



MANI HELENE ARDALAN FARHADI

SPUR

7/31/19



FLUIDITY



EMBRACE
BETWEEN



MENU-DRIVEN



CHOICE



AMBASSADOR

ADVOCACY

POSITIVITY

BIG'S Anti-Slavery And Human Trafficking Statement

BIG's Policy

The Bjarke Ingels Group ("BIG") is opposed to slavery, human trafficking, and forced labor in any form and takes a zero-tolerance approach to any such activity. We believe that conducting our business in an ethical manner is as essential to our work as is our design excellence. As an international design firm with projects throughout the world, we see it as our responsibility to help create a better world through design and innovation, and as part of that responsibility, we conduct our business with integrity and in compliance with all applicable laws governing workplace safety and environmental protections. Working with diverse cultures and peoples from all over the world, BIG is committed to upholding the highest ethical standards and integrity from its partners and employees and in its supply chain.

Bjarke Ingels Group A/S is a Copenhagen, Denmark-based company, with affiliated companies based in New York and London, and operates throughout the world. We aspire to create new ways of architectural and urban organization. BIG works to enable its clients to realize projects that will influence their communities, the environment, the people who construct them, and those that live and work there.

BIG strives to ensure that social inequality and modern slavery has no part in our supply chains or in any part of our business. We have prepared a draft Code of Conduct and will be updating our employee manual to include an anti-slavery policy that will reflect our commitment to always act ethically and with integrity in our business relationships. BIG is also a signatory to the UN Global Compact, an international policy initiative demonstrating commitment to aligning our operations with universally accepted principles in the areas of human rights, including forced and under-aged labor, environmental, and anti-corruption concerns.

BIG's Due Diligence Processes

In our profession, we believe that the risk of modern slavery and human trafficking is low in our immediate supply chain, but we are in the process of implementing procedures for due diligence processes to identify and mitigate potential risk for new suppliers in our supply chain. These will be made through new contract provisions, requiring new suppliers to identify their own anti-slavery, child labor, and human trafficking procedures, and to ensure that business partners and suppliers adhere to BIG's Partner Code of Ethics, which we are preparing. Any supplier or consultant who does not meet our standards will be subject to removal.

BIG's Training and Reporting

Our policy will be made available to all our staff, to include firm-wide education programs on how to recognize modern slavery and human trafficking in the forms that exist today, and how to report suspected or actual violations. We will revise our agreements to target slavery and human trafficking. We will also include our policy in our Employee Handbook, to ensure that our own employees are always treated fairly, equitably, and in accordance with the laws.

BIG employees can also report any of their concerns, violations, or compliance issues to any member of its Human Resources or Legal Teams.

This statement is made pursuant to section 54(1) of the UK's Modern Slavery Act 2015, which requires companies to publish an anti-slavery and human trafficking statement.

Sheela Maini Sogaard
Sheela Maini Sogaard, CEO



The first ever national, multifaith incubator for social change. A co-living, co-learning, and co-creating space.

Joint Holidays
Yalla Nights
You say Jumma, I say Shabbat
S'daqah

SOCIAL JUSTICE

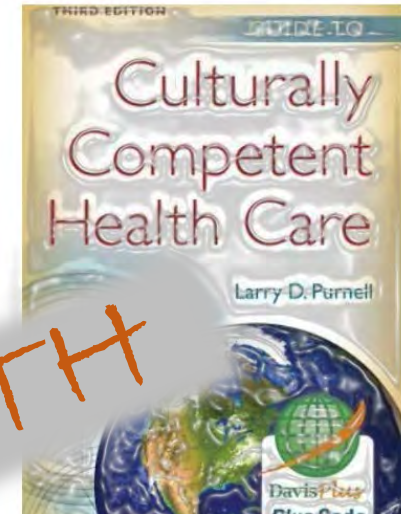
INTERFAITH

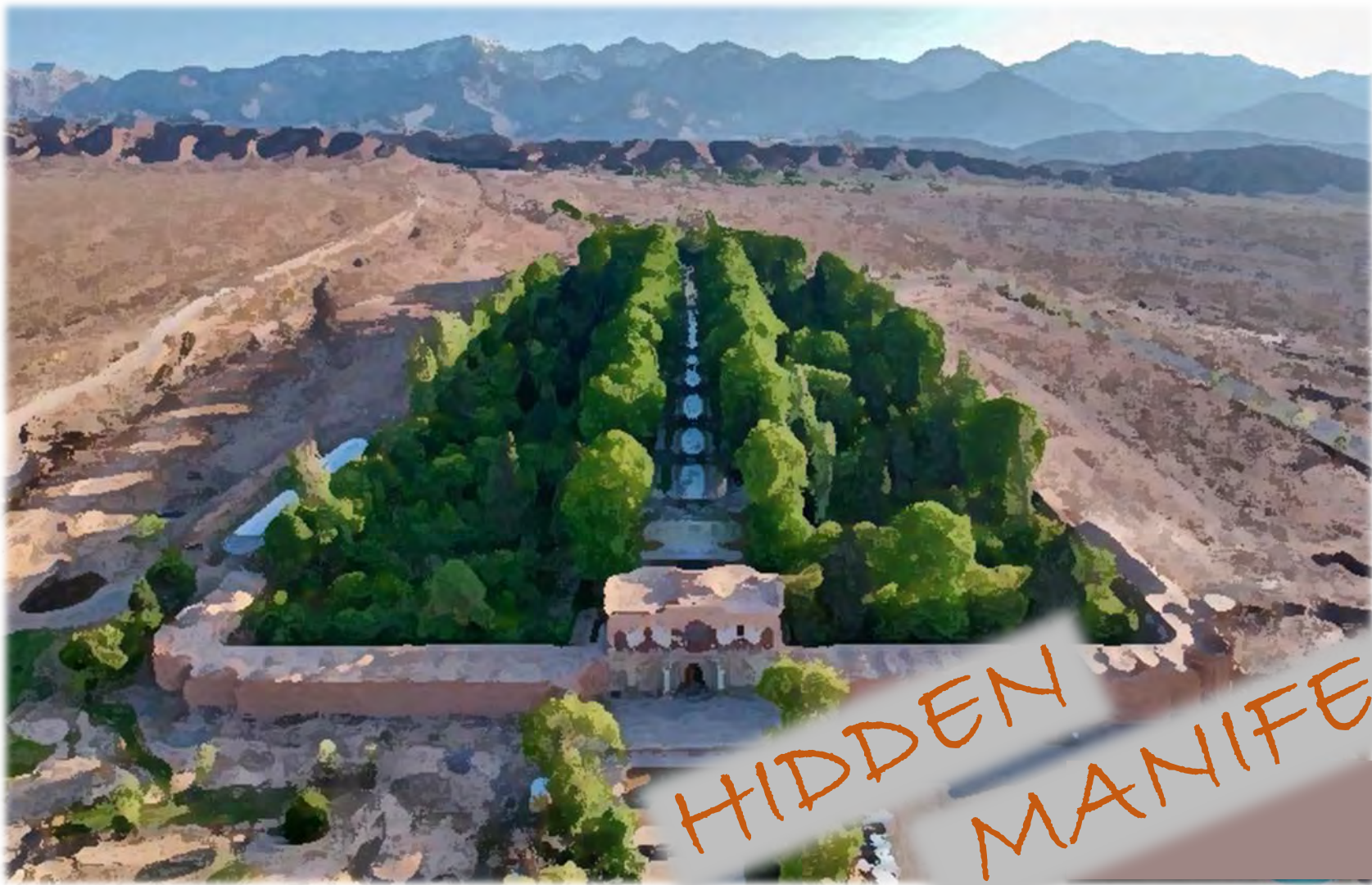
Just.

Organization Name: Guttman & Blaevoet
Organization Type: Service Provider
Headquarters: San Francisco, California
Satellite Facilities: Santa Rosa & Sacramento
Number of Employees: 38

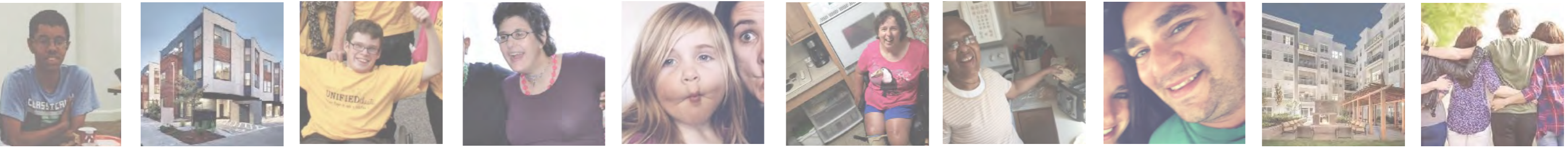
Social Justice and Equity Indicators:

Diversity	Worker Benefit
<input checked="" type="checkbox"/> Non-Discrimination	<input checked="" type="checkbox"/> Worker Happiness
<input checked="" type="checkbox"/> Gender Diversity	<input checked="" type="checkbox"/> Employee Benefit
<input checked="" type="checkbox"/> Ethnic Diversity	<input checked="" type="checkbox"/> Continuing Education
Equity	Local Benefit
<input checked="" type="checkbox"/> Full Time Employment	<input checked="" type="checkbox"/> Local Control
<input checked="" type="checkbox"/> Pay-Scale Equity	<input checked="" type="checkbox"/> Local Sourcing
<input checked="" type="checkbox"/> Union Friendly	Stewardship
<input checked="" type="checkbox"/> Living Wage	<input checked="" type="checkbox"/> Responsible Investing
<input checked="" type="checkbox"/> Gender Pay Equity	<input checked="" type="checkbox"/> Community Volunteering
<input checked="" type="checkbox"/> Family Friendly	<input checked="" type="checkbox"/> Positive Products
Safety	<input checked="" type="checkbox"/> Charitable Giving
<input checked="" type="checkbox"/> Occupational Safety	<input checked="" type="checkbox"/> Animal Welfare
<input checked="" type="checkbox"/> Hazardous Chemicals	<input checked="" type="checkbox"/> Transparency



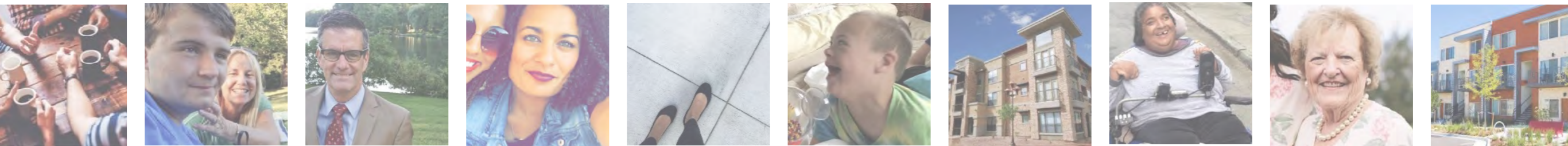


HIDDEN
MANIFEST



THE KELSEY

more housing | more inclusion | more community



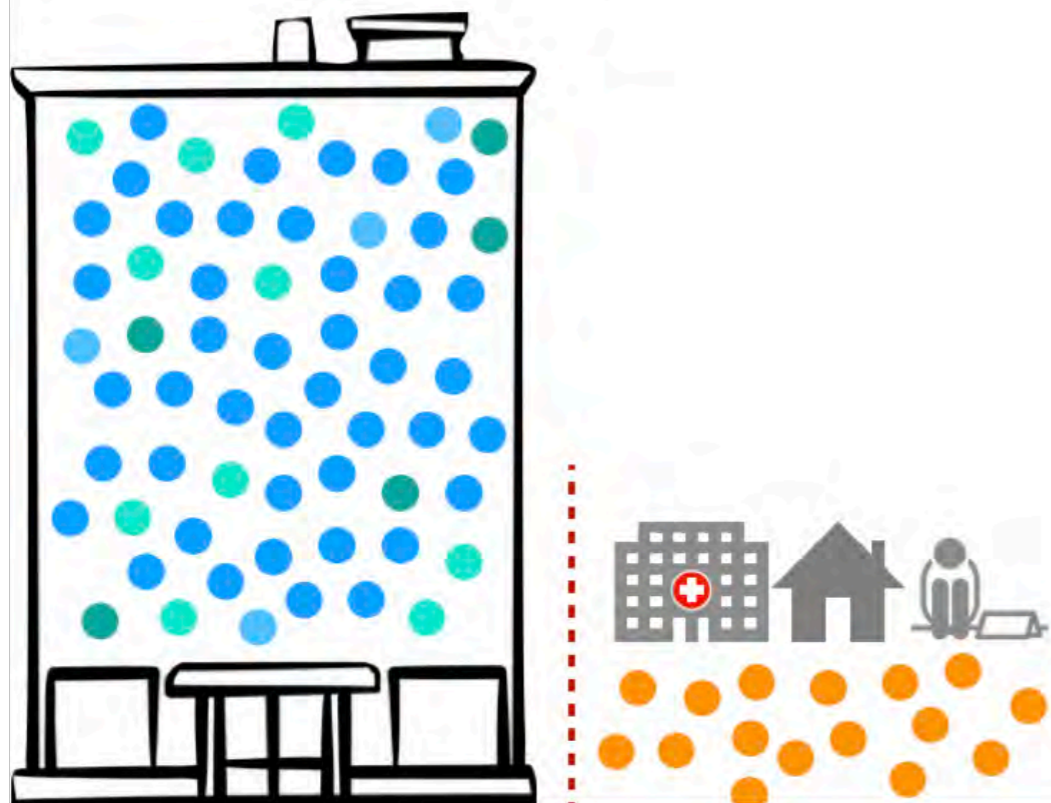
*Because housing can **be more**
+ together we can **do more.***

www.thekelsey.org

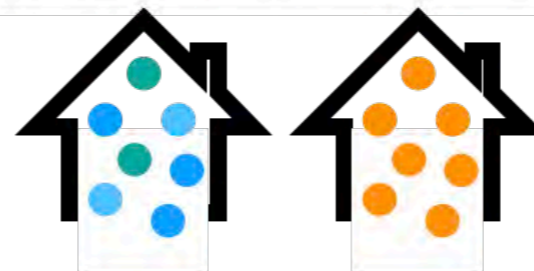
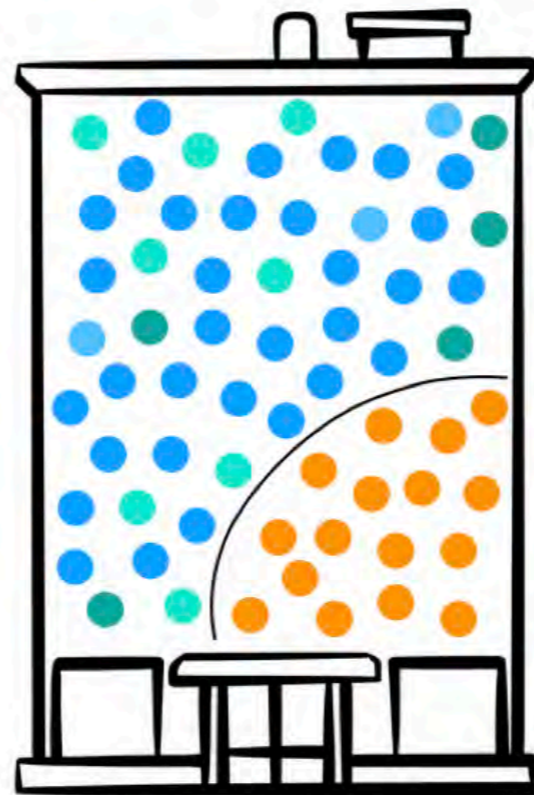
All Content © 2019 The Kelsey®

Modeling True Inclusion

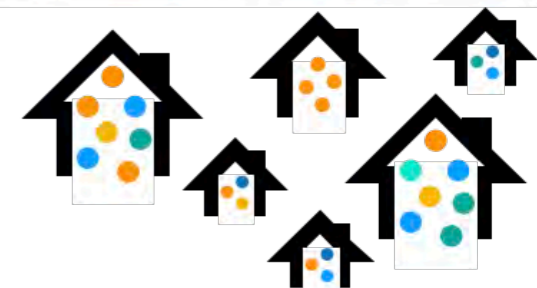
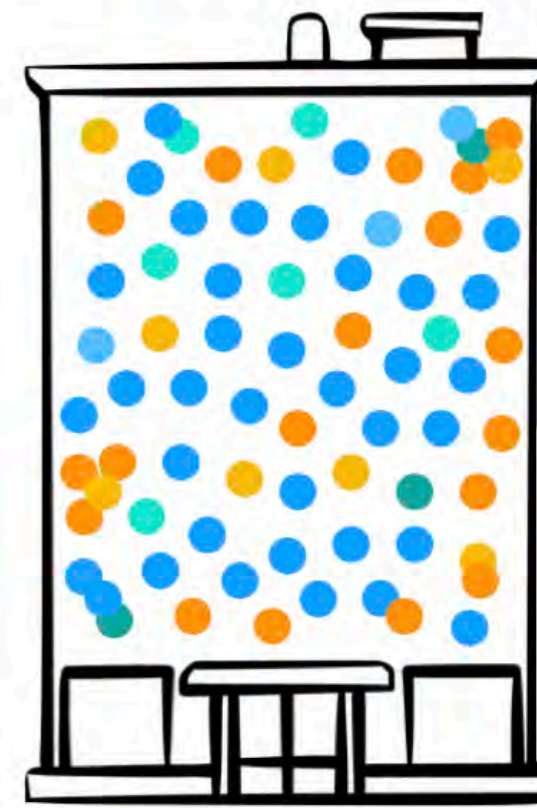
Segregation



Integration



Inclusion



Adapted from: Think Inclusive education framework

Our model aims to address the primary housing barriers for adults with IDD around affordability, accessibility, and inclusivity.

Financing Issue

Affordability



Design Challenge

Accessibility



Operations and Culture

Inclusivity

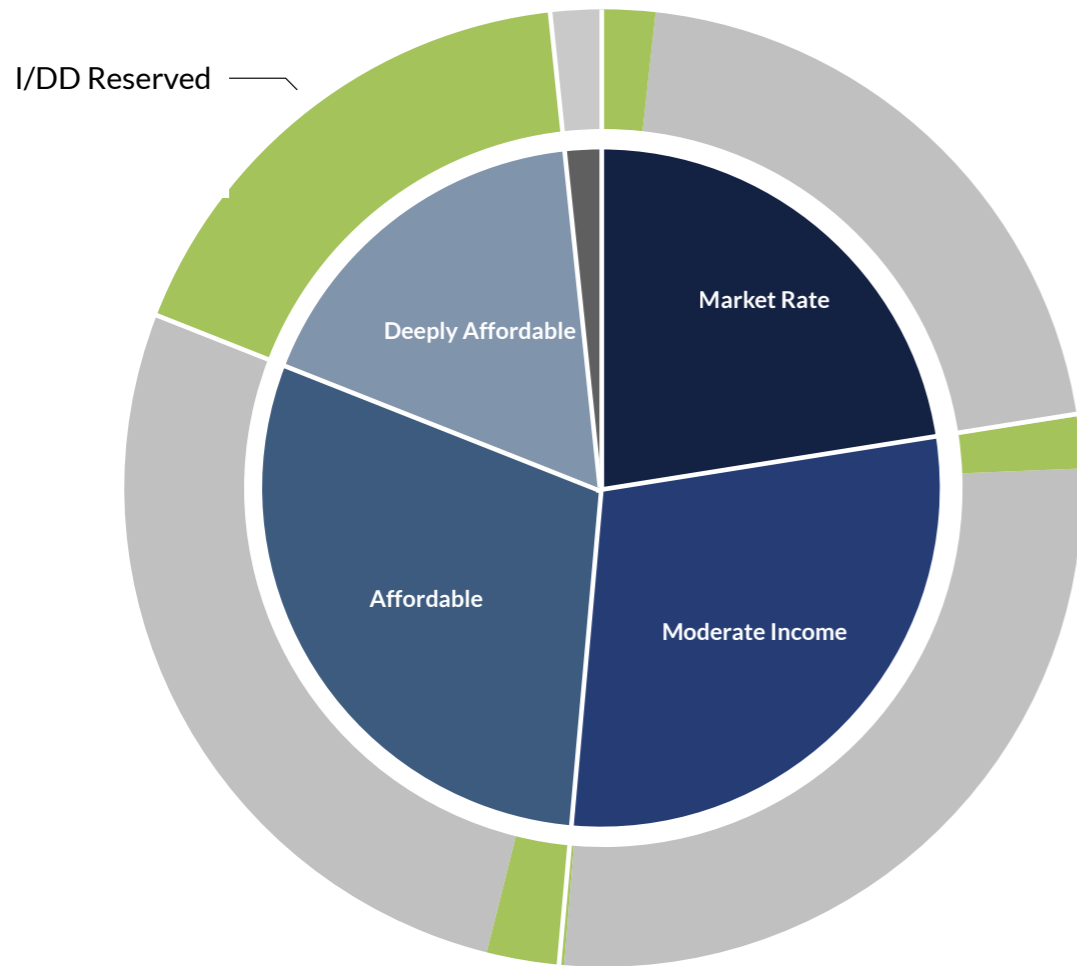


Inclusion Natives



THE KELSEY

more housing | more inclusion | more community



Unit Mix (115, 89 affordable)

- Market Rate
- Moderate Income
- Affordable
- Deeply Affordable
- Inclusion Concierge

28 Units (25%) set aside for people with Developmental Disabilities (Regional Center Clients).

Mixed Ability, Mixed Income Communities

Why Equity Matters: A New Value Proposition



EQUALITY



EQUITY



JUSTICE



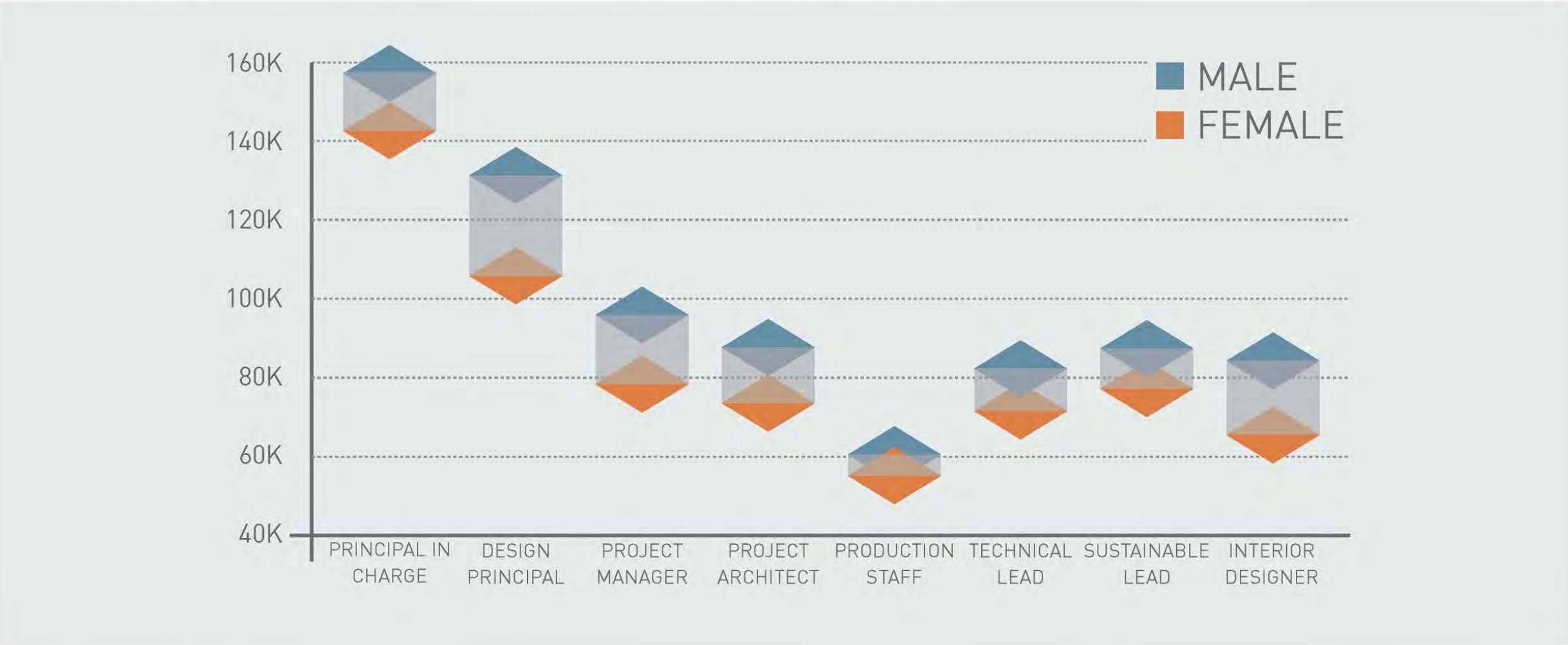
Strategic Influencers

- 2045 US Population - More Diverse
- Climate and Resource Uncertainty
- AI/Technology Disruptors to All Industries
- Globalization and Competition for Resources
- Rising costs in Housing, Healthcare, Education



Image Credit: National Geographic

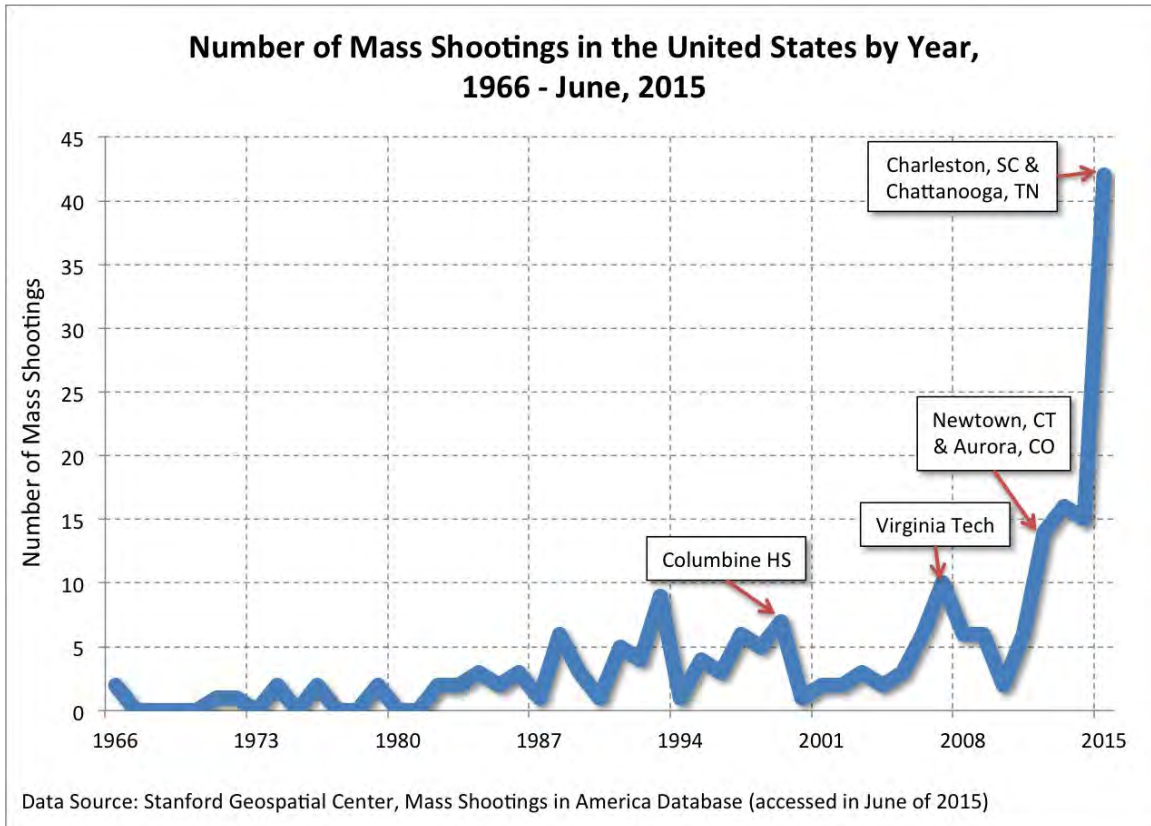
PAY EQUITY: AVERAGE SALARY BY PROJECT ROLE



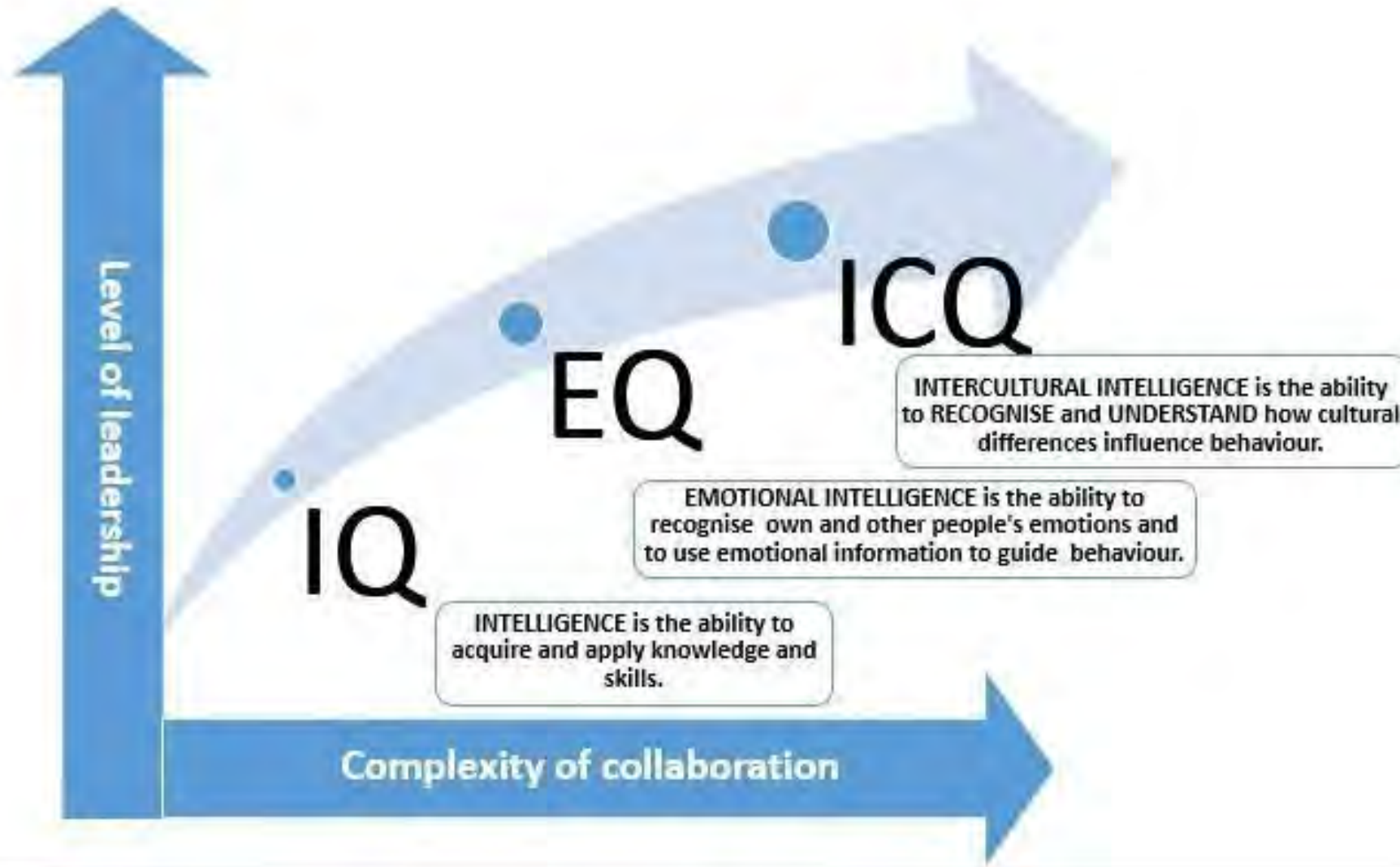
The Creativity Bias



Why Equity Matters for Education



Intercultural Intelligence



WHO IS AT RISK? – INTERSECTIONALITY / COMMUNITY COLLEGES

UNDERSTANDING THE BARRIERS TO ACHIEVEMENT

- Immigrant / First Generation
- Low Income / Basic Needs Insecure
- Neurodiverse / Depression Prone
- LGBTQ+
- Underrepresented Race/Ethnicity
- Undocumented Populations
- Physically Impairment
- Indigenous Populations
- Veterans w/ PTSD, Injuries, Etc.
- Single Parents
- Challenges of Aging



BASIC NEEDS
FOOD/
HOUSING

COMMUTE

HEALTH/
WELLNESS

COMMUNITY/
ENGAGEMENT

FINANCIAL
NAVIGATION

EDUCATION
RESOURCES

Student Engagement for Success



Critical Race Theory (CRT)

Amara Perez and Portland Community College



Spatial Theory

- Space is not neutral (Soja, 2010)
- Space functions as a mechanism of socialization and messages are often invisible, concealed, or unacknowledged (Costello, 2001)
- People 'read' space shaped by their multiple identities, positionality, and lived experience
- Built environments, material objects, and spatial arrangements are cultural artifacts (Tuhiwai Smith, 2013)



WALL OF LEARNING



Customized Learning



Study Gathering



Phone Booth



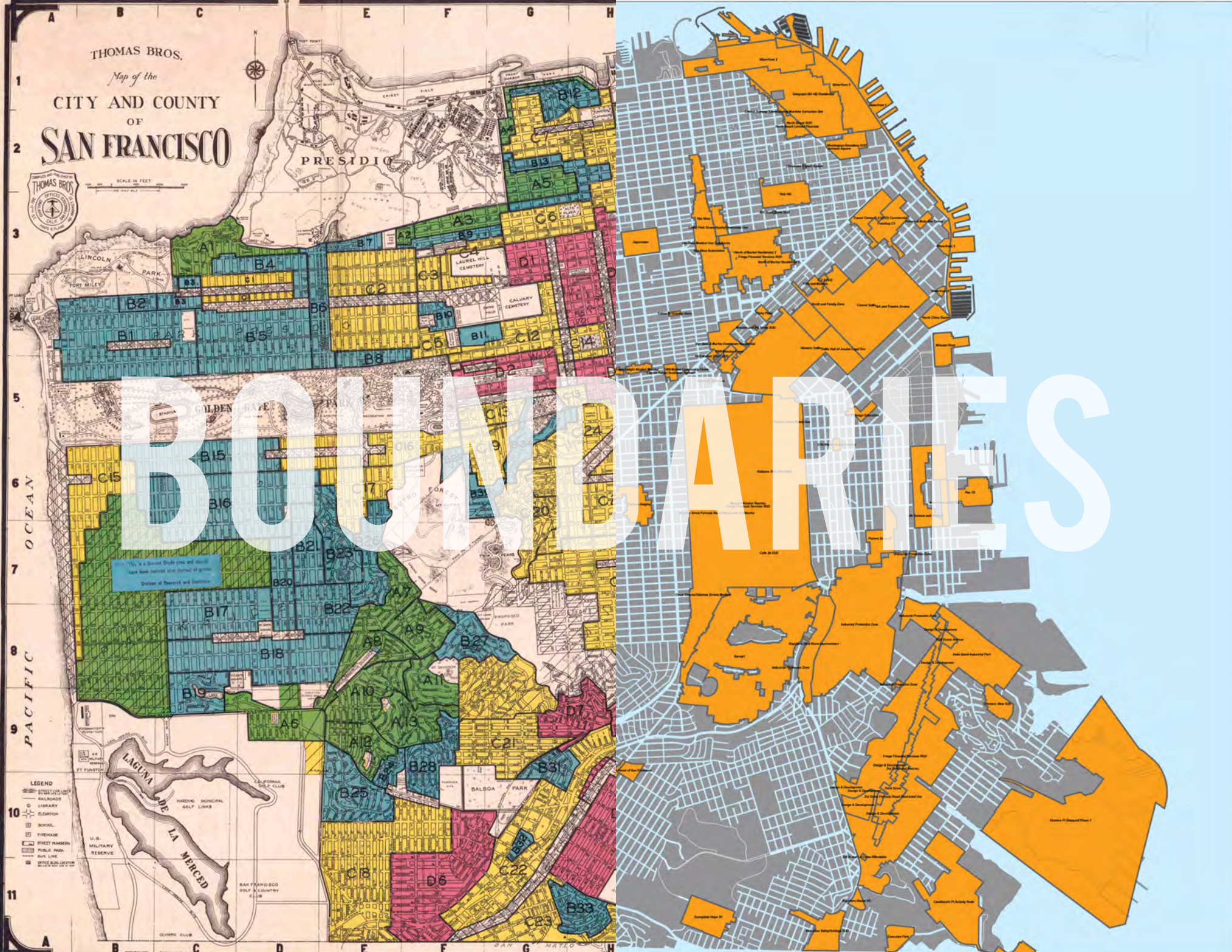
Windows into Learning



THOMAS BROS.
Map of the
CITY AND COUNTY
OF
SAN FRANCISCO



SCALE IN FEET
1 INCH = 100 FEET



BOUNDARIES

- LEGEND**
- RAILROADS
 - LIBRARY
 - ELEPHANT
 - SCHOOL
 - FIREHOUSE
 - STREET NUMBER
 - PUBLIC PARK
 - RAIL LINE
 - SEWERAGE LOCATION



1
2
3
4
5
6
7
8
9
10
11

A B C E F G H
LINCOLN PARK
FORT MILEY
GOLDEN GATE
PRESIDIO
LAVELLE HILL CEMETERY
CALVARY CEMETERY
DALBOA PARK
LAGUNA DE LA MERCED
OLYMPIC CLUB
SAN FRANCISCO GOLF & COUNTRY CLUB
U.S. MILITARY RESERVE



EQUITY

BELONGING



BELONGING





BELONGING

INVITATION



SPECIFICITY






NEWTON

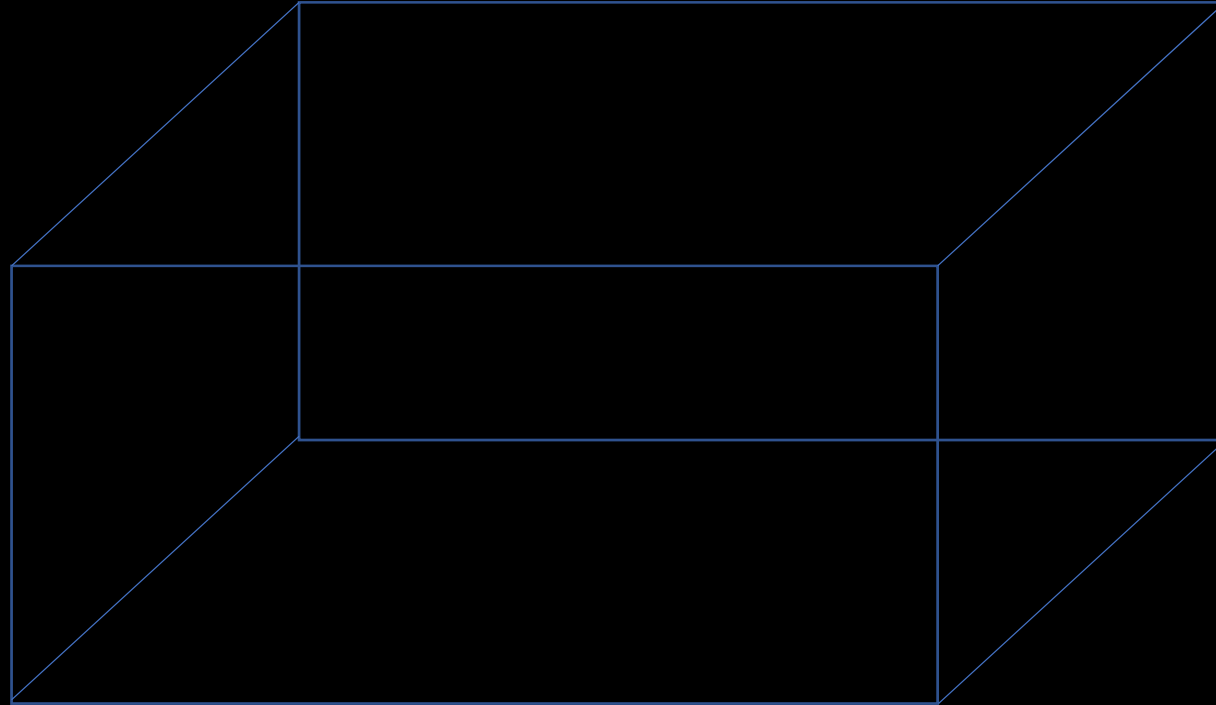
SPECIFICITY



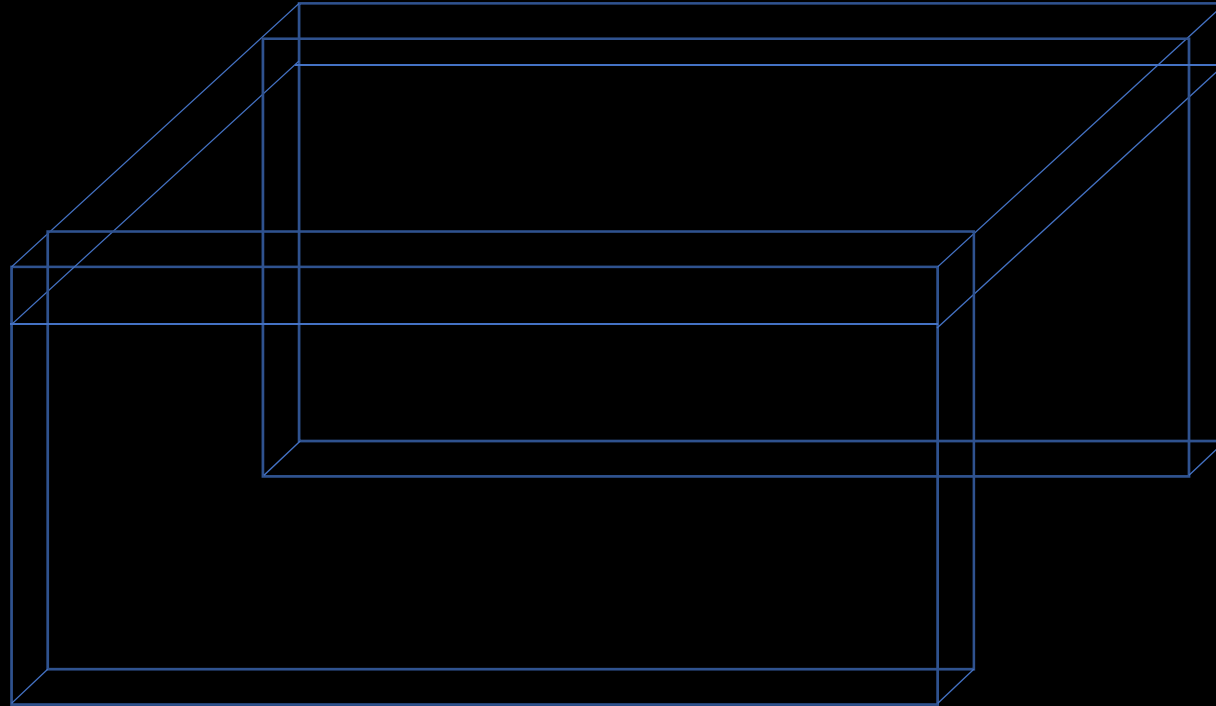
A low-angle, street-level photograph of a city intersection. The foreground is dominated by a crosswalk with vibrant, parallel stripes in shades of red, orange, yellow, green, and blue. A person's legs and feet, wearing dark jeans and colorful sneakers, are visible on the right side, walking across the crosswalk. In the background, several pedestrians are walking on the sidewalk. A traffic light on the right shows a green light, and a pedestrian crossing sign is visible. Buildings with various signs, including a red sign for 'Bank of America', line the street. The word 'SPECIFICITY' is overlaid in large, white, sans-serif capital letters across the center of the image.

SPECIFICITY

When we build, when we design, who matters?
Who is in the room?



Who is at the table?

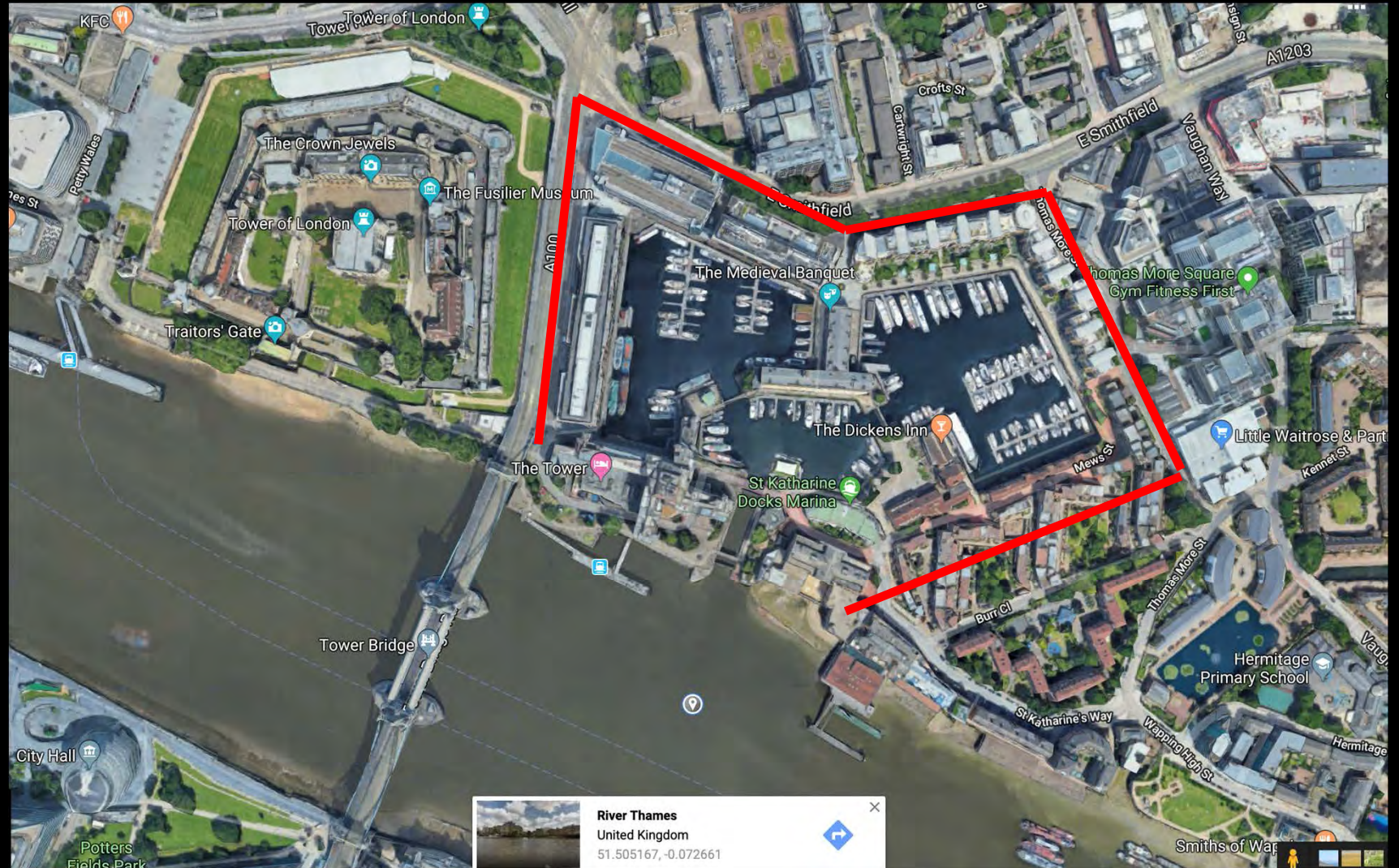


An example of
development:

St Katherine's Docks
London

Present Day

Pleasure craft marina
Hotel
Restaurants



St Katherine's Docks,
London

1599

Area prior to initial
Intense development

In the "liberties" east of the
Tower, outside of the city wall

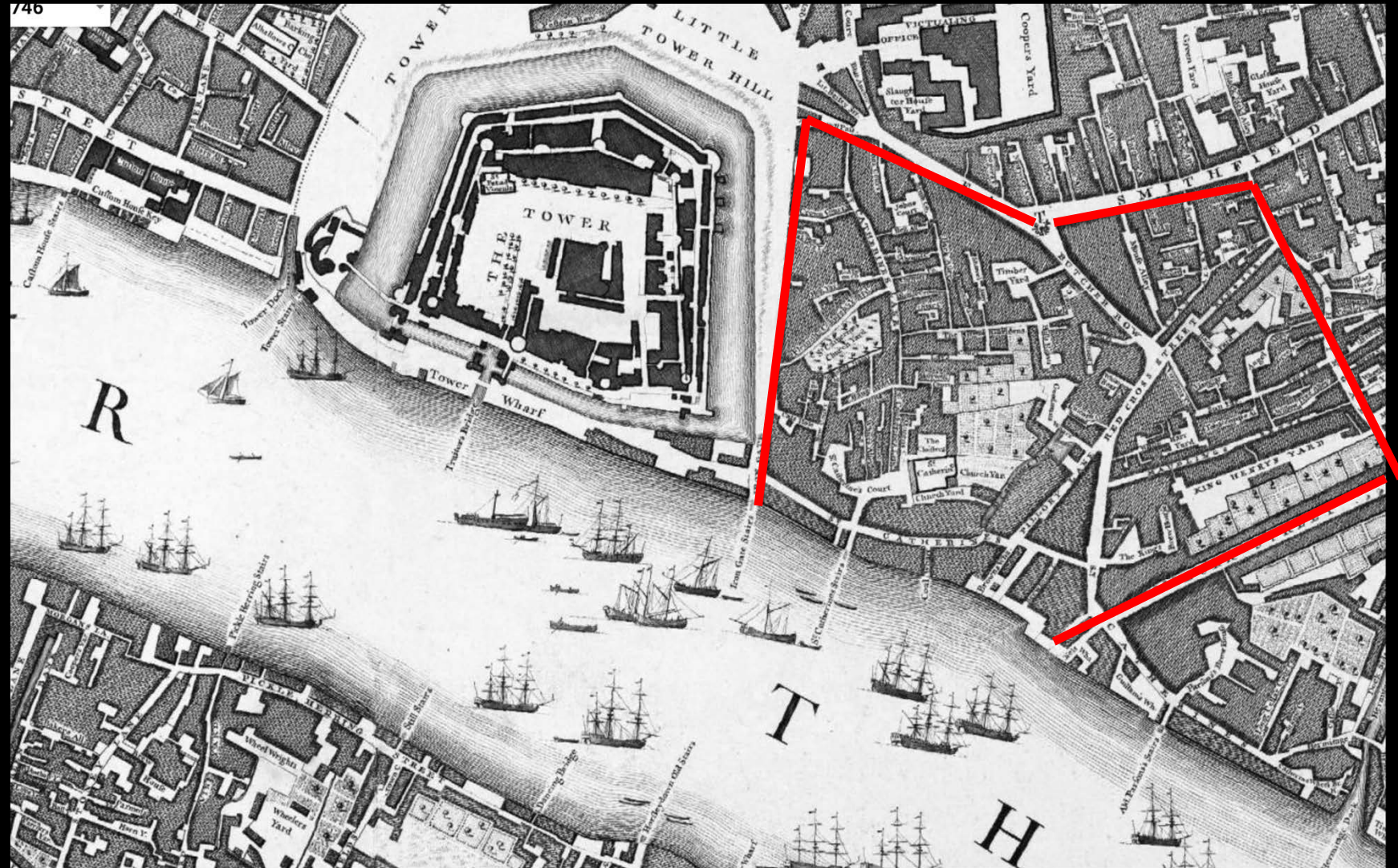
Few restrictions on
development and the practice of
trades



St Katherine's Docks
London

1746

Area prior to
redevelopment



St Katherine's Docks London

1828

Map of proposed dock
Site

(Basins overlaid on
existing neighborhood)



St Katherine's Docks
London

Who wasn't
in the room?

Gustav Doré
A Backstreet in London
1868



St Katherine's Docks
London

Redevelopment authorized by an Act of Parliament, 1825
Parliament largely controlled by landed interests

1828

23 acre site, riverside

1,250 buildings demolished
slum conditions – rent paying tenancy

11,300 inhabitants displaced
mostly port workers – a poor and multi-ethnic group
also survival sex-workers, foreign tradesmen

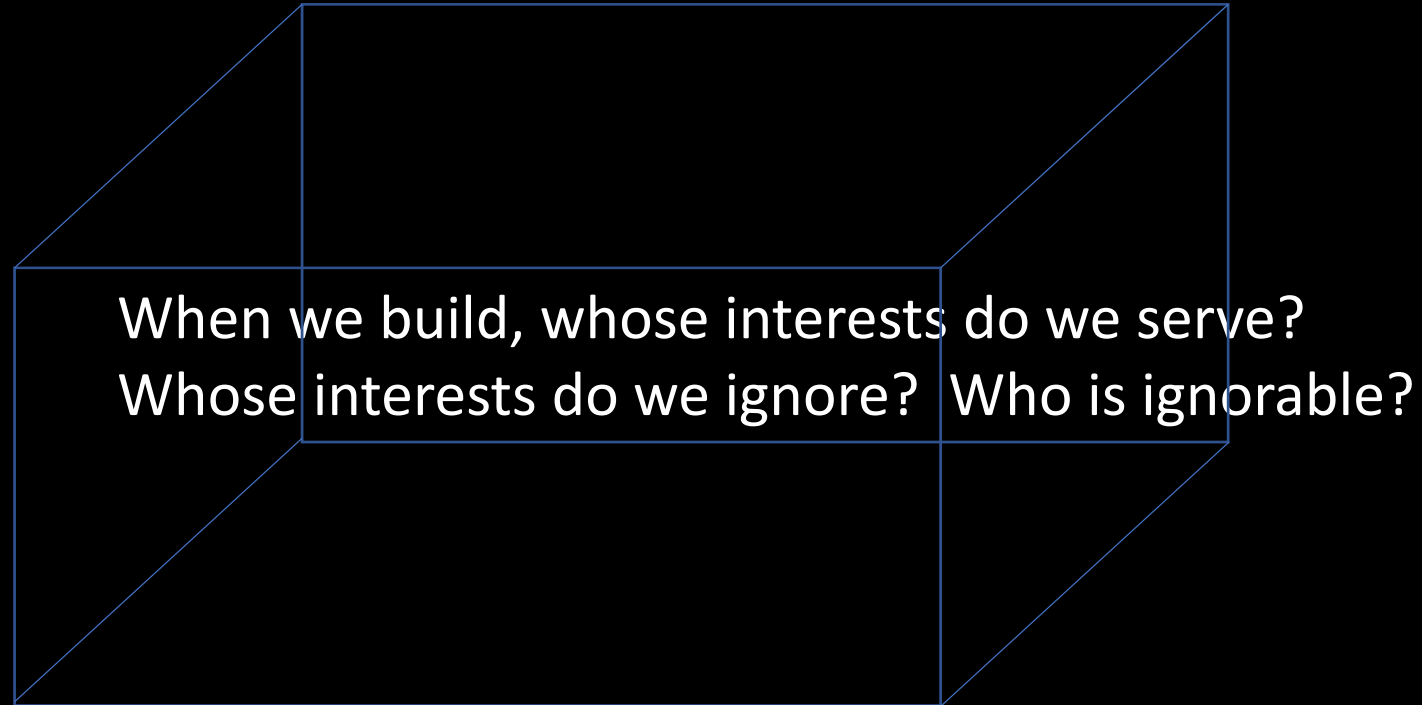
Only the land-owners were compensated

Tenants were simply evicted

San Francisco

2019

When we itch for change, when we push for something new,
who is in the room while decisions are made?



And what are the ethics of leaving the room empty?

An example:
Ignorable, oppressed people

San Francisco:
Tenderloin, 1963

Before Stonewall, but after
decades of discrimination
and police violence,
transgender women and sex
workers riot against police
oppression



San Francisco

1963-2018 Organizing/Lobbying/Fighting



St James' Infirmary

Lyon-Martin Health

Transgender Intersex Justice Project

El/La para TransLatinas

Trans/Thrive (API Wellness Center)

Tom Waddell Clinic (SF Public Health)

UCSF Center of Excellence in Transgender Health

Trans Employment Initiative

TransMarch

Transgender Law Center

Mayor's Office on Transgender Initiatives

...and many individual struggles

San Francisco

2019

Founding of the Compton's
Transgender Cultural District

First in the nation

First anywhere

From repression,
through resistance,
to a place at the table as
development decisions are
made



San Francisco

2019

To meet current and future needs we must broaden our expectations for who is invited to the table when changes to the city – or any human environment – are contemplated.

Proposed ethic:

The people are the city, all the people you value and all the people you don't.

Without its people, the city and all its properties are worthless.

San Francisco

2019

If we are lucky we each are now at best *temporarily* able, *currently* housed, or - as in my own experience - only *one word* away from transitioning from valued citizen to ignorable oddity.

Understanding this is called *empathy*.

San Francisco

2019

However, designers and builders must resist the temptation to let *empathy* be enough.

The voices of the ignored must be heard, and they/we must be at the table. You will never know enough about other people to make choices for other people. It's too much.

Therefore *inclusion* means *liberation* for the designer, not restriction.

San Francisco

2019

We know that perfection and full equality in design are not achievable.

We will never have complete equality of wealth, ability, or acceptance.

Knowing this, we must push for a better world for all, while working to ensure that the burdens of the present are shared equally.

San Francisco

2019

Imagine being able to let go of guilt.

That's a worthy task for design.