



AILA Gender Equity: Next Steps



Prepared by

AILA Gender Equity: Next Steps has been produced by

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: women, equity, architecture.



XYX Lab
Space + Gender + Communication



MONASH
University



AILA's Acknowledgement of Country

We acknowledge and respect
Aboriginal and Torres Strait Islander
Peoples of Australia, as the traditional
custodians of our lands, waters and
seas.

We recognise their ability to care
for Country and their deep spiritual
connection with Country.

We honour Elders past and present
whose knowledge and wisdom ensure
the continuation of Aboriginal and
Torres Strait Islander cultures.

Message from AILA's Board

The Census Report **Women in Landscape Architecture** gave the Australian Institute of Landscape Architects (AILA) and the profession a powerful tool – information.

The information we have learnt about and shared has helped to highlight a number of significant challenges that requires a coordinated response from all Landscape Architects.

This has led to the development of the **AILA Gender Equity: Next Steps Report**.

At the time the Census Report was delivered to AILA, we also received a report authored by Parlour's Justine Clark. The report highlighted recommendations on how AILA could respond.

We realised that it was important for AILA to have membership engagement and support for our response, which led to the formation of the AILA Gender Equity Working Group to oversee our activity.

The Gender Equity Working Group has adopted the recommendations into actions as we look to accelerate the work of AILA and better support of the profession to address the critical issues that have been identified.

A coordinated and combined effort is the only way that the Landscape Architecture profession will become truly equitable. This report is the beginning of that process.

We look forward to progressing the actions and reporting back to members. We thank the Gender Equity Working Group and Parlour for the development of this document. We also thank Tract for providing the design work for this document.

Sincerely



Shaun Walsh
President



Tim Arnold
Chief Executive Office

1. Introduction

The AILA Census Report provides an excellent basis on which to develop a program of advocacy and action to improve gender equity in landscape architecture.

Analysis of the Census data over the course of the twenty-first century reveals clear patterns in the way women, as a group, engage in landscape architecture. These intersect and overlap and are quite distinct from the patterns that characterise participation of men as a group. The most striking patterns identified are as follows:

- The last 15 years have seen significant growth in the overall number of landscape architects (from 1,741 in 2001 to 3,037 in 2016), with women making up slightly more than half the growth. Nevertheless, women's participation rates still lag behind their graduation rates.
- Women stay in landscape architecture long term, and the rates of attrition of women over time are similar to that of men. This is in stark contrast to architecture and many other professions where women leave in disproportionate numbers,
- More than half the women over age 35 work part time. This is unusually high. In contrast, very few men work part time, but men are over-represented among those working long hours. (However, the numbers working long hours have decreased significantly since 2001).
- A high number of women are owners of unincorporated businesses, which are likely to be small. These women work shorter hours than those who are employees and those owning incorporated businesses.
- Women are seriously underrepresented among owners of incorporated businesses.
- There is a gender pay gap for full-time workers that manifests with age, and is quite staggering for some age cohorts (as high as 29%).

The broad pattern of increasing numbers of landscape architects, and of women keeping pace with these increases, is good news. Indeed, if retention remains high and the trend of women comprising 60% of graduates continues, women may come to dominate the profession in numbers. However, this does not necessarily mean landscape architecture will offer equitable career opportunities.

Other trends identified through the Census analysis, along with anecdotal evidence, suggest that gender has an impact on careers in landscape architecture, and hint at the presence of gender-based bias and discrimination for some. Despite the strong numbers of women in the profession, there is work to be done to ensure equal opportunities for all.

The findings can be activated by different groups within landscape architecture.

AILA will use this new knowledge to inform the development of resources and tools, advocacy and engagement, and to encourage other institutions to do likewise (for example, schools of landscape architecture).

With the support of AILA's Gender Equity Working Group, the key recommendations provided by Parlour will be prioritised and amended to ensure there is high member engagement and ownership of the activities undertaken.

Landscape architecture practices and other employers can use the information and Next Steps Action Plan to help assess if they have fair and equitable workplaces, and to understand changes required.

Individual landscape architects can use the information to help make sense of their individual career trajectories, to strategise their futures, and to understand how best to support others.

This report focuses outlines the actions that AILA will take to address gender inequity in two main areas:

1. Ensuring AILA's own activities and processes support women in landscape architecture.
2. Providing resources, information and support to assist the profession in moving towards a more equitable future.

2. Putting the Data to Work

2.1 Dissemination & Engagement

The first step in putting this data to work is to ensure that it is widely known and understood within the profession. AILA has already successfully raised the profile of gender as an issue, and the AILA Census Report has been communicated broader through various digital and face-to-face platforms during January to September 2019.

The information has been disseminated and activated in a range of ways throughout the early part of 2019. This included:

- The formation of the Gender Equity Working Group to develop an action plan for AILA>
- Discussion events around the findings and future action, with some states planning events in the immediate future.
- Publication of findings in key industry platforms.
- A digital panel discussion on the results and issues for the profession.
- A rolling social media campaign in early 2019 which summarised and promoted the results.
- Participation in International Women's Day activations.

AILA has adopted the following core considerations when communicating the findings:

- Emphasis that this is the start of a long-term process to address gender inequity. This report does not provide a quick fix. Instead it identifies key issues and trends. These help establish what work needs to be done, and identifies areas that require further investigation.
- Building the expectation that everyone has a role to play in creating a more equitable profession. This is not a 'women's issue'. This is an issue for the whole profession, and must be tackled by a broad range of people and organisations.
- Present the data in a graphic way to support the written report.
- Using the data to drive a desire for change. Some of the findings are very dispiriting – for example, the pay gap for older women. Others are more hopeful. It is important to point out the problems, but essential to suggest ways forward at the same time, to provide hope and give individuals and organisations a sense of the concrete actions they can take to contribute to change.
- Explaining that this statistical analysis provides a picture of women's participation as a group. It points to structural and systemic issues within the profession. These patterns will not match the experience of every individual woman. This diversity of experiences does not invalidate the overall findings. Indeed, it suggests that some women are in good positions to advocate on behalf of others, and to 'lower the ladder' for those who come after them.
- Complementing the broad picture painted in the statistics with discussions of lived experience and practical examples of change.
- Making it clear that Equity is not just about gender. Gender is important, but AILA is also considering cultural and ethnic diversity and class, and the ways that these intersect to impact people's careers in different ways.

2.2 Institutional Change

The data analysis provides evidence that women in landscape architecture (as a group) have different career paths and experiences to men, and that these are not always equitable. Bias can creep in in many small and usually unintentional ways. Both advantage and disadvantage accumulate over time, with the result that some careers blossom and others falter or stagnate.

AILA acknowledges that it can play a very important role in supporting women, and in helping to provide opportunities for younger practitioners, and those working part-time or in fairly isolated contexts (such as sole practitioners).

AILA will review its own procedures to ensure that it is not unwittingly contributing to this inequity, to identify where changes are required to better support women in landscape architecture and to ensure that the AILA playing field is not skewed for women.

Gender Equity Policy

The proposed development of an AILA gender equity policy will provide an important framework for action. A policy has both practical and symbolic value. It will provide a context in which AILA can map the changes required and to assess the progress made. It should provide a clear and coherent set of obligations, commitments and responsibilities, and set the terms through which the bureaucracy, elected representatives and members can work together. A policy provides an important context for decision making across scales.

At the symbolic level, a policy represents a clear commitment to gender equity and indicates a willingness to demonstrate leadership and to act collectively to make a difference.

To be effective, our policy needs to include a clear outline of who is responsible for delivery, and mechanisms for achieving this.

Audit of Current Policies, Protocols & Processes

AILA will review current policies, procedures and protocols to ensure they do not unintentionally allow gender and other bias to slip into AILA operations. AILA will make sure that equity is enshrined in documents and policies, such as codes of conduct.

AILA will review the gender balance of committee and other AILA groups. If an imbalance is identified, we will review the processes through which members become involved and identify any barriers to participation for women. AILA will pay particular attention to opportunities for women working part time and in small businesses.

Audit of Current Public Programs & Publicity

AILA will review public programs, awards events and lecture series at national and state level. We will consider if juries and speakers in public programs are balanced in terms of gender. We will also consider other factors, such as cultural background and age.

AILA will review award and prize criteria to determine if they are framed in ways that support some modes, models and scales of practice to the exclusion of others.

We will also consider if AILA offers opportunities for younger and less experienced landscape architects to gain visibility, profile and experience in speaking publicly and presenting ideas in contexts that support such development.

Representation

AILA will review the way that AILA represents itself publicly.

We will ask ourselves the following questions:

- Are the words inclusive?
- Do the images used include women, age diversity, and people from a mix of cultural backgrounds? This is an important way to ensure that all feel welcome and represented.
- Is there an overall message that AILA welcomes a diverse membership?
- Are protocols or checklists needed to ensure this is consistent? Consider targets and quotas if a severe imbalance in representation needs to be addressed.

2.3 Expanding Knowledge

There is an opportunity for us to continue to build on the knowledge developed through the AILA Census Report.

The patterns identified raise further questions about the detailed experiences of women in landscape architecture, and about aspects that impact women's careers that cannot be readily understood through Census data. These include the prevalence and impact of career breaks, the effect of different employment situations (government, private practice, institutional) on work patterns, and the prevalence of flexible working arrangements. Additional work needs to be done to understand how gender intersects with cultural background, ethnicity, class and other factors in the shaping of careers.

There is an opportunity to undertake further research with AILA members to gain more detailed understanding of such factors. This could include:

- Surveying members to gain information not available through the Census.
- Collecting more comprehensive data on AILA members to understand the make-up of the membership compared to the population of landscape architects identified through the Census. This could be done through the membership renewal process, and/or via an annual membership survey. (See below)
- Complementing large-scale statistical data with more detailed qualitative understandings of women's experiences in landscape architecture. This could be done through interviews, discussion events and commissioned writing.
- Requesting educational institutions compile data on the gender breakdown of staff, sessional teachers and students.

The first step is to gain further knowledge of the AILA membership. Data that can be sought through the membership renewals and/or a member survey includes:

- Gender of all AILA members (we understand that AILA is trying to update their database on gender)
- Type of employer organisation (private practice, local government, state government, academia, other for-profit business, not-profit etc.)
- Role and level of seniority
- Number of years in the profession
- Full-time or part-time in primary employment

Any surveys and or forms conducted by AILA will include response options for non-binary and gender-diverse people. The Census data is currently structured by a female/male binary, but the ABS is piloting approaches to encompass gender diversity. Analysis of the next Census should include this data, even though the numbers may be very small.

3. Supporting the Profession

3.1 Part Time Work

It is heartening to see that the profession as a whole supports part-time work. This is likely to be a major factor in the high retention rates for women in landscape architecture. However, it is important to understand more about the experiences of those working part time.

In some industries, part-time work is frequently seen as a 'career killer'. For example, in architecture some women working part-time report not being taken seriously, not being given responsible positions or opportunities for professional growth and development, or being treated like a 'glorified student'. These women face assumptions that, in working part-time, they are no longer committed to their careers or the discipline.

We don't know the extent to which similar assumptions suffuse landscape architecture, but anecdotal evidence suggests that they are present to some extent. The fact that few men work part time in landscape architecture supports the contention that this is seen as a gendered career path, and may be subject to biased assumptions and behaviours.

There are examples of inventive practice and business models that support part-time workers across the built environment professions – for example, SBLA has written about their model developed specifically to accommodate part-time and flexible work patterns.

Anecdote suggests that many landscape architects work in government and other institutional settings, which often have good conditions and support for part-time workers.

The overlap of high rates of part-time work and high rates of ownership of unincorporated businesses suggest that many women are setting up their own small practices or consultancies in order to attain flexibility. For many – but not all – women this is likely to be a way to accommodate caring responsibilities.

Working part-time in small businesses can be isolating. Those juggling multiple and competing work and family responsibilities often find it difficult to find time to engage in additional extracurricular activities and professional development. They may also lose professional profile, and have diminished access to opportunities as a result. Professional organisations such as AILA can provide important opportunities for professional engagement, connection and support, both symbolic and practical.

AILA will play a key role in supporting the large numbers of women working part time and ensuring they remain connected to the wider profession, and ensuring that men also have access to effective part-time work options. It is essential that part-time workers, their employers and industry representatives facilitate conditions that enable part-time workers to continue developing their careers and contributing their knowledge and experience in meaningful ways. This includes inculcating professional and workplace cultures in which part time workers of all genders are not penalised in terms of career opportunity.

Further questions

The Census data provides an important broad picture of working hours. To understand this pattern in more detail, it would be very helpful to understand the following:

- What are the patterns of employment in terms of private practice, government, sole traders and consultants? Do these reflect patterns in working hours?
- What are the business structures and practice models that best support meaningful part-time work?
- What is the range of experiences and career satisfaction of those working part time?
- What specific struggles and opportunities do part-time workers in landscape architecture experience?
- What are the reasons for working part time? Is this predominantly about raising children? What other activities do those working part time undertake?
- What are the experiences of those seeking part-time employment, and those moving back to full-time work?
- What models of flexible work are used in the profession?

Next Step	Timeline	Responsibility
<p>3.1.1 Review communication of membership fee for those working part time or taking a career break.</p> <p>Are these well used and understood? Promote these visibly on the AILA website and through AILA publications, and ensure that AILA staff are aware of these. Make sure that applying for these is not an unpleasant or demeaning experience. (We have no reason to think that this is a problem for AILA, but this has been identified as an issue in other fields.)</p>	December 2019	Gender Equity Working Group National Membership Committee AILA CEO State Chapters
<p>3.1.2 Identify if the high number of women working part time is reflected in AILA membership.</p> <p>If so, are they well supported through AILA resources and programs? If these part-time women are not members, they represent a growth opportunity for AILA. This will only be successful if these women feel well supported by AILA.</p>	June 2020	Gender Equity Working Group AILA CEO
<p>3.1.3 Review AILA's event and CPD program.</p> <p>Ensure that events are accessible to those working part time and/or juggling work with caring responsibilities. Consider event times, availability of online material etc.</p>	December 2019	State Chapters Gender Equity Working Group
<p>3.1.4 Assemble or develop material to support landscape architects working part time, and the practices that employ them.</p> <p>Support employer practices and landscape architects working part time. Alert them to existing resources about managing workplaces to support meaningful part-time work.</p> <p>AILA could also investigate developing tools and resources specific to landscape architecture. However, much of the existing material is applicable.</p> <p>New member resources could include model employment and workplace policies that practice can adapt to their own circumstances. (There may be opportunities to draw on the model policies developed by the NSW Architecture Male Champions of Change group.)</p>	December 2019	Gender Equity Working Group National Practice Committee

Next Step	Timeline	Responsibility	Relevant Existing Resources
<p>3.1.5 Include material on part-time and flexible work in AILA member resources and advice.</p> <p>Look for opportunities to include material in in CPD programs and practice notes.</p> <p>Ensure that the National Practice Committee includes workplace equity and part-time work and flexible work within its frame of reference.</p> <p>Ensure that the Senior Practitioner Advice Service includes people who can advise on how to develop and manage offices that support flexible and part-time work options.</p>		<p>National Membership Committee</p> <p>National CPD Committee</p> <p>National Practice Committee</p> <p>AILA CEO</p>	<p><i>Parlour Guides to Equitable Practice, specifically the guides to Part-time Work and Flexibility. The guide to Career Breaks and Career Progression is also relevant. These are developed for architectural practices but much of the information can be adapted to landscape architecture.</i></p> <p><i>Fair Work Ombudsman information on flexible work and Work and Family Best Practice Guides</i></p>
<p>3.1.6 Ensure AILA members are aware of their rights and obligations under employment law.</p> <p>Develop a list of relevant links – for example, the Fair Work Ombudsman has an excellent range of material. If resources are available, this could develop into a practice note.</p>	<p>December 2019</p>	<p>Gender Equity Working Group</p> <p>National Practice Committee</p>	<p><i>WGEA Briefing note: About workplace flexibility and Flexibility toolkit</i></p>
<p>3.1.7 Document practices of different types and scales that successfully support part-time and flexible work.</p> <p>This could be done through a CPD event series, and/or a series of profile articles, published in an accessible and engaging manner. The article by Simone Bliss in Landscape Architecture Australia is an excellent start.</p> <p>AILA could consider collaborating with Landscape Architecture Australia on a series. Parlour would also be interested to discuss co-publishing such material.</p> <p>There are many articles about part-time and flexible work in architecture on Parlour that may also be of interest to AILA members.</p>	<p>December 2019</p>	<p>Gender Equity Working Group</p> <p>CPD Committee</p>	
<p>3.1.8 Research pay gap for part time workers.</p>	<p>June 2020</p>	<p>Gender Equity Working Group</p>	

3.2 Tackling Long Hours Cultures

The focus on part-time work should be complemented by the consideration of the problem of long hours. The Census analysis shows a significant reduction in the number of landscape architects working long hours since 2001. Nonetheless, men mostly carry the burden of long hours. Anecdotally, long hours are a major reason for women leaving private practice and setting up their own business, or moving into government or other roles with better-defined work arrangements and conditions.



Figure 3.2 Landscape architects hours worked per week, 2001–2016

Next Step	Timeline	Responsibility	Relevant Existing Resources
<p>3.2.1 Promote profession-wide discussion about further reducing long hours, and the costs of long hours and presentee-ism to both individuals and the profession.</p> <p>Prompt the profession to modify its operations and behaviour to better support those men who wish to work part time.</p>	December 2019	Gender Equity Working Group AILA CEO	<p><i>Parlour Guide to Equitable Practice: Long Hours</i></p> <p><i>Fair Work Ombudsman</i></p>
<p>3.2.2 Provide resources or links to existing resources to help practices better manage workflow, resources and hours worked.</p>	June 2020	National Practice Committee Gender Equity Working Group	
<p>3.2.3 Ensure that employers and employees understand their obligations and rights in terms of working hours, overtime and payment for additional work.</p> <p>Is this accessed by women owning small businesses? Is the experience of the advisors relevant to small business owners? If not, is there an opportunity to expand it to include those with appropriate expertise, or to develop a parallel program aimed at very small businesses?</p>	December 2019	National Practice Committee Gender Equity Working Group	
<p>3.2.4 Consider facilitating networks for small practitioners (if they do not already exist).</p> <p>Formal and informal networks are an important form of support for the owners of very small businesses. AILA may be in a position to facilitate such connections online and off.</p>	June 2020	State Chapters	

3.3 Small Business Owners

Women are over-represented as the owners of unincorporated businesses. As discussed above, this can be isolating. AILA is well placed to provide support to assist these practitioners to flourish. This can be practical in terms of advice about running and growing a small business, but it should also include facilitating networks and mentoring.

Further questions

It would be helpful to know more about the circumstances of these women running small businesses:

- What is the nature of the business? For example, is it a specialist consultancy or a micro practice?
- What was the motivation for setting up the business?
- Do these owners intend to grow the business, or to become incorporated? Or is the intention to keep it small?
- What is the range of experiences and career satisfaction of these women?
- Do they have adequate business support?
- Are they part of networks of other small practice owners (formal or informal)?
- Do they have the opportunity to engage in the profession beyond the workplace?
- Are they able to access CPD in formats that are convenient?

Next Step	Timeline	Responsibility
<p>3.3.1 Identify if the high number of women running unincorporated businesses is reflected in the AILA membership.</p> <p>If not, they represent a growth opportunity for AILA. This will only be successful if these women feel well supported by AILA.</p>	December 2020	Gender Equity Working Group AILA CEO
<p>3.3.2 Review the AILA Practice notes, CPD and other resources available to members.</p> <p>Do these offer good support for small and very small businesses? Can they be augmented? Are there opportunities to collaborate with other organisations supporting small practice? (For example ArchiTeam, which has a high proportion of women running small businesses as members.)</p>	June 2020	National CPD Committee National Practice Committee
<p>3.3.3 Review the make-up and use of the Senior Practitioner Advice Service.</p> <p>Is this accessed by women owning small businesses? Is the experience of the advisors relevant to small business owners? If not, is there an opportunity to expand it to include those with appropriate expertise, or to develop a parallel program aimed at very small businesses?</p>	December 2020	National Practice Committee
<p>3.3.4 Consider facilitating networks for small practitioners (if they do not already exist).</p> <p>Formal and informal networks are an important form of support for the owners of very small businesses. AILA may be in a position to facilitate such connections.</p>	June 2020	State Chapters
<p>3.3.5 Research why are they small business owners. Where did they come from?</p>	Dec 2020	AILA CEO

3.4 Career Progression

Women are underrepresented as the owners of incorporated businesses. There may be a number of reasons for this. Some may be well employed within a practice or government department, and have no desire to establish their own business or become a director of an existing one. Others may find the pathway to ownership slippery or blocked, while others may find unincorporated businesses a more suitable model.

Analysis of Census data cannot provide a fine-grain understanding of career ambitions, progression and satisfaction. However, the combination of patterns that emerges suggests that opportunities and career progression is not evenly distributed.

Further questions

The Census data could be usefully complemented by knowledge about progression and satisfaction, and the types of senior roles women fulfil across a spectrum of employment types. This would help identify further barriers, and further understanding on the contexts in which women's careers flourish.

- What are the satisfaction levels in terms of career progression for landscape architects working in different employment contexts? Do gendered patterns emerge?
- What kinds of senior roles do women have within government or large organisations other than private practice?
- Is the pathway to becoming the director of a private practice well understood, or is it obtuse?
- Is there a clear understanding of the role of Director or Partner in private practice?
- How do career breaks and part-time work impact on career progression?
- Do women have the financial capacity to buy in to practices? Or does the large gender pay gap for those over 35 make this more difficult to attain?

Next Step	Timeline	Responsibility	Relevant Existing Resources
3.4.1 Identify levels of seniority and types of roles fulfilled by AILA membership. Do gendered patterns emerge?	December 2021	Gender Equity Working Group	<i>Parlour Guide to Equitable Practice: Career Progression, Mentoring, Career Breaks, Negotiation, Recruitment and Leadership.</i>
3.4.2 Investigate establishing a mentoring program for women.	June 2020	Gender Equity Working Group State Chapters	
3.4.3 Develop a suite of resources to assist women to think strategically about career development, to manage career breaks, and to help build the skills needed – for example, negotiation skills.	December 2020	Gender Equity Working Group National Practice Committee	<i>WGEA Leading Practice Parental Leave Guide, Building a Gender Equality Strategy and How to Set Gender Diversity Targets</i>
3.4.4 Develop materials to assist employers to operate fair and equitable practices and businesses in terms of recruitment, promotions and career progression.	June 2020	Gender Equity Working Group National Practice Committee CPD Committee	
There are many existing resources available, which could be compiled into a package New member resources could include model HR policies that practice can adapt to their own circumstances.			
3.4.5 Consider including workshops on developing careers and navigating career 'pinch points' in AILA CPD programs.	December 2020	National CPD Committee State Chapters	
3.4.6 Ensure that a range of career models and options are recognised in AILA activities.	September 2019	National Membership Committee	

3.5 Addressing the Gender Pay Gap

The presence of a gender pay gap in the AILA Salary Survey provided major impetus for commissioning the AILA Census report. The Census results are different to the Salary Survey, but equally shocking.

The good news is that the gender pay gap identified for those under 35 and working full time is within the margin of error (1% and 2%). The pay gap for particular age groups has also decreased over time.

In contrast, the Census data reveals significant gaps for full-time workers over age 35. The largest gaps are for those aged 45–54 – the gap is 29% for the 45–49 group and 21% for the 50–54 group. This is a cause for serious concern. More detailed analysis shows that there are no women in these age groups who earn incomes in the highest bracket.

These dramatic figures, combined with the low numbers of women owning incorporated businesses, suggest that the imbalance is not just about money. It suggests that older women working full time within larger practices or organisations are not in senior, high-earning roles. This pay gap reflects delayed career progression, diminished opportunity, and reduced power and influence within the profession.

It is important to remember that these figures are for full-time workers only, and that a large number of women work part-time in landscape architecture. The data analysis does not capture the pay gap faced by these women, and direct comparison with men working part-time hours would not be reliable because of the very low numbers of men in this situation.

Other research points to the penalty faced by part-time workers, particularly in relation to those working part-time to accommodate parenting responsibilities. The WGEA position paper "[Parenting, work and the gender pay gap](#)" explains the connection:

"Australian research has shown that the wage penalty incurred by mothers returning from parental leave occurs whether or not they return in a part-time or full-time capacity, but women who return to part-time work receive an additional part-time penalty, largely because flexible or part-time work is often perceived as career limiting and something that women are more likely to do. Research has consistently shown that the part-time penalty goes beyond direct income to include reduced promotional opportunities and career plateaus. Thus, taking career breaks and working part-time not only reduces women's current income, but also constrains their long-term earning potential, and their earning capacities may never fully recover."

There is no reason to think that this does not apply in landscape architecture. This means that the pay gap for the many women working part time is likely to be even more pronounced.

There are also likely to be pay differences across different types of employers and scales of practice, and by location and region. The Census analysis is not able to identify the extent of such differences, or if these impact on women more than men.

Pay equity has two different but related components: equal pay for equal work, and equal pay for work of equal or comparable value. Pay gaps build up over time and are often the outcome of an accumulation of small things, which may be invisible and accidental as discrete events. The ways that pay inequity can creep in include:

- Differing starting salaries
- Uneven pay rises and opportunities for promotion for employees with similar experience and performance
- Different pay rates for roles requiring similar levels of expertise, skill and experience
- Different negotiation skills and expertise
- Different levels of pay for part-time employees who are performing the same work as their full-time counterparts
- Uneven access to opportunities for professional development
- Uneven access to bonuses or performance pay
- More limited employment or promotion prospects for those with family responsibilities

Pay inequity relates strongly to opportunity. Unequal pay also translates, directly and indirectly, into other kinds of imbalance in terms of confidence, power and influence.

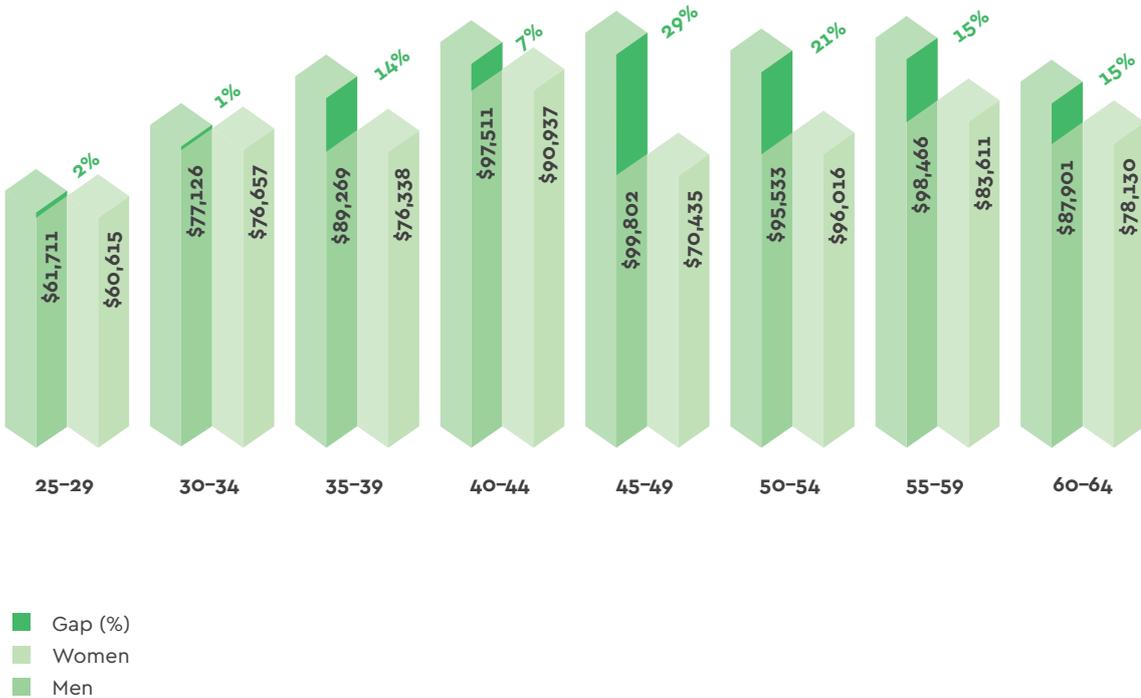


Figure 3.5 Gender pay gap by age by annual income, 2016

Next Step	Timeline	Responsibility
<p>3.5.1 Conduct an education campaign about pay equity to AILA and the wider landscape architecture community, including schools of landscape architecture.</p> <p>The campaign should also articulate the connections between pay gaps and other issues facing women in landscape architecture. To fully address the pay gap, other problems must also be addressed.</p> <p>Such a campaign must walk a fine line. The startling and shocking numbers are an important reason to draw attention to the very real problem and to demand change. However, sensationalist language can also backfire and lead some to dismiss the findings and resist change.</p>	December 2020	AILA CEO Gender Equity Working Group State Chapters National Education Committee
<p>3.5.2 Actively encourage all AILA member practices to conduct a pay equity audit.</p> <p>Provide instructions and links to existing resources to assist. Information about factoring in part-time workers should be included.</p> <p>A program of action could be incorporated, whereby practices make a public pledge to both audit and act. In the UK, the media coverage on the mandatory reporting of pay gap data has provided substantial impetus for change. There is potential to use this kind of public statement in a productive way.</p>	December 2019	Gender Equity Working Group AILA CEO
<p>3.5.3 Provide member practices with a set of material to help them address pay inequity.</p> <p>This could be a set of material compiled from elsewhere or, if resources are available, information tailored specifically to landscape architecture.</p>	December 2019	Gender Equity Working Group National Practice Committee

Next Step	Timeline	Responsibility	Relevant Existing Resources
3.5.4 Provide women with resources and support about negotiation and career progression.	June 2019	National CPD Committee	<i>Fair Work Ombudsman Gender Pay Equity Best Practice Guide</i>
<p>As above, this could be a set of material compiled from elsewhere or, if resources are available, information tailored specifically to landscape architecture.</p>			<i>Parlour Guides to Equitable Practice: Pay Equity, Negotiation</i>
<p>Women under 35 should receive targeted support to ensure they are across the issues and well prepared to negotiate before they enter the age group most affected.</p>			<p>The WGEA has a large amount of information and resources on the gender pay gap. These include: <i>What is The Gender Pay Gap?</i> and the <i>Addressing Pay Equity</i> set of material. This includes tools for <i>analysing your pay data</i>; <i>information on action, strategy and review</i>; a <i>pay equity toolkit for small business</i>; <i>Pay Gaps and Life Hacks</i>, which outlines steps for individual can take; and the <i>Gender pay equity guide for managers</i>. The WGEA also produces excellent position papers, including <i>Parenting, work and the gender pay gap</i>.</p>
3.5.5 Include programs about pay equity in CPD events.	June 2020	National CPD Committee	
3.5.6 Ensure members of the Senior Practitioner Advice Service understand pay equity and can provide advice about processes and systems to address problems.	June 2020	National Practice Committee	
3.5.7 Encourage schools of architecture to address pay equity and related issues in professional practice courses and provide resources and advice to students approaching graduation.	December 2019	National Education Committee	

3.6 Connecting Women & Governance

There is anecdotal evidence that many women in landscape architecture are keen to work together and provide mutual advice and support. This has already started – for example, the Long Table events in Melbourne.

AILA is well placed to assist with developing such networks. This has the potential to be very effective at a chapter level. (As a precedent, the American Institute of Architects has a short guide for women wanting to set up local groups under the AIA umbrella).

There are also opportunities for groups independent of AILA. AILA could offer to support these where relevant and requested.

AILA is also well-placed to establish and support mentoring for women. Parlour's efforts to make opportunities for women to connect, both in person and online, have been very important and well received. We encourage AILA to do likewise

Next Step	Timeline	Responsibility
3.6.1 Conscious and unconscious bias training for AILA Board and AILA Staff.	June 2020	AILA Board AILA Staff
3.6.2 Include a yearly report on Gender Equity in the Annual Report including progress of Gender Equity Working Group and summary of female participation in AILA (Committees, Juries, Conference speakers etc).	October – annually.	AILA Board
3.6.3 Develop a Gender Equity Policy.	December 2019	Gender Equity Working Group AILA Board
3.6.4 Audit AILA's policies for any gender bias.	December 2019	Gender Equity Working Group
3.6.5 Audit AILA's appointment to representative positions for any gender bias and provide training and support for future leaders.	June 2020	AILA Board

4. Existing Opportunities

Many of the programs and initiatives undertaken by Parlour are relevant to landscape architects. Many landscape architects are already involved, but we would encourage more participation.

AILA could draw the attention of members to the following:

Marion's List

[Marion's List](#) is Parlour's online register of women in the built environment. This includes many landscape architects, but we strongly encourage more to join. This is a very useful resource for those organising events, juries and other public activities. It is searchable by keyword, and we have also written a [short guide to writing a good entry](#).

Parlour Guides to Equitable Practice

The [Parlour Guides to Equitable Practice](#) cover 11 topics. Written for both employees and employers, they are addressed to architects but most, if not all, of the content is relevant to landscape architects.

WikiD: Women, Wikipedia, Design

[WikiD](#) is an international collaboration to increase the presence of women in architecture, design and the built environment on Wikipedia. Some landscape architects are involved and we welcome more. The [WikiD Guides to Wikipedia Editing](#) help new editors get started.

Parlour Instagram

[Parlour instagram](#) has a different guest host every week. Many landscape architects have already participated, and we welcome more!

Parlour Editorial & Event Program

Parlour has a very active editorial and event program. We welcome landscape architects to participate.

