THE CHANDY PRINCIPLE™
WORKPLACE AUDIT

FINDINGS AND INSIGHTS
REPORT FOR ARIDO

PRESENTED BY MATRIX360

August, 2022

Matrix 360

Table of Contents

Part One

THE DISCOVERY

ARIDO
Association
of Registered
Interior Designers
of Ontario

Matrix
360

Introduction

Issues affecting corporate workplaces and associations have long been of great concern to executives and management consultants alike for a simple reason: leadership matters – tremendously. Throughout our tenure as talent management and workplace specialists, we have uncovered that the commercial real estate and development (CRED) industry is not immune to common issues, and in fact has a number of additional common industry-specific challenges that further complicate existing dynamics. We have witnessed a shift that has directly impacted levels of engagement, productivity, and profitability. We have also observed that progress toward equity and inclusion in workplaces and associations are not only slow but, in many cases, has stalled.

The thriving workplaces and associations of the future lies in the hands of leaders and how they embrace, adapt, evolve, and execute strategies that benefit its employees and members through the power of diversity. The culture that is created, therefore, is integral to setting the foundation for success for all employees and members, yet is often ignored or taken for granted.

If we are going to be part of the solution, we have to engage the problems."

- Majora Carter

THE CHANDY PRINCIPLE™

TRANSFORMING ORGANIZATIONS. BUILDING EQUITABLE SPACES

The Chandy Principle™: Transforming Organizations. Building Equitable Spaces

We have designed an internal audit process system to examine, evaluate, measure and report on organizations' strategies with regards to how they embrace diversity and foster equitable spaces: The Chandy Principle™.

The focus of The Chandy Principle™ is to elevate awareness, understanding and action towards fostering balanced workplaces where diversity is embraced, inclusion is celebrated, and the outcome of equity, accessibility and excellence are rooted in the framework of the organization. The Chandy Principle™ examines the workplace through five main areas:

1) **Baseline Awareness:**
   A snapshot of quantitative and qualitative perspectives, experiences, and demographics of the organization through its people. The process consists of roundtable discussions with leaders and members or employees and surveys to capture: demographics, pay equity and corporate culture.

2) **Systems Audit:**
   An examination of an organization's culture, demographics, leadership and Board teams, talent management system, marketing & communications, brand, programs, events, and policies and procedures. The audit process is divided into three areas: i) Diversity and Equity Workplace Audit (DEWA) - an examination of an organization's culture, demographics, leadership teams, employees' perspectives, and workplace policies and procedures; ii) Talent-X Systems Audit - an examination of talent management processes, procedures, norms, and opportunities for improvement that are focused on exposure, access, learning, support, advancement and growth of employees, with a lens for diversity and equity; and iii) Communications & Brand Development Audit - an examination of the organization's internal and external marketing, communications and brand collateral for equitable diverse representation.

3) **Educational Tools:**
   Customized tools are designed to deliver knowledge to the employee and member networks to foster learning and unlearning through workshops, masterclass series, seminars, and the establishment of affinity groups.

4) **Community Partnerships:**
   Identification of key stakeholders and community partnerships to increase the organization's social responsibility and social impact connected to diversity and equity.

The Chandy Principle™:
Workplace Audit

5) Corporate Social Responsibility and Governance:

The focus is to examine, evaluate and create supplier diversity initiatives and programs that advance diversity and equity internally and externally for the organization. Governance models are transformed to include and create best practices where the organization's equity progress is measured and reported annually.

A visual representation of The Chandy Principle ™ flow of phases is below.

THE CHANDY PRINCIPLE™

Transforming Organizations.
Building Equitable Spaces.

Phase 5 — Corporate Social Responsibility & Governance

Phase 4 — Community Partnerships

Phase 3 — Educational Tools

Phase 2 — Systems Audit

Phase 1 — Baseline Awareness

The Chandy Principle™:
Workplace Audit
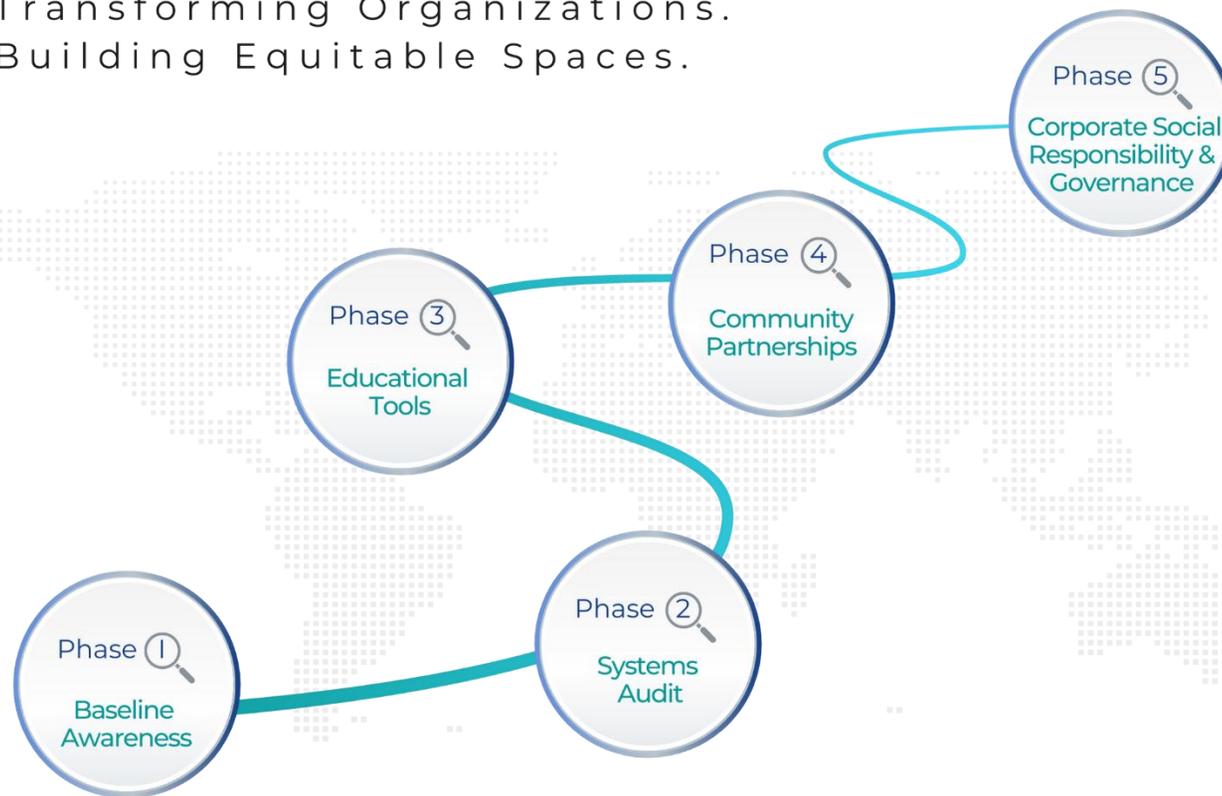
The Chandy Principle™ is a system that is purposely centered and directly aligned with The United Nations Sustainable Development Goals (SDGs). The foundation of the Chandy Principle™ is based on Matrix360's sustainability measurement tool for diversity and equity: the M360 Sustainability Maturity Model for Associations (SMMA).

Within each of the five areas outlined in the previous pages, select KPIs from the SMMA are examined and reported as relevant, so decision-making can be informed for each category for relevant actions and prioritization.

We believe we are living in a world of change unlike any other time in our history. Given the present velocity of change, and its consequences, it is a landmark challenge for organizations to adapt their workplace culture and strategies. Nevertheless, together we have the power to create great change through inspiration, education, and the will to drive growth forward. A change that, if implemented with care, will poignantly resound for many generations, thus advancing Canada and our industry.

We welcome you to explore our findings as we build the future of the workplace together - for an organization's impact on talent, leadership, and sustainability *matters*.
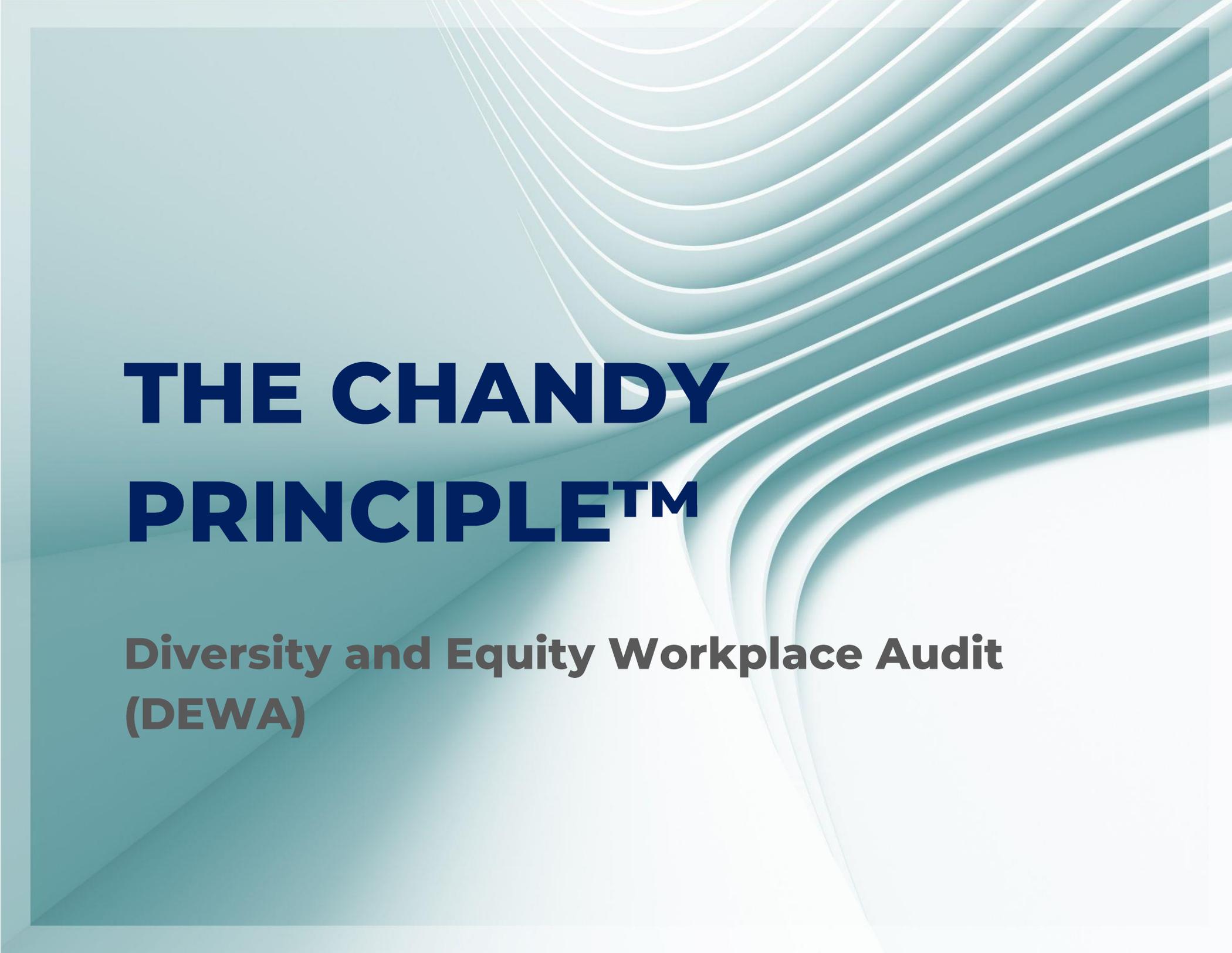
THE CHANDY PRINCIPLE™

Diversity and Equity Workplace Audit (DEWA)

The Chandy Principle™: Diversity and Equity Workplace Audit (DEWA)

The Chandy Principle™ Diversity and Equity Workplace Audit (DEWA), undertaken in Phase II, uncovers insights through an examination of an organization's culture, demographics, leadership teams, employee and member perspectives, and policies and procedures.

The audit provides a holistic perspective of an organization's diversity and equity progress, as well as opportunities to create processes and policies that further expand an organization's commitment to a culture of excellence. It is important to acknowledge that an organization's framework is central in developing, advancing, and evolving the workplace culture that embodies diversity and equity at its core. The DEWA process carefully reviews, evaluates, and provides commentary on the current state of the organization's workplace and framework through uncovering any hidden gaps, blind spots and victories that are built into it.

The DEWA process evaluates the organization's workplace and framework based on the M360 Sustainability Maturity Model for Associations (SMMA).

M360 Sustainability Maturity Model for Associations (SMMA)

The M360 Sustainability Maturity Model for Associations (SMMA) is a tool that we have developed over our tenure that helps guide organizations' leaders to understand, develop and implement best practices focused on diversity and equity as the key tenets of overall sustainability efforts.

The SMMA is also an opportunity for an organization to measure and report on its progress and growth year after year.

Members: The members quadrant is focused on individuals who are directly connected to the organization and receive membership benefits. The quadrant measures representation, accessibility in terms of events, programs and initiatives, and professional development.

Internal Infrastructure: The internal quadrant that is focused on understanding the organization's frameworks, policies, processes, internal leadership composition, values, principles, communications and brand specifically focused on language and external marketing.

External Infrastructure: The external quadrant that is focused on how the organization is perceived based on its impact, events, programs, leadership composition that includes the board and committees, the organization's brand and its impact connecting to diverse and underrepresented communities.

Community: The community quadrant that is focused on community and civil engagement between the organization and diverse and underrepresented communities. The priorities are centred on the social responsibility of the organization, along with how the organization is perceived in developing and fostering partnerships, economic and social opportunities with diverse and underrepresented communities.

To learn about the M360 SMMA, please contact us.

The Chandy Principle™:
Workplace Audit

BUILDING WITH PURPOSE AND RESPONSIBILITY

UN Sustainable Development Goals

Association
of Registered
Interior Designers
of Ontario

Matrix
360

Building with Purpose and Responsibility: UN Sustainable Development Goals

Adopted by the General Assembly of the United Nations in 2015, the 17 Sustainable Development Goals (SDGs) are the blueprint to achieve a better and more sustainable world for all by 2030 - in terms of people, planet, and prosperity.

The SDGs are an expanded version of the eight Millennium Development Goals (MDGs), which guided global action to reduce extreme poverty from 2000 to 2015. [1]

---

[1] Griggs, D., Stafford-Smith, M., Gaffney, O. *et al.* Sustainable development goals for people and planet. *Nature* **495**, 305–307 (2013). https://doi.org/10.1038/495305

For the first time in human history, the international community of nations were able to define a global and comprehensive sustainable development agenda and framework including both social objectives and environmental goals. The framework is expressed in a common language and clear set of actions for all entities (governments, organizations, businesses, non-profits, academia and civil society). The 2030 Agenda explicitly invites the business sector to participate and contribute to the achievement of the SDGs.[2]

For business organizations and associations, the SDGs represent an opportunity to put their Corporate Social Responsibility (CSR) engagement into a broader perspective, by orienting it towards the resolution of grand societal and environmental challenges. Business organizations and associations are encouraged to focus on the SDGs they can contribute to most effectively, to define SDG-related goals, and to publicly announce their commitment to the SDGs by integrating it into their CSR reporting. [3]

Matrix360 understands the role diversity, equity and accessibility plays in organizations; therefore, advancing equity specifically is built into our core mission.

We recognize the challenges, barriers, and limitations diverse and underrepresented communities face in accessing opportunities for growth and advancement. We are cognisant of existing technological and demographic shifts that impact the future of organizations. Matrix360's mission is purposely centered and directly aligned with the achievement of The United Nations Sustainable Development Goals and the 2030 Agenda.

We are committed to this transformative agenda and believe the 2030 agenda translates into business opportunities for organizations as they offer powerful avenues to unleash innovation, growth, and equity.

---

[2] United Nations. Transforming our World: The 2030 Agenda for Sustainable Development. Retrieved from
https://sustainabledevelopment.un.org/
[3] GRI, United Nations Global Compact and WBCSD. SDG Compass: The guide for business action on the SDGs. Retrieved from:
https://sdgcompass.org/

Creating Impact with Great Intent

The SDGs are an integral part of fostering a more sustainable future. The 2030 Agenda intends to counteract global problems, such as poverty, inequality, climate, environmental degradation, and justice.

It is built on the assumptions that:

- Economic prosperity, social progress and environmental protection are interconnected and compliment the opportunities to build better communities.
- The responsibility and accountability of building a better future is directly connected to creating and implementing specific actions that will address economic growth, and safer environments for all people to thrive; and
- A collective and collaborative effort involving various entities (governments, organizations, businesses, non-profits, academia, and civil society) are needed to transform and evolve the global society. The SDGs are viewed as an avenue to create common aspirations and impact between the different entities that build and shape communities. The **17th SDG** is integral in this regard: It explicitly stresses the need for multi-entities and cross-sector partnerships. Without this, the ambition of solving the world's grand challenges will be impossible to achieve.

While many organizations contribute to all SDGs to different degrees, we have identified 8 SDGs where ARIDO can make a positive and progressive impact. The following goals are integral to guiding ARIDO on its diversity, equity, and accessibility journey:

Building Inclusive & Equitable Organizations

Building Inclusive & Accessible Spaces: The ARIDO Analysis

The importance of spaces is not solely built on the physical infrastructure, but also includes how people are welcomed, recognized, accepted, valued, and interact with one another. It is directly linked to the tonality of the culture within any organization and the strategies that it adapts. An infamous quote from Peter Drucker states that "culture eats strategy for breakfast", which summarizes this ideology quite well. To be clear, Drucker's tenet is not declaring that strategy does not matter, but rather that the strategy a business employs will only be successfully executed if sustained by relevant cultural attributes.

In an increasingly diverse world and workplaces, organizations need to create more inclusive environments where its members and employees can feel comfortable expressing themselves openly and honestly. Therefore, it is crucial for leaders to understand their role in creating those environments by making sure they have an open mind to new ideas while also respecting others' ideas as well.

For ARIDO, the data extracted reveals an organization that is highly intentional and committed to evolving the Association's culture and framework that embodies diversity, equity, and accessibility. There is a strong consensus amongst leadership teams that diversity, equity, and accessibility are key priorities. Further, it is evident that the ARIDO network holds similar mindsets.

The data analysis reveals that ARIDO has a strong foundation of members and leaders who believe and are committed to building better structures that address diversity, equity, and accessibility. However, throughout the tenure of ARIDO's growth, diversity, equity, and accessibility have not been key tenets to the organization's culture and strategy. ARIDO is young in its diversity journey and has opportunities to connect its practices with its social impact and responsibilities internally and externally.

The pathway towards excellence is embraced by ARIDO's internal senior leadership and board leadership teams. There is a strong consensus of collaboration, respect and growth mindsets focused on the well being of all members and employees.

The journey for building equitable and accessible spaces for ARIDO members and employees are key priorities for the ARIDO internal and board leadership teams. The composition of the diverse voices and experiences within the leadership teams have created the ground work for progressive and transformative change.

Through The Chandy Principle™ DEWA process, we have identified the categories of actions outlined in the report cards of findings. These cornerstones of achievement will serve to guide ARIDO reach the next level of impact as Champions of diversity, equity and accessibility for the design industry.
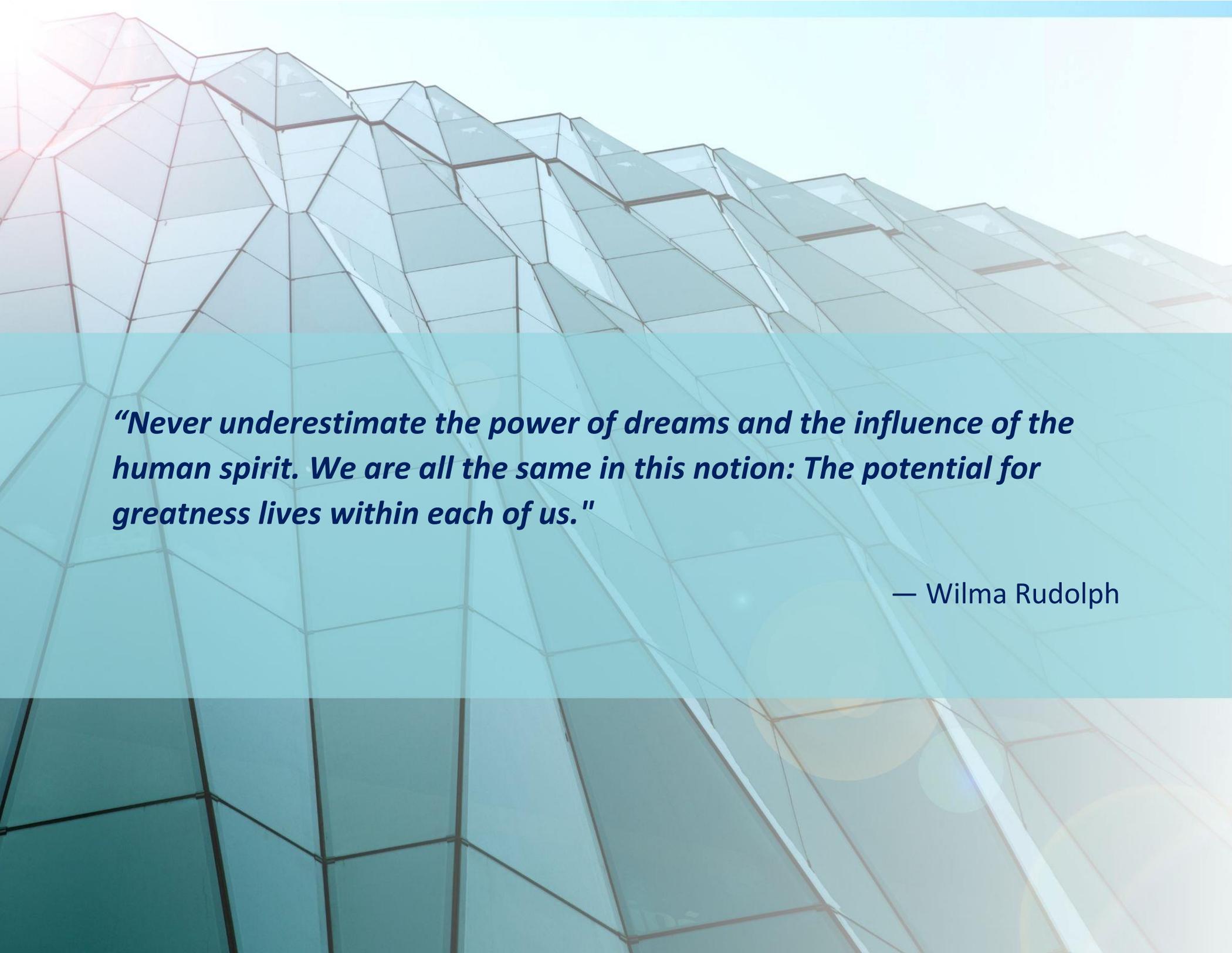
"Never underestimate the power of dreams and the influence of the human spirit. We are all the same in this notion: The potential for greatness lives within each of us."

— Wilma Rudolph
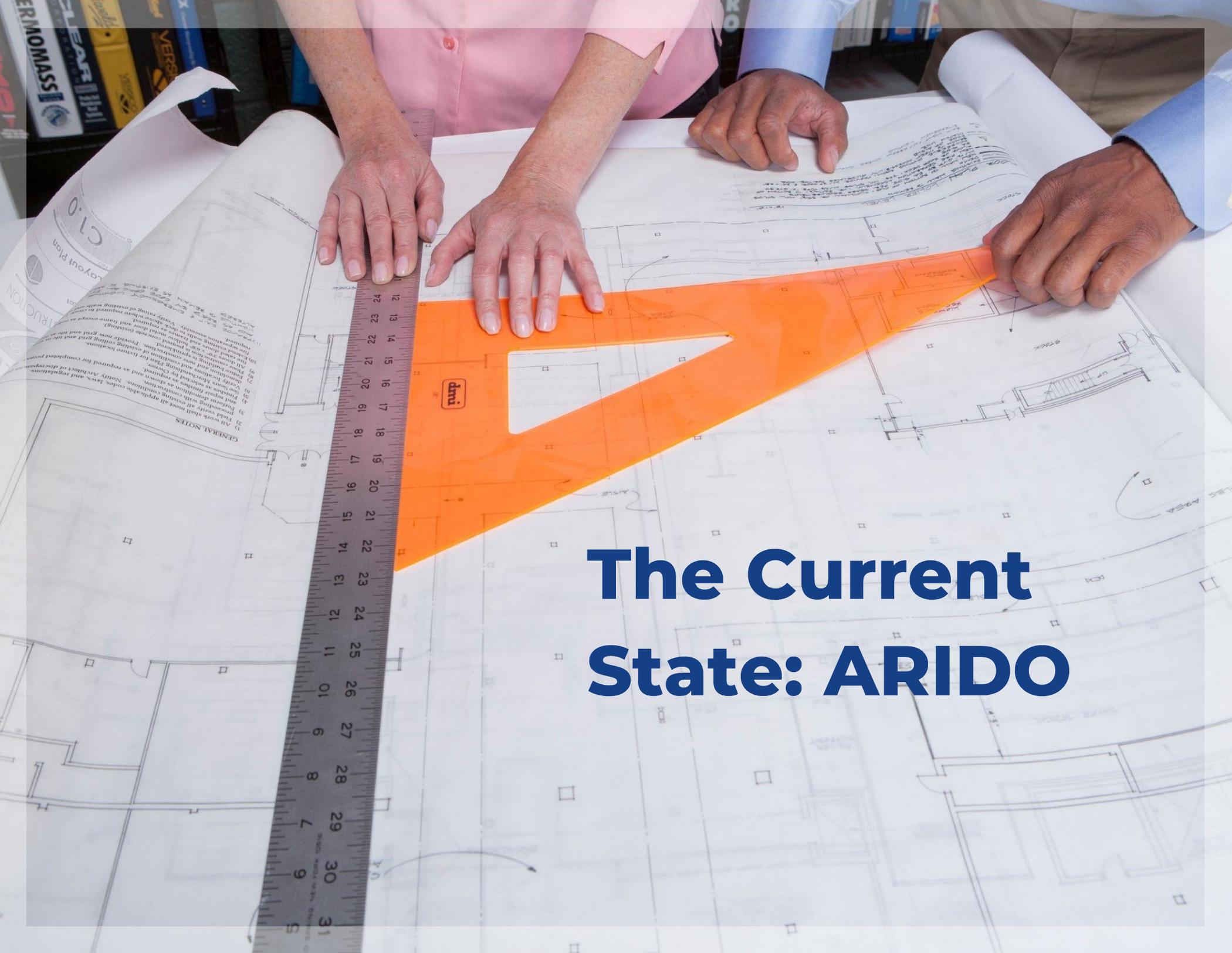
The Current State: ARIDO

The Current Temperature and Pulse of ARIDO

Like many organizations, ARIDO's current state is not unique in relation to diversity, equity, and accessibility: an imbalanced infrastructure and culture that needs to prioritize the importance of building better spaces for all. As a result, ARIDO is striving to create an inclusive and equitable organization where members feel valued and respected. More importantly, with an engaged internal and board leadership team members, ARIDO is on a pathway to success.

ARIDO has intentionally paused to reflect and examine the current state of the organization to deliver meaningful impact for its members and employees. As a result, the ARIDO leadership teams believe that through collaboration and learning how to value differences, the organization will be able to become champions of diversity, and advocates for progressive change.

Intentional Commitment from ARIDO

ARIDO's commitment to diversity, equity and accessibility is evidenced by the leadership's engagement and commitment to developing a strong business case to center on the power of social impact and its influence.

ARIDO's leaders understands that social impact is not only a source of inspiration—it can also be an incredible source of innovation. The focus is to further develop a strong case for their social impact initiatives that centers on innovation and creativity as well as responsibility and accountability.

Throughout the explorative discussions a vast majority of leaders acknowledged the importance of awareness and reflecting on key areas:

- **Membership Engagement:** Increasing the level of diverse representation within its member network
- **Community Access and Outreach:** Developing more sustainable pathways to diverse and underrepresented communities in the Interior Design sector
- **Professional Development and Resources:** Creating better access to learning opportunities for members and working with Academia institutions to create inclusive curriculums that welcome diverse thoughts and experiences
- **Program Development:** Increasing diverse representation, topics and themes, and relevant knowledge sharing to build inclusive spaces
- **Industry Partnerships and Advocacy:** Championing for transformative change that centers the importance of diverse and underrepresented perspectives to influence the future pathways for the Interior Design sector in Ontario

Part Two

THE DEWA AUDIT

The Framework:
The Nuts and Bolts

The Framework: The Nuts and Bolts

The examination of the ARIDO's internal and external infrastructure yielded a multitude of useful insights in the process of further developing the action plan and recommendations to solidify the short and long-term impact ARIDO is focused on.

It is highly encouraged to review the previously shared DIV.e.IN Report and The Chandy Principle™ Phase One Report to better understand the demographics and perspectives of ARIDO. Further, it is evident that there is a limited formal commitment to diversity, equity and accessibility within the processes, policies, and programs of ARIDO. Despite the lack of a formal commitment, there is a strong intention amongst the internal and board leadership teams to invest formally into meaningful commitment and engagement to diversity, equity, and accessibility.

The ARDIO leadership teams contributed perspectives and feedback in both formal assessment consultations as well as focused roundtable conversations. Five key insights and findings are highlighted below:

- **The consultations revealed a leadership team that is highly curious and committed to building trust and openness in communicating with the membership network**

- **The conversations identified an organization that has a strong intention to further build a foundation that is inclusive and accessible, for diverse and underrepresented professionals and communities across Ontario**

- **There is a strong sense of unity in wanting to do more for impact and create positive change through ARIDO's work internally and externally**

- **The willingness to learn and grow was evident and echoed across the leadership teams**

- **There is an identified need in ARIDO programs and services to increase formal commitment to attract, retain and advance diverse and underrepresented voices through the marketing and communications and delivery of programs and services for members**

Observations

ARIDO Insights and Highlights

Key areas of focus identified in The Chandy Principle ™ are as follows:

Desire for More Intentionality in the Path to Advancing Diversity, Equity and Accessibility

The senior leadership teams raised the issue of desiring to be more intentional, proactive, and purpose-driven in terms of how diversity and equity outcomes are sought and achieved. There is a consensus that the team is limited in its knowledge and experience connecting with diverse underrepresented communities, and a recognition of a need for improvement in this area was identified. The commitment to develop and execute on a formal plan is evident and the desire to achieve tangible outcomes was clearly expressed.

Key Priority: Educational sessions to further build diversity knowledge and outreach strategy development amongst leadership team; In parallel with measures to increase diverse representation in the leadership ranks

A Heightened Intentionality to Integrating Diversity, Equity and Accessibility

It was evident from these discussions that the leadership teams had expressed openness to elevating the integration of diversity and equity as an authentic part of ARIDO's work, as it was identified as an action priority for the organization. Two areas were highlighted within this: intention in targeting diverse and underrepresented voices for leadership opportunities within ARIDO; and increasing intentionality in the types of collaborations in terms of who ARIDO invests in and works with, for greater impact in diversity, equity and accessibility.

Key Priority: To formalize and prioritize diversity, equity and accessibility in the ARIDO framework in both leadership and external engagements

Creation of A Formal Statement Supporting the Diversity, Equity and Accessibility Mission

Diversity and equity outcomes are not outlined as an explicit part of the organization's mission, vision, or goals. There is a consciousness among the leadership teams that the desired specific outcomes and targets in this space is not yet clear, as it is currently considered to be broadly defined. There is a sentiment that although diversity investment and impact is a key priority, there is a lack of a formal marketing plan to attract and support diverse and underrepresented members.

Key Priority: Develop and formalize diversity and equity commitment statement(s) connected to the mission of ARIDO, and target diverse and underrepresented communities through market outreach that is managed and supported by diverse voices

Development of Best-Practices for Internal and External Programs

Both the audits and masterclass roundtable discussions highlighted a need for internal best-practices to be developed and used, unique to the ARIDO framework. These guidelines would be used for accelerating progress and delivering on diversity and equity goals both internally for the team and externally. The ARIDO internal structure is currently informal and limited with its checks and balances to support and promote diversity. It is highly encouraged that the programs specifically geared to members and outreach incorporate diversity and accessibility as a central component.

Key Priority: Create programs to increase and foster diverse member representation, and create formal checklists that measure actions related to ARIDO's commitment and progress with building inclusive and equitable spaces

Policy and Process Development Focused on Diversity, Equity and Accessibility

The assessments highlighted a limited priority on centralizing diversity, equity, and accessibility in ARIDO's policies and processes. Although the current internal and board leadership teams are committed to transforming the organization, it is encouraged and recommended that a committee is formed to create checks and balances in ARIDO's governance structure.

Key Priority: Allocate resources to learn how to create a framework to embrace and report on the power of diversity within processes and policies that impact ARIDO's actions and guide decision-making

The Chandy Principle™:
Workplace Audit

Advocacy and Outreach Focused on Diversity, Equity and Accessibility

Although ARIDO is an active organization focused on its member network, there needs to be an expansion of its commitments to increase diverse representation in the Interior Design sector in all facets: academia, governance, community partnerships and educational commitments.

Key Priority: Formalize and encourage opportunities to build outreach programs for diverse and underrepresented communities, and actively working with academic institutions across Ontario to have deeper conversations and actions focused on diversity and equity that are connected to the business strategy of ARIDO

Progressive Initiatives and Professional Development

The examination uncovered ARIDO's commitment to higher learning for its member network. However, upon further examination, the current programs focused on internships, mentorships and professional development are limited with their diversity, equity and accessibility commitments. There exists limited language and outreach in its program materials that encourages diverse representation and accessibility.

Key Priority: Invest in transforming the internship and mentorship programs that encourage, target, and attract diverse and underrepresented members to participate. Further, professional development programs must focus on educating the member network on the "how to" build and design inclusive and accessible spaces that welcomes diversity

Industry Partnerships and Commitment

It was highlighted in the examination process through conversations that there is limited industry partner commitment and engagement. It is highly encouraged for ARIDO to create formal pathways to connect with industry leaders and organizations for education and partnership opportunities. A framework for financial commitment and engagement for diversity and accessibility in design needs to be developed.

Key Priority: Expand a partnership model to encourage the participation of industry partners and commitment to increasing diversity and accessibility within the Interior Design space

Roadmap Timeline & Recommendations
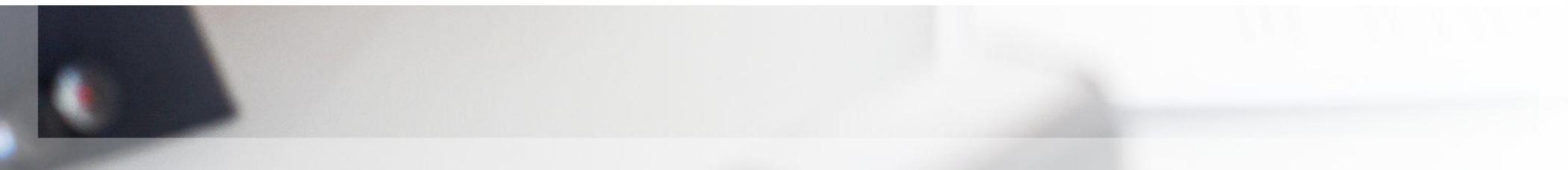
Roadmap Timeline & Recommendations

To achieve progress in the priorities set out in this report, the following pages outline the timeline and recommendations to complete, in the respective quadrants of the Matrix360 SMMA:

External Infrastructure

UN Sustainable Development Goals (SDG)

SDG 4, SDG 5, SDG 8, SDG 10, SDG 11, SDG 17

At Present - September 2022 – March 2023

- Quarterly lunch and learn educational series for leadership teams
- Update the criteria for scholarships to include ARIDO's commitment to diverse and underrepresented students and newcomers
- Join CREED Council
- Review ARIDO's values and goals for their connectivity to diversity, equity and accessibility and update accordingly - reflecting and connecting ARIDO's diversity statement to the values and principles of ARIDO (strategic planning session Nov 2022)

Short Term - April 2023 – August 2023

- Hire a third-party to assist in the rebrand of ARIDO's marketing and communications collateral. Emphasis should be placed focusing on diversity and accessibility through words, images, and style
- Hire a photographer to capture in-person events, programs and outreach that highlights and reinforces ARIDO's commitment to diversity, equity, and accessibility. Complementing this, assign responsibility for a team member to capture online events, programs, and outreach work for ARIDO
- Connect with Interior Design organizations and market the importance of ARIDO to attract diverse professionals

The Chandy Principle™:
Workplace Audit

- Review, evaluate and update the Internship program for how to include diversity and accessibility in its framework
- The Mentorship program should also be updated to include the importance of diversity and accessibility along with two-way learning, where both the Mentee and Mentor are on the learning journey together. The program needs to be measured and outcomes reported on an annual basis. The program needs to have formal marketing and communications to encourage the participation of all members across the province
- Actively recruit and build formal processes to attract the participation of a broader spectrum of diverse representation (Regional, Black, Indigenous, Persons with Disabilities, and youth) within external leadership positions
- Build formal policies to create and support equitable representation on the Board and Committees through the hiring of an external third-party firm
- Hire a third-party to manage the mentorship program to maintain the integrity of ARIDO's educational mandate

Medium Term - September 2023 - June 2024

- Curate scorecards and measurement tools for supporting ARIDO decision making related to:
  - Sponsors
  - Members
  - Supply chain (supplier diversity)
- Set targets to create points of reference and support goal creation for diversity, equity, and accessibility impact
- Conduct annual member engagement surveys, member demographic and perspectives surveys, and supplier and vendor surveys
- Encourage corporate partners to create scholarships for diverse and underrepresented students and newcomers
- Formalize and provide language option choices for event participants (French, English and Brail). Include inclusive language that welcomes transgender members and industry partnerships
- Increase events frequency in regions outside of the GTHA
- Hire third-party to design and implement employee and leadership performance management policies for diversity
- ARIDO needs to formalize and increase outreach and partnerships with diverse and underrepresented community groups and associations across Ontario
- Create and formalize outreach programs to attract, recruit and retain diverse and underrepresented professionals into leadership positions

The Chandy Principle™:
Workplace Audit

Internal Infrastructure

UN Sustainable Development Goals (SDG)

SDG 3, SDG 4, SDG 5, SDG 8, SDG 10, SDG 11, SDG 17

At Present - September 2022 – March 2023

- Encourage leadership teams to lead by example for championing changes to drive education, increased representation, and discussing diversity and equity issues openly
- Formalize and publish a diversity statement connected to ARIDO's values and principles. Curate specific goals focused on diversity, equity, and accessibility initiatives (internally and externally). Formalize Matrix Affinity Group for the organization that represent diverse voices and experiences (currently in progress).
- Formalize and publish the diversity of the ARIDO internal team through online sources (website, social media), monthly newsletters and events
- Review and update verbiage to reflect gender-inclusive language i.e. removing any language in internal and external communications that infers the term "he" captures multiple genders. Instead, explicitly state: he, she, and they or he/she/they
- Expand Employee Handbook policies to include coverage of diversity and equity related matters. Formalize employee and leadership training programs for policies and processes that foster diversity, equity, and accessibility education

Medium Term - September 2023 - June 2024

- Review and update vision and mission statements to reflect broader sustainability and diversity goals

The Chandy Principle™:
Workplace Audit

Community

UN Sustainable Development Goals (SDG)

SDG 1, SDG 3, SDG 5, SDG 8, SDG 10, SDG 11, SDG 13, SDG 17

At Present - **September 2022 – March 2023**

- Matrix360 needs to further evaluate and work with the Board and Committee to implement the connection of diversity and accessibility to the framework
- Communicate ARIDO's involvement and progress on social media and with third-party partners

Short Term - **April 2023 – August 2023**

- Conduct annual member engagement surveys (TBC) and demographic and perspective (completed in 2021 through DIV.e.IN) surveys

Medium Term - **September 2023 - June 2024**

- Hire third-party partner to assess and curate formal processes for advocacy and outreach that are regionally focused and mindful of diversity and accessibility
- Streamline an action plan with key targets based of the UN SDGs that will showcase ARIDO's commitment to CSR and building better communities
- Formal outreach processes need to be created and implemented for member participation with community outreach
- Formal policies and processes must be created to foster outreach to diverse and underrepresented communities (through schools, community organizations, non-profits, newcomer organizations, and youth groups)

The Chandy Principle™:
Workplace Audit

Long Term - July 2024 and Beyond

- The Mentorship program needs to have direct connection to diverse and underrepresented groups, as it is evident that there is a lack of participating members who identify with diverse communities
- Invest in, curate, and formalize a supplier diversity program for members and industry partners
- Curate a database of diverse organizations that focus on community and professional outreach for diverse and underrepresented groups (region-focused) to expand member pools, diversity and equity partnerships, and community impact
- Update and include opportunities to participate in collaborating and partnering opportunities with diverse and underrepresented communities through outreach, programs, and events within current partnerships and sponsorships
- Create policies and processes to formalize ARIDO's corporate social responsibility commitments

Members

UN Sustainable Development Goals (SDG)

SDG 3, SDG 4, SDG 5, SDG 8, SDG 10

At Present - September 2022 – March 2023

- Conduct diversity policy training or information sessions for leaders, employees, and members on an ongoing basis (quarterly or every six months)
- Implement educational workshops for ARIDO leadership teams to understand inclusive language and behaviours
- Hire third party partner to create and implement policies that encompass diversity, equity, and accessibility within ARIDO's framework
- Update By-Laws to incorporate equity and accessibility into the framework
- Review and publish diversity statement for its connectivity to ARIDO's goals and updates
- Hire and partner with consultants who focus on inclusive language for marketing and communications
- Report on an annual basis any actions related to community outreach and employee volunteer involvement (ongoing)
- Curate and implement monthly spotlight on internal leadership team and its commitment to diversity, equity, and accessibility
- Highlight and be intentional with ARIDO's commitment to diversity, equity and accessibility on marketing and brand collateral (website, reports, programming, events etc.)
- Showcase diverse representation of internal and external leadership teams (Board of Directors, Committees) through monthly or bi-weekly spotlight series, on website

Short Term - April 2023 – August 2023

- Hire a third-party partner to support accessibility requirements for all online and in-person events
- Curate a marketing campaign to attract diverse speakers to participate on panels and contribute to programs

The Chandy Principle™:
Workplace Audit

- Actively encourage and recruit the participation of diverse representation on panels, programming, committees and Board (i.e. creating a database of diverse leaders, outreach to diverse and underrepresented communities, schools across Ontario)
- Update any ARIDO application to include and welcome diversity and accessibility
- Implement and commit to administering member surveys to capture demographics, perspectives, and engagement
- Hire a third-party firm to curate an educational curriculum for diversity, equity and accessibility learning for members and industry partners
- Hire a third-party firm focused on accessibility to create policies and processes that support accessibility for events, programs, member communications and online presence (website, social media)
- Create and implement educational programs that are focused on accessibility in design and space

Medium Term - September 2023 - June 2024

- Create and implement a recruitment strategy to attract and retain the participation of diverse and underrepresented professionals through outreach and marketing initiatives
- Curate a formal online learning library for members and industry partners
- Increase ARIDO's presence with diverse and underrepresented community groups and associations across Ontario through partnerships and educational promotional opportunities
- Review sponsorship and partnership agreements and update to include collaboration with diverse and underrepresented organizations and communities

Long Term - July 2024 and Beyond

- Curate and implement formal policies focused on professional development that supports and fosters diversity, equity, and accessibility education
- Work with academic institutions to create formal educational curriculums that supports and fosters design inspired by multiple worldviews

Part Three

THE EVOLUTION

"All progress takes place
outside the comfort zone"

– **Michael John Bobak**

Conclusion

Final Thoughts: Pathways to Accessible and Equitable Spaces

The conversations focused on diversity, equity, accessibility, and belonging are not new. As business leaders, we have a window of opportunity to transform what we have all inherited: inequitable and unequal systems that serve only a few. The Interior Design sector and profession holds a primary seat with the transformation. As a professional organization for Interior Designers of Ontario, ARIDO's influence to shape, design, and build spaces that are steeped in inclusivity are the cornerstone to equity.

The shifting demographics within Ontario indicates a population that is growing, educated and diverse are central to building better spaces for all. As a profession that is for people, designed by people; Interior Designers have the opportunities to get involved by deepening their leadership and broadening their horizons to include the richness and transformative power of differences - diversity.

ARIDO's pathway to embrace diversity, equity and accessibility is rooted in a foundation where all people matter. The intentional commitment with prioritizing access and fairness is evident within the current ARIDO leadership teams. COVID-19 has created many opportunities for organizations and professionals to evolve how we perceive business. Business professionals have the power to influence and transform organizations and societies. It is integral that we work collaboratively to dismantle the false binaries, assumptions and biases that separate us; while building awareness and understanding of the importance of safety in community.

It is essential that as we build and move towards a transformative approach to systemic changes within ARIDO, it is important that we embrace the humanity of being human. Being human is to recognize that it is not about perfectionism. Instead, it is about understanding and accepting differences. It is about acknowledging that exposure and access are of primary importance to growth. It is about learning how to adapt and adopt growth mindsets.

After all, it is about designing and upholding spaces where everyone feels welcomed, valued, respected, and included to building better connections and communities.

One Love,

Chandran Fernando
Managing Partner

The Chandy Principle™:
Workplace Audit

"Change is not a threat, it's an opportunity. Survival is not the goal, transformative success is"

– **Seth Godin**