

Power and Privilege Discussion Paper

Champions of Change Architecture Group

2023



The Champions of Change Architecture Group acknowledge the Traditional Custodians of the many Countries on which we live and work and recognise their continuing connection to lands, waters and communities. We recognise that these lands were never ceded. We pay our respects to Aboriginal and Torres Strait Islander peoples and cultures and to Elders past and present.

We gladly accept the invitation extended in the Uluru Statement from the Heart to walk together in a movement of the Australian people for a better future.

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We recognise women in all their diversity

We recognise that efforts to advance gender equality have not lifted all women equally. By highlighting the specific demographics of people who experience exclusion, we increase the issue's visibility and boost understanding of how exclusion is experienced within organisations and in society more generally.

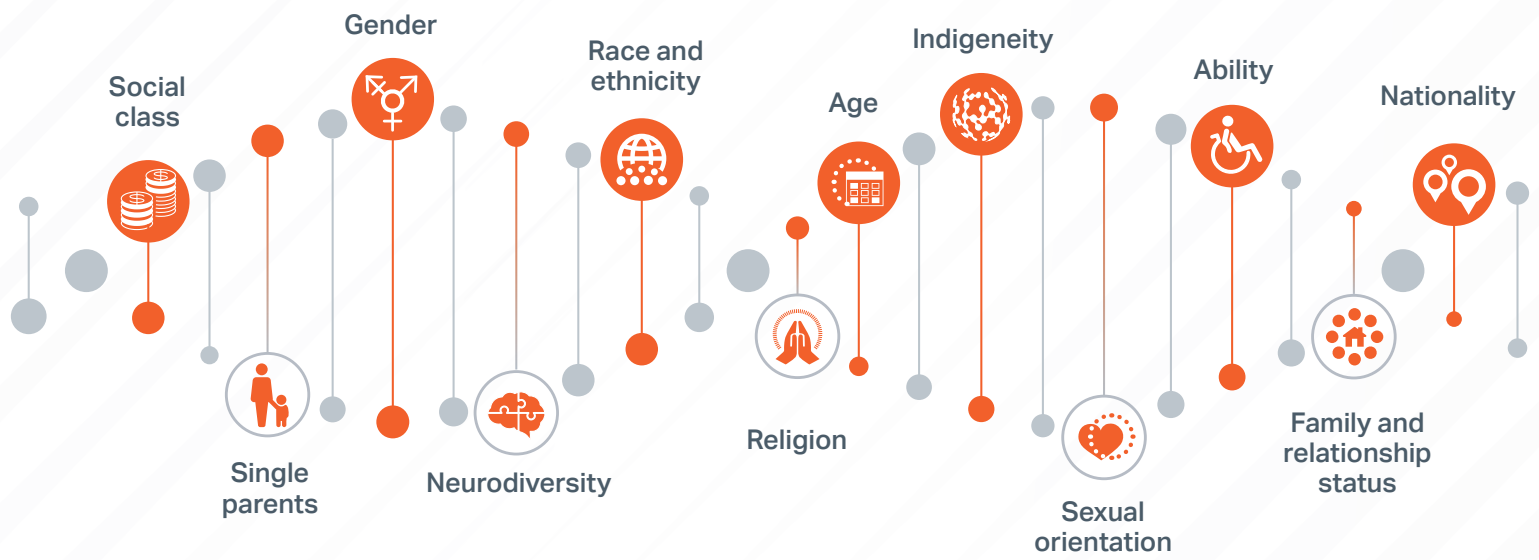
Throughout this document, the terms **women, women in all their diversity, women experiencing intersecting inequalities and diverse people** are used to improve readability. Women includes both cis and trans women.

When referring to **women experiencing intersecting inequalities**, means the structural inequalities and multiple, intersecting and compounding barriers to inclusion and progression faced by:

- **women from socio-economically disadvantaged backgrounds**
- **First Nations women**
- **ethnically and/or racially marginalised women**
- **single parents**
- **women with disability**
- **neurodivergent women**
- **LGBTIQ+ women.**

When referring to **diverse people**, this means the wealth and variety of people who broadly reflect the diversity of our population.

Inclusive gender equality recognises that diversity, equity and inclusion strategies must consider and engage all genders in global efforts to achieve gender equality, with a particular focus on elevating and advancing currently under-represented and marginalised groups. At its core, the intent is to create respectful, safe and inclusive cultures of belonging for all.



Diversity across the architecture profession and in leadership is critical – not only for the numerous business case benefits for architecture practices themselves, but for the society we design for. How we achieve diversity at all levels requires an understanding of how power and privilege operates within the profession itself, together with informed steps we can take to respond to inequity and the structures that support it.

Executive Summary

This discussion paper examines the impact of workplace power, dynamics and privilege on career progression – as barriers and enablers within the Australian architectural industry.

In architecture, as in most other industries positions of power are largely held by men. Examining our practices, systems and structures through the lens of power and privilege helps reveal and respond to inequity and the structures that support it. This understanding then enables us to begin to disrupt and reshape many of the barriers to inclusive gender equality. More specifically, once we understand the mechanisms of power and privilege, we can take action to ensure more equitable access to leadership pathways for all employees.

The broad Champions of Change strategy focuses on engaging powerful people to advance women in leadership and achieve inclusive gender equality more broadly within member organisations. Recent work explores how the 'power' held by Champions can be better used and shared to achieve progress towards gender equality.

Overview

This discussion paper aims to:

- Make visible the systems of power and privilege in the architecture industry
- Support practices in identifying the types of power and privilege that exist within their organisation
- Support leaders in using their power and privilege to drive change and improve equity and diversity within the organisation and industry

Translating power and privilege into the context of architecture

Power and privilege is contextualised through:

- An Executive Survey of architects, conducted in 2020 which provided a snapshot of what leadership looks like in the architecture industry¹
- Examining and summarising research into power and privilege in architecture and associated industries
- Developing guidance on how the impact of privilege within the workplace can be recognised, and how power can be used to enhance gender equity in the architecture industry
- The practical application of the Green Light Pathway to Power where doors open because of attributes like race, gender, education and networks²

¹ 2020 Executive Survey conducted by the Champions of Change Architecture Group, analysis by Dr Tyson Whitten, University of Adelaide

² Power to Create Inclusive Gender Equality in the Workplace, Champions of Change Coalition, 2023

Key Findings

The 2020 Executive Survey results showed leaders in the architectural industry are largely:

- Men - 70%
- White - 86%
- Heterosexual - 91%
- From middle to high socioeconomic background - 75%
- With uninterrupted careers (i.e. did not have a career break) - 66%

Where executives are also equity partners, demographic factors associated with a higher likelihood of being an equity partner were:

- Men - 1.9 times more likely to be equity partner
- Aged 50 years or older
- White participants were 3.4 times more likely to be an equity partner than participants who were a person of colour
- Married
- From a higher socioeconomic background
- Men were 1.9 times more likely to have access to financial funding for equity partnership

Research comparing the Architecture Industry to other industries has also identified that architects outside of the leadership group are more likely to come from a more privileged background.

Use Power to Enhance Equity

The above findings call for leaders to use their power and privilege to improve equity and diversity within their organisations and the architectural industry more broadly. Actions outlined in this paper include:

- Review Practice Profile - measure diversity footprint
- Commit to Strategies - customise policies and procedures
- Action Policy Changes - regular check-ins
- Review and Advocate - seek feedback and make improvements

An architect could be considered both privileged and marginalised at the same time. For example, they may have benefited from the 'privileges' of access to exemplary education, be in a management position and have financial access to purchase equity within the business, but still be marginalised based on gender and race.

The Champions of Change Coalition discussion guide on power and privilege provides important context. The Coalition defines power and privilege as follows:

1 Power

Power is defined as the capacity or ability to direct or influence the behaviour of others or the course of events. Power exists in all human activities, at home, at work and in our societies broadly. In the context of advancing gender equality, in organisations and society, power is about who holds access to resources, rights, opportunities and influence.

Within an organisational setting, power operates in a variety of formal and informal ways, all of which may have an impact on an individual's ability to progress to leadership.

Formal power is the authority inherent in positions with title or rank such as Directors, Principals, Practice Managers or other senior managers that enables people to act within certain parameters.

Informal power can be much less tangible and visible. It is the many different types of power that exist without formally ascribed authority and which can be attained through mechanisms such as networks, reward systems, and the ability to control resources.

2 Privilege

Privilege is the advantage, benefits and power that individuals or groups are granted (rather than those which they 'earn'), because of their relative social position or identity.

Privilege is relational - an individual can be both privileged and marginalised at the same time. For example, a woman may have privilege associated with her executive leadership position and still be left out of informal decision-making that happens within the 'boys club' of her majority male executive team.

3 Using Power + Accessing Privilege

Power can of course be directed in both beneficial and non-beneficial ways in the workplace. Privileges may also fast track access to power. For example, recognising that we may have been more likely to achieve a particular management level due to our gender and race shows that seniority (which affords power) can be part earned and part privilege.

Understanding our current professional context is an essential first step in making change.

The Executive Survey seeks to understand the demographics, career pathways and critical factors contributing to the success of leaders within the architecture profession.

In 2020 a survey was issued by the Champions of Change Architecture Group to senior leaders within the profession. The survey garnered over 150 responses. The questions sought information from the respondents relating to their demographic, social background, education, qualifications, work experience, financial background and career pathway to becoming a leader.

It is acknowledged that by sourcing the data from the Champions of Change Group that the information collected is inherently skewed, with responses predominately sourced from larger architectural practices with an existing commitment to gender equity. Nonetheless, the findings were highly relevant to the group's broader work around power and privilege.

In 2021, the Champions of Change Architecture Group commissioned Dr Tyson Whitten, based at the University of Adelaide, to assist in analysing the executive survey results. He provided an objective analysis of the data set and helped contextualise the conclusions. This section summarises key themes uncovered by the data analysis. The full executive survey results and analysis are provided in the appendix.

The survey analysis is complemented by a literature review undertaken by the Champions of Change Architecture Group. This investigated existing research on leadership demographics in architecture and associated industries to understand the following:

- What diversity currently looks like in the Australian architecture industry
- Power and privilege from a gender and diversity perspective
- How privilege enables professional growth / how a lack of privilege can limit growth
- Benefits of a diverse workforce
- Strategies for architectural practice to use power and privilege in positive ways to help people from all demographics and circumstances succeed

The Research - Executive Survey Key Findings

The following are key data and extracts from the Executive Survey Analysis¹. It highlights the demographics and experiences of current executives in the architectural industry.

Executive Demographics

The overwhelming majority of the 150 architecture executives surveyed were men (70%), heterosexual (91%) and white (86%). Most are from middle to high socioeconomic background (75%).

70%
men

91%
heterosexual

86%
white

75%
middle and high
socioeconomic
background

Equity Partners

53% of the executives surveyed were also an equity partner at their current firm. Equity partners were more often men, aged 50 years or older, white, married, and from a higher socioeconomic background.

Men were 1.9 times more likely to be an equity partner, whilst participants from a higher socioeconomic background were 2 times more likely to be an equity partner than participants from a low/middle socioeconomic background.

White participants were 3.4 times more likely to be an equity partner than participants who were a person of colour.

1.9 x
more likely to be men

2 x
more likely to be from
higher socioeconomic
background

3.4 x
more likely to be white
than person of colour

Career Pathway

At least half of the participants indicated that their current executive position was a result of strategic career planning (54%). A similar proportion indicated that they had an active mentor or sponsor to support their pathway to becoming an executive (56%).

Most participants obtained their executive positions through internal promotion (81%) with at least 6 years of experience at current practice prior to becoming an executive (54%) with no career break (65%).

54%

strategic career plan

54%

at least 6 years of tenure at current practice

81%

entered their executive position via internal promotion

65%

did not have a career break

Experience

Most of the executives are required to bring in projects (75%), work on large projects over 20,000sqm in scale (60%), and had over 20 years of professional experience (58%).

75%

required to bring in projects

60%

work on large projects over 20,000sqm

58%

had over 20 years of experience

The Research - Executive Survey Key Traits

Respondents to the Executive Survey were asked a series of questions regarding their career pathway leading up to an executive position and what they identified as the key traits that made them eligible for an executive position. Key findings are as follows.

Career Pathway Factors

Men were 2 times more likely to attribute their executive position to strategic career planning compared to women. They are likely to have worked additional hours on weekdays and weekends. The majority of the executives also did not have a career break.

Separately, participants with a low/middle socioeconomic background were more likely to have become an executive via an external job application, very likely to have more than 20 years prior industry experience and more likely to have previously worked at four or more practices, relative to participants with a high socioeconomic background.

Top 4 responses:

1. Is a generalist
2. Worked overtime and weekends
3. Had an active sponsor
4. Strategic planning

Eligibility for Executive Role

Most participants reported that project delivery and design track record contributed to their eligibility for an executive position.

In addition, around one-third of participants indicated that financial and business success, public profile and industry recognition and practice management contributed to their eligibility for an executive position.

Top 4 responses:

1. Project delivery
2. Design track record
3. Financial and business success
4. Practice management

Prerequisites and Skills required as an Executive

On average, participants ranked design skills as being the most important requirement for an executive, followed by people skills, business skills, management skills, and networking skills.

In terms of the prerequisites needed to earn an executive position, client networks was identified as having the greatest average importance, followed by public profile and industry recognition, then technical or specialist knowledge, followed by professional experience.

Top 4 responses:

1. Client network
2. Public profile and industry recognition
3. Technical/ specialist knowledge
4. Experience

Sectors

Most participants indicated that they most often worked in commercial or mixed use sectors. Just under half of participants indicated that they most often worked in residential, public, or urban sectors.

Relatively few participants indicated that they most often worked in education, health or aged care sectors.

Top 4 responses:

1. Commercial
2. Mixed use
3. Residential
4. Public

The Research - Executive Survey Correlations

Key extracts and correlations observed include:

Equity Partner

Results indicate that participants who had 20 years or more of professional and/or disciplinary experience were 3.5 times more likely than those with less than 20 years experience to be an equity partner, independent of participant demographic factors.

The odds of being an equity partner were also 2.3 times greater for participants with family connections in the industry, independent of participant demographic factors.

Participants who were vocal about their career plans were 2 times more likely to be an equity partner, relative to participants who were not vocal about their career plan, independent of demographic factors.

Participants who became an executive via an internal job application were also 2.4 times more likely to be an equity partner, relative to participants who became an executive via an external job application.

Participants who considered project delivery to contribute to being eligible for an executive position were 2 times more likely to be an equity partner, compared to participants who did not consider project delivery contributes to being eligible for an executive position, independent of demographic factors.

Participants who were equity partners were also 2.8 times more likely to consider financial and business success, 2.7 times more likely to consider public profile and industry recognition, and 3.7 times more likely to consider design track record, as contributing to be eligible for an executive position when accounting for demographic factors.

Profile Characteristics

- 20+ years experience
- Family connections

Career Pathway

- Internal job application
- Vocal about career plan

Skills and Eligibility Factors

- Design track record
- Financial and business success
- Public profile and industry recognition
- Project delivery

Involvement in Major Business Decisions

Participants who had more than 20 years of experience were 4 times more likely to be involved in all major business decisions.

Responses demonstrated that participants who engaged in strategic planning were 2 times more likely to be involved in all major business decisions, relative to participants who were not vocal about their career plan, independent of demographic factors. Additionally, those who had an active sponsor were also 3 times more likely to be involved in all major business decisions compared to participants who did not have an active sponsor.

Results also indicate that participants who considered financial and business success contribute to being eligible for an executive position were 4.3 times more likely to be involved in all major business decisions, compared to participants who did not consider financial and business success contributes to being eligible for an executive position, independent of demographic factors.

Participants who considered design track record contributed to being eligible for an executive position were also 2.9 times more likely to be involved in all major business decisions, independent of demographic factors.

Profile Characteristics

- 20+ years of experience

Career Pathway

- Have an active sponsor
- Strategic planning

Skills and Eligibility Factors

- Financial and business success
- Design track record

The Research - Literature Review

Key findings from other relevant and related research as follows:

Diversity in the Australian architecture industry

The Parlour Census Report 2001-2021³ shows structural and cultural factors continue to impede the flow of women into senior and influential levels of the profession.

Gender and Ownership

Women's representation at senior levels of the profession, while growing, is still relatively low. As owners, women on the whole still tend to cluster in smaller businesses – they are just 12% of owners of businesses employing twenty or more people.

Cultural Diversity

The architectural workforce is increasingly diverse, however this is not reflected in the distribution of power and influence. When gender and cultural background are combined the results are devastating. Although the architectural workforce includes people from a wide range of backgrounds the profession is most definitely dominated by those from predominantly white countries. The dominance of white men at senior levels of the profession is clear from this data. This manifests not just numerically, but also in higher pay. Those from Asian countries appear to experience more barriers rising to senior levels of the profession. As with women as a whole, it is not that there are not people of Asian birth and descent in such positions, but fewer than their proportion of the profession as a whole might suggest.

35%

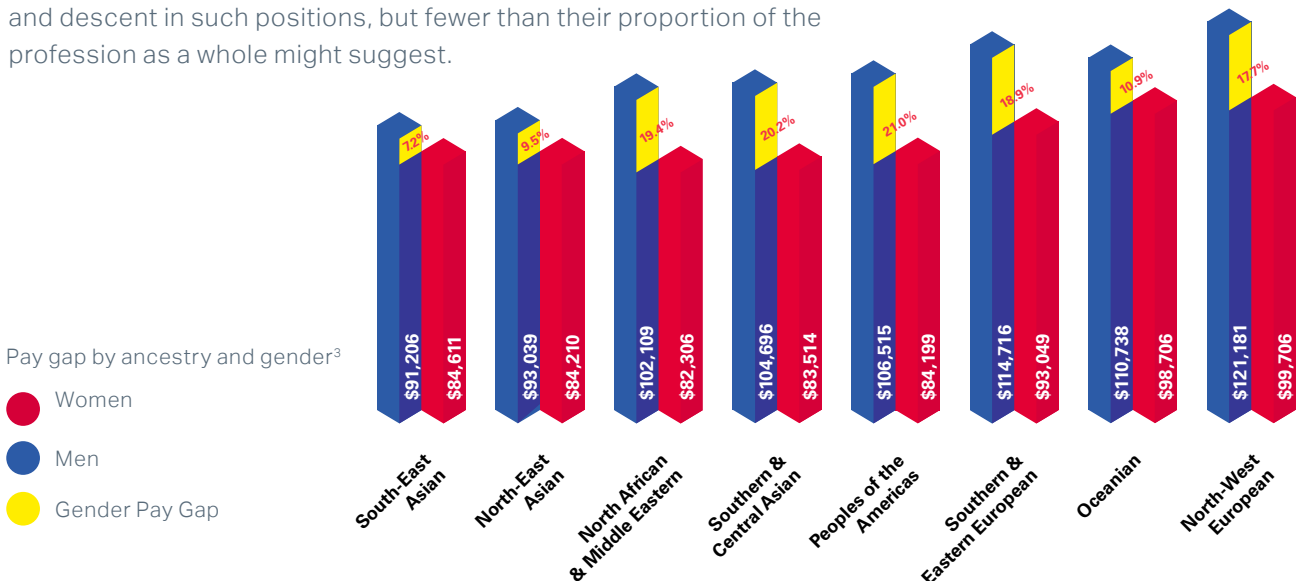
of the architectural workforce are women

24%

of all owners are women

0.34%

of the architectural workforce are Indigenous



³Parlour Census Report 2001-2021: Gender and Diversity in Australian Architecture, Dr Gill Matthewson, Anwyn Hocking and Justine Clark

Considering privilege

Understanding the types of diversity is useful in considering the types of privileges that exist. The following diagram describes a number of potential attributes of an individual and categorises them as internal (personal), external circumstances and organisational.

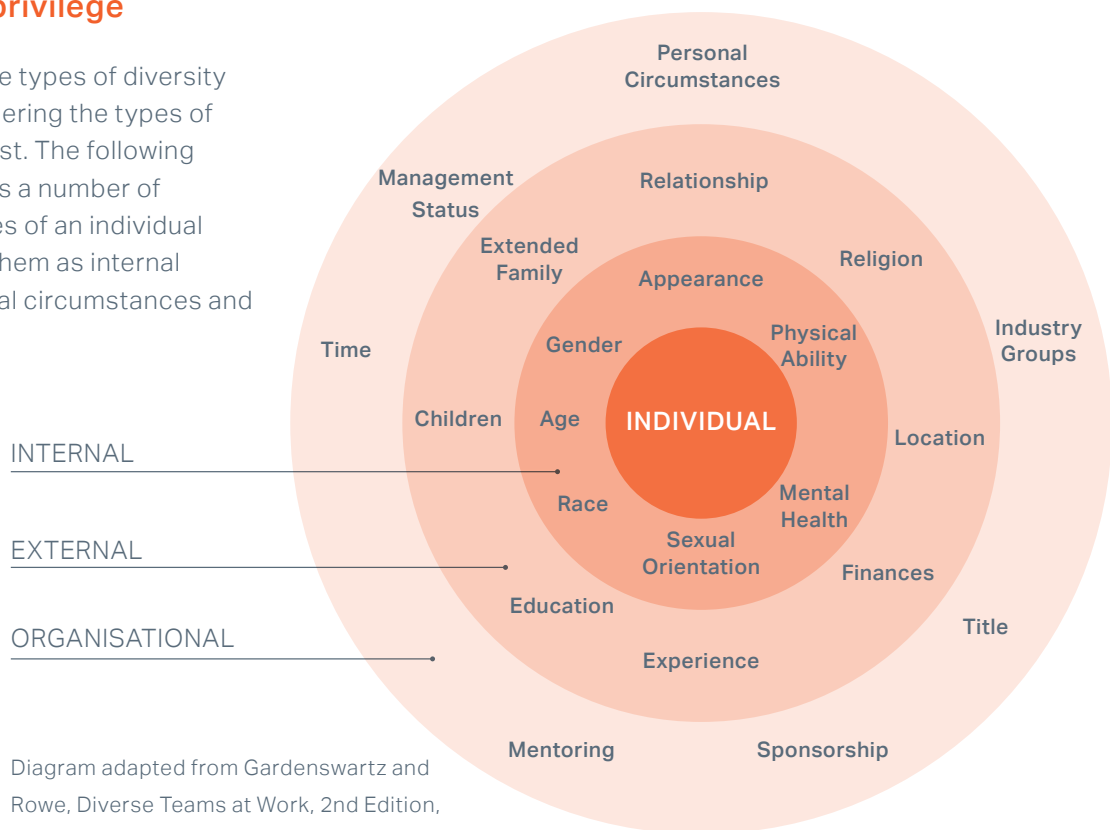


Diagram adapted from Gardenswartz and Rowe, *Diverse Teams at Work*, 2nd Edition, SHRM, 2003

INTERNAL ATTRIBUTES are those we are born with, or physical and mental attributes that impact us. Examples include age, gender, race, sexual orientation, physical ability, mental health and physical appearance.

EXTERNAL CIRCUMSTANCES are personal attributes that have developed, evolved or resulted from life's journey. Examples include relationship status, do we have children, where do we live, our education and experience, our access to finances and our religion.

ORGANISATIONAL ATTRIBUTES are workplace enablers, structures and limitations placed on our lives. For example, how much time do we have to dedicate to our career due to personal circumstances, do we focus on design or delivery in our work, what title or management status have we obtained, are we members of industry groups or mentoring programs.

The Research - Literature Review

Understanding privilege in the architecture industry and privilege in relation to the broader economy

Whilst there are different levels of privilege within the architectural industry, the profession as a whole is generally considered to be from a privileged background when compared to the broader economy.

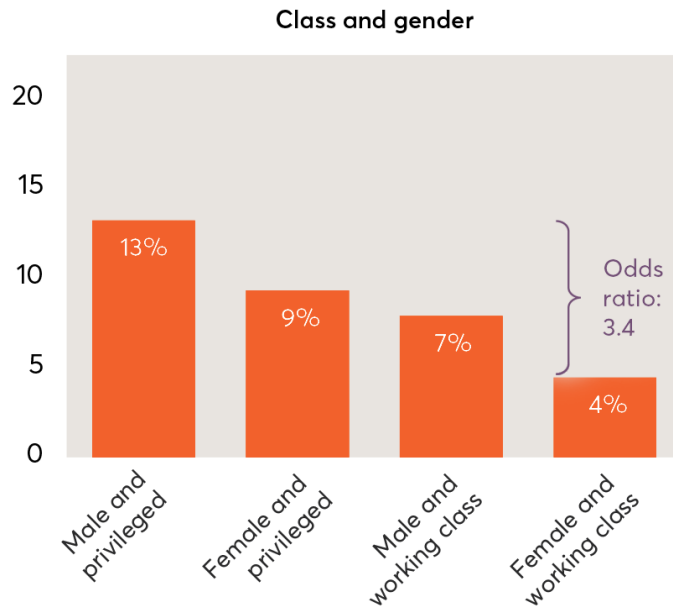
A UK-based report completed in 2021, "Social Mobility in the Creative Industry" looked into levels of privilege in the creative sector.⁴ The report considered privilege as being those from a high socio-economic background. It found "those from a privileged background are twice as likely to be employed in the creative industries than those from working-class backgrounds". Looking into the architecture sector more specifically the report also found that architecture and town planning was the most elite of the top 25 most elite occupations in the UK economy.



Source: Labour Force Survey, July – September 2020. Office for National Statistics. Crown Copyright 2021.

⁴Social mobility in the Creative Economy, Rebuilding and Leveling Up, Heather Carey, Dave O'Brien and Olivia Gable, September 2021

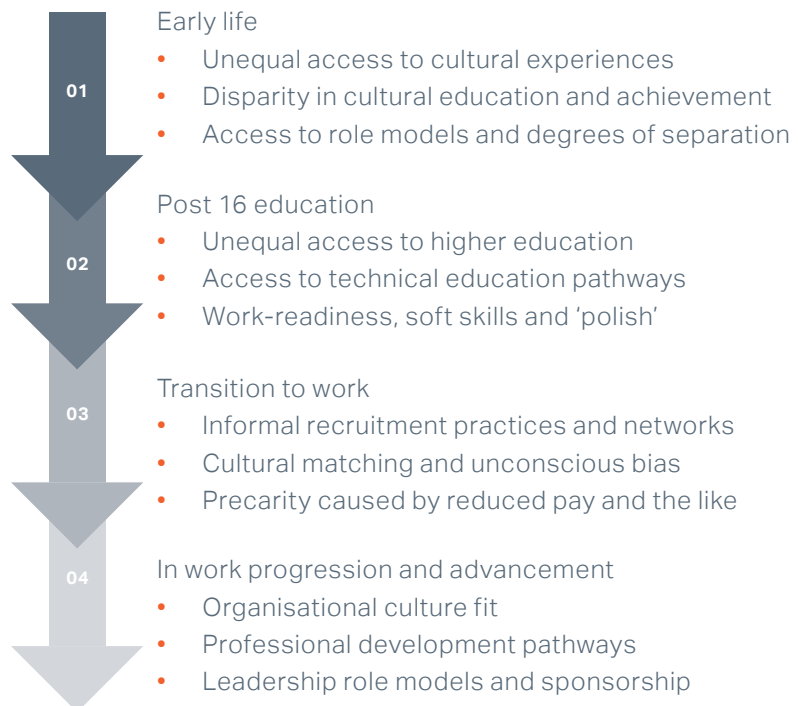
The report explored how class intersects with gender, race, disability, skills and location in the creative industry, and identified that privileged men were 3.4 times more likely to be working in the creative sector than women from a non-privileged background.



Source: Labour Force Survey, July – September 2020. Office for National Statistics. Crown Copyright 2021.

The report identified primary points of class-related disadvantage in the creative industry.

We know that gender inequity in architecture typically becomes more problematic as architects advance in their career. In addition to that, the report demonstrates privilege is a factor even earlier in life, and begins prior to studying architecture at university.



Source: Social mobility in the Creative Economy, Rebuilding and leveling up, Heather Carey, Dave O'Brien and Olivia Gable, September 2021

“

Affinity bias particularly impacts working class people, women and people of colour.

”

Source: Interview with Daniel Laurison, The "Hidden Mechanisms" that help those born rich to excel in elite jobs, Joe Pinsker, The Atlantic, February 26, 2019

Benefits of a diverse workforce

- Diverse teams doubled their chance of arriving at the correct solution

David Rock, Heidi Grant and Jacqui Grey point out that homogeneous teams feel easier, which can be why social groups tend towards them.⁵ Homogeneous teams have a shared identity and members of the team feel comfortable - "homogeneous teams just feel more effective". Conversely, the article identifies that studies have shown diverse teams perform better. Adding perceived outsiders to group tasks in studies "actually doubled their chance of arriving at the correct solution, from 29% to 60%. The work felt harder, but the outcomes were better. Working on diverse teams produces better outcomes precisely because it's harder." Under increasing scrutiny, and mindful of the benefits of diversity on the bottom line, many companies are trying to recruit and retain a more diverse workforce.

The article also points out that achieving appropriate diversity alone does not ensure that success follows - "only when people feel welcome and respected will the team be able to benefit from their unique perspective and experience". The article encourages the idea that achieving appropriate levels of diversity is not only the right thing to do, but if managed well it also increases performance.

Affinity bias and career development programs

- Affinity bias particularly impacts working class people, women and people of colour
- People born into working-class on average earn 16% less in the same field of work⁷

Research conducted by sociologists Sam Friedman and Daniel Laurison included surveys of several firms in the creative industries including architecture.⁶ They found that often a leader might say, "Part of why I was excited about that person, probably, is because they reminded me of a younger version of myself." This affinity bias towards people who are like ourselves can be particularly problematic in career development programs such as sponsorship, mentoring and promotion. If intake into these types of programs is biased, they become less available to certain demographics. Laurison notes that this type of bias particularly impacts "working-class people, and also women and people of colour."⁷

⁵ Diverse Teams Feel Less Comfortable — and That's Why They Perform Better, David Rock, Heidi Grant and Jacqui Grey, Harvard Business Review, September 22, 2016

⁶ The Class Ceiling: Why It Pays to be Privileged, Sam Friedman and Daniel Laurison

⁷ Interview with Daniel Laurison, The "Hidden Mechanisms" that help those born rich to excel in elite jobs, Joe Pinsker, The Atlantic, February 26, 2019

Power and privilege dynamics are sneaky, without conscious awareness they typically proliferate to maintain the status quo. While exceptional individuals do succeed, existing power dynamics and individual privileges open pathways and influence who enters into executive leadership roles.

Privilege is one ingredient that impacts success more than any other and it is rarely mentioned. As writer Marnie Vinall explains: "We exist in a world that uses systems which favour some over others. Everyone's road to success looks different. Some are climbing a mountain while others must smash a glass ceiling before they reach basecamp. The idea that we are in control of our path to success seems more within reach to those with circumstances that give them more control. Those that achieve and reach great heights of success deserve recognition. But it also should be recognised that privilege is a huge factor in helping them get there. We don't all start on the same racing track. The barriers to success are different for all of us. It's time we recognise that when we talk about how to achieve success."⁸

On your career journey in the architecture profession, you may likely have benefited from one, or many, of these privileges, you may also have been held back by a lack of these same privileges. This is described as the "Green Light Pathway to Power" where doors are open to us because of attributes like race, gender, education and networks. The concept of the Green Light Pathway to Power is that a person with privileges has more doors open at each milestone in their career journey. It does not mean they would not have got to the same place in their career if they didn't have those privileges or doors open but by comparison, someone without those privileges may have got there slower or not at all. The following infographic explains this concept in the context of the architectural profession.

⁸Privilege is the hidden ingredient for success that we don't talk about enough, Marnie Vinall, 11 Sep 2019, ABC News

Green Light Pathway to Power - Overview

An architecture degree can be demanding, being able to focus on full time study through family support can be an advantage.

Having industry networks is an advantage to gaining experience, particularly during downturns in the market. The executive survey showed the likelihood of being an equity partner were 2.3 times greater for participants with family connections in the industry.

Having the time and funds to join registration courses is an advantage compared to those who do not have the financial means to take time off to study or to join a registration course.

Leadership training, including mentoring, that is available for individuals to identify their own pathway.



Green Lights



Do you have the time and resources to make full time study your priority?

YES

Are you studying in a culture and language that is native to you or reflects your upbringing?

YES

Do you have any industry contacts that can assist you in gaining industry experience?

YES

Is this experience relevant and useful to you? Will it assist in registration?

YES

Do you have an industry contact or the resources to receive information and training related to the APE exam and interview process?

Roadblocks



Students may be required to work at times to support themselves or household income, resulting in additional load or extended time to complete studies.



Learning in a second language can add additional barriers to progress and success.



Without industry contacts/connections some may have to do more to build their reputation, gain access to jobs and critical experiences on the pathway to leadership.



Not having the right experience means it can take longer to register. Having a career break before registration can also make the process more difficult.



There remains a low percentage of women with formal registration architecture at executive level. Having career breaks, such as time off to have/raise children, either means it takes longer to or prevents registration. This may impact further progression.



How Leaders Can Turn Roadblocks into Green Lights:

Provide valuable insights for students even during the interview stage. Consider providing constructive feedback and tips on CVs, folios and industry insights and contacts.

Provide students and graduates with exposure to different project phases so they are able to learn from all phases for registration.

We are naturally drawn to people who are similar to us. Don't let bias come into play. Provide equal project and professional development opportunities.

Consider how senior women reach executive positions and the discipline they take on to maintain career growth. This may be by choice or a result of life circumstances.

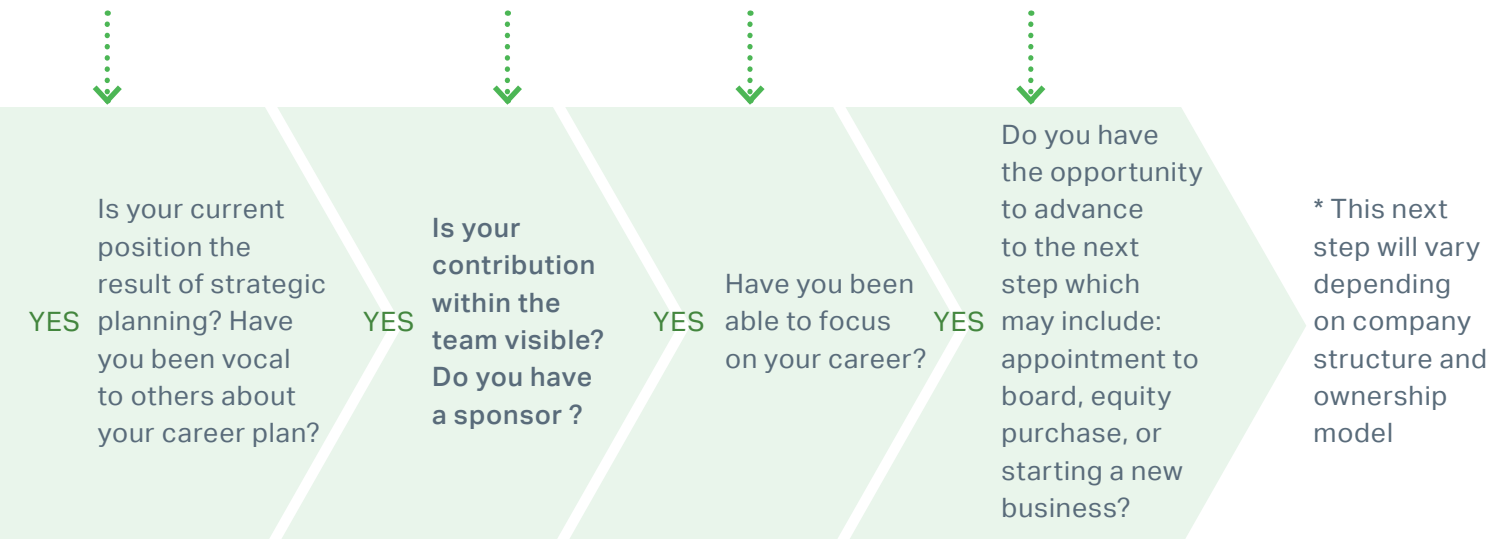
Practices can review training allowances/student leave for demands of registration.

... can foster an
...ve, diverse work culture
... psychologically safe
... individuals to have a voice
... identify opportunities and
... ways for progression.

The executive survey shows having an active sponsor can help career progression. Affinity bias may also come into play here, where leaders sponsor those who are like themselves.

Having a support network such as a partner or immediate family or funds for paid assistance with caring responsibilities can allow for career focus/full time work.

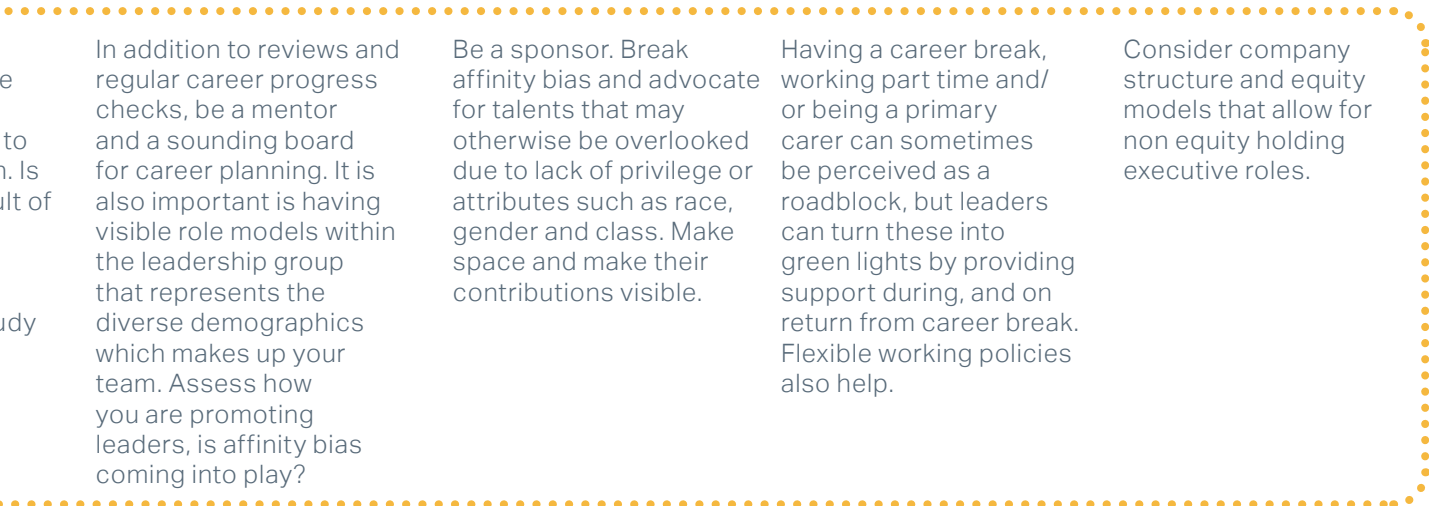
Risk, financial literacy and financial stability/ access to capital for investment allows the ability to step up to board or purchase equity when the opportunity arises. The executive survey showed participants who had access to financial funding were more likely to be male and 50 years or older.



There may be many reasons why someone does not have a career plan or is not vocal about it. Race, culture and gender can also come into play. For example, more senior people might typically sponsor or mentor those with similar backgrounds and characteristics to themselves.

Caring responsibilities typically fall to women which may result in additional career breaks or part time work.

Reasons that may prevent an individual to purchase equity or step up to board may include mortgage, costs related to raising a family or being a carer.



Power and privilege dynamics operate in all human interactions and social structures. In the context of gender equity and organisational diversity, the focus is on addressing formal and informal ways existing power and privilege structures operate to restrict leadership and professional development opportunities.

These four steps can help practices recognise and address power and privilege dynamics that influence leadership within the organisation and the profession.

STEP 1

Review practice profile

- Build awareness around power and privilege
- Survey your staff to collate data for your practice
- Support organisation and individual awareness

STEP 2

Commit to strategies

- Agree on values underpinning protocols
- Prepare and customise policy and procedures

STEP 3

Action policy changes

- Schedule regular check-ins with staff and leadership

STEP 4

Review and advocate

- Survey staff
- Review utilisation rates
- Review policy and track any improvements

Using Power to Enhance Equity

How can we use power to provide equitable access to leadership pathways for all our employees? The following recommendations are based on the analysis of the executive survey, the literature review and the Champions of Change Coalition's broader work on power and privilege.

01. Review

Architects generally meet more of the privilege indicators than would be the norm in society – i.e. those entering the profession are likely to benefit from privileges. Complete the following steps to assess your organisation's diversity footprint.

Data Collection

Measure and monitor your diversity footprint

- Invite staff to contribute to an optional survey to track your diversity footprint in terms of age, gender, disability, English as a second language, place of birth (overseas outside and inside Europe), First Nations participation and other socio-economic factors
- Annually track and report this

Class Ceiling

Find out whether your organisation has a class ceiling

- Assess your organisation's diversity footprint against the wider population
- Assess the diversity footprint of your leadership team against your overall diversity footprint
- Assess your diversity pay gap and gender pay gap
- Conduct listening and learning sessions, use the Green Light Pathway to Power exercise with your team to reflect on power and privilege

02. Commit to Strategies

Once you have the data, get your organisation on board about what you are trying to do. The following are suggested strategies that could be tailored to your needs.

Role Models

Identify current and future role models within your practice that represent the diversity of your organisation

- Value diverse skill sets and contributions, support awareness of who to approach to upskill
- Introduce external role models to your practice that represent appropriate diversity (external speakers, suppliers and clients)

Engagement

- Seek opportunities for your staff to engage and influence communities in lower socio-economic areas
- Assess your intake for work experience, do they always come from certain areas or socio-economic backgrounds? Consider broadening your reach to other schools

Internships + Grants

- Never accept an unpaid internship - Unpaid internships are unlawful in Australia unless they are part of an approved course of study
- Sponsor graduate prizes and education programs that objectively encourage a lower socio-economic and diverse intake

Recruitment and Career development

- Develop clear, pre-determined criteria for selection and inclusion in career development programs (promotion, recruitment, sponsorship, and mentoring programs)
- Remove personal information including names from the selection and assessment process associated with career development programs
- Use a blind assessment process to formally assess selection based on pre-determined criteria you have developed
- Provide mentoring programs and structure it to disrupt affinity bias

Ownership

Once a person has been identified to commence on the pathway to ownership

- Have an open conversation about what this means for them within their own financial context
- Look for options to increase the level of ownership or financial contribution gradually over time
- Once you have agreed on areas for action that suit your business, commit it to policy
- Implement it and publicise it

03. Policy Changes

04. Review and Advocate

- Biannually seek feedback on the policies
- Review the metrics
- Has there been improvement?
- How can you refine your initiatives?
- Make enhancements following feedback
- Make wider commitments for external advocacy in this area

Green Light Pathway to Power Exercise

Below is a practical application of the Green Light Pathway to Power. Organisations, leaders and individuals are encouraged to assess power and privilege by using the template to understand roadblocks which may not be readily apparent to those who are privileged. Complete the exercise, reflect and take action to actively turn roadblocks into green lights for yourself and for others.

Activity:

Review the questions in the Green Light Pathway to Power and answer each one with green lights or roadblocks that you have encountered along your career progression. In some instances, you may also find there are both green lights and roadblocks present at the same time. Whilst answering these questions:

- Acknowledge the privileges and green lights you have had along the way.
- Consider how you can use your power and privilege to assist others who are less privileged
- Reflect on roadblocks you have come across and what you navigated to them to turn them into green lights and how others helped you in turning those roadblocks into green lights.
- Share the exercise with your team, listen and learn from roadblocks that may be unfamiliar to you. How can you turn them into green lights as an organisation?

Three case studies have been included in the following pages to get you started.

What green lights have you had?



What roadblocks have you encountered?




How can we turn these roadblocks into green lights for yourself and for others?



Green Light Pathway to Power Case Studies



Mark Healy
Executive and Equity member
Bates Smart

 Turn roadblocks into greenlights

✓ **Networking**
Financial support

I created work when there wasn't any – and through sheer necessity, began a design studio with two other business partners and supported the business through teaching.

I had the opportunity to join Metier 3 in Melbourne.

✓ **Sponsorship**
Networking

I led the design for the interior of the new Melbourne University Law School.


I continue to lead large-scale and complex projects.

✓ **Supportive family**

New Zealand born and educated, I benefited from having a consistent supportive family.

Roadblocks

I graduated during a recession

 Lead professional development and greenlight career paths through mentoring, identifying talent, and then backing those individuals. This can inform succession, update skillsets and facilitate generational exchange.

✓ **Sponsorship Networking**
Visible role model

I was introduced to Bates Smart director Jeff Copolov through former Metier 3 employee Deborah Low Choy and it was obvious there was a synergy of approach.

✓ **Sponsorship Networking**

I never asked for a promotion or to be on any type of project, preferring instead to let things happen naturally.

✓ **Sponsorship Networking**

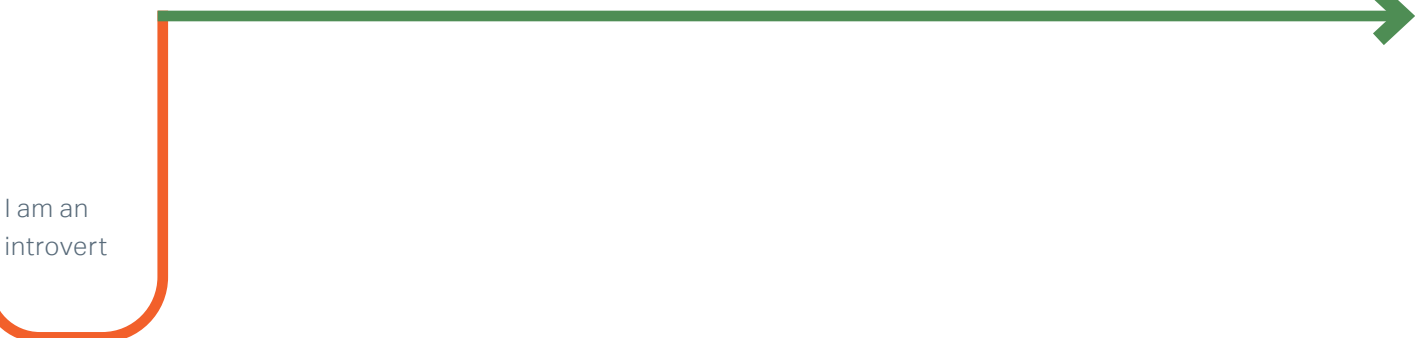
I was selected as Bates Smart's representative in the Future Focus Group, a business leadership program run by the Committee for Melbourne.

✓ **Access to finance to purchase business equity**

I became an equity partner.

I leaned on my abilities to communicate on an intimate level and form lasting, meaningful relationships, learning the art of communicating to larger groups.

I am an introvert



Green Light Pathway to Power Case Studies



Bianca Hung
 Director, Board Member and Equity Partner
 Hayball

✓ **Supportive family**
Financial support

Whilst I did not come from a wealthy family, my parents prioritised my education and worked hard to support me through all phases of education to provide me with the best chance for career advancement.

✓ **Mentor and sponsor**
Network

My university tutor became my first mentor and provided me with my first professional job opportunity and assisted me with navigating the profession.

✓ **Large scale experience**

Whilst my first professional job did not give me the direct and specific relevant experience required for registration, it provided me large scale project experience.

✓ **Mentor and**
Network

Through my
 I gained experience
 at Hayball


Roadblocks

I moved interstate after graduating without family support and contacts.

I gained registration after 7 years of professional experience. Partly due to working directly for a large developer instead of a traditional architectural practice.



Mentor guidance allowed me to understand and realise relevance in a non traditional role that could contribute to registration.

 The leadership team listened, advocated and actively identified roles to progress my career.

✓ **Sponsorship**
Pastrol care
Career pathway

I was mentored and sponsored by a senior male director and a supportive HR manager, where pastoral care is a priority.

My focus/ interest in interior architecture helped shape my career progression. I had the opportunity to lead large scale projects and was promoted by Hayball from Associate, Senior Associate, Team Leader and then to Board Director in 2017. (7yrs after joining Hayball.)

and sponsor

ny mentor,
employment

✓ **No career break**
Access to finance
to purchase
business equity

I worked full time since graduating. Not having a break until progressing to the Director role has assisted my progression. At the time of being offered Directorship I was in a financial position to purchase equity. Having a child later in my career has also allowed me to progressed to an executive role earlier.



Hayball as a practice has supported diverse leadership within it's ownership structure with the inclusion of a high proportion of female Principals together with varying backgrounds, race and age groups over the course of it's 40 years of practice.

Our formal internal mentoring program "GROW" is also a key part of career pathway development.

After 1 year career break to start a family, juggling a family with a small child and an executive role can be challenging, often with conflicting priorities.



Hayball's flexible and work from home policy has allowed me to balance family with an executive role.

Green Light Pathway to Power Case Studies



Anonymous
Project Leader
Large Practice

✓ Supportive family

Even though I came from a working class background, my parents prioritised my education. I studied at a selective school which has helped me getting into university.

✓ Supportive family
Financial support

I am the first in my family to go to university and they were very supportive during my degree. Even though I moved interstate to study, they continued to support me financially which meant I was able to study full time.

✓ Can focus

Once I got into my profession I have been able to work full time and often work long hours. This has allowed me to continue to study and have kids.

My family and I migrated to Australia when I was a teenager. We learnt English as a second language.

After graduating, it took me 4 years to get my first architectural job due to a combination of reasons: I graduated during a downturn, didn't have any industry network, and one of my immediate family members was very ill and I took on caring responsibilities.



Looking back, having a mentor then would have been helpful in gaining work earlier.

Issues on career

... into the
... n, I have
... e to focus
... on work,
... king long
... is will likely
... as I don't

✓ Mentor

I have a mentor to call on when I need career advice. I have also learnt to speak up and advocate for myself.



Practices should consider reflecting the diverse workforce of the architectural industry in the leadership team.

Consider transparent and tangible career progression framework to minimise bias.

Review diversity and gender pay gap.

Make this discussion paper available to industry leaders to raise awareness around power and privilege dynamics at play.

I have not had the time to get registered as I am generally working long hours on weekdays as well as weekends. I find myself too tired and don't have spare time to study for registration. I am also worried that taking time off to get registered will negatively affect my career growth as it will be seen as taking time off work.

As a gay, person of colour, it has not been easy to fit in, especially with the typical leadership demographic. In my experience I have to push past my feelings and hope that my work speaks for itself but this is not easy. I constantly see the same people getting promoted or favoured by directors, they are usually from the same background, race, gender and live in similar location - usually the North Shore.



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SJB

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