

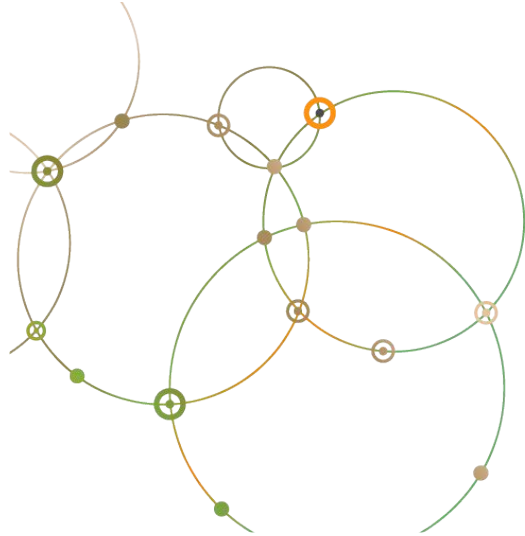


Impact Report 2020 - 2022

June 2023



Welcome



This report assesses the social and environmental impact of Briyah Institute by examining its internal policies, partnerships, environmental and social contributions, impact tracking metrics, and impact assurance methods as a benefit corporation based in Miami, FL.

**We are a community of interacting parts. Partners in a complex network.
An interconnected system.**

We seize every chance to bolster justice and transparency. Our collaborations with customers, employees, board members, suppliers, and other organizations are crucial to these endeavors.

Our mission is to bridge innovation, practice and purpose to inspire leaders to transform organizations co-creating an impact economy.

The need for organizations to transition from diversity discussions to deliberate leadership accountability and action is evident. At Briyah we cultivate an inclusive culture, set fresh goals as we mature, and celebrate our achievements thus far.

We appreciate your interest in Briyah's impact and your time in reading our report!

Briyah Team

The past years have been challenging in many fronts, but as a new cycle unfolds, the magic of new beginnings is at our fingertips!

We can choose to let life take us and go with the flow, conserving balance as the digital transformation continues to speed up around us, as we figure out how to manage the lingering impacts of COVID-19, as more demand for conscious capitalism takes place in terms of environmental, social and governance metrics, the so-called ESG strategies.

We can react to and build resilience around all those topics and the new ones emerging every day, but we can also choose to take charge and create. Are you ready to promote real transformation, integrating the different dimensions of life and unleashing your ability to create a future to be proud of as you live your life?

At Briyah Institute we believe that practicing systems thinking and applying it to life and work is a good way to get there. In order to change systems, we must learn to see systems, see the interconnections among these pressing topics of our times, and leverage this understanding to innovate and deliver positive results.

We ignite leaders and organizations to thrive wherever they are in their journeys, so count on Briyah!

Adriana Machado
Founder
Briyah Institute



Table of Contents

About Briyah Institute	p. 5
Our Values	p. 6
Briyah Institute's Evolution	p. 7
Our Code of Conduct	p. 8
CEO Meet & Master Program	p. 12
CMM Program Demographics	p. 14
What do our leaders say	p. 15
One year Impact after CEO Meet and Master	p. 16
Our Commitments at a Glance	p. 17
Our Team	p. 22
Our Ecosystem of Strategic Alliances	p. 23
To Learn More About Us	p. 24

About us

Briyah Institute is a A Think & Do Tank activating a network of partners jointly redefining capitalism. It was established in 2018 as a Benefit Corporation in the State of Florida with a global outreach, and it intends to apply for third party certification (B Corp) in 2023. Briyah Institute assesses its impact through B Lab's B Impact Assessment.

Driven by a systemic approach, Briyah Institute explores interconnections and synergies and offers tangible contributions in the areas of leadership, entrepreneurship, digital transformation, sustainable development, resilience, and the impact economy.

Through our **Leadership Development Programs**, Briyah is a forum for high performance, compassionate leaders to grow and learn from seasoned C-suite executives and dynamic peers.

As a **Knowledge Hub** we create and share content for lifelong learning, helping leaders reflect upon and re-perceive their relationships with other people and with the planet, thus promoting transformation in organizations and positive impact in the world. In 2021-22 we focused on 6 strategic themes: Leadership — Systems Thinking/Complexity Science — Environment, Social and Governance (ESG) — Diversity, Equity & Inclusion (DEI) — Digital Transformation — Innovation for Regeneration & Wellness.

Through **Strategic Advisory** services we help organizations understand where they are in their journeys and design a more regenerative future for all.

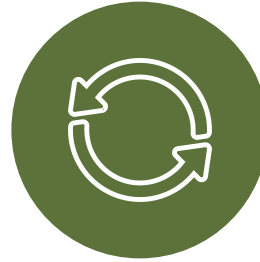
We believe in establishing alliances with companies and organizations to design solutions for the complex socioeconomic and environmental challenges of the 21st century based on 3 pillars for co-creation: **innovation, good practice and purpose.**

Our values



Collaboration...

collectively we are stronger
and more impactful



Transformation...

as we embrace change and align
with a higher purpose we evolve



Creativity...

is the foundation of innovation,
life force in action



Trust...

people and planet are interconnected,
in fellowship with one another

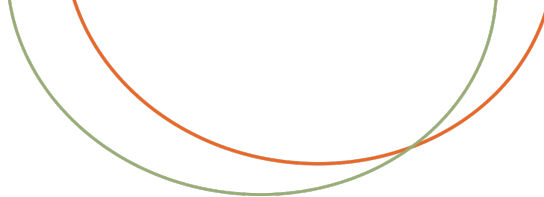
Briyah Institute's Evolution



Code of Conduct

BRIYAH INSTITUTE'S MISSION

How We do Things at Briyah Institute



Mission Statement

Briyah Institute's (herein referred to as Briyah) mission is to bridge innovation, practice and purpose to inspire leaders to transform organizations co-creating an impact economy, that which pursues financial returns alongside positive social and environmental impact.

Director's clause

a) In discharging the duties of their positions and in considering the best interests of the Company, a [manager] [managing member] shall consider the effects of any action or inaction on:

- i) the members of the Company;
- ii) the employees and work force of the Company, its subsidiaries, and its suppliers;
- iii) the interests of its users as beneficiaries of the purpose of the Company to have a material positive impact on society and the environment;
- iv) community and societal factors, including those of each community in which offices or facilities of the Company, its subsidiaries, or its suppliers are located, as well as locations temporarily associated with Briyah;
- v) the local and global environment;
- vi) the short-term and long-term interests of the Company, including benefits that may accrue to the Company from its long-term plans and the possibility that these interests may be best served by the continued independence of the Company; and
- vii) the ability of the Company to create a material positive impact on society and the environment, taken as a whole.

As a Benefit Corporation, based on our legal structure at the moment of incorporation, our board members are required to base their decisions on these practices, and the practices we will set forth in the remainder of the Code of Conduct, not just monetary gains. Please hold us accountable to advance this purpose.

Code of Conduct

BOARD CONDUCT

Anti-corruption policy

It is Briyah's policy to conduct all of our work in an honest and ethical manner. We take a zero-tolerance approach to bribery and corruption and are committed to acting professionally, fairly and with integrity in all our business dealings and relationships and in the promotion of the Global Goals.

Any PE employee who breaches this policy will face disciplinary action, which could result in dismissal for gross misconduct. Any non-employee who breaches this policy (or we have reasonable suspicion to believe this is the case) may have their contract terminated with immediate effect.

This policy does not form part of any employee's contract of employment and we may amend it at any time.

Whistleblowing policy

A whistleblower as defined by this policy is an employee of Briyah who reports an activity that he/she considers to be illegal or dishonest to one or more of the parties specified in this Policy. The whistleblower is not responsible for investigating the activity or for determining fault or corrective measures; appropriate management officials are charged with these responsibilities.

Examples of illegal or dishonest activities are violations of federal, state or local laws; billing for services not performed or for goods not delivered; and other fraudulent financial reporting.

If an employee has knowledge of or a concern of illegal or dishonest fraudulent activity, the employee is to contact his/her immediate supervisor. The employee must exercise sound judgment to avoid baseless allegations. An employee who intentionally files a false report of wrongdoing will be subject to discipline up to and including termination.

Whistleblower protections are provided in two important areas -- confidentiality and against retaliation. Insofar as possible, the confidentiality of the whistleblower will be maintained. However, identity may have to be disclosed to conduct a thorough investigation, to comply with the law and to provide accused individuals their legal rights of defense. The Company will not retaliate against a whistleblower. This includes, but is not limited to, protection from retaliation in the form of an adverse employment action such as termination, compensation decreases, or poor work assignments and threats of physical harm. Any whistleblower who believes he/she is being retaliated against must contact the Human Resources Director immediately. The right of a whistleblower for protection against retaliation does not include immunity for any personal wrongdoing that is alleged and investigated.

Code of Conduct

DIVERSITY, EQUITY, AND INCLUSION STATEMENT

We believe in the values of diversity, equity, and inclusion. We know, however, that simply stating that we believe is not sufficient unless this belief is translated into visible and deliberate action. Here is what Briyah is doing to demonstrate such commitment to this belief:

Briyah offers scholarship to people we believe would benefit from our programs, as well as add to the discussion amongst our participants, and advance the purpose of diversity in our program. We seek to offer this scholarship to minorities to ensure greater representation amongst our community.

We already, and will continue to, dedicate 15% of all of our social media content to topics that bring light to the importance of diversity and current social issues.

Briyah will seek to incentivize the practice of diversity among the leaders our programs shape. We will do so through some explicit content on diverse practices in some of our discussions, as well as gearing conversations to these topics in a more general manner.

Briyah amplifies diverse voices. We do this within our speaker series and webinars, by bringing in minority panelists when possible, as well as seeking to always have guests of different backgrounds in our discussions to assure that our narratives address more than a single perspective. We will keep track of these statistics and commit to promoting diversity where it is lacking.

We at Briyah make a commitment to seek to amplify diverse voices as well by making the choice to hire minority owned businesses for services we may need when possible.

We will make a commitment to, whenever possible, curate diverse groups of participants. This is in order to create a diverse environment where our participants can learn off of each other.

We have and will continue to build a diverse workplace within Briyah. The people on the Briyah board and team are made up of more than 50% women, mainly latins, and more than 10% black. This includes a variety of ages, at least two represented age groups, and geographic backgrounds as well. We actively seek to advance equal opportunities for all genders, noticeable in our majority percentage of women. In the future, we will continue to evaluate what communities are lacking representation within our company, and make changes necessary to ensure that our workspace is representative of the diversity in our society.

Through our internship at Briyah, we have and will continue to seek to amplify the voices of young leaders, mainly women.

We will give our employees the flexibility they need to continue their religious practices, cultural practices, and well being. This includes flexibility in having a day off of work for one's respective religious holidays, maternity leaves, and flexibility for mental health wellness as well. We also make a commitment to ensure that everyone at Briyah can have their voices heard, by allowing them to take the day off in order to cast their ballots.

Code of Conduct



COMMITMENT TO ENVIRONMENTAL SUSTAINABILITY

As a Benefit Corporation, Briyah publishes an annual report every year. To that, we make a commitment to also publish an impact report alongside it every year as well from now on, to ensure maximum transparency regarding our practices.

Briyah intends to develop capacities in leaders to increase awareness of the impact they have on the natural world. We were 100% online due to the COVID-19 pandemic, and we will continue to work online when possible to ensure a more sustainable practice. We are aware that being online does not mean being carbon free, and we promise to keep looking for ways to make it more sustainable.

We make the promise to host our in person events in the most sustainable way possible. For that, we will work with our employees, suppliers, board members, and local communities to minimize our environmental impact.

We make a promise to educate and influence our participants on the importance of sustainability in leadership, as we are shaping the future leaders of our global community.

We will also always ensure that our business and our actions are, minimally, in full compliance with local, state and federal environmental laws.

HUMAN DEVELOPMENT

Briyah is a place where people reach their full potential. Through our programs, we see our clients as a stakeholder, with whom we engage deeply to help them move towards an impact economy.

We value our client's well-being and happiness, and work with them to ensure that through our programs they are inspired and encouraged to build awareness about their well-being and potential in their leadership journey.

CEO Meet & Master Program

The Future of Leadership in an Impact Economy

Briyah Institute's "CEO Meet & Master" Program aims to inspire leaders to embrace their unique leadership journeys wherever they are.

We start by offering an introduction to systems thinking and setting the stage based on what CEOs and other C-Suite executives see from their vantage point. We invite participants to start identifying their purpose in life and offer them insights as to how to align with that purpose so that they can be in harmony with what they do and with what their organizations do, as well as how to collaborate to unleash innovation and bring forth wellness and prosperity to individuals, organizations, and society at large.





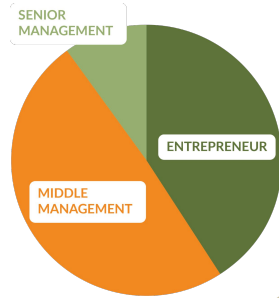
CEO Meet & Master Program Demographics

2020-2022

250



LEADERS
(67% WOMEN)



MOST FREQUENT POSITIONS:
Executive position: 16.8%, Human Resources: 9.4%, Consulting / Strategy: 9.4%, Project Coordination: 8.5%.

7

AGE GROUPS

MOST FREQUENT GROUPS:
Ages 36 to 42 (20,69%), Ages 43 to 49 (25,86%)



33

COUNTRIES REACHED



MOST FREQUENT COUNTRIES:
USA, Brazil, India, Nigeria, Argentina.

18%

TECHNOLOGY AND INTERNET

15%

HEALTHCARE PHARMACEUTICALS



213

ORGANIZATIONS



Johnson & Johnson



PETROBRAS

14%

CONSULTING AND ADVISORY

13%

TRANSPORTATION AND AVIATION



12%

RETAIL AND MANUFACTURING

What do our leaders say?



Best leadership advice

34%

Self-Development
and Authenticity

Feedback after the program



Dhevi Kumar CMM1
Global Partnerships Lead



"Briyah gave me the confidence to look at opportunities from a holistic, systemic lens. I landed a job with the salary I wanted and needed."

Our work has an expansive reach, touching lives and transforming businesses across the globe.

24%

Leadership Attitudes
and Values



Nayana Rizzo CMM2
Head of Public Policy



"After participating, I joined a community of bright and driven people, was able to join / co- lead a few discussions with Briyah. This has generated opportunities to connect and support projects, such as one carried out by IPE (Climate schools) in six different cities in the state of São Paulo - Brazil."

19%

Communication
and Listening



Estella Hutchful CMM4
Co-founder

Brio Africa Ltd.

"Before I participated in CMM I had a tendency of moving quickly through everything and not necessarily thinking about the big picture or how one action impacts another. Through CMM I have learnt to slow down quite a bit and do some analysis of what I am doing and why I am doing it."

16%

Learning, Growth,
and Resilience



Thomas Hanser CMM6
IT Head Latin America

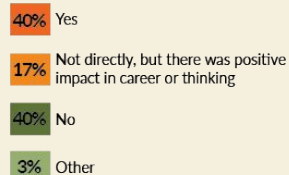
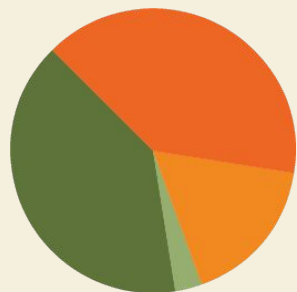


"The CEO Meet & Master program is a unique opportunity to share and learn ideas aligned to my objectives of making a the world a better place."

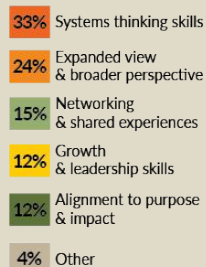
One year Impact after CEO Meet and Master

74 RESPONDENTS

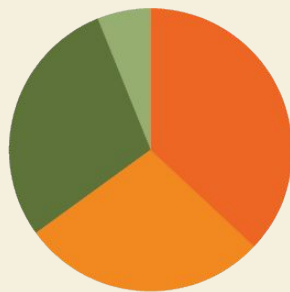
Were there any changes for the better in your employment status after the completion of CMM?



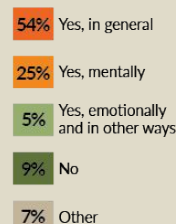
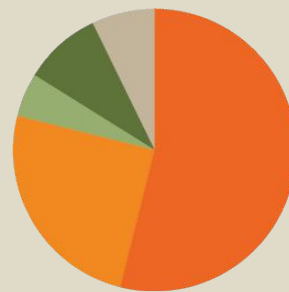
Briefly describe in your own words the impact of CMM on your life and/or career.



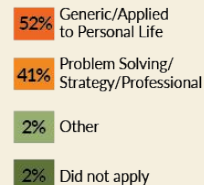
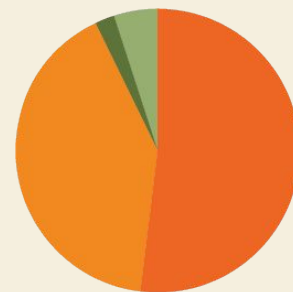
Did CMM help you improve economic opportunities and empowerment for yourself, your organization, and/or your community? If so, how?



Did CMM contribute to the positive development of your health (mental and emotional) and well-being? If yes, how?

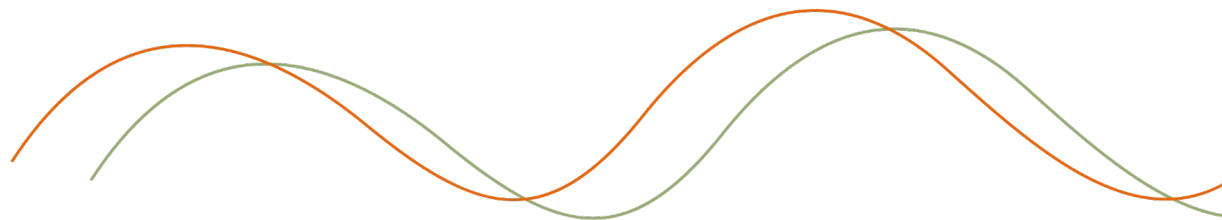


How did you apply the learnings of CMM?



Governance

Our Commitments at a Glance



COMMITMENT		2020	2021	2022
Board	Meetings	6	8	4
	Formal stakeholder engagement plan or policy	Code of Conduct	Code of Conduct	Code of Conduct
Management	Mechanisms to identify & engage underrepresented stakeholder groups	Yes — to be improved	Yes — to be improved	Yes — to be improved
	Defined outcomes	KPIs TBD	KPIs TBD	KPIs TBD
	Develop theory of change for products	TBD	TBD	TBD
Financial Returns	Financials reviewed by the Board	Yes	Yes	Yes
	Impact reporting integrated with financial reporting	TBD	TBD	TBD
Transparency	D.E.I. posts	23 out of 126	31 out of 121	42 of 125
	Regeneration posts	18 out of 126	55 out of 121	52 of 125
	Share Best Practices	Yes	Yes	Yes
	Publish Annual Report	TBD	TBD	TBD

Diversity, Equity & Inclusion (D.E.I.)

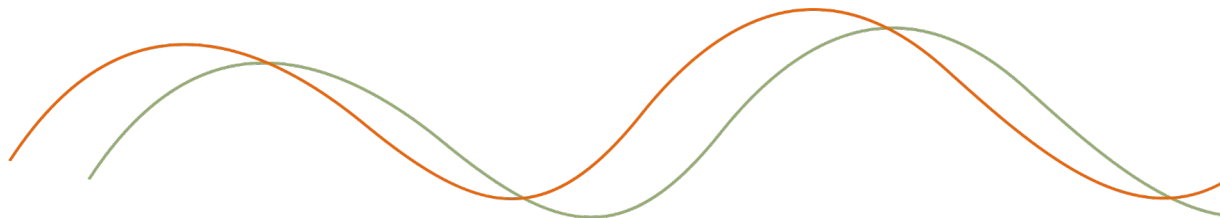
Our Commitments at a Glance



COMMITMENT		2020	2021	2022
Board	> 50% women	4 women / 7 total	5 women / 8 total	5 women / 8 total
	> 4 nationalities	8 nationalities	9 nationalities	9 nationalities
	> 2 age groups	2 age groups	2 age groups	2 age groups
	> 10% Black	1 black / 7 total	1 black / 8 total	1 black / 8 total
Collaborators	> 50% women	100%	73%	50%
	Diverse backgrounds & nationalities	2 nationalities	4 nationalities	1 nationality
Customers	> 50% women	68%	65%	68%
	Diverse backgrounds & nationalities	16 nationalities	21 nationalities	17 nationalities
Suppliers	Screen for impact — we evaluate suppliers' public information	Global suppliers (Zoom, Kajabi, YouTube, LinkedIn, Mailchimp, Survey Monkey, PayPal, Chase)		
	> 60% on local suppliers	Local suppliers (Ren Marketing LLC, St. Joseph Group, Honeylab Media, University of Miami)		

Community Impact

Our Commitments at a Glance



COMMITMENT

2020

2021

2022

Donations

> 1.1% of profits

6.9%
(The55Project, Kabbalah Center, Gulliver Schools);

3.7% of revenues
(COVID-India, The55Project, Kabbalah Center, The Children's Movement);

7%
(The55Project, GoFundMe, Kabbalah Center, Chapman, The Children's Movement)

Volunteering / Pro-bono

> 1% of per capita worker time (full-time & part-time employees)

Mentoring, Speaking Engagements, America Solidária US Advisory Board, United Nations Association – Miami Chapter, The55Project, BRASA, YWCA

Mentoring, Speaking engagements, America Solidária US Advisory Board, The55Project, BRASA, YWCA

Mentoring, Speaking engagements, America Solidária US Advisory Board, The55Project, BRASA, YWCA

Advocacy

For improved social or environmental policies or performance

Briyah Knowledge Hub sharing content for improved social and environmental performance

Briyah Knowledge Hub sharing content for improved social and environmental performance

Briyah Knowledge Hub sharing content for improved social and environmental performance

Other

Partnerships with charities / community

Discounted products for underserved groups

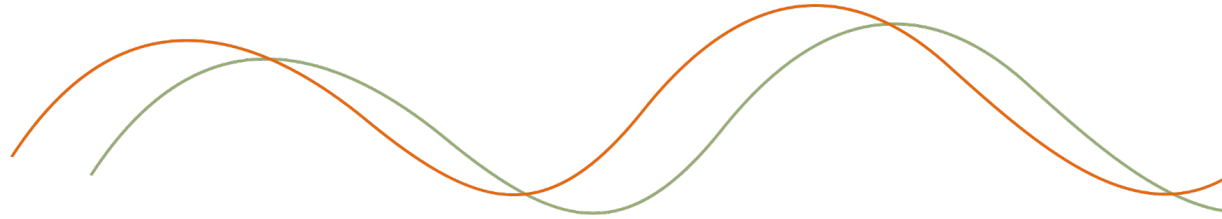
Scholarship for leadership development program participants.

Scholarship for leadership development program participants.

Scholarship for leadership development program participants.

Environment

Our Commitments at a Glance



COMMITMENT

2020

2021

2022

Energy Usage

Monitor & record

N/A

N/A

N/A

24% renewable

N/A

N/A

N/A

Virtual Office

Written policy encouraging practices

Included in Code of Conduct

Included in Code of Conduct

Included in Code of Conduct

Share resources

Best practice sharing
through knowledge hub

Best practice sharing
through knowledge hub

Best practice sharing
through knowledge hub

List of preferred vendors

TBD

TBD

TBD

GHG Emissions

Monitor & record

TBD

TBD

TBD

Neutralize / compensate

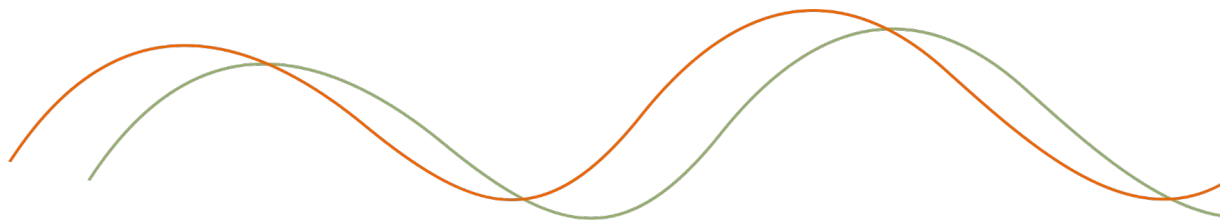
TBD

TBD

TBD

Customers

Our Commitments at a Glance



COMMITMENT

2020

2021

2022

Measure

Individuals served in CEO Meet & Master Program

98

95

57

Organizations served in CEO Meet & Master Program

92

85

48

Policy

Product

offer product guarantees,
warranties/protection

offer product guarantees,
warranties/protection

offer product guarantees,
warranties/protection

Feedback

incorporate feedback
in product design

incorporate feedback
in product design

incorporate feedback
in product design

Satisfaction target

monitor & achieve > 80%
target for satisfaction

monitor & achieve > 80%
target for satisfaction

monitor & achieve > 80%
target for satisfaction

Outcomes

assess & improve

assess & improve

assess & improve

Ethical marketing

ethical marketing with
customer engagement

ethical marketing with
customer engagement

ethical marketing with
customer engagement

Data & privacy

Policy in website

Policy in website

Policy in website

Our Team

Board



Adriana Machado
since 2018



Pedro Suarez
since 2020



Jocelyn Cortez
since 2020



Maria Sanchez-Carlo
since 2020



Gisela Abbam
since 2020



Marcos Leal
since 2020



Felipe Arango
since 2020



Monica Jain
since 2022



Mariana Sokolowski
since 2023

Collaborators



Adriana Machado
2018/23



Paola De Angeli
2020/21



Silvia Kang
2021



Daniella Schelbauer
2021



Erick Klai
2021



Flavia Macuco
2021/22



Alexandre Biscaro
2021/22



Isabela Nahas
2019/22



Antonio Pinho
2022/23



Rafael Freixedelo
2022/23

Interns



Angela Betancourt
2018/19



Helena Laub
2020/21



Kirti Tapadiya
2021



Emma Abdou
2021



Julia Deischl
2021



Nicholas Stylianou
2021



Our Ecosystem of Strategic Alliances





briyah.institute



<https://www.linkedin.com/companybriyahinstitute>



[briyahinstitute](https://www.instagram.com/briyahinstitute)



[briyahinstitute](https://www.facebook.com/briyahinstitute)



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