

JEDI Investing Principles in Action

Guidance for
Family Offices
and Foundations

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.



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
JEDI data is shared with other stakeholders

JEDI investing metrics are in the corporate strategy

JEDI investing business process adaptation plan

Strategic influence & advocacy positioning identified

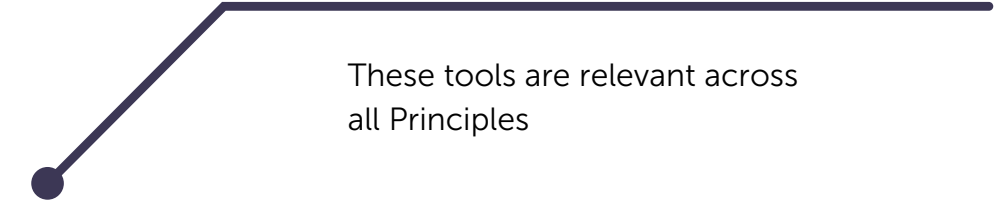
JEDI Investing Principles: Overview of Key Actions and Results

	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	Get clear on how JEDI Investing aligns to your vision, mission and strategic plan	Ensure widespread buy-in for the JEDI approach within the organisation	Incorporate JEDI investing performance metrics into the strategic plan and embed it into policy	JEDI investing has been embedded into the strategy and key performance indicators
Adapt Investment Principles and Processes	Identify the opportunities to incorporate JEDI investing in ways that give the biggest results	Integrate JEDI investing process adjustments into business process improvement plans	Integrate JEDI investing indicators to your investing processes	Set up a transparent reporting system on the status of JEDI investing
Influence the Ecosystem	Establish an area of influence and advocacy aligned to the organisation's JEDI values and goals	Contribute towards a collective JEDI investing framework within your sphere of influence	Curate a forum for sharing data and evidence of JEDI investing results	An increase in the percentage of assets under management benefitting historically marginalised groups

JEDI Investing Principles In Action for Family Offices and Foundations: 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.



These tools are relevant across all Principles

Shift Organisations

Define the baseline and set clear goals

Template: Investor statement of solidarity to address systemic racism and a call to action

Template: Sample of JEDI baseline pillars of focus

Adapt Investment Products and Processes

Define clear and transparent gender and JEDI investing goals

Example: Due Diligence 2.0

Tool: Navigating Impact with a Gender Lens portal

Tool: Navigating Impact with a Racial Equity Lens portal

Influence the Ecosystem

Contribute towards a collective JEDI investing framework within your sphere of influence

Example: Ceniarth: Delivering impact-first capital to marginalized communities

Example: Sharing an approach on promoting and implementing JEDI within a family office / foundation

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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

Ensure widespread buy-in for the JEDI approach

Example: Racial Equity begins with C-suite accountability

Tool: The Diversio Dashboard provides a simple and powerful view of diversity, equity & inclusion in your workplace, and allows you to go far beyond simple demographic measurement.

Adapt Investment Products and Processes

Integrate JEDI investing process adjustments into business process improvement plans

Template: The REAL Framework: An analytical frame designed to bring justice to capital and promote shared prosperity for all stakeholder groups

JEDI Investing Principles In Action for Family Offices and Foundations:

Case Studies for Levelling Up

The below examples apply across JEDI investing principles.

Shift Organisations



Tides Foundation is working to advance progressive causes and policy initiatives in areas such as the environment, health care, labour issues, immigrant rights, LGBTQ+ rights, women's rights and human rights. It is dedicated to fostering diversity and inclusion within the workplace and is guided by its DEI Action Plan.

Adapt Investment Products and Processes



The Sasakawa Peace Foundation (SPF) was the first private foundation in Asia to create an impact fund with a dedicated focus on gender issues. Through its Asia Women Impact Fund (AWIF) it seeks to achieve the double bottom line of improved gender outcomes and sustainable financial returns.

Influence the Ecosystem



Toniic membership consists of 500 high net wealth individuals, family offices, and foundation asset owners who are deepening their impact across the spectrum of capital and personal resources in more than 25 countries. Toniic members provide peer support as they share their impact investing approaches and experiences, including portfolio "deep-dives."

JEDI Investing Principles In Action for Family Offices and Foundations:

Overview of KPIs/metrics for results and accountability

Shift Organisations

JEDI Investing metrics in the corporate strategy

Indicators:

- A JEDI strategy is in place
- Key Performance Indicators to measure progress established
- The foundation maintains policies and practices that support JEDI

Adapt Investment Products and Processes

Plan on how to adapt products and processes

Indicators:

- Number of diverse businesses applying for and receiving investment
- Percentage of investments that benefit marginalised groups

Influence the Ecosystem

Identify a role in influencing the ecosystem as well as partnerships

Indicators:

- Policies to influence external actors in public and private institutions established
- Work to shift the media coverage to marginalised communities
- Percentage of assets under management managed by managers from historically marginalised groups

Sources of Metrics

- [IRIS+ Catalogue of Metrics: Diversity and Inclusion in employment](#)
- [Reporting for Portfolio Metrics: GIIN Impact Employment Metrics](#)
- [Racial Justice Indicators](#)