Incorporating Equity, Diversity, Inclusion, & Belonging into Your Programs & Initiatives

Yiselle Santos Rivera  AIA, NOMA, LSSYB, LEEP AP, WELL AP

HKS, Inc
Course Description

Incorporating an equity, diversity, inclusion, and belonging lens into how we plan and deliver programs and support our members and firms helps us remain relevant, meaningful, and effective. It also ensures we're thoughtfully engaging and including individuals and communities. How is your component or firm building the collective voice, leadership, and capacity to enrich the lives of the communities they serve? How are you addressing inequities and creating innovative solutions? The panelists will discuss positive steps to remove systemic barriers and promote inclusion.
Learning Objectives

- Identify steps to create greater equity within your programs and practices.
- Recognize leadership behaviors that exhibit equity, diversity, and inclusion practices.
- Examine and adopt practices that promote equity, diversity, inclusion, and belonging.
- Gain a greater understanding of the importance of individual and community involvement.
Yiselle Santos Rivera, AIA, NOMA, LEED AP

firmwide director, justice, equity, diversity, & inclusion, HKS

Yiselle Santos Rivera, AIA, NOMA, NCARB, LSSYB, WELL AP, LEED AP, is a medical planner and Global Director of Justice, Equity, Diversity, & Inclusion at HKS, Inc. With national and international experience on a broad range of healthcare, sports, residential, institutional, and commercial/mixed-use projects, she thrives on inclusive community design, building belonging through equitable practices, and empowering the next generation of leaders in the AEC industry.

As member of the AIA COVID-19 Health Impact Task Force, Yiselle led the creation of the Additional Considerations section of the AIA Alternative Care Site Preparedness Assessment Tool V2.0 providing support measures for ethnically diverse and marginalized populations. In 2013, she co-founded the Latin American Interior Designers, Engineers, and Architects (LA.IDEA) DC Committee and in 2017, founded the “Women Inspiring Emerging Leaders in Design” (WIELD) Event program, which received the 2019 AIA Diversity Program Recognition Award. Currently, she is the AIA DC Chapter Board Treasurer, NOMA National Research and Development Chair, and AIA New Urban Agenda Taskforce member.

Yiselle is a published author, national speaker, and has been featured on various podcasts. She is a storyteller, a 2015 Christopher Kelley Leadership Development Program Scholar, and a recipient of the 2018 AIA Associate Award.
What is J.E.D.I.?
J.E.D.I. Lens
Creating a Common Language

Dismantling barriers to resources and opportunities in society so that all individuals and communities can live a full and dignified life. These barriers are essentially the “isms” in society: racism, classism, sexism, etc.

A condition that is level and impartial. An acknowledgment that aspects of our society are built on an uneven playing field. Recognition of the inherent power differentials that result in disparate treatment.

Differences that make a difference. The mix of kinds of people present. It often implies that differences are categorized through identity markers, such as gender, gender identity, sexual orientation, race, color, religion, national origin, age, and disability.

An environment in which everyone is welcomed, respected, supported, and valued. When present at table able to equally contribute to discussions and decision-making with the ability to change systems.
The Mindset
From J.E.D.I. to Belonging

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BELONGING
An org that engages full potential of the individual
Where innovation thrives, and views, beliefs and values are integrated.
Where you are not only invited to dance,
You can dance like you want to.

Fly ALL
the freak flags!

AN AIA LEADERSHIP EVENT
Business Case
J.E.D.I. Business Case
Performance & Diversity

**Diverse teams dumb-bell pattern:**
- Steep bell curve for homogenous teams
- Most diverse teams were low performing
- High performing diverse teams were managed well

**Takeaway:**
If you can’t manage diverse teams well, stick to homogeneous teams

However, the building industry is always diverse:
- Disciplinary expertise
- Agendas
- Cultures

**Diversity Alone:**
Managing poorly means diversity masked or in conflict without resolution

**Diversity + Equity:**
Managing well means differences made positive difference

2000 Study by Distefano/ Maznevski on Fortune 500 companies. Homogeneous team members had the same nationality, diversity teams were multinational

TEAM PERFORMANCE AND DIVERSITY
AN AIA LEADERSHIP EVENT
J.E.D.I. Business Case
Diversity is a Key Driver for Innovation

Gender Diversity

**Why Diversity Matters**
2014

- 4th: +15%
- 1st: 54%

**Delivering Through Diversity**
2017

- 4th: +21%
- 1st: 55%

Ethnic/Cultural Diversity

- Companies with diverse leadership teams attain 73% more in revenue from innovation than less diverse companies.

- Companies with diverse boards are 33% more likely to outperform less diverse companies in profitability.

“Companies in the top-quartile for gender diversity on their executive teams were 21% more likely to have above-average profitability than companies in the fourth quartile. For ethnic/cultural diversity, top-quartile companies were 33% more likely to outperform on profitability.”
McKinsey & Company, Delivering through Diversity, 2018
Values & Vision
Environmental, Social and Governance
HKS, Inc

Our Locations

Top Firm Rankings

3 Ranked Top Architecture Firm
Ranked #3 in Building Design+Construction's 2019 Giants 300 Top Architecture Firms list.

#10 Ranked Top Interior Design Firm
HKS was named number 10 in the 2019 list of top Interior Design Giants in Interiors Magazine.

11 Ranked Top Green Building Design Firm
Ranked #11 in Engineering News-Record in the 2019 Top 100 Green Buildings Design Firms list.

Accomplishments

1001 Firmwide Awards
HKS has 1001 firmwide design awards.

80% of HKS Work is From Repeat Clients
With 80 years of design experience, our proudest achievement is that of repeat business.

Project Type Expertise:
- Commercial
- Education
- Mission Critical
- Government
- Hospitality
- Health
- Aviation
- Mixed-Use/Residential
- Civic & Cultural
- Sports & Entertainment

Atlanta
Chicago
Dallas
Denver
Detroit
Dubai
Fort Worth
Houston
London
Los Angeles
Mexico City
Miami
New Delhi
New York
Orlando
Phoenix
Richmond
Salt Lake City
San Diego
San Francisco
Shanghai
Singapore
Tokyo
Washington D.C.
Environmental, Social and Governance Value Alignment

The United Nations Global Compact was launched in 2000 by UN Secretary-General Kofi Annan with the explicit mandate to “advance United Nations values and responsible business practices within the United Nations system and among the global business community.”

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; 4. the elimination of all forms of forced and compulsory labour; 5. the effective abolition of child labour; and 6. the elimination of discrimination in respect of employment and occupation.

7. Businesses should support a precautionary approach to environmental challenges; 8. undertake initiatives to promote greater environmental responsibility; and 9. encourage the development and diffusion of environmentally friendly technologies.

10. Businesses should work against corruption in all its forms, including extortion and bribery.
Environmental, Social and Governance
Vision

Environmental Projects
HKS

Environmental Business
DESIGNGREEN STUDIO

Environmental, Social & Governance

Public Interest Design
CITIZEN HKS

Justice, Equity, Diversity & Inclusion
J.E.D.I. NETWORK

Environmental & Social Governance Leadership

CHIEF SUSTAINABILITY OFFICER

DIRECTOR OF SUSTAINABILITY

DIRECTOR OF CITIZEN HKS

DIRECTOR OF EQUITY, DIVERSITY & INCLUSION

Topical Leadership

DESIGNGREEN STUDIO

CITIZEN HKS STEERING COMMITTEE

J.E.D.I. COUNCIL

Champion Network

SUSTAINABILITY CHAMPIONS

PUBLIC INTEREST DESIGN CHAMPIONS

J.E.D.I. CHAMPIONS

ESG Advisory

Chief Design Officer
Chief Process Officer
Chief Technology Officer
Director of Research
Director of Integration
Regional Director
International Office Representative
Leadership
Structure of Accountability
J.E.D.I. Structure
Equitable Organizational Design

Firmwide Director of J.E.D.I.
Defines the J.E.D.I. framework, strategies and direction. Partners with the Talent, Marketing, Design, BD, and ESG team to promote J.E.D.I. integration in all firmwide process.

J.E.D.I. Council
Provides representation and thought leadership creating, leading, and implementing firm wide initiatives.

J.E.D.I. Champions
Lead office or sector J.E.D.I. teams in building culture through workplace initiatives and grassroots efforts.

J.E.D.I. Advisory Group
Firmwide cross-sector practice leaders that support J.E.D.I. initiatives and their implementation.
J.E.D.I. Structure
2020 Council

AN AIA LEADERSHIP EVENT
J.E.D.I. Structure
Essential Enablers

A SYSTEM OF ACCOUNTABILITY
We have created a system that properly illustrates the importance of accountability to each other.

THE ORGANIZATION AT-LARGE
Q: What does all of this yield?
A: Cohesion and Clarity
We are building a cohesive effort across the firm, where all the cogs in the water are moving together at the pace and path we need them to — but also, as individuals working with a clear purpose within the defined roles and responsibilities.

VISION / VALUE, CULTURE / STRATEGY
Den Noble

TALENT
Billy Hinton, Michelle Carroll

PROCESS
Bernita Beikmann, Emily Selbert

MESSAGE
Ann Kifer, Julie Obiela, Wikipedia et al.

LEGAL
Craig Williams, George Wellsford

FINANCIAL
Sam Madre, Walker Zheng

TECHNOLOGY
Cory Brugger, Liz Folger, Heidi Dall

DESIGN
Eddie Abeysa, Tony Mortalio

RESEARCH
Emily Horgan, Caterina Widdowson, etc.

INTEGRATION
Matt Fullcrum, Paul Centofanti, etc.

INTEGRATION SERVICES
Tara Wilkins, Emily Krapf, etc.

ECONOMICS
Tobias Szekely, Andrew Barlow, etc.

ENERGY
Dana Goff, Ryan Zuckerman, etc.

ENVIRONMENTS
Colleen Corbin, Sarah Trickey, etc.

INFORMATION TECHNOLOGY
Andy Bearden, Dave Aul, etc.

CONTENT
Lea-Rae Currier, Ginger Gehrke, etc.

MARKETING
Sheila Lennard, Mark Hahn, etc.

BRAND
Pat McKeever, Jennifer Mulcahy, etc.

INNOVATION
Tracy Keating, Ken Shepperd, etc.

TECHNOLOGY ADVISORY
Manuela Azzarelli, et al.

PUBLISHING
Mark Zelazny, Jill Kurland

FINANCE
Mike Chung, etc.

TECHNICAL ADVISORY
Carmen Clarke, et al.

AGILITY PROFESSIONAL SERVICES
Jodi Linnington, et al.

DEVICES AND INFRASTRUCTURE
Jeffery Dineen, et al.

DEVICES AND INFRASTRUCTURE SERVICES
Jason Guglielmo, et al.

TECHNOLOGY SOLUTIONS
Jason Druker, et al.
UN Global Compact as Baseline
Vision & Strategy

To remain the most influential firm in the industry and deliver innovative, sustainable, and authentic design solutions, HKS must consistently and strategically create a workplace environment that promotes psychological safety, builds belonging, and empowers its communities & services.

Our passion for a just and equitable world requires inclusivity, transparency, and fairness in all that we do. We must act in solidarity and with appreciation for the work of our colleagues. We must center our focus on our people, our partners, and the impact our designs have in shaping the environments we seek to create.

To support our vision, we believe in a social justice framework that values the contributions of people from all backgrounds and is committed to creating paths to success that are reflective of our pursuit of greater diversity and equity in our firm. We believe this is essential to recruiting and retaining the best team, building diverse, inclusive, and high-performing teams and creating a resilient workplace that understands the value in design for diversity. The justice, equity, diversity, and inclusion (JEDI) framework is the future of the workplace and our design processes.

The Vision

Through timeless thinking, HKS is committed to broadening justice, equity, diversity, and inclusion to build a sense of belonging for all in our firm and deliver innovative and authentic solutions to become the most influential firm in the industry.

The Definitions

What is justice, equity, diversity, and inclusion?

Justice: Ongoing barriers to resources and opportunities in society so that all individuals and communities can live a full and dignified life. These barriers are essentially the “farms” in society, racism, classism, sexism, etc.

Equity: A condition that is level and impartial. An acknowledgment that aspects of our society are built on an uneven playing field. Recognition of this inherent power differentials and result in disparate treatment.

Diversity: The mix of kinds of people present. It often implies that differences are conceptualized through identity markers, such as gender, gender identity, sexual orientation, race, color, religion, national origin, age, and disability.

Inclusion: An environment in which everyone is welcomed, respected, supported, and valued when present at table to equally contribute to discussions and decision-making with the ability to change systems.
Framework for Inclusion
Pillars of J.E.D.I. Practice

Firm Equity
Commitment, policies, benefits, organizational structure, and professional development strategies created and implemented by our firm that allow all equal access and opportunities to achieve success.

Workplace Culture
Office and project dynamics that develop high-performing teams and the community involvement that promote engagement and belonging in our offices.

Designing for Inclusion
Design responds to all stakeholders creating equitable communities using sustainable and resilient strategies in order to reduce inequality and climate change impact.

Advising for Belonging
Lead with knowledge and expertise in support and alignment with our clients and our communities.
Benchmarking and Reporting
Goals & Impact

We are making steady progress in increasing global female representation at senior levels in our business. Women represent about 15% of our Principal Shareholder, Executive Vice President and Senior Vice President roles, yielding a solid foundation to grow the number of women in executive leadership to our 18% target.

59% of our technical roles are held by males, and 74% of our non-technical roles by female employees. This negatively impacts our gender pay gap figures for regions as a whole. Our internal efforts in 2019 worked to define and clarify job roles at HKS to align employees based on skills and experience. The alignment will allow us to continue our efforts toward pay equity across the firm.
J.E.D.I. to Belonging
J.E.D.I. Pillars
Firm Equity

Align HR benefits
  • Consider floating Holidays
  • Increased Parental leave

Consider equitable policies for incorporation
  • Review documentation
  • Created clear Job descriptions
  • FWx
  • Surveys

Supporting Talent Acquisition & Recruitment efforts
  • Diversity fairs
  • HBCU’s
  • AF Diversity Scholarships
  • Conference awards/scholarships

Consider diversity in the promotions process
  • Leadership qualifiers, aptitudes
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HKS EQUITABLE DESIGN SCHOLARSHIP
$6,000 - Increased in 2021!

Purpose:
The HKS Equitable Design Scholarship is awarded to senior students from public or private schools in the north and northeast Texas region. The award is to be used for tuition in pursuit of a degree in architecture.

Eligibility:
Applicant must be enrolled in a public or private high school in north or northeast Texas as a senior—areas encompassing the AIA Dallas, AIA NETX, and AIA Fort Worth territories. Additionally, applicant must demonstrate financial hardship. To be eligible, families must have a combined annual income of less than $30,000. Underrepresented or ethnicity-based – for students who historically haven’t had the chance or the funds to attend college. HKS believes that supporting efforts to increase diversity within the architecture profession is one important step to the reduction of disparities and the creation of a more just, equitable, diverse and inclusive world, and our diversity scholarships are intended to work toward this effort.

Sponsor:
HKS, Inc.
J.E.D.I. Pillars
Firm Equity

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In 2020, HKS partnered with Lattice, a people and performance management software, to set objectives aligned with the strategic plan and take the first step toward measuring progress toward achieving our vision. Lattice encompasses all aspects of performance including objective-setting, one-on-one meetings, annual performance reviews, individual feedback and praise, and firm-wide engagement pulse and surveys. Lattice is how we hold ourselves and each other accountable through systematic touch points.
J.E.D.I. Pillars
Workplace Culture

Showcase employee engagement through internal and external marketing
  • Celebrate heritage

Listening Conversations:
  • Uncomfortable Conversations
  • Microaggression/Privilege

Provide professional development resources for those in need
  • Inclusive Leadership

Support and encourage external EDI engagement:
  • STEM/STEAM presentations
  • AIA/NOMA membership support
  • ACE mentorship programs
  • K-12 development programs

Assess our office spaces for inclusion opportunities
  • Belonging Survey
  • Living Lab
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J.E.D.I. Pillars
Designing for Inclusion

Framework for Design Excellence
- Designing for Equitable Communities
- Designing for Change
- Benchmarks and metrics

Include J.E.D.I. as part of project process:
- Research opportunities
- Post-Occupancy evaluations

Project team to reflect client demographics

Prioritize diversity in user group meetings

Grants Proposals

Develop project-based skills:
- Community outreach

Consider and track partnership with MWBE
- Consider mentorship opportunities

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<th>Measure</th>
<th>Description</th>
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<td>Design for Ecology</td>
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<td>9</td>
<td>Design for Change</td>
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<td>10</td>
<td>Design for Discovery</td>
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Grassroots 2021
An AIA Leadership Event
J.E.D.I. Pillars
Designing for Inclusion

Framework for Design Excellence
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- Designing for Change
- Benchmarks and metrics

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J.E.D.I. Pillars
Designing for Inclusion

Citizen HKS: A Powerful Agent for Change

Transform lives with us. Citizen HKS, our philanthropic initiative, connects our design expertise with communities that need it most, from a Chicago high school looking to better serve students with special needs to a Ugandan town with an outdated maternity ward.

We partner with nonprofits, civic leaders, like-minded contractors and design industry peers to get projects built, outfitted and operational.

Create
Connect
Contribute
Environmental, Social and Governance Objectives

1. We will leverage our global influence to assist under-served communities through:
   - Fundraising for our 2020 Citizen HKS project, Reimagining Benjamin.
   - Our 2020 Month of Service, which is scheduled September 15 — October 15, 2020.
   - Hosting a NOMA (National Organization of Minority Architects) fellow this summer—and we will continue to do so annually.
   - We will fund our AIA Diversity Scholarship at a higher rate.

2. We will be a design firm that leads in Justice, Equity, Diversity and Inclusion (JEDI) by:
   - Creating our first firm-wide JEDI plan.
   - Increasing the diversity of our Board of Directors.
   - Promoting more diverse candidates.
   - Attracting and retaining a greater number of diverse design professionals.
   - Increasing our engagement and talent acquisition efforts with historically Black colleges and universities.
   - Increasing our investment in firm-wide education on unconscious bias and implicit bias.
   - Funding NOMA dues for all employees who want to join.

3. We will design and deliver higher-performance buildings by:
   - Adopting the American Institute of Architects Framework for Design Excellence as our internal measures of design excellence for all HKS projects.
   - Energy modeling every one of our projects. Identifying goals inclusive of energy, carbon and cost reductions.
   - Conducting 24 client-facing eco-charrettes.
   - Reporting all HKS projects to the AIA 2030 Challenge.
   - Conducting a whole building life cycle analysis (LCA) as well as increasing performance analysis and research activities with a focus on embodied carbon.
   - Sharing data on our practice.

4. We will lead our industry in sustainable, socially responsible practice by:
   - Establishing a 501c3 to support our public interest design projects, which fall under our Citizen HKS program. This 501c3’s mission includes other firm programs and initiatives that fuel design innovation.
   - Creating and sharing a plan for a zero-carbon practice, to include operations and professional services.
   - Conducting periodic firm-wide carbon footprint analysis, identifying improvements and implementing policy adjustments.
   - Transparent industry engagement regarding governance objectives.
Environmental, Social and Governance
Metrics, Reporting and Transparency

Designing a World We Want to Live In. Together.

HKS signed onto the UN Global Compact in January 2020 to join leading global companies in aligning our strategies and operations with universal principles on human rights, labor, environment, anti-corruption, and to take actions that advance societal goals. When we signed the pact, we had no idea how increasingly urgent this pledge would become.

We commit to infusing social responsibility and sustainability into our culture as well as our governance structures. To do this, we will track our corporate objectives and key results in alignment with the UN’s Sustainable Development Goals (SDGs). These goals form the framework for the report that follows, which is our Environmental, Social and Governance (ESG) Touchstone Report.