

## Research and issues paper on Institute equity policy options

Draft for discussion, submitted to the project Steering Committee  
and the National Council of the Australian Institute of Architects

*Equity and diversity in the Australian architecture profession:  
women, work and leadership*  
*Australian Research Council linkage project (2011–2014)*

September 2013



: women, equity, architecture.

## Table of Contents

<b>1. Executive summary</b>	<b>3</b>
<b>2. Introduction</b>	<b>3</b>
<b>3. What is equity? Some terms and concepts</b>	<b>5</b>
<b>Part One: Summary of research findings</b>	<b>6</b>
<i>The involvement of women in the Australian architecture profession today</i>	6
<i>What are the professions' concerns and priorities around equity policy?</i>	8
<b>Part Two: Why should the Institute act</b>	<b>9</b>
<i>What is the Institute already doing?</i>	9
<i>Operational benefits of policy</i>	9
<i>Practical benefits of policy</i>	10
<i>Risks of inaction</i>	10
<i>What have other international peak bodies for architects done to address these issues?</i>	11
<i>What are other Australian professions doing?</i>	12
<b>Part Three: Policy recommendations</b>	<b>13</b>
<i>Scope and limitations</i>	13
<i>Ensuring equity policy principles and initiatives meet their objectives</i>	13
<i>Options for strategic approaches to policy – principles</i>	14
<i>Options for applied approaches to policy – initiatives</i>	14
Recognize	14
Represent	15
Retain	16
<b>Appendices</b>	<b>17</b>

# 1. Executive summary

THIS SECTION IS INCOMPLETE – TO BE ADDED BEFORE GOING TO NATIONAL COUNCIL

## 2. Introduction

This paper sets out the major findings of the research project *Equity and Diversity in the Australian Architecture Profession: Women, Work and Leadership, (2011–2014)* as they relate to possible equity policies and initiatives to be considered by the Australian Institute of Architects, and to make evidence-based recommendations on equity policy and initiatives.

The research project is funded by the Australian Research Council through the Linkage Projects scheme. It has five industry partners: The Australian Institute of Architects; Architecture Media; BVN Architecture; Bates Smart; and PTW Architects. The research team comprises: Naomi Stead (UQ); Julie Willis (UMelb); Sandra Kaji-O'Grady (UQ); Gillian Whitehouse (UQ); Karen Burns (UMelb); Amanda Roan (UQ); and Justine Clark (UMelb). Gill Matthewson (UQ) is undertaking PhD study within the project.

This project is guided by an Institute Steering Committee, chaired by Shelley Penn and including Paul Berkemeier, Richard Barton, Alison Cleary, Maggie Edmonds, Carmel McCormac, and Sophie Seck, with support from Claire Croxall.

The project integrates research elements including: a literature review and survey of previous scholarly work in the field; ethnographic field work within the three case study architecture practices; visual sociology research in the three case study practices; a statistical map of the involvement of women in the Australian architecture profession (APPENDIX A); two major industry surveys 'Where do all the women go?' and '...and what about the men?' (APPENDIX B); an analysis of demographic data on Australian architects drawn from the 2011 Census (APPENDIX C); a consultation and report on priorities, perceptions and existing practices around equity policy in the Australian architecture profession today (APPENDIX D); a scan of gender equity policies and measures in comparable international institutes of architecture, plus institutional bodies in other comparable professions in Australia (APPENDIX E); and a scan and summary of past research commissioned by the Australian Institute of Architects on issues of gender equity and diversity (APPENDIX E).

This paper draws upon and summarises all of the above research modes and methods, and employs both qualitative and quantitative findings to inform the policy recommendations.

The website *Parlour: women, equity, architecture* (<http://www.archiparlour.org/>) has been developed as part of the larger research project, and is edited by Justine Clark with assistance from the other research team members. The website publishes numerous outcomes and discussion papers from the research project, alongside reflections submitted by members of the architecture profession. The project has convened a number of public events and forums, notably *Transform: Altering the Future of Architecture*, held in Melbourne in May 2013. One of the main outcomes of the project is a series of *Parlour Guides to Equitable Practice*, and the comprehensive consultation process that has informed the development of those guides (including face-to-face workshops around Australia,

questionnaires, a web feedback instrument, and direct solicitation of comment from individuals and industry bodies) also serves to inform this document.

The research project as a whole is not yet complete but the substantive research has all been undertaken, and this paper seeks to summarise and synthesise evidence from diverse research sources to assist the Institute in deciding on policy options around equity and diversity.

### 3. What is equity? Some terms and concepts

**Gender Equity** is 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'.<sup>1</sup> This can mean that in order to produce fair outcomes, it can sometimes be necessary to treat women and men differently.

**Gender Equality** is the absence of discrimination on the basis of a person's sex in authority, opportunities, allocation of resources or benefits, access to services. It is therefore, the equal valuing by society of both the similarities and differences between men and women, and the varying roles that they play.<sup>2</sup>

**Equal Employment Opportunity** is ensuring that all employees are given equal access to training, promotion, appointment or any other employment related issue without regard to any factor not related to their competency and ability to perform their duties.<sup>3</sup>

**Affirmative Action** means taking positive steps, by means of systematic management programs, to identify and overcome past discrimination against women, to identify and eliminate present discrimination, and to prevent discrimination against women in the future.<sup>4</sup>

**Discrimination** is treating an individual with a particular attribute less favourably than an individual without that attribute or with a different attribute under similar circumstances. It can also be, seeking to impose a condition or requirement on a person with an attribute who does not or cannot comply, while people without that attribute do or can comply.<sup>5</sup> Discrimination may be unconscious or 'hidden' as well as explicit.

**Gender Mainstreaming** is 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).<sup>6</sup>

---

<sup>1</sup> 'Moving on From One Size Fits All: Towards Gender Mainstreaming in Medicine', Australian Federation of Medical Women, 2004.

<sup>2</sup> ibid

<sup>3</sup> Model 'Equal Employment Opportunity' policy, *Our Community: Building Stronger Communities Through Stronger Community Organisations*, [www.ourcommunity.com.au](http://www.ourcommunity.com.au), consulted 9 Sept 2013.

<sup>4</sup> Model 'Affirmative Action Policy', *Our Community*, consulted 9 Sept 2013.

<sup>5</sup> Model 'Equal Employment Opportunity' policy, *Our Community*, consulted 9 Sept 2013.

<sup>6</sup> 'Moving on From One Size Fits All: Towards Gender Mainstreaming in Medicine', Australian Federation of Medical Women, 2004.

## Part One: Summary of research findings

### The involvement of women in the Australian architecture profession today

SEE ALSO APPENDICES A, B and C

Women have been involved in architecture in Australia for more than one hundred years. Today, there are numerous outstanding and successful women working in the profession. Women enter the architecture schools in nearly equal numbers to men, and they perform comparably with their male peers and also graduate at near parity. In work life, women's levels of satisfaction are generally high, and they generally feel accepted and respected as part of a professional community of architects. There are low reported levels of explicit prejudice or discrimination (with the notable and significant exception of women attempting to return to part-time work after maternity leave), and there is a general belief and expectation that the profession, and the Institute, have goodwill and good intentions towards the maintenance of an equitable work life for all. A minority of women believe that there are absolutely no inequities in the Australian architecture profession at all.

Notwithstanding such positive foundations, there remains a high level of concern, stress and disillusionment amongst a majority of women who work in architecture, or who have left the profession. There is a strong *perception* of inequity, which this research has borne out, by quantitative analysis of the workplace involvement of women as a group, and qualitative accounts from numerous individuals about their work experiences.

The overwhelming consensus is that inequitable *outcomes and effects* have a powerful impact on many women working in architecture in Australia today. While not necessarily driven by discrimination or malice, nor even necessarily intentional, and while emerging from conditions that men also find challenging in architecture, these outcomes and effects lead to numerous talented women being forced, compelled or encouraged to leave the architecture profession altogether. These inequitable effects act against the re-entry of women who have taken a career break, just as they make alternative patterns of employment – for example working part-time – a difficult and sometimes impossible proposition.

The low representation of women in senior leadership and management roles is related to the high proportion of women leaving the profession, and also the high proportion working in 'unconventional' ways that have the effect of impeding career progression. There are certainly other subtle and complex explanations for the low representation of women in senior roles, but the research has demonstrated that pathways and the pipeline to leadership is powerfully affected by working conditions. In addition, the contributions of women working in atypical ways have traditionally been less valued or celebrated than mainstream practice. Given that so many women step sideways to engage in architecture in oblique rather than direct ways, this means that women's contributions generally have been undervalued.

It is wrong to say that women 'choose' to leave the profession – many individuals in the research reported powerful feelings of grief and loss, personal failure, and helplessness in the face of an impossible situation. But the sheer numbers of women who report such experiences reveal that it is not necessarily a matter of personal failing, or lack of aptitude, but that there is a clear pattern, and that their 'choice' to leave the profession is really not a choice at all.

The causes of such inequitable effects are complex, but certain patterns are clear. These bear out the findings of research in other national contexts – the UK, Canada, and New Zealand have all identified the same trends, which have been slow to shift over the past two to three decades. Some of the causes are embedded in architectural culture, and others grow from broader socio-cultural values and expectations relating to gender roles. But just because the profession is conditioned by circumstance it would be wrong to think that nothing can be done to change the culture, or to make the profession more equitable. Research on other professions, and other peak architecture bodies around the world demonstrates that it is possible to take action, and that this can be both symbolically and practically powerful.

Women currently have disproportionately low levels of membership in the Institute, and engagement with Institute activities and leadership roles. This leads to a lack of representation in the peak professional body, a lack of women architect role models, and the public perception that the profession is male dominated. On the level of the individual careers, many women find it difficult to maintain professional networks and connections. Institute membership should be one way to ameliorate this.

In summary, the research has demonstrated that:

- Women are under-represented in the architecture profession in Australia, as measured by registration, census data, and Institute membership.
- The proportion of female architecture graduates is close to parity and has been for two decades, but this does not carry through to women's continuing professional participation.
- There is a striking under-representation of women in senior leadership and management roles in the profession.
- Women architects tend to follow 'atypical' career paths, which calls into question how a 'typical' career path is defined and valorised.
- Trained women tend to leave the profession, step sideways into aligned disciplines, or not return from a career break.
- There is evidence of gender-based pay inequity. 2011 census data reveals that the pay gap is increasing, and is pronounced in all age groups after 34 years old.
- There is evidence of the sidelining of male and female architects working part-time, with women overrepresented as part-time workers.
- The engrained long-hours culture of architectural practice impacts disproportionately on women.
- While both women and men report a high uptake of flexible working conditions, some reasons for flexible work (eg teaching or undertaking private jobs) are respected and accommodated more highly than others (eg caring responsibilities), and this has gendered effects

The research has also identified a number of patterns in women's involvement with the Institute:

- Women are under-represented as members of the Institute (26%).
- Women have been and continue to be under-represented in Institute activities, including leadership roles, committees, and Institute-organised & sanctioned events.

- Women are engaging in Institute activities (elected office-bearing roles, committees, juries, speaker series, etc) at even lower rates than their membership proportion, which leaves a significant imbalance in representation.
- Women report feelings of disengagement and disenfranchisement from the Institute, and a sense that their interests are not served or seen as legitimate.
- Women report looking to the Institute for leadership and advocacy on equity issues but not finding it.

## What are the professions' concerns and priorities around equity policy?

SEE ALSO APPENDIX D

A process of consultation on the profession's concerns and priorities around equity policy took place from May to September 2013. The responses were revealing for the Institute's policy-development process. The three issues rated by respondents to the online policy consultation, as having the **greatest personal significance to them** were:

1. Gender-based pay equity,
2. The under-representation of women in senior roles in the profession
3. Architecture's long-hours culture.

In the responses to this question, it is notable that not a single issue was rated at or below neutral, that is, all the issues were regarded as significant, which provides a strong motivation for policy development. The three issues rated by respondents to the online policy consultation, as being **most open to potential positive change** were:

1. Gender-based pay equity,
2. The availability and value of career mentors and mentoring,
3. The under-representation of women in the public culture of architecture.

These responses suggest a degree of optimism that these three issues may be open to influence through policy, by the Institute and others. A variety of detailed comments were made about how this change might come about, and a number of respondents commented that the reasons these issues may be open to change is because they could be regulated and promoted through policy. There is a clear opportunity here for effective policy.

When asked which three of the issues they thought were **least open to change**, respondents were unequivocal:

1. Architecture's long-hours culture.
2. Availability of meaningful part time work
3. Under-representation of women in senior roles in the profession

The nomination of architecture's long hours culture as least open to change was overwhelming, with more than 60 per cent nominating this. It suggests that this and the other issues are the most deeply embedded in architectural culture and may be the most challenging to shift through policy.



## Part Two: Why should the Institute act

### What is the Institute already doing?

The Institute is already acting through its financial support of the research project and its association with the *Parlour* website. The co-release of the Parlour Guides to Equitable Practice is an important and practical step, and the Institute hosted consultation sessions in a number of states. Additionally, the Institute is to be commended for joining the Diversity Council of Australia. The Institute employs gender neutral language in all publications and correspondence. The Institute has already revised some membership rules and fees around parental leave and part-time work. This has a positive impact for women members, although some may not be aware of these changes. At a chapter level, a number of states have seen women members self-organise to form groups to address gender inequity, with the Institute's support.

The Institute has also commissioned and supported several past research projects on the subject of gender equity, namely:

1. *Women in the Architectural Profession*, a Report by the Royal Australian Institute of Architects to the Human Rights Commission, November 1986.
2. *Towards a More Egalitarian Profession*, Findings of the Royal Australian Institute of Architects Committee on the Status of Women in Architecture, August 1991
3. Paula Whitman, *Going Places: The Career Progression of Women in Architecture*, Royal Australian Institute of Architects and QUT, Gardens Point, 2005.

While all of these reports contained policy recommendations, it is not known to what extent these were adopted, or to what end.

### Operational benefits of policy

A policy sets the framework, standards and procedures according to which an organisation acts on a given issue. For the Institute, the operational advantages of having a policy on equity and diversity include:

- People working at the Institute can have a clear and agreed framework for action which helps them get on with their job.
- A tool for in quality improvement.
- The Institute's actions and initiatives on equity issues become (and are seen to be) coherent and consistent rather than ad hoc.
- The Institute's national leadership on equity issues are able to filter down consistently through all of its levels and locations.
- Actions are spread across all Institute staff and do not all fall to one or two individuals.
- People working at the Institute do not have to keep reinventing the wheel, thus creating efficiency when one decision can be repeatedly applied.
- The Institute can meet its obligations and requirements under its own constitution and guiding principles.
- The Institute can assist its member practices meet their legal, ethical, and business requirements and obligations.

## Practical benefits of policy

1. Assisting the membership to take advantage of the Business Case for gender equity:
  - a. Attracting the best employees.
  - b. Reducing the costs of staff turnover.
  - c. Improving morale and productivity.
  - d. Enhancing organisational performance.
  - e. Securing a competitive edge.
  - f. Minimising reputational and legal risks.
2. Assisting the membership to take advantage of the Innovation Case for equity:
  - a. Gender diversity in leadership teams leads to more innovative thinking, business management, and outcomes.
  - b. Catalyst research found that companies with the most female board directors out-performed those with the least on return on sales by 16 percent and return on invested capital by 26 percent<sup>7</sup>.
  - c. McKinsey research confirms that firms in which women are well represented in senior management out-perform their competitors.<sup>8</sup>
3. The Moral and ethical case for gender equity:
  - a. Fairness.
  - b. Ethical leadership.
  - c. 'Doing the right thing'.
4. The Sustainability case for gender equity
  - a. Gender equity is related to social sustainability and broader principles of sustainability in economic, material and environmental terms
5. Ensuring return for public and private investment by encouraging trained women to stay in the profession.
6. Assisting the membership to meet its legal obligations.
7. Assisting the membership to manage risk.
8. Meeting heightened member expectations: engagement in the research project and Parlour website has led to the perception of change and the expectation of leadership and advocacy on these issues by the Institute.
9. Better positioning of the Institute as a progressive and innovative organisation, and hence strengthening of the status of the profession.
10. The potential to increase membership numbers as a wider range of architects, and especially women, come to see the Institute as relevant to and engaged with their concerns.

## Risks of inaction

1. Perceptions of the Institute's being out of touch, conservative, 'on the wrong side of history'.
2. Perceptions of the Institute's being unable to take a leadership role on ethical issues.
3. Failure to attract women to become members, and loss of existing women members.

---

<sup>7</sup> Nancy M. Carter and Harvey M. Wagner, (2011) *The Bottom Line: Corporate Performance and Women's Representation on Boards* (2004–2008) Catalyst.

<sup>8</sup> Mckinsey & Company (2011) *Women matter: Gender diversity, a corporate performance driver*[www.mckinsey.de/downloads/publikation/women\\_matter/Women\\_Matter\\_1\\_brochure.pdf](http://www.mckinsey.de/downloads/publikation/women_matter/Women_Matter_1_brochure.pdf)

4. Failure to attract new graduates to become members, and loss of existing graduate members.
5. Loss of standing of the profession in the eyes of government and the community.
6. Affects on the long-term sustainability and viability of the profession.

## **What have other international peak bodies for architects done to address these issues?**

SEE ALSO APPENDIX E

The research reveals similar concerns about the lack of demographic and gender diversity among professionals within architecture in Great Britain, the United States, New Zealand, and Canada. There is particular concern about the relative absence of women in senior positions. Confirming earlier Australian research findings by Paula Whitman, these international examples also indicate that the number of practicing female architects is notably fewer than the numbers of female students enrolled in related degrees. In all of these countries there are recent and ongoing advocacy, policy and research initiatives around gender equity. In all cases there is recognition that policies designed to make the profession more 'woman friendly' have larger effects that are beneficial for the profession as a whole.

The RIBA has recently appointed Jane Duncan, Vice President Practice & Profession, as Diversity Champion with responsibility to implement equity issues in their employment policy and to develop more specific and effective strategies. This follows past research including the landmark report, *Why Do Women Leave Architecture*, in 2003. The findings of this report remain relevant today. The RIBA 'is committed to a policy of equal opportunities' and a policy statement to this effect, applying 'to all members and staff of the RIBA,' was adopted by RIBA Council in February 2001, before being wrapped into a 2004 general employment policy.

In 2004, the American Institute of Architects board ratified a resolution to improve diversity figures (including gender) in the profession. Thus the AIA, in addition to numerous state-based initiatives, has a thoroughgoing Diversity Action Plan and well developed initiatives and strategies for increasing diversity and gender equity. Earlier research had identified three gender-equity problem areas - under-representation, employment discrimination and alienation of women from the AIA.

The New Zealand Institute of Architects has yet to formalise a policy but have undertaken considerable demographic research on the profession, and have recently collaborated with the group Architecture+Women NZ on a major exhibition, conference, and website.

The Canadian Institute has conducted an exhaustive series of consultations, roundtables and workshops nationally on equity issues, and developed extensive policy recommendations based on the findings. The RAIC recommendations are notable for targeting the development of business skills for the profession as a whole. The benefits of this are seen to be two-fold. Firstly, increased professionalism and success in business management (including a better understanding of human resourcing) is likely to benefit all employees. Secondly, women were identified as more likely to set up independent or small practices, which may struggle due to a lack of business management skills and knowledge.

## What are other Australian professions doing?

SEE ALSO APPENDIX E

Professional associations in Australia, representing professionals in medicine, law and engineering, have developed multi-pronged approaches to promote demographic diversity within their respective professions. Other organizations within the built environment industries are also addressing these matters – for example, Consult Australia, NAWIC, and the Property Council of Australia.

Key strategies employed by other professional associations include: celebrating and recognising the contribution of female professionals; addressing forms of discrimination that operate at key moments of transition along the career path; redressing pay inequity, and attending to the need for flexibility articulated by women with discontinuous career paths and caring responsibilities.

Specific lessons from **the medical professions** include:

1. Female friendly workplaces are attractive to both genders.
2. Flexibility is key in ensuring women remain in the workforce.
3. Training opportunities and promotions should be available to part time workers.
4. Registration processes must be able accommodate breaks for child rearing and non-linear trajectories.
5. 'Feminisation' brings changes to the whole profession – sometimes unexpected ones.
6. Increasing number of women means increasing the number of jobs – due to the requirement for maternity leave, a desire for part time work as well as the resistance to the tradition of long hours.
7. What is equitable on paper may not be in practice.
8. Any new policies should be subject to review to identify unintended consequences, particularly for equity groups.

Specific lessons from **Engineering** include:

1. It is possible to integrate gender equity into a larger membership organisation - this normalises the consideration of gender equity and ensures that it is a shared responsibility, rather than being relegated to a niche or special interest issue.
2. The reservation of committee positions for women ensures a minimum level of engagement, as even in the absence of committed and active champions for change, a formal structure for engagement and inclusion of women remains in place.
3. There is value in resourcing and providing budget autonomy to gender equity initiatives, to allow the invention and delivery of innovative programs
4. There is a value in formal recognition and roles for male allies

## **Part Three: Policy recommendations**

### **Scope and limitations**

The university education system for architects has not been identified as a major location of equity concerns either by the qualitative or quantitative research, although there have been some specific concerns raised. While the universities are not without their problems, the research team recommends that the policy focus should be on post-graduation professional life, and engagement with the Institute. However, the Institute should continue to be alert to gender issues within education.

Likewise, while issues related to registration were discussed at length by many research participants, these are considered to lie outside the scope of this policy document, and will be addressed in a separate submission.

The proposed policy is thus directed at the Institute's practices as a membership organisation, representing and advocating:

- By acting as a leader, model, and guide to the membership in its own practices
- For the profession to the public
- For the profession to government
- For the profession to education providers
- For the profession to other professional organisations, membership bodies, and stakeholder groups

It is acknowledged that in none of these roles can the Institute compel any of its members or stakeholders to act in any particular way. Furthermore, there are areas where the Institute has limited or no jurisdiction. It is therefore recommended that the Institute demonstrate positive leadership and advocacy around equity and diversity issues, and offer positive incentives, rather than taking a punitive approach.

Policy on equity and diversity falls into the category of a 'values' policy. This means that it is not restricted to one particular area of the organisation's work but forms an overarching statement of the organisation's values in this area, and the actions that it recommends in accordance with those values.

### **Ensuring equity policy principles and initiatives meet their objectives**

It is appropriate that the Institute formalise its position on equity and diversity in a way that addresses the internal workings of the Institute, as well as offering advice to the membership, and leadership among cognate industry and professional organisations.

Ensuring that a policy and its associated procedures are effective requires:

1. That accountability rests with a specific senior person or group in the organization, whose role is named and specified, and whose responsibilities are clearly set out.
2. Timelines and milestones for the achievement of specific objectives.
3. Audits and report cards at predetermined intervals.
4. Further and ongoing demographic research.

All of the above will require the investment of time, effort and resources.

## Options for strategic approaches to policy – principles

SEE ATTACHED DRAFT EQUITY POLICY FOR COMMENT

The team recommends that the Institute adopt a three-part policy approach, to:

**Recognize** the contributions of women architects, and the diversity of architects and their work.

**Represent** women and their interests in all Institute activities and processes.

**Retain** women and others with diverse skills and life experiences in the profession.

## Options for applied approaches to policy – initiatives

The below policy initiatives would form the basis of the Action Plan, with timelines, milestones, accountabilities, reporting etc. The question of which of the below should be included is to be negotiated.

Items in blue below are drawn directly from the Institute's initial policy draft of August 2013. These include comments from that drafting process.

### ***Recognize***

1. Make a public statement acknowledging the issues effecting women in the profession. This would include acknowledging the following:
  - a. That the high proportion of women leaving the profession is evidence of a significant problem that requires active redress.
  - b. That the low proportion of women in senior and leadership roles is a significant problem which requires active redress.
  - c. The exclusion of women and other minorities from the history of the profession
  - d. The contributions of women and other minorities to the profession today.
  - e. That women's experiences in architecture can be different from those of their male counterparts, and that this can lead to inequitable outcomes.
  - f. That while aspects of work life in architecture are also difficult for men, that women's experiences in the profession can be specifically and more intensively difficult due to gender roles and expectations.
2. Add further content to the Institute's website that celebrates equity and diversity and the contributions of women to the architectural profession.
3. Consciously include the work of female architects when developing publication material, exhibitions and public displays of architectural work.
4. Create a category, such as "Institute accredited employer of choice for women", for which status organisations can apply on the basis of demonstrating the existence

and application of diversity policies, including flexible work options and support for women to return to work following career breaks.

5. Create an annual award for organisations that develop innovative means to develop and maintain strategies that support demographic diversity by addressing problems with (perceived or actual) discrimination and pay inequities.
6. Continue to ensure Institute policy language is gender neutral and all communications project an image of the profession as diverse.
7. Add a direct reference in the Statement of Professional Standards (prior to the Code of Conduct) stating that upholding equity and diversity principles is a matter of professional conduct in architecture.
8. Institute awards, and the publication thereof, to include detailed project credit lists, to assist in breaking down the myth of the singular architect-author.
9. Run training and awareness sessions for existing and new Institute staff about gender mainstreaming and the implications of equity and diversity policy.

## ***Represent***

1. Appoint an 'Equity and Diversity Champion' or Committee at the highest levels of the Institute to oversee and advocate for the Institute's strategies towards equity and diversity.
2. Include an explicit Equity and Diversity commitment in the Institute's Values and/or Vision Statements.
3. Continue to encourage architecture students and graduates to join the Institute.
4. Actively monitor the proportion of women members, including regularly reviewing Institute membership policies to support equity.
5. Actively seek the participation of women within the Institute's Committees and other participatory and governance mechanisms.
6. Actively monitor women's attendance at Institute events and activities and develop strategies to ensure that women members are able to participate fully.
7. Mandate the participation of women within the Institute's committees and other participatory governance mechanisms
  - a. By 201?, representation by women on the Institute's committees, Chapter Councils, National Council, Juries, Workgroups and other participatory bodies, at 50% of the proportion of women members of the Institute at that time. (for example, if women are 26% of the membership, women are at least 13% of the members of the participatory body)
  - b. By 201?, the representation to be 100% of, i.e., equal to, the proportion of women members of the Institute at that time. (for example, if women are 40% of the membership, women are at least 40% of the representation)
  - c. By 20??, the representation to be at least in equivalent proportion to the representation of women in the Australian community as a whole, irrespective of the proportion of female membership of the Institute. (for example, if women are 55% of the Australian population, women are at least 55% of the representation)
8. Initiate a diversity network with state-based chapters and other relevant bodies to promote the diversity agenda more broadly.
9. Draft guidelines to ensure that Institute sponsored events and activities are accessible, particularly for people with caring responsibilities.

10. Compile an accessible list of qualified and interested women to be contacted for roles, such as guest speakers, lecturers, jury members, ambassadors. [note this may be undertaken by Parlour research team]
11. Produce 'tip sheets' for guest organisers and convenors of Institute events (guest lecture programs, national conference) including guidance on ensuring gender balance in speakers, avoiding single gender panels, etc.
12. Induction and training of Institute office-bearers to include training and awareness of equity and diversity.
13. Encourage, support and mentor women and minorities to nominate for election to leadership roles.
14. Include equity and diversity programs or information in the CPD programs.
15. Celebrate diverse ways of working in architectural practice and diverse practice types through awards, membership categories and publicity.
16. Formalise gender equity requirements for Speaker Series, Awards Juries, the National Conference, CPD programs and other public activities.
17. Maintain membership of the Diversity Council of Australia and act in accord with its principles.
18. Exercise influence and raise consciousness about equity issues with external organisations such as BEMP, ADBED, Government Architects Network, AASA, AACA, the ACA, APESMA and the ARBs.

## ***Retain***

1. [Issue and regularly review guidelines and other information to members to facilitate greater participation of women in the architectural workplace at all levels.](#)
2. [Continue to advocate attaining registration to female graduates, and provide preparative support.](#)
3. Recognize that increasing women's membership of the Institute is directly related to increasing the proportion of women staying in the profession.
4. Enshrine equity and diversity principles in a 'model employment policy' directed at the profession. The model of the British category of a 'Chartered Practice' with exemplary employment practices could be considered.
5. Ensure that the Institute's external HR advisors to members are aware of gender issues in the profession, and are well equipped to actively advise on these.
6. Develop a 'male champions of change' program to encourage positive change in the profession.
7. Institute members made better aware of their legal obligations with regards to equal pay and working conditions, and their duties under anti-discrimination and equal opportunity legislation.
8. Issue practice notes advising of legal obligations around equity. Acumen to include information on equitable employment practices including pay equity, equitable hiring and promotions processes, flexible working patterns, working from home, diverse modes of practice, and the principles of equity and inclusiveness per se.
9. Continue to review membership categories to allow for discontinuous career paths and facilitate re-entry.
10. Develop and trial a workshop for women who wish to improve their business development or personal networking skills.
11. Trial networking events for women architects to attend with their children, especially those on parental leave.



12. Develop factsheets and other tools with which human resource managers can review policies regarding discrimination, flexibility, and equal remuneration
13. Review suite of professional development activities sponsored by the Institute to ensure inclusion of support for women returning from career breaks
14. Develop and deliver a CPD session specifically for practitioners returning to work after parental leave or other absence. Consider how the session could accommodate different areas of practice and levels of experience. Consider making it available online.
15. Investigate options for improving opportunities for mentoring of practitioners at key stages of their careers including by:
  - a. Develop a mentoring scheme available to all women and men
  - b. Considering online means to provide access to remote area individuals
  - c. publishing mentoring materials
16. Undertake further, ongoing research into the demographic profile of the profession, present and future

## Appendices

- Appendix A: Women's involvement in the Australian architecture profession: building a clearer and more inclusive picture
- Appendix B: Preliminary analysis and comparison of quantitative findings from two surveys of the architecture profession: 'Where do all the women go?' & '...and what about the men?'
- Appendix C: Architects in Australia: A snapshot from the 2011 Census
- Appendix D: Priorities and perceptions around equity policy in the architecture profession
- Appendix E: An analysis of equity policy and initiatives in comparable international Institutes of Architects, and comparable Australian professions