

Architects Male Champions of Change

Progress Report



2015 – 2017



Architects Male Champions of Change



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Our Challenge

Architecture, we all thought, was an inclusive industry. Our craft seemed like we were predisposed that way. Wrong.

The Australian Research Council funded project into Equity and Diversity in the Australian Architecture Profession: Women, Work, and Leadership published on the Parlour website smashed that naïve belief. Architects and Architecture was among the most unequal professions in this country.

Shaun Carter
Architects Male Champions of Change
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Even though the pipeline of talent into our profession became equal decades ago, the brutal forces of daily inequality ruined many careers and crushed many women's ambition. Inequality that was obvious, deliberate and designed in, but also inequality that was unseen. The unconscious bias that society had taught us—all of us—was also working to keep women down.

Parlour revealed statistics that were shocking. How could a profession succeed and grow if it was structurally forcing almost half its talent out of the work place? Something had to change.

In March 2015 something did. The NSW Chapter of the Australian Institute of Architects, through the newly formed Gender Equity Taskforce (GET), launched the Architects Male Champions of Change foundation group--10 men who chose to step up beside women in their workplace.

We committed to actively intervene to halt inequality in its tracks, to call out prejudice where and when we saw it, and to be leaders by example to the profession. Our group comprises CEOs and Directors of our largest State, National and International Australian firms, covering over 2000 staff within the profession.

Our challenge is to constantly listen and learn from our mistakes. To recognise where we have let ourselves down and redouble our efforts not do it again.

Our challenge in our workplaces is to continually stand up beside women through our actions and policy implementation until gender balance is achieved. To understand that you can't be what you can't see, and to make it visible to all.

Our challenge is to not just lead in our workplaces but beyond. To help the profession to embrace gender equality.

Our challenge is to show real leadership by example and by questioning the orthodoxy.

Our 2017 Architects Male Champions of Change Progress Report is our first progress report. It details the insight we have gathered from our Listening & Learning and the hard work we have ahead. It details our policies and their implementation. This progress report places a line in the sand from which we must move forward, each and every year. We invite you to watch, to notice and to be critical of our journey if we fall behind.

Our challenge, as it is the profession's challenge, is to succeed in addressing gender inequality, so that women can take their rightful place alongside men. Gender equality in architecture will mean a more successful, balanced, insightful, caring, family orientated and profitable workplace. Our challenge is to make this happen.

As Australian Institute of Architects (NSW Chapter) 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 therefore commit to

- Actively advancing gender equality 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, performance management, promotion, talent identification, succession planning and training.
- Equity in Leadership: Taking action to improve gender equity in leadership positions/bodies.
- 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.
- Consultative Workplace: Developing consultation policies and strategies on issues concerning gender equity in the workplace.
- Advocacy: Advocating for gender equality within the profession.
- Influence: Supporting the Male Champions of Change program and influence change amongst our peers.

We agree to

- Measure our progress, benchmark best practice and report annually on our response to the above.

Male Champions of Change Approach

The Male 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 in mind:

01

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

02

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

03

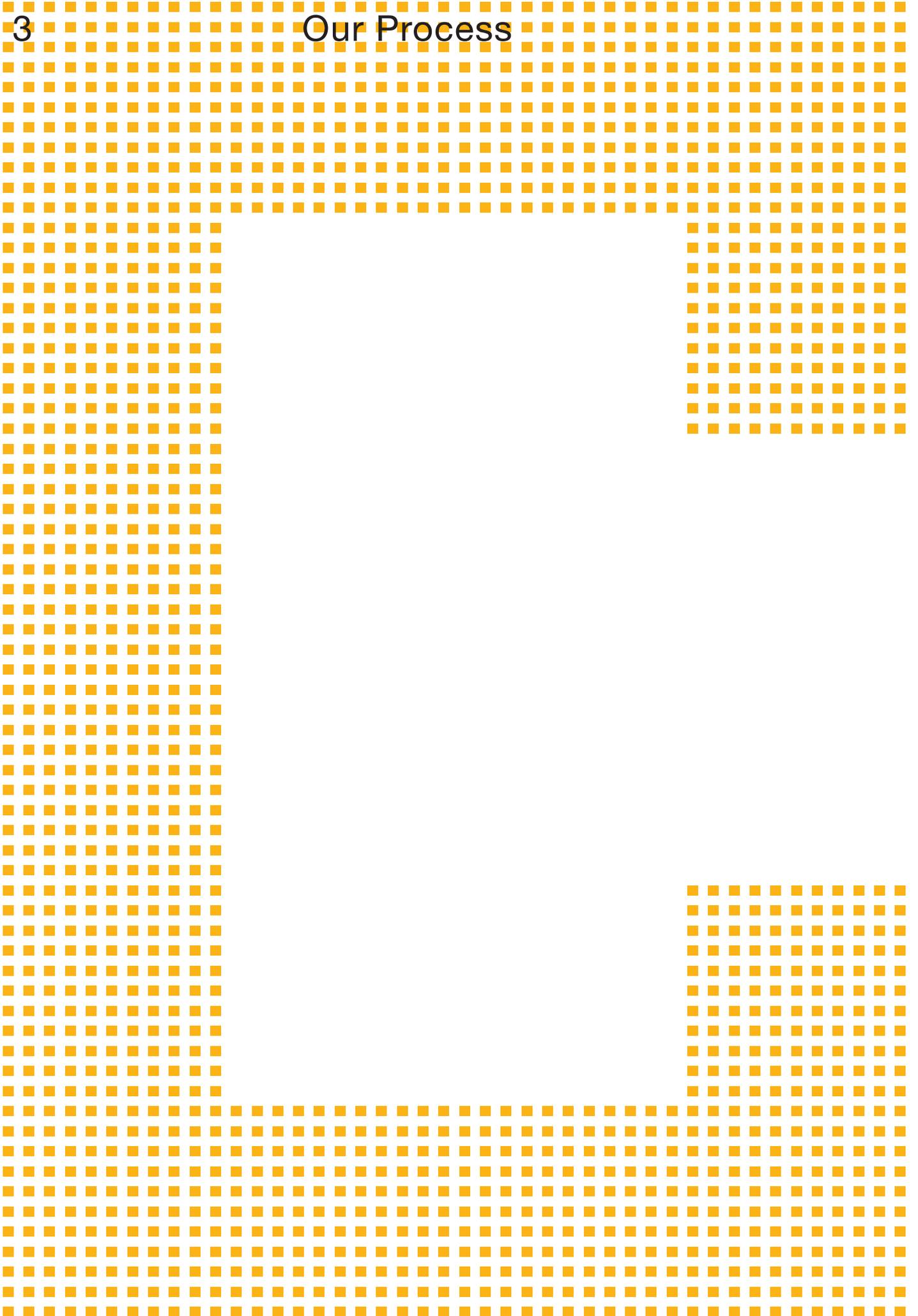
Stand behind our numbers, sharing lessons learned

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

04

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



3.1

Our Timeline

Our group formed in early 2015 as a result of recognising the distinct gap of senior women in Australian architect practices, acknowledging this and committing to proactively working together to play our part in addressing this issue within the architectural industry.



3.1

Our Timeline



2015

We spent time Listening & Learning about the experiences of others and reflecting on what was working and what was not working through their eyes. We learnt about how the same policies, structures, culture and conditions can have very different outcomes to our own experiences and as a result identified key themes that were universal across the participating architect practices leading to the development of 8 Actions focused on 3 spheres of influence: ME (Champion), WE (Practices) & US (Industry).

2016

We moved into Leading Through Action where we held ourselves accountable and began to understand our own Leadership Shadow and how others perceive our actions and their impacts, regardless of good intentions. We each developed our own individual action plans and continually revisited and revised this as we progressed on our personal leadership journey. In parallel, we collectively developed and shared best practice Parental Leave & Entitlements Guides as well as Exit Interview processes and signed the Panel Pledge. We also partnered with the Australian Institute of Architects (NSW Chapter) to host 'Industry Morning Teas' as part of our commitment to remain in contact and connected to those on extended leave. Our 2016 Flexibility Survey was a collective effort involving all participating practices, achieving a 78% response rate. The insights from the survey allowed us to take an evidence based approach to embedding flexibility resulting in full implementation of All Roles Flex policies across participating practices in 2017.

2017

We continued working through our 8 Actions identified in 2015 Listening & Learning sessions. We co-hosted the Australian Institute of Architects (NSW Chapter) Domestic and Family Violence event to raise awareness as to why this is a workplace responsibility. We continued to Listen and Learn about the experiences of others helping us to define and develop a practical approach to increase networking opportunities within an architectural environment and we each signed up to the Gender Pay Gap and Everyday Sexism broader Male Champions of Change publications and the necessary actions associated with each. As part of our commitment to redefine the image of the architect and raise the profile of women in architecture, we set targets for women on every tender and bid submission which played a role in the promotion of female talent in Practices; and we analysed our collective data over a two-year period allowing us to understand industry trends and patterns for future analysis.



Today

We report on our progress and acknowledge this is well overdue. In part, our delay in sharing our progress is because we recognise the extent of the work still to be done and know this is just the beginning. We are seeing change; through our own leadership actions as individuals, the practices we lead and the industry we are part of – this needs to be recognised and celebrated. We also know that there are many people playing their part to create and sustain this change and we look forward to creating a better future for architecture together.

3.2

Listening and Learning

In July 2015, each Champion agreed to lead focus groups to demonstrate their commitment to change, deepen their knowledge of gender equality, and identify priorities for the next two years. A total of 31 focus groups were held targeting three core groups; high performing women at all levels of experience, senior men and senior women. The aim of the listening and learning sessions was to: identify formal policies, structures, cultures and conditions that support women in senior positions; identify barriers that impede advancement and generate bold and innovative ideas.

Identified Themes

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

■ Flexibility

Flexibility is stifled by a lack of role modelling by both men and women, insufficient technology and mindset of inflexible roles.

■ Expectations of Commitment

An 'always available' culture pervades the industry preventing work-life balance for all.

■ Parental Leave

Parental leave policies are lacking, particularly return to work incentives and part time work at Project Leader level. Currently career breaks are perceived as or end up as career killers for both men and women.

■ Specialist Track

Women are being specialist-tracked into career paths with good intentions but this prevents them from reaching the top of the architecture profession.

■ Career Planning

Career planning can accelerate young women's careers and sustain them through career breaks, but this is currently an opaque and ad hoc process left to chance with little transparency around the steps needed

■ Profile Building and Networking

Understanding the role of networking in the architecture, engineering, construction and property industry is misunderstood with individuals failing to know how to elevate their profile authentically. Practices should actively help build individual profiles internally and externally by assisting with authentic engagement with decision makers to elevate careers.

■ Mentorship Plus Sponsorship

Mentorship exists but women generally lack sponsors tasked with getting them on career-building projects.

■ Industry Culture

The architecture, engineering, construction and property industries are 'boys clubs' to varying degrees.

■ Practice Structure:

Private partnership agreements and a lack of formal policies and promotion pathways create structural barriers for women.

■ Salaries

Salaries in architecture compared to the high cost of childcare make women less likely to return after parental leave vs. staying home vs. moving to a different industry.

3.2

What We Heard

“I want to be judged on output not hours, but that’s not how it is.”

- “[Mothers in the focus group] felt that they couldn’t ask for pay increases because they only work their 40 hours per week, so therefore felt unworthy of an increase.”
- “It’s difficult to hold a partnership position and work part-time – particularly around equity within the practice – currently, it’s more about the hours worked, rather than the revenue generated, or individually how you contribute.”
- “Our network of clients are sometime unreceptive to women in leadership positions without male support.”
- “How does one work toward becoming a principal?”
- “The path to senior leadership positions is not clear; ‘if you want it, you can have it’ is not intuitively believed by many women.”

- “Women are given ‘artsy jobs’; the friend’s jobs; the left-over jobs.”
- “We have created specialist roles due to the perception that they are the roles that can be achieved in reduced hours.”
- “Women in our Planning sector are thriving, however we are not sure why.”
- “To reach Director level, you need to be good at a broad range of skills. It seems like women are encouraged to pick an area they are good at and excel at that.”
- “In order to become senior and increase your profile, there is pressure to strategically socialise and network with other senior staff to be recognised – this can be difficult sometimes with age and gender differences and family commitments.”

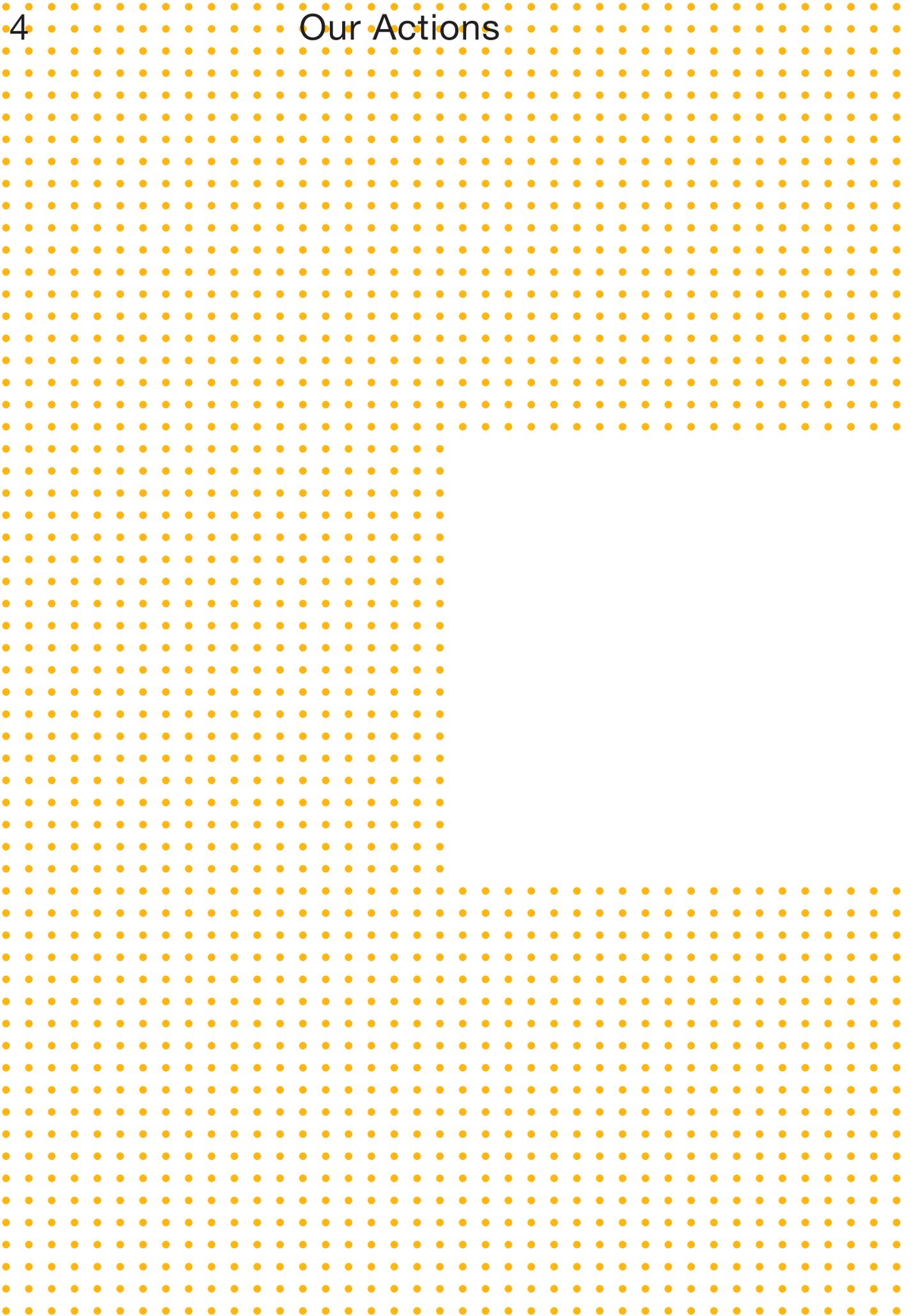
“Most client contact involves a Director. This results in a culture of men interfacing with clients and women specialising in delivery.”

- “Success depends on having mentors / advocates / sponsors and others who provide support and are ‘willing to take a punt’”
- “Often when women are in their thirties and start families, they are not treated the same once they return to work. Opportunities are given to men in their mid-thirties over women.”

“Flexibility is seen as a luxury the industry can’t afford”

- “People become disillusioned with the industry in their mid-30s and question whether they should move to another industry to get a better salary and work-life balance.”
- ‘With low-salaries, it’s easy to justify not coming back to work with the cost of child care.’
- “We have not challenged sufficiently the opportunity of Senior Project Roles to be undertaken flexibly as we assume the status quo is the only way”

Our Actions



4.1

Our Focus — Eight Actions



4.1

Mainstream Flexibility

We heard

After conducting a survey to assess the status of flexible working arrangements and the culture of ‘always being available’ in the architecture industry the Champions sought to implement an ‘All Roles Flex’ policy in line with those successfully implemented in a number of ASX200 companies already. The survey identified that it was important to address flexible arrangements, that flexibility has different meanings to individuals, that a large percentage of respondents felt they had permission and were supported to work flexibly, however the majority felt flexible working policies were not available to them or they weren’t clearly articulated.

Our commitment

To deliver and advocate a workable Flexibility Policy template ensuring fair and equitable work/life balance for both carers and non-carers. To change the culture of ‘always being available’ and to build upon a cultural shift away from publicly valuing time to publicly valuing other forms of effectiveness and productivity.



Objectives

- Develop an approach to achieve flexibility for all roles to suit individual workplace cultures and values
- Ensure retention of key skills and knowledge by offering flexibility
- Enable service of client and project requirements outside of normal business hours
- Access a wider pool of talent facilitating progress to leadership positions by offering flexibility
- Promote a sustainable profession through improved work/life balance

What we have done

- Conducted a flexibility survey which provided evidence of a flexible workplace culture in the profession
- Developed a process to request flexible working arrangements
- Ensured transparency by communicating the process and encouraging a culture where staff are proactive in how they manage their working life
- Included flexibility discussion in all performance reviews to further assist with normalisation
- In July 2017 all Champions implemented and committed to ‘All Roles Flex’ policies in their practices

What we will do

- Continue to monitor gender metrics with staff on flexible working arrangements
- Survey responses and attitudes on flexible working arrangements
- Champion role models and showcase positive examples of both carer and non-carer staff working flexibly
- Update the Champions benchmark Flexibility Policy template to reflect lessons learnt

4.2

Modify Culture of Always Available

We heard

Listening & Learning sessions uncovered a 24/7 working culture which led to a preference for 'ideal workers' who were prepared to invest long, unpaid hours in the office. This was supported by a business structure that recorded visible time spent on projects in lieu of documenting project deliverables or recognising project relationship building. To add to this, an entrenched code existed which implied that a Project Leader was required to be present for their team to be able to lead projects. The result was a system that rewarded and promoted employees with available time, seeing a skew towards men with no visible caring responsibilities.

Our commitment

To redefine what the architectural industry defines as an 'ideal worker' by prioritising quality, productivity and deliverables over time. To understand and expose the hidden expectations around being visible and challenge those who buy into the culture of 'always being available'.



Objectives

- To promote measuring performance, quality and deliverables over measuring time
- To manage the expectation to work overtime and reward those that do through financial returns as opposed to promotion
- To change the culture of staff arriving early, staying late, pulling all-nighters, working weekends and remaining tied to their devices 24/7
- To stop the culture of penalising those who are unable or unwilling to do so

What we have done

- Recognised that all leaders in architecture work flexibly in some form
- Introduced 'All Roles Flex' to challenge the expectation to be present
- Provided the technological infrastructure to support 'All Roles Flex'

What we will do

- Review business structures to promote less visible leaders, such as part-time employees
- Review how we measure performance away from timesheets towards deliverables
- Clarify expectations regarding working hours encouraging transparency around actual hours worked
- Review how we reward overtime to shift the culture of long hours

4.3

Plan Careers Early

We heard

From the Listening & Learning sessions it was found that a number of women don't feel supported through their careers. Support systems like mentoring or career progression talks would benefit women by providing guidance and encouragement to openly discuss challenges and opportunities and receive advice as they progress their careers.

Our commitment

For one calendar year, each Champion and their peer directors to commence regular career discussions and coaching with 3 to 4 women in their practice. Collectively between all practices there will be a group of approximately 30 women who will receive direct mentoring and career coaching by a leader within their practice.



Objectives

- To implement a procedure which allows individuals to set clear goals for their career paths
- To promote learning around how to manoeuvre through the profession
- To ensure all individuals are equitably considered by their practices for promotion and career building opportunities

What we have done

- Provided a tracking template for those for those participating in career discussions and coaching to record the frequency of meetings, goals and career progression

What we will do

- All practice directors to engage and mentor 3 to 4 women across the Practice
- Meet monthly to bi-monthly with mentees
- Review internal processes and practices for promotion

4.4

Enabling Successful Career Breaks

We heard

The Listening & Learning sessions revealed that there is a perception that parental leave is a career killer with not enough policies and infrastructure in place to support career breaks. Salaries in architecture and high cost of childcare impact the number of employees returning from a career break. Those that returned in a part-time role, commented on challenges in receiving meaningful and rewarding work on reduced hours.

Our commitment

To create environments where careers thrive for all. To make parental leave and career breaks become a manageable interlude so that careers continue on an upward trajectory by removing limitations to opportunity and reframing biases and perceptions.



Objectives

- To build organisational environments where career breaks are supported
- Develop templates to capture an overview of parental leave policies, career breaks etc. and develop an exit interview questionnaire to better understand reasons for leaving or not returning
- Develop contact programs with employees to openly discuss their future work arrangements and ongoing career goals

What we have done

- Reviewed all champion practices current Parental Leave Policies and compared them to National Employment Standards (NES)
- Developed a 'Best Practice Parental Leave Entitlements Guide' for organisations where paid parental leave is offered
- Developed a 'Best Practice Parental Leave Contact Program' to ensure a smooth transition back to the workplace and to establish a discussion for future work arrangements and ongoing career goals
- Developed an 'Exit Interview Questionnaire' to understand why employees choose to leave their practice or the industry generally
- Supported Australian Institute of Architects events informing the profession on career breaks, including bi-annual morning teas for new parents, those on sabbatical or soon-to-be parent

What we will do

- Each Practice will review the Best Practice Parental Leave Entitlement Guide with the aim to incorporate fully in 2018
- Continue the communication with those on parental leave/ career break regularly—prior to, during and upon return from leave
- Track and review Gender Metrics to understand patterns and trends during or after career breaks

4.5

Activate Champions

We heard

Proactive leadership plays a critical role in challenging the status quo.

Our commitment

We commit to:

- Reflecting on our own values, perceptions and actions which may negatively impact on individuals and teams;
- Receiving and seeking ongoing feedback about how ‘we show up’ through the eyes of others and
- Encouraging others, including our peers through sharing our own experiences, to reflect on their values, perceptions and actions which may unintentionally exclude individuals and teams



Objectives

- For each Champion to understand their impact on others by examining their leadership style and actions
- To lead cultural change by identifying and challenging inequity when it is witnessed
- Shift the status quo through proactive leadership

What we have done

- Undertaken the ‘Leadership Shadow’ work and developed our own Leadership Action Plan
- Identified the “way we act”, “the way we measure”, “the way we prioritise” and “what we say” through the eyes of others
- Set a list of actions that allow accountability from leadership whilst also prioritising important first steps such as sharing a compelling case for gender balance and engagement with our fellow directors, peers, clients and staff to hold ourselves accountable

What we will continue to do

- Revisit the ‘Leadership Shadow’ work and revise our Leadership Action Plan
- Be a role model for an inclusive culture within our practice and the profession
- Build leadership teams with a critical mass of women
- Call out behaviours and decisions that are not consistent with an inclusive culture
- Engage senior leaders within our practice and the profession to reflect on their leadership style
- Play a strong role in key recruitment and promotion decisions
- Champion flexibility for women and men
- Understand the numbers and levers
- Receive and seek ongoing feedback on our own individual Leadership Shadow

4.6

Panel Pledge

We heard

The absence of women presenting at public professional forums in the architecture, engineering, construction and property industry is a problem. With majority male speakers, audiences are given an exclusive perspective. This lack of diversity limits the quality of the conversation. Moreover, when visible role models are men, absence of women perpetuates absence of women. Fewer women choose to speak, and fewer are chosen. Without the opportunity to serve on panels and present, women lack profile-building opportunities, which is an important contributor to experience and recognition.

Our commitment

Under the Charter we are signatory to, the Architects Male Champions of Change have pledged to advocate for gender equity at industry conference and speaking events.



Objectives

- To directly affect the increase of women speakers at events, conferences and seminars. This will enhance profile-building opportunities for women, which is an important contributor to recognition and success in the architecture, engineering and construction industry.

What we have done

- Developed a Panel Pledge Letter to event organisations, where, when invited to participate there is gender inequity in panel membership
- Formulated a process for Champions to follow when invited to or attending speaking engagements around:
- Highlighting and questioning gender imbalance identified at forums, seminars and conferences attended
- When invited ensuring women speakers are represented before committing to be part of a speaking panel
- Tracking all events held at or sponsored by each Champion's practice including number of speakers and or panelists, percentage and number of women speakers and or panelists, percentage and number of women attendees

What we will continue to do

- Communicate with our leadership, business development and communications teams regarding the Champion's Panel Pledge and our Practice's commitment to support The Pledge
- Ensure all forums the Practice runs or sponsors take gender balance into account both in terms of speakers and invitees
- Use networks or connections to link women in our own practices to speaking opportunities
- Consider gender balance when asking or promoting a staff member to represent our practice as a presenter
- If women speakers are not equally represented at events, panels, forums etc attended, share our views with event organisers on the absence of women at these events and encourage them to consider a more balanced representation of panelists/speakers next time

4.7

Authentic Engagement

We heard

Listening & Learning sessions with employees identified barriers to gender equity in the architecture profession. Emerging from these sessions was a universal challenge for women to make genuine relationships with the decision makers of the built environment, frequently referencing obstacles with the entrenched ‘Boys’ Club’ network. The Champions committed to building the profile of women in architecture to encourage an industry move away from gendered cliques.

Our commitment

Authentic Engagement is a commitment by the Champions of Change to build the profile of women in architecture to encourage an inclusive approach to networking within the architecture, engineering, construction and property industry.

It aims to provide a systematic approach for Champion practices to encourage professional development and network building via an increase in meeting attendance for all employees. It is proposed that Authentic Engagement is offered to all staff with parity checks to maintain diverse inclusion.



Objectives

- Support women to develop a public profile
- Advance the relationship of women with the decision makers in architecture, engineering, construction and development
- Enhance professional development of staff by increasing exposure to all aspects of architectural practice
- Shift employee perceptions around the role of networking

What we have done

- Further Listening & Learning sessions were held to canvas staff understanding of and engagement with networking
- Defined networking within an architectural environment
- Developed an ‘Authentic Engagement’ implementation guideline to increase networking opportunities within the daily working environment via meeting attendance
- Promote active roles for all staff in meetings to raise the profile of attendees
- Reviewed the timing of Champion networking events so that events occurred at all times of the day

What we will do

- Draft a publication for networking to shift perceptions on the role it plays in the architecture, engineering, construction and property industry
- Annually measure staff perception of increased exposure to all aspects of architecture
- Foster opportunities that may arise out of increased contact with decision makers in architecture, engineering, construction and development.

We heard

Analysis of the public image of the architect during Listening & Learning sessions was confronting for the Champions as it revealed a significant slant towards the male designer. Tender and bid submissions for future projects are the physical evidence of how architects publicly value and promote design talent. Champions agreed to address gender parity in teams assembled for future tenders and bids to visually show future clients that women are integral to the provision of architectural service.

Our commitment

Submissions Ratio is a commitment by the Champions of Change to include women in all tender and bid submissions with the intent to measure and improve on female participation over time.



Objectives

- Redefine the image of the architect to future clients
- Raise the profile of women in architecture to a wider audience
- Use the competitive nature of tenders to drive the female talent pipeline
- Maintain female engagement within the profession by tracking involvement
- Encourage women to champion and develop their own talent

What we have done

- Collected and analysed data from all Champion practices over a two-year period
- Set targets for inclusion of at least one woman on every tender and bid
- Reviewed gender involvement across different scales of architecture to understand industry trends and patterns
- Setting targets for bids and tenders has already played a role in female talent being promoted across all Champion practices

What we will do

- Critically question our own assumptions around placing team members in client facing roles
- Consider whether the data uncovers potential gender bias from other industries or client bodies and use the data collected to advocate for change in industry perceptions
- Ensure that the gender ratio included on projects reflects the gender ratio of working teams, particularly at leadership levels
- Enjoy the design outcomes that diversity in design teams brings, better reflecting the populations that we design for





Objectives

- Ensure each practice has a strong understanding of their diversity maths and paths to improvement
- Take gender reporting to a deeper level, with consistent standards, to create a more transparent and granular view
- Set targets for improvement in gender reporting
- Address gender pay gap

What we have done

- Discussed best practice to measure gender across each entire practice and across different roles and categories (participation rates, new starters, promotions and pathways, departures, parental leave)
- Collated and analysed current reporting metrics for all practices collectively for the first time
- Committed to report externally and internally

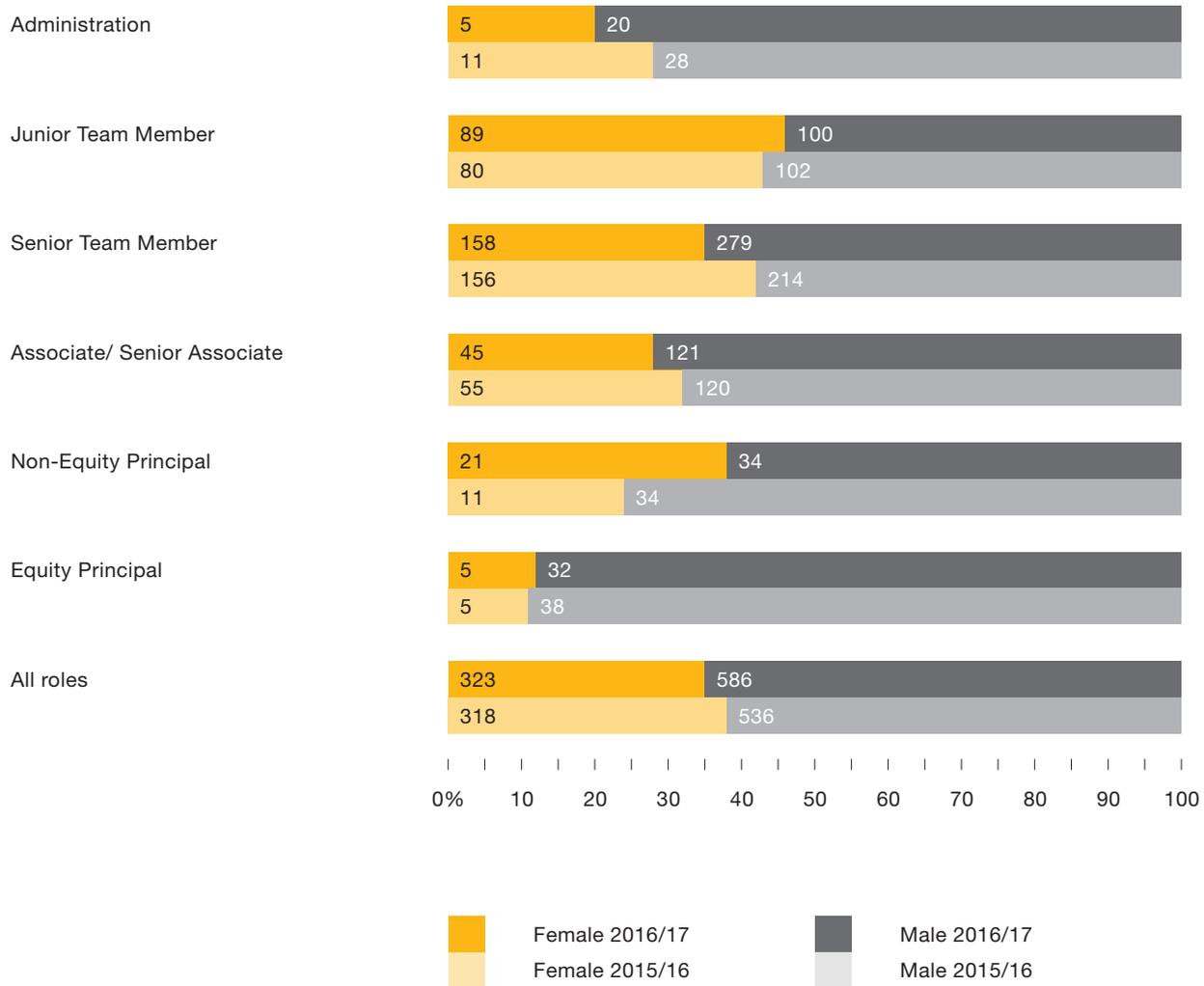
What we will do

- Continue reporting every year
- Identify and action opportunities for improvement
- Review pay equity efforts
- Hold ourselves accountable through annual internal and external reporting on our progress in delivering on our commitments to gender diversity

5.1.1

Participation Rates

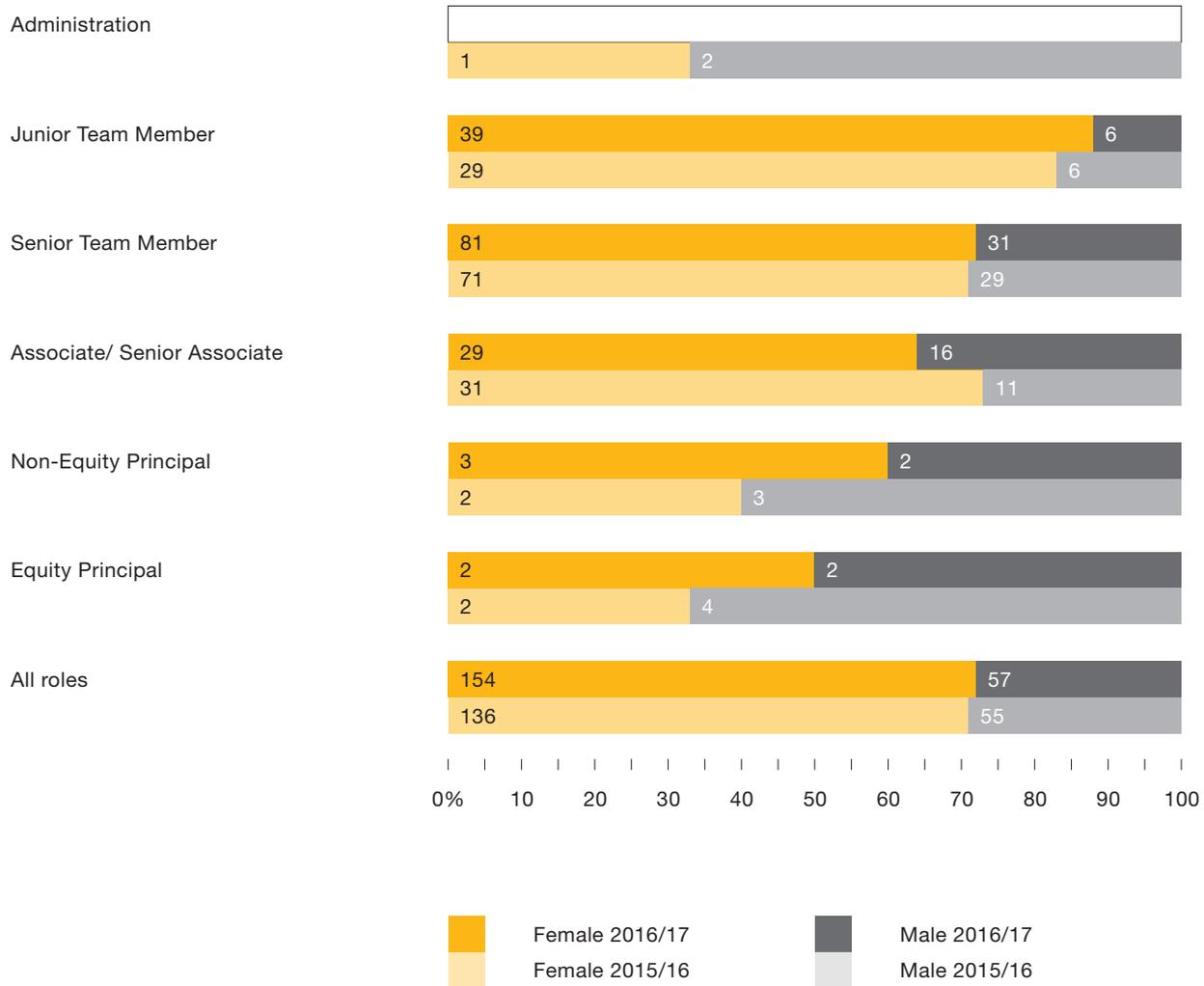
Architecture



5.1.1

Participation Rates

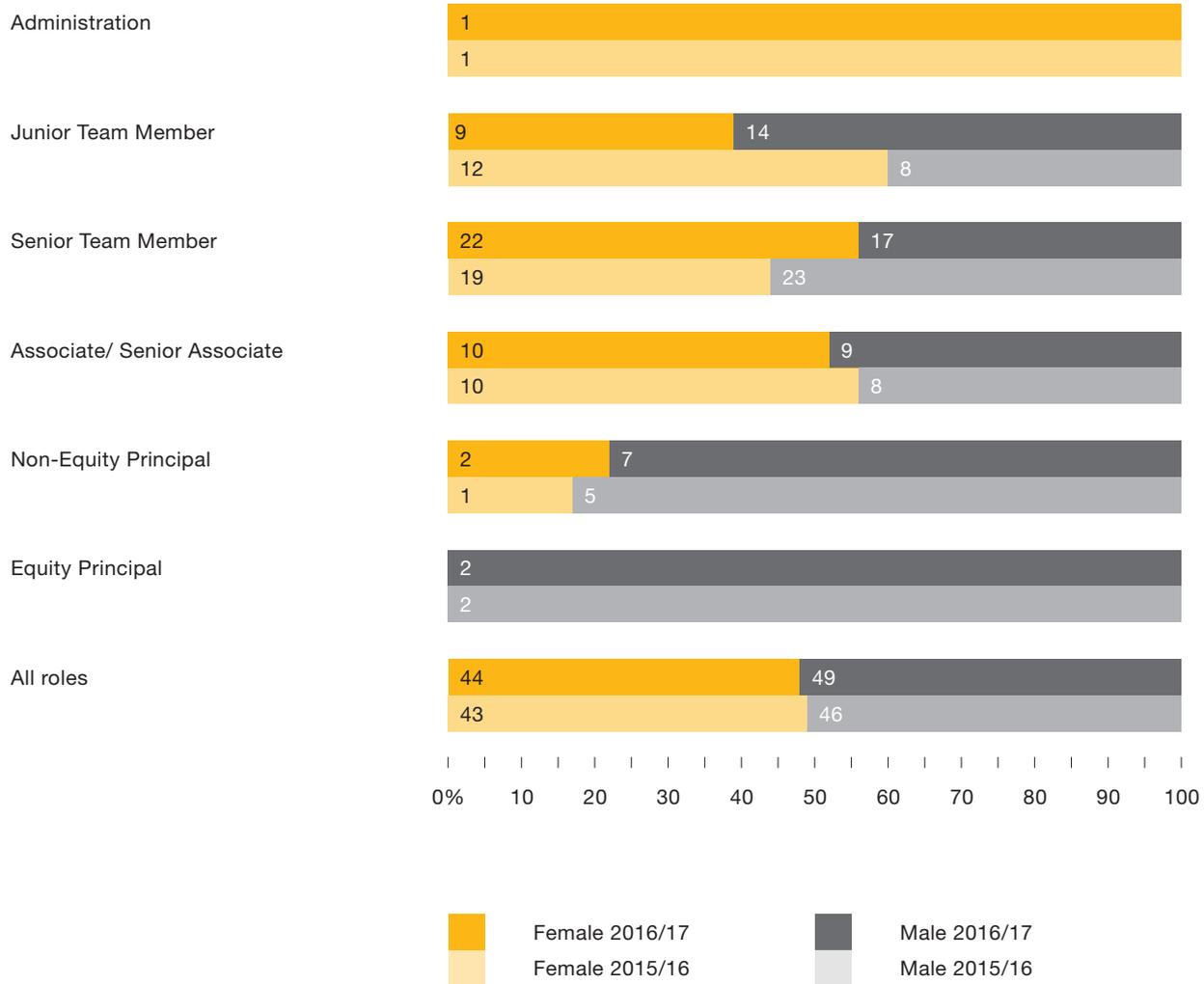
Interior Design



5.1.1

Participation Rates

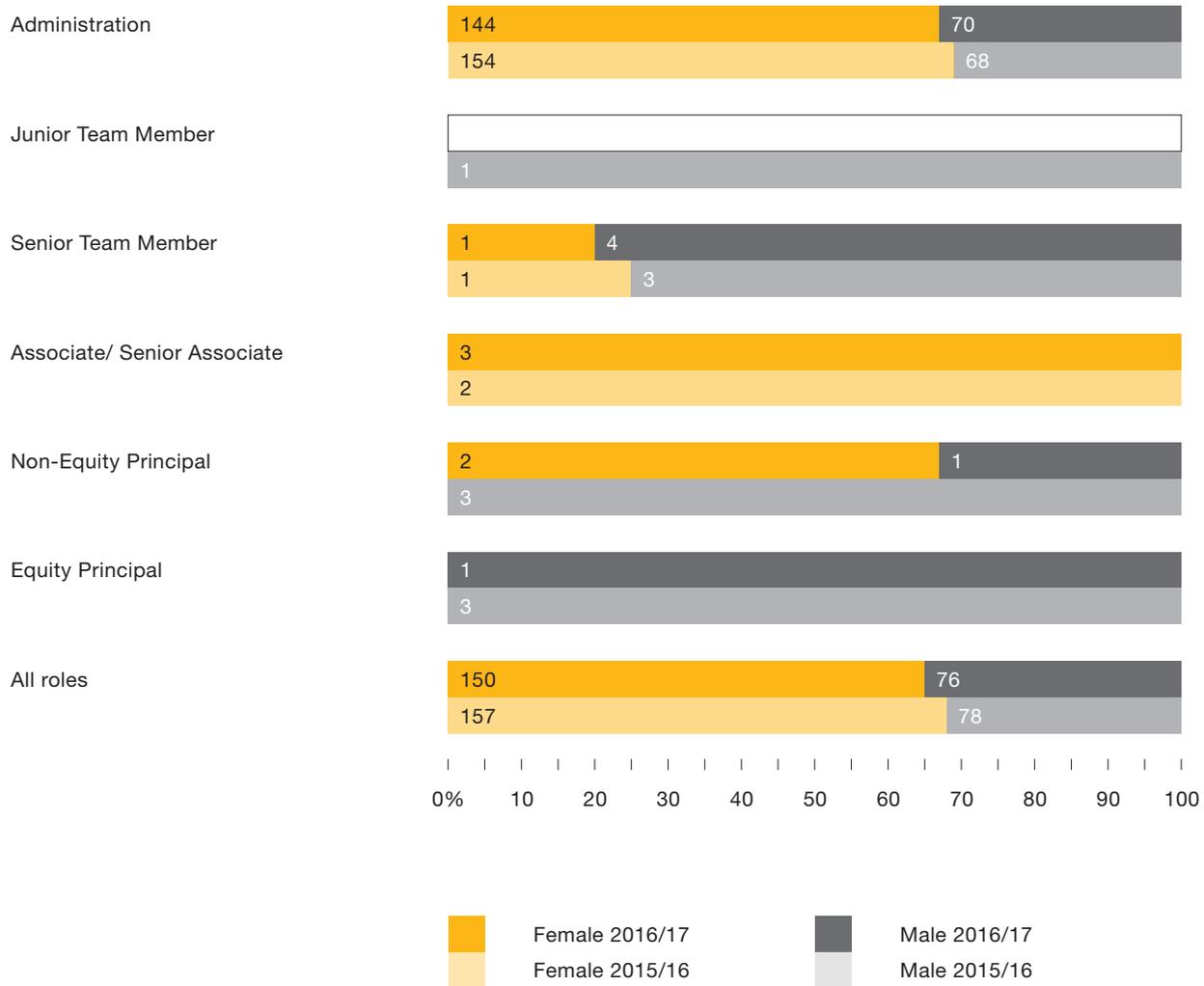
Landscape Architecture, Urban Design, Planning



5.1.1

Participation Rates

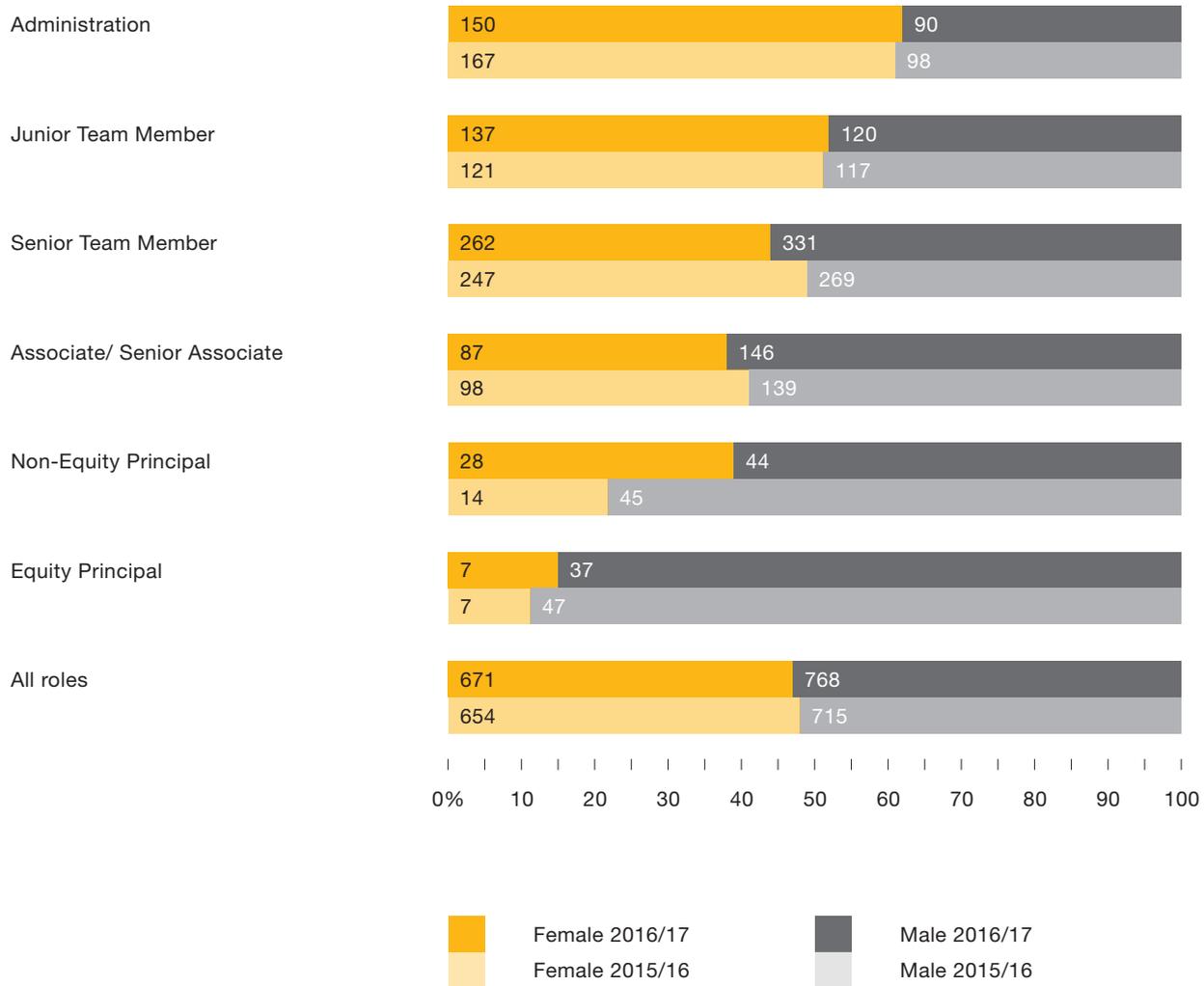
Business Functions



5.1.1

Participation Rates

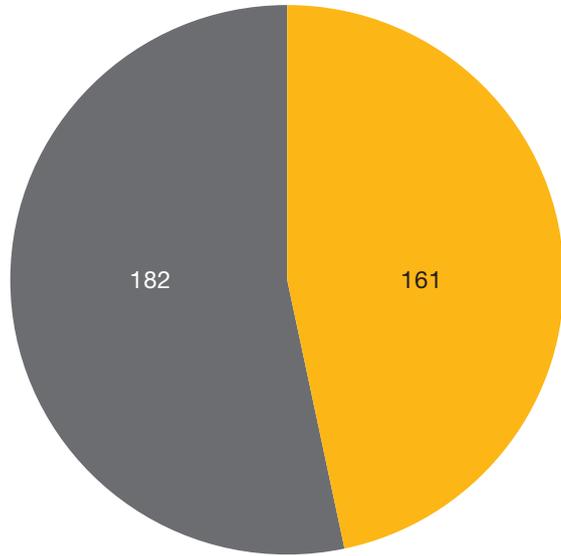
Overall



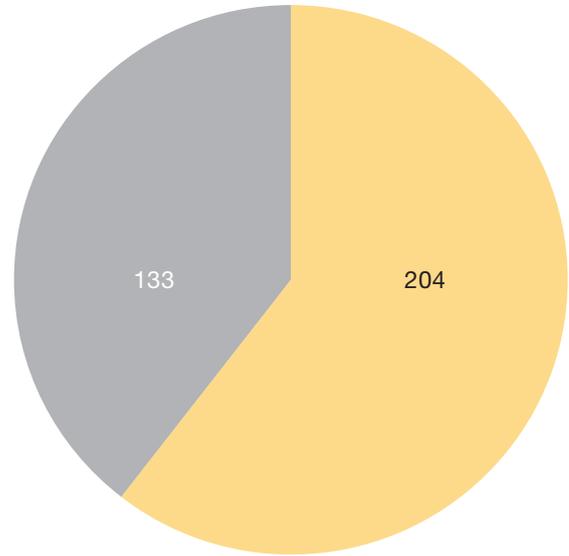
5.1.2

New Starters

New starters in reporting period
2016/17 - all roles

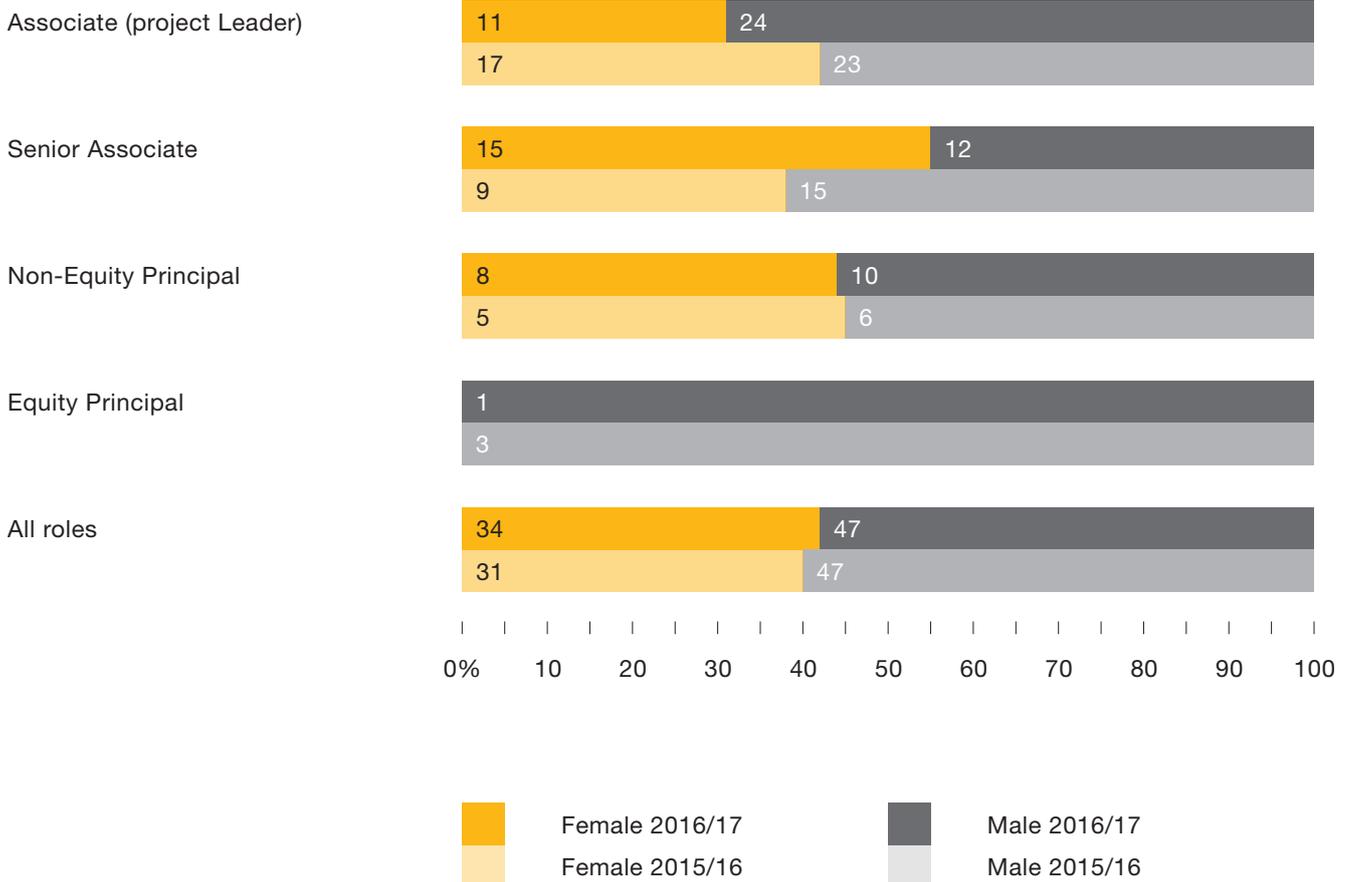


New starters in reporting period
2015/16 - all roles



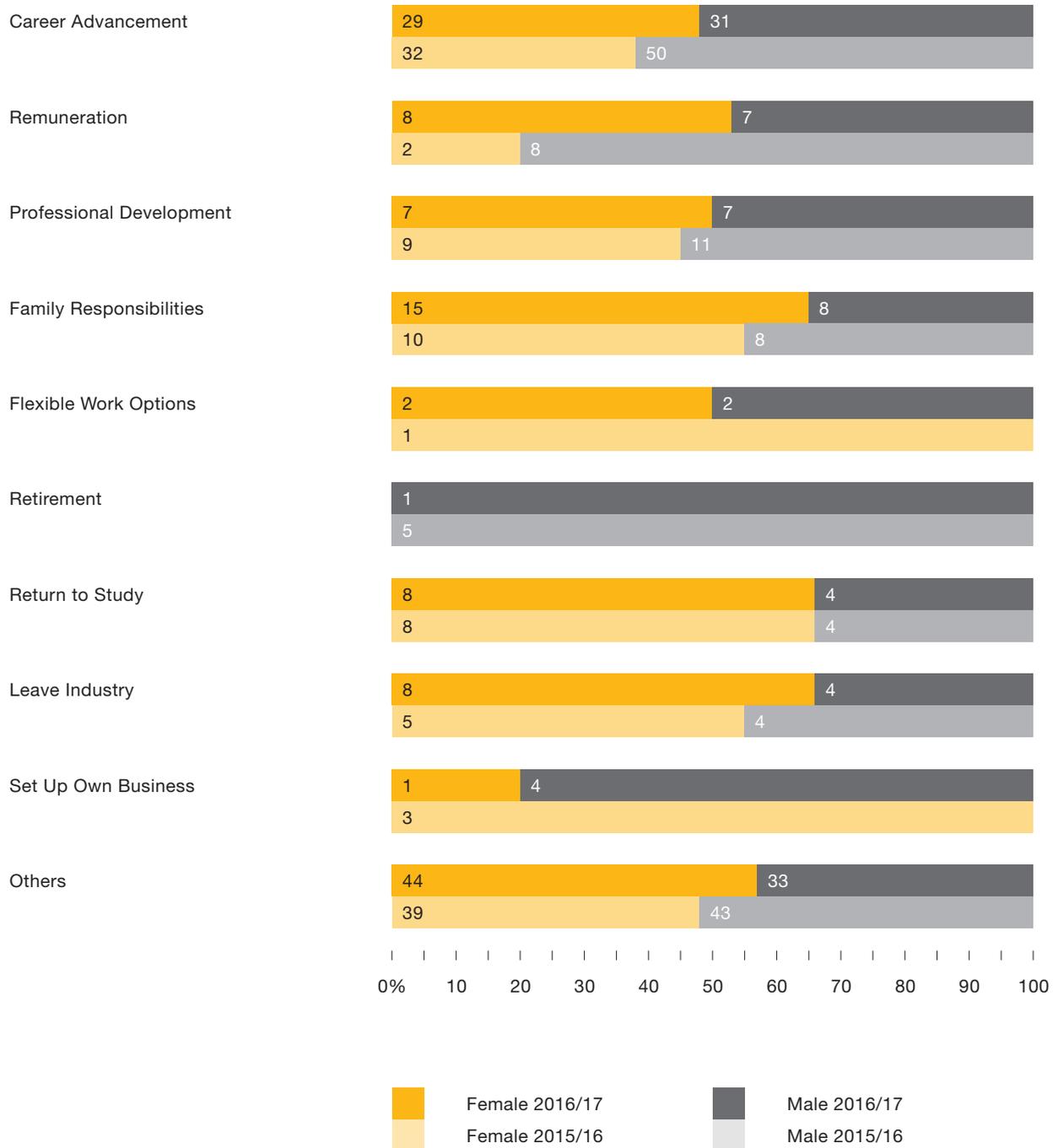
5.1.3

Promotion & Pathways



5.1.4

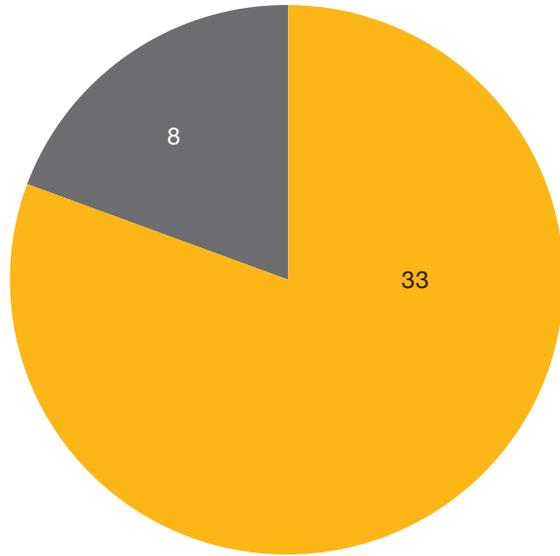
Departures



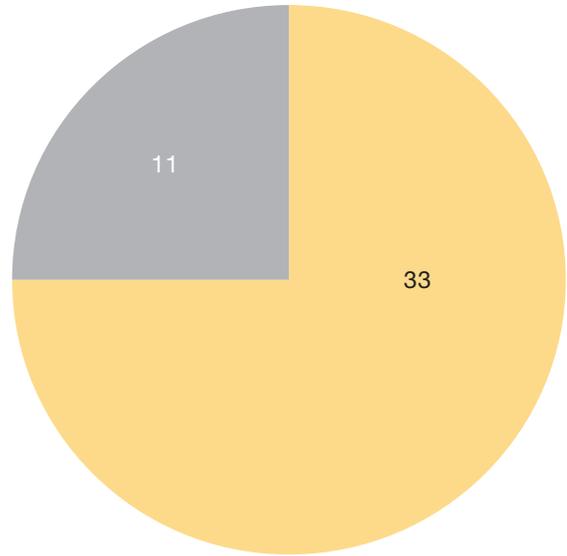
5.1.5

Parental Leave

Primary Carers Parental Leave 2016/17



Primary Carers Parental Leave 2015/16

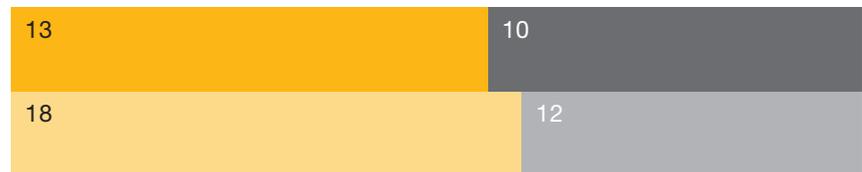


Primary Carers Who Returned to Work After Parental Leave

Planned to Return



Actually Returned



0% 10 20 30 40 50 60 70 80 90 100

Female 2016/17
 Male 2016/17
 Female 2015/16
 Male 2015/16

5.2

Submissions Ratio

Submissions Ratio is a commitment by the Champions of Change to include women in all tender and bid submissions with the intent to measure and improve on female participation in submissions over time. 2017 data was collected from 599 tenders and bids across the eight Champion practices. As it was the first year of data collection, it was challenging to draw definitive conclusions however the following observations were made:

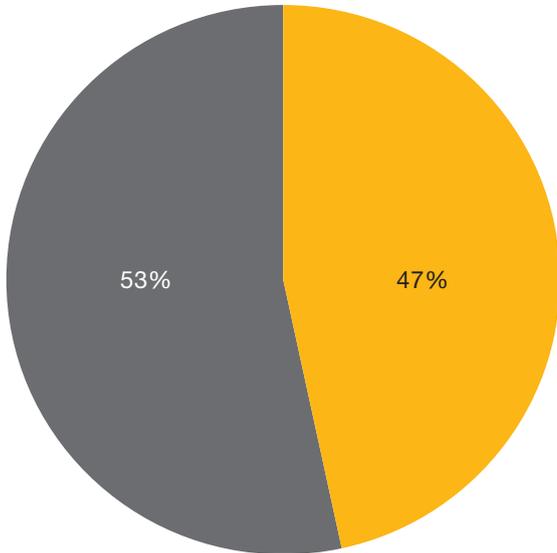
- The gender mix in submissions aligns with the overall gender mix in practices
- The data reveals a relationship between construction value and the gender of the team leader
- The ratio of women on tender and bid teams is less than the ratio of women as team leaders in the discipline of architecture



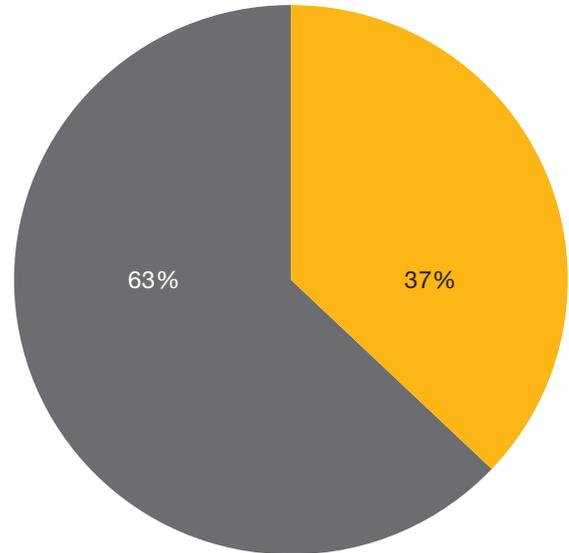
5.2.1

Submissions Ratio - Gender Mix Summary

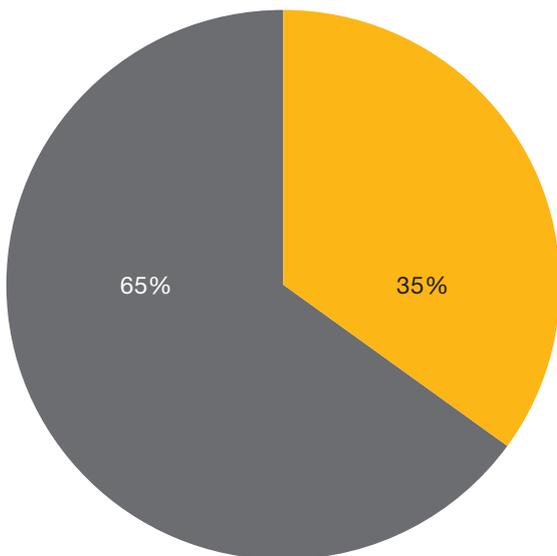
Practice Gender Mix



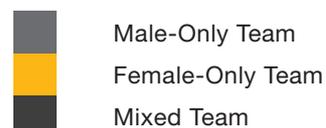
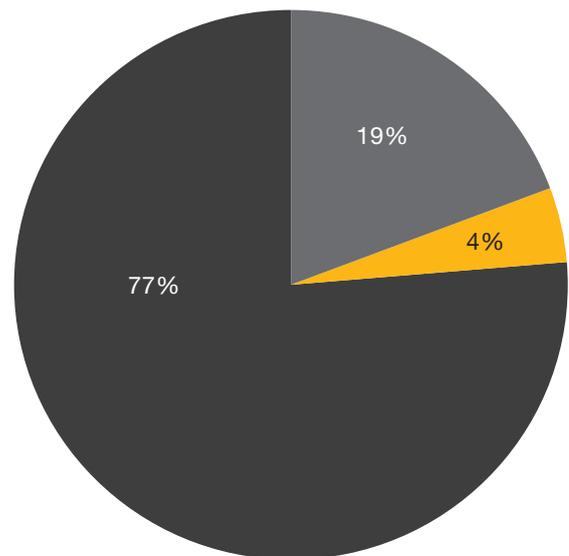
Submission Team Gender Mix



Submission Team Leader Gender Mix

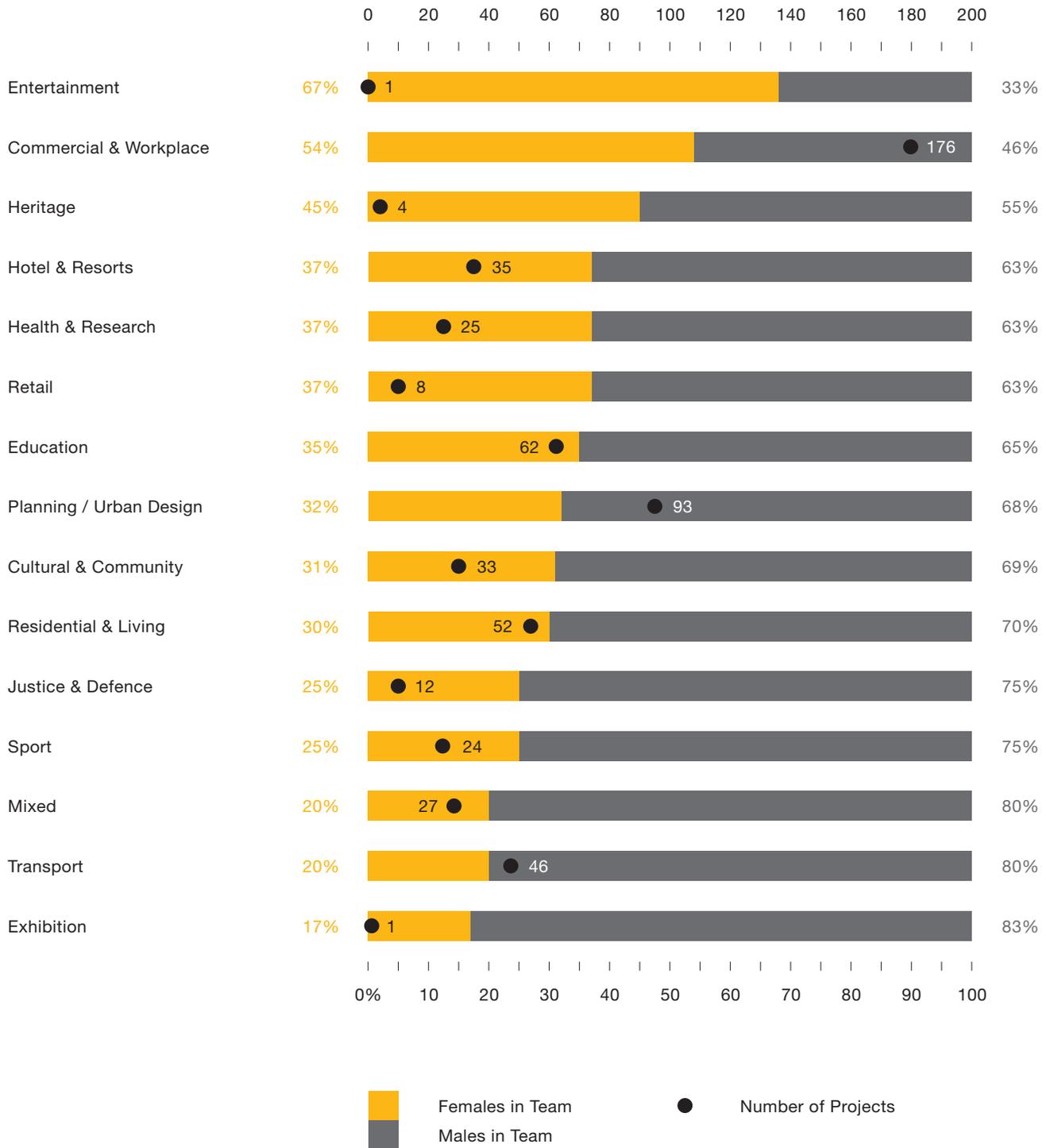


Submissions Ratio Commitment of a Gender Mix Check



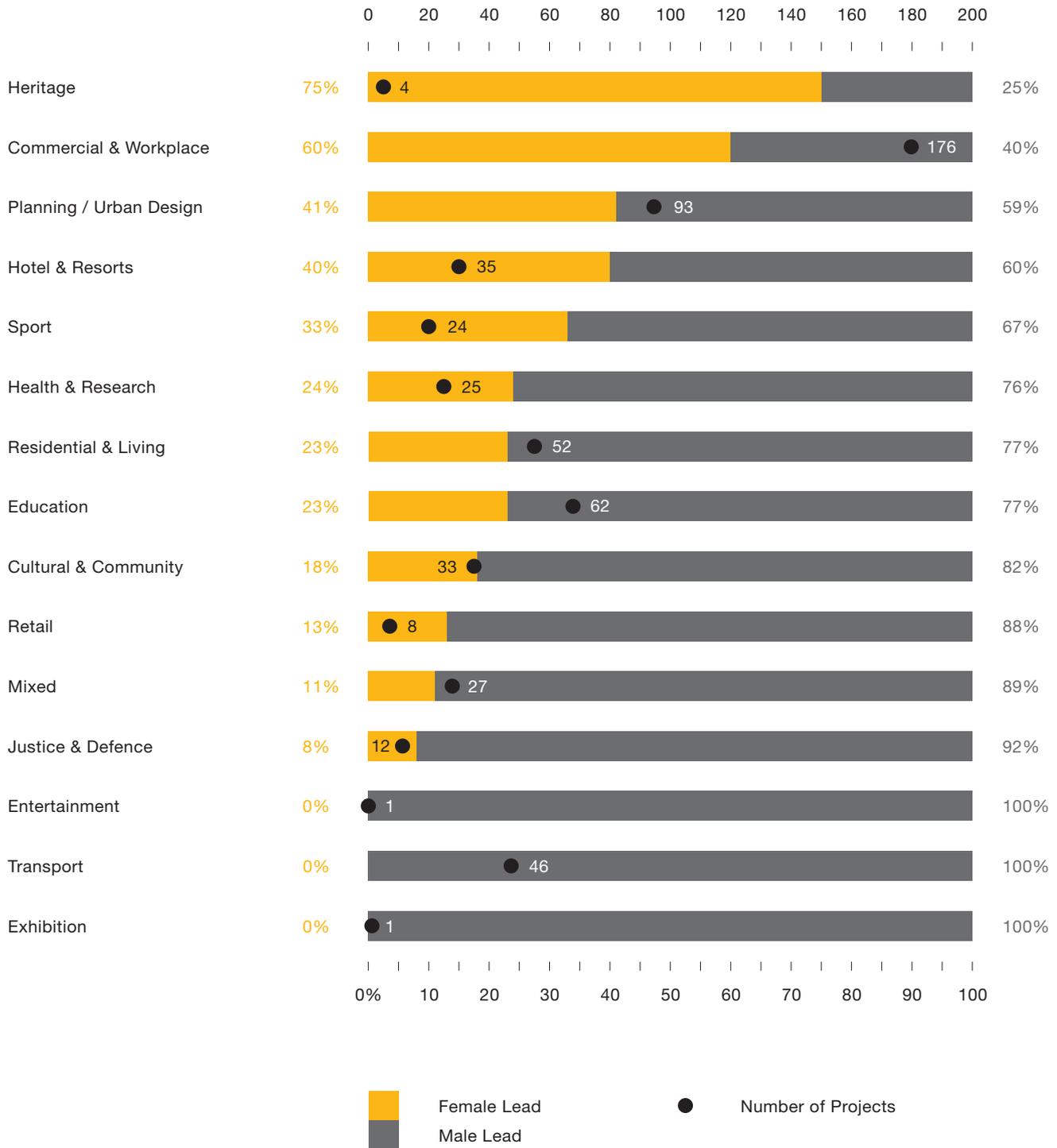
5.2.2

Submissions Ratio Gender Mix by Sector



5.2.2

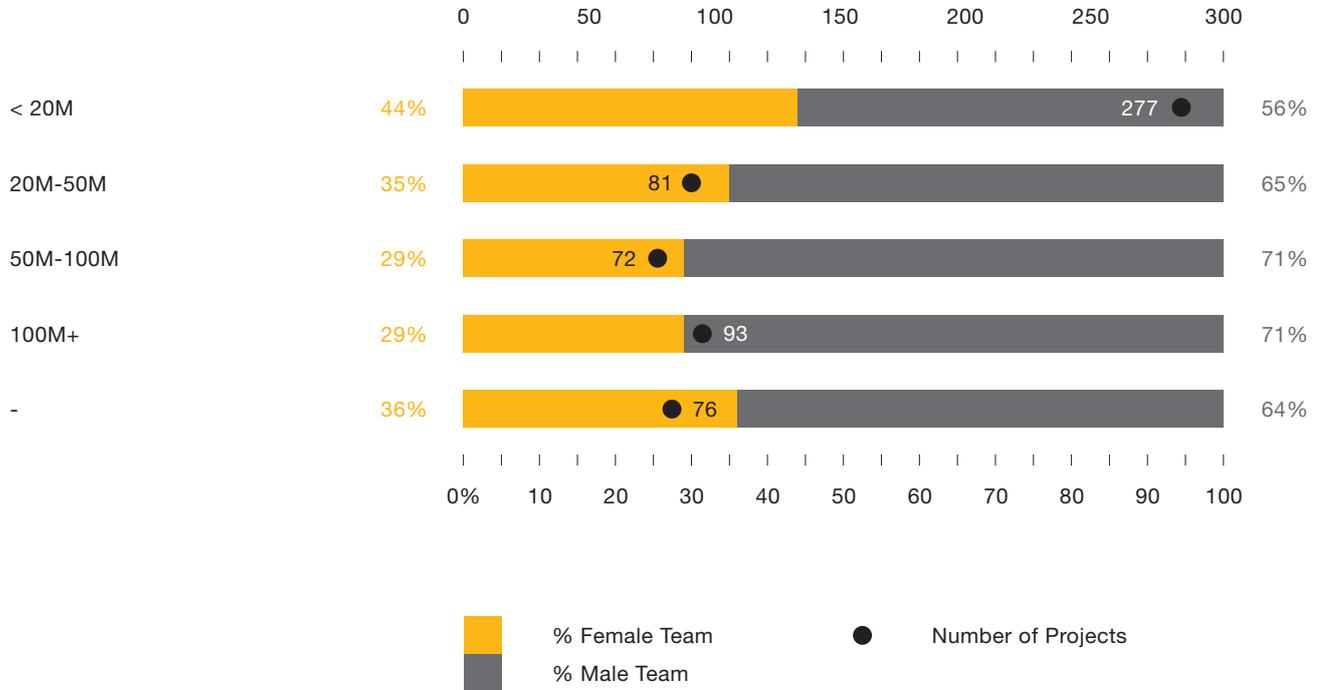
Submissions Ratio Gender Mix by Sector / Submission Leader



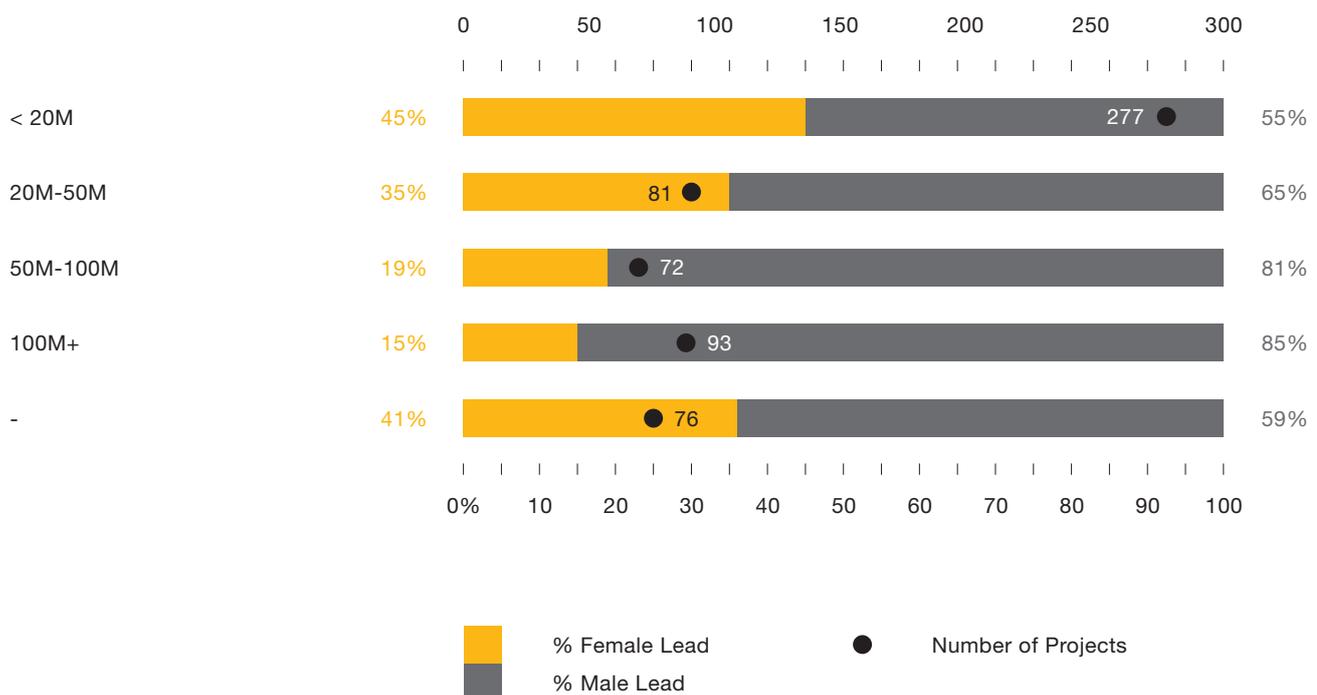
5.2.3

Submissions Ratio Gender Mix by Construction Value

Gender Mix in Submissions Leader
by Construction Value



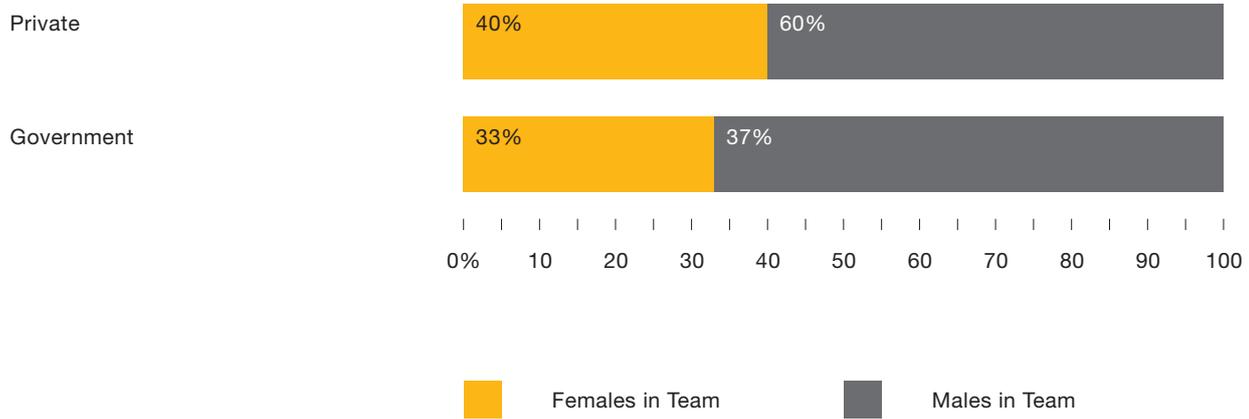
Gender Mix in Submissions Teams
by Construction Value



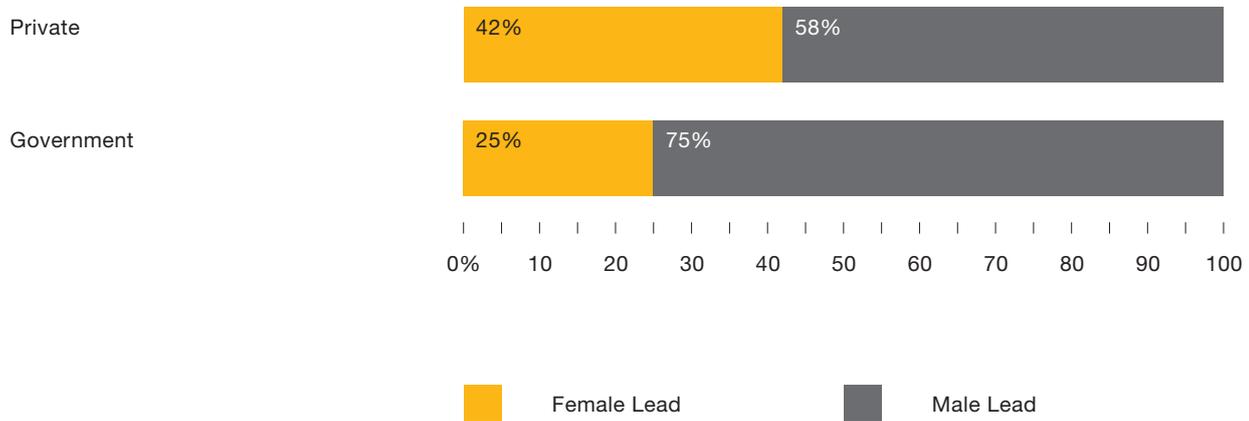
5.2.4

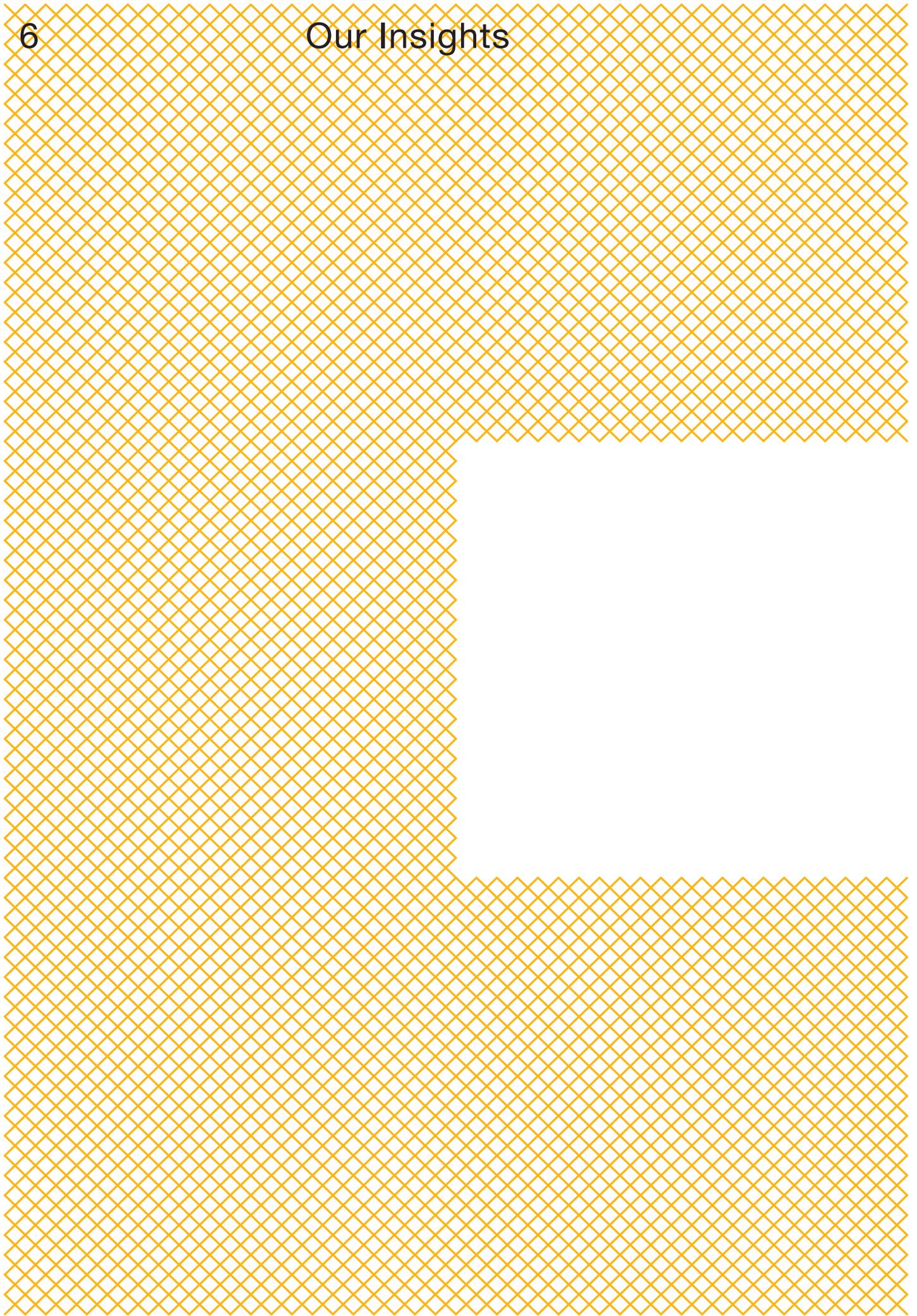
Submission Team Gender Mix by Client Type

Submissions Team
Gender Mix by Client Type



Submissions Team Leader
Gender Mix by Client Type





Our Insights

“What we need is cultural change. We don’t need any more talking, we need action.”

Shaun Carter
Champion, Carter Williamson

“We have 50% of women graduating from architecture. We need to see 50% of women as partners in large practices and small practices so there is participation that has equity all the way through the career cycle.”

Joe Agius
Champion, COX

“It will be a much more interesting, open profession; allowing people to come from all different places, all kinds of walks of life – the profession can only benefit from a program like the Champions of Change.”

Troy Uleman
Champion, PTW

“If we weren’t really focussing on equity and fairness and reasonableness at work, we were not doing the best job that we could for our people, and our people were certainly not going to be doing the best job they could for us. From a personal point of view, it’s a moral imperative to treat people fairly, openly and equitably irrespective of gender or any other factor. I just think a prejudicial view about people isn’t something that will make the design industry flourish.”

Gerard Corcoran
Champion, Hassell

“In lots of ways we might have been ignorant of some of the challenges that people faced and some of the obstacles that people felt because we haven’t had to deal with them. So what was really refreshing is understanding that we do have a problem and that we are addressing it now as best we can.”

Brian Clohessy
Champion, BVN

“I need to ensure that we actively understand what our biases are – conscious or unconscious. That we enact change within our business to ensure that we don’t end up in an unfair environment. So it’s been an amazing opportunity to take that time to learn a little bit about our own business and to think about actions that we can take to ensure that there is long-term change within our business to achieve a much better level of diversity and equality.”

Adam Haddow
Champion, SJB

“I’m hoping the Champions of Change programme will fundamentally change, not only the architecture profession, but I’d also like to see it change all professions. So that we are looking at a social change that will be adopted across the whole of Australia, if not the world.”

Philip Vivian
Champion, Bates Smart

“Participating in the Champions of Change program has helped provide a framework to continue implementing change within our office — change that we want to impact our whole industry and beyond.”

Niall Durney
Champion, Crone

Our Insights

“I have a real interest in this social shift in work place culture that respects and values difference.”

Karen Le Provost
Implementation Leader, PTW

“One of the benefits of the Champions of Change is that we are collaborating with other design firms to develop Best Practice that will impact the industry to make a positive change.”

Bianca Scaparto
Implementation Leader, Hassell

“For our practice, it gives us a structure to work with. It actually raises the female leadership in our practice; it actually changes our design values; it changes the way we work together; it changes the way we actually function with the rest of the community in NSW.”

Ramin Jahromi
Implementation Leader, COX

“The Champions of Change programme is a chance to make real change in the industry and that’s because we are doing it with the leaders and not just alone. By treating it as an issue that affects everybody and not just women, we have a greater opportunity to make change.”

Danielle McParland
Implementation Leader, BVN

“Being an Implementation Leader... means that I can shift my focus from being an observer to being part of a solution and being able to influence the way the industry is going.”

Elena Bonnani
Implementation Leader, BVN

“The best places to work are those that have a representation of the wider community. If we can bring a mix of people, races, genders into the workplace we will not only get better design outcomes but we will have nicer places to work which is better for the industry as a whole.”

Lisa Sykes
Implementation Leader, Woods Bagot

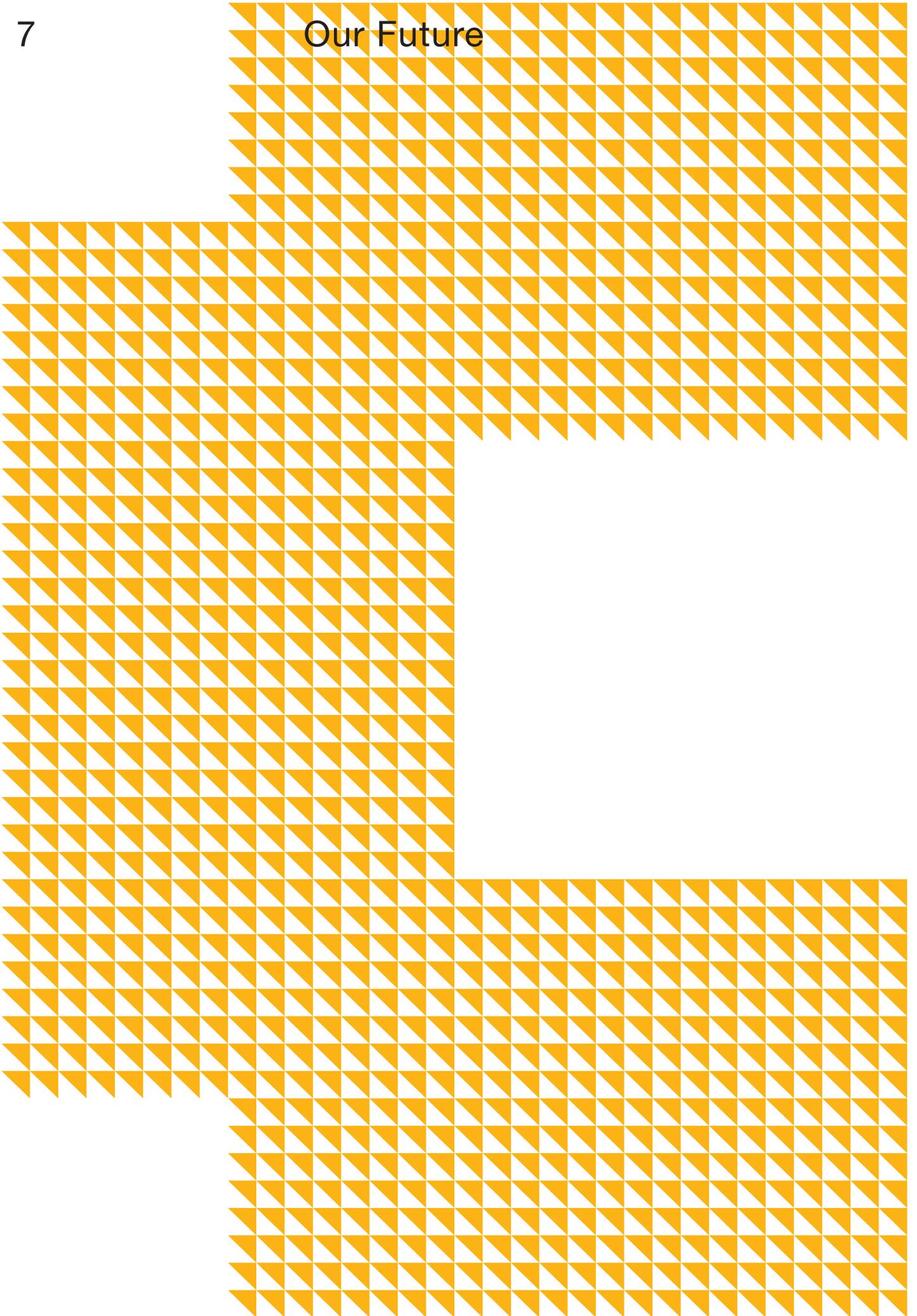
“The Champions of Change is the start of the change in our mentality and culture. It opens conversations where work life balance is not only accessible, but it is important and it makes it the norm.”

Erica Teicher Gertel
Implementation Leader, Crone

“Architecture is a challenging industry to be in. As a female, it’s even more challenging to be in a male-dominated industry. As a mother, there’s a whole other level of challenges that are added. I need people to understand that those challenges exist; come up with ideas about how we are going to deal with it; and appreciate that my contribution as a female – bringing that balance – can be a positive for our industry.”

Gabrielle Suhr
Implementation Leader, SJB

Our Future



Our Future

In 2018 and beyond, we will continue our work because leadership matters when it comes to gender equity.

We look forward to welcoming more practices in joining the Architects Male Champions of Change to amplify and accelerate gender equity nationally across the profession.



Architects Male Champions of Change, November 2017

Niall Durney (Crone), John Prentice (Woods Bagot), Shaun Carter (Carter Williamson), Brian Clohessy (BVN), Philip Vivian (Bates Smart), Dr. Jess Murphy, John Pradel (SJB), Gerard Corcoran (HASSELL), Joe Agius (COX), Troy Uleman (PTW)

Acknowledgements

BATESSMART™

BVN

CARTER
WILLIAMSON

COX

CRONE
ARCHITECTS

HASSELL

PTW

SJB

WOODS
BAGOT™



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Architects

Convenor

Dr Jess Murphy

Australian Institute of Architects Secretariat

Joshua Morrin
Monica Love

Champions

Joe Agius
Shaun Carter
Brian Clohessy
Gerard Corcoran
Niall Durney
John Pradel
John Prentice
Troy Uleman
Philip Vivian

Implementation Leaders

Bates Smart

Janine Koll
Natalie Lane-Rose
Fiona Martin
Edwina McDermott

BVN

Elena Bonanni
Tim Gibson
Heather McCabe
Danielle McParland
Kim Small
Bianca Smith
Fiona Young
Former Champion:
Bill Dowzer

COX

Pearl Backhouse
Ramin Jahromi
Susanne Jensen
Leanne Mitchell
Alex Small

Crone

Erica Teicher Gertel
Donatus Gurnito
Sally Hsu
Nishi Patel
Eva Ponsati
Former Champion:
Michael Banak

HASSELL

Emma Britton
Bianca Scarpato
Kylie Wilson

PTW

Kate Bartlett
Melissa Dawson
Karen Le Provost
Gabriel Monteiro
Garvan O’Gara

SJB

Monica Edwards
(Implementation Leader Chair)
Christina Markham
Megan Newberry
Gabrielle Suhr
Champion on sabbatical:
Adam Haddow

Woods Bagot

Tom Keeley-Reid
Lisa Sykes
Mitchell Williams
Former Champion:
Gary Power

Australian Institute of Architects Gender Equity Taskforce

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Shaun Carter
Monica Edwards
Tarsha Finney
Maryam Gusheh
Natalie Lane-Rose
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