

**Actions / Benefits / Culture**

**A / B / C**

**Gender balance, diversity &  
inclusion in architecture**

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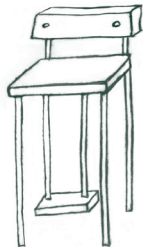
**This is a call to action, a handbook, a manifesto, a practical tool for change, a voice, a commitment, a timely guide, a timeless demand, a reminder to keep learning, a conversation and a distillation of a grander narrative.**

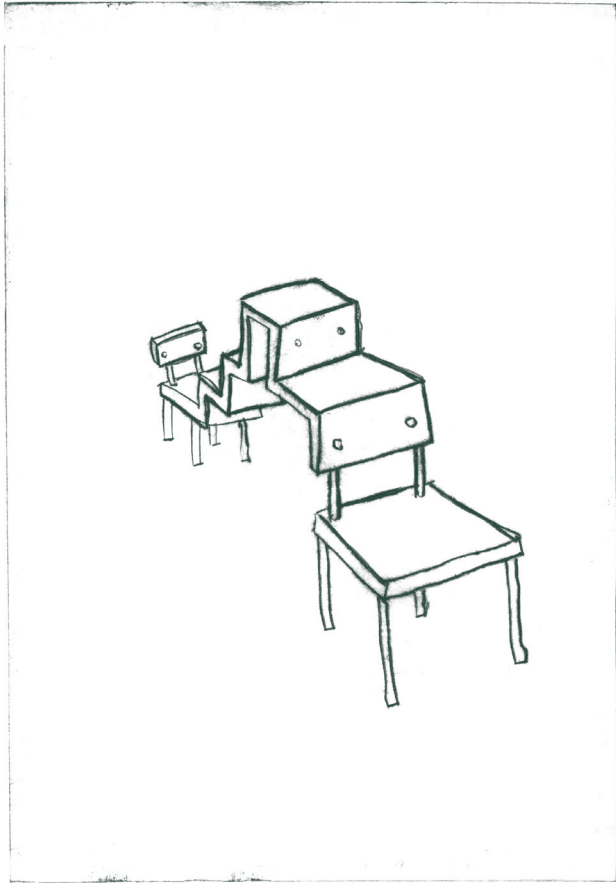
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Actions / Benefits / Culture

# Gender balance, diversity and inclusion in architecture

A / B / C





**The logo is to the designer what the chair is to the architect,  
a distillation of a grander narrative.**

Tibor Kalman

Fig 1. Take a seat

## Gender balance, diversity & inclusion in architecture



As European architects we are committed to promoting the value of a gender equity and diverse profession to build inclusive workplaces for future generations. **The A/B/C handbook** is a toolkit specifically designed for and with the architecture profession to promote gender equality, diversity, equity and inclusion at work. It provides the knowledge and the guidance on how to effectively promote the transformational journey to more inclusive and responsible organisations and work practices.

**Ruth Schagemann,  
ACE President**



ACE-  
CAE||  
EU

A

# Actions

01

**Educate Yourself**

02

**Check your Biases**

03

**Listen, Amplify & Speak Up**

04

**Practice Inclusivity**

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**Stand Up**

06

**Be a Leader**

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**Drive Systemic Change**

08

**Track your Progress**

09

**Communicate Truthfully**

**Nine actions to achieve results**

# Educate Yourself

01

**Educate yourself about the experiences and struggles of people from marginalised groups. Take the time to understand the perspectives of people who come from backgrounds or groups different from your own: these may include age, ethnicity, sexual orientation, disability, religious or political beliefs, or socio-economic background. Actively seek input from a variety of perspectives.**

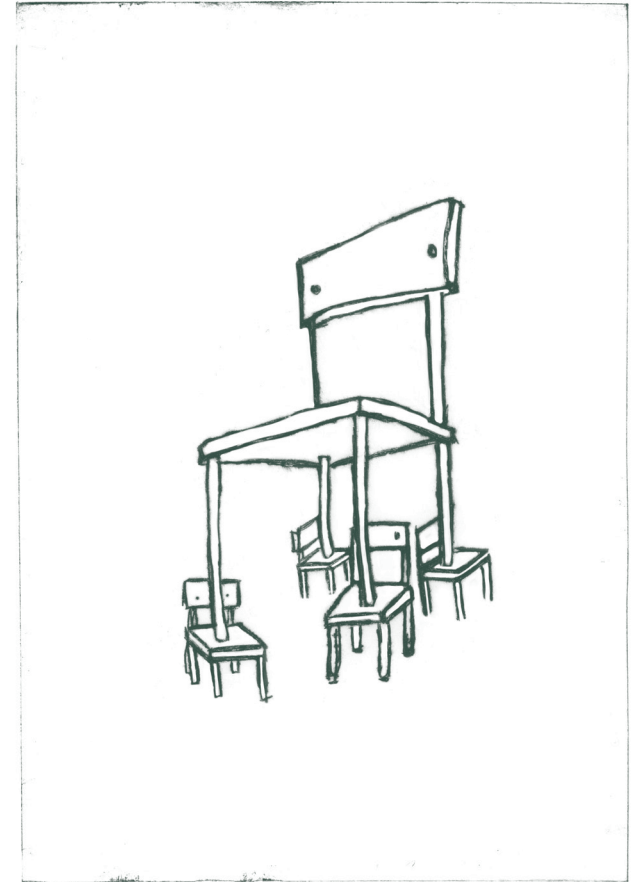


Fig 2. Standing on the Shoulders

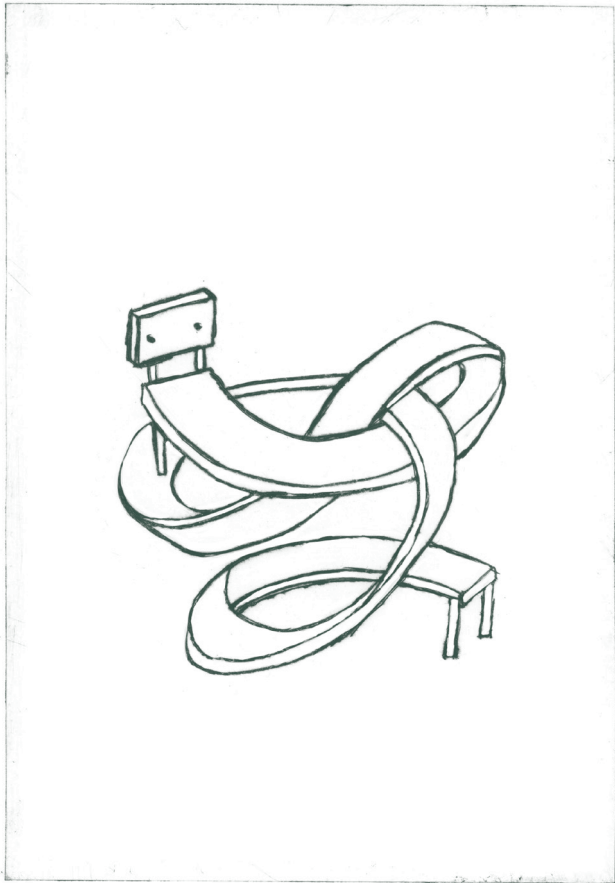


Fig 3. Winding Resolution

# Check your Biases

02

**Identify your own biases and prejudices, so as to manage and work towards mitigating them. Challenge a bias-conscious culture by developing respectful ways to pinpoint and discuss observed biases with peers and colleagues so that it becomes acceptable to call out bias without conflict. Question your assumptions, adapt your behaviours and learn how to work and relate better with everyone.**

# Listen, Amplify & Speak Up

A

03

**Become an active listener, be aware of differences in communication abilities, and how they can be accommodated to allow for clear, comfortable communication. Amplify the voices of colleagues who may be overlooked in discussions, giving them a platform to speak, and recognising and valuing their contributions.**

**Speak Up. Make use of your privilege to advocate for those from marginalised and under-represented groups, as well as for yourself. Propose others for opportunities, support network introductions, pay increases, or promotions.**

Actions

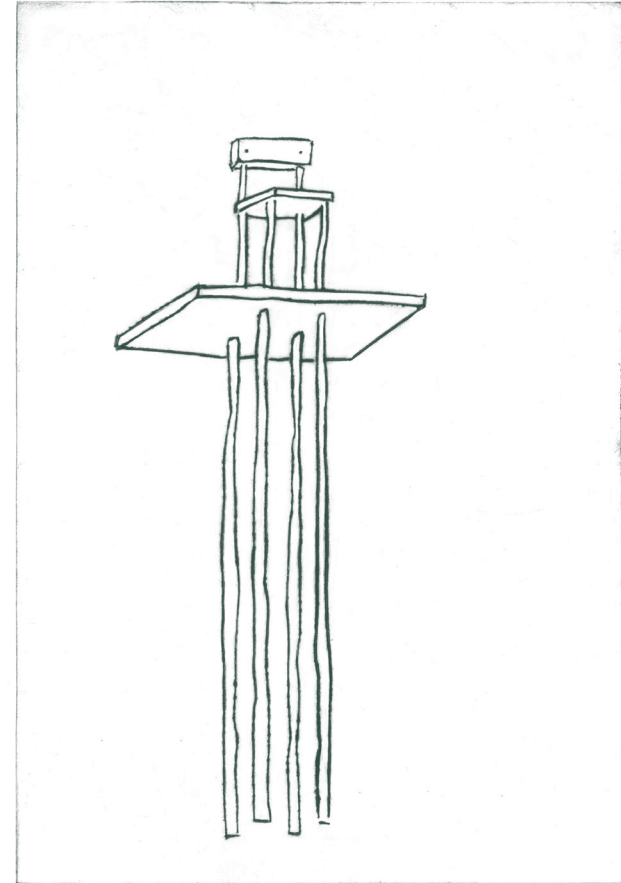


Fig 4. Over & Above



# Practice Inclusivity

04

**Be aware of cultural and other differences on your team and those you work with. Create spaces which are safe and welcoming for people of all backgrounds. Be aware that psychological insecurity can be subtle, and can happen on teams of any size. Be mindful of language that is exclusionary, or focuses exclusively on gender. Use requested names and pronouns, consider accommodations for team members with disabilities or special needs, avoid assumptions and challenge stereotypes.**

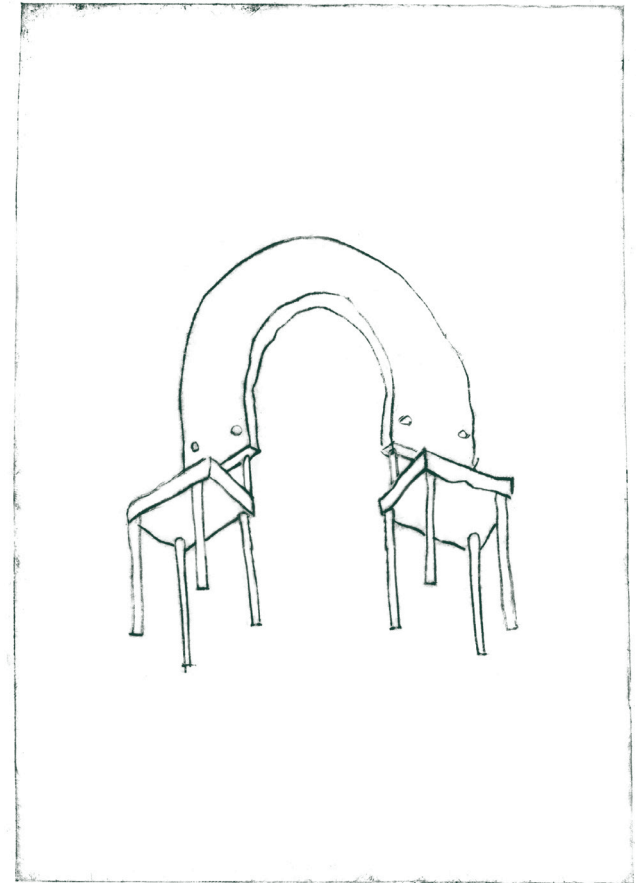


Fig 5. Turning together

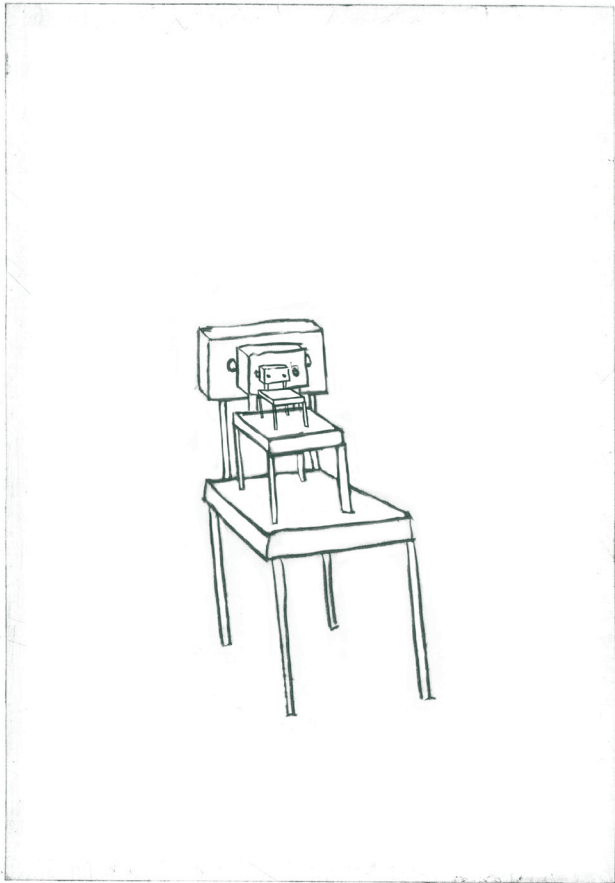


Fig 6. Foundational Support

# Stand Up

05

**Support colleagues who you feel are being unfairly treated, or a target of sexism or any other non-inclusive, or discriminatory behaviour. Pro-actively call out situations that make people feel uncomfortable or unsafe. Understand that silence makes you complicit: see something, say something, do something.**

# Be a Leader

06

**Leadership has nothing to do with having power over anyone, it's about influencing, inspiring and motivating their team and others. A good leader listens, leads by example, engages in open communication, has conversations about professional development, is supportive and open to new ideas, challenges appropriately, influences, leads a team or individual to achieve goals and results through direction and motivation.**

**Good leaders foster a culture where people feel comfortable to raise issues of concern without fear of judgement or reprisal. Allocate time and resources to diversity and inclusion initiatives.**

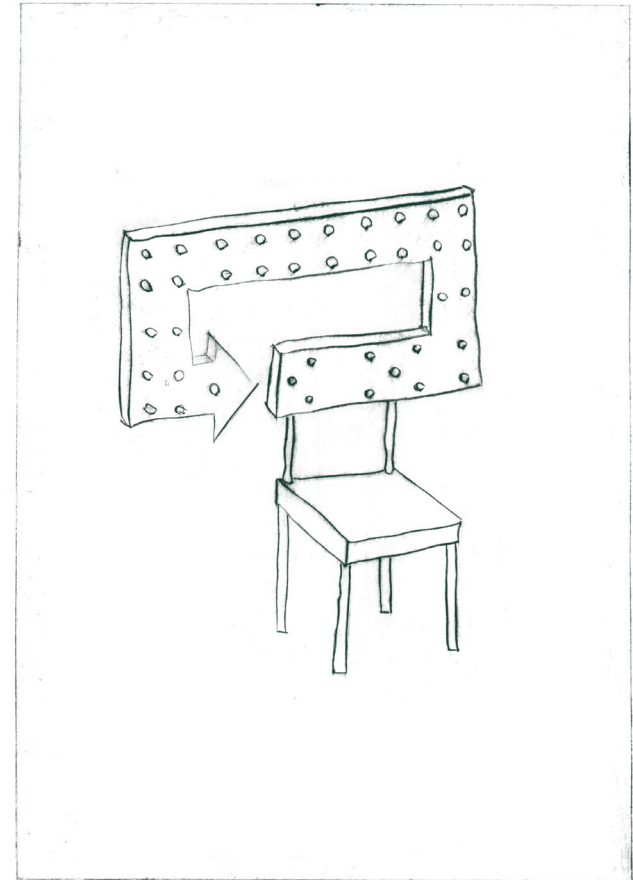


Fig 7. Right Direction

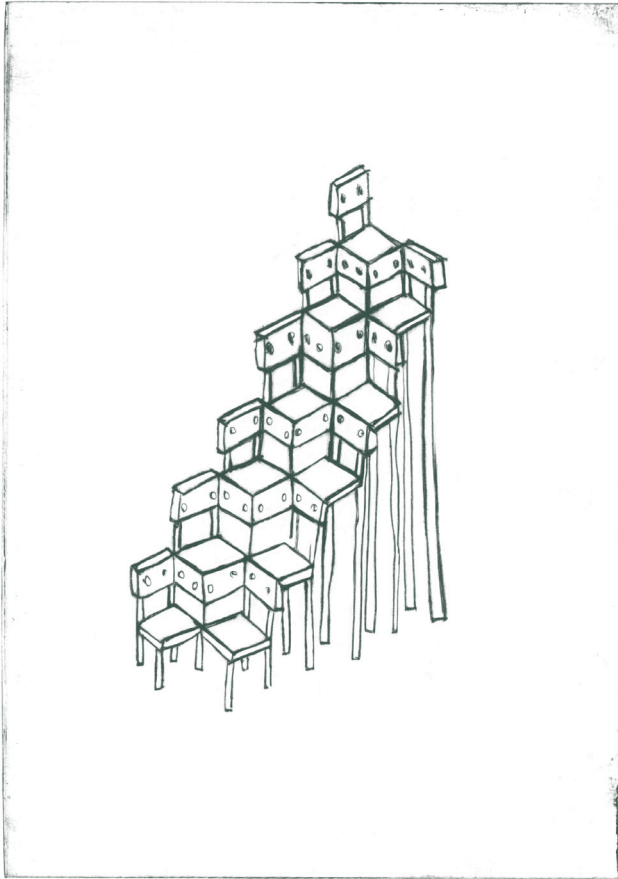


Fig 8. Vantage Point

# Drive Systemic Change

07

**Be aware of the structure and systems within your organisation and industry, especially informal embedded ones. Examine strengths and weaknesses and work toward changing practices which are not inclusive. Evaluate your systems to identify in-built biases. Develop an inclusive approach underpinned by principles and role model changes to bring about sustainable, inclusive change.**

# Track your Progress

08

**Allocate tasks equally. Examine what your organisation does well and where your strengths lie, what needs tweaking and what you need to start or stop doing. Determine the dominant characteristics of your organisation based on declarable or visible data such as gender, gender identity, sexual orientation, age, ethnicity, disability, language, educational level and socioeconomic background where you can. Share your lived experiences and take an inter-sectional approach.**

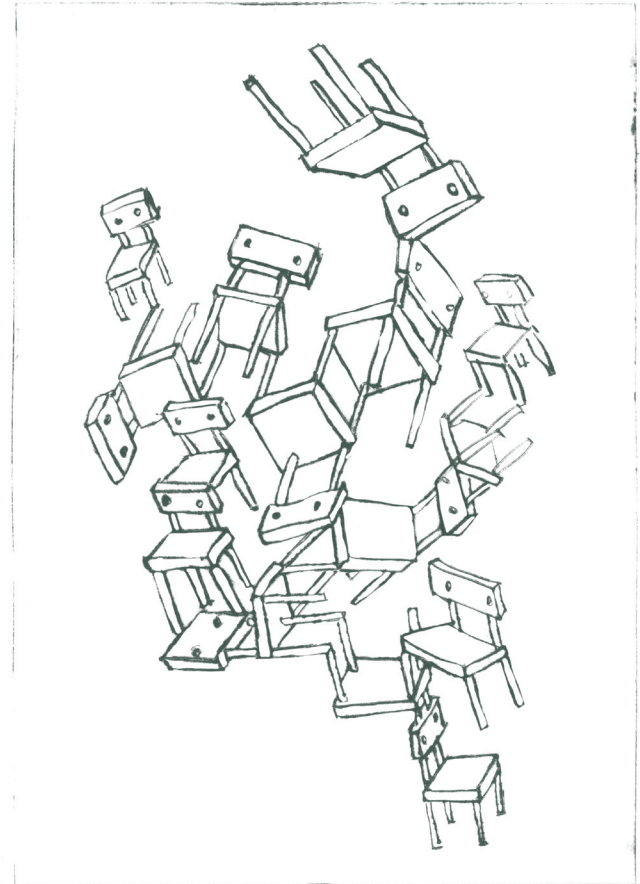


Fig 9. Connected Space

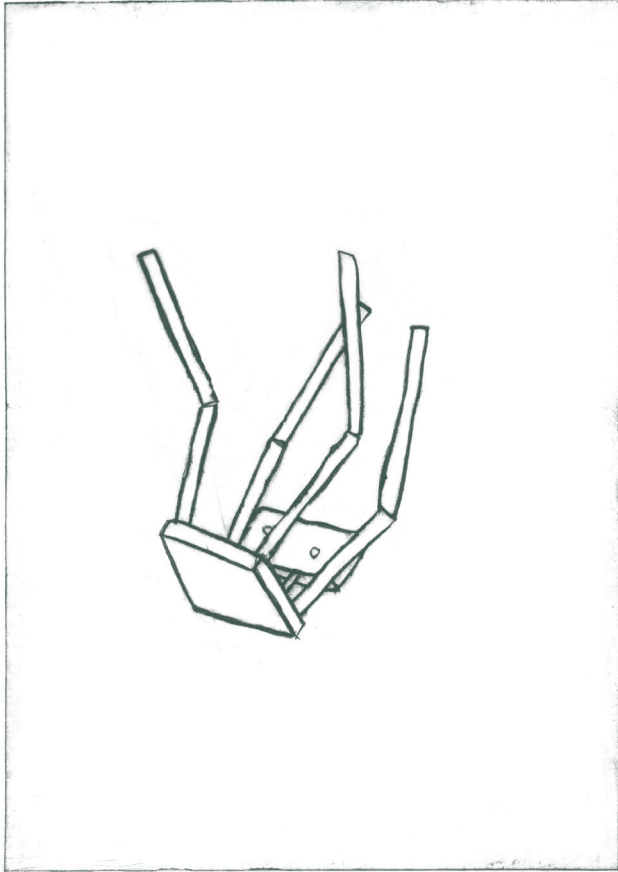


Fig 10. Let go

# Communicate Truthfully

09

**Recognise and celebrate diversity publicly. Seek to gain an understanding of your organisation's external reputation. Consider creating a mission statement that reflects the commitment of your organisation to diversity and inclusion.**



**Context for Handbook –  
Gender balance, diversity & inclusion in architecture.**

There are well-intentioned policies and mission statements, resolutions and letters of intent. And then there's everyday life.

**How can I find out how my office is performing in terms of equity and diversity?**

**What do I need to do to support the lower paid women in my office?**

**What can I do if I discover that men receive higher bonuses than their female colleagues?**

**What can I do to make my faculty more diverse and competitive?**

It's the little things that make the big changes. Now that you have the **A/B/C** guide to gender balance, diversity and inclusion in architecture in your hands, you can get started right away. In the **Actions** section, the most important measures are listed, whatever the size of your organisation. In the **Benefits** section, you'll see that it really does pay to take action on gender balance, diversity and inclusion in your business.

If you're not an activist, you'll get your ideas from offices that have already committed to gender balance, diversity and inclusion measures. You can read the interviews and see how the **Culture** of an office changes everything.

As Chair of the Women in Architecture task-force, I would like to thank all those who contributed to this manual by voting at the ACE's General Assembly to make this task-force possible, with their ideas, their work during the work sessions, the Member Organisations and the Creative Europe programme of the European Commission.

Seeing the **Actions, Benefits and Culture** in a larger perspective is key. Gender Equality is one of the 17 UN Sustainable Development Goals: this A/B/C guide will help current and future generations of architects to act and deliver.

Ursula Faix  
ACE Women in Architecture Chair



B

# Benefits

Nine benefits from positive actions

01

**Stronger Growth Mindset**

02

**Expanded Expansion**

03

**Added value for clients**

04+

**Financial Performance  
& Stability**

05

**Talent Attraction, Retention  
& Progression**

06

**Boosted Problem Solving  
& Innovation**

07

**Increased Workplace Health  
& Wellbeing**

08

**A More Resilient Profession**

09

**Sustainable Future**

# Stronger Growth Mindset

B

01

**Diverse teams lead to a stronger growth mindset and productive and creative teams, whether a small, medium or large practice or a public institution. Improving a teams' culture can be individuals who lead by example, role modelling their behaviours.**

**Create psychological safety within the team, be aware of wellbeing issues, be approachable, avoid micro-managing and allow people to grow and learn, encourage diversity of thought, listen and be open to all opinions and suggestions, encourage collaboration, always provide constructive feedback, be respectful, support everyone equitably, be a clear communicator, show no favouritism, stereotyping or bullying, treat everyone fairly and equitably, encourage diversity within a team/practice/organisation.**

**A stronger growth mindset is not solely the responsibility or accomplishment by the leadership. Each individual can contribute.**

# Expanded Expansion

Benefits

02

**Creating and tapping into the wide-ranging potential of any workforce whatever the gender, immediately expands its target audience. Employees from diverse backgrounds with various lived experiences bring a larger variety of skills, ideas, experiences and perspectives, which strengthens teams that nourish innovation, creativity, decision making and problem solving capabilities.**

**Research shows that more diverse teams perform better, creating higher engagement and a sense of team morale with improved commercial and financial performance.**

# Added Value for Clients

## 03

When men and women are more equally represented, this creates a wider pool of diversity of thought and culture, encouraging collaboration resulting in broader client base interaction and better outputs for clients, generating an extended field of pertinent observations, questions and investigations. Less time is lost on misunderstandings and dead-end tracks, more time on testing relevant options.

Design proposals are better attuned to the said and unsaid objectives of any brief, are more convincing and produced more efficiently.

# Financial Performance & Stability

## 04

An integral part of creating a more inclusive and equitable workplace is encouraging practices of all sizes to address gender inequality and understanding the underlying causes that exist. Improving the gender balance is an important part of this work and has a direct, positive effect on a company's financial performance.

Statistics also highlight the clear competitive edge equality leads to; companies that achieve and support gender diversity are more likely to have financial returns above national medians. Given that financial stability is a key indicator of a practice's potential longevity, the equal presence and implication of having women in architecture, at all levels, including senior positions, clearly leads to increased profits, better innovation, better problem-solving, are more productive and boosts the likelihood of lasting success than their more comparable counterparts.

Research shows organisations that value and promote diversity in gender are better able to attract a broader pool of talent and retain high performers and in turn improve operational performance - the better the balance the better the results.

# Talent Attraction, Retention & Progression

05

**B** As a profession, architecture has a long-standing history of having a long-hours, high pressure, demanding workloads, low and unequal pay culture with a significant lack of diversity, particularly in leadership and senior roles. Research shows that women in architecture are often faced with many obstacles and challenges throughout their career, including discrimination, sexism, harassment, bullying, lack of flexibility and recognition, unequal pay, lack of career progression, and more, which are all potential roadblocks to women in leadership roles and to career fulfilment. This lack of advancement leads to high levels of turnover when women are prevented from fulfilling their potential.

Companies with more women in leadership and senior roles, outperform those without by a significant margin, and organisations with greater gender diversity are more profitable. When women progress in their roles, they broaden views and structural and cultural diversity to teams and the companies they work for, resulting in more successful solutions.

To make meaningful and sustainable progress toward gender equality, companies need to provide access to opportunities for development and growth, foster mentorship, provide opportunity to more leadership roles and tailor support so women can progress their careers to the highest levels. <sup>1/2/3</sup>

# Boosted Problem Solving & Innovation

06

By creating a more diverse, equitable and inclusive culture and workforce, this leads to better business outcomes including creativity of thought and more dynamic solutions which ultimately creates a more successful and profitable business. Diversity creates an environment where different views are encouraged, valued, heard and respected. Debate is more informed, problem-solving boosted. The result is a workplace where ideas and engaged performance, collaborative flourishes.

When you have inclusion and diversity, research shows organisations have far better business outcomes than with homogeneous teams. **Statistics confirm this: diversity increases tendency for innovation by 70% and performance by 12% , and multiplies by 6 our capacity to deliver robust, flexible solutions capable of adequately anticipating and responding to change.**

**A McKinsey & Company global study from 2019 found that ethnically diverse companies are 36% more likely to have financial returns above national industry medians and gender diverse companies are 25% more likely to do the same. <sup>4</sup>**

# Increased Workplace Health & Wellbeing

07

**Taking care of your employees' wellbeing is crucial for creating positive, productive, mentally healthy workplace environments. Everyone should be able to work in an inclusive environment where they can bring their whole selves to work. Integrating measures ensuring a diverse and inclusive environment, fostering a shared sense of psychological safety where employees of all genders are valued and will not be harassed, bullied or discriminated against.**

**Feeling safe improves both their physical and mental wellbeing, creating a culture where individuals can thrive and more easily manage demanding workloads, deadlines, all the challenges that characterize the architectural profession. Creating a mentally healthy, inclusive workplace and providing a safe space, nurtures a sense of belonging, reduces stereotyping, builds resilience and supports overall wellbeing.**

# A More Resilient Profession

08

**Equity, Diversity and Inclusion builds resilience. Cultivating resilience helps individuals, teams and our profession to change by staying motivated, growing stronger, improve team dynamics, adapting to new ways of working when facing challenges and face difficult circumstances with agility, accountability, and adaptability. Resilient leaders and teams can evaluate a situation, identify a course of action, work collaboratively and commit to what works, allowing a practice to respond to unexpected change or opportunities, emerging stronger and more resilient.**

**The better the Architectural Profession grasps listens and understands its members' and Clients' aspirations, the better it responds to the built and unbuilt realm's imminent and far-reaching threats, and existentially, the better the Architectural Profession assists and supports the communities it has sworn to serve. In consequence, the more likely it will maintain its raison d'être in any near or foreseeable future. The Resilience will rise proportionately with its unwavering capacity to actively integrate within its own ranks the fundamental principles of Equity, Diversity and Inclusion.**

# Sustainable Future



The effects of climate change are not gender neutral: at all socioeconomic levels and across the globe women and girls are the hardest hit. This amplifies the existing inequalities they already face, posing unique threats to their livelihoods.

Equity, Diversity and Inclusion broaden the Architectural Profession's wide-ranging capacity to successfully address the vast spectrum of social and environmental issues brought by climate change, and its targeted capacity to specifically pinpoint and mitigate those impacting marginalised groups, notably women and the children they bear.

They fuel democracy by strengthening our collective faculty to not only solve the broad spectrum of existential issues ahead, but also to responsibly manage and mitigate the economic and political instability specifically brought on by rising temperatures, droughts, floods, etc...

As such, Equity, Diversity and Inclusion constitute the irrevocable pillars of any form of sustainable future for human life on Earth.

1

[RIBA's Gender Pay Gap Guidance, Recruitment, Progression and Retention](#)

2

[The Future of Women in Architecture, 2021](#)

3

[Parlour Guides to Equitable Practice, Career Progression](#)

4

[Diversity wins: How inclusion matters](#)

**Diversity** is a fact. It refers to the mix of visible and invisible differences we all have. We all have identifiers including age, disability, sex, sexual orientation, marriage and civil partnership, pregnancy and maternity, race, religion or belief. This can also include socio-economic background, geographical location, or anything that could result in discrimination. It's important to address under-representation and recognise difference.

**Inclusion** is the act. It's about creating an environment where people feel their identities, values and lifestyles are acknowledged, respected and accepted. A culture where all difference is valued and respected, where people feel their different styles, perspectives and needs are respected, valued and taken into account.

**Equity** is the impact. An equality of opportunity where your individual characteristics are accounted for, the equality of access to opportunities where individual characteristics are taken into account. Equality can be defined as treating everyone the same and giving everyone access to the same opportunities.

**Equality** can be defined as treating everyone the same and giving everyone access to the same opportunities.



# Culture

**The culture we instil in our profession  
fosters a diverse future**

## Key Voices – Women in Architecture

01

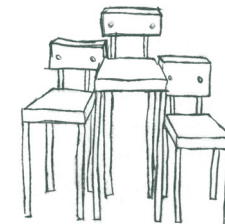
**Eva M. Alvarez Isidro,  
Carlos J. Gómez Alfonso**  
Gomez+Alvarez Architects, Spain

02

**Barbara Holzer,**  
Holzer Kobler Architects, Switzerland

03

**Marianne van Lochem,**  
Arcadis Architecture, the Netherlands





01

**Eva M. Alvarez Isidro, Carlos J. Gómez Alfonso**  
**Gomez+Alvarez Architects, Spain**

**What is in your opinion the benefit of cooperation of male and female architects?**

We do not understand the question. It is not just a question of benefit. It is an urgent need for humanity to promote a cooperative model as opposed to a competitive one, to stop sweeping everything under the carpet. It is about mutual care, networked action, collaboration, the absence of hierarchies, and the recognition that human beings coexist with other living beings and non-living environments that make up a wider and more diverse system... In the face of this global approach, the most direct and elementary thing to do is to consider cooperation between human beings, in this case between women and men when working together, but this point of view can also be extended to more personal circumstances.

**Why should gender not be the issue, or is it competence that counts?**

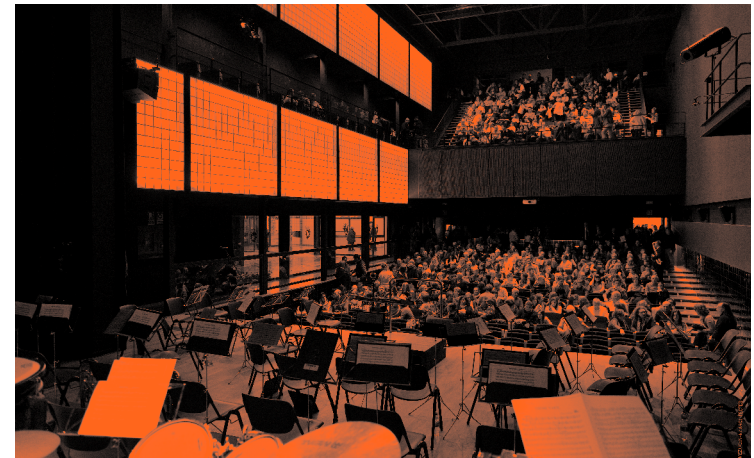
This question poses a misleading dilemma, i.e. it implies that professional or intellectual competence may be linked to gender, ethnicity, age, or any other unchosen condition. The question should be how is it that people who are more than competent do not have access to perform the tasks for which they demonstrate competence? And all this, without going into the issue of who defines what it is and what it means to perform a task competently. The model of competent professional activity has been defined on the basis of parameters that can be completely revised, such as the need for exclusive dedication to a professional task in a way

that neglects the care of oneself and others or of the place we live in. The feminism that we promote (de-colonial feminism) proposes a different model of professional competence, demands justice in access to professional opportunities and the recognition and valuation of work carried out in an equitable manner. Gender, race, age are not related to professional competence but to discrimination.

**How do you in your office choose your cooperative/ employees?**

In terms of professional tasks as architects, we do not have employees: we work in collaboration with other professionals on collaborative projects. We have come to form a small group that we work with because we trust each other's professional solvency and personal responsibility to carry out the tasks entrusted to us. At the University, we work with interns and PhD students for whom we are responsible for their training and skills development.

Galeria de L' Auditori



### What makes a good team?

Transparency, honesty, and communication.

### Creativity and diversity - how are they connected?

In our opinion, creativity means turning the situation around, and in our case, it always arises unexpectedly, and in situations of knowledge exchange, often from misunderstandings. The more that is known or learned, the more opportunity there is for new ideas to emerge. One way to encourage this is to seek broadly diverse teams, incorporating different life perspectives.

### What creates better and more sustainable places and society? Can the buildings and environment be better when created by the team of diverse competence, gender, origins, experiences, specialisations...)

The first thing is to define what we mean by sustainability. For us, it follows the premise defined in the Brundtland report (led by a woman, Dr. Gro Harlem Brundtland) that sustainability means having what is needed without compromising the ability of future generations to have what they need. Therefore, the first step is to define what we need, a clearly ethical question, and secondly how we achieve it without compromising the future, another ethical question. In both steps, technology may play an important role, but it is really a secondary role to the decision of what we are entitled to, how much and how. This ethical discussion about what is necessary and what is not necessary has to be approached from different perspectives, from different points of view, because it addresses issues that we do not even imagine or intuit. Diverse teams in terms of age, gender, origins, economic and cultural situations, allow us to approach complex issues in an approximate, specific,

individualised way... and not in a generic way. In our opinion, diversity in the approach to the problem and in the expectations when imagining the solution promotes finding solutions that are more adjusted, efficient, fair and, therefore, on the side of sustainability.

### Anything else you like to say in relation to this topic?

The American feminist, Jo Freeman, defined sexism as the specific discrimination against women that comes from assuming that men are more important than women and that the tasks they do are more important because they are done by men. And, sadly, we see it all the time: any task traditionally done by women is not recognised as an important task until it has been done by a man. In the field of architecture it is clear: tasks such as landscape architecture or interior architecture, usually with a greater number of women architects, are less valued professionally than the tasks of structural calculations, construction and construction management, generally more developed by men architects. Another example is the development of specific curricula focused on a construction theme, more developed by men, than diversified curricula dealing with mixed activities like building, teaching, curatorial practices, work for the administration, more common in women architects. Therefore, and in order to undo this situation, we propose to the ACE to promote and reward all professional activities equally, starting with those usually less valued. Women architects not only deserve equality but a new working framework.

02

**Barbara Holzer,**  
**Holzer Kobler Architects, Switzerland**

**What is in your opinion on the benefits of cooperation of male and female architects? Why should gender not be an issue, or is it competence that counts?**

The question is somewhat irritating as we have known for decades that working in diverse teams is more productive, produces better quality and reflects a wider range of perspectives, etc. This does not only include gender. The correlation between gender and competence is also problematic as we know that competence is not a neutral term but defined by those who are in power. However, our understanding of gender is not to be based on the binary system anymore.

**How do you in your office choose your employees? What are the qualities of good employee? What makes a good team?**

It is important that a wide range of perspectives is reflected in teams. However, we first and foremost consider and promote those who are marginalized in general in the field and in the discipline i.e. women, people of colour, etc. Herein it is important to create a balance between hard, soft and future skills.

**Creativity and diversity - how are they connected?**

Creativity and diversity are fundamentally connected. Creativity is a process that is generated or fired up in the field of interaction between different and diverse perspectives.

**What creates better and more sustainable places and society? Can the buildings and environment be better when created by a team of diverse competence, gender, origins, experiences, specialisations...)**

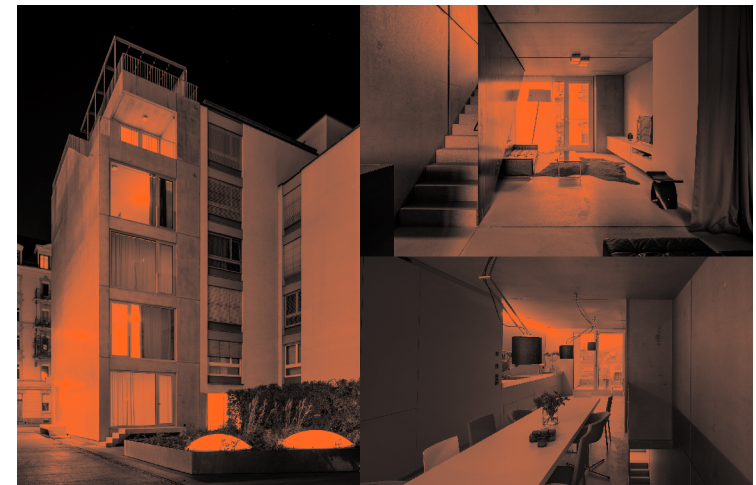
Yes, absolutely! Moreover our designs are process driven, we do not only include many different perspectives but try to create projects which leave space for further development, changes and flexibility in accordance with changing needs, new conditions or growing knowledge.

**What else do you like to say in relation to this topic?**

Architecture, cities, the built environment are inclusive societal endeavours. While diversity as (multi dimensional) sustainability might be a growing demand in the design industry it has simultaneously become key throughout all stakeholder groups involved. Without public demand and a growing knowledge and sensibility among developers and investors holistic change cannot occur.

Interview conducted together with  
 Prof. Tanja Kullack PBSA Düsseldorf

project ELLI



03

**Marianne van Lochem,**  
Arcadis Architecture, the Netherlands

**From your perspective, what is the advantage of collaboration between male and female architects?**

For the understanding of architecture, it really doesn't matter if you are a man or a woman, but it does matter when we start to execute design processes on a larger scale with only men or women at the wheel. That would result in a situation that is bad for the quality of architecture and bad for our social health. A situation like where our physical health is in danger when we only eat one type of nutrition over a longer period of time. Then you will develop a growth disorder. To give an example. In the Netherlands, the situation surrounding toilets is the same in every large public building. At peak times, the number of toilets is sufficient for men, but not for women. On average women have longer visits to the toilet, because of specific actions they perform there every month. However, the spaces for men's and women's toilets are often mirror images of each other. When we build train stations, we always size the transfer area in a way that it is fit for the busiest minutes of the busiest hour during rush hour. We need to do this to create a safe space where no-one gets trampled or accidentally falls on the tracks. As a result, the station has an oversized capacity for the rest of the day. We don't consider this to be a bad investment because our population is growing and somewhere in the future, we will use all that space for passenger flow. The structural shortage of public toilets for women has clearly been a blind spot in that development process. It would not have occurred with correct estimation of quantities and good research on how women use the toilet.

Maybe today things would have been different if in Dutch history more women had had a say in the development of public buildings. This example about women, also applies to people with different abilities and cultural backgrounds. Many different people live and work in our cities and public buildings. Therefore, it is important that they are created by a team of different types of people.

**To what extent is it about gender, or is it all about competence?**

For generations, it has been passed on that certain behaviours are masculine or feminine. However, that does not make sense. You can behave in a masculine manner with a female body. Masculine behaviour is just something we made up. Anyone can change that perspective in his or her own life. I personally have let go of many stereotypical gender norms in my life. I was simply born an architect, a musician, and a woman. My spatial awareness and sense of composition have always been part of me. They are present in my earliest memories. They couldn't teach me preferences by giving me a doll to play with, I would automatically crawl to those far more interesting cars and blocks. In our world you must love yourself to have the courage to become and remain who you really are. Stay close to yourself, that's half the battle.

**How do you choose your cooperative/employees at the office?**

I work exclusively on a project basis. We work in network organisations with colleagues of the same company, employees of strategic partners and self-employed people as if they were large, blended families. What I consider the most important criteria for employees in such an organisation are motivation to work on the project, being open to people

they do not yet know and a good notion of what they bring to the team. I often base my choice to include people in the team on two things- Overall, it is important that someone's profile matches the assignment. But equally important, in my opinion, is whether someone can tell me clearly what they envision to enjoy doing on this project and within this team. Motivation is critical when you experience a setback, which is why I always look for that feeling of momentum. Momentum is the resulting synergy that arises when all individual passions flow together. Sometimes, someone applies for a specific position and later it turns out that person fits into the team much better in a different way, based on their own story. This policy of people-first works very well for us.

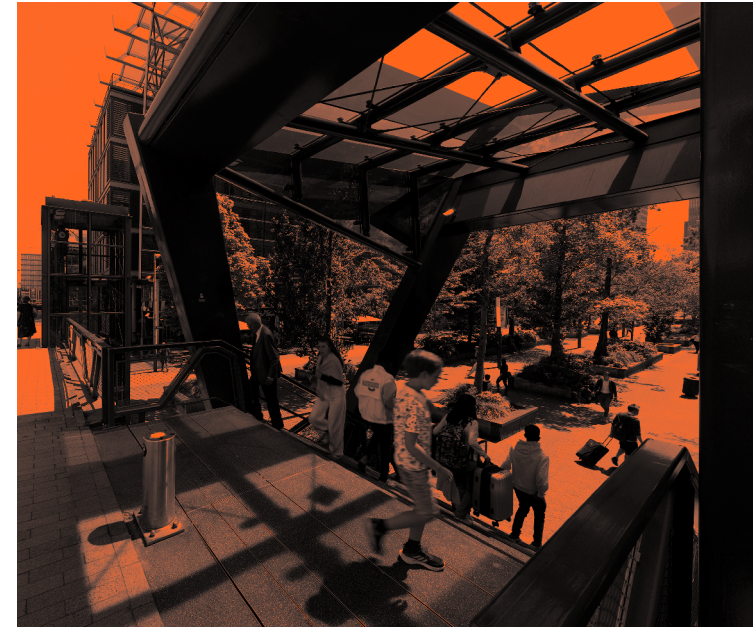
**U In your opinion, what are the characteristics of good cooperatives/employees?**

I look for people who thrive in a situation where they are, in one way or another, unique in their talents or skills. Their willingness to be unique will make them add something to the project and each other. Good team members have curiosity. They are original and sincere. They themselves are always looking for a place where they bring their own unique set of skills. That way, they do not have to compete with colleagues, or shine at the expense of someone else. A group of individuals, each with their own talents and competences can work together efficiently, bringing out each other's strong points and so produce well-developed ideas.

**Creativity and diversity: how are they connected?**

The more diverse the members in the team, the easier and faster you come up with creative ideas. If there is no box, there is no need to think out of the box. You are already there. It is much easier to step out of your own comfort zone if you are guided into someone else's comfort zone. Innovation can quite easily grow from tradition if you can listen to what others have to say about their tradition. The stories that people tell me are a big source of inspiration in my daily life. I love it when I work with someone trained in another way or discipline and together we find an integrated solution that we can both be proud of.

Full interview available on ACE website



**“There is not a single argument why – for the same type of work – a woman should be paid less than a man. But our work is far from over and we must continue pushing for progress together.”**

Ursula von der Leyen  
2023 State of the Union Address

## Glossary

A good manager possesses a range of qualities and skills that enable them to effectively lead and oversee their team. Here are some key attributes and characteristics of a good manager:

**Effective Communication:** A good manager is an excellent communicator, both in terms of listening and expressing ideas clearly. They can convey expectations, provide feedback, and actively engage with their team.

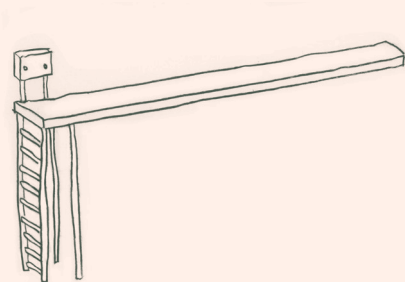
**Leadership Skills:** They provide clear direction and guidance to their team, inspiring and motivating employees to achieve their best.

**Empathy:** Good managers understand and empathize with their employees. They recognize individual needs and concerns, and they foster a supportive and inclusive work environment.

**Delegation:** Effective delegation involves entrusting team members with responsibilities and tasks that match their skills and development goals. Good managers delegate wisely and provide the necessary support and resources.

**Decision-Making:** Managers must make informed decisions promptly. They consider available information, involve the team when necessary, and take responsibility for the outcomes.

**Conflict Resolution:** Conflicts are a part of any workplace. A good manager can identify, address, and resolve conflicts in a constructive manner, promoting harmony within the team.



**Adaptability:** They are flexible and able to adapt to changing circumstances and challenges. Good managers are open to new ideas and continuously seek improvement.

**Technical Competence:** Depending on the field, a manager should have a good understanding of the industry and the technical aspects of the work being done by the team.

**Time Management:** They prioritize tasks effectively and manage their time efficiently to meet deadlines and ensure the team's productivity.

**Accountability:** A good manager takes responsibility for their own actions and the outcomes of their team. They hold themselves and their team members accountable for their work.

**Team Building:** They actively work on team dynamics and foster collaboration. Building a positive and cohesive team environment is a priority.

**Mentoring and Development:** A good manager helps team members grow by providing guidance, coaching, and opportunities for skill development and career advancement.

**Ethical Behavior:** They act with integrity, demonstrating ethical behaviour and setting an example for the team.

**Problem-Solving:** Effective problem-solving involves identifying issues, analysing them, and finding practical solutions. Managers should be skilled problem-solvers.

**Strategic Thinking:** They have a vision for the team and the organization's future. They can set strategic goals and make decisions that align with this vision.

**Feedback and Recognition:** Providing constructive feedback and recognizing employees' achievements is essential for performance improvement and motivation.

**Organizational Skills:** Managers need to organize work-flows, set priorities, and ensure that the team is working efficiently.

A good manager can significantly impact an organization's success by creating a positive work environment, motivating employees, and achieving team and organizational goals. These qualities and skills are often honed through experience, training, and a commitment to continuous self-improvement.

Gender balance is an important consideration for sustainability and sustainable development. Achieving gender balance and promoting gender equality is not only a matter of social justice but also a critical component for achieving long-term environmental, economic, and social sustainability. Here's why gender balance is essential for sustainability:

**Diverse Perspectives and Solutions:** Gender diversity in decision-making processes brings a wider range of perspectives and ideas. Women and men often have different experiences, priorities, and concerns, which can lead to more comprehensive and innovative solutions for sustainability challenges.

**Equitable Resource Allocation:** Gender-balanced decision-making helps ensure that resources are allocated equitably and that the needs and interests of all members of a community are considered. This can prevent gender-based inequalities and promote sustainable resource management.

**Education and Health:** Empowering women and girls with access to education, healthcare, and family planning services is crucial for sustainable population management, as well as the health and wellbeing of communities.

**Economic Empowerment:** Gender equality in the workplace can contribute to economic sustainability. When women have equal access to jobs, fair pay, and opportunities for advancement, it can lead to increased economic growth and stability.

**Resilience and Adaptation:** In the face of climate change and environmental challenges, gender-balanced approaches to resilience and adaptation are essential. Women, often disproportionately affected by environmental changes, play critical roles in adapting to these changes and finding sustainable solutions.

**Community Development:** Women frequently play significant roles in community development and social cohesion. Gender-balanced approaches to community building can lead to more inclusive and resilient communities.

**Corporate and Organizational Sustainability:** Gender diversity in corporate and organizational leadership can lead to more sustainable business practices, as it encourages responsible and ethical decision-making.

**Legal and Policy Frameworks:** Developing and implementing gender-sensitive legal and policy frameworks is essential for ensuring that sustainability efforts benefit all members of society equally.

To promote gender balance for sustainability, it's important to:

Encourage women's participation in leadership and decision-making roles at all levels.

– Advocate for gender-sensitive policies and programs in environmental and social sectors.

– Invest in women's education and access to healthcare.

– Address gender-based violence and discrimination, which can hinder sustainability efforts.

– Support initiatives that promote gender equality and inclusivity in the workplace and communities.

By recognizing the importance of gender balance in sustainability, we can work towards more comprehensive and effective solutions that benefit both current and future generations.

Glossary created using Chat GPT

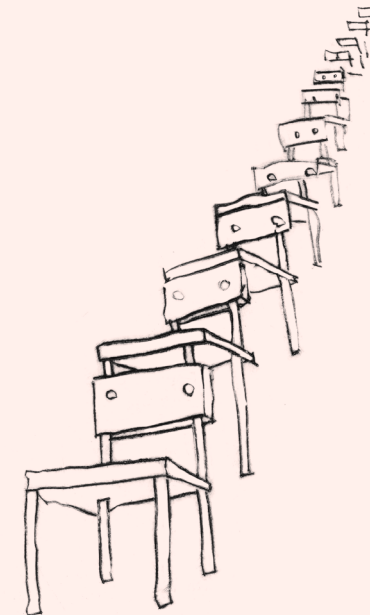
## References, Bibliography & Further Reading

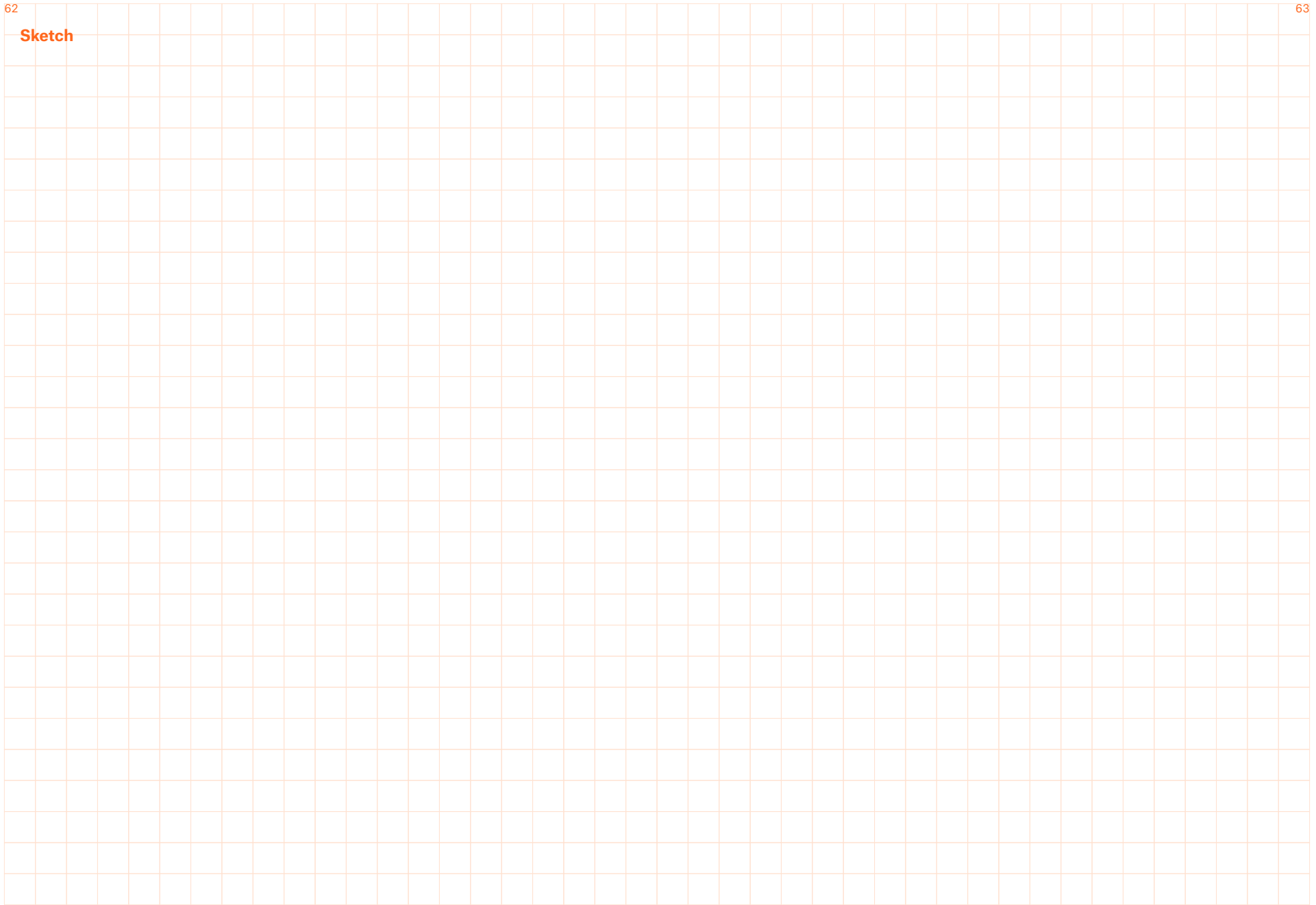
Discover all the initiatives undertaken by the Member Organisations of the ACE in Europe

ACE Gender Equality Policy Statement

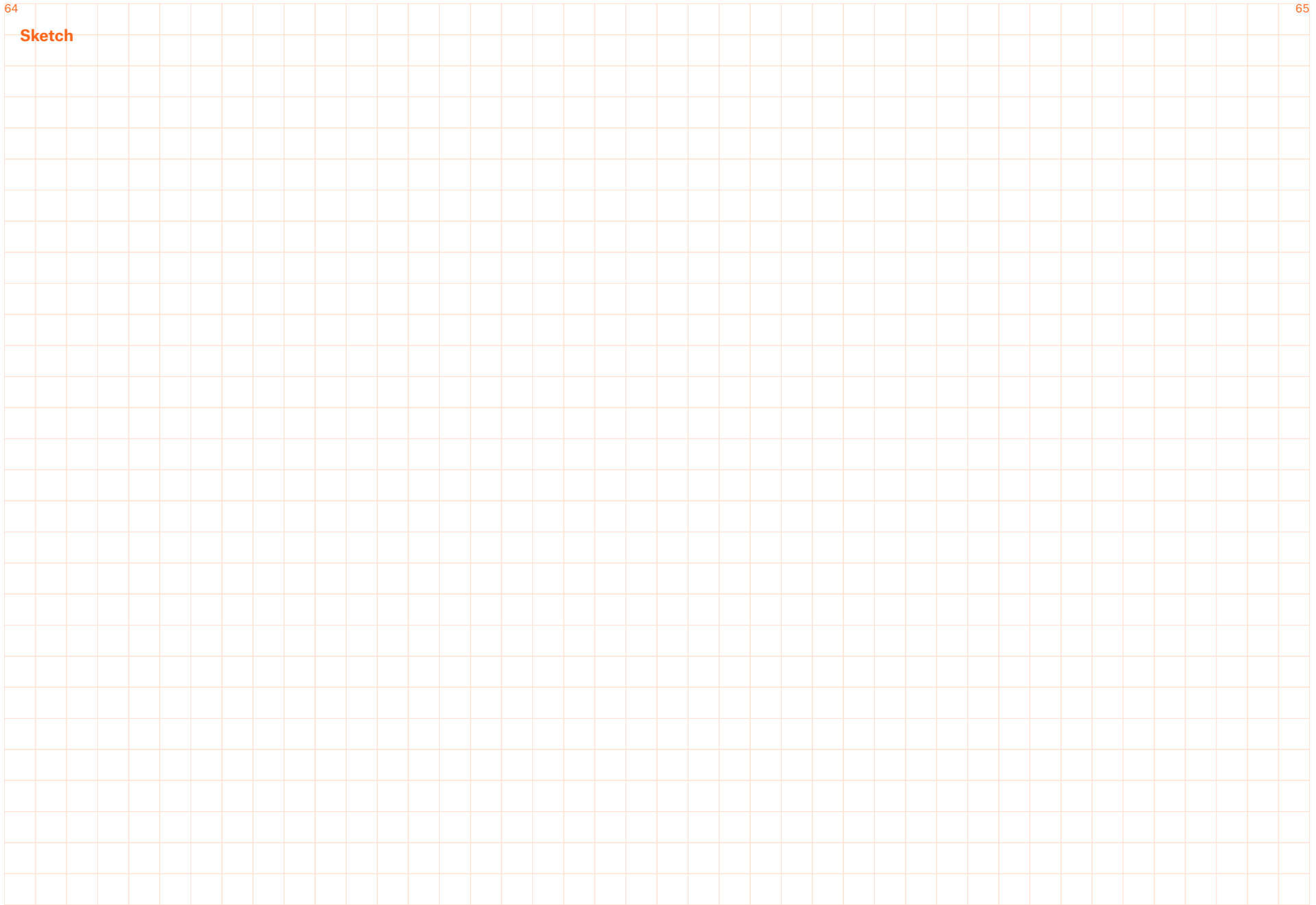
ACE Sector study

## UN Global Compact 17 Sustainable Development Goals









## Architects' Council of Europe (ACE)

Founded in 1990, the Architects' Council of Europe (ACE) is the representative organisation for the architectural profession at European level. Its membership consists of 51 Member Organisations, which are the regulatory and professional representative bodies in all Member States of the European Union, Norway, Switzerland, UK, Serbia, Turkey, Ukraine, Montenegro, and the Republic of North Macedonia. Through them, the ACE represents the interests of 620.000 architects from 35 countries in Europe.

## Colofon

### ACE Women in Architecture task force 2018-2023:

Ursula Faix, Architect, BKZT, Austria - Chair

Matxalen Acasuso Atutxa, CSCAE, Spain

Masa Bratuša, Architect, UAS, Serbia

Elvira Carregado Pazos, Architect, CSCAE, Spain

Ayşen Ciravoğlu, Architect, CAT, Turkey

Anne Cosentino, Equity, Diversity & Inclusion Lead, RIBA, United Kingdom

Katja Domschky, Architect, BAK, Germany

Judit Halmagyi, Architect, MEK, Hungary

Diane Heirend, Architect, OAI, Luxembourg

Sinéad Hughes, Architect, MIRAI, Ireland

Marieke Isthá, Community Manager, BNA, The Netherlands

Laura Kairiene, Architect, ACL, Lithuania

Sabine Leribaux, Architect, FAB, Belgium

Kathryn Meghen, Chief Executive Officer, RIAI Ireland

Andrea Pajković, IKCG Montenegro

Carole Pollard, Architect, RIAI, Ireland

Špela Nardoni Kovač, Architect, ZAPS, Slovenia

Andrea Pajković, IKCG Montenegro

Iris Wex, BAK, Germany

### Text:

Anne Cosentino, Ursula Faix, Sinéad Hughes  
and Sabine Leribaux

### Interviews:

Katja Domschky, Špela Nardoni Kovač

With the support of the ACE Secretariat: Ian Pritchard, ACE Secretary  
General, Julie Deutschmann, ACE Head of Communications

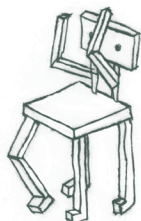
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