

**GREYSTON**

**ANNUAL  
REPORT  
2021**





**GREYSTON**

**MORE  
THAN A  
BROWNIE.  
MORE  
THAN A  
JOB.**



# A LETTER FROM JOSEPH D. KENNER

CEO & PRESIDENT, GREYSTON

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As I write this, I reflect on all that transpired at Greyston and throughout the nation in 2021. Amidst a pandemic, social unrest, and a tumultuous presidential election, we asked ourselves, "how can we help our community the most?" This reflection led to a deliberate focus on Open Hiring®, inclusive employment, and a quest to fulfill a ten-year vision to demonstrate how business can elevate humanity.

Leading with our Open Hiring® model, we envision Greyston as the leader, role model, and innovator of inclusive employment and workforce development. By the end of the decade, we aim to unlock \$3 billion in economic impact by inspiring and guiding employers in implementing inclusive hiring practices.

For Greyston, the need to provide employment opportunities to those facing employment barriers remains a top priority. In 2021, that priority met its greatest opportunity as employers face ongoing challenges with turnover and filling open positions. Inclusive employment is the solution to both challenges. Employers must answer the Great Resignation with a Great Reevaluation about where and how we hire. Greyston is building the movement and the new leadership playbook to pave the way for a more inclusive economy.

Our mission to unlock human potential through inclusive employment requires a team effort, so I owe a debt of gratitude to the Greyston Foundation and Bakery board members, my executive team, and our donors for their tremendous support. And of course, I thank our employees and clients for their commitment to Greyston and devotion to their individual success. The stories of those who have overcome continue to inspire me and many others to create the thriving society our founder, Bernie Glassman, dreamed of nearly 40 years ago.

In gratitude,



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## ABOUT GREYSTON

It started in 1982 when our founder, Zen Buddhist Bernie Glassman, built Greyston Bakery to employ individuals who faced barriers to meaningful employment. The hiring process was simple, accept anyone with a will to work, a process we now call Open Hiring®. That means no interviews, no background checks, and no resumes are required to get a job. Recognizing that employment is just the first step toward self-sufficiency, Greyston quickly expanded into several social and community services areas. Today, whether through our bakery or foundation work, Greyston focuses on creating employment opportunities through inclusive hiring, workforce development, transitional employment, and case management.





# MISSION

**To unlock the power of human potential through inclusive employment, one person at a time.**

# VISION 2030 (ten year vision)

**Our vision is to emerge from this decade with the following achievements:**

- Be the noted champion of how businesses can elevate humanity through inclusive employment.
- Be the recognized leader, role model and innovator in the areas of inclusive employment and workforce development.
- Unlock over \$3 billion in economic impact by providing employment opportunities to Americans who face barriers to employment.



## RESPECT.

We value and learn from what makes each of us different.



## COMPASSION.

We provide each person with the tools to be successful, understanding they have their own stories.



## COLLABORATION.

We seize opportunities to develop solutions and innovate for the greater good of our organization, employees, and those we serve.



## NON-JUDGMENT.

We believe that all members of a community are interconnected, and have unique roles to play and contributions to make, regardless of their pasts.



## EMPOWERMENT.

We create conditions for people to become self-sufficient, honoring their freedom of choice.



## TRANSFORMATION.

We are committed to fostering meaningful growth in our communities and the world at large.

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# 2021 IMPACT

**In honor of our mission and in pursuit of our vision,  
in 2021 we achieved the following outcomes:**

**36**   
businesses committed to  
**OPEN HIRING®**  
**REPLICATION**

 **162**  
clients served  
through  
**WORKFORCE**  
**DEVELOPMENT**



**\$14 MILLION**  
positive economic  
impact in our local  
community

 **105**

trained and credentialed  
program graduates  
placed in jobs

**2202**   
**NEW JOBS** realized through  
**OPEN HIRING®**



# Celebrating our Clients



## Featured Story: Johnnie-Mae

Johnnie-Mae came to Greyston in December 2021 to attend Ready, Set, Work! Training. Having been in prison for several years, Johnnie-Mae was released and learned of Greyston from a friend who had graduated from the RSW program a month prior. During the intake/assessment, she shared her hope of securing a position as a case worker because of her desire to help others make better choices than she had made in the past. Johnnie-Mae was paired with a life coach after completing Ready, Set, Work! Training. Her life coach worked with her for three weeks providing encouragement, motivation and guidance.

Greyston secured three job interviews for Johnnie-Mae. Ultimately, she accepted a position as a Case Worker with Project Renewal, working with formerly incarcerated women. Johnnie-Mae joined the agency and said the job was "the best gift".



# YEAR IN REVIEW



## FOCUSED PURPOSE

Transitioned Issan House and Community Gardens programs to focus exclusively on inclusive employment.

The Center for Open Hiring evolved to become the Greyston Employment Opportunity Center – a one stop shop for employer and job seeker needs.





# BAKERY INNOVATIONS



It's got pumpkin and spice and everything nice – the Vegan Pumpkin & Spice Blondie hit shelves nationwide at Whole Foods Markets and was a hit on our online shop!

Our position as a values-led supplier and longtime Ben & Jerry's partner deepened as our brownie product becomes part of the limited edition flavor, Change is Brewing.





# GOING VIRTUAL

## ZEN & ZOOM

Our Zen & Zoom guided meditation event demonstrated the unique history of Greyston and served as an opportunity for folks to learn how to clear their minds and deal with the ongoing stress of the pandemic.



### "WIDE OPEN DREAMS" VIRTUAL PREMIERE AND LIVE PANEL DISCUSSION

A short student documentary film about Greyston Bakery spotlights the impact of Open Hiring® in the life of baker, Shawna Swanson. The film premiered virtually on May 18, 2021 and was followed by a Q&A Panel.







# GREYSTON GOES TO HOLLYWOOD

"Wide Open Dreams" hits the indie film festival scene introducing Greyston to new audiences around the world and racking up several awards and nominations.

# HOLLYWOOD COMES TO GREYSTON

Inspired by "Wide Open Dreams", reknowned actor Hugh Jackman payed a visit to Greyston to meet the bakers and witness first-hand the impact of Open Hiring®.





# MEDIA RECOGNITION

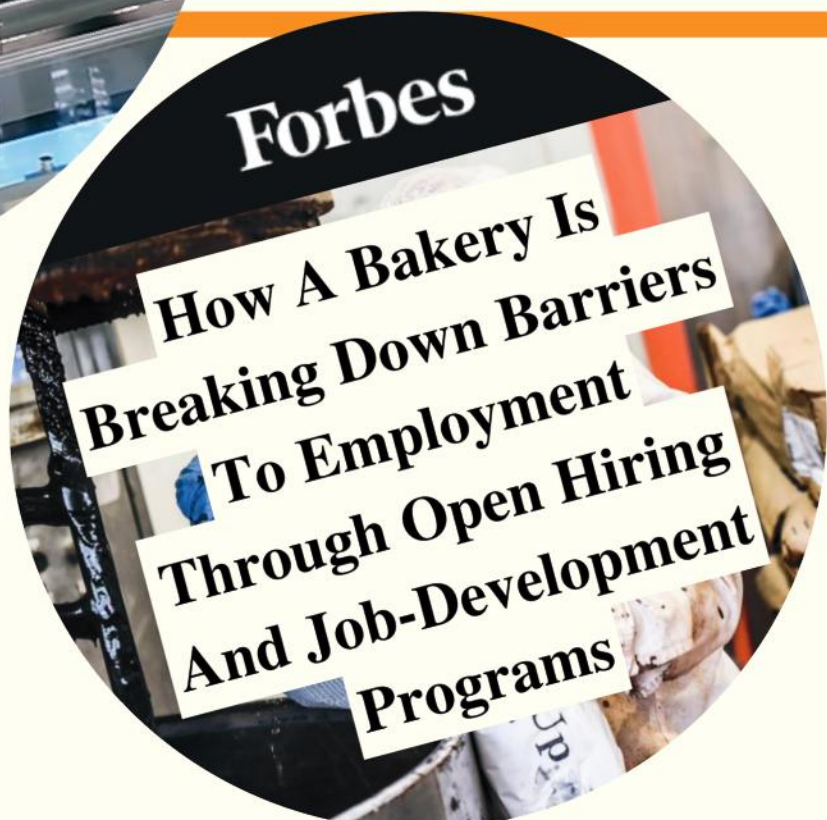


Greyston Bakery employee & mother, Shawna, highlighted in local news network, News 12, for a heartfelt Mother's Day story.



Greyston highlighted in flagship daily evening program, ABC World News Tonight with David Muir.

President and CEO Joseph Kenner featured in Forbes article discussing the progress and potential of Open Hiring®.






# RAISING OUR PROFILE

Greyston Bakery joined The Body Shop and Ben & Jerry's for a SXSW Panel to tackle the topic of "purpose-washing" and share their visions for what taking true action looks like.

Out of 4,000+ certified B Corps worldwide, Greyston Bakery is recognized to be among the top 5% specifically in the Community impact area.



**Best  
for the  
World**



President and CEO, Joseph Kenner championed for Open Hiring® as a solution for the hiring crisis faced during the pandemic.



**lohud.**

*The Journal News*



OP ED:  
COVID hiring  
crisis has an  
easy solution

# SCALING OPEN HIRING®

To scale our mission, Greyston actively pursued and supported businesses in replicating inclusive hiring. Services include mentoring, an e-learning portal, data collection, and recruitment services.



**OPEN HIRING!**  
OPENING MINDS  
AND OPENING DOORS  
WELCOME TO OUR TEAM!  
JOBS.BONDUELLE.COM

**Bonduelle**  
La nature, notre futur

**GREYSTON**

In 2021, 36 businesses committed to the replication of Open Hiring including frozen food distributor Bonduelle and the regional distribution arm of KraftHeinz.

Our work in this space was made possible through the support of the Generation Foundation, Rochester Area Community Foundation, and ESL Charitable Foundation

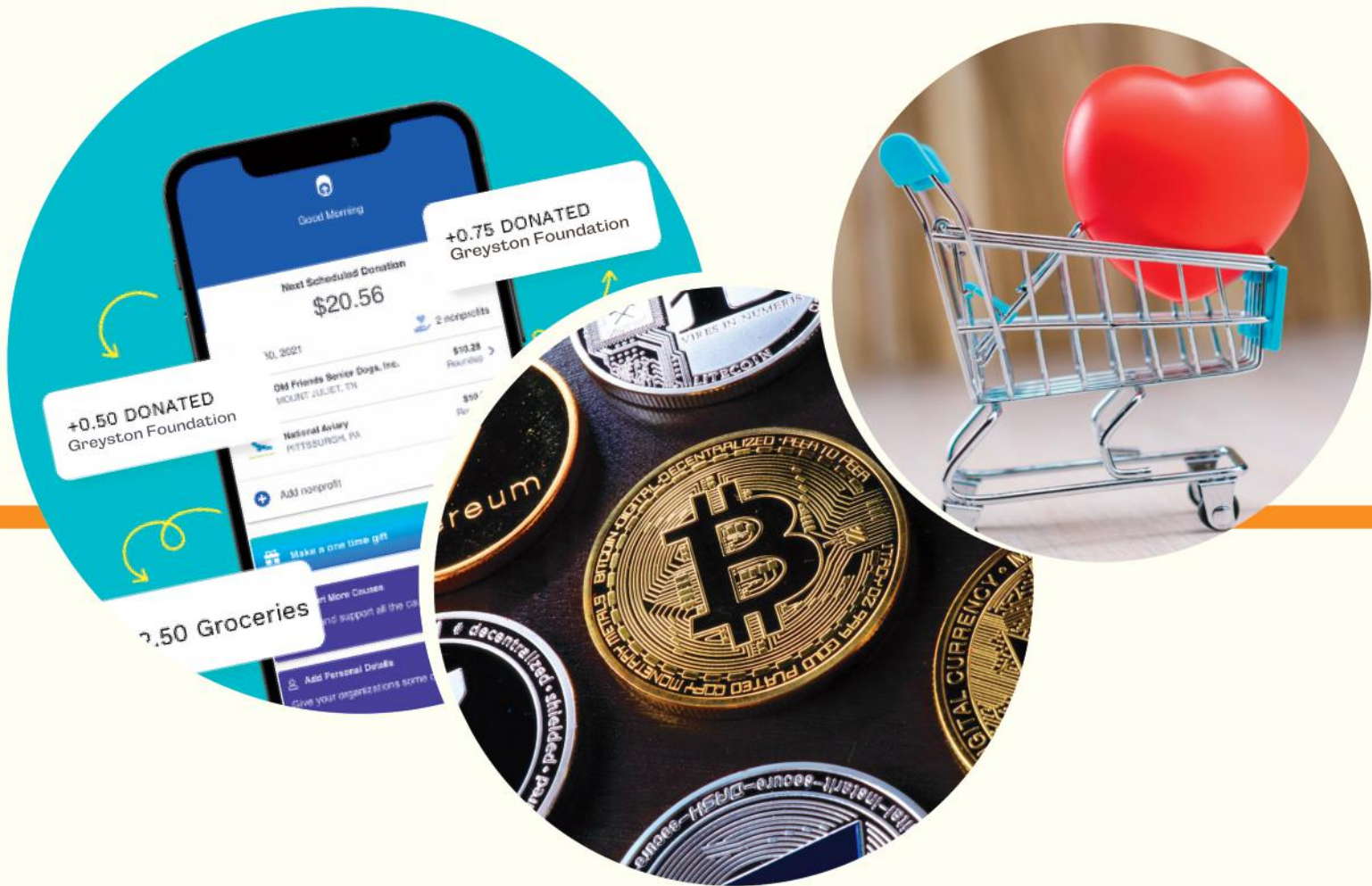






Our partnership with RoundUp App allowed individuals to effortlessly donate "spare change" to create access to employment to people in need.

Individuals can make a bigger impact with their online transactions through our partnerships with AmazonSmile and eBay for Charity.



# MORE WAYS TO GIVE

Greyston stepped into the future of giving through partnership with Giveth.io to start receiving funds in crypto from donors around the world!

# GREYSTON BAKERY

**WE DON'T HIRE PEOPLE TO BAKE BROWNIES.**

**WE BAKE BROWNIES TO HIRE PEOPLE.**




Greyston Bakery is the birthplace of Open Hiring®. It is our incubator for implementing, improving and innovating this human capital strategy to the benefit of the business and the community it serves.

## WHAT IS OPEN HIRING?

Open Hiring is a hiring model based on trust in human potential that provides access to employment to anyone with the will and ability to work. It removes employment barriers and provides a fresh opportunity, training, benefits, and social service support to marginalized populations. In practice it means hiring the next person through the door without judgement and with no resume, no interview, and no background check.



# IMPACT OF OPEN HIRING In 2021...

**63%**   
of Bakery employees  
were unemployed and  
looking for work at time  
of hire.



Of those, **53%**   
were unemployed for at  
least five months and  
33% over one year.

**56%**  
of all bakers  
surveyed indicated  
facing at least one  
prior barrier to  
employment prior  
to Greyston.

## HIGHEST REPORTED BARRIERS

- ARREST RECORD
- AGE
- HOUSING CHALLENGES
- INADEQUATE SKILL
- LACK OF EDUCATION



**86%** of Greyston bakers believe the  
current job opportunity would likely  
lead to a better one in the future.

# GREYSTON FOUNDATION

In 2021 the Center for Open Hiring evolved to what is now known as the Greyston Employment Opportunity Center (GEOC). The GEOC is a one-stop shop for employers and job seekers using a four-pronged approach to address employment challenges:

**INCLUSIVE / OPEN HIRING® SERVICES**  
**WORKFORCE EDUCATION AND TRAINING**  
**TRANSITIONAL EMPLOYMENT**  
**SOCIAL SUPPORT SERVICES**

Inclusive / Open Hiring® Services works with businesses to adopt and replicate inclusive hiring practices.

Our Transitional Employment and Workforce Education and Training programs provide a unique mix of upskilling and job readiness training. Clients receive essential life skills, occupational training, mentoring, job opportunities, and more, that helps them on their journey to secure meaningful employment.

These initiatives are all supported by Social Support Services, which helps individuals navigate difficult and complex situations that may affect their ability to work. We facilitate introductions to the appropriate agencies/resources that are unique to their particular situation.



# ADDITIONAL OUTCOMES

In 2021...

**139** 

new inclusive hiring  
support partners

Wages of GEOC  
graduates were

**18%**



above Westchester / NYC  
minimum wage

**70** 

justice-involved individuals  
received trainings

Key outcomes highlighted on page 07

# FINANCIALS / FUNDING

## WHERE YOUR DONATIONS GO

90.74%  
Program  
Services

8.81%  
Management  
and General

0.45%  
Fundraising

68% of Greyston funding comes from Corporate, Foundation and Government Grants.





# SUPPORTERS

## **Our work wouldn't be possible without the generous support of the following organizations:**

- Advocate Brokerage Corp.
- AG Tax Services
- Asis Foundation
- The Beeney–Mason Family Foundation
- BlackRock
- Chick–Fil–A
- CIT Group
- City of Yonkers Planning and Development Department
- CIT Group
- Columbine Foundation, Inc
- ConEdison
- Domino Sugar
- ESL Charitable Foundation
- Food Processing Suppliers Association
- Generation Foundation
- The Harcourt M. and Virginia W. Sylvester Foundation
- Harris & Frances Block Foundation, Inc.
- Hermione Foundation
- Hugh J. Andersen Foundation
- Jessee Gift Fund
- Joseph & Sophia Abeles Foundation, Inc.
- Junior League of Bronxville
- Kendeda Fund
- The Kolar Nossel Family Fund
- The Kirkwood Family Foundation
- Lone Pine Foundation
- M.A.C. AIDS Fund
- Major Shark Fund of Communities Foundation of Texas
- MBIA Foundation
- Metzger–Price Fund
- NBCUniversal
- New York State Department of Labor
- Paraco Gas
- People's United Community Foundation
- RBC Foundation
- The Rice Family Foundation
- Rochester Area Community Foundation
- Saffron Road
- Sterling National Bank
- St. Faith's House Foundation
- The Thomas and Agnes Carvel Foundation
- V&L Marx Foundation
- Verizon
- Wells Fargo Foundation
- The Westchester Bank
- Westchester County Board of Legislators
- Westchester County Department of Social Services
- Yonkers Industrial Development Agency

# GREYSTON LEADERSHIP

## EXECUTIVE TEAM

### **Joseph D. Kenner**

*President & CEO*

### **Dr. Penny Jennings**

*VP Strategic Programs*

### **Julie Tedford**

*VP Operations and Finance*

## BOARD OF DIRECTORS

### **Andrew Yearley**

*Managing Director, Lazard*

### **Joan Binstock**

*Former Chief Financial Officer, and Partner, Lord, Abbett & Co.*

### **Candice Cook-Simmons**

*Chief Strategy Officer, RadicalMedia*

### **Rami Efal**

*harma Holder, Zen Peacemakers Lineage and Former Executive Director, Zen Peacemakers International*

### **Edward Falkenberg**

*Principal, ACME Realty*

### **Darrah Feldman**

*Vice President, Sustainability, Ziff Davis*

### **Aleida Frederico**

*Vice President and Senior Relationship Manager, Commercial Banking, TD Bank*

### **Marcus Glover**

*Managing and General Partner, Lockstep Ventures*

### **Gloria Mirrione**

*Sector Leader, Korn Ferry*

### **Bruce Nierenberg**

*Founder, B.I.N. Sales & Marketing*

### **Matthew Reich**

*Non-profit Advisor and Board Member of Hot Bread Kitchen, Advisory Board of Transportation Alternatives, retired VP of City Harvest*

### **Jeff Henderson**

*Award-Winning Chef, Bestselling Author, Renowned Public Speaker*

### **Ty Hookway**

*Founder and President, CleanCraft*

### **John Jove**

*Vice President and General Manager, International Sales, PepsiCo.*

### **Karen Kochevar**

*Retired Partner/CFO Union Square Hospitality Group/ Shake Shack, Independent Board Director*

### **Gabrielle Lesser**

*Independent Board Director*

### **Jo Sauer**

*Senior Director and Associate General Counsel, Thermo Fisher Scientific*

### **Dr. Audrey Tomlinson**

*Vice President, Human Resources and General Services, Nippon Life Benefits*



## JUNIOR BOARD

**Casey Buckley**

*Consultant, Boston Consulting Group*

**Viet Bui**

*Diversity, Equity, and Inclusion Consultant,  
Palantir Technologies*

**Rachel Gerber**

*Vice President, BlackRock*

**Leora Kelman**

*Project Leader, Boston Consulting Group*

**Amira Hannon**

*Analyst, Schmidt Futures*

**Nicole Ziegler**

*MBA Candidate at Columbia Business School*

**Margaret Knowles**

*Impact Investment Fellow, SmartJob LLC*

**Jeremy Lee**

*Principal and Senior Product Specialist, Owl Rock  
Capital*

**Lily Sadehgi-Najad**

*Analyst, Goldman Sachs*

**Peter Watson**

*SVP Corporate Development and Strategy CI  
Financial*