

# JEDI Investing Principles in Action

Guidance for  
Asset Owners

## 1. Getting Started





# About the Principles in Action Guidance Kits

**This kit provides simple (not simplistic) guidance on how to implement the GenderSmart JEDI Investing Principles for results. It is backed by the thought leadership of leading JEDI researchers, policy makers and practitioners; as well as key insights gained from deep listening to GenderSmart community members as well as additional peers from the global south. Accountability for results, the courage to stand up to normalcy, clarity of purpose, commitment, and empathy for those excluded; all emerged as critical success factors.**

The kits guide four actor types: asset owners, asset managers, wealth managers and foundations/family offices on how to apply JEDI Investing Principles and measure results. There is a guide for Getting Started, another for those Levelling Up and a separate guide for those Going Further. Each guide presents the levers of change, a pathway to JEDI Investing results, an implementation toolkit as well as related accountability metrics.

Note: The guidance provided in the kit is based on the working definition of JEDI Investing which relates to the intersectionality of marginalisation in various cultural and geographic contexts. It was developed from the human-centred research and insights that informed the design of the kit.

These kits were produced by GenderSmart in partnership with TripleC Advisory and a roster of [expert contributors](#).



## Pain Points

### Power

The feeling of powerlessness against the normalcy of the socialisation, systems, structures that drive exclusion

### Practical Knowledge

A lack of practical knowledge on how to adapt products and processes to a more diverse and inclusive global market

### Collective Leadership

The dearth of collective leadership needed to incentivise and direct much more capital towards JEDI Investing

## Strategic Levers

### Shift Organisations

Shifts towards embedding JEDI investing as part of organisational purpose, mission and strategy. JEDI Investing principles need to be integrated into the purpose, strategy and KPIs of the company to normalise JEDI investment.

### Adapt Investment Products and Process

Guidance in the form of key actions, tips, tools and templates for adapting investment policy, products and processes to normalise JEDI investing. The investment process should embed JEDI by including DEI. Investors risk missing out on new investment opportunities and a diverse talent pool.

### Influence the Ecosystem

Enabling actors to position themselves for collective advocacy and influence in the investment ecosystem based on results. As leaders we all have the opportunity to influence (co-investors, peers, consultants, advisers, and market actors) and open new pathways to capital-backed success.

# JEDI Investing: Actor Types

Each actor has an element of power and sphere of influence to help effect change.

The ultimate goal is to encourage the strategic flow of capital in the same direction.



# JEDI Investing Principles In Action:

Mapping the pathway to results in three steps

**1** Select a set of principles based on your entry point

**2** Decide which strategic lever to engage

**3** Define metrics to account for results

**Getting Started**

- Principle 1: Awareness
- Principle 2: Specificity
- Principle 3: Participation

**Levelling Up**

- Principle 4: Intentionality
- Principle 5: Implementation

**Going Further**

- Principle 6: Accountability
- Principle 7: Iteration

**Shift Organisations**  
Integrate JEDI outcomes in the strategic plan, create safe spaces for diverse engagement

**Adapt Investment Products and Processes**  
Plan on how to adapt products and processes

**Influence the Ecosystem**  
Identify a role in influencing the ecosystem and partnerships

**JEDI investing metrics are in the corporate strategy**

**JEDI investing business process adaptation plan**

**Strategic influence & advocacy positioning identified**



# JEDI Investing Principles: Overview of Key Actions and Results

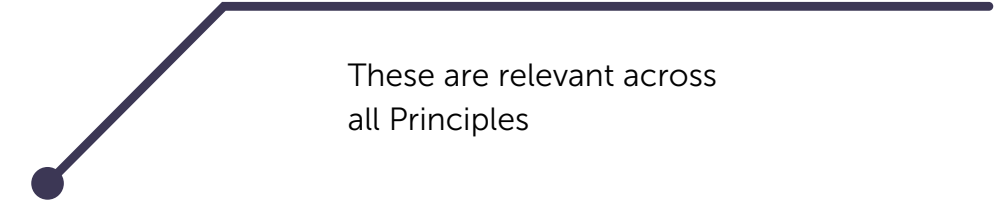
	Getting Started	Levelling Up	Going Further	Outcome
Principles	<ul style="list-style-type: none"> <li>• Principle 1: Awareness</li> <li>• Principle 2: Specificity</li> <li>• Principle 3: Participation</li> </ul>	<ul style="list-style-type: none"> <li>• Principle 4: Intentionality</li> <li>• Principle 5: Implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Principle 6: Accountability</li> <li>• Principle 7: Iteration</li> </ul>	
(Shift) Organisations	Select external Asset Managers with JEDI investing values aligned with your own	Design a JEDI investing Charter	Identify and engage asset and wealth managers on JEDI investing indicators to measure performance	Alignment of asset owner and asset manager principles with respect to JEDI performance expectations.
Adapt Investment Principles and Processes	Explore compliance levers for JEDI investing	Align incentives with existing asset managers and allocating capital towards impact	Identify and use standardised impact reporting indicators	An increase in the amount of capital deployed to organisations led by women and other marginalised groups.
Influence the Ecosystem	Promote the acknowledgement of asset and wealth manager progress on JEDI investing across the industry	Gain and share JEDI investing insight on the power dynamics and change levers that would unlock more JEDI investing capital	Contribute to the development of an industry-wide JEDI investing scorecard	An increase in the amount of capital that is tagged to JEDI investing.

# JEDI Investing Principles In Action for Asset Owners:

## Tips, Tools and Templates for Getting Started

### Principle: Awareness

Start with recognition and acknowledgement that current financial and economic systems are founded and hence affected by a spectrum of systemic and other historical and geographic factors such as racism, discrimination, colonialism. This creates power and structural imbalances in which relationships become transactions.



### Shift Organisations

Articulate specific impact objectives or priorities

**Example:** Institutional Asset Owners strategies for engaging with asset managers for impact

### Adapt Investment Products and Processes

Leverage strategic partners

**Example:** Some asset owners look for diverse managers, and asset owners without approaches to DEI start talking to their investment consultants to discover ways to assess and implement diversity measures

### Influence the Ecosystem

Promote the acknowledgement of asset and wealth manager progress on JEDI investing across the industry

**Example:** Look for managers that are making progress on diversity initiatives rather than judging them on their level of diversity at a given point in time

# JEDI Investing Principles In Action for Asset Owners:

## Tips, Tools and Templates for Getting Started

**Principle: Specificity**

The investment strategy and approach can be tailored to reflect geographical and socio-economic dynamics. This includes material JEDI issues that are of high strategic significance, such as workplace equity, flexible policies, inclusive cultures and diverse pipelines.

**Principle: Participation**

Strive for participation of all voices and actors, supported by thorough and locally-relevant investment and organisational processes.

**Shift Organisations**

Embed DEI within the organisation

Example: Asset owners are increasingly moving to a global diversity lens

**Adapt Investment Products and Processes**

Clearly define diversity

Example: Broadening diversity considerations: Diversity defined-conventional and extended

**Shift Organisations**

Select external Asset Managers with JEDI investing values aligned with your own

Tool: Resource Generation’s redistribution guidelines ask people in the richest 10% of the U.S. economy to redistribute all or almost all inherited wealth and/or excess income to social justice movements in alignment with social justice giving principles.

**Adapt Investment Products and Processes**

Explore compliance levers for JEDI investing

Template: Diversity and Inclusion Questionnaire that provides asset managers the opportunity to fully articulate their firm’s approach. It also provides asset owners and consultants with a standardised data set for analysing managers on D&I.

# JEDI Investing Principles In Action for Asset Owners:

## Case Studies for Getting Started

The below examples apply across JEDI investing principles.

### Shift Organisations



**Hesta**, an Australian superannuation fund which has close to 1 million members, is overseeing an investor-led initiative aimed at boosting gender diversity in corporate Australia. The signatories commit to achieving a balance of 40% women, 40% men and 20% “any gender” in their executive leadership teams by 2030

### Adapt Investment Products and Processes



**Dragonfly Ventures** prioritises creating space for people and communities that have and continue to be marginalised by systemic barriers and racism.

### Influence the Ecosystem



**CDPQ** believes in the value of learning from its asset managers’ practices and leveraging those strong relationships in the development of its impact strategies. CDPQ has also set up a fund, **Equity 25^3**, which is focused on diverse founders and leaders, defined as women, visible minorities, and Indigenous peoples, all of whom are relevant in the Canadian and wider North American context.



# JEDI Investing Principles In Action for Asset Owners:

## Overview of KPIs/metrics for results and accountability

### Shift Organisations

JEDI Investing metrics in the corporate strategy

Indicators:

- Percentage of internal team that are women and people from other underrepresented backgrounds.

### Adapt Investment Products and Processes

Plan on how to adapt products and processes

Indicators:

- Percentage of asset owners who hold fund managers to account on DEI Issues . 59% of asset owners hold fund managers to account on DEI issues and a further 18% say they aim to do so.

### Influence the Ecosystem

Identify a role in influencing the ecosystem as well as partnerships

Indicators:

- Number of asset owners that have moved from one level of JEDI to another

### Sources of Metrics

- [Top 1000 funds.com March Sustainability](#)