equity and diversity in the Australian architecture profession:
Women, Work and Leadership

project partners

industry partners

+australian institute of architects

+architecture media

+bligh voller nield

+bates smart

+ptw architects

institutional partners

the university + of queensland

the university + of melbourne

the university + of sydney

queensland university + of technology

monash university +

australian research council
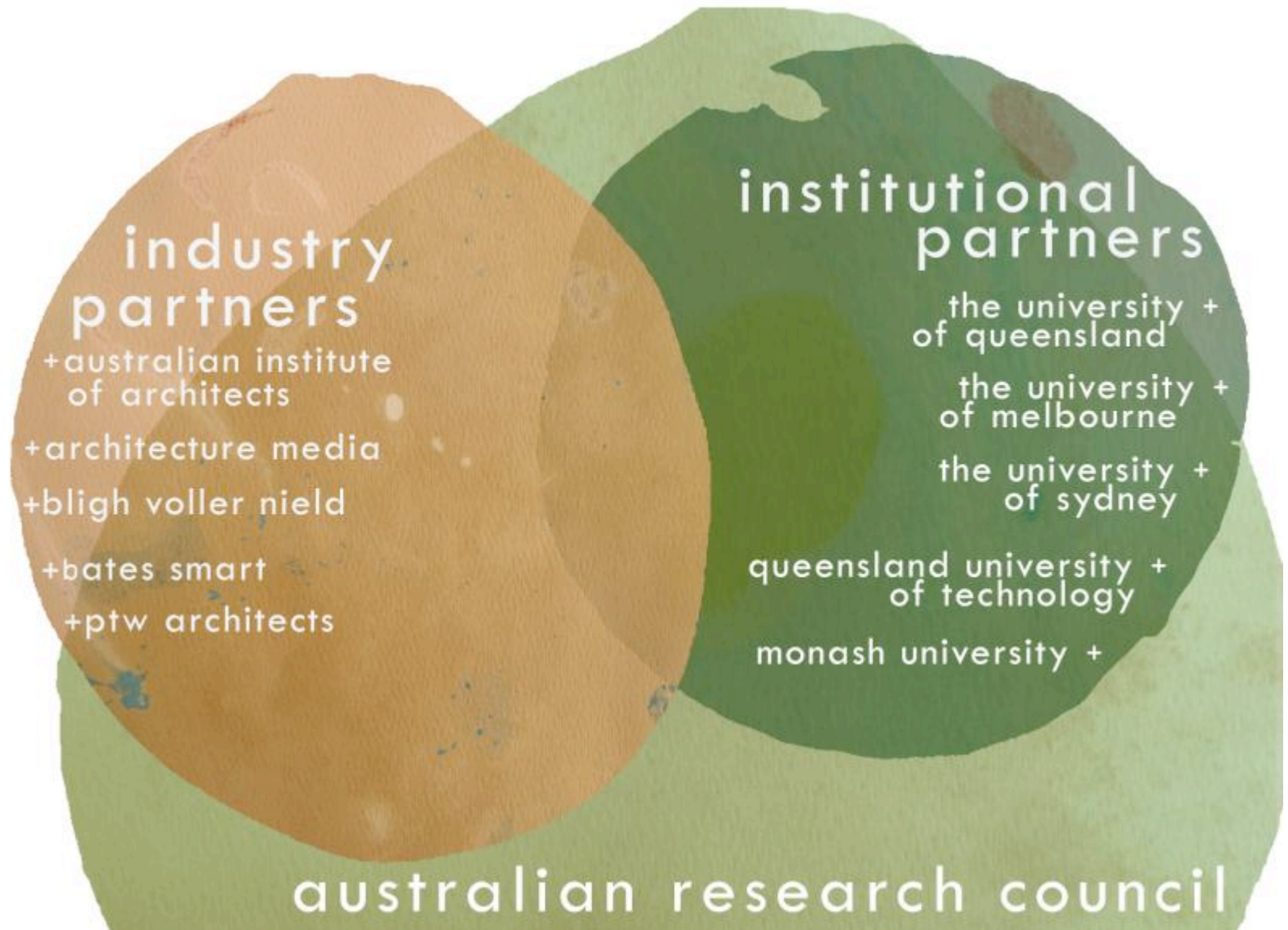
project funding

industry partners

+ **architecture media**
  in-kind contributions: publicity and publications

+ **bates smart**
  cash and in-kind contributions

+ **bligh voller nield**
  cash and in-kind contributions

+ **ptw architects**
  cash and in-kind contributions

+ **australian institute of architects**
  cash: $16,000 over 3 years allocated to PhD stipend / in-kind: $25,320 over 3 years - staff time, administration, access to national conference

australian research council funding
$192,500 over 3 years

australian research council

research team

- **Dr Naomi Stead**
  - Research Fellow, School of Architecture, The University of Queensland
- **Professor Julie Willis**
  - Faculty of Architecture, Building and Planning, The University of Melbourne
- **Professor Sandra Kaji-O'Grady**
  - Faculty of Architecture, Design & Planning, The University of Sydney
- **Professor Gillian Whitehouse**
  - School of Political Science and International Studies, The University of Queensland
- **Professor Susan Savage**
  - Faculty of Built Environment & Engineering, Queensland University of Technology
- **Ms Justine Clark**
  - Senior Research Fellow, The University of Melbourne
- **Dr Karen Burns**
  - Department of Architecture, Monash University
- **Dr Amanda Roan**
  - School of Business, The University of Queensland

- **Ms Gill Mathewson**
  - PhD candidate, School of Architecture, The University of Queensland

the issues

× Women are under-represented in the architecture profession in Australia *as a group*

× This is particularly apparent at senior levels

× Proportion of female graduates is close to parity, but women are not advancing in sufficient numbers

× Women architects tend to follow 'atypical' career paths

× Trained women tend to leave, step sideways, or not return from a break

× Evidence from other countries identifies gender-based pay inequity

× Evidence from other countries identifies the sidelining of architects working part time

× Difficulty in reconciling professional and family life is also a problem for men, but impacts in different, specific, and compounded ways for women

research aims

× map women's participation in the
   architectural profession in Australia

× understand why women are under-
   represented at senior levels

× identify actual and perceived barriers
   to women architects' promotion and
   progression

× understand the role of gender in
   structuring professional identity in
   architecture

× explain how gendered behaviours are
   enacted within specific workplaces

× examine the impact of women on
   practice and innovation in
   architecture

× better understand the social,
   economic, and architectural
   advantages of a gender-diverse
   workforce in architecture

× identify examples of good employment
   practice in architecture

progress so far

+++ 2005, release of Paula Whitman report 'Going Places: The Career Progression of Women in Architecture

+++ Sep 2009, Initial meetings with Melinda Dodson

+++ Oct 2009, Institute signs off formal 'Letter of Agreement'

+++ Nov 2009, Application submitted to ARC

+++ June 2010, Announcement of ARC success

+++ July 2010, Began negotiations on Research contract Legal agreement

+++ Nov 2010, Institute funding contribution approved by National Council

+++ Jan 2011, Advertisement for PhD position

+++ Feb 2011, Ethics clearance approved by UQ

+++ Feb 2011, First meeting of full research team

+++ March 2011, Research contract Legal agreement signed off

+++ 1 April 2011, Official project commencement date

+++ July 2011, Appointment of PhD candidate Gill Matthewson

+++ July 2011, Appointment of Research Assistant Kirsty Volz

+++ August 2011, Karen Burns essay in Architecture Australia

+++ Nov 2011, PTW, BVN, Bates Smart case study startup meetings

+++ Nov 2011, Karen Burns discusses project on Radio National

+++ Dec 2011, Institute National Council meeting

engagement

scholarly outcomes

case studies of 3 partners +
Bates Smart, BVN,PTW
PhD dissertation +
edited book +
scholarly articles +
international conference +

special issue of +
Architectural Theory Review

policy

scholarly outcomes

engagement

+survey of women involved in architecture
+public discussion and awareness-raising on the role and value of women architects
+Industry forums, events, and presentations
+specific outcomes for Industry partners
+new national network for women in architecture
+website associated with that group – resources, events, advocacy, consultation
  +website proposed to be launched at Institute conference May 2012

policy

engagement

scholarly outcomes

+ a draft policy on
equity and diversity for
the Institute

+ an Action Plan to implement
this policy

+ Tools to encourage best practice
in employment in architecture,
including guides to practice,
fact sheets etc

But how best to fully integrate
and embrace equity policy?

policy

background on equity policy:
terms and principles

Gender Equality: 'The absence of discrimination on the basis of a person's sex…
the equal valuing by society of both the similarities and differences between
men and women, and the varying roles that they play. (MWIA 2001).

    ×× Basis of Anti-Discrimination Legislation
    ×× 'Gender blindness'

Gender Equity: 'The process of being fair to women and men. To ensure fairness,
this may necessitate measures to compensate for historical and social
disadvantages that prevent women and men from otherwise operating on a 'level
playing field'. (MWIA 2001).

    ×× Basis of Equal Opportunity Legislation
    ×× Basis of affirmative action initiatives
    ×× The specific valuation of difference and diversity

Moving on From one Size Fits All: Towards gender mainstreaming in medicine, Australian Federation of
Medical Women, 2004
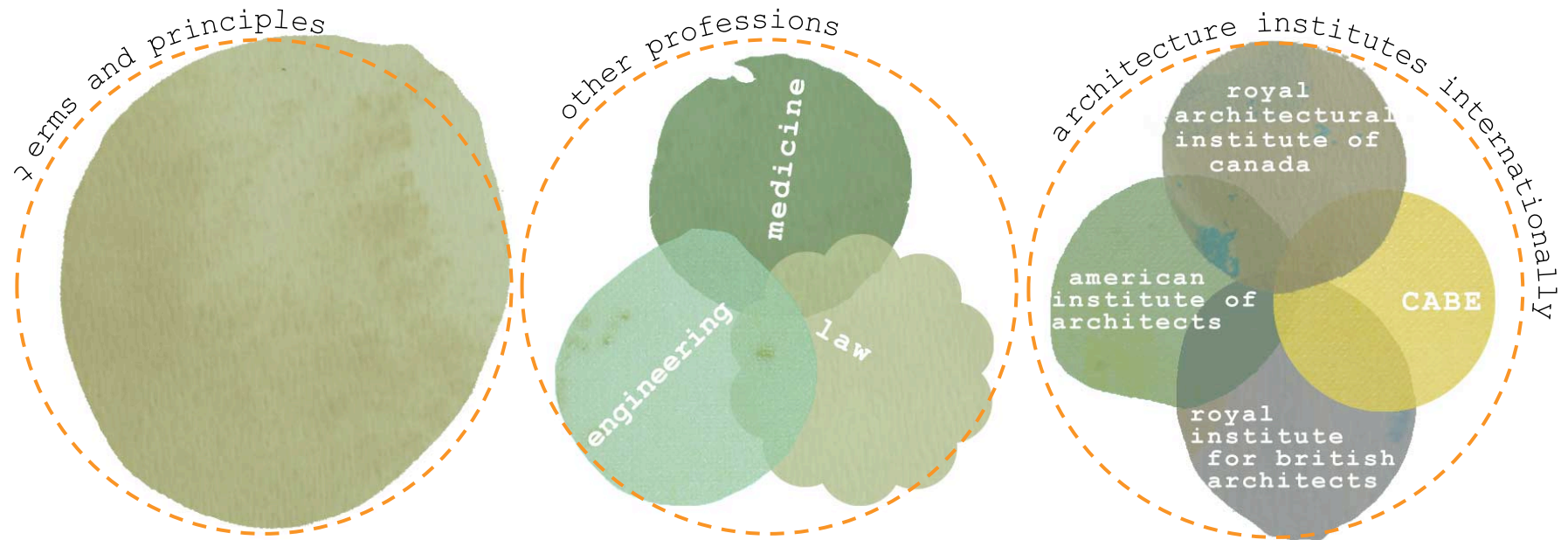
background on equity policy:
terms and principles

From equality to equity:
'It was assumed in early ideals of equality that if we treated people in the
same way then similar individuals would have the same opportunities. This
premise relies on a comparative assumption that two individuals are the same,
that group characteristics such as sex, culture and religion can be considered
separately from the individual and promotes conformity to a pre-defined
'normal' criteria that may be inherently biased towards one sex or culture.

It is now acknowledged that the premise of treating individuals similarly does
not facilitate equal opportunity. It is apparent that to offer individuals the
same opportunity to proceed through systems, their individual and group
differences need to be embraced and incorporated into mainstream policy
development. It is not enough for individuals to be judged the same at an entry
point, each individual must have the same capacity to proceed past the same
point with similar ease.'

Moving on From one Size Fits All: Towards gender mainstreaming in medicine, Australian Federation of
Medical Women, 2004

comparisons

medicine

engineering

law

royal
architectural
institute of
canada

american
institute of
architects

CABE

royal
institute
for british
architects

policy in other professions in Australia

× **Medicine:**

× AMA, 'Equal Opportunity in the Medical Work Force,' 1995
× Australian Federation for Medical Women, 'Bridging leadership Barriers' project, 2008-2009

> *'Women in medicine continue to experience professional barriers in their medical careers, because of their practice styles and lifecourses, that differ to those faced by their male colleagues.'*

× **Law:**

× NSW Law Society, 'Equal Opportunity Handbook and Model Policies', 2001
× Law Council of Australia, Equitable Briefing Policy' and Implementation Plan, Protocols on Flexible Working Hours, Part Time Work, Working From Home, 2008
× Australian Women Lawyers – advocacy, research, and representation

> *'Equal opportunity in the legal profession is the way forward. It is not only socially, politically and legally correct, but makes sound economic sense. Treating employees with the flexibility and understanding EEO policy dictates will see your organisation reap the benefits.'*

policy in other professions in Australia

× **Engineering:**

× Engineers Australia – Women in Engineering is integral, highly-funded, high level national group.
× Mission to 'attract, retain, support, and celebrate' women in the engineering profession
× Aggressive social media and education campaigns
× Networking and advocacy for women engineers

> '*Our vision is that engineering becomes an inclusive profession which values, supports and celebrates the contributions of women in the engineering team.*'

× Review of Engineers Code of Ethics - new Code specifically refers to diversity under the *Demonstrate Integrity* and *Exercise Leadership* clauses.

policy in Architecture internationally

× **RIBA policy:** 'Employment Policy' (not dated)

  ×× *'Architecture reflects the society that builds it, but it also affects the way that society develops. This means we need to recruit, retain and promote architects who can respond to the different needs and values of all sections of the community.'*

  ×× *'The purpose of this policy is to encourage RIBA members as employers and employees to promote best practice in employment and to support members in fulfilling their professional obligations.'*

First recommendation: to *'Include employment matters in the Code of Conduct'*

× **RIBA research:** 'Why Do Women Leave Architecture?' major report commissioned by RIBA Equality Forum, 'Architects for Change' in 2002

  ×× Aim *'to establish reasons for the high drop out rate of women architects'* and *'to understand more fully the human experience behind the statistics.'*

  ×× Formal RIBA response found 'opportunities for the Institute to take a policy lead' on gender equity, including *'a sustained policy of mainstreaming equal opportunities throughout all RIBA activities'* and *'Supporting RIBA members as employers'* by 'establish[ing] models of good employment practice, *for both demonstration and inspiration'*

policy in Architecture internationally

✕ **CABE policy:** 'Equality Scheme and Action Plan' 2008

  ✕✕ Commission for Architecture and the Built Environment –
  advisor to UK government 1999-2011

  *'I want CABE's equality scheme… to set [its] sights well beyond our
  legal obligations. I want us to lead the field in promoting equality
  in the design, management and maintenance of the built environment.'*
  Richard Simmons, CABE Chief Executive

✕✕ Strategies include:

  ✕✕ talking about equality and inclusion with inspiration and
  confidence and supporting others to do likewise

  ✕✕ leading more pro-actively on these issues through our influencing
  role and through CABE activities

  ✕✕ making connections between this agenda and sustainability,
  environmental equity and climate change

  ✕✕ integrating these issues into all education … activities

policy in Architecture Internationally
Royal Architectural Institute of Canada

**ROYAL ARCHITECTURAL
INSTITUTE OF CANADA**

Consultations & Roundtables on
Women in Architecture
in Canada

Submitted
December 19, 2003

**This report has been
assembled by
Eva Matsuzaki, PP/FRAIC
with assistance from
Patricia Gibb
Infinitum Mgmt Services
Vancouver, B.C.
and by Imbi Harding
for Appendix B research.**

Major report commissioned in 2003

Recommendations include:

✗✗ celebrate the achievements of women architects through exhibitions, books, etc.

✗✗ establish a national equity policy

✗✗ create sub-organizations that deal with women's issues

✗✗ publish salary grids to help achieve pay equity

✗✗ provide more flexibility for institutional requirements, including reduced fees, re-entry programs, part-time employment, etc.

✗✗ encourage women to chair and be members of boards and committees

✗✗ examine a broader definition of 'architect' to recognize those who are active in 'non-traditional' roles.

policy in Architecture Internationally

American Institute of Architects

Learn more. Earn more. Expertise gets noticed.
Autodesk, Oracle and Google Authorized training.

MICRODESK

I AM AIA
I AM AIA
I AM
Seize the opportunity.
THE AMERICAN INSTITUTE OF ARCHITECTS
Renew Your Membership Today

WHAT DIVERSITY & INCLUSION MEANS >> DIVERSITY AND THE BOTTOM LINE >> WHAT'S IN IT FOR ME? THE BUSINESS CASE
BEST PRACTICES – WHAT WORKS? WHAT DOESN'T? >> WHAT CAN SMALL FIRMS DO?
MARKETPLACE >> WORKPLACE >> DEVELOPING THE PIPELINE
IN THE NEWS >> RESOURCES >> CONTACT US

What Diversity & Inclusion Means
By John Egan, AIA
AIA Board Diversity Council

Look around you. Our world is changing fast and we architects are among the leaders of the change that is surrounding us. Diversity and Inclusion are now in the conversation called Integrated Project Delivery. Our effectiveness as designers is defined by the extent to which we embrace diversity into our practices. Diversity is as important to our business today as BIM and sustainable design. How do we find out where we are in the continuum of Diversity? This toolkit is designed to enable this understanding and will offer tips on incorporating this skill set which will ultimately be both professionally and personally fulfilling.

Why is this important?

Ask yourself if your vision is important to your work. Without it we would find the practice of Architecture difficult if not impossible. The same is true about Diversity. Without it, we are handicapped – limited in our potential for the exploring the rich possibilities of our world; missing business opportunities on which we build success. In terms of why this is important, think of diversity and inclusion from three perspectives, marketplace, workplace and developing the pipeline. The marketplace is diverse when you tie in all aspects of diversity. Marketplace demands are driving workplace diversification, which is increasingly driving the continued need for pipeline development. Click the links below to learn more about each area.

Marketplace

Workplace

Developing the Pipeline

Diversity and the Bottom Line
By Armando Gallardo, AIA
AIA Board Diversity Council

Although much of what diversity attempts to accomplish is difficult to measure, observations indicate a clearly visible change in the complexion of firms and companies. In addition, changes most often refer to more openness in discussing issues around diversity, more self-expression in the workplace, participation in networking groups, better management practices and behaviors, and role modeling from the top of the organization. The general opinion of companies that have provided strong diversity programs is that diversity in its people at all levels from managing executives to entry level employees provides a better understanding of its clients, and customer needs. Thus they are

AIA Position Statement on Diversity

The AIA believes that diversity is a cultural ethos – a way of thinking or acting that fosters inclusion, enhancing our membership, our profession, and the quality of life in our communities. Embracing this culture of diversity, all programs and initiatives of the AIA and its members shall reflect the society that we serve, regardless of race, gender, sexual orientation, physical abilities, or religious beliefs.

Diversity & Inclusion @ AIA

The Gateway Commitment

AIA Diversity Action Plan Summary

AIA Diversity Toolkit for Components

AIA Diversity Recognition Program

AIA NOMA MOU

Join the diversity & inclusion social networks:

DIVERSITY & INCLUSION
http://aiadivandi.ning.com

Ning

AIA Women in Architecture and Design

Ning

LinkedIn
Diversity and Inclusion LinkedIn Group

twitter FOLLOW US
Follow us on Twitter
@AIADivandIncl

Best Practices – What Works? What Doesn't?
By Lauren Bostic, Assoc., AIA
AIA Board Diversity Council

The following are a few practices that can improve individual and team performance, recruit diverse employees, and increase overall profitability. Firm

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2009-2013 Diversity Action Plan

National Associates Committee Position Statement on Diversity:

'*The AIA believes that diversity is a cultural ethos – a way of thinking or acting that fosters inclusion, enhancing our membership, our profession, and the quality of life in our communities. Embracing this culture of diversity, all programs and initiatives of the AIA and its members shall reflect the society that we serve, regardless of race, gender, sexual orientation, physical abilities, or religious beliefs.*'

Other AIA initiatives:

× Diversity and Inclusion Tools for Firms
× AIA Annual Women's Leadership Development Summit
× Architect Barbie…

policy in Architecture Internationally
American Institute of Architects

2009–2013 AIA Diversity Action Plan

Strategies	2009	2010	2011	2012–2013

Strategies

- **Create the infrastructure for diversity management** that will allow the organization to not only increase representation but to maintain and manage diverse staff, teams, students and clients.

- **Promote a cultural change** by providing the tools and models that will enable the AIA its components, firms and others to incorporate diversity and inclusion into all aspects of their operations.

- **Collaborate with others to improve the recruitment, education, training, promotion, and success of architects from diverse backgrounds and perspectives.** This will support the development of the pipeline of individuals entering and succeeding in the profession.

2009

Actions

1. Conduct an assessment of diversity management capability throughout the organization (including national and local components) to identify areas of opportunity for improvement.

2. Establish a Diversity Council drawing from the AIA Board and outside experts whose role is to advise and monitor the AIA's efforts to increase diversity, inclusiveness, and representation.

3. Provide resources and training to make diversity management a core competency.

4. Explore and implement mutually beneficial collaborations with professional affinity groups (e.g., NOMA, Arquitectos, American Indian Council Architects and Engineers, etc.).

Metrics/Milestones

Baseline scores for diversity management are established for National component.

All new board members receive at least one hour of diversity management training.

All leadership staff receive at least three hours of diversity management training.

Collaborative agreements with at least two affinity groups are established.

2010

Actions

1. Develop an agreed upon performance standard for human resources and supplier policies at National, regional and local components.

2. Work with collateral organizations and other partners to collect and report credible data on students and interns, and to describe the profession.

3. Create opportunities to educate the public and celebrate the work of underrepresented architects.

4. Collaborate with academic partners to advocate for changes that promote greater diversity, inclusiveness, and representation among students and the study of architecture.

Metrics/Milestones

75 percent of staffed components agree to and implement performance standards.

Data set and standards are developed to report 2009 data.

Research, development, and technical plan is completed for virtual archive.

The 2007–08 amount of scholarship grants to minority/disadvantaged students doubles.

2011

Actions

1. Collect and disseminate data on firms and academic programs that demonstrate performance consistent with AIA policies and objectives of diversity, inclusiveness and representation.

2. Continue to build alliances with other disciplines in the design and construction industry to increase workforce development by collaborating on K–12, scholarship, mentoring, and internship programs.

3. Support effective mentoring at all stages of education, training, and career development.

Metrics/Milestones

Performance ratings improve on at least 80 percent of indicators compared to 2009 baseline on assessment of diversity management.

At least five articulation agreements are executed between community college(s) and degree program(s).

2012–2013

Actions

1. Update resources and training in response to current assessment of diversity management capability and identified opportunities for improvement.

2. Encourage partnerships between AIA National and local components and organizations with which the AIA does not have existing relationships to create programs for youth that encourage pursuit of careers in the architecture, design and construction industry.

3. Promote development of high school-based programs offering design and construction curricula (e.g., replicate programs such as Charter High School for Architecture + Design (CHAD) in Philadelphia, Design and Architecture High School in Miami, and others).

Metrics/Milestones

2013 performance ratings show improvement on at least 80 percent of indicators compared to 2011 assessment of diversity management.

At least 25 percent of architectural degree programs accept credits from community colleges.

AIA

from denial to inclusion?

Amanda Sinclair's four 'progressive phases of executive culture in dealing with women:'

Stage 1. Denial. The absence of women from the culture is not regarded as a problem or a core business issue.

Stage 2. Women's difference is seen as the problem. Solution is framed as women adapting to the predefined (usually male) norms.

Stage 3. Incremental adjustments made to existing structures to incorporate women.

Stage 4. Organisation commits to a new culture. The exclusion of women is seen as a symptom of deeper problems requiring solutions that change the existing culture.
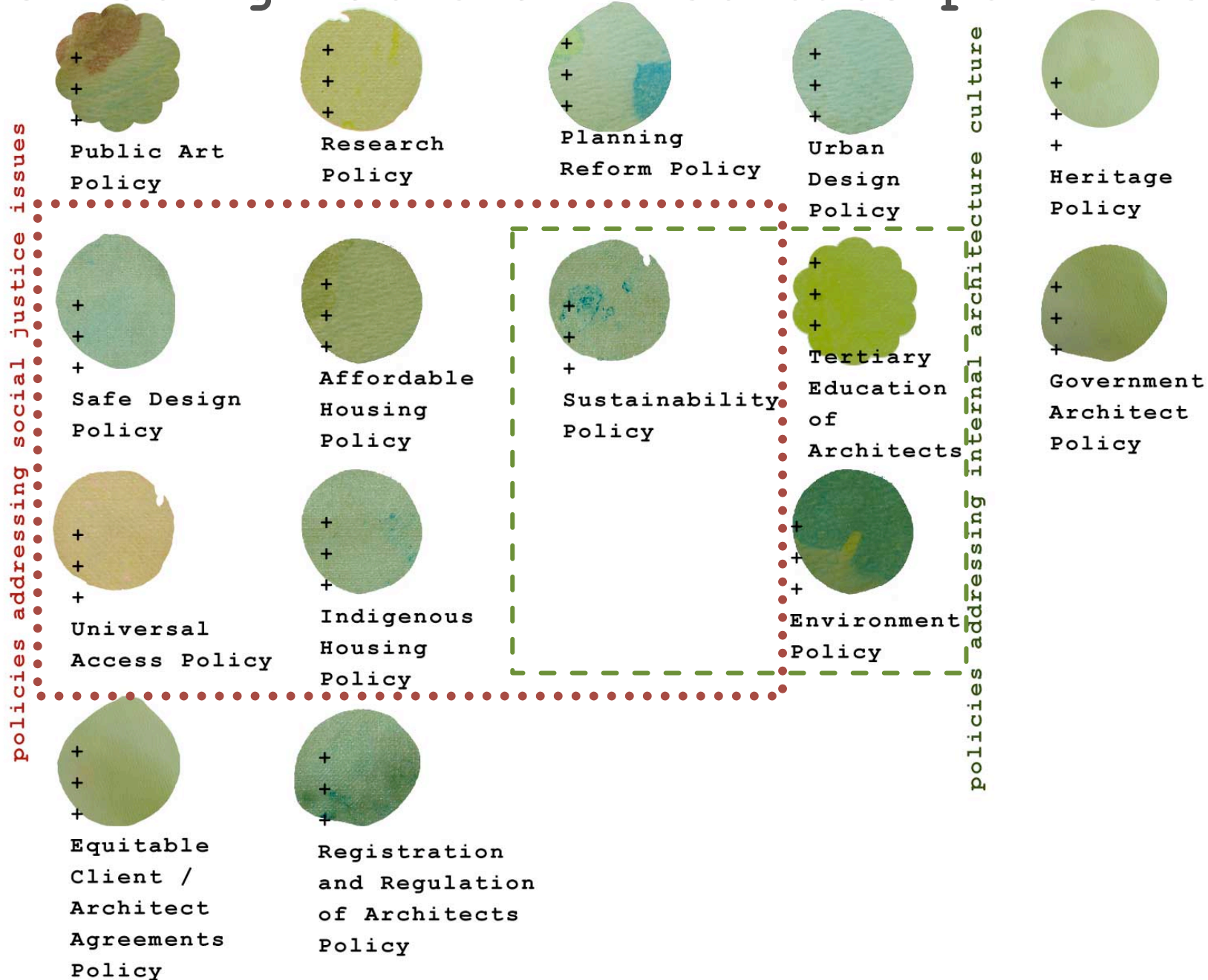
source: *Moving on From one Size Fits All: Towards gender mainstreaming in medicine*, Australian Federation of Medical Women, (2004)
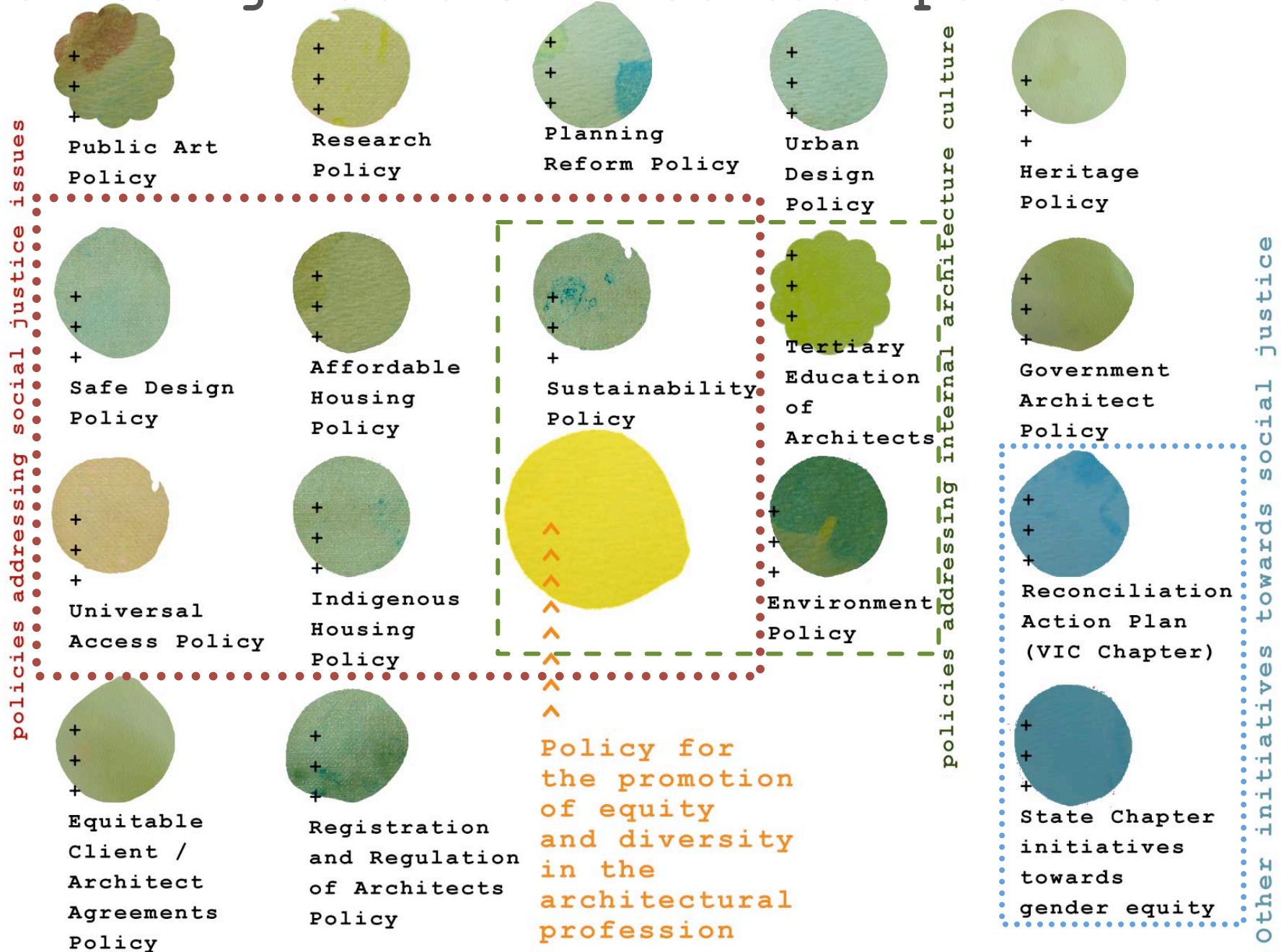
'gender mainstreaming'

Equity is not a 'women's issue.' It is everyone's concern.

Gender Mainstreaming: 'The process of assessing the implications for women and men of any planned action, including legislation, policies and programs, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is gender equality. The UN Economic and Social Council (ECOSOC) agreed conclusions (1997:2).'

existing national Institute policies

Public Art
Policy

Research
Policy

Planning
Reform Policy

Urban
Design
Policy

Heritage
Policy

Safe Design
Policy

Affordable
Housing
Policy

Sustainability
Policy

Tertiary
Education
of
Architects

Government
Architect
Policy

Universal
Access Policy

Indigenous
Housing
Policy

Environment
Policy

Equitable
Client /
Architect
Agreements
Policy

Registration
and Regulation
of Architects
Policy

existing national Institute policies

Public Art
Policy

Research
Policy

Planning
Reform Policy

Urban
Design
Policy

Heritage
Policy

Safe Design
Policy

Affordable
Housing
Policy

Sustainability
Policy

Tertiary
Education
of
Architects

Government
Architect
Policy

Universal
Access Policy

Indigenous
Housing
Policy

Environment
Policy

Reconciliation
Action Plan
(VIC Chapter)

Equitable
Client /
Architect
Agreements
Policy

Registration
and Regulation
of Architects
Policy

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Policy for
the promotion
of equity
and diversity
in the
architectural
profession

State Chapter
initiatives
towards
gender equity

models for integrating equity policy

Basic model:

× a policy, action plan, and toolkit for the Institute and Australian architectural profession to improve equity, diversity and the retention, advancement and recognition of women architects

Comprehensive model:

× policy, action plan and toolkit as above, plus review and reform of all Institute activities where equity principles could be enshrined.

> 'action plans must consist of an equal opportunity policy
> statement, an analysis of the current work force, identification
> of problem areas, the establishment of goals and timetables for
> increasing employment opportunities, specific action-oriented
> programs to address problem areas, support for community action
> programs, and the establishment of an internal audit and
> reporting system.'
>
> President Lyndon Johnson, Equal Employment Opportunity Executive Order 11246, 1965.

×× a preliminary review identifies clear areas for reform…

models for integrating equity policy

Equity principles could be embraced in existing Institute programs:
- Practice Notes / Acumen
- PALS syllabus
- CPD events and seminars
- Education programs
- Statement of Professional Standards (prior to Code of Conduct)

Equity principles could be embraced in Institute public activities:
- Institute conference
- Institute website
- Venice Biennale
- Institute speakers' series
- Institute awards
- Institute newsletters

Equity principles could be 'mainstreamed' at the Institute:
- Opportunity to become a leader in advocating equity principles
- Integrated into Mission, Vision, Values, and Strategic Plan
- High level representation
- Advocacy to stakeholders and other professional groups eg BEMP
- Measurable outcomes, targets, and quotas throughout
- Regular audit to ensure targets are being met

models for integrating equity policy

Comprehensive model:

× policy, action plan and toolkit as above, plus review and reform of all Institute activities where equity principles could be enshrined.

    ×× no additional cost to Institute
    ×× all recommendations research-based, following best practice
    ×× offers the profession 'carrots' more than 'sticks'
    ×× bring architecture into line with other professions
    ×× bring Australian Institute into line with international norms
    ×× Institute will be seen as progressive, ethical and exemplary
    ×× 'Setting our house in order' (moral/ethical case)
    ×× high return on Institute investment in this project
    ×× hiring an external consultant for the same task very costly
    ×× much greater impact, effect and integration of policy
    ×× ultimately saves money for practice (business case)
    ×× improved gender equality in architecture (human rights case)