

An Introduction to

# CONSCIOUS CAPITALISM



# The Power of Capitalism

Capitalism is the most powerful system for social cooperation and human progress ever conceived. It is one of the most compelling ideas we humans have ever had and its capacity to positively change lives is unparalleled. And while many have been uplifted over the past 200 years, we aspire to do so much more.



Since 1800



**Extreme  
Global  
Poverty**

85% → 9.5%

[Conscious Capitalism](#) (2014), [UN Stats](#) (2022) [World Bank](#) (2022)



**Average Life  
Expectancy**

Less than 30 → 70 More than  
Years Old



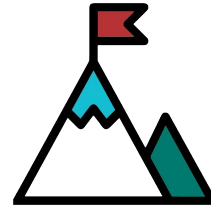
**Growth in  
Per Capita  
Income**

↑ 1,000% Globally

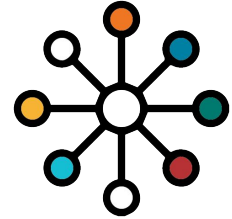
↑ 1,600% Developed Countries

# What is Conscious Capitalism?

Conscious Capitalism is a philosophy, movement, and framework that supports business leaders as they elevate humanity through good, ethical, noble, and heroic business practices to continue the positive historical trajectory capitalism has afforded society.



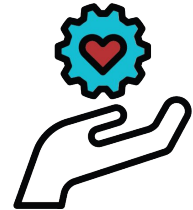
**Higher Purpose**



**Stakeholder Orientation**



**Conscious Leadership**



**Conscious Culture**



# Doing Well, While Doing Good

There is growing evidence that conscious companies outperform the market financially and boast higher customer and employee satisfaction.

## Performance of conscious companies against the S&P 500

Cumulative Returns	5 years	10 years	15 years	20 years
<b>S&amp;P 500</b>	86%	96%	301%	269%
<b>Non-US Conscious Companies</b>	49%	93%	961%	1,509%
<b>US Conscious Companies</b>	109%	231%	901%	2,077%



[Conscious Capitalism Field Guide](#) (2018) updated from [Firms of Endearment](#) (2014)

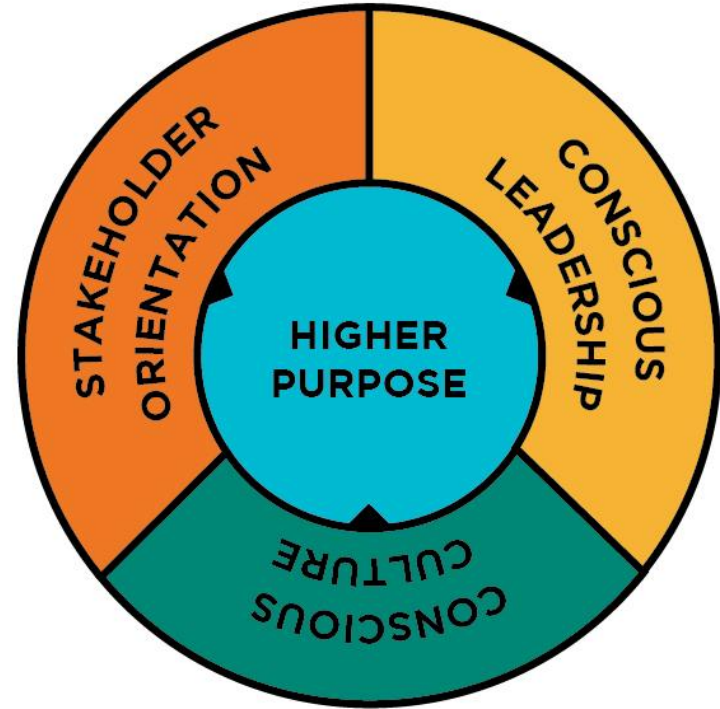


Tenet #1

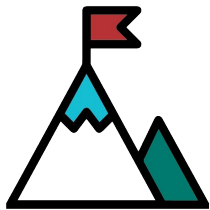
# HIGHER PURPOSE

# What is Higher Purpose?

Elevating humanity through business begins with knowing why your company exists. Businesses should exist for reasons beyond just making a profit. We see profit as a necessary means to achieving your purpose – not as an end in and of itself.



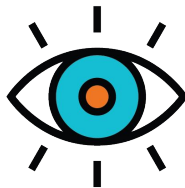
# Purpose, Vision & Mission



## PURPOSE

Difference you wish to make in the world

WHY



## VISION

How the world will look once your purpose is fulfilled

WHAT



## MISSION

Core strategy that must be undertaken to fulfill purpose

HOW

# Conscious Capitalists Care About

**Higher Purpose can take many forms, including...**



**Diversity, Equity & Inclusion** | Creating cultures of belonging and avenues of access that actively fight racism and elevate individuals typically underrepresented in business.



**Environment** | Prioritizing sustainability practices and combating climate change to ensure a thriving planet for generations to come.



**Health & Wellness**  
Prioritizing the physical and mental health of employees and their families through conscious culture building and access to high quality care.



**Global Poverty**  
Providing equitable access to the wealth creation made possible through capitalism to uplift impoverished communities.



**Local Communities**  
Ensuring our neighbors are thriving through intentional engagement in issues that support development and growth in the communities where we live and work.



**Human Rights**  
Securing the life, liberty, and freedoms of all individuals regardless of their race, nationality, ethnicity, language, sexual orientation, gender identity, religion, or any other status.



**Education** | Supporting high-quality learning opportunities both on and off the job to develop current employees and cultivate future leaders.



**Standard Of Living**  
Cultivating a world where every human makes a family sustaining wage, has a safe place to call home, and can live the joyous life of their choosing.





# Higher Purpose in Action

**"Purpose-driven, passionate people guided by their values create amazing outcomes."**



**Garry Ridge,**  
Chairman & CEO,  
WD-40 Company

**Purpose:** "We exist to create positive lasting memories in everything we do. We solve problems. We make things work smoothly. We create opportunities."



**Watch our  
conversation  
with Garry →**



## Finding Fulfillment in Meaningful Work

WD-40 has built an enduring culture over the past 70 years, with **93% employee engagement**, by ensuring their team is focused on collective success framed by a higher purpose.

Clearly **define why, how, and what** statements to not only articulate purpose but the path as well

**Align company values** to purpose to support a culture oriented around meaningful work

Use purpose to **inspire team members** to come to work each day energized and excited



**TAKE ACTION**

# Conscious Culture in Action

**"Higher Purpose needs to emanate from the core product and service we're offering to people."**



**Tammira Philippe**  
President & CEO  
Bridgeway Capital  
Management

**Purpose:** "A world without genocide. Partnering for an extraordinary future for our clients, community and world."



**Watch our  
conversation  
with Tammira →**



## Building Trust through Purpose

Bridgeway Capital Management has been **donating 50% of their profits** to causes that support their higher purpose for thirty years. They also leverage their purpose to build trust with clients and attract top talent.

**Communicate the actions** that are being taken to achieve the company's higher purpose

Create a higher purpose that both **unifies a team and allows flexibility** for individual passions

**Orient to purpose during hiring** to ensure values-alignment and the best fit for the team



**TAKE ACTION**

# Higher Purpose in Action

**"Consumers are voting with their dollars for what they care about."**



**Bert Jacobs**  
Co-Founder & CEO,  
Life is Good

**Purpose:** "To spread the power of optimism."



**Watch Bert's  
CEO Summit  
keynote →**



## The Power of Purposeful Optimism

The team at Life is Good orient their values, culture, products, and stakeholder engagement around sharing their optimistic disposition with the world. Because their purpose focuses on emotional health their t-shirts and stakeholder engagement do the same.

**TAKE ACTION**



Don't split attention, **focus on one core purpose** and do it well



**Embed your cause** in your work to make it easy to give-back



**Grow your give back** to society as your profits grow

# Getting Started

Understanding why your company exists and how it aligns with that purpose both internally and externally will help to orient your business beyond just profits. Gather key points of view from your internal stakeholders and start by asking the following questions:

- Why does our business exist?
- What value does our business create?
- Do we currently have mission and/or vision statements? If yes, can we reposition them through a why, what, how lens to uncover our purpose?
- Do we currently align our leadership, culture, and stakeholders around purpose? If not, how can we begin to do this?
- In what ways are we living out our Higher Purpose?
- How do we communicate our our Higher purpose internally and externally?





Tenet #2

# STAKEHOLDER ORIENTATION

# What is Stakeholder Orientation?

To achieve your company's Higher Purpose, value and win-win-win outcomes must be created for all of your stakeholders including your employees, customers, suppliers, investors, society, and the environment.



# Who are your stakeholders?

Stakeholders include all who impact and are impacted by your business. They share your company's values and are supportive of your Higher Purpose. A stakeholder map is a useful way to visualize and organize how these groups relate to your company.



# Stakeholder Orientation in Action

**"Conscious Capitalism is actually a better way to produce outsized returns over time."**



**Russell Diez-Canseco**  
President & CEO,  
Vital Farms

"Empathy, not sympathy. The reason we talk about empathy is it's really hard to work with your stakeholders in a way that is sustainable for the long haul if you can't walk in their shoes."



**Watch Russell's  
CEO Summit  
Keynote →**



## Bringing Stakeholders to the Table

Vital Farms partners with over 225 small family farms where every hen is humanely treated. They are creating win-win-win scenarios to do right by their suppliers, the animals in their care, and the environment.

### TAKE ACTION



Develop empathy to **understand what your stakeholders need**



Ensure Stakeholders are **reflected in your corporate values** and are discussed while making decisions



Be true to your Higher Purpose and build trust to help **attract values-aligned stakeholders**



# Stakeholder Orientation in Action

**“The one lever that we all control is the power to hire.”**



**Joseph Kenner**  
President & CEO,  
Greyston Bakery

“You’re now taking resources that we once used to keep people out and have now reallocated them to bring them in but then to keep them in. That is what inclusive hiring is all about.”



**Watch Joe's  
CEO Summit  
Keynote →**



## A Community Model for Successful Hiring

Greyston Bakery removes barriers to employment for their community through their Open Hiring human capital strategy, by hiring the next person through the door, no interviews, no background checks, no questions asked.

Look for opportunities to **align value** for multiple **stakeholder groups** at the same time

Determine what needs your business can fulfill to **support your local community** as a stakeholder

**Leverage the unique offerings** of your business to build stakeholder relationships

**TAKE ACTION**



# Stakeholder Orientation in Action

**"Pets, people, planet. Those are the stakeholders who we consider in every single decision that we make."**



**Billy Cyr**  
CEO,  
Freshpet

"You have to identify those shareholders who have shared values, who are interested in the things that you're interested in. Then you go out and meet their needs."



**Watch Billy's  
CEO Summit  
Keynote →**



## A Holistic Approach to Stakeholders

Freshpet oriented around their stakeholders of pets, people, and planet from the very beginning and have been accelerating their growth rate every year for the last five years with 40% growth in 2021, due in part to their holistic approach to working with and serving stakeholders.

### TAKE ACTION



**Build in the costs of stakeholder support** from the beginning because it's harder to add in later



Advantage and attract **long-term minded shareholders** through transparency and information



Engage with **partners who are also stakeholder-oriented**

# Getting Started

Establishing awareness of, responsiveness to, and value for your stakeholders is core to creating a conscious business. Start by asking yourself some key questions and join our community of purpose-driven leaders for ongoing learning and support.



- Who are our company's stakeholders and what value do they generate for our business?
- What needs do we meet for those stakeholders and what value do we generate for them?
- How do we currently view society and the environment as stakeholder groups?
- Are our stakeholders embedded in our company values?
- How do they align with those values and our Higher Purpose?
- How do we consider stakeholder needs when making key decisions?



Tenet #3

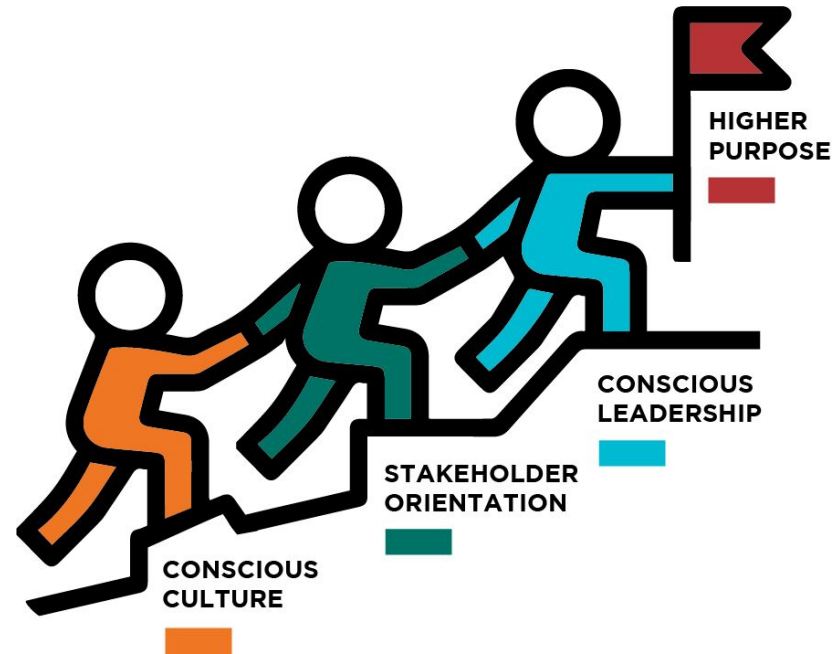
# CONSCIOUS LEADERSHIP



CONSCIOUS  
CAPITALISM®

# What is Conscious Leadership?

Conscious businesses cannot exist without Conscious Leaders. They are the stewards and pioneers for good. They keep the business focused on its Higher Purpose. They reject a zero-sum view of business and seek creative, synergistic solutions for all stakeholders. Without better leaders, there is no better world.

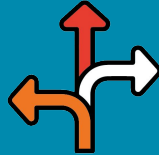


# Qualities of a Conscious Leader



## Empathetic

Understand and share in what others are feeling.



## Flexible

Find best-fit solutions that are win-win-win while aligning to company values.



## Self Aware

Understand your own traits, behaviors, and feelings and how they impact others.



## Enthusiastic

Bring an authentic and contagious energy that sets the tone for the attitudes of your team.



## Inclusive

Invite, welcome, and support individuals of all identities.



## Systems Minded

See and feel how the parts of the whole will interact immediately and over time.



## Ethical

Bring moral character and integrity to situations to distinguish right from wrong.



## Long-Term Oriented

Focus on the future and what gains can be made for humanity instead of just mitigating short-term risk.



## Strong

Stand up for the things that matter to you and stakeholders.



## Loving

Show care for others and drive fear from the organization.



## Vulnerable

Share openly and deeply about yourself to build trust with others.



# Conscious Leadership in Action

“Every single one of us are people of character. We start that way.”



**Cynt Marshall**  
CEO, Dallas Mavericks

“It starts with a vision, we put some values in place—character, respect, authenticity, fairness, teamwork, and safety—and character being the most important.”



Watch Cynt's  
CEO Summit  
Keynote →



## Lead with Character and Seek Impact

After a lifetime of firsts, Cynt followed the opportunity to create impact as the first Black female CEO in the NBA and drive diversity, equity, and inclusion as a business strategy rather than just an aspect of community outreach.

Bring your **personal story and perspective** to your Conscious Leadership journey

Act as a **values-based leader** with character at your core

Seek a **diverse leadership table** to impact DEI practices across stakeholders

**TAKE ACTION**



# Conscious Leadership in Action

**"If you're a business leader, you're in a position of incredible influence."**



**Shane Jackson**  
President,  
Jackson Healthcare

"If you want some part of you to go beyond your lifetime, it has nothing to do with you. It has everything to do with others."



**Watch Shane's  
CEO Summit  
Keynote →**



## Leverage Your Influence for Good

When someone comes to work for you, they are trusting that you will position their skills in a way that benefits them and the world, not just the company. Shane details how your service to others will ultimately define your legacy.

Be aware of the **impact your words and actions** can have on your team's state of mind

**Invite your team** to use their expertise to solve significant problems independently

Define what winning is to you and what it means to you to have **lived a successful life**

**TAKE ACTION**





# Conscious Leadership in Action

**"Our team development  
had to start with my own."**



**Melanie Dulbecco**  
CEO, Torani

"Leadership is a leading indicator of growth... We knew that what got us to this place wasn't going to get us to the next one."



**Watch Melanie's  
CEO Summit  
Keynote →**



## Embrace Your Learning Journey

When Torani was approaching \$50M in revenue, Melanie came to the realization that they had outgrown their leadership team. To cross that growth hurdle the company had to shift to be a learning organization.

### TAKE ACTION



Constantly **evolve, learn, and iterate** how you lead



Leverage your network and create new ones to **meet leaders** that match your leadership aspirations



**Be transformative** rather than transactional and tactical

# Getting Started

Your Conscious Leadership journey has the potential to be transformational—for yourself, your company, and our future. Start by asking yourself some key questions and join our community of purpose-driven leaders for ongoing learning and support.



- What impact do I personally want to create?
- Am I seeing that impact made manifest in my business?
- Do I embrace each of the qualities of a Conscious Leader?
- How is my organization's Higher Purpose reflected in my words and actions?
- How can I create more space for love, care, and vulnerability in my work?
- What Conscious Leaders inspire me and what can I learn from them?



## Tenet #4

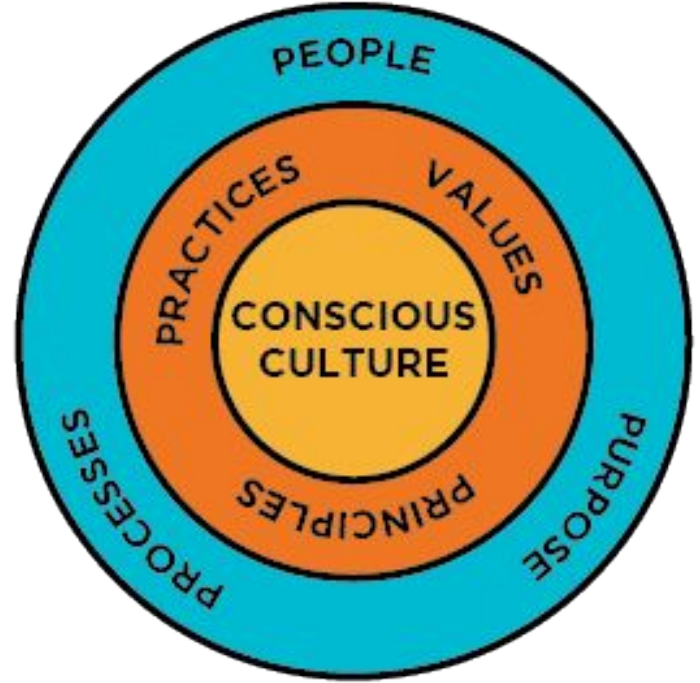
# CONSCIOUS CULTURE



CONSCIOUS  
CAPITALISM®

# What is Conscious Culture?

Conscious Culture is intentionally developed and promotes the company's values and purpose. It is the ethos underlying the social fabric of a business, which permeates the atmosphere and connects the stakeholders to each other and to the purpose, people and processes that comprise the company.



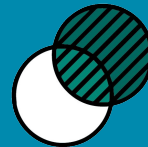
# Qualities of a Conscious Culture



**Trust** at high levels internally, both horizontally and vertically, and with external stakeholders



**Caring** begets caring, and the company's stakeholders in turn show genuine caring toward all



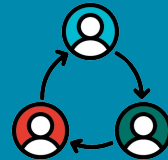
**Transparency** makes internal operations and decisions widely available and understood by the team



**Accountability** to one's fellow team members and others is key to moving work forward



**Belonging** is intentionally cultivated and team members bring their whole selves to work



**Egalitarianism** with no class system that separates leaders from team members at large



**Integrity** with a strict adherence to truth telling and fair dealing among team members



**Diversity** of identity, background, and way of thinking is sought out across all stakeholder groups



**Loyalty** to each other, the company, and all stakeholders that grows over time



**Learning** is encouraged at all levels and is integral to advancing purposeful work

# Conscious Culture in Action

**“Our business strategy is our people strategy.”**



**Brian Garish,**  
President,  
Banfield Pet Hospital

“From day one culture has been my top priority and always will be, strategy without empathy is a wasted idea.”



**Watch Brian's  
CEO Summit  
Keynote →**



## Banfield Pet Hospital's People Strategy

With a people-first strategy, Banfield has seen **CAGR growth of 10.3% over the past five years.** They continue to evolve their culture strategy and shifted focus in response to employee needs during the COVID-19 pandemic by:



Creating a culture of **psychological safety** by destigmatizing mental health issues and providing training



Opening up **educational pathways**, with a focus on underrepresented communities



**Empowering women** in their workplace key benefits and leadership pathways

**TAKE ACTION**

# Conscious Culture in Action

**"Great people, great process, great profits"**



**JeVon McCormick**  
President & CEO,  
Scribe Media

Ranked the #1 Top Company Culture in America for small business by *Entrepreneur Magazine*.



**Watch JeVon's  
Conscious  
Leadership  
Profile →**



## Scribe Media's Culture Bible

Scribe's culture is explained in detail, and is [viewable on their website](#), in their **Culture Bible**. This clear outline of mission and values holds some actionable tips for Conscious Culture builders:

### TAKE ACTION



Give kind, **actionable feedback**, not criticism



Spend less time talking about doing and **more time doing**



Determine **what's best**, rather than who's right



Have courage to **ask questions**, even when it's uncomfortable

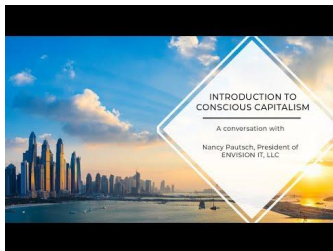
# Conscious Culture in Action

**“Cared for people,  
care for people”**



**Nancy Pautsch**  
Chief Evangelist of  
Stakeholder Value  
(President), Envision IT

“What we want to support is long-term joy and fulfillment,  
not circumstantial happiness.”



**Watch an intro  
to Conscious  
Capitalism with  
Nancy →**



## Envision IT's Resilient Culture

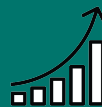
Envision IT's Conscious Culture  
boasts 100% employee engagement  
resulting in a **97.7% “Awesome”  
customer satisfaction rating.**

Nancy attributes her happy  
customers to happy employees and  
advises that Conscious Cultures:

### TAKE ACTION



Create a **fearless environment** free  
of judgment to bolster innovation



Be in a state of **constant learning**  
and evolution



Embrace **open dialogue** through  
mindful communication and  
anonymous surveying



# Getting Started

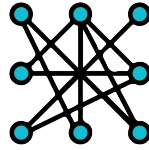
Exploring your company's current culture – your values, principles, and practices – can be a first step towards a more Conscious Culture. Gather key points of view from your internal stakeholders and start by asking the following questions:

- Have we clearly articulated our company values?
- Do those values align with our Higher Purpose?
- Do those values support a workplace full of love, joy, and meaning?
- Do we have hiring, promotion, and development practices in place that support Conscious Culture?
- Are we bringing our whole selves to work?
- How can we create an environment that cultivates feelings of belonging?



# Supporting the Movement

Conscious Capitalism, Inc. is a 501(c)(3) nonprofit organization that is building a movement of business leaders improving the practice and perception of capitalism to elevate humanity.



**Create and sustain  
networks of support**

[Join the Senior  
Leader Network →](#)



**Build local communities  
of conscious leaders**

[Explore Our Chapters  
→](#)



**Provide access to  
ideas and information**

[Attend an Event →](#)



**Tell the stories  
of how business is  
a force for good**

[Hear Stories from our  
community →](#)