

# Equity, Diversity, Inclusion Action Plan 2022

VERSION 1.0

Through a year-long series of workshops and guided discussions with YW Boston, Bruner/Cott has crafted a firm-wide Equity, Diversity, and Inclusion (EDI) Action Plan to hold us accountable and initiate necessary cultural shifts to support inclusive policies and practices.

The following document provides a comprehensive overview of the goals, action items, and outcomes set by Bruner/Cott's internal Equity & Racial Justice Working Group and YW Boston. Using this action plan, the firm can hold itself accountable for beginning new efforts and keeping track of ongoing EDI initiatives. This action plan is a living document and should be updated and changed over time.

The Action Plan consists of 3 Goals:

1. Break through complacency, fear, and hesitancy related to Equity, Diversity, Inclusion (EDI), and Racial Justice at Bruner/Cott and in the Architecture, Engineering, and Construction (AEC) industry.
2. Develop cohesion between Bruner/Cott's implementation of core work as an architecture firm and our commitment to EDI and racial justice work.
3. Create internal and external quantitative and qualitative Equity, Diversity and Inclusion benchmarks and metrics for individual and collective accountability

## GOAL 1

**Break through complacency, fear, and hesitancy related to Equity, Diversity, Inclusion (EDI), and Racial Justice at Bruner/Cott and in the Architecture, Engineering, and Construction (AEC) industry.**

### GOAL 1 ACTIONS

- **Action 1.1: Prioritize racial justice advocacy in EDI initiatives**
  - Revise firm EDI statement with firm-wide input
  - Define partners' position on EDI and Racial Justice
  - Commit time and money to EDI and racial justice work
  - Create official position for EDI firm leader
- **Action 1.2: Participate in the removal of industry-related barriers for underrepresented communities**
  - Examine EDI data related to overall profession, licensure, and education from industry organizations
  - Commit financial and time resources to organizations committed to pipeline building for underrepresented minorities in the AEC industry
- **Action 1.3: Form partnerships with thought leaders at the intersection of design, architecture, and Racial Justice**
  - Identify model architectural or design firms
  - Build on YW InclusionBoston network
  - Study industry experts, systems thinking models and change theories
  - Initiate formal and informal partnerships and collaborations
- **Action 1.4: Promote internal awareness of Racial Justice**
  - Hold consistent, specific space and time for internal EDI discussions.
  - Establish foundation, base knowledge and EDI language for entire organization
  - Develop plan to mitigate fear or anxiety surrounding missteps and inclusion
- **Action 1.5: Implement standard practices to break down barriers to an actively anti-racist and anti-oppressive firm culture**
  - Develop a firm-wide BCA community agreement that establishes parameters that promote inclusion and belonging in all office spaces, virtual and physical.

### GOAL 1 OUTCOME

**EDI and anti-racism are normal and essential subjects at Bruner/Cott, the firm reflects society and our community, and we influence others to follow our lead.**

---

## GOAL 2

Develop cohesion between Bruner/Cott's implementation of core work as an architecture firm and our commitment to EDI and racial justice work.

### GOAL 2 ACTIONS

- **Action 2.1: Develop expertise to attract clients and acquire work dedicated to social justice and equity**
  - Conduct survey of all schematic design projects regarding social equity and racial justice
  - Analyze completed projects to evaluate lessons learned
  - Train project managers to facilitate EDI conversations with clients, consultants, and other project partners
  
- **Action 2.2: Prioritize racial justice and equity goals in all phases of project delivery**
  - Analyze financial impact of EDI initiatives
  - Develop fee structures that support EDI objectives
  - Develop capacity and expertise to propose and deliver on EDI scope in design projects
  - Develop community post-occupancy evaluation process to assess project success
  
- **Action 2.3: Participate in network of minority internship programs and BIPOC professional organizations**
  - Develop relationships with HBCU and architectural education programs serving majority minority students
  - Continue and expand relationships with minority-led professional associations
  - Participate in mentor programs that connect with underrepresented populations to our field
  
- **Action 2.4: Engage clients and communities beyond current constituents and demographics**
  - Analyze our current constituents and their demographics to set a benchmark for advancement
  - As a development exercise: examine a project design based solely upon racial equity impact
  - Continue to find new community partners who will benefit from pro bono or low bono design services
  - Host public forum on EDI and Architecture (See 3.2.2)
  
- **Action 2.5: Document and report challenges and progress**
  - Determine accountability measures/goals/benchmarks
  - Establish report composition and frequency

### GOAL 2 OUTCOME

Expand Bruner/Cott's participation in designing equitable architecture in partnership with other industry leaders.

### GOAL 3

Create internal and external quantitative and qualitative Equity, Diversity and Inclusion benchmarks and metrics for individual and collective accountability.

#### GOAL 3 ACTIONS

- **Action 3.1: Create Equity, Diversity and Inclusion benchmarks and include in firm's guiding principles and annual goals**
  - Ensure benchmarks and metrics are reflected in firm-wide plans
  - Adopt firm self-assessment tool
  - Establish MBE/WBE benchmarks for consultant teams
- **Action 3.2: Develop EDI Marketing, Branding and Public Outreach Initiatives**
  - Work with Marketing Director to identify 3 key EDI outreach opportunities in the coming year
  - Host at least one public event furthering EDI goals and initiatives
- **Action 3.3: Establish equitable hiring and retention goals**
  - Ongoing evaluation of hiring process and retention protocols
  - Research inclusive benefit and compensation practices
  - Create a written document defining roles, responsibilities, and advancement
- **Action 3.4: Celebrate milestones and success stories along EDI journey**
  - Analyze our current constituents and their demographics to set a benchmark for advancement
  - As a development exercise: examine a project design based solely upon racial equity impact
  - Continue to find new community partners who will benefit from pro bono or low bono design services
  - Host public forum on EDI and Architecture (See 3.2.2)
- **Action 3.5: Document and report challenges and progress**
  - Blog, Social Media publications and position papers on EDI projects at Bruner/Cott
  - Share internal and external narratives that illustrate learning from models of trial, error and success

#### GOAL 3 OUTCOME

Meaningful benchmarks, supported by data, help evaluate and guide Bruner/Cott towards a more diverse, equitable and inclusive architecture firm with greater representation of BIPOC and other underrepresented populations at all levels.