Diversity and Inclusion at SASAKI
A Brief Background
There should be no confusion over provinces, assignments, or competencies. Contribution is the only value...

HIDEO SASAKI, 1967
“... for it brings the advantage of giving more than one person’s slant to a problem, and shows how differences may be harmonized by active discussion.”

HIDEO SASAKI, 1957
2012  Diversity Committee Formed

2013  Diversity Consultant Engaged
      First Annual Diversity Survey Administered

2014  Focus Groups and Recommendations
      Diversity Timeline and Initiatives Formalized

2015  Initiatives Become Actions
We will use our work as an example of how to be in the world, for the world. We will stand up for each other, and for what we believe. We will take risks, encourage each other, and strive for the fundamental idea that we are stronger together.
Doubling Down on Diversity
Working Definitions

Diversity
Who is invited to sit at the table.

Inclusion
Who gets to speak at the table.

Engagement
Who wants to be in the room.
Sasaki believes that an inclusive culture powers our potential. We build our ecosystem on parity, respect, accountability, candor, and trust to reflect our commitment to our people and their contributions. We take these actions because diversity is essential to design.
2018 Internal Demographics

Gender

- 51% Female
- 49% Male

Gender by Position

- **Principal**: 10% increase from 2014 of Principals who are women
  - Female: 7
  - Male: 22
- **Sr. Associate**: 5% increase from 2014 of Sr. Associates who are women
  - Female: 28
  - Male: 39
- **Associate**: 17% increase from 2014 of Associates who are women
  - Female: 30
  - Male: 22
- **Professional**: 74
  - Female: 51
  - Male: 23
2018 Internal Demographics

Ethnicity

- 59% White
- 29% Asian
- 10% Hispanic or Latino
- 2% Black or African American

17% increase from 2014 of non-white ethnicities

Ethnicity by Position

- Principal: 79% White, 14% Asian, 7% Black or African American
  14% increase from 2014 of Principals who are non-white

- Sr. Associate: 70% White, 21% Asian, 9% Black or African American
  8% increase from 2014 of Sr. Associates who are non-white

- Associate: 75% White, 17% Asian, 8% Black or African American
  2% increase from 2014 of Associates who are non-white

- Professional: 42% White, 40% Asian, 12% Black or African American
  4.8% decrease from 2014 of Professionals who are non-white

American Indian or Alaska Native (1)
Two or more races (1)
Languages we speak

94 people speak more than one language, 25 speak more than 2!

SPANISH (38)
CHINESE/MANDARIN (27)
FRENCH (16)
ITALIAN (12)
GERMAN (9)
PORTUGUESE (3)
CROATIAN (2)
TAMIL (2)
KOREAN (2)
HEBREW (2)
CATALAN (1)
TAIWANESE-HOLO (1)
NORWEGIAN (1)
SWAHILI (1)
HINDI (1)
ASL (1)
GUJARATI (1)
SANSKRIT (1)
MARATHI (1)
DUTCH (1)
JAPANESE (1)
ALBANIAN (1)
RUSSIAN (1)
SWISS GERMAN (1)
SWOT Analysis

**STRENGTHS**
- Sasaki’s “ideas not authors” culture
- Sasaki demographics
- Improving gender balance in leadership
- International work and experiences
- Investment in internal programs
  (Mentorship, Paid Volunteer Time, Cultural High Holidays, etc.)

**WEAKNESSES**
- Lack of diversity in the industry
- Diversity is not a business imperative
- No metrics = Lack of accountability
- Lack of shared understanding and vision

**OPPORTUNITIES**
- Existing partnerships (Sasaki Foundation, etc.)
- Potential partnerships with political influence
- Community presence
- Sasaki research program

**THREATS**
- Connection: Our leaders do not reflect our constituencies
- Positioning: We are not externalizing our message
- Visibility: Women and minority-owned businesses
- Notoriety: We do not have a singular “star designer”
Taking Action
2017 Formed Dedicated Teams to Tackle Specific Actions

INTERNAL CULTURE AND EMPLOYEE ENGAGEMENT

PARTNERSHIPS AND OUTREACH

MARKET POSITION

CONTENT AND THOUGHT LEADERSHIP
Internal Culture + Employee Engagement

• Raise the firm’s individual and collective cultural awareness.
• Create the conditions for all employees to be engaged.
Cultural High Holidays

Thanksgiving Potluck
Year of the Rooster Office Lunch
Diwali
festival of lights

Come and Celebrate the Festival of Lights: Mill District, Friday, November 3
12:00-1:30 pm

Grab some chalk and decorate Sasaki's

Rangoli

WHAT: Diwali Holiday Festivities
WHEN: All week through 11/3
WHERE: Union A&B and Hoteling Space
Sasaki Pride

Stone Wall Riots - 1969
During the 50’s and 60’s, police raids on gay bars were frequent. The Stonewall Inn had become infamous for its violent outcomes, often with a crowd of nearly 500 people cheeking back when police began to arrest and assault the patrons. To honor the one-year anniversary of the riots, members of the gay community convened for Christopher Street Liberation Day—commonly known today as the first gay pride parade. In 2016, President Obama announced the establishment of the Stonewall National Monument, a 7.7-acre site that protects Christopher Park, The Stonewall Inn, and adjacent areas.

Click here for more information.

Marsha P. Johnson
Marsha P. Johnson was a gay liberation activist, a self-identified drag queen, and one of the first openly trans women in the spotlight during the 60s, 70s, and 80s. She was deeply involved in New York’s gay and art scene and known familiarly as “the mayor of Christopher Street.” Johnson was a founding member of the Gay Liberation Front and a co-founder of the Street Transvestite Action Revolutionaries (STAR) with Sylvia Rivera. STAR’s mission, which was both radical and prescient for its time, included “the creation of an inclusive community that rejected binning definitions of gender and sexual identity.”

Gilbert Baker & The Rainbow Flag
Gilbert Baker as an artist, gay rights activist, and the designer of the rainbow pride flag. At the suggestion of his peers, including Harvey Milk, he hand-dyed and stitched together the original flag, which was raised on June 25, 1978 for San Francisco Pride. The symbolic colors are: hot pink (sexual), red (life), orange (healing), yellow (sunlight), green (nature), turquoise (magic/art), indigo (serenity), and violet (spirit). Baker reconstructed the original flag for the 2006 film Milk, and in 2016, personally presented a hand-dyed rainbow flag to President Obama. 2018 marks the 40th anniversary of the rainbow flag.

Frida Kahlo
Frida Kahlo was a Mexican artist, feminist, all-around BAMF, and the original selfie queen. After surviving a streetcar accident that sent a pole through her abdomen, she began painting to pass time, while on bedrest. Kahlo became an important figure in surrealism and politics, often using her art to comment on the latter. Openly bisexual, she exploited gender stereotypes to make nationalist political points and was known for dressing as a man to project power and signal her independence from feminine norms. Almost 65 years after her premature death, she remains the most famous female artist in the world.
Holiday Children’s Party
Volunteering

PAID TIME OFF TO VOLUNTEER
In 2017, we introduced a Volunteer Time Off policy, which allows each employee 8 hours/year.

https://drive.google.com/file/d/1f1ciM0_PPTOjB9RtMr7HdLAjnRHui/view

MAKING VOLUNTEER OPPORTUNITIES ACCESSIBLE
In 2018, we launched a web page where employees can find opportunities to volunteer, and where we can share our personal stories.

https://drive.google.com/file/d/1geN0_M9YGpSjkxeTkEj3-euSODfiQ80-/view

ORGANIZATIONS WE VOLUNTEERED WITH THIS YEAR
Arlington Food Pantry
Big Brother Big Sister of Boston
Boston Chinatown Neighborhood Association
Christmas in the City
Greater Boston Food Bank
Museum of Fine Arts
Plummer Youth Promise
Rose Kennedy Greenway Conservancy
Scholar Athletes
Spark Boston Council
Urban Science Academy
2018 Charity Fundraising Events

Corporate Cup supporting
Boston Children's Hospital

Superbowl Squares supporting
March of Dimes

Thanksgiving Potluck supporting
Thanksgiving in the City

Toy Drive supporting
Wonderfund

Coat and Boot Drive supporting
CASPAR

120 Children’s wishlist gifts wrapped and ready to go!
Gnomies Awards

WHAT’S A GNOMIE?
Sasaki is continuing its annual tradition of giving out Gnomie awards recognizing “community champions” who help to build our culture. The awards recognize those who go above and beyond project work to promote inclusion, respect, accountability, candor, trust, generosity, and teaching.
New Employee Welcome Parties

Next one on January 19, 2019!

Yang Li  John Gilbert  Haley Baker  Chloe Liang  Ezekial Flores  Gretchen Neeley

Liz Kaminoh  Kathleen Monahan  Eileen Gainfort  Amrit Pilo  Jungjae Park  Jared Barnett

Alexandra Garcia  Lorena Brambila  Mariana Morales  Nicolas Barrera  Marlee Gleiberman  Evelyn Zeng
# Sasaki Event Calendar

[https://docs.google.com/spreadsheets/d/1q5ZgC3wVXPJ9FGjzKQ5MyobqCWy-fdeywz_seZY7D2E/edit?usp=sharing](https://docs.google.com/spreadsheets/d/1q5ZgC3wVXPJ9FGjzKQ5MyobqCWy-fdeywz_seZY7D2E/edit?usp=sharing)

### 2018 - 2019 Upcoming ALL OFFICE Events

*For more information on events and activities, subscribe to the “Sasaki Company Calendar” in Gmail*

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>December 1</td>
<td>Sasaki Children's Holiday Party</td>
</tr>
<tr>
<td>December 19</td>
<td>PUD + LACE + AI Discipline Holiday Parties (in office)</td>
</tr>
<tr>
<td>December 20</td>
<td>Diversity and Inclusion Committee Reporting</td>
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<tr>
<td>December 25</td>
<td>Christmas Day Holiday</td>
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<tr>
<td>December 26-28</td>
<td>Paid Time Off - Sasaki Closed</td>
</tr>
<tr>
<td>January 1</td>
<td>New Year's Day Holiday</td>
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<tr>
<td>January 4</td>
<td>Sasaki New Year's Party at The Beat</td>
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<tr>
<td>January 9</td>
<td>New Employee Welcome Party</td>
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<tr>
<td>January 10</td>
<td>Sasaki Foundation: Commissioner Chris Cook, City of Boston (12-2 pm in Incubator)</td>
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<tr>
<td>January 17</td>
<td>Portraits of Place Gallery Opening and Panel Discussion with artist Ceilidh Galloway-Kane</td>
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<tr>
<td>January 21-25</td>
<td>MLK Day Celebrations</td>
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<tr>
<td>January 31</td>
<td>Sasaki Foundation: Mid-grant Team Presentations (12-2 pm in Incubator)</td>
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<tr>
<td>January 31</td>
<td>Design Forum</td>
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<tr>
<td>February</td>
<td>Black History Month Celebration</td>
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Sasaki Clubs, Sports and Recreation Offerings

https://docs.google.com/document/d/11urQ7FxyjGSDsSPzcTuqbIlugejbrH40o8vQUZ5Y9ps/edit?usp=sharing

**BUILDING RELATIONSHIPS + SOCIAL/FUN**
- Off-Campus Happy Hour
- Friday Bagels (“Frigels”)
- Bite-Sized Talks
- Movie Passes

**SPORTS + RECREATION**
- Sasaki Basketball
- Sasaki Bocce
- Volleyball League
- Softball League
- Sasaki Soccer
- Rock Climbing
- Yoga
- Canoe and Kayak Paddling Passes
- BCBS Gym Membership Fitness Reimbursement

**CLUBS**
- Sasaki Garden
- Chicken Coop
- Soup Club
- Wednesday Doodles
- Chase Mills Naturalists
- Sasaki Bike Advocates

**CHARITY INITIATIVES + CORPORATE COMPETITIONS**
- Thanksgiving Potluck
- Holiday Toy Drive
- Boston Children's Hospital Corporate Cup
- CANstruction Boston
- Run of the Charles
- MassCommute Bike Challenge
- J.P. Morgan Corporate Challenge
- IIDA New England Annual Fashion Show
INTERNAL CULTURE + EMPLOYEE ENGAGEMENT GOALS

Continue Cultural Initiatives Above
Implement Unconscious Bias Training
Include profiles of all Sasaki professionals on the website
Continue to develop our ability to work flexibly through technology
Continue Knowledge Management Efforts, such as Sasaki Academy
Develop Project Management Training
Continue to Refine R+P Process, including Description of Roles and Responsibilities by Title and Discipline
Restart Mentorship Program
Continue Leadership Development Programs
Develop a Principal Sponsorship Program

Build an inclusive culture that supports success across all of our demographics
Provide the tools and training we need to develop our skills as practitioners
Partnerships and Outreach

- Promote design to external groups not typically exposed to design
- Influence Sasaki's recruitment approach to include more underrepresented people in the firm
- Engage the next generation of designers
Outreach: A+D Thinking Day
Black in Design Conference Sponsorship
SPARK Black Millennial Conference Sponsorship
2019 PARTNERSHIPS + OUTREACH GOALS

Grow partnerships and identify engagement opportunities
Partnerships - Current + Aspirational

**Current Partners**
- Boston Society of Architects
- Crimson Academy
- Design for Justice
- SPARK Boston
- Sasaki Foundation
- Youth Design/Boston PIC
- Various Teaching Engagements

**Aspirational Partners**
- Incubator Tenants
- Boston Public Schools
- Stacks and Joules
- YouthBuild
- American Student Assistance
- Local institutional partners?
- Others?
Sasaki Foundation

RESEARCH AND EXPERIMENTATION
Large-scale, complex challenges require cross-disciplinary thinking.
That’s why the Sasaki Foundation convenes experts and innovators from all professional backgrounds and all walks of life. At Sasaki’s campus, resources such as a fabrication lab and advanced digital tools—as well as Sasaki’s global expertise and networks—empower creative problem-solving and truly novel solutions.

LEARNING AND ENGAGEMENT
An engaged public is the central ingredient of a successful community.
The Sasaki Foundation invests in ideas and strategies that engage community members with participating in the design process—and meaningfully contributing to its outcomes. To that end, we work with civic leaders, educators, economists, and technologists to connect design with community-driven action.

PROFESSIONAL PRACTICE AND GROWTH
A thriving design industry relies on a pipeline of diverse, talented, and passionate practitioners who infuse new ideas and disrupt established patterns. The Sasaki Foundation supports professional organizations and initiatives that prepare such future leaders. The Foundation also advocates for innovative design practice, seeking ways to cross disciplinary boundaries and amplify impact. Of special interest are programs that advance diversity and inclusivity in the next generation of design professionals.
Sasaki Foundation Grants

THE CALL FOR PROPOSALS

Resilient communities are strong communities.

Unfortunately, some communities — especially those that are primarily people of color or historically low-income — are disproportionately impacted by environmental, economic, and social challenges. And yet, when we design the built environment to address these challenges, the voices of the residents are often left out of the process.

This year, the Foundation is focused on issues of resiliency – proactive approaches to climate adaptation, housing, transit, and placekeeping. While these issues are felt throughout the world, we find many impacted communities right here in Massachusetts. We issued a call for proposals to find projects we could support that engaged communities in the Gateway Cities, Metro West, and Greater Boston.
Revise the recruitment process for the Sasaki Summer Internship Program
Internship Programs
From a few weeks to a year long and beyond...

International:
- TEC Monterrey
- U Lima
- Tsinghua University in Beijing

Local:
- Purdue
- Wellesley
- U Buffalo
Summer Internship

What is it?
Interdisciplinary 10-12 week internship that starts with a two week charrette - June 3 2019.

Who attends?
636 Applicants in 2018

12-18 students join us representing our 9 disciplines:

Architecture
Interior Design
Landscape Architecture
Civil Engineering
Planning
Urban Design
Graphic Design
Marketing
Strategies

http://www.sasaki.com/about-us/Internships/
Summer Internship: Target Schools

349 Target Schools,
Based on quality of their curriculum

Seasonal Internship
Job Fairs
Presentations
Mentoring
Internships:
What is next

Revise Sasaki’s recruitment approach to increase under-represented populations within the firm and in the industry.

Establish new and/or enhanced partnerships with institutions

Research industry trends and the institutions that participate

Organize a residency program for interns

Create a mentoring system for onboarding
PARTNERSHIPS + OUTREACH GOALS

Establish an Engagement Framework for Design Education that Coordinates Efforts Across the Firm
Design Outreach Toolkits

- **30 MIN**: OFFICE TOUR
- **1 HOUR**: OFFICE TOUR + PRESENTATION
- **4 HOURS**: OFFICE TOUR + PRESENTATION + DESIGN TUTORIAL
- **8 HOURS**: OFFICE TOUR + PRESENTATION + WORKSHOP
- **20 HOURS**: OFFICE TOUR + PRESENTATION + INTERNSHIP
Design Outreach Toolkits
Design Outreach Toolkits

Sasaki “Kit of Parks”
Market Position

• Evaluate the relationship between our cultural values and their impact to our business

• Establish aspirational metrics, begin to measure them, and communicate them – benchmark against peers.

• Take on projects with a social justice aim or that focus on inclusion and community and weave this thread through our existing projects.

• Ensure that these are embedded within our values and business case.
This Old House Is Being Remade Into A Springboard For Minority Women In Tech

In a rapidly gentrifying, historically black Boston neighborhood, two designers purchased an old Victorian and will establish it as [G]Code House—a co-living, co-working space for young women of color.

Bridgette, Carolle, Katia, and Christine gather in Sasaki's new incubator space, which is the new home of their non-profit, Sasaki Foundation. The Foundation focuses on innovative work in areas of resiliency, community, and mobility. [Photo: Sasaki]
What Does the Firm Stand to Gain?

**MORE INNOVATION**
Inclusive teams outperform their peers by 80% in team-based assessments. A firm that embraces diversity and inclusion is more willing to welcome all voices and embrace new ideas, which prompts innovation.

**LARGER MARKET SHARE**
A diverse and inclusive organization is more attractive to current and potential clients who see the organization as better able to understand and respond to their aspirations and needs.

**HIGHER PROFITABILITY**
Companies in the top quartile for gender diversity are 15% more likely to have financial returns above industry medians. Fortune 500 companies with at least 3 female directors have a 53% higher return on equity.

**FUTURE TALENT AND FIRM LONGEVITY**
Diversity and inclusion contributes to an overall positive public image, creates opportunities and improves retention.

All statistics on this slide are from McKinsey & Company’s 2018 “Delivering through Diversity” study.
Peer Metrics

As compared to three top competitors in each subsector.

<table>
<thead>
<tr>
<th>Firm Name</th>
<th>Women Leadership</th>
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<td>SCAPE</td>
<td>60%</td>
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<td>MIG</td>
<td>53%</td>
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<tr>
<td>Interface</td>
<td>50%</td>
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<tr>
<td>Ayers Saint Gross</td>
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<td>Gensler</td>
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<td>NBBJ</td>
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<td>Stoss</td>
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<td>Goody Clancy</td>
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<td>Perkins+Will</td>
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<td>William Rawn</td>
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Women Leadership 43rd percentile
Peer Metrics

As compared to three top competitors in each subsector.

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2019 MARKET POSITION GOALS
<table>
<thead>
<tr>
<th>YEAR</th>
<th>WOMEN IN LEADERSHIP</th>
<th>ETHNIC MINORITIES IN LEADERSHIP</th>
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</thead>
<tbody>
<tr>
<td>2018</td>
<td>24% principals</td>
<td>21% principals</td>
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<tr>
<td>2023</td>
<td>41% principals</td>
<td>23% principals</td>
</tr>
<tr>
<td>2028</td>
<td>50% principals</td>
<td>33% principals</td>
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</tbody>
</table>
BUILDING TRANSPARENCY

JUST Program

What is JUST?
A transparency platform for organizations to disclose their operations, including how they treat their employees and where they make financial and community investments.

2019 Goals
Enroll and reach full certification by the end of FY2019.

How will we use this information?
We will feature the label on website or marketing materials to build internal and external transparency on our efforts towards diversity and inclusion. Our firm profile will also be listed on ILFI’s publicly viewable database.
Celebrate Diversity and Inclusion within our Projects
Who is the community we are serving?

How can we serve all voices?

How can we reinforce community through design?

How does this project connect beyond its context?
Content and Thought Leadership

- Identify and celebrate how diversity can be introduced within projects and inclusion is encouraged within project teams.

- Curate, articulate, and disseminate projects that are at the intersection of diversity, profitability, and brand strength (externally focused).

- Create a framework to sustain co-ownership of diversity and inclusion efforts by firm leaders and staff.
Panels and Events

MLK WEEK SPEAKER SERIES

ADRIAN WALKER  

JHANEA WILLIAMS  
Spoken Word Performance

BRAD BARNETT  
An Examination of America’s MLK Boulevards

BRIDGETTE WALLACE and CAROLLE NAU  
[G] Code House
Adrian Walker
LAF Panel on Diversity and Inclusion

**Design for Equity and Inclusion**

Add your voice to the global discussion around the future of the landscape architecture profession.

**Panelists include:**
Kimberly Briggs, City of Detroit
Gale Renfro, Sasaki
Gino Fond, Agency
Shamour Gill-Smith, Ground
Katie Martin, KMDG
Beki St. Burega, Reed Hilderbrand

**Tuesday June 12**
6:00 PM - 8:00 PM

**Insitutare at Sasaki**
64 Pleasant Street
Watertown, MA 02472
Publications and Personal Stories

Bisnow: Why is it so important for LGBT community?

M.G.: Historically, CRE was the domain of people who grew up in a world that was not necessarily inclusive. Today, it is more diverse and trying to diversify—tackles the challenges of diversity. It is important to remember that the impact on every part of the country, and to remain relevant to our clients must also evolve. With approximate

Welcome to Campus: Planning for Diversity, Inclusion, and Equity

In a recent SCUP Journal feature, Sasaki principal and Chair of Interdisciplinary Initiatives, Caitlyn Clauson, and Connecticut College's Dean of Institutional Equity and Inclusion, John McKnight, examine how institutions are taking new approaches to creating more inclusive campus environments. Read more here.

This Old House Is Being Remade Into A Springboard For Minority Women In Tech

In a rapidly gentrifying, historically black Boston neighborhood, two designers purchased an old Victorian and will establish it as 504 Design House—a co-working space for young women of color.

ASLA 2016

Annual Meeting & Expo: Oct 23-24

A celebration of place in New Orleans

ASLA Annual Meeting & Expo 2016

A Celebration of place

NEW ORLEANS
Plan 2019 MLK Week, Black History Month, PRIDE Week, and other high holidays to encourage dialogue and celebrate diversity throughout the year

Work with the Marketing and Business Case subcommittee to create a “Diversity” page on sasaki.com.

Curate key projects to highlight on sasaki.com, and rewrite narratives for projects that have a strong diversity and inclusion message

Produce a video which highlights Sasaki’s culture and forward-looking approach to diversity and inclusion

Identify 2-3 publications / speaking opportunities that showcase Sasaki’s diversity and inclusion message, and aim for a mainstream audience (TED Talk, etc.)
Stay tuned for the release of our next diversity survey in January 2019.

Please help build our culture by sharing your questions and ideas!