

Advancing Racial Equity in Design

A Field Guide
for Managers
and Leaders



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Using the Guide

The content of this guide represents the start of a conversation around **racial equity in design**. Designed as a pathway for IBMers, this document is intended to help **design managers** take the necessary actions to advance racial equity on their teams, lead conversations on sensitive topics, and foster engagement instead of retreat. This guide can be use both in response to difficult current events and as a general and ongoing primer.

The content was arrived at through a process of open conversation, intensive research, continual revision, and scrupulous review undertaken by a team of IBMers across multiple business units and specialties. With this in mind, we invite you to read, reflect, and apply the recommended actions, critiquing as you learn in order to help us improve future iterations. As you engage your team and other design managers, feel free to share this guide as a key resource.

Introduction

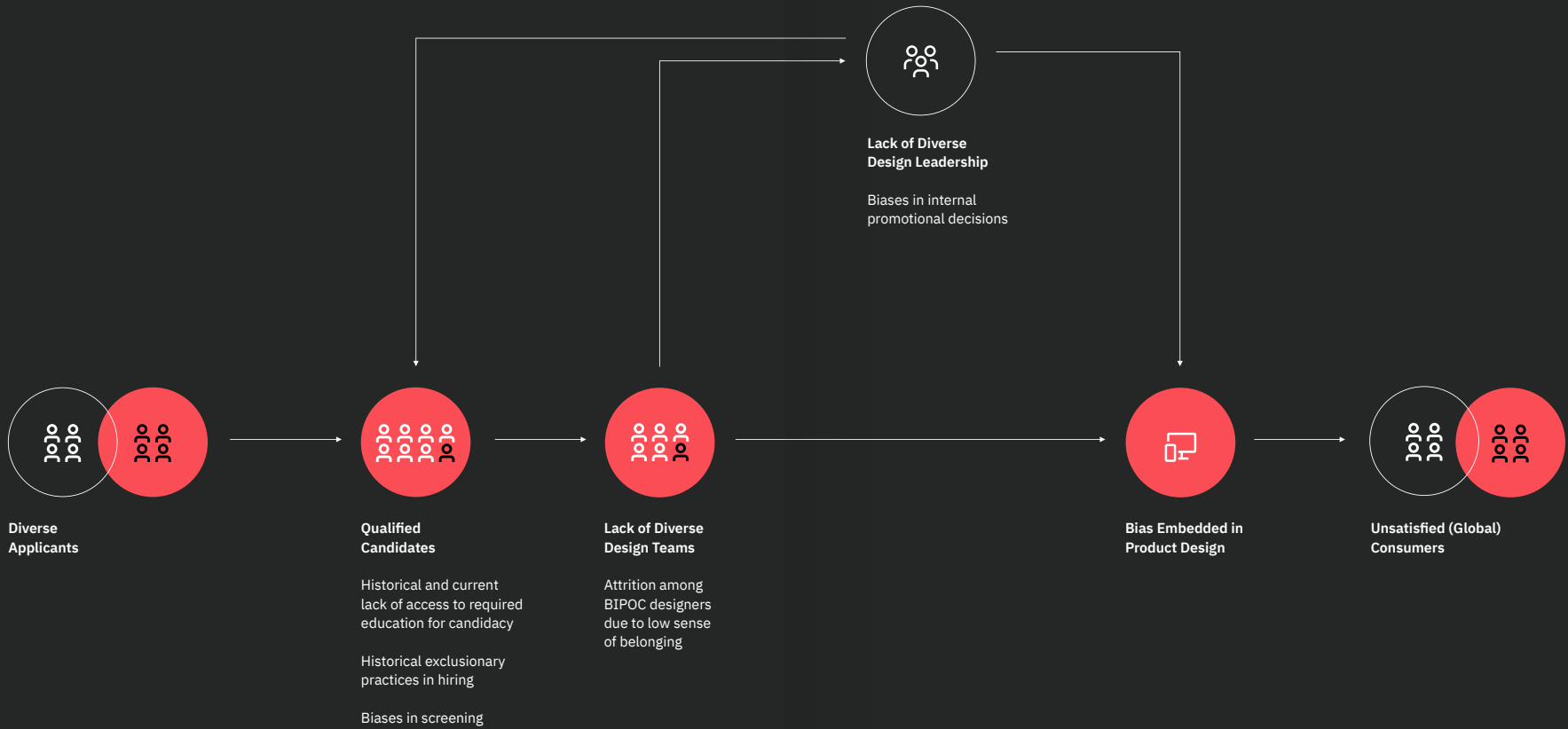
Racial inequity is a product of design.

In order to achieve true design excellence and create experiences that cater to a diverse and inclusive range of user needs, we need the perspectives, voices, and talent of Black, Indigenous, and People of Color (BIPOC). However, the design industry severely lacks in diverse representation. For example, according to the [Silicon Valley design census](#), the number of Black designers practicing in 2019 was a mere 3% of the industry total. In fact, there have been little to no gains in the last five years for Black employees. These disparities can be attributed to embedded systemic racism, from historical exclusionary practices in hiring to modern-day biases in promotional decisions.

As designers, we need to address this problem head-on. Sustainable change starts internally by looking at ourselves and having the tough conversations about the systems we use to hire, retain, and advance BIPOC designers, so that we can ensure that our teams more accurately reflect the global populations we aim to serve. Even more so, we have a moral duty to ensure our internal practices provide equitable opportunities for everyone. If racial inequity is a product of design, the opposite is true as well. Together, we have a responsibility to redesign these systems with a new way of thinking.



Impact of bias on recruitment and retention of BIPOC designers



Our Organizational Strategy

The road to racial equity in design is a long one, but true reform can be accomplished by continued effort despite the difficulties we face.

By applying racial equity practices to our internal processes and making measurable differences for Black designers, we can ultimately enact change for other underrepresented communities. [The Center for Social Inclusion](#) defines **racial equity** as an outcome and a process. As an *outcome*,

we achieve racial equity when race no longer determines one's socioeconomic outcomes. As a *process*, we apply racial equity when members of the communities most impacted by structural racial inequity are meaningfully involved in the creation and implementation of the institutional policies and

practices that impact their lives. And since Black designers are most impacted by structural racial inequity, and design managers can have a meaningful impact on the work culture experienced by the Black designers on their teams, this is where our IBM Design efforts must begin.

The Racial Equity in Design Call to Action states our position: *"We in IBM Design, from leadership to individual designers, believe the change we effect will positively impact Black designers who need our focus now. We acknowledge that systemic racism targets other groups and the work we do can also effect change for them. We strive toward creating a design industry where*

people of all races, ethnicities, gender identities, religions, ages, abilities, orientations, social classes, and cultures are met with equity."

The road to racial equity in design is a long one, but true reform can be accomplished by continued effort despite the difficulties we face. Cultivating a sustainable anti-racist work environment requires us to confront personal attitudes, shine a spotlight on informal cultural norms, and hold people accountable for their behaviors through formal institutional policies ([Livingston, 2020](#)). Taking action based on an understanding of the challenges we encounter and why they exist is an important first step.

Northstar

Scale successes to Black, Indigenous and People of Color designers beyond IBM

Midstar

Scale successes to Indigenous and People of Color designers within IBM

MVP

Focused efforts for Black designers within IBM

■ Racial Equity in Design Efforts



“Black people in the United States [have been] systematically oppressed since 1619, [and] this history is unique to the Black experience in America. Most countries who endeavored to interact with Africa also colonized those people, [and] those constructs are alive today.

[We need to ask ourselves] where do early racism and internal biases still exist in our company that don’t need to be there? This work of being anti-racist is more important now than ever.”

— **Nigel Prentice** Design Director, Digital Growth & Commerce; F&O Support Experiences, IBM

Diversity, Equity, and Inclusion (DEI) are essential to developing a workplace in which everyone can thrive—both professionally and personally.

These constructs, defined by [Catalina Coleman as a Director of HR and Inclusion](#), shape the three focus areas in which we can

overcome systemic inequities for Black, Indigenous, and People of Color (BIPOC), with an initial focus on Black designers:

Build diverse teams. Diversity is “the presence of differences within the work setting, including differences in race, ethnicity, gender, gender identity, sexual orientation, age, and socioeconomic class.” Developing more racially and ethnically diverse teams within IBM requires an intentional focus on increasing the representation of BIPOC designers, providing new perspectives and ideas that yield better outcomes.

Sponsor underrepresented designers. Equity is “the process of ensuring that programs and practices are impartial, fair, and provide equal possible outcomes for every individual.” In addition to employing equitable hiring practices, providing opportunities for career advancement by way of sponsorship is essential for improving diverse representation at the senior and executive levels.

Design inclusive culture. Inclusion is “the practice of ensuring that people feel a sense of belonging in the workplace.” It also involves fostering a culture of acknowledgement and recognition that makes our workplace one in which people are committed to long-term.

To support design managers as **advocates** for racial equity, this document provides guidance on taking the first steps (*recommended actions*), developing empathy (considerations), and asking questions that lead to **greater understanding and transformation** (conversation starters).

General Engagement Principles

Trust Transparency Empathy Empowerment

Each of us commits to upholding behaviors that ensure we are engaging others in a manner that is trusting, transparent, empathetic, and empowering. The following principles complement our [Call to Action](#) to help promote equity in design through our culture—our behaviors as individuals and as members of diverse teams:

Trust. We work towards developing trust of each other’s words, intents, and actions. Psychological safety relies on trust, which enables people to speak their truth while maintaining awareness of, and sensitivity to, cultural differences.

Transparency. Be authentic and direct. It is important to also be mindful of your tone when you respond to others. Remember that it is not just what you say, but how you say it as well.

Empathy. Listen and learn to nurture diversity of viewpoints and radical candor. Create spaces for working toward understanding the big picture and individual perspectives.

Empowerment. Embrace the fact that change and uncertainty are uncomfortable. Don’t be afraid to reach out if you need help. Remember, if you see something, say something: express to others when something isn’t okay.

Safe spaces and *brave spaces* are needed to nurture a diversity of viewpoints and frank conversations about racial equity (Arao & Clemens, 2013). A safe space is one in which people can let their guard down and share their full, authentic selves, with the ultimate goal of listening and providing support. However, when confronting complex issues

with multiple viewpoints, conflict is a normal part of the process and is to be expected. In this context, we need brave spaces to encourage dialogue despite the discomfort felt in order to achieve greater understanding of the topics discussed.

Both spaces require psychological safety. Design managers can foster safety by encouraging questions from the team, actively listening to their opinions, and developing an atmosphere where no one is ostracized for their perspectives. This requires that everyone bring an open mindset to the table, which you can achieve by serving as an example. To that end, remember that conversations in these spaces are meant to be confidential, authentic, and non-attacking.

Build Diverse Teams

Design leads and managers are responsible for building successful, culturally diverse teams.

Unconscious bias (also known as implicit bias) is described as “prejudice that we are unaware of,” according to the [IMPACT Group](#), a career development organization based in Saint Louis, MO. This type of bias includes social stereotyping, assumptions and personal preferences that we inevitably engage in, on some level, daily. In the workplace, unconscious bias can hinder productivity, affecting how Black design talent is evaluated to the type of raises and promotions (or lack thereof) they receive.

What impression does this leave?

A study cited by IMPACT reported that out of more 3,500 responders from various ethnic groups between the ages of 21 and 65 (employed in full-time professions):

- 33% feel alienated
- 34% withhold ideas and solutions
- 80% would not refer people to their employer

Unconscious bias can also take an emotional toll on Black designers, not only resulting in little to no engagement with their teams but crippling their ability to do their best work due to increased

“Diversity begets diversity, which in turn breeds innovation. If we keep the door closed to diverse talent because of subconscious or unconscious bias, we are limiting our access to change, innovation, new solutions, and ultimately financial success.”

— **Cici Holloway**
for Print Magazine, Senior Vice President, Intersection Co.

illness related to stress, increased absenteeism, turnover, and lower client satisfaction, according to IMPACT. The group also cites that “the cost of workplace bias is projected at \$64B annually. This is based on the cost of losing and replacing more than 2 million American workers due to unfairness and discrimination.”

The lack of diverse teams in the design industry can have implications for everyone. Instead of asking “*What do we lack?*” ask, “*How can we strengthen our company?*,” suggests a recent article entitled *Diversity in Design: How Agencies Can Strive to Hire More BIPOC Creatives*, published in *Dieline* magazine. By interviewing and hiring more underrepresented designers, companies can create a welcoming environment for all people (culture add) instead of seeking candidates to fill a certain type of culture mold (culture fit).

Diversity in design is important for the industry. In 2014, AIGA published an article that noted diversity and inclusion “within the field of design lead[s] to more innovation through problem solving, whether in service to business or society” (Carroll, 2014). IBM Design VP and Chief Design Officer Arin Bhowmick stated in his article, “*Designing for Diversity*,” that when building diverse teams, “we have to realize that we aren’t just assigning resources—we are framing our approach to the problem,” and diverse teams “tend to generate more ideas, making them more effective problem solvers [and] will have the deepest impact in building products and experiences designed for everyone” (Bhowmick, 2017).

Design managers must advocate for diversity. The more diverse talent we hire, the more our teams will impact the world they design for.

Recommended actions to take

01
Look for new ways to fill in the representation gaps on your team. Seek to create connection to universities and networks to add visibility for opportunities to work as a member of a diverse team in design.

02
Setup a meeting to discuss the topic of diversity (or lack thereof) on your team. Create safe spaces for diversity to flourish by listening to and nurturing the diverse viewpoints, feelings and personalities of your team. Help them build trust with you and each other to confront issues. Schedule meetings (or other events) at regular intervals to continually dedicate time toward nurturing openness and engagement among team members.

Considerations

Diversity allows IBM to flourish. While it's easy to hire people who think, look, and act like you, it also comes at a significant loss if there are no other voices in the mix helping to build on ideas while bringing unique perspectives and life experiences to the table. Build diversity in the group(s) you lead. Once that goal is met, commit to helping those voices feel valued and included.

Conversation starters

Questions for design managers

- How can I use my privilege to eliminate racial and ethnic disparities and improve diversity among my team?
- What can I learn from other managers about growing diverse teams and addressing challenges along the way?

Questions for your team

- Where can we find talented and diverse designers to recruit for our team?
- How might we create a more hospitable, welcoming environment for racially and ethnically diverse team members? For Black designers in particular?

Questions for Black designers on your team

- From your perspective, how might we improve the recruitment, hiring, and onboarding process for other Black designers?
- Thinking back on your experience, what did we do well? What areas do we need to work on?



Sponsor Underrepresented Designers

“A mentor will talk with you, but a sponsor will talk about you.”

— **Heather Foust-Cummings**
Senior Vice President of Research,
Catalyst

Advocate for underrepresented designers when they're not in the room.

Sponsorship means going beyond coaching or mentorship and nurturing career growth, opportunity and progression. Few Black leaders stand out in the tech design industry due to an overwhelming lack of representation. Efforts to change this narrative have been met with little momentum industry-wide over the years, leaving qualified Black talent out in the cold for prominent roles without the right opportunities

or networks to help propel their careers further. Design managers are in a unique position to support Black designers by addressing and removing these limitations in order to help them advance their career. Engage and empower underrepresented designers by advocating for their advancement and helping them make connections with more experienced colleagues to nurture growth, vision and inspiration.

Recommended actions to take

01 Be aware and fair with promotions for Black designers. When having discussions about who to promote, review the performance of Black designers to make sure they're evaluated fairly. One way to do this is by leveraging data-driven performance criteria based on an objective set of standards, instead of subjective personal opinion.

02 Co-create ways to advance a Black designer's career. Collaborate with a Black designer in their career success by sharing your expertise and grooming them for leadership opportunities and eminence. Remember to ask, don't tell. Listen to and acknowledge their needs and help them envision their future.

03 Connect a Black designer to someone in your network. This is a great way to propel a Black designer to new achievements and accomplishments. Reach out on Slack or set up a short WebEx to make an introduction to a potential collaborator or advisor. Whatever path you choose, set the spirit and tone of seeking to help another colleague's growth.

Considerations

There are many racial biases that hinder career success for Black designers. Generally, there is no role model or guide to navigate complex environments, and they are often left to chart their own path. This path can be filled with obstacles that can leave one feeling inadequate (despite level of education or experience), lonely (because no one else shares the same background), and/or isolated and viewed as "the outsider" (because team members have perceptions and viewpoints

that are not challenged or are validated by the policies of the institution). Non-Black managers may not be aware of (or sensitive to) the degree of limitations their Black colleagues face today and have faced in the past. Some may view "equal opportunity" as an unfair benefit to Black designers and their career and educational advancement. This is a distinctly different and biased perspective incongruous to the reality many Black people face in the real world.

Conversation starters

Questions for design managers

- How can I leverage my network to make good connections for Black designers?
- What opportunities (projects, conferences, or other engagements) can I find, suggest, and support?
- Who will I speak with about promotional opportunities for Black designers who are exceling at their work?

Questions for your team

- How might we call out situations where there is underrepresentation and a lack of diversity and inclusion?
- How can we help co-create new opportunities for our Black design colleagues and add more diversity in our work?

Questions for Black designers on your team

- In what areas have you experienced a lack of sponsorship and support during your career at IBM?
- What type of guidance would be most helpful for you at this time?



Design Inclusive Culture

“When we listen and celebrate what is both common and different, we become wiser, more inclusive, and better as an organization.”

— **Pat Wadors**
Chief People Officer,
Procore Technologies

Culture must be designed to improve a sense of trust, safety, and belonging.

The road to retaining diverse talent is marked by inclusion—or creating spaces in which people can be themselves and are valued for their unique perspectives and contributions. Underrepresented designers who differ from the majority (whether in racial/ethnic background, age, gender, or other aspects of identity) may hide parts of themselves or their opinions to

avoid negative consequences. This is referred to as “identity cover” and is a barrier to conveying true feelings, increasing their likelihood of leaving (Brown, 2018).

To create environments in which people want to stay, design managers play a key role in creating an organizational culture of inclusion, trust, and psychological

safety. Culture itself can be defined as a set of repeated behaviors or practices over time, and includes four main components (Hofstede, 1994):

Values. Beliefs and values are the core of a culture. Many values are unconscious and can’t be directly observed by others; therefore, these are important to collectively revisit every so often.

Rituals. Rituals are the formal and informal group activities built around the community’s core values. These activities bring a community’s values to life, emphasizing their importance and relevance over time.

Heroes. Heroes are the historical and current public figures, our behavioral models, who possess the characteristics that are highly prized in a culture.

Symbols. Symbols include the words, gestures, pictures or objects that carry particular meaning, recognized by those who share a particular culture. Identifying and co-creating values, rituals, heroes, and symbols of racial equity within your team are the basic components of designing a more inclusive culture. This will not only empower each individual, but also the team and organization as a whole.

Recommended actions to take

01

Affirm the importance of Black designers (values). Advocate for the importance of diversity in general and Black designers in particular. The results shown in the quality of the work from diverse teams with Black designers speaks for itself. A rich part of embracing diversity is for everyone to share parts of their authentic selves through story, style, and tradition. Be curious, be humble, learn, and embrace.

02

Initiate a 1-1 conversation with a Black designer (ritual). Create a culture of bottom-up feedback by reaching out to Black designers to learn more about what they care about. Don't wait for triggering events to initiate these conversations—this should be a part of your culture regardless of outside circumstances—but be especially aware of potentially traumatic local, national, and global events.

03

Normalize rest and reflection (ritual). Our holistic health is important, and communication is our greatest form of transparency. Normalize asking for help or support for your own emotional and physical well-being by modeling it for your team. Creating space for rest and healing is a necessity, particularly in the times we live in.

04

Advocate for and make inclusion imperative (heroes). Regardless of the level of diversity on your team, inclusion should be a priority. Understand what racial microaggressions mean and help all team members, including yourself, prevent actions and words that might be willful, or come from innocent ignorance. Raising awareness, elevating positive examples, and enforcing a zero-tolerance policy will prevent and preempt even unintended offenses.

05

Encourage your team to use inclusive language (symbols). Words have power: the power to uplift, encourage, and unite, as well as the ability to debase, discourage, and divide. Misunderstandings can happen when we carry varying interpretations of what a word or a phrase may mean. Learn more about the foundational terms of racial equity and explore the design of a new language that balances truth with humility, so everyone is disarmed enough to engage in a productive conversation.

Considerations

The following are examples of complex situations individuals on your team may be experiencing. Consider the tone, spirit, and words you use as you approach each of the following topics. While not intended to be a comprehensive list, thinking about these topics will be useful in helping you be more proactive in promoting safe spaces for discussions.

Racial Microaggressions. According to the book *Microaggression Theory*, “microaggressions are brief, everyday exchanges that send denigrating messages to certain individuals because of their group membership.” What seems like a harmless question or remark builds up strife and resentment over time, and when it happens repeatedly (and unchecked), it negatively impacts both the mental health and perceived psychological safety of Black employees, leading to poor job satisfaction.

Code-Switching and Belonging. According to *Language and Interracial Communication in the United States: Speaking in Black and White*, code-switching is described as “a skill that holds benefits in relation to the way success is often measured in institutional and professional settings.” In other words, it’s a performative behavior linked to success and a way to fit in, survive, and thrive within dominant White spaces. Code switching can happen when there is a lack of true racial equity present. With the case of Black Americans, code switching may occur to try and offset any systemic racism they face (regardless if said racism is unintentional or not) in settings where they may not feel safe to express their true selves.

Grief and Mourning. Grief is a common human experience, felt both individually and collectively. In the case of Black Americans, despite the stress experienced from systemic racism, some feel compelled to suppress their grief in order to maintain their composure and perform well. This emotional suppression is due to long-held beliefs that range from the “superwoman schema,” which is an obligation to present an image of strength at all times, to the fear of being perceived as an “angry Black woman” or an “angry Black man.”

Conversation starters

Questions for design managers

- What best practices or resources can I adopt from other experts on how to have difficult, yet productive conversations around racial equity?

Questions for your team

- How might we create safe spaces for dialogue that makes everyone on the team feel supported (Black designers in particular)?
- How might we co-design new experiences for transparency, healing, and growth to take place in a way that leads to lasting transformation?

Questions for Black designers on your team

- In what ways have the team and I made it easier (or more difficult) to bring your full self to work?
- How might we co-create work environment in which you can thrive?



Advance racial equity within IBM Design and beyond by practicing within these key focus areas.

Repair work is needed, and it's finally getting the long overdue attention it deserves. By building diverse teams, sponsoring underrepresented designers, and designing inclusive

culture, design managers can start to make changes that result in greater outcomes for Black designers, and ultimately all designers. This is why racial equity matters now, and always.

Checkpoint Goals

By utilizing IBM's Checkpoint goals, design managers can develop and assess their ongoing contributions to racial equity within their design practice. Leverage the following examples:

Build Diverse Teams

“As an Advocate for Racial Equity in Design, I will increase the diversity among my team by giving an equal opportunity to underrepresented designers when selecting applicants to interview for new positions.”

Measuring this goal:

- Have you had any open positions on your team within the year?
- If so, have you interviewed from a diverse pool of candidates and hired a stand-out Black designer from it? If not, why?

Sponsor Underrepresented Designers

“As an Advocate for Racial Equity in Design, I will sponsor at least one underrepresented designer and help them build a network of meaningful relationships with senior leaders based on their interests and career goals.”

Measuring this goal:

- Have you initiated any sponsorship opportunities with an underrepresented designer(s) during the year, or have any such designers come to you for career advice?
- How have you advocated for the growth and advancement of one or more underrepresented designers within IBM?

Design Inclusive Culture

“As an Advocate for Racial Equity in Design, I will nurture an inclusive team dynamic through readily learning about the cultural uniqueness among my team and listening to differing views and opinions.”

Measuring this goal:

- Have you built or expanded an atmosphere of openness and trust on your team?
- If so, how has your team responded? Have they opened up more—sharing more of themselves and their ideas while respecting differing viewpoints and backgrounds?

Foundational Terms

There are several key terms and concepts that are relevant to advocating for equity and inclusion. As a design manager, discussing what these concepts mean to you and understanding what they mean to others will open the door to insightful conversations. Your understanding of these terms—and

the history surrounding them, particularly industry-wide—is important to advancing racial equity and inclusion. Until we look back at our history and fully understand it, we cannot move forward. Defined terms are from the [Racial Equity Tools glossary](#).

Ally
Accomplice
Advocate
BIPOC
DEI
Equity
Inclusion
Racial Equity
Reparations
Systemic Racism
White Privilege

Definitions

Ally/Accomplice/Advocate. An ally is someone who makes the commitment and effort to recognize their privilege (based on gender, class, race, sexual identity, etc.) and work in solidarity with oppressed groups in the struggle for justice. Allies understand that it is in their own interest to end all forms of oppression, even those from which they may benefit in concrete ways. They commit to reducing their own complicity or collusion in oppression of those groups and invest in strengthening their own knowledge and awareness of oppression.

Note: Additional terms that are becoming increasingly common to use are “accomplice” and “advocate.” An accomplice focuses on dismantling the structures that oppress individuals or groups while an advocate speaks on behalf of said group or individuals, supporting their cause.

Black, Indigenous, and People of Color (BIPOC). BIPOC (Black, Indigenous and People of Color) is an acronym that covers minority people groups who are often marginalized, especially in the United States and Canada. This is an evolution of the traditional phrase “people of color,” which has historically been the preferred collective term for referring to non-White racial groups. In order to address racial inequalities, racial justice advocates have been using the term “people of color” (not to be confused with the pejorative “colored people”) since the late 1970s as an inclusive and unifying frame across different racial groups that are not White.

Note: While “people of color” can be a politically useful term and describes people with their own attributes (as opposed to what they are not, e.g., “non-White”), it is also

important whenever possible to **identify people through their own racial/ethnic group**, as each has its own distinct experience and meaning and may be more appropriate.

Diversity, Equity, and Inclusion (DEI). *Diversity* includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued. A broad definition includes not only race, ethnicity, and gender—the groups that most often come to mind when the term “diversity” is used—but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives, and values.

It is important to note that many activists and thinkers critique diversity alone as a strategy. For instance, Baltimore Racial Justice Action states: “Diversity is silent on the subject of equity. In an anti-oppression context, therefore, the issue is not diversity, but rather equity. Often when people talk about diversity, they are thinking only of the “non-dominant” groups.”

Equity is the quality of being fair and impartial. It involves trying to understand and give people what they need to enjoy the fullness of their life, their community and their work environment.

Inclusion involves authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy-making in a way that shares power.

Racial Equity. Racial equity is the condition that would be achieved if one's racial identity no longer predicted, in a statistical sense, how one fares. When we use the term, we are thinking about racial equity as one part of racial justice, and thus we also include work to address root causes of inequities, not just their manifestation. This includes elimination of policies, practices, attitudes and cultural messages that reinforce differential outcomes by race or fail to eliminate them.

Reparations. States have a legal duty to acknowledge and address widespread or systematic human rights violations, in cases where the state caused the violations or did not seriously try to prevent them. Reparations initiatives seek to address the harms caused by these violations. They can take the form of compensating for the losses suffered, which helps overcome some of the consequences of abuse. They can also be future oriented—providing rehabilitation and a better life to victims—and help to change the underlying causes of abuse. Reparations publicly affirm that victims are rights-holders entitled to redress.

Systemic (Institutional) Racism. Institutional racism refers specifically to the ways in which institutional policies and practices create different outcomes for different racial groups. The institutional policies may never mention any racial group, but their effect is to create advantages for White people and oppression and disadvantage for those who are from groups classified as people of color.

Examples:

- Government policies that explicitly restricted the ability of people to get loans to buy or improve their homes in neighborhoods with high concentrations of African Americans (also known as “red-lining”).
- City sanitation department policies that concentrate trash transfer stations and other environmental hazards disproportionately in communities of color.

White Privilege. Refers to the unquestioned and unearned set of advantages, entitlements, benefits and choices bestowed on people solely because they are White. Generally White people who experience such privilege do so without being conscious of it.

Structural White Privilege:

A system of White domination that creates and maintains belief systems that make current racial advantages and disadvantages seem normal. The system includes powerful incentives for maintaining White privilege and its consequences, and powerful negative consequences for trying to interrupt White privilege or reduce its consequences in meaningful ways. The system includes internal and external manifestations at the individual, interpersonal, cultural and institutional levels:

- The accumulated and interrelated advantages and disadvantages of white privilege that are reflected in racial/ethnic inequities in life-expectancy and other health outcomes, income and wealth, and other outcomes, in part through different access to opportunities and resources. These differences are maintained in part by denying that these advantages and disadvantages exist at the structural, institutional, cultural, interpersonal and individual levels and by refusing to redress them or eliminate the systems, policies, practices, cultural norms and other behaviors and assumptions that maintain them.

Interpersonal White Privilege:

Behavior between people that consciously or unconsciously reflects White superiority or entitlement.

Cultural White Privilege: A set of dominant cultural assumptions about what is good, normal or appropriate that reflects Western European white world views and dismisses or demonizes other world views.

Institutional White Privilege:

Policies, practices and behaviors of institutions -- such as schools, banks, non-profits or the Supreme Court -- that have the effect of maintaining or increasing accumulated advantages for those groups currently defined as White, and maintaining or increasing *disadvantages for those racial or ethnic groups not defined as White*. The ability of institutions to survive and thrive even when their policies, practices and behaviors maintain, expand or fail to redress accumulated disadvantages and/or inequitable outcomes for people of color.

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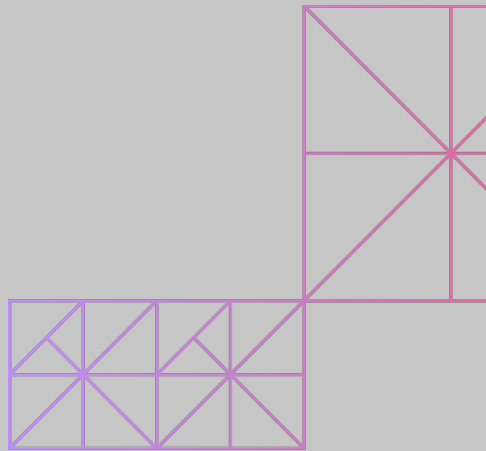
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