

dwp|suters CEO pay equity roundtable

Leone Lorrimer, dwp|suters CEO and Pay Equity Ambassador co-hosted a CEO pay equity roundtable with the Workplace Gender Equality Agency to explore and discuss gender diversity issues in the Architectural industry. This document summarises the key discussion points and covers next steps.

Leadership and accountability is critical to addressing workplace gender equality, we encourage participants of the roundtable to refer to the Workplace Gender Equality Agency's [Gender Equality Strategy](#) to help identify goals and put in place the right mechanisms to streamline objectives as well as tracking progress to success.

Discussion points and solutions

Insights	Prevailing view	Alternative view	Actions	Benefits	Supporting materials
<p>Business case</p> <ul style="list-style-type: none"> → The high turnover of talented women is costing the industry and individual organisations. 	<ul style="list-style-type: none"> → There are too many issues to address and the lack of women progressing into senior roles is too challenging to fix. 	<ul style="list-style-type: none"> → The cost is too big to ignore. 	<ul style="list-style-type: none"> → Establish an overall gender diversity strategy. 	<ul style="list-style-type: none"> → Centralising gender diversity initiatives will help organisations to systematically address the individual issues that create a workplace that excludes women. 	<ul style="list-style-type: none"> → Gender Equality Strategy, WGEA
<p>Long hours</p> <ul style="list-style-type: none"> → The architectural industry has created a long hours culture. → Organisations recognise that this long hours culture is often exploited. → Organisations understand that this needs to change as the industry is losing female talent. 	<ul style="list-style-type: none"> → To be a successful architect, you have to be passionate and that passion is shown through a commitment to work long hours. 	<ul style="list-style-type: none"> → Passion doesn't equate to working long hours. Being practical and resourceful with time can be more beneficial to the project and the business. 	<ul style="list-style-type: none"> → Set up a flexible working group and undertake a flexibility readiness assessment. → Develop and implement a flexibility strategy. → Engage Senior Managers to reduce the expectation of staff to work long hours. 	<ul style="list-style-type: none"> → Flexibility increases productivity and organisational performance, it also reduces absenteeism and turnover. → Flexibility is an imperative for organisations across Australia and is a key enabler of gender equality. → Taking a strategic approach to workplace flexibility and support for caring and family responsibilities will support female talent. → Embedding flexible work practices will help retain and attract the best talent. 	<ul style="list-style-type: none"> → Flexible work practices, Parlour → Strategic approach to flexibility, WGEA → The Equilibrium Man Challenge

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<p>Workplace culture</p> <ul style="list-style-type: none"> → The industry is male dominated, and has a culture that inadvertently favours men. → ‘Meritocracy’ excludes those who are not part of the ruling clique. → The male dominated culture makes it challenging for women to network and progress up the corporate ladder. → Setting a numerical gender target isn’t the silver bullet, it’s imperative that organisations address their culture in the first instance to ensure that they have an inclusive organisation that supports women. 	<ul style="list-style-type: none"> → Men are willing to put the extra hours in and be available for social events out of the usual work hours because they are more committed to their job. 	<ul style="list-style-type: none"> → Female architects are just as committed to their job and it’s important to ensure that women are included in opportunities to grow their skillset and network. 	<ul style="list-style-type: none"> → Set up a diversity council, engage and communicate efforts with employees. → Look at setting voluntary gender targets to improve gender performance at senior management levels. → 50/50 when it comes to recruitment: if there isn’t an equal representation of women and men at interviews for each role then ask why not, and question the rationale. → Ensure that there is also an equal representation of gender on interview panels. 	<ul style="list-style-type: none"> → A diversity council can monitor diversity issues and track progress of initiatives. → Organisations that set targets are more likely to succeed at increasing their gender diversity. <ul style="list-style-type: none"> • This increases the talent pool and should facilitate women's workforce retention. 	<ul style="list-style-type: none"> → Diversity councils, Catalyst → About setting gender targets, WGEA → Perspective Paper on targets and quotas, WGEA
<p>Pay equity</p> <ul style="list-style-type: none"> → How can we possibly pay women less than men at a like-for-like level? 	<ul style="list-style-type: none"> → If there are instances of women being paid less than men, then this is just the nature of negotiation and the fact that men often ask for more. 	<ul style="list-style-type: none"> → Women often don’t achieve the same negotiation outcomes as men, and biases also play a part in the decision making processes around remuneration. Fair leaders ensure that their organisation 	<ul style="list-style-type: none"> → Undertake organisation-wide, level-by-level and like-for-like gender pay gap analyses. → Organise unconscious bias training for managers, to create an organisation that is aware. 	<ul style="list-style-type: none"> → Conducting a gender pay gap analysis is the first step towards pay equity and will bring an organisation closer to achieving true gender equality. → Remuneration fairness is at the centre of any good people management. → Taking action to ensure 	<ul style="list-style-type: none"> → Equal pay for equal work, Parlour → Addressing pay equity, WGEA → Pay equity and legal risk management

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		monitors and analyses salary data for gendered differences.	→ Set an expectation among senior and people managers to address gender bias.	equal remuneration between women and men is important to proactively manage any associated legal risks.	