



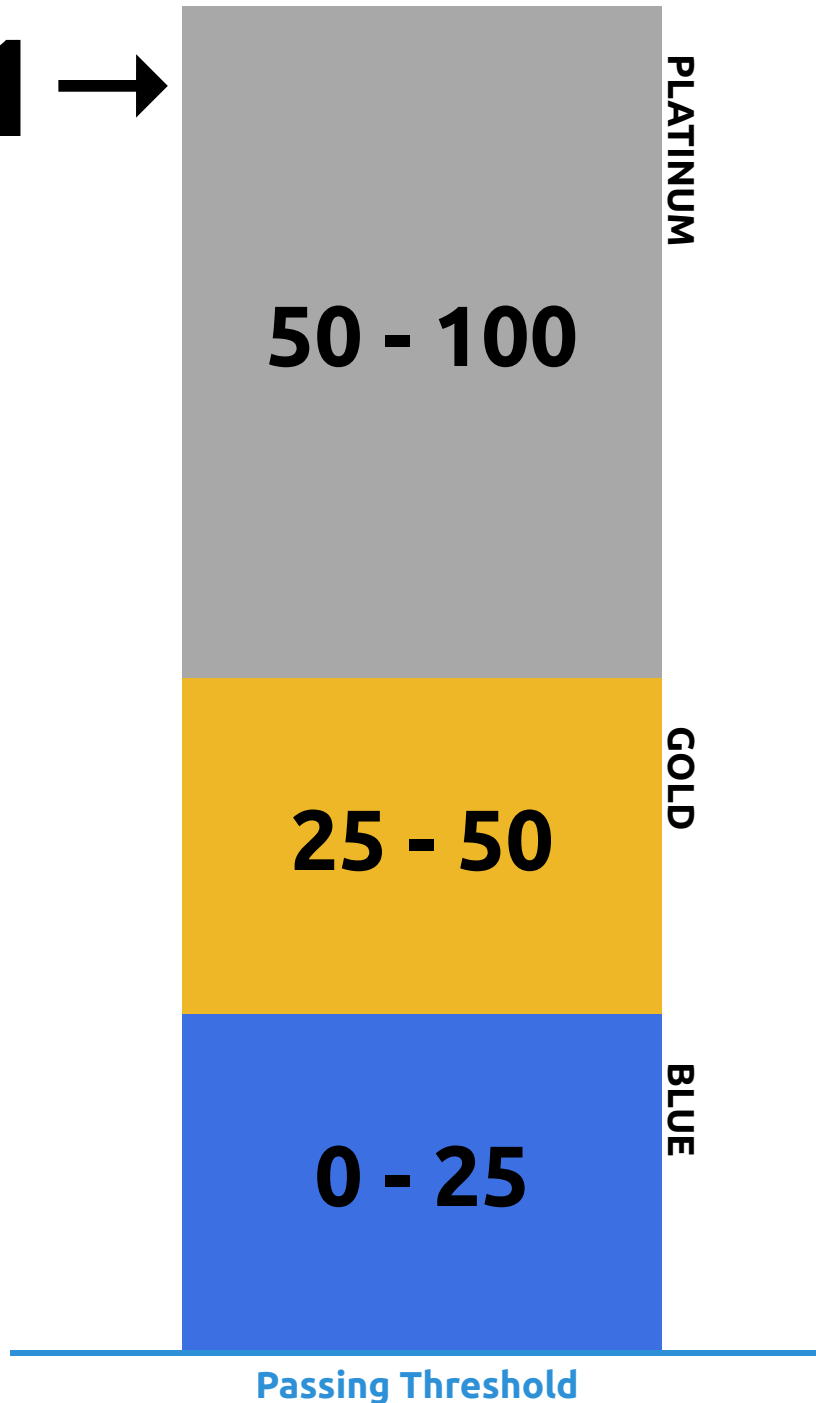
2021 Certification

seated massage

Metric #1

Employee Net Promoter Score

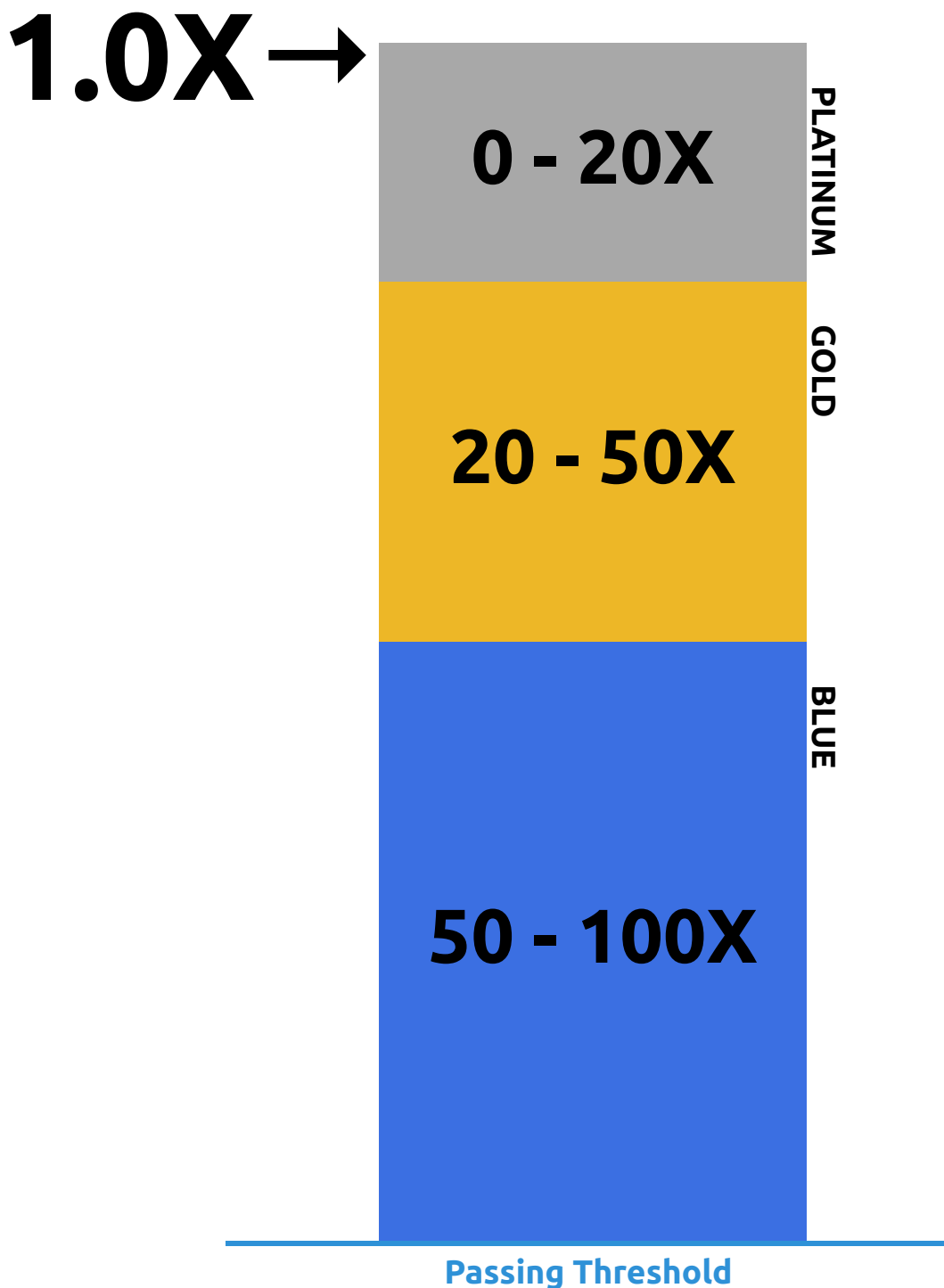
94.1 →



Employee Net Promoter Score (eNPS) measures employee sentiment. The metric requires a simple one question survey to be sent to all employees: "On a scale of zero to ten, how likely is it you would recommend Seated Massage as a place to work to a friend or colleague?" In order to be valid the survey must be completed by a simple majority of the employees. GoodWell entities are required to have a positive eNPS.

Metric #2

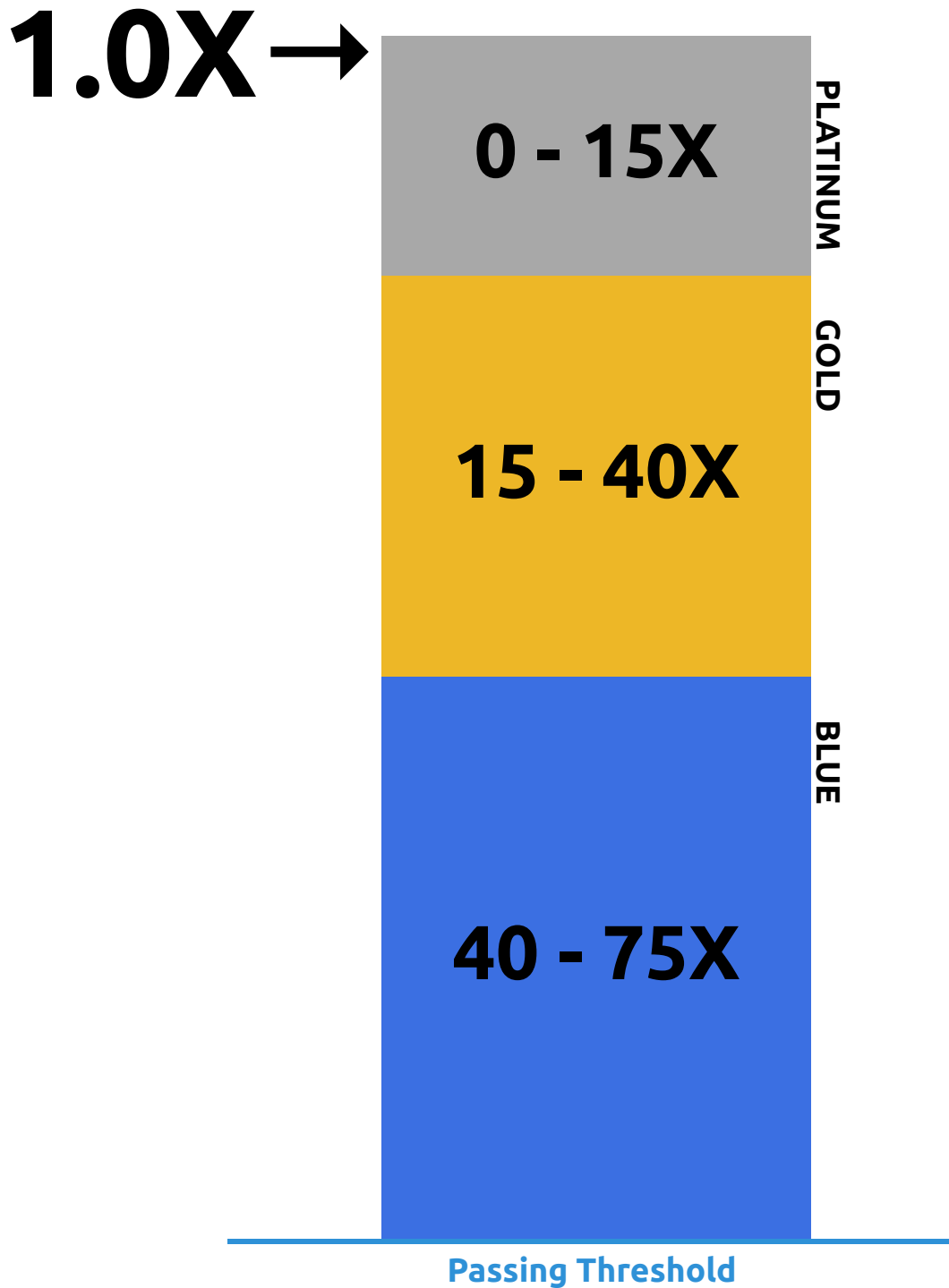
CEO to Average Worker Pay



This is the ratio of total CEO (or highest paid employee) compensation relative to the non-exec worker's pay. GoodWell entities are required to keep this ratio under 100. This means if the average worker makes \$35,000 the CEO cannot make more than \$3.5 million. All forms of compensation are included in the calculation with the exception of Founders Stock, which is determined to be risk capital related to business creation and can only be issued once during entity formation.

Metric #3

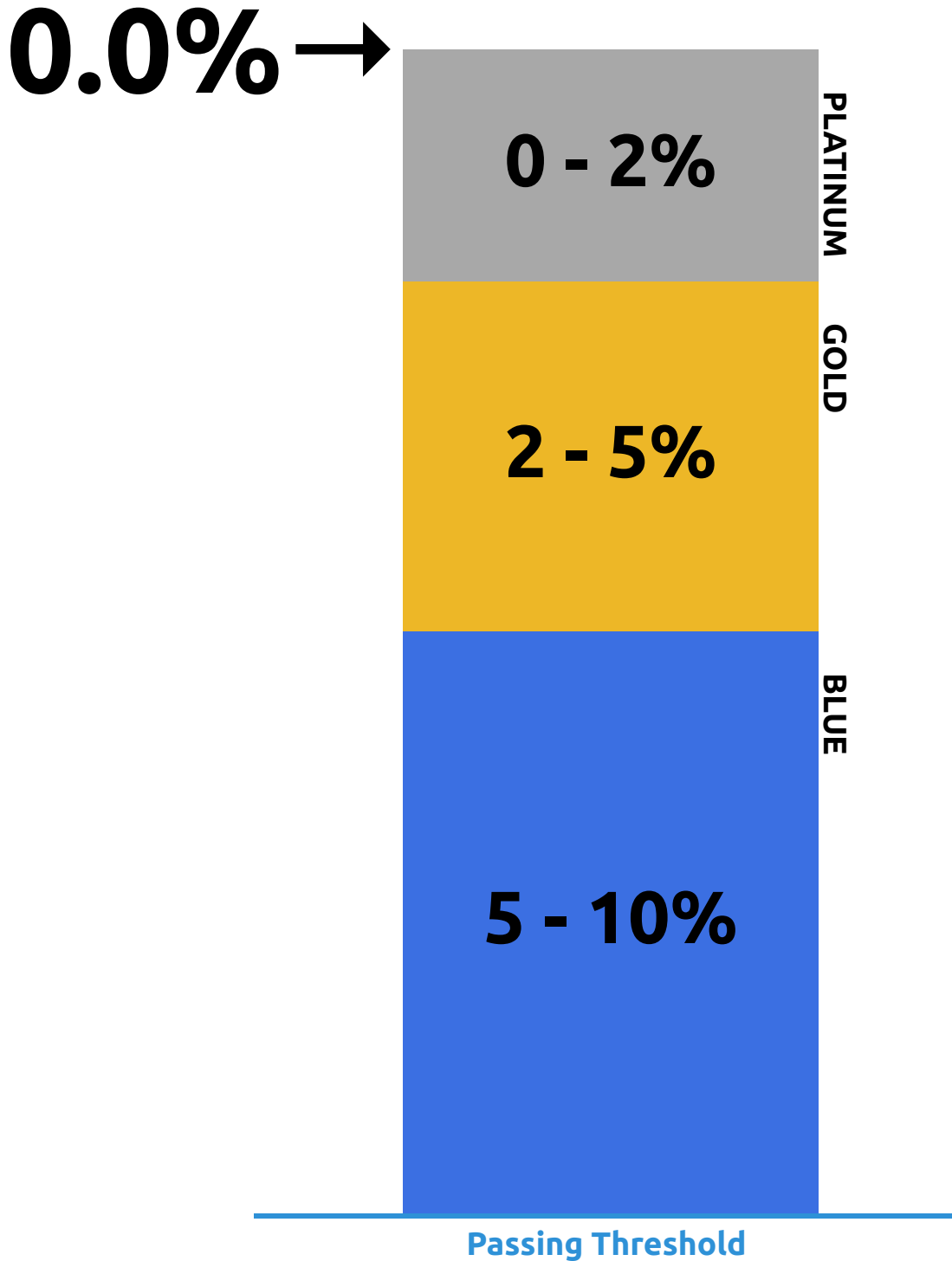
Executive to Average Worker Pay



Similar to the CEO compensation metric, but brings in the entire executive team. This measure is required to be under 75 for GoodWell certification.

Metric #4

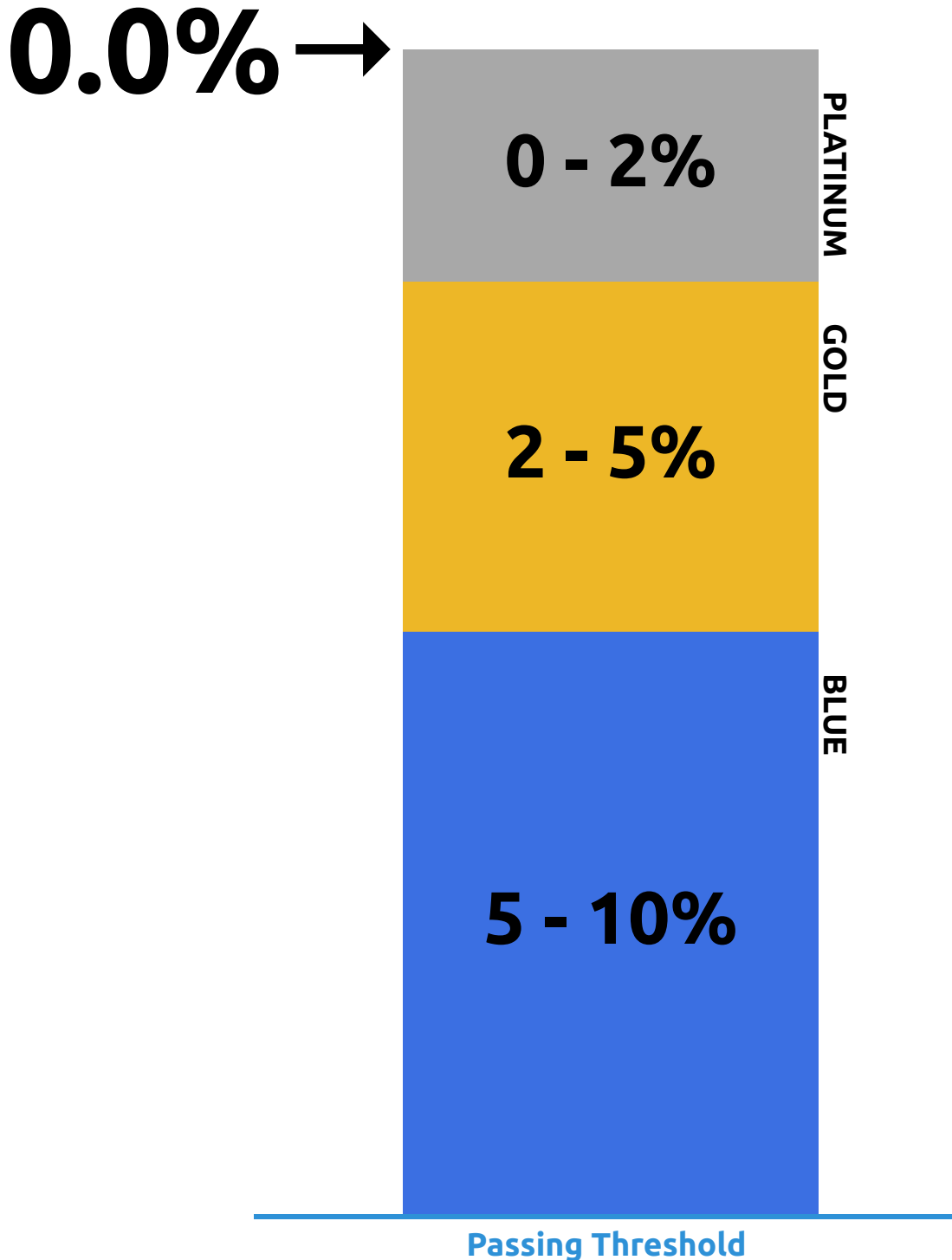
Gender Pay Gaps



This metric shows for the specific job function if men or women are on average paid more. This ratio needs to be below 10%. This metric helps to ensure entities are gender neutral when it comes to performing the same work. Length of tenure in the role (not tenure in the entity) will be considered during the evaluation and may provide for an incremental discrepancy of up to 2.5% per year.

Metric #5

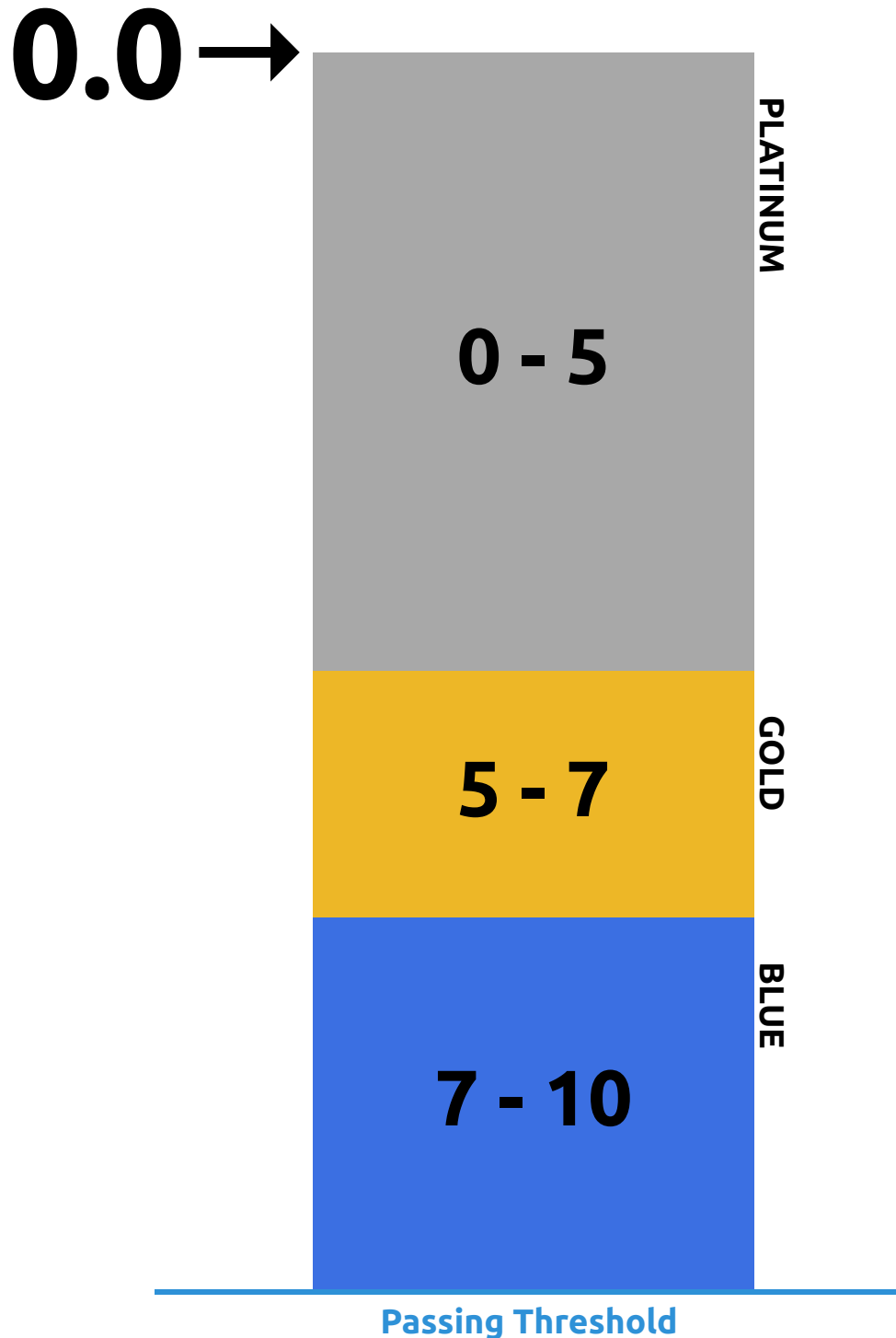
Racial Pay Gaps



This metric shows for the specific job function if any racial group is on average paid more. This ratio needs to be below 10%. This metric helps to ensure entities are racially neutral when it comes to performing the same work. Length of tenure in the role (not tenure in the entity) will be considered during the evaluation and may provide for an incremental discrepancy of up to 2.5% per year.

Metric #6

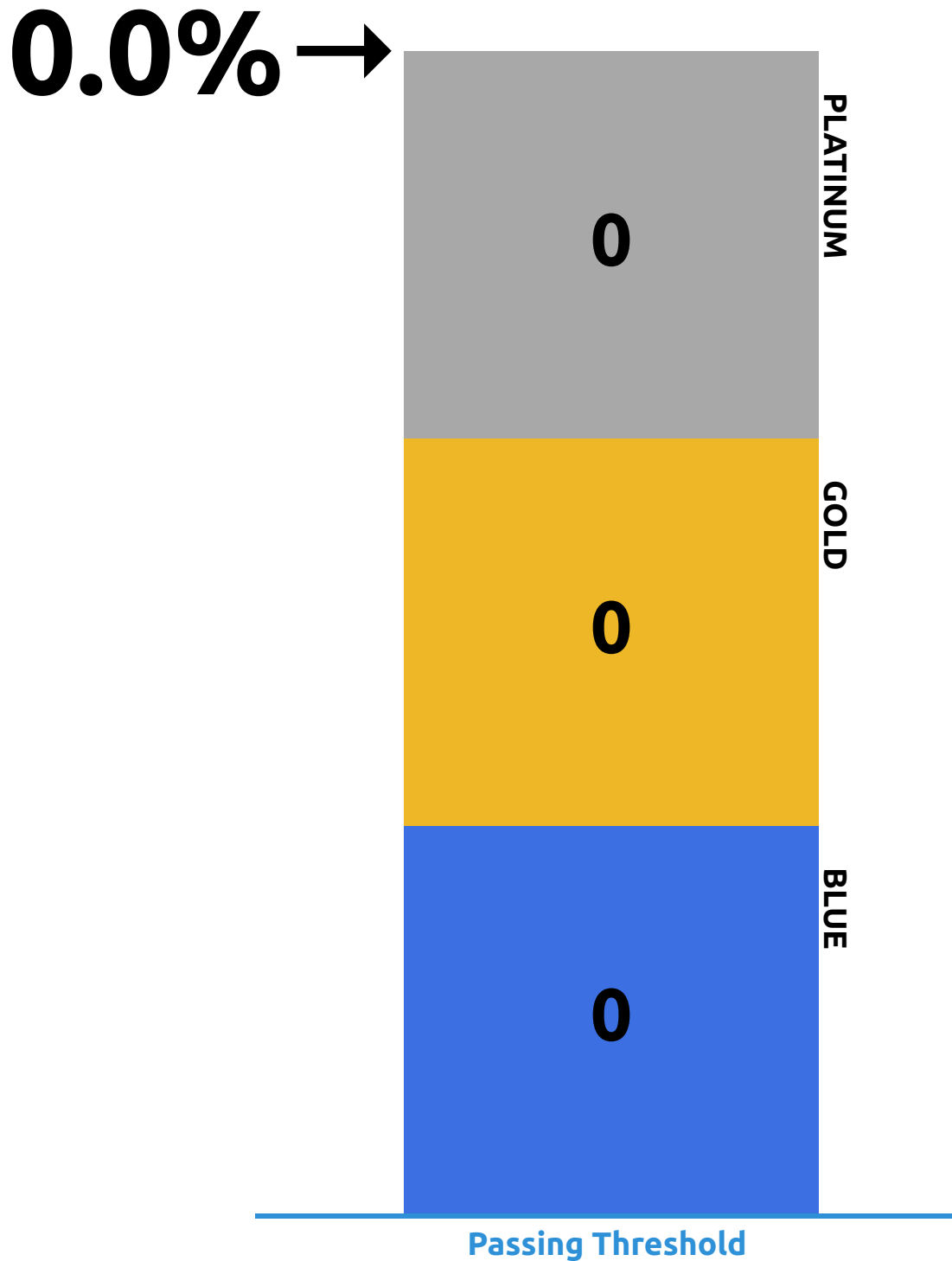
Worker Safety: Injuries per 200k hours worked



This is a common metric used by safety auditors to determine if the entity is providing a safe working environment. In order for an entity to be GoodWell Certified this number must remain below 10. This means that there will be less than 10 incidents per 200,000 hours worked that result in injury to a worker that keeps them from work all or part of the day following the incident. The entity will be required to demonstrate their policy for recording injuries exists, has been implemented, and is up to date.

Metric #7

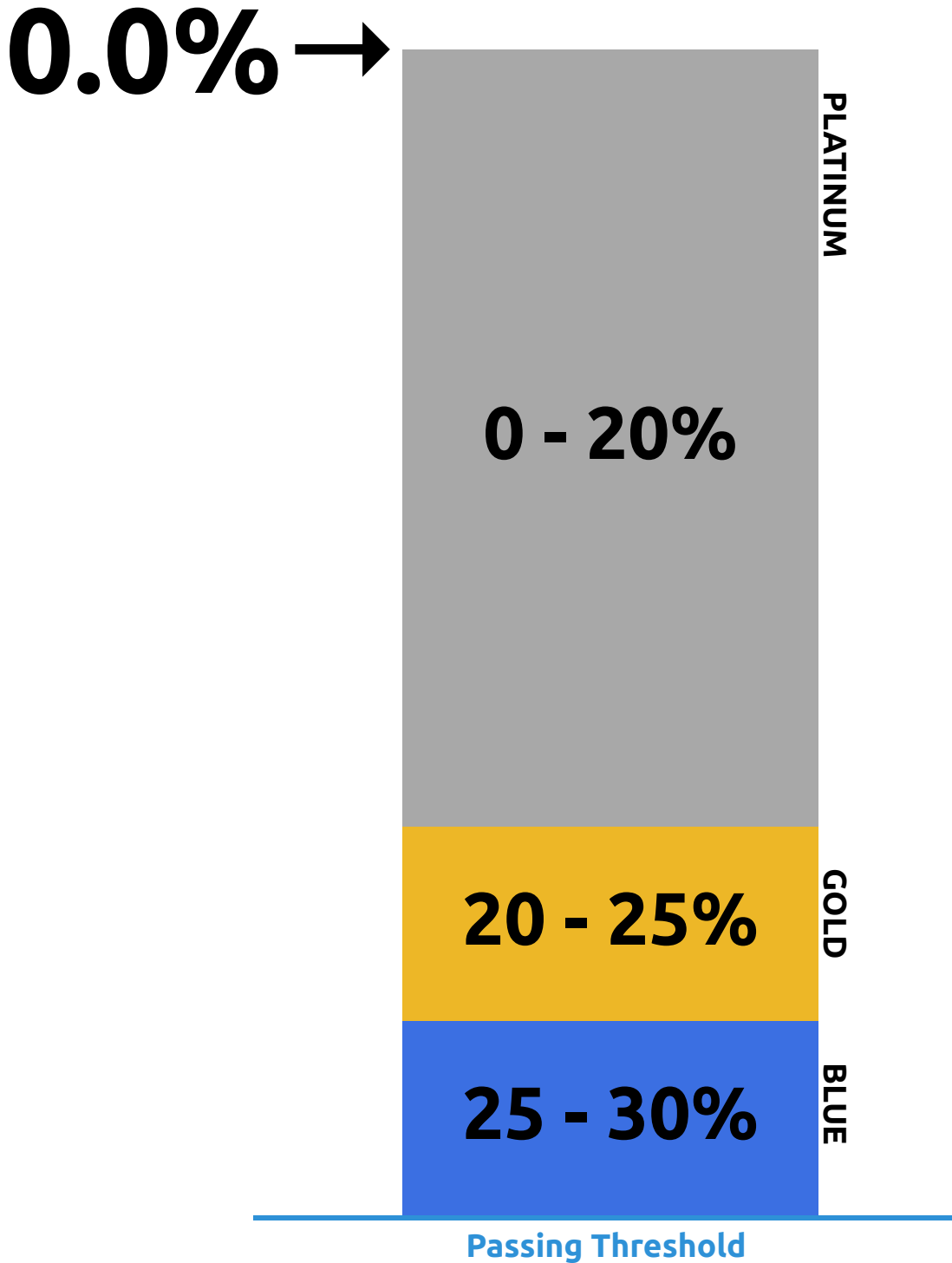
Use of Underage Workers



Percentage of workers under the age of 14 who work more than 15 hours per week. In order to become GoodWell Certified this number must be 0.

Metric #8

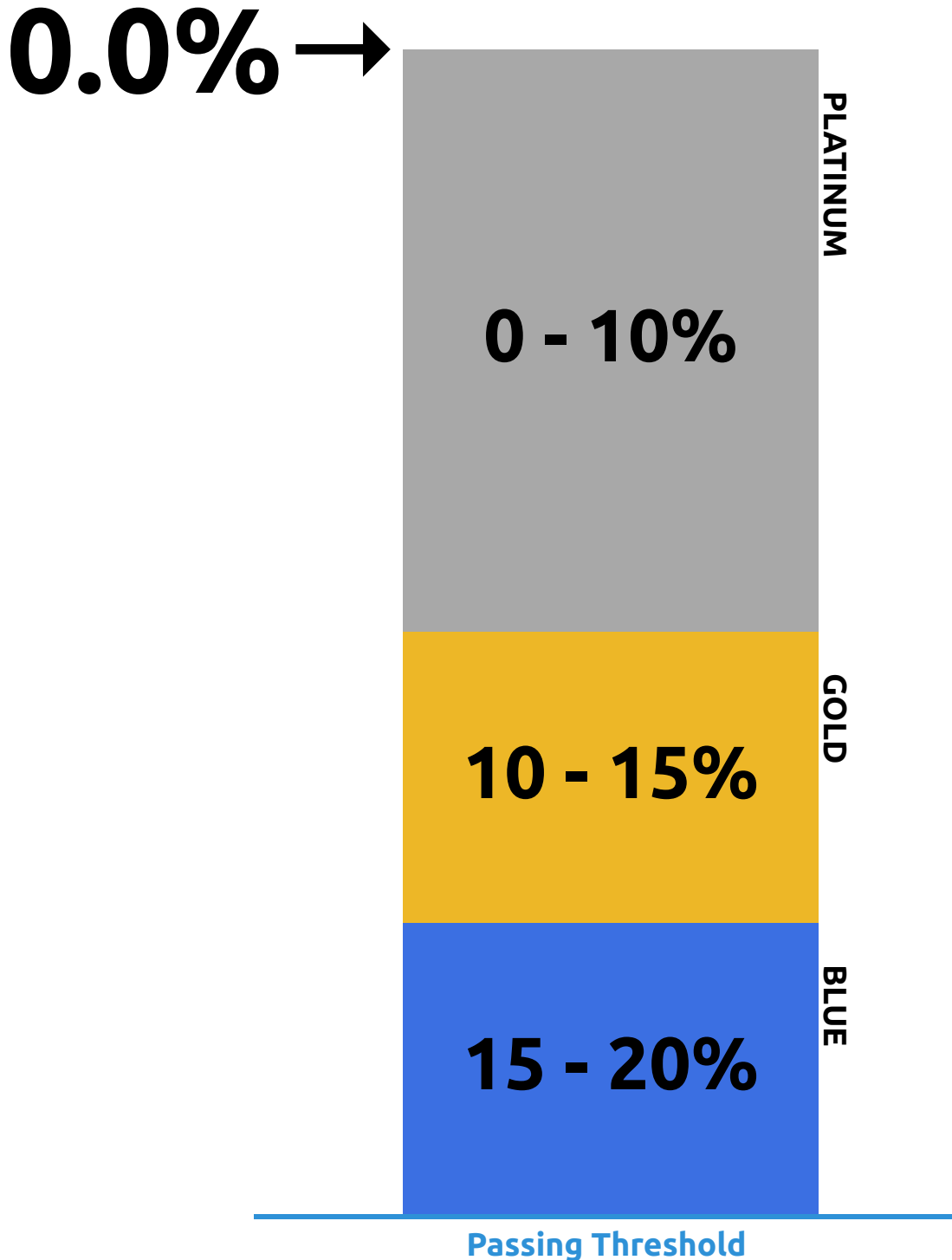
Use of Part Time Workers



This metric determines if an entity uses part-time employees in order to avoid paying full wages and benefits. We recognize part-time employees are valuable resources in order to manage fluctuations in demand, however, this should not be a major source of employment. Part-time employees are defined as employees who work year round who are not eligible for benefits because of the number of hours they work per week. In order to attain GoodWell Certification this number must be below 30%.

Metric #9

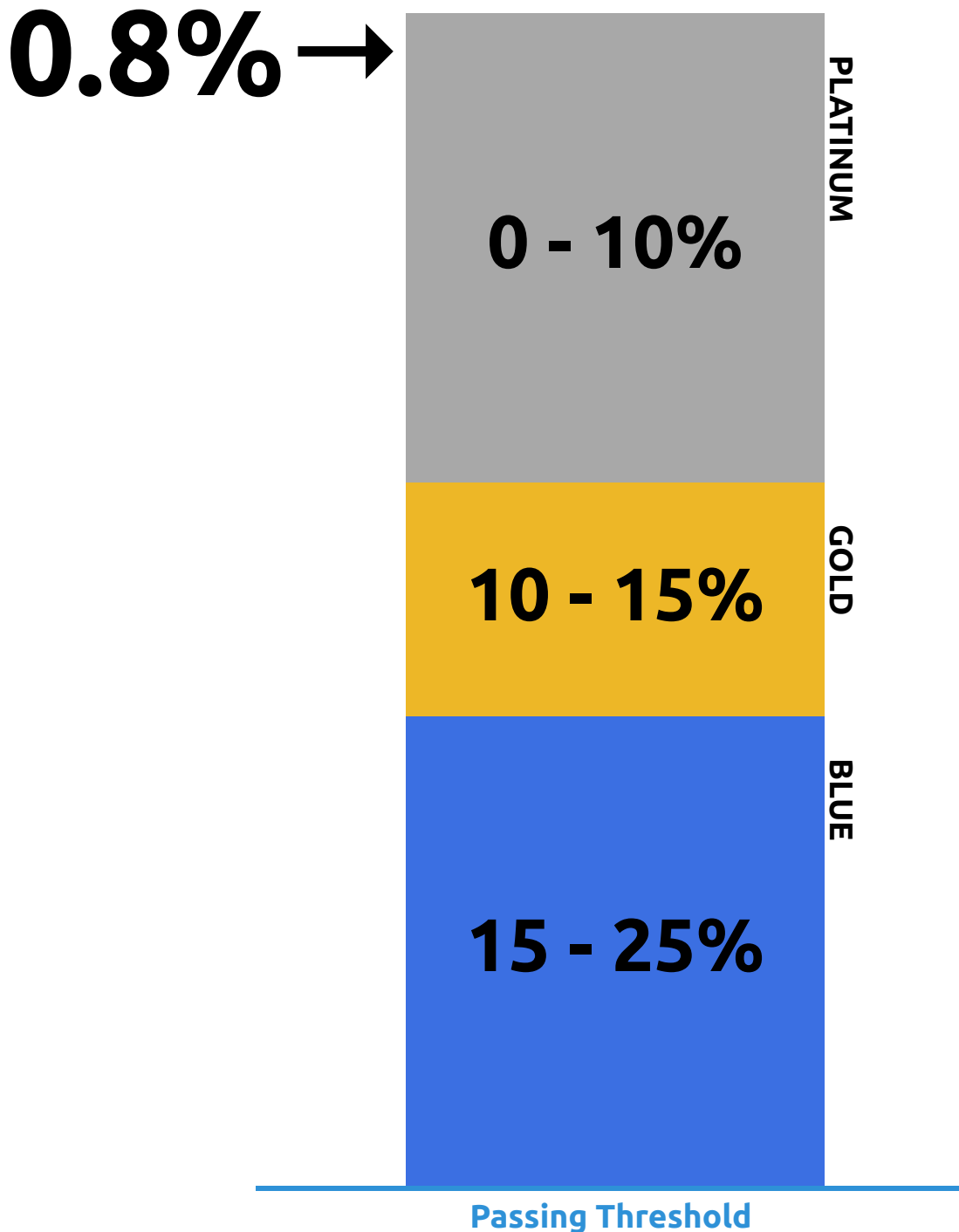
Workers Making Below a Living Wage



This metric measures how many employees at the entity work full time and make below the living wage. GoodWell utilizes www.ontariolivingwage.ca to determine the appropriate current living wage for your company's employees. We recognize that entry level jobs are an important part of the hiring and development process, so this number can be more than 0%, but should not be a large number which would indicate low pay is being used beyond entry level workers. In order to become GoodWell certified this number needs to be under 20%.

Metric #10

Employee Attrition

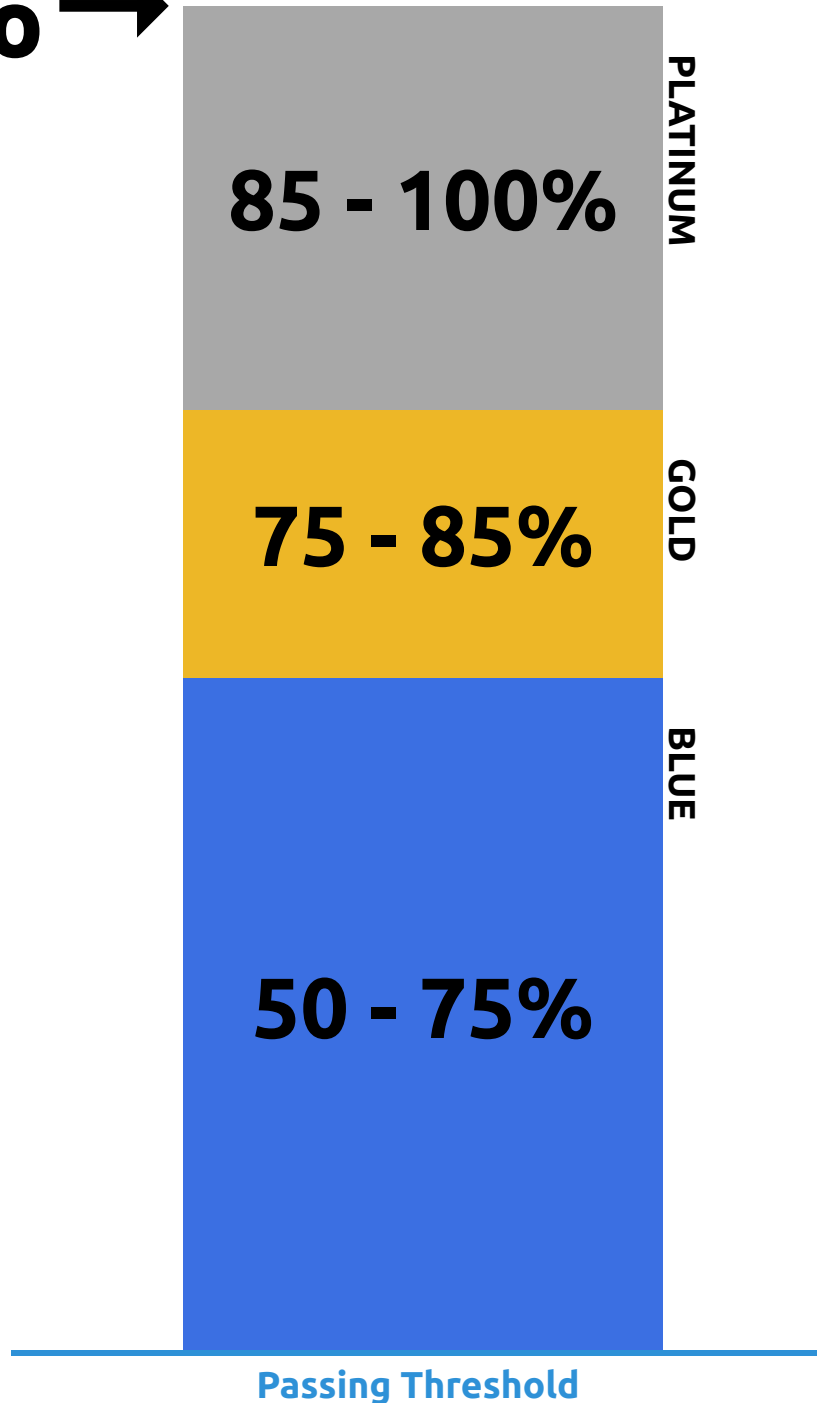


Attrition rate is one of the most important indicators of a business's health and treatment of employees. If employees are engaged, fulfilled and satisfied with their ability to grow and prosper, they will most likely remain engaged long term employees. Likewise if the entity does a good job hiring and business planning there is usually little need to terminate employees. As such an attrition rate below 25% should be easily attainable for well run and thoughtful businesses.

Metric #11

Benefits Participation

100.0% →



Benefits programs are designed for employees to ensure the business is taking care of its most important assets. As such a well designed benefits program will see very high levels of participation. However, if benefits programs are designed to put most of the cost or operational burden on the employee, the adoption rate will suffer. Benefits programs encompass broad areas as defined by respective businesses. In order to become GoodWell certified this number needs to be above 50%.

Next Steps

- 1. Your certification is good for 12 months. In order to remain certified you will need to re-submit your data before March 31st, 2021.**
- 2. Continue to measure and monitor your metrics in hopes of achieving a higher tier of certification.**
- 3. We have not yet released the tiering of Blue, Gold, Platinum, so please refrain from using these elements in your marketing and communication.**

Thank You!

Please let us know if you have any questions or concerns:

Paul Price | paul@goodwellpartners.com

Pete Gombert | pete@goodwellpartners.com

Jeff Blickman | jeff@goodwellpartners.com