

# 2023 IMPACT REPORT



Kitchens For Good



REDF Impact Investing Fund (RIIF) provides flexible loan capital and technical assistance to a portfolio of employment social enterprise borrowers, to catalyze growth and attract new sources of capital for these businesses.

## 2023 Results

**8**  
LOANS  
CLOSED

**\$3.4M**  
CAPITAL  
DEPLOYED

**\$320K**  
AVERAGE  
LOAN SIZE

**\$130 MILLION**  
REVENUE GENERATED

**\$56M**  
TOTAL WAGES  
PAID

**\$20.15**  
AVERAGE HOURLY  
WAGE

**8,500+**  
PEOPLE EMPLOYED

Company-reported financial data, subject to final revision

## Pushing Forward

RIIF continues to bridge the gap between what entrepreneurs tell us they need to grow – patient capital, loan products adjusted to the business, some expert help along the way – and the risk appetite of private capital to lend to social enterprises.

## Proving the Model

We're proving a sustainable path for how flexible loan terms, combined with capacity-building support, can improve borrower financial sustainability, while contributing to the economic inclusion of borrowers' employees through wages earned and services received.

## Leader in Equitable Lending

As RIIF's portfolio matures and capital is recycled, we're demonstrating that employment social enterprises are investable prospects. Along the way, we're reducing bias in our lending and joining an emerging group of lenders in modeling equitable finance practices.



First Step Staffing

# Who Our Borrowers Employ

In 2023, REDF Impact Investing Fund made strides toward our mission of fueling sustainable growth of our portfolio's enterprises, so these businesses could focus on the success of their employees overcoming barriers to work.

RIIF Borrowers employ individuals who have experienced barriers to employment such as:

Homelessness/  
Housing Instability



68%

Justice System  
Involvement



27%

Other Barriers\*



2%

\*Includes Mental Health and Substance Use Challenges, Refugee/Asylee, Survivors of Domestic Violence and Trafficking, and Opportunity Youth and Emerging Adults



The Challenge Program

## Commitment to Comprehensive Workforce Supports



Farming Hope

75% of borrowers offer more than four supportive services to employees overcoming barriers.

### Employment Barrier Removal



Mental Health  
Counseling



Legal  
Support



Housing  
Assistance



Digital  
Literacy

### Economic Empowerment



Financial  
Literacy



Certifications/  
Credentials



Benefits  
Enrollment



Registered  
Apprenticeships

## Portfolio Leadership

61%

of borrowers to-date are led by leaders of color

57%

are led by leaders with lived experience



Suay Sew Shop

# Success Snapshots

RIIF provides financing to bankable employment social enterprise businesses deemed too high risk by other lenders, and our collaborative, flexible model helps borrowers adapt to changing circumstances or challenges. We've highlighted two of those impactful collaborations below, which exemplify the spirit of our work in 2023.

## Kitchens For Good

### A Master Class in Resilience

Kitchens For Good, a San Diego-based hospitality social enterprise and state-certified apprenticeship provider, was an early RIIF borrower and one of the first companies to successfully repay a RIIF loan. In 2023, KFG returned to RIIF seeking a new \$500K line of credit to bridge receivables from public contracts in the wake of the 2023 bank failures.

RIIF's experience underwriting government contracts coupled with a guarantee through the California State Small Business Credit Initiative allowed us to de-risk and quickly approve and restore KFG's access to a line of credit.

**3** CA state-certified pre-apprenticeship programs in culinary arts, baking, & hospitality

**74** People employed in 2023



## Better Futures Minnesota

### Transforming Through Transitions

Better Futures Minnesota (BFM) operates a property and environmental services social enterprise and building reuse store employing men returning from incarceration. RIIF's 2018 loan to BFM was structured as a \$200,000, five-year term loan to invest in growing business lines, but the COVID pandemic affected the organization's priorities and growth goals.

To better support BFM's changing needs, RIIF extended the original loan maturity, re-amortized the loan, and provided coaching and capacity building alongside its local co-lender. BFM is now back on track to repay the loan in full.

**15+** Employee support services offered to advance economic empowerment

**622** People employed since 2018



Better Futures Minnesota

# Lifetime Fund Performance

RIF's growth in both investments and impact highlights our leading role in expanding access to capital for employment social enterprises and mission-driven borrowers. Our supportive and adaptable approach makes us a reliable choice for aligned investors and a trusted ally for ESEs.

**28**  
**TOTAL LOANS**

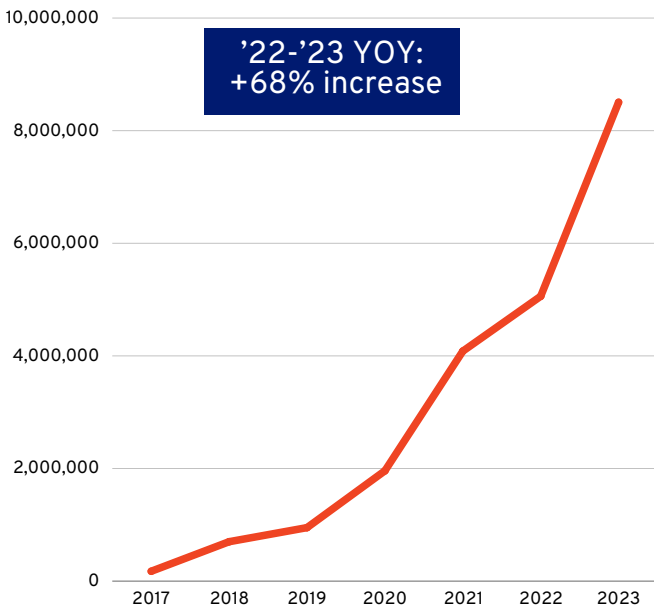
**13**  
**LOANS REPAYED**

**\$8.5M**  
**APPROVED LOANS**

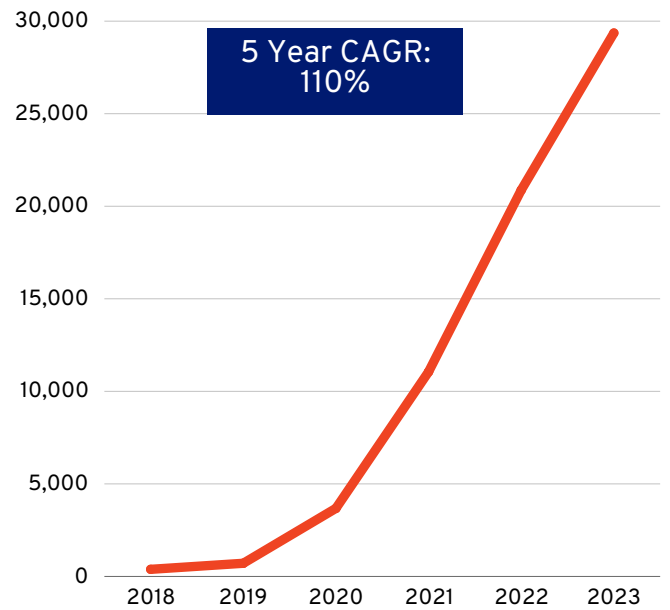
**\$4M**  
**CAPITAL RECYCLED**

**29,359**  
**TOTAL PEOPLE EMPLOYED**

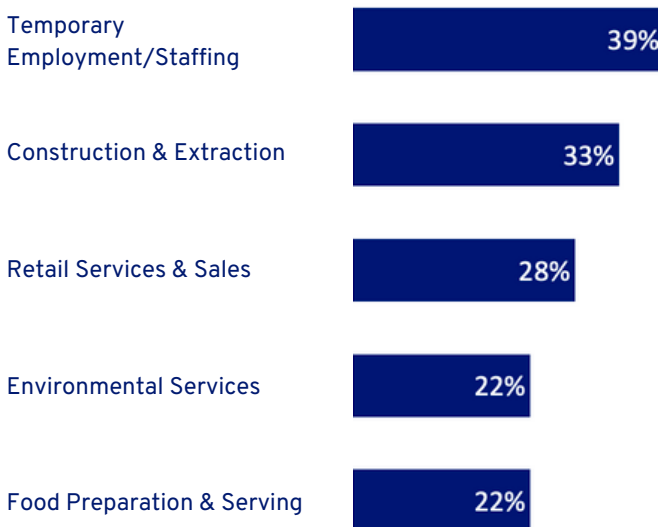
Cumulative Total Lending 2017-2023



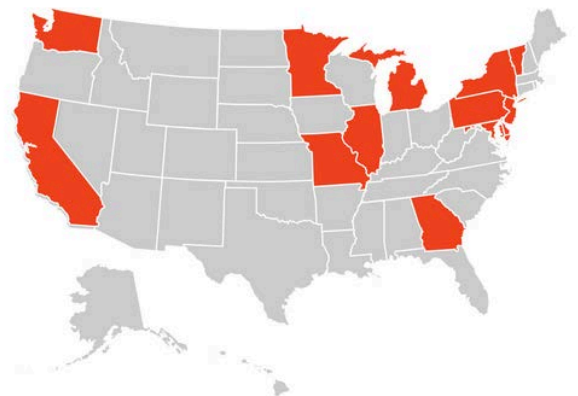
Cumulative People Employed By RIF Borrowers



2023 RIF Borrowers By Industry



Expanding Footprint



RIF continues to grow its nationwide presence, with borrowers now in 11 states and the District of Columbia.

## AWARDS & RECOGNITION



For more information, go to: [www.redf.org/impactlending](http://www.redf.org/impactlending), or contact us at [impactlending@redf.org](mailto:impactlending@redf.org)