

Anti-Racism Task Force (ARTF) Action Plan

Our commitment to action in the realms of justice, equity, diversity, inclusion, education + impact.

JANUARY 2022 UPDATE



Photo by Tim Mossholder via Unsplash
Mural by Annabelle Wombacher, Jared Mar, Sierra Ratcliff and Benjamin Cahoots

ARTF Action Plan | ARTF Desired Outcomes

The following are the Desired Outcomes identified by our Anti-Racism Task Force.

These Desired Outcomes align with existing CSER Desired Outcome statements from the JEDI category (1, 2, 3, 4) and Education + Impact category (5).

In the Action Plan on the following pages, actions are called out at a very high level and mapped to each Desired Outcome, as well as its corresponding metric or key performance indicator (KPI).

The more detailed actions are introduced a layer deeper in the next section titled "[Actions + Impact](#)".

#1. REPRESENTATION MATTERS

Integral's leadership includes representation from under-represented and minority groups, which reflect the local communities in which we work, including active mentorship within the organization to create pathways for mobility.

#2. INDUSTRY LEADERSHIP

Integral is committed to social equity which is reflected through our partnerships and projects. We are recognized as a leader within the AEC industry as a Deep Green + Equitable Engineering firm.

#3. SAFE + INCLUSIVE WORKPLACE

Integral is a safe and inclusive workplace where staff feel that they can show up, are celebrated and supported as their authentic selves.

#4. PAY EQUITY

Integral strives to achieve pay equity across all position classifications, including intersections of gender, race/ethnicity.

#5. COMMUNITY PARTNERSHIPS

Integral actively supports educational organizations to build a talent pipeline that bolsters our JEDI goals and works towards achieving demographic parity through community outreach and charitable giving (e.g. National Society of Black Engineers, Society of Women Engineer, girlswhoengineer.com, etc.).

"Injustice anywhere is a threat to justice everywhere. We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly."

Dr. Martin Luther King, Jr.



ARTF Action Plan | #1. Representation Matters

Desired Outcome Statements	Actions	Indicators (KPIs)	Who is Responsible	Timeline			
				THEN (2020)	NOW (2021)	NEXT (2025)	FUTURE (2030)
<p>Integral's leadership includes representation from under-represented and minority groups, which reflect the local communities in which we work, including active mentorship within the organization to create pathways for mobility.</p> <p>(CSER JEDI Desired Outcome)</p>	<p>The following programs will execute ARTF actions to support this Desired Outcome:</p> <ul style="list-style-type: none"> · All-Staff Survey · Leadership Learnings · Recruitment Strategy · Mentorship Plan · Comms Plan · Training (Integral Academy) · Career Development Plan · JUST <p>(See Program Action List to Follow)</p>	% of Leadership made up of Under-Represented Groups	CSER Team	35.3%	46.4%	40%	50%
		% of Leadership made up of Under-Represented Minority Groups	CSER Team	2.9%	10.7%	10%	15%
		% of Workforce made up of Under-Represented Groups	CSER Team	51%	60%	60%	70%
		% of Workforce made up of Under-Represented Minority Groups	CSER Team	21%	34%	10%	15%
		JUST Label level (1-4) in categories of Ethnic Diversity	CSER + People Teams	Ethnic Diversity Level 2 (2017 global label)	Level 1	Level 2	Level 3
		Results from All-Staff Survey: Manager incorporates my feedback (on a score from 1-10)	CSER + People Teams	7.66	7.80	8.00	8.20



ARTF Action Plan | #2. Industry Leadership

Desired Outcome Statements	Actions	Indicators (KPIs)	Who is Responsible	Timeline			
				THEN (2020)	NOW (2021)	NEXT (2025)	FUTURE (2030)
<p>Integral is committed to social equity which is reflected through our partnerships and projects. We are recognized as a leader within the AEC industry as a Deep Green + Equitable Engineering firm.</p> <p>(CSER JEDI Desired Outcome)</p>	<p>The following programs will execute ARTF actions to support this Desired Outcome:</p> <ul style="list-style-type: none"> • Integral Gives • Go/No Go Tools • Diversity Council + Advocacy • Training (Integral Academy) • Impact Fund • IG Awards • Comms Plan <p>(See Program Action List to Follow)</p>	<p>% of Integral Gives pro bono projects focused on supporting underrepresented and underrepresented minority groups.</p>	<p>CSER + Integral Gives</p>	<p>Program in Development</p>	<p>75%</p>	<p>50%</p>	<p>75%</p>
		<p>% complete on unconscious bias training</p>	<p>People Team</p>	<p>Launched</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>
		<p>% of suppliers, contractors, manufacturers and vendors whose practises align with our values</p>	<p>Chief Risk Officer + CSER Team</p>	<p>N/A</p>	<p>N/A</p>	<p>Create Tool / Define System</p>	<p>75%</p>
		<p>% of IG Awards Submissions that positively represent JEDI category</p>	<p>Marketing + CSER Team</p>	<p>7.8%</p>	<p>11%</p>	<p>10%</p>	<p>25%</p>



ARTF Action Plan | #3. Safe + Inclusive Workplace

Desired Outcome Statements	Actions	Indicators (KPIs)	Who is Responsible	Timeline			
				THEN (2020)	NOW (2021)	NEXT (2025)	FUTURE (2030)
<p>Integral is a safe and inclusive workplace where staff feel that they can show up, are celebrated and supported as their authentic selves.</p> <p>(CSER JEDI Desired Outcome)</p>	<p>The following programs will execute ARTF actions to support this Desired Outcome:</p> <ul style="list-style-type: none"> Recruitment Strategy Employee Resource Groups Diversity Council Mentorship Plan Career Development Plan Training (Integral Academy) Personal Development Plan Comms Plan <p>(See Program Action List to Follow)</p>	% of Workforce made up of Under-Represented Groups	People Team + Hiring Managers	51%	60%	60%	70%
		% of Workforce made up of Under-Represented Minority Groups		21%	34%	10%	15%
		Number of nationalities represented		55	49	No Target	No Target
		Number of languages spoken		50	53	No Target	No Target
		% of staff enlisted into ERG groups	Diversity Council	N/A	9%	15%	20%
		JUST Level 1-4: Inclusion	People Team + Leadership	N/A	Level 2	Level 3	Level 4



ARTF Action Plan | #4. Pay Equity

Desired Outcome Statements	Actions	Indicators (KPIs)	Who is Responsible	Timeline			
				THEN (2020)	NOW (2021)	NEXT (2025)	FUTURE (2030)
<p>Integral strives to achieve pay equity across all position classifications, including intersections of gender, race/ ethnicity.</p> <p>(CSER JEDI Desired Outcome)</p>	<p>The following programs will execute ARTF actions to support this Desired Outcome:</p> <ul style="list-style-type: none"> · Career Development Plan · Recruitment Strategy · JUST <p>(See Program Action List to Follow)</p>	JUST Label level (1-4) in category of Pay Scale Equity	People Team	Level 3	Level 4	Level 4	Level 4
		JUST Label level (1-4) in category of Gender Pay Equity	People Team	Level 2	Level 2	Level 3	Level 4
		Pay Equity (inclusive of intersectionality)	People Team	N/A	Framework Creation Started	<10% difference	<8% difference



ARTF Action Plan | #5. Community Partnerships

Desired Outcome Statements	Actions	Indicators (KPIs)	Who is Responsible	Timeline			
				THEN (2020)	NOW (2021)	NEXT (2025)	FUTURE (2030)
<p>Integral actively supports educational organizations to build a talent pipeline that bolsters our JEDI goals and works towards achieving demographic parity through community outreach and charitable giving (eg, National Society of Black Engineers, Society of Women Engineer, girlswhoengineer.com e tc).</p> <p>(CSER Education + Impact Desired Outcome)</p>	<p>The following programs will execute ARTF actions to support this Desired Outcome:</p> <ul style="list-style-type: none"> · Integral Gives · Go/No Go Tools · Impact Fund · Recruitment Strategy · Diversity Council + Advocacy <p>(See Program Action List to Follow)</p>	Number of hours of volunteering per employee	Integral Gives + CSER Team	N/A	4 hours per year	8 hours per year	8 hours per year
		Total donations (USD) (from organization)	Integral Gives + CSER Team	\$20, 394 USD (2019)	>1% of profit donated	2% of profit	3% of profit
		Utilize Go/No Go Tools to identify % of partnerships with Black and minority owned clients and firms	Marketing + CSER	N/A	N/A	Evaluate Data and Set Strategy	5%
		# of BIPOC centred job fairs we attend	People Team	N/A	N/A	Program + Partnerships in Development	min. 1/region annually
		# of BIPOC AEC organizations we are members of	Diversity Council	N/A	N/A	Program + Partnerships in Development	min. 1/region



Actions + Impact



ARTF Action Plan | ARTF Desired Outcomes

On the right you will find the Desired Outcomes identified by Integral's Anti-Racism Task Force (ARTF).

These Desired Outcomes align with existing CSER Desired Outcome statements from the Justice, Equity, Diversity, and Inclusion category (1, 2, 3, 4) and Education + Impact category (5).

For us it is all about taking aligned action – meaning that our intentions (mission, vision, values) are aligned with what we say (commitments) and the actions which we take (walking the talk).

Our goal is to become a Deep Green + Equitable Engineering and Consultancy firm.

The following pages provide each of the specific actions which we are committing to take. These reflect an aspect that supports making Integral an anti-racist organization through pro-active engagement and change.

We understand that this action plan will need to be revisited on an annual basis and updated based on our lived experiences. This 2022 update serves as the first progress update and revision of the actions within the plan.

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ARTF Action Plan | Mentorship

We recognize that mentorship takes place at many levels and in many different ways. We are committed to the continued evolution of mentorship activities in order to provide the best support to our staff in an equitable manner which will help foster a culture of inclusion and growth.



ACTIONS	THEN (2020)	NOW (2021)	NEXT (2022-2025)	FUTURE (2026-2030)
'Tell Us More' Leadership interviews hosted to inform and inspire upcoming leaders and allow them to share new perspectives: features BIPOC + Womxn Leaders.*		<input checked="" type="checkbox"/>		
'Tell Us More' platform on Connect: Framework for virtual and organic mentorship opportunities.*		<input checked="" type="checkbox"/>		
Informal meetings (one-on-one check-ins between managers and staff) include time for personal check-ins.			<input type="checkbox"/>	
Employees who identify as under-represented groups and under-represented minority groups are set up with formal mentors, as requested.			<input type="checkbox"/>	

* This action item or timeline has been revised through the ARTF Quarterly Check-in Meetings. These revised actions have been approved by the team responsible and the ARTF.



ARTF Action Plan | Career Development

Career Development at Integral aims to provide constructive feedback, access to learning, self development resources and clear career pathways for all of our employees. An objective, consistent pathway and promotion evaluation process will help to ensure that biases are not part of the decision making process.

ACTIONS	THEN (2020)	NOW (2021)	NEXT (2022-2025)	FUTURE (2026-2030)
Evaluate and begin to update succession planning framework.		<input checked="" type="checkbox"/>		
Creating career pathways through the career development initiative - job architecture framework for every role to have pathways for progression.*			<input type="checkbox"/>	
Evaluate Performance Review process and identify improvements that will help remove biases within feedback and career development conversations, implement updates.			<input type="checkbox"/>	
Every employee (and their manager) knows what career pathway they want to take. This is achieved through the performance review and development process where managers help provide guidance.			<input type="checkbox"/>	
Every promotion is evaluated through the lens of career pathways and skills matrix.			<input type="checkbox"/>	
Our pipeline and succession planning is healthy allowing for upper level hires to be filled internally.			<input type="checkbox"/>	

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ARTF Action Plan | Personal Development

At Integral, we are invested in our people. We aim to bolster our employee's personal development by providing support, resources and tools to help each person on their journey towards reaching their highest potential in many realms including anti-racism.

ACTIONS	THEN (2020)	NOW (2021)	NEXT (2022-2025)	FUTURE (2026-2030)
Online Library of Anti-Racism resources continues to grow and be shared out periodically to all-staff.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In-office Little Library which includes books to educate, inspire and raise awareness of anti-racism (eg. "White Fragility", "Me & White Supremacy", "How to Become an Anti-Racist", etc.).			<input type="checkbox"/>	



ARTF Action Plan | Training

We are committed to providing the necessary education and tools to foster an environment of equity and opportunity for all, as well as ensuring the workplace is free of harassment, discrimination and bias.



ACTIONS	THEN (2020)	NOW (2021)	NEXT (2022-2025)	FUTURE (2026-2030)
Mandatory annual unconscious bias (phase 1), harassment and discrimination online trainings.	<input checked="" type="checkbox"/>			
Roll out Unconscious Bias (phase 2) training that goes deeper.*		<input checked="" type="checkbox"/>		
Consultant and curriculum selected for diversity and inclusion training.*		<input type="checkbox"/>	<input type="checkbox"/>	
Live facilitated diversity and inclusion training curriculum launched.*			<input type="checkbox"/>	
How to handle micro-aggressions in the workplace training for Leadership Team.			<input type="checkbox"/>	
Emotional Intelligence training for the Leadership teams.			<input type="checkbox"/>	
How to handle micro-aggressions in the workplace training available for all staff.			<input type="checkbox"/>	
Emotional Intelligence training for the up and coming leaders within our pipeline.			<input type="checkbox"/>	



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ARTF Action Plan | Leadership Learnings

Integral's leadership is committed to continuous learning and adaptation to best serve our staff, clients and firm. This commitment extends to our work and learning around anti-racism. We understand that change needs to happen from the bottom up, as well as from the top.

ACTIONS	THEN (2020)	NOW (2021)	NEXT (2022-2025)	FUTURE (2026-2030)
Leadership Participates in ARTF Workshops.	<input checked="" type="checkbox"/>			
Quarterly ARTF Updates sent out via Connect to share progress.*			<input type="checkbox"/>	
Quarterly ARTF + Action Plan progress updates to SMT and Managing Principals.*			<input type="checkbox"/>	
Leadership commitment to anti-racist learning: read 1 book from ARTF resource list annually.			<input type="checkbox"/>	
Leadership Participation in ERG program.				

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ARTF Action Plan | Integral Gives (page 1 of 2)

Integral Gives is an effort to develop a global framework formalizing Integral’s commitment to giving back. Supporting the most vulnerable, under-served and under-represented through our technical expertise, time and funds. This initiative provides the framework for Integral's charitable work and outreach efforts around Anti-Racism.

ACTIONS	THEN (2020)	NOW (2021)	NEXT (2022-2025)	FUTURE (2026-2030)
#WeAreIntegral Month will continue to focus on supporting causes that impact underrepresented and minority groups.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Launch Integral Gives Program streams: Volunteering, Pro-Bono Work, Youth Outreach, Integral Engaged. Pro-bono work taken on is intentionally focused on positively impacting underrepresented, minority or under-resourced communities.		<input checked="" type="checkbox"/>		
Integral Gives volunteering mandates 30% focus on anti-racism efforts or supporting under-represented minority groups.			<input type="checkbox"/>	
Offices partner with a local school (ages 8-16) from low-income/ under-resourced areas annually to provide outreach throughout the year.			<input type="checkbox"/>	
Creating mentorship opportunities for under-privileged, under-represented and minority groups through both technical and non-traditions routes into the AEC industry.			<input type="checkbox"/>	



ARTF Action Plan | Integral Gives (page 2 of 2)



Integral Gives is an effort to develop a global framework formalizing Integral’s commitment to giving back. Supporting the most vulnerable, under-served and under-represented through our technical expertise, time and funds. This initiative provides the framework for Integral's charitable work and outreach efforts around Anti-Racism.

ACTIONS	THEN (2020)	NOW (2021)	NEXT (2022-2025)	FUTURE (2026-2030)
BIPOC outreach group to visit under-privileged schools and speak about their journey to where they are now with the aim to inspire children and open their eyes to opportunities within the AEC industry for them.			<input type="checkbox"/>	
Host a BIPOC children in engineering day where we invite groups from organizations which are centred around the BIPOC community to come into the office for a show and tell day.			<input type="checkbox"/>	
Integral BIPOC Scholarship created to support future generations.				<input type="checkbox"/>



ARTF Action Plan | Diversity Council + ERGs

Aimed at creating a safe + inclusive work environment. The overarching focus is to provide opportunity and support to people of all races, ethnicities, religions, genders, sexual orientations, gender identifications, abilities, incomes, marital statuses, ages, geographic locations, philosophies, and veteran status in all levels of staff and leadership. The DC launched ERGs in Q1 2021, including a group for BIPOC staff.

ACTIONS	THEN (2020)	NOW (2021)	NEXT (2022-2025)	FUTURE (2026-2030)
Update firm-wide meeting templates, and PPT templates to include land acknowledgements.*			<input type="checkbox"/>	
Employee Resource Groups (ERGs) launch starting with our base groups around mental health, the BIPOC community, LGBTQIA+ and Womxn.				
Creating safe spaces during all meetings to encourage vulnerability, inclusion and understanding: start all internal meetings with 'clearings'.			<input type="checkbox"/>	
Include land acknowledgements during all formal meetings.			<input type="checkbox"/>	
Assess the ethnic and racial makeup of our BIPOC ERG and make more specific ERGs where there is the desire and numbers permit.			<input type="checkbox"/>	

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ARTF Action Plan | CSER All-Staff Survey

Integral is committed to anonymously gathering information from our staff annually which allows us to conduct an informed analysis and shapes our decision making and programs. These surveys cover our main CSER categories of Environmental Footprint, Justice, Equity, Diversity + Inclusion, Health + Wellbeing, Education + Impact and Safety + Resilience.


ACTIONS	THEN (2020)	NOW (2021)	NEXT (2022-2025)	FUTURE (2026-2030)
Continue our commitment to collecting annual data and reporting through the global CSER annual report.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continue to adjust and shift our questions to ensure we are collecting data that allows us transparency and the ability to take action where necessary in the realm of anti-racism.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CSER Data is made available through an integrated data visualization software to enable more granular analysis, showing trends for specific groups and intersectionality.			<input type="checkbox"/>	



ARTF Action Plan | Advocacy + JUST Label

Integral will advocate within the AEC industry for changes to support a more diverse, inclusive and anti-racist industry standard.

Integral is committed to renewing our JUST label with the aim of improving performance with every recertification. The JUST framework helps to guide our policies, benefits and decisions towards becoming a more diverse, equitable, anti-racist and sustainable company.

ACTIONS	THEN (2020)	NOW (2021)	NEXT (2022-2025)	FUTURE (2026-2030)
Communicate to ASHRAE (and other applicable organizations) that we would like the industry to discontinue to use of the terms “master-controller” and “slave controller”.*			<input type="checkbox"/>	
Strategically join / partner with BIPOC engineering organizations.			<input type="checkbox"/>	
JUST label renewal.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work with ILFI to create a more globally applicable framework.		<input checked="" type="checkbox"/>		

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ARTF Action Plan | Comms Plan

Integral's Communications Plan focuses on both internal and external communications from the firm. Our goal is to provide transparency, clarity and to create an impact through effective communication showcasing what we stand for and how we contribute when it comes to anti-racism and social + environmental justice.

ACTIONS	THEN (2020)	NOW (2021)	NEXT (2022-2025)	FUTURE (2026-2030)
Grassroots communications coming from our Diversity Council and ARTF (ie. Black History Month education/focus/events).		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integral's Communications Plan ensures that both internal and external communications feature BIPOC representation and display focus on our JEDI and ARTF goals.			<input type="checkbox"/>	
Host internal seminars (Design Series, IG Talks, Tell Us More) that spotlight our work that supports social + environmental justice to reinforce the importance of that work.			<input type="checkbox"/>	
Create a global calendar of cultural holidays based on the representation of our workforce captured by the all-staff survey and acknowledge and celebrate these at an office level.			<input type="checkbox"/>	
Implement a tracking process to measure our BIPOC representation through all Communications.			<input type="checkbox"/>	
Implement a tracking process to measure our communications featuring work that supports social + environmental justice and work supporting under-represented and minority communities.			<input type="checkbox"/>	



ARTF Action Plan | Project Go/No Go Tools

Integral will utilize Go/No Go assessment tools which use indicators such as values, diversity, JUST requirements and community impact to help guide our projects, partnerships and relationships. These tools will help us assess and adjust to ensure we are promoting equity and supporting work and partnerships in line with our ARTF desired outcomes.

ACTIONS	THEN (2020)	NOW (2021)	NEXT (2022-2025)	FUTURE (2026-2030)
Create a framework to set targets for and track the projects we take on that support underrepresented and underrepresented minority communities.			<input type="checkbox"/>	
Update the Go/No-Go assessment to identify red flag projects and clients we work with to ensure we do not support work that is dangerously outside of our values, while also ensuring that we identify green light projects that we should always, when possible, take on no matter how small.			<input type="checkbox"/>	
Formalize our “Hard No” class of projects that we refuse to take part in (eg. privatized prisons in the USA).			<input type="checkbox"/>	
Create an assessment process to ensure we are working with suppliers, contractors, manufacturers and vendors whose practises are in alignment with our values and goals.			<input type="checkbox"/>	
Allow individual freedoms to our employees to pass on working on projects that undermine their values without reprimand.				<input type="checkbox"/>



ARTF Action Plan | Recruiting

Integral's Recruitment Strategy aims to find the best candidate for each role while taking into account our desire and need to create a diverse workforce that is free of bias as well as our goal to ensure our workforce demographic is representative of the communities in which we work.

ACTIONS	THEN (2020)	NOW (2021)	NEXT (2022-2025)	FUTURE (2026-2030)
Diversity of recruitment policy updated: our commitment to searching out diverse candidates and the utilization of a skills matrix.	<input checked="" type="checkbox"/>			
Office leadership + People Team members are equipped with local census data (race + ethnicity stats) and where office demographics stand in comparison, to help guide recruitment + promotions to build diversity at all levels.		<input checked="" type="checkbox"/>		
Evaluate Applicant Tracking systems which will allow blind recruiting and metrics to track the efficacy of diversity hiring efforts.			<input type="checkbox"/>	
Create partnerships with whom to promote our vacancies (e.g. National Society of Black Engineers Job Board, non-profits supporting under-represented groups, etc.) in order to actively seek BIPOC candidates.			<input type="checkbox"/>	
All employment offers are made within the bounds of our compensation program which accounts for market conditions, education, credentials and experience.			<input type="checkbox"/>	
Consistent BIPOC representation from our firm at job fairs with organizations we have identified as long term partners. Consistent attendance at job fairs for BIPOC.				<input type="checkbox"/>




ARTF Action Plan | Founder's Influence

Integral Awards are our annual internal awards program structured around our values of Trust, Nurture + Inspire and pillars of Imagine, Perform, Accelerate + Sustain. We aim to spotlight our work around social and environmental justice through these awards.

Impact Fund is our platform for investing in strategic research and development initiatives. On an annual basis the Impact Fund will allocate 0.5% of our NSR directly to R+D initiatives and aims to secure match funding from external sources.

Fresh Voices brings together a group of staff who represent the next generation of leaders within the firm, to ponder on both the current + future direction of Integral. We are committed to ensuring this group is diverse and includes under-represented + minority groups.

ACTIONS	THEN (2020)	NOW (2021)	NEXT (2022-2025)	FUTURE (2026-2030)
Integral Awards submissions to showcase our work that addresses issues of social and environmental justice.	<input checked="" type="checkbox"/>			
Promote and spotlight Integral Awards submissions that showcase our work that addresses issues of social and environmental justice..		<input checked="" type="checkbox"/>		
Embed ARTF into Integral Awards in an intentional manner (new category, encouraging non-technical submissions, etc.).*			<input type="checkbox"/>	
Encourage a culture of innovation through the annual Impact Fund Program.*			<input type="checkbox"/>	
Impact Fund: new project to define social equity indicators within our LCA analysis. (utilize social lifecycle assessment as base).			<input type="checkbox"/>	
Impact Fund: Create partnerships to implement industry wide updates to include social equity indicators to S-LCA			<input type="checkbox"/>	
Host Fresh Voices retreat with a diverse and inclusive group of employees.			<input type="checkbox"/>	



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