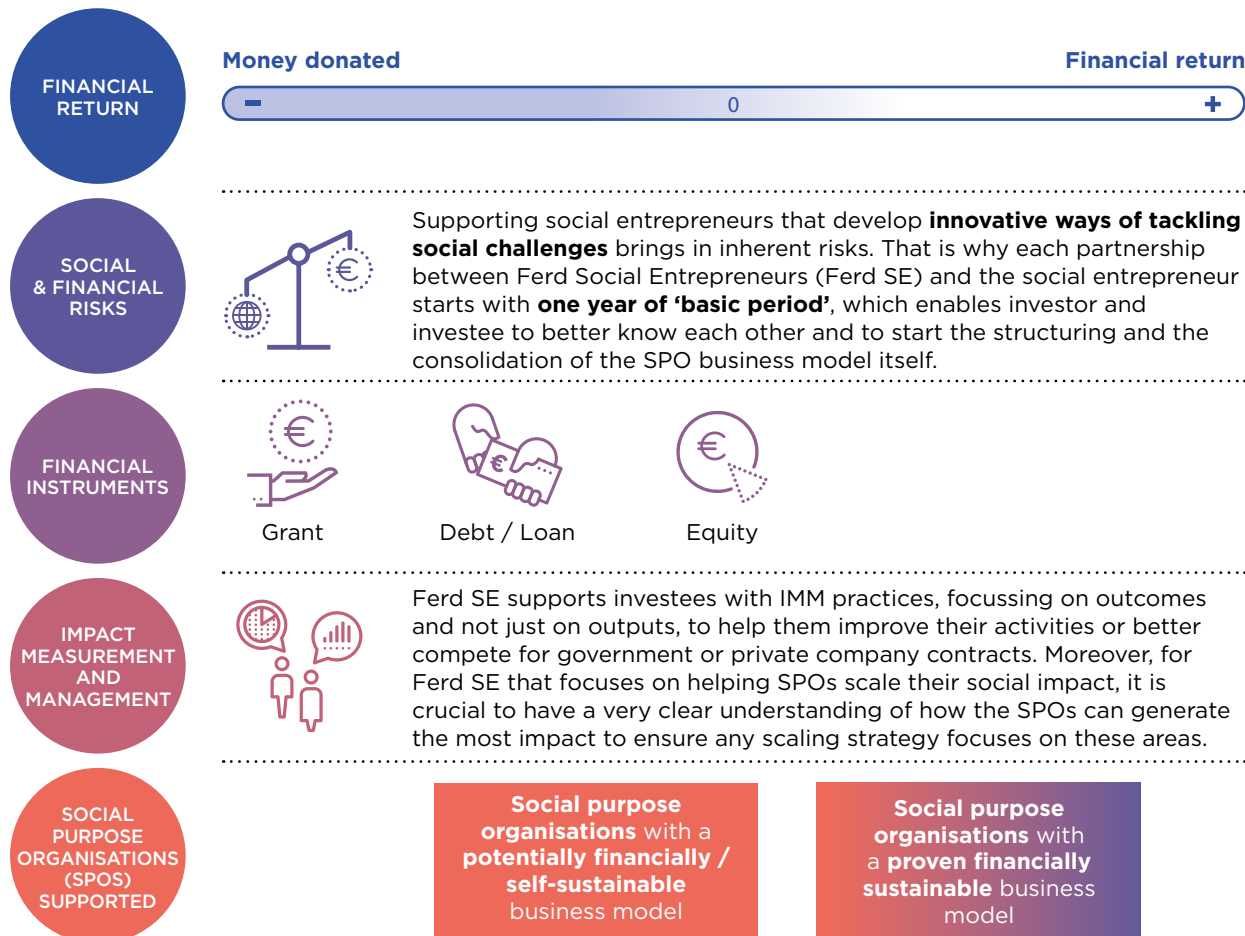


IMPACT STRATEGY

“Ferd SE is an investor for impact because we focus on the social issues that the social entrepreneurs are out there to solve. We believe in a high-engagement, long-term approach, and provide the entrepreneurs with both financial and non-financial support. A big part of the non-financial support is to share our competence on how to build business and on how to manage their impact.”

- KATINKA GREVE LEINER, DIRECTOR, FERD SOCIAL ENTREPRENEURS -



Ferd Social Entrepreneurs (Ferd SE) support Norwegian social entrepreneurs implementing **innovative market-based social solutions**. Ferd SE typically invests in one to three social entrepreneurs every year. SPOs are selected based on their ability to develop their theory of change into a financially sustainable business with measurable social results.

Ferd SE’s **financial offer is tailored to the needs of each investee**, to better support SPOs to reach the social impact they target. Ferd SE can provide grants to prove the SPO’s business models at an earlier stage, but also debt or equity to more mature companies. Ferd SE could even support the **same investee at different stages** of development, by using diverse financial instruments. In addition, Ferd SE is also an investor in social outcomes contracts / social impact bonds.

Through the so-called **active partnerships**, Ferd SE also provides **extensive non-financial support** over a period of several years, including strategy and impact management advice, decision-making support, mentoring, governance, fundraising strategy, and access to networks.

When Ferd SE’s investees become self-sustainable or have reached their agreed milestones, **Ferd SE exits the investment**. However, the relationship between investor and investee does not end as SPOs become ‘Alumni’, which still benefit from Ferd SE’s networking and consultancy support. Furthermore, keeping contact with the exited SPOs gives Ferd SE the possibility to track the **long-term social impact** generated after the partnership has ended.

FIND OUT MORE: SUCCESS STORY

Ordinary work for extraordinary people



Unicus - Ferd Social Entrepreneurs

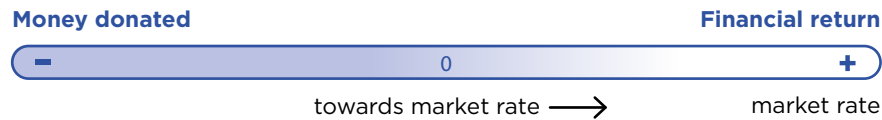
Read the full story [here](#) >

- STARTING POINT
- FINANCIAL RETURN TARGETED
- SOCIAL & FINANCIAL RISKS
- FINANCIAL INSTRUMENTS USED
- IMPACT MEASUREMENT AND MANAGEMENT
- SOCIAL PURPOSE ORGANISATIONS (SPOs) SUPPORTED

Investing *for* impact



What financial and non-financial support does the **investee need** to maximise its social impact?



- **Financial risk** is a secondary or **no decision-making factor**
- Achieving net positive social impact is the main decision-making factor
- Accepting **high financial risk** if the potential social impact is high



Grant



Debt / Loan



Equity



Hybrid financial instruments



- Focus on the **process**
- Adopt a **high engagement** approach
- Put emphasis on **Theory of Change**
- Start with **customised indicators co-designed** with the grantee/investee

Social purpose organisations that will **never be financially / self-sustainable**

Social purpose organisations with a **potentially financially / self-sustainable** business model

Social purpose organisations with a **proven financially sustainable** business model

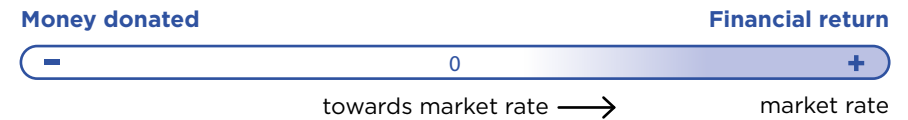
Traditional businesses with intentional **social impact**

ESG-compliant **traditional** businesses (often listed companies)

Investing *with* impact



How to put **money to good cause**?



- Financial risk is the main decision-making factor and focus on **de-risking the financial component**
- Focus on social impact as long as the investment is also **financially sustainable** or it does not entail a higher financial risk



Debt / Loan



Equity



Hybrid financial instruments



Investee's **data and evidence** and/or **available standardised metrics** of social impact are (re-)used to make investment decisions