

JEDI Investing Principles in Action

Guidance for
Asset Owners

3. Going Further



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.

High
INFLUENCE
Low

Wealth Managers

High influence through asset owner advice, products and practices. Lower power on capital flows than asset owners.

Fund Managers

Highly controlled by policy, regulation, risk management protocols and internal controls. Not as much relative control and influence but is often closer to the investment opportunities

Asset Owners

Power to shift capital and influence over the entire capital value chain

Foundations/Family Offices

Power over asset allocation and varying levels of influence over capital value chains

Low POWER High

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
Utilise JEDI results for continuous transformation of the organisation's structures

Adapt Investment Products and Processes
Measure the impact of investments with a JEDI lens

Influence the Ecosystem
Track and share data about the impact of your JEDI investments

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"> • Principle 1: Awareness • Principle 2: Specificity • Principle 3: Participation 	<ul style="list-style-type: none"> • Principle 4: Intentionality • Principle 5: Implementation 	<ul style="list-style-type: none"> • Principle 6: Accountability • Principle 7: Iteration 	
(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 Going Further

Principle: Accountability

Monitor milestones and progress against concrete goals and allocation volumes, if applicable. Where possible, refer to measurable benchmarks and other industry standards.

Shift Organisations

Identify and engage asset and wealth managers on JEDI investing indicators to measure performance

Example: Report on the state of DEI within the organisation using established metrics to determine progress

Adapt Investment Products and Processes

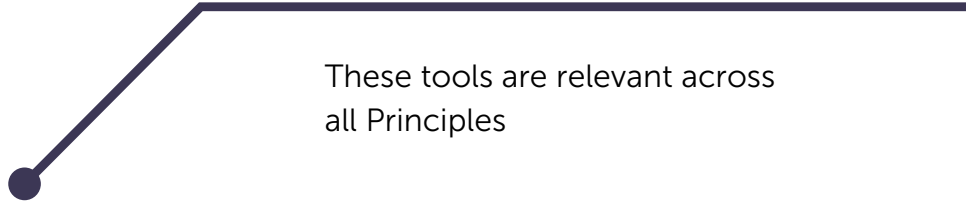
Identify and use standardised impact reporting indicators

Example: A Guide to Classifying the Impact of an Investment

Influence the Ecosystem

Contribute to the development of an industry-wide JEDI investing scorecard

Example: Progress of DEI needs owner accountability



These tools are relevant across all Principles

JEDI Investing Principles In Action for Asset Owners:

Tips, Tools and Templates for Going Further

Principle: Iteration
 Investing with a JEDI lens involves integrating feedback loops and committing to building a cohesive culture of reflection, accountability and action over the long term. This is in part about tracking progress, measuring against goals and considering shifts in power dynamics inside the organisation (and out).

Shift Organisations

Track Progress

Adapt Investment Products and Processes

Target focus areas for engagement/improvement

Example: Define diversity, set goals or objectives, implement measures to carry out those objectives, and employ systems to track progress

Tip: Tie managers and executive bonuses to improvements on the team’s diversity metrics.

JEDI Investing Principles In Action for Asset Owners:

Case Studies for Going Further

The below examples apply across JEDI investing principles.

Shift Organisations



Trinity Church on Wall Street pushes for diversity and inclusion following the death of George Floyd. They have awarded nearly \$7mn in grants to 57 organisations dedicated to ending systemic racism in New York City

Adapt Investment Products and Processes



Mckinsey & Co., institutional investors as catalysts for change: This research indicates that institutional investors feel that a majority of private equity firms scored an average of 4/10 on representation of diverse groups.

Influence the Ecosystem



Diversity and inclusion in the financial sector – working together to drive change: Discussion paper which has been developed by financial sector regulators in the UK who are working together to drive real change in diversity within the financial services sector.

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](#)