

# Workplace Culture

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Architects Registration Board

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# 1. Executive Summary



# Background and objectives

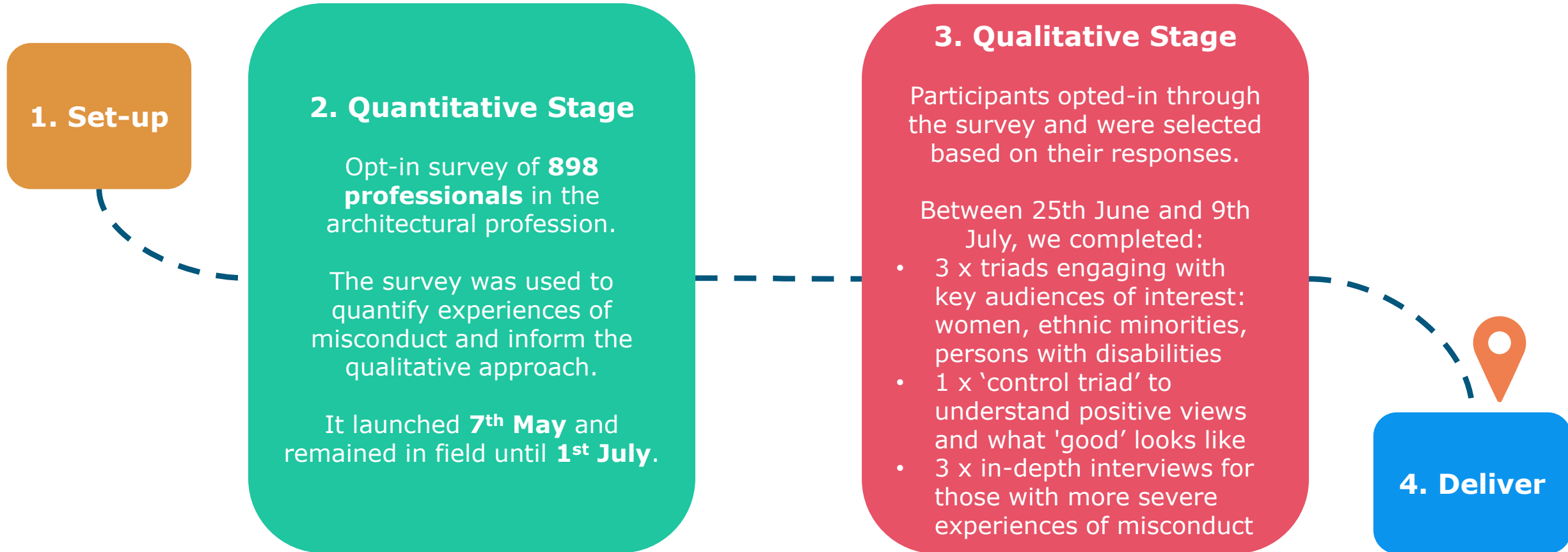
To inform the development of an updated Code of Conduct, ARB seeks to dive deeper into workplace culture in the architects' profession.

Building on previous research exploring ethical behaviour and anecdotal evidence of issues relating to workplace culture, we aim to acquire a deeper understanding of the experiences of architects within the profession. The objectives of this research include...

1. How architects feel about their work and how those working in the sector describe the culture
2. Whether cultural issues related to misconduct and mistreatment exist, including their prevalence and demographics most impacted
3. The nature of any cultural issues, including workplace culture and architect conduct
4. How, if at all, the profession responds to these issues
5. Where these issues begin on the architectural career path
6. The impact these issues may have on the public perception of architects
7. Understand the quality of architectural services
8. Perceptions of what 'good' could look like
9. Potential solutions to challenges in the profession



# We carried out a multi-stage method to explore workplace culture in the architects' profession



# We sorted participants into three key groups



## Future Professionals

89 participants

- Those with Part 1 / Part 2 qualifications with experience working in industry
- Architectural apprentices



## Early Career Professionals

293 participants

- Candidates currently taking their final (Part 3) qualification
- Registered architects with less than 5 years of experience post-registration



## Experienced Professionals

516 participants

- Registered architects with five or more years of experience post-registration

*A full sample breakdown is available in the appendix.*

# Key findings

1.

Those working in the architects' profession value and take pride in the work that they do – but many feel that it falls short of its potential. They are left feeling undervalued on a personal and financial level.

2.

Future and Early Career Professionals in particular find the workplace culture within the profession more negative than expected, and despite it being a top priority, work-life balance is rarely a possibility.

3.

Excessive workload and hierarchies that create significant power imbalances within the profession are a problem on multiple levels – personally, professionally (in terms of the quality of work produced), and because it can lead to unethical behaviour and even misconduct.

4.

Experiences of harassment & bullying (41%), discrimination (33%) and sexual misconduct (10%) are high, compared to all UK workplaces, and higher still for females, ethnic minorities and those with disabilities.

5.

Worryingly, a significant proportion of professionals (33%) don't feel confident raising concerns as they fear they won't be taken seriously, and that it will affect their career progression.

6.

Some firms are trying to create more positive working cultures, but in doing so, they are confronted with a chain of barriers – namely excessive workloads, hierarchies that create significant power imbalances, a lack of management expertise, limited representation and cyclical poor treatment.

7.

There is a feeling that more could be done to empower these efforts – and from many, a desire to see ARB directly involved with these efforts too.

# Considerations for the industry going forwards

- 1.** Excessive workloads and hierarchies that create power imbalances not only have a negative personal effect, but risk **detriment to the quality and due diligence of work**. They can also **create barriers to raising concerns about work quality and ethics**. This makes **workplace culture an issue for ARB**.
- 2.** In addition, professionals overwhelmingly **do not feel confident to raise concerns about misconduct**. There is **scope for ARB** to ensure they have the **right information and reassurance** to do so, and some professionals called for greater enforcement (e.g. regulating at a firm level).
- 3.** There are **firms taking positive, practical steps to overcome the barriers** to tackle these issues, and **lessons can be taken from their best practice** (e.g. discouraging a culture of unsustainable long hours, prioritising training and ensuring greater representation in management positions).
- 4.** In order to empower these efforts, action in two key areas could be explored by ARB:  
**1) shaping good conduct and practice, including ethical behaviours, and 2) creating clarity about misconduct enforcement.**
- 5.** A wider industry debate on **how to tackle the 'long hours for low pay' culture**.



## 2. Understanding the culture of the architects' profession



# Professionals believe an *ideal* workplace embodies creativity, collaboration, and respect

## Some workplaces already embody these qualities:



*"My professional workplace has given me opportunities to study part-time alongside university to develop my professional career... architects from all levels work collaboratively."*



- Future Professional

*"My workplace is very welcoming and friendly, and understanding of prior commitments – work comes second to life."*



- Early Career Professional

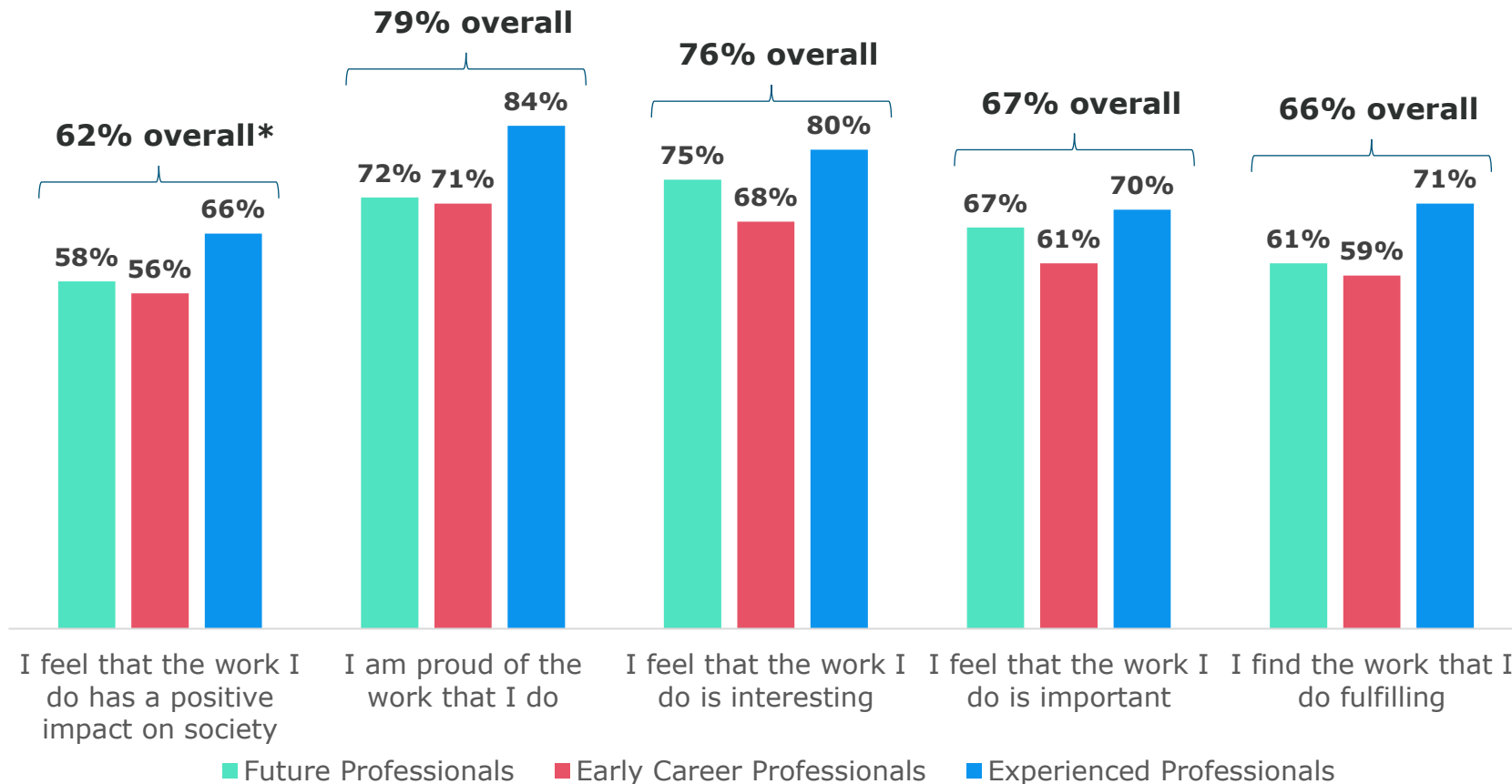
*"Playing a role in creating places is a privilege. For me, it brings a joy and interest that doesn't just stop at 5pm."*



- Experienced Professional

# They generally feel their work is interesting, and take pride in what they do

Participants' attitudes toward their work  
(NET % agreeing)



"[It's] this love you have for the profession. That's all I can describe it. You're madly in love with architecture. Aged 13, I said I wanted to be an architect and I just felt I had to be one."

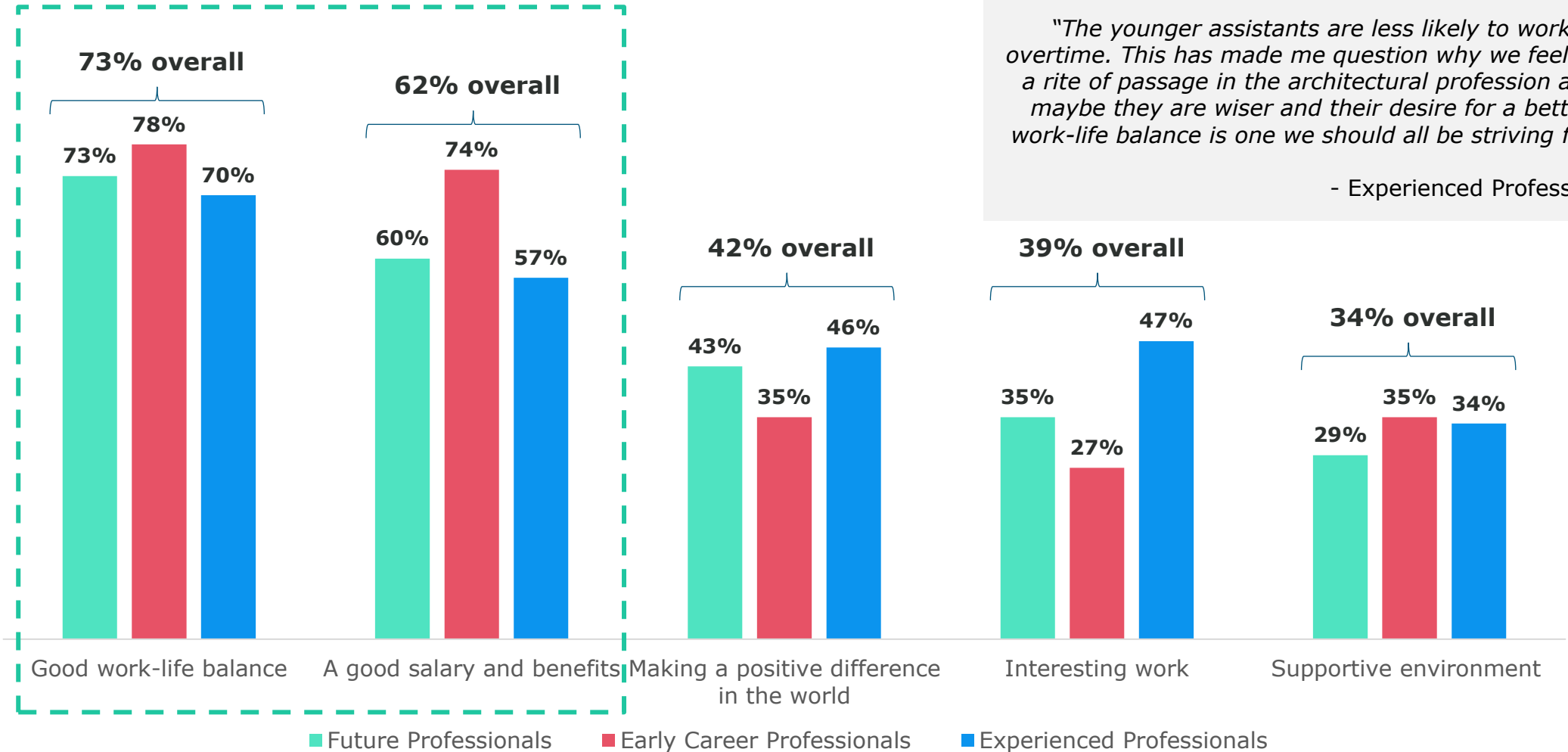
- Experienced Professional

"[I like] the problem-solving element of it and you're dealing with a lot of different moving pieces...The thing that kind of helps me get out of bed is doing this for the hopefully greater good."

- Future Professional

Female and ethnic minority participants were less likely to agree with these statements than their White and male counterparts; **73%** of ethnic minorities were proud of their work compared to **83%** of white participants.\*\*

# Work-life balance, along with a good salary and benefits, emerge as key workplace priorities

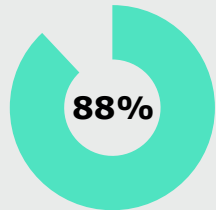


*"The younger assistants are less likely to work overtime. This has made me question why we feel it is a rite of passage in the architectural profession and maybe they are wiser and their desire for a better work-life balance is one we should all be striving for."*

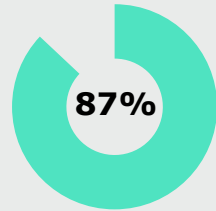
- Experienced Professional

# Architects embody many of the values and attributes expected by the public, but not all of them...

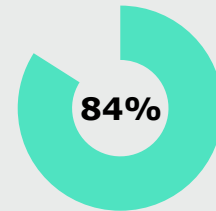
## Of the public\*:



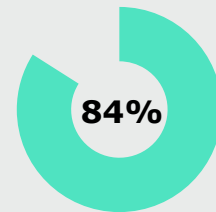
think architects should show **integrity and honesty**, including with contracts, disputes and client money.



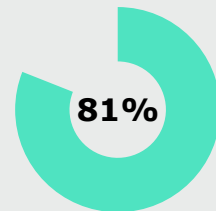
think it is important for architects to **take accountability** for decisions made when it comes to safety, and 81% when it comes to environmental sustainability.



think architects should show **empathy and consideration** to everyone they work with.

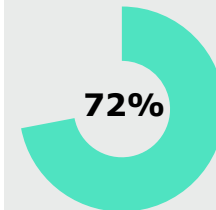


think the architectural industry should be an environment where **staff feel safe**, without the worry of **mistreatment** or **inappropriate behaviour** from colleagues.

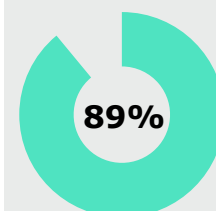


think the architectural industry should be an environment where staff can **challenge those who behave inappropriately**.

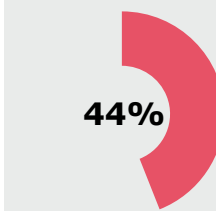
## Of architects and professionals in the sector\*\*:



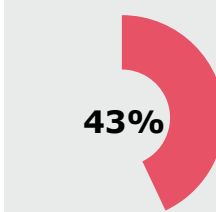
agree the architects' profession embodies **integrity** and **68%** agree it embodies **honesty**.



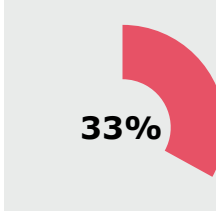
agree the architects' profession embodies **commitment to clients** and **71%** agree it embodies **accountability**.



agree the architects' profession embodies **empathy** and **53%** agree it embodies **respect**.



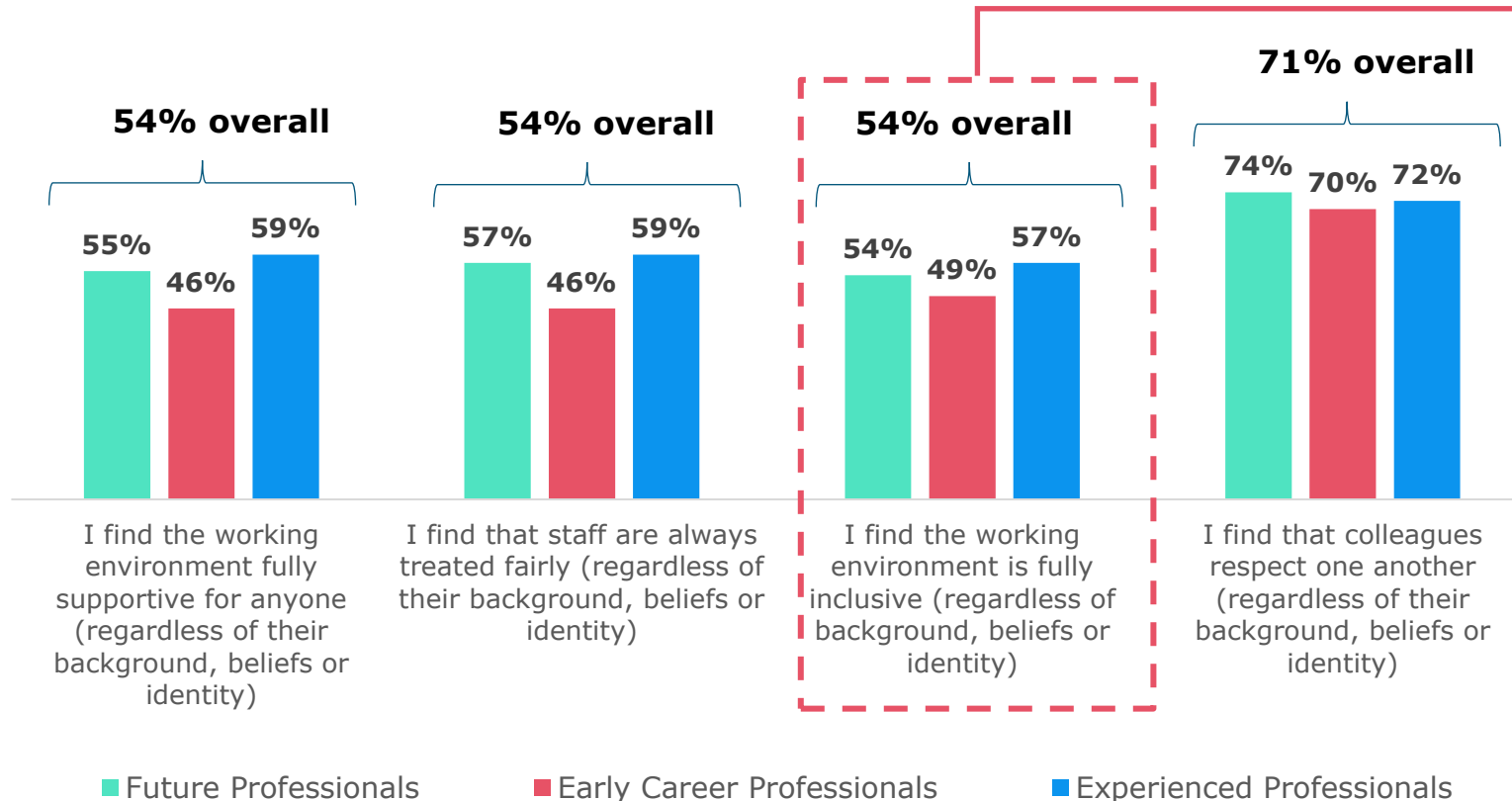
agree the architects' profession embodies **inclusion**.



would feel **confident raising a concern** if they experienced or observed workplace misconduct.

# Only half of professionals agree that the working environment is inclusive – and this drops further among groups underrepresented in the profession

Inclusiveness in the architects' profession  
(NET % agreeing)



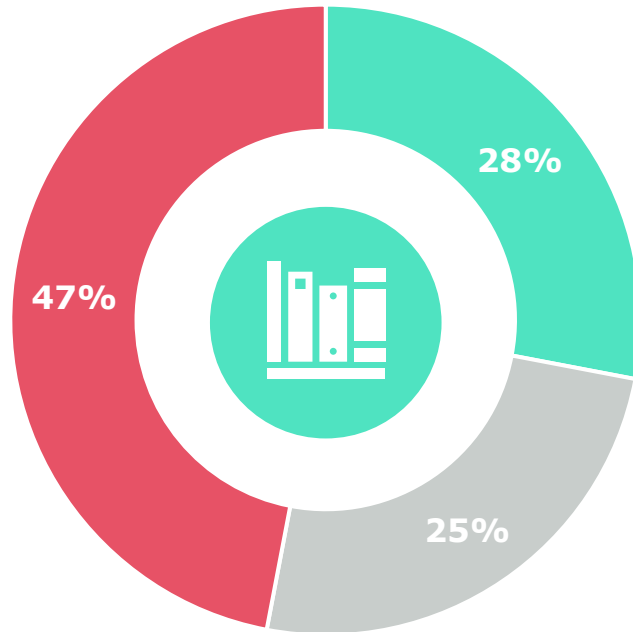
**Professionals who have a disability, who are female, or are from an ethnic minority background are more likely to disagree with statements about the profession's inclusivity\*.**

- 40% of professionals with disabilities disagree that the working environment is fully inclusive, compared to 28% for those with no disability
- 35% of professionals from ethnic minority backgrounds disagree that the profession is fully inclusive, compared to 23% of white British professionals
- 39% of women disagree that the profession is fully inclusive, compared to 22% of men

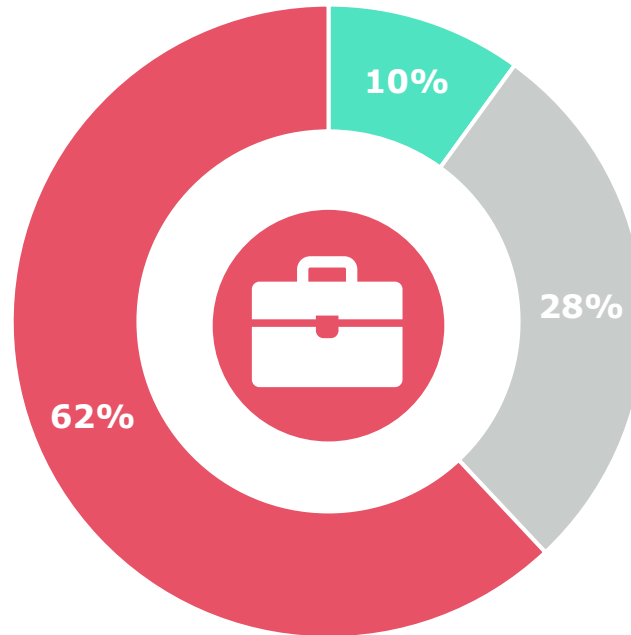


# Those newer to the profession largely feel that the workplace culture is worse than expected

**Workplace culture compared to prior expectations**  
(Future Professionals)

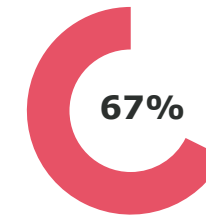


**Workplace culture compared to prior expectations**  
(Early Career Professionals)

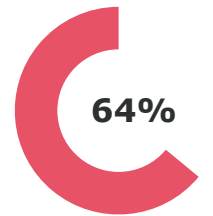


■ More positive (NET) ■ Similar to what I expected ■ More negative (NET)

**Ethnic minorities**  
(FP and ECP)



**Women**  
(FP and ECP)



**Ethnic minorities and women are more likely to be negatively surprised** by the workplace culture than White British and male counterparts (at **49%** and **51%**, respectively).\*

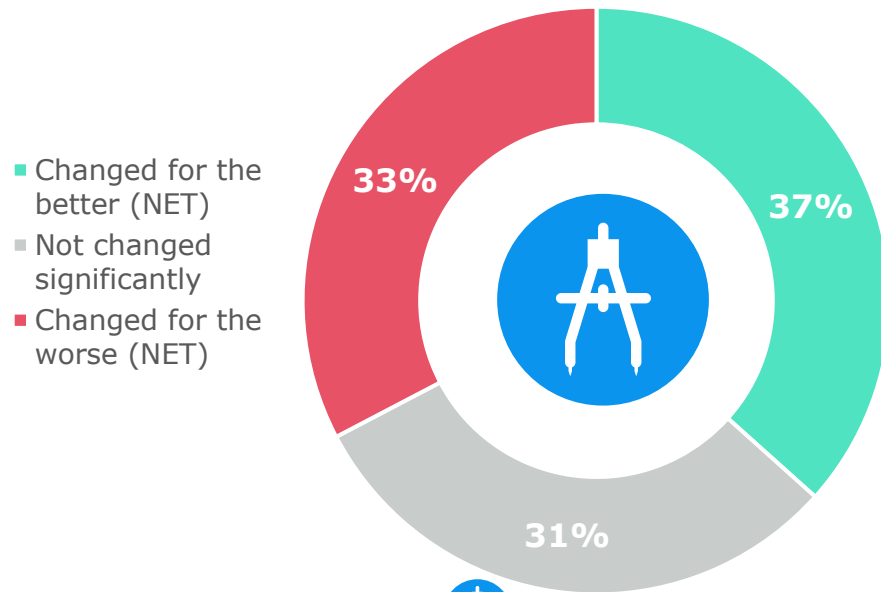
*"As much as I'd love to say I'm happy with my job, some of the way architecture is done as a business or the way it's practised is...not that professional."*

-Future Professionals

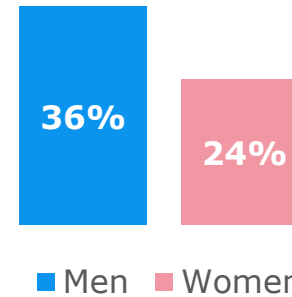


# Whilst Experienced Professionals are split on whether workplace culture has changed for the better or worse

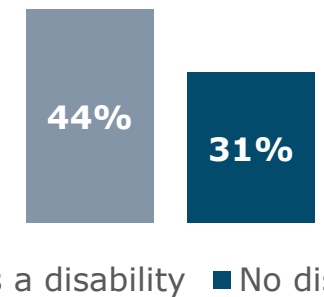
**Changes in workplace culture since joining the profession**  
(Experienced Professionals)



**By gender**  
(NET % feeling workplace has changed for the worse)



**By disability**  
(NET % feeling workplace has changed for the worse)



Women were **less likely** than men to feel the workplace culture had changed for the worse, **indicating some perceived improvement** for women with 5+ years' experience in the profession.\*

*"Working hours & the expectation of working hours have remained roughly the same, but today's communication technology increases pressure immensely."*

- Experienced Professional

*"A more female and family-friendly environment has been created in general, and there appears to be less discrimination on the grounds of gender and race."*

- Experienced Professional

# Overall, professionals' passion for their work does not overcome the issues they encounter within the profession

Many professionals enter the profession because **they have a passion for the work, enjoy its complexity,** and consider it a career path which allows them to be **creative.**

They find their work interesting and take pride in what they do; however, **a good salary, benefits, and a decent work-life balance are valued more highly** than having interesting work.

Despite the creative aspects of the job, professionals strongly feel they are **underpaid, overworked, and undervalued.**

Divided opinion among Experienced Professionals, combined with unmet expectations for other groups, may reflect **cultural issues which are felt across all levels of the profession.**





# 3. Key issues in workplace culture

# There has been public criticism of the profession's inclusiveness, and its culture

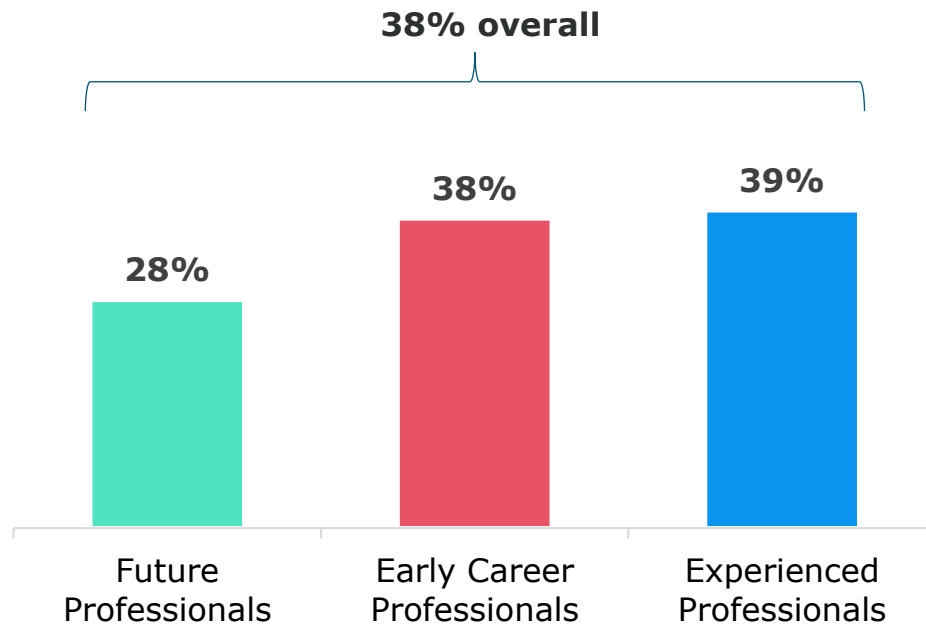
While ARB have a good sense of workplace culture, most of the **evidence is anecdotal**, with the profession highlighting incidents of **poor work-life balance, poor work conditions and sometimes, 'toxic' behaviour.**

There has been growing criticism of poor treatment of staff in UK practices. Groups in the industry have voiced their concerns for younger practitioners and students. These groups are seeking to highlight and influence the culture and performance of the profession.

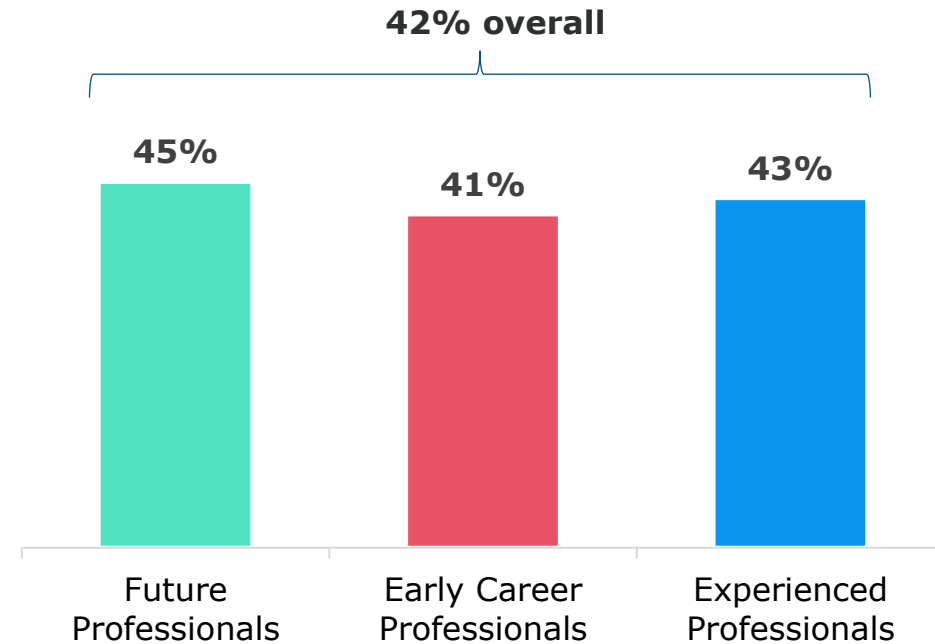


# Whilst work-life balance is a top priority, excessive workload and working environment do not always enable this

**% of professionals who disagree that they are given an acceptable workload**



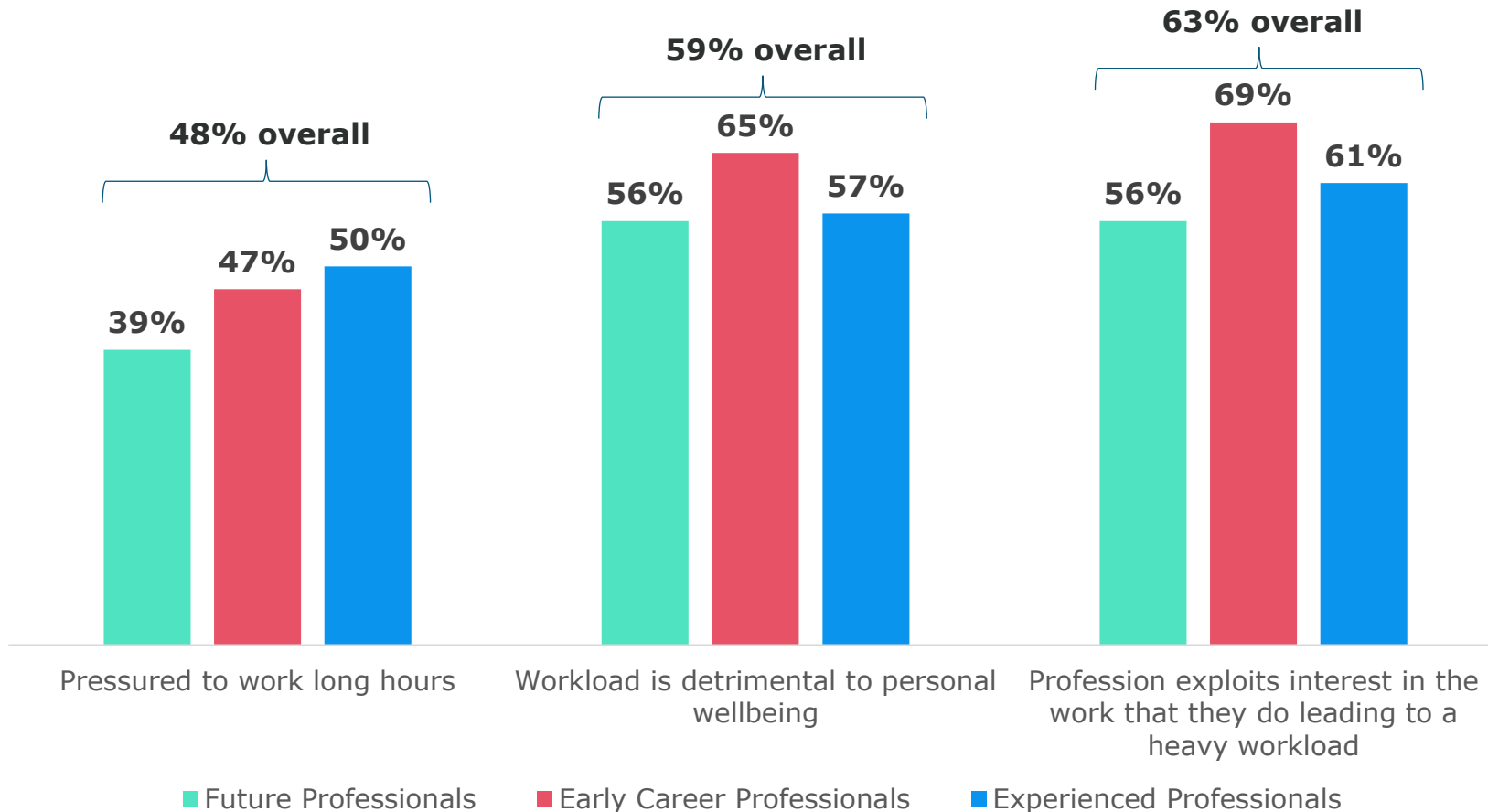
**% of professionals who agree their working environment enables a good work-life balance**



**73%** of all participants perceive having a good work-life balance as a top priority in the workplace.

# Many feel pressured to work long hours, and find their workload has a detrimental effect on their wellbeing

Professionals' attitudes towards long hours and workload  
(NET % agreeing)



*"It's always thrown back at you – 'you've got to be a team player.' A lot of people don't have the confidence to not do it."*

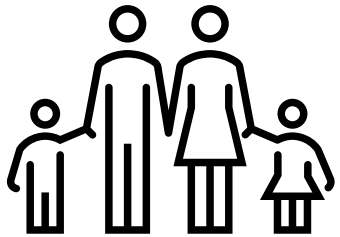
- Early Career Professional

*"The expectation of working long hours is almost considered a 'standard' especially when deadlines approach, and there is not reward or any TOIL nor overtime payment."*

- Early Career Professional

Early Career Professionals are **most likely to feel their workload is detrimental to their wellbeing** – 9% more than Future Professionals, and 8% more than Experienced Professionals.\*

# This culture of unsustainable long hours and excessive workload affects professionals on a personal level



Many professionals feel the culture of the profession **is incompatible with starting a family.** This was often raised by female professionals, some of whom say that their progression suffers when they can no longer work overtime after having children, or are forced to leave the profession entirely.

*"Being a mother to young children and wanting to spend time with them is proving to be a barrier to career development and progression... I am limited [in my] ability to work the overtime required."*

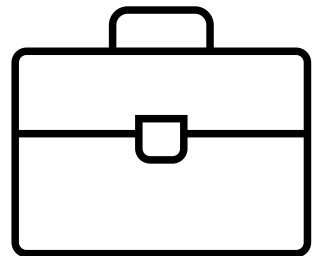
- Experienced Professional



Unsustainable long hours and excessive workload has an impact on the **mental wellbeing of professionals.** Many claim that the resulting workplace culture is stressful, leading to mental burnout, unhappiness, and disillusionment with their work.

*"We need to do something about people being expected to work extra hours if they ever want to progress. It's unfair and unthinkable in many other professions. It creates an unhealthy environment and detracts work life balance."*

- Experienced Professional



Many professionals **worry for their prospects and progression** if they cannot work overtime. They fear reprisals or termination from their employers if they cannot work long hours, and those studying struggle to balance academic and work commitments, when studying for exams.

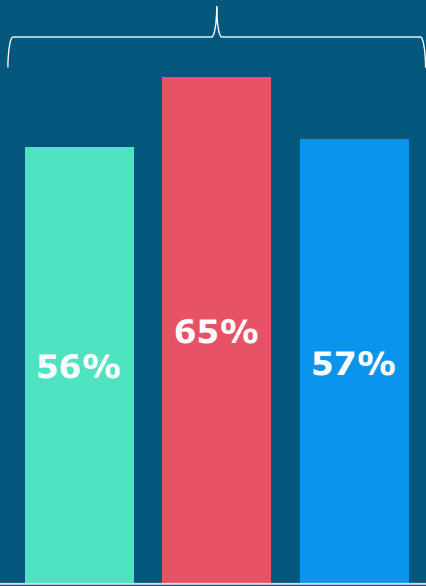
*"The atmosphere is reinforced by, like, disapproving glances... it's created an environment where staying late is literally mandatory. The risk of termination for leaving is very real."*

- Future Professional



# The impact on wellbeing is felt most strongly by female professionals, ethnic minorities, and those employed in large firms

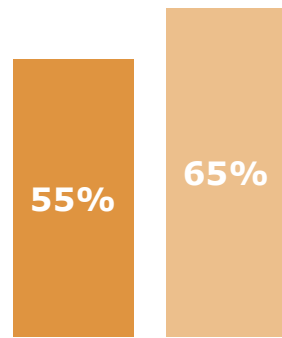
59% overall



**Workload is detrimental to personal wellbeing**  
(% agreeing with statement)

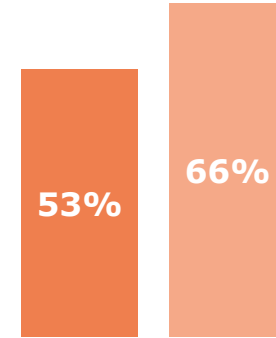
- Future Professionals
- Early Career Professionals
- Experienced Professionals

By gender



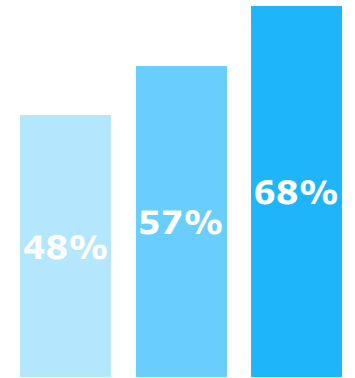
■ Male ■ Female

By ethnicity



■ White British ■ Ethnic Minority

By firm size



■ 0 to 9 ■ 10 to 49 ■ 50+

*"Especially for people who are from foreign countries...I've heard stories where they have told me that they were threatened with dismissal if they didn't work additional hours."*

- Future Professional

*"I couldn't carry on with the university schedule and deadlines and things – it was a lot of work. It's been quite a lesson for me in terms of trying not to do too much all at once."*

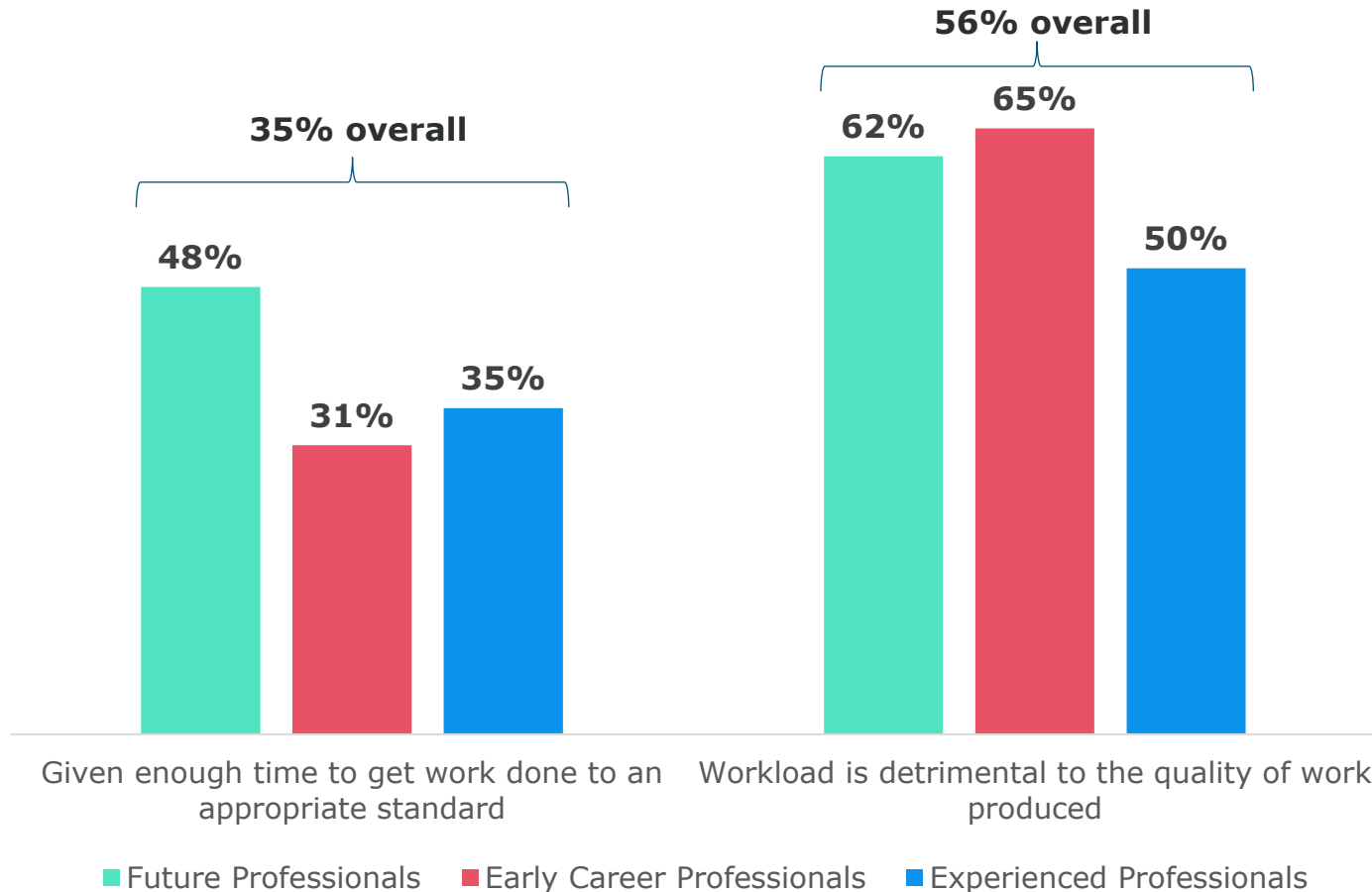
- Experienced Professional

Q8. Thinking about your own experiences working in the architects' profession, to what extent do you agree with the following questions. Base: All respondents (n=898); Future Professionals (n=89), Early Career Professionals (n=293), Experienced Professionals (n=516). \*Differences between male/female, white British / ethnic minority, and 50% / 0-9 and 10-49 statistically significant, with a p-value of 0.05 or below.



# Excessive workload has a wider effect on *standards* within the profession too

Professionals' attitudes towards the work they produce  
(NET % agreeing)



Many professionals feel that they **lack sufficient time to finish their work to an appropriate standard**, which is **detrimental to the quality of work they are producing**.

Professionals often feel that they are forced to sacrifice quality and cut corners in order to manage their excessive workloads.

*"It starts to burn people out. They just become tired... they're not actually working as effectively as they think they are. And they're not necessarily producing anything more – just taking longer to do it."*

- Experienced Professional

*"Being in practice at a junior level you're basically asked to cut corners by your bosses and you can't really say no, you're not comfortable taking those steps."*

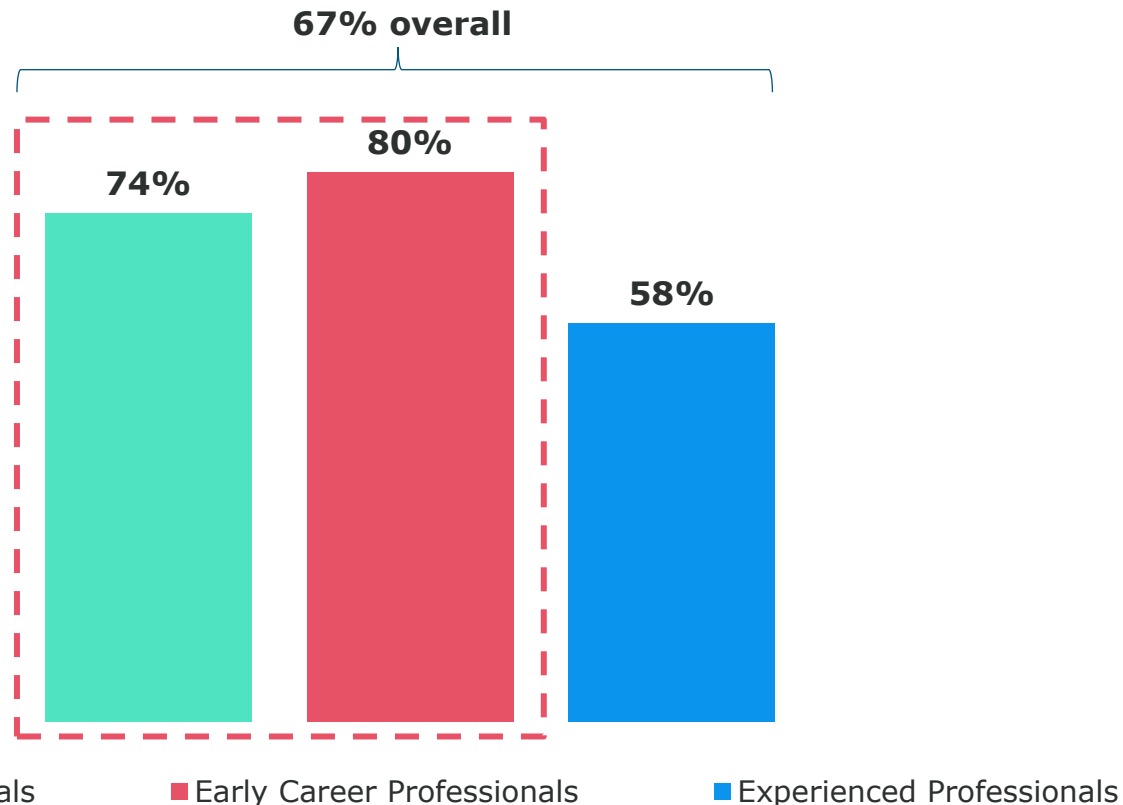
- Early Career Professional

*"It's a very obvious fact that it impacts people's health...losing sleep obviously impairs your cognitive function...or just the overall stress of it all. And so definitely there's a correlation between that and the quality of work."*

- Early Career Professional

# Professionals also feel that excessive workload has a negative impact on *ethical conduct* in the workplace

Professionals' belief that their workload is detrimental to ethical conduct  
(NET % agreeing)



The effect of excessive workloads not only affects the work produced – **it also affects behaviours within the profession.** A total of **67%** of participants agreed that workload was detrimental to ethical conduct.

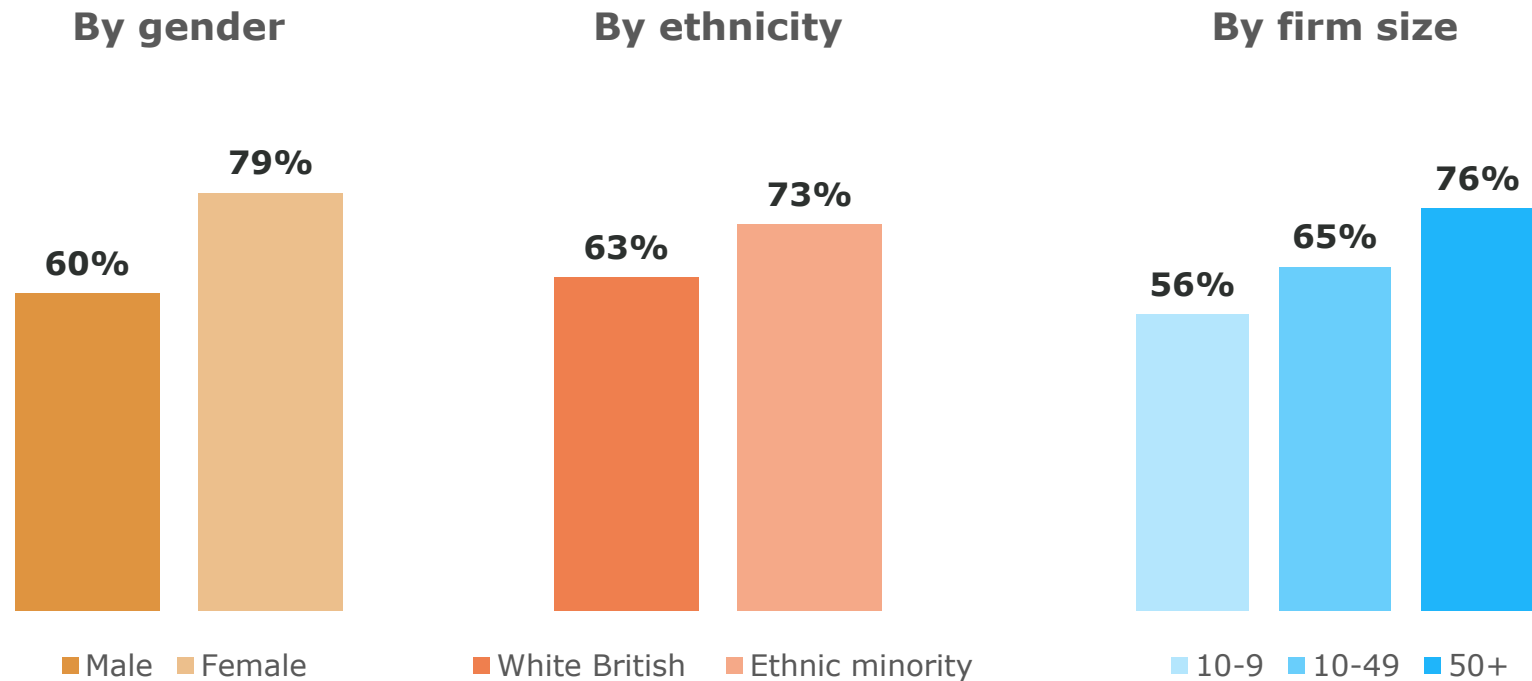
This was especially so for **Early Career Professionals (80%)** and **Future Professionals (74%)**, showing that the relationship between workload and ethical conduct is felt most strongly by those newest to the profession.\*

*[My director is] pulling her hair up because she's trying to do three peoples' jobs at once. She's at the same time trying to be a really fantastic leader and say, 'look, have a work life balance. Don't stay up till 2:00 in the morning trying to get these drawings out.' But the reality is the person above her is not listening...when she's like, 'we need more people on the team.'"*

- Early Career Professional

# Once again, female professionals, ethnic minorities, and those in large firms feel this most keenly

Professionals' belief that workload is detrimental to ethical conduct  
(% agreeing)



# While most feel comfortable raising concerns, hierarchies that create power imbalances can still be detrimental to ethics and quality of work

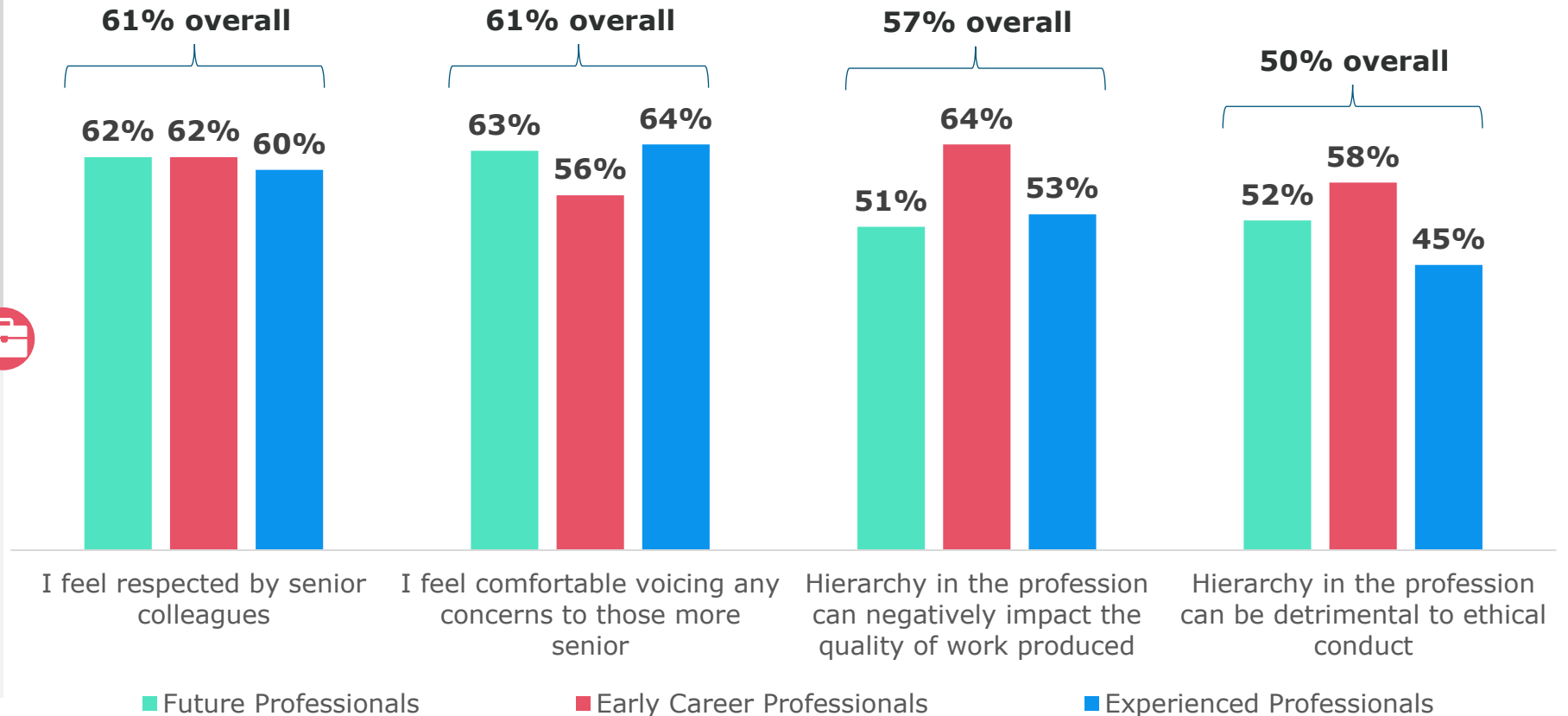
Over half of professionals still perceive that **hierarchies sometimes operate in ways that create power imbalances**, and such imbalances are detrimental to standards and ethical conduct. This may indicate that **positive relationships with senior colleagues are situational and firm-specific**, and there remains an awareness of hierarchy as an issue in the profession.

*"[My boss] started designing something I knew wasn't technically possible to do, and it had a big impact on the rest of the scheme...and I said 'well, stop, we need to change this,' and redesigned it. And then I was told 'no, do it the way we've drawn it.'"*

- Early Career Professional



Professionals' attitudes toward hierarchy, quality of work, and ethical conduct  
(NET % agreeing)



# While professionals are unsure of how to resolve these issues, they understand that the roots are structural

Professionals mention various issues in workplace culture, but when it comes to resolving them, many will point to larger structural issues preventing this:

## 1. The academic precedent

Some feel that the culture of the workplace is inherited from university and architecture school. **Experiences in education set the tone for what is acceptable later in employment.**



*"I was under the impression the long hours would remain as a university trait, but they are carried into the workplace."*

- Early Career Professional

## 2. Respect for the role

In the industry, architects feel they are no longer respected, and many of their core functions have been eroded. **They believe clients do not respect them**, so they make unreasonable demands – resulting in excessive workloads and a culture of unsustainable long hours.

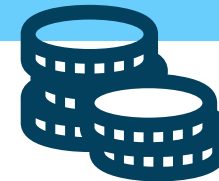


*"There was still a bit more general respect among society and among clients for the architecture profession...architects were really valued and trusted advisors."*

- Experienced Professional

## 3. Erosion of fees

Firms undercut each other on fees, so clients can always find work for cheaper. **Firms are then obliged to take on more, cheaper work**, which has a negative impact on hours worked, workload, and salaries.



*"The constant underselling of architects' services in a bid to win work has left the profession very undervalued...the urge to offer free work is far too common and is what leads to over-working and burnout."*

- Early Career Professional

# Excessive workloads and hierarchies that create power imbalances have implications for quality of work and ethics

A good **work-life balance** is a top priority for professionals, but one that many feel they **do not meet in their own working lives**. This has negative ramifications on their day-to-day lives.

Many feel that they must **'cut corners' and neglect due diligence** to keep up, with risks for quality and safety. Others feel that high pressure and a culture of unsustainable long hours make misconduct more likely.

Hierarchy is less of a daily concern for most professionals. However, they identify that some hierarchies have the **scope to create significant power imbalances**, which can **stop concerns from being raised about work quality and ethics**.

On excessive workload and hierarchy, **groups underrepresented in the profession are more likely to express concerns**, indicating that they are disproportionately affected.

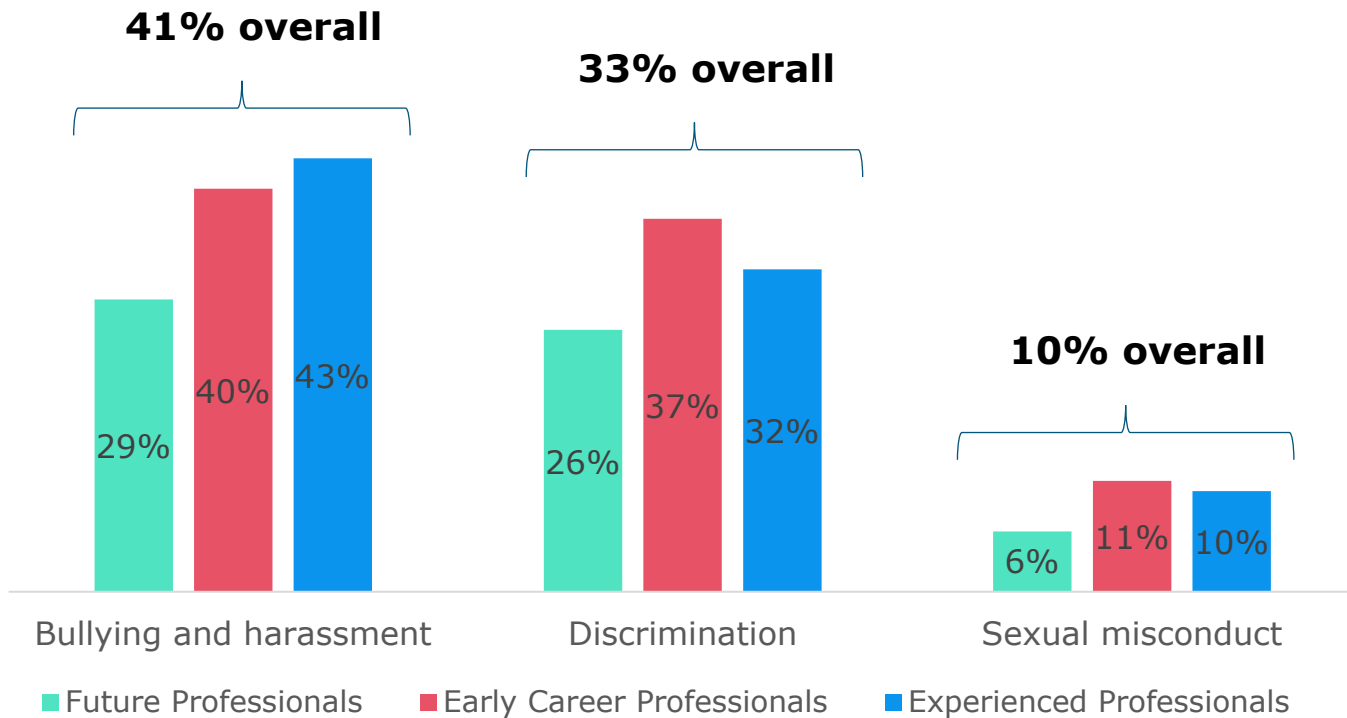
**We will explore further what this means for ARB.**





# 4. Workplace misconduct

# A significant proportion of the profession say that they have experienced workplace misconduct



Benchmarking data from other sectors:

## Civil Service (2023<sup>a</sup>)

- Bullying and harassment: 8%
- Discrimination: 7%
- Sexual harassment: 5%

## All workplaces (2023<sup>b</sup>)

- Discrimination: 22%

## Financial services (2023<sup>c</sup>)

- Sexual harassment: 45%

**Within each of these forms of misconduct, particular groups are consistently more likely to recount experiences\*:**

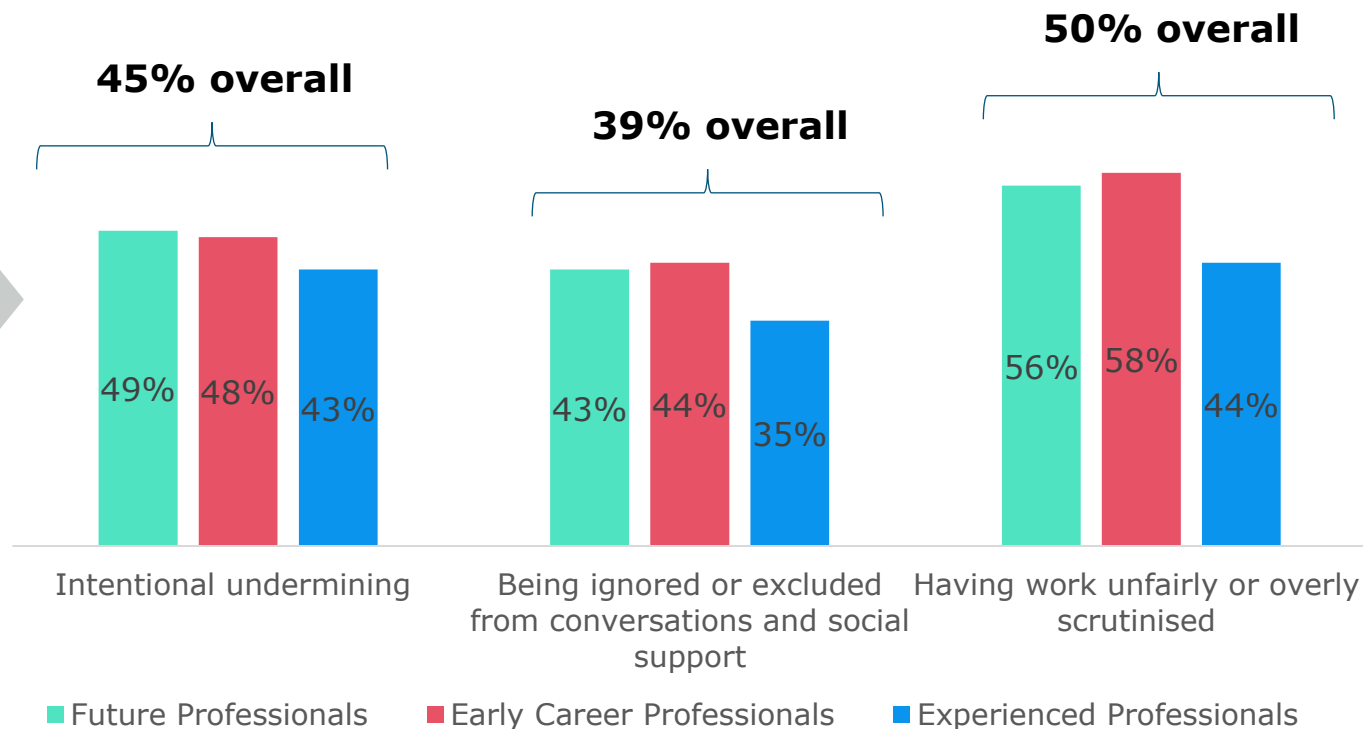
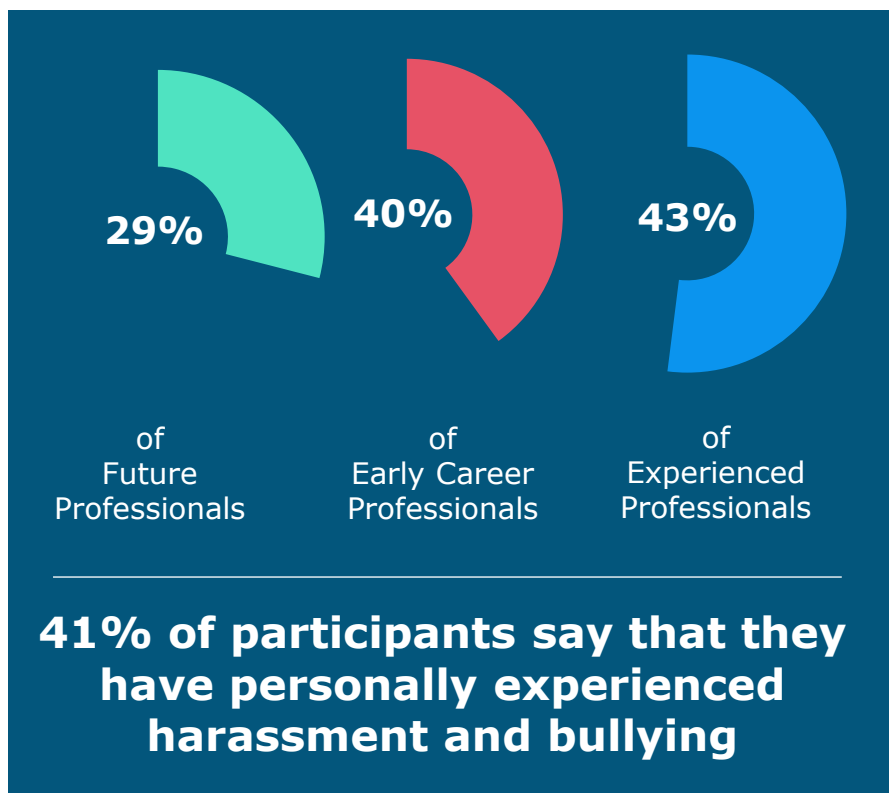
- Professionals with disabilities
- Female professionals
- Professionals from ethnic minorities

**Additionally, the likelihood of experiencing misconduct also correlates with firm size and location\*:**

- Professionals from larger (50+) practices
- Professionals working in London and the South East



# Almost half of Early Career and Experienced Professionals have experienced harassment & bullying



# Accounts of bullying and harassment overwhelmingly relate to abuses of power by senior staff

“

*It ranged from **unfair criticism of my work**, which was not explained or introduced to me beforehand, to being **expected to help with the upkeep of the directors house**, I was expected to **never leave the office before the director** and to **make her drinks and lunch when she wanted it**.*

- Future Professional



*There was a **senior member of staff** who was generally prone to quite **bullying behaviour**.*

-Early Career Professional



*I experienced **harassment and bullying on a daily basis via WhatsApp** communication. I was **constantly put down, belittled and blamed** for things out of my control. My employer would **guilt trip** me and I would feel pressure to work on weekends and public holidays.*

- Future Professional



*Some senior staff members **taking advantage of their seniority to micromanage and bully junior members of staff**, making them work long hours.*

-Experienced Professional



***Bullying in particular and harassing attitudes have been prevalent in the leadership level in my earlier professional life...** There was nowhere to turn to in those days, probably not now either really.*

- Experienced Professional



*In my previous position at a large practice, it was part of the culture that **cliques would form around more senior staff members**. This would **lead to bullying or demeaning behaviour** by members of other cliques.*

- Experienced Professional



”

# Aya's\* experiences of bullying led her to leave her employer

Aya is a part 3 candidate with experience working in two practices. She is highly motivated to excel in the profession, but has been **negatively surprised by the standard of professionalism** and communication.

Soon after moving into her second role, Aya felt that her new line manager gave **excessive, unconstructive scrutiny** to her work, and was insensitive about her ADHD. This situation escalated into what Aya **describes as 'clear bullying'**, and everyday distress at work.

Aya eventually reported the issue to management, but after a brief pause the issue escalated further. She feels that **partners were treated 'like gods'** and could get away with anything, **prompting her to leave her 'dream job'**.

Early Career Professional

(Female, ethnic minority background, neurodiverse)



*"It was blatant bullying and it was impacting my ability to perform, impacting my mental health. I literally started stuttering just trying to talk to him, when I don't usually. My heart was pounding every time."*

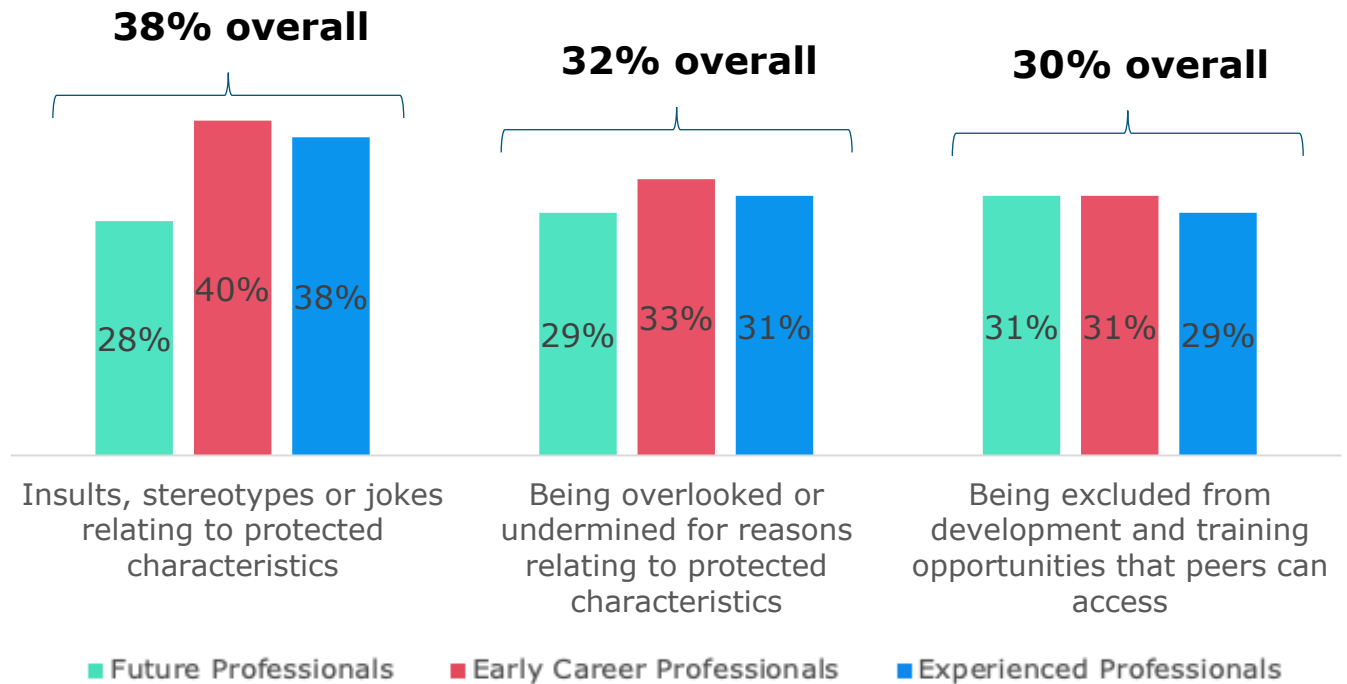
*"I just feel like you can't complain. The partners there are treated like gods."*

# A third say that they have experienced discrimination – and this rises to over half in some demographic groups



Groups underrepresented in the profession are significantly more likely to report experiencing discrimination, with reports rising to:

- **53%** of **female** professionals
- **46%** of those from **ethnic minorities**
- **46%** of those with **disabilities\***



# Discrimination is experienced by a wide range of groups underrepresented in the profession

“

Clients **minimising or belittling staff** members owing to **their race or English-speaking skills**, and seniors **not defending or calling out behaviour**.

- Experienced Professional



They **look down on me because of my accent** and that I'm European.

- Early Career Professional



Comments made about whether or not I'm going to have **children** and how that will **damage my career prospects**.

- Early Career Professional



**Limited visibility** of people with similar **protected characteristics**, resulting in feelings of **social disconnection**.

- Early Career Professional



**Boys club** with certain male clients, **excluded** from all male client outings.

- Experienced Professional



Being **yelled at** in the office, **undermined in meetings, interrupted**, opportunities directed to preferred persons, **targeted for dismissal** when confirmed **neurodiverse**.

- Experienced Professional



# Agnes\* feels that the profession fails to accommodate neurodiverse professionals

Agnes is an **architectural assistant who does not intend to attain Part 2/3** qualifications. She had a long and challenging path to Part 1 qualification and worries about **the financial and personal strain** of continuing on that path.

Agnes has autism, and feels that there is a lack of understanding towards autism in the profession, and that **insufficient adjustments are made** (such as flexible working). She sees the **extent of overtime as closing the pathway to qualification and practice.**

After a difficult process, Agnes has **found an employer which supports her.** However, she **fears that many other people with disabilities and neurodivergencies are being excluded from the profession,** leading to a built environment which does not factor in their needs.

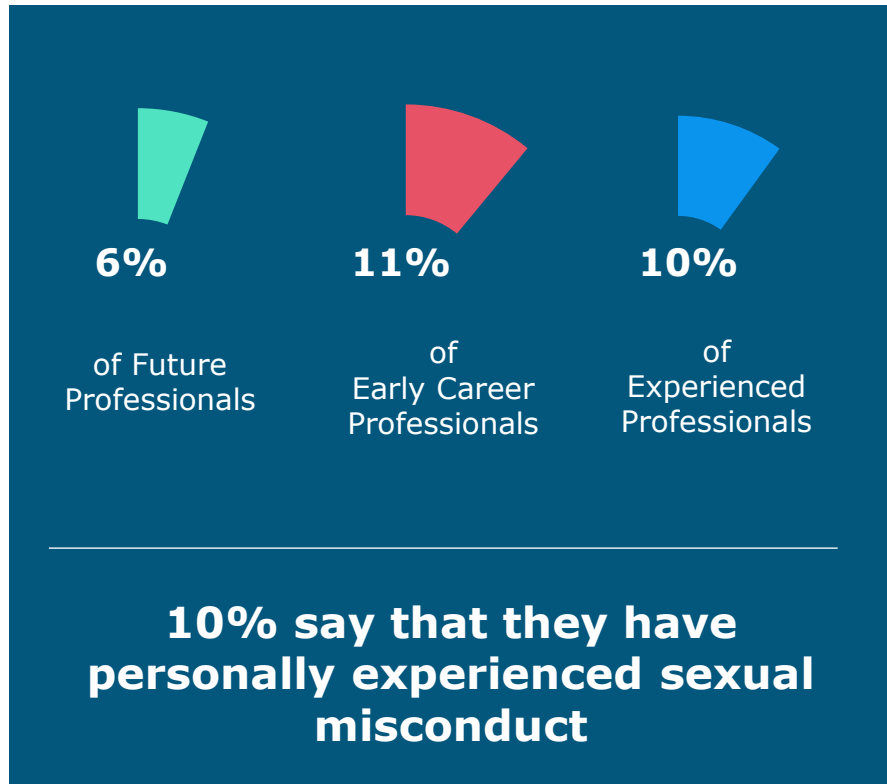
**Future Professional  
(Female, neurodiverse)**



*"I assumed that because I was too disabled I would never be able to have a career in architecture."*

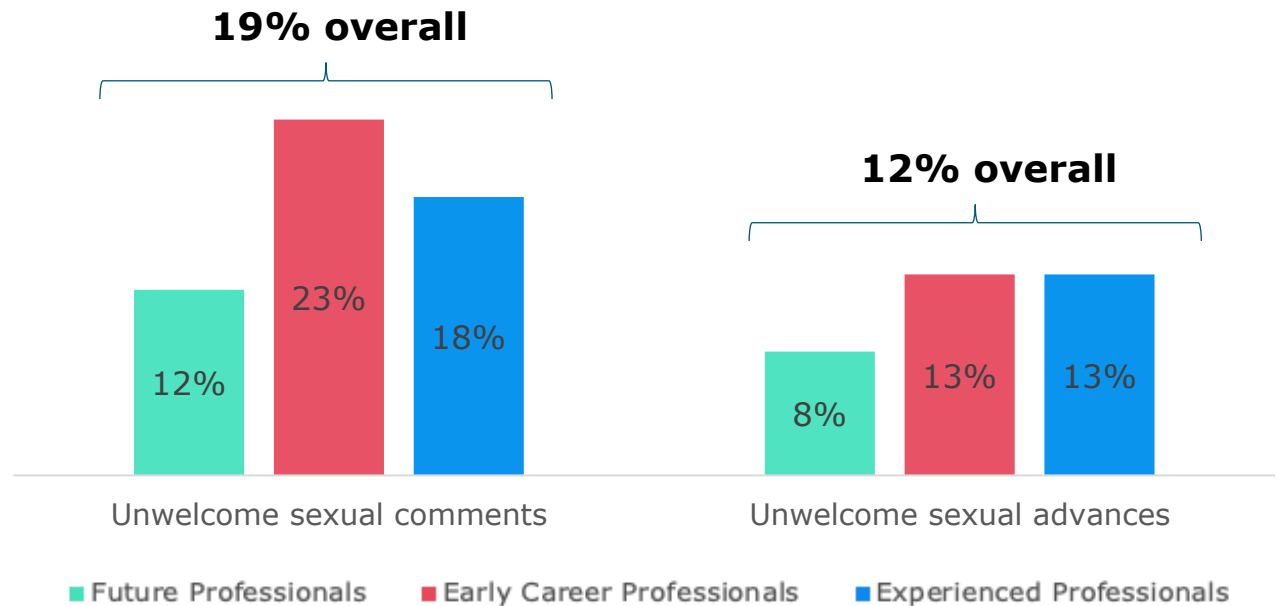
*"I walked into this job after some work experience. I'm here and it's good, but I can't afford to do my Part 2 and I know I can't cope with full uni and putting in 60 hours weeks."*

# A significant proportion of professionals have had experiences of sexual misconduct



**Female professionals** are far more likely to have experienced **unwelcome sexual comments (38%)** and **unwelcome sexual advances (24%)** than male professionals (6% and 5%).

**Professionals with disabilities** are also more likely to have experienced **unwelcome sexual comments (24% vs 19% with no disability)** and **unwelcome sexual advances (19% vs 12% with no disability).**\*



# Sexual misconduct can be overt, or can happen behind closed doors

“

***Inappropriate behaviour on site surveys, or alone in the office while working late.***  
- Experienced Professional



***Male colleague repeatedly staring at all female staff, unrelenting staring when any female was walking around the office. At a work social the women started talking about it, and realised it was happening to all of us.***  
- Early Career Professional



***A sweepstake amongst male staff to see who could get me into bed (as one of two women in 50+ office).***  
- Experienced Professional



***Unwanted sexual advances from a number of colleagues and one boss (over a period of time, ending over 30 years ago when I became a sole practitioner).***  
- Experienced Professional



***I have been on the receiving end of sexual comments that were not escalated properly because a conversation under the radar was deemed sufficient.***  
- Experienced Professional



***Client requested 'a lush young with tight skirt' be sent for survey in their house, director let me know I will be doing the survey the day I was wearing a tight skirt. The request has later been revealed in an email chain.***  
- Early Career Professional



”



# Imogen\* feels like there is a 'cloud' hanging over her at work since experiencing sexual harassment

Imogen qualified just over a year ago, and recently started at a new practice. She had a very positive experience in her early months, and **saw one senior male member of staff as a 'mentor'.**

Every now and then Imogen's senior colleague would make a 'close to the mark' comment, which she would let go. However, recently, **this colleague very much 'crossed the line' with inappropriate suggestive comments.**

Imogen **expressed her discomfort, and has tried to distance herself** from this colleague. She believes there is **little to gain from reporting** the colleague, but feels like there is a 'cloud' over her and is **considering leaving the firm entirely.**

Early Career Professional

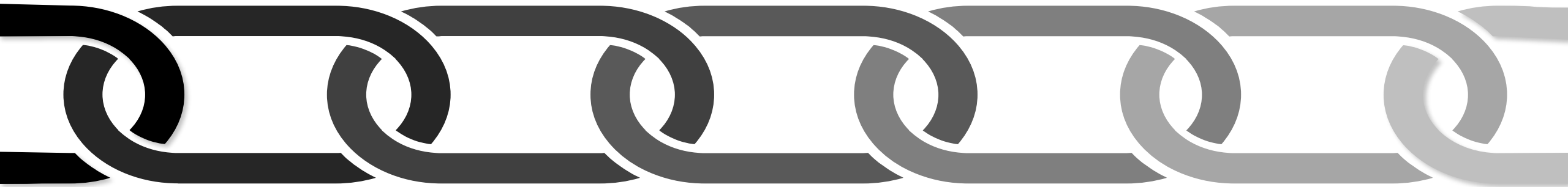
(Female, ethnic minority background)



*"I said I feel uncomfortable, please don't do this again. But part of that cloud is living above me, saying that if you don't put an end to this it will haunt you."*

*"I don't feel confident raising this to the right people. Considering this happened in my first year, I'd hate to think what people have dealt with and just kept quiet about."*

# Misconduct is felt to be rooted in a chain of structural and cultural factors



## Excessive workload

The stress of **excessive workloads and a culture of unsustainable long hours** are felt to contribute to misconduct.

“Mandated hours would give everyone the breathing space to act in an exemplary fashion.”  
- Early Career Professional

## Hierarchies

Where hierarchies create significant power imbalances within the profession, it can **place some into vulnerable situations**.

“There’s a power imbalance, and those who are lower find it so hard to stand up.”  
- Early Career Professional

## Lack of representation

Some feel that a lack of representation (particularly at senior levels) **limits understanding of others’ experiences**.

“Looking for a job I’ll see if there are other people of ethnic minority backgrounds... to avoid the same discrimination.”  
- Future Professional

## Management structures

Many practices are seen to **lack the management and HR structures** and procedures that may tackle misconduct and its causes.

“I’ve never worked in a company that had an HR ever, ever. So, my boss is jury, judge and executioner.”  
- Early Career Professional

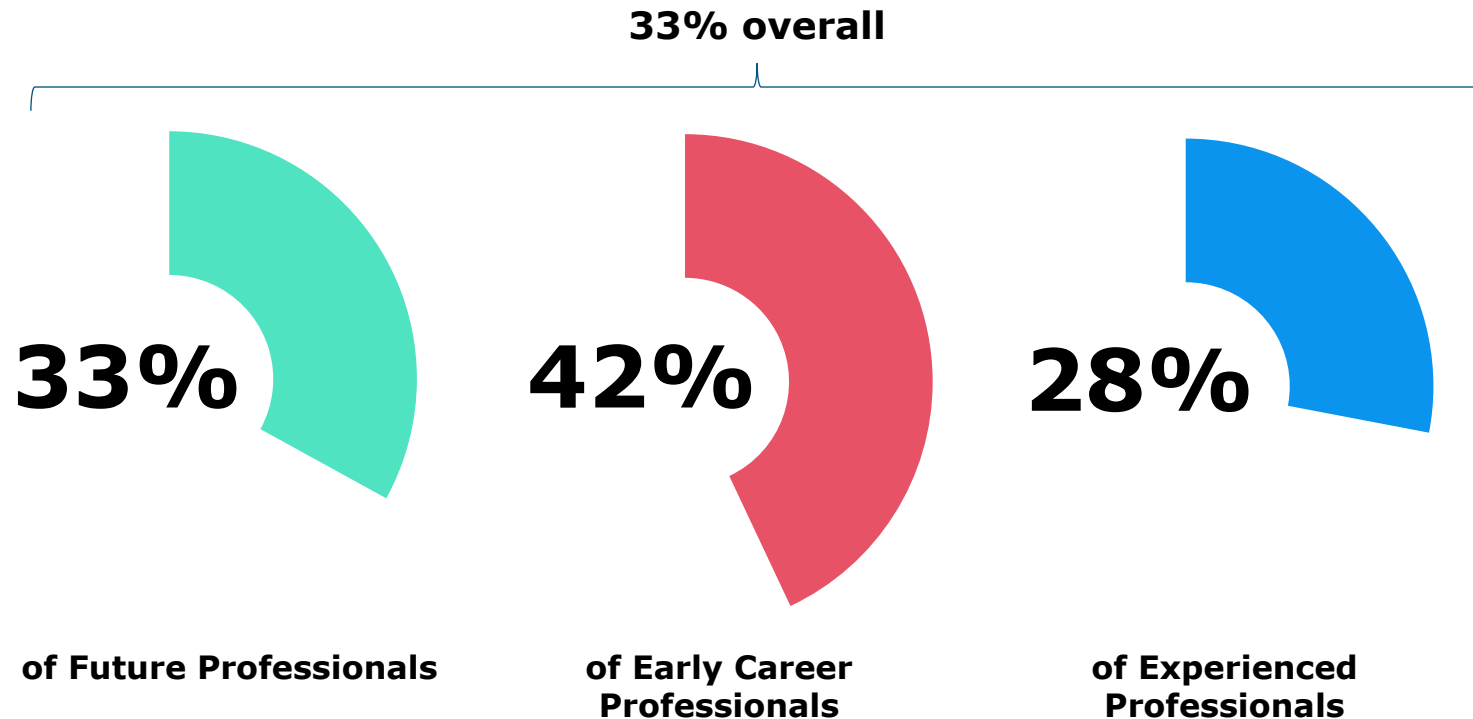
## Cyclical mistreatment

A minority identify cyclical mistreatment, where some senior professionals **echo poor treatment** that they have **previously endured**.

“The culture of silence is so engrained, these cycles of abuse and bullying mentalities have been continuing for decades.”  
- Early Career Professional

# A third of professionals would not feel confident raising concerns

If you were to experience or observe workplace misconduct, to what extent would you feel confident that you can raise a concern?  
(NET % unconfident)

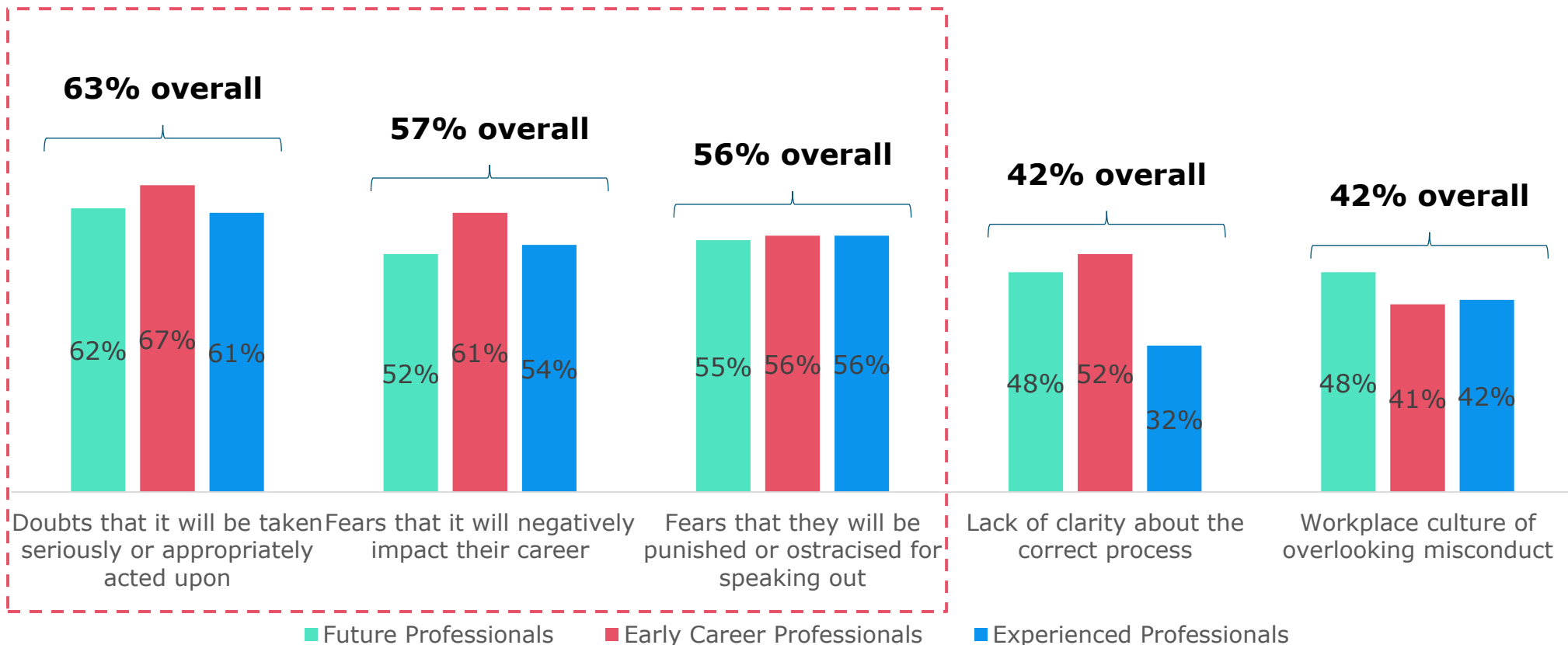


Those who have **experienced any misconduct regularly are far more likely to lack confidence in raising concerns (61%)** compared to those who have not experienced any misconduct (7%).\*

**Female professionals (40%) are more likely to report lacking confidence to raise concerns than males (28%).\***

# There are multiple barriers to professionals feeling confident in reporting misconduct...

But this is largely because they don't think it will be taken seriously **and** will in turn affect their career progression.







# Digging into this, professionals have both internal and external concerns around procedure and recrimination

	Procedures	Recriminations
Internal	The <b>effectiveness of practice reporting procedures</b> is widely doubted. Particularly in practices with <b>no dedicated HR</b> , professionals <b>do not see a way to confidentially report misconduct</b> within the organisation.	Where hierarchies create significant power imbalances, this can lead to a fear of <b>recriminations within the firm if one gets a reputation for being 'difficult'</b> or reports a colleague's misconduct (particularly when HR functions are deemed to be weak).
	"There is a problem that in small offices no one controls the owner of the company. So, once you experience toxic behaviour from this person there is no one to report to" - Experienced Professional	"If you're close to your breadline you can't [raise concerns]. I'd be frightened to put my head above the parapet." - Future Professional
External	There is widespread <b>confusion about how one might go about escalating concerns</b> outside of one's practice, or even who out of ARB or RIBA are responsible. ARB's reporting system is often seen to be relevant <b>only to client-related misconduct</b> .	There is a sense that this is a sector where 'people talk', and some worry about the <b>impact on their career prospects</b> after raising concerns.
	"ARB look after clients and RIBA looks after the industry and practices, who looks after us?" -Early Career Professional	"It was illegal and I could take them to court, but I didn't want to go through that. Architecture is a small world and practices talk to practices, I couldn't rely on their professional conduct not to." - Early Career Professional

These concerns combine to create a sense that raising concerns about misconduct will be **ineffective and personally detrimental**. Reassurance about the **effectiveness and safety of raising concerns are required** to empower professionals to confront misconduct.

# Instead of raising concerns, those affected by misconduct respond with a range of personal strategies

Continuing 'as usual'	Moving practices	Sole practice	Leaving the profession
<p>In some instances, professionals seek to <b>continue 'as usual' to the greatest extent possible</b> and remain in their role.</p> <p>They may seek to <b>distance themselves from individuals involved</b>, but this is often not possible.</p>	<p>Professionals with experiences of misconduct and poor working cultures will often <b>look to move away from their practice</b> entirely.</p> <p>In some cases, this <b>change has a positive outcome</b>. Others experience <b>similar challenges</b> in their new role.</p>	<p>Particularly for professionals who have had negative experiences at several practices, the <b>transition to sole practitioner</b> is seen as a way to <b>set one's own workplace culture</b>.</p>	<p>Negative experiences lead some to <b>consider leaving the profession – temporarily or permanently</b>.</p> <p>Having worked for so long to qualify, many who are attracted to leaving the profession are <b>resistant to taking the final step</b>.</p>
<p> "I spoke to [him] about his behaviour, rather than raising a complaint. It was uncomfortable but I felt he was considered 'more valuable' than me."</p> <p>-Early Career Professional</p>	<p> "In that case [of harassment], my response was essentially to leave that job... I found another job at a practice run properly by a human who has compassion."</p> <p>- Early Career Professional</p>	<p> "I was viewed completely different since having children... I resigned and set up as a sole practitioner... they've not even acknowledged my email."</p> <p>- Experienced Professional</p>	<p> "I came to the conclusion that I either had to leave architecture or set up on my own, which wasn't something I wanted to do."</p> <p>- Early Career Professional</p>



# Many professionals have experienced misconduct, but they are unlikely to speak up

**Experiences of workplace misconduct are high** – disproportionately experienced by **women, ethnic minorities**, and those with **disabilities**.

Misconduct is felt to be **rooted in a chain of structural and cultural factors**, including a culture of unsustainable long hours, instances where hierarchies have created significant power imbalances, lack of representation, management structures and cyclical culture.

**Most professionals would not be confident raising concerns** about workplace misconduct – within their firms, or to any external body. They feel that this would be ineffective *and* damaging to their career.

In the absence of redress, a range of approaches are taken by those who experience misconduct. These range from **seeking to ignore misconduct** and 'get on with it' **to leaving the profession entirely**.





# 5. Best practice in today's profession



# Despite overarching issues, there is scope within the profession to do well

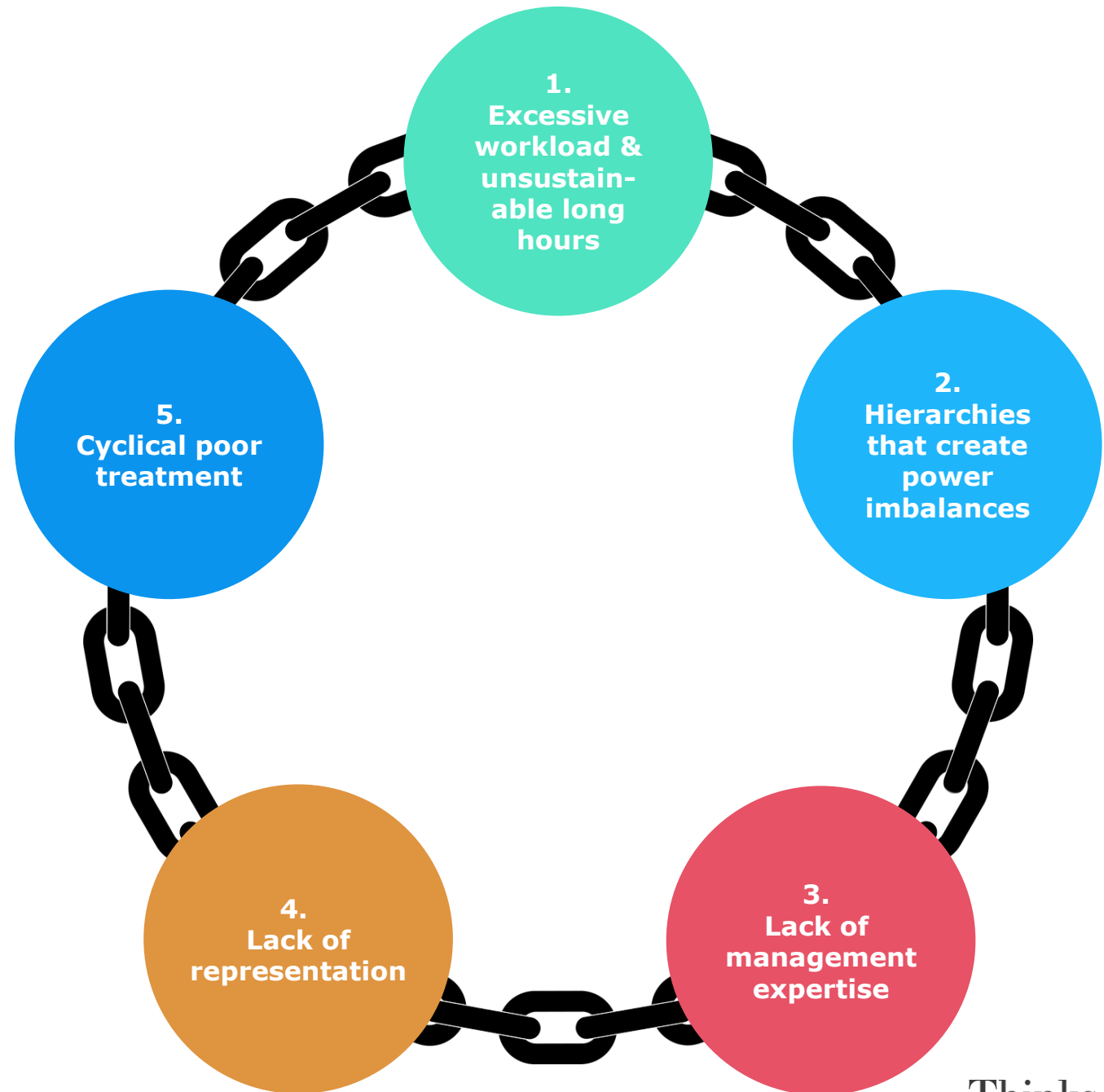
Experiences in the profession are far from **uniformly negative**, and many professionals do enjoy a supportive and friendly workplace.

In some cases, professionals who have encountered issues have had **more positive experiences at another practice** or after transitioning to sole practice.

Professionals also understand that these issues are not insurmountable, and **while the culture of the profession is often negative, this does not apply to every practice.**



**Professionals identify ways of addressing the chain of structural and cultural factors in the profession which enable misconduct...**



# 1. Tackling excessive workload and a culture of unsustainable long hours

Professionals accept **there will be busy periods and project deadlines which may require working late.** However, it becomes problematic when working overtime becomes the norm and they feel that they are not compensated fairly.

And these problems become even more difficult to resolve because **professionals see their colleagues working late and feel compelled to do the same.**

**Senior architects, who foster good conduct and practice at their firms from the top-down, address excessive workload and unsustainable long hours in a variety of ways:**

## 1. They are more selective with clients

They take on fewer and more lucrative contracts, meaning less work and of a higher quality, and thus a better culture.

## 2. A culture of unsustainable long hours is discouraged

Upper management sets the right example, not working unsustainable long hours and ensuring long hours are not incentivised.

## 3. Projects are resourced properly

Excessive workloads are symptoms of inefficient project management. Overworking is a problem that lies with the firm.

*"There's this sort of warrior mentality, that if you're in there the longest, you're doing the most, and you'll get noticed. Here, you don't get rewarded for being in here all the time."*

- Experienced Professional

*"For the more junior staff in our practice, there is sometimes pressure for them to work. It's a mixed bag. It's to do with how well we as a practice are managing them."*

- Experienced Professional

## 2. Tackling hierarchies that create significant power imbalances

Hierarchy is not seen to be a consistently negative aspect of the profession. **Some professionals feel it provides clarity and a chain of command.**

Hierarchy becomes an issue when it creates significant power imbalances, disrupting workplace cohesion and discouraging open communication. **Concerns in the workplace cannot be resolved if they cannot be addressed.**

Senior architects who **prioritise a collaborative workplace** indicate several ways they try to address issues around hierarchy:

### 1. 'Pitching in' is encouraged and rewarded

Every idea is considered, regardless of an individual's place within the workplace hierarchy.

### 2. Honesty across roles is encouraged

One firm holds forums for colleagues to flag and discuss their concerns. This allows the firm to move forward together.

### 3. Training and education is prioritised

Senior staff supporting their junior colleagues fosters better working relationships between everyone.

*"Generally, everyone's contribution has been valued, and there's been a culture where whoever's got the best idea, that idea will be accepted – it doesn't need to come from the top."*

- Experienced Professional

*"I think there can be a sense of detachment between people that are leading the practice and people that are on the ground delivering the work. I think communication across those levels and making sure that everyone's included [is good]."*

- Experienced Professional

# 3. Tackling lack of management expertise

Architects **are often promoted into management positions based on their skills as an architect**, not their leadership or management skills.

**Crucial training for managing people is missing.** Additionally, HR functions often fall by the wayside. There is evidence of more abuse of power in larger firms, but fewer mechanisms to address it in smaller firms.

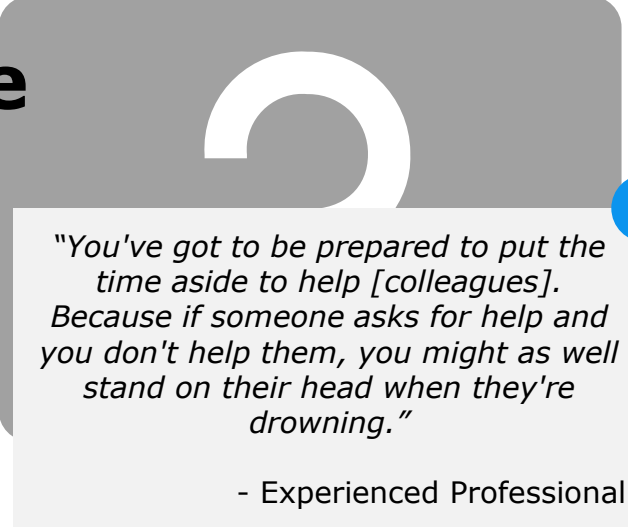
Senior architects attempt to address a lack of managerial skills **in two primary ways:**

## 1. Promotions are not solely based on technical expertise

Skills related to leadership, finance, and project management are all taken into consideration before someone moves up within the firm. This is crucial if they lack a dedicated HR function.


## 2. Architects are given training to equip them for new responsibilities

This aligns with the goal of enabling internal progression and allowing employees to grow according to the needs of the organisation.



*"You've got to be prepared to put the time aside to help [colleagues]. Because if someone asks for help and you don't help them, you might as well stand on their head when they're drowning."*

- Experienced Professional



*"If someone's next step is to become an associate or get into a leadership role, we're looking at what training we could give them in those aspects – leadership, financial management."*

- Experienced Professional

# 4. Tackling lack of representation

One of the most common observations in the profession is that **it remains primarily led by white, male architects.**

Women, ethnic minorities, or professionals with disabilities feel the lack of representation in upper management makes it **more difficult for their experiences to be understood and addressed.**


Firms with **greater representation, especially in management positions,** can make a big difference in two specific ways:

## 1. Firms with a more diverse leadership can be more sensitive to the range of employee needs

For example, some professionals with family commitments share that the approach of their company's leaders can help them remain within the profession, rather than being forced to leave.


## 2. Firms with a more diverse workforce encourage underrepresented groups to remain in the profession

This in turn helps to facilitate change within the profession. Some success has been made here – but more needs to be done.



*"I'd like to see more diversity at senior and above levels...I also believe more women leaders would help provide a better work/home balance and have more empathy at work."*

- Early Career Professional



*"A lack of diversity in leadership positions can perpetuate a cycle where under-represented groups have fewer roles."*

- Experienced Professional

# 5. Tackling cyclical poor treatment

Some professionals feel that issues in the workplace stem from **ways of working at university and architecture school.**

Professionals recount the high stress, excessive workloads, and poor treatment which students often experience, and **believe some senior architects could now be passing outdated and regressive learned behaviours onto their junior employees.**

It is felt that many **older architects have a mindset of forcing younger colleagues to endure what they had to endure,** but change is happening:

## 1. Firms with positive cultures take steps to re-educate younger employees

Teaching new skills and discouraging carrying the culture of overwork into employment, with impetus coming from the top.

## 2. Younger architects enter the workforce knowing their rights

They understand when misconduct is taking place, although their power to address it as it occurs varies.

## 3. Younger professionals may carry modern values into positions where they can affect change

However, ageism remains an issue for older professionals.

*"There is a lack of empathy, particularly for younger overworked staff. There is still a culture of 'I went through it, so you have to.'"*

- Future Professional

*"Younger architects value their wellbeing more now than when I started in the profession. And they do not work the long hours that I did, which is a good thing."*

- Experienced Professional

# Practices must overcome challenging root causes to drive improvements

There is **greater scope for practices to tackle sector-wide concerns with workplace culture and misconduct**, and some appear to have taken steps along this route.

However, the **root causes of misconduct remain as significant structural barriers** that must be overcome.

Steps can be taken to address root causes around **excessive workload, hierarchies that create significant power imbalances, lack of management expertise, lack of representation, and cyclical poor treatment**.

**And there may be more that ARB and other industry bodies can do to empower these efforts.**







# **6. Towards a better workplace culture in the architects' profession**

# There is scope to enable and drive further improvements in workplace culture

Instances where practices have managed to embody a workplace culture that **tackles some major issues** shows that there is greater potential within today's profession.

However, there remain **structural and entrenched cultural barriers** that practices must overcome in order to reach that point and, in the future, to exceed it.

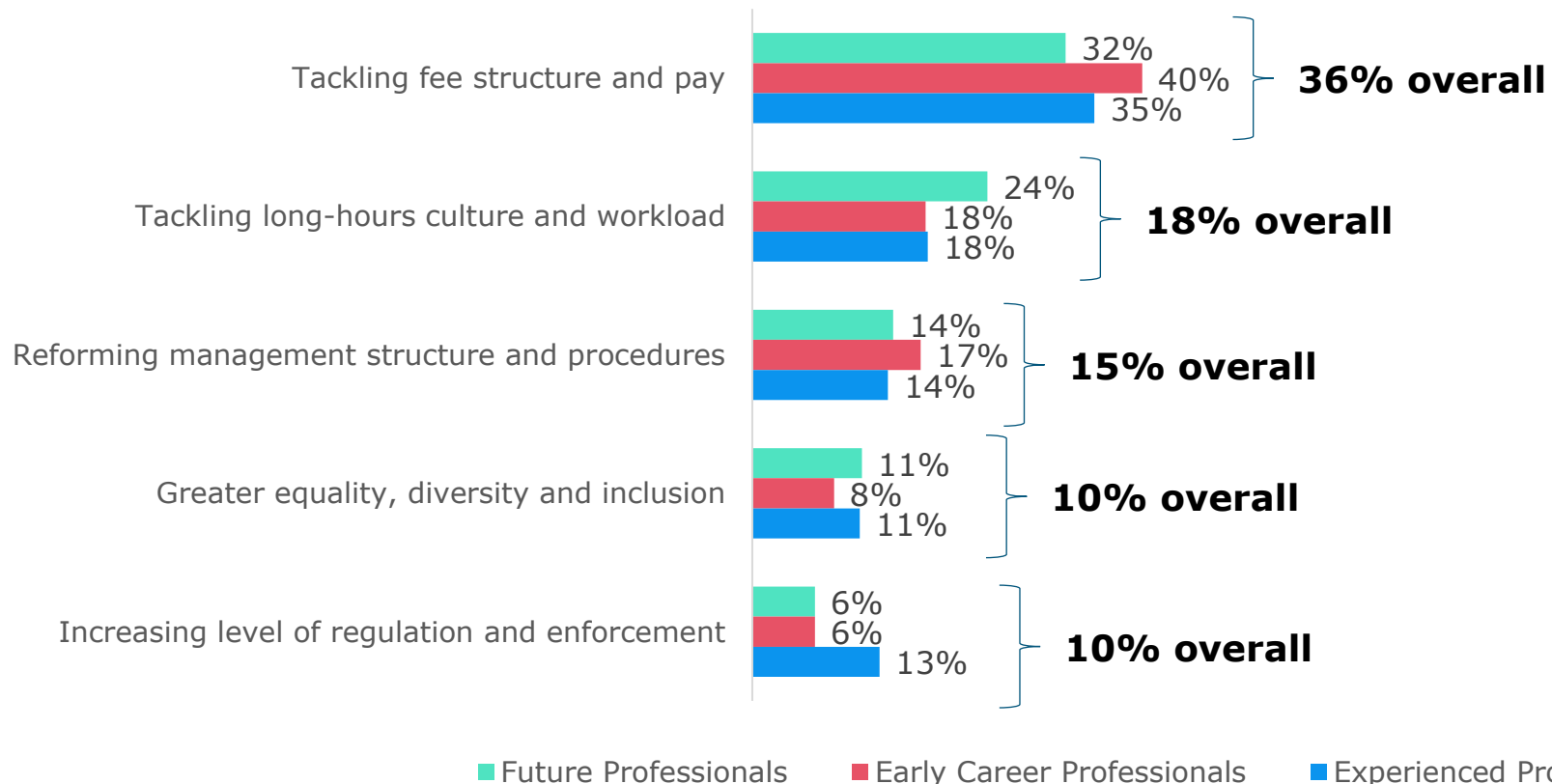
Any action to tackle these barriers will help expand what is possible.

**Many professionals want to see further action to empower practices to tackle the barriers and create a better workplace culture.**

# To *improve workplace culture*, professionals focus on reforming the fee structure and tackling unsustainable long hours

What one change do you think would have the biggest impact on creating a better workplace culture in the architects' profession?

(% mentioning each topic, unprompted)



**The fee structure and culture of unsustainable long-hours are seen by many to be two sides of the same coin:** insufficient fees increase workload, requiring unpaid out-of-hours work.

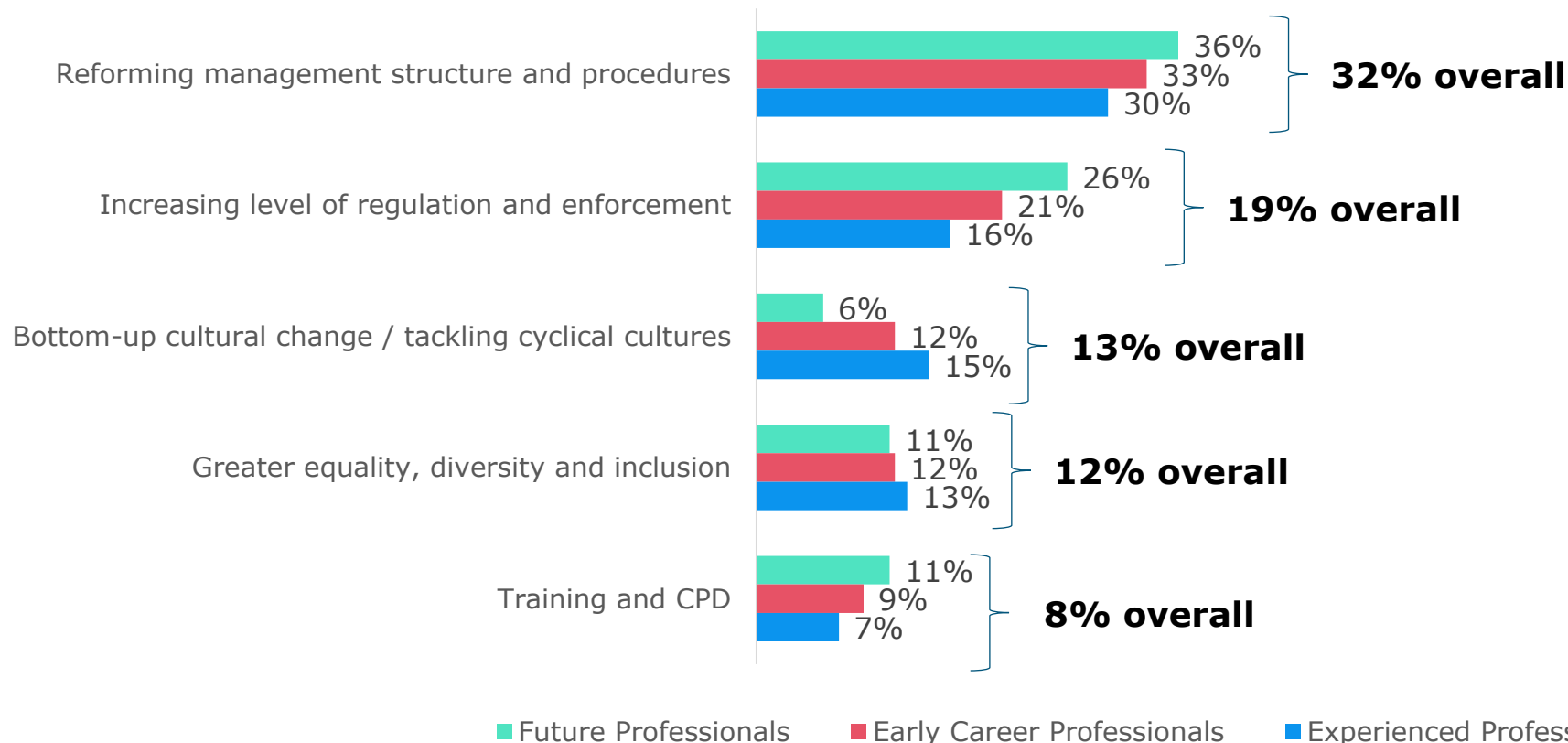
Common suggestions to improve management include **hiring dedicated HR staff and teaching people management skills to directors.**

**7% of participants explicitly mention increasing ARB's regulatory remit.** 2% call for greater regulation of the function (not title) of architect, to tackle the downwards pressure on fees.

# To tackle misconduct, professionals identify practice management and external regulation as key areas

What one change do you think would have the biggest impact on reducing workplace misconduct in the architects' profession?

(% mentioning each topic, unprompted)



**Addressing a lack of expertise and procedure** (e.g. HR staff, reporting processes) **within practices** is the most frequently mentioned change.

**19% state that increasing external regulation and enforcement is key** – including 13% saying that ARB should be responsible.

Improving **equality, diversity and inclusion** (12%) and **bottom-up cultural change** (13%) are also frequently identified as ways to reduce misconduct.

# Overall, three key areas for consideration have emerged from the research



1.

**Shaping good conduct and practice, including ethical behaviours**

There are widespread concerns within the profession about the standard of existing management and HR structures. Impetus towards improvement in this area can help the profession to better address misconduct and create positive working cultures.

**By sharing and influencing best practice, ARB can help to enable this.**

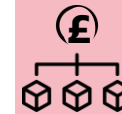


2.

**Creating clarity around misconduct enforcement**

Professionals are often unclear on how they can escalate complaints of workplace misconduct, and how ARB relates to misconduct. ARB's existing processes are often perceived as only relevant to client-related misconduct.

**Informing professionals is a first step, but relies on the effectiveness of the current regulatory processes.**



3.

**Tackling the 'long hours for low pay' culture**

**This is a challenging structural issue, and may benefit from industry-wide debate.**


# Shaping good conduct and practice can help empower firms to create more positive working cultures

### The challenge


- There is a perception that many firms, especially smaller ones, have **limited people management expertise at higher levels**.
- Firm management tends to be **led by senior architects**, who may be skilled architects but **lack knowledge and skills** in management and HR.
- In the absence of an HR team and procedures, professionals are **often unclear on how to raise concerns**. In the face of misconduct, many would be expected to raise a complaint to the individual in question.

### What it means for the profession


- This is an area where **intervention from ARB may help to drive positive change**.
- Instances where **practices have overcome these challenges** can provide **learnings that can be socialised** within the profession.
- **Creating guidelines and shaping good conduct and practise**, or **setting up fora for sharing expertise**, may be appropriate measures to achieve this.

 "Architects get promoted to senior levels generally because they're good architects... not because they're good managers. None of us have any training on how to be good managers or deal with HR or financial issues."


- Experienced Professional

 "The people doing the management aren't qualified managers, they're architects. They control HR, PR, everything else... but they don't have the relevant information or skills."

- Early Career Professional

 "We need better management skills from team leaders. Mandated training by ARB or RIBA on how to effectively manage a team and communicate well with them."

- Future Professional

 "It's about setting models of good practice, and trying to disseminate those so it's actually trying to improve the profession... part of regulation can be trying to increase the standard of the profession as a whole."

- Experienced Professional


# There is widespread confusion about how to escalate concerns externally, and scope for ARB to provide clarity

### The challenge


- In the context of serious misconduct, there is **limited understanding on the correct process** to escalate complaints.
- Many professionals are **unsure on whether complaints about workplace misconduct are something that ARB** (or another body, like RIBA) **are responsible for**.
- Any legal proceedings are seen as time-consuming, expensive and risky – and as such, not worth pursuing.
- As a result, **many feel disempowered to raise concerns about misconduct**.

### What it means for the profession


- This is an area where **ARB can clarify its role and processes, and may work with professional membership bodies (e.g. RIBA) to tackle the information gap**. However, stepping up enforcement measures is outside of ARB's present remit.
- This may include **further explanation** on ARB's website and other communications **where misconduct does fall within ARB's remit**, and signposting to advice and support where it does not.
- Where workplace misconduct falls between the cracks of existing regulation, **changes may be necessary to tackle misconduct (e.g. regulating at practice level)**.

 "On the one occasion when I came to the ARB to seek help, they refused to help due to a very narrowly defined remit. The ARB discipline processes seem to be too narrowly defined."


- Experienced Professional

 "Most of the people who I have witnessed engage in misconduct were not architects, but often from other associated professions, HR and senior management. The ARB would have no jurisdiction here?"

- Early Career Professional

 "I don't know if this is ARB or RIBA's job or a third organisation's job. We need clarity, or for that third organisation to exist."

- Early Career Professional

 "At the moment we can only report discrimination by a registered architect but not the company, which is accepting such people behaviour and trying to resolve it internally."

- Early Career Professional

# This culture is at the root of many complaints – but this is a challenging structural issue

### The challenge

- The current culture is widely perceived to be at the root of excessive workloads and the ensuing high stress in the profession, as **insufficient 'fee in the pot' leads to unpaid out of hours work** and relatively low salaries at lower levels.
- There is a widespread perception of a **'race to the bottom'** due to low fees, particularly as unregulated professions undercut the work of architects – **driving down standards, as well as cost.**
- As a result, many feel financially and personally **undervalued while under the strain of overwork.**
- Fee scales existed at one time and some architects want to see their return, but this would be impossible under competition law.

### What it means for the profession

- **Fees are outside of ARB's remit as regulators cannot intervene in market operations.** A sectoral fee structure remains impossible under current competition law.
- However, as such a major factor negatively affecting workplace culture and misconduct in the profession, **any action to drive improvements will be valuable.**
- At this stage, **industry-wide debate and discussion may help to explore how best to approach this issue.**
- Salary may be more suitable as an area for debate and discussion within the profession.



*"We're walked all over, it's a constant battle to the bottom on fees with the majority of the profession fighting for scraps."*

- Experienced Professional



*"Rarely do we have enough fee to deliver... you do it in your own time or working at a crazy pace to get everything done."*

- Early Career Professional



*"Reinstatement of fee scales, because there is never enough fee to do the job properly. This makes the profession a miserable place to work... This is the root of all of the other problems."*

- Experienced Professional



*"If not only the title but the function as well would be protected, then architects would feel more valued. They could set better fees. I would add to that a condition: you get the function protected but you will be more accountable for your actions and conduct."*

- Early Career Professional



# While there are challenges to be overcome, any progress can empower the profession's efforts to create a better workplace culture and tackle misconduct



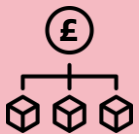
## 1. Shaping good conduct and practice, including ethical behaviours

By influencing and sharing best practice, ARB can help to empower efforts to improve management and processes.



## 2. Creating clarity around misconduct enforcement

Informing professionals is a first step, but relies on the effectiveness of the current regulatory processes.



## 3. Tackling the 'long hours for low pay' culture

This is a challenging structural issue, and may benefit from industry-wide debate.



# 7. Recap of key findings and implications



# Key findings

1. Those working in the architects' profession value and take pride in the work that they do – but many feel that it falls short of its potential. They are left feeling undervalued on a personal and financial level.
2. Future and Early Career Professionals in particular find the workplace culture within the profession more negative than expected, and despite it being a top priority, work-life balance is rarely a possibility.
3. Excessive workload and hierarchies that create significant power imbalances within the profession are a problem on multiple levels – personally, professionally (in terms of the quality of work produced), and because it can lead to unethical behaviour and even misconduct.
4. Experiences of harassment & bullying (41%), discrimination (33%) and sexual misconduct (10%) are high, compared to all UK workplaces, and higher still for females, ethnic minorities and those with disabilities.
5. Worryingly, a significant proportion of professionals (33%) don't feel confident raising concerns as they fear they won't be taken seriously, and that it will affect their career progression.
6. Some firms are trying to create more positive working cultures, but in doing so, they are confronted with a chain of barriers – namely excessive workloads, hierarchies that create significant power imbalances, a lack of management expertise, limited representation and cyclical poor treatment.
7. There is a feeling that more could be done to empower these efforts – and from many, a desire to see ARB directly involved with these efforts too.

# Considerations for the industry going forwards

- 1.** Excessive workloads and hierarchies that create power imbalances not only have a negative personal effect, but risk **detriment to the quality and due diligence of architects' work**. They can also **create barriers to raising concerns about work quality and ethics**. This makes **workplace culture an issue for ARB**.
- 2.** In addition, professionals overwhelmingly **do not feel confident to raise concerns about misconduct**. There is **scope for ARB** to ensure they have the **right information and reassurance** to do so, and some professionals called for greater enforcement (e.g. regulating at a firm level).
- 3.** There are **firms taking positive, practical steps to overcome the barriers** to tackle these issues, and **lessons can be taken from their best practice** (e.g. discouraging a culture of unsustainable long hours, prioritising training and ensuring greater representation in management positions).
- 4.** In order to empower these efforts, action in two key areas could be explored by ARB:  
**1) shaping good conduct and practice, including ethical behaviours, and 2) creating clarity about misconduct enforcement.**
- 5.** A wider industry debate on **how to tackle the 'long hours for low pay' culture**.

# 8. Appendix



# Statistical approach

The quantitative strand of the research saw 898 professionals (89 Future Professionals, 293 Early Career Professionals and 516 Experienced Professionals) complete a 15-20 minute online survey.

Respondents were recruited through email invitations sent to a randomised sample from ARB's Register, and the survey was also shared widely on social media, and through outreach to all learning providers who offer ARB-accredited courses, and to UK-based employers and architecture practices.

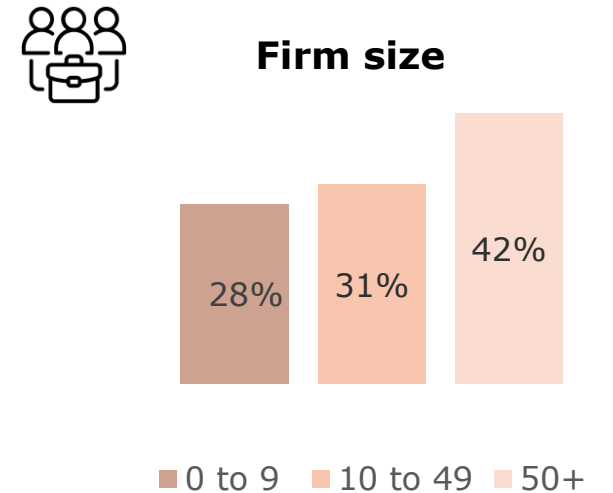
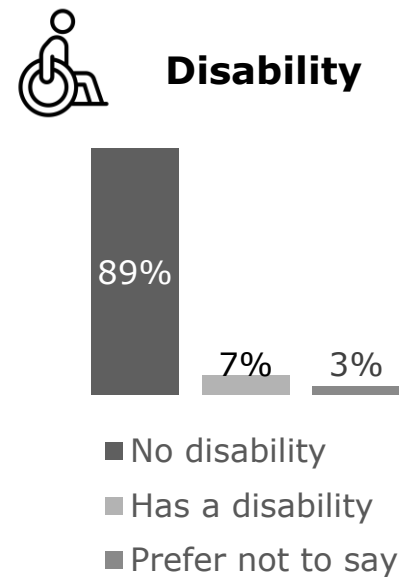
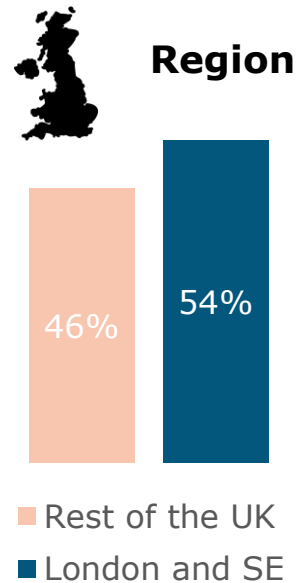
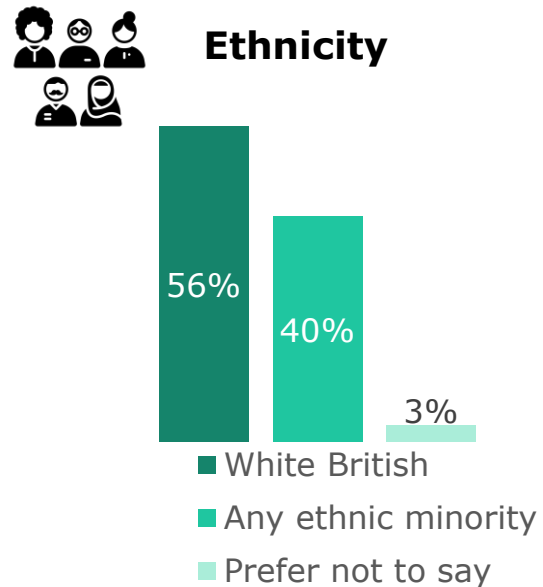
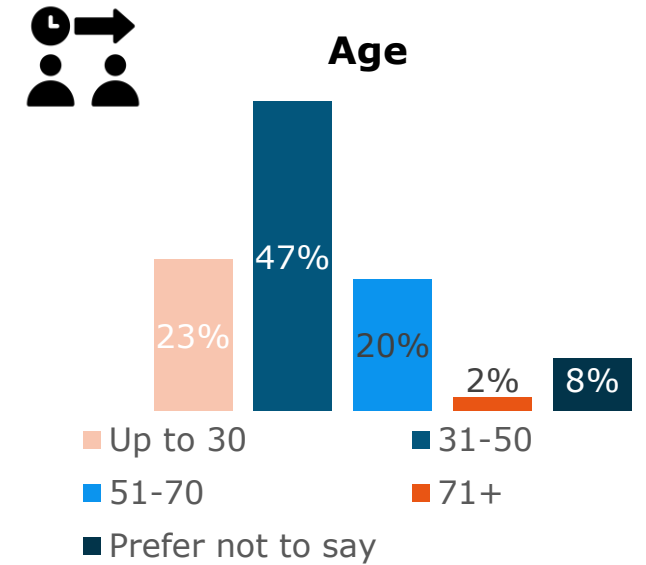
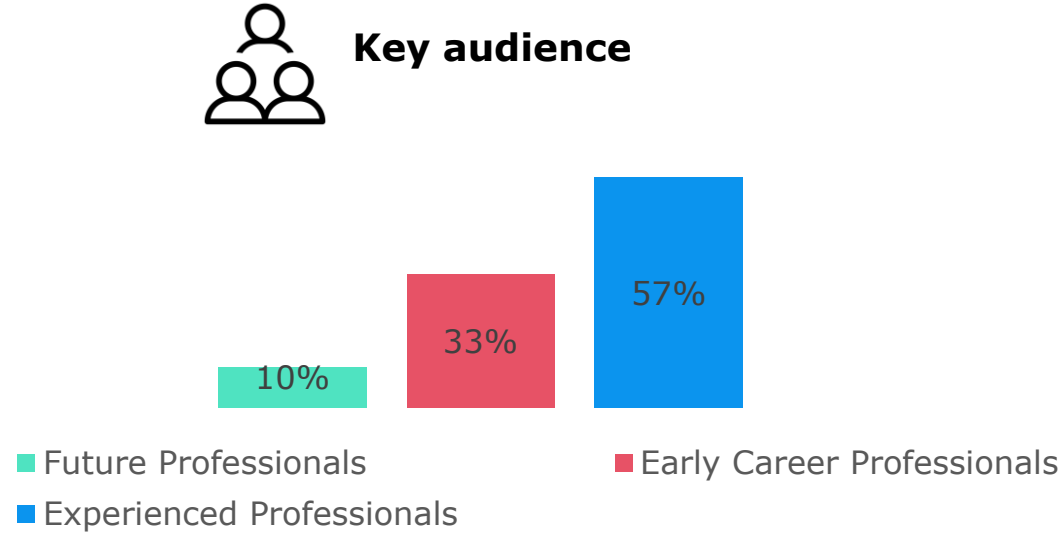
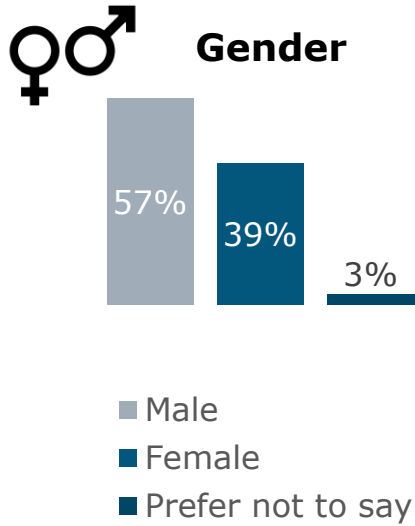
This is a large and broad sample, including professionals with a wide range of backgrounds (sample breakdown on following slides).

This approach to recruitment was taken in order to generate a sample that is sufficiently large, representative and reflective of the profession's diversity of background and opinion.

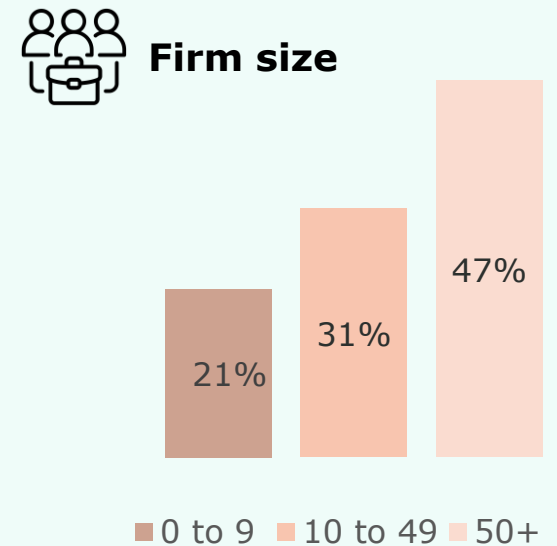
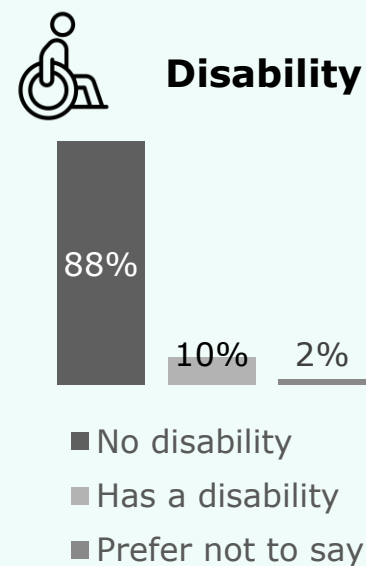
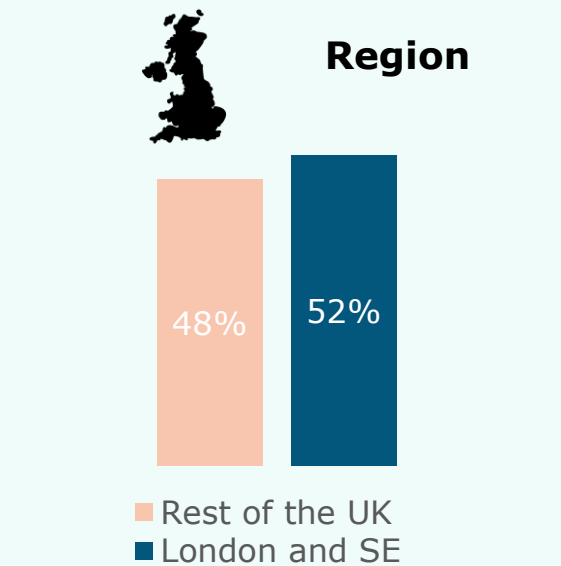
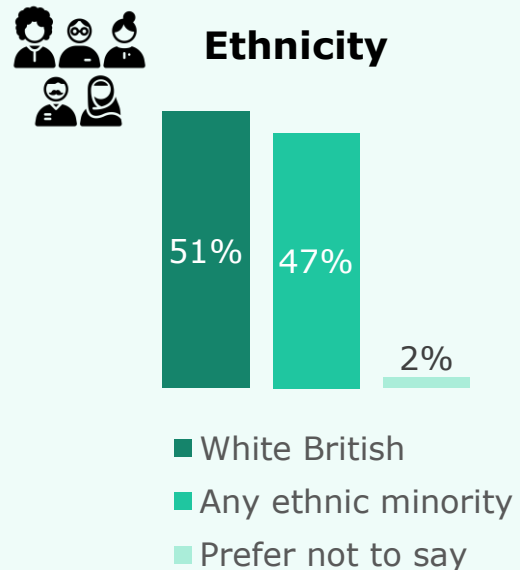
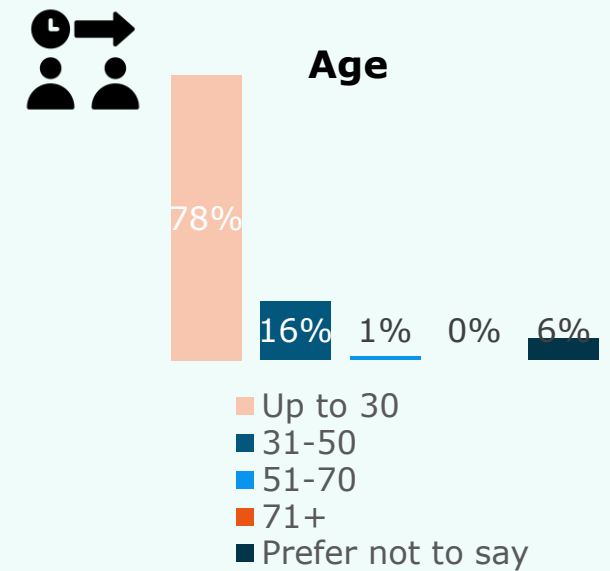
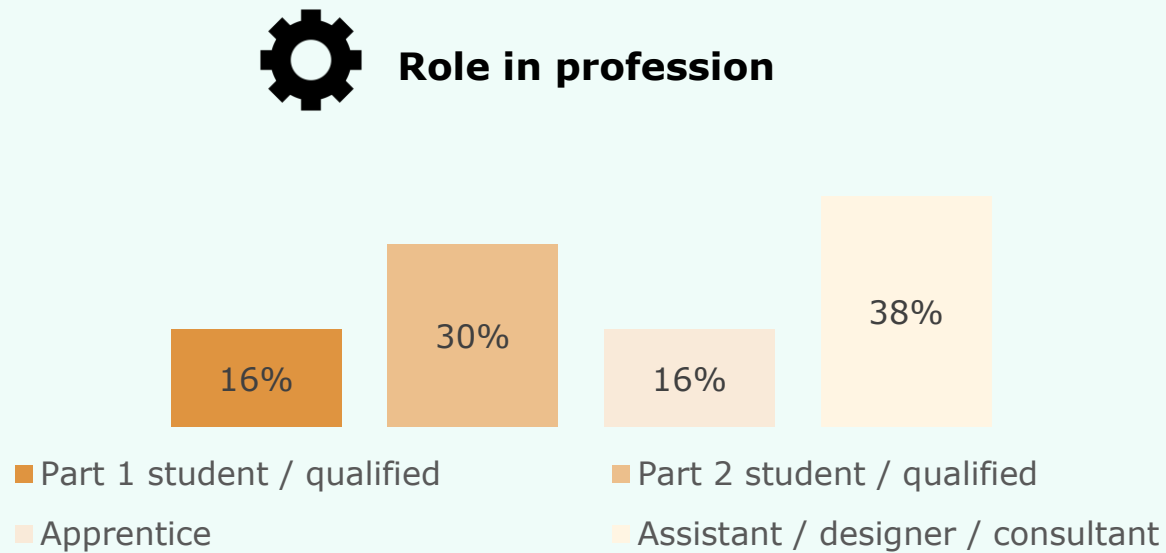
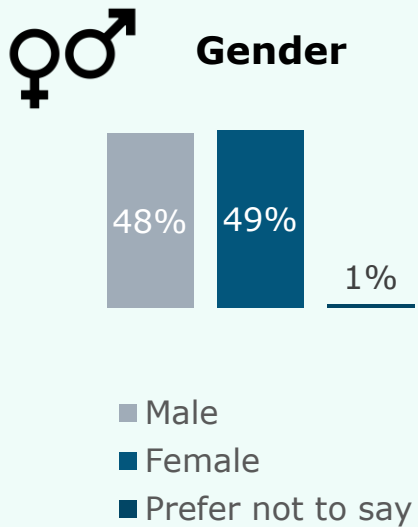
Where it is stated that one group (e.g. firm size, gender) is more or less likely to agree with a statement than another, all differences are statistically significant (with a p-value of 0.05 or below).

Further details of the survey's sample can be seen in the following appendix slides.

# Sample breakdown: All professionals (898 responses)

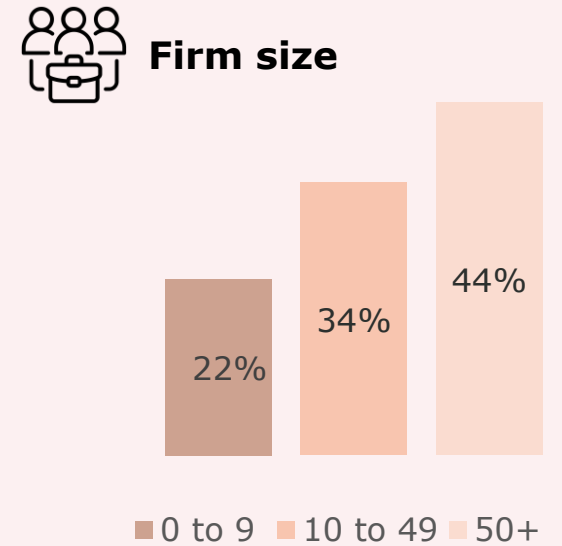
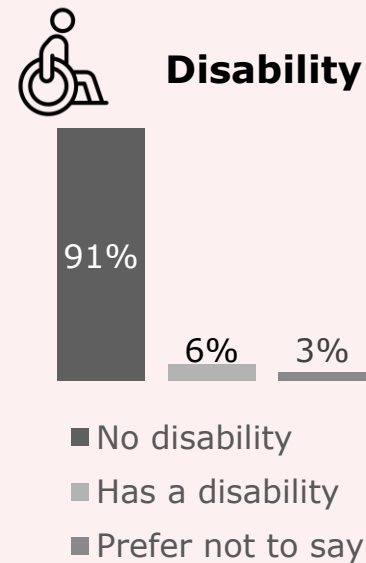
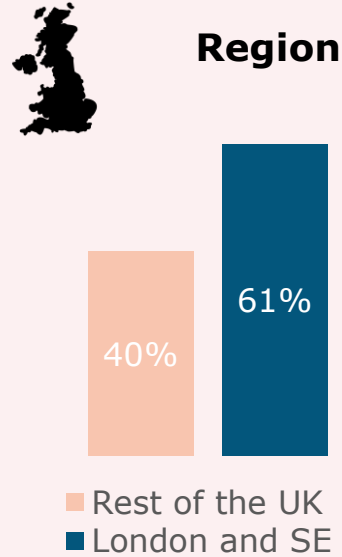
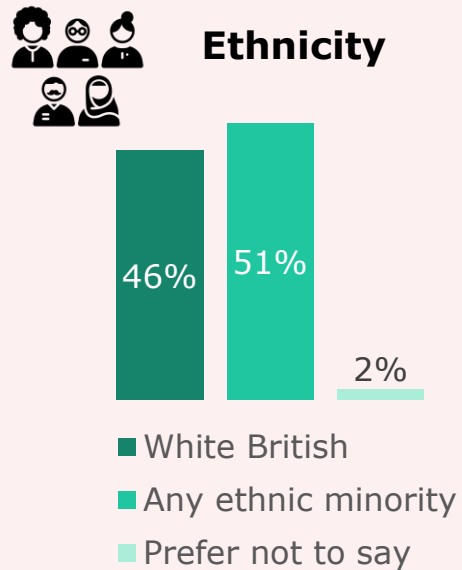
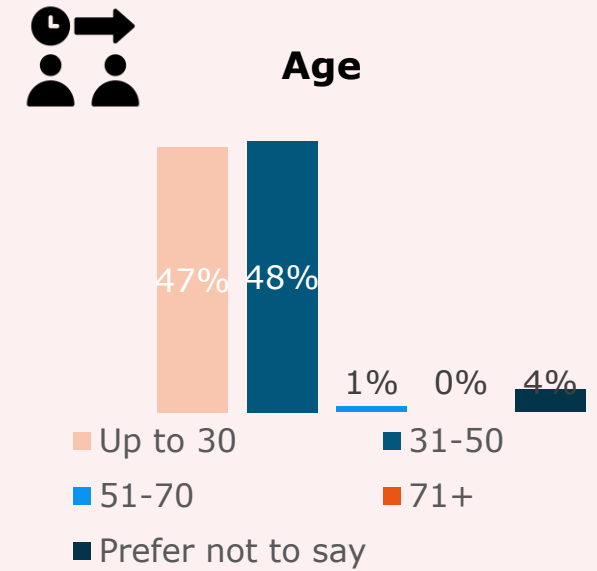
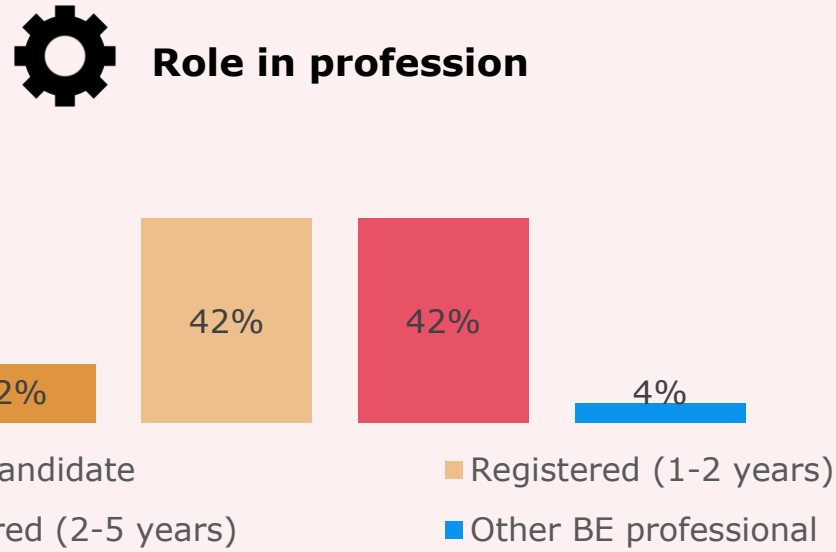
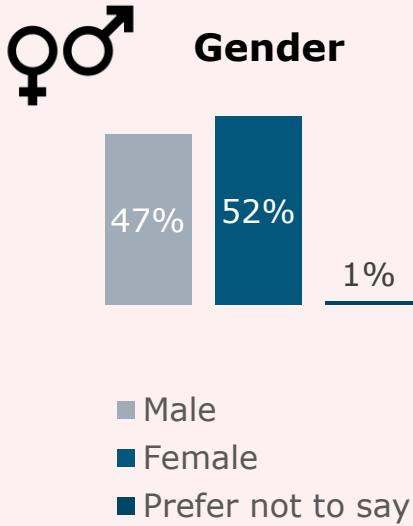


# Sample breakdown: Future Professionals (89 responses)

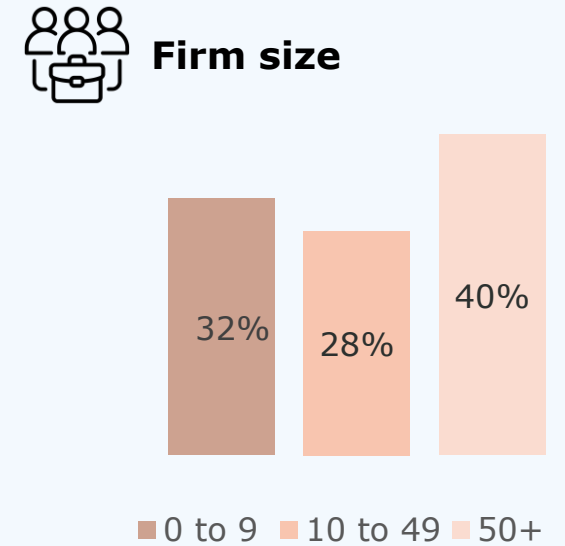
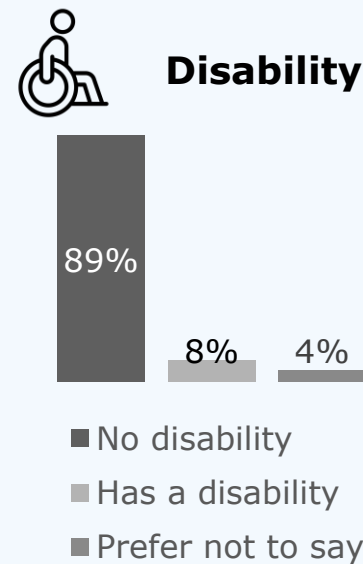
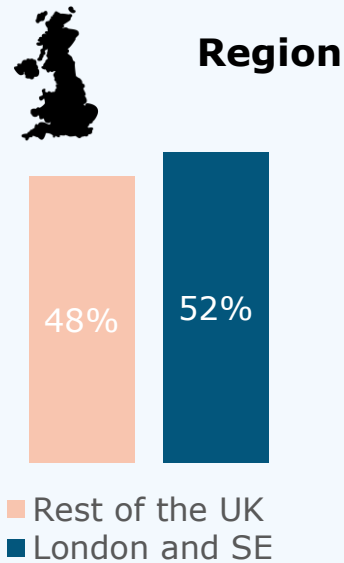
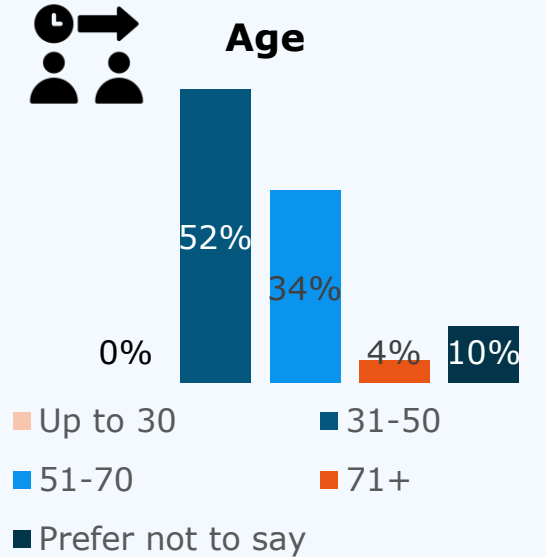
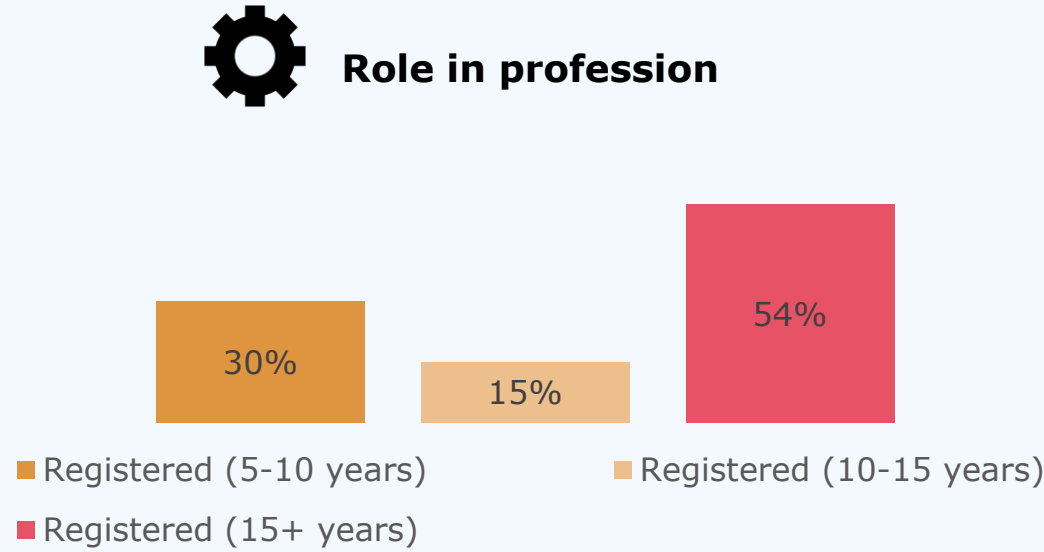
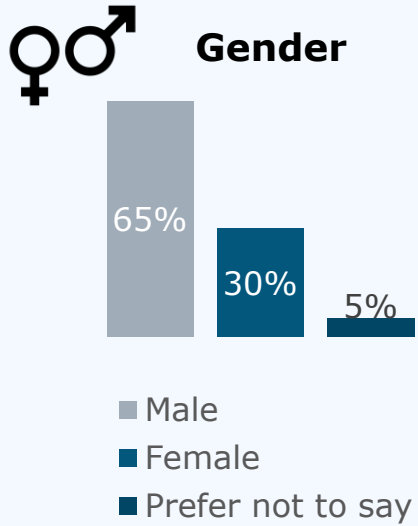




# Sample breakdown: Early Career Professionals (293 responses)



# Sample breakdown: Experienced Professionals (516 responses)

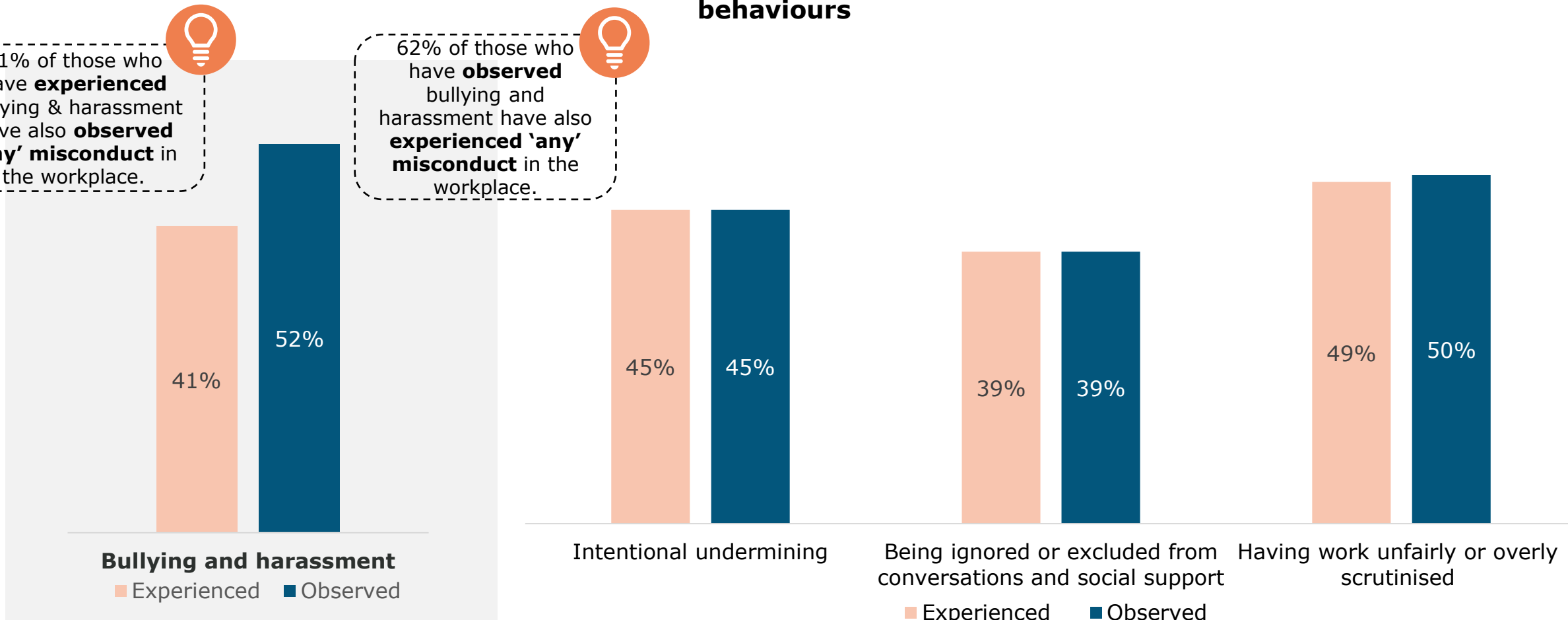


# Numbers of those who have observed bullying and harassment match those who have experienced it

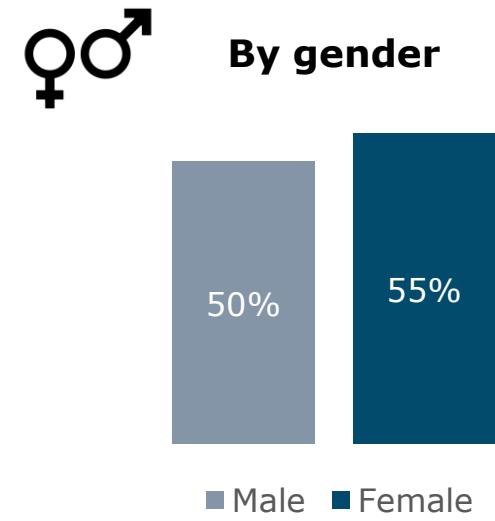
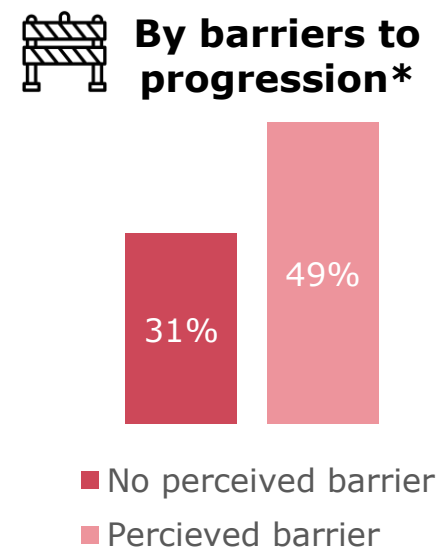
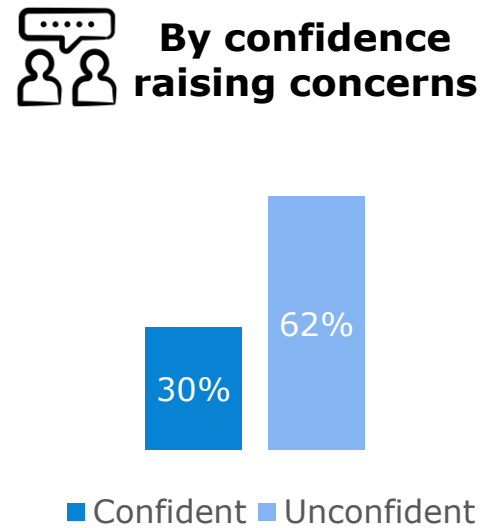
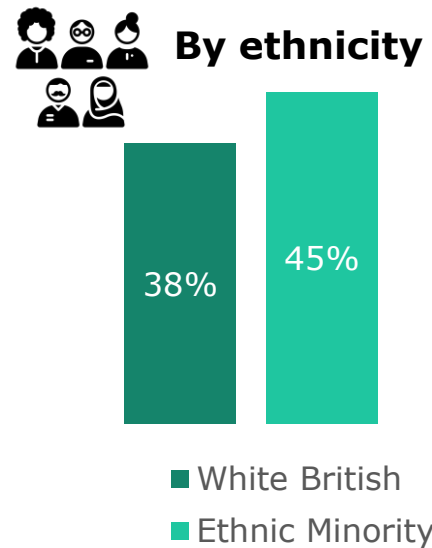
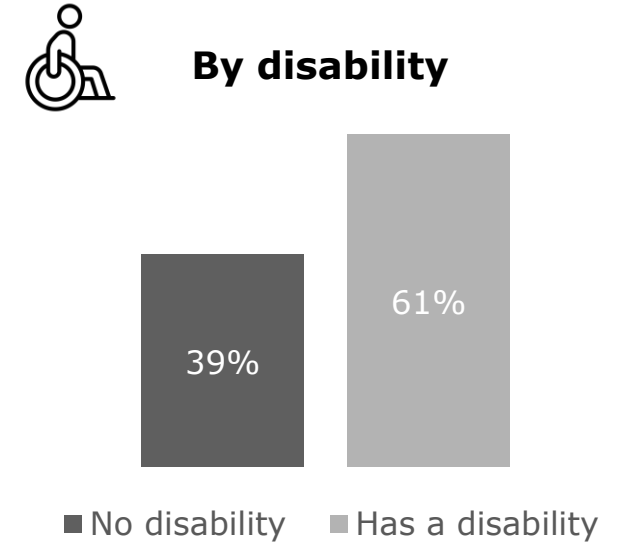
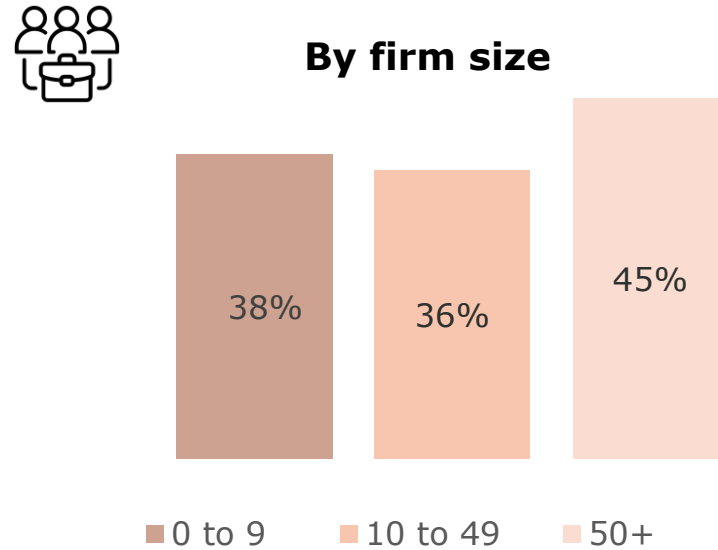
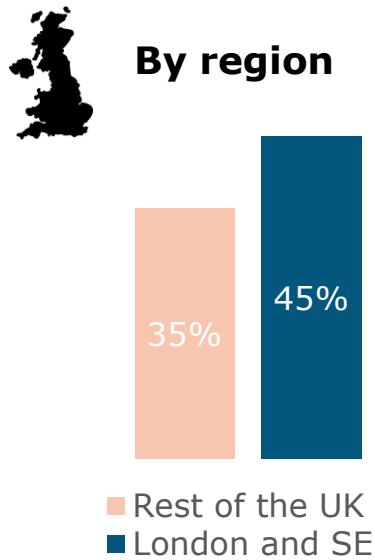
Showing % of total sample who have observed or experienced bullying and harassment behaviours

51% of those who have **experienced** bullying & harassment have also **observed** 'any' misconduct in the workplace.

62% of those who have **observed** bullying and harassment have also **experienced** 'any' misconduct in the workplace.

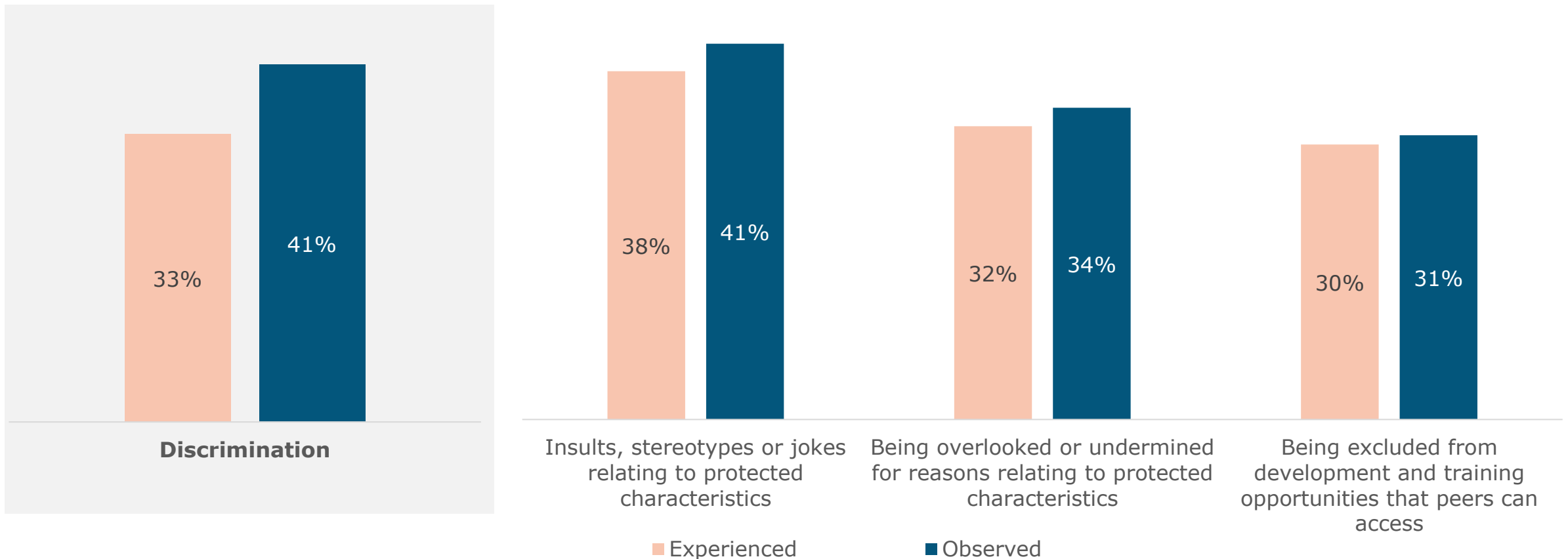


# Experiences of bullying and harassment by sub-groups



# Numbers of those who have observed discrimination are very similar to those who have experienced it

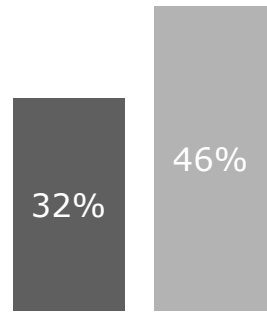
Showing % of total sample who have observed or experienced discriminatory behaviours



# Experiences of discrimination by sub-groups



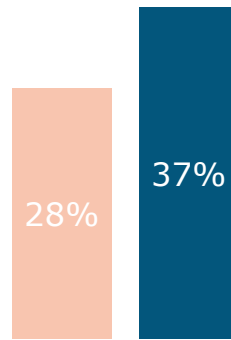
## By disability



■ No disability  
■ Has a disability



## By region



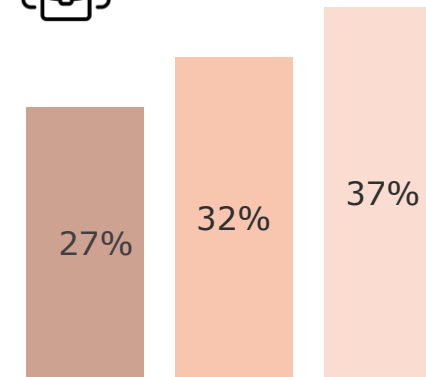
■ Rest of the UK  
■ London and SE



Professionals in **northern England** are the least likely to recount ever experiencing discrimination, at **24%**.



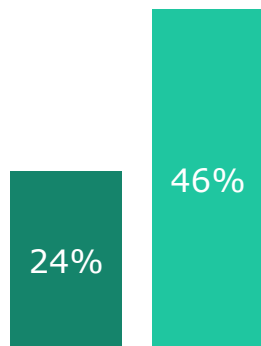
## By firm size



■ 0 to 9 ■ 10 to 49 ■ 50+



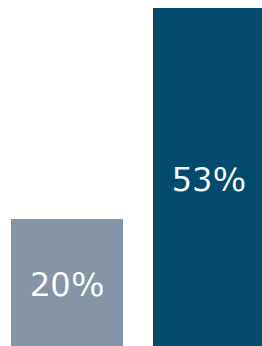
## By ethnicity



■ White British  
■ Ethnic Minority



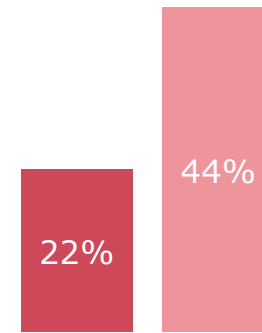
## By gender



■ Male ■ Female



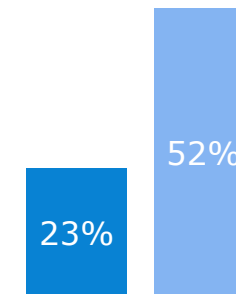
## By barriers to progression



■ No perceived barrier  
■ Perceived barrier



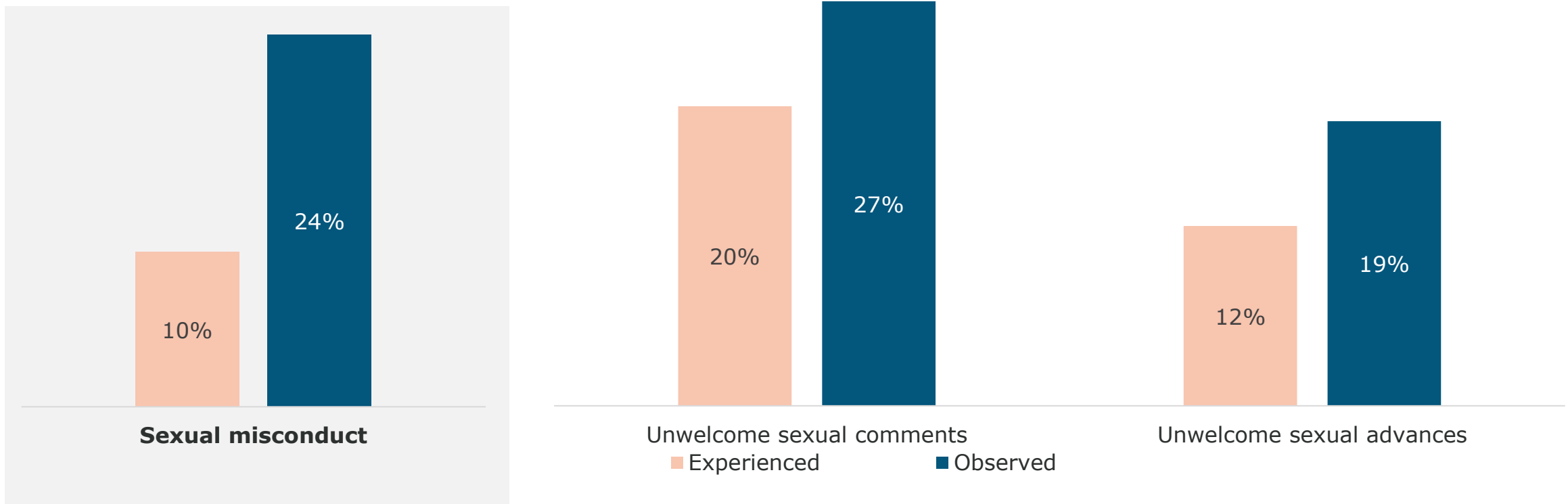
## By confidence raising concerns



■ Confident ■ Unconfident

# A quarter of participants agree that they have observed sexual misconduct happen to others

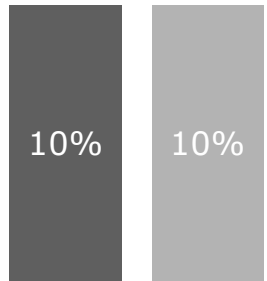
Showing % of total sample who have observed or experienced sexual misconduct behaviours



# Experiences of sexual misconduct by sub-groups



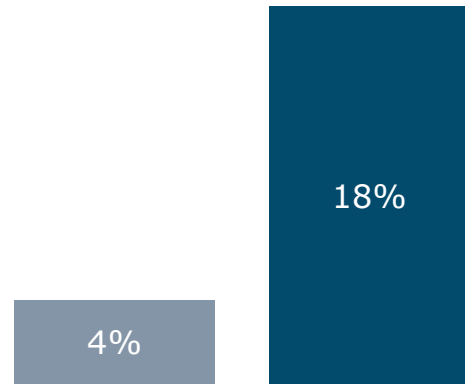
## By disability



■ No disability  
■ Has a disability



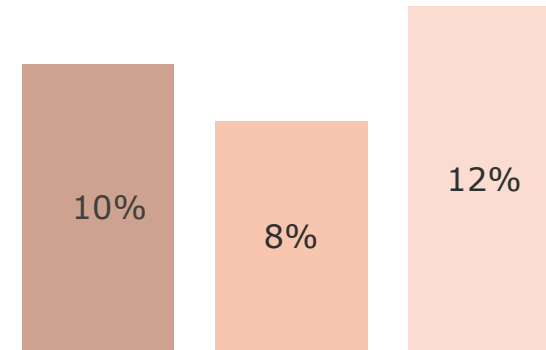
## By gender



■ Male ■ Female



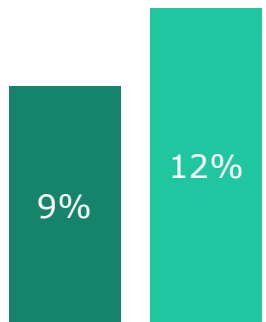
## By firm size



■ 0 to 9 ■ 10 to 49 ■ 50+



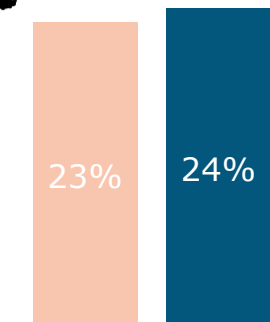
## By ethnicity



■ White British  
■ Ethnic Minority



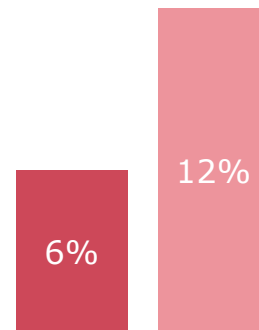
## By region



■ London and SE  
■ Rest of the UK



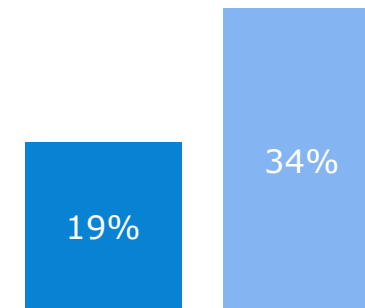
## By barriers to progression



■ No perceived barrier  
■ Perceived barrier



## By confidence raising concerns



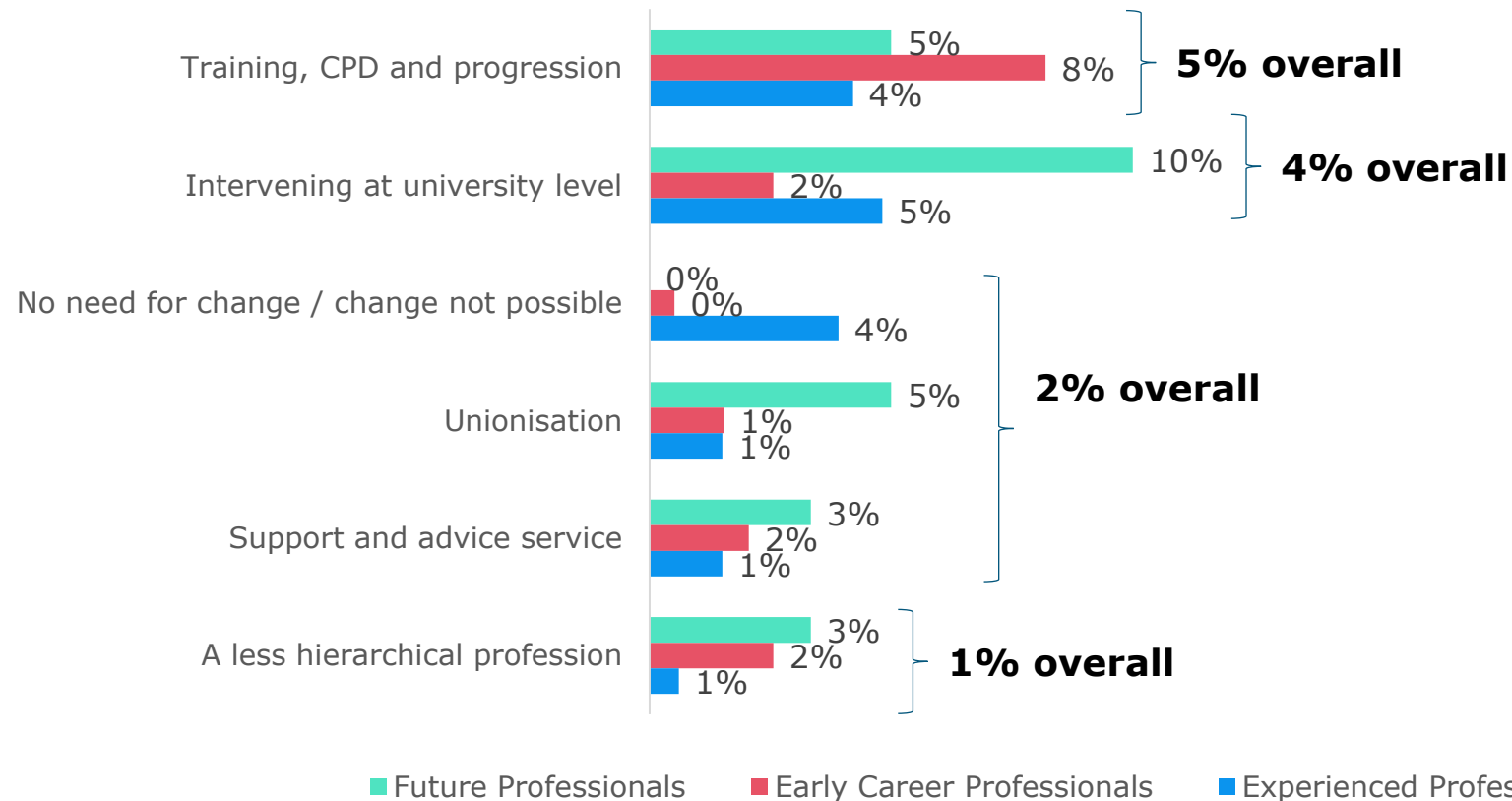
■ Confident ■ Unconfident



# Smaller numbers suggest CPD or intervening in the culture of architecture school to improve culture

What one change do you think would have the biggest impact on creating a better workplace culture in the architects' profession?

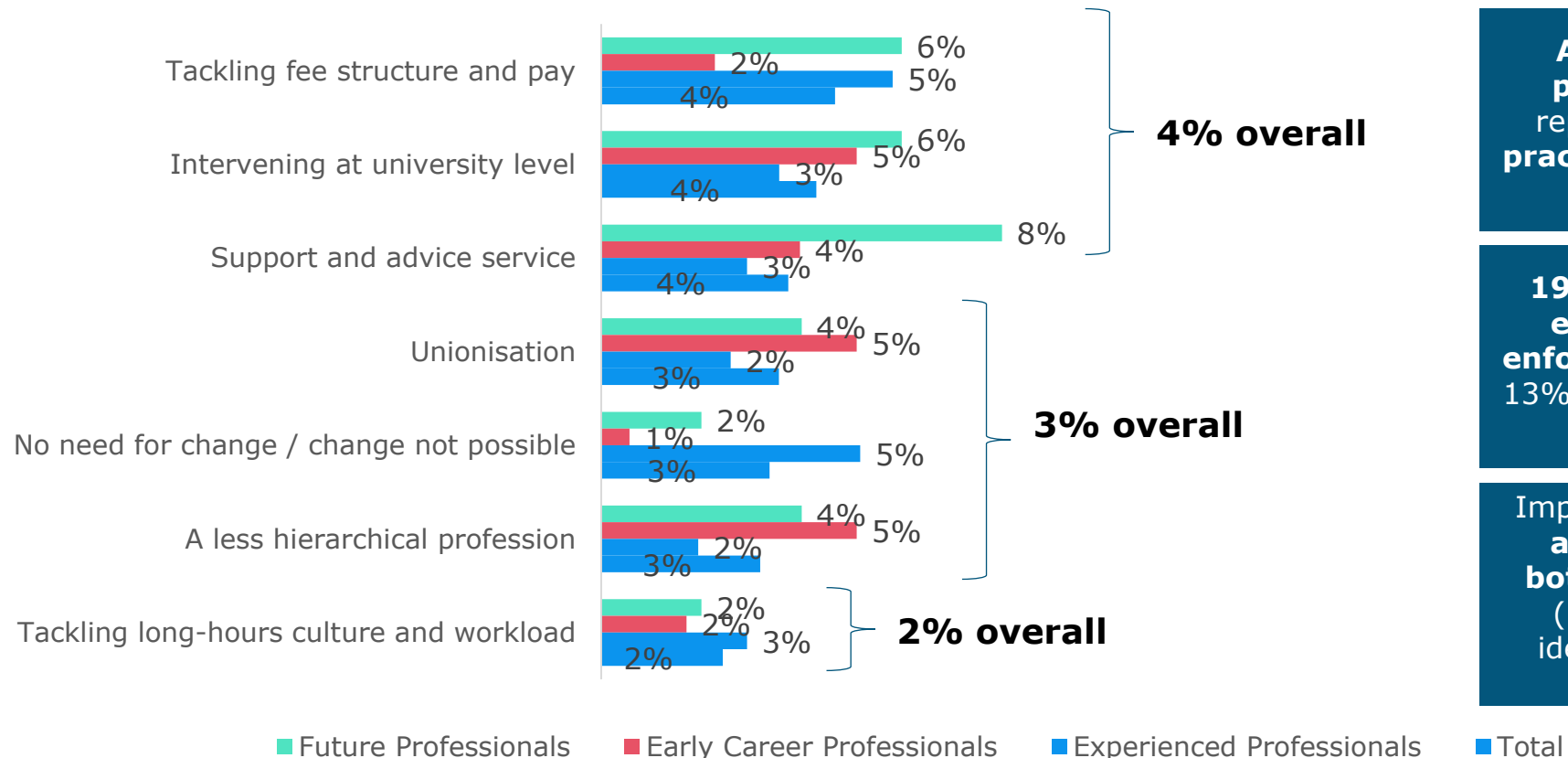
(% mentioning each topic, unprompted)



# Less common interventions against misconduct include or setting up an advice service

What one change do you think would have the biggest impact on reducing workplace misconduct in the architects' profession?

(% mentioning each topic, unprompted)



**A lack of expertise and procedure** (e.g. HR staff, reporting processes) **within practices** is the most frequently raised topic.

**19% state that increasing external regulation and enforcement is key** – including 13% saying that ARB specifically should be responsible.

Improving **equality, diversity and inclusion** (12%) and **bottom-up cultural change** (13%) are also frequently identified as ways to reduce misconduct.



# Thank you

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