

**<norrskén>**

**>C**

**IMPACT WORKSHOP TEMPLATE**

**JUNE 2023**

# IMPACT WORKSHOP

Theme: “Impact as your superpower”

**WE RUN IMPACT WORKSHOPS  
WITH ALL OUR FOUNDERS  
BEFORE MAKING THE  
INVESTMENT. THESE HELP OUR  
FOUNDERS MAXIMISE THE  
BENEFIT OF BEING AN IMPACT  
COMPANY, AND HELP US ENSURE  
THAT THE COMPANY FULFILS  
OUR IMPACT DEFINITION.**

## EXAMPLE AGENDA

1. **Understanding the impact landscape**  
Impact as your biggest opportunity and unlocking new pockets of capital
2. **Theory of change**  
Complete together
3. **Defining impact KPIs**  
Complete together
4. **Protecting the downside**  
Assessment of risks and discuss mitigations
5. **Collaboration and support**  
Benefitting from the NVC toolbox and impact support

# THEORY OF CHANGE - guiding questions

## DESCRIPTION

### VISION

WHAT WOULD THE WORLD LOOK LIKE IF YOU HAD SUCCEEDED AND YOUR SOLUTION IS NO LONGER NEEDED?

### CHALLENGE

WHY ISN'T THE VISION ACHIEVED TODAY? WHAT IS THE OBSTACLE?

### SOLUTION AND THEORY OF CHANGE

**WHAT** is your solution?

**INPUT**

*Product / service*

**WHO** does it benefit?

**TO WHO**

*Direct / indirect  
beneficiaries*

What **CHANGE** will this bring about?

**OUTPUT**

*Within control*

*Immediate effects, e.g.  
units installed*

**OUTCOME**

*Direct influence*

*Desired medium-term  
change, e.g. decarbonising  
households*

**IMPACT**

*Indirect influence*

*Long-term change, e.g.  
advancing towards net zero or a  
fundamental systemic change*

IMPACT RISKS - WHAT ARE THE RISKS OR UNINTENDED SIDE/LONG-TERM EFFECTS?  
ADDITIONALITY - WHAT IS YOUR CONTRIBUTION VS WHAT IS LIKELY TO OCCUR ANYWAYS?

### KPIS

HOW CAN WE MEASURE YOUR EXPECTED IMPACT OVER TIME?

# THEORY OF CHANGE - the template

Company logo	DESCRIPTION
VISION	A world where...
CHALLENGE	...
SOLUTION AND THEORY OF CHANGE	<p>[Insert brief explanation of solution]</p> <ul style="list-style-type: none"><li>• <b>Input:</b> ABC</li><li>• <b>Output:</b> i) ABC, ii) ABC</li><li>• <b>Outcome:</b> i) ABC, ii) ABC</li><li>• <b>Impact:</b> ABC</li><li>• <b>(Impact) risks:</b> i) ABC, ii) ABC</li><li>• <b>Additionality of business:</b> ABC</li></ul>

# IMPACT KPIS - the template

Company logo								
KPI	Measurement methodology		Weighting*	Targets				
				N (= QX 202X)	n+1 (EOY 2020)	n+2 ( EOY 202X)	n+3 (EOY 202X)	Unique target
Business KPI	ABC	X ABC	XX%	X	X	X	X	X
Attributable impact KPI	ABC	X ABC	XX%	X	X	X	X	X
*Note: Weighting should be 100% towards the KPI with most reliable data. Only weight across different KPIS if these belong to different impact theories of change.								
OPERATIONAL KPIS	• ABC		N/A	X	X	X	X	X
	• ABC		N/A	X	X	X	X	X
	• ABC		N/A	X	X	X	X	X

## Key Assumptions:

- ABC
- ABC

## Methodology:

- ABC
- ABC
- ABC
- ABC

# PROTECTING THE DOWNSIDE - risks & mitigants

**How could your business be affected by sustainability issues**

*[Outside in / financial materiality]*

i.e. social and environmental considerations that could impact the company's enterprise value if risks were to materialise.

- Environmental
- Social
- Governance

**How could your business impact society and the environment**

*[Inside out / impact materiality]*

i.e. a company's external impacts on the environment (economy, planet, society) or on people, including impacts on human rights, if there risks were to materialise.

- Environmental
- Social
- Governance



These include **Principle Adverse Impacts (PAI)** indicators on the next slide

**Think really long-term.**

*1st, 2nd, 3rd order effects*

Imagine that the company succeeds and reaches impact unicorn stage.

- Beyond the immediate effect (1st order), what are potential long-term (2nd or 3rd order) effects that we should consider?
- What could potentially go wrong with the company's impact theory?
- If the company's product / technology was to fall into the wrong hands, how could it be used wrongfully?

DOUBLE MATERIALITY

# PRINCIPLE ADVERSE IMPACTS (PAI) indicators

PAI indicators are a disclosure requirement for Article 9 funds. This information is collected as part of the Sustainability questionnaire in the due diligence, and annually thereafter. We provide training and support to make this as seamless as possible.

## Environmental

- GHG emissions (scope 1, 2, and 3)
- Exposure to companies active in the fossil fuel sector
- Share of nonrenewable energy consumption and production
- Energy consumption intensity
- Impact on biodiversity, emissions to water or hazardous waste ratio

## Social

- Good governance violations and compliance mechanisms (UN Global Compact / OECD MNE)
- Unadjusted gender pay gap
- Board gender diversity
- Exposure to controversial weapons

# IMPACT & SUSTAINABILITY ACTIONS

## NEXT STEPS

Immediate actions following the workshop

## IMPACT PRIORITIES

Focus areas going forward