Glossary

The purpose of this glossary is to furnish a shared understanding of how the *Guides for Equitable Practice* define and use terms related to equity, diversity, and inclusion (EDI). Some of these terms may be new to you; many of them are also used in other professions and communities and may have different uses and meanings in other contexts. Context and language evolve over time—some terms that have been used in the past are no longer in use, and some of the terms in this glossary will undoubtedly evolve, be replaced, or become obsolete. (See *Introduction* for a more complete discussion of language, acronyms, and terminology.)

The glossary is not intended to be exhaustive but, instead, is an important resource companion for the guides. You are encouraged to consult resources referred to in the guides as you continue to deepen your knowledge of EDI principles and practices. Many of the words and phrases in the glossary appear as keywords at the beginning of each guide; others appear in the text, often in more than one guide. Glossary entries appear in alphabetical order and explain how each word or phrase is defined and/or used in the guides or in other EDI contexts. The glossary draws from resources cited in the guides and endnotes and has also been peer reviewed by architecture professionals, AIA staff and legal counsel, and EDI specialists. Selected glossary terms are italicized and hyperlinked within the definitions for ease in cross referencing.

ABLEISM (see *-ism*)

ACCESSIBILITY / ACCESSIBLE DESIGN

Accessibility is the practice of making facilities, services, and products independently usable by people with any type or combination of *disabilities*. The Americans with Disabilities Act (ADA) mandates that public facilities be fully accessible. *Universal design* broadens the concept of accessibility to encompass design without a need for adaptation, such as a separate doorway for a wheelchair user.

ACCOMMODATION

The ADA protects individuals with *disabilities* by requiring employers to make reasonable accommodations for them to perform their jobs. According to the U.S. Department of Labor, a reasonable accommodation is a modification or adjustment to a job, the work environment, or the way things are usually done during the hiring process. These modifications enable an individual with a disability, including those with specific medical conditions or mental-wellness needs, to have an equal opportunity not only to apply for and get a job but also to successfully perform their job tasks to the same extent as people without disabilities.[1]

Reasonable accommodation also includes adjustments that provide a qualified individual with rights and privileges in employment equal to those of employees without disabilities.[2] It can be difficult to determine what is "reasonable": accommodation is at times seen as a minimum standard for addressing needs in a workplace, while *accessibility* and *universal design* are higher standards. The Equal Employment Opportunity Commission, an independent federal agency, is the enforcing agency for the ADA's employment provisions.

Accommodation may appear in other contexts as well. For example, Title VII of the Civil Rights Act of 1964 prohibits employment discrimination based on religion: an employer may not refuse to accommodate sincerely held religious beliefs or practices unless the accommodation would impose an undue hardship.[3]

ACCULTURATION / ASSIMILATION

Both terms are typically used to describe how members of a *nondominant* group relate to the culture of a *dominant* group. In the guides, acculturation refers to preserving important differences and assimilation to losing important differences. During acculturation, an individual or organization retains the norms and language of their culture of origin while adjusting to fit into a different culture and increasing their fluency in it. Acculturation is, therefore, a skill. These guides are neutral on the choice to develop it or not; however, acknowledging the time and energy required to adjust can be effective in supporting those who are becoming accustomed to a new culture.[4]

Assimilation occurs when one becomes absorbed into the dominant culture and, therefore, loses their own unique culture. Members of their own groups may perceive assimilation negatively, as masking or covering, or as abandoning their own social and cultural differences. This perception can exacerbate tension for the person who is becoming assimilated and lead to losing formerly supportive networks of family and friends.

ACTIVISM / ACTIVIST-ARCHITECTURE

Activism or activist-architecture is a form of public involvement through which architects participate in or lead movements, organizations, or groups that advocate for political and social change.

ADVOCACY (Interpersonal, Political)

Advocacy appears in two ways in the guides. First, interpersonal advocacy entails speaking up on behalf of oneself, for members of one's own *identity groups*, or for others. In this sense, it is also a key part of negotiations in which mutual advocacy involves two or more individuals with multiple viewpoints working toward the same goal. (See *ally*.)

Second, the *Community Engagement* guide explains that architects may assume an advocacy role or participate in advocacy efforts, groups, and/or organizations to support community and professional interests and press for political and social change. This form of advocacy is consistent with the AIA's term "citizen architect."[5]

AFFINITY BIAS

Affinity bias, one of several forms of unconscious bias, is the tendency to favorably regard those who are most like ourselves. Awareness is the first step toward addressing affinity bias; once someone is aware, they can determine whether the bias is creating inequities or affecting outcomes or behavior and can correct accordingly. (See *bias*.)

AGENT IDENTITY

An agent identity endows someone with advantages by birth or acquisition, such as education or wealth; they knowingly or unknowingly receive benefits, power, or privileges over members of target groups.[6] The term is used in relation to *target identity*. (See *dominant culture/identities*, *nondominant culture/identities*, *identity groups*.)

ALLY

As used in the guides, an ally is typically a professional colleague with an *agent identity* and/or someone who is in a position of privilege or greater *power*—who uses their standing and credibility to support colleagues from *target identity* groups. An ally's actions could include spreading awareness among *dominant* groups and advocating for greater diversity and inclusion. It is important to note that genuine allies are those who are perceived as and accepted by members of those groups as being allies through their actions, not those who simply claim to be allies.

ANCHORING BIAS

Anchoring bias, one of several forms of unconscious bias, is the tendency for people's perceptions to overemphaze initial data without questioning it to understand its limitations. For example, when a recruiter learns the salary of an applicant, anchoring bias can lead to making an offer that is directly influenced by the previous salary rather than the applicant's skills or the requirements of the new job.[7] Like other unconscious biases, it can be acknowledged and mitigated, if one makes the effort. (See *bias*.)

ANTIRACISM/ANTIRACIST

Antiracism is active engagement in dismantling social and economic policies and structures that have created inequity and injustice for nondominant racial groups. At an individual and interpersonal level, an antiracist person acknowledges their advantages and privilege and is also conscious of racism in daily life and takes deliberate action to interrupt it. Antiracism is distinct from nonracism, which denotes a passive internal belief that one is not racist and a lack of engagement in racial justice issues.[8] (See *structural racism/systemic racism/structural racialization*, *-ism*.)

ASSESSMENT (see *organizational assessment*)

AUDIT

Part of an overall *organizational assessment*, an EDI audit often focuses on financial factors, such as checking for inequities in compensation, but may also include noncash elements (e.g., promotions, vacation time, flexible scheduling) and inspections of organizational messaging and decision-making to ensure that a firm's communications and activities are free of bias. Audits may be conducted internally within an organization or department or by a third party.

AUTHENTICITY / HONESTY

Authenticity can have different meanings to different people. In the *Community Engagement* guide, authentic engagement is understood to require—whether the architect is a member of the community or not—active, ongoing engagement, listening and hearing, dialogue, invitations to participate, and sharing information with the community, without claiming to know "what the community needs." Honest communication entails being clear about the intentions of the engagement, with disclosure about the nature of the relationship and what the community can expect, clarity about who the project team members and the decision-makers are, and transparency about what each party stands to gain. The results of honesty and authenticity can be deeper relationships with community members and the preservation of the integrity of the engagement.

BASELINE

A baseline is the measurement of equity, diversity, and inclusivity used as a starting point from which a firm can set targets and timelines for measuring progress. Firms should establish their baseline of knowledge to appraise both individual and firm-wide *intercultural competence*. Determining baselines is an early step in *organizational assessment*.

BATNA

BATNA (best alternative to a negotiated agreement) is the most desirable backup option a party in a negotiation is willing to accept. Knowing one's own BATNA can make one more effective in negotiation, whether for salary, a promotion, or a contract.

BENCHMARK

A benchmark is an external point of reference or standard to which metrics on equity, diversity, and inclusion can be compared. It can be used effectively in conjunction with *baselines*. AIA and Equity by Design surveys are sources of architecture-specific benchmarks.

BIAS

Bias is typically an unfair preference for or prejudice against a person or group. Biases stem from causes such as cultural conditioning, past experiences, and media portrayals that create stereotypes, and they manifest in inequitable treatment. Biases may be held by people who are harmed by them as well those who benefit from them. (See *affinity bias, anchoring bias*.)

- Implicit or unconscious biases are the attitudes or *stereotypes* that affect our understanding, actions, and decisions in an unconscious manner and are activated involuntarily without awareness or intent; they can be either positive or negative. Unconscious bias endures, but can be addressed with more awareness, direct learning, practice, and interventions.[9]

- Conscious or explicit bias is overt, prejudiced thinking that is expressed to oneself or others with awareness and intent. It can take subtle or aggressive form, from microaggression to hate speech, harassment, and physical violence. Explicit biases often start as implicit biases and become revealed through assessment or training. Such biases can also be self-regulated and mitigated, especially when surrounding social norms oppose them or the negative impact is seen. Intergroup contact also helps reduce bias.[10]

BIPOC—BLACK, INDIGENOUS, PEOPLE OF COLOR (see *people of color*)

BRIDGING / BRIDGING CULTURAL DIFFERENCES

Bridging cultural differences is the process of deeply valuing, understanding, and adapting to cultural differences. Effectively bridging cultural differences can improve creativity, increase productivity, and foster inclusion.[11] In the AEC fields, cultural differences include race, gender, class, and other legally protected characteristics, as well as academic/professional discipline, industry sector, trade, and firm priorities. The goal of equity can best be achieved by everyone developing the skills to bridge differences, particularly those in the *dominant* and majority groups, since they usually have the most power and resources to make systemic change. Relying on the same people with high intercultural capacity to always be responsible for bridging can have negative results, such as resentment or *burnout*.

BURNOUT

Burnout is an emotional, physical, and mental state of exhaustion that results from prolonged workplace stress that has not been coped with successfully.[12] Warning signs of burnout include: lack of motivation, a sense of failure and self-doubt, increased cynicism and negativity, decreased satisfaction, reduced self-care and recovery time, frustration, increased interpersonal challenges at work and home, greater frequency of illnesses, overreaction, chronic low energy, and feeling isolated or disengaged.

CAUSATION

Causation indicates that one change directly and conclusively causes something else to occur. Causal factors meet a higher statistical standard than *correlation*.

CISGENDER

A cisgender person is someone whose sense of personal identity and gender corresponds with the sex they were assigned at birth, in contrast with gender-fluid, transgender, and other gender identities. (See *pronouns*.)

CLIMATE

Distinct from *culture*, an organization's climate is its general atmosphere and the feeling people within it have about it—their collective perceptions and attitudes about their company in a particular time period.

CLIMATE SURVEY

One element of an *organizational assessment*, a climate survey measures how employees are experiencing the organization and its systems, structures, and culture(s) day-to-day and over time—for example, project management, staff roles, transparency, and quality of collaboration within teams and with consultants and clients. Information from climate surveys is useful for establishing *baselines* and goals and tracking progress at regular intervals, e.g., annually.

COACHING

Coaching is a method of professional development in which an individual—whether a professional coach or an internal supervisor—supports an employee's self-awareness, strength building, and career advancement. Professional coaching engagements typically consist of a contractual arrangement with specific, identified goals. Coaches may or may not have expertise related to the client's profession or belong to the same *identity group*.

COLONIZATION / DECOLONIZATION

Colonization occurs when one racial or national group establishes dominance over another based on racial classifications and stereotyping that are used to justify exploitation, dispossession, and subjugation. Decolonization is the process of resisting cultural, political, or social oppression.[13]

COMMITMENT / EMPLOYEE COMMITMENT

Employee commitment expresses the degree of one's dedication to their firm, their job, or a goal, such as completing a specific project or obtaining a promotion. In contrast with *employee engagement*, which is a feeling of emotional and intellectual enthusiasm, employee commitment manifests tangibly in the devotion of time and energy. Employee commitment can be one of the *baseline*-data metrics when performing an *organizational assessment*.

COMMUNITY ENGAGEMENT

In the guides, "community" has a broad scope: not only neighborhoods but any group that occupies or experiences a project, from a family to an entire city and beyond. The guides suggest that architects can engage with communities in three major capacities: as individual citizens, as professionals, and in the type of work their firms choose to do. Whichever the capacity, effective community engagement incorporates diverse voices equitably, respectfully, and authentically in all phases of work, with special attention given to context, including such elements as history, culture, politics, power dynamics, and social fabric.

COMPENSATION PACKAGE

A compensation package is the total pay and benefits that an employee receives from an employer, including cash, noncash, and nonfinancial compensation. These can include base pay, bonuses, profit sharing, retirement-plan contributions, insurance, subsidies, and other benefits. It helps meet the specific needs and priorities of an employee and may also include fair and flexible working conditions, vacation time, and specific terms that help avoid *work-life conflict*.

COMPENSATION PHILOSOPHY

A compensation philosophy is an organization's expression of how it values its employees, with the purpose of attracting, retaining, and motivating employees equitably. It provides overall direction for the firm's compensation decisions to obtain intended results.[14]

COMPENSATION POLICY

A compensation policy is intended to align with organizational *values* and *compensation philosophy*. It includes all forms of compensation and considers how they are weighted (valued) by individuals and by the organization. Compensation policies include those for all compensation-related decisions and procedures, as well as all pay actions, and establishes how to determine pay differences by factors such as job responsibilities, title, time in job and with the firm, part-time status, geographic location, site where work is performed, education, licensure, and prior experience. A clearly articulated and observed compensation policy can contribute to the equitable treatment of employees. (See *parity/pay parity*, *salary bands/pay bands*.)

COMPENSATION STRUCTURE

A compensation structure assigns pay grades and ranges to different jobs in a firm, often with explicit criteria for moving from one grade to another. When developed and communicated transparently, and aligned with *compensation policy*, a compensation structure reflects a company's *compensation philosophy*. (See *salary bands/pay bands*.)

COMPLIANCE

Compliance means being in conformity with laws, regulations, policies, and procedures established by legislatures, courts, and professional organizations, such as the AIA. Compliance is a minimum standard for ensuring an equitable and inclusive workplace, and compliance issues tend to be symptoms rather than root causes of inequitable treatment.

CORRELATION

Correlation signifies a relationship between two variables but does not definitively prove that one causes or has any effect on the other. A statistically significant cause-effect relationship is called *causation*.

CULTURAL APPROPRIATION / MISAPPROPRIATION VS. CULTURAL APPRECIATION

Cultural appropriation, or misappropriation, is the adoption of a selected element or elements of a *culture*—a practice, symbol, idea, language, tradition, artifacts, or expression, such as music, colloquialisms, hairstyles, or clothing—by a dominant group while ignoring or devaluing the original meaning or context. Cultural appropriation, regardless of intent, can demean the originating culture by reducing its important elements to a fashion, fetish, or caricature. Appropriation also implies that one is claiming the experience of racial oppression as one's own. Cultural appreciation, on the other hand, is the act of learning about another culture to build understanding and connection.

CULTURE

Culture refers to the shared values, rituals, stories, language, and rules of a social group. Every workgroup, office, or firm has a culture that forms its patterns, determines appropriate behavior, and helps its members understand and make meaning of their environment. Every group or organization has a *dominant culture* and, usually, subcultures. Some cultural aspects are visible or explicit (e.g., fashion, language, food), while other aspects are unseen or implicit (e.g., attitudes, gender roles, approach to *work-life integration*). Culture is distinct from but related to *climate*.

CULTURE CHANGE

Positive culture change is the process of changing shared ways of thinking and doing. One example is intentionally altering visible and invisible systems that have created advantage for some individuals and groups while disadvantaging others in order to improve culture for all. (See *privilege/white privilege/advantage*.)

DEMOGRAPHICS

Demographics are a type of statistical data that indicate the number of specific *identity groups* within a population. Demographic data reveal the state of *diversity* in an organization but do not offer information on equity and inclusivity concerns. (See *quantitative measurement*.)

DESIGN THINKING

In the context of these guides, design thinking is an approach used to produce both physical and social design solutions that combine insights from users with a designer's creative expression, similar to *human-centered design*. Architects who use design thinking processes can share power in idea generation and decision-making with users, local communities, and other stakeholders. (See *community engagement*.)

DISABILITY / DISABLED / PEOPLE WITH DISABILITIES / DIFFERENTLY ABLED / DIVERSE ABILITIES

Disabilities are limitations that affect the basic activities of life, such as hearing, seeing, walking, breathing, cognition, and learning. Person-first language means using the term "people with disabilities" rather than "disabled people," while identity-first language—where one feels their disability to be an intrinsic part of their identity—calls for descriptions such as "deaf person" or "disabled." "Differently abled," "diverse abilities," and "Diversability®" are also in use; however, according to the National Center on Disability and Journalism, differently abled can be seen as condescending or avoidant, and Diversability® is a proper name created by the advocacy organization mydiversability.com.

A general rule would be to ask what the person's or organization's preferred terminology is and, if that is not possible, to use people-first language and terms like "the disability community" or "disability activists."[15] (See *accessibility/accessible design*.)

DISCRIMINATION

Discrimination results from actions, whether rooted in conscious or unconscious *bias*, that favor one group over others in the provision of goods, services, or opportunities.[16] In the U.S., federal law prohibits discrimination in certain contexts and against members of protected classes.

DIVERSITY (Social, Professional)

As used in the guides, diversity has two meanings. First, it refers to a mix of people with a wide range of visible and invisible personal and group characteristics, backgrounds, experiences, and preferences.[17] The term is also used in the guides to note the differences between building industry disciplines, the aims and agendas of firms, or roles on a project team.

DOMINANT CULTURE / IDENTITIES

Dominant culture consists of the values, beliefs, and practices that are the most common and influential within a society or group. The dominant culture is often seen as the norm, the preferred, or the "right" one in a society, organization, or institution.[18] Dominant identities are those that are seen as the norm in a particular cultural situation and generally benefit the most in that culture. (See *norms*.)

DOUBLE BIND

Double bind is a type of no-win situation in which one must choose between two undesirable outcomes, generally experienced by members of the *nondominant* group. Women, for instance, when navigating the line between likeability and respect, find that they are expected to achieve both but are often perceived as being unable to do so. In negotiation, a double bind refers to a situation in which a speaker's communication style contradicts expectations based in conscious or unconscious *bias*. For example, Black job seekers can be affected by an unconscious expectation that they will be passive in a salary negotiation. If the Black applicant negotiates similarly to a white applicant, the Black applicant is therefore seen as aggressive and may be penalized in the negotiation; if they do not negotiate, they will not benefit—hence the double bind.

DOWNSIZING

Downsizing is the process of reducing the number of employees in a firm to alleviate financial pressure, improve its financial performance, or align with revised goals. Downsizing can be an equity issue when it disproportionately affects groups that are underrepresented in the office.

EDI

EDI is an acronym for *equity, diversity,* and *inclusion*. Variations include DEI, D&I, and JEDI (justice, equity, diversity, inclusion). (See *social justice*.)

EMPLOYEE ENGAGEMENT

Engagement is the degree to which employees are "highly involved and enthusiastic in their work and workplace."[19] It exists at a deeper level than what is commonly thought of as employee satisfaction or employee *commitment* and can involve a wide range of cognitive, behavioral, social, cultural, and organizational elements that can improve or hinder engagement in the workplace (e.g., workplace conditions, how employees perceive their relationship with their work, how employees view others' relationships to their work).[20] It is key to a healthy workplace *culture* and has a significant impact on productivity, turnover, and retention.

EQUALITY

Equality is a form of fairness achieved by treating people with *dominant* and *nondominant* identities in the same manner, whatever the disparities may be at their starting points. Equal treatment, however well-intentioned, may sustain inequities. The term is often used in contrast with *equity*.

EQUITY

Equity is the state in which everyone is treated in a manner that results in equal opportunity and access, according to their individual needs. Equity in the workplace requires identifying and eliminating barriers that have disadvantaged *nondominant* identity groups to assure that all individuals receive equitable treatment, opportunity, and advancement regardless of identity; it also means that some individuals will need more support than others.

Equity differs from *equality* or *parity*. The guides focus on equity rather than equality because our society operates on an uneven playing field. Inherent power differentials have resulted in disparate treatment, usually based on identity. Given the profound structural disparities and vastly different starting points, focusing on equality by giving everyone the same support would not accomplish the goal of just outcomes.

EXIT INTERVIEWS

An exit interview is a method of gathering qualitative data about the factors that led to an employee's departure and about their experience working in the firm. They can be conducted internally or by a third party. Information gained from exit interviews can help a firm determine the greatest needs for change to improve equity, diversity, and inclusion. (See *qualitative measurement*.)

EXTERNAL EQUITY

External equity occurs when a firm structures its compensation system based on the compensation structures of other comparable organizations they perceive as equitable.

FACILITATION / FACILITATOR

Facilitation is the act of guiding a conversation or process to an agreed-upon outcome. The architect can assume the role of facilitator to engage with communities and/or building users to elicit their input and solutions. A strong facilitator gains the trust of all parties and helps bridge differences. Facilitation practices may include large-group, small-group, paired, and individual input and idea generation; verbal and nonverbal exercises; and synchronous or asynchronous idea generating and consensus building.

FLEXIBILITY / FLEXIBLE WORK / FLEXTIME

Flexibility is the ability to manage how, where, and when work gets done and, in the longer term, how people navigate their careers.[21] Flexible work (or workplace flexibility) involves workplace arrangements with employees that allow for schedule and location flexibility. Types of flexible work can include flexible hours (or flextime), compressed workweeks, part-time work, *job sharing*, and working from home, in a satellite office, or on the move.[22] Flexibility can affect *employee engagement* and perceptions of fairness if the process for granting flexibility is unclear, unfair, or different in application than is outlined in policy.

FULFILLMENT

When employees feel they have achieved something valuable from their work, they experience work-related fulfillment. For some employees, fulfillment may be a more important goal than *work-life flexibility* or integration. It can be helpful for employers to know the relative importance of fulfillment compared to other aspects of work for each employee.

GENDER IDENTITY / GENDER EXPRESSION

As opposed to *sexual orientation*, which refers to who one is attracted to, gender identity refers to one's own deeply-held self-concept—female, male, both, or another—and may be the same as or different from the sex assigned at birth; it also may change over time. Gender identity is not necessarily visible to others; gender expression refers to how one chooses to manifest gender, whether, for example, in name, pronouns, dress, behavior, body, or voice. One should not make an assumption about another person's gender identity or expression, no matter how they are manifested. (See *cisgender*, *LGBTQIA+*.)

GENTRIFICATION

Gentrification takes place when historically undervalued properties become attractive to outsiders who then target a community for reinvestment. This revaluation of resources results in the displacement of at least some of the original community, if not all, as rents and housing prices increase. The influx of money leads to improvements to housing and the urban environment—improvements that the former residents may have wanted or fought for but lacked the political and financial power to attain. Gentrification may offer some benefits to the residents who remain, but it also often has detriments, such as the loss of a neighborhood's cultural and social history.

GROUPTHINK

Groupthink is the tendency for a group to draw conclusions or make decisions without sufficient critical thinking or questioning. Diversity and, especially, inclusiveness, can provide the multiple perspectives that result in more reasoned outcomes. Groupthink tends to suppress innovation and can result in risky or dangerous outcomes. In an often-cited example, "launch fever," collective complacency, and disregard of dissent about a design flaw led to the fatal Challenger space shuttle explosion.[23]

HARASSMENT

Harassment consists of words or actions communicated with malice, overt or concealed, and with the conscious or unconscious purpose of attacking or intimidating another person. The act relies on a person's vulnerability, typically based on such factors as race, ethnicity, color, religion, ancestry, national origin, gender, sex, or disability (mental, physical, or sensory).[24] Workplace harassment interferes with an individual's work performance, career, and well-being, creates a hostile work environment, and undermines equity goals; it may put firms at legal risk and damages the profession's reputation. (See *sexual harassment*, *microaggressions*, *subtle acts of exclusion*.)

HUMAN-CENTERED DESIGN

Human-centered design is a *design thinking* practice that considers users to be cocreators in the design process, especially in the inspiration phase and in ideation and implementation. Human-centered designers call upon characteristics and qualities such as creative confidence, learning from failure, empathy, optimism, embracing ambiguity, and iteration as part and parcel of the design process and key to making the user's needs and values a focus of the design.

IDENTITY GROUPS

In the guides, "identity" refers to labels that categorize individuals' social identities, both visible and invisible, such as gender, sexual orientation, race, ethnicity, religion, ability, age, national origin, immigration status, political leanings, and socioeconomic status. Everyone has multiple identities, and in different contexts, different categories will come to the fore or will be different from the *dominant* group's. In addition, what others perceive as a person's social identity group may not be an identity that the person chooses to claim, or it may be incorrect if based on assumptions drawn from, for example, physical features or language fluency. (See *intersectionality, stereotypes, target identity, agent identity*.)

IMPLICIT BIAS (see *bias*)

INCLUSION

Inclusion is manifested in an environment in which everyone feels welcomed, respected, supported, safe, and valued. In the workplace, inclusion generally results in everyone developing and contributing to the best of their ability. Inclusion is distinct from but related to *equity* and *diversity.*

INFORMATION ASYMMETRY

When one party has access to more or better information than another for decision-making, power is asymmetrical. In negotiation, for example, when employers have greater knowledge about the distribution of wages than workers, there is information asymmetry. This imbalance can potentially suppress wage increases by limiting a worker's ability and inclination to negotiate for higher pay.[25]

INSTITUTIONAL RACISM

Institutional racism refers to the practices and policies by social, economic, and political institutions that distribute power, resources, and access to opportunities in ways that chronically favor one racial group and disadvantage another. One significant example in the built environment is the practice of *redlining*. (See *structural racism/systemic racism/structural racialization, -ism*.)

INTERCULTURAL COMPETENCE / INTERCULTURAL CAPACITY

In the guides, intercultural competence (or intercultural capacity) is the ability of individuals and groups to deeply understand and value cultural differences and to shift or adapt thinking and behaviors to achieve shared goals. Building intercultural competence is one of the most effective ways of achieving *equity* goals since it helps address conscious and unconscious biases as well as individual, group, and institutional practices that are barriers to equity and inclusion. Intercultural competence is different from cultural fluency or cultural competence, which emphasizes knowledge and understanding of other cultures. It is also different from *acculturation*, which refers specifically to nondominant people fitting into the dominant culture.

INTERCULTURAL DEVELOPMENT

Intercultural development is the progress in stages toward cultural self-awareness and cultural other-awareness that helps to more effectively understand and bridge cultural differences; (See *bias*, *bridging/bridging cultural differences*, *mindset*.)

INTERSECTIONALITY

Every person possesses an array of identities and social categorizations, each with its own characteristics and each subject to *stereotypes* and *biases*. One individual may find certain of these identities more salient or may choose to identify with or highlight some more than others. They will likely manifest these identities differently than another person who has the same set of identities. In addition, people may respond to one category more than another in an individual, regardless of that person's own sense of identity. Until recently, the interplay of multiple factors, such as race and gender, gender and class, or race, class, and sexuality, was not generally recognized. However, these interconnections create overlapping and interconnected systems of attributes, with resultant degrees of power, advantages or disadvantages, and discrimination. This framework is "intersectionality." (See *target identity, agent identity, identity groups*.)

-ISM

Ism is a term for those societal systems that cause or perpetuate *discrimination* or oppression against a particular target group, e.g., racism, sexism, genderism, and ableism (discrimination against people with disabilities), classism, ageism (discrimination against people deemed too young or old), colorism (favoring lighter skin), nativeism, lookism, sizeism. (See *target identity, institutional racism, structural racism/systemic racism/structural racialization, gender identity/gender expression*.)

JOB CRAFTING

Job crafting is the process of redesigning or customizing one's own job in ways that engender satisfaction, engagement, career *resilience*, and thriving at work.[26] (See *lattice*.)

JOB SHARING

Job sharing is a type of flexible work arrangement in which two or more part-time employees within one firm share the responsibilites of one full-time position.[27]

JUSTICE / RACIAL JUSTICE / SOCIAL JUSTICE / DESIGN JUSTICE

Justice, or social justice, denotes the assurance of fair treatment; equal economic, political, and social rights; and equitable opportunities and outcomes for all. It also encompasses a repairing of past wrongs, transformative justice, and accountability. For example, the call for racial justice in the U.S. includes a case for reparations (financial or nonfinancial) to those whose ancestors were enslaved and who continue to endure the legacy of slavery, segregation, racially-motivated violence, and discrimination.[28] Design justice advocates for the potential role of architects and architecture in redressing racial injustice and inequitable power structures, including through investment in repairing the infrastructure of neglected communities.[29]

LABYRINTH

The labyrinth is a metaphor for describing a career path that is not a ladder but more like a maze. A more diverse workforce generates larger variation in career paths—for instance, working mothers generally have disproportionate family-care responsibilities, and students from underserved populations often carry work, school, and other care responsibilities that result in résumés that diverge significantly from the traditional. (See *lattice*.)

LADDER OF COMPETENCE

The Ladder of Competence (or Conscious Competence Ladder) is a simple, self-administered tool for assessing degrees of awareness and capability. It can help individuals and firms recognize where they stand in terms of their current EDI knowledge or skill, where they need to develop, and how they might frame persuasive arguments to address EDI needs. (See the diagram in the *Measuring Progress* guide.)

LATTICE

The lattice metaphor describes a career pathway in which pace, workload, work location, and work times vary over the course of a career. Lattice systems are developed between the individual and firm and are based on the premise that there can be multiple pathways to a successful career. Navigating a lattice allows the employee to move faster or slower during their career or even to change direction as a worker's life and goals change over time.

LIBERATION

Liberation is the result of repairing past injustices and removing impediments to individual and collective growth so that everyone can exist and thrive. (See *justice/racial justice/social justice/design justice*.)

LGBT / LGBTQ / LGBTQIA+

As understanding of the variety of *sexual orientations* and *gender identities* has evolved, so has the vocabulary to express it. The acronym LGBTQ stands for "lesbian, gay, bisexual, transgender, queer," although Q has sometimes been thought to mean "questioning." Transgender (not "transgendered," which is not an accepted word) refers to people whose gender identity or gender expression is different from the sex they were originally assigned, as opposed to *cisgender*. Queer, originally a pejorative, has been reclaimed as a self-affirming term. When used by a heterosexual person, however, it may still be perceived as demeaning.

Recently, to be even more inclusive, the acronym now sometimes incorporates IA+, for intersex, asexual (or, less often, *ally*), and forms of gender and sexuality that do not yet have descriptions. Intersex refers to having biological sex characteristics—visible or invisible—that do not conform with typical ideas of what a male or female body includes.

MEANINGFUL WORK

Meaningful work is that which has significance to an employee and aligns with their values. Researchers have defined it as work involving the development of the inner self, unity with others, service to others, and the expression of one's full potential.[30] Having meaningful work increases employee happiness and resilience and plays a major role in employee satisfaction and retention.

MENTORSHIP

Mentorship is a relationship in which a more experienced person provides guidance, encouragement, feedback, and/or skills development to a less experienced person. Formal mentoring programs, usually managed by an HR professional or department or by a professional organization, create a pool of capable, highly skilled, promotable employees. Formal programs may include one-to-one (senior-junior), *reverse mentorship, reciprocal mentorship*, group mentorship, or a personal board of directors (a group of mentors who fulfill different needs). Informal mentorships are initiated by the mentor or mentee. Successful mentoring programs create a supportive culture, establish clear structures, and ensure accountability.[31] Having a formal program or a mentoring culture fosters a sense of inclusion and demonstrates to employees that the firm cares about their careers. (See *sponsorship*.)

MERIT

Merit is a quality that a culture deems to be good and worthy of praise or reward, such as a bonus or a pay increase. Within an organization, what counts as merit is often determined by the *dominant* culture, and therefore *bias* can taint seemingly objective determinations of what is good.

METRICS

Metrics, or measures of equity, diversity, and inclusion, help establish *baselines* and inform the development of EDI initiatives. Subsequent metrics can help track the impact of those initiatives over time to allow progress to be acknowledged, programs and activities modified, and new goals set.

MICROAGGRESSION

A microaggression is a statement, action, or incident regarded as an instance of discrimination against members of a nondominant group.[32] Microaggressions range from subtle to overt, all of which can affect the work environment. Especially when accumulated over time, microaggressions can cause feelings of insecurity, self-doubt, and anger and can lead to unwanted turnover. Examples of microaggression include unduly questioning the judgment of a man of color or a woman within their own area of expertise, requesting more evidence of their competence than from their culturally dominant counterparts, interrupting them, or taking credit for their contributions. These acts rise to the level of *harassment* if they are persistent and/or severe. (See *subtle acts of exclusion*.)

MINDSET

A mindset is the established attitudes or worldview, informed or formed by culture, held by an individual. In the context of the Intercultural Development Continuum (IDC), a theory of how individuals and groups experience cultural differences, mindsets span from monocultural to intercultural. The IDC provides five developmental mindsets—denial, polarization, minimization, acceptance, and adaptation.

NET PROMOTER SCORE (NPS)

The Net Promoter Score (NPS®) is an indicator generally used to evaluate customer experiences but applicable to employees as well. The NPS can be taken as part of a larger survey annually or measured on its own quarterly, or even monthly, as a measure of progress.[33]

NETWORKS / NETWORKING

Professional networks are built through the personal ties or relationships that an individual has and the people they interact with during their career.[34] Networking is the social process of initiating and building these relationships. Increasing access to diverse networks of mentors, sponsors, and peer groups can support the advancement of currently underrepresented individuals or groups.

NONDOMINANT CULTURE / IDENTITIES

Nondominant culture consists of the values, beliefs, and practices that are assumed to be different from the dominant culture within a given society. Nondominant identities are those that are seen as the "other" in any given cultural situation. (See *dominant culture/identities*, *agent identity*, *target identity*.)

NORMS

Norms are the cultural and social expectations and rules that guide behaviors. They are a key ingredient in culture as they shape how groups determine what is an appropriate action, including defining the "right" decisions.

OFFICE HOUSEWORK

Office housework consists of tasks that include literal housekeeping, administrative work, and emotional work.[35] Tasks may include scheduling, note-taking, social planning, managing documents, emotional comforting, etc. Research shows that office housework is assigned to, or assumed to be the responsibility of, women more often than men.

OFF-RAMP/ON-RAMP

The *Advancing Careers* guide uses the terms "off-ramp" and "on-ramp" to mean pathways for exiting and reentering the workplace for personal reasons.[36] Intentional off-ramping and on-ramping can help employers improve retention and help employees maintain or even upgrade skills while on leave and when they return.

ONBOARDING

Onboarding is a formal process used to introduce employees to a company and provide them with the tools and information they will need to succeed. Lacking a formal onboarding process can disadvantage the new employee, exacerbate inequality, and squander an opportunity to broaden firm culture through "culture add" rather than "culture fit."

ONLY

An only is the sole member of a *target identity* group in a team or organization. They are sometimes unfairly expected by others to represent the opinions, beliefs, or behaviors of their entire identity group and, at the same time, to depart from them and conform to the norms of the agent identity group. Being the only adds extra pressure to perform and can lead to unwanted departure. (See *acculturation/assimilation*, *double bind*, *tokenism*.)

ORGANIZATIONAL ASSESSMENT

Organizational assessment is central to advancing a firm's equity, diversity, and inclusion goals. It involves gathering data to examine an organization's systems, policies, and practices, the results of which can then be translated into concrete individual-performance goals for managers and firm leaders. Ongoing, repeated use of assessment tools or instruments (e.g., surveys, interviews) provides data to analyze whether an organization's goals are met and can reveal organizational strengths to direct changes. (See *baseline*, *benchmark*.)

PARITY/PAY PARITY

Parity refers to the state of being equal, equivalent, or in close correspondence in nature or quantity. Pay parity is equal pay for equal work, when two comparable employees do work that is substantially equal for the same compensation.[37] The term "parity" is often used interchangeably with *equality* but is used in these guides with a distinct focus on pay.

PEOPLE OF COLOR / BIPOC

BIPOC (usually pronounced "bye-pock") stands for "Black, Indigenous, and people of color," an expansion of POC ("P.O.C."), or people of color. POC is in common use as a broad category to describe people who are not white, or not of European origin. (See *white/Caucasian*.) The term "people of color" can help create political solidarity among marginalized groups. However, using a single term to refer to an agglomeration of very diverse groups overlooks the fact that each racial group has distinct shared experiences, history, and perspectives. The limitations of using an overarching term such as POC became clear after the 2020 killing of George Floyd, followed by increased, intensified Black Lives Matter protests worldwide, which expanded public awareness of policing practices and police brutality and brought greater demands for justice and equity. The term BIPOC was seen as more accurately calling attention to the perspectives of and particular challenges faced by Black and Indigenous people; however, it has also been viewed as too reductive.[38] BIPOC is one of several new and ever-evolving acronyms and terms such as ALANA (Asian, Latinx, African, and Native American), Latinx, and womxn. See *Introduction* for more for more discussion on the debates surrounding language and acronyms.)

PERFORMANCE / PERFORMANCE REVIEWS

Employee performance refers to how well an employee executes job-related duties. Performance reviews are a formal way for employees to receive feedback, making work expectations clear and providing pathways for advancement. Performance reviews can contribute or detract from equity since evaluations can be prone to *bias*. For example, research shows men are often evaluated on their potential while women are evaluated on accomplishments.[39]

PINCH POINTS

A term used in the Equity by Design (EQxD) survey analysis, pinch points are milestones or especially demanding career stages when challenges arise and cause *work-life conflict* or *burnout*. The EQxD surveys identified five pinch points: education, "paying dues," licensure, working caregivers, and the glass ceiling.

PIPELINE

The pipeline, also called the recruitment pipeline in the guides, is the pool of potential talent or candidates who are ready to fill positions in architecture firms. Conscious efforts to expose diverse people to architecture and introduce the idea that architecture is a potential career path, beginning at school age, can increase diversity in the field.

POLITICAL CAPITAL

Political capital is the accumulated goodwill, resources, and leverage gained through relationships between professionals. As discussed in the guides, one of the distinguishing characteristics of a sponsor is someone who risks their own political capital to protect and/or advance a protégé. (See *sponsorship*.)

POWER / POWER DYNAMICS

Workplace power is the ability to influence or control another person. Sources of power in the workplace can be internal, such as having confidence (psychological power), or external, such as the power derived from one's organizational position in a hierarchy, being a member of a *dominant culture*, or having an *agent identity*. Power dynamics appear as the relative levels of power within interactions or the power imbalances that occur in relationships between individuals or groups. (See *target identity*.)

PRIVILEGE / WHITE PRIVILEGE / ADVANTAGE

In the context of EDI, privilege—notably white privilege—refers to the unearned benefits that a *dominant* or agent group enjoys simply on the basis of its identity, and is often oblivious to. Many people in the profession of architecture are white and male, and therefore have an *agent identity*, whether or not they wish to. Having one or more agent identities does not mean that one knowingly or purposefully uses the power of one's identity unfairly over members of *target* groups, but such a person nonetheless benefits from the privilege of agency. Becoming aware of advantages is the first step in learning how to use identity to make positive change.[40]

PRODUCTIVITY / EMPLOYEE PRODUCTIVITY

Employee productivity is a measure of how much value employees are creating relative to time worked (productivity = output/input). Unlike in manufacturing work, which produces quantitative data, the productivity of knowledge and creative work is difficult to measure. Generally, architecture employees who are engaged can be counted on to produce timely, high-quality work in the form of creative, useful ideas and decisions. An equitable workplace with supportive management, team-building efforts, a positive team culture, an inclusive work environment, autonomy, mutual goal setting, and fair and transparent pay structures all contribute to productivity.

PRONOUNS

Increasingly, with recognition of the fluidity and expansiveness of gender identity and, often, its independence from biological definitions of sex, people are choosing pronouns other than she, her, hers or he, him, his, such as they, them, theirs or ze, zir, zirs, as well as titles such as Mx. rather than Ms. or Mr. These are sometimes referred to as "preferred gender pronouns," or PGPs.[41]

PROTECTED CLASS / PROTECTED GROUP / PROTECTED STATUS

In the U.S., nine classes, or groups (based on sex, race, age, disability, color, creed, national origin, religion, and genetic information), receive special protected status against employment discrimination (including *sexual harassment*) by federal law. Some states and jurisdictions give protected status to additional groups.

PROTÉGÉ

A protégé is an employee being nurtured and endorsed by a sponsor. Typically high-potential, high-performing, and exemplary, these employees receive the overt support of their sponsors in career advancement. In return, they justify their sponsor's esteem and make their sponsors look good in front of their colleagues. Protégés are generally discussed as a pair (sponsor/protégé) and in contrast to mentor/mentee. Sponsors need to be aware of the tendency to favor people who are similar to themselves. (See *affinity bias, sponsorship*.)

PUBLIC INTEREST ARCHITECTURE

Also known as "community design" and "public interest design," public interest architecture is grounded in the belief shared by many architects that every person should be able to live in a socially, economically, and environmentally healthy community.[42] (See the *Community Engagement* guide.)

QUALITATIVE MEASUREMENT

Qualitative data are observable, non-numerical data. This type of data conveys perceptions and stories of employee experiences that contribute to hypotheses and ideas for action and reveal EDI progress over time. Qualitative data can be collected through climate surveys, focus groups, exit interviews, client surveys, direct observation, and formal or informal conversations. Although qualitative measurement is distinct from, but at least as valuable as, its quantitative counterpart, both require the strictest attention to confidentiality. (See *quantitative measurement*.)

QUANTITATIVE MEASUREMENT

Quantitative measurements are focused on numbers and indicate EDI progress from a *baseline* when standardized and tracked consistently over time. They can also be compared with *benchmarks* and profession-wide data. Quantitative data can be collected using climate surveys; payroll, work-hour, vacation, and turnover statistics; and client surveys. Both quantitative and qualitative data require strict attention to confidentiality. (See *qualitative measurement*.)

RECIPROCAL MENTORSHIP

Reciprocal mentorship is a type of two-way mentoring relationship between individuals in which each party offers advice and career assistance to the other in the spirit of mutual learning. Reciprocal mentorships are typically conceived to help senior professionals learn new skills and for junior professionals to familiarize themselves with more traditional skills and knowledge. They can have other benefits, such as revealing differences in career stages as they relate to social context, language, *mindsets*, and *culture*.

REDLINING

Redlining is a discriminatory practice of de facto segregation that excludes, most often, Black people from some neighborhoods by denial of mortgages and other services. When the Fair Housing Act passed in 1968, it became possible, in theory, for anyone to buy a home anywhere in the U.S.; however, the history of redlining and neighborhood covenants meant that the homes of many people of color had appreciated in value far more slowly than others, rendering nonredlined homes beyond the reach of those whose financial equity had not increased as much. Redining is considered one of the clearest examples of *institutional racism* that has disadvantaged Black people and communities.

RESILIENCE (Community, Career)

In the guides, resilience has two meanings. In the *Community Engagement* guide, resilience concerns the ability to recover from natural and manmade crises, as well as the connection between equity, inclusiveness, and environmental performance within a community.

In the *Advancing Careers* guide, resilience refers to an employee's capacity to adapt and overcome stress and adversity, meet obstacles head on, and bounce back from challenges quickly.

RETURN ON INVESTMENT (ROI)

Quantitative return on investment measures percentage gained or lost compared with the original amount invested. Part of the business case for EDI is built on objective measures of ROI, such as reduced turnover and increased productivity. Qualitative ROI studies measure factors such as time, quality of work, societal benefit, relationship building, and risk. As discussed in the *Measuring Progress* guide, qualitative metrics can be at least as valuable in assessing the effectiveness of interventions and programs, if the current and desired future states are clearly articulated. (See *qualitative measurement*, *quantitative measurement*.)

REVERSE MENTORSHIP

In reverse mentorship the more junior individual mentors the more senior person, giving the more senior mentee knowledge about recent professional developments, such as those related to technology, social changes, and generational differences. The junior mentor also provides perspectives from their earlier career stage.

SALARY BANDS/PAY BANDS

Salary bands, or pay bands, are a set of salary ranges for particular jobs, responsibilities, and skills. They provide objective salary information and criteria, which ensure that current (and possibly prospective) employees know what salary ranges to expect and can, ultimately, counter bias.

SALARY DATA

Knowledge of salary data, which includes information on salary levels in different geographic areas, firm types, disciplines, and jobs, can help firms and employees alike in negotiating equitable, mutually agreeable compensation. Firms, employees, and prospective employees should be aware of laws regarding the sharing of salary data. (See *wage transparency*.)

SALARY HISTORY

The history of an employee's salary over time, salary history has often been a determinant of future earnings. Knowing a prospective employee's salary history can lead an employer to demonstrate *anchoring bias* during negotiations, leading to *wage gaps* that increase over time. Therefore, some states' laws prohibit employers from asking candidates for their salary history prior to making an offer of employment.

SATISFACTION/EMPLOYEE SATISFACTION

Typically measured through surveys, employee satisfaction (also called job satisfaction and career satisfaction in the guides) is the degree to which employees feel satisfied with elements of their jobs, such as workload, management oversight, and working conditions. Employee satisfaction is related to but differs from *employee engagement*, although both are important elements of a healthy workplace and in employee retention—while satisfaction increases retention, engagement strengthens productivity.

SEXUAL HARASSMENT

Sexual harassment includes unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct that is offensive, intimidating, or threatening and is directed at an individual or group because of their sex or gender identity or expression. Sexual harassment appears in various forms, including "quid pro quo" (real or implied promises of preferential treatment for submitting to sexual conduct or threats of retribution for refusing to submit); and "hostile work environment" (interfering with someone's ability to do their job by directing unwelcome conduct of a threatening, offensive, or sexual nature at the individual). There are various measures of sexual harassment, including severity and persistence.[43] (See *harassment* and the Compliance section of the *Workplace Culture* guide for more detail.)

SEXUAL ORIENTATION/SEXUAL PREFERENCE

One's sexual orientation is their enduring attraction—romantic, emotional, or sexual—to people of certain sexual identities or genders. Sexual preference implies a mere partiality or fondness, and therefore a choice, rather than an essential part of one's identity; therefore, it can be considered a term of disrespect and should be avoided. Sexual orientation is different from *gender identity*, as illustrated in the aphorism: sexual orientation is who you go to bed with; gender identity is who you go to bed as. (See *pronouns*, *cisgender*.)

SOCIAL JUSTICE

Social justice is grounded in the belief that all people deserve fair and equal treatment, rights, and protection with respect to physical and psychological safety and security, political access, and economic opportunity. It is achieved through social movements and public policy, and by the responses of institutions that act to distribute or redistribute resources (power, wealth, education, healthcare, etc.) equitably. Social justice also includes acknowledgment, apology, and reparations for past injustices. (See *EDI*.)

SOCIAL RESPONSIBILITY

Social responsibility is the belief that individuals and/or organizations have an obligation to take actions that benefit society at large and also includes the practice of doing so.

SOCIOECONOMICS / SOCIOECONOMIC STATUS / BACKGROUND

Socioeconomics is the relationship between social and economic processes and factors. Socioeconomic status or background is the social and economic status or standing of an individual or group, often measured through a combination of factors, including income, education, and occupation.[44] Learning about and understanding socioeconomics and the socioeconomic status of different groups can help reveal inequities in access to resources, privilege, professional opportunities, and power in society.[45]

SPONSORSHIP

Sponsorship takes the form of using one's political capital to advocate on behalf of a protégé. Sponsors are senior-level members of a firm who notice talent and potential in more junior professionals and take a vested interest in their advancement, making protégés more visible and championing for access to challenging opportunities and promotions. Compared with mentors, sponsors take greater risks, as their own reputations are on the line. (See *mentorship*.)

STEREOTYPE THREAT

Studies have found that being reminded of negative *stereotypes*—racial, ethnic, gender, cultural—tends to produce conformity with them and affects academic and workplace performance negatively. This effect can be countered with reminders that stereotypes are not predictive, and by encouraging a growth *mindset* (the state of believing that people can continue to develop through dedication to improvement).[46]

STEREOTYPES

Stereotypes are preconceived and oversimplified ideas about a group that attribute specific characteristics to all members of that group without acknowledging individual differences. They are distinct from generalizations emerging from research and are frequently negative, based on little information, and highly generalized.[47] (See *bias*.)

STRUCTURAL RACISM / SYSTEMIC RACISM / STRUCTURAL RACIALIZATION

Structural, or systemic, racism or racialization results from the interaction of systems, ideologies, processes, and social and cultural influences that create and maintain inequities among racial and ethnic groups. Members of *dominant* groups typically benefit from the *privileges* that structural racism offers them, and may consciously or unconsciously perpetuate these frameworks, regardless of any claim or denial of individual racism. Framing racism at a structural level invites examination of the interconnected structures, such as public education, housing, safety, physical environments, access to capital, and adequate employment, that combine to sustain privilege or disadvantages. (See *institutional racism*, *antiracism, -ism*.)[48]

SUBTLE ACTS OF EXCLUSION (SAE)

Coined as a more accessible term for *microaggressions*, SAEs are everyday, often momentary, actions and behaviors that reinforce a feeling of nonbelonging among people with *target identities*.[49]

TARGET IDENTITY

A target identity is a social-identity group that is discriminated against, marginalized, oppressed, or exploited by the dominant culture or dominant culture's institutions. Target identity coincides with but is distinct from minority or nondominant group. In any given situation, there are likely to be multiple agent and target identities, and the interrelationships, or intersections, may be complex. (See *agent identity, dominant culture/ identities, nondominant culture/identities, intersectionality*.)

TOKENISM

Tokenism is the practice of making only a perfunctory or symbolic effort to give the appearance of gender or racial equality within a workforce by recruiting only one or a few people from an underrepresented group.[50] It can be perceived as a cover-up for perpetuating bias if diversity has been accomplished without inclusion or equity. In architecture, tokenism is often seen in situations in which a single person from a *target identity* is seemingly present primarily to help a firm or project team get a commission or avoid criticism about a lack of diversity. (See *only*.)

TURNOVER

Turnover is the loss of employees who then need to be replaced. The cost of turnover can be more than three times an annual salary.[51]

UNCONSCIOUS BIAS (see *bias*)

UNIVERSAL DESIGN

Broader than *accessibility*, universal design calls for environments and products to be usable by anyone, without the need for separation, adaptation, or specialized design. Universal design includes innovations such as curb cuts or doors that open automatically when someone approaches, which allow equal access for people with strollers, wheelchairs users, or delivery people. Cocreating and testing with a variety of people helps target potential innovations and improvements.

VALUES

Values are principles that individuals or organizations consider to be essential: they guide and mold decisions and behavior. Values define what we consider to be right and wrong. They are subjective and develop early in life, shaped by our direct experiences and observation of the behaviors of those important to us, such as parents or friends, and how they treat others. Values can also be instilled through life experience, education, religion, etc. Because they are deeply rooted, values resist change.[52]

WAGE GAP

The wage gap is the difference in the average pay between two different groups of people. Wage gaps primarily result from pay inequity. Differences in identity roles and norms both respond to and cause wage gaps, creating a cycle that may perpetuate wage gaps unless interrupted. (See *salary bands/pay bands*.)

WAGE TRANSPARENCY

Wage transparency is the act of making a firm's salary information visible to employees. While some employers do not promote wage transparency and prefer that employees not share such information, some states have laws that protect workers from retaliation for sharing wage information. (See *salary data*.)

WHITE / CAUCASIAN

According to the U.S. Census Bureau, "white" refers to "people having origins in any of the original peoples of Europe, the Middle East, or North Africa."[53] In practice, it also refers to people primarily of European descent with light complexions. Because in the U.S. white has been the dominant racial category, it has received the least scrutiny as a term or as a cultural grouping by white people themselves. (See *people of color/BIPOC*.)

The term "Caucasian" stems from an 18th-century hierarchical view of race, in which people originating in the Caucasus region were deemed to be the ideal form of humanity, as opposed to other, "degenerate" races of humans. This system of racial classification was adopted in the U.S. to justify slavery and other forms of discrimination.[54] Because of this history, the guides only use the word "white."

WORK-LIFE CONFLICT

Work-life conflict is the imbalance that occurs when workplace demands impinge on personal responsibilities and interests.[55] Sources of work-life conflict can be the number of hours worked, how work time is scheduled, deadline pressure, and career pinch points, such as preparation for licensure, that create extra demands on employees. Not everyone wishes to have *work-life* integration or balance; some may prefer total separation between the two. "Reducing work-life conflict" describes most people's desired state.

WORK-LIFE FLEXIBILITY / INTEGRATION / FIT / BALANCE

Different employees have different ideals about the relationship between work and life outside, described as work-life flexibility, balance, integration, or fit. Most workers desire coordination between work and personal life, but their preferences and their ability to choose separation or integration of work and outside life, and how much of each they wish to have, vary. (See *fulfillment*.)

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