or comments about our IMM practices we would like to hear from you. Please email us at olga@goodandwell.ca



FRESH CITY FARMS

Portfolio



THESUS

KOTN

Kotn was born of a desire for good quality, simple essentials that don't cost a fortune. At Kotn, we work to elevate the clothes you spend your life wearing — reimagining your most ordinary utilities. We make our own fabrics from raw Egyptian cotton, a naturally remarkable fibre, bought direct from farmers at guaranteed prices – like farm-to-table, but for your clothes.

KEY METRICS

- # Farms
- # Schools
- # Students enrolled
- % Girls in schools



Inkblot

Inkblot's mission is to create affordable, accessible and innovative services and technologies to improve the psychological health of individuals and organizations, with a focus on secure video counselling. Using a proprietary algorithm, users are matched to the best counsellors for their specific needs and preferences, with Inkblot monitoring clinical effectiveness and client satisfaction session-to-session. With Inkblot, employees can get the help they need when they need it.

KEY METRICS*

- Outcome Rating Scale (ORS) of all users
- ORS of users with three or more valid assessments
- ORS score up to third session

*We exited Inkblot in 2021



THESUS

Formerly Alice + Whittles

Thesus is a socially and environmentally progressive brand of outdoor footwear and accessories that favours transparency, ethical manufacturing practices and worker empowerment. We are a small “ragtag” band of industry outsiders from around the world with backgrounds in law, international development, design, data science and social work. We believe positive change happens when even the simple ideas are given wings. Our ideas come to life through connection, commitment, and design simplicity.

KEY METRICS

- % “Better” materials used
- % “Good” materials used
- Traceability





Lucky Iron Fish Enterprise (LIFE) is tackling iron deficiency and anemia through prevention and intervention. The company created a palm sized iron cooking tool, shaped like a Fish or Leaf, that releases easy-to-absorb iron into food when boiled. Used properly and regularly, the Lucky Iron Fish reduces iron deficiency and increases hemoglobin levels simply and cost-effectively.

KEY METRICS

- LIFs distributed in HICs
- LIFs distributed in LMICs
- Compliance rate from 2019/2020 Trials



GOODEE is a leading curated marketplace offering essential homewares and lifestyle products for better living. Driven by an unrelenting desire to co-create a world that's smarter, kinder, and more beautiful, we built a platform centred around responsible brands and artisans producing timeless everyday objects and consumers looking to make a difference with their purchases. We believe conscious commerce has the power to transform the world.

KEY METRICS

- % Brands using best ESG and transparency practices
- % Companies sourcing from underserved communities
- % Brands with >50% BIPOC ownership/leadership
- % Brands with >50% gender diversity ownership/leadership



Fresh City Farms (FCF) exists to create a better life through food. Founded in 2011, FCF is an urban farm and omni-channel retailer of seasonal, sustainable and organic fresh food. Each day we make locally and organically sourced chef-inspired meals, salads, snacks and breakfasts from scratch. We operate eight retail locations, deliver to thousands of homes each week throughout the Greater Toronto Area, and proudly employ more than 300 employees.

KEY METRICS

- GHG from grocery shopping eliminated
- Full-time employees above living wage
- % Women
- % BIPOC
- % Persons with disabilities



Powered by People (PBP) is accelerating the rise of independent brands and retailers around the globe. Our marketplace is the aggregation point empowering buyers to source distinct products from a diverse sector of independent brands from over 40 countries around the world. At the same time, it leverages digital production management tools and financial services to support creative manufacturers in low-income countries to work with global buyers.

KEY METRICS

- # Producers on the platform
- Credit forwarded
- Total value of orders through the platform
- Remote workers reached





Encircled is on a mission to bring quality, sustainability and humanity back into fashion. We help women build more sustainable and ethical closets by creating sweatshop-free, minimalist-inspired women's clothing out of eco-friendly materials. You deserve to feel proud of your wardrobe.

KEY METRICS

- % Material biodegradable
- % Material knit or woven locally



eLengo was created to encourage, educate and enable agripreneurs across Africa. At eLengo, we provide practical online training, build thriving virtual communities and host a dynamic online marketplace.

KEY METRICS

- # Users on platform
- % Users that completed more than 60% of the course material
- % Income growth for specific verticals (beekeeping, poultry and kitchen gardens)



Everist is a beauty company on a mission: to fix the beauty industry's plastic problem (and make your hair look amazing in the process). The company has released waterless shampoo concentrates and a bodywash.

KEY METRICS

- # Bottles not sent to landfill
- % Biodegradable packaging or with likelihood of an afterlife



Ulula is a simple and scalable worker voice technology solution that creates accessible and anonymous channels for workers to voice their feedback to employers and global brands, to drive informed improvements of working conditions around the world. Ulula's tool has been deployed in the manufacturing, mining and agriculture industries to support clients in the corporate, public and not-for-profit sectors to better amplify worker voices and mitigate costly social and labour-rights risks.

KEY METRICS

- Clients served
- Countries / industries covered
- People reached
- Data points collected





Public Inc. is a full-service social impact agency that helps brands profit with purpose. The company builds purpose-driven brands, platforms and campaigns that drive consumer engagement, grow stakeholder and employee satisfaction, and help scale successful businesses.

KEY METRICS

- Campaigns launched
- # People reached
- Traditional companies engaged incorporating sustainability practices



Otto is a wealthtech platform that aligns people with their portfolios. We enable financial advisors to understand who their clients are and what they care most about (aka their purpose) and integrate these values into their investments.

* NOT YET GONE THROUGH IMM PROCESS



Rally Assets is an impact investment management and advisory firm. It helps investors generate positive social and environmental impact alongside a financial return. Rally creates specialized solutions for corporate and institutional investors, foundations, family offices and individual accredited investors. Since its start in 2010 as Purpose Capital, it has been a trusted leader in the sector.

KEY METRICS

- AUM moved into impact investing
- Portfolio alignment to SDGs
- % of the portfolio in the most positive IMP category of "contribute to solutions"
- Diversity demographics of Rally's team, clients and fund managers



EVERIST



FOOTBALL FOR GOOD

ordinary

Ordinary is an angel fund invested in people. We invest across sector and stage in technology companies that improve the lives of their users, the more they interact with them.

KEY METRICS

- Consideration of impact and ESG practices throughout the investment lifecycle
- Founder diversity
- # of companies invested
- Total capital deployed



FOOTBALL FOR GOOD

Football for Good unlocks the competitive advantages of frontier regions in East Africa to identify and develop youth football (soccer) elite talent through world-class training, education and character-building. We offer global opportunities to the youth, communities, and partners we serve. Football for Good is ‘fair trade football.’

KEY METRICS

- # Kids signed by international/ African football clubs
- Income of graduates relative to mean
- Monetary value of new opportunities
- # Enrolled scholars gaining elite level education
- # Kids graduating from the program



X Movement

X Movement provides immersive physical activity and mindfulness programs in-school and online that build life skills and help create a positive school climate. “For every confident, fulfilled, self-assured, extraordinary person in the world, there was a moment when “no I can’t” became “yes I can!” It was in that moment that a life lived in self-doubt, became a life energized.”

*** NOT YET GONE THROUGH IMM PROCESS**



**Inspiring
Entrepreneurs.
Driving Social
Change.**