• Page\Park is an employee-owned business – a model becoming more popular in the field
  o began as a partnership 30 years ago with four male partners
  o eight years ago they moved to new premises which triggered thinking about the future shape of the business and a succession strategy, which led to a drive to devolve decision making and responsibility through the office

• There is complete transparency around pay and rewards, and an essentially flat organisational structure.
  o Andrew Bateman (MD) and Karen Pickering (Chair of the Board) provide a gender balanced dual leadership within the office
  o remit to empower people throughout the office to deliver
    ▪ risk and reward are shared by all employees

• Page\Park has a very high gender balance and female representation compared to the sector average
  o part-time staff are a 50/50 gender split
  o current gender imbalance in their board (2 women, 5 men) has resulted from a woman recently completing their term on the board and the replacement being male). Possible new appointment under consideration which could redress imbalance
  o gender balance has always been good in the business, although no particular reasons why were identified.

• Instinct is that gender balance brings balance to a project, and to clients.

• The practice operates a principle of looking at individuals and their qualities, not gender. They have a good number of women applying for jobs, and staff turnover is low.

• Year-end bonuses are based on a number of weeks salary.

• Flexible and part-time working are a part of the practices working policies and ethic.
  o they have not yet encountered a situation of an extended career break, but would look at each situation individually.
  o they do not have a high take-up of shared parental leave with a feeling that many men are not aware of it
• Happy employees work well!

• the technical side of the job is fast-moving and there can be a struggle from some older workers (men and women) to keep up with technological developments.

• Page\Park are involved with a number of universities and design schools and see a gender balanced student body, but this doesn’t seem to transfer through into the work force, although in the design side of construction, the balance does seem to be improving.
  o they did not have information on, but thought it would be interesting to know if, the gender balance in universities had changed over time or has always been equal.
  o they did not have thoughts on why this doesn’t transfer to the work force.

• Gender balance with the contractors side of construction still very poor. Other design disciplines (engineering etc) also not as balanced as architecture.