



Lab
Global

JEDI Baseline Pillars of Focus

Catalysing Change
and Going Deeper

1 Justice, Equity, Diversity & Inclusion at B Lab

- JEDI philosophy
- JEDI Framework

4 Shifting Power & Distributing Leadership

- Questions to promote Shifting Power & Distributing Leadership
- Examples around the Network
- Resources

2 JEDI Baseline Pillars of Focus

- Background
- How JEDI Positively Impacts Business
- Baseline Assessment
- Pillars of Focus
- Key Feedback

5 Accountability

- Questions that drive Accountability
- Examples around the Network
- Resources

3 Racial Equity & Justice

- Questions that drive Racial Equity
- Examples around the Network
- Resources

6 Now What?

- Implementation
- Global Enabling Objective 4

1 Justice, Equity, Diversity & Inclusion at B Lab



JEDI Philosophy

Our collective global vision is of an inclusive, equitable and regenerative economic system for all people and the planet.

At B Lab an equitable, diverse and inclusive workplace is one where all employees and volunteers, whatever their gender, race, ethnicity, national origin, age, sexual orientation or identity, education or disability, feels valued and respected. We are committed to a nondiscriminatory approach and provide equal opportunity for employment and advancement in all of our teams, programs, and worksites. We respect and value diverse life experiences and heritages and ensure that all voices are valued and heard.

JEDI Framework

To provide informed, authentic leadership for cultural equity, B Lab strives to:

- See justice, diversity, inclusion, and equity as connected to our mission and critical to ensuring the well-being of our staff and the communities we serve.
- Acknowledge and dismantle inequities within our policies, systems, programs, and services, and continually update and report on organizational progress in these areas.
- Explore potential underlying, unquestioned assumptions that interfere with inclusiveness.
- Advocate for and support board-level thinking about how systemic inequities impact our organization's work and how best to address them in a way that is consistent with our mission.
- Practice and encourage transparent communication in all interactions.

Domestic vs Global Scope

- An organization's geographic footprint encompasses the regions in which it and its customers are located. It might be exclusively domestic, or it might be global – B Lab is Globally represented. Combined, the primary stakeholders and the organization's footprint help determine whether the JEDI initiative should have a domestic or global scope.
- Compared to most domestic initiatives, global JEDI initiatives are concerned with a richer and more complex set of issues. The reason stems from the wider range of cultural norms represented among all the stakeholder groups. Global initiatives tend to be successful only when they are adapted to and reflect the cultural norms and needs of each region or country.

Antiracism

Antiracism is a paradigm within critical theory utilized to explain and counteract the persistent, traumatic impact of racism by promoting social justice. B Lab Inc. is primed and ready to tackle racism as accountable business leaders and commit to existing as an anti-racist organization and stand against injustice.

Our commitments:

- Educate our leaders and staff on antiracist rhetoric, theories and behaviors
- Dismantle the aspects of racism embedded in our systems and policies
- Decenter Whiteness in our work and analysis
- Centering justice in our goals, outcomes and standards.

B Lab Antiracism Stance - July 2020

As an organization, we stand against anti-Black racism and all forms of oppression including transphobia, classism, sexism, and xenophobia. We commit to a focused and sustained action to dismantle racist systems, policies, practices, and ideologies within ourselves and our networks. As we continue to learn about injustice, we embrace radical reorientation of our consciousness and will listen to the voices of Black, Brown, Indigenous and marginalized peoples to catalyze equitable outcomes for all.

JEDI Enabling Objectives & the Global Theory of Change

Enabling Objective 4. Create foundations to catalyze JEDI principles across the network: develop Global JEDI Principles and baseline JEDI expectations/considerations to delineate what aspects of JEDI can be globalized and what must be localized.

B Lab Network Baseline JEDI Principles

Evaluate B Lab's ToC, strategies, and frameworks to determine baseline JEDI principles/knowledge.

- Analyze existing data from the Global ToC process, the I&E survey results – compared to other B Corps, and our external JEDI focus groups
- Identify suggested areas focus
- Inform Global Network of suggestions
- Develop Resource Library

Global JEDI and Anti-Racism Strategic Plan

Complete Structural Inclusion Audit to evaluate B Lab's policies and practices for JEDI and anti-racism considerations by June 2021

- Create Global JEDI Advisory group with Global Partners
- Complete Global JEDI Strategic Plan, and goals by December 2021 to support global planning for 2022
- Communicate publicly and internally on JEDI journey regularly
- Create a circle of stakeholders to support crafting the 3- or 5- year plan (JEDI Global Strategic Planning Committee)

Building B Lab's competencies as an anti-racist organization

Organize or complete B Lab Leadership and staff JEDI-related & anti-racism trainings

- Complete Board & Leadership trainings “A Black & Brief Survey of Systemic Oppression in America” by June 2021 - DONE!
Complete 2-3 additional trainings/sessions and one additional global JEDI/anti-racism book reading in 2021 - Book reading complete.
- Measuring equity-centered practices at the Board & leadership level via leadership quarterly reviews, based on the JEDI areas of focus we identified
- Developing accountability metrics for course corrections and support in stagnant areas.
- Complete 2-3 additional trainings/sessions and one additional global JEDI/anti-racism book reading in 2021 - focus groups completed.

2 JEDI Baseline Pillars of Focus



A. Background

1. Baselines do not mean “good enough” and they are not the end goal.

These are the identified areas of focus which will equip the organization to deliver on the existing goals and objectives already set forth and committed to. Furthermore, the pillars better prepare the community for a JEDI Strategic Plan forthcoming in Q1 2022.

The B Lab JEDI team will soon be kicking off a process to create a B Lab. JEDI 5-year Strategic Plan, set to release Q1 2022 for implementation.

These principles will prepare individuals and organizations with the acumen needed to be ready to embark upon the next leg of our JEDI journey and to drive the movement according to that strategic plan.

The Pillars are based on:

- B Lab Global Theory of Change
- Responses from the Inclusion & Engagement Survey
- Responses from the JEDI focus groups
- Market research on civil and social justice matters

B. How Diversity Positively Impacts Business

1. According to Forbes, companies that have more diverse teams have 19% higher revenue due to innovation. This finding is huge for tech companies, start-ups, and industry where innovation is the key to growth.

2. The American Sociological Association report companies with the highest levels of racial diversity saw 15 times the sales revenue compared to companies with the least racial diversity among their employees.

3. McKinsey’s research shows that gender-diverse companies are 15% more likely to outperform their peers and ethnically-diverse companies are 35% more likely to do the same.

4. 69% of executives rate diversity and inclusion as an important issue in 2017, up 32% from 2014, Deloitte reports.

5. A Deloitte study found that 39% of respondents believed diversity and inclusion offer a significant competitive advantage over their competitors.

6. Just 3.2% of Fortune 500 companies openly share race and gender demographics of their employees, Fortune reports.

C. Baseline Assessment

A baseline assessment gauges the current situation against a set of goals or sought outcomes to identify the starting points for a programme or project.

It looks at what information must be considered to establish a baseline or starting point; the benchmark against which future progress can be built and assessed.

D. JEDI Baseline Pillars of Focus

1. Racial Equity & Justice
2. Distributing Leadership & Shifting Power
3. Accountability

E. Key Feedback Themes & Data

Themes:

Feedback was divided into 5 main themes, which allowed the JEDI team to focus on the most common factors.

- **Clarity (50%)** - These comments asked about depth of information or lack of clarity. Each comment was considered and tweaks to language and examples were added to the resources.
- **Global (25%)** - These comments surrounded Global language or topics that were not US-centric. Some language was left vague in order to allow for a broader swath of the network to see themselves. Clarity was provided with examples from the Global network.
- **Language (12%)** - These comments surrounded the actual language used. Language was not changed, however clarity surrounding the language has been better outlined.
- **Climate (6%)** - This feedback did not garner any course correction at this time.
- **Ownership Culture (6%)** - This feedback did not garner any course correction at this time.

Racial Equity & Justice

- On a scale of 1 to 5, how well do you understand this pillar as described?
Average: 4
- To what extent does the following statement reflect you, "I am able to connect this pillar to my work." Average: 4
- To what extent do you agree with the following statement, "I am able to connect this pillar to the movement." Average: 4.5

Distributing Leadership & Shifting Power

- On a scale of 1 to 5, how well do you understand this pillar as described?
Average: 4
- To what extent does the following statement reflect you, "I am able to connect this pillar to my work." Average: 4.5
- To what extent do you agree with the following statement, "I am able to connect this pillar to the movement." Average: 3.9

Accountability

- On a scale of 1 to 5, how well do you understand this pillar as described?
Average: 4.25
- To what extent does the following statement reflect you, "I am able to connect this pillar to my work." Average: 4.25
- To what extent do you agree with the following statement, "I am able to connect this pillar to the movement." Average: 4

3 Racial Equity and Justice



Racial equity is defined as just and fair inclusion into a society in which all people, immaterial of their race or ethnicity, can participate, prosper, and reach their full potential. (Angela Glover Blackwell).

Racial inequity is largely perpetuated by structural racism. Structural racism refers to historical and ongoing political, cultural, social, and economic policies and practices that systematically disadvantage people of color.

- Racial Equity is all-inclusive.

Racial intersectionality exists in every aspect of human interaction. There are no other forms of equity focus that encompass all others except racial equity.

For example: every human who exists with a disability has a race - whether known, unknown, or assumed - whereas everyone who exists within or across races does not have a disability.

A. Questions that drive Racial Equity & Justice

1. Have you established who is your most racially minoritized? (For the field, community, participants, stakeholder groups etc.)
2. What assumptions have you made? Are you qualified to have made this assumption? Why have you made it? Is your perspective broad enough?
3. Who may not be able to access this information or program and have you addressed this in your planning?
4. Have you asked “why” at least once during your process?
5. Have you decided to do something different this time or committed to do so next time? What are your accountability measures?

B. Examples around the Network

1. B Corp Climate Collective Summit

- Considering Black and Indigenous People of Color are disproportionately impacted by the effects of climate change, the summit aimed to intentionally elevate those on the frontlines of climate justice work and whose lived experiences are most proximate to the challenges at hand.

This was the first time our B Lab & Sistema B networks convened the global B Corp community under one (virtual) 'roof' for an event of this magnitude. We gathered over 5,000 attendees from more than 100 countries around the world. We had 240 speakers who spoke across the 76 separate sessions that were hosted as part of the Summit. And we did it all to inspire meaningful action on the climate emergency centered in climate justice - in over seven languages, with live translations and closed captioning.

2. Anti - Racism Resources Guide

- Established by the U.S./Canada Team, the comprehensive resource guide features BIPOC consultants, organizations to support, and Black Owned B Corps

C. Resources

- [Anti-Racism Project](#)
- [“America’s Racial Contract Is Killing Us”](#) by Adam Serwer
- [The Combahee River Collective Statement](#)
- [“My Life as an Undocumented Immigrant”](#) by Jose Antonio Vargas
- [Showing Up For Racial Justice’s Educational Toolkits](#)
- [Race & Racism: Policing and Mass Incarceration](#)
- [Zinn Education Project’s Teaching Materials](#)
- [103 Things White People Can Do For Racial Justice](#)
- [Anti-Racism and White Accountability - Loyola University Maryland](#)
- [Five Practices for Developing and Staying Accountable to Racial Equity Goals - Stanford Social Innovation Review](#)

4 Shifting Power and Distributing Leadership



4 Shifting Power and Distributing Leadership



Distribution of power can be achieved when each decision is made in conjunction with the group affected by the consequences of that decision.

There are times when a group who is affected by a consequence does not have the power, privilege or opportunity to make a decision – this is when we either:

- Shift the power so that the group can decide or,
- Provide space for the group to candidly and transparency influence the decision

A. Questions to consider that promote Shifting Power & Distributing Leadership

1. Who's comfort has been centered?
2. How many decisions does this person/group have the privilege or opportunity of making? How often?
3. Does this person/group make decisions because of title or hierarchy? Did you ask why?
4. Are the people making the decision the closest to the work?
5. Do they belong to the group who could be adversely impacted by the outcomes of the decisions?
6. Who did this person/group consult before making decisions? What are the accountability measurements?

B. Examples around the Network

1. Activist In Residence (B Lab UK)

Dr. Mary Johnstone-Louis has been appointed Board Chair and Charmian Love takes new role as Activist in Residence

- In her new role as Activist in Residence, Charmian Love will explore the intersection between activism and business while enabling meaningful dialogue between the two sides.

2. B Lab Lead Executive Search & Search Design & Advisory Committee (B Lab Global)

As the B Lab Board embarked on a journey to seek for a new leader with the transition of the current CEO's, major efforts were made to create a process heavily rooted in equity, accountability and transparency. The process includes several new and creative aspects to a traditional C-Suite search:

- The creation of a Search Design & Advisory Committee for 3rd party accountability to
 - 1.) support the Board in considering a pool of candidates outside of the “norm”,
 - 2.) communicate about this process with the Network, and
 - 3.) elevate concerns or feedback to the Leadership Development Committee, as needed
- Shifts in decision making throughout the process. While the Board is accountable for the final selection, they are informed, influenced and supported by the Lead Executive Committee as well the SDAC
- The creation of a community-appointed role on the SDAC. In the spirit of the commitment to a transparent and inclusive process, the SDAC sought out a sixth member for the committee to include voices from the Global Network staff that are not typically a part of these processes.
- Ongoing community update videos are provided by the SDAC in order to reinforce transparency and engagement throughout the process.

C. Resources

- [Case Studies in Distributed Leadership](#) - The Hewlett Foundation
- [Concepts of Shifting Power and Building Leaders](#)
- [Distributed Leadership Explained](#) - SecEd
- [Distributing Leadership and Authority In A Safe and Trusting Manner](#)
- [“Stronger Together: Building Distributed Leadership”](#) - Deborah Ancona, MIT Leadership Center

5 Accountability



Accountability is when an individual or department experiences consequences for their performance or actions - or lack thereof.

- Accountability is essential for an organization and for a society. Without it, it is difficult to get people to assume ownership of their own actions because they believe they will not face any consequences.

A. Questions that drive Accountability

1. What is our shared goal?
2. What is our ultimate purpose behind setting this goal/these goals?
3. What is our definition of success?
4. What are our deliverables?
5. What am I personally responsible for?
6. What do I need to accomplish my personal tasks?
7. How will I respond when things go off-course? Who will I tell?

B. Examples around the Network

1. Impact Management Solution (B Lab East Africa & B Lab Europe)

B Lab's adoption of Sustainable Development Goals set forth by the United Nations.

- The Sustainable Development Goals (or SDGs for short) are a collection of 17 interconnected goals that were agreed to by 193 United Nations member states in 2015 to serve as a blueprint to build a better world for people and our planet by 2030.
 - East Africa, emphasizing on boosting and supporting business run by and supporting women & girls.
 - B Lab Europe, emphasis on Net Zero.

2. Increased Focus on Public Policy (B Lab UK & Sistema B)

- B Lab UK has built a coalition of 400+ companies to support the launch of the Better Business Act.
- Sistema B partnering with the International Development Research Center to create the International Working Group for Economic Reactivation of Impact.
 - The goal of this working group is to develop focus public policies to achieve the United Nations 2030 agenda.

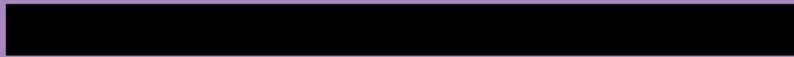
3. Transforming Performance Requirements for B Corps (B Lab Global)

- Establishing and updating metrics to ensure organizations meet specific standards on the BIA to achieve/retain B Corp Certification.
 - Ex. commitment to a living wage, a formalized code of ethics, mechanisms to ensure worker input is considered with company decisions.

C. Resources

- [Accountability Is A Team Sport](#)
- [When Movements Are Guilty of What They Are Trying to Challenge - Alicia Garza](#)
- [What is Accountability? - Barnard](#)

6 Now What?



A. Implementation

1. Organizational Management Circles (Ownership Culture)

is a method of decentralized management and organizational governance, which aims to distribute authority and decision-making through a group of self-organizing teams rather than being vested in a management hierarchy. B Lab utilizes this practice of organizational structure and relies heavily on the collaboration and inclusiveness of these circles. As such, to fortify the baseline pillars of focus and put the considerations into practice, the following three (3) circles will be identifying how to and selecting ways to implement the principles into their practice in a safe-to-try environment to provide feedback and suggestions for future org-wide adoption.

- Org Strategy & Ops Circle
- Management Circle
- Marketing Website Project

2. Training

B Lab will create training modules for each pillar. Modules will be available on our internal knowledge base. It will be available to B Lab staff as well as the network.

B. Global Enabling Objective 4:

1. Network Surveys

Surveys of the network show evidence that they understand the baseline JEDI principles

- Q1 network survey, 70% of all respondents show evidence of awareness and recognize application of baseline principles
- Q1 network survey, 70% of respondents report seeing work done within their orgs surrounding the areas of focus.
- Q3 internal survey, 70% of all respondents report that "B Lab's commitment to JEDI (Justice, Equity, Diversity & Inclusion) is consistently demonstrated".

2. JEDI Strategic Plan

The B Lab JEDI team will be working with a strategy firm and a group of stakeholders to create a JEDI Strategic Plan for B Lab. This process will continue to use these principles to guide the goals of the Strategic Plan and provide the foundation for the work moving forward.



The JEDI Committee



Ellonda L. Williams
Director of Justice, Equity,
Diversity & Inclusion, JEDI
Team



Joshua Odam
Justice, Equity, Diversity &
Inclusion Specialist, JEDI Team



Jasmine Jones
Senior Standards Analyst,
Certification & Verification



Irving Chan-Gomez
Manager, Global Partner
Engagement and Development,
Strategic Partnerships



Neha Ghosh
Product Manager I,
Product Team



Andrew Kassoy
CEO, Planning, Management
& Governance



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Thank you
