

The JEDIS Learning Journey in GPBE



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Foreword

Over the past five years, our organisation has dedicated significant efforts towards advancing Justice, Equity, Diversity, Inclusion, and Safety (JEDIS). JEDIS is a vital part of strengthening our work. Recognizing that JEDIS is a long-term commitment, we understand that meaningful progress requires both collective and individual self-reflection. This journey demands persistent introspection, a dedication to dismantling systemic inequities that hinder social justice and building the world we want to see.

The belief that social justice is inherently tied to environmental justice is at the core of our mission. As a leading environmental justice organisation, Greenpeace acknowledges that addressing environmental issues without considering the social dimensions will not result in the systemic change we need. Our dedication to the environment must include equity and justice for all communities, particularly those disproportionately affected by the climate and biodiversity crisis.

The implementation of JEDIS principles is a shared responsibility across our organisation. We recognize that there is no "one size fits all" solution. Each context and community we engage with requires tailored approaches that respect their unique circumstances and needs.

Critical to success in driving JEDIS is the space for intervention and exchange. We need a healthy and open dialogue, mutual respect, and shared learning, providing a foundation for collective growth and co-liberation. Constructive criticism and supportive collaboration are crucial in building a culture where everyone feels responsible for, and invested in, the progress of our JEDIS goals.

Our journey over the past five years has been marked by many challenges but also substantial steps forward. As we continue to navigate this path, we remain committed to embedding JEDIS deeply within our organisational fabric, ensuring that our mission for environmental justice is truly just and inclusive for all.

Valerie De Re, Executive Director, Greenpeace Belgium

Introduction:

I am writing this introduction to the JEDIS Learning Journey in 2025 while sitting in the European Parliament during Anti-Racism and Diversity Week. I wish I could share the experience of being here—of hearing the voices rising in this space—with each of you.

I invite you to join me on this journey. And to those reading this in the years to come, I hope these words offer a glimpse into the realities of 2025, not just in Europe but across the globe.

We are living through a time of widespread setbacks. In almost every direction, we are being pulled further away from justice, equity, diversity, and inclusion. Around the world, communities are raising their voices, demanding justice. Those who have long been silenced are finally being heard—often through the power of social media. At the same time, countries are criminalizing Pride marches, and we are witnessing an alarming rise in police violence against peaceful protesters speaking out against genocides in Congo, Sudan, Tigray, Palestine, Myanmar, and beyond. These atrocities are not isolated. They are deeply connected to resource exploitation by multinational corporations—many of which still benefit from colonial legacies.

I recognize that some readers may be unfamiliar with the language or references in this document. That's okay. My hope is that it will serve as a tool for reflection—especially for colleagues across Greenpeace. I want to offer insights that encourage each of us to examine our internal policies and practices, and to take meaningful steps to reduce harm within our network.

This document has two purposes. First, it exists as an archive—a record of this moment. Second, it is a personal effort to hold Greenpeace Belgium and its management accountable for their actions and inactions. Since the climate movement was re-energized by the 2019 IPCC report, I've sought to understand why so many activist spaces have begun to mirror far-right narratives. Whether it's blaming the most vulnerable, framing collective issues as individual failings, or repeating tired arguments about overpopulation, these views have crept into both public discourse and organizational cultures. As a result, exclusion continues—both in who gets to participate, and in who gets to survive with dignity and meaningful work.

I am deeply grateful to my director, Valerie, to the JEDIS team at GPI, and to everyone who has supported this effort. I also want to thank the students who interned with me and brought this document to life through thoughtful interviews.

And finally, most importantly, I thank my mother—and my motherland, which was taken from us.

-Shanthuru Premkumar, JEDIS Officer

Report authors

I-I Chan

The author I-I Chan is originally from East Asia – Taiwan. She moved to Belgium to pursue degrees in philosophy at the Catholic University of Leuven and dedicated herself to connecting the academic foundation with worldwide issues, such as systemic oppression, climate change, and postcolonialism. A middle-income family characterises her socio-economic background, and while she lived her childhood in the countryside, she was able to meet people from different classes and witness how that shapes people's identities. Her identity is also shaped by her background in Taiwan, where the democratic values of the country influence her, and she has the privilege to freely express herself in different ways. The geopolitical tension between Taiwan and its neighbouring country– China, allows her to experience what it feels like to be in a state of uncertainty (the constant worry of losing the culture/ land/ home), and it pushes her to have curiosity and willingness to listen to various or opposing voices and opinions.

Daria Popovici

The author Daria Popovici is white, originary from Romania, but considers themselves an international citizen due to the early involvement in international projects and later, due to the relocation to the Netherlands for higher education. Their identity is also shaped by their identification as bisexual, which questions heteronormativity. The socio-economic background is characterised by a working class family, white, having followed an Eastern-European system of education, which included mastering and learning more foreign languages: English, French and Spanish, continuing in the Netherlands with the study of the Russian and Dutch language. Thus, the upbringing and education of the researcher were predominantly influenced by Western universalism, in a conservative and heteronormative society. Concepts such as intersectionality, decolonisation and gender and race issues were introduced in the higher education received at the University of Groningen as part of the BA and MA programmes in International Relations.

Introduction

This report, "The JEDIS Learning Journey in Greenpeace Belgium," highlights the important role of JEDIS from 2022 to 2024. The JEDIS journey is a pilot project, led by Shanthuru Premkumar, JEDIS officer in GPBE. Previously they had been part of an advisory group, led by the previous ED&I officer at GPB. Today they are leading the immersion of the JEDIS through a decentralised framework.

The aims of this report are threefold: 1) to provide a systematic overview of what JEDIS is and its significances in combating social injustice and climate crisis, and its achievements over the past three years in the Belgium office; 2) to assess the impacts of JEDIS implementations in Greenpeace Belgium; and 3) to identify systemic strengths, weaknesses, and areas for improvement for the future role of JEDIS both within Greenpeace Belgium and on an international level. The lessons from this report may be useful as inspiration and example for implementation of JEDIS within any European NGO.

Any organisation focused on working on the climate emergency should centre and amplify the voices of those most affected by this planetary crisis, and hold our existing structures responsible for the decimation of our planetary systems. Therefore, having a cohesive understanding of how to enact people-powered initiatives that prevent the enactment of harm is essential.

To evaluate the implementation of the JEDIS pilot project within Greenpeace Belgium, we adopted the [Monitoring, Evaluation, and Learning \(MEL\) framework](#), which systematically collects and analyses data to assess the progress, effectiveness, and impact of JEDIS. Additionally, we conducted interviews to gather qualitative feedback from internal employees and external experts/coaches on JEDIS principles. The data was interpreted and processed by the authors, who come from diverse academic, socio-economic, and cultural backgrounds. This mix of perspectives ensures a nuanced evaluation.

Purpose

The primary purpose of this report was to evaluate the implementation of the JEDIS pilot project within Greenpeace Belgium, using MEL frameworks and testimonials. Additionally, this evaluation assesses systemic issues that may hinder the complete implementation of JEDIS within organisations, while serving as lessons learned for future improvements. This evaluation may serve as inspiration and example for implementation of JEDIS within any European NGO.

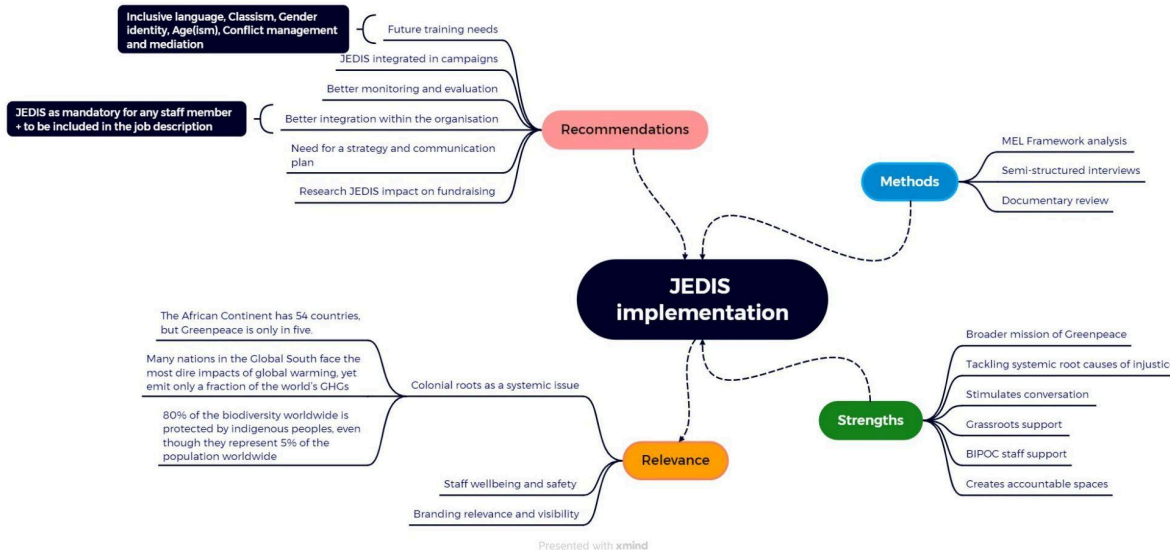
Methodological considerations

Following the model of the MEL framework set out for the three year strategic plan, we have mapped out a MEL frame specifically for JEDIS related goals and indicators in order to better understand, monitor and evaluate the impact of this pilot project. In the words of Bowman and Sweetman (2014): “a good MEL system is an activist’s best friend!”. The results extracted from the MEL framework can be found in Appendix 4. We have started by extracting JEDIS related goals and indicators from the [original MEL framework](#) of the organisation, separating them into [a new MEL framework](#) on which we could focus. Having done that, we continued to fill in any gaps that we noticed in data and indicators according to the chronogram of the JEDIS initiatives in the past three years: 2022-24. We also reference surveys and questionnaires from Greenpeace International and Greenpeace Belgium, and surveys with participants from our initiatives.

We used the qualitative data-gathering method of semi-structured interviews to produce a contextualised report of JEDIS’ impact.

Semi-structured interviews use open-ended questions, and follow up questions for participants. This method was chosen due to its flexibility. We conducted 14 interviews in total, with a duration ranging between 10 minutes to 55 minutes. The participants were chosen based on their positions within the organisation, looking for leaders or employees that are part of different departments and that have different socio-economic backgrounds. Most of these people were not involved in JEDIS. Their identities are anonymous. The content transcribed was subjected to thematic analysis with the purpose of revealing recurrent themes which represent elements of the JEDIS learning journey that have impacted them and their teams positively or negatively. All conclusions and patterns found in the interviews are presented in the section *Key Findings*.

Summary of JEDIS implementation



Relevance of JEDIS in Greenpeace

Colonial roots as a systemic issue

The climate and ecological emergency is rooted in the legacies of colonialism. This was finally recognised in the [IPCC AR6 Climate Change 2022: Impacts, Adaptation and Vulnerability report](#).

The impacts of this colonial legacy include colonialism exacerbating climate change and the Global South facing the most dire impacts of global warming, despite most GHGs coming from the global north.

80% of the biodiversity worldwide is protected by indigenous peoples, even though they represent 5% of the population worldwide. It is important within the wider climate justice movement to recognise the impact that the climate crisis has on indigenous communities, and the need to show solidarity with these communities.

The impact and legacies of colonialism can also cut across organisations and interpersonal relationships. This can include unconscious biases which shape the policies, privileges and freedoms of those who are most affected by this crisis.

Community care is a fundamental element of environmental justice. We all need to learn and unlearn, so as to co-create with and co-empower indigenous communities and/or disproportionately affected groups of people in the climate emergency.

The better world that we are working on and want to see requires all of us to be part of this journey.

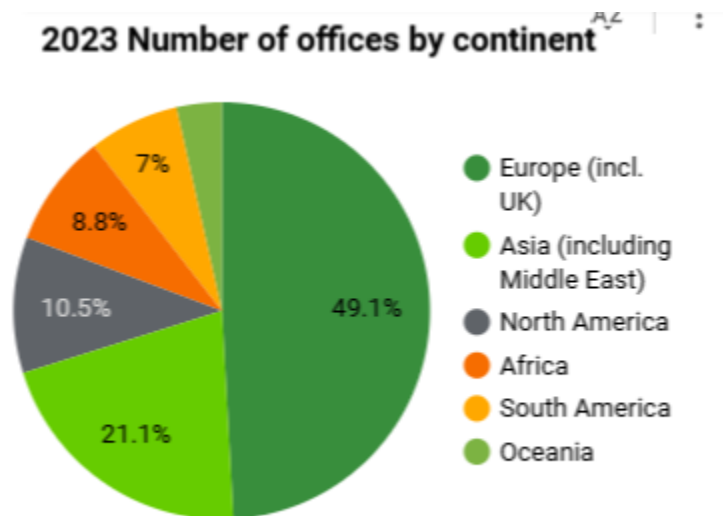
Applying an approach with JEDIS in mind will help us to prevent replicating discriminatory structures we wish to eradicate.

A tangible example of how Greenpeace continues to function within a colonial lens is through the distribution of its resources across the world. The majority of Greenpeace regional and national organisations are in the western hemisphere, even though Global South countries have contributed the least to this crisis and are the most affected by it.

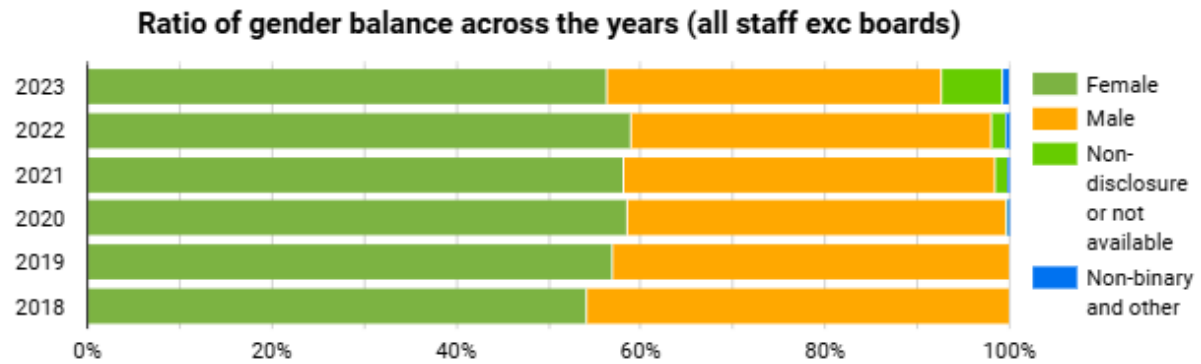
JEDIS has supported the understanding of systemic oppression, how this is linked with the environmental crisis, and the importance of a decolonial approach.

The African Continent has 54 countries, but Greenpeace is only in five.

“Greenpeace Africa has five hubs, in Cameroon, Democratic Republic of Congo, Senegal, Kenya and South Africa. Africa is 54 countries...Greenpeace is associated with the west. There is no trust on the ground as it is not perceived as an Afrikan organisation”. - **Quote from an African employee in an anti-racism workshop at Greenpeace.**



An image of where Greenpeace offices are around the world.



JEDIS in Greenpeace Belgium

The current organisational challenges to becoming a more diverse, safe, inclusive and equitable organisation contain systemic characteristics that affect the organisation as a whole and can not be reduced to the individual and interpersonal level. Thus, taking on these challenges must be done within an organisational lens as a whole by the active involvement of everybody working for GPBE within their role(s) and responsibilities, especially people in leadership positions and/or in HR. The existing [integrity framework](#) is not fit to address systemic problems and reinforces the perception that the filed complaints are solely individual or interpersonal problems.

Moreover, according to the [Teamspeler's findings](#), in all departments, there is a lack of know-how about how to practically integrate inclusivity, equity and diversity within an intersectional lens into the day to day work and strategic plans to reach goals.

Recognising both systemic issues, and personal needs is essential in creating spaces for employees. Creating spaces and community is a central part of JEDIS work as it aims to offer safe(r) spaces for each staff member in which they can be heard and feel valued.

Results from Greenpeace's 2021 Diversity survey:

The crucial question "Should JEDIS continue in Greenpeace Belgium?" is being asked in times of restructuring. Expert and leadership coach, Zarine Jacob, worked on coaching sessions with line managers. In response to this question, they said:

"Why would you not [continue JEDIS]? If the 5% is the custodian of 80% of the world's biodiversity? If our organisation is supposed to make things better, then why would we not educate and inform ourselves?"

To complement, we have found different areas in which JEDIS proves invaluable:

1. Colonial influence and unconscious bias

Greenpeace as an organisation functions in a capitalist and inherently discriminatory environment, with traces of systemic discrimination and colonialism in the organisation. Understanding the link between decolonisation and environmental justice is an essential part of understanding the root causes of exploitation (human and planetary) and of tackling it. Staff members we interviewed revealed that the link was not clear before JEDIS implementation and that they were unconsciously biased. Therefore, JEDIS has started the work on decolonising the organisation, but there is still work to be done, and both internal and external resistance.

Anonymous testimonials:

“The action to help declare a climate emergency was at the **same time as an anti-racism march**, which is always on the same date. [Our action] just completely took the media attention.”

“[The JEDIS Learning Journey] **led me to start waking up...** We need to do better! I first started to see, to care, to educate myself, **to become aware of my privilege**. I still make a lot of mistakes. **I'm still very colonial in my ways of thinking sometimes**. At least I am aware of it. I'm growing.”

“We got very negative reactions from donors who said ‘I don't support Greenpeace doing this. I want to support Greenpeace to defend the environment. Greenpeace shouldn't do, for example, politics. Greenpeace shouldn't talk about LGBTQ [rights] etc.’ But **it's inherent to our philosophy, because these injustices are linked to the destruction of the climate and the abuse of the polluters**. It's colonialism, it's still the white supremacy in doctrine ... it's linked.”

2. Perceived personal support

When asked about perceived equity and how valued they are, there is a stark difference between groups that benefit from privilege and minoritised or marginalised groups. . According to the 2023 “[Thriving at Greenpeace](#)”, staff in the categories of “women/cis women”, “people with non-heterosexual orientations” and “neurodiverse” see less equity in Greenpeace and less freedom of expression compared to men/cis men, neurotypical and heterosexual groups of staff. They are also less likely to feel able to make changes in their professional life to increase their wellbeing.



These results can highlight the need for JEDIS to create and support safer/braver spaces in NROs for minoritised groups. The creation of safer spaces for staff that don't feel seen and valued, or that they can speak out is essential. In Greenpeace Belgium, BIPOC staff have the following opinion of JEDIS implementation:

"I think [JEDIS implementation] has given all the non-white men in the office the confidence to come forward to talk more because we all know now that **we have the JEDIS protection**. When there has been an issue, you can always call on somebody from the JEDIS scene. If there's a conflict that arises, you can talk to somebody who will understand your point of view. It has been very helpful. **[JEDIS] has been necessary**, which is why it should stay, because **you need to make sure all of your employees are heard.**"

3. Brand

Interviews with staff members at Greenpeace Belgium also referred to the importance of JEDIS in external communication and action of the organisation. In a world filled with crises, climate fatigue is settling in and it is important for the image of Greenpeace to show and prove its relevance within the new geopolitical and climate approaches. Greenpeace has become a recognisable brand at the

international level and within Belgium. However, this has to be supported and worked on continuously in order to maintain its visibility and impact.

One of the staff we interviewed, who was a member of the communications team, commented on branding, saying:

“In French, there's a saying that we shouldn't rest on our successes. We're a big brand which is good. But the question is **“are we relevant?”**”

JEDIS is seen as an opportunity to refresh the brand in Belgium and globally given the [general climate fatigue](#) that is noticed at both societal and political levels. JEDIS would not be the main component of the brand, but rather a key factor in highlighting Greenpeace's essential work in driving environmentalism.

This same staff member and other staff also commented on the opportunity JEDIS provides:

“With this JEDIS approach, we're telling everyone, not only our audience but also donors, political stakeholders, the media, but other organisations that **we are seeing the bigger picture, including social implications in our understanding and narrative.** Commitment to keep focusing on JEDIS is also a way for our brand to help change the impression that Greenpeace has figured it all out. **It's a way to say that we're capable of questioning ourselves, refreshing our narrative, and** moving away from what is sometimes seen as a **bourgeois approach to climate change.**”

“The work needs to be done at every single level, and needs to keep on going. What people say, think and experience in relation to us, will also change as a result. We need to be deliberate and intentional in that but it needs to be grounded.”

The work and activities of JEDIS Belgium

In the past two years, we have worked to develop a learning journey; hold training and coaching for staff; a book study; hold retreats; support around recruitment; support activities focused on feminism and ecofeminism; racism; racial, ethnic and caste equity; provide support groups and working groups; develop new policies and resources.

This has helped to address areas such as safety at work; trust building; equal opportunities; inclusion and more.

Please check Appendix 2 for the Overview of all initiatives since 2022. The table includes the year the activities were created and/or took place, what JEDIS concepts they challenge and if any activity is recurrent.

There are two types of initiatives that constitute the [JEDIS Learning Journey](#), ongoing learning activities and one-time only activities. The ongoing initiatives are either part of training for each employee within the organisation or they take place regularly

(working groups). For a detailed overview of some JEDIS initiatives, please check Appendix 5.

Key findings

Successes

The data we collected shows that JEDIS's many strengths have tremendous positive impacts on various aspects of the Belgian office. Implementing JEDIS principles and values first transformed the office's atmosphere. People from diverse backgrounds and different lived experiences started to **feel more comfortable expressing themselves and could speak out for themselves**. When facing microaggressions or any form of discomfort, people know that JEDIS supports them because people are held accountable for their behaviours. On the other hand, this transformation is not forced; it is from **a genuine understanding of the JEDIS learning journey**, i.e. micro-aggression and inclusive language. Staff understand more how behaviours can have a negative impact on each other. JEDIS provides a safe space for people to speak out without blaming and shaming. Our safe space is a cornerstone of our diversity and inclusion training and promotion, providing reassurance and support to all staff members.

Secondly, the role of JEDIS provides opportunities for staff members to **engage in intellectual stimulation, fostering critical conversations, and allowing for the exchange of opposing ideas**. The learning journey can cause discomfort for individuals, but this can be necessary for us to be aware of social and systemic injustices. This process can create **common ground** and inspire further learning.

A prime example of this is the successful *Me and White Supremacy* book study, which received positive feedback from staff members. For some, it was an eye-opening experience. The book reveals the interconnectedness between race, power dynamics, and privilege. The openness and willingness of staff members to engage with this topic, despite the discomfort and resistance it may have caused, is a testimony to the transformative power of JEDIS principles.

Thirdly, linking back to one of the founding goals of Greenpeace, JEDIS principles shift the shallow ecological approach to deep ecology. Shallow ecology refers focus on solving immediate or apparent physical symptoms of climate crisis and short-term improvement. However, this approach is insufficient and risky because it does not examine **the fundamental relationship between humans and nature** and how we have gotten to this present stage of ecological crisis in the first place. If one does not

reflect on a deeper level, even when we successfully restore the earth to a better living environment, the problem might appear again unless we reflect further. **Deep ecology** reflects on questions that are being left unanswered by the shallow ecology or environmentalists, such as about our value of, and interference with, nature. The JEDIS principles provide tools and mindsets for individuals to contemplate their relationship with nature, from examining history, ways of living, and rooted *habitus* that unconsciously influences our actions. This shift in perspective not only deepens our understanding of the ecological crisis but also instil a sense of hope and motivation in our staff members, knowing that they are part of a meaningful environmental effort.

JEDIS collaborates with allies to promote different social topics. For example, Women's Rights Day March, Anti-Racism March and Pride Parade. While this may first appear to be irrelevant to environmental conservation or dialogues, JEDIS offers insights for staff members to understand that the climate crisis is not an isolated phenomenon, but is interconnected with social issues.

This aspect, for example, is shown by the Greenpeace Academy training on climate racism with decolonial climate artist and trainer, Chihiro Geuzebroek. A key takeaway from the training is that when people participate in grassroots events/ marches/ campaigns, they slowly develop a more holistic understanding of what constitutes a climate crisis. A wider understanding of the interconnectedness between social justice and climate justice also links to the branding relevance of JEDIS. Finally, with the focus on BIPOC retention, JEDIS aims to amplify marginalised voices in promoting social justice, including diversifying knowledge, and transforming systems. There is a People & Culture specialist specifically for BIPOC staff to support with hiring and staff retention. The BIPOC staff retreat also serves the same goal.

Intake form findings - JEDIS Learning Journey

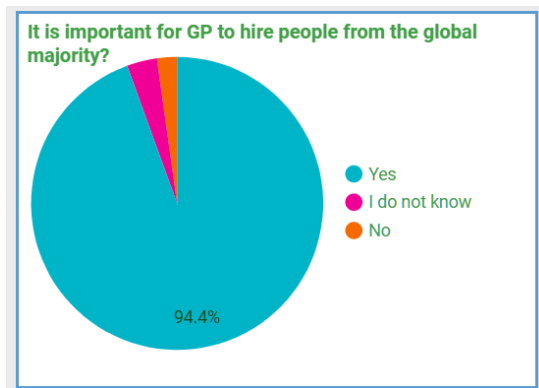
The conclusions drawn in the previous section are complemented by the data up to June 2024 registered in the intake form for the Greenpeace Academy JEDIS Learning Journey. The form measured staff members' opinions and knowledge on central concepts such as Eurocentrism, MAPA, or white supremacy, giving insights into what training/knowledge is needed.

While there was a high percentage of people who think hiring People of the Global Majority is important, there were still over 5% who either rejected the idea or weren't aware of its significance. While almost 90% believed that underrepresentation of marginalised groups within Greenpeace

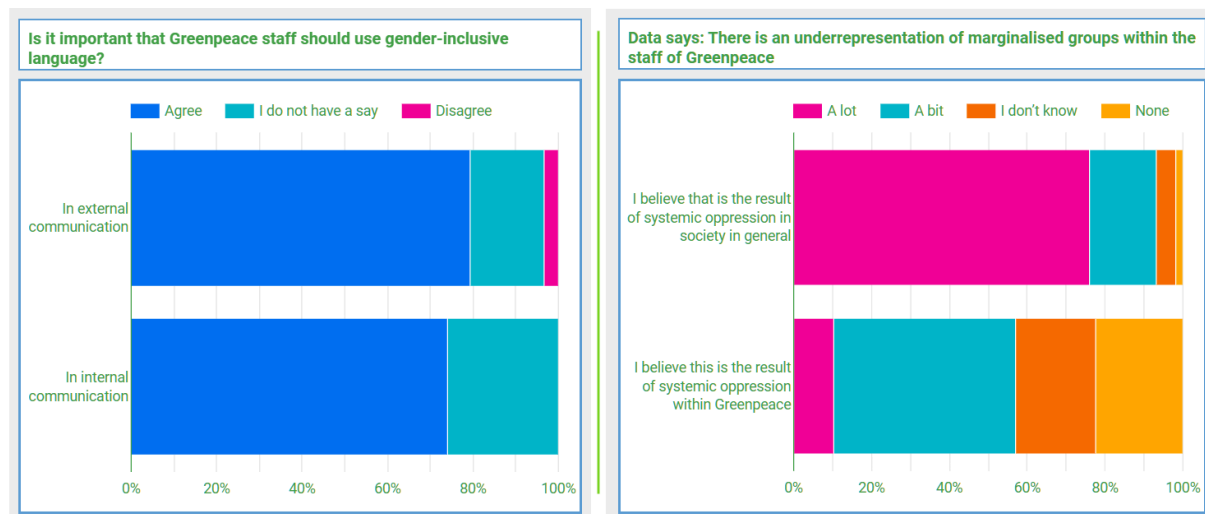
was because of systemic oppression, almost 40% of people who answered this survey didn't know or did not believe that this is because of systemic oppression in Greenpeace. This further highlights the

importance and necessity of JEDIS training, and understanding of colonial

traces.



A large percentage of people supported the use of gender-inclusive language in Greenpeace. Nevertheless, over 20% of people had no view or disagreed.

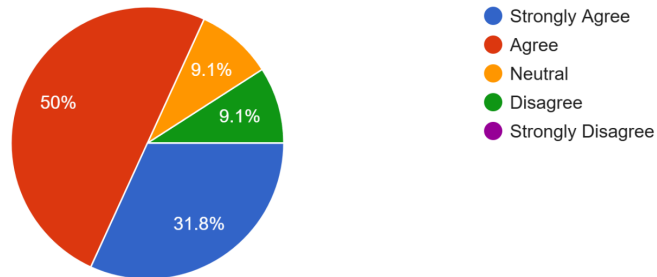


A follow up survey was conducted in April, with only 22 participants engaging which is less than half of the staff members that attended the training in Greenpeace Academy. Thus, the results of the intake form cannot be properly compared to the results of the outtake form in order to accurately evaluate the progress of learning.

Nonetheless, what can be noticed is that over 18% of staff members disagreed or were neutral on whether underrepresentation of global majority staff exist within Greenpeace. This represents a stagnant position in the learning process. However, all participants did consider inclusive communications to be important, which can be indicating progress.

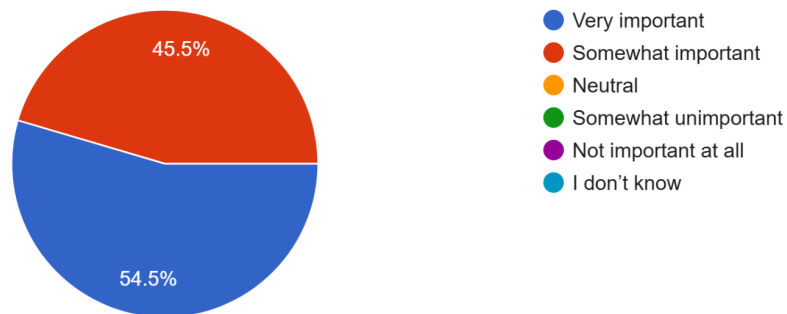
7. There is underrepresentation of the global majority** within the staff of Greenpeace. **Refers to the combined population of non-white or marginalized communities worldwide.

22 responses

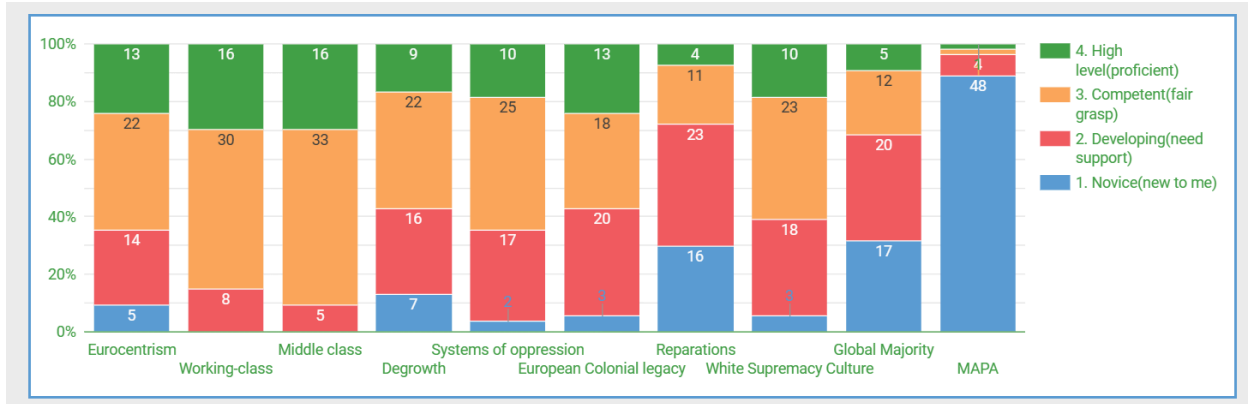


15. How important do you think it is for Greenpeace to communicate in an inclusive way?

22 responses

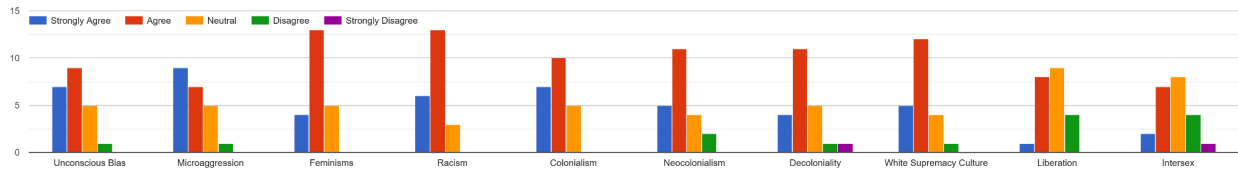


Moving forward to understanding of terms and concepts that are JEDIS related, the intake form revealed gaps in knowledge on specific topics, related mostly to colonial and neocolonial topics, such as MAPA (Most Affected People and Areas), Global Majority and reparations. The graph below shows the levels of familiarity staff members had with each term.



Further training and work is also needed to support people to become familiar with terms and concepts from the JEDIS Learning Journey.

6. I feel confident in my understanding of terms such as unconscious bias, microaggression, feminism, racism, colonialism, neocolonialism, decoloniality, white supremacy culture, liberation, and intersex after completing the JEDIS Learning Journey on Greenpeace Academy.



To conclude, the ongoing gap in knowledge and understanding draws attention to the necessity of continuing JEDIS work in order to support people's understanding of oppression, especially in a more practical rather than academic context. Needs of staff members have been discussed also in interviews conducted for this report and they will be proposed as recommendations for the future of JEDIS in GPBE.

Challenges left to face

This section reflects upon common patterns and challenges that need to be addressed in the future of JEDIS. The JEDIS Learning Journey is a work in progress and it draws teachings from the [Work That Reconnects platform](#).

The Work That Reconnects is an interactive group process, developed by environmental activist, Joanna Macy, in cooperation with many colleagues, over several decades. Their International Facilitation Development Program trainer Mutima Imani, has been a central part and a facilitator for the BIPOC Retreat and for many trainings given to Greenpeace Belgium staff on decolonisation. The Work That Reconnects draws on foundational teachings, including Systems Thinking, Deep Ecology and Deep Time, Spiritual Traditions and Undoing Oppression.

The main challenge identified was the tendency to do “business as usual”, which is one of the global realities that Work That Reconnects addresses. This reality, meaning the world we live in, is one that is inherently colonial, racist and corporate, based on industrial growth and colonialism, aiming first for wealth and profit. Through its focus on profit, discrimination of Global Majority groups and classism is being reinforced. Macy has also written about how discrimination is reinforced by selective amnesia and willful ignorance which block the discussion on how to surpass the poly-crisis the world is in².

Reflective of the world we live in, Greenpeace Belgium functions and operates in a capitalist corporate world, which is inevitably touched by geopolitical and social crises. The acknowledgement of the intersection between environmental justice and social justice is the first step in a conversation that can shift the modus operandi and have a lasting impact.

Some Core Assumptions of Business as Usual ³

- Economic growth is essential for prosperity.
- Nature is a commodity to be used for human purposes.
- Promoting consumption is good for the economy.
- The problems of other peoples, nations, and species are not our concern.

One of our interviewees spoke of **financial reasons** being a central driver during the restructuring process:

“We really need to see management taking a lead and acting in accordance with JEDIS principles, not just saying the right words. I think they make an attempt to do it, but I think sometimes choices made are often on the financial side.”

² Macy & Johnstone, 2022, p. 3

³ <https://www.activehope.info/>

While financial reasons are important, to break from the capitalist and corporate world we want to see, decisions cannot always be led on financial motivation.

Another recurrent theme in the testimonials, the lack of JEDIS implementation at the management level. Staff still feel like management overall is not held **accountable** and that they do not “walk the talk” when it comes to JEDIS.

“Management is not enforcing [JEDIS principles] enough. We hear from the JEDIS group, but we like backup from the managers and the line managers. So they need to add density there. How can I say they’re committed to the JEDIS group?”

“I think they do the work. But I think they can do more. I think that they need to push more JEDIS being integrated.”

“For me, what is missing is accountability. **We don't follow through actively when there are people clearly not following JEDIS values.**”

This is further supported by the findings of the [Teamspeler, from April 2023](#), which found leadership to be lacking in JEDIS skills and *“Are not pushing hard enough to align everybody behind the organisational choice to become a more diverse, safe, inclusive and equitable organisation, as an integral part of how GPBE wants to realise its mission. **It should be a clear take it or leave it message for everyone in the organisation and for every new person joining the organisation.**”*

The lack of commitment and implementation of JEDIS principles so far has been noticed also during the BIPOC support group sessions, facilitated by Mutima Imani. With expertise as a global diversity specialist, Mutima Imani conducts Civic Leadership Training and Restorative Justice Circles. The observations of staff members are supported by an expert’s observations, which highlight a resistance to change in times of crisis, and a tendency to be stagnant. Mutima said:

“To be an inclusive organisation, an emphasis on the importance of People of the Global Majority (PGM) representation at all levels is important to promote and champion. There is a desire to see increased representation of PGM people, their voices and opinions in leadership positions and decision-making roles. As the organisation is moving into a shared governance model, how can equity and inclusion be the driving force behind every decision?”

The JEDIS plan might take many years to fully mature within the organisation.”

The resistance for self-reflection reinforces the socio-economic hierarchies as well as the internal hierarchy in GPBE.

Linking to this is **unconscious bias**. It is still recurrent in staff’s behaviour and expression, as education and shifting mindsets is a long-term project.

One BIPOC interviewee, who may have experience with bias, said expressed

“I really feel that almost everybody in Greenpeace is really trying their best to implement things, but still things happen that are awkward and I'm sure they're not intentional, but we're still facing microaggressions and unconscious bias. It's difficult and it's an ongoing process.”

The unconscious bias is also present in the way staff perceive JEDIS in the organisation and its impact. In the interviews conducted with various staff members, coming from different teams and backgrounds, there is **a recurrent contrast in between PGM and white people**. There were stark differences in responses on the implementation of JEDIS- initiatives, which may reflect the unconscious bias they each developed in their lived experiences.

White staff said “I think we already have a lot [of initiatives]” and “I think we've got a reasonably diverse workplace now.”

VERSUS

PGM people saying “I hope that we continue with JEDIS, that GPI is going to push it to continue because it's very, very crucial for the organisation to. The JEDIS aspect is very important for all the people in the organisation.” and “It's difficult to implement, we need [more] time.”

Moreover, the unconscious bias and lack of understanding of deep rooted systemic issues lead to consequences at the individual level. For instance, there is still a tendency for white cis men to put the weight of social justice on PGM, in trying to learn from their perspective. This hints at a lack of awareness of the mental and emotional toll that social justice issues have on PGM. In addition, there are no distinctions made between purposefully oppressive behaviour and languages, and misunderstandings. Staff causing harm don't always understand which is which, and therefore aren't always aware of their harm.

“What's important is if somebody feels offended or treated wrongly. I think that people need to speak out about it. If somebody feels offended by something, doesn't say anything about it, doesn't do anything at all, I can understand but then it will continue happening.”

VERSUS

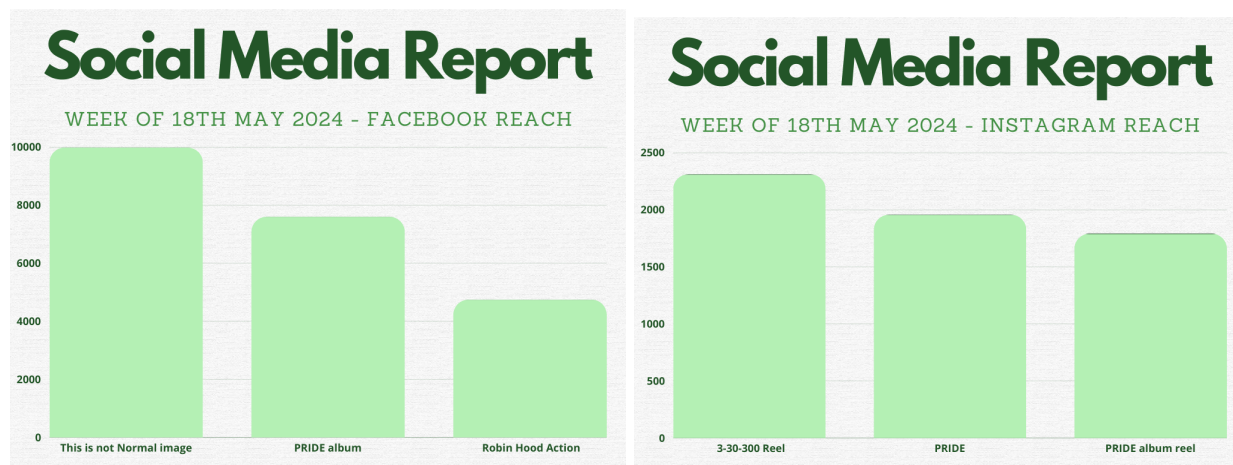
“Mediation has no place when there is oppressive behaviour.”

Generally, some staff members identify **hypocritical behaviour** in GPBE, given **the lack of accountability** when it comes to implementing JEDIS principles in structural decision-making. Despite success stories within the JEDIS implementation in the period 2022-2024, the journey is far from ending. Interviewees spoke to JEDIS principles in GPBE being **“better but not good”**. This can be illustrated through concrete examples such as the discrepancy in marches participation (Under ‘Embrace diversity (impact) through’ headings in 2023 and 2024 of Appendix 4)

When looking at the participation rate for actions supporting allies, such as participation in the International Women’s Day (IWD) March, the Anti-Racism March and Pride, the rate is not very high highlighting the lack of staff engagement with JEDIS related initiatives. By taking a closer look at the participants, it is worth noting that there is a significant discrepancy between participation in IWD compared to the Anti-Racism March and Pride Parade. There was a 19% participation for IWD vs. less than 10% participation for Anti-Racism and Pride in 2023 and 2024. Considering that the target was 100% attendance from the staff in the MEL framework, the final indicators hint at lack of success in mobilising staff allies for JEDIS actions. Moreover, the indicators hint at a hierarchy in social justice priorities, with support for IWD being the biggest, while topics such as anti-racism and LGBTQIA2S+ receive less attention. Other factors for low participation in some events is highlighted under “Improve JEDIS communication strategy” in the “Recommendations for the future” section of this report.

Nonetheless, as an example, Pride Parade 2024 has had a huge impact on Communications & Engagement, recording the highest engagement rate on the posts in the last year (12%). In addition, the engagement with the post on the Pride Parade has created a cascade effect on other posts and content of Greenpeace Belgium, overall elevating the rates of popularity and engagement on social media, according to the specialised department.

This represents a success not only in general visibility for Greenpeace Belgium as an organisation and brand but also in advancing the understanding of the intersection between environmental justice and social justice. Thus, despite the low staff engagement in the Pride action, it is an essential element in visibility of the brand, and further highlights the importance of JEDIS in Greenpeace.



The conclusion drawn from these findings is that while there has been great progress made on the implementation of JEDIS initiatives, there is still a lack of understanding within GPBE of the intersection between environmental justice and social justice, and

a resistance to tackle the root causes of social injustice. The JEDIS Learning Journey is a long-term project, which requires us all to self-reflect on how we might contribute to these injustices.

Recommendations for the future

1. Need for better and constant monitoring and review

While compiling data for the report, the lack of monitoring and organisation in data collection posed difficulties in the analysis. The main challenge has been finding the relevant data as it is not centralised and the MEL framework has not been properly updated since 2022 (the updated version analysed can be found in Appendix 4).

Nevertheless, the data and indicators from the MEL framework have been respected and collected appropriately, having compiled an overview in this report. Also, even though targets were not met for every indicator registered, overall, the impact and implementation of the JEDIS project has been successful in increasing staff diversity and learning, revealed in testimonials.

When asked how they feel about the monitoring process of JEDIS in GPBE, staff members expressed concerns. One concern is the type of monitoring that is used for JEDIS, discouraging the quantitative methods without complementing it with qualitative ones. Due to the subjective nature of JEDIS, it can be difficult to translate concepts and initiatives into hard data that can be easily measured.

As a result, staff members suggested that JEDIS monitoring focuses more on qualitative methods and offers training or guidance on how to evaluate and monitor JEDIS within teams by their line managers. Interviewees expressed:

“It’s very difficult to measure the objectives of JEDIS. We need training about [implementing] the objectives of JEDIS. It’s not so clear.”

“I think the monitoring has to focus more on trying to build knowledge, give people more perspective lenses to look at the world. That’s the goal. Finding a way to monitor that should be at the core of the work.”

One interviewee said that the intake and outtake surveys of the JEDIS Learning Journey, a quantitative tool, measuring if staff members are familiar with certain concepts, “is so elitist in and of itself.” This was in reference to the academic nature of the JEDIS training, which is not easily accessible to all staff members, who have different educational backgrounds. Some more accessible questions were suggested:

“I think the type of questions [should be] ‘Do you feel you’ve gotten to understand the work of JEDIS better? Do you feel like it has given you tools to have conversations on some of these big topics in society? Do you feel like you’re better equipped to think about them or deal with them? Or do you feel like you and other Greenpeace people have different conversations because of it?’ “

Finally, interviewees also suggested that the JEDIS project should be evaluated at least 3-4 times a year, having a quarterly check and short review to ensure proper monitoring of progress over years.

2. JEDIS integration in the future of the organisation

The ideal scenario for JEDIS to continue, as it is generally seen as a long-term learning process. The JEDIS goals and implementation are also part of the 3 year strategic plan, which shows its importance in Greenpeace and its mandatory characteristics. **While progress has happened in the past three years, one interviewee said “we are far from where we want to be still on everything.”**

What was astutely observed by some staff members is the importance of each individual in the organisation. Each person is valuable and brings in new experiences and perspectives, which implies the need for a diverse pool of staff. The progress on this needs to be properly monitored.

Reflecting on potential changes that can be made, one interviewee said:

“One of the more genuine commitments that we can make as an organisation is to **ensure transformation within the staff component**, especially at **management** levels. It needs to be an overall transformation [so that] staff is diverse.”

JEDIS activities and initiatives in GPBE, at the moment, have an optional nature, despite its position in the 3 year strategic plan. As a consequence, one suggestion was to have **JEDIS initiatives as mandatory** for staff members and **include them within the workload of employees**. This is also motivated by a recurrent complaint about JEDIS workload, which can in turn affect those involved.

This was revealed from interviews:

“It's actually part of our three year strategic plan. So it's part of who we should be and who you are.”

“There is an **overload**. People have a primary job, they have things that they need to do in their jobs. In the past 2-4 years, I think at times there was an overload of expecting people to also do a lot of things. A lot of **additional training, a lot of additional work** with your mind, on top of the job. It's a matter of balance. Where **I'm not saying that we should stop this kind of work** or, protecting us - white privilege, or doing too much, **but it needs to be balanced.**”

It was suggested by two experts, who conducted the leadership coaching sessions within GPBE that the organisation should start tackling issues at the roots so as to have a JEDIS-led recruitment process as well. This includes having **JEDIS training as part of the onboarding process for new staff members**.

“In your recruitment, in choosing volunteers, how are you checking for values fit? It's not just technical competence. [It's] the **alignment of values** because the world of funding and philanthropy...is seriously changing.”

This suggestion has been already welcomed by the organisation, with one interview noting:

“Basic understanding of JEDIS topics and the presence of basic JEDIS competencies together with the willingness to learn is being inserted in all Greenpeace Belgium job descriptions and will be tested in all selection interviews.”

Another recommendation made by a staff member was also to imagine JEDIS as part of the daily job and part of decision-making, as if it were a natural sense. The difficulty of internalising JEDIS values and perspectives was acknowledged in this suggestion.

The proposal was to have one person in each team responsible for monitoring and checking that JEDIS goals are implemented and JEDIS values are respected, besides their job responsibilities. This position would be on rotation so as to avoid monopoly of one world view and overworking of the respective person.

This hopeful idea is entirely reliant on the staff having internalised JEDIS, interpreting it as **“the blood that runs through the veins within the organisation”**. A similar opinion was brought forward by the leadership coaches, Zarine Jacobs and Neslyn Watson-Druee:

“How can you embed [JEDIS] in every function? It's great to have had the [JEDIS] role that has certainly given the position wins. Your organisation is ahead of many others, in terms of your mix of staff, and your thinking. **But check and review, keep it on the table, keep it on the agenda.**”

This highlights that experts think GPBE has made progress in the JEDIS Learning Journey but **JEDIS will need to be properly embedded in each team and position**. This will require not only knowledge and understanding, but also guidelines for non-experts taking on the JEDIS responsibility. Moreover, monitoring and revisals are essential in ensuring proper implementation and integration of JEDIS within teams. This perspective is shared by some staff, as they are aware of the complexity of the JEDIS field and its implementation within the organisation:

“Many staff members indicate that they understand the theory now but do not see how they bring this into practice in their day to day work. Facilitating this is an important next step and focus area. We need to learn this by testing, evaluating and improving on a continuous basis.”

3. Improve JEDIS communication strategy

A significant number of the interviewees have expressed concerns or critique towards the communication dimension of the JEDIS project.

The first suggestion was for **JEDIS to have a strategy and a communication plan**, which would be disseminated with the organisation. Not everyone is aware of the JEDIS agenda or what it comprises, so confusion arises when any JEDIS related initiative is implemented. Moreover, short-notice tasks and initiatives do not allow for

the time and space for staff mobilisation at all times, which in turn leads to low rates of engagement.

Some interviewees said:

“[We need] a bit of a consistent overview of what the steps are and the different activities related to it. Standalone small projects, where I heard from several colleagues of several departments that it was often last minute or rush rush. I was not involved but from a distance, for me, it was quite ad hoc. I didn't I didn't see any big projects planned.”

“[There] should be a clear project, a clear mandate, a clear budget, clear planning, so that we at least know. Better communication [would] have helped.”

Some *staff members are also not aware of the relevance of JEDIS* in the organisation and/or in their specific role, which leads to lower engagement. This implies the need first for an internal communication strategy in order to reach all teams and roles, so that everyone is aware of the role of JEDIS within the organisation and within the climate movement. Next, an external communication strategy is required for branding and fundraising (fundraising is discussed in the next sessions). External communication needs to be co-created with the Communications & Engagement staff in order to ensure that our audience understands what JEDIS is and how it is linked to the protection of nature.

“Change is hard. Sometimes it's hard to acknowledge that you need to change your standpoint. Maybe the commitment here will be to work together with other departments to build internal communications.”

The second suggestion was to **have the information and knowledge translated into a more accessible language for non-experts**. Some felt that, at times, the JEDIS learning journey is exclusive, as jargon is used throughout materials and initiatives but not all staff has had academic education or expertise in the field. In order to make the learning process more accessible for all staff members, **storytelling** was the solution most mentioned throughout interviews, with people claiming that **personal accounts and discussions** were the best way that they could learn and understand in practice what all of the abstract JEDIS concepts mean. Having conversations and debates as a way of learning is a preferred method for staff members to understand and grasp the meaning of the academic concepts that have been presented to them.

On storytelling, interviewees said:

“Just let people share their experiences. “

“The most confrontational thing for me is learning about unconscious bias, about microaggressions. But what opens my eyes even more is somebody who is faced with these things, openly talks about [it]. I find that has more impact on me personally.

There's one colleague who mentioned how they feel about [microaggressions], what it does to them, and that's really important. That's really an eye opener.”

“I was already very open to [inclusion and JEDIS]. But being more actively challenged in these kinds of sessions, it made me make steps forward in being more open to all these kinds of concepts.”

Coaching experts, Zarine Jacob and Nelsyn Watson-Druee, agree that GPBE is at a turning point in the learning process, where a lot of knowledge has been brought and can be eased into practice. Some staff agree, emphasising the need for conversations and examples through storytelling as mentioned before so as to let the theory sink in. In response to this, they said:

“You've handled learning. You've paid consultants and trainers and you've imparted lots of knowledge and information. So make it **playful, fun, engaging**, harvest learning, bring your people together.”

“After the last few years of training and experience, we have increased knowledge and mutual understanding which puts us in a position where we can have meaningful conversations. There is an added benefit in exchanging views and experience, but we needed people to have a basic understanding of the topic for these conversations to be held in a respectful and meaningful way.”

Ideally, this would allow for the conversation to shift from a perception of JEDIS as a silo of the organisation to a collective sense of justice, echoed by an interviewee.

“It's important that it's a **shared responsibility**, and something that we really need to solve together.”

4. Integrating JEDIS in our campaigns

It is clear that our ability to be impactful is connected with our ability to become more diverse and inclusive, not only as an organisation through our staff and culture, but also in our campaigns and outputs. Connecting many injustices in the world and the overlapping systems of oppression is paramount to deliver on our mission and vision. We must become more aware and active in fighting these diverse injustices, not just because it is the right thing to do but also because it will help us win. Joining forces with people who are oppressed by the same systems that cause the parasitic relationship with our planet (and therefore biodiversity loss and climate change) will create the critical mass we need to leverage system change.

Campaigns need to be created with JEDIS principles in mind throughout the process, acknowledging the target audience and the groups the organisation taps into. Interviewees said:

“[The] **North/South divide, that power dynamic** makes a European audience **struggle to empathise**. It's been centuries of this power dynamic. So it's tricky, and that's

something that we are trying very hard to figure out is how to be able to reflect the reality of the situation and make it resonate with people so that they can act.”

As an example of a success story is the **Food is Power** campaign which was designed with JEDIS advice and focused on helping people who can't afford organic food. This resulted in material support and help offered to the people targeted. Designing a campaign with JEDIS as part of it is not an easy task, with staff members discussing the complexity of campaigns, from a point of view of staff capacity and staff understanding and knowledge.

Despite the success of the campaign, JEDIS was not employed at its maximum potential as a lot of groups of people were still excluded (e.g. refugees, undocumented people, homeless people etc). The **creation of a JEDIS resource** was suggested to ensure that even if someone is not an expert in JEDIS, they can be guided in their campaign.

“[JEDIS understanding] will have to be broadened. You, myself, campaigners, independent project teams will have to integrate it in the ally work that we do as campaigners because as campaigners, we work with allies, we have a lot of contacts. It will be up to us, ... **to go beyond our own comfort zone and the things that we know and to also seek those relationships that contribute to JEDIS work.** In a context where **we'll also sometimes have to make decisions in terms of capacity**, we do not want to burn out people by wanting to do it all at the same time.”

“With having JEDIS integrated in campaigns, one of the issues is that **different people will have completely different understandings of what JEDIS even means... So I definitely miss tools to do some JEDIS checks or JEDIS guided thinking about campaigning.**“

“I think it would be great if JEDIS becomes part of the campaign plan.”

To complement the staff members' JEDIS understanding and help them create impactful campaigns while keeping in mind social justice, one staff member suggested that **GPBE collaborates and co-creates with other specialist organisations:**

“**Maybe we're not the best.**, Maybe support or collaborate with a certain organisation that is way better at this. Maybe that's where invictus is - by working and doing that work with them, or even giving them financial resources...**We don't all have to do it all by ourselves.**”

Through doing collaboration and checking with specialists or people directly affected by the campaigns that are being built, GPBE can implement JEDIS through long-term and valuable partnerships. This would co-empower local and indigenous communities, co-create with specialists for the best and most comprehensive campaign plan that could be adopted. In addition, there has been a mention of JEDIS related global skillshares, which can also serve as support for the staff at GPBE. Speaking on this, one interviewee said:

“We are part of a global organisation where this [area] has progressed so we don't have to do it ourselves. I see the topic becoming more integrated in many areas of the work we do. It has been integrated in our global Fundraising and Programme strategies but it is an issue when, for example, we are designing our global technology strategy.”

5. Research impact of JEDIS in fundraising

The theme of fundraising and donors has been mentioned throughout a few interviews, being very concerned given the current economic situation of GPBE as the organisation cannot afford more financial loss. While we recognised the link between capitalism and financial decisions in this report, we understand the reality of our finances. Being reliant on money from [individual] donors, it is a valid concern for the organisation but a couple of issues have been signalled.

First, our demographic of donors that GPBE taps into is generally quite homogenous and composed of older, middle class, white people. The organisation does not attract a diverse group of donors. This may be attributed to the lack of focus on other groups of donors, as well as the socio-economic position of these donors. Second, demographics of these donor bases have sometimes shown resistance to JEDIS related initiatives as the link between environmental issues and social justice issues is not clear to them, or because they perceive it as political. Interviewees spoke about this challenge:

“Our donors’ base... shows that we are maybe to some extent, **talking to one type of people only.**”

“Our basic basis of donors is, and I'm not doing ageism, but is quite ageing.”

“**It's difficult sometimes to try and reconcile JEDIS with our fundraising audiences - typically white middle class and old.** We have had some not very encouraging comments from donors saying that they're stopping [their donations], not specifically because of JEDIS, but because of our stances and things like that. Some of that can be attributed to JEDIS content. But when you see those responses, you're not seeing the responses of 99% of the people who are completely happy with what you're doing. You tend to focus more on the bad response that you got that day or whatever.”

These concerns and the resistance lead to the following question ‘**Does JEDIS impact fundraising?**’. The recommendation given by one staff member is to look into this subject and understand the dynamics of the donors’ base. Depending on the findings of that investigation, more clarity can be shed on JEDIS implementation in the organisation and externally, in the fundraising sector. This would also give more insights into how to approach other groups of donors and gain their support. This staff member said:

“Some people have said that **they feel [JEDIS] negatively impacts our ability to raise funds. I'm not sure that we have the evidence one way or another that it does or does not. But maybe that's something that would be nice to investigate.**”

Further, considering that GPBE is still operating in a capitalist system that is tied strongly with financial resources, a possible investigation into how JEDIS influences fundraising can have other implications. Despite the fear of donors being unprepared for progressive JEDIS views, this can also represent a financial opportunity for the organisation, as explained below by a staff member:

“The same scenario happens with our donors as an external audience. For instance, some of the feedback is **“our audience is not ready for this”**. And we're going to lose donors. That it's a legitimate fear. Being in the capitalist system, we're tied to money. But, I think it's always a moment of risk, where there's a shift of narrative happening, you're going to lose some people. But if you do it, **you're going to gain some new people and donors because the narrative is shifting.**”

This staff member raises a significant point on taking a stance on the importance of areas such as justice, equity, diversity, inclusion and safety. Showcasing how JEDIS intersects with the environmental crisis and other intersecting issues, rather than avoiding it out of fear, supports the narrative in the long term, which is changing.

The points raised around fundraising also link to the recommendations around integrating JEDIS in campaigns and communications. These areas support each other to extend understanding of the vital role of JEDIS, and its principles, to our existing audience, as well as new audiences.

3. Future learning initiatives

The first suggestion was to **organise spaces and opportunities for NROs to come together and share best practices related to JEDIS** implementation and wellbeing of the staff members. JEDIS is implemented in multiple NROs, including GPI. While needs are different in every office and region, a space to share them can provide inspiration and an opportunity to discuss on how to adapt initiatives in different regions.

In absence of a JEDIS officer, these will need to be taken into consideration by responsible parties in GPBE and external expertise might be necessary. One interviewee recommends

“If we will not have an in-house expert due to financial restraints, we will need to find ways to bring expertise in through other channels in order to continue the learning journey.”

The other suggestions were related to opportunities in training and/or practice as some concepts or fields are not clear or haven't been discussed in depth. An overview of proposed topics below:

- Inclusive language

Although a guide to inclusive language exists and training has taken place, it is difficult for people to practise it in daily interactions. This poses an issue

especially to people in their second or third languages as it is a cognitive difficulty in nature. One interviewee said

“I struggle a bit with the use of pronouns, especially in another language, which some might find difficult. When talking, I realised I make mistakes and I do my best but it's not coming naturally. ”

- **Classism**

Class has appeared as an identity element throughout the interviews and a need to address class discrimination has arisen. Classism is manifested in daily life through discriminatory practices based on level of study, access in society, social status and background, which intersects with xenophobia for focuses on accent or language spoken and so on. Reflecting on this, people said”

“It's very much about classism. That is a subject that I feel is not addressed enough.”

“We miss [the focus on] the worker and classism do still live in a very closed society. We have people from backgrounds going to university. We have people here to do maintenance work and cleaning work. That's a part of the different isms that we rarely talk about.”

- **Gender identity**

The topics related to gender identity and sexual orientation have not been well explained and understood so far. Staff members are curious how gender identities manifest in reality, in lived experience and what it means. Addressing this, one participant said:

“One one thing that I haven't been really in touch with or on speed with this is the whole gender story. That could be useful to understand more. I know the theory and I know there's different kinds of gender but what I don't know is what does this change [have on] people's lives and what impact it has.

- **Age(ism)**

This suggestion has come directly from the experts Zarine and Neslyn as they have noticed that there is a need to address the differences and similarities between generations. In order to ease the learning process, it is important for staff members to understand how to work with other generations and age dynamics.

“I'd like to say something in there more explicitly around age. Gen X, I've lost track. I'm an oldie. But [we should] work more effectively between the generations.”

- **Conflict management/resolution and mediation**

One issue that was brought up in interviews was the feeling the project has, at times, been intense and staff has felt ashamed or shamed. The important part with the JEDIS learning journey is discomfort as change is never easy and the origins of shame often comes from within. However, this produces conflicts and currently staff, including management, are equipped enough to deal with it in a healthy way. Thus, more training and coaching are needed so that everyone can have space for conversation in a safe(r) space. Reflecting on this, one (manager/non managerial) staff member said:

“I believe that there is some polarisation in the organisation and that there is work [to be done] on the different sides of this. **Sometimes there was lack of empathy to people who make mistakes and maybe not enough tolerance to let people make mistakes** and sometimes, judgement as well. And the other way around too. But I'm positive about the progress we made as well.”

“We have made progress in preventing and mediating conflicts through our training and working with a variety of expert coaches and mediators but I do not think we are equipped yet.

Disability

Disability is generally overlooked in JEDIS daily discussions, forgetting the silent and invisible disabilities that people might live with. It is considered that people with disabilities are underrepresented through Greenpeace communication channels generally and within the staff members as well. One major discussion point is neurodivergence, which has been recently picked up as a learning topic within the organisation, but needs of staff members are not fully met yet. One person observed:

“The blind spot? We **struggle** a lot with people who are neurodivergent people.”

- Self-reflection

While theoretical knowledge exists, more practice in self-reflection is needed at a group level and at the individual level within the organisation. Self-reflection is essential for people to acknowledge their privileges which form their unconscious bias. This was suggested in the context of a circular learning journey, revisiting basic concepts, avoiding the usual tendency to have linear progress. People expressed they would like the opportunity to focus on this further

“I think **it's always good to have the self-reflection moments** ... and to think back at childhoods and places where we've had a lot of privileges, places where I didn't have a lot of privileges. I think it's good to reflect on that.”

“Maybe we didn't have enough patience to go back to the basics. [...] Sometimes it's really more of a loop that we need to take rather than a more linear approach... What I think is important to start with is realising your own

privileges. If you skip that and you move on and move on, somehow you can't You're distancing yourself from it.”

Conclusion

The report highlights the significant challenges Greenpeace Belgium (GPBE) faces in fully integrating JEDIS into its organisational culture, and their significant achievements on this journey.

This report has highlighted the continued importance and relevance of JEDIS in tackling colonialism; driving staff wellbeing and safety; and strengthening the Greenpeace brand. We have done this through training and coaching; retreats; highlighting the interlinked nature of social and climate justice; developing policies and resources; support groups and more.

Challenges in this work include a persistent organisational tendency towards "Business as Usual". This implies inherent colonial roots, unconscious biases, and capitalist thinking.

Successful integration of JEDIS principles requires committed leadership, continuous self-reflection, and genuine engagement from all staff members to address deep-rooted systemic issues and promote equity and inclusion throughout the organisation.

Our recommendations around better monitoring and review; better integration in the organisation, including campaigns and communications; and further research and training, will help to support Greenpeace's internal and external aims, and the aims of the wider climate justice movement.

We are extremely proud of the work we have done with driving JEDIS principles, and supporting minoritised communities, in Greenpeace Belgium. We hope the struggles, successes and learnings can help people across Greenpeace and beyond.

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<https://workthatreconnects.org/three-stories-of-our-times/>

Thriving at Greenpeace Report 2023. Greenpeace.

https://drive.google.com/drive/u/0/folders/1l0bAAf2E1tQmN_AMC689hkO1sbJwZ11

Appendix

1. History of D&I and JEDIS at GPBE:

→ **2014-2017:** From local groups to global D&I alignment - inspired by IED Kumi Naidoo

- ◆ Seven Diversity and Inclusion principles agreed on in the 2015 Executive Directors Meeting (EDM).
- ◆ First ever Global D&I survey conducted in 2017 with 365 respondents.

→ **2018:** [Justice, Safety and Diversity \(JSD\) Action Plan](#) - based on the [EDM 2018 agreement](#), stated that every Executive Director needed to drive cultural change to ensure the safety for all.

- ◆ 183 people responded to the stories and communities survey explaining why and how they wanted to see harassment and discrimination addressed.
- ◆ Employment service, Actiris helped to develop a Diversity and Inclusion plan.
- ◆ An internal working group for Equality & Inclusion was helpful in providing feedback and organisational backing for progressive initiatives.
- ◆ Started JSD tracking objectives 2018-2020, allocated resilience funding for this work for the first time + Diversity & Inclusion officers nominated.

→ **2019:** [TAP Principles 19/20](#) (globally endorsed, part of JSD initiative 4)

→ The external advisory committee started supporting the EDI work at GPB led by then-Equality, Diversity and Inclusion officer, Mathias Balcaen.

- ◆ Group membership was made of the most marginalised communities (minority ethnic, disabled, BIPOC, muslim, trans and queer people) These members were: Kahina Rabahi, Amal Hamich, Mees Engelen, Robin Vos, Xavier Deruyter.
- ◆ Mathias Balcaen developed diversity and inclusion guidelines for campaigns, including language guidelines.

- ◆ The external advisory committee agreed that work on anti-oppression needs to be immersive.
- ◆ E&I initiatives were often stopped because they did not fit within the overall strategy of Greenpeace regarding campaigning, communication and engagement.
- ◆ A [diversity plan](#) was co-created with feedback from the advisory committee.
- ◆ An [affirmative action](#) plan was created
- ◆ The advisory group broke down, the E&I officer stepped down and Shanthuru Premkumar became an employee at GBP.
 - The previous EDI officer communicated that there was not enough money, capacity or buy-in from the organisation to do the work effectively.
 - There was not enough accountability with senior management to fulfil these goals, so the EDI officer felt he lacked the mandate and authority to implement ideas and initiatives

→ **2020:** [JSD Action Plan re-vamp in the 2020 EDM](#) which led to the [JEDIS agreement](#)

- ◆ More information can be found in the [Integrity documents](#).
- ◆ Second Global Diversity Survey with 1385 respondents, significant increase from first survey.

→ **2021: JEDIS implementation**

- ◆ People Committee & 5 work packages.
- ◆ Intersectionality and decoloniality workshops with Stephanie Collingwoode.
- ◆ JEDIS resilience funding.
- ◆ JEDIS included in Organisational Development Plans (ODPs) / 3 Year Strategic Plans (3YSPs).
- ◆ Third Global Diversity Survey, 1894 respondents.
- ◆ Training with the board of directors by Shanthuru and Jeyanthi on the climate movement and the understanding of systemic oppression

→ **2022-24 - Official beginning of the JEDIS journey**

- Shanthuru started as part-time Global EDI Engagement Coordinator GPI and EDI officer for GPBE and ran training to both Greenpeace International and Greenpeace Belgium.
 - ◆ [Stories from our communities. #Times up and surveys](#) from 2020 and 2021 published, highlighting problems in GPBE
 - ◆ **Consultation phase:** Shanthuru undertook a consultation with BIPOC people in various positions to learn and understand the needs and

perspectives in GPI and GPBE . They also spoke to the LGBTQIA2S+ people at Greenpeace to determine priorities and gaps in knowledge.

- ◆ **Outcome of the preliminary consultation:** There was a need for various types of training (e.g. Unconscious Bias, Microaggressions, Inclusive Language). Shanthuru ran anti-oppression training on white supremacy culture.
- ◆ Shanthuru and the team found appropriate trainers for the delivery of training in the Greenpeace academy.
 - Unconscious bias and microaggression by Mutima Imani
 - Organisational patterns by Heather Luna
 - 3 pillars of Climate racism by Chihiro Geuzebroek.

→ **Development of the JEDIS training council** (4 trainers, one from Abya Yala, African descent, Taiwanese and Tamil Indigenous).

- ◆ JEDIS Council is an advisory unit supporting Shanthuru in the process of creating and delivering training, ensuring there is accountability in the process. This was set up to provide continuity between the various training to ensure collective learning experiences.

2. Overview of activities/initiatives (Chronogram)

Year	Activity/initiative	Target concept
2022	Me & White Supremacy book study for LMs	Dominant Culture
	HR managers training with Hands on Inclusion	Compensation and equal opportunities; Diversity doesn't stick without inclusion
	JEDIS learning journey online <ul style="list-style-type: none"> - Unconscious Bias & Microaggression - Common Organisational Patterns - 4 pillars of Climate Racism - Uncovering Intersex: The "I" in LGBTQIA2S+ - Intersectionality and decoloniality with Stephanie Collingwoode 	Cultural Change Resistance; Racial, Ethnic and Caste Equity; Dominant Culture;
	Testing the new Pulso system with exclusive request to get support for BIPOC staff	Feeling Safe at work
	Cultural exchange GP - Réseau Wallon de la Lutte contre la Pauvreté	Trust Building
	JEDIS in nature Staff Retreat	
	JEDIS Working Group	Feeling Safe at work
2023	Feedback training/courageous conversations/ handling conflict	Trust Building
	JEDIS Leadership Coaching	Power Imbalance
	Worked with Khadija (UPOP) on support for recruitment	Compensation and equal opportunities
	Implementation of new 360 evaluation questions with External advise	Diversity yes, Tokenism no
	Hiring of BIPOC People & Culture Expert	Diversity doesn't stick without inclusion
	Making more hours of psychosocial support available for vulnerable staff	Feeling Safe at work

	Antiracism March participation and support	Cultural Change Resistance; Racial, Ethnic and Caste Equity; Dominant Culture;
	Panel on ecofeminism for IWD	
	Women's Rights Day March	Power Imbalance
	Tackling Neurodiversity in the workplace - for Line Managers	Diversity doesn't stick without inclusion
	Support to In My Name	Diversity doesn't stick without inclusion
	Decolonial Tour at the Africa Museum for Program Department	Cultural Change Resistance; Racial, Ethnic and Caste Equity; Dominant Culture;
	Pride Parade	Cultural Change Resistance
	JEDIS Culture training with Teamspeler	
	BIPOC Support group (ERG) with External facilitator	Feeling Safe at work
2024	Menstruation and menopause policy created	
	International Women's Rights Day March	Cultural Change Resistance; Power Imbalance
	Antiracism March	Cultural Change Resistance; Racial, Ethnic and Caste Equity; Dominant Culture;
	Neurodivergence Week Awareness	Feeling Safe at work
	Cine-lunch	
	BIPOC Retreat	Cultural Change Resistance; Racial, Ethnic and Caste Equity; Dominant Culture; Feeling Safe at work
	JEDIS inclusion training for Fundraising teams	Dominant Culture
	Inclusive language survey in GPBE	
	JEDIS Library	Cultural Change Resistance
	Pride Parade	Cultural Change Resistance
	Class and Intersectionality	Compensation and equal opportunities; Power Imbalance

3. Interview Summary

Criticism	Keywords	Example
	Hypocrisy and resistance	<ul style="list-style-type: none"> - Lack of initiative, support, and accountability from managers - Do not “walk the talk” - Capitalistic mindset within the organisation - Tension in talking about JEDIS concepts.
	Better communication should be employed	<ul style="list-style-type: none"> - Avoid last-minute schedule - Clearer objectives - Provide major plan of the year - Surveys, interviews, face to face methods.
	Optional	<ul style="list-style-type: none"> - JEDIS’ learning journey is not mandatory which becomes less important in people’s eyes.
	Implementation	<ul style="list-style-type: none"> - The gap between theoretical concepts of JEDIS and how effectively we can integrate the concepts in each department. - The accessibility of JEDIS concepts: too abstract and can be seen as elitism. - The role of JEDIS in campaign and fundraising can be strengthened in the future. - Explain to donors and allies how JEDIS is connected with climate change. <ul style="list-style-type: none"> - Stronger bridge between internal and external communication via social media. - Buddy program for supporting and building connections between employees.
Positive feedback	Necessity	<ul style="list-style-type: none"> - JEDIS concepts and role enable some staffs feel safe and able to speak up for themselves when encountering uncomfortable situations (e.g., micro-aggression) - More awareness around JEDIS concepts, general well-being promoted.
Suggestions	Future topic	<ul style="list-style-type: none"> - Ageism

		<ul style="list-style-type: none"> - Classism - Gender identities
	Monitoring	<ul style="list-style-type: none"> - Survey (3-4 times a year) - Open and honest discussion - Internalising JEDIS in every individual. - Qualitative data > quantitative (it's also a challenge, the difficulty to quantify and objectify JEDIS agenda)

4. Results ([MEL Framework based](#))

The [original MEL Framework](#) for the whole organisation has served as the model for the MEL framework designed for JEDIS and as the basis of the data collection and monitoring parts.

→ 2022

Embrace diversity (Impact) through:

→ Implementation of the [Affirmative Action Plan](#)

→ Training of our staff on equity and inclusion

1. **GOAL - Include an optimised Affirmative Action Plan in all recruitments**

1.1 **SMART Objective** - By the end of the year, the objectives in the Affirmative Action Plan had been met and the plan is revised and optimised based on results attained

- **Indicator** - Improvements upon the indicators already set in the Affirmative Action (AA) Plan (Data owner - Shanthuru)

Data takeaways: There are targets set out short-term (2025) and long-term (2030) in the [AA plan for GPBE](#), but no indicators mentioned. The policies on Greennet are still not updated (mentioned: [Internship policy](#), [Recruitment policy](#), [Selection Committee policy](#)). None of the JEDIS related guidelines suggested in the AA plan appear as officially integrated in the policies for recruitment. The targets set out in the AA plan are to be evaluated next year (2025) to check if they have been met.

1.2 **SMART Objective** - By Q1, everybody involved in recruitments are informed and know how to implement the plan

- **Indicator** - Monitor the trainings of the recruitment panel members (Data owner - Raf)

Data takeaways: All staff were trained on Unconscious Bias and Microaggression on 19/04/2022 (on site). There was another training on JEDIS Learning Journey (on Greenpeace Academy) on 09/05/2022.

2. **GOAL - We have a common understanding of what JEDIS means for us**

2.1 **SMART Objective** - By Q4, we have increased awareness of JEDIS practices for all staff

- **Indicator** - Number of people who participated at the staff retreat (Data owner - Shanthuru)

Data takeaways: The target set was 100% participation of staff members. Participants according to the registration form: 72. This translates into approx. 72% staff participation (numbers might depend on sick-leave at that moment or other similar factors).

- **Indicator** - Increased awareness of JEDIS after the staff retreat by staff through the retreat feedback form (Data owner - Shanthuru)
Data takeaways: The target was set at a rate of response to the feedback form of 75%. The feedback form was filled in by 31 participants (43% of participants) so the target was not met.
 - **Indicator** - Number of JEDIS competences included in the new evaluation system (Data owner - Anne)
Data takeaways: Some JEDIS competences were included in an evaluation system which was later on dropped. This has become irrelevant.
 - **Indicator** - Number of department representatives participating constantly in the JEDIS Working Group (Data owner - Shanthuru)
Data takeaways: There was no target set in the MEL framework. As indicators, number of meetings per year and average number of participants were used. There were 7 people in the WG as an average, usually from different departments, with 8 large meetings in 2022, the year when this was kickstarted. There were multiple smaller meetings, sometimes with individuals, per request and also to organise the staff retreat and Code Rood support.
 - **Indicator** - Participation in Me and White Supremacy book study for LMs (Data owner - Shanthuru)
Data takeaways: The target set was 100% rate of participation for LMs. The book study started with 90% of them attending and ended up with 70% finishing it.
3. **GOAL - We are inclusive in our communication both internally & externally**
- 3.1 **SMART Objective** - By the end of the year all external communication should use inclusive writing
- **Indicator** - Inclusivity score thanks to text screening sample in platform (Data owner - Thomas)
Data takeaways: No tool has been implemented to monitor and evaluate inclusive writing. The Comms staff is briefed about inclusive writing and they receive [guidelines](#) on it.
- 3.2 **SMART Objective** - By Q3 staff use inclusive writing in all internal communication
- **Indicator** - Inclusivity score thanks to text screening sample by internal expert (Data owner - Shanthuru)
Data takeaways: No tool has been implemented to monitor and evaluate inclusive writing.

→ 2023

Embrace diversity (Impact) through:

- Implementation of the Affirmative Action Plan
- Training of our staff on equity and inclusion

1. **SMART Objective** - Improve knowledge of staff on systemic oppression and its root causes - move from theory to practise by implementing the acquired knowledge in campaign projects and personal interactions
 - **Indicator** - Finalise training on systemic racism in Q1 (Data owner - Shanthuru)

Data takeaways: The target was to have 100% staff participation. There were two training sessions instead of one. The trainings were finalised and published on GP Academy so that they can be followed by all employees. The training on climate racism was followed by 52 people, which translates into approx. 52% of staff members. The other training on common organisational patterns was followed by 102 people so all staff members.
 - **Indicator** - Info events on ecofeminism, gender, neurodivergence (Data owner - Shanthuru)

Data takeaways: One event was organised on the topic of ecofeminism - the Panel on Feminisms in March 2023 (650 views reach on Youtube). The other event was a neurodivergence workshop, which was replicated at the Tech Camp 2023. The target of having two events was reached.
 - **Indicator** - Coaching sessions for SMT & LM (Data owner - Yamna)

Data takeaways: The target was set at 72 hour of coaching for 2023. Some sessions are still ongoing. Neslyn had 18h and Zarine 26.5h, with some others remaining. Each coach had a trial 6h before these. Five people completed the coaching while a few others are almost finished. However, not all staff members have taken up the opportunity. The target has not been reached.
 - **Indicator** - All staff completes the cultural training planned by Hakim after the culture audit (Data owner - Yamna)

Data takeaways: There were 5 workshops held so that everyone in the organisation can attend it once. There were 64 staff members invited in total to all the sessions, with 50 people responding “yes” on the Google invite. This is 78% of staff members invited, which means that the goal of 100% attendance was not reached. Here is the overview of the workshops:

 - 19th of September 2023 - workshop - EN How to integrate JEDIS lessons into your daily work (13 yes out of 13 invited)
 - 28th of September 2023 -workshop - EN How to integrate JEDIS lessons into your daily work (7 yes out of 11 invited)
 - 29th of September 2023 FR - workshop F2F How to integrate JEDIS lessons into your daily work (6 yes out of 8 invited)
 - 9th of October - workshop - EN How to integrate JEDIS lessons into your daily work (12 yes out of 14 invited)

- 12th of October - workshop - EN How to integrate JEDIS lessons into your daily work (12 yes out of 18 invited)
- **Indicator** - Decolonial Tour at the Africa Museum for Program Department, 18th of January (Data owner - Vanessa)
Data takeaways: The target was for all within the programme department to attend the event, with a specific focus on campaigners. 22 people were invited, 15 replied yes on the Google invite which is 68% attendance rate.
- 2. **SMART Objective** - Working with the action community on inclusive non-violent direct action
 - **Indicator** - JEDIS included in Code Rood by Q3 bringing the movement hub of GPI to GPBE (Data owner - Shanthuru)
Data takeaways: The target set was quite vague “Expansion of JEDIS knowledge and working group for Code Rood”. However, it materialised through the creation of a [JEDIS handbook](#), explaining what it is and how to implement it.
 - **Indicator** - JEDIS included in Code Rood by Q3 by organising trainings for the Action & Mob team (Data owner - Shanthuru)
Data takeaways: The target set was to have 1 training and it was reached. More than 35 people were trained.
 - **Indicator** - Anti-Racism March participation and support (Data owner - Shanthuru)
Data takeaways: The target was for 100% attendance for staff in GPBE. According to the Google calendar invite, 9 accepted it, which translates to 9% attendance. Nonetheless, it is not confirmed how many people actually attended on the day of the march.
 - **Indicator** - Women's Rights Day March participation (Data owner - Shanthuru)
Data takeaways: The target was for 100% attendance for staff in GPBE. According to the Google calendar invite, 19 accepted it, which translates to 19% attendance. Nonetheless, it is not confirmed how many people actually attended on the day of the march.
 - **Indicator** - Pride Parade participation (Data owner - Shanthuru)
Data takeaways: The target was for 100% attendance for staff in GPBE. According to the Google calendar invite, 13 accepted it, which translates to 9% attendance. Nonetheless, it is not confirmed how many people actually attended on the day of the march.
 - **Indicator** - Support to In My Name
Data takeaways: No specific target was set. We met with the organisation & we supported them financially (€4000). We shared internally with an ask to sign, we sent out a dedicated email to 4.227 donors + 83.549 leads, we included the ‘in my name’ petition in the

newsletter and we did organic and paid social media posts (budget €1600).

3. **SMART Objective** - Develop a way to measure diversity within staff
 - **Indicator** - New measuring system for staff diversity (Data owner - Raf)
Data takeaways: The target was to set in place a measuring system. The personal data of staff members is collected. Nonetheless, it hasn't been decided upon which indicators and data to use to measure diversity. There is no system put in place for this objective.
4. **SMART Objective** - Increase diversity in staff
 - **Indicator** - Increase staff members from oppressed groups (Data owner - Raf)
Data takeaways: The target set was 5% increase. The personal data of staff members is collected. Nonetheless, it hasn't been decided upon which indicators and data to use to measure diversity. There is no system put in place for this objective.
 - **Indicator** - Work with Khadija (UPOP) on support for recruitment (Data owner - P&C)
Data takeaways: No target was set specifically again. However, the work resulted in a presentation⁴ with detailed information about how Greenpeace is perceived on the job market and with recommendations on how to improve the recruitment process.
5. **SMART Objective** - Increase diversity in our internships
 - **Indicator** - Introduction of an internship policy (Data owner - ?)
Data takeaways: An internship policy already exists for GPBE, from 2012. However, this policy was not officially updated or modified. The goal of focusing on recruitment of applicants from the Global Majority is recorded in the MEL framework of the organisation.
6. **SMART Objective** - Improve BIPOC support system by creating space to meet weekly and biweekly with a facilitator & producing output material for inductions
 - **Indicator** - At least 8 facilitated BIPOC support group meetings (Data owner - Shanthuru)
Data takeaways: The target was 8 BIPOC Support group meetings, which was reached. There were 18 weekly meetings from April to August 2022. The issue is that the meetings took place in 2022, while the indicator is set for 2023.
 - **Indicator** - At least 12 internal BIPOC meetings (Data owner - Shanthuru)
Data takeaways: The target was 12 BIPOC meetings, which was reached. There were 18 weekly meetings from April to August 2022. The issue is that the meetings took place in 2022, while the indicator is set for 2023.
 - **Indicator** - List of culturally relevant coaches and mediators available (Data owner - Shanthuru)

⁴ [Greenpeace Report UPOP](#)

Data takeaways: 23/03: During an advisory meeting for JEDIS objectives, this seemed outdated by new yearly goals so it was dropped.

- **Indicator** - Hiring of BIPOC P&C expert

Data takeaways: The target was to have 1 person focusing on this specifically and it was reached as Yamna Atlassi started with this position on the 1st of September 2023.

→ 2024

- **Disclaimer: data is collected and analysed only for Q1 & Q2**

Embrace diversity (Impact) through:

→ Implementation of the Affirmative Action Plan

→ Training of our staff on equity and inclusion

1. **SMART Objective** - Update Affirmative Action Plan: how to improve it based on our past experience since publication

- **Indicator** - A new version of the plan is published & communicated (Data owner - Shanthuru)

Data takeaways: Not started at the moment

2. **SMART Objective** - Increase diversity in our internships: identify the needs and where it is useful

- **Indicator** - Developing a map of lead and opportunities, affirmative action plan and want to prioritise students with less opportunities (Data owners - Raf and Shanthuru)

Data takeaways: Not started at the moment

3. **SMART Objective** - We develop and implement the global JEDIS toolkit and we develop a system to track our impact

- **Indicator** - We have an impact measurement system in place (Data owner - Shanthuru)

Data takeaways: NOT YET COMPLETED

4. **SMART Objective** - We extend our Employee Resource Groups to neurodivergence (next to the BIPOC ERG)

- **Indicator** - The group is in place, and we find an expert to help launch the group (Data owner - Shanthuru)

Data takeaways: NOT YET COMPLETED

- **Indicator** - Neurodivergent people feel more included in the organisation (Data owner - Shanthuru)

Data takeaways: Neurodivergence Week Awareness - For one week in March, we have put out posters around the office with facts about neurodivergence. The aim was to raise awareness and draw attention to the necessity of inclusion of neurodivergent staff. No specific target was set except for raising awareness with visuals.

5. **SMART Objective** - Working with the action community on inclusive non-violent direct action

- **Indicator** - Women's Rights Day March

Data takeaways: The target was for 100% attendance for staff in GPBE. According to the Google calendar invite, 19 accepted it, which translates to 9% attendance. Nonetheless, it is not confirmed how many people actually attended on the day of the march.

- **Indicator** - Anti-Racism March participation

Data takeaways: The target was for 100% attendance for staff in GPBE. According to the Google calendar invite, 9 accepted it, which translates to 9% attendance. Nonetheless, it is not confirmed how many people actually attended on the day of the march.

- **Indicator** - Pride March participation

Data takeaways: The target was for 100% attendance for staff in GPBE. According to the Google calendar invite, 9 accepted it, which translates to 9% attendance. Nonetheless, it is not confirmed how many people actually attended on the day of the march.

6. **SMART Objective** - Supporting grassroots communities/organisations

- **Indicator** - Partnering with Rainbow House Brussels

Data takeaways: Rainbow House Brussels have been supported during Pride Month with a banner drop, materials, financial support and a banner making workshop for one of their events - Pride Opening on May 8th. Through RBH, Greenpeace also supported the movie screening organised by the collective queer x nature, which was at full capacity (72 seats in cinema Aventure filled). The support was also offered on the communications and registration part, with a post on Instagram and one on LinkedIn. The target of at least two events was reached in May 2024.

7. **SMART Objective** - Providing an inclusive working environment for all employees and JEDIS educational opportunities.

- **Indicator** - Providing an inclusive working environment for all employees experiencing menstrual and/or menopausal symptoms.

Data takeaways: A Menopause and Menstruation Policy has been approved by the Steering Team and an Action Plan is being developed.

- **Indicator** - JEDIS inclusion training for NL Fundraising team

Data takeaways: The training was 1h long and the participation was low, not meeting the target of 100% participation. Only 3 staff members from the team (8 members in total), not counting their LM participated in the training. However, they engaged with the content except for one who disrupted the session.

- **Indicator** - Cine-lunch organisation

Data takeaways: The target was to have one session monthly (starting in March). So far, there have been 2 movie screenings (March and April). The first screening dealt with the concept of social justice from a decolonial perspective while the second one presented queer ecology. The organisation has been put on hold due to restructuring.

5. Detailed overview of JEDIS initiatives

This appendix provides a more detailed overview of some of the JEDIS initiatives within GPBE, presenting some success case studies but also resistance or challenges encountered. The description of the initiatives include testimonials as well.

→ Recurrent initiatives

JEDIS Learning Journey - Greenpeace Academy (ongoing)

To respond to the ignorance about the lived experience of those living at the edges of society locally and globally, the JEDIS journey has become a means to develop a cohesive platform to nurture a culture that begins to resist white supremacy at individual and systemic levels.

The program aims to provide a baseline of understanding for Greenpeace staff to be able to understand the necessary language and theory around JEDIS, in order to increase their capacity in tackling racism, white supremacy and systemic oppression. The JEDIS learning journey consists of 6 components:

1. The intake form:

The intake form introduces key language that underpins the JEDIS framework (e.g: eurocentrism, cis gender, colonial legacy, MAPA, etc).

It allows for individuals to rate how much they agree with statements such as “There is an underrepresentation of marginalised groups within the staff of Greenpeace.”

One section tests the capacity of people to identify intersectional issues within their organisation through a series of questions such as: **“I believe the working class people are still marginalised within GP.”** or **“I believe that people who have historically benefitted from the industrial growth society should contribute to the redistribution of wealth to the most affected people and areas.”** The intake form offers a space for people to make an intention as to what they would like to see coming from the journey.

2. Unconscious bias and microaggressions with Mutima Imani

This workshop builds upon and contextualises the following questions: *Who are we? Where does unconscious bias come from (e.g: how we think)? What are some manifestations of microaggressions in organisations (e.g: how do we do things)?*

We want to push forward with the Greenpeace vision of changing the systems within which we operate today, which means we need to decolonise ourselves and our

organisation. The new unconscious bias training is re-designed from a JEDIS lens and includes a new component about microaggressions.

3. Common organisational patterns with Heather Luna

Eighteen common organisational patterns, known as white supremacy culture patterns, are introduced through videos and an emergent space for reflection and insight. These are based on the patterns developed by Tema Okun, offering antidotes to these white supremacy elements as well.

4. Intersectionality and decoloniality with Stephanie Collingwoode

In the 2020 EDM, Greenpeace aimed to work from an intersectional perspective, recognising the systemic and structural aspects of diversity and inclusion, which means addressing decolonisation as well. After the decision, many NROs came to the global EDI team to ask for support as they did not know how to talk about these topics in their offices.

The global EDI team contracted anti-oppression and anti-racism trainer and #BLM advocate Stephanie Collingwoode Williams to run workshops for interested staff and volunteers globally. More than 300 people took part in these training on intersectionality and decolonisation. One of the outcomes and the key learning after finalising these sessions was that we need to talk more about white supremacy/white privilege culture inside Greenpeace in order to be able to unpack some of the harmful dynamics and ways of working we have in place today.

5. Climate racism with Chihiro Geuzebroek

The climate crisis is fueling inequality around the world, and is exacerbating racial injustice. In this training, indigenous rights and environmental justice activist Chihiro Geuzebroek explains the term 'climate racism' - and how we can fight against it. This training also builds on the previous training on white supremacy/white privilege culture, as understanding climate racism goes hand in hand with understanding how white supremacy/privilege culture justified the exploitation of indigenous lands for the profit of the few white and rich, mostly living in West Europe or North America. Chihiro has trained on this topic several times already at Greenpeace, but by knitting this training more closely with the other JEDIS learning, we hope that the connections between different elements of what *green and just* should mean for all of us, will become clearer.

6. Uncovering Intersex: The “I” in LGBTQIA 2S+

The workshop was delivered by Emmanuelle Verhaegen with the aim of developing staff's understanding of intersex in our society. Besides an overview of what intersex means, there is also an emphasis on the difference between intersex and transgender

and how both experiences are diametrically different. There is a brief explanation on the medical implications and risks that intersex people encounter, starting from John Money's unethical experimentation. Finally, the staff also has an explanation on the difference between sex and gender and why being mindful of the distinction is vital to inclusion.

JEDIS Working Group

The JEDIS Working Group aims at ensuring that GPB's policies, processes, campaigns, and decision-making processes are aligned with principles of justice, equity, diversity, inclusion, safety and human rights. The JEDIS WG is an open and diverse space that welcomes whoever wants and is willing to collaborate to build a more inclusive working environment. The meetings are held weekly, providing feedback to different teams, departments, working groups and circles within GPBE to guarantee cultural audit of their work, promoting diversity and inclusion in all aspects of organisational activities. The members of the WG are discussing ongoing initiatives and collaborating on projects as well as being a resource centre for developing inclusive policies and practices.

360° feedback system

This feedback system focuses on 3 axes: attitude and behaviour, contribution to the group, respecting communities. In this type of feedback, answers are not anonymous so it will be transparent and honest. Three staff members can fill in the personal evaluation form.

Cine Lunch

This initiative is a product of the JEDIS WG, with the aim of educating staff on different concepts and social justice issues, which are connected to the environmental cause. The event is organised monthly and all staff members are invited to the screening of a short film in the office during a lunch break and external speakers can be invited. The first screening focused on the concept of social justice from a decolonial perspective while the second one will present queer ecology, which will be supported by the Rainbow House, talking about their experience as grassroots activists.

Menstruation and menopause policy

The policy has been inspired by the model from the Nordic organisations, with the aim of providing support to people who experience menstruation and menopause. The policy has been approved by the Steering Team and the implementation plan will follow.

JEDIS Library

This initiative is another product of the JEDIS Working Group, with the objective of providing educational material for staff members. The library is meant to compile an extensive collection of resources that deal with JEDIS related concepts and it will be available to all staff.

→ Non-recurrent initiatives

Me and ‘White Supremacy’ study circle

It is suggested for staff, but mandatory for the Senior Management Team, Line Managers and Project Leads to read the book “Me and White supremacy” by Layla Assad. People had a space in order to talk about and reflect upon the questions of the book.

Every two weeks there was a meeting, and in between each meeting people did their own work learning, studying through chapters and doing the self reflection, around the informative chapters. There are reflective journaling prompts at the end of each chapter. Each person reads, journals and answers the questions, then people come together to go through their reflections. The practice of reflection helps people to face their biases, sharing it with other people in a circle, with people getting the chance to speak and listen to others.

“The reading circle and the book challenged me to try and go to that next level of being an active anti-racist and actively trying to challenge privileges that I wasn't really aware of before reading the book.”

JEDIS in Nature Staff Retreat

The retreat was an opportunity for staff to get together in person and engage in a hands-on approach to JEDIS philosophies and strategy. After a long time of COVID restrictions, it also served to connect and support staff culture.

Feedback of the retreat

Expectations of the retreat

- Learn collectively JEDIS content
- Learn practical skills around JEDIS
- Understand practical ways to embed JEDIS
- Have brave conversations via breakouts and activities
- Connect to colleges

Overall there was a 75% approval

General

- Challenging, confronting, inspiring
- Good overall organisation (food, rooms, transport, ...)
- The honesty, the inclusion of staff in different levels, and the opportunity to work with other people within the organisation

Presentations

- Connecting with colleagues
- Justice & Climate racism session
- Session on empathic listening
- Constructive exchanges with colleagues
- Working with amazing trainers, supporting us to tackle our own bias
- Very knowledgeable and interesting facilitators
- Learning / questioning ourselves/ variety of approaches

Program

- The alternation of calm moments and more intense moments of reflection allowed the information received to be absorbed, discussed again, digested...
- Mix of outdoor and indoor activities
- Good mix JEDIS learning & team-building
- Taking time for team building
- Some sessions were optional
- Enough time for breaks
- The Friday “be weird” activity / dancing together

Outdoor activities

- Adventure outing (fun and relaxing among colleagues); activities involving everyone; evening fun
- The survival team activity - building a shelter
- Fire in the evening: no big emotions, but still, moment of reflection

What could be improved?

Program

- Walk in the woods instead of the survival activity
- Session on inner child could have been shorter - Less time for the gaming on day 2
- More time for Chihiro session (not enough time for the exercises, a lot of food for thought, and there should have been more time for questions)

- Have more time for the actual JEDIS subject - have the program split on 2 days to have more time for the exercises
- Have time on day 2 to put the knowledge in practice, to work further on the campaign-exercise, to deepen the subjects,...

Content

- Having a bit more concrete link with our current campaign, or ask the campaign team to review their strategies with regard to the learning we had
- Deeper conversation about setting the space
- More interactive learning. Working on concrete cases - Give a bigger space for intervention and exchange in a bigger group. To better understand what each other think of everything
- The exercises in the afternoon of day 1 were too complex. Either we need simpler exercises. Or (probably better) need more guidance by an expert/facilitator in each group. I have the feeling that in our group we didn't have meaningful discussions, and no real outcome.
- Need for a closure on day 1: what did we learn, how are we going to put this to our work,...

Others

- Make the subjects more accessible by giving "hard copies" of the presentations outlines for those who do not yet know the subjects well.
- Have professional translators
- Address the conflict
- To have trainers with experience of JEDIS from other perspectives (e.g. not only BIPOC, but also feminists, LGBTQIA2S+ ...)

Panel on Ecofeminism for IWD 2023

The panel was with Philsan Osman, Rachida Aziz and Joanna Maycock and the questions below were considered.

- How can we link the fight for a healthy environment for all with the fight against discrimination and exploitation of women?
- How can we ensure that the solutions we put forward for a green, sustainable and peaceful future do not harm women or other oppressed groups?
- And how can we move from fighting our battles in isolation to broad collaboration that will infinitely strengthen our impact?
- How do we move from a system that exploits people and the planet to one that cares?

BIPOC Retreat

Greenpeace along with Mutima Imani organised a day of reconnection and learning/unlearning in April 2024. Amidst deepening global crises, many of us risk falling prey to denial and despair. Mutima's work reminds us that grief, anger and fear are healthy responses to the harsh and violent realities of our time. Instead of apathy and paralysis, she calls for centering healing and connection, which can benefit not only our personal and professional development, but transform how we live and organise ourselves. This retreat aimed to provide a dedicated space for BIPOC/Global Majority people in Europe to come together, share experiences, and explore strategies for self-care, resilience, and empowerment.

During this retreat participants learned about the “Work that reconnects”, an international facilitation framework that aims to usher in a life-sustaining and just society. It supports us in reconnecting to ourselves and our healing, to the people and communities around us, and the wider (eco)systems that surround us. This retreat was an Accountable space where people who have been systematically excluded get a chance to feel held and guided into a process that will enable people from the Global Majority to connect to one another grief, mourn, celebrate and begin the journey of building community that is in alignment with the principles of liberatory work.

The retreat brought together different backgrounds and experiences and the Spiral Journey takeaways were:

- Gratitude
- Awareness/ Social location
- Understanding the Systems of oppression
- Honouring our pain for the Earth
- Seeing with new eyes
- Liberation
- Going Forth

JEDIS Inclusion Training for the Flemish Fundraising team

This training was requested by the LM of the Flemish team with the aim of introducing basic JEDIS concepts to ambassadors and coaches of the team. The participation rate was low with only 3 participants, excluding the LM. The training discussed concepts such as white heroism, intersectionality, classism, anti racism and decolonisation, explaining how unconscious bias and microaggressions impact daily life and interactions. The group was quite engaged during the training, but it was met with resistance to some extent as there was a tendency to interrupt and bring justifications or defensiveness. This proves the need for JEDIS mindsets within the organisation as some staff members are not completely familiar with microinvalidation and microaggressions. Part of the feedback received after the

training was that the content was a bit too vague and academic, finding it difficult to grasp even with the examples given to imagine concepts in real life.

Class and Intersectionality

The educational campaign on Class and classism consisted of a few regular internal messages on how trade unions function. One [interview](#) was held with a spokesperson of GPBE who is also part of a trade union. The goal was to raise awareness about classism and workers' rights and to debunk myths around unionisation. Further, there was a presentation during an all staff meeting on what classism means and its manifestation both at the institutional level and personal daily one. This content was doubled down with a short history of trade unions in Belgium and workers' rights developments in the past two centuries

→ Allies Working Group

The Allies WG reunites staff members from different teams, with the main goal of supporting allies in order to help build a strong intersectional movement for social and environmental justice⁵. This is an important part of our 3 year strategic plan:

“We help to build a strong **intersectional** environmental justice movement that exercises significant counterpower. We see the societal transformative power of this movement as a determining factor in the fight against the climate crisis. We have invested in **relevant, long-term partnerships with radical allies** where we have exchanges learning and expertise in both directions. We have achieved to pave the way for smaller allies to operate more safely and building bridges between institutional partners and our more radical partners and allies;”

The teams involved are Mobilisation, Warehouse, Communications & Engagement, volunteers and JEDIS.

Marches participation and support

There are three main marches that GPB has supported and participated in since 2022, aiming to show solidarity and implement the JEDIS framework within the organisational structure. The marches are: **Women's Rights Day March, Anti-Racism March and Pride Parade**, all happening every year. Each march treats a different issue and raises awareness about power imbalances and equity. GPBE supports these by publicly participating, raising awareness within the organisation and educating staff on the intersection of social justice and environmental justice.

Support for the marches can also be financial, by offering aid to grassroots and supporting them in organising, such as the Rainbow House. For 2024, Greenpeace Belgium supported RainbowHouse Brussels and the collective Queer x Nature with:

⁵ [Allies work - criteria and process](#)

- Banner making workshop at GPBE (support in materials, giving training);
- A staff member speaking at the Pride Opening event (8th of May);
- In-house screening of the documentary “Queerying Nature”, followed by an interview with two of the members in Queer x Nature⁶ (25th of April);
- Movie screening at Cinema Aventure (13th of May) of the documentary “Queerying Nature”, supporting Queer x Nature on SoMe (reshared and added as collaborator) and also financially (€200 support for renting the cinema).

Example - Anti-Racism Day (March 2022):

- We supported financially (€1000)
- We took part in preparative working groups
- We helped with police negotiations
- We organised a banner making workshop
- We helped with logistics
- We did posts on facebook to mobilise
- Item in our newsletter
- We wrote [a blog](#)
- We had a green block and banner in the march

Support to In My Name

Through the support of In my name it became very clear that we were a bit on two speeds if you want, on everything. The programme cites a lot of the campaigners, and mainly those within social justice circles or who have already experienced the setbacks we sometimes have with not being inclusive with being too much in our green bubble. We were on board but a big part of engagement and fundraising were scared. Sometime they say would say “we cannot fundraise on this because it's very touchy”, or “We will lose a lot of our supporter base because they are just not ready for this kind of message”, and “we are losing the core part of our message of being Greenpeace which is just protecting the planet”. Even though we had a green light to support them, we still faced resistance.

- We met with the organisation
- We supported them financially (€4000)
- We shared internally with an ask to sign
- We sent out a dedicated email to 4.227 donors + 83.549 leads
- We included the in my name petition in the newsletter
- We did organic and paid social media posts (budget €1600)

Exchange GP - Réseau Wallon de la Lutte contre la Pauvreté 31/03/2022 at Verviers

- An all staff day in Verviers with a focus on intersectionality

⁶ [Interview with Queer x Nature - blog on GPBE website](#)

- We met with flood victims of the flood in Wallonia of last year
- We met with organisations working on Poverty and with flood victims
- We discussed our main campaign topics with them.