

# JEDI Investing Principles in Action

Guidance for  
Asset Owners

## 2. Levelling Up



# 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.



**Wealth Managers**

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

**Asset Owners**

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

**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

**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**  
Tighten the strategic plans to include more factions of marginalised communities

**Adapt Investment Products and Processes**  
Focus only on investments with a JEDI dimension

**Influence the Ecosystem**  
Measure the JEDI success against the benchmark set

**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 Levelling Up

### Principle: Intentionality

Define the baseline and then set progress goals and a bigger vision around JEDI's transformative potential for results and/or impact. Existing structures, processes and resources may not permit a fully integrated JEDI approach; the key is to get started.

### Shift Organisations

Ensuring greater diversity in the institutional asset management sector

Example: **Aiming for high retention rates - particularly among women in the venture capital industry**

### Adapt Investment Products and Processes

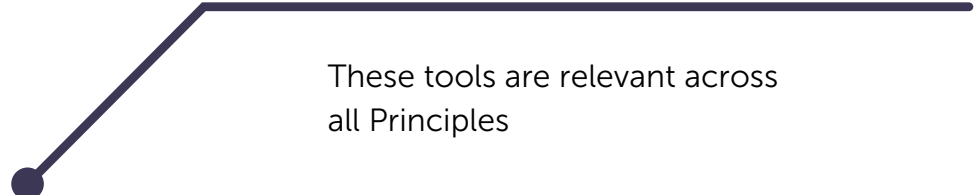
Align incentives with existing asset managers and allocating capital towards impact

Example: **Asset Owners and Investing in Diversity: Intention versus Action**

### Influence the Ecosystem

Gain and share JEDI investing insight on the power dynamics and change levers that would unlock more JEDI investing capital

Template: **Gender Equality Mainstreaming (GEM) Framework** is a practical manual and toolkit for assessing gender equality and identifying, implementing and measuring gender equality mainstreaming strategies within companies.



These tools are relevant across all Principles

# JEDI Investing Principles In Action for Asset Owners: Tips, Tools and Templates for Levelling Up

## **Principle: Implementation**

Ensure the gender and JEDI investing approach has widespread buy-in and accountability is built in. This could involve a public commitment with clear goals, allocation volumes, and actions. It could also consider underlying policies and processes like recruitment, retention, and succession.

### **Shift Organisations**

Design a JEDI investing Charter

**Example: UNPRI Principles of responsible investment: How Asset Owners can drive responsible investments**

### **Adapt Investment Products and Processes**

Putting specific data around diversity expectations of external managers

**Template: Walking the Talk: How asset owners are using DEI metrics in manager selection and investment decision making**

# JEDI Investing Principles In Action for Asset Owners:

## Case Studies for Levelling Up

The below examples apply across JEDI investing principles.

### Shift Organisations



**Institutional Investing Diversity Cooperative (IIDC)** is an alliance formed by asset owners and institutional consultants to express a shared goal of ensuring greater diversity in the institutional asset management sector.

### Adapt Investment Products and Processes



**Avon Pension Fund**, one of the signatories of the asset owners diversity charter which together have a combined AUM of over 1 Trillion pounds.

### Influence the Ecosystem



**Responsible Investment Association**, has membership from asset managers & asset owners who support the promotion of responsible investment in Canada's retail and institutional markets by taking intentional steps to promote diversity and inclusion across their portfolios and their organisations



# 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](#)