

22ND ANNUAL



22ND LCI CONGRESS
OCTOBER 19-23

Equity, Diversity and Inclusion and Lean Project Delivery

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

THE ABC'S OF LEAN: TRANSFORMATION THROUGH ACTIONS, BEST PRACTICES AND COACHING

OCTOBER 20, 2020

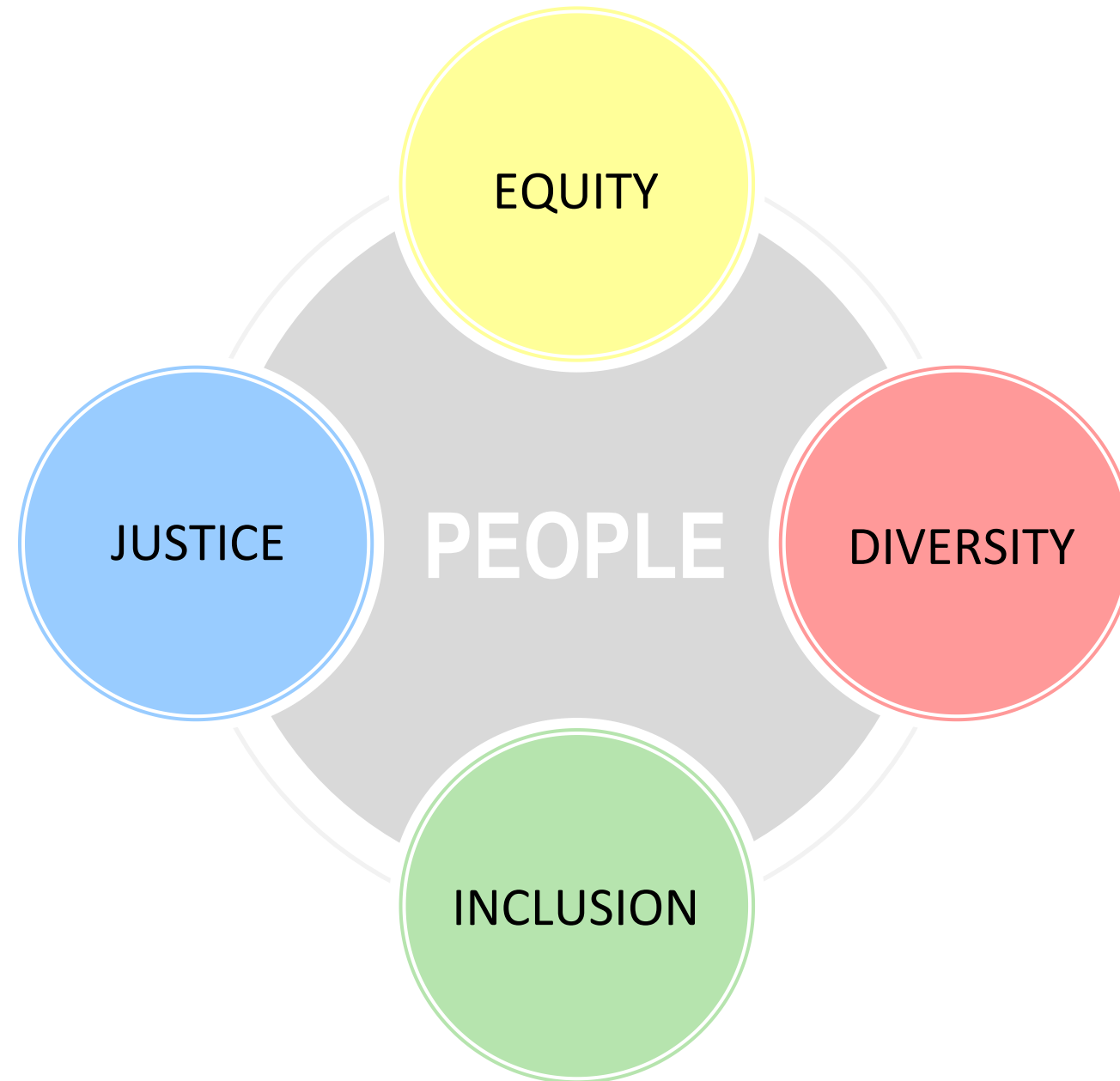
Justice, Equity, Diversity and Inclusion



What is JEDI?

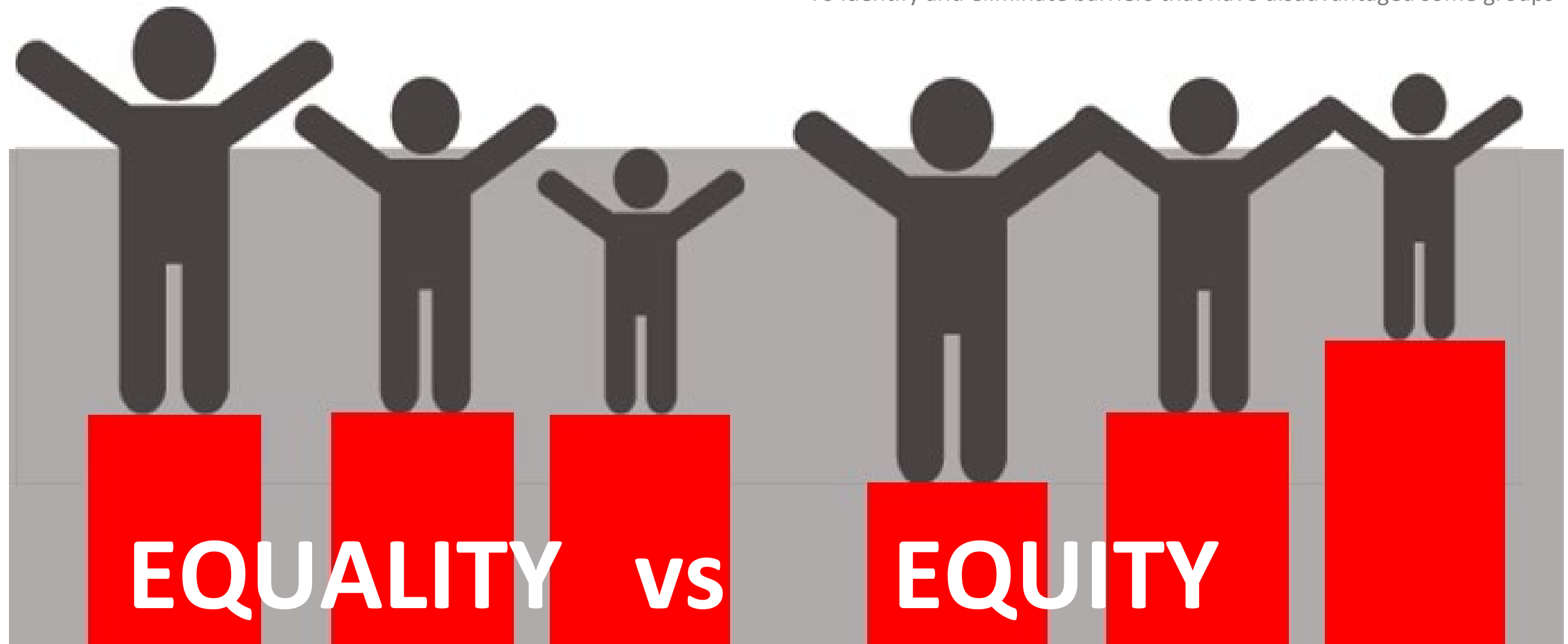


JEDI Mindset



JEDI Mindset

We all get what we need
Acknowledgement of power and need for multiple solutions
We are not born with same access to resources
To identify and eliminate barriers that have disadvantaged some groups



JEDI Mindset

DIVERSITY

A fact, not an outcome

It is differentiation from the majority

Diversity of gender, gender identity, sexual orientation, race, color, religion, national origin, age, disability, and thought leadership



JEDI Mindset

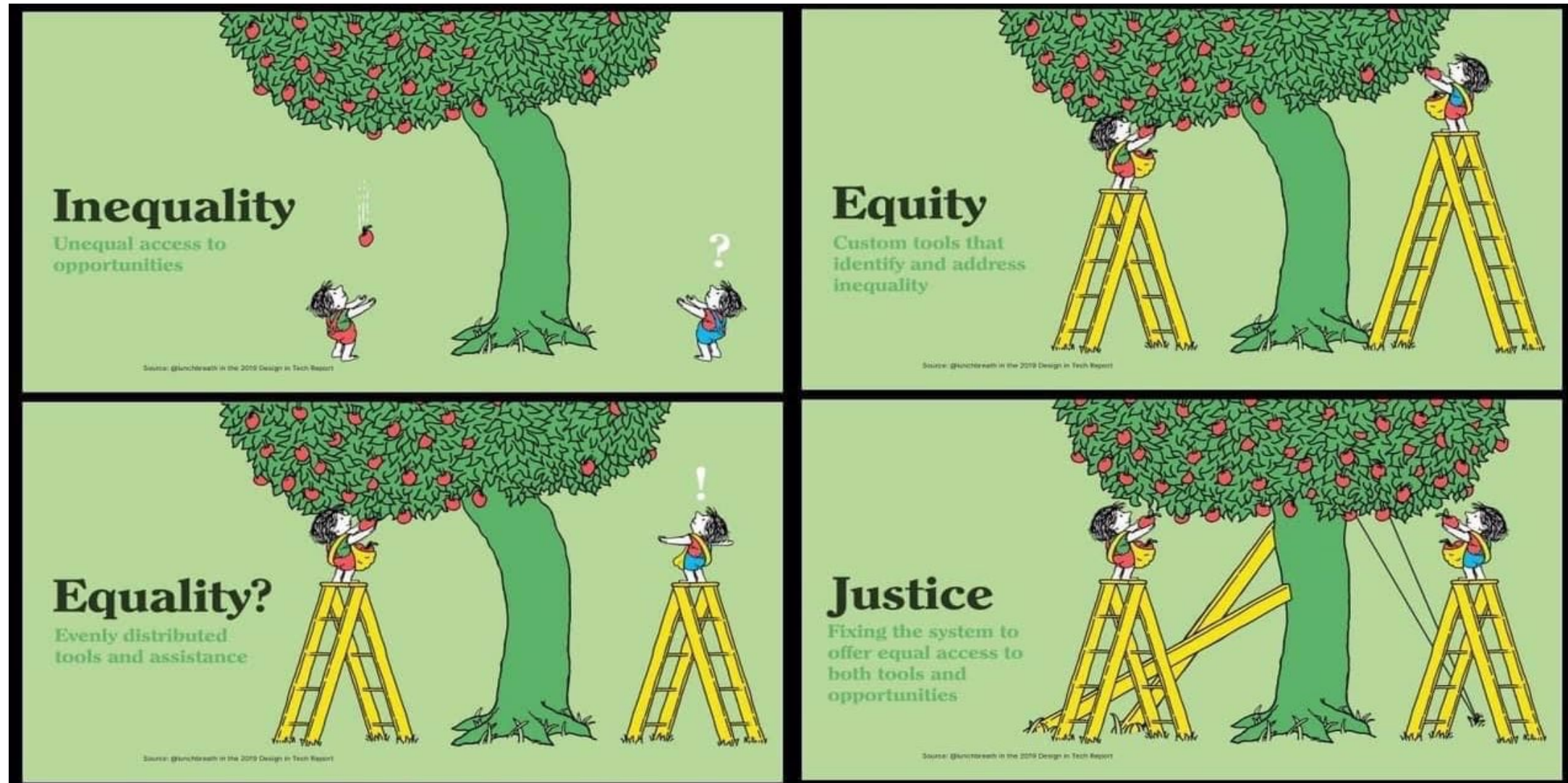
INCLUSION

Decision making and willingness to change systems
I'm not only at the table but my voice matters



JEDI Mindset

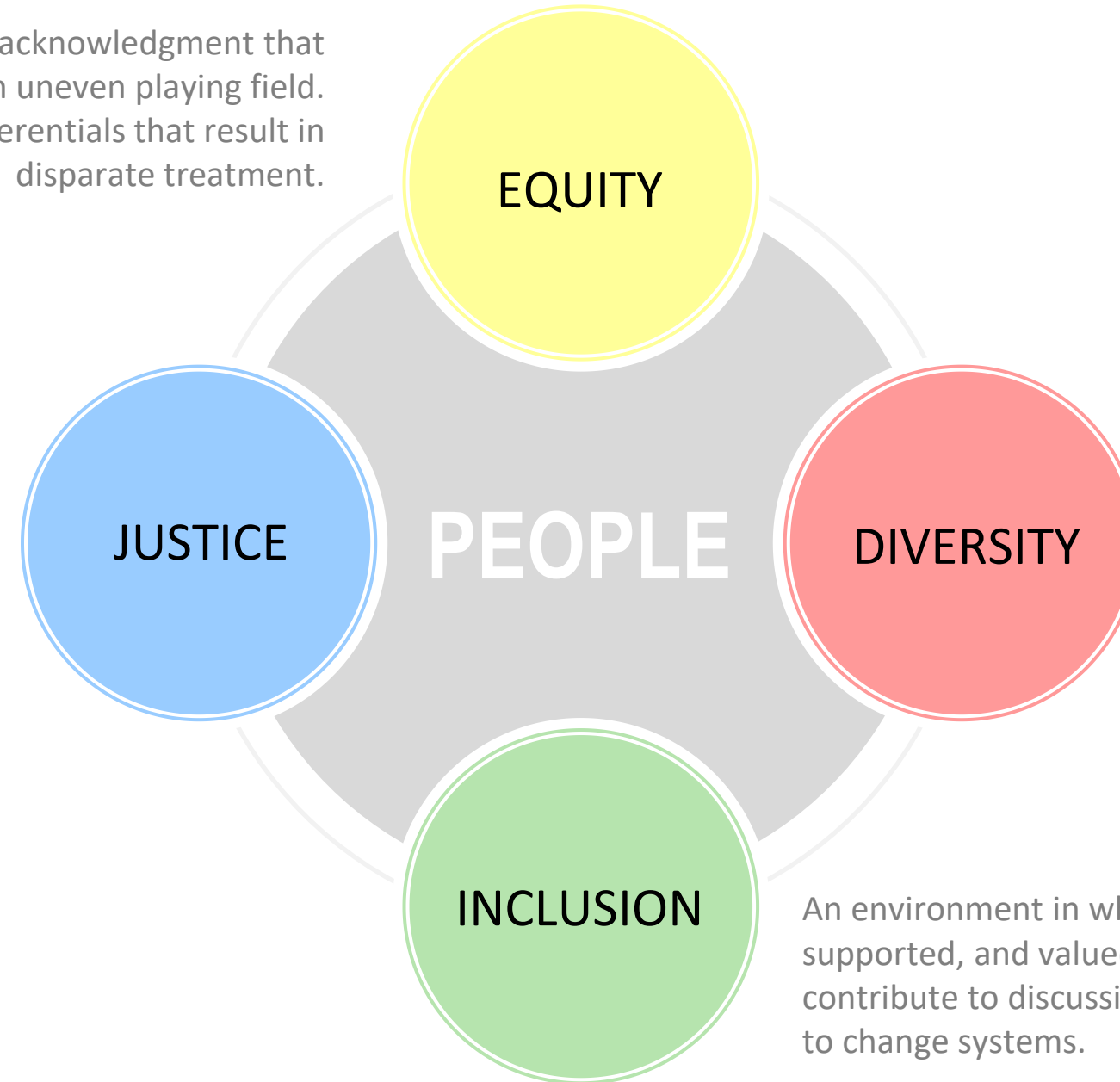
JUSTICE



JEDI Mindset

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.

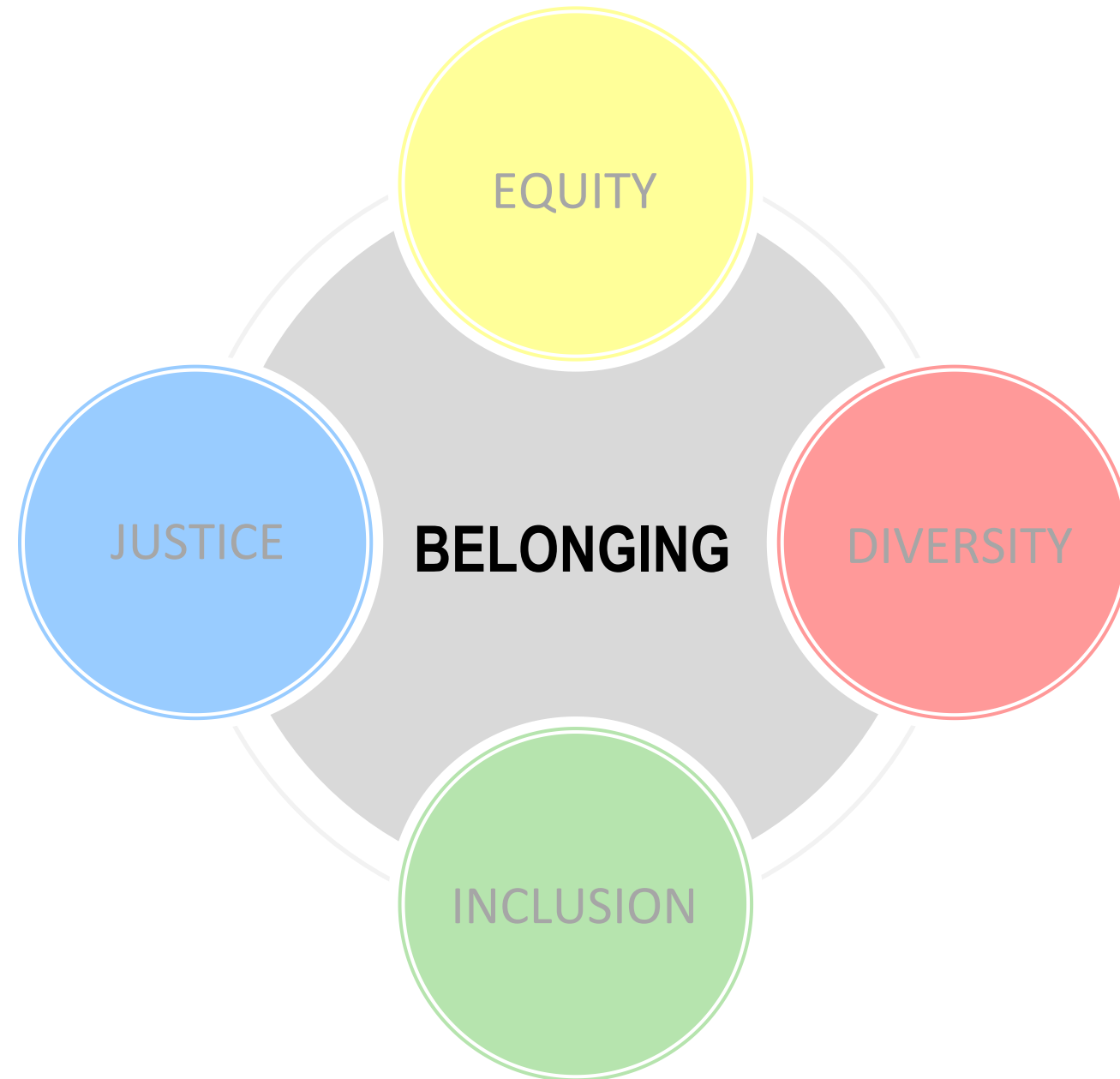
Dismantling barriers to resources and opportunities in society so that all individuals and communities can live a full and dignified life. These barriers are essentially the “isms” in society: racism, classism, sexism, etc.



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.

From JEDI to Belonging



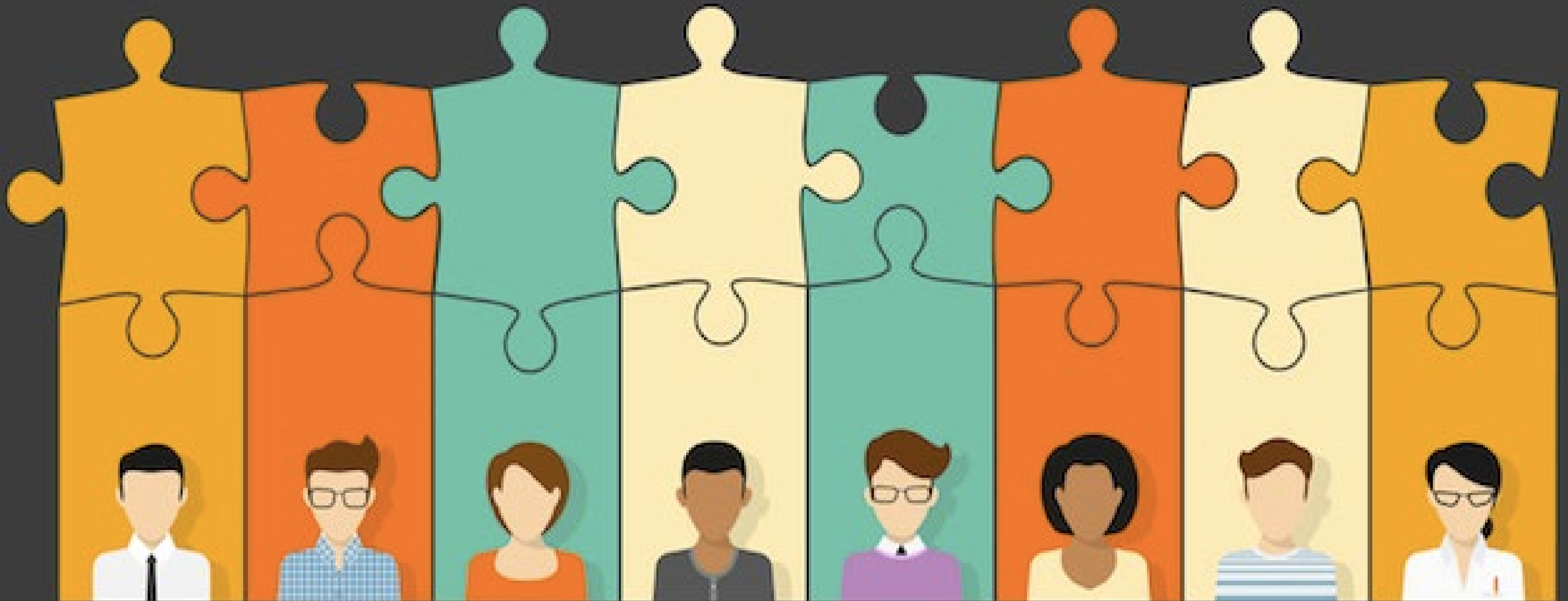
Building Belonging

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



Stop Trying to Fit in and Finally Belong



State of Equity



State of Equity

The overall figures across all companies are as follows

Top management tier

Including CEOs, presidents, chief executives, chairs and other "C-Suit" roles*

Number of women = 23 (10 per cent)

Number of men = 208 (90 per cent)

Second management tier

Including directors, board members, executives, partners etc*

Number of women = 205 (18 per cent)

Number of men = 935 (82 per cent)

Third management tier

Including associates, department leaders etc*

Number of women = 178 (21 per cent)

Number of men = 668 (79 per cent)

Overall (combining all three management tiers)

Number of women = 406 (18 per cent)

Number of men = 1811 (82 per cent)

*Management structures and job titles vary widely from company to company. We have based these tiers on our best understanding of companies' hierarchies using the information available on their websites."

Survey of top architecture firms reveals "quite shocking" lack of gender diversity at senior levels | **DEZEEN**

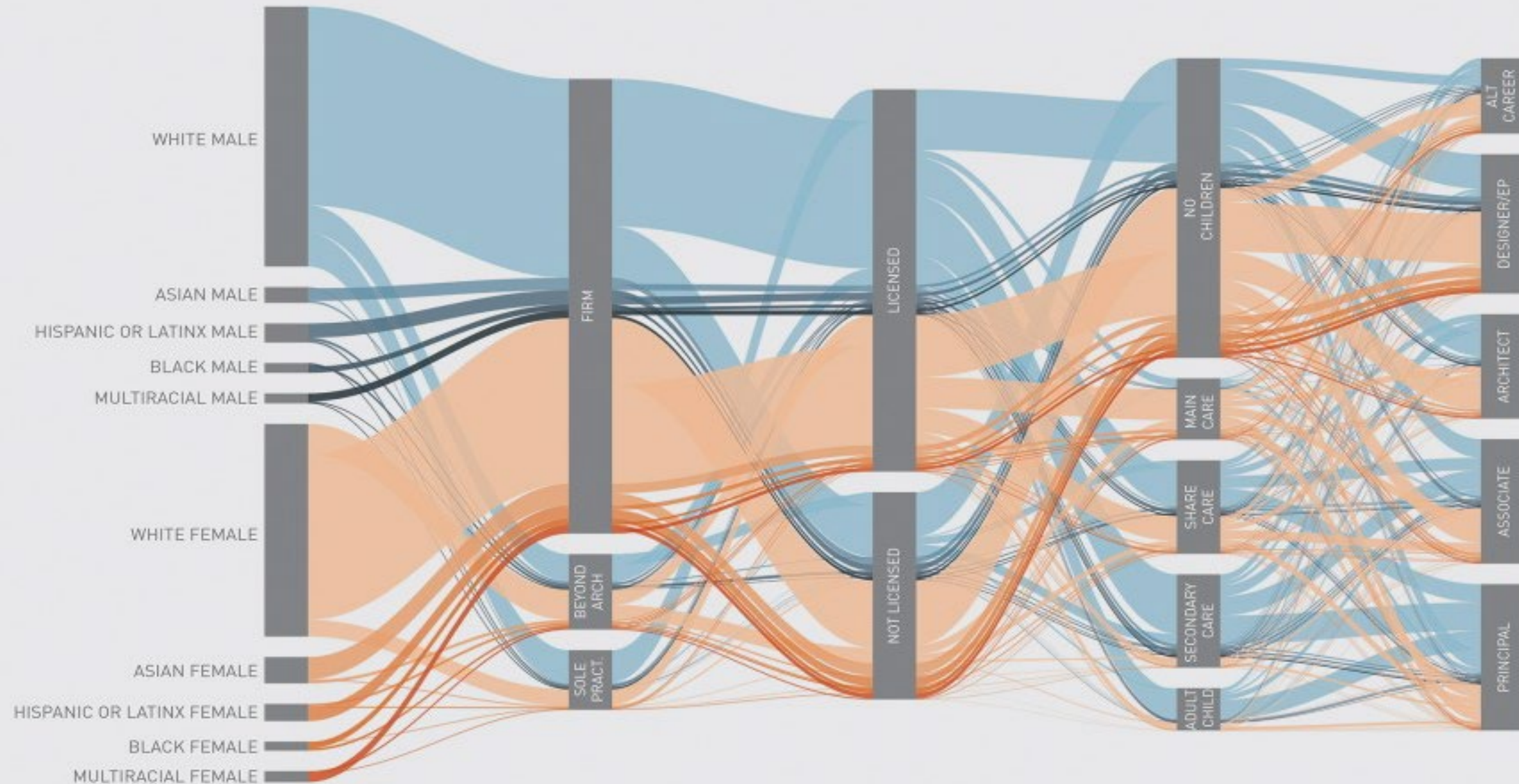
By Marcus Fairs 11.16.2017

"The last major survey of the field found that **women account for** half of graduates from architecture programs in this country, but they make up about 20 percent of licensed architects and **17 percent of partners or principals in architecture firms.**"

Where Are All the Female Architects? | **The New York Times**
By Allison Arieff 12.15.2018



State of Equity in Architecture



State of Equity in Architecture 2020



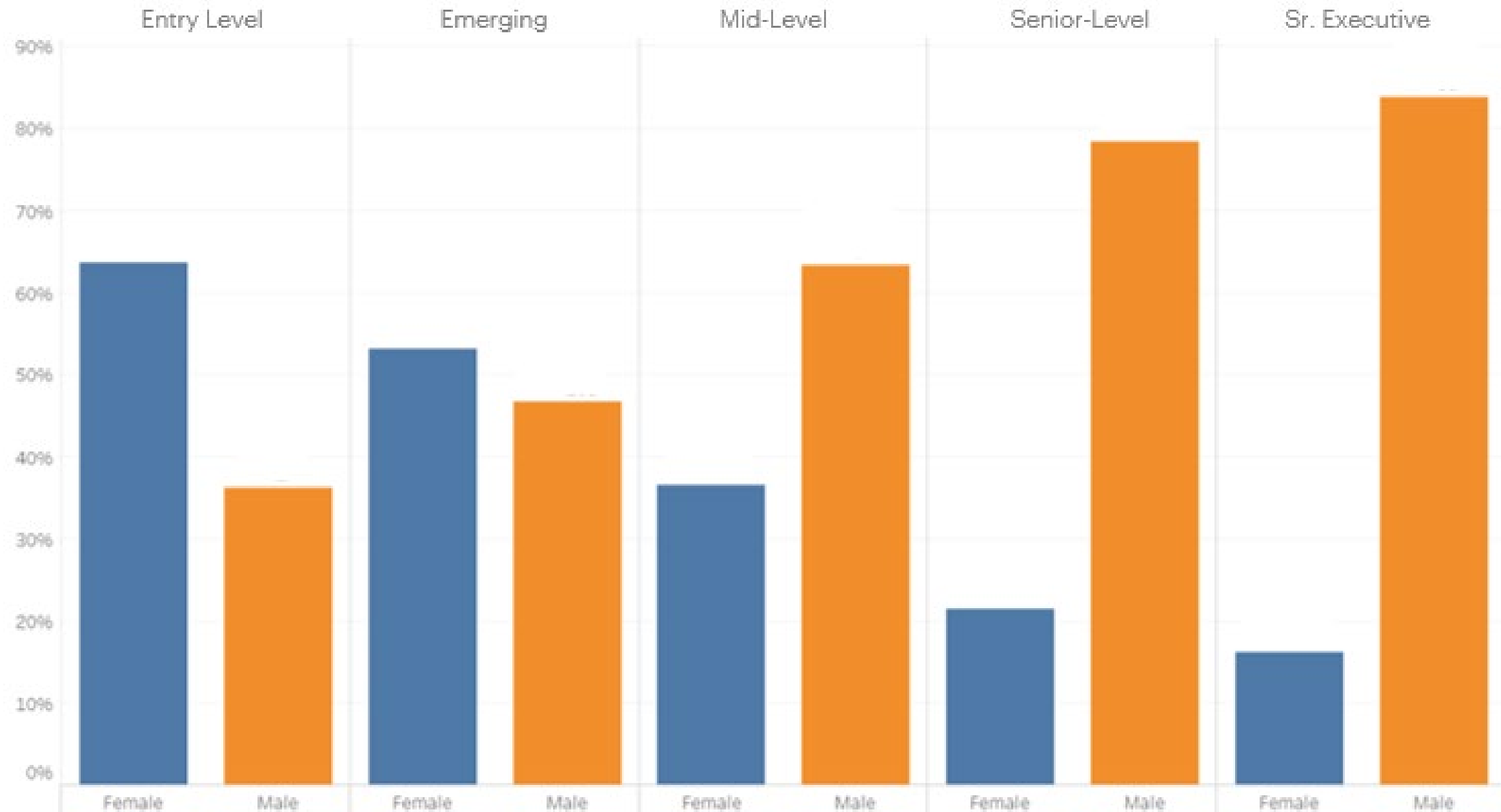
**Only 2% of
licensed
architects in the
U.S. are Black.**

— NOMA + The Directory of
African American Architects

**There are less
than 500
Black Women
Architects in
the U.S.**

— NOMA + The Directory of
African American Architects

State of Equity in Architecture 2020



State of Equity

PEOPLE OF COLOR **30%**



EMPLOYEES

PEOPLE OF COLOR **30%**



US RACE & ETHNICITY COMBINED

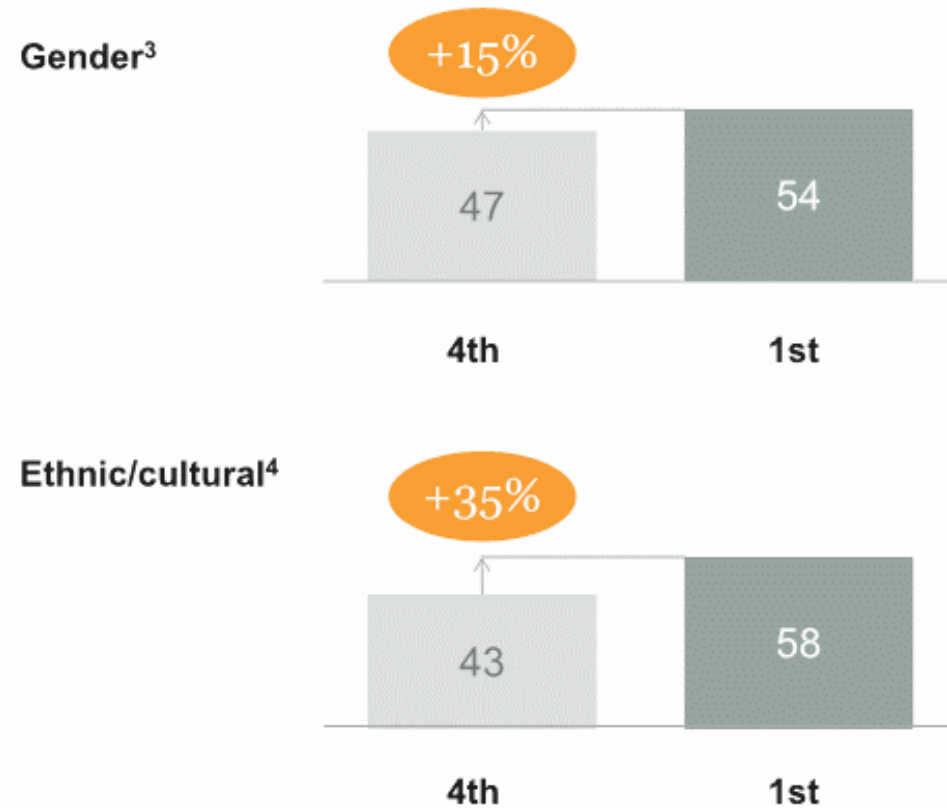
JEDI Business Case



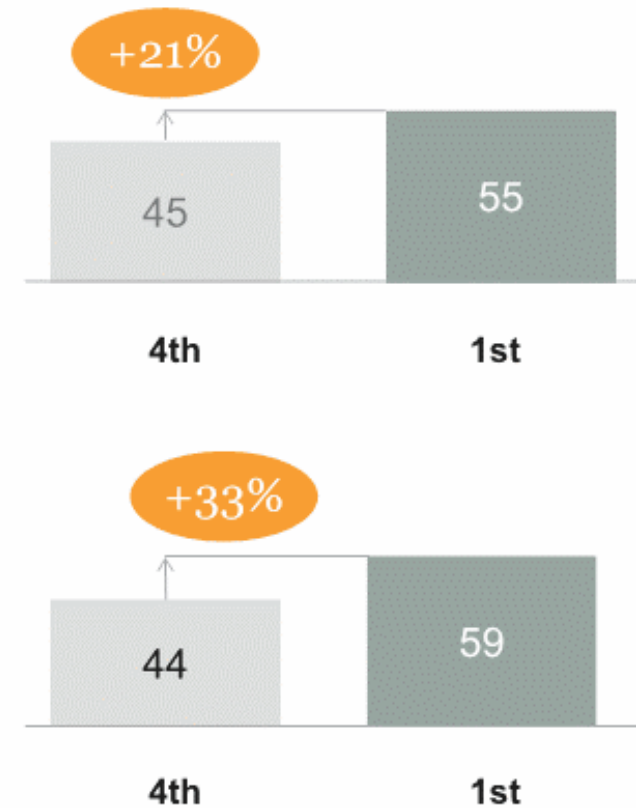
JEDI Business Case

Gender and Profitability

*Why Diversity Matters*²
2014



*Delivering Through Diversity*³
2017



“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

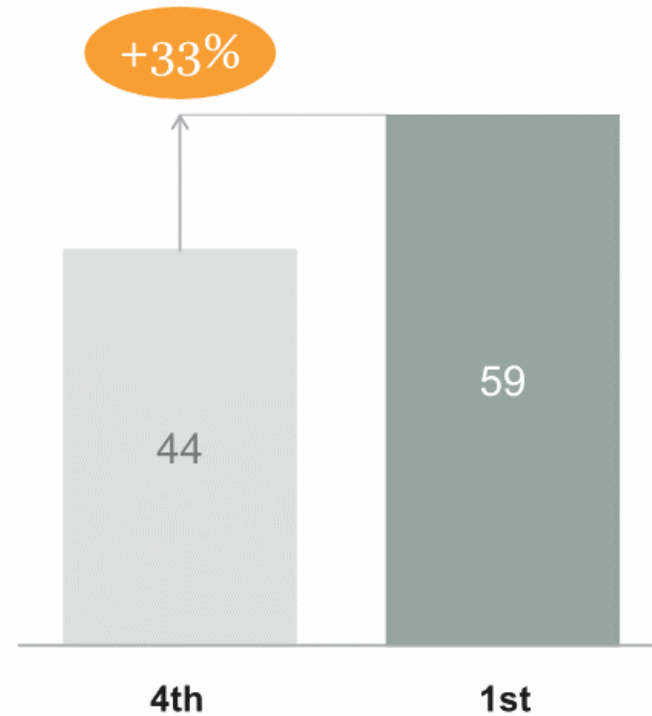
JEDI Business Case

Diversity and Performance

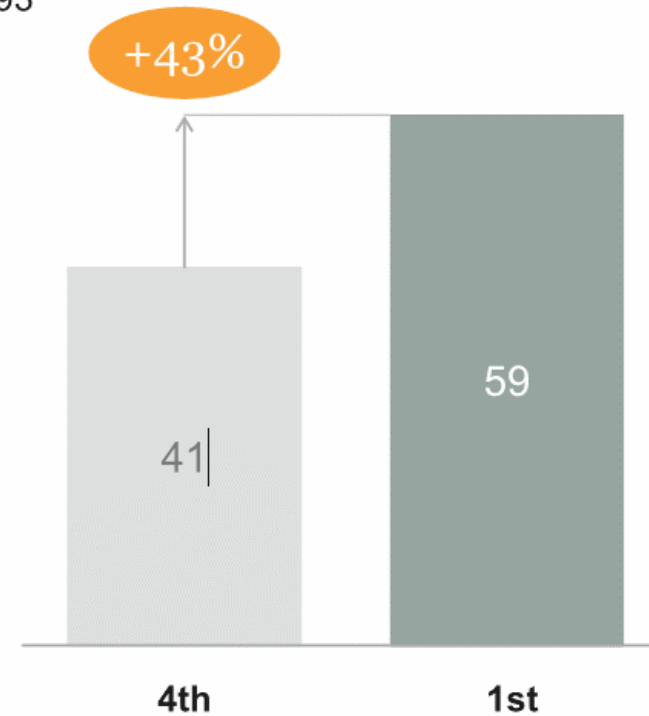
Executive team
N = 589

Ethnic/cultural

Profitability



Board of directors
N = 493



“Companies with the most ethnically/ culturally diverse executive teams – not only in terms of absolute representation, but also of the variety or mix of ethnicities 10 – are 33% more likely to outperform their peers on profitability”

McKinsey & Company
Delivering through Diversity
2018

JEDI Business Case

Team Performance

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

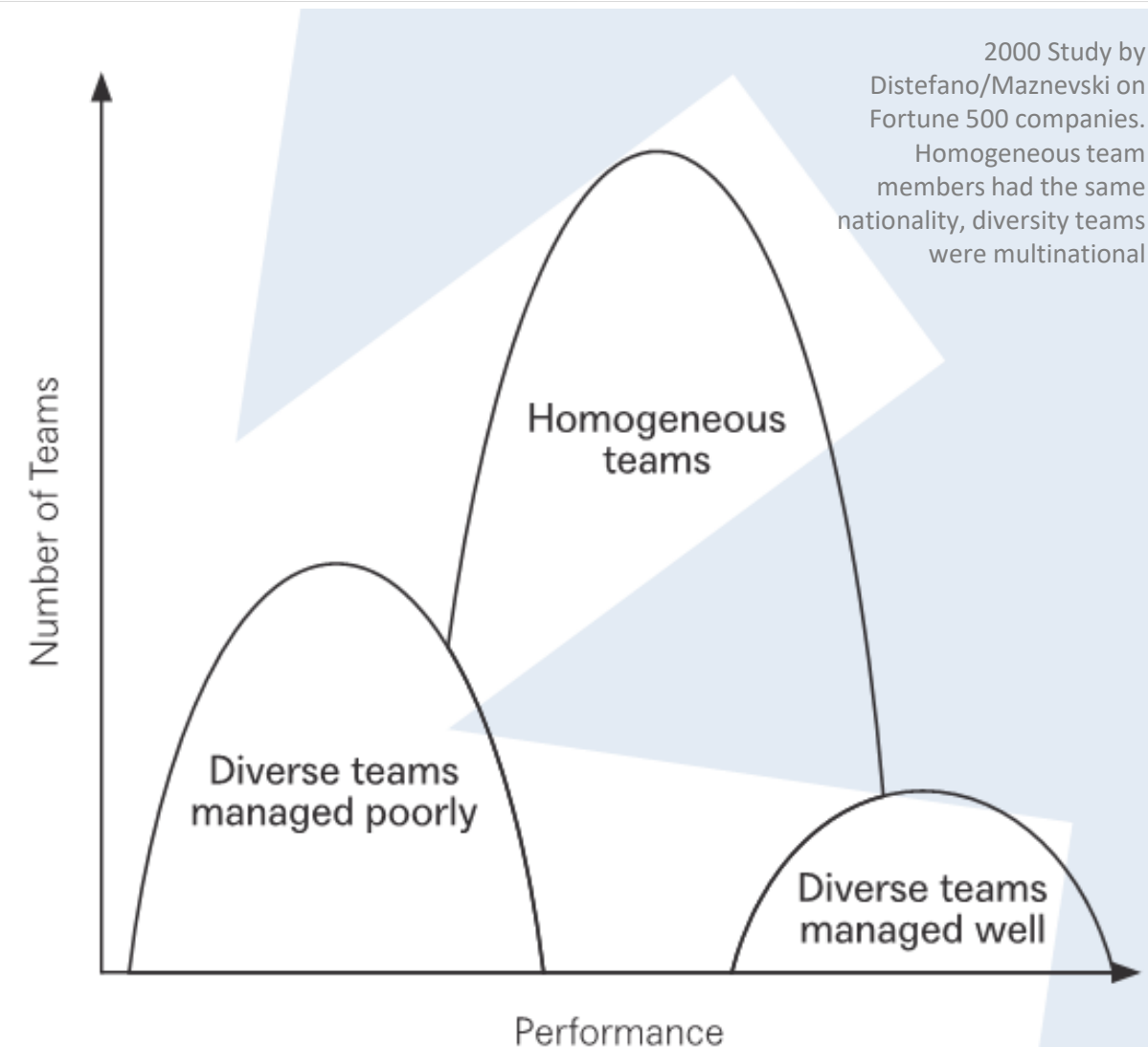
If you can't manage diverse teams well, stick to homogeneity

However, the building industry is always diverse:

- Disciplinary expertise
- Agendas
- Cultures

Managing well means differences made positive difference
(diversity + equity)

Managing poorly means diversity masked or in conflict without resolution
(diversity alone)



TEAM PERFORMANCE AND DIVERSITY

JEDI Business Case

Our Talent

A diverse workforce signals an attractive work environment for talent

JEDI mindset:

- Is about Representation, Not Tokenization
- Mirrors the communities we serve
- Builds resilience
- Equip Diverse Staff, Support Diverse Leaders
- Engage Diverse Partners

JEDI mindset leads to:

- Recruiting and retaining the best talent
- High performing diverse and inclusive teams
- Better decision-making
- Shared Power
- Innovative, authentic and sustainable design solutions

“In numerous studies, research has shown that employees in pro-diversity regions, like the U.S. and Western Europe, prefer diverse work environments. In a survey of 1,000 respondents, the job site Glassdoor found that 67% of job seekers overall look at workforce diversity when evaluating an offer. Top female candidates, in particular, care about gender diverse work environments.

A recent survey found that 61% of women look at the gender diversity of the employer’s leadership team when deciding where to work. The takeaway is the most talented individuals go to places that do better with diversity, and this may be what is driving diverse firms in certain contexts to outperform their peers.”

HBR Research
When Gender Diversity Makes Firms More Productive
2019



JEDI Business Case

Goldman Sachs New IPO Rule focuses on Diversity

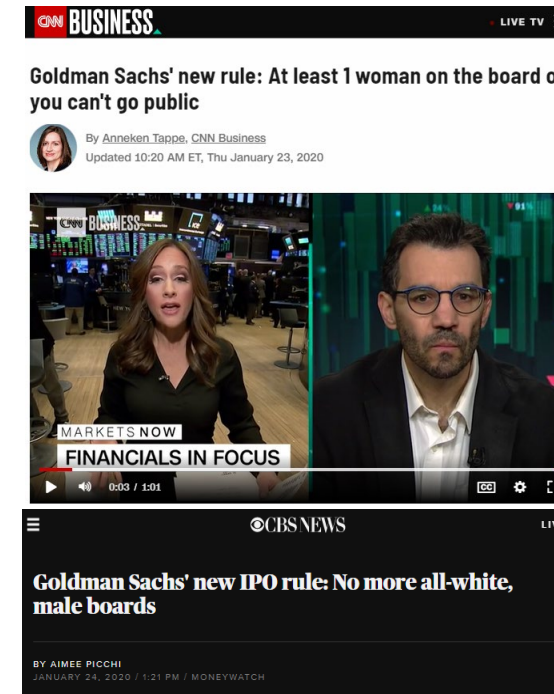
CEO David Solomon: No more all white, male boards

“ Starting on July 1st in the U.S. and Europe, we’re not going to take a company public unless there’s at least one diverse board candidate, with a focus on women [...] And we’re going to move towards 2021 requesting two.

Look, we might miss some business, but in the long run, this I think is the best advice for companies that want to drive premium returns for their shareholders over time.

This is an example of our saying, ‘How can we do something that we think is right and helps moves the market forward?’

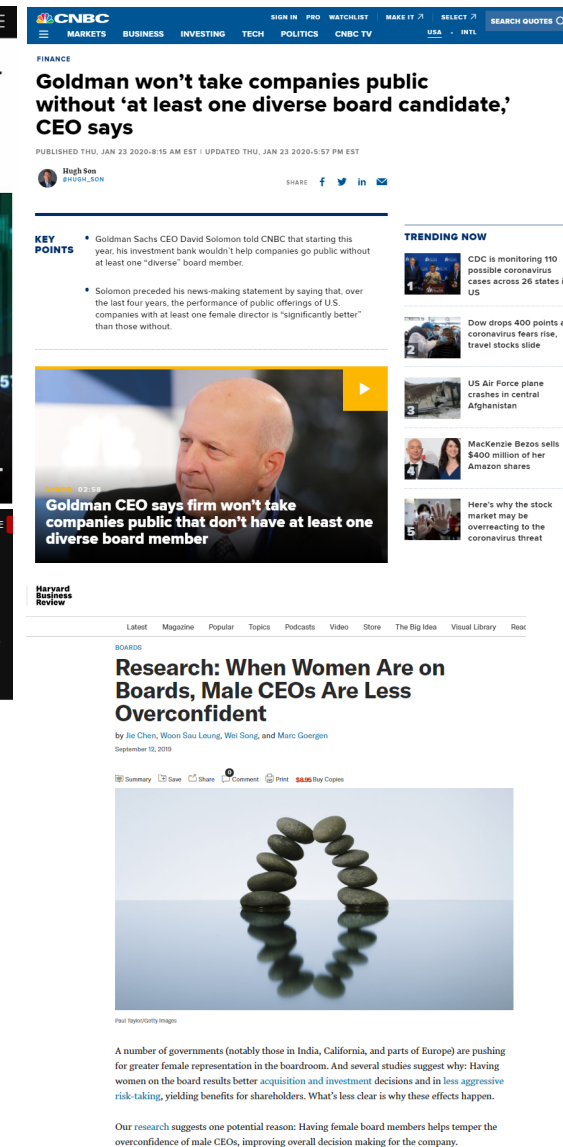
**About 60 companies in the U.S. and Europe have gone public recently with all white, male boards*



Goldman Sachs CEO David Solomon has a plan to end the era of all-male, all-white corporate boards: The investment bank will refuse to take a company public unless it has at least one woman or non-white board member. The move could make a big difference with male-dominated startups, experts say.

Under Solomon's new rule, which goes into effect on July 1 in the U.S. and Europe, Goldman Sachs wouldn't have signed on as an underwriter for WeWork, which had a male-only board when it filed to go public last year. (Soon after, WeWork ended up pulling its IPO following investors questions about its financial losses and corporate governance.)

The push toward greater diversity comes as lawmakers and policy experts are questioning the lack of progress of women inside the boardroom and the C-suite. Even though women hold about 1 in 5 board seats in S&P 500 companies, the majority of businesses still have boards that are mostly composed of men, according to the MIT Sloan School of Management.



Environmental Social Governance



Environmental Social Governance

SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs) are the world's shared plan to end extreme poverty, reduce inequality, and protect the planet by 2030.



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."

HUMAN RIGHTS

- 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.



LABOUR

- 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.



ENVIRONMENT

- 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.



ANTI-CORRUPTION

- 10 Businesses should work against corruption in all its forms, including extortion and bribery.

Environmental Social Governance

Creating a meaningful **environmental and social governance** structure at HKS will serve as a globally aligned business leadership agenda addressing some of the most pressing challenges of the 21st century.... while advancing our business.



DESIGNING A RESILIENT
TOMORROW

[READ MORE](#)



Environmental Social Governance

Framework for helping us address pressing global issues that will increasingly affect our business

Deliver and consistent and vital message, both internally and externally, about the level of commitment at HKS

Authentic platform for industry influence and leadership

Increase our literacy in an ESG language that is more broadly understood and accepted by our clients

Establish organization and project metrics that drive a process of continuous improvement

Uncover innovative global and local business-to-business partnerships with like-minded companies

Environmental Social Governance



Environmental Social Governance



Rand Ekman
Chief Sustainability Officer



Julie Wellik
Director of Citizen HKS



Yiselle Santos Rivera
Director of Justice, Equity, Diversity
& Inclusion

Environmental Social Governance

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 structure. 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.



Environmental Social Governance

HKS' working practice relationships to the
SDGs and Global Compact Principles:

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17				
DESIGN LEADERSHIP			●			●					●	●	●			●	●	●	●	●	●
JUSTICE, EQUITY, DIVERSITY, INCLUSION			●		●					●								●	●	●	●
SUSTAINABILITY SURVEY			●			●			●		●		●				●				●
AIA 2030 COMMITMENT									●		●		●				●				●
MATERIAL SELECTION			●			●		●			●	●	●					●			●
EMBODIED CARBON						●			●		●	●	●	●	●		●				●
THIRD-PARTY CERTIFICATIONS			●		●	●			●		●		●				●	●	●	●	●
CITIZEN HKS	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
HKS CARBON FOOTPRINT									●		●	●	●					●			●
ENERGY & CARBON CURRICULUM									●		●	●	●					●			●
MATERIALS CURRICULUM			●			●			●	●	●		●				●	●	●	●	●
INDUSTRY INFLUENCE & THOUGHT LEADERSHIP					●				●		●						●	●	●	●	●
STAFF HEALTH & WELL-BEING			●		●					●								●	●	●	●



Environmental Social Governance

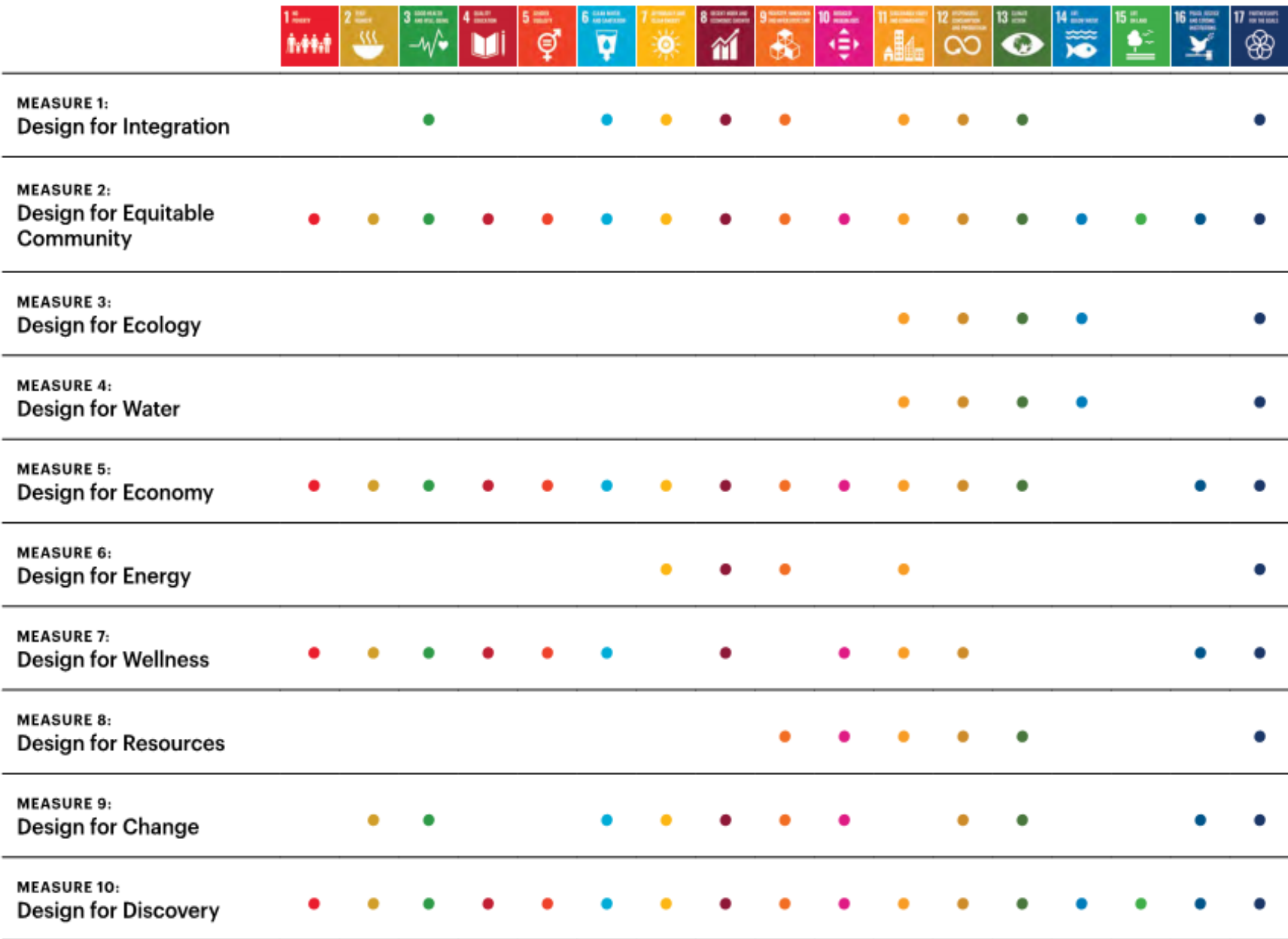
Materiality

Projects support JEDI through:

- LEAN practices,
- Sustainable design,
- Environmental and Social Resilience,
- Health and Wellbeing,
- Considers all stakeholders through Responsible Design;

JEDI Mindset is embedded in ESG and the Citizen HKS philosophy;

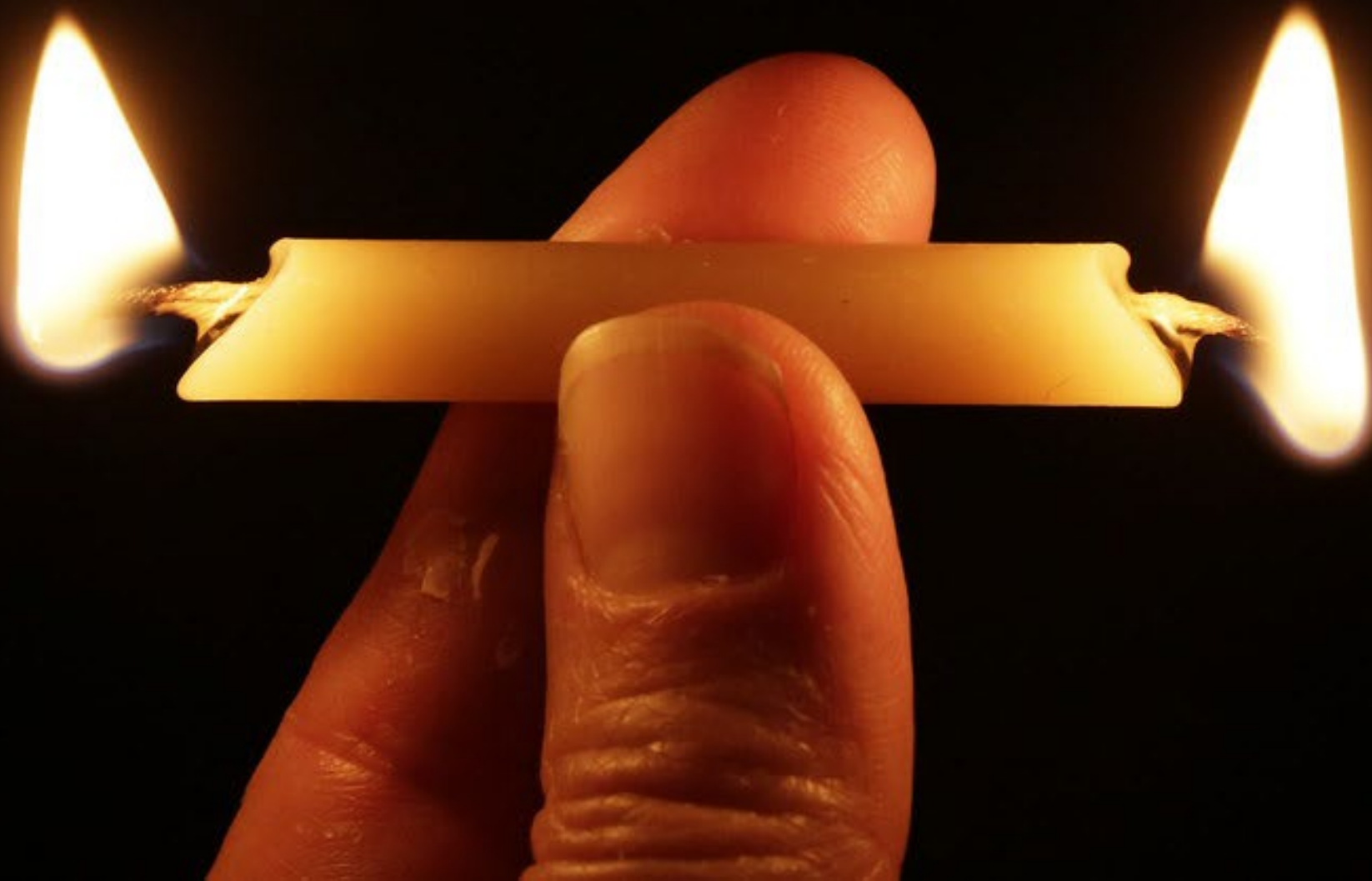
- Measured by AIA Framework for Design Excellence Designing for Equitable Communities; and
- It is part of our commitment to the UN Compact and reported through two (2) Sustainable Design Goals;



Frameworks

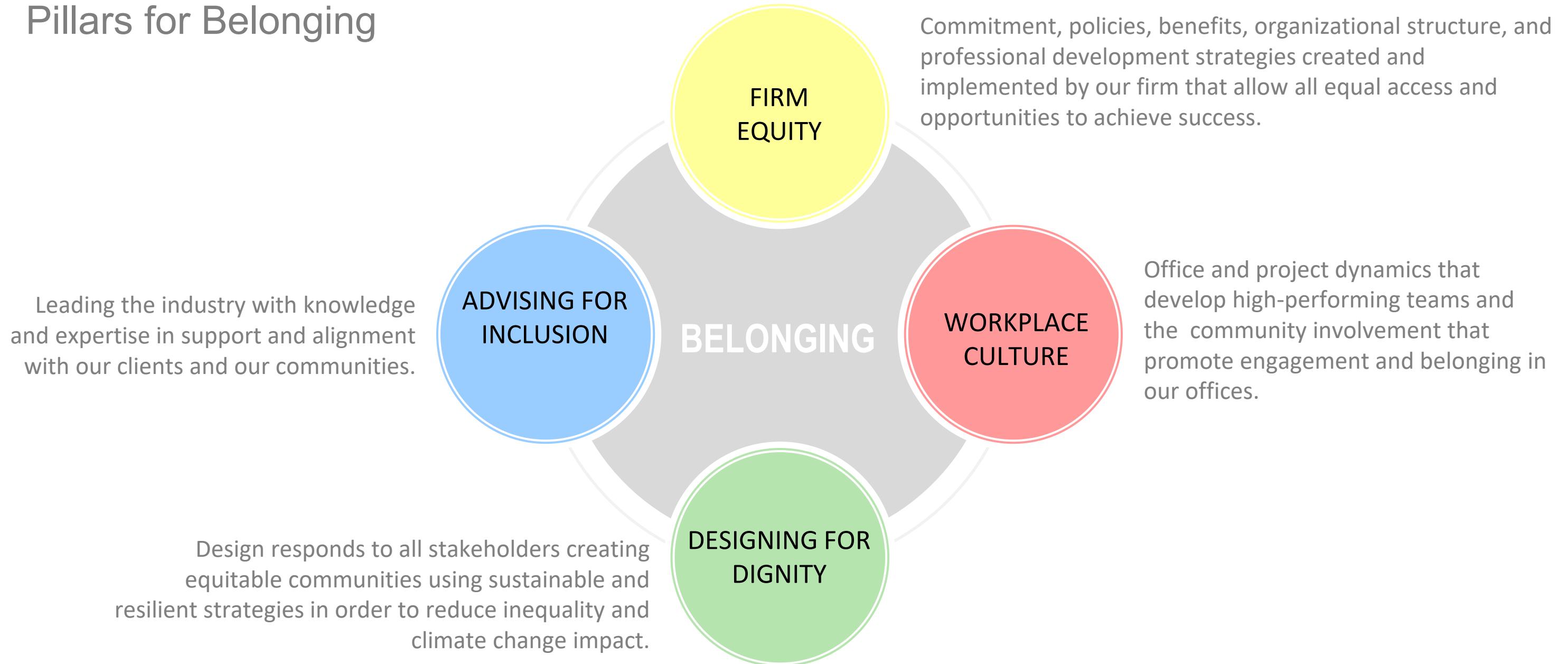


JEDI Framework

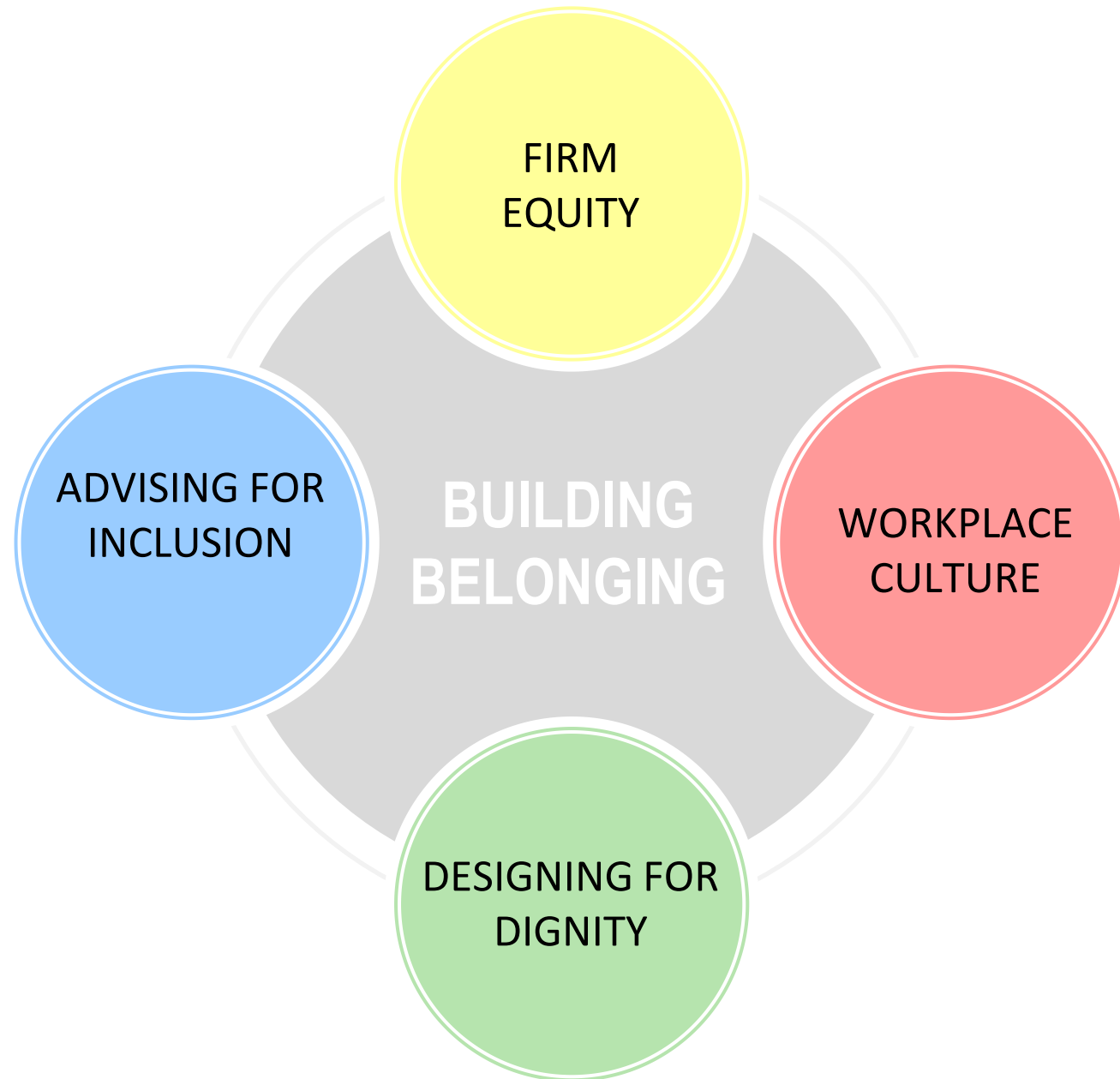


JEDI Framework

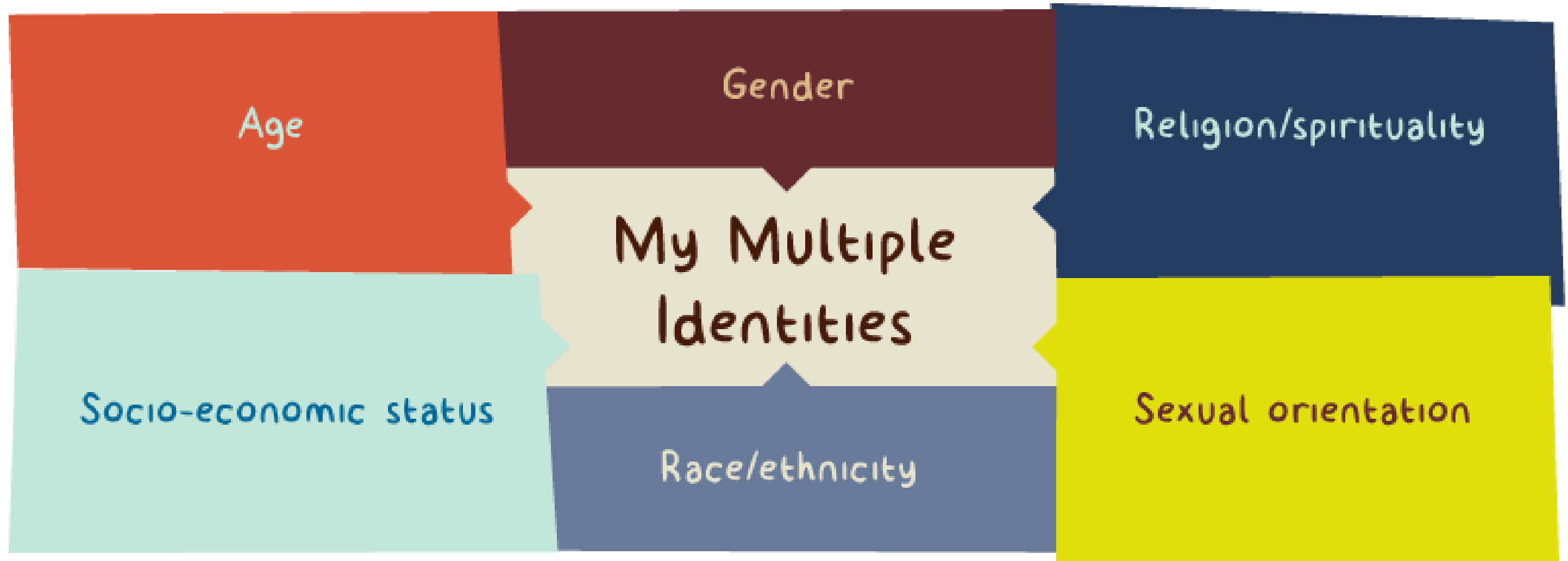
Pillars for Belonging



JEDI and LEAN



Everyone Has Many Identities



Intent vs. Impact

- Think about the impact your words have on every person you meet.
- It evolves from a single event to a cultural norm.
- **How can we make a change starting with our workplace?**



How can you apply this tomorrow?

- *Review your current policies and benefits.*
- *Use the JEDI framework as an overlay of your LEAN practices.*
- *Meet people where they are.*
- *Use the JEDI lens to make sure everyone in the Big Room feel like they belong.*
- *Remember that creating belonging is about impact and not intent.*
- *The JEDI Golden Rule: Treat people how they want to be treated.*





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In the spirit of continuous improvement, we would like to remind you to complete this session's survey. We look forward to receiving your feedback. Highest rated presenters will be recognized.

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Thank you for attending this presentation. Enjoy the rest of the 22nd Annual LCI Congress!