

A Plan for Diversity & Inclusion at IIBEC



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A Message from Brian Pallasch, CEO/EVP

IIBEC strives to create an inclusive organization where everyone is valued and respected because of their contributions – a place where every member and participant can be themselves and reach their potential while helping us achieve our strategic vision to be universally recognized as the leading authority in building enclosure consulting.

We want IIBEC to be innovative and productive so we can deliver the best services to our members and the profession, and we need diversity to help us achieve this. The more we collaborate and value difference, the closer we get to living in a genuinely inclusive community.

This diversity and inclusion strategy provides us with a road map to navigate toward a more inclusive organization. To achieve the goals outlined in this document, we need the commitment of IIBEC members to understand what we are trying to achieve, to work together, learn, and be open to change. This strategy is everyone's responsibility, and I encourage you to get involved.

Sincerely,

A stylized, handwritten signature in black ink, appearing to read "Brian".

A Message from the D&I Taskforce

Colleagues,

IIBEC has taken steps to create an inclusive organization, but we recognize that there is more work to be done. The charge of the Diversity and Inclusion Task Force is to advocate for diversity and inclusion issues in the association. The Task Force on Diversity and Inclusion shall provide leadership for diversity and inclusion as the standard for IIBEC and the building enclosure profession through its programs, products, and services. The Task Force will develop and implement a comprehensive strategy to bring about meaningful changes that will address institutionalized racism and biases in the building enclosure industry.

Our temporary working group was formed in June of 2020 to serve as a representative voice during the creation of this plan. Interviews and surveys of members and leadership guided both the outside expert and our Task Force in developing our goals, designing this framework, and charting a way forward.

Creating a diverse, equitable, and inclusive association requires hard work and sometimes tough conversations. This plan provides us with concrete steps to create a more inclusive profession, and we encourage you to get involved.

IIBEC is committed to this work, and we can achieve our goals if we all work together.

Co-Chairs:

Andre Coppin, RRC, RRO, Architect, Cornerstone Architectural Group

Szymon Zienkiewicz, RRC, RRO, PE, Larsen Zienkiewicz Inc.

Members:

Lora Bourck, Artistic Skylight Domes Ltd.

Anthony Dukes, RRC, RRO, PE, Senior Associate at Wiss, Janney, Elstner Associates Inc.

Christian Gorry, Senior Director OAC Services, Inc.

April McKelvey, RRC, RRO, Monarch Consulting Services, LLC.

Jesse Torres, RRC, RRO, Associate Principal at Wiss, Janney, Elstner Associates Inc.

Ted Sheridan, RBEC, RRC, REWC, RWC, Peng, Fishburn Sheridan & Associates, Ltd.
& Immediate Past President of IIBEC Board of Directors

Brunno Batista, Strategic National Brand Ambassador at IB Roof Systems

Staff Liaisons:

Brian Pallasch, CAE, Executive Vice President & CEO at IIBEC

Carolyn Baber, Senior Executive Assistant & Operations Manager at IIBEC



Mission

The charge of the Diversity and Inclusion Task Force is to advocate diversity and inclusion issues at IIBEC and in the building enclosure profession.

Vision

IIBEC is committed to being inclusive of all individuals, regardless of race, ethnicity, nationality, religion, age, gender, sexual orientation, or disability. As an organization, we will focus on the opportunities identified in this plan—both as individuals and as a collective group. IIBEC is devoted to developing and implementing a comprehensive strategy to bring about meaningful change in this world. We are here to listen; we are here to support; we are here to work together to build an equitable future for our industry.



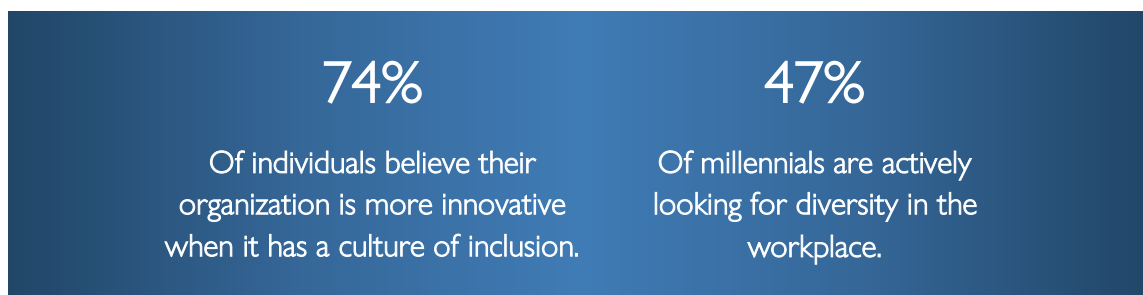
D&I Strengthens Organizations

Substantial research shows that diversity brings many advantages to an organization: increased profitability and creativity, stronger governance, and better problem-solving abilities. Members with diverse backgrounds bear their own perspectives, ideas, and experiences, helping to create resilient and effective organizations that outperform organizations that do not invest in diversity.



[McKinsey's analysis](#) found that companies in the top quartile for gender diversity on executive teams were 25 percent more likely to have above-average profitability.

A [Boston Consulting Group study](#) found that companies with more diverse management teams have 19% higher revenues due to innovation. This finding is significant for tech companies, start-ups, and industries where innovation is the key to growth. It shows that diversity is not just a metric to be strived for; it is an integral part of a successful revenue-generating business.



The 2018 [Deloitte Millennial Survey](#) shows that 74% of individuals believe their organization is more innovative when it has a culture of inclusion. If associations are looking to grow and flourish a millennial membership, diversity must be a key part of the company culture. [This 2016 survey](#) shows that 47% of millennials actively look for workplace diversity when considering potential employers.



IIBEC also recognizes that diversity and inclusion are not imperatives exclusive to the United States. One study done by Deloitte, focusing on Canada, showed that Canada's incredible diversity is both a competitive advantage and a difference-maker for businesses. 91% of highly inclusive firms believe their organizations have what it takes to persevere in the face of adversity. Those highly inclusive firms were more likely to report revenue growth over the past year than the less inclusive firms. These diverse, inclusive organizations proved better equipped to compete on an international playing field and reported 41% more employment growth compared to the 26% growth from the less inclusive organizations.

These studies and others exemplify the benefits of our industry investigating, investing, and ensuring diversity and inclusion are part of our dialogue. Not only will the industry be more successful as a whole, but each organization and company will individually benefit from this work.

Where We Are Today

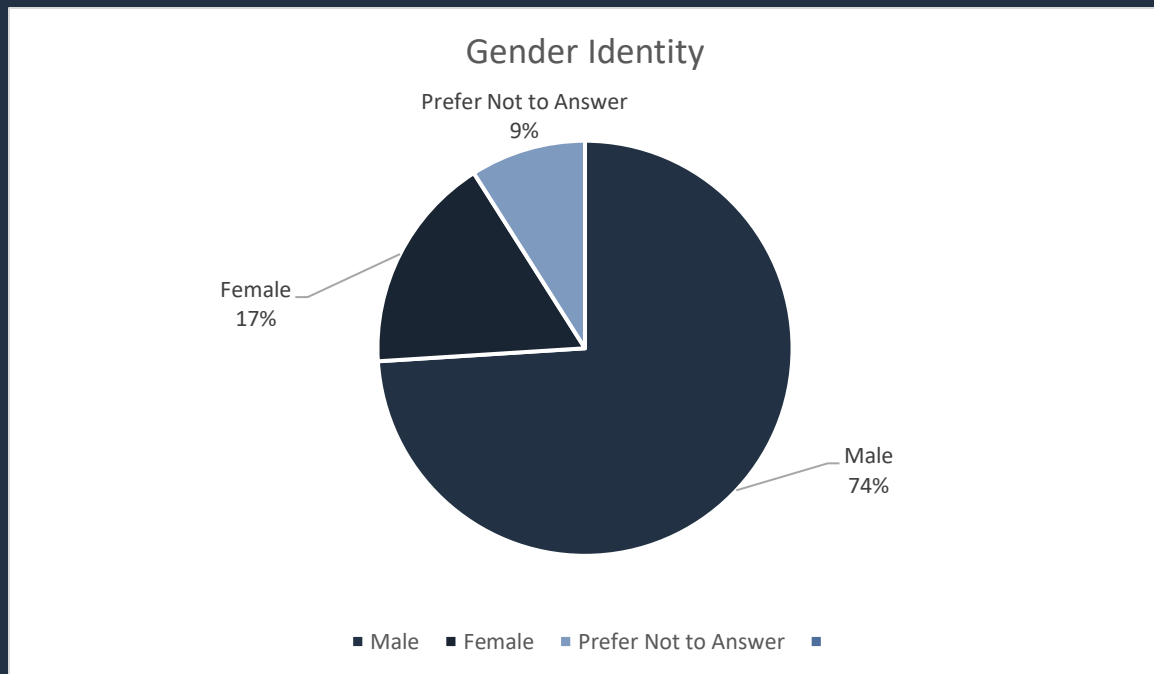
In December 2020, the National Institute of Building Sciences (NIBS) held a social equity roundtable with over two dozen organizations representing the built environment. Brian Pallasch participated on behalf of IIBEC at this roundtable. This conversation resulted in a recommendation to advance the work on this issue, including obtaining consistent research from across the many sectors of the built environment. NIBS partnered with Avenue M Group (Avenue M), an independent market research and consulting firm, to conduct a comprehensive research study aimed at collecting critical data on the workforce of the built environment to inform future initiatives on social equity. NIBS invited more than 80 organizations to partner in the 2021 Built Environment Social Equity Survey, and IIBEC was included as one of those professional associations.

IIBEC was able to customize the survey for its members, and was the only organization to include members outside the United States. The survey was sent via email to 2,799 members (2,343 U.S. and 456 Canadian), and 276 members completed the survey and another 82 had a partial response, an overall response

rate of 13%. It's important to note that "prefer not to answer" was an option on all survey questions, and reported percentages in this report do not include those results. For contextual purpose, it's worth noting again that this report was conducted by a third party firm, and the Task Force does not have access to the original data set.



From this survey, areas of opportunities for IIBEC's current member population were highlighted in gender, age, and race. A significant gap in gender demographics and experience exists within the IIBEC respondents.

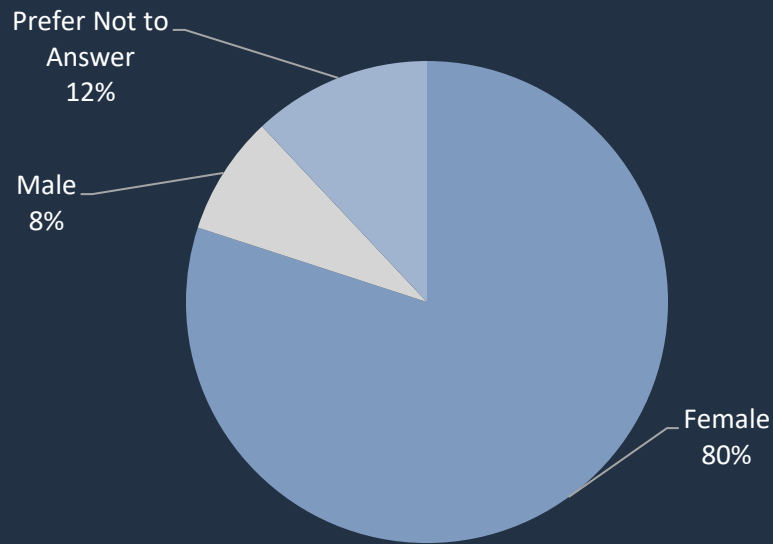


Almost three-fourths (74%) of IIBEC respondents identify as male. In comparison, less than one in five (17%) identify as female. On average, female respondents are younger and have worked in the built environment¹ for fewer years than male respondents. While half of the female respondents indicated the built environment is not diverse at all or has little diversity, more than one-third of the male respondents indicated the built environment to be diverse or extremely diverse.

In other words, male-identifying respondents are less likely to perceive there is a diversity issue in the industry, suggesting one of the first, most important steps that need to be taken is education regarding the current demographic diversity of the industry. This gap in perceptions and experiences is further exemplified by data surrounding discriminatory behavior.

¹ Man-made or modified structures that provide people with living, working, and recreational spaces.

Discrimination Based on Gender



Four in five women (80%) responded they had experienced discrimination or prejudice in the built environment based on gender (compared to the 66% in the overall survey results report), and half based on age. In comparison, 40% of male-identifying respondents indicated they had not experienced discrimination or prejudice based on gender or age (compared to the 51% in the overall survey results report).

Disparities in experience also exist by age group. Almost three in ten (28%) of IIBEC respondents are younger than 45, and almost two-thirds (65%) are 45 or older. Nearly one-third of IIBEC respondents indicated they had experienced discrimination or prejudice in the built environment based on age.



Nearly one in five IIBEC respondents indicated they had experienced discrimination or prejudice based on race and/or ethnicity.

Finally, disparities based on race and ethnicity are also present in the survey results. Four in five IIBEC U.S. respondents and around three-fourths of the IIBEC Canadian respondents identify as White. Nearly one in five IIBEC respondents indicated they had experienced discrimination or prejudice based on race and/or ethnicity.

Though there is significant work to be done in closing the gaps within the built environment, it's important to note that almost half of IIBEC respondents indicated it is important or extremely important to increase the diversity of the built environment. IIBEC respondents also included race (70%), age (65%), ethnicity (65%), and gender (54%) in their definition of diversity within the context of the built environment.

Our Investments in D&I

IIBEC has taken numerous steps that align with D&I best practices. Examples of the organization's practices that promote diversity and inclusion include the following:

Created and implemented a task force on Diversity and Inclusion.

Issued a statement of support for racial equality, which included a mission, responsibilities, and strategic pillars (Attracting and onboarding, engaging and developing, and building the culture).

Commissioned 2021 Built Environment Social Equity Survey and IIBEC customized report.

Retained D&E consultant to collaborate and advise the task force.

Revised IIBEC literature to be gender-neutral.

Offered education sessions on Bias and Diversity at IIBEC events.

While IIBEC has taken numerous steps to ensure that our vision for diversity, and inclusion are achieved, we recognize that our work is part of a life-long journey for the organization, and continuous improvement is essential.

Our Approach

This process began with defining key terms that were relevant and necessary to the process, starting with 'diversity' and 'inclusion'. Each definition had several iterations before the group came to a consensus. From there, diversity was further defined by outlining what diversity initiatives are and what they are not to dispel common misconceptions identified by Task Force participants. These definitions allowed for the next step in the process, which was creating a vision statement for the work the Task Force would be doing. This statement focused on words and objectives the committee deemed a priority. The mission of the Task Force was soon established after the vision was finalized.

These defining steps in the process are essential for groups



before they can name and define their goals for this work.

The measurable objectives were the main focus following the foundational work mentioned above. This began with outlining the goals of the Task Force, defined as “a major aspiration that the program intends to realize over time.” From there, objectives, or strategies to attain the goals, were established. Lastly, actions for each objective were outlined for the group to have tangible takeaways. Each goal established by the Task Force has associated metrics that can be measured and tracked so results and progress can be shared with stakeholders on a regular basis. This helps to create accountability and allows us to adjust our plans and actions, if needed, to achieve the diversity and inclusion results we desire.

In April of our timeline, the Task Force coalesced around a specific commitment to attracting more BIPOC individuals into the IIBEC community for the next two years. This emphasis was rooted in the point that the Task Force was launched, in part, due to the social unrest following multiple inflictions against people of color in 2020.



We commit to attracting more BIPOC
individuals to the IIBEC community for the next
two years.

-The IIBEC D&I Task Force

Definitions

Diversity

Encouraging a range of differences, diversity is a collection of individual attributes and lived experiences that together embodies mutual respect, varying perspectives, and serves as a catalyst for change resulting in maximizing the opportunity for all and an organization that more closely resembles the larger community.

Inclusion

In simple terms, inclusion is getting the mix of diverse individuals to work together with common opportunities. Inclusion is a state of being valued, respected, and supported for inherent personal worth. It's about considering the needs of each individual member and ensuring the right conditions are in place for each person to achieve their full potential. Inclusion is the process of creating an environment that recognizes, appreciates, and effectively utilizes the talents, skills, and perspectives of every member and potential member; connects each member to the organization; shares opportunities, and encourages collaboration. We define inclusion as a set of behaviors (culture) that allows members to feel safe, comfortable, respected, and valued for their unique qualities, lived experiences, and fosters a sense of belonging.



What Diversity Is Not

IIBEC's goal in defining diversity is to educate and combat misunderstandings surrounding diversity and associated work. Naming these common misconceptions can provide ease and confidence when discussing diversity and help eliminate barriers that inhibit productive conversation, education, and growth.

- Only race or gender
- 'Minorities' or a 'majority/ minority divide'
- Recruiting untalented, unskilled or unqualified people
- Being tokenistic
- An attack on personal beliefs
- Affirmative action
- Doing a 'favor'
- Doing a 'good deed'
- Discrimination or reverse-discrimination
- Reverse-racism
- Something you should fear discussing
- Punitive/retribution
- An ultimatum



Summary of Diversity and Inclusion Goals

IIBEC's Diversity and Inclusion Task Force has identified a series of actions and goals, which are divided into pillars:



Each area represents a key component of IIBEC's strategy for achieving its D&I vision. Crucially, each of these pillars is associated with specific metrics to ensure that progress can be measured over time and accountability is integrated into all aspects of this work.

Representation and Data

Encourage diversity in contracting and general association by reviewing our HR practices and providing a model for what members can do to recruit and retain diverse talent.

Member Engagement & Support

Create forums for members' meaningful and productive conversations on diversity and inclusion issues and share opportunities for industry leaders to engage in D&I work.

Educational Empowerment

Enable our members to stand up, speak out, and act against racism and inequality.

Partner Support

Create forums for meaningful and productive conversations on diversity and inclusion issues with stakeholders and support solutions to promote equality.

Measurement and Accountability

Diversity and inclusion metrics are used to identify risk areas, prioritize initiatives, set targets, and other program goals, assign accountability, and quantify the impact of initiatives. Metrics evidencing the financial return on investment in diversity and inclusion programs are used to engage stakeholders, strengthen leadership commitment, secure additional resources, and advocate for further change.

Each goal established by IIBEC has associated metrics so we can measure, track, and share information with our staff and stakeholders over time. This helps create accountability and allows us to adjust our plans and actions, if needed, to achieve the desired D&I results. In the subsequent pages, each of the following is defined and outlined using the following structure/notation:

1. **Goal:** a major aspiration that the program intends to realize over time
- 1.1. **Objective:** a strategy or implementation step to attain a goal
- 1.1.1. **Action:** A series of actions that need to be completed as part of an objective

Progress towards our goals for diversity and inclusion will be reviewed and reported semi-annually. The report will be provided to the CEO and the Executive Committee. The



review will focus on the implementation of the actions, the progress made, and our successes. It will also identify any adjustments required to improve effectiveness. The evaluation will include:

- A qualitative assessment of progress or achievement
- The outcome of the evaluation and review will guide the development of future plans.
- Communication of IIBEC's diversity and inclusion work will fall into four categories, with various stakeholder groups.

Role	Audience	Communication Channel
Feedback and Influence	<ul style="list-style-type: none"> • Executive Committee • Board of Directors • Chapter Leaders • Academia/Institutions • HR Team 	<ul style="list-style-type: none"> • Direct emails • Newsletters • Annual report
View	<ul style="list-style-type: none"> • Members, Professional Organizations • Codes & Standards Bodies • Trade Organizations • Manufacturing Industry 	<ul style="list-style-type: none"> • IIBEC website • Newsletters • Industry blogs • Annual report
Direct/Edit	<ul style="list-style-type: none"> • D&I Taskforce • Executive Team • Executive Committee 	<ul style="list-style-type: none"> • Annual report
Other	<ul style="list-style-type: none"> • Potential Members • Press • Students 	<ul style="list-style-type: none"> • Industry blogs • IIBEC website • Annual report summary



Goal 1. Representation and data

Encourage diversity and inclusion by ensuring representation of IIBEC's diverse membership has visibility. Utilize data to track representation and diversity in the profession over time.

- 1.1 **Representation.** Ensure that the diversity of IIBEC members is represented in IIBEC publications, at IIBEC events, etc.
 - 1.1.1 Eliminate the use of stock photos in publications and websites - ensure diversity and real industry employees/workers are present in photos.
 - 1.1.2 Assess and modify member recruitment practices to ensure a diverse membership base.
 - 1.1.3 Ensure speakers at events reflect the diversity of IIBEC membership.
- 1.2 **Advance inclusion.** Ensure every member has the opportunity to excel in their career while being their authentic self.
 - 1.2.1 Eliminate the use of gendered pronouns in publications and documents.
 - 1.1.1 Modify the IIBEC Code of Ethics to include D&I expectations for the profession.
- 1.2 **Data-driven approach.** Build a results-oriented strategy based on actionable data.
 - 1.2.1 Identify key performance indicators that measure success and identify opportunities.
 - 1.2.2 Develop a process for collecting and analyzing diversity data.
 - 1.2.3 Identify areas where disparities exist (e.g., Black-identifying members are less comfortable being their “true selves” at work, are more likely to hear racist jokes/comments, etc.)
 - 1.2.4 Report annually to the Board of Directors.

Goal 2. Member Engagement & Support

Create forums for members' meaningful and productive conversations on diversity and inclusion issues and share opportunities for industry leaders to engage in D&I work.

- 2.1 **ENGAGEMENT.** Share opportunities for industry leaders to engage in D&I best practices.
 - 2.1.1 Encourage other leaders and CEOs within the industry to sign onto the CEO Action Pledge.
 - 2.1.2 Establish a complaint process for members and customers so IIBEC can ensure compliance with the Code of Ethics.
 - 2.1.3 Create local chapter D&I guidance documents.
 - 2.1.4 Solicit commitments from industry CEOs to the IIBEC D&I standards.
- 2.2 **Communication.** Create forums for open and honest dialogue.
 - 2.2.1 Elevate the working Task Force to board level IIBEC Committee to ensure the work is continued with a consistent structure in place.
 - 2.2.2 Provide consistent reporting from D&I Committee to demonstrate action.
 - 2.2.3 Board/Task Force members use social media to support D&I efforts and increase awareness.

“This movement will be for the betterment of our society and for future generations. The formation of the task force is a first step on a long journey, but, I am confident the cadre of minds and people that make up our great industry will rise to walk this path.”

-André Coppin, RRC, RRO, of Cornerstone

Goal 3. Educational Empowerment

Enable our members to stand up, speak out, and act against racism and inequality.

- 3.1 **Research and share best practices.** Research and compile best practices information.
 - 3.1.1 Provide a list of resources (e.g., books, podcasts, articles, etc.) that may be beneficial as members advance internal D&I conversations.
 - 3.1.2 Post on Social Media and the blog, highlighting relevant D&I news and information for members.
 - 3.1.3 Collect allyship best practices information and disseminate it to members.
 - 3.1.4 Develop a webpage with links to existing resources (i.e., how to de-gender job postings).
- 3.2 **Member resources.** Create additional learning opportunities and guides to empower members through education.
 - 3.2.1 Create a Best Practices Guide for members with actionable steps they can take to incorporate D&I into their practices.
 - 3.2.2 Create a Supplier Diversity Guide with actionable steps they can take to incorporate D&I into their sourcing practices.
 - 3.2.3 Develop webinar content focused on D&I to share industry success stories, best practices, etc.
 - 3.2.4 Develop an article series in the IIBEC magazine, Interface, on D&I.
 - 3.2.5 Ensure the newsletter contains D&I highlights and/or relevant D&I information.

Goal 4. Partner Support

Create forums for meaningful and productive conversations on diversity and inclusion issues with stakeholders and support solutions to promote equality.

- 4.1 **Identify partners.** Research, perform outreach, and assess potential partner organizations to advance D&I conversations and promote equality.
 - 4.1.1 Identify potential National partners that align with IIBEC's D&I strategic goals.
 - 4.1.2 Engage local Chapters in identifying local/state partners that align with IIBEC's D&I strategic goals.
- 4.2 **Engage with partners.** Identify opportunities to build upon or support partner organization initiatives related to D&I.
 - 4.2.1 Join industry coalitions or working groups.
 - 4.2.2 Provide D&I support and guidance to IIBEC volunteers and members.
- 4.3 **In-kind support.** Identify opportunities to offer support and contributions to organizations.
 - 4.3.1 Collaborate and promote specific organizations identified by IIBEC as aligning with D&I work through various mechanisms.
 - 4.3.2 Utilize RCI-IIBEC Foundations Scholarships to support industry-wide D&I goals.



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