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OUTCOMES AND INSIGHTS FROM THE 2025 LEARNING JOURNEY

From Knowledge to Action

IMPACT PARTNER: B LAB U.S. & CANADA



NOTES ON THE JOURNEY

We are living in a moment that demands both clarity and courage. Across the U.S. and Canada, attempts to erase history and limit conversations about inequity are not isolated incidents—they are threads of deeper systems shaping who holds power, whose voices are heard, and whose needs are prioritized. Climate change is another part of this interconnected reality, disproportionately affecting communities that have historically been excluded from decision-making. Understanding these linkages is essential, not just theoretically, but for how organizations and networks of leaders act collectively toward justice.

Justice, equity, diversity, and inclusion have never been achieved through passivity. Every meaningful social or environmental advance—from Indigenous-led protections to civil rights victories—has required persistent advocacy, coordination, and community. The Learning Journey 2025 developed by the B Lab U.S & Canada's Racial Equity Team builds on that truth, offering participants not only knowledge and tools but also a space to engage with peers, share perspectives, and explore how systemic inequities show up in their daily work.

We're deeply grateful to have contributed to this continued development and refinement of the Learning Journey, helping shape experiences—through both analysis and facilitation—that supported participants in translating learning into action.

This report traces the journey of this cohort, highlighting both individual growth and the collective impact of a connected network of leaders. It shows how learning, reflection, and community can intersect to create tangible shifts in organizational culture, policy, and practice. It also surfaces the tension inherent in meaningful work—the moments when what we know and what we can do don't perfectly align, and the reflection required to bridge that gap.

Embedding equity is ongoing, messy, and often challenging—but it is also powerful. Every conversation, action plan, and intentional step taken by this cohort contributes to a larger, systemic shift. The Learning Journey demonstrates what's possible when practical tools meet community, reflection, and the courage to confront entrenched systems of inequity.

TABLE OF CONTENTS

Introduction | 04

Executive Summary | 05

Engagement Patterns and Learning Outcomes | 06

Participant Engagement | 07

Attendance and Participation | 07

Program Efficacy | 08

Midpoint Briefing and Assessment | 9

From Baseline to Midpoint | 10

Open Ended Responses | 10

Endpoint Briefing and Assessment | 12

From Midpoint to Endpoint | 13

Open Ended Responses | 13

Key Findings & Recommendations | 15

The Learning Journey: Evidence of Impact | 16

Pathways Forward | 17

INTRODUCTION

The Learning Journey 2025 represents the evolution of B Lab U.S. & Canada's efforts to place Justice, Equity, Diversity, and Inclusion (JEDI) at the heart of the B Corp movement. Since its launch in 2023, the Learning Journey has evolved from a broad anti-racism offering, to a targeted leadership development program for those most central to the B Corp network. The focus shifted over time, building on foundations of cross-racial dialogue and restorative practices, to now equip B Network Leaders—the movement's core influencers—with the practical tools to translate JEDI principles into systemic change.

Developed in partnership with Provoc, The Opt-In, Construct the Present, and Elleria Consulting, this iteration of the program went beyond foundational concepts. It offered a curriculum blending knowledge-building with direct application across eight sessions from May to August 2025. Participants focused on key skills like tracking JEDI metrics, applying data equity principles, and building equitable partnerships. They concluded the journey with concrete action plans, and a deeper commitment to embedding equity and climate justice into the future of the B Corp community.



EXECUTIVE SUMMARY

Organizations often struggle to translate Justice, Equity, Diversity, and Inclusion (JEDI) principles into actionable strategies, policies, and practices. The Learning Journey 2025 was designed to address this by equipping B Network leaders with the practical tools and frameworks to embed equity consistently across their operations, while aligning with evolving B Corp standards. The program combined expert-led sessions, peer discussions, and practical exercises to support policy design, data-informed decision-making, and equity-centered leadership.

The program successfully demonstrated measurable movement from knowledge to action, achieving significant outcomes across key areas. Out of the 63 individuals who registered, 46 completed the program, with the most compelling evidence of impact coming from the 11 participants who completed every session and survey.

- **High Confidence & Application:** By the program's conclusion, participants consistently reported both deeper understanding and greater readiness to apply their knowledge. Confidence in meeting the new JEDI standards was high, with 68% feeling confident in data collection for equity actions (JEDI1) and 74% in implementing appropriate actions (JEDI2). This confidence was echoed in open-ended feedback, where participants committed to embedding JEDI principles into daily work, strategic planning, and hiring practices.
- **Measurable Skill Growth:** Participants showed a clear increase in applied skills, with scores for Data Collection, Analysis, and Reporting for JEDI increasing by an average of +0.63 from baseline to midpoint. Overall, this skill area saw a total increase of +0.45 from the beginning to the end of the program, demonstrating its effectiveness in equipping leaders with tangible, in-demand skills.
- **Sustainable Impact:** Participants reported applying their learnings across their organizations, integrating equity into policy, strategic planning, hiring practices, and supplier partnerships. They also committed to establishing formal accountability mechanisms, including Employee Resource Groups, rubrics, and equity audits.

The Learning Journey 2025 is a critical capacity-building investment that not only raised participants' immediate readiness but also positioned them and their organizations for long-term, equity-driven change.

Engagement Patterns & Learning Outcomes



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Participant Engagement

Participants agreed in advance to attend all sessions live, though in practice their follow-through varied. Patterns of engagement influenced learning, application, and outcomes, offering insight into how participation connected to the program's ability to meet its objectives and what lessons might guide future program design and implementation.

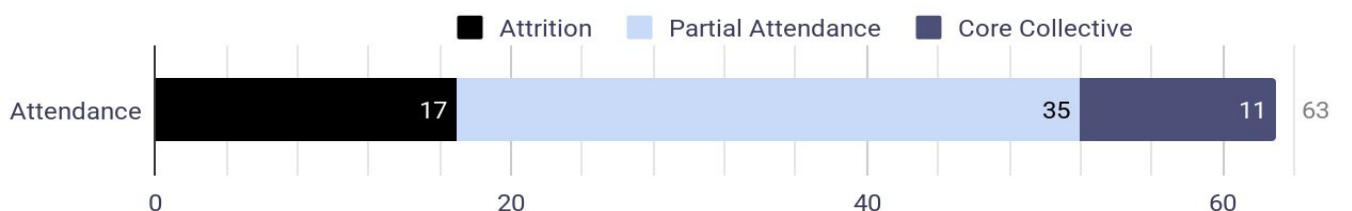
Attendance and Participation

The program maintained a strong retention rate of 73% (46 of 63 participants), demonstrating a high level of commitment despite the rigorous, live-session format. While attrition occurred, it was not driven by lack of interest. For those unable to continue, the decision was typically due to competing professional responsibilities, shifting priorities, or personal circumstances that limited their ability to meet the participation standard. Many expressed regret and emphasized that the program remained valuable to them, even as they stepped back.



For the 46 participants who remained, engagement was consistently strong. Attendance records show this group participated across multiple sessions, and their contributions in discussions, collaborative exercises, and survey responses reflected a high level of commitment. Within this group, two distinct sub-groups of participation emerged:

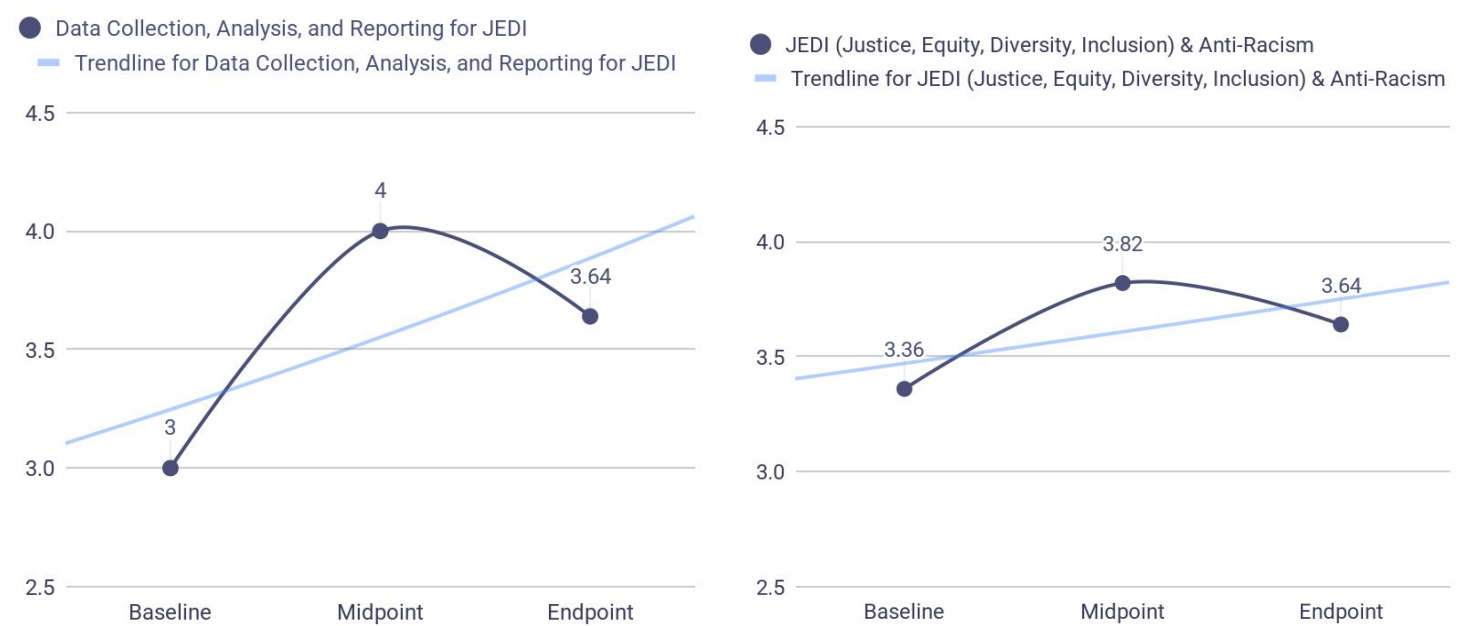
- **11 participants** - a *Core Collective* - attended all seven content focused live sessions and completed all three surveys. This group received the full program experience, and their data offers the clearest view of the program's efficacy under ideal conditions.
- **35 participants** joined some, but not all sessions, with most engaging in at least three. Their experiences highlight how real-life demands and structural barriers can shape participation, reminding us that the program's effectiveness must be understood within these lived contexts.



These patterns illustrate both the strengths and challenges of requiring high-touch, live participation. The format supported accountability and helped sustain a dynamic learning environment, but it also placed pressure on participants whose capacity shifted. Future iterations might consider strategies such as built-in flexibility, alternative engagement pathways, or structured support for participants navigating workload demands. Doing so would maintain program rigor while increasing accessibility and sustainability.

Program Efficacy

For the Core Collective who attended every content-based session, the survey data from baseline, midpoint, and endpoint provides a clear view of their learning journey and the program’s overall impact. Between baseline and midpoint, the Core Collective made notable strides. Data Collection, Analysis, and Reporting for JEDI saw the largest increase on average (+1.00), highlighting the immediate effectiveness of that session in making complex concepts accessible. Average scores also rose for JEDI & Anti-Racism (+0.46) and Climate Justice & Its Intersection with Racial and Social Equity (Climate Justice) (+0.18), showing that key principles were beginning to take root. Building Trust and Engagement in Diverse Communities (Building Trust) saw a small dip (-0.09), though scores started near the top of the scale, reflecting strong initial understanding.



Across the full program- from baseline to endpoint- the data shows both sustained learning and areas for refinement in the Core Collective. Data Collection maintained a solid overall increase on average (+0.64), and JEDI & Anti-Racism grew by +0.28, demonstrating continued progress. Some areas experienced slight declines from midpoint to endpoint, including Building Trust (-0.27), JEDI Action Plans (-0.09), and Climate Justice (-0.09), while Principles for Partnership, measured only at baseline and endpoint, saw a minor decrease (-0.18). These small shifts likely reflect participants moving from broad comprehension to a more nuanced understanding, engaging with the gray areas inherent in complex concepts. They also highlight a critical insight: sustained knowledge transfer benefits from reinforcement and follow-up.

Beyond the live sessions, all participants had access to a suite of tools—including a workbook, session recordings, and a post-program toolkit—designed to support continued learning. The slight dips in some endpoint scores emphasize the opportunity to build in additional support and resources, ensuring that foundational gains translate into meaningful, lasting application. With ongoing guidance, participants can continue to strengthen their ability to apply these frameworks in practice, reinforcing knowledge and driving sustainable change.



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Midpoint Briefing & Assessment

From Baseline to Midpoint

The midpoint assessment provides a clear snapshot of all participants' growth. Scores show progress in areas addressed by the early sessions, while also highlighting opportunities for future curriculum refinement. The average change in scores from baseline to midpoint for each concept area was:



- Data Collection, Analysis, and Reporting for JEDI: +0.63
- JEDI & Anti-Racism: +0.17
- Climate Justice & Its Intersection with Racial and Social Equity: -0.05
- Creating JEDI Action Plans with Measurable Goals & Accountability Frameworks: -0.02
- Building Trust and Engagement in Diverse Communities: -0.20

The most significant growth was observed in *Data Collection, Analysis, and Reporting for JEDI*, which increased by +0.63. This is particularly significant as it aligns with the program's emphasis on practical, accessible tools and frameworks, and reflects an area where participants started with the least familiarity. The measurable improvement here underscores that the Learning Journey delivered targeted value where it was needed most.

Meanwhile, *JEDI & Anti-Racism* and *Climate Justice* showed more modest shifts. Participants entered the program with a strong foundational understanding of these concepts, limiting the potential for large numeric gains. Nevertheless, the sessions reinforced key principles and clarified alignment with updated B Corp JEDI Standards, helping participants translate their existing knowledge into actionable strategies within their organizations. Slight decreases in *Building Trust* and *Creating JEDI Action Plans* highlight the complexity of these topics and the need for continued, deliberate practice.

Open Ended Responses

Participants in the Learning Journey found significant value across the program's content, community interactions, and practical applications. The content of the sessions itself was frequently highlighted as highly beneficial, providing new and useful knowledge. Attendees particularly appreciated the clarity and digestibility of information shared by subject matter experts, alongside the overall richness of the material. Specific elements like the "JEDI is the Vision - Cultural Competency is the Practice" slide, practical guidance on data gathering, including question formatting for identity, race, and gender, and the workbook for reinforcing learnings and critical reflection, were all noted as impactful. The ability to refer back to slide presentations was also valued, as was understanding the historical context of JEDI and clear JEDI definitions.



"I've really enjoyed the workbook as a way to reinforce the learnings shared in the live sessions and reflect on ways to implement each section in my work and personal life. The questions are great at challenging me to think more deeply and critically about the subject matter in other ways."

Open Ended Responses (continued)

The community aspect and interactive opportunities proved to be another cornerstone of the program's success. Many participants found immense value in the conversations among peers, sharing experiences with like-minded individuals, and gaining diverse perspectives. The breakout rooms were specifically praised for fostering discussion, building connections, and creating a space to address challenging topics directly. While overwhelmingly positive, one participant did mention finding the community "quite intimidating," indicating that individual comfort levels varied.

Finally, the program's emphasis on practical application resonated strongly with respondents, helping bridge the gap between theory and real-world implementation. Participants valued seeing examples from actual organizations or other participants that demonstrated how JEDI concepts could be operationalized, making them less abstract and more applicable. The inclusion of case studies, real-life examples, scenarios, and storytelling on JEDI principles provided tangible pathways for driving progress and navigating difficult conversations. The session on data gathering and analysis of social identity data, was also highlighted for its direct relevance and practical utility. While some participants are still in the early stages of applying their learnings, there's a clear expressed desire and hope for continued implementation.



"The community and reflective exercises have been the most beneficial. Hearing diverse perspectives helped me see beyond my own lens, and the frameworks, like the 3Cs and equity-informed analysis gave me clear, practical ways to apply what I've learned."

Endpoint Briefing & Assessment

From Midpoint to Endpoint

The endpoint assessment provides insight into how participant understanding evolved in the second half of the program. Scores reveal continued growth in some areas, alongside slight declines in others, which may reflect participants grappling with nuance and the challenge of applying concepts in practice. The average change in scores from midpoint to endpoint for each concept area was:



- Data Collection, Analysis, and Reporting for JEDI: -0.18
- JEDI & Anti-Racism: -0.17
- Climate Justice & Its Intersection with Racial and Social Equity: +0.09
- Creating JEDI Action Plans with Measurable Goals & Accountability Frameworks: -0.09
- Building Trust and Engagement in Diverse Communities: -0.04

The most notable positive shift was in Climate Justice, which rebounded with a +0.09 increase. This suggests participants deepened their ability to connect equity concepts with environmental and social impact, strengthening their capacity to integrate these frameworks into organizational strategy.

At the same time, slight decreases were observed in Data Collection, JEDI & Anti-Racism, Action Plans, and Building Trust. These shifts are minimal—often reflecting the difference between participants choosing a partially correct response versus the more accurate one—suggesting that participants are still working through the nuance of applying complex concepts rather than experiencing a loss of understanding. The observed decrease in scores could also be due to the varying time frames between the facilitation sessions and the administration of the survey, which ranged from a few days to several weeks depending on the specific session.

These findings highlight the natural ebb and flow of learning: early sessions built strong foundations, while the later phase of the program surfaced the need for deeper practice and reinforcement. This is a valuable insight for shaping future iterations of the Learning Journey, ensuring participants not only understand concepts but also feel confident translating them into action.

Open Ended Responses

The Learning Journey delivered a significant and consistent impact on participants' readiness to challenge and confront personal and organizational bias. On average, participants rated their readiness at 4.17 out of 5, with the most common score being 4. Nearly all respondents affirmed that the program deepened their understanding of how racial equity aligns with B Corp values. While a small number described the experience as a refresher or reinforcement of prior knowledge, most noted gaining clarity on the "spirit and intent" of these values—particularly how they are embedded in the updated standards and intertwined with social and environmental performance.



"Excellent! Was very helpful to understand tactics and strategies of how to put JEDI into actual practice. I think the B Corp community often knows it is important but does not always have the knowledge, skills and practice of how to actually implement these things."

Open Ended Responses (continued)

Participants also broadened their understanding of “social performance.” Many moved beyond viewing it solely through metrics like community giving or employee benefits, instead recognizing the need to address root causes, center frontline communities, and measure impact through an equity lens. Several noted the critical connections between racial equity and climate justice, emphasizing collaboration and trust with frontline communities as key to sustainable action.

A core outcome was the commitment to embedding JEDI principles into daily work. Participants described applying these principles across policy development, strategic planning, and hiring practices, often through co-development with interest-holders. Many committed to becoming internal champions—sharing knowledge with colleagues and leadership and establishing formal structures. To sustain this work, participants plan to set clear, measurable goals and embed JEDI into organizational values and policies, ensuring lasting cultural change.



"As a late diagnosed AuDHDer, the data collection session was particularly profound as the definition of disability was nothing like I'd ever heard before and made my experience feel a bit more validated, even if just on a personal level."

Participants' social and personal identities influenced how they engaged with the Learning Journey. White participants reported heightened awareness of privilege and a stronger sense of responsibility to shift power and amplify marginalized perspectives. Others reflected on how cultural or national context shaped relatability, noting that some content felt U.S.-centric. Indigenous, neurodivergent, LGBTQIA+, Latine, and parenting identities informed how individuals connected with equity concepts, managed time constraints, and navigated their roles in advancing systemic change.

Confidence in meeting the new JEDI standards was high. For JEDI 1: Collecting data to inform JEDI actions, 68% of participants reported feeling very or mostly confident. For JEDI 2: Choosing and implementing appropriate actions, 74% of participants similarly indicated some level of confidence. No participants reported feeling “not confident at all.”



All program sessions were highly rated, with "JEDI Strategy Development & Implementation" emerging as the most impactful. The high ratings across all sessions were attributed to the practical application of concepts, expert speakers, and valuable peer networking opportunities. Participants noted that the sessions created a cohesive and holistic perspective on systemic equity work.

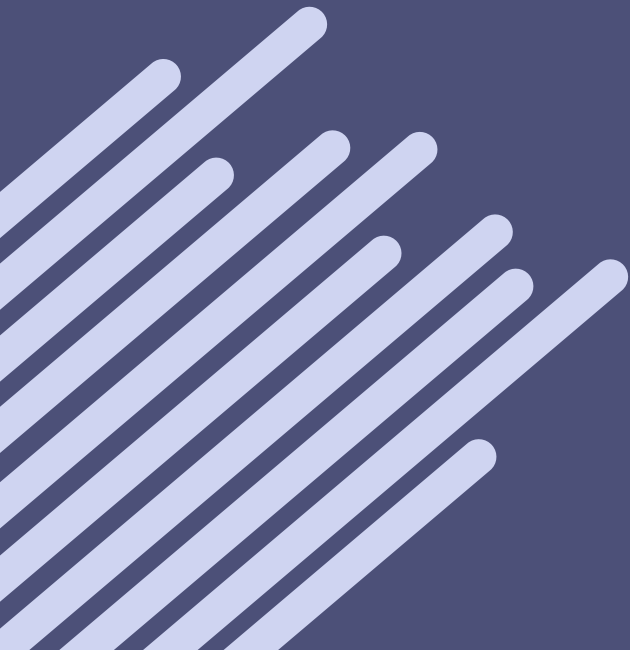
Moving forward, participants offered key insights for program refinement, including a need for shorter sessions and content tailored to different experience levels and business sizes. These valuable insights provide a clear roadmap for future investment, ensuring the program can be adapted to serve a broader range of organizations and further maximize its impact.



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Key Findings & Recommendations



The Learning Journey: Evidence of Impact

The Learning Journey 2025 aimed to equip participants with the knowledge, skills, and strategies to integrate JEDI principles into their organizations while aligning with updated B Corp standards, fostering leadership growth, peer collaboration, and actionable equity practices. The Learning Journey proved to be a highly effective and necessary program, equipping participants with the skills, frameworks, and confidence to move beyond surface-level compliance toward deeply embedded, systemic JEDI practices. Though participants entered with strong foundational knowledge, they gained distinct value throughout the program. By the midpoint and extending to the endpoint, they built confidence in applying concepts like identity-based data gathering, inclusive facilitation, and equity-centered language to key areas like policy, strategic planning, supplier partnerships, and hiring.

The full-program assessment provides insight into how participant understanding evolved over the course of the entire Learning Journey. Scores show meaningful gains in some areas, alongside slight declines in others, reflecting both solid progress and the challenge of applying complex concepts in practice. Scores for each concept area from baseline to endpoint changed by an average of:

- Data Collection, Analysis, and Reporting for JEDI: +0.45
- JEDI & Anti-Racism: 0.00
- Climate Justice & Its Intersection with Racial and Social Equity: +0.04
- Creating JEDI Action Plans with Measurable Goals & Accountability Frameworks: -0.11
- Building Trust and Engagement in Diverse Communities: -0.24
- Principles for Partnership & Building Trust-Based Communities: +0.05



These shifts highlight how participants engaged with complexity and nuance, moving beyond surface-level understanding toward applying JEDI principles in real-world contexts. Gains in data collection and reporting show that practical, actionable skills were internalized, while stability or slight decreases in other areas suggest participants were wrestling with how to translate concepts like trust-building and action planning into tangible organizational practices.

Overall, the Learning Journey successfully met its objectives, fostering both conceptual clarity and practical application. Participants deepened their understanding, built confidence, and strengthened community connections, positioning them to act as equity leaders within their organizations and networks. The high baseline knowledge suggests future iterations could benefit from tiered or differentiated content, enabling more advanced participants to engage in deeper application exercises while still supporting those needing foundational reinforcement. Even so, this cohort's progress demonstrates meaningful movement from knowledge to action—a clear marker of program effectiveness.

PATHWAYS FORWARD

The Learning Journey 2025 surfaced both the strengths of the program and opportunities to expand its depth, accessibility, and long-term impact. To move from strong foundations toward sustained, transformative change, we recommend the following:

- **Differentiated Learning Pathways:** Future cohorts could offer tailored options that account for varied contexts and readiness levels. Instead of “one-size-fits-all,” consider pathways designed for small businesses, multinational organizations, or participants outside the U.S. This approach ensures that all leaders are engaged at the right depth, while maintaining the rigor necessary to move beyond introductory JEDI content and meet the new JEDI standards.
- **Post-Program Reinforcement and Community Building:** To sustain momentum, invest in a more interactive platform that enables peer-to-peer connection and ongoing practice. This could mean upgrading the B Hive with UX/UI improvements or hosting content on an online platform that encourages discussion threads, shared resources, and participant-driven learning. Providing an opportunity for natural community building will help participants continue applying frameworks after sessions end.
- **Flexibility with Accountability:** While live participation is essential for relationship-building, flexibility is equally important. Introduce mechanisms to verify engagement when recordings are used—for example, automated tracking or short reflection logs to confirm that participants are not only watching but also processing content. This would uphold accountability while accommodating professional demands.
- **Enhanced Support for Complex Topics:** Areas like Building Trust and Action Planning benefit from extended practice. Provide additional resources such as scenario-based case studies, structured peer exchanges, or group problem-solving sessions to help participants navigate these nuanced areas with confidence.
- **Embedded Coaching and Contextual Guidance:** Pairing participants with a B Consultant specializing in JEDI standards for the duration of the program could strengthen applied learning. This model offers tailored support—especially valuable for Canadian participants or those leading smaller companies (<50 employees)—ensuring leaders can translate program content into strategies that fit their organizational realities.
- **Sustaining Momentum Beyond Entry-Level JEDI:** Participants are ready to be pushed. Future iterations could prioritize advanced application, systemic integration, and strategy-level work, positioning leaders not just to meet standards but to drive transformation across the B Corp movement.



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