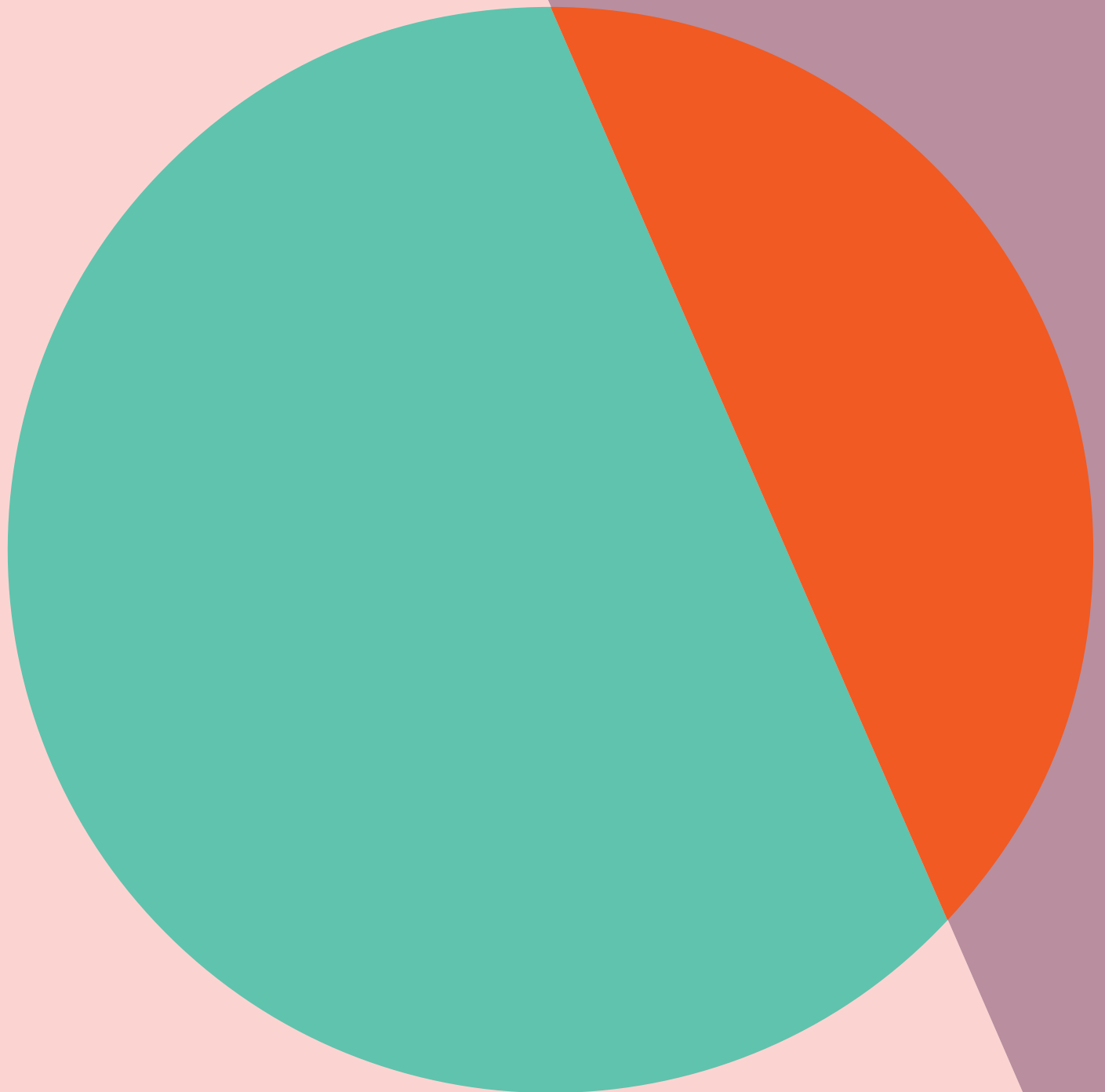


Architects  
Champions of Change

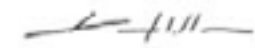
Progress Report



2018 / 2020

# Architects Champions of Change

We would like to acknowledge the Traditional Custodians of the land on which we live and practice and pay our respects to elders, past, present and emerging, whose knowledge has cared for, and will continue to care for Country. In particular, we would like to acknowledge the 60,000+ years of continuous engagement of this land by Aboriginal and Torres Strait culture. The journey of Aboriginal and Torres Strait Islander people and their knowledge of this land is incredibly rich – its importance to the future of our country should never be underestimated.



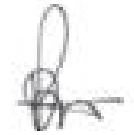
**Adam Haddow**  
SJB



**Ben Green**  
Tzannes



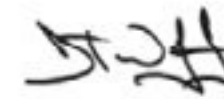
**Brian Clohessy**  
BVN



**Brett Hudson**  
Peddle Thorp



**David Randerson**  
DKO



**David Tordoff**  
Hayball



**Donal Challoner**  
Nettleton Tribe



**Gerard Corcoran**  
Hassell



**Jess Murphy**



**Joe Agius**  
COX



**John Prentice**  
Woods Bagot



**Justine Clark**



**Neil Stonell**  
Grimshaw



**Paul Brace**  
Crone



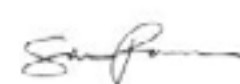
**Philip Vivian**  
Bates Smart



**Sandeep Amin**  
DesignInc



**Shaun Carter**  
Carter Williamson



**Simon Parsons**  
PTW

# Contents

1	Our challenge	6
2	Our commitment	10
2.1	Our Charter	12
2.2	Champions of Change Approach	14
3	Our process	18
3.1	Our Timeline	19
3.2	Listening and Learning	24
3.3	What We Heard	28

# Contents

4	Our actions	32
4.1	Our focus – 14 actions	33
4.2	Bias and Visibility	34
4.3	Conversations	36
4.4	Sponsorship	38
4.5	A Mentoring Culture	40
4.6	Safe Workplace Environments	42
4.7	Leadership Toolkit	46
4.8	Fundamental Enablers	48
4.9	All Roles Flex: Everyday	52
4.10	Role Descriptions	54
4.11	Resourcing Framework	56
4.12	Return to Work Guideline	58
4.13	Rethinking Talent	60
4.14	Executive Survey	62
4.15	Behavioural Charter	64
5	We measure	66
5.1	Gender Metrics	67
5.1.1	Representation	68
5.1.2	Recruitment and Promotion	74
5.1.3	Practical Actions	76
5.2	Submissions Ratio	88
5.2.1	Gender Mix Summary	89
5.2.2	By Sector	92
5.2.3	By Sector / Submissions Leader	93
5.2.4	By Construction Value	94
5.2.5	By Client Type	96
6	Our insights	98
7	Our future	108

The challenge is deceptively simple. Despite having been active participants in Australian architecture for well over a century, women (as a group) still face regular disadvantage and bias in the profession.

There still is a persistent gap between educational experiences and professional opportunity. Women have been graduating in approximately equal numbers for three decades, and yet they are STILL scarce in the senior levels of the profession no matter what measure is used.

This is a result of many interconnected, overlapping challenges. To name some of the most obvious: pay gaps persist – starting at graduation and getting bigger over time. Women are often the first out the door when an economic downturn strikes – and find it harder to get back in again. Narrow ideas about what an architect does, and looks like, still constrain many, with those working in allied fields are often excluded from the disciplinary conversations to which they could offer a meaningful contribution.

Women are all-too-frequently sidelined if they work flexibly or part time, and many do not return from a career break. On having children, too many women find themselves overlooked, assigned to lesser roles, or faced with assumptions that they are no longer committed to their work. And – in 2020 – some women STILL feel unsafe at work – whether due to the nagging discomfort of everyday sexism, or because of overt harassment and even assault.

Dealing with this litany of challenges saps emotional energy and requires constant strategic thinking – effort that other colleagues can simply pour into their work.

On top of all of this, is the broader challenge of fatigue and exhaustion. Why are we STILL talking about this? Surely it should have been dealt with decades ago? The first report into women in Australian architecture was published in 1986. It made excellent recommendations. None were enacted, as far as we know. More reports followed – in 1991, in 2005, in 2007. More excellent recommendations. Little action.

These are challenges for the profession, not simply challenges for individuals, or for women as a group. Architecture is facing difficult times. To find new paths ahead, we need more diversity of experience, more challenging thought and a wider range of expertise, not less. We cannot afford to waste all that talent and insight, hard work and commitment.

The good news is that recent years have seen substantial action and some progress. Following the latest bout of extensive public discussion – begun in 2012 – women are taking matters into their own hands. Women are becoming registered architects at massively increased rates. By 2016, the proportion

of women over 40 leaving the profession was the same as men of the same age. For the first time ever, women were not leaving at a higher rate. Many successful women willingly share their stories and advice and offer support to others – and a burgeoning number of platforms enable this creation of collective knowledge. There is also increasing acknowledgement that gender bias is detrimental to many men too, and that gender is not the only issue. Gender bias intersects with race and class to privilege some and impede others. Mental wellbeing is coming to the fore as a major issue, with many overlapping concerns.

There is now widespread acceptance from institutions, organisations and practices that there is a problem and many moves to make the changes required. The Champions of Change program is part of this extraordinary flurry of activity. It addresses another challenge – that while many women share a camaraderie and deep personal understanding of the issues listed above, the senior men in their professional lives are frequently oblivious and may reinscribe and reinforce the problems

(often unwittingly). Champions of Change seeks to change this – the strategy is to educate male leaders as a means to enable structural change. This last is fundamental – we simply don't have time to fix individual men, one at a time. We need systemic change, and we need it now!

This is underway. Policies and procedures are now embedded in some of Australia's largest architectural practices. Of course the Champions of Change program comes with its own challenges. It must avoid becoming "just another meeting to which I am not invited," as one recent survey participant described it. It must ensure that the program supports the extraordinary work that has been done by women leaders – for decades now. The Champions must walk alongside these women. They must ensure that new policies and procedures are deeply embedded in the cultures and habits of their practices – and that they will not fall away if the individual leaves. And the Champions too must find ways to combat the fatigue of this relentless work – this is a very long term project that we are all working on.

My experience of the program is that most of the Champions are seriously committed to change. They take their responsibilities seriously, are mindful of the pitfalls, and are keen to collaborate not dominate. The Implementation Leaders are doing fantastic work to embed change within the practices. I congratulate them on the work undertaken so far, and look forward to what they do next.

**Justine Clark**

Editor, Writer, Researcher and Critic

Co-founder, Parlour: gender, equity, architecture

Special Advisor to the Architects Champions of Change





We acknowledge

The importance of promoting and supporting equitable workplaces within the architecture profession.

We recognise

The value our collaboration and leadership can bring to addressing the systematic, often unintended and invisible effects that continue to impact on the participation, progression and attrition of women from within the architectural profession.

We commit to

Actively advancing gender equity across our practice, and to act as advocates for gender equality within the architectural profession.

We will achieve change by advancing

**Equity in Participation**

Taking action to support gender equity in relation to recruitment, retention, promotion, talent identification, succession planning and training.

**Equity in Leadership**

Taking action to improve gender equity in leadership positions.

**Equity in Pay**

Addressing the pay gap within our organisations.

**Flexible Workplace**

Enabling alternative and flexible career paths and working arrangements; and supporting employees in meeting family or carer responsibilities; embrace the changes made possible by Covid-19 and reassess how remote working can contribute to new flexible working arrangements.

**Consultative Workplace**

Developing consultation policies and strategies on issues concerning gender equity in the workplace.

**Safe Workplace**

Increased training to engender a safe workplace for everyone; being held to account when addressing harassment and bullying.

**Embrace a Diverse Working Culture**

Taking action to create a culture of mutual support, respect and understanding within workplaces.

**Advocacy**

Advocate for gender equality within the profession.

**Influence**

Work with Champions of Change process to have greater influence in the construction industry beyond architecture.

**A Representative Voice**

Action the Champions of Change Panel Pledge to advocate for diverse representation at industry and professional events.

**A Representative Profession**

Action representation in all tenders and submissions.

We agree to

- 1 commit to taking action
- 2 implement initiatives through policy
- 3 measure our progress
- 4 benchmark best practice
- 5 support and report annually on our response to the above.

# Champions of Change approach

## 2.2

The Champions of Change approach is to Listen, Learn and Lead through Action.

This involves listening to women peers, gender experts, and our own employees – both women and men. It means learning about existing thinking and what has and hasn't worked. This Listening and Learning must then translate into taking practical action, tracking the impact of our actions – including progress made, failures and lessons learned.



Our collaboration operates with four guiding principles

1

### Step up beside women

- Listen and learn from women's experience and leadership.
- Partner with women – a vision driven together is more likely to succeed.
- Take responsibility with women for accelerating improvement in our organisations.
- Advocate for women's representation.

2

### Prioritise achieving progress on women's representation

- Treat women's representation as a priority.
- Continuously listen and learn.
- Set targets that crystallise intent.
- Seek out innovative and effective approaches.
- Invest capital, time, and people to achieve our aspiration.

3

### Stand behind our numbers, sharing lessons learned

- Publish and share group results.
- Take action to remove obstacles to progress.

4

### Shift the system, not "fix women"

- Acknowledge and address systemic biases that get in the way of women's advancement.
- Avoid the limitation of solutions that put the onus on women to adapt.
- Recognise that advances for women are advances for men too.



# Panel pledge

We pledge to increase the visibility and contribution of women leaders in public and professional forums.

1

*Ask who the other panellists/speakers are, and how gender balance will be achieved.*

2

*As a condition of acceptance, state that you expect women will be on the panel and be able to participate in a meaningful way.*

3

*Reserve the right to withdraw, even at the last minute, should the finalised list be all male.*

4

*Suggest women from your network or point to resources available to identity women speakers.*

5

*Track the gender balance of panels you participate in and/or the outcomes of communicating your commitment to the pledge.*



2018-2020

Reflecting on the past three years, we have seen significant change on a number of levels. Strategically, we have seen new Champions replace former Champions in our originating NSW group; welcomed a new cohort of Champions with our National Group commencing; as well as appointing a Special Advisor who works alongside both groups. In terms of impact, 14 core actions were identified across both groups and work undertaken to make progress across each. The subsequent sections outline this work, our learnings and our progress against these actions. The timeline outlined below provides context and background to these actions and our progress.

2018

The NSW group conducted Listening and Learning sessions across their Australian-based practices, engaging over 300 participants. These workshops facilitated workplace conversations on progress and barriers to gender equity. The outputs from these sessions saw the necessary realisation that the work we had undertaken over 2015–2017 was just the beginning – the challenge of gender equity requires ongoing focus and effort and as we began to explore the feedback from the 2018 round of Listening and Learning sessions, we looked to iterate and elevate our actions further as well as move beyond architecture and agitate for cultural change in the construction industry more broadly.

During 2018, the NSW group endorsed the decision to expand the impact of Champions of Change within the architectural profession through an Expression of Interest process. We also saw changes with Crone and PTW Champions Nial Durney and Troy Uleman transitioning to Paul Brace and Simon Parsons respectively.

## 2019

We welcomed seven new Champions and their member practices to the Architect Champions of Change model – Sandeep Amin from DesignInc, Donal Challoner from Nettletontribe, Ben Green from Tzannes, Brett Hudson from Peddle Thorp, David Randerson from dKO, Neil Stonell from Grimshaw and David Tordoff from Hayball. Given the different starting points, the two groups operate and convene separately. These groups are known as the originating NSW group and the National group. In addition, we welcomed Justine Clark, co-founder and director of Parlour, as Special Advisor for both groups. This move consolidated a more integrative approach, bringing academic research within the industry and creating a closer alliance to the collective objective of gender equity within the profession.

The National group conducted Listening and Learning sessions across their Australian-based practices and engaged over 200 participants resulting in three focus areas, complimentary to the NSW group actions. Supporting both group agendas, the NSW group convened two Construction Roundtable discussions with key stakeholders including NSW Government, Property and Consult Australia Champion of Change groups alongside academics and researchers focused on gender equity and inclusive culture within the construction industry. The outcomes from these discussions have contributed to our own actions, focused specifically on a behavioural charter as well as supporting toolkits customised for the profession. We also undertook as one large cohort, a Sponsorship workshop which not only provided fundamental learnings on the concept and importance of Sponsorship but allowed us to embed and activate concepts through the networking and interactions that occurred after the session.

## 2020

The ongoing impact of the pandemic has fundamentally shifted and continues to shift our perspectives on all aspects of our lives, both professionally and personally. In response, we partnered with Parlour and the Architects Accreditation Council of Australia to develop the Work and Wellbeing survey, devised by Special Advisor Justine Clark, to help explore how we might adapt the current actions to meet new and evolving expectations.

The survey was open from 21 June–3 July 2020 and attracted a strong turnout of over 2000 responses from both Champions of Change practices and a broad cross-section of active individuals across Australian architecture and the built environment. The outcomes provided a detailed picture of respondents' working arrangements and conditions prior to the pandemic; experiences of the first stages of the pandemic; and significant insights into the potential for workplace changes that flow from these experiences. The insights revealed ambitions, hopes and commitments for the future of work within the profession, driving us to 'spring forward', rather than 'bouncing back'.

## As 2020 closes

As 2020 closes, we reflect on the depth and breadth of work undertaken over the past three years. We are seeing change – through our leadership actions as individuals, the practices we lead and the profession we are part of. This needs to be recognised and celebrated.

More broadly, our architectural group recognises the 10th anniversary of the establishment of the Male Champions of Change and our five year membership. Importantly, feedback from the majority of members and partners within the Champions of Change Coalition, confirmed that the Champions of Change strategy has evolved to the extent that the name "Male Champions of Change" is no longer appropriate for a number of reasons, most especially as coalition members are working side-by-side with many women leaders to accelerate



progress on gender equality. With members' endorsement across the 16 groups of leaders representing over 250 organisations nationally and internationally, we are formalising the change to realign our name to reflect our composition, our collaboration and positioning to support our growth and impact beyond 2020.

### Our future

The next year will see us amalgamate into one large Architectural Champions of Change Group, representing 16 practices. This will necessarily see a refinement in our approach and process with the opportunity to renew the Champions representing our member practices to include women leaders, assuring a reinvigoration and sharpening of our collective focus to listen, learn and lead better. We are acutely aware there is still so much more to do, and we are committed to the ongoing work required. We recognise there are many people playing their part to create and sustain this change and we commit to continuing to play our part in creating a better future for architecture together.



I would like to personally acknowledge the contributions of the Champions and Special Advisor, and particularly the Implementation Leaders of each practice.

These formal and informal leaders support and implement the actions identified and undertake the necessary work within the practices alongside the Champions across each of the focus groups. Leading the critical implementation streams of work are four individuals who navigate between the strategic conversations held with the Champions and the action-orientated work of implementation. Monica Edwards from SJB and Karen LeProvost from PTW for the NSW group and Thihoa Gill from Grimshaw and Chi Melham from Tzannes for the National group have all played a pivotal role in leading action and driving impact.

**Dr Jess Murphy**

*Convenor, Architects Champions of Change*

Engagement is pivotal to the Champion process of Listening, Learning and Leading through Action. Building connections via active listening, Champions received intimate and frank critique regarding the progression of gender equity in their practice.

They also heard meaningful insight into areas requiring attention and opportunity for impactful change. Focus groups were held across Australia, surveying close to five hundred practitioners in the NSW and National Champion groups. These listening and learning sessions targeted four core groups: women at all levels of experience, age and lifestyle choices; men with a similar demographic spread; senior women at director level or above, including equity and non-equity leaders; and senior men at an equal leadership level. Each session explored formal policies, structures, cultures and conditions that support women in senior positions; they identified barriers, obvious and subtle; negotiated the impact of recent change on the practice; and generated bold ideas to inspire Champion actions and thought leadership.

24

### Identified Themes

The following themes rang true across all participating practices suggesting industry structures and systems that hindered the development of women into leadership positions.

### NSW Group

#### **Flexibility**

Flexibility continues to be stifled by a lack of role models and a belief that project leaders need to be full time.

#### **Expectations of Commitment**

An 'always available' culture continues to pervade the industry contributing to clients expectations.

#### **Parental Leave and on-going support for those returning from career breaks**

Career breaks are seen as preventing progression and can be 'career killers'. Ongoing support required.

#### **Improved performance reviews and career planning**

A more structured approach and better focus on career planning can accelerate womens' careers and sustain them through career breaks. This process needs to be planned early in career.

#### **Networking**

Networking is usually undertaken after hours when women traditionally have family responsibilities.

#### **Mentorship**

Mentorship is difficult due to lack of women in senior positions.

## National Group

### **Culture**

Building a culture and creating an environment in which all people feel like they belong. This is challenged by a leftover culture of 'boys' clubs'.

### **Representation**

Emphasis on the importance of open and diverse workplaces which build a sense of belonging.

### **Bias**

A workplace culture which amplified traditional bias of roles inside and outside of work can impact progress and perception.

### **Talent Development**

Supported career planning in the early and middle stages of career can help set up progression in the future and is a significant factor in attracting and retaining all talent.

### **Role Models, Mentors and Sponsors**

Role models and mentors are valued, but a lack of diversity at the senior levels of practice is noticeable. Sponsorship is a key opportunity for consideration.

### **Resourcing**

Effective resourcing to minimise exclusion of those who are not full-time workers alongside tailoring roles to support continued growth.

### **Mainstreaming Flexibility**

Flexibility is the key to increasing the number of parents (often women) who stay, and progress, in architecture. There has been improvement however there is the opportunity to further develop the capability and desire to support flexible working practices.

### **Leave**

There is a perception that any type of extended leave is disruptive to your long-term career.

### **Pay Equity**

Pay disparity in architecture has both short-term and long-term impact; it can make women less likely to return after parental leave and also impacts superannuation and partnership equity.





Senior Female

The partnership structure has an intimacy to it that inhibits additional partners being added to the mix.

Male

.... when women are promoted it shouldn't be degraded by comments like 'she was promoted because she was a woman'.

Senior Female

There is a lack of senior women mentors in the office historically.

Male

I found the announcement to achieve a 50/50 gender split quite demotivating .... I don't see how I fit into that plan.

Senior Male

Women that have succeeded to leadership positions did so at a "certain stage in their life" - after they had established their career outside of the practice.

Male

There is an industry wide culture that projects an attitude of "there is no problem".

Senior Male

I don't give it any thought as to why we do or don't deal with women in a particular way. I don't go out of my way to think about it because I just think (that men and women are) all in the office working together.

Male

More communication around flexibility, availability of a broad range of training, mentoring and coaching, easily accessible by female colleagues.

Female

Diversity in the upper ranks will make it easier in the lower ranks to envision pathways to advancement.

Female

Full time is still seen as the norm.

Female

There is an on-going and persistent perception that those who do work flexible or part-time hours are not seen as being fully committed to a project or leadership roles.

Senior Female

Women are judged differently and scrutinised more harshly. There are also perceptions of powerful women as being 'ball breakers'.

Senior Male

Some staff, particular senior male staff, explained how unconscious bias training had significantly made a difference to the way they viewed colleagues in the workplace.

Female

There have been examples within the practice where specific leadership roles have been crafted to enable part-time working. It was noted it was important these worked with a project's program and within a specific client situation.

Senior Female

Employees may stay in the practice because of the flexibility we offer rather than the career opportunities that other practices might offer with less flexibility.

Female

Leave for families was considered biased towards females and should be available to fathers at the same rate/conditions.

Senior Male

The biggest challenge is to find appropriate roles that reflect their level of experience when returning to work.

# Our actions

4

# Our focus: 14 actions

- Individuals

Bias and Visibility  
Conversations  
Sponsorship  
A Mentoring Culture
- Practice

Safe Workplace Environments  
Leadership Toolkit  
Fundamental Enablers  
All Roles Flex: Everyday  
Roles Description  
Resourcing Framework  
Return to Work Guide  
Rethinking Talent
- Industry

Executive Survey  
Behavioural Charter

INDIVIDUALS	Bias and Visibility	Conversations	Sponsorship	Mentoring					
PRACTICE	Safe Workplace Environments	Leadership Toolkit	Fundamental Enablers	All Roles Flex: Everyday	Roles Description	Resourcing Framework	Return To Work Guide	Rethinking Talent	
INDUSTRY	Executive Survey	Behavioural Charter							

We Heard

A number of unconscious bias training sessions have been undertaken within various practices. This training is paramount to explaining what unconscious bias is and bringing awareness about how we can individually and collectively, overcome it in order to create a fair and ethical work environment where an individual’s talents and efforts are respected without bias.

Our  
Commitment

To raise awareness of unconscious bias within all of us and, through training, implement practical solutions for leaders, colleagues, and all practitioners to follow to overcome these biases and to create true visibility for those who struggle to find their voice in the work environment.

Objectives

- Increase awareness to unconscious bias / unconscious privilege and how this can negatively affect our work culture and environment.
- Recognise that unconscious bias / unconscious privilege can be combated individually as well as collectively through having a deeper understanding of what it is and following practical solutions presented by experts in the field.
- Build understanding of the benefits of removing unconscious bias to create greater visibility for those who may not have it, thus creating a fairer environment for all.
- Help promote conversations within practices to address unconscious bias and visibility to create a cultural shift in providing a safe and supportive work environment.
- Support women to develop and be visible, despite current male dominant leadership.

What we  
have done

We had organised unconscious bias training sessions with Dr Jess Murphy for July 2020. Due to the pandemic, we were unable to realise these. We are currently working with Dr Murphy to move the training to an online platform, which would give the below additional benefits:

- Reach a wider audience and for more people to attend the training.
- Enable content modifications of future sessions based on specific requirements by Practices.
- Organise regular sessions so that people can be updated over the course of their careers.
- Ability to share further resources using an online “Pathway Portal” for accessibility.
- Launching in February 2021 allows a fully customised experience including integrating the leadership tool kit into the overarching end-to-end experience for all.

Measurable  
Outcomes,  
Toolkits or Guides

- Collect feedback from attendees to inform content for future training sessions.
- Bias Awareness poster.

What we will  
continue to do

- Continue to work with Dr. Murphy to finalise the launch of the online bias training in February 2021.
- Bias training to the practice leadership team.
- Bias training to the whole of practice.

Dialogue with other actions

INDIVIDUALS	Bias and Visibility	Conversations	Sponsorship	Mentoring				
	Safe Workplace Environments	Leadership Toolkit	Fundamental Enablers	All Roles Flex: Everyday	Roles Description	Resourcing Framework	Return To Work Guide	Rethinking Talent
	Executive Survey	Behavioural Charter						

<u>We Heard</u>	Listening and Learning sessions and surveys uncovered a prevailing culture in the architecture profession where biases, favouritism, and little diversity continues to impede gender equity.
<u>Our Commitment</u>	To build cultural change, kick-start a cultural shift in the industry through open and upfront conversations on our behaviours, effective leadership, biases and diversity in practice.
<u>Objectives</u>	To implement events that allow practitioners to engage in open conversations around matters of gender equity.
<u>What we have done</u>	Prepared posters on the Leadership Toolkit and unconscious bias to influence incidental conversations.

<u>Measurable Outcomes, Toolkits or Guides</u>	<ul style="list-style-type: none"><li>– Attendance at events. Online events may be recorded and utilised for distribution.</li><li>– Behavioural Charter, Effective Leadership Toolkit and Bias and Visibility training.</li><li>– Measurable outcomes will be collected through gender metrics and submission ratios data.</li></ul>
<u>What we will continue to do</u>	<p>A series of events to inspire dialogue to propel cultural shifts, including:</p> <ul style="list-style-type: none"><li>– Morning tea</li><li>– Lunchtime presentations</li><li>– Presentation to leadership groups within practices</li><li>– Speaker series</li><li>– Networking events</li><li>– Industry events</li></ul>



Dialogue with other actions

INDIVIDUALS	Bias and Visibility	Conversations	Sponsorship	Mentoring					
PRACTICE	Safe Workplace Environments	Leadership Toolkit	Fundamental Enablers	All Roles Flex: Everyday	Roles Description	Resourcing Framework	Return To Work Guide	Rethinking Talent	
INDUSTRY	Executive Survey	Behavioural Charter							

We Heard

Listening and Learning sessions recognised that although mentorship exists in formal and informal ways across the profession, women persistently lacked sponsors tasked with raising their profile and advocating their capabilities for career-building roles. Currently in architectural practices, sponsorship happens in an ad-hoc informal way where decisions are made at the discretion of the individual leader, with little guidance, accountability, recognition, training or support. In this informal, individualised sponsorship system, without review and reporting, there is potential for biased decisions and exploitative practices where women, minority groups and introverts are especially vulnerable to exclusion.

Our Commitment

To take a critical look at the nature of sponsorship in the profession and propose a methodology to build awareness of the impact of bias on a diverse leadership.

- Objectives
- To address inequity and unconscious bias in career sponsorship.
  - To educate those with power to reflect and monitor their sponsorship habits.
  - To widen entrenched perceptions of leadership capability to tap into a wider pool of potential leaders.
  - To build awareness of different leadership styles and the benefits they can bring to practise.
  - To build a culture that supports sponsorship and advocacy of diverse talent.
  - To establish fair and transparent processes for opportunities.

What we have done

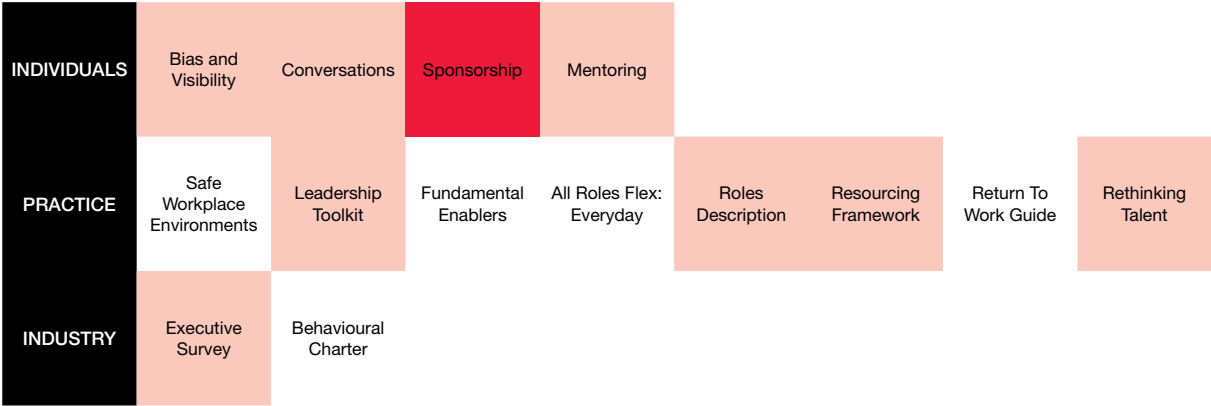
- Sponsorship workshop hosted by Dr Jess Murphy.

Measurable Outcomes, Toolkits or Guides

- Sponsorship Guideline.

- What we will continue to do
- To activate and embed sponsorship into existing business practices, including:
    - promotions
    - resourcing
    - performance reviews/career development
    - mentoring
    - transition points: ramp on ramp off
    - external communications
    - industry presentation and events
    - tenders and submissions
  - Set and communicate expectations, that to be a leader is to be a sponsor.
  - Practices support, reward and hold leaders accountable for sponsorship.
  - Leaders support individual’s career goals whilst aligning with long term interests of the practice.
  - Annual review of sponsorship and opportunities within practice to share insight and track pattern.

Dialogue with other actions

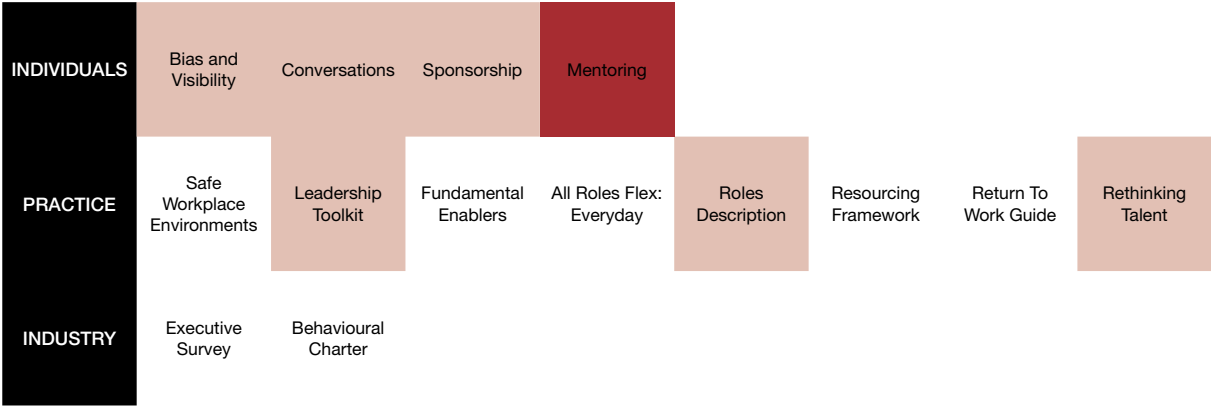




<u>We Heard</u>	Through feedback from the Listening and Learning sessions and subsequent group workshops, we learnt of the importance of mentoring in developing people’s skills; providing guidance to people as they develop through the profession; and to forge connections and professional networks. We have also learnt how a structured and considered mentoring program can mitigate the risks of unconscious and conscious bias within the senior levels of the profession to manage the natural inclination of mentors to select mentees similar to them.
<u>Our Commitment</u>	To create a series of tools and guidelines that will help individuals navigate mentoring opportunities; help practices and organisations that provide mentoring as well as assist in establishing and managing a mentoring program.
<u>Objectives</u>	<ul style="list-style-type: none"><li>– To enable people to navigate information on mentoring.</li><li>– Facilitate connections to groups or businesses that support, provide or manage mentoring.</li><li>– Provide guidelines on the types of mentoring to assist business with understanding the benefits and characteristics.</li><li>– Provide guidelines to each participant in a mentoring program.</li><li>– Provide a how-to guide to establish a mentoring program annually.</li><li>– Provide commentary on the relationship between unconscious bias and mentoring.</li><li>– Link to the role description matrix to assist in selecting and pairing participants as well as measuring the progress of the mentoring program.</li></ul>
<u>What we have done</u>	<ul style="list-style-type: none"><li>– Listening and learning workshops on mentoring.</li><li>– Literature review on mentoring in the context of the profession and more generally.</li><li>– Case studies of each practices current approach.</li><li>– Developed suite of relevant tools and guides.</li><li>– Consult with interested stakeholders, such as Parlour and Parc.</li></ul>

<u>Measurable Outcomes, Toolkits or Guides</u>	<ul style="list-style-type: none"><li>– Mentoring annual timeline.</li><li>– Mentoring type guidelines.</li><li>– Implementation guide.</li><li>– Participant guidelines.</li><li>– Participant questionnaire.</li><li>– Referral to external mentoring resources.</li><li>– Unconscious bias summary.</li><li>– Integration with Roles Description Toolkit to align career progression strategies.</li></ul>
<u>What we will continue to do</u>	<ul style="list-style-type: none"><li>– To have a clear outline of the areas of competency expected of architects and designers.</li><li>– To have clear expectations of the competency performance required at various career levels.</li></ul>

Dialogue with other actions



# Safe workplace environments

## 4.6

### We Heard

Listening and Learning sessions uncovered that sexual harassment and bullying can be challenging to identify and respond to, let alone prevent. This is generally compounded by the scale or structure of the business not accommodating a set of robust procedures and policies, or a culture where leadership is not aware of the importance of building a gender-equal culture. Furthermore, some staff expressed feeling under-supported on occasion, and lacking confidence in the process. They described the resulting environment as one where unacceptable behaviour goes unnoticed or unreported, thus having detrimental impacts on the practice and individuals, both men and in particular women.

### Our Commitment

- To provide a safe environment in and out of the office where people feel confident that they can communicate freely without jeopardising their career progression or the quality of their work. To understand that the most effective way of dealing with harassment and bullying is prevention, with resolution already a consequence of failure.
- Role modelling respectful behavior and taking responsibility for driving change and building inclusive cultures where all staff feel a sense of psychological safety.
- Placing greater emphasis on the prevention of sexual harassment and bullying, as well as other discriminatory behaviours, that perpetuate gender inequality.
- Implementing proven measures that lead to fair cultures where people can thrive and feel confident to communicate without fear of jeopardising their career progression or the quality of their work.

### Objectives

- Embed and normalise practice diversity (leadership responsibility).
- Facilitate conversations with staff of different profiles (gender, seniority etc) to better understand cultural and operational biases.
- Develop an effective prevention and response framework underpinned by the practices' commitment to gender equality.
- Pursue efforts to familiarise staff with the pitfalls of unconscious bias or lack of knowledge.

### What we have done

- Studied what constitutes sexual harassment and bullying in the workplace.
- Researched sexual harassment and bullying's drivers and consequences.
- Investigated best practice policies and approaches for prevention and response.
- Establish best practice criteria to respond to harassment or bullying by those outside the practice.
- Outlined the seven characteristics of a healthy, fair, productive and harassment-free practice.



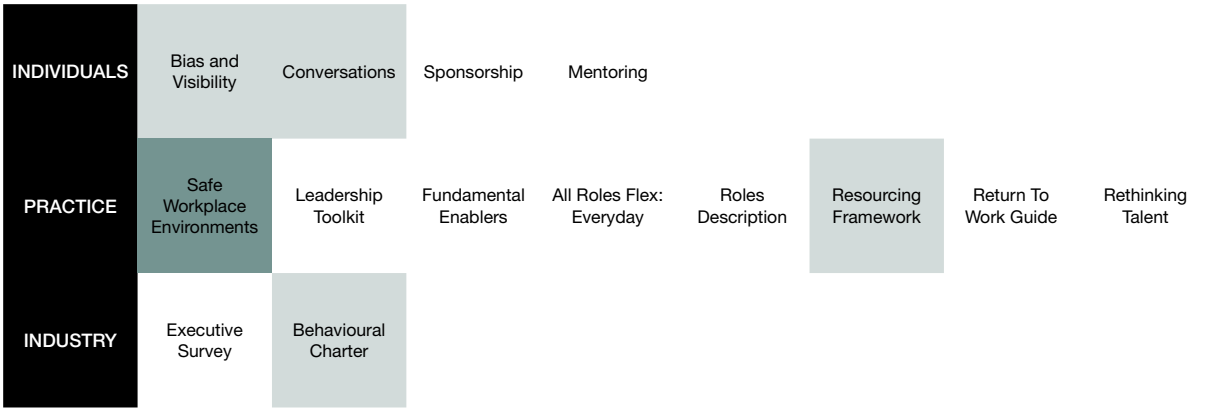
Measurable Outcomes, Toolkits or Guides

- Practical actions to build an inclusive and harassment-free culture.
- Key features of effective policies.
- Informal and formal procedures table.
- Training calendar.
- Grievance flowchart.
- List of further support and resources.
- Case studies.

What we will continue to do

- Keep championing practices’ genuine commitment to building an inclusive and respectful workplace culture.
- Ensure reports of inappropriate behaviour are taken seriously and addressed promptly and fairly (and treat sexual harassment and bullying as a work health and safety risk).
- Ensure all staff are trained in how to report unacceptable behaviour, shifting the responsibility away from the victim.
- Maintain regular practice touch points to keep this topic at the top of the agenda.
- Ensure there is a continuous cycle of monitoring, review and improvement of risk factors, policies and training.
- Prioritise prevention over response.
- Establish other policies that reflect practices’ commitment to workplace equality (i.e. flexible work arrangements, parental leave).
- Keep listening.

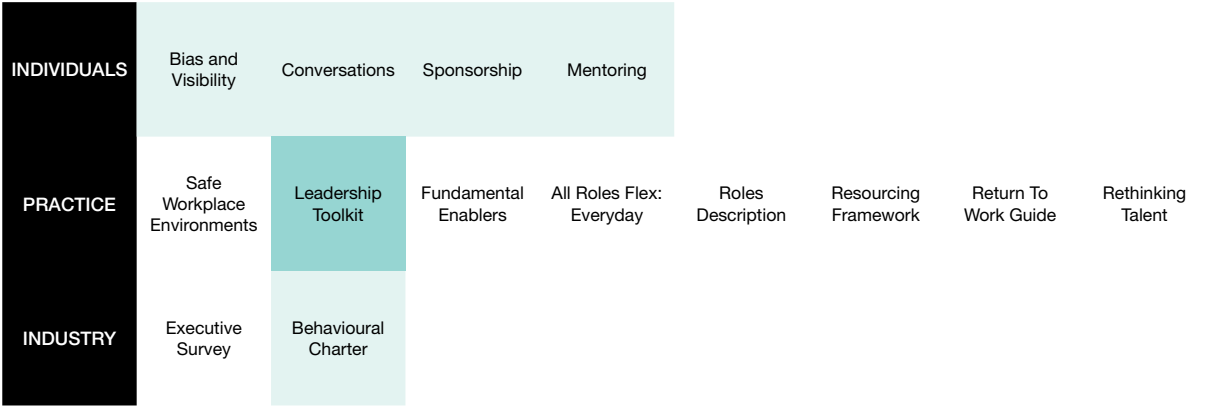
Dialogue with other actions



<u>We Heard</u>	An introspective analysis of the Champion leadership composition unveiled a mono-culture across leadership teams, often leading to limited diversity in leadership styles. It was observed that this was likely due to assumptions on how leaders should look and act. Listening and Learning sessions uncovered a general desire to develop leadership capability to be supportive, communicate effectively and act with fairness to encourage a diverse group to scale the leadership ladder together and nurture an effective, safe and respectful workplace.
<u>Our Commitment</u>	The Leadership Toolkit is a helpful document for all practitioners, regardless of age, status or experience. It arms practitioners with the tools to stand up and step in to influence positive cultural change. The toolkit lists best practice leadership with the ultimate goal of enabling a diverse, supportive and thriving work culture that will benefit the personal development of all individuals.
<u>Objectives</u>	<ul style="list-style-type: none"><li>– Create a ‘touchstone’ document that summarises and clarifies how to engage with issues of gender equity within the construction industry.</li><li>– Empower and encourage industry practitioners at all levels to demonstrate leadership on issues of gender equity.</li><li>– Encourage management within the industry to contribute to positive cultural change.</li><li>– Enable emerging and current leaders within the industry to adopt simple leadership actions toward improving the working culture of practices.</li><li>– Improve the office and industry culture towards a more diverse and respectful environment.</li></ul>

<u>What we have done</u>	<ul style="list-style-type: none"><li>– Analysed the industry culture and the leadership within our practises.</li><li>– Develop a series of tips for practitioners to show leadership and manage scenarios to promote diversity.</li><li>– Created a Leadership Toolkit with engaging graphics to ensure the message reaches a wider audience.</li></ul>
<u>Measurable Outcomes, Toolkits or Guides</u>	<ul style="list-style-type: none"><li>– Leadership Toolkit.</li><li>– Leadership Toolkit Posters.</li><li>– Leadership Toolkit Illustrations for Instagram / Social Media.</li></ul>
<u>What we will continue to do</u>	<ul style="list-style-type: none"><li>– Online launch of the Leadership Toolkit (including engagement with social media platforms to engage a wider audience).</li><li>– Create conversations around the Toolkit. Incorporate feedback in future revisions of the toolkit.</li><li>– Promotion of Industry-wide publication and awareness of the Leadership Toolkit.</li><li>– Evaluate and measure the effect of the Leadership Toolkit on the office culture.</li></ul>

Dialogue with other actions





We Heard

Listening and Learning sessions highlighted the need for a coordinated approach to Flexibility and Parental Leave. Sessions revealed that a progressive parental leave policy was meaningless without a supportive and ever adaptable approach to a flexible working life. Further, flexibility needed to move beyond being a parental issue to that of a workplace issue, accessible by all.

In 2020, the global pandemic demonstrated how quickly the industry was able to adapt to working remotely and highlighted how agile workplaces could be when forced. Additional Listening and Learning sessions, as well as industry surveys through COVID-19 highlighted the broader need for practices to provide more strategic support around flexibility and review how a balance of remote working can allow individuals and practices to work differently.

Our  
Commitment

- To acknowledge that progressive parental leave and flexibility policies are the cornerstone of an effective response to gender equity and career progression - they are the fundamental enablers.
- We commit to building policies which eliminate gender and promotes a workplace that permits a sustainable working life.
- Post COVID-19, it is critical that we don't lose this once in a lifetime opportunity to experience the benefits of a flexible working environment that empowers us all to succeed.
- We are committed to supporting career breaks and reducing the financial and professional impact that can be associated with taking them.

Objectives

- To develop a culture that supports flexible working.
- To develop a policy that enables flexible working.
- To shape an equitable working environment reflected in an equitable approach to policy, initiatives and entitlements.
- To encourage career breaks, recognising that they are a vital part of our working lives.
- To develop policy that sees care responsibilities shared across parenting teams, offering young people the opportunity to spend equal amounts of time with individual parents.
- To ensure all individuals have access to financial and professional support regardless of their family unit.
- Provide a framework to strike a balance for both individuals and practice to navigate changing individual circumstances.
- Recognition that the success of a parental policy lies in a strategic approach which scaffolds and develops individuals before parenthood and supports the transition to an effective workplace after parenthood.

What we  
have done

- Completed surveys and undertook best practice and exemplar policy research.
- Created a Flex matrix to identify the key considerations for flexible working and provided a methodology to commit to and track improvements over time.
- Created a policy template to align with the commitments in the matrix.
- Created a Flexibility and Culture Toolkit which outlines key initiatives and addresses how cultural change is an integral part of flexible working.
- Created a Parental Leave Toolkit which broadens the strategies beyond the leave entitlements and considers the importance of key initiatives before and strong support after leave.
- Created a parental leave calculator to allow practices to measure the return on investment of a parental leave policy.

Measurable Outcomes, Toolkits or Guides

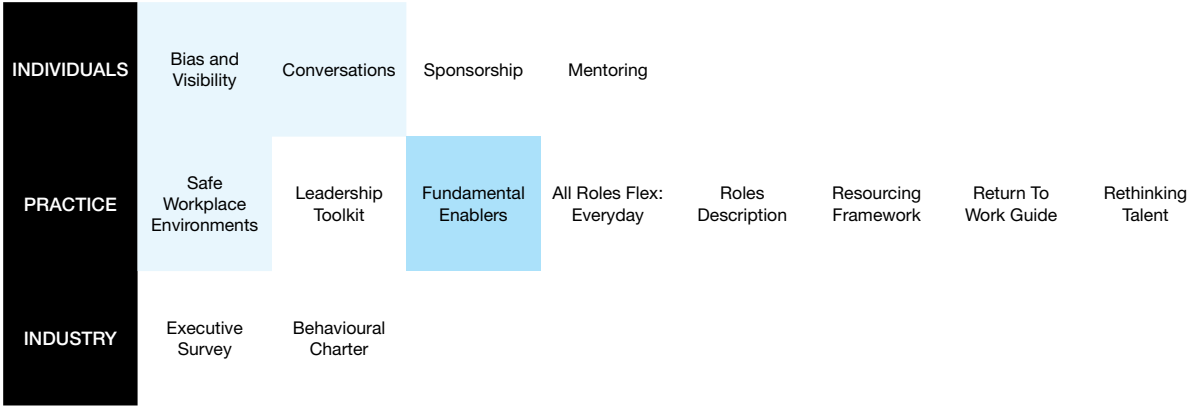
- A Flexible Working Toolkit.
- A Parental Leave Toolkit.
- A Flex matrix.
- A benchmark industry best practice Parental Leave matrix.
- A parental leave calculator.

What we will continue to do

- Continue to review and research best practice standards to refine our policy.
- Review and assess the data, survey results and listening and learning sessions.
- Monitor and measure the metrics around flexible working to provide an informed business case for productivity levels.
- Advocate and support initiatives to help more practices adopt a flexible working strategy.
- Advocate and encourage practices to adopt a parental leave policy.



Dialogue with other actions





We Heard

After implementing the “All Roles Flex” policy in 2017, the NSW Champion practices have navigated through the everyday successes and challenges of their flexibility policy and attested that there is no ‘one size fit all’ flexible working arrangement that suits each employee and the employer. Through practice-wide Listening and Learning exercises and regular flex surveys, the practices have identified that not all are on the same stages in the journey to providing flexible workplace for all employees and have gained insight and experience through trials and shared experiences. The effectiveness of the policy relies on a supportive culture and leaderships that consistently value and promote flexibility for all employees through open communications with trust and transparency, and mutual commitments from all parties involved.

Our Commitment

- To continue advocating an open and transparent flex policy where collaborative culture, supportive leadership, and staff engagement are essential.
- To shift away from the perception of flexible working as a benefit or value-add to retain and attract talent, and a diversity tool in workplaces, to flexible working being ‘the new normal’ and here to stay.
- To foster an effective, collaborative and healthy workplace, where individuals feel supported if they choose to work flexibly and where meaningful and rewarding career opportunities are available.

Objectives

- To provide a dynamic framework that supports different needs and circumstances and is adaptable to meet the expectations of current practice.
- To improve communications and transparency surrounding flex to ensure roles, realistic expectations and availability are set out and communicated clearly to all parties.
- To develop a communication tool that encourages staff engagement and to give people the ability to inform their whereabouts and make flex part of our everyday.

What we have done

- To promote a workplace culture that celebrates choice and encourages flex across all genders.
- To track and conduct more regular practice-wide surveys to ensure our flex policy is still current and relevant.
- Implemented and adapted the All Roles Flex policy to suit our practice culture.
- Ensured our flex policy interacts with other policies within our practice.
- Conducted practice-wide listening and learning exercises and regular flex surveys.
- Measured the flex working arrangements and engagement within the workplace.
- Ensured our flex policy is well supported and promoted with our leadership team leading by example.
- Gained insights from Champion practices case studies on their flex implementation, policy and engagement.
- We have gained and continue to gain insights from Covid-19 in regard to shared insights, data/feedback from individual practice surveys and the Parlour Survey.

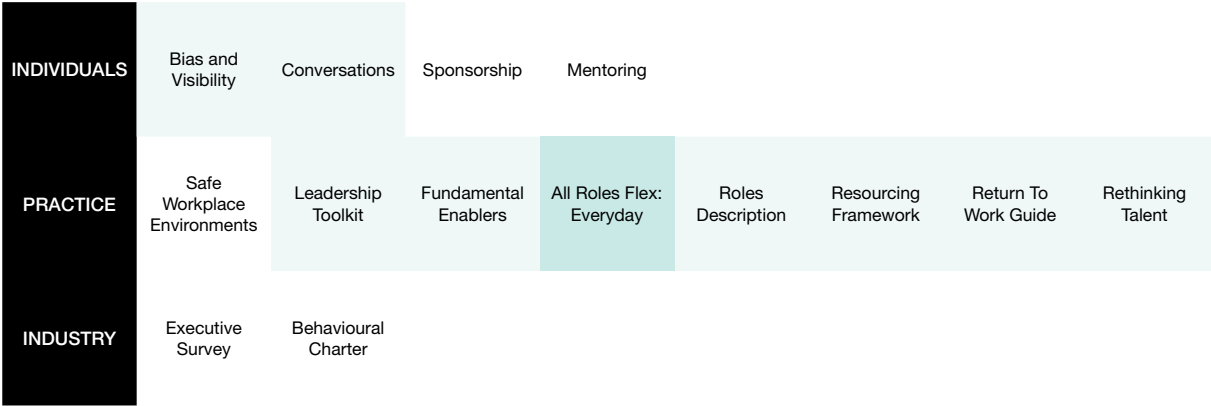
Measurable Outcomes, Toolkits or Guides

- All Roles Flex 3 Toolkit.

What we will continue to do

- To maintain a flexibility policy that provides support, choice and flexibility for all individuals.
- To continue tracking and monitoring gender metrics and staff engagement on flex.
- To update the All Roles Flex template and guideline to adapt to current work practices and reflect lessons learnt.
- To continue surveying responses and attitudes on flexible working arrangements.

Dialogue with other actions



<u>We Heard</u>	Feedback from Listening and Learning sessions described the challenges individuals experienced managing their career effectively, often heightened by a lack of transparency in practice regarding career progression and promotion. The expectations of what a role entails changes over time and many of the competencies required for advancement are not clear. This applies in particular to soft-skills and business management which are often not clearly articulated in role descriptions and not actively taught or mentored. The result can be that the qualities expected for promotion are not understood and not easily measured.
<u>Our Commitment</u>	<ul style="list-style-type: none"><li>– To create a role description matrix as a visual guide that describes technical, business and soft skills against expected levels of competency for various career stages.</li><li>– To provide a tool for mapping career advancement and areas for personal and professional development.</li><li>– To provide a tool to inform mentoring programmes or training to specific areas of personal development.</li><li>– To provide a tool to assist with describing roles within an organisation, where competency levels are determined by business needs.</li><li>– To provide a tool to shape the profile of a practice.</li><li>– To provide a tool for use as a resourcing gap analysis.</li></ul>
<u>Objectives</u>	<ul style="list-style-type: none"><li>– Develop a visually supported role description matrix.</li><li>– Provide a tool to map capability and experience progression.</li><li>– Provide a tool to measure achievement to support career promotion.</li><li>– Provide a skills competency tool that maps a whole of practices capability.</li></ul>

<u>What we have done</u>	<ul style="list-style-type: none"><li>– Reviewed how various practices described their role positions.</li><li>– Developed role criteria beyond the less technical.</li><li>– Created a role description matrix criteria/competency levels.</li><li>– Pilot study of various practices with selected staff for feedback.</li></ul>
<u>Measurable Outcomes, Toolkits or Guides</u>	<ul style="list-style-type: none"><li>– Customisable role description matrix.</li><li>– Suggested role criteria and glossary of terms.</li><li>– Prepared an Implementation Guide.</li></ul>
<u>What we will continue to do</u>	<ul style="list-style-type: none"><li>– To have a clear outline of the areas of competency expected of architects and designers.</li><li>– To have clear expectations of the competency performance required at various career levels.</li><li>– Launch the pilot program within the Champions of Change practices.</li><li>– Monitor and measure the outcomes.</li><li>– Review and refine the matrix after the trial period.</li></ul>

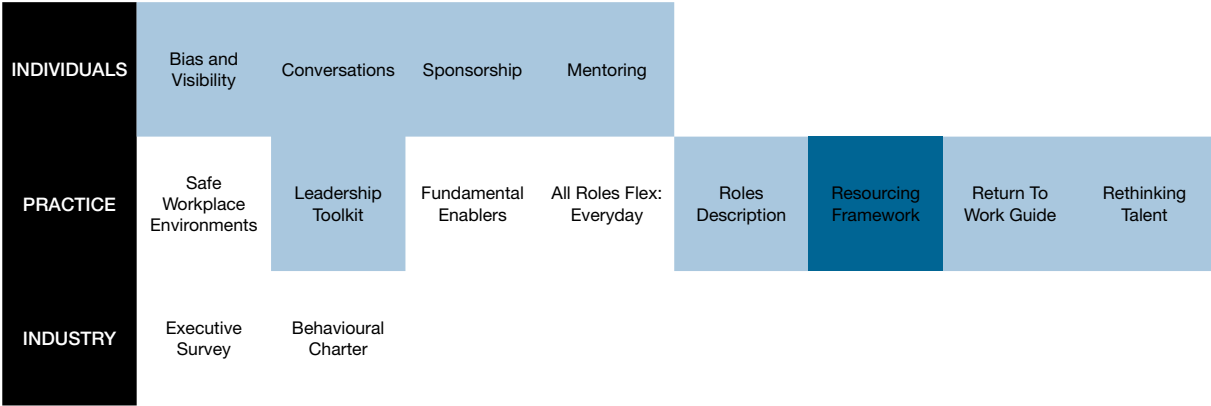
Dialogue with other actions

INDIVIDUALS	Bias and Visibility	Conversations	Sponsorship	Mentoring				
PRACTICE	Safe Workplace Environments	Leadership Toolkit	Fundamental Enablers	All Roles Flex: Everyday	Roles Description	Resourcing Framework	Return To Work Guide	Rethinking Talent
INDUSTRY	Executive Survey	Behavioural Charter						

<u>We Heard</u>	The Listening and Learning sessions exposed that part-time or flexible employees are less likely to ask for opportunities, and as a result, are often overlooked. In Australia, women take 95% of the parental leave and it is mostly women that take the option to return to work part-time. This pattern has historically affected the long-term career progression of women in the profession.
<u>Our Commitment</u>	To review resourcing across all levels of practice to ensure a fair and equitable distribution of opportunity regardless of working patterns. Providing opportunity to a wider, diverse pool of employees will accelerate career pathways leading to recognition and promotion.
<u>Objectives</u>	<div><div>– To prepare a Resourcing Framework guide developed to check and monitor employee opportunity.</div><div>– To overlay a strategic approach to resourcing opportunity within each practice which prioritises leadership diversity and full representation.</div></div>
<u>What we have done</u>	<div><div>– Curated detailed Listening and Learning sessions to understand promotion and opportunity distribution in practice and its short term and long term impact on individuals.</div><div>– Researched best practises for an equitable approach to promotion, learning from the success and challenges experience by other industries.</div><div>– Identified two key action areas to streamline progression - resource allocation and opportunity; and the strategic development of individuals through training, experience and networks.</div><div>– Drafted an implementation guide to support Champion practices with tackling assumptions which inhibit the distribution of opportunity and leadership pathways.</div></div>

<u>Measurable Outcomes, Toolkits or Guides</u>	<div>– Resourcing Framework Guide.</div>
<u>What we will continue to do</u>	<div><div>– Review and monitor resourcing.</div><div>– Report on the gender profile of promotions and action inequity where identified.</div><div>– Report on the gender profile of career-defining projects and adjust team build-up where distribution is skewed to gender, working profile or cultural background.</div></div>

Dialogue with other actions



We Heard

The Listening and Learning sessions tabled the many challenges faced by individuals returning from parental leave or an extended career break. Many realise that the workplace has changed over their period of absence and there are sensitivities around building familiarity. Many struggle with balancing work and life commitments, particularly if caring arrangements are compromised. Many are underwhelmed by their professional work, fitting into roles which others believe are best suited for their availability. Many frequently feel overlooked for leadership pathway opportunities. Many are struggling with affording care on reduced hours. Many feel unsupported with limited access to influential leadership or even adequate resourcing support. We heard that those returning from a career break are an untapped, highly efficient resource that when utilised effectively could see enormous benefit to practice.

Our Commitment

To promote and offer career opportunities and invest in people to grow and develop. We are committed to hold leaders accountable for progress in a fair distribution of opportunity through guides and checklists.

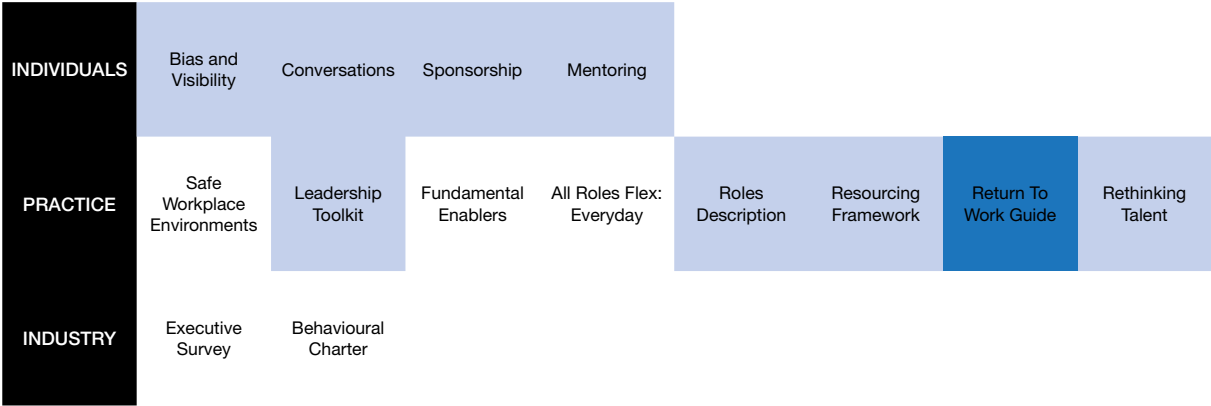
Objectives

To provide a guideline and checklist to successfully on-ramp employees return to the workplace after extended career breaks and an uplift in personal caring responsibilities, ensuring they have a succession plan designed for success.

- What we have done
- Surveyed parents returning from work within a 0-2 year period, 2-5 year period and 5-10 year period to understand patterns of practice.
  - Researched global best practise for on-ramping and off-ramping.
  - Developed a working guideline for those returning from a career break with a focus on returning parents with increased care responsibilities.
  - Tested the sensitivity of the language we use to provide a gender neutral tool.

- Measurable Outcomes, Toolkits or Guides
- Career Pathway Return to Work Guide.
- What we will continue to do
- Establish an on-ramp and off-ramp task force in each practice to embed the guideline in practice policy and procedure.
  - Proactively target individuals embarking on a career break or returning from a career break to support them with a return to work strategy plan.
  - Measure and review processes with an action plan for prioritising improvement.
  - Advocate on the issue through conversations recognising that real cultural change will take place with the a shared responsibility from leadership and individuals.

Dialogue with other actions





## We Heard

The Listening and Learning sessions revealed a disconnect between perception and capability as individuals traverse and invest in their career. Many spoke of a desire to be recognised for their talent, skill, capability and individual assets, yet they often found themselves having to circumnavigate the assumptions of others, particularly those with power to influence promotion and opportunity. This frequently led to situations where talent and potential was underutilised, misappropriated or even thwarted, often based on stereotypes or unwritten rules having serious implications on the capacity for some individuals to demonstrate their talent and potential for growth. Known and unknown biases are widespread in the profession at all scales and sectors of practice. The Listening and Learning sessions laid bare an urgent desire to tackle their influence over career progression and leadership pathways.

## Our Commitment

To research best practices and provide tools to eliminate the influence of bias in the talent identification process.

## Objectives

- To chart current talent identification processes across Champion practices.
- Understand self-promotion patterns and impact on career pathways.
- Investigate best practise globally for a fair approach to talent and overlay on architectural processes.
- Collect tools for implementation collating in a practical, easy-to-read implementation guide.
- Seek commitment from Champion practices to monitor bias in leadership pathways and report on it.
- Advocate for targets and goal-setting as a change management tool.





What we have done

- Mapped the influence of bias over the recruitment, promotion and talent identification processes.
- Developed an overarching strategy to compensate the influence of bias on the profession.
- Researched best practice to mitigate and monitor bias in attracting talent, recognising talent, resourcing talent and retaining talent.
- Working with the data collected from the Executive Survey to target leadership pathway patterns that imply the presence of bias.

Measurable Outcomes, Toolkits or Guides

- Guidebook Rethinking Talent: disrupting how we view talent and leadership in architecture.
- Checklists to actively monitor bias creep.

What we will continue to do

- Undertake regular bias checks across recruitment, promotion and talent identification process.
- Bias training to the practice leadership team.
- Bias training to the whole of practice.
- Implement a conversations talking series and social media strategy to challenge perceptions on talent and leadership in the profession.
- Review the potential to set targets for diverse leadership across practice, including addressing intersections.
- Monitor and measure the outcomes.

Dialogue with other actions

INDIVIDUALS	Bias and Visibility	Conversations	Sponsorship	Mentoring				
	Safe Workplace Environments	Leadership Toolkit	Fundamental Enablers	All Roles Flex: Everyday	Roles Description	Resourcing Framework	Return To Work Guide	Rethinking Talent
	Executive Survey	Behavioural Charter						



We Heard

Our senior teams are often similar, indicating patterns that persistently demonstrate the exclusion of a representative leadership, especially when viewed with a gender, race or socio-economic lens. For some, their leadership pathway is strictly linear - work hard, be dedicated, demonstrate loyalty and business ownership will come your way. For others, it is not that simple with pathways to leadership fraught with challenges, twists, tests and turns. These experiences indicate the bias of privilege in leadership pathways. The Listening and Learning sessions surveyed deep concerns from emerging practitioners, curious to uncover how senior leaders maximise their leadership potential within the profession.

Our Commitment

Through the participation of Champions and their fellow leaders, we commit to surveying the leadership profile of Champion practices. The data collected will:

- offer a reasonable sample to describe leadership today
- provide a road map for emerging leaders attempting to navigate the unwritten rules in leadership pathways
- list leadership patterns articulating those that limit the potential for a diverse senior teams
- provide an opportunity to cultivate a ‘pay-it-forward’ ethos through evidence based structured sponsorship

The objective of this survey is to record leadership patterns in our profession and identify up-and-coming trends. This information will tap into other actions as evidence-based research to build a representative leadership group.

Objectives

- The Executive Survey 2020 will measure the spectrum of privilege across:
  - demographic and social background
  - education and qualification
  - pathway to promotion
  - cultural background

What we have done

- Prepared a 60 question survey, covering the topics of demographic, social background, education and qualification, and pathway to promotion.
- Given the sensitivity of the information, assessed several data collection platforms.
- Explore options to communicate the data in an easy-to-read format.

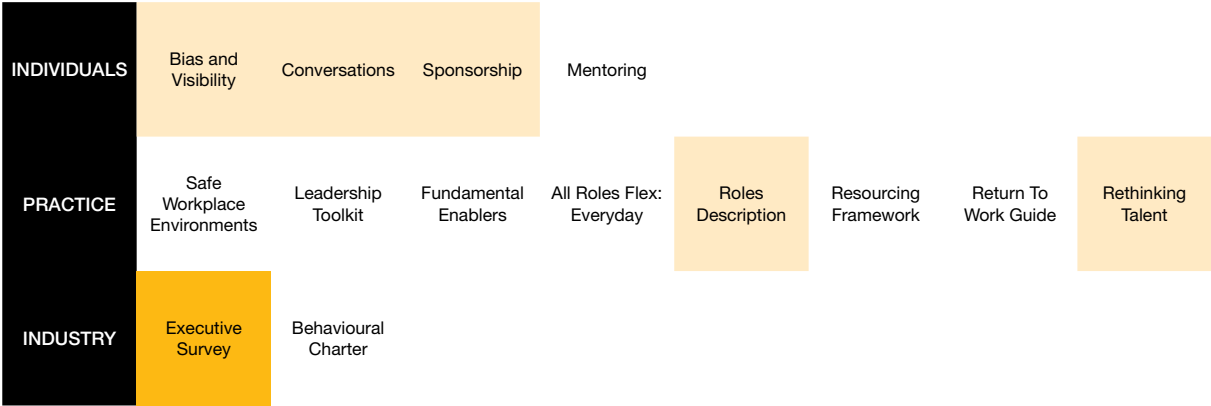
Measurable Outcomes, Toolkits or Guides

- Career Pathways Executive Survey data and summary.

What we will continue to do

- Undertake the survey over the 2020 annual break.
- Use the data to inform other actions.
- Repeat the survey at regular intervals to track change.

Dialogue with other actions



We Heard

Listening and Learning sessions documented negative or discriminatory behaviour towards individuals on construction sites, external meetings and internal interactions. Anecdotes chronicled how unacceptable behaviour in the construction industry was often unheard or dismissed. The need for support, respect and understanding were highlighted by individuals as requiring attention by the Champion team.

Our Commitment

We commit to highlight negative behaviours with the construction industry and to provide action towards encouraging contractors, developers, architects and consultant teams, to act with integrity; proactively supporting and promoting behaviour that nurtures a respectful and diverse culture.

Objectives

To establish a code of conduct aimed at eliminating unacceptable behaviour and discrimination in the construction industry. The written charter will be signed by Champion practices, and where possible, included within Client Architect Agreements, employment contracts and practice discrimination policies.

What we have done

- Anonymous interviews with individuals experiencing negative behaviour, discrimination or bullying.
- Collated the research into a summary of key points.
- Researched best practise on behavioural and discrimination policies.
- Presented a draft behavioural charter to the Champions collective.
- Created an incident proforma for individuals to log unacceptable behaviour and map response action.
- Revised the Charter to include a definition of professional conduct; itemised themes to address; proposed mitigation strategies for each theme; and supplemented with behaviour to encourage.

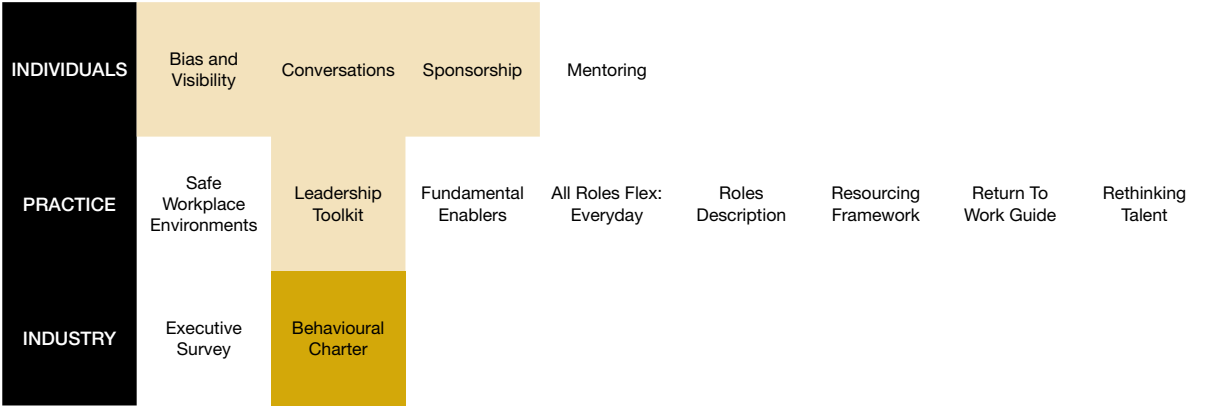
Measurable Outcomes, Toolkits or Guides

- Behavioural Charter.
- Behavioural Charter poster.
- Incident Proforma.

What we will continue to do

- Monitor the effectiveness of the charter via conversations with Human Resources.
- Implement anonymous reporting with an avenue for support, if required.
- Promote a culture of behavioural expectations through conversations and advocacy.
- Measure and track incident proforma.
- Annual review of incident proforma, seeking patterns and areas for policy or procedure change.

Dialogue with other actions



Objectives

- To ensure each practice has a numerical understanding of their practice diversity, track changes over time and simplifying strategies for improvement.
- To report consistently across each practice for ease of comparison, transparency and detail.
- To provide accurate information which enables the setting of targets for improvement in gender reporting.
- Address gender pay gap.

What we have done

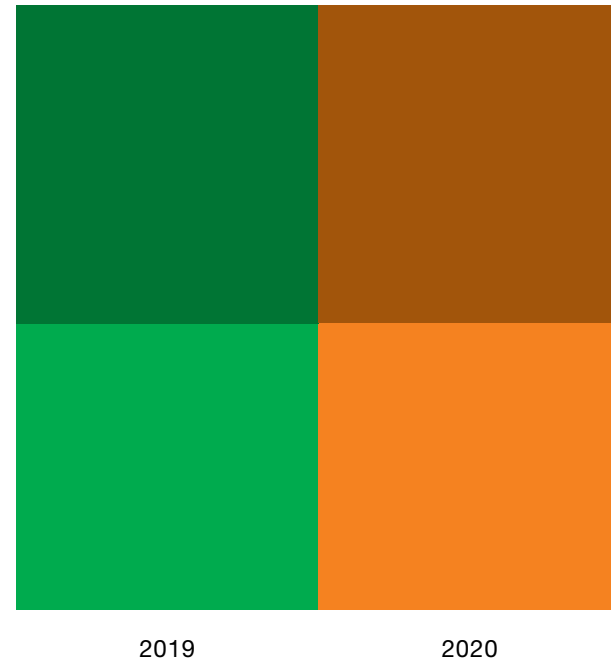
- Measured gender metrics annually since 2015.
- Committed to annual reporting for each practice, both externally and internally.
- Entered negotiations with leadership team to set meaningful and achievable targets.
- Researched the impact of traditional partnership structures on business ownership and gender metrics.

What we will do

- Continue reporting annually.
- Identify and action opportunities for improvement.
- Review pay equity and the gender pay gap building towards full transparency.
- Hold ourselves accountable through annual internal and external reporting on our progress in delivering on our commitments to gender diversity.

This report uses the WGEA reporting criteria for role descriptions defined as follows:

CEO	head of business or highest-ranked officer in Australia
Key management personnel	represent at least one of an entity's major functions – for example head of operations or head of finance – and make organisation-wide decisions with the CEO
Other executives and general managers	responsible for a department or business unit within an entity
Senior managers	responsible for one or more functions, departments or outcomes for an entity
Other managers	responsible for operational functions
Non-managers	all other roles



## Overall

**2019**  
1478 female combined employees  
1641 male combined employee

■ 47.4% women  
■ 52.8% men

**2020**  
1492 female combined employees  
1641 male combined employees

■ 47.6% women  
■ 52.4% men



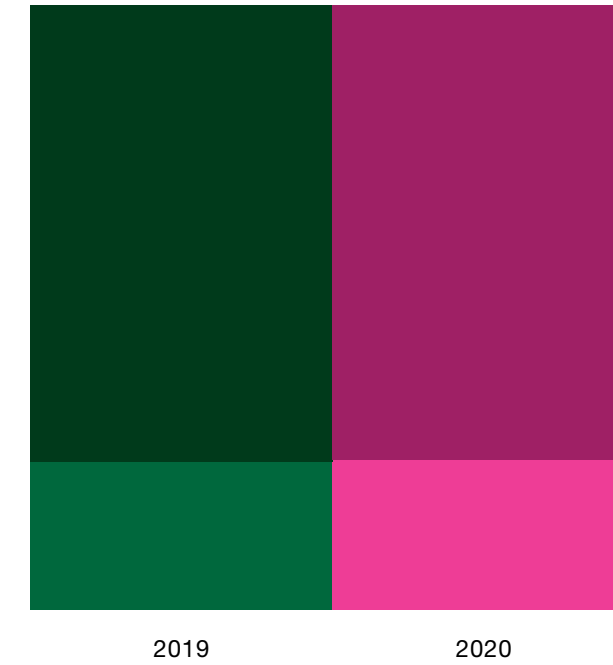
## CEO's

**2019**  
5 female combined CEOs  
23 male CEOs

■ 17.9% women  
■ 82.1% men

**2020**  
5 female combined CEOs  
24 male CEOs

■ 17.2% women  
■ 82.8% men



## Key Management Personnel

**2019**  
45 female combined key managers  
138 male combined key managers

■ 24.6% women  
■ 75.4% men

**2020**  
43 female combined key managers  
130 male combined key managers

■ 24.9% women  
■ 75.1% men



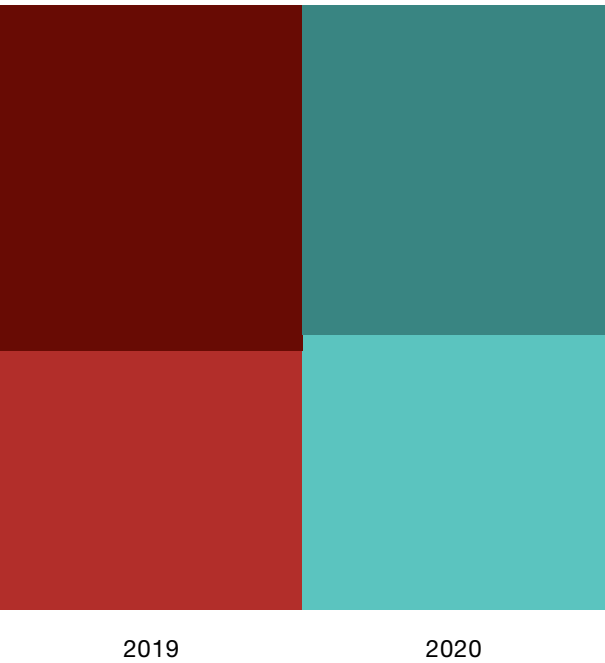
## Other Executives General Managers

**2019**  
41 female other executives / general managers  
88 male other executives / general managers

■ 31.8% women  
■ 68.2% men

**2020**  
53 female other executives / general managers  
91 male other executives / general managers

■ 36.8% women  
■ 63.2% men



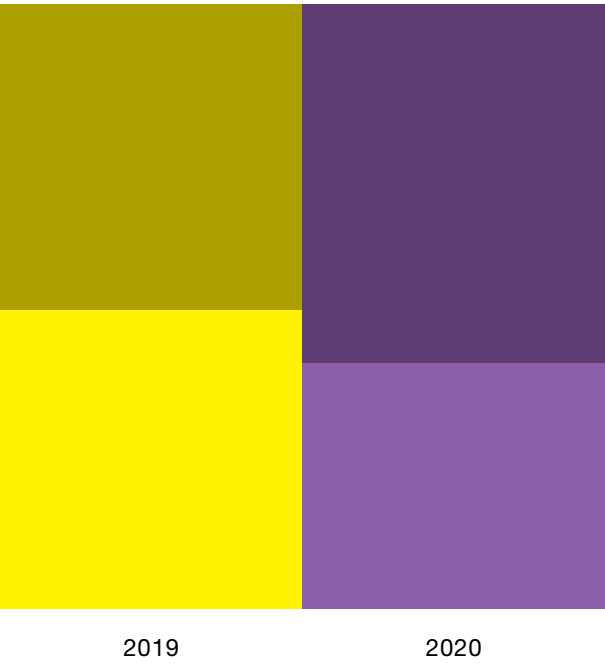
Senior Managers

**2019**  
106 female senior managers  
141 male senior managers

■ 42.9% women  
■ 57.1% men

**2020**  
118 female senior managers  
141 male senior managers

■ 45.6% women  
■ 54.4% men



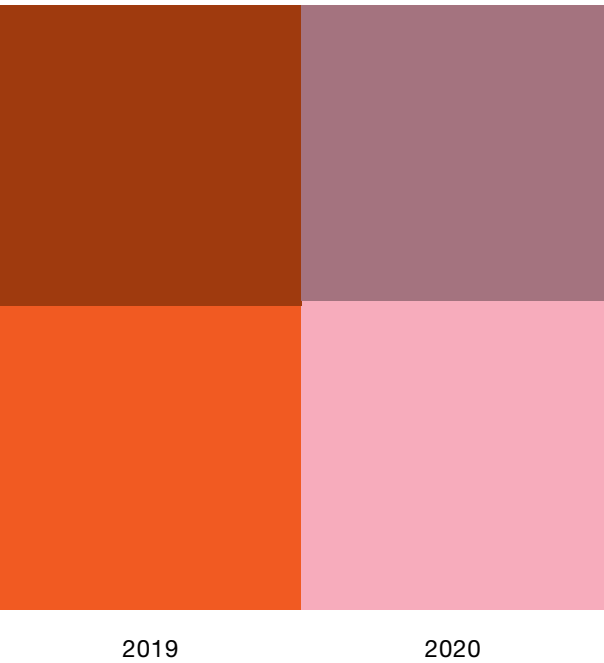
Other Managers

**2019**  
104 female other managers  
106 male other managers

■ 49.5% women  
■ 50.5% men

**2020**  
70 female other managers  
102 male other managers

■ 40.7% women  
■ 59.3% men



Non Managers

**2019**  
1179 female non managers  
1164 male non managers

■ 50.3% women  
■ 49.7% men

**2020**  
1203 female non managers  
1153 male non managers

■ 51.1% women  
■ 48.9% men



Board

**2019**  
19 female board members  
85 male board members

■ 18.3% women  
■ 81.7% men

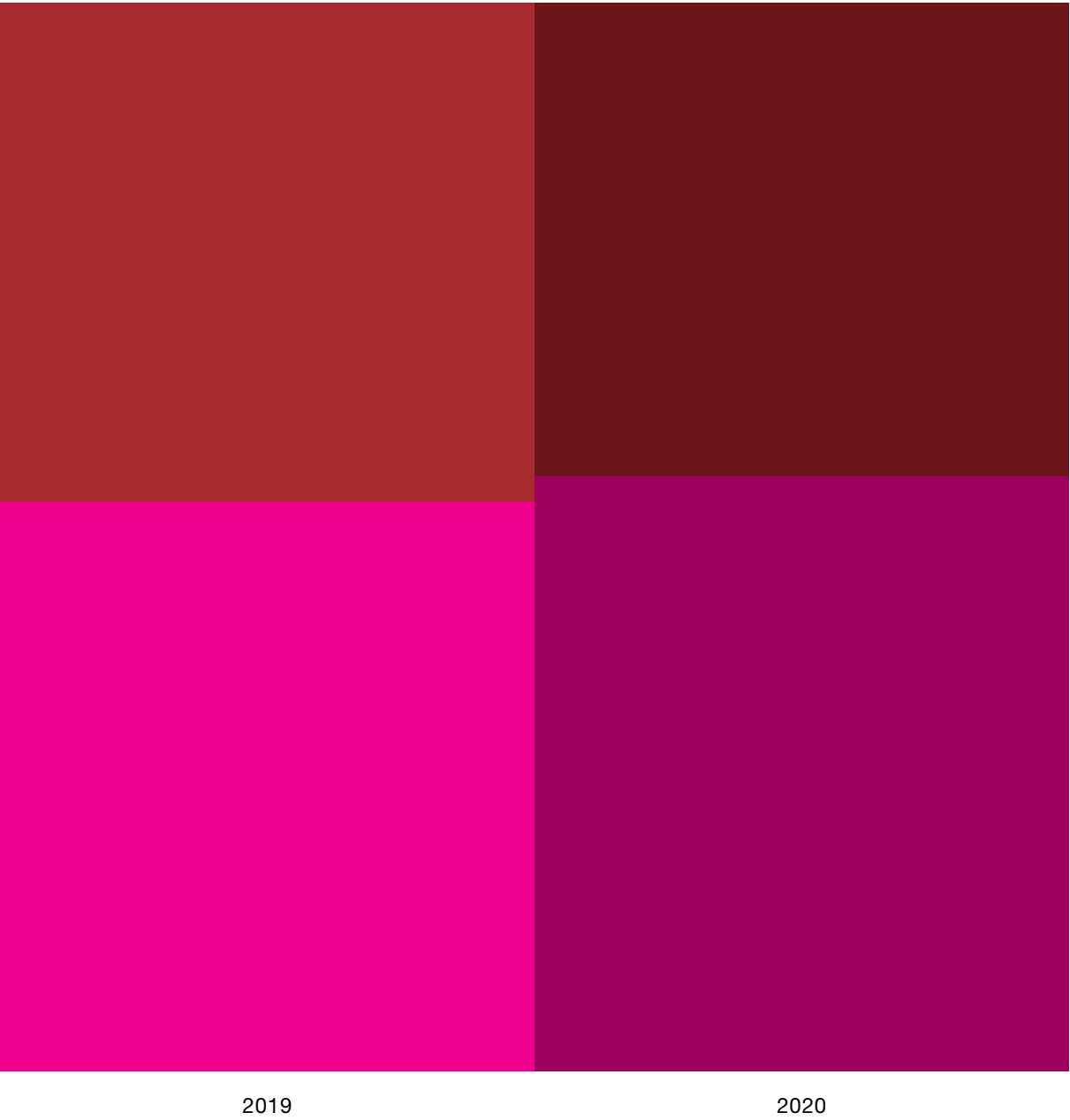
**2020**  
21 female board members  
83 male board members

■ 20.2% women  
■ 79.8% men



# Recruitment and promotion

5.1.2

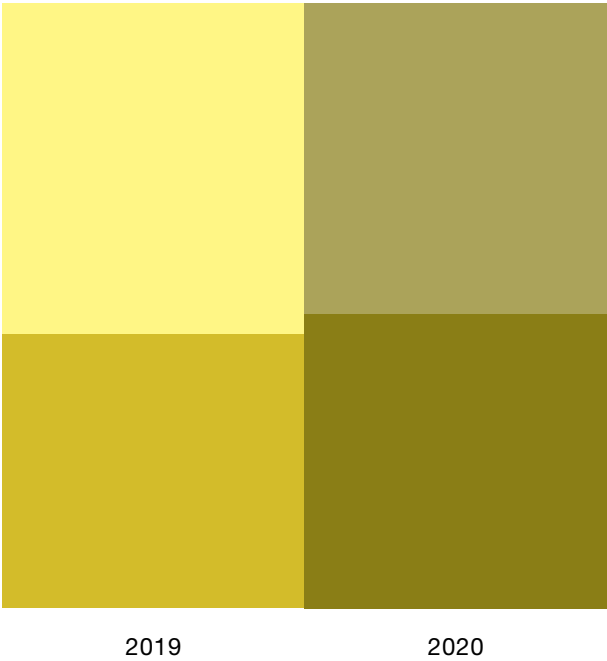


Overall Recruitment

**2019**  
448 female  
392 male  
53.3% women  
46.7% men

**2020**  
205 female  
89 male  
55.7% women  
44.3% men

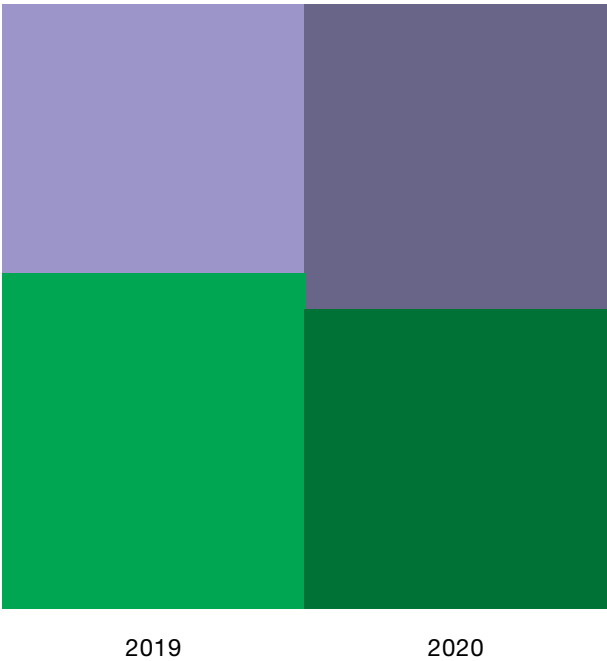
## Recruitment and promotion



Promotion

**2019**  
132 female  
160 male  
45.2% women  
54.8% men

**2020**  
89 female  
94 male  
48.6% women  
51.4% men



Graduates

**2019**  
87 female  
70 male  
55.4% women  
44.6% men

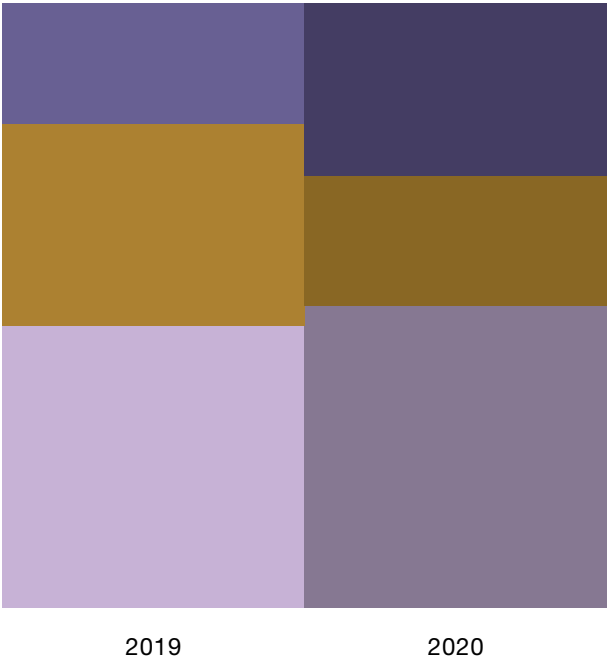
**2020**  
51 female  
52 male  
49.5% women  
50.5% men



Leadership Commitment

Communications, Policy, Council or similar

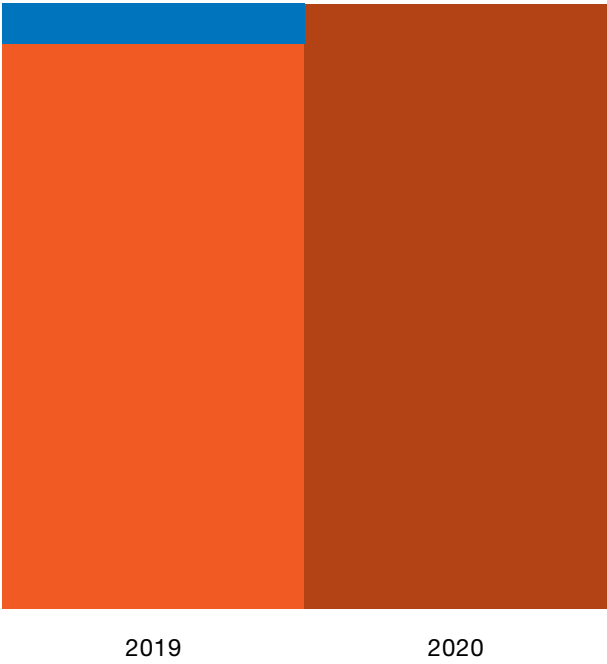
Description	2019	2020
Complete or currently underway	53.3%	60%
In plan to commence for completion within two years	6.7%	13.3%
Under consideration	40%	26.7%



Leaders Behaviour

Gender Equality embedded in the expectations of leaders

Description	2019	2020
Complete or currently underway	46.7%	50%
In plan to commence for completion within two years	33.3%	21.4%
Under consideration	20%	28.6%



Panel Pledge Commitment

by CEO

Description	2019	2020
Complete or currently underway	93.6%	100%
Under consideration	6.7%	



Gender Equality Targets  
annual public reporting

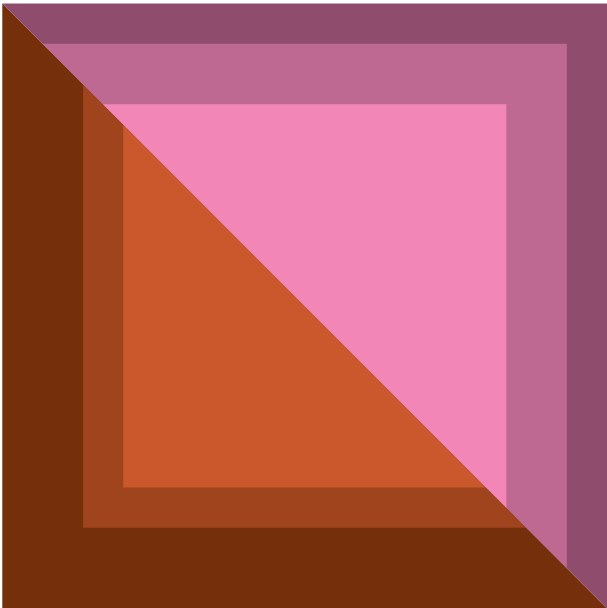
Description	2019	2020
Complete or currently underway	53.3%	53.3%
In plan to commence for completion within two years	13.3%	26.7%
Under consideration	33.3%	20%



Gender Equality KPIs

in scorecards of CEO / Secretary direct reports

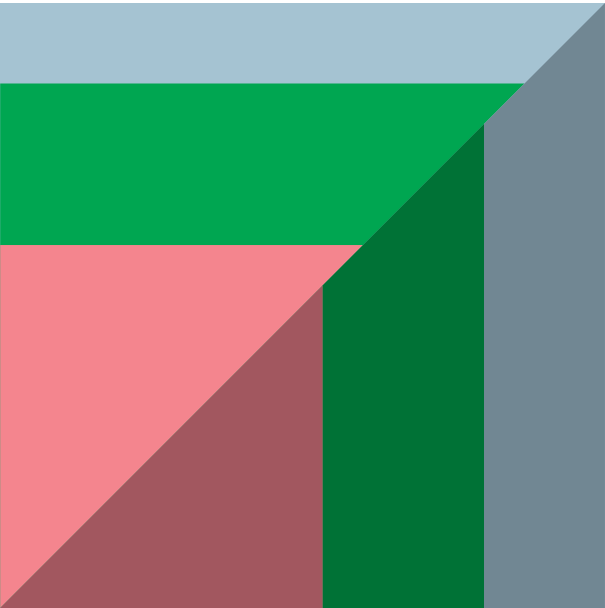
Description	2019	2020
Complete or currently underway	13.3%	7.1%
In plan to commence for completion within two years	6.7%	7.1%
Under consideration	80%	85.7%



Gender Pay Equity

audit complete and actioned every two years

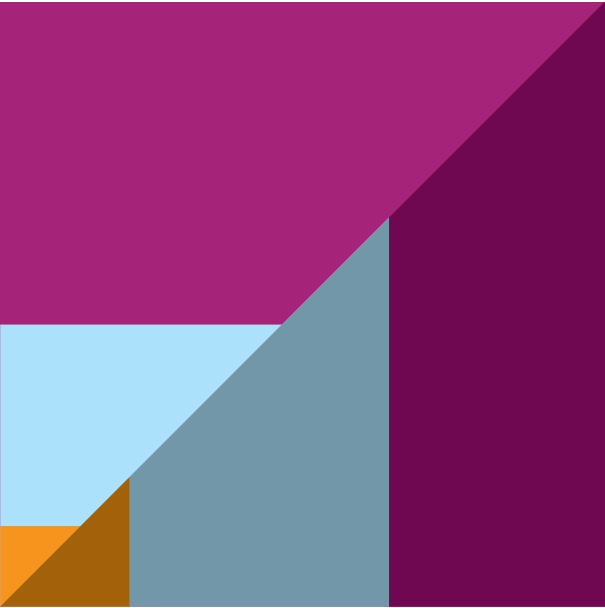
Description	2019	2020
Complete or currently underway	60%	66.7%
In plan to commence for completion within two years	13.3%	20%
Under consideration	33.3%	13.3%



Merit

systems and structures address 'merit trap' in recruitment, promotion, bias

Description	2019	2020
Complete or currently underway	60%	53.3%
In plan to commence for completion within two years	26.7%	26.7%
Under consideration	13.3%	20%



Sponsorship

practical expectation of all leaders

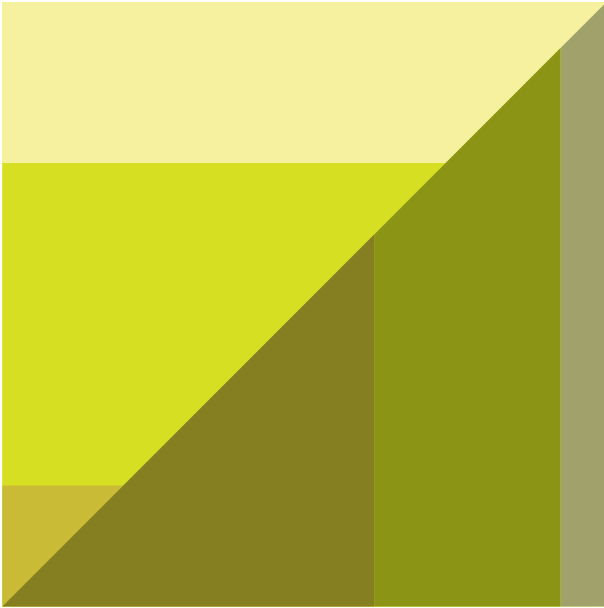
Description	2019	2020
Complete or currently underway	13.3%	21.4%
In plan to commence for completion within two years	33.3%	42.9%
Under consideration	53.3%	35.7%



Flexible Work

approach to mainstreaming flexibility

Description	2019	2020
Complete or currently underway	93.3%	100%
Under consideration	6.7%	



Gender Equal Public Face

est external image of organisation for gender equality

Description	2019	2020
Complete or currently underway	20%	61.5%
In plan to commence for completion within two years	53.3%	30.8%
Under consideration	26.7%	7.7%

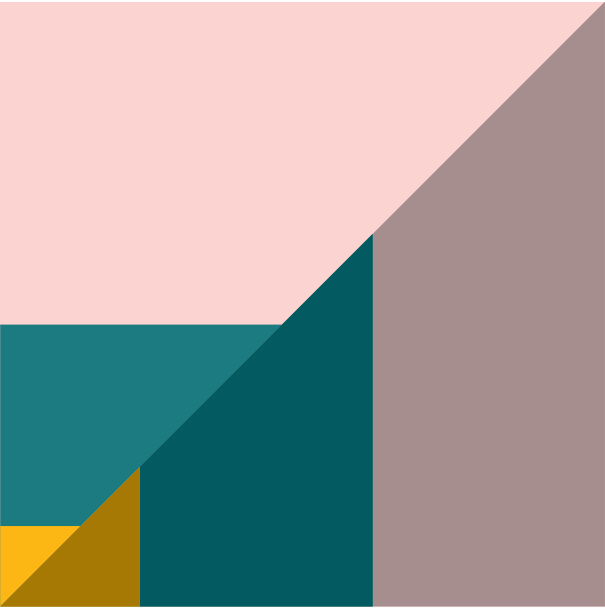




Everyday Sexism

action to highlight and address

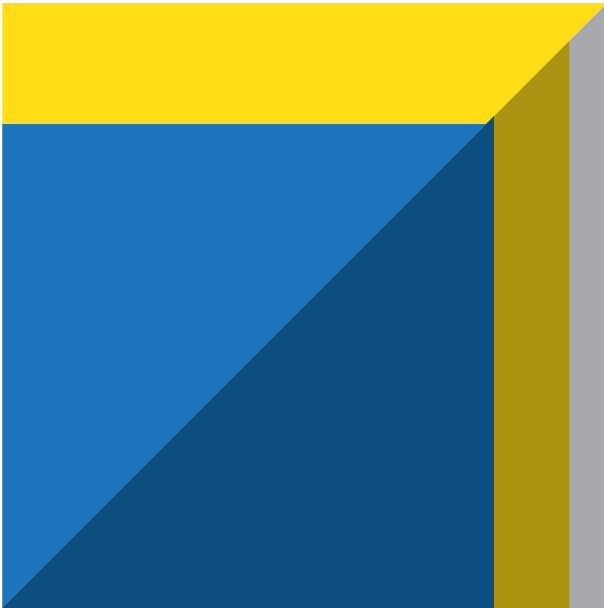
Description	2019	2020
Complete or currently underway	53.3%	33.3%
In plan to commence for completion within two years	13.3%	53.3%
Under consideration	33.3%	13.3%



Backlash and Buy-in

specific action to address and amplify

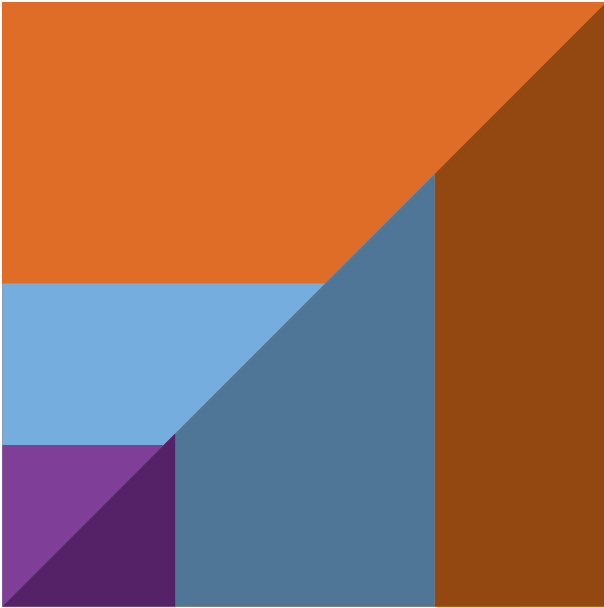
Description	2019	2020
Complete or currently underway	13.3%	23.1%
In plan to commence for completion within two years	33.3%	38.5%
Under consideration	53.3%	38.5%



Sexual Harassment

formal policy or strategy to prevent and respond, including options for reporting and resolution

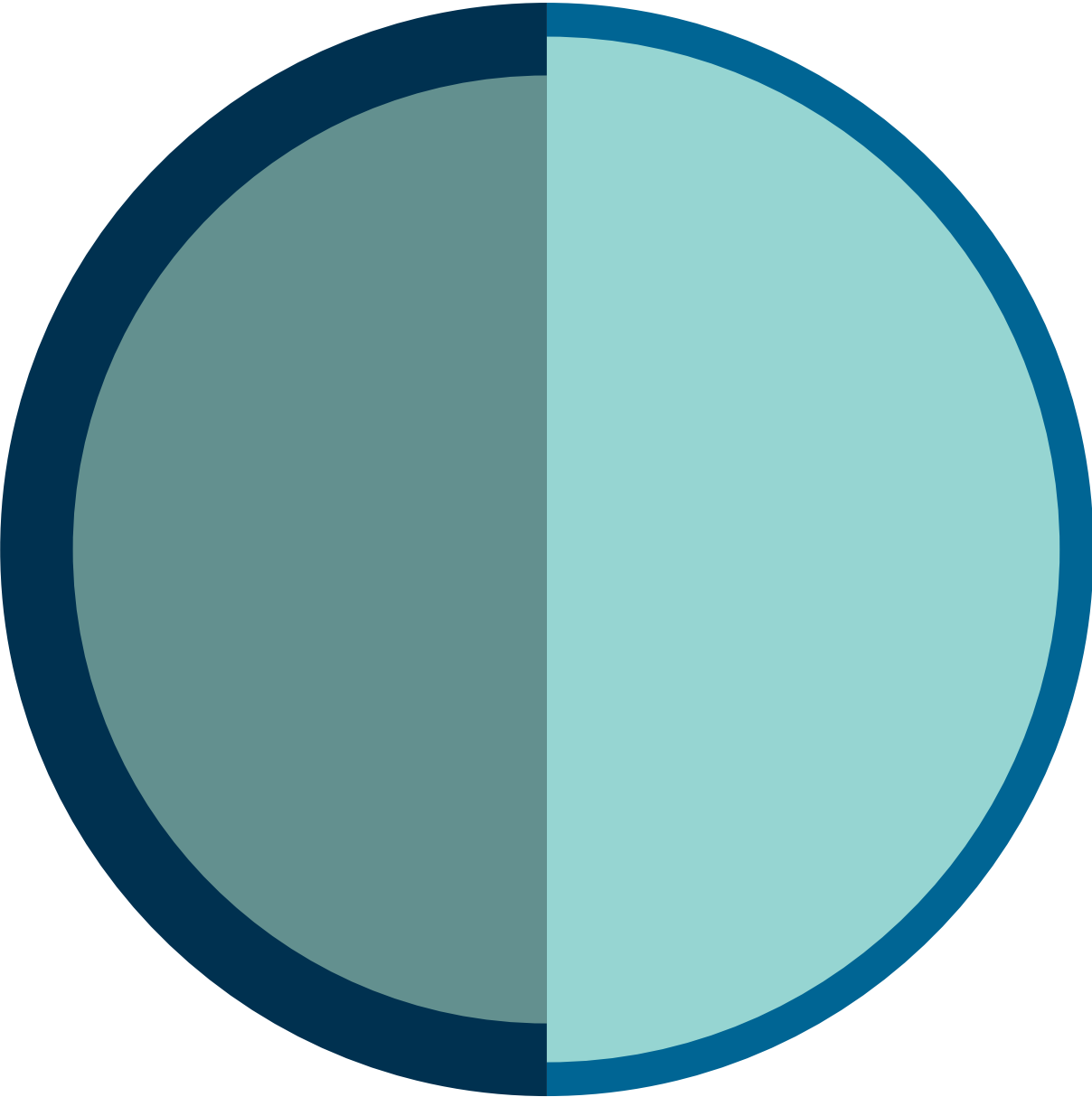
Description	2019	2020
Complete or currently underway	80%	81.3%
In plan to commence for completion within two years	20%	12.5%
Under consideration		6.3%



Sexual Harassment

education for all managers on how to prevent and respond

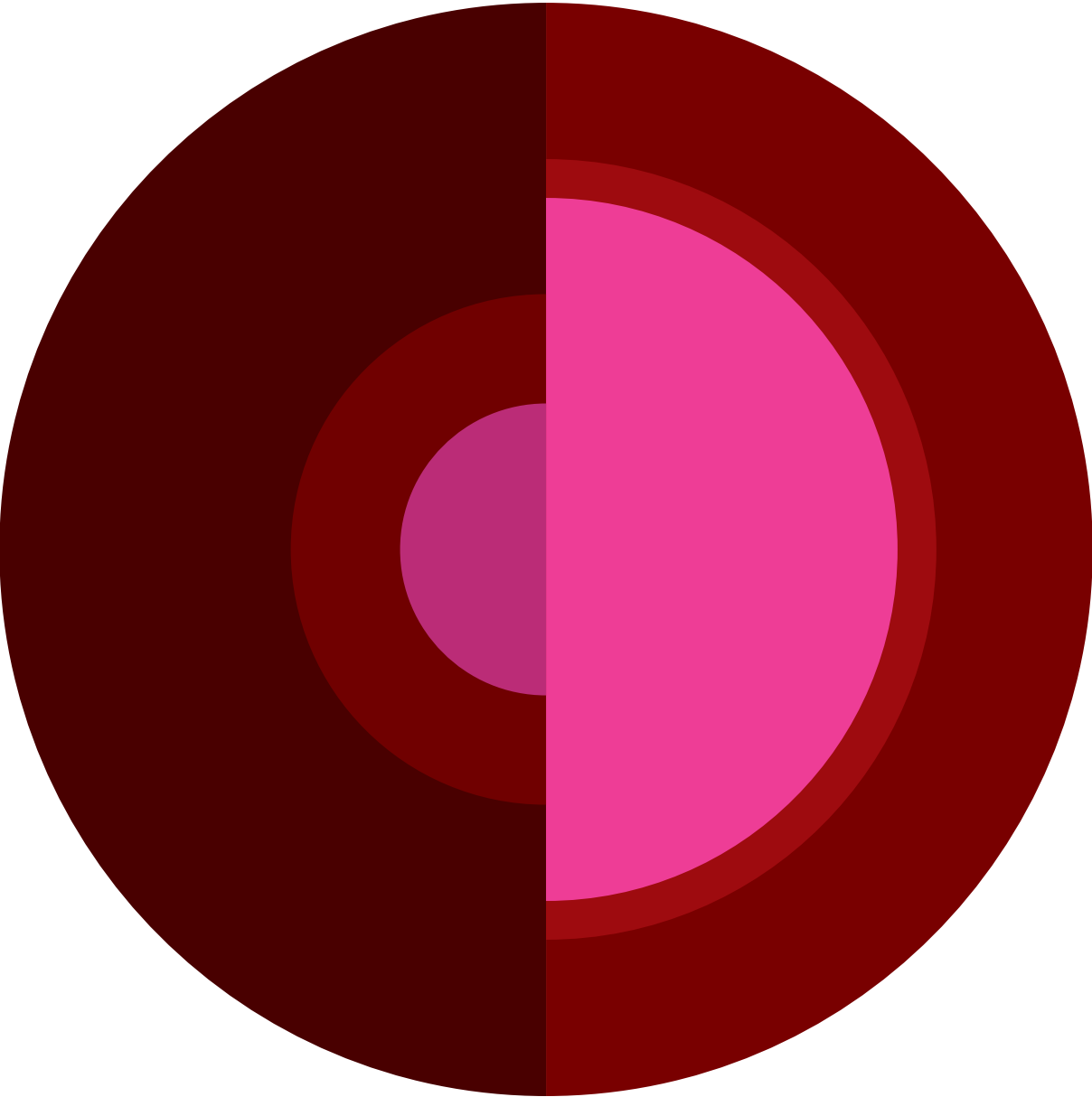
Description	2019	2020
Complete or currently underway	26.7%	28.6%
In plan to commence for completion within two years	26.7%	42.9%
Under consideration	46.7%	28.6%



Parental Leave

flexible access  
for all parents

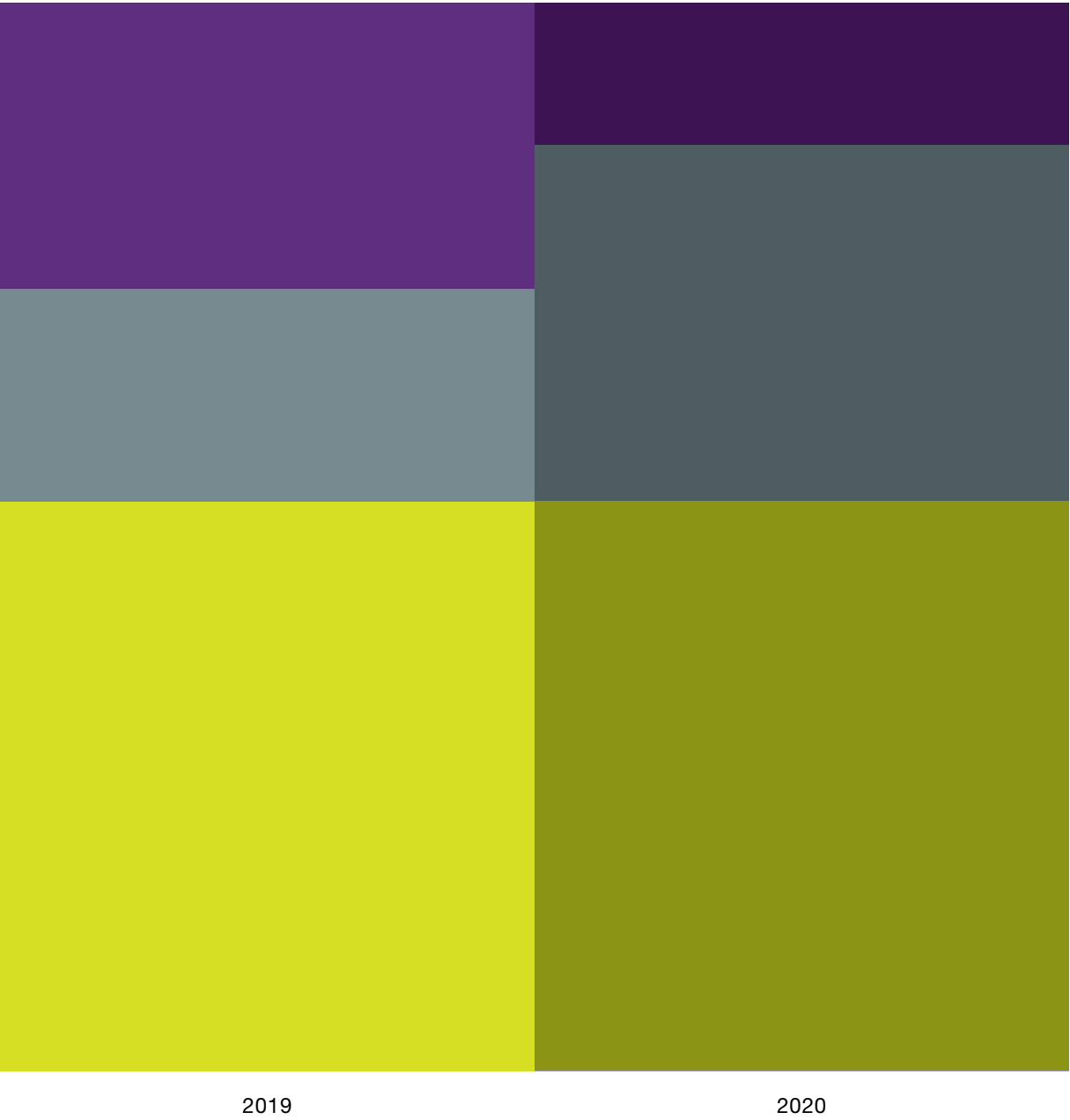
Description	2019	2020
Complete or currently underway	86.7%	93.8%
Under consideration	13.3%	6.2%



Superannuation

paid during paid and  
unpaid parental leave periods

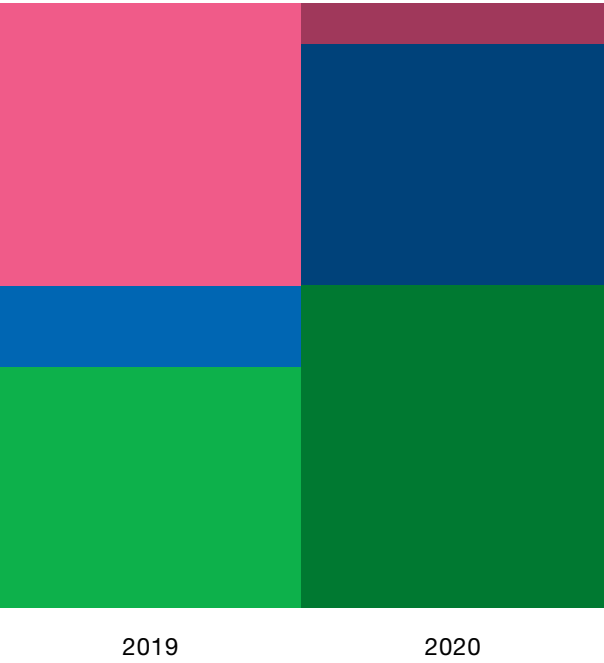
Description	2019	2020
Complete or currently underway	26.7%	64.3%
In plan to commence for completion within two years	20%	7.1%
Under consideration	53.3%	28.6%



Domestic and Family Violence

action to address as a workplace issue

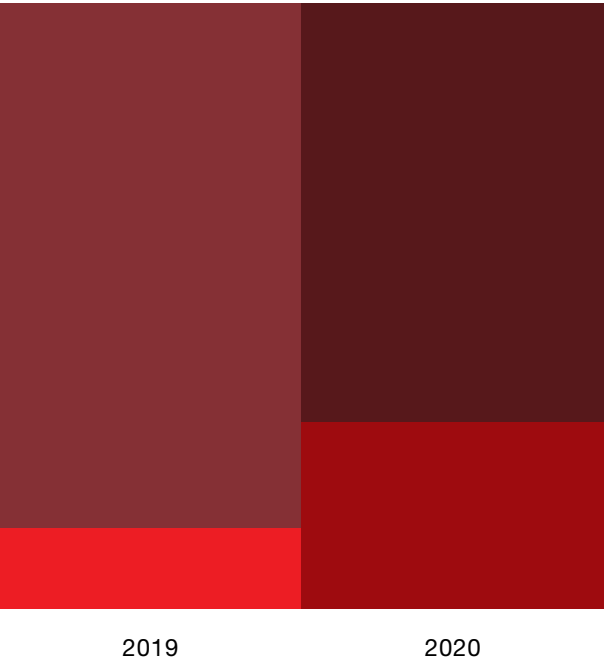
Description	2019	2020
Complete or currently underway	53.3%	53.3%
In plan to commence for completion within two years	20%	33.3%
Under consideration	26.7%	13.3%



Future of Work

organisation giving consideration to gender equality

Description	2019	2020
Complete or currently underway	40%	53.3%
In plan to commence for completion within two years	13.3%	40%
Under consideration	46.7%	6.7%



The UN's Women's Empowerment Principles (WEPs)

organisation signed on

Description	2019	2020
In plan to commence for completion within two years	13.3%	30.8%
Under consideration	86.7%	69.2%

Submissions Ratio is a Champions of Change 2015-2017 commitment to ensure gender representation on all tender and bid submissions with the intent to measure and improve on female participation in submissions over time.

This report sees 2018-2020 data collected from tenders across the eight NSW Champion practices. Four years of data collection drew the following observations:

- 1 Pervasive gender patterns across some sectors.
- 2 The gender mix in submissions aligns with the overall gender mix in practices.
- 3 The data reveals a relationship between construction value and the gender of the team leader.
- 4 The ratio of women on tender and bid teams is less than the ratio of women as team leaders in the discipline of architecture, although this difference has narrowed over time.

*The Submissions Ratio is a simple tool to track representation and the potential for bias in the bid process. It does not measure fee submissions prepared for clients who procure design services outside a formal process.*

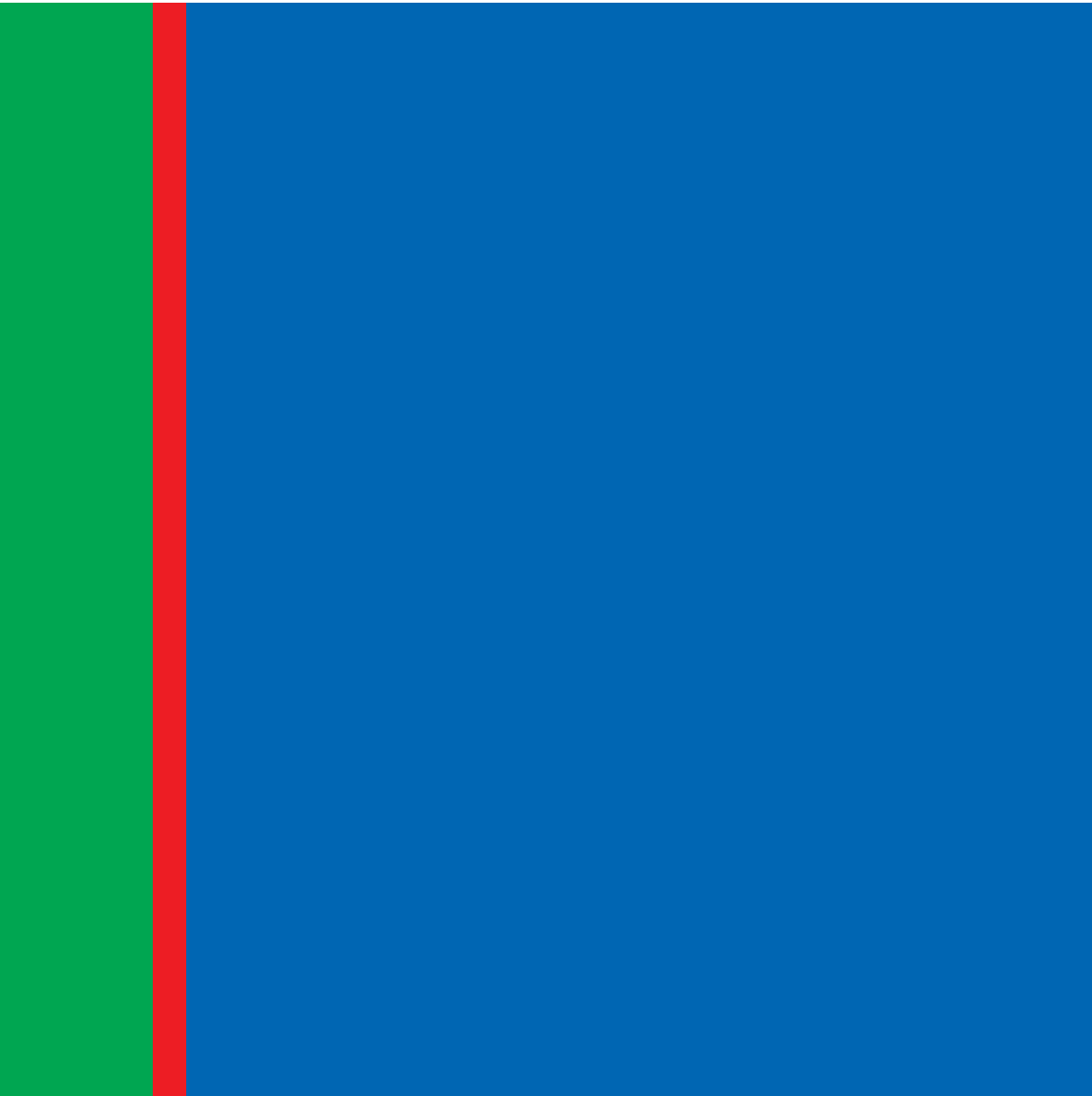


#### Overall Ratio

Overall ratio female 37%  
Overall ratio male 63%

Measuring period 2018-2020





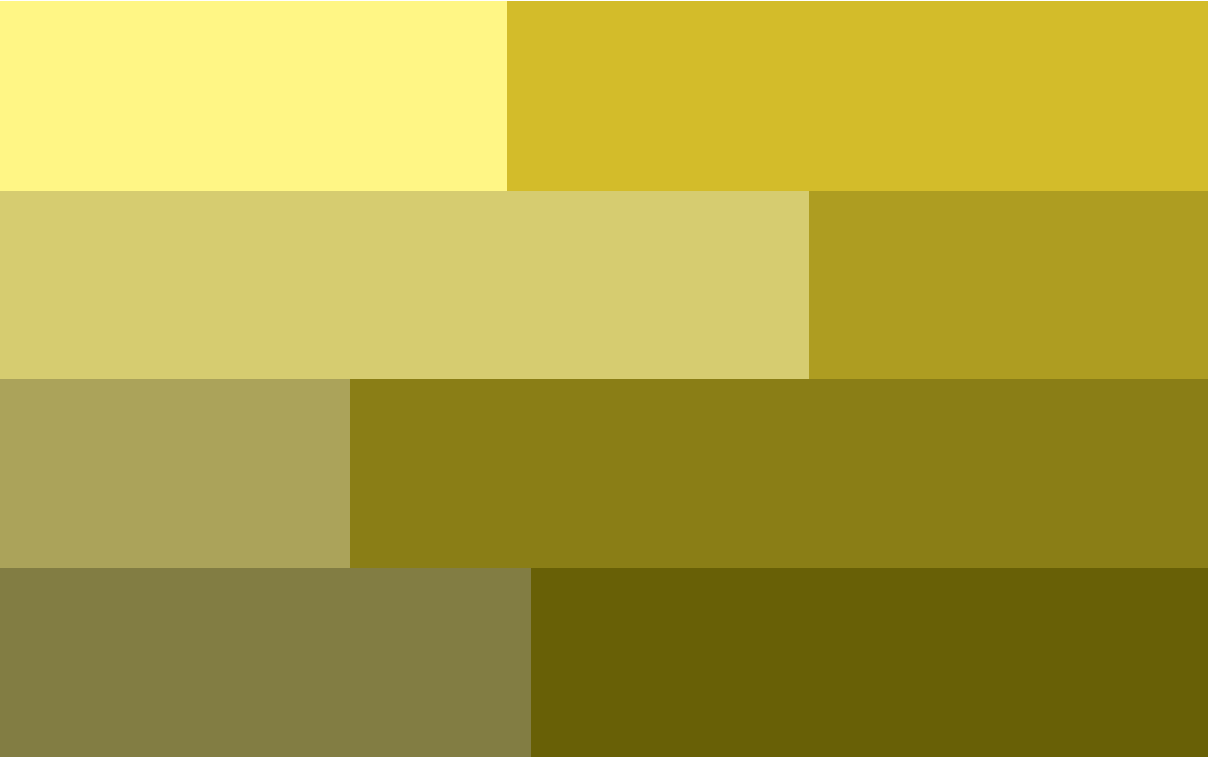
Team Split

Male only teams	14%
Female only teams	3%
Mixed teams	84%



Lead Ratio

Female lead ratio	29%
Male lead ratio	71%

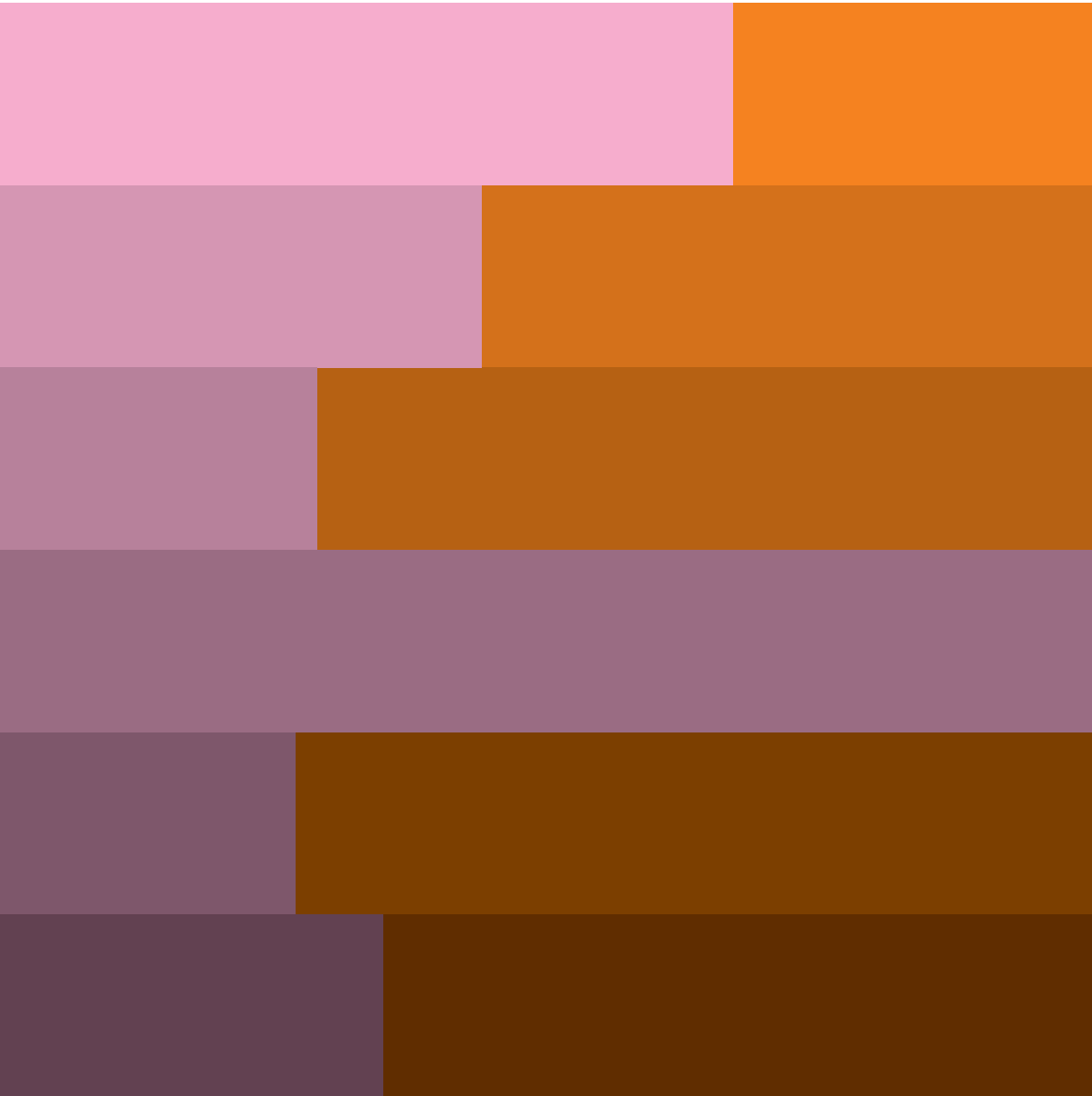


Overall Ratio by Discipline

Discipline	Overall ratio female	Overall ratio male
Architecture	42%	58%
Interiors	67%	33%
Urban	29%	71%
Planning	44%	56%

# Gender Mix by Sector

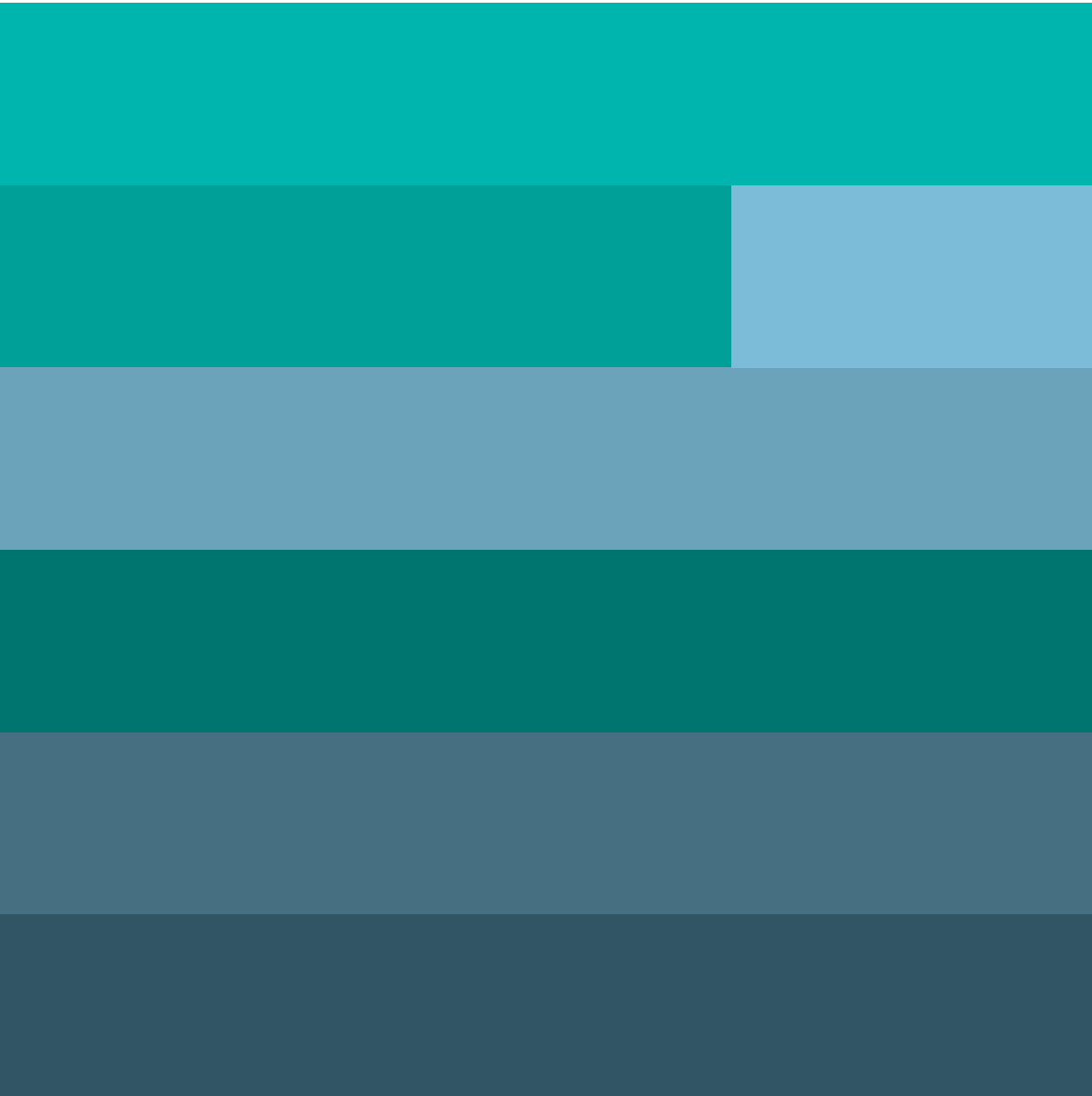
## 5.2.2



Sector	Overall ratio female	Overall ratio male
Commercial & Workplace	67%	33%
Education	44%	56%
Residential & Living	29%	71%
Transport	100%	0%
Mixed	27%	73%
Planning / Urban design	35%	65%

# Submissions Leader

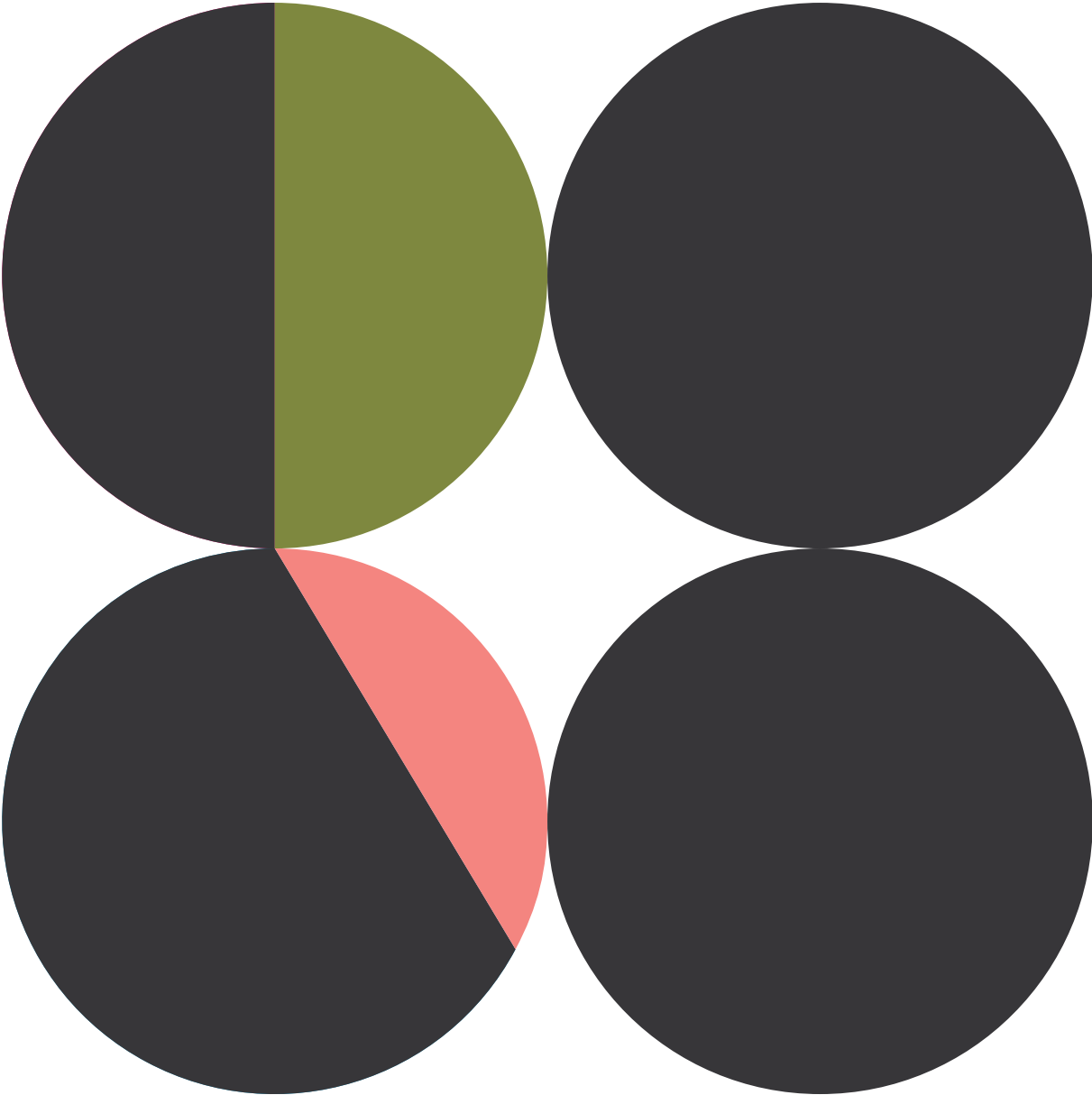
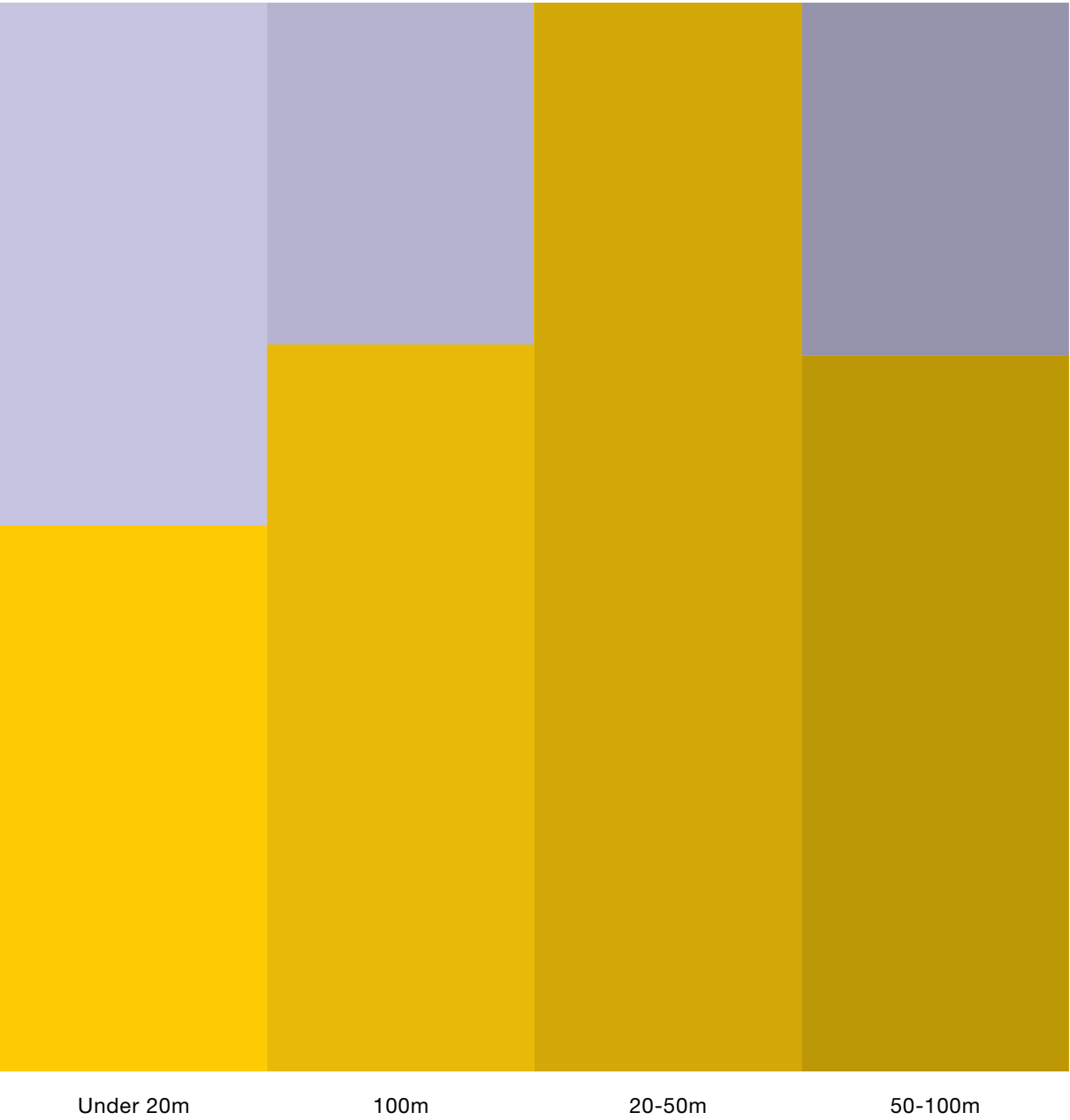
## 5.2.3



Sector	Female lead ratio	Male lead ratio
Commercial & Workplace	100%	0%
Education	67%	33%
Residential & Living	0%	100%
Transport	100%	0%
Mixed	0%	100%
Planning / Urban design	0%	100%

# Gender Mix by Construction Value

5.2.4



## Overall Ratio

Construction value

< 20m  
20m-50m  
50m-100m  
100m+

Overall ratio female

49%  
32%  
0%  
33%

Overall ratio male

51%  
68%  
100%  
67%

Construction value

< 20m  
100m+  
20m-50m  
50m-100m

Female lead ratio

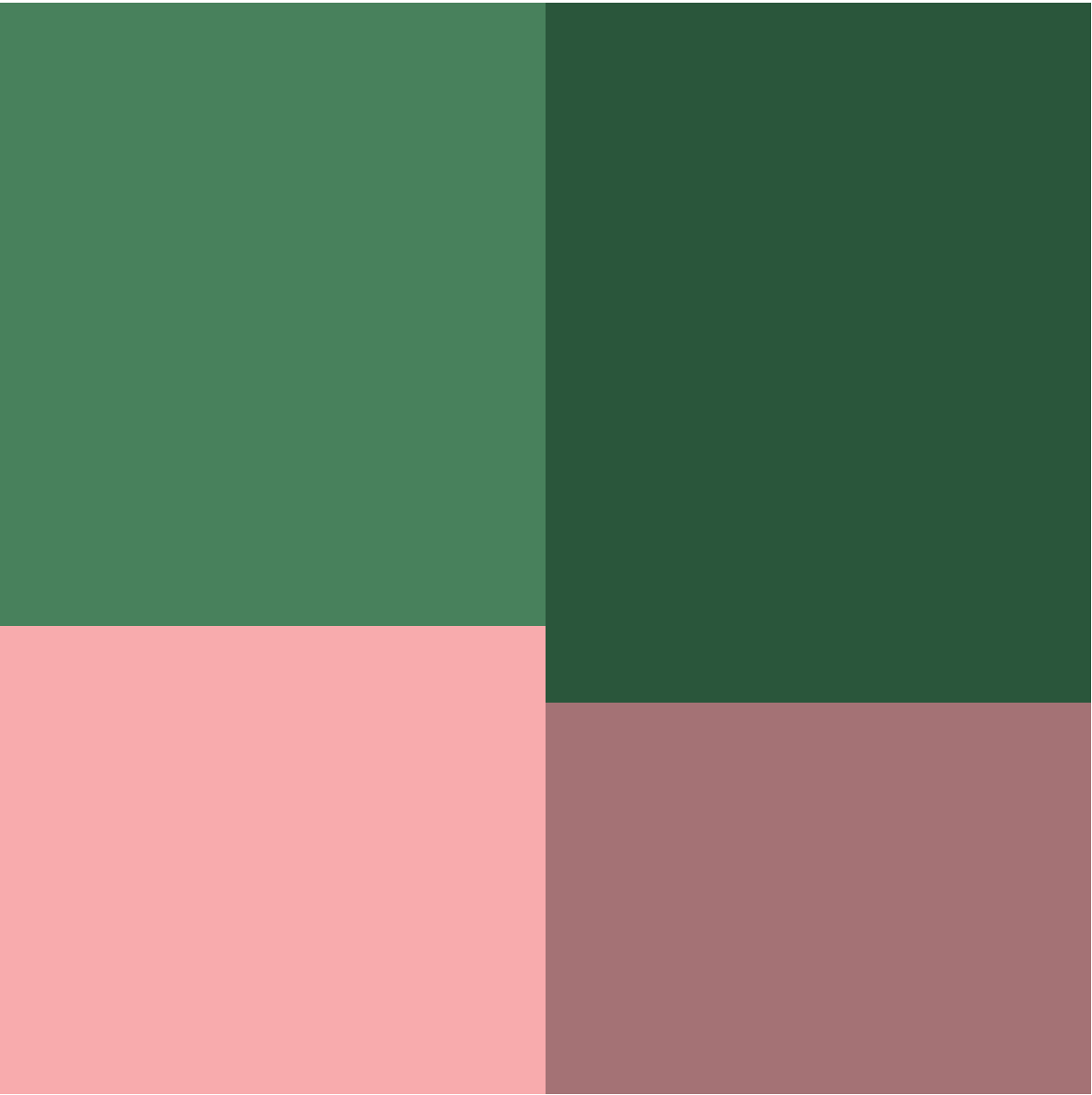
50%  
0%  
33%  
0%

Male lead ratio

50%  
100%  
67%  
100%

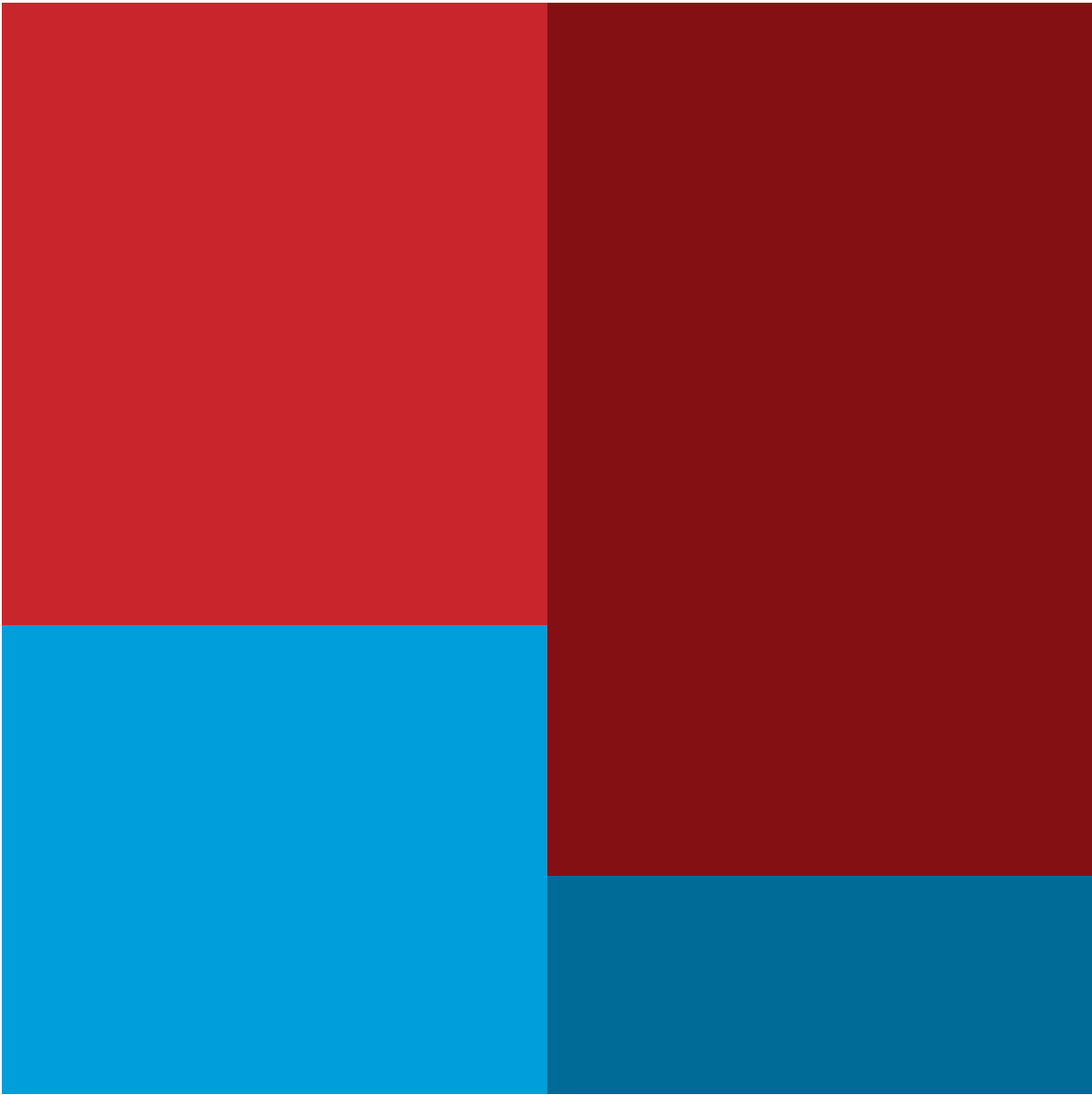
# Gender Mix by Client Type

5.2.5



Overall Ratio

Client type	Overall ratio female	Overall ratio male
Government	43%	57%
Private	36%	64%



Lead Ratio

Client type	Female lead ratio	Male lead ratio
Government	43%	57%
Private	20%	80%



National

The process has allowed us to better understand the detailed implications of equity for me as an individual and also for our practice. The culture of collaboration and shared learning between the practices involved has allowed us to develop strategies and tools to make genuine change to the broader profession. We look forward to the next stage of implementing change and understanding the effectiveness of these tools.

**Ben Green, Tzannes**

It saddens me that our industry doesn't achieve gender equity, it feels like a problem that should have been addressed a long time ago, I thought we'd be better. It's been empowering to work with so many talented and committed people who have come together to help change this. Every step we have taken together has seen continual incremental improvement, but there is much more to do and I'm proud to be a part of it.

**David Tordoff, Hayball**

Our practice culture is anchored by our key values and ethos; we aim to create a safe, inclusive and diverse space in which our people thrive. Our commitment to Champions of Change and the listening, learning and sharing of ideas and stories from both within our practice and alongside our peers have provided invaluable. Stories carry culture, they matter - we know that ours is work in progress. There is no 'full stop' on making positive, meaningful change.

**David Randerson, DKO**

There is no question that our industry is more effective when it embraces greater balance and is supportive of diversity across the profession. The opportunity to be involved in Champions of Change enables important cross-industry discussion on how together we can address systemic issues and change the way we operate and interact. The recent impacts of COVID-19 must be used to create a step change in how we can approach the future with greater flexibility and equality.

**Neil Stonell, Grimshaw**



**National Group - top right clockwise**  
David Tordoff, Justine Clark, Dr Jess Murphy, Sandeep Amin,  
David Randerson, Ben Green, Neil Stonell, Thihoa Gill,  
Donal Challoner, Brett Hudson, Chi Melhem

The program facilitates an open discourse with other practices to provide personal insights and learnings from a range of different perspectives and experiences. This has created a framework to consider real-life issues and develop practical tools, techniques and resource material that can be implemented to bring meaningful change. Personally, it is a fundamental imperative to treat people fairly and equitably which is an ongoing effort that necessitates a collective focus.

**Brett Hudson, Peddle Thorp**

Since joining the Champions of Change I have been encouraged by the mutual respect and desire among those leading the architectural practices involved in ensuring change happens in this sector of the industry. Maintaining a focus and staying true to the intent of achieving a better work environment for all will allow us to maintain our shared goal.

**Donal Challoner, Nettletontribe**

Although I was able to reach gender equity in the practice and firm plan for the same at the board level, it was important to be able to gain knowledge about the ‘best practice’ for implementation of various processes and policies to support and sustain this initiative through the Champions of Change group. There has been learning at multiple levels through shared views within the group as well as insight provided by the mentors; ranging from structured approach backed by extensive research and real planning and implementing of key initiatives to support a sustained gender equity that would be ingrained in the culture.

**Sandeep Amin, DesignInc**

## NSW

At BVN, we believe that gender equality is a moral and ethical issue. Personally, I found it astounding that as a profession we solve problems for our clients and create environments that have huge cultural and societal impact, yet we had not solved why highly skilled women disappear from our profession. The single biggest catalyst in achieving a turnaround in the retention of talented and experienced female architects was the actual acknowledgement of gender inequality within our profession. An important lesson learnt is that it’s important not to get overwhelmed - just make a start with addressing key issues one at a time. I needed to review my actions and made more effort to ensure the leadership shadow I cast was equally impactful in our studio, in my community and in my home. When we normalise positive behaviours every day, we can start to make a difference and that’s the thing – every little action can have an impact.

**Brian Clohessy, BVN**

There should be equality between men and women; equality on parenting roles, and equality in the workplace. Until we have equal opportunities in all walks of life, inequality will persist. I want my daughters to grow up in a world where they will have equal opportunities, without having to sacrifice having a

family. I want to leave a legacy at my firm of creating an equitable workplace. It’s not about fixing women. Achieving equality is about fixing the systemic biases. The ability to work flexibly; the ability to work from home; the removal of gender bias from parental leave helps create cultural change towards equal parenting. All these are fundamental enablers. The workplace is rife with unconscious bias towards certain personality types and identifiable groups. We need to recognise this and work against the bias, untapping opportunity. We need to institute gender targets, and raising consciousness of gender bias in all aspects of practice. The construction industry has a history of a male dominated culture but this is also more covert in our white collar clients.

**Philip Vivian, Bates Smart**

I have developed an understanding of barriers to the progress of women within the profession and have gained knowledge in the mechanisms and processes to promote and enable women to grow and thrive. I discovered my own unconscious biases. I’ve learnt how similar our champion practices are - both in terms of the issues that confront our practices; our common opportunities; and our cultural alignment. To address change, I have learnt the fundamental importance of communication, consultation, and listening. COVID 19 has been a learning curve, testing our



rapid adoption of flexible work practices. Most positively we have learnt that remote working is doable, and doable in a positive way. If we take one learning away from 2020, it should be that we can easily evolve our workplaces to enable better flexibility in how, when and where we work.

**Joe Agius, COX**

I was offered the opportunity by my predecessor Gary Power to represent Woods Bagot and continue the great work he started with the other Champions and Implementation Leaders. I continue my commitment to be a part of this important movement in the pursuit of the basic human right for women to be treated as equals and have the same opportunities and representation as men for the betterment of society. I have learnt the importance of measuring data at a granular level, putting systems in place to have the data available when making daily and key decisions, particularly as a group. The data combined with unconscious bias training equips individuals with the ability to initiate tough conversations rather than acceptance of business as usual. The knowledge has taught me to be more attuned to the issues and the training has empowered me, giving agency and responsibility, knowing that I can and should make a difference. I now have the confidence to lean into those moments

where women are overlooked, dismissed and treated unfairly.

**John Prentice, Woods Bagot**

I have learnt that PTW is not alone and that many of the issues our practices face are common across the industry. I see that there is a difference between the culture of companies and the behaviour of individuals; in most cases, it is the culture that needs to change as it permits and encourages inappropriate individual behaviour, in the same way as a positive culture can restrict inappropriate behaviour. I see the Champions as an effective mechanism to drive cultural change, to hold companies accountable, to provide peer support, to share experiences and to celebrate diversity and equity.

**Simon Parsons, PTW**

We all have personal goals and ambitions; for our career, our impact, our sense of place within our chosen community. The Champions of Change asks us to extend that personal ambition, to see the shortfalls and structural challenges that hinder our colleagues aspirations merely based on gender. We, then as leaders, reflect on ways to improve that community, both personally and structurally, to broaden opportunity, sponsor talent and even the playing field. The Champions of Change facilitate the opportunity for all of us to dream big. I've

learnt that good intentions aren't enough. That real change takes effort and involves personal discomfort. If we're not feeling, in some way, uncomfortable with what the Champion movement is telling us, we aren't really listening. I think discomfort allows for growth, and with the Champion framework, a space is created to explore that discomfort and then focus it onto actions that allow for change. So I've learnt to be more comfortable with discomfort; to explore where that feeling comes from; and then use it to help listen, learn and act.

**Paul Brace, Crone**

Clear, committed leadership and engagement to provide fairness, opportunity and to promote diversity is a core personal principle, and as a positive, the business will benefit from increased diversity and talent. I have daughters who are just entering the world of work and I want the broader workplace to be a positive experience. The damaging impact of inequity and prejudice in the workplace is deep and wide. Only through constant, pro-active action can we make a difference. I've learnt about my own attitudes, behaviours and insights, and with the help of others in the Champions, I know I can make a positive contribution to meaningful change.

**Gerard Corcoran, Hassell**

Inequity exists and we should not accept it. Inequity is insidious, silent and works in stealth. We need to be active in addressing ancient prejudice. I have learnt that combating inequity means living with diversity. And I've learnt that diversity and difference can be at times confronting and difficult. It is easy for us to become comfortable when we surround ourselves with people who share our opinions. It is much harder to lead, manage and collaborate when you truly invite others in. It is harder, but it is better, fairer, and ultimately more rewarding when you are part of a balanced and considered voice.

**Adam Haddow, SJB**

I have built a business around the strengths and skills of many great women. But I also knew I wasn't perfect on gender equality. I knew that if I wasn't perfect, others wouldn't be either. As a leader in my profession I knew I needed to stand up beside women, to actively address the imbalance. I've learnt to be aware of my unconscious bias. I've learnt that as a male, I have been afforded an uncommon privilege at the expense of females. I've learnt that I make mistakes all the time. I aim to make my language unbiased and to see life through the prism of fairness and equity.

**Shaun Carter, Carter Williamson**





# **NSW Group - 27 May 2020 Zoom Call**

top right clockwise: Dr Jess Murphy; Marita Morley; Elizabeth Broderick; Simon Parsons; Brian Clohessy; Shaun Carter; Justine Clarke; John Prentice; Monica Edwards; Adam Haddow; Paul Brace; Gerard Corcoran; Karen Le Provost; Joe Agius; Phillip Vivian



## Implementation Leaders

Architecture, for me, is inherently concerned with people and improving people's lives. It feels like it's time for the industry to have more advocacy for those who work in the profession.

**Gemma MacDonald, DKO**

Champions has made me look at my own firm and my own life in a new light. I know I have to use my voice - as a male and as an ally - to advocate for gender equity in the projects and teams I am involved in. In my relationships with my female colleagues, it's helped to build a deeper sense of comradeship and solidarity with the issue. I know it's not a 'woman's issue' but an issue that needs to be addressed by all with the fairness and equality it deserves.

**Andrew Hite, Crone**

The program resonates with me that a belief in applied research, education and communication is fundamental for progress and change – no matter the collective objective. The program has enabled a 'safe space' for informed discussions. Personal stories have been a foundation to understanding people and unearthing shared viewpoints, experiences, and problems. Involvement has been personally rewarding and eye-opening. The discussions about equity

in our profession and the sharing of lived experiences from others has been insightful. It is prompting me to self-reflect and develop better ways to communicate in different situations and with different people armed with this insight on issues of equity in our industry.

**Sofie Pringle, Peddle Thorp**

The programme has brought new clarity around some of the 'realities' of our profession. In truth these things that we sometimes simply accept: 1) have a name; 2) can often reflect inequity rather than incompetency; 3) have the power to make professional experiences, successes and failures; 4) don't have to be forever accepted as the status quo. It's brilliant to know I'm part of a studio (and a wider group of practices) that is actively seeking to make things better in our industry.

**Soo-Ling Kang, Grimshaw**

During the first years at Crone, I was an observer of the change happening within the office seeing how it created equal opportunities at both a graduate and leadership level. Now, as an Implementation Leader, I am proud to be able to continue improving the office and industry culture, creating actions that will help with the change. Being involved in the program has opened my eyes to identify the issues in our profession - to

be conscious of them. Being part of a group where everyone is advocating for this change, makes me think positively about the future and I trust that change is coming our way.

**Sare Vita, Crone**

When the Australia Institute of Architects NSW Chapter announced the Champions of Change program, I approached the principals of our office to sign up to the program - even though I was only a graduate at the time with little agency. My reasoning was I believed the ambitions and initiatives of the program echoed what it takes to reach a progressive professional environment; one that would then have a positive impact into everyone's family and life. Throughout the years, I have also grown with the company. I have firsthand experience on how the key initiatives set out by Champions have allowed architects and designers to develop professionally and have a meaningful career. The Champions proved it is possible to make progress if we are committed to making small changes in our everyday life and workplace.

**Sally Hsu, Crone**

The Champions started with a playground chat between my sister and I as we workshopped potential actions for a newly formed advocacy group at

the Institute of Architects NSW Chapter, the Gender Equity Taskforce (GET). My sister introduced me to her neighbour, Janet Menzies, the then Secretariat to Elizabeth Broderick's Male Champions of Change. A year later, the Architects Champions of Change launched in 2015. Over the last five years, significant and meaningful change has added colour to our profession and this progress has trickled to all scales of practice. The most influential are the fundamental enablers - Flexibility, Parental Leave, On-ramping and Off-ramping. Others include the confidence to label and question the status quo; comfort to suggest alternatives; and the gumption and bravery to identify discrimination. Culture is changing - slowly - but it is shifting. Advocacy has powerful allies and those allies are shaping a new norm. I sometimes question why gender is marked as 'different' - how on earth can that which occupies a numeric of 40/40/20 be different? I now know that we are all different - each and every one of us. I'm inspired to build a profession that embraces individual difference without question or fear; one that builds the confidence of all individuals to be their very best self, freed to make a meaningful contribution to the world they inhabit; and one that sees the boundless, hopeful joy of learning from others.

**Monica Edwards, SJB**

At some point in a person's life, society starts feeding young girls and boys different narratives. What attracted me to the MCC five years ago was the inclusive approach that brought men and women together to address the impact of these narratives in the workplace. Within those five years, the conversations around gender have become more nuanced and work practices are becoming increasingly flexible. What I have learnt is that small changes can make a big impact on who can engage with the profession in a meaningful way. Opening the way for more diverse engagement and in turn more complex conversations that grow the profession.

Recently it feels as though society is shifting, whether addressing issues on climate change, race, gender or exploitation; as a society we are gearing up toward advocacy and are ready to have tough nuanced conversations. Listening, learning and actioning.

**Karen LeProvost, PTW**

There is so much energy behind this initiative and it's great to see people motivated by a desire to drive action and bring a diversity of perspectives to help make the practice of architecture more equitable. Champions of Change provides a vehicle and a platform for

(male) leaders of the profession to come together, to step up and work alongside women to advocate and themselves make meaningful change for a more diverse profession. We need more role models, better leadership and collaboration - an equitable workplace and profession depends on it. I have been inspired by the work (Male) Champions of Change are doing and look forward to seeing more diversity within the Champion group and the aspirational talk transition to more equitable representation and participation with the profession.

**Thihoa Gill, Grimshaw**

The voices of advocacy within our profession have become more diverse in recent years. I was particularly drawn to "Male" Champions of Change because it focused on the role of men making change alongside women. It acknowledges that most organisations are still led by men, and it is the men in these positions of power who can effectively influence change. As the only female director of my practice, this strategic principle both annoyed and intrigued me...however I must admit it has been motivating. The collaborative and open nature of the national champions approach to change has

been inspiring. Individually I have seen a shift in them all, and collectively, the diversity of thinking has led to some exceptional and innovative strategies for equity, career development, flexibility and parental leave. There have been many men and women involved in shaping this achievement, which reinforces my belief that a diverse and balanced representation at any table is still fundamentally important. With the official name change to "Champions of Change", I look forward to seeing the great work continue on a broader scale and the governance evolve to include a diversity of voices represented by the Champions.

**Chi Melhem, Tzannes**

We commit to addressing the following

- 1 Implement into policy and practice the lessons learnt
- 2 Measure the progress of change
- 3 Listen and learn from within our own practices and the broader industry
- 4 Review and refine our policy continuously
- 5 Advocate for change across the profession drawing on our experiences from the champions of change process



Dr Jess Murphy

Convenor  
Architects Champions  
of Change

Champions

Adam Haddow **SJB**  
Ben Green **Tzannes**  
Brian Clohessy **BVN**  
Brett Hudson **Peddle Thorp**  
David Randerson **DKO**  
David Tordoff **Hayball**  
Donal Challoner **Nettletontribe**  
Gerard Corcoran **Hassell**  
Joe Agius **COX**  
John Prentice **Woods Bagot**  
Neil Stonell **Grimshaw**  
Paul Brace **Crone**  
Philip Vivian **Bates Smart**  
Sandeep Amin **DesignInc**  
Shaun Carter **Carter Williamson**  
Simon Parsons **PTW**

Special Advisor

Justine Clark

Implementation  
Leaders Lead

Chi Melhem **Tzannes**  
Karen LeProvost **PTW**  
Monica Edwards **SJB**  
Thihoa Gill **Grimshaw**

Implementation  
Leaders NSW

Adele Troeger **PTW**  
Alex Small **COX**  
Andrew Hite **Hassell**  
Andrew Woodward **Crone**  
Anne-Lise Li Sik **Cox**  
Ayelen Moure **BVN**  
Bianca Smith **SJB**  
Eamon Harrington **Bates Smart**  
Elena Bonanni **BVN**  
Felipe Miranda **COX**  
Hamish Ginn **SJB**  
Jamilah Jahangiri **COX**  
Jessica Hartany **Bates Smart**  
Joanna Vranistas **BVN**  
Julio Pizarro **BVN**  
Kimberley Withrow **Woods Bagot**  
Kush Vehalla **Woods Bagot**  
Kylie Wilson **Hassell**  
Laura Vallentine **Hassell**  
Linda Mason **Bates Smart**  
Lisa James **Woods Bagot**  
Natalie Lane-Rose **Bates Smart**  
Malianne Nguyen **Hassell**

Miki Hirakata **Bates Smart**  
Rik Van Ginkel **Crone**  
Rod Brown **PTW**  
Sally Hsu **Crone**  
Sara Vita **Crone**  
Susanne Jensen **COX**  
Tamara Kerr **SJB**  
William Miller **Bates Smart**

Implementation  
Leaders National

Amy Dowse **Tzannes**  
Amy Lyden **Nettletontribe**  
Clare Barclay **Design Inc**  
Connor Denyer **Tzannes**  
Darryl Suttie **Design Inc**  
Eeshenn Wonge **Hayball**  
Gemma MacDonald **DKO**  
Gosha Haley **Grimshaw**  
Karyn Cairney **Nettletontribe**  
Karyn Dodman **Tzannes**  
Jason Embley **Grimshaw**  
Julia Koutoulis **DKO**  
Julian Furzer **DKO**  
Laura Harrison **Grimshaw**  
Laura Saunders **DKO**  
Lily Tandeani **Tzannes**  
Marcus Leask **Hayball**  
Mary Anne McGirr **Design Inc**  
Melissa Riley **Hayball**  
Nicole Allen **Grimshaw**  
Raffaele Camuglia **DKO**  
Raymond Mah **DKO**  
Rebecca Champney **Nettletontribe**  
Richard Stafford **Design Inc**  
Rebecca Johnson **Peddle Thorp**  
Rohan Wilson **Design Inc**  
Sasha Alexeenko **Peddle Thorp**  
Sofie Pringle **Peddle Thorp**  
Soo-Ling Kang **Grimshaw**  
Tara Keast **Design Inc**  
Will Nguyen **Grimshaw**  
Yi Han Cao **Tzannes**  
Yuyuen Leow **Haybal**

Content Review

Tania Gordon **Bates Smart**  
Kelly Burke **Bates Smart**