

A horizontal bar composed of three segments: blue, red, and purple.

# Baseline on Belonging: Firm Culture & Career Development Report

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National Organization of Minority Architects (NOMA)

# Baseline on Belonging: Firm Culture & Career Development Report

## Report Structure

NCARB and NOMA have released the full *Baseline on Belonging* report in phases. This phase features data related to firm culture and career development. A full, compiled report will be released later this year.



# Baseline on Belonging: Firm Culture & Career Development Report

## Table of Contents

|  |     |
|--|-----|
| Executive Summary .....  | 4   |
| Firm Culture: Key Findings .....   | 6   |
| Introduction .....   | 8   |
| Setting the Scene: Time to Licensure .....                                     | 10  |
| Setting the Scene: Licensure Progress .....                                    | 13  |
| Respondent Demographics: Employed in Architecture .....                        | 18  |
| Respondent Demographics: Licensure Status .....                                | 23  |
| Firm Culture: Encouragement of Licensure .....                                 | 27  |
| Firm Culture: Respect for Individuals .....                                    | 30  |
| Firm Culture: Sense of Belonging .....   | 35  |
| Firm Culture: Diverse and Inclusive .....                                      | 39  |
| Firm Culture: Treatment of Employees Who Are Different .....                   | 42  |
| Firm Culture: Encouraged to Apply for Higher Positions .....                   | 45  |
| Firm Culture: Employees of Different Backgrounds Interact Well .....           | 50  |
| Firm Culture: Diversity Is a Barrier to Progression .....                      | 53  |
| Firm Culture: Identifying Similar People in Leadership Positions .....         | 57  |
| Firm Culture: Witnessing Prejudice and Discrimination .....                    | 62  |
| Firm Culture: Types of Prejudice and Discrimination in the Workplace .....     | 67  |
| Firm Culture: Positive Impact on Career Progression .....                      | 79  |
| Firm Culture: Compensation .....   | 84  |
| Firm Culture: I Feel Valued at My Firm .....                                   | 87  |
| Firm Culture: Considered Leaving Architecture .....                            | 90  |
| Career Development: Job Search Methods .....                                   | 95  |
| Career Development: Initial Reasons for Pursuing Licensure .....               | 100 |
| Career Development: Experiences Motivated Me to Become Licensed .....          | 109 |
| Career Development: Effects of Earning a Licensure .....                       | 113 |
| Career Development: Decision Not to Pursue Licensure .....                     | 121 |
| Career Development: What impacted your decision not to pursue licensure? ..... | 125 |
| Career Development: Would you consider returning to architecture? .....        | 135 |
| Next Steps .....   | 136 |
| Appendix: Baseline on Belonging Survey .....                                   | 137 |

# Baseline on Belonging: Firm Culture & Career Development Report

## Executive Summary

Architecture firm culture impacts most phases of the path to licensure, from providing the access and resources necessary for completing the experience program to supporting the time and cost investment needed to pass the examination. Beyond that, firm culture can shape many other aspects of an early career in architecture—including motivation to achieve career growth, a sense of belonging in the field, and the post-licensure return on investment.

The *Baseline on Belonging* study focused on candidates completing the path to licensure. As a result, most survey respondents (77%) were actively working through the process at the time of the survey. NCARB's supplemental data shows that roughly 2 out of every 5 candidates who begin the licensure process eventually fall off the path, most doing so while completing the Architectural Experience Program® (AXP®). The focus on active candidates in this study allows NCARB and NOMA to highlight and understand impediments that are impacting current candidates on the path to licensure.

This report provides an in-depth look at aspects of the *Baseline on Belonging* study related to experiences working within a firm—including firm culture, compensation, growth opportunities, exposure to discrimination, compensation for licensure, and reasons for leaving the profession. As with previous *Baseline on Belonging* reports, survey findings were filtered primarily by race, ethnicity, and gender, with additional factors such as firm size, age, and career position taken into consideration when possible. Where appropriate, NCARB provided supplemental data to offer additional insight and background information.

Many key findings from the report highlight the disparities faced by people of color—especially Black or African American respondents—related to firm culture, including discrimination and belonging in the workplace.

First, Black or African American candidates were more likely to face a variety of barriers related to their firm's culture. Compared to white candidates, they were less likely to feel like they belonged in their firm, less likely to say their firm values diversity and inclusion, and less likely to say they felt valued by their firm. Additionally, they were more likely to report they considered leaving the field due to their experience working in a firm.

African American women were more likely to face disparities that limited their career growth. For example, they were less likely than their white male peers to report that employees of different backgrounds are encouraged to apply for higher level positions and less likely to report that they can find individuals who are similar to themselves in their firm's leadership. They were also more likely to indicate that diversity is a barrier to progression at their firm.

When it comes to post-licensure advancement—including raises, promotions, and new work opportunities—African American women were less likely than their white male peers to receive these material benefits. However, they are more likely to receive a team celebration for their effort.

# Baseline on Belonging: Firm Culture & Career Development Report

Additionally, women and people of color—especially African Americans—are much more likely to report facing or witnessing discrimination in the workplace compared to their peers, including racial, gender, and age discrimination. Nearly half of all African American women indicated that they had faced or witnessed discrimination, compared to 18% of white men.

Finally, survey results indicated that firm size can widen the disparities experienced by people of color, with Black or African American employees of large firms facing larger disparities than Black or African American employees of medium-sized firms.

As with key findings related to the path to licensure, additional study is needed to better understand how to address disparities related to firm culture and career development. For more information about NCARB and NOMA's planned follow-up surveys, research, and next steps, see page 135.

# Baseline on Belonging: Firm Culture & Career Development Report

## Firm Culture: Key Findings

### People of Color More Likely to Face Firm Culture Disparities

People of color—especially African American candidates—were more likely to indicate they faced a variety of barriers related to their firm’s culture.

- Compared to white candidates, African Americans were less likely to:
  - Say they feel like they belong (12%)
  - Say that employees who are different are treated fairly (8%)
  - Say that their firm culture is diverse and inclusive (5%)
  - Report feeling valued by their firm (10%)
- African American candidates were more likely to consider leaving architecture due to firm culture (14%)

### Disparities Limit Career Growth for Women of Color

Women of color, especially African American women, were more likely to report facing barriers at their firm that limited their career growth. Compared to white men, African American women were:

- Less likely to say that employees of different backgrounds were encouraged to apply for higher positions (23%)
- Less likely to indicate they could identify people similar to themselves in leadership positions (48%)
- More likely to agree diversity is a barrier to career progression (16%)
- Less likely to believe they were being compensated fairly compared to peers (10%)

### Firm Size Highlights Racial Disparities:

Many disparities seen between African American and white respondents were more significant for employees of large firms, compared to medium-sized firms. Compared to white employees of large firms, African American employees of large firms were:

- 12% more likely to agree diversity is a barrier to career progression at their firm
- 13% more likely to say their firm values diversity and inclusion
- 16% more likely to report facing or witnessing discrimination
- 15% less likely to report that their firm treats individuals who are different from most others fairly

# Baseline on Belonging: Firm Culture & Career Development Report

## People of Color and Women Report Discrimination at Higher Rates:

People of color, especially African American candidates, were more likely to report facing or witnessing discrimination in their work environment.

- 29% of all survey respondents indicated they had faced or witnessed discrimination in the workplace.
  - This includes 40% of African Americans, compared to 26% of white candidates
  - This gap grows when factoring in gender—with African American women 28 percentage points more likely than white men to indicate facing or witnessing discrimination
- Race, age, and gender discrimination were the most frequently reported types of discrimination.
  - African American women were 11 percentage points more likely to report facing or witnessing racial discrimination and age discrimination compared to white men
  - White, Asian, and African American women were 10 percentage points more likely to report facing or witnessing gender discrimination compared to white men

## White Men Receive More Benefits After Licensure:

White men were more likely than their female counterparts—especially African American women—to indicate they’d received benefits that would advance their career as a result of earning their license.

- Compared to white men, African American women were:
  - 12% less likely to indicate they were given access to new opportunities at work
  - 16% less likely to indicate they received a promotion
  - 8% less likely to indicate they received a raise
- African American women are also 7% more likely than white men to indicate they received a team celebration after becoming licensed
- Latinas were the least likely to receive a raise after becoming licensed—16% less than white men

## Did these key findings resonate with you?

Yes  
\*\*\*\*\*

No  
\*\*\*\*\*

# Baseline on Belonging: Firm Culture & Career Development Report

## Introduction

In February 2020, the National Council of Architectural Registration Boards (NCARB) and the National Organization of Minority Architects (NOMA) launched a joint survey to identify and understand areas where minority professionals and other underrepresented groups experience obstacles on the path to licensure.

This report features findings related to firm culture and career development. To offer additional context for the survey findings, the *Baseline on Belonging: Firm Culture & Career Development Report* also includes related data from NCARB’s own customers, or “Record holders.”

For more information regarding the survey structure, target audience, response rate, and respondent demographics, see the Appendix.

## Firm Culture/Career Development Survey Structure

The firm and career related sections of the survey asked questions related searching for a job, professional development, firm leadership, culture, and more. Survey questions in these sections include:

### Career Development:

- Are you a licensed architect?
- Which of the following best represents your status on becoming a licensed architect?
  - If not pursuing licensure:
    - What impacted your decision not to pursue licensure?
    - At what point in your career did you decide not to become an architect?
    - Would you consider returning to architecture if possible?
- Which of the following best represent your initial reason for pursuing a license?
- After you earned your license, did any of the following occur as a result of your licensed status?
- Are you currently working in an architecture firm?
- What field/industry are you working in now?
- How did you find your position at an architecture firm?

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## Firm Culture:

- Rate your level of agreement with the following statements:
  - My firm encourages candidates to become licensed
  - I believe my firm compensates me fairly compared to my peers
  - I feel valued at my firm
  - My experiences since working in a firm have motivated me to become licensed
  - My firm respects individuals and values their differences
  - I feel like I belong in my firm
  - My firm culture is diverse and inclusive
  - Employees who are different from most others are treated fairly at my firm
  - Employees of different backgrounds interact well within our firm
  - My firm's work culture has positively impacted my career progression
  - Employees of different backgrounds are encouraged to apply for higher positions
  - Diversity is a barrier to progression at my firm
- Have you faced or witnessed prejudice or discrimination in your work environment?
  - If yes: What types of discrimination or prejudice have you witnessed or faced?
- Can you identify people similar to yourself in leadership positions at your firm?
- Did you ever consider not pursuing a career in architecture based on your firm's culture?

The report provides a breakdown on respondents' answers for each question, segmented by a variety of filters, including age and firm size. Due to the survey's focus on understanding attrition rates for underrepresented professionals, most charts include a filter for race and ethnicity. Segments used in the education report include:

- Race/ethnicity
- Race/ethnicity and gender
- Race/ethnicity and firm size
- Race/ethnicity and age

*Note: Because all numbers are rounded to the nearest whole percent throughout the report, some charts may appear to equal slightly more or less than 100%.*

# Baseline on Belonging: Firm Culture & Career Development Report

## Setting the Scene: Time to Licensure

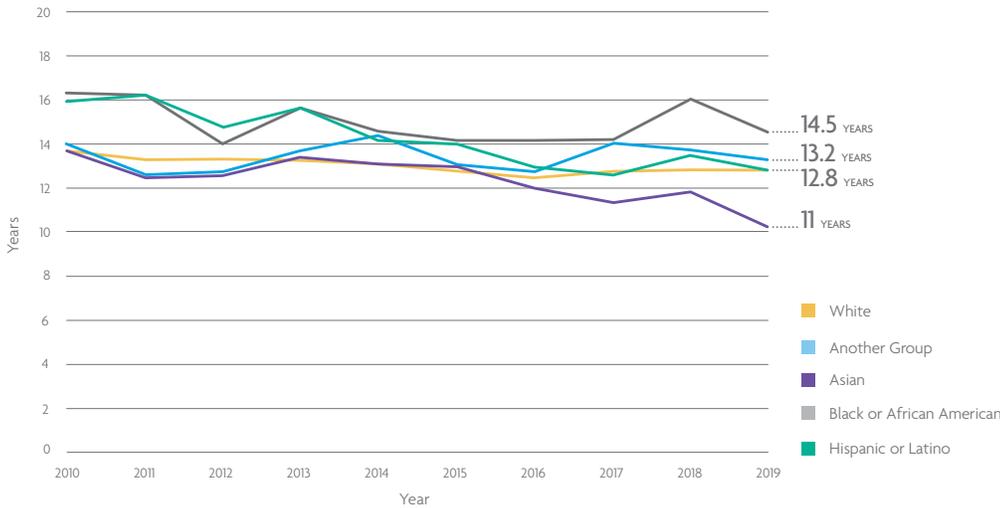
Data from NCARB customer Records provides important background information to help supplement the *Baseline on Belonging* survey. NCARB assesses candidates' average time to licensure as a measure of the median time to between college start (or Record start, when viewed by age) and completion of the AXP and ARE.

Historically, women complete the path to licensure in less time than their male peers. Additionally, Asian candidates complete the path to licensure soonest, with Black or African American candidates taking longer than their peers of other racial and ethnic groups.



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## Asian Candidates Complete Licensure Path the Fastest



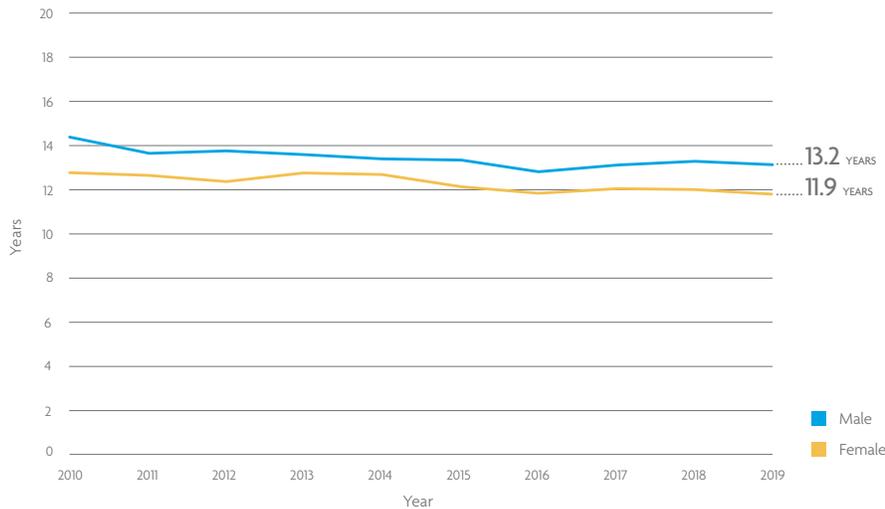
NCARB’s Record holder data shows that the average Asian candidate who completed the path to licensure in 2019\* did so in 11 years—the shortest time of all racial and ethnic groups. The average white candidate took 12.8 years, and the average Hispanic or Latino candidate took 13 years.

Black or African American candidates faced the longest average time to licensure at 14.5 years.

\*NCARB provided data from 2019 to more accurately reflect the average time to licensure at the time of the survey.

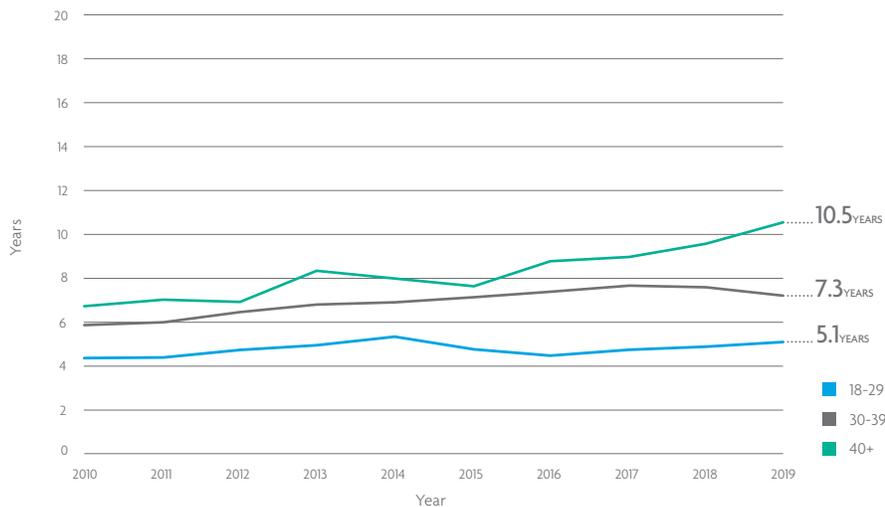
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## Women Finish the Path to Licensure Faster Than Men



The average female candidate who completed the path to licensure in 2019 took 11.9 years—over a full year sooner than the average male candidate (13.2 years).

## 18-29-Year-Olds Complete Licensure Path the Fastest



When assessing time to licensure by age group, NCARB only looks at the time between starting a Record and completing NCARB’s programs (traditionally, the time to licensure is measured from college start date to completion of NCARB’s programs). This allows NCARB to more accurately assess the time to licensure without taking into account unrelated factors.

Of candidates who completed the path to licensure in 2019, individuals who were 18-29 years old took an average of 5.1 years, compared to 7.3 years for 30-39-year-olds and 10.6 years for individuals 40 or older.

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## Setting the Scene: Licensure Progress

NCARB assesses progress along the path to licensure using the year candidates opened their NCARB Record. To align with the licensure progress of *Baseline on Belonging* survey respondents when the survey was released in 2020, NCARB reviewed progress for candidates who started their Record in 2009-2013 and 2014-2018.

Black or African American candidates, as well as candidates over 40, were more likely to have stopped pursuing licensure at the time of the survey. However, women and men saw similar rates of attrition from the path to licensure.

### African American Candidates Most Likely to Stop Pursuing Licensure

Applicants from 2009 to 2013

|              |                                | White | Hispanic or Latino | Asian | Black or African American | Another Group | No Data Available |
|--------------|--------------------------------|-------|--------------------|-------|---------------------------|---------------|-------------------|
| Off the Path | Before Starting NCARB programs | 11%   | 13%                | 12%   | 20%                       | 13%           | 12%               |
|              | During AXP                     | 10%   | 10%                | 12%   | 14%                       | 13%           | 10%               |
|              | Between AXP and Exam           | 4%    | 6%                 | 5%    | 4%                        | 4%            | 3%                |
|              | During Exam                    | 10%   | 12%                | 14%   | 9%                        | 11%           | 13%               |
|              | Percent Off the Path           | 34%   | 40%                | 43%   | 46%                       | 42%           | 38%               |
| On the Path  | Active Candidate               | 33%   | 43%                | 37%   | 41%                       | 38%           | 35%               |
|              | Architect                      | 33%   | 17%                | 20%   | 13%                       | 20%           | 27%               |
|              | Percent On the Path            | 66%   | 60%                | 57%   | 54%                       | 58%           | 62%               |

Of candidates who started their Record between 2009-2013, Black or African American candidates were the most likely to have stopped pursuing licensure, with 46% no longer working toward completing the AXP or ARE. They were also the least likely to have achieved licensure at just 13%. By comparison, 33% of white candidates who started their Record between 2009-2013 had achieved licensure by the time of the survey.

The majority of individuals who stopped pursuing licensure fell off the path while working to complete the AXP, or between college and starting the AXP and ARE.



# Baseline on Belonging: Firm Culture & Career Development Report

Applicants from 2014 to 2018

|              |                                | White | Hispanic or Latino | Asian | Black or African American | Another Group | No Data Available |
|--------------|--------------------------------|-------|--------------------|-------|---------------------------|---------------|-------------------|
| Off the Path | Before Starting NCARB programs | 9%    | 11%                | 10%   | 12%                       | 12%           | 11%               |
|              | During AXP                     | 10%   | 11%                | 12%   | 12%                       | 13%           | 10%               |
|              | Between AXP and Exam           | 1%    | 2%                 | 1%    | 2%                        | 2%            | 1%                |
|              | During Exam                    | 4%    | 4%                 | 5%    | 5%                        | 5%            | 4%                |
|              | Percent Off the Path           | 23%   | 29%                | 29%   | 31%                       | 32%           | 27%               |
| On the Path  | Active Candidate               | 69%   | 67%                | 67%   | 66%                       | 64%           | 67%               |
|              | Architect                      | 8%    | 4%                 | 4%    | 2%                        | 5%            | 7%                |
|              | Percent On the Path            | 77%   | 71%                | 71%   | 69%                       | 68%           | 73%               |

Similarly, of candidates who started an NCARB Record between 2014-2018, those who identify as Black or African American or identified as some other group (such as Native American or Pacific Islander) were the most likely to have stopped pursuing licensure by the time of the survey (31% and 32%).

White Record holders were the most likely to have achieved licensure at 8%, compared to 2% of Black or African American Record holders.

# Baseline on Belonging: Firm Culture & Career Development Report

## Women and Men Experience Similar Rates of Attrition

Applicants from 2009 to 2013

|              |                                | Male | Female | No Data Available |
|--------------|--------------------------------|------|--------|-------------------|
| Off the Path | Before Starting NCARB programs | 12%  | 12%    | 11%               |
|              | During AXP                     | 10%  | 11%    | 10%               |
|              | Between AXP and Exam           | 5%   | 4%     | 3%                |
|              | During Exam                    | 10%  | 11%    | 13%               |
|              | Percent Off the Path           | 36%  | 38%    | 37%               |
| On the Path  | Active Candidate               | 35%  | 36%    | 38%               |
|              | Architect                      | 29%  | 27%    | 25%               |
|              | Percent On the Path            | 64%  | 62%    | 63%               |

In comparison to the disparities seen based on race and ethnicity, assessing candidate progress along the path to licensure by gender reveals that men and women experienced similar rates of attrition. Of men who started an NCARB Record between 2009-2013, 29% were licensed at the time of the survey, compared to 27% of women—a 2 percentage point difference. Women were slightly more likely to have fallen off the path to licensure at 38%, compared to 36% of men.

Applicants from 2014 to 2018

|              |                                | Male | Female | No Data Available |
|--------------|--------------------------------|------|--------|-------------------|
| Off the Path | Before Starting NCARB programs | 10%  | 9%     | 12%               |
|              | During AXP                     | 11%  | 11%    | 10%               |
|              | Between AXP and Exam           | 2%   | 1%     | 1%                |
|              | During Exam                    | 4%   | 4%     | 5%                |
|              | Percent Off the Path           | 27%  | 25%    | 28%               |
| On the Path  | Active Candidate               | 66%  | 70%    | 66%               |
|              | Architect                      | 7%   | 5%     | 6%                |
|              | Percent On the Path            | 73%  | 75%    | 72%               |



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Similarly, 7% of men who started their Record between 2014-2018 had achieved licensure at the time of the survey, compared to 5% of women—again, a 2 percentage point difference. However, women were also 2 percentage points less likely to have stopped pursuing licensure (25% compared to 27% of men).

## Candidates Over 40 More Likely to Have Stopped Pursuing Licensure

Applicants from 2009 to 2013

|                      |                                | 18 to 22 | 23 to 29 | 30 to 39 | 40 to 54 | 55+ | Unknown |
|----------------------|--------------------------------|----------|----------|----------|----------|-----|---------|
| Off the Path         | Before Starting NCARB programs | 13%      | 9%       | 13%      | 17%      | 22% | 18%     |
|                      | During AXP                     | 12%      | 11%      | 9%       | 6%       | 5%  | 11%     |
|                      | Between AXP and Exam           | 2%       | 4%       | 7%       | 6%       | 2%  | 4%      |
|                      | During Exam                    | 7%       | 10%      | 13%      | 17%      | 22% | 13%     |
| Percent Off the Path |                                | 34%      | 34%      | 42%      | 46%      | 51% | 47%     |
| On the Path          | Active Candidate               | 39%      | 34%      | 35%      | 31%      | 21% | 34%     |
|                      | Architect                      | 27%      | 31%      | 23%      | 23%      | 28% | 19%     |
|                      | Percent On the Path            | 66%      | 66%      | 58%      | 54%      | 49% | 53%     |

Of candidates who started their NCARB Record between 2009-2013, 46% of 40-54-year-olds and 51% of those over 55 had stopped pursuing a license by the time of the survey—compared to 34% of 18-29-year-olds.

Individuals between 30-54 years old were the least likely to be licensed, with Record holders both older and younger more likely to have completed the path to licensure.

# Baseline on Belonging: Firm Culture & Career Development Report

Applicants from 2014 to 2018

|              |                                | 18 to 22 | 23 to 29 | 30 to 39 | 40 to 54 | 55+ | Unknown |
|--------------|--------------------------------|----------|----------|----------|----------|-----|---------|
| Off the Path | Before Starting NCARB programs | 9%       | 8%       | 12%      | 14%      | 15% | 15%     |
|              | During AXP                     | 14%      | 11%      | 8%       | 3%       | 2%  | 14%     |
|              | Between AXP and Exam           | 1%       | 2%       | 3%       | 1%       | 0%  | 2%      |
|              | During Exam                    | 1%       | 3%       | 5%       | 14%      | 21% | 4%      |
|              | Percent Off the Path           | 24%      | 25%      | 28%      | 33%      | 38% | 34%     |
| On the Path  | Active Candidate               | 73%      | 69%      | 65%      | 57%      | 49% | 62%     |
|              | Architect                      | 3%       | 7%       | 7%       | 9%       | 13% | 4%      |
|              | Percent On the Path            | 76%      | 75%      | 72%      | 67%      | 62% | 4%      |

For Record holders who opened their Record between 2014-2018, those 40 and older were more likely to have become inactive by the time of the survey compared to those between 18-39. However, individuals who were 55 or older were also the most likely to be licensed at 13%, compared to 7% of 23-39-year-olds.

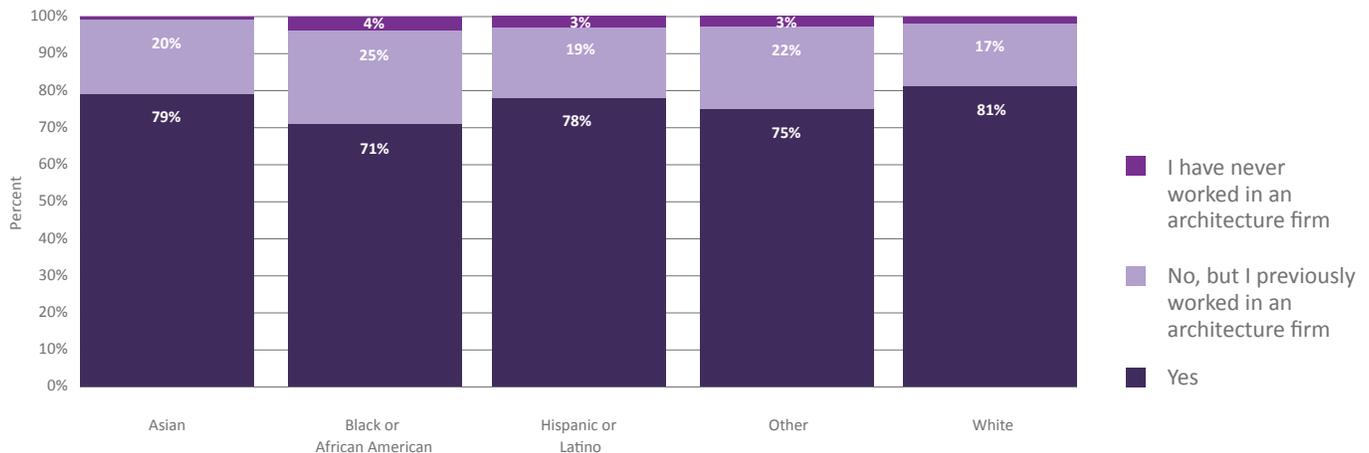
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## Respondent Demographics: Employed in Architecture

When asked about their current employment, 78 percent of respondents indicated they were currently employed by an architecture firm. Of the remaining 22 percent, 20 percent had previously worked for an architecture firm, and just 2 percent had never worked in architecture.

White respondents were more likely to be employed by an architecture firm at the time of the survey, especially younger white respondents or those in entry- or mid-level positions. Black or African American respondents—especially men—were the least likely to be employed by an architecture firm.

## White Respondents Most Likely to Be Employed by an Architecture Firm



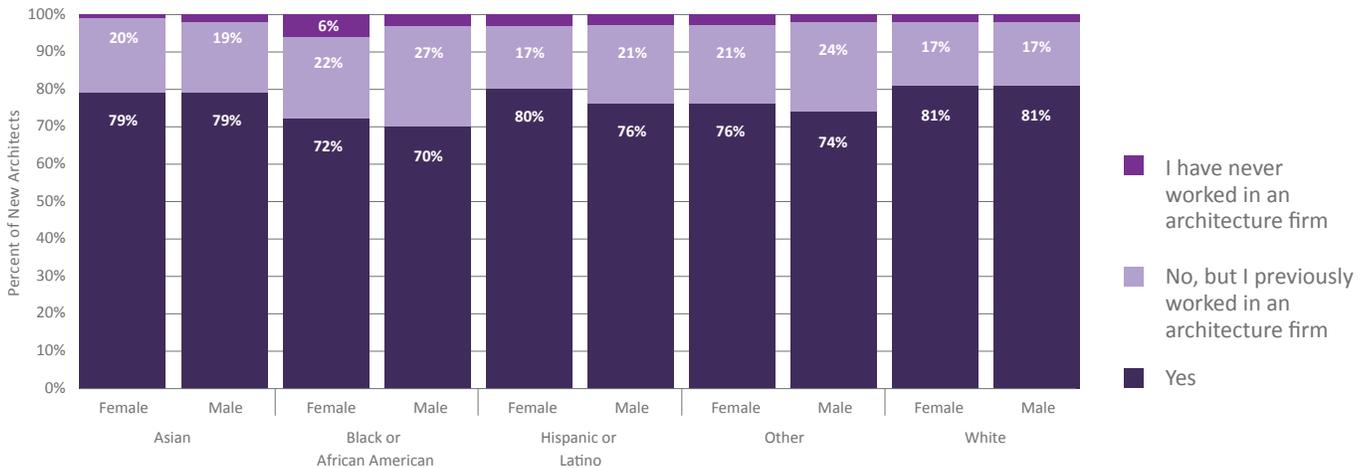
White respondents were more likely than respondents of other racial and ethnic groups to indicate they were employed by an architecture firm at the time of the survey, with 81 currently employed by an architecture firm.

Black or African American respondents were the least likely at 71 percent—a 10 percentage point difference. A quarter of African Americans indicated they had previously worked for an architecture firm but since left, the highest percentage of all racial and ethnic groups.



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## African American Men Least Likely to Be Employed by an Architecture Firm



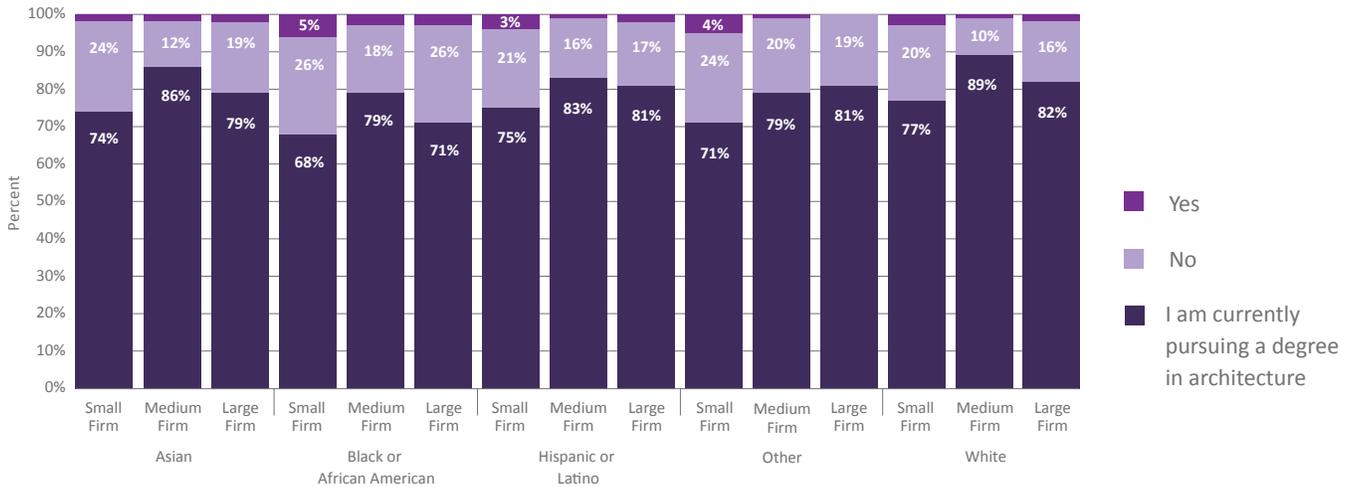
White and Asian respondents showed no difference between men and women regarding employment at the time of the survey; white men and women were equally likely to have been employed by an architecture firm at 81 percent.

However, there was a slight difference between men and women for African American and Latino respondents, with women of both groups more likely to be employed by an architecture firm compared to their male peers. African American men were the least likely to be employed by an architecture firm at 70 percent.



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## Mid-Size Firm Employees Most Likely to Be Employed by an Architecture Firm



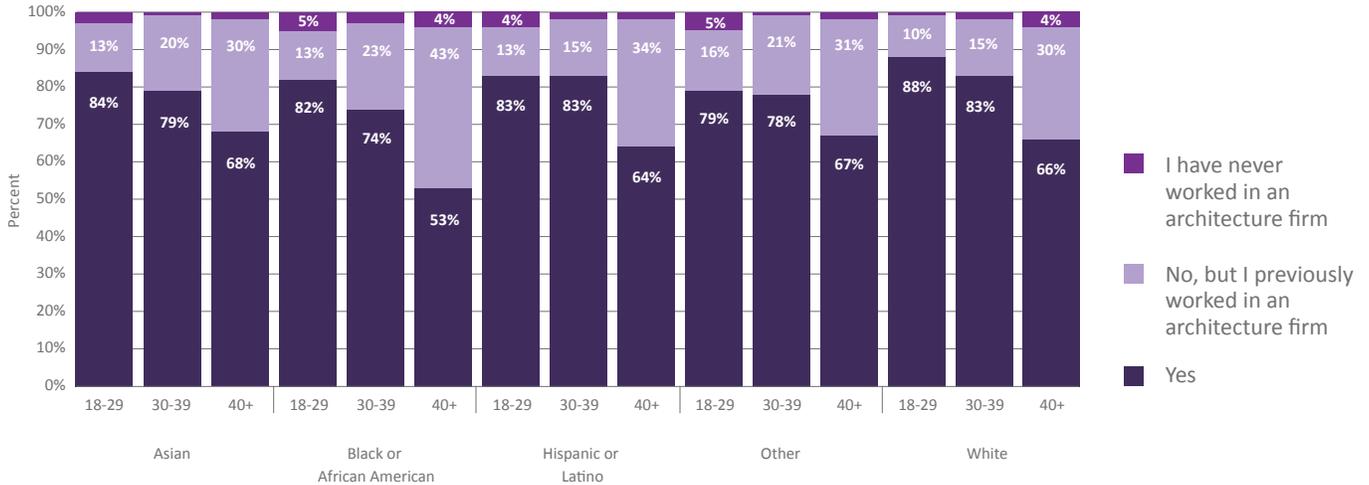
For most racial and ethnic groups (with the exception of those in the “other” group), respondents employed by medium-sized firms were more likely to report that their employer was an architecture firm compared to respondents at large and small firms.

White respondents at medium-sized firms were the most likely of all groups at 89 percent. African American respondents at small firms were the least likely at 68 percent—a 21 percentage point difference.



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## 18-29-Year-Olds More Likely to Be Employed by an Architecture Firm



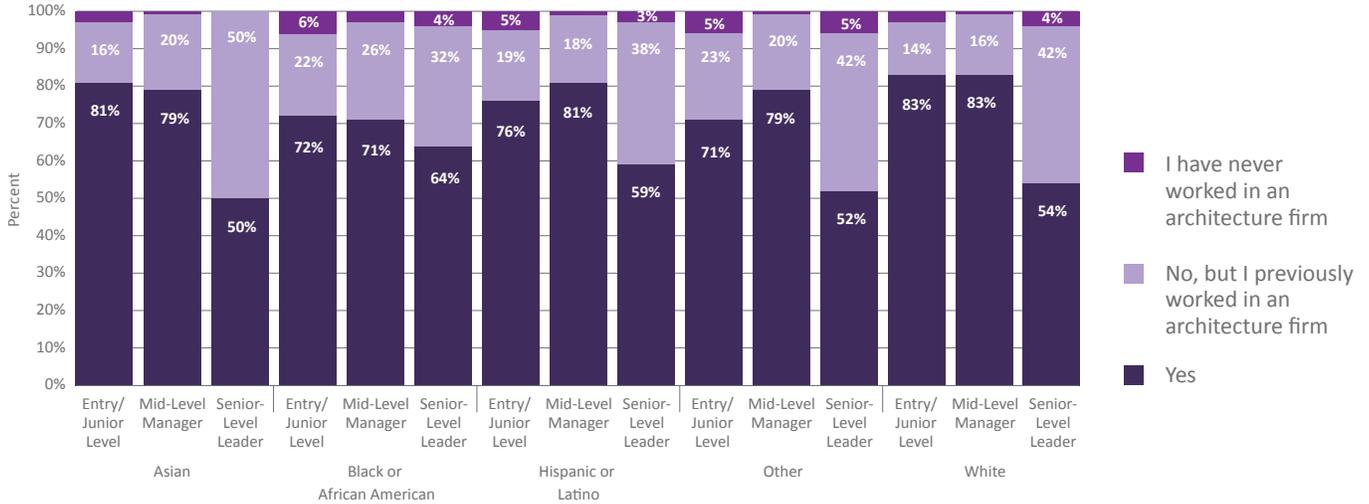
Across racial and ethnic groups, 18-29-year-olds were equally or more likely to be employed by an architecture firm compared to their 30-39-year-old and 40+ peers.

At 88 percent, white 18-29-year-olds were the most likely to be employed by an architecture firm at the time of the survey. Black or African American respondents who were 40 or older were the least likely at 53 percent.



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## Senior-Level Employees Least Likely to Be Employed by an Architecture Firm



Across racial and ethnic groups, respondents who indicated they were in senior-level positions were the least likely to report being employed by an architecture firm at the time of the survey. Asians in senior-level positions were the least likely of all groups at 50 percent.

At 83 percent, white employees in entry-level and mid-level positions were the most likely to be employed by an architecture firm.

# Baseline on Belonging: Firm Culture & Career Development Report

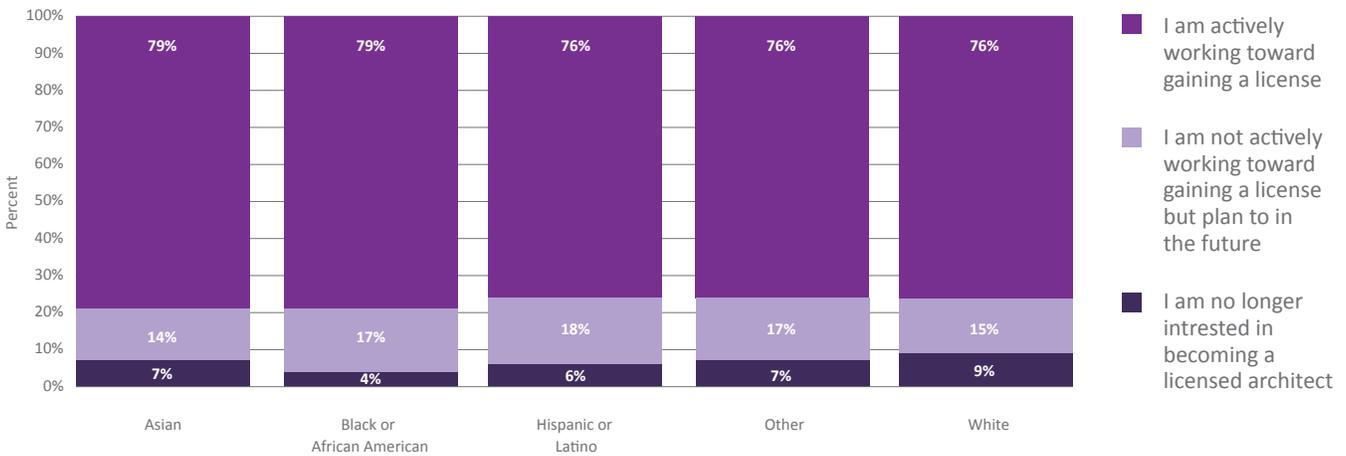
## Respondent Demographics: Licensure Status

Respondents who indicated they were not yet licensed architects were then asked about their status on the licensure path. Individuals could choose one of three responses:

- I am actively working toward gaining a license
- I am not currently working toward gaining a license but plan to in the future
- I am no longer interested in becoming a licensed architect

Most individuals (77 percent) said they were actively working toward gaining a license. Sixteen percent of respondents said they were not currently working toward a license but planned to in the future. The remaining 7 percent of respondents indicated they were no longer interested in becoming a licensed architect.

## Most Respondents Were Actively Working Toward Gaining Architecture License



Across racial and ethnic groups, the majority of candidates (76-79 percent) were actively working toward gaining a license.

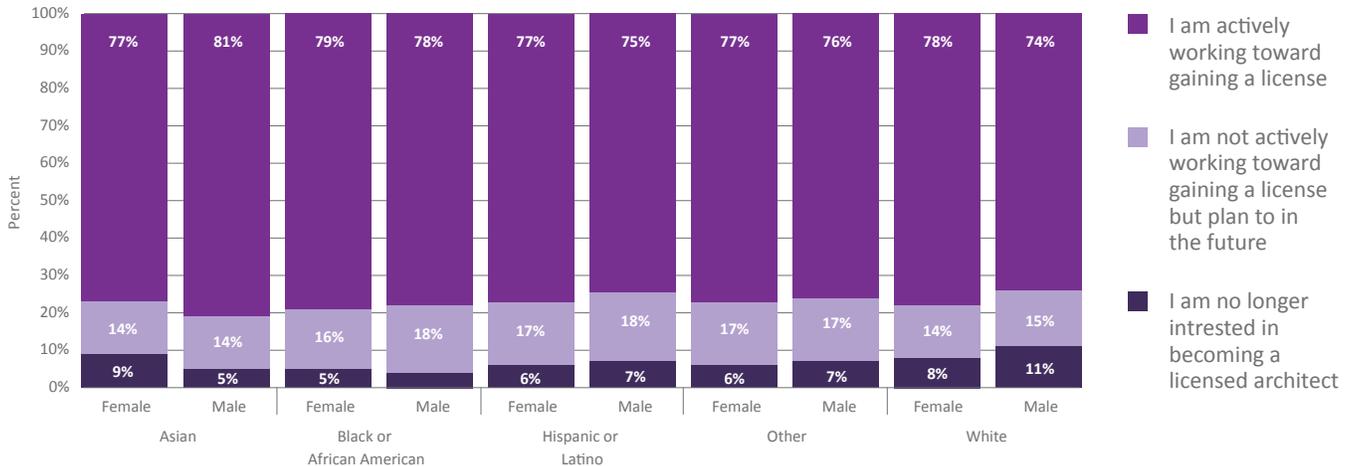
Less than 10 percent of respondents for each racial and ethnic group indicated they were no longer interested in becoming a licensed architect, with African Americans the least likely to select this option at 4 percent.

At 18 percent, Hispanic or Latino respondents were the most likely to say they were not currently working toward earning a license but planned to in the future.



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## Women and Men Nearly Equally As Likely to Say They Were Actively Working Toward Architecture License



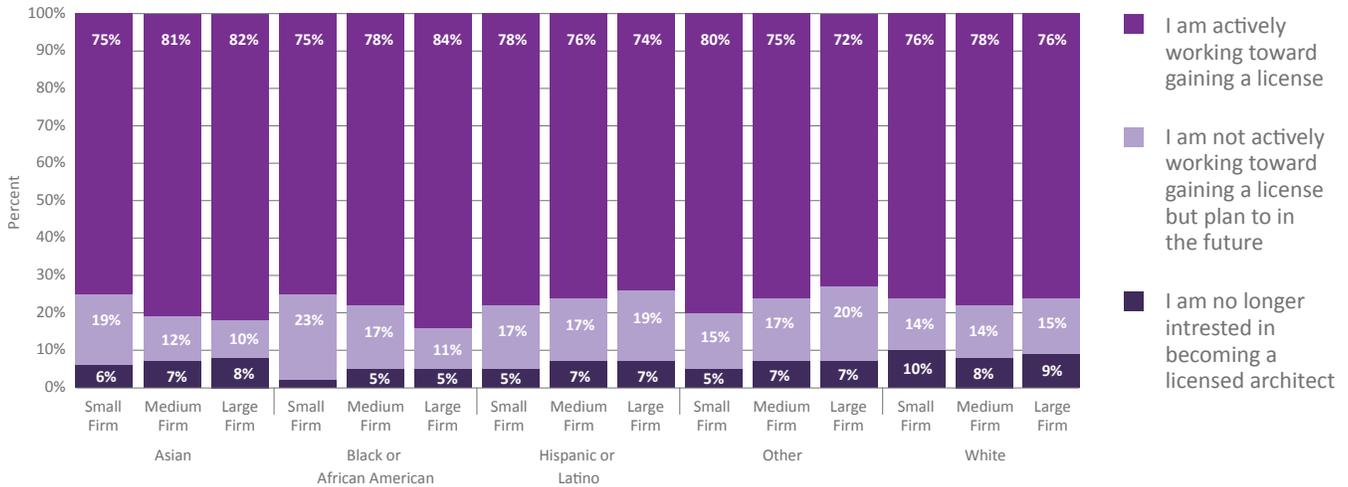
Across racial and ethnic groups, women and men indicated they were actively working toward gaining a license at similar rates.

The greatest disparity between men and women of the same racial or ethnic group is seen between Asian men and women. The proportion of Asian women no longer interested in becoming licensed (9 percent) was nearly double the proportion for Asian men (5 percent).



# Baseline on Belonging: Firm Culture & Career Development Report

## Large and Medium Firm Employees Slightly More Likely to Say They Are No Longer Interested in Becoming Licensed



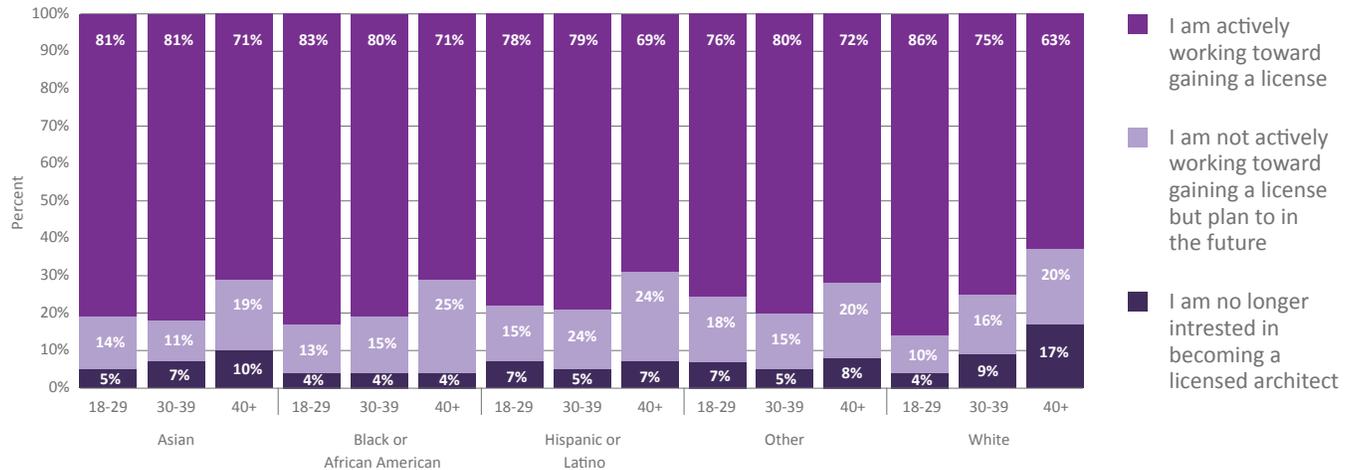
For most racial and ethnic groups, respondents at medium and large firms were slightly more likely to indicate they were no longer interested in becoming licensed. White respondents were nearly equally likely to select this option, regardless of firm size.

At 23 percent, African Americans at small firms saw the highest proportion of respondents who said they were not currently working toward gaining a license but planned to in the future.



# Baseline on Belonging: Firm Culture & Career Development Report

## 40+ Employees Less Likely to Say They Are Actively Working Toward Licensure



When asked about their status on the licensure path, employees aged 40 and older reported higher proportions of individuals who were not actively working toward gaining a license.

African American and Latino respondents aged 40 and older saw the highest proportions of individuals who were not currently working toward gaining a license but planned to in the future—at 25 and 24 percent, respectively.

At 17 percent, white respondents aged 40 and older represented the highest proportion of individuals who said they were no longer interested in becoming a licensed architect.

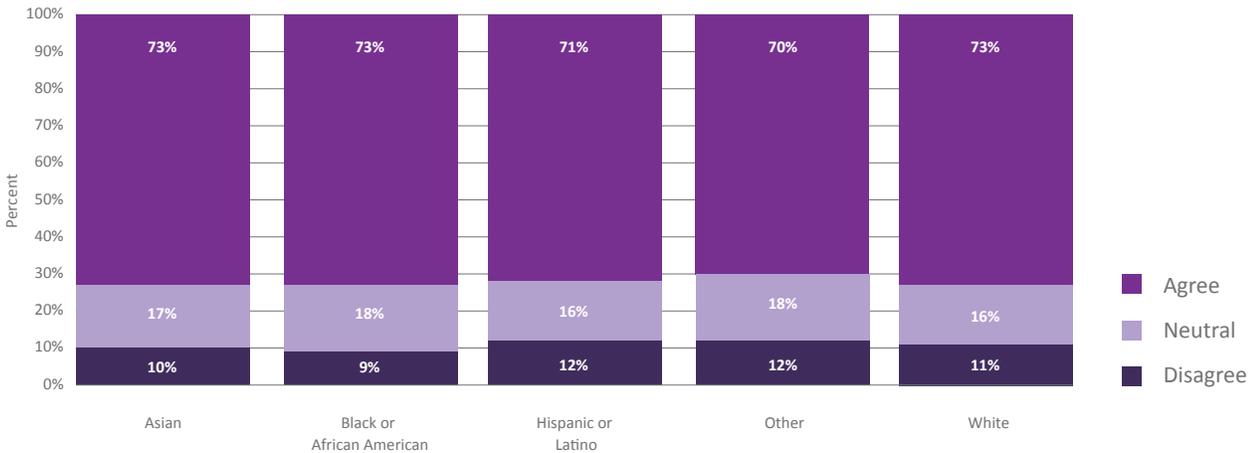
# Baseline on Belonging: Firm Culture & Career Development Report

## Firm Culture: Encouragement of Licensure

When asked to rate their level of agreement with the statement, “My firm encourages candidates to become licensed,” 72 percent of all respondents agreed or strongly agreed. Seventeen percent were neutral, and 11 percent disagreed or strongly disagreed.

Viewing the responses by race, ethnicity, and gender had little impact on the level of agreement, with most demographic groups approaching the overall average of 72 percent. However, filters for firm size, age, and career position did reveal several gaps: respondents employed by large firms were more likely to agree that their firm encouraged licensure, as were younger and entry-level level employees.

### Latinos Less Likely to Agree Firm Encourages Candidates to Become Licensed

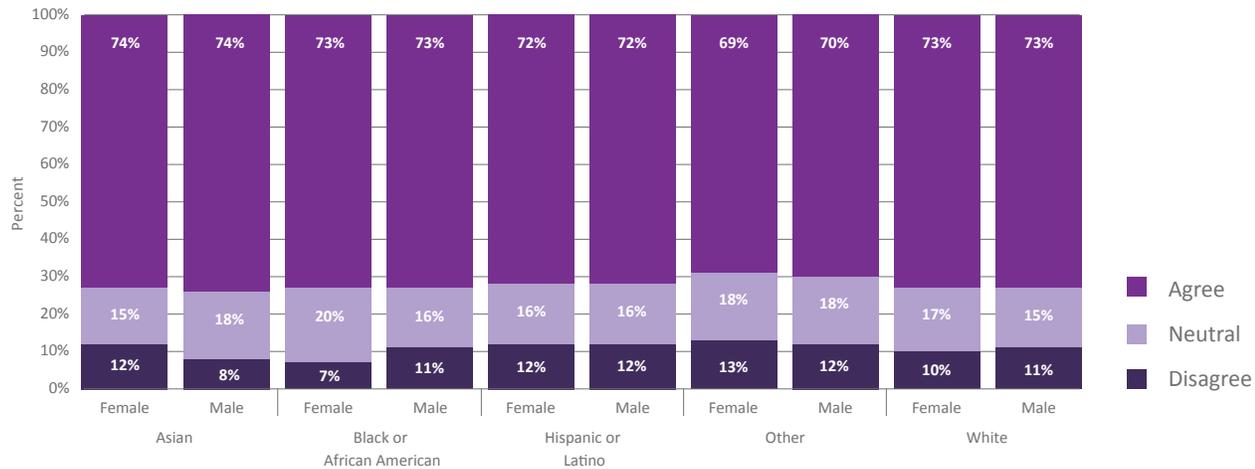


At 73 percent, Asian, Black or African American, and white respondents were equally likely to agree that their firm encourages candidates to become licensed. Hispanic or Latino respondents were slightly less likely at 71 percent, and individuals who identified as another race or ethnicity were the least likely at 70 percent.



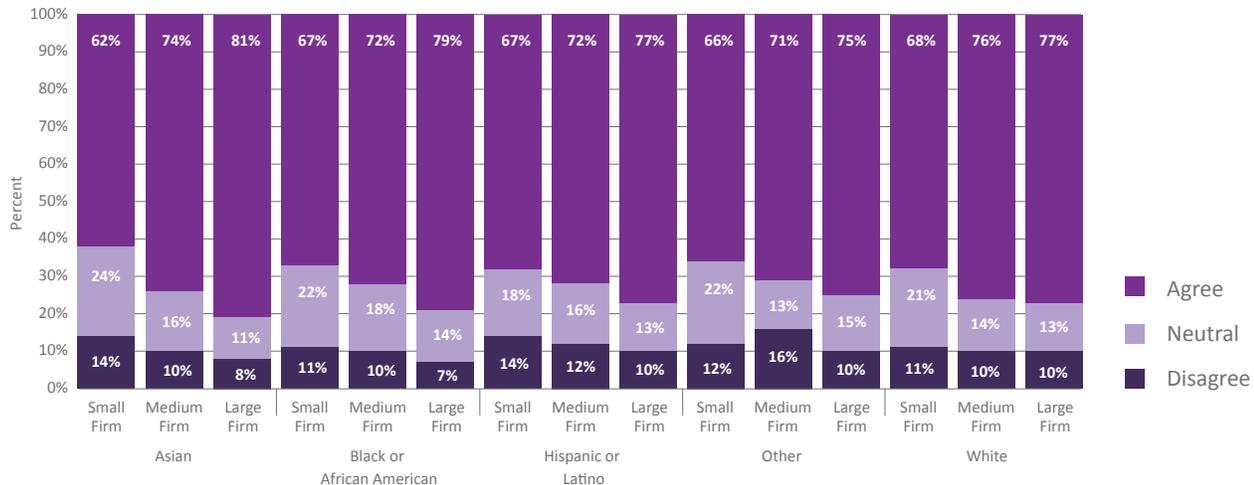
# Baseline on Belonging: Firm Culture & Career Development Report

## Gender Has Little Impact on Firm Encouragement of Licensure



Across all demographics, men and women of the same race or ethnicity were nearly equally (within 1 percentage point) as likely to agree that their firm encourages candidates to become licensed. At 74 percent, Asian men and women were slightly more likely than their peers to report that their firm encourages candidates to become licensed.

## Large Firms More Likely to Encourage Candidates to Become Licensed



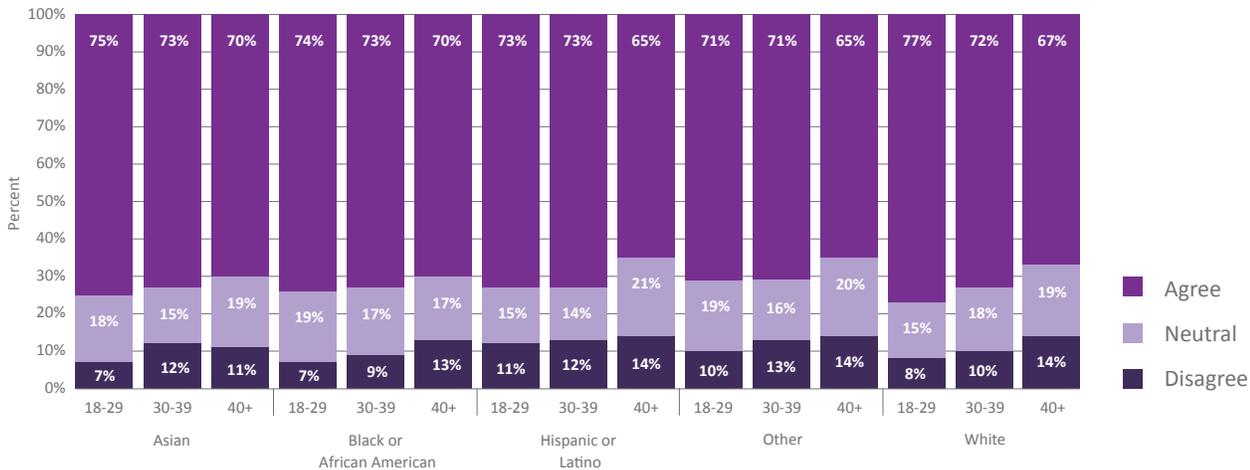
Across all racial and ethnic groups, respondents employed by large firms were more likely to agree that their firm encourages candidates to become licensed, compared to their peers at small or medium-sized firms.

At 81 percent, Asians employed by large firms had the highest level of agreement—14 percentage points higher than African Americans employed by small firms, who had the lowest level of agreement.



# Baseline on Belonging: Firm Culture & Career Development Report

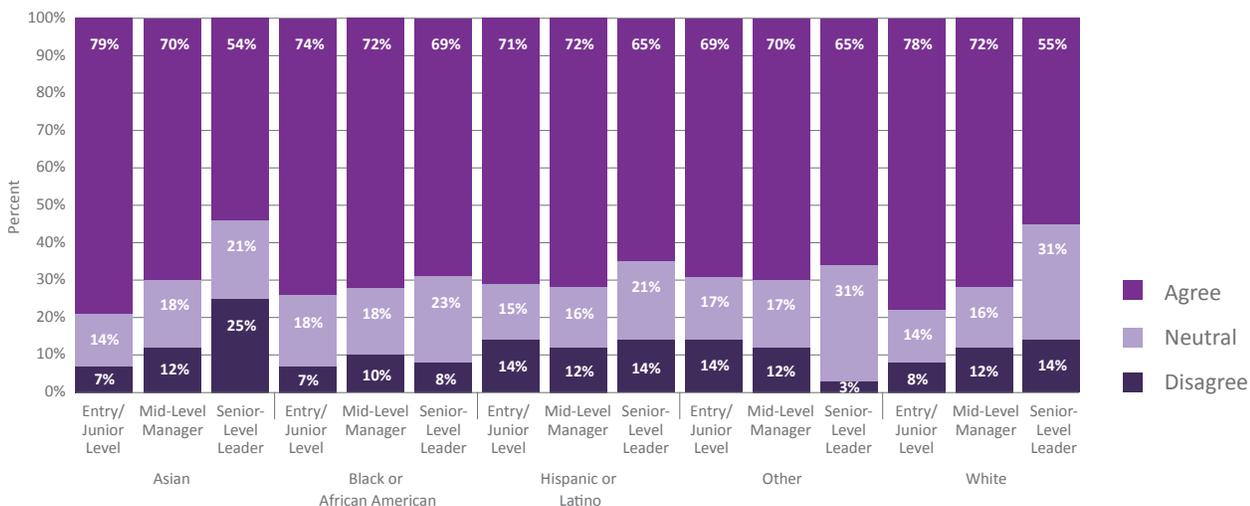
## Respondents 40 and Older Less Likely to Agree Firm Encourages Candidates to Become Licensed



Respondents who were 40 or older were less likely to agree that their firm encourages candidates to become licensed, compared to their 18-29-year-old and 30-39-year-old peers.

At 77 percent, white 18-29-year-olds were the most likely to agree—12 percentage points higher than Latino and other respondents 40 or older, who were the least likely.

## Senior-Level Employees Less Likely to Agree Firm Encourages Candidates to Become Licensed



Across all racial and ethnic groups, senior-level employees were less likely to agree than entry- and mid-level employees that their firm encourages candidates to become licensed. Asians in senior-level positions were the least likely of all groups to agree (54 percent), and Asians in entry-level positions were the most likely of all groups to agree (79 percent).

# Baseline on Belonging: Firm Culture & Career Development Report

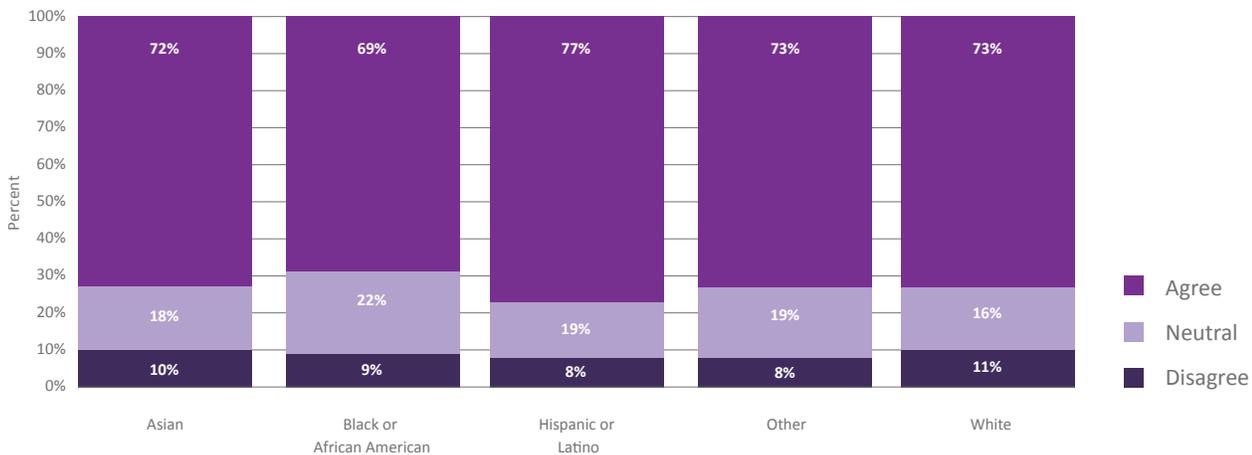
## Firm Culture: Respect for Individuals

When asked to rate their level of agreement with the statement “My firm respects individuals and values their differences,” 73 percent of all respondents either agreed or strongly agreed. Eighteen percent were neutral, and 9 percent disagreed or strongly disagreed.

Filtering the responses by demographic characteristics—including race, ethnicity, gender, age, firm size, and position in firm—revealed several disparities. Black or African American respondents, especially African American women, were less likely to agree that their firm respected individuals compared to their peers. Hispanic or Latino respondents, especially Latino men, were more likely to agree. The differences between these groups were larger among respondents employed by large firms.

Additionally, a smaller proportion of respondents over 40 agreed that their firm respected individuals compared to their 18-29-year-old peers.

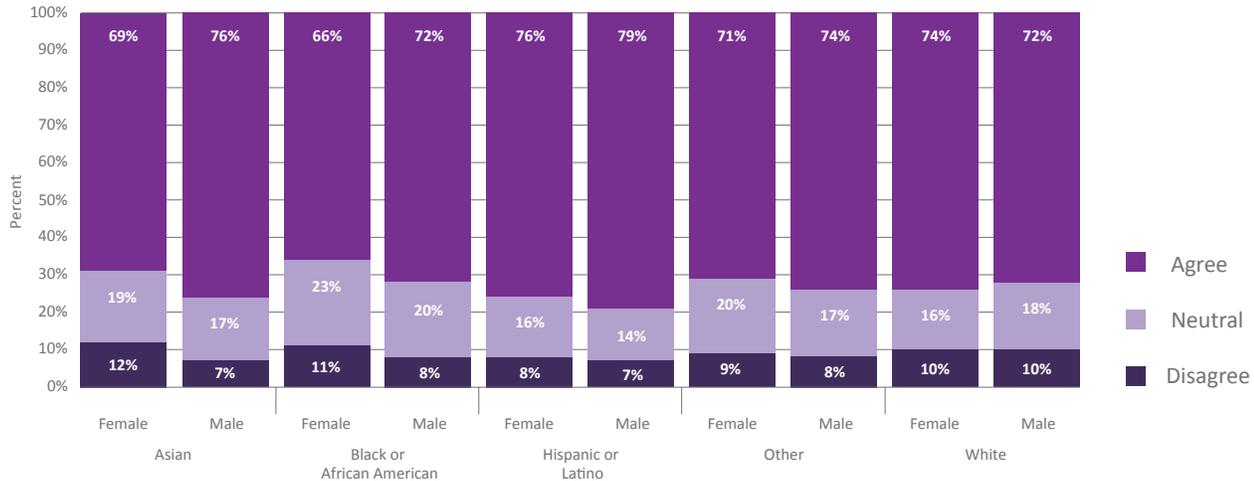
### African Americans Least Likely to Agree Firm Respects Individuals



When asked to rate their agreement with the statement “My firm respects individuals and values their differences,” Black or African American respondents were less likely to indicate they agreed (69 percent) compared to respondents of other racial or ethnic groups. Hispanic or Latino respondents were the most likely to agree at 77 percent.

# Baseline on Belonging: Firm Culture & Career Development Report

## African American Women Least Likely to Agree Firm Respects Individuals



For most racial and ethnic groups, women were less likely to agree that their firm respects individuals compared to men of the same group. At 66 percent, African American women were the least likely to agree.

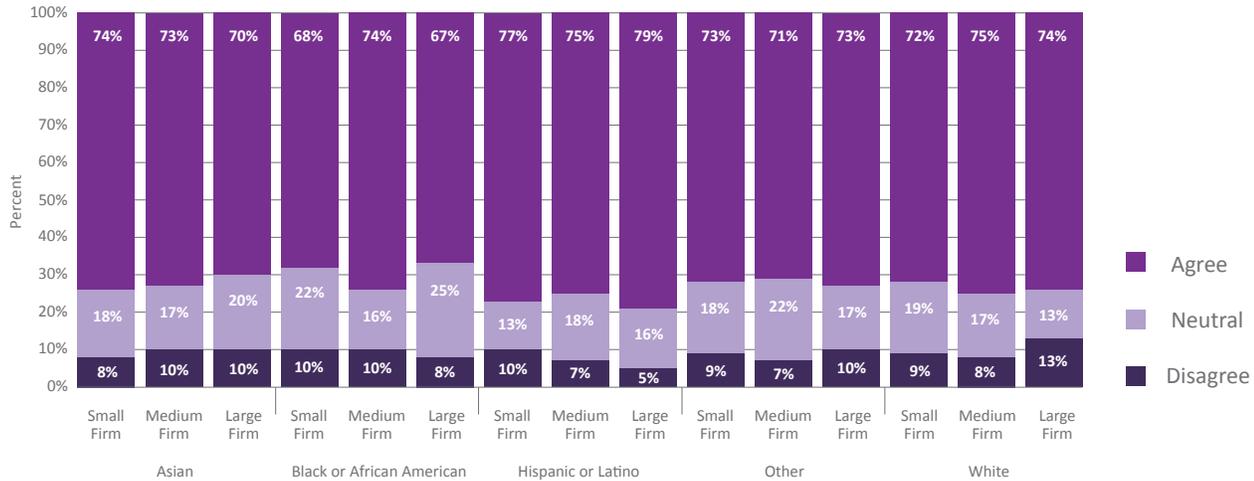
However, white women were slightly *more* likely to agree that their firm respects individuals compared to white men.

Hispanic or Latino men were the most likely to agree at 79 percent.



# Baseline on Belonging: Firm Culture & Career Development Report

## Racial Disparities Regarding Respect for Individuals More Significant at Large Firms



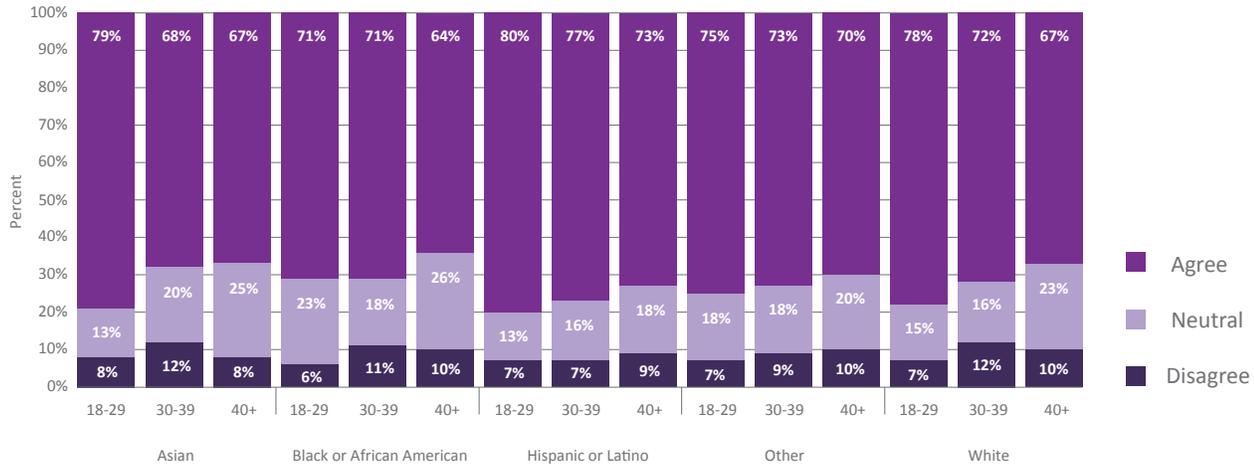
There is a more significant gap in responses between demographic groups employed by large firms (a 13-percentage point difference between most and least likely to agree) compared to those employed by small (a 9 percentage point spread) and medium-sized firms (a 5 percentage point spread).

At all firm sizes, Hispanic or Latino respondents were more likely to agree that their firm respects individuals and values their differences compared to respondents of other racial and ethnic groups.

African Americans employed by large firms were the least likely of all respondents to agree at 67 percent.

# Baseline on Belonging: Firm Culture & Career Development Report

## 18-29-Year-Olds More Likely to Agree Firm Respects Individuals



Across all racial and ethnic groups, 18-29-year-olds were more likely to agree that their firm respects individuals and values their differences compared to 30-39-year-olds and those 40 or older.

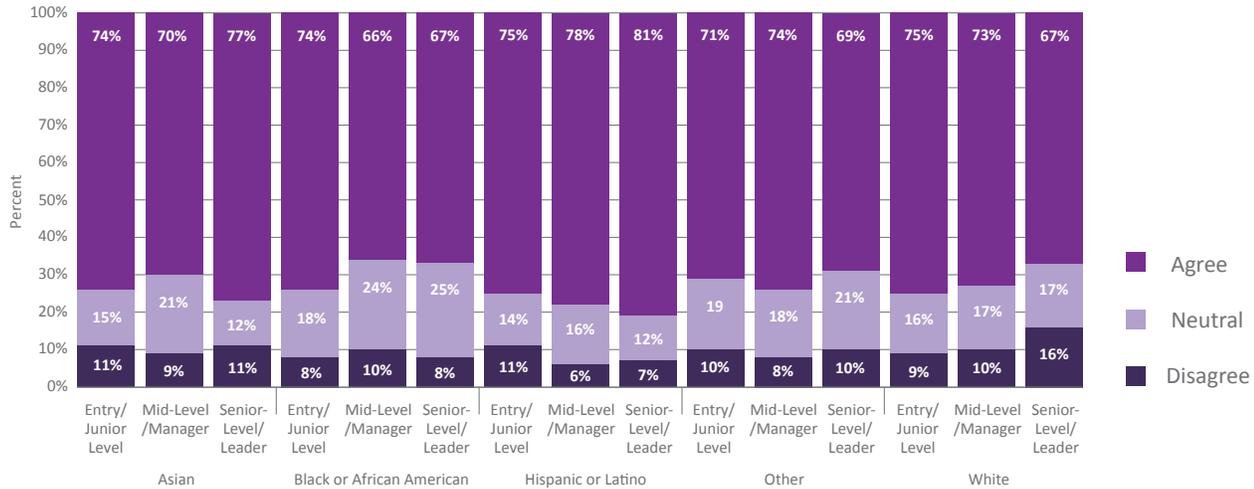
Eighty percent of Hispanic or Latino 18-29-year-olds agreed that their firm respects individuals, the most of any group and 9 percentage points higher than Black or African American 18-29-year-olds.

Similarly, in all racial and ethnic groups, respondents over 40 were less likely to agree, with Latino respondents who were 40 or older the most likely, and African American respondents who were 40 or older the least likely.



# Baseline on Belonging: Firm Culture & Career Development Report

## Mid-Level African Americans Least Likely to Agree Firm Respects Individuals



When viewed by race, ethnicity, and position in firm, there is no distinct pattern across demographic groups.

At 66 percent, African Americans in mid-level positions were the least likely of all groups to agree that their firm respects individuals and values their differences.

Latinos in senior-level positions were the most likely to agree at 81 percent.

# Baseline on Belonging: Firm Culture & Career Development Report

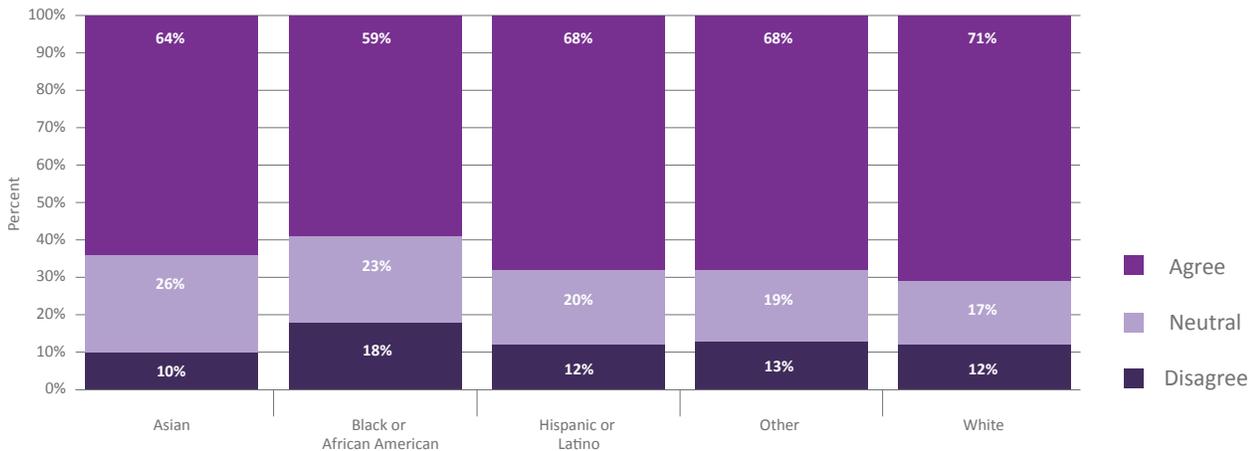
## Firm Culture: Sense of Belonging

When asked to rate their level of agreement with the statement “I feel like I belong in my firm,” 67 percent of all respondents either agreed or strongly agreed. Twenty-one percent were neutral, and 12 percent disagreed or strongly disagreed.

African American women were significantly less likely to report feeling like they belonged in their firm compared to their peers.

Younger employees were more likely to indicate they felt like they belonged in their firm, as were employees of medium-sized firms. Additionally, senior-level employees were more likely to agree compared to entry- or mid-level employees.

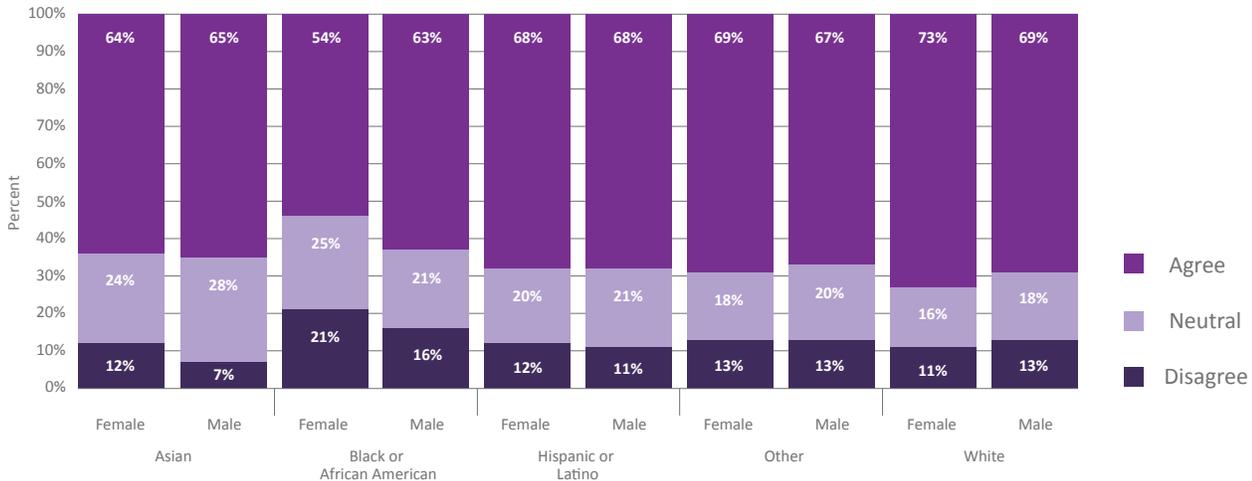
### African Americans Least Likely to Agree They Feel Like They Belong in Their Firm



Fifty-nine percent of Black or African American respondents agreed they felt like they belonged in their firm, compared to 71 percent of white respondents—a 12 percentage point difference.

# Baseline on Belonging: Firm Culture & Career Development Report

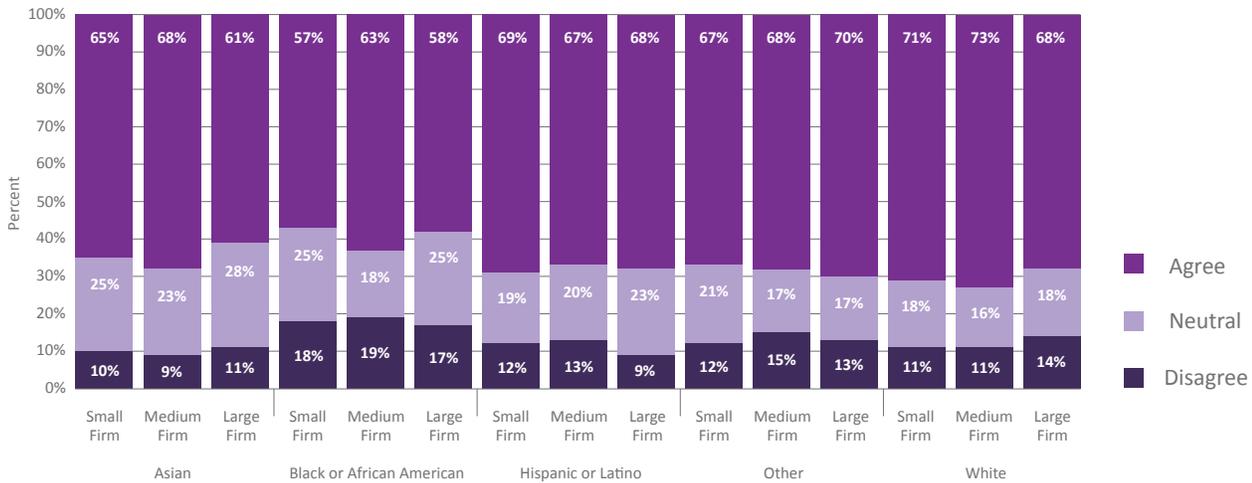
## African American Women Least Likely to Agree They Feel Like They Belong in Their Firm



For most racial and ethnic groups, men and women of the same group have similar levels of agreement regarding their sense of belonging in their firm. However, African American women were significantly less likely to agree that they felt they belonged in their firm (54 percent) compared to their male peers (63 percent). At 73 percent, white women were the most likely of all groups to agree.

# Baseline on Belonging: Firm Culture & Career Development Report

## Employees at Medium-Sized Firms More Likely to Agree They Feel Like They Belong in Their Firm

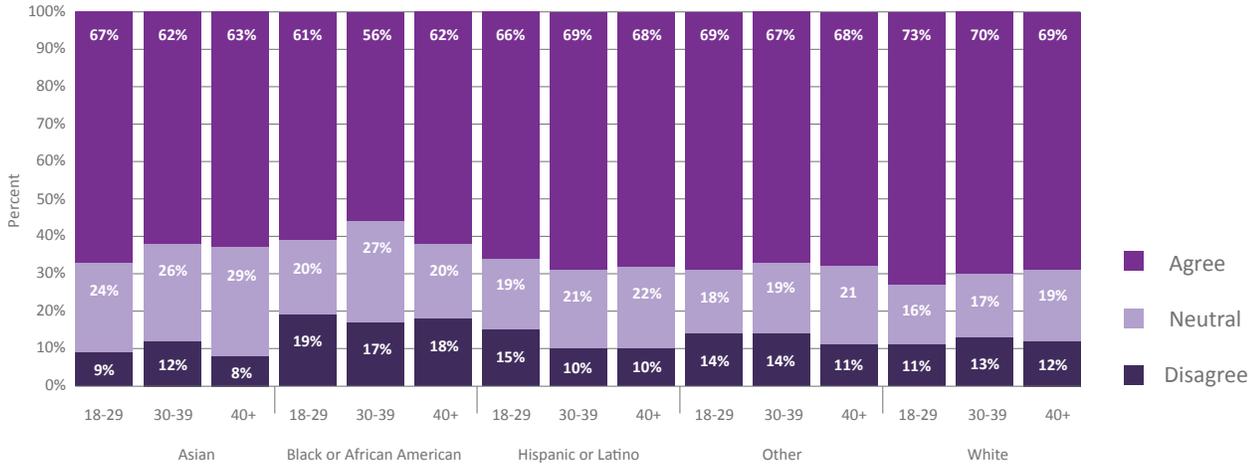


Filtered solely by firm sized, respondents at medium-sized firms are more likely to agree they feel like they belong in their firm compared to large and small firm employees. This pattern holds true for Asian, African American, and white respondents, with white employees at medium-sized firms the most likely of all groups to agree (73 percent).

However, Hispanic or Latino respondents are most likely to agree when employed by small firms.

# Baseline on Belonging: Firm Culture & Career Development Report

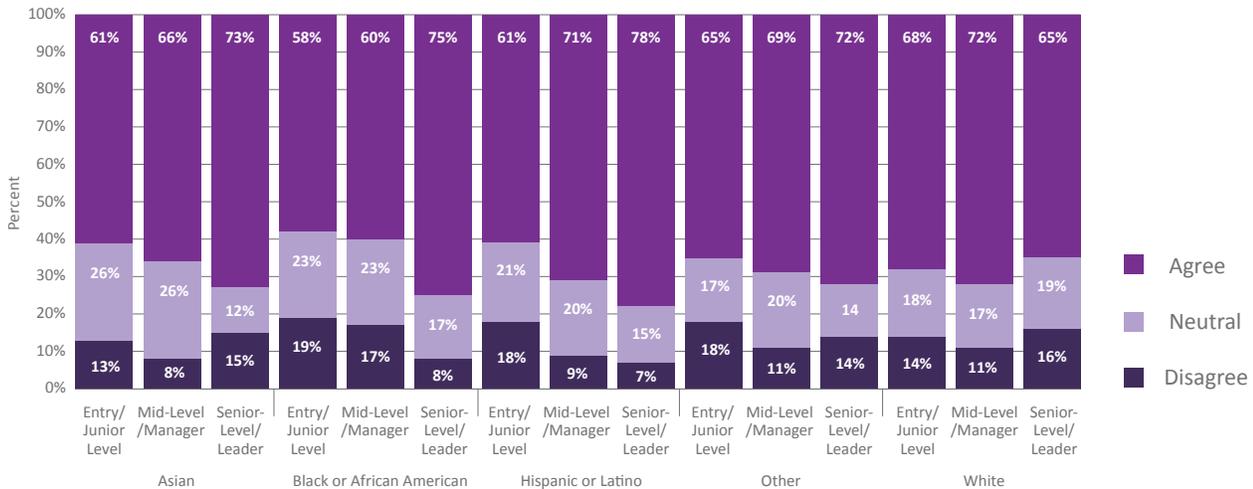
## 18-29-Year-Olds More Likely to Agree They Feel Like They Belong in Their Firm



For most racial and ethnic groups, 18-29-year-olds were more likely to indicate feel like they belong in their firm compared to 30-39-year-olds and those 40 or older. However, Hispanic or Latino 18-29-year-olds were slightly less likely to agree than their older peers.

Black or African American 30-39-year-olds were the least likely to agree at 56 percent.

## Entry-Level Employees Less Likely to Agree They Feel Like They Belong in Their Firm



Although younger employees were more likely to agree they felt a sense of belonging compared to their older peers, entry-level employees were less likely to agree compared to mid-level and senior-level respondents of the same race or ethnicity.

Entry-level African Americans were the least likely to agree at 57 percent, and senior-level Latinos were the most likely at 78 percent.

# Baseline on Belonging: Firm Culture & Career Development Report

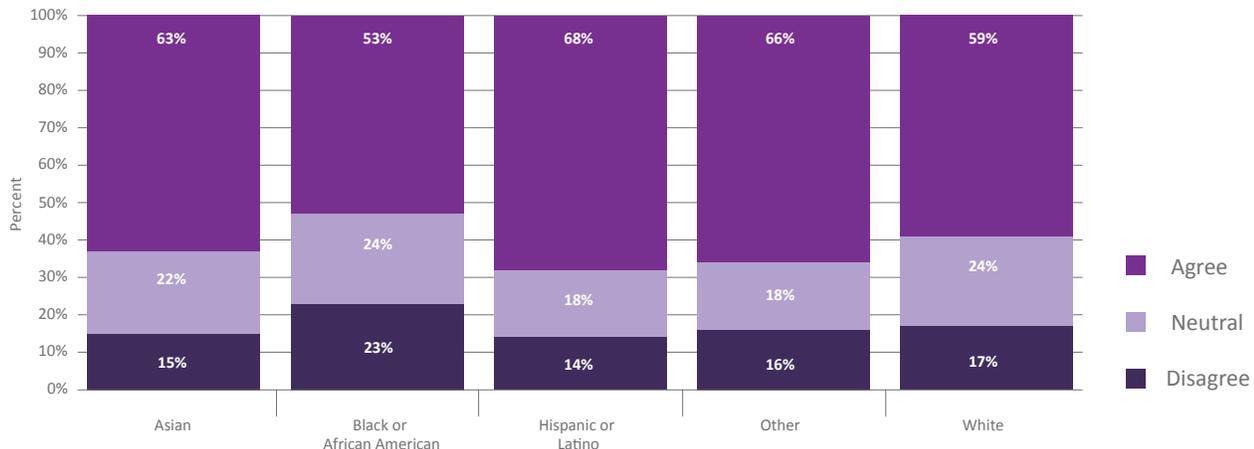
## Firm Culture: Diverse and Inclusive

When asked to rate their level of agreement with the statement “My firm culture is diverse and inclusive,” 62 percent of all respondents either agreed or strongly agreed. Twenty-two percent were neutral, and 16 percent disagreed or strongly disagreed.

Women—especially African American women—were less likely to agree that their firm culture is diverse and inclusive compared to their male peers.

Respondents over 40 and respondents who held senior-level positions in their firms were more likely to agree compared to their younger or entry-level counterparts.

## African Americans Least Likely to Agree Firm Culture Is Diverse and Inclusive

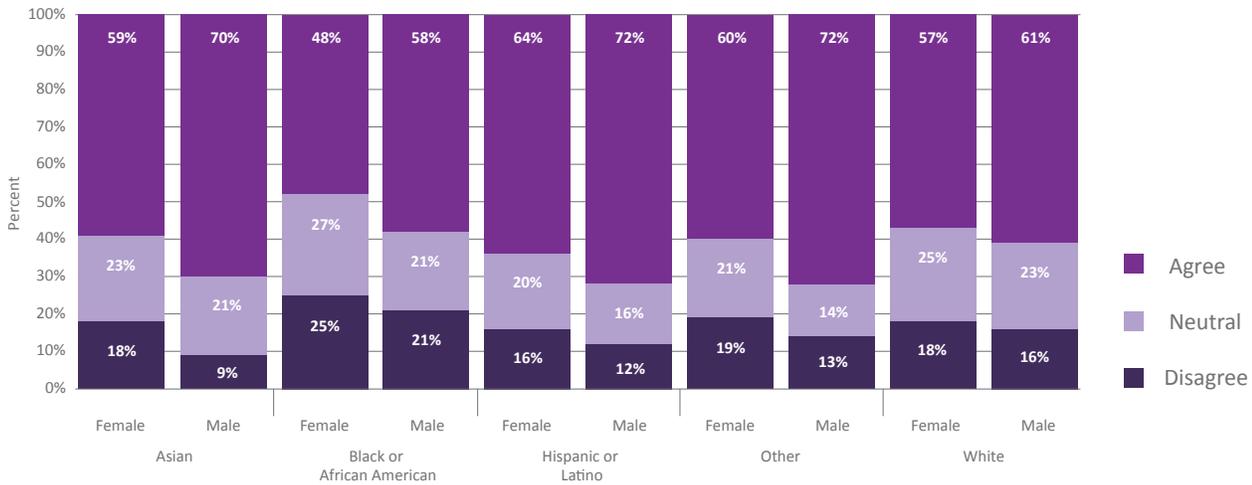


Fifty-four percent of Black or African American respondents agreed that their firm culture is diverse and inclusive, compared to 68 percent of Hispanic or Latino respondents—a 14 percentage point difference. White respondents were the second-least likely to agree at 59 percent.



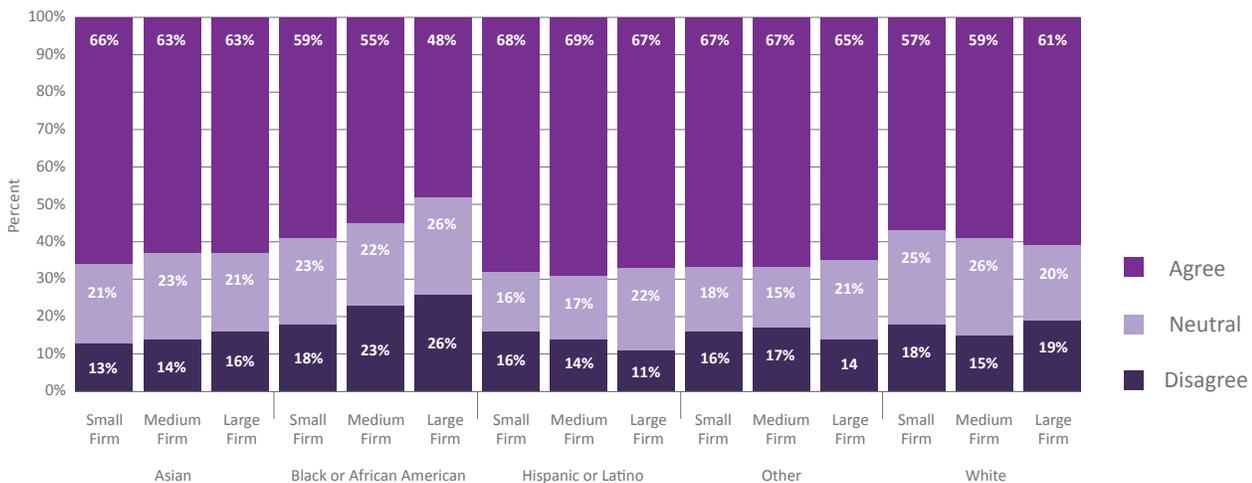
# Baseline on Belonging: Firm Culture & Career Development Report

## Less Than Half of African American Women Agree Their Firm Culture Is Diverse and Inclusive



Women of all races and ethnicities were less likely than their male peers of the same race or ethnicity to agree that their firm culture is diverse and inclusive. At 48 percent, Black or African American women were the least likely to agree—the only group where less than half of respondents agreed with the statement. At 72 percent, Latino men were the most likely to agree.

## African Americans at Large Firms Least Likely to Agree Their Firm Culture Is Diverse and Inclusive

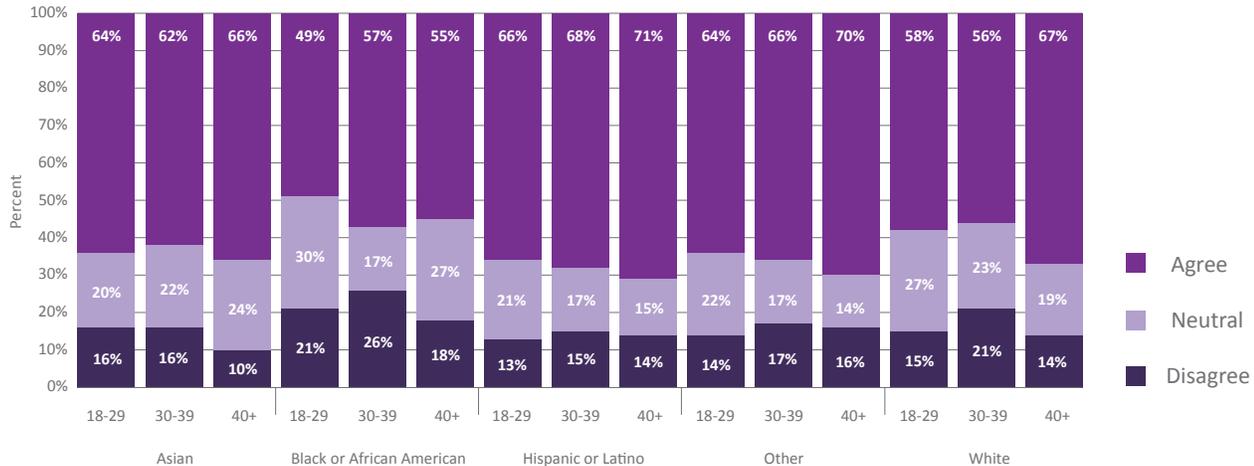


There was no steady pattern across demographic groups when responses were filtered by race, ethnicity, and firm size. African Americans employed by large firms were the least likely to agree at 48 percent, and Latinos employed by medium-sized firms were the most likely to agree at 69 percent.



# Baseline on Belonging: Firm Culture & Career Development Report

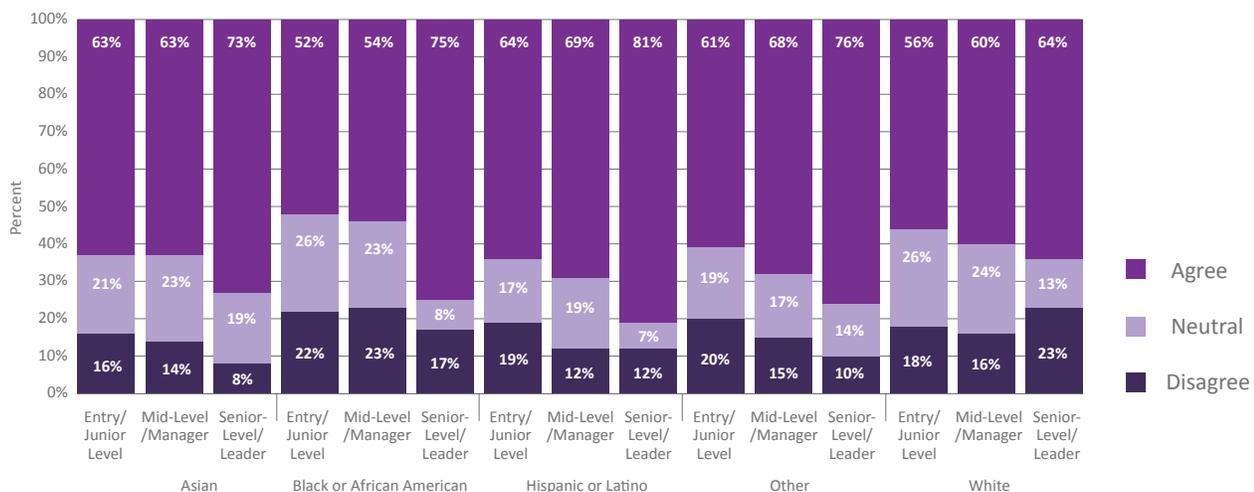
## Respondents 40 and Older More Likely to Agree Firm Culture Is Diverse and Inclusive



Across most races and ethnicities, respondents who were 40 or older were more likely to agree that their firm culture is diverse and inclusive compared to those who were 18-29 or 30-39. Black or African American respondents were the only exception, with 30-39-year-olds slightly more likely to agree (57 percent) than those 40 or older (55 percent).

Black or African American 18-29-year-olds were the least likely to agree of all groups at 49 percent.

## Senior-Level Employees More Likely to Agree Firm Culture Is Diverse and Inclusive



Similarly, senior-level employees across all races and ethnicities were more likely to agree that their firm culture is diverse and inclusive compared to their entry- and mid-level counterparts.

Senior-level Latinos were the most likely to agree at 80 percent. Entry-level African Americans were the least likely to agree at 52 percent.

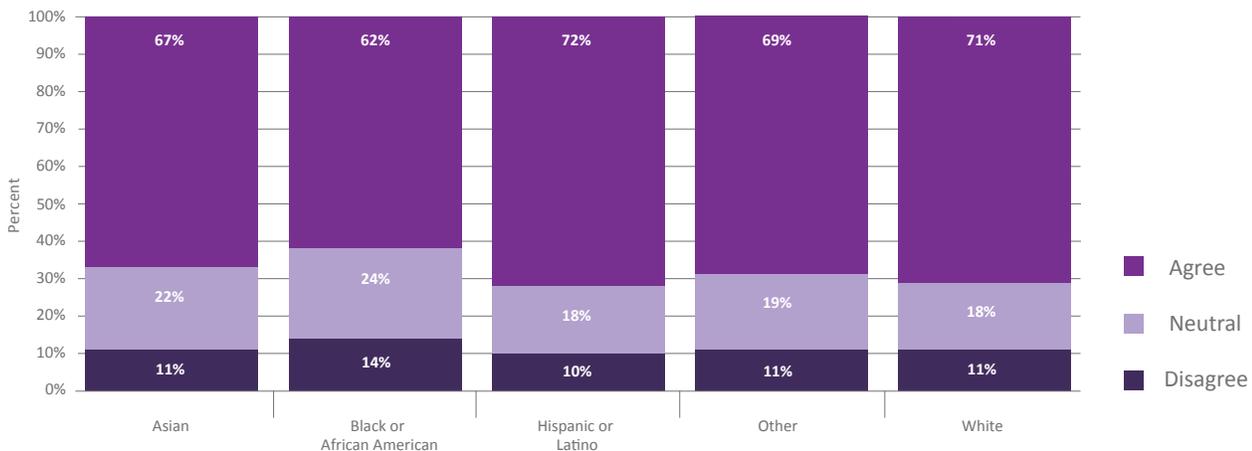
# Baseline on Belonging: Firm Culture & Career Development Report

## Firm Culture: Treatment of Employees Who Are Different

When asked to rate their level of agreement with the statement, “Employees who are different from most others are treated fairly at my firm,” 69 percent of all respondents agreed or strongly agreed. Of the remaining 31 percent, 20 percent were neutral and 11 percent disagreed or strongly disagreed.

Women, especially African American women, were less likely than their male peers to agree that “different” employees were treated fairly at their firm. Additionally, African Americans employed by large firms showed a significant gap compared to other racial and ethnic groups filtered by firm size.

### African Americans Less Likely to Agree Employees Who Are Different Are Treated Fairly

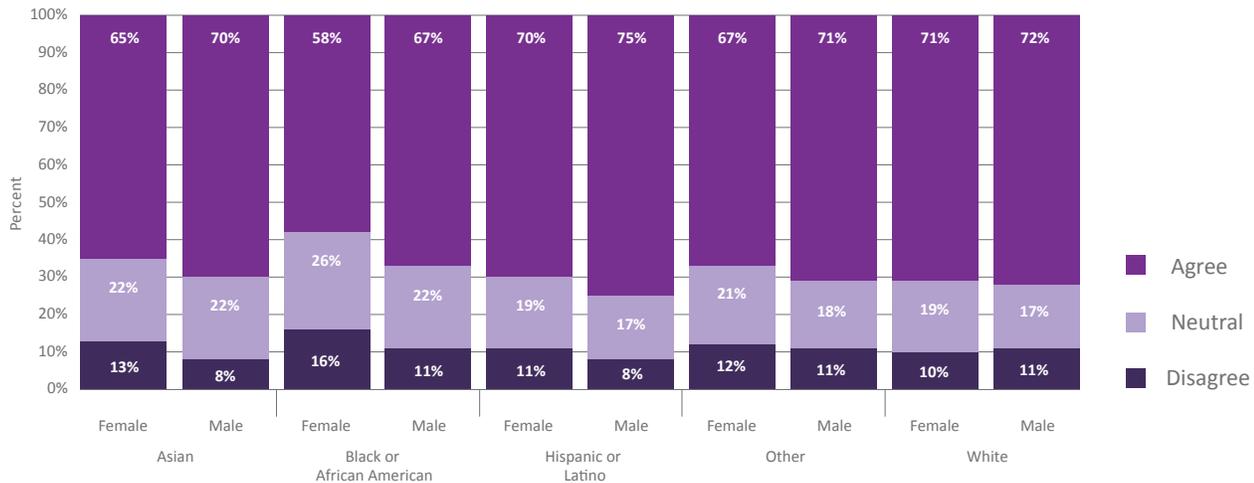


Sixty-three percent of Black or African American respondents agreed that their firm treats individuals who are different fairly, the lowest rate of all races and ethnicities. This is 9 percentage points less than Hispanic or Latino respondents (72 percent) and 8 percentage points fewer than white respondents (71 percent).



# Baseline on Belonging: Firm Culture & Career Development Report

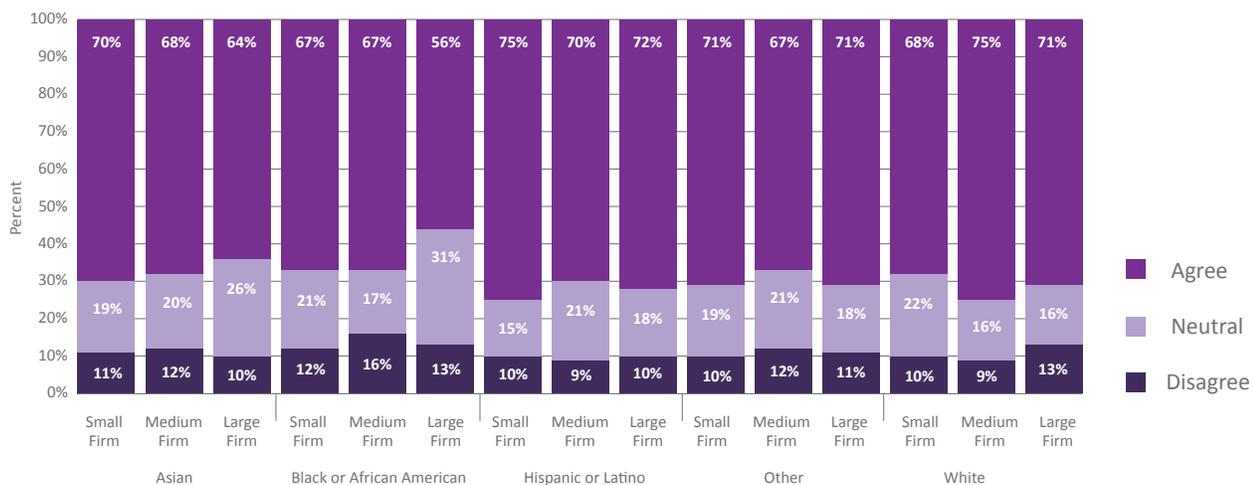
## Women Less Likely to Agree Employees Who Are Different Are Treated Fairly



Across all races and ethnicities, women were less likely to agree that their firm treats employees who are different fairly, compared to men of the same demographic group.

Black or African American women were the least likely to agree at 58 percent—17 percentage points less than Hispanic or Latino men, who were the most likely.

## African Americans Employed By Large Firms Least Likely to Agree Employees Who Are Different Are Treated Fairly

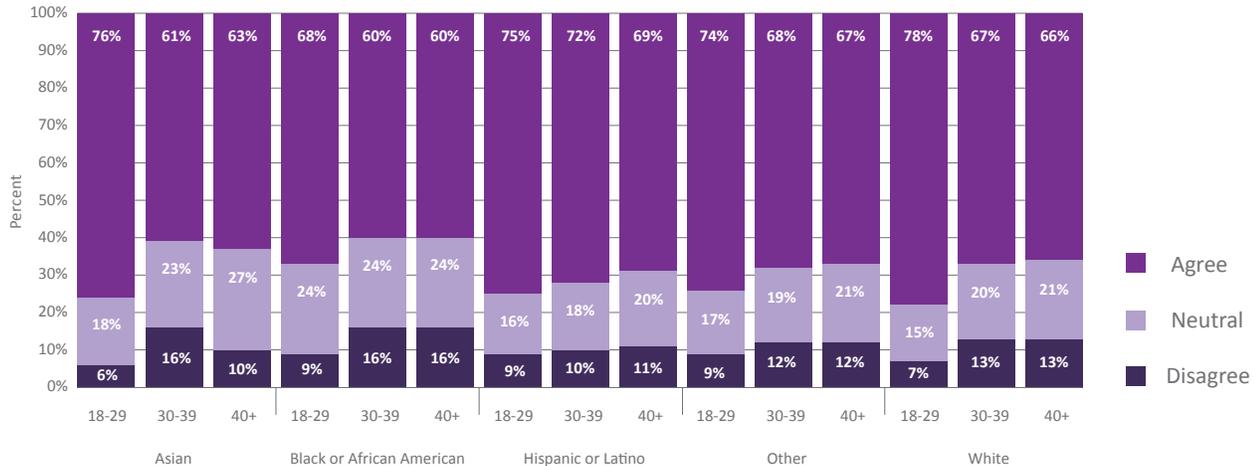


When responses are viewed by race, ethnicity, and firm size, African Americans employed by large firms were a clear outlier—with 56 percent agreeing that their firm treats individuals who are different fairly. This is 8-16 percentage points fewer than all other racial and ethnic groups employed by large firms.



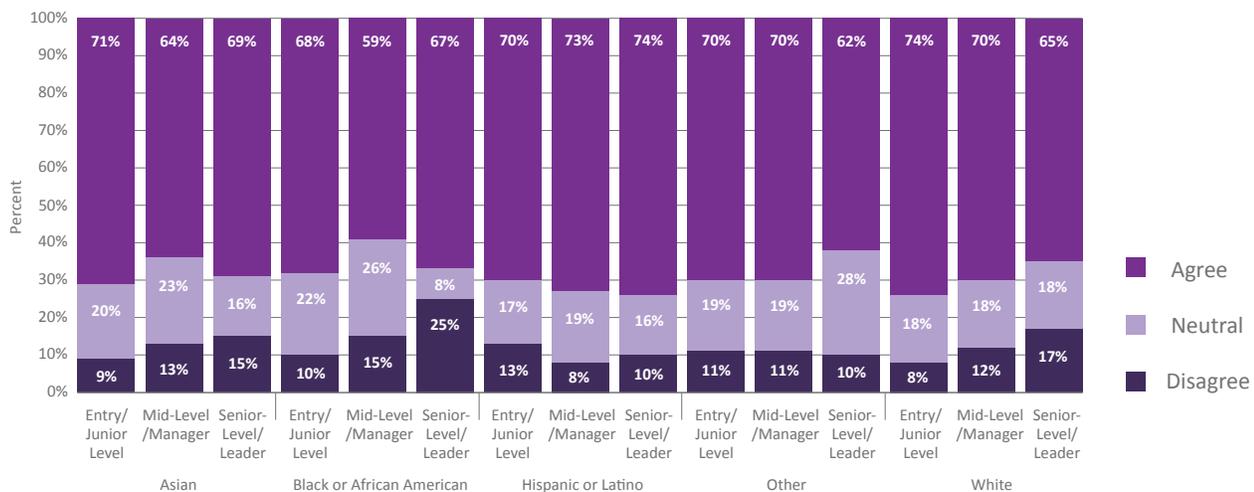
# Baseline on Belonging: Firm Culture & Career Development Report

## 18-29-Year-Olds More Likely to Agree Employees Who Are Different Are Treated Fairly



Across all races and ethnicities, 18-29-year-olds were more likely than other age groups to agree that employees who are different from most others are treated fairly at their firm. White 18-29-year-olds had the highest level of agreement, with 78 percent agreeing or strongly agreeing. This is 10 percentage points higher than Black or African American 18-29-year-olds.

## Entry-Level Employees More Likely to Agree Employees Who Are Different Are Treated Fairly



For most racial and ethnic groups, entry-level employees were more likely to agree that employees who are different from most others are treated fairly at their firm. However, the opposite is true for Hispanic and Latino respondents, with entry-level employees 3-4 percentage points less likely to agree than those in mid-level and senior positions.

# Baseline on Belonging: Firm Culture & Career Development Report

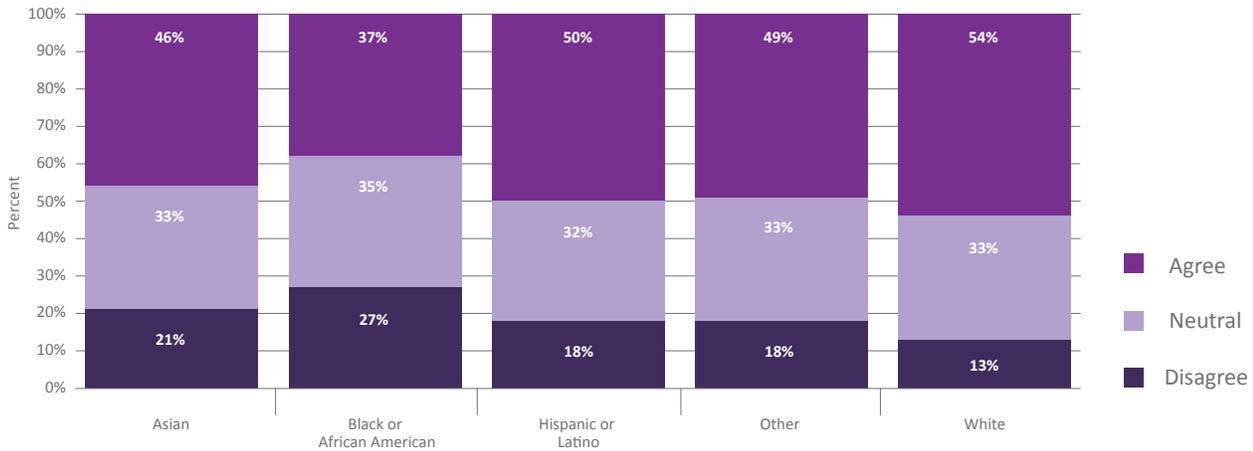
## Firm Culture: Encouraged to Apply for Higher Positions

When asked to rate their level of agreement with the statement, “Employees of different backgrounds are encouraged to apply for higher positions,” 49 percent of respondents either agreed or strongly agreed. This is significantly lower than the level of agreement on other statements related to firm culture. Of the remaining 51 percent, 33 percent were neutral and 18 percent disagreed or strongly disagreed.

As with previous statements, African Americans and women—especially African American women—were less likely to agree compared to their peers of other races, ethnicities, and genders.

Young or entry-level respondents were also less likely to agree, although this could partly be due to limited exposure to career growth early in their careers.

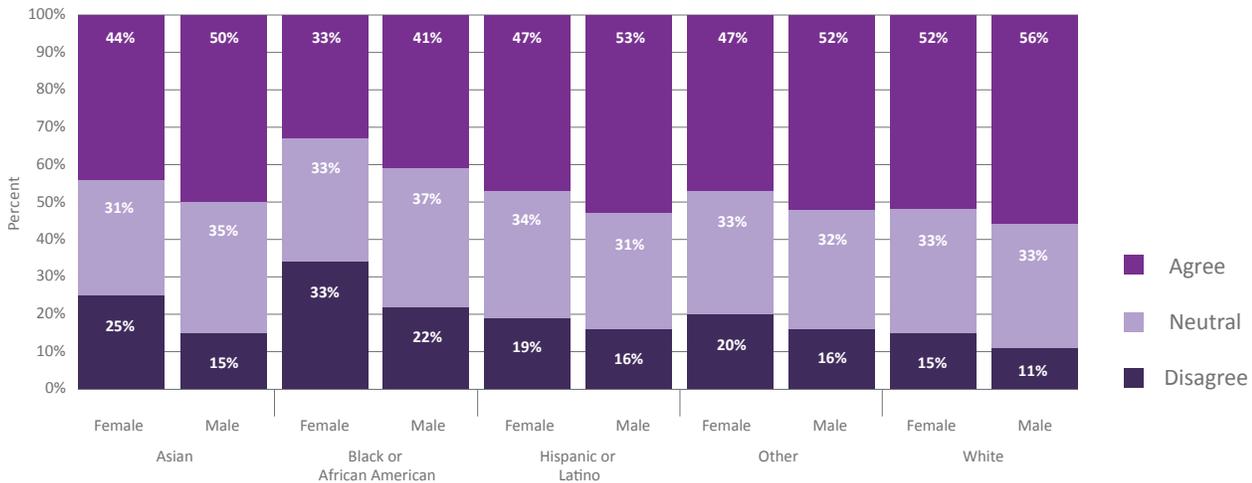
## African Americans Less Likely to Agree Firm Encourages Employees of Different Backgrounds to Apply for Higher Positions



Thirty-seven percent of Black or African American respondents agreed that their firm encourages employees of different backgrounds to apply for higher positions. This is the lowest level of agreement for all races and ethnicities, and 17 percentage points fewer than white respondents.

# Baseline on Belonging: Firm Culture & Career Development Report

## One Third of African American Women Do Not Agree Firm Encourages Employees of Different Backgrounds to Apply for Higher Positions

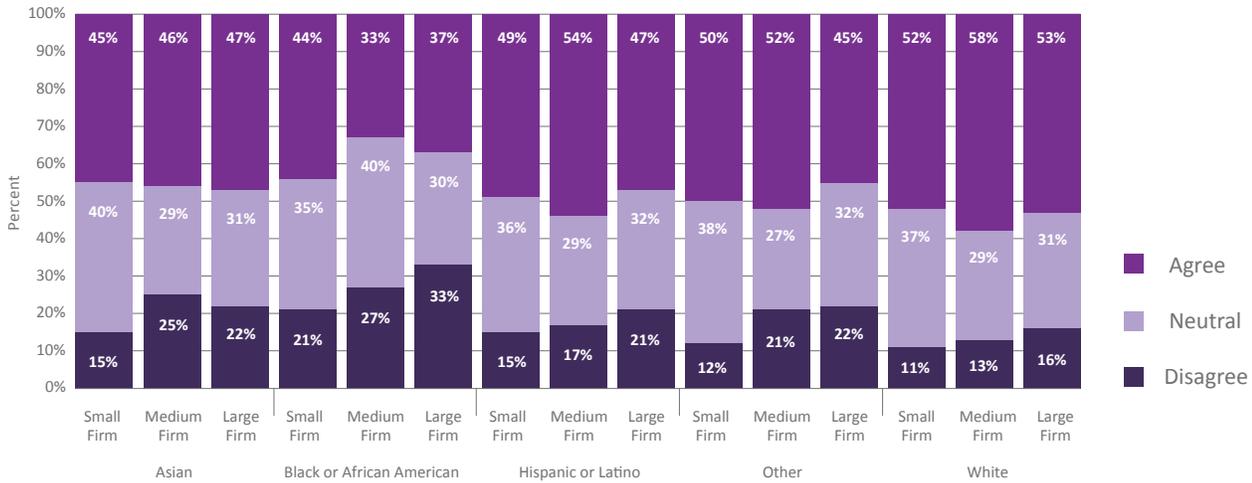


One third (33 percent) of Black or African American women agreed that their firm encourages employees of different backgrounds to apply for higher positions, the lowest agreement rate across all races, ethnicities, and genders. This is 23 percentage points fewer than white men, who were the most likely to agree.

Black or African American women also had the highest “disagree” rate at 33 percent. White men had the lowest disagree rate at 11 percent.

# Baseline on Belonging: Firm Culture & Career Development Report

## African Americans at Medium-Sized Firms Less Likely to Agree Firm Encourages Employees of Different Backgrounds to Apply for Higher Positions

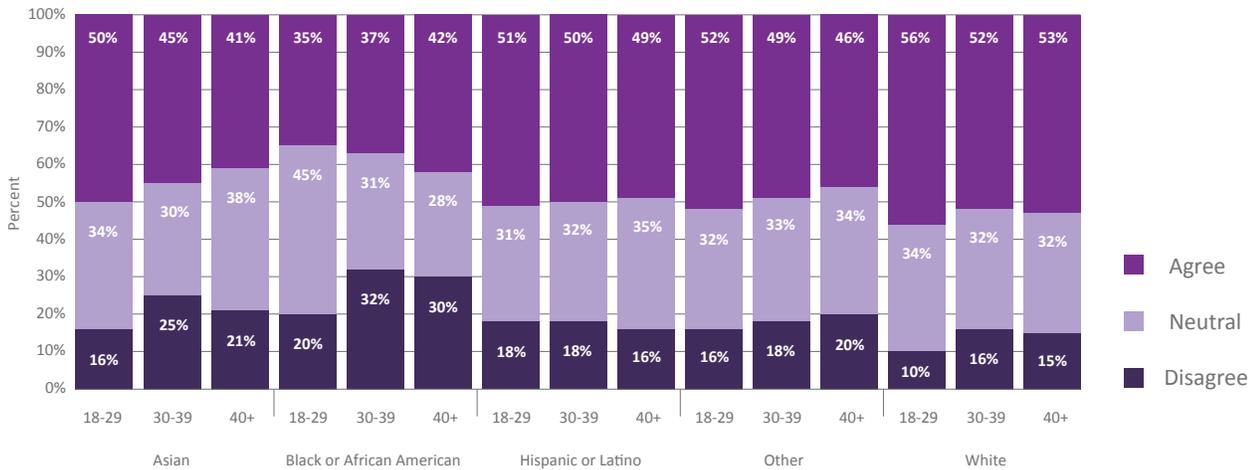


White and Latino respondents employed by medium-sized firms were more likely to indicate that their firm encourages employees of different backgrounds to apply for higher positions compared to their peers at small and large firms. However, the opposite is true for African American respondents at mid-sized firms, who were the least likely to agree. Asian respondents were nearly equally likely to agree regardless of firm size.



# Baseline on Belonging: Firm Culture & Career Development Report

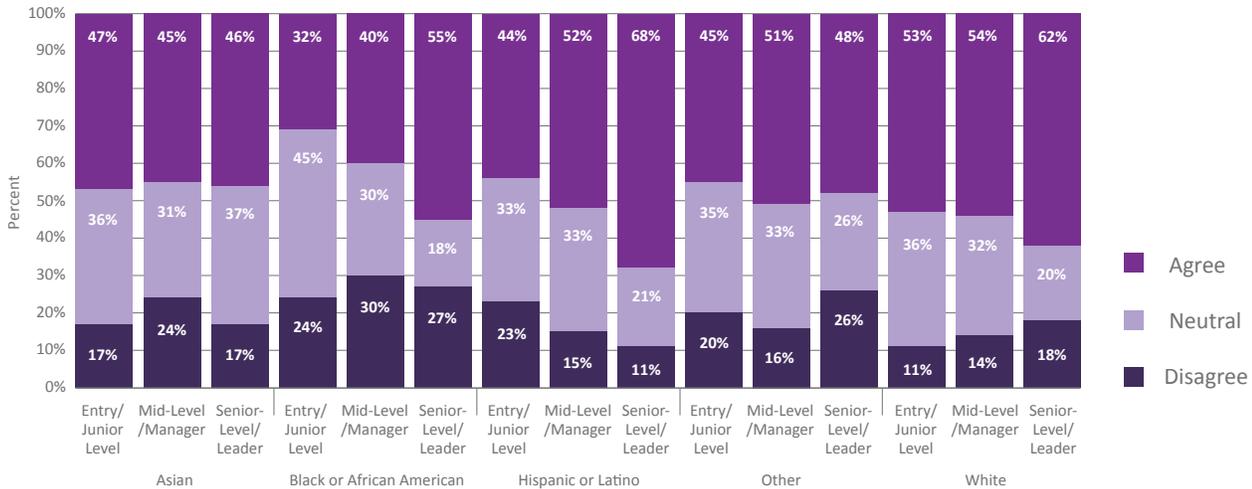
## 18-29-Year-Old African Americans Least Likely to Agree Firm Encourages Employees of Different Backgrounds to Apply for Higher Positions



For most racial and ethnic groups, 18-29-year-old respondents were more likely than their 30-39-year-old or 40+ peers to agree that their firm encourages employees of different backgrounds to apply for higher positions. However, the opposite is true for Black or African American respondents, where 18-29-year-olds indicated the lowest level of agreement.

# Baseline on Belonging: Firm Culture & Career Development Report

## Entry-Level Employees Less Likely to Agree Firm Encourages Employees of Different Backgrounds to Apply for Higher Positions



For most racial and ethnic groups, entry-level employees were the least likely to agree that their firm encourages employees of different backgrounds to apply for higher positions. African American entry-level employees were the least likely, with less than a third (32 percent) agreeing.

This could be impacted by the limited career progress encountered by entry-level employees.

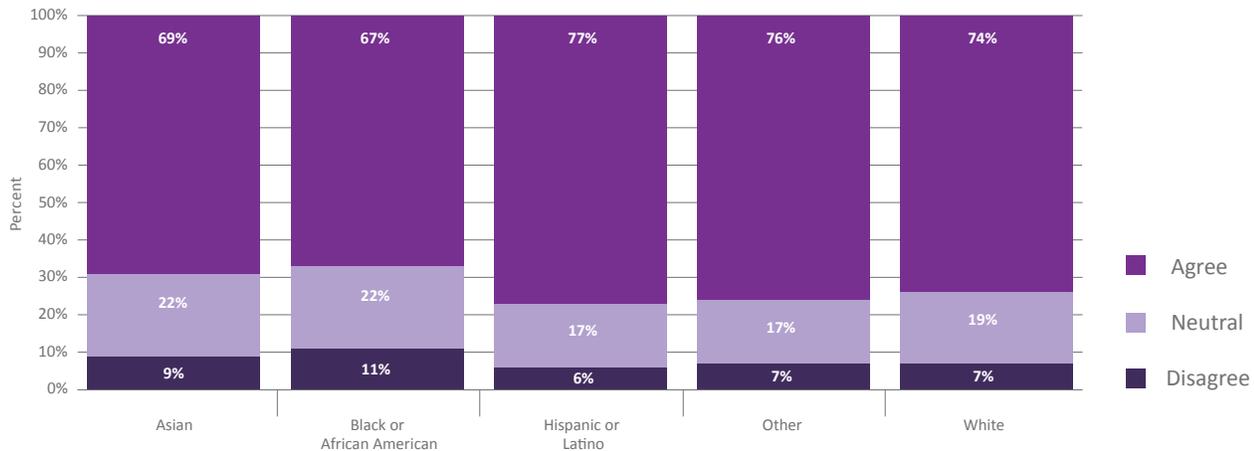
# Baseline on Belonging: Firm Culture & Career Development Report

## Firm Culture: Employees of Different Backgrounds Interact Well

When asked to rate their level of agreement with the statement “Employees of different backgrounds interact well within our firm,” 73 percent of all respondents either agreed or strongly agreed. Of the remaining 27 percent, 19 percent were neutral, and 8 percent disagreed or strongly disagreed.

African Americans, especially African American women, were less likely to agree than their peers of other race and ethnicities. Younger employees of all races were more likely to agree, as were employees of medium-sized firms.

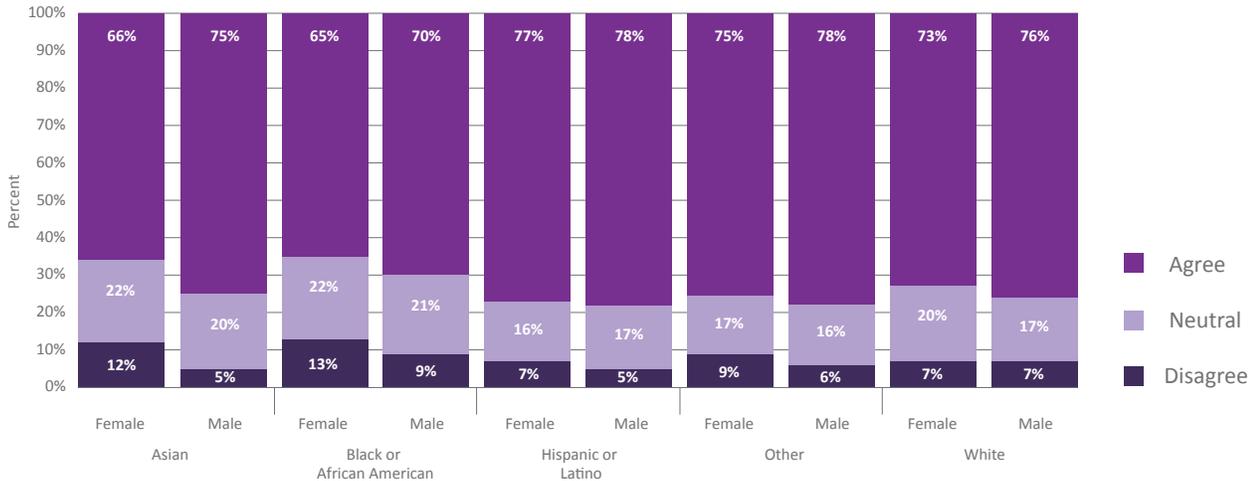
## African Americans Least Likely to Agree Employees of Different Backgrounds Interact Well



Sixty-seven percent of Black or African American respondents agreed that employees of different backgrounds interact well within their firm. This is 7 percentage points less than white respondents, and 10 percentage points less than Hispanic or Latino respondents.

# Baseline on Belonging: Firm Culture & Career Development Report

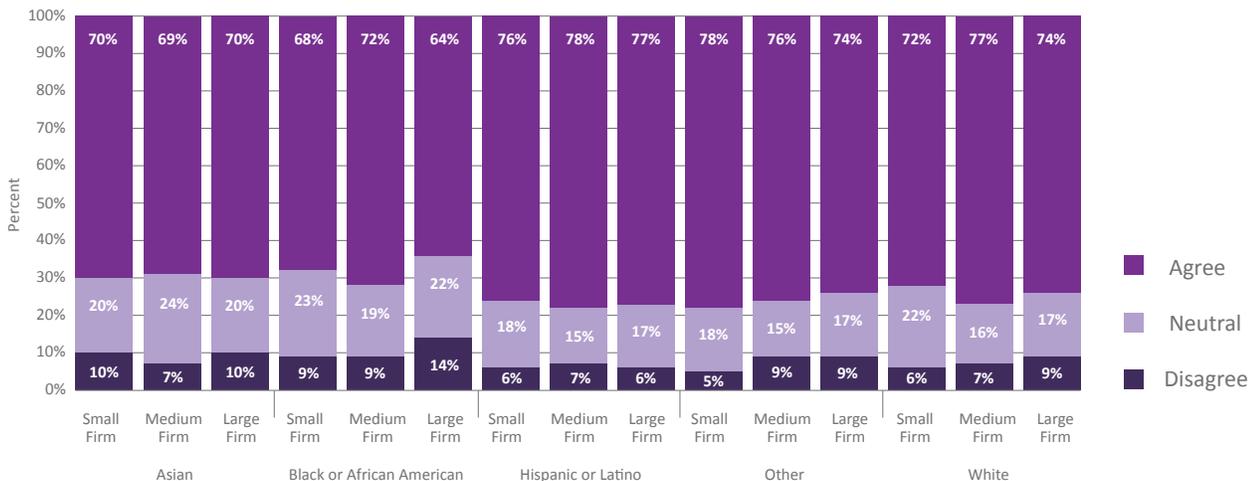
## Women Less Likely to Agree Employees of Different Backgrounds Interact Well



Across all racial and ethnic groups, women were less likely than men of the same race or ethnicity to agree that employees of different backgrounds interact well within their firm.

At 65 and 66 percent, respectively, African American and Asian women were the least likely to agree of all groups. Latino men were the most likely at 78 percent.

## Employees of Medium-Sized Firms More Likely to Agree Employees of Different Backgrounds Interact Well

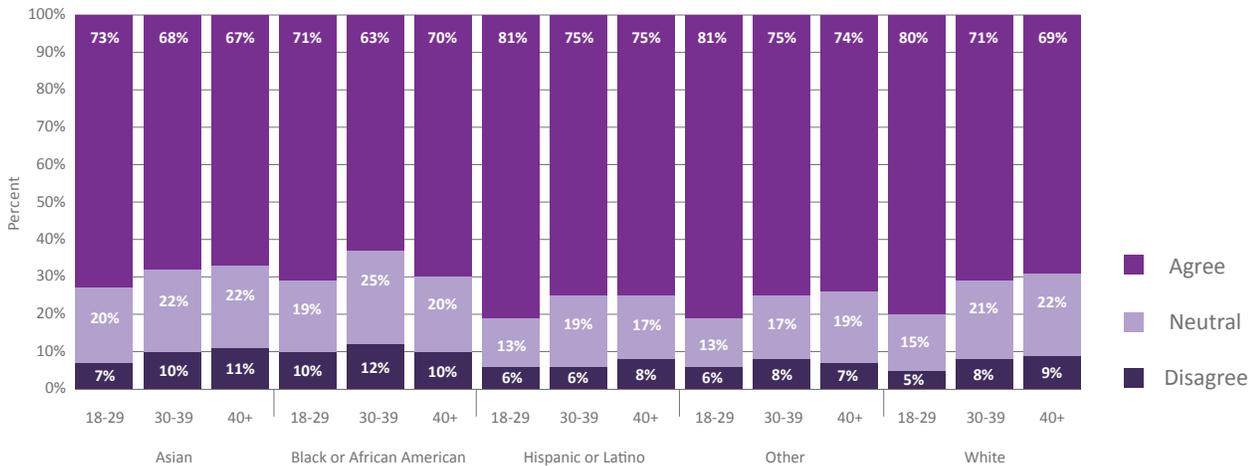


White, African American, and Latino respondents employed by medium-sized firms were more likely to agree that employees of different backgrounds interact well within their firm compared to employees at other firm sizes. At 69-70 percent, Asian respondents were nearly equally as likely to agree regardless of firm size.



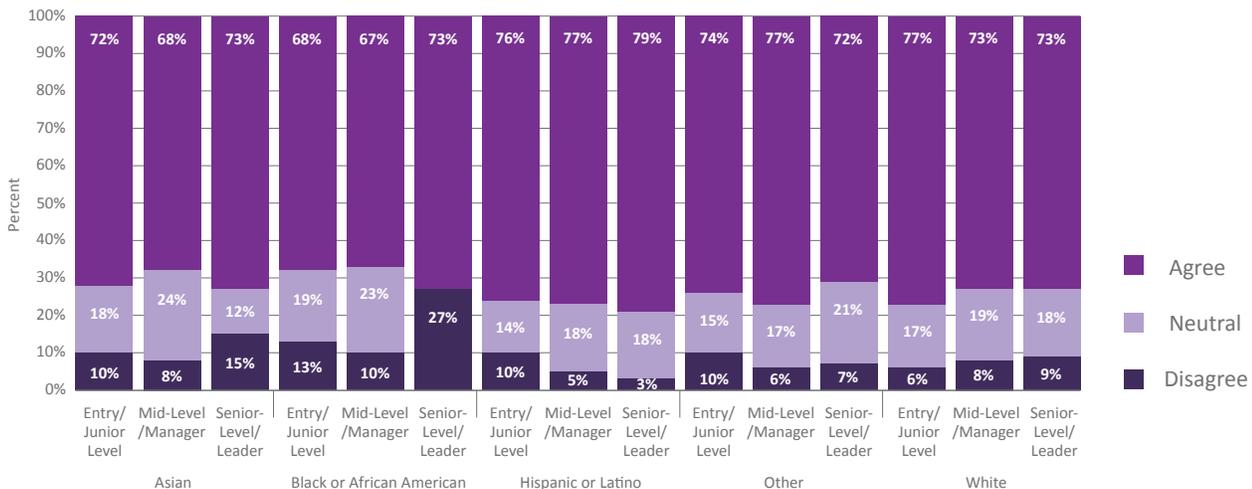
# Baseline on Belonging: Firm Culture & Career Development Report

## 18-29-Year-Olds More Likely to Agree Employees of Different Backgrounds Interact Well



Regardless of race or ethnicity, 18-29-year-olds were more likely than their 30-39-year-old or 40+ peers to agree that employees of different backgrounds interact well within their firm. At 80 and 81 percent, respectively, white and Latino 18-29-year-olds were the most likely to agree of any race, ethnicity, and age group.

## Mid-Level African Americans Least Likely to Agree Employees of Different Backgrounds Interact Well



At 67 percent, Black or African Americans in mid-level positions were the least likely to agree that employees of different backgrounds interact well within their firm. Hispanic or Latino respondents in senior-level positions were the most likely at 79 percent, a 12 percentage point difference.



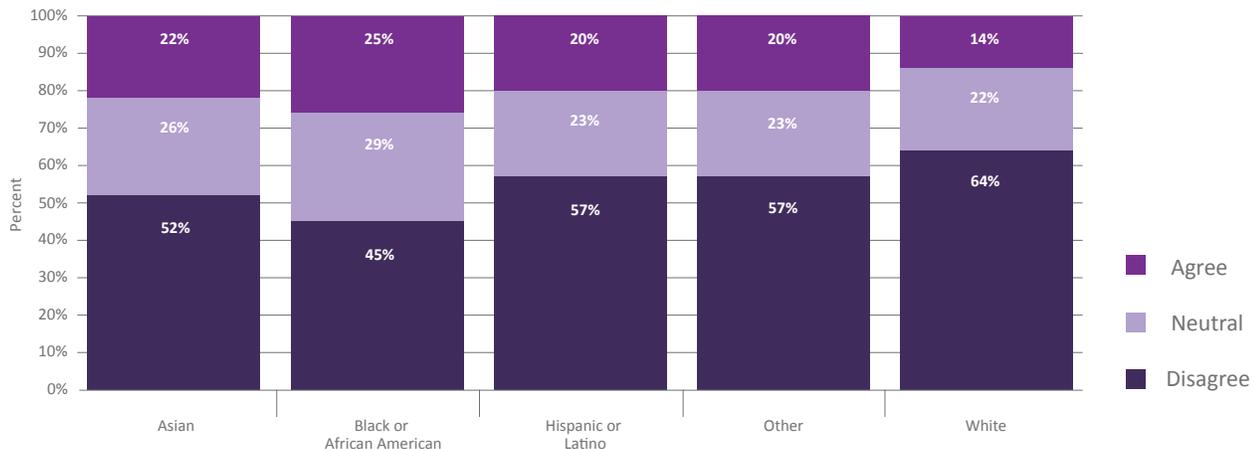
# Baseline on Belonging: Firm Culture & Career Development Report

## Firm Culture: Diversity Is a Barrier to Progression

When asked to rate their level of agreement with the statement, “Diversity is a barrier to progression at my firm,” 19 percent of all respondents agreed or strongly agreed. Twenty-four percent were neutral, and 57 percent disagreed or strongly disagreed.

African Americans, especially African American women, were more likely to agree that diversity is a barrier to progression compared to their white, male peers. Young and/or entry-level white respondents were also significantly less likely to agree compared to their peers of other demographic groups.

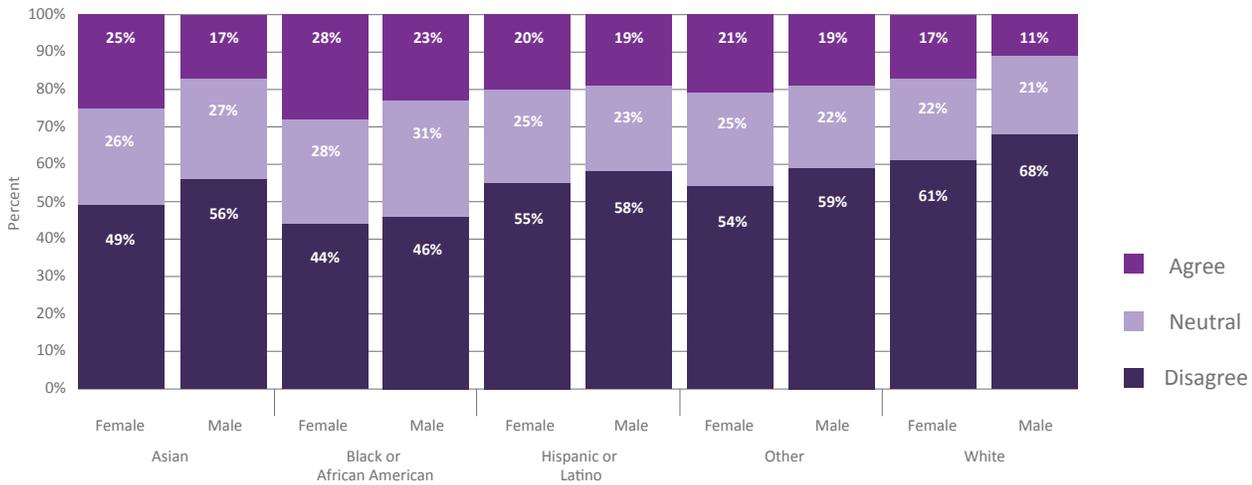
## One Quarter of African Americans Agree Diversity Is a Barrier to Progression at Their Firm



One in every four Black or African American respondents (25 percent) agreed that diversity is a barrier to progression at their firm. This is 11 percentage points higher than white respondents (14 percent), who were the least likely to agree.

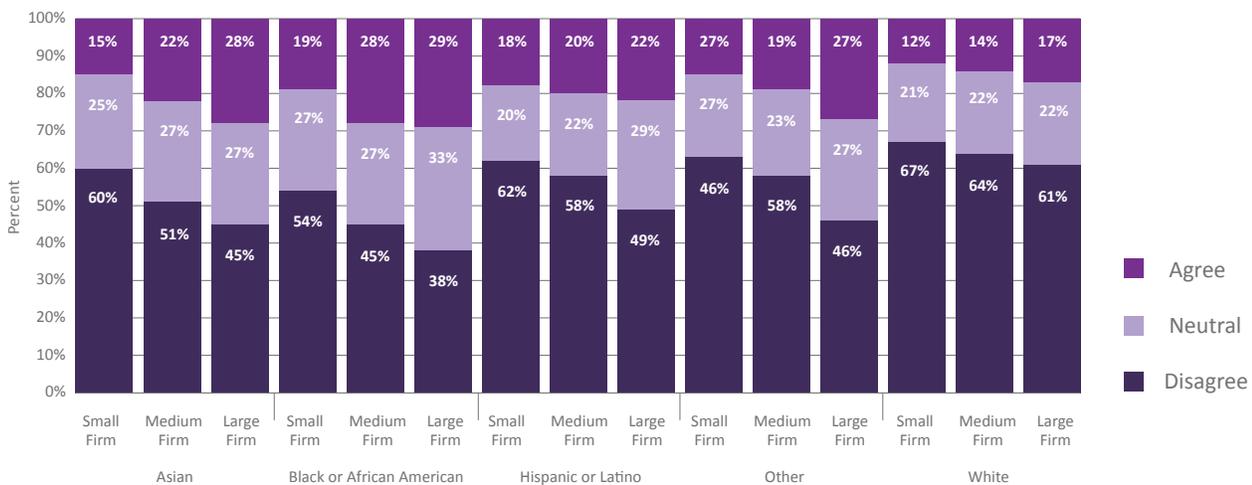
# Baseline on Belonging: Firm Culture & Career Development Report

## African American Women Most Likely to Agree Diversity Is a Barrier to Progression at Their Firm



Women of every race and ethnicity were more likely to agree that diversity is a barrier to progression at their firm, compared to men of the same racial or ethnic group. African American women were the most likely of all groups to agree at 28 percent, compared to just 12 percent of white men.

## Large Firm Employees More Likely to Agree Diversity Is a Barrier to Progression at Their Firm



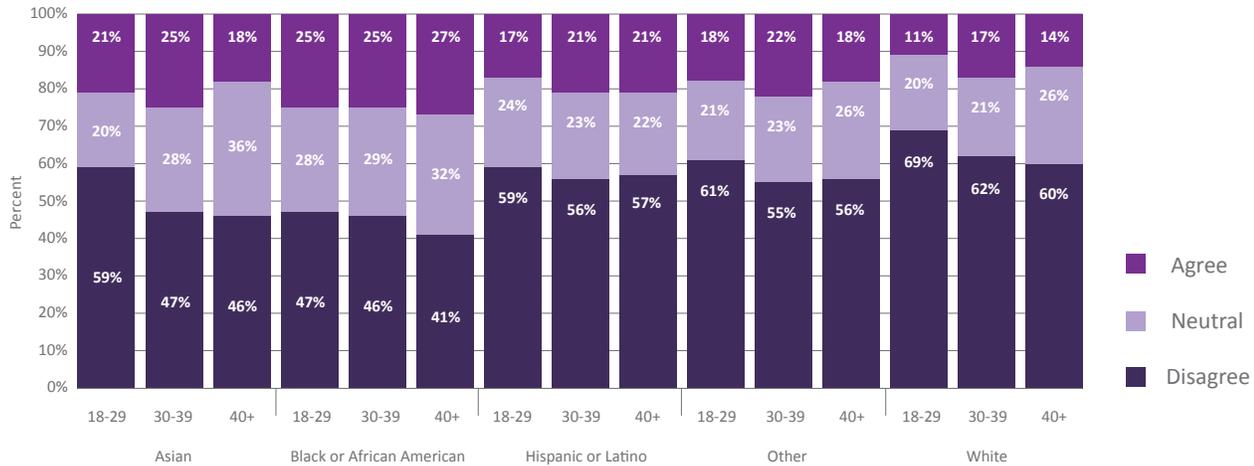
For every racial and ethnic group, employees of large firms were more likely to agree that diversity is a barrier to progression, compared to individuals of the same race or ethnicity employed by small or mid-sized firms.

African Americans employed by large firms were the most likely of all groups to agree that diversity is a barrier to progression (29 percent). White employees of small firms were the least likely (12 percent).



# Baseline on Belonging: Firm Culture & Career Development Report

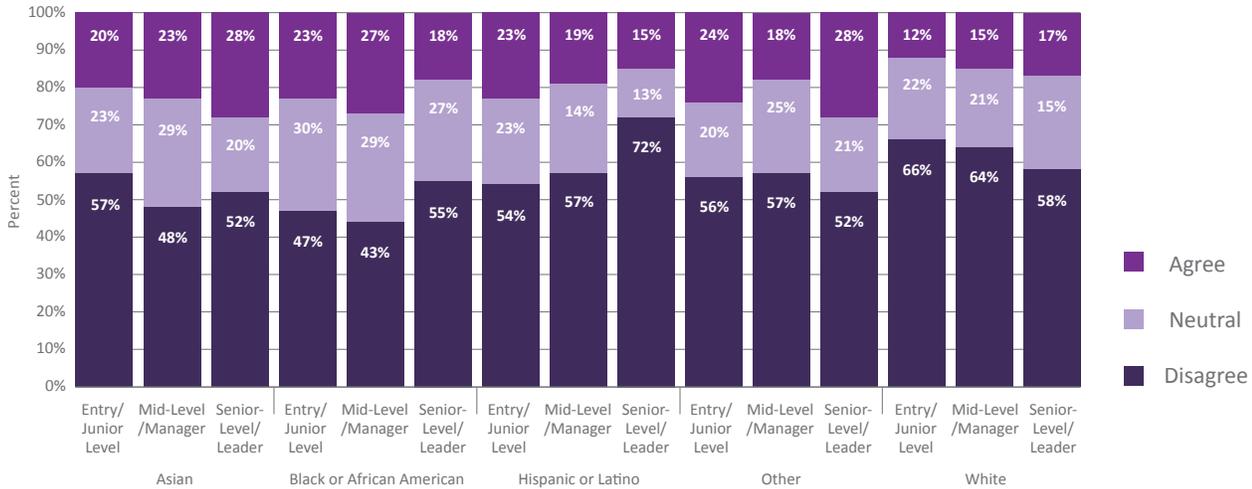
## White 18-29-Year-Olds Least Likely to Agree Diversity Is a Barrier to Progression at Their Firm



For most racial and ethnic groups, 18-29-year-olds were less likely to report that diversity is a barrier to progression at their firm compared to 30-39-year-olds and individuals who are 40 or older. White 18-29-year-olds were the least likely of all groups to agree (11 percent). African Americans aged 40+ were the most likely to agree (27 percent).

# Baseline on Belonging: Firm Culture & Career Development Report

## White Entry-Level Employees Least Likely to Agree Diversity Is a Barrier to Progression at Their Firm



At 12 percent, white entry-level employees were the least likely to agree that diversity is a barrier to progression at their firm—16 percentage points fewer than Asians in senior-level positions (28 percent).

For white and Asian respondents, entry-level employees were less likely to agree than mid-level and senior-level employees. However, for African American and Latino respondents, senior-level employees were the least likely to agree.



# Baseline on Belonging: Firm Culture & Career Development Report

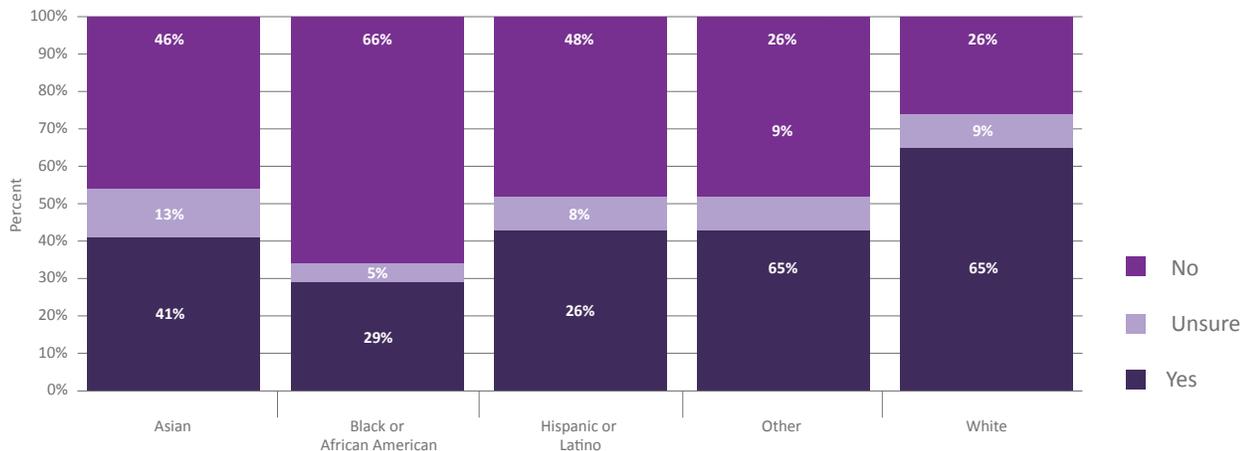
## Firm Culture: Identifying Similar People in Leadership Positions

When asked the question, “Can you identify people similar to yourself in leadership positions at your firm?” respondents could select one of three responses: yes, unsure, or no. Forty-one percent of respondents said no, while another 9 percent selected unsure. The remaining 50 percent of respondents selected yes, indicating they could identify people similar to themselves in leadership positions.

Respondents of color—particularly, African American respondents—were much less likely to say they could identify people similar to themselves in leadership positions at their firm. When factoring in gender, the gap grows wider.

Additionally, individuals employed by large firms were less likely than individuals at other firm sizes to say that they could identify people like themselves in leadership.

### Respondents of Color Less Likely to Say They Can Identify Similar People in Leadership



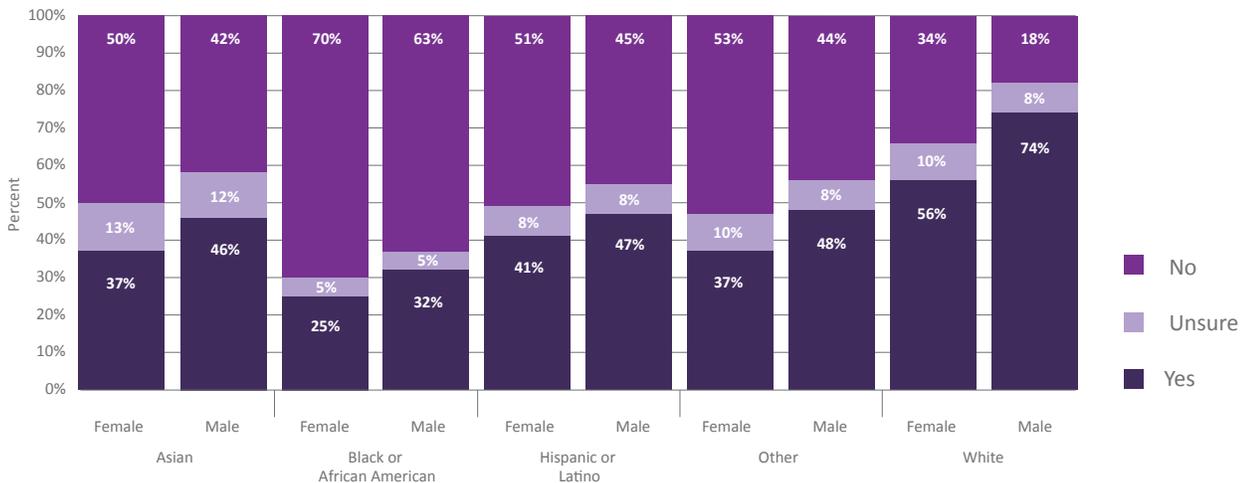
Approximately 29 percent of Black or African American respondents reported they could identify people similar to themselves in leadership positions at their firm—the lowest rate of all racial and ethnic groups.

Additionally, all respondents of color responded no to this question at a higher rate than they responded yes or unsure. White respondents, on the other hand, were more than twice as likely to respond yes than no when asked if they could identify similar people in leadership positions at their firm.



# Baseline on Belonging: Firm Culture & Career Development Report

## African American Women Least Likely to Say They Can Identify Similar People in Leadership



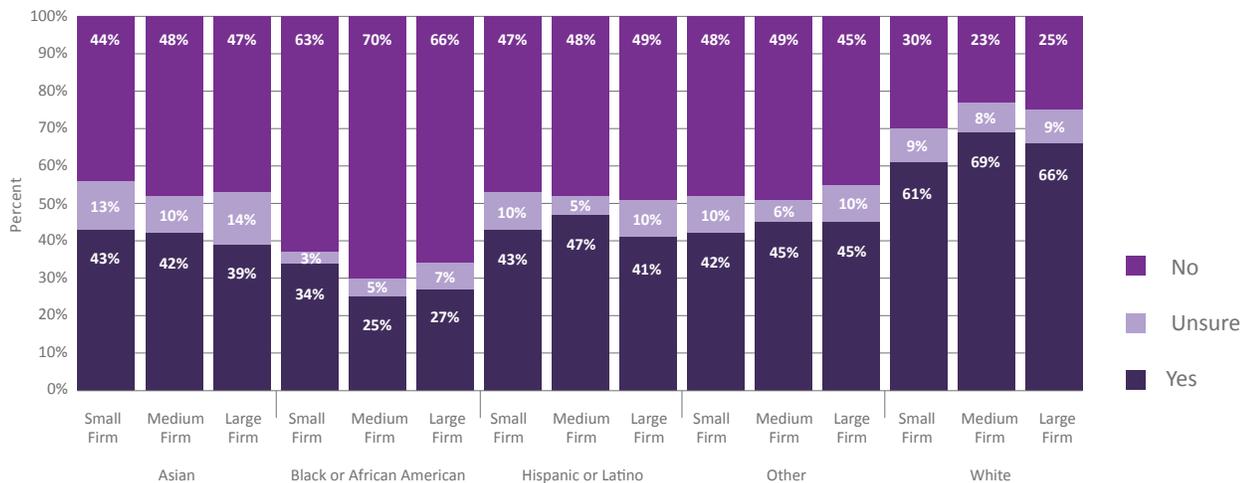
Women of all races and ethnicities were less likely than their male counterparts to say they could identify people similar to themselves in leadership positions at their firm. The greatest gender gap, however, was seen between white men and women—with white men 18 percent more likely than white women to say they could identify similar people in leadership.

Additionally, 70 percent of African American women said they could not identify people similar to themselves in leadership positions—the most likely of all groups to respond no to this question. In comparison, 74 percent of white men said they could identify people similar to themselves in leadership.



# Baseline on Belonging: Firm Culture & Career Development Report

## African Americans at Medium-Sized Firms Least Likely to Say They Can Identify Similar People in Leadership



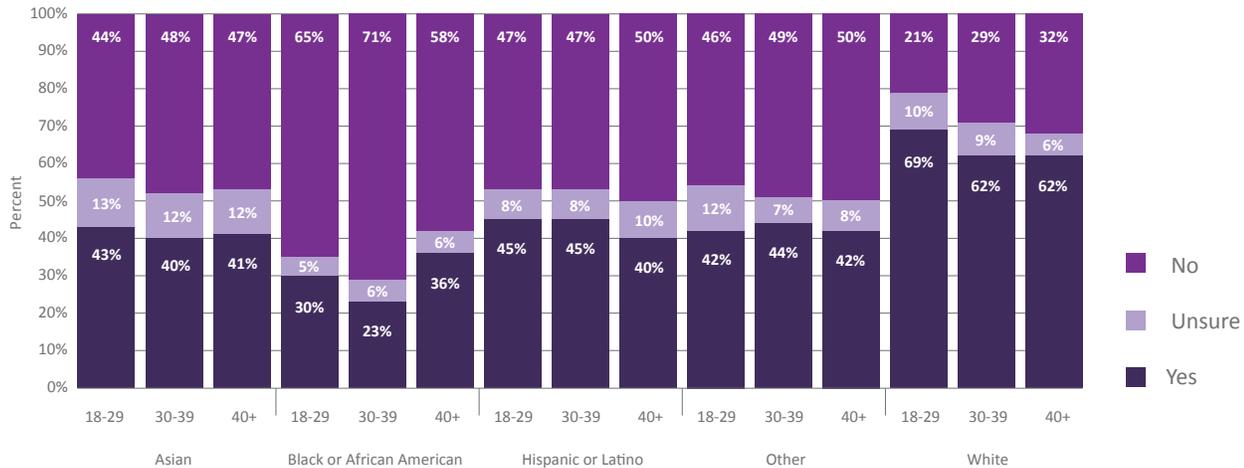
At 25 percent, African Americans at medium-sized firms were the least likely of all groups to report they could identify people similar to themselves in leadership positions. White respondents at medium-sized firms were the most likely of all groups to say they could identify people like themselves in leadership at 69 percent. This represents a 44 percentage point gap between African American respondents and white respondents at medium-sized firms.

White respondents were the only racial or ethnic group where more than 50 percent of respondents at all firm sizes indicated they could identify people similar to themselves in leadership.



# Baseline on Belonging: Firm Culture & Career Development Report

## 18-29-Year-Olds Most Likely to Say They Can Identify Similar People in Leadership



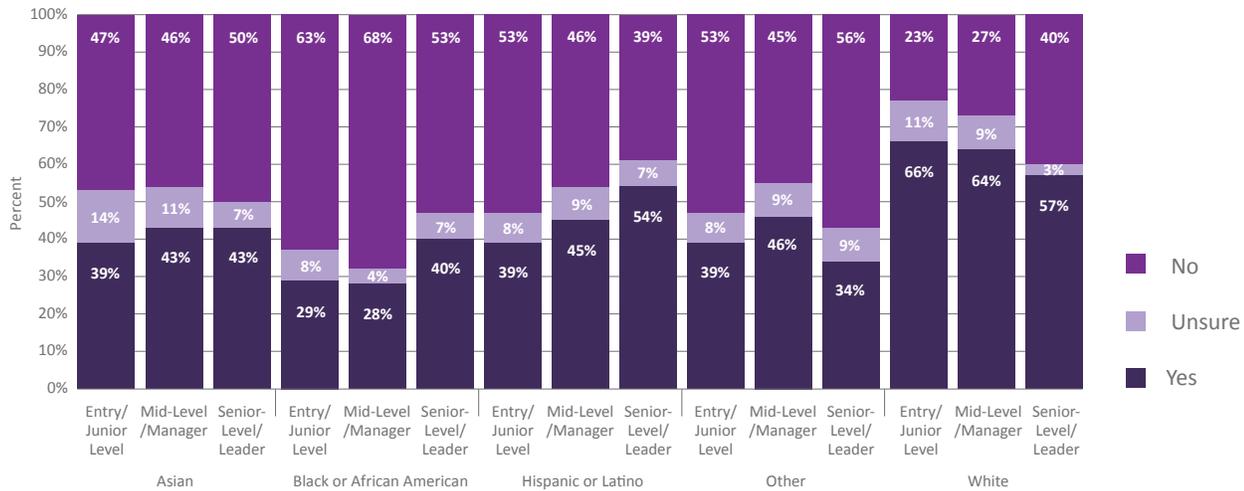
Across most races and ethnicities, 18-29-year-olds were the most likely to indicate that they could identify people similar to themselves in leadership positions at their firm. They were also more likely to respond that they were unsure.

At 23 percent, African Americans in the 30-39 age group were the least likely of all groups to say they could identify people like them in leadership—roughly 39 percentage points less likely than white respondents in the 30-39 age group.



# Baseline on Belonging: Firm Culture & Career Development Report

## Mid-Level African Americans Least Likely to Say They Can Identify Similar People in Leadership



For most racial and ethnic groups, senior-level employees were slightly more likely to report they could identify people similar to themselves in leadership positions. Entry-level employees were more likely than employees at other levels to indicate that they were unsure when asked this question.

At 57 percent, white respondents were the most likely senior-level group to say they could identify people like themselves in leadership, followed by senior-level Hispanic or Latino respondents at 54 percent. Senior-level Latino respondents were also the only non-white group where more than 50 percent of respondents responded yes to this question.

Mid-level African American respondents, however, were the least likely of all groups (28 percent) to say they could identify people similar to themselves in leadership.



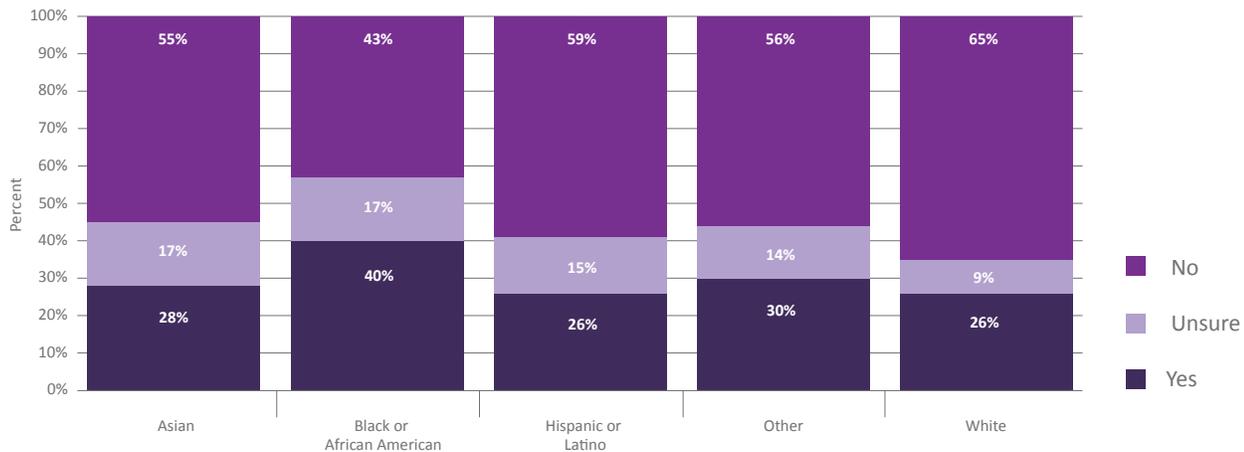
# Baseline on Belonging: Firm Culture & Career Development Report

## Firm Culture: Witnessing Prejudice and Discrimination

When asked the question, “Have you faced or witnessed prejudice or discrimination in your work environment?” respondents could select one of three responses: yes, unsure, or no. Approximately 29 percent of respondents said yes, that they had faced or witnessed discrimination, and another 59 percent said no. The remaining 13 percent of respondents said they were unsure.

Overall, respondents of color were more likely than their white peers to indicate they had faced or witnessed prejudice or discrimination in their workplace. Women—especially Black or African American women—were also more likely than men to indicate they had faced or witnessed discrimination.

### African Americans More Likely to Say They Faced or Witnessed Discrimination

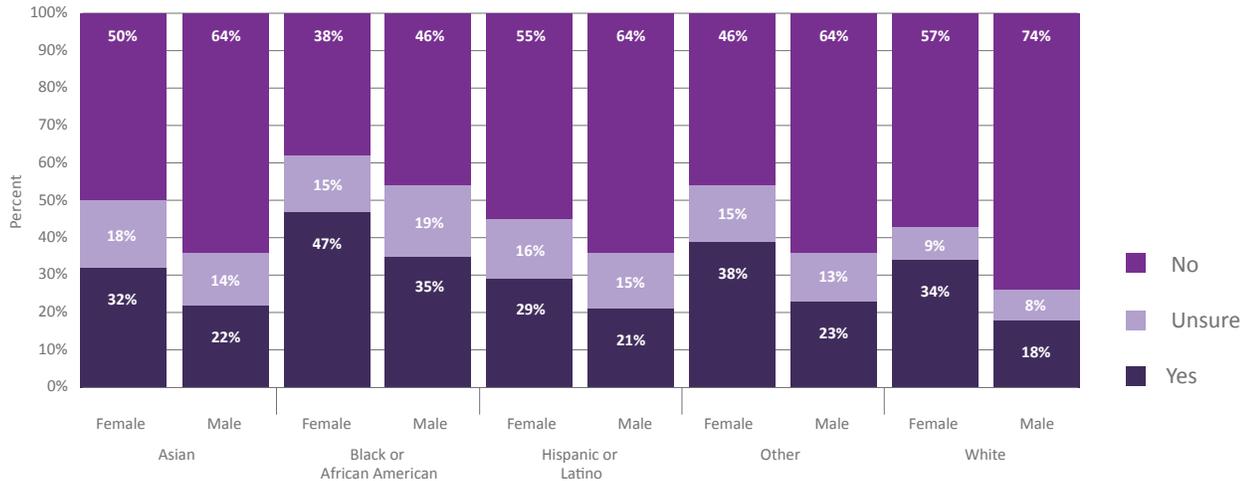


Two-fifths of Black or African American respondents (40 percent) indicated they had seen or witnessed discrimination in their work environment, the highest rate of all racial and ethnic groups. In contrast, white respondents were more likely than other racial and ethnic groups—especially African Americans—to indicate they had not faced or witnessed discrimination in their work environment, at 65 percent.



# Baseline on Belonging: Firm Culture & Career Development Report

## Women More Likely than Men to Say They Faced or Witnessed Discrimination



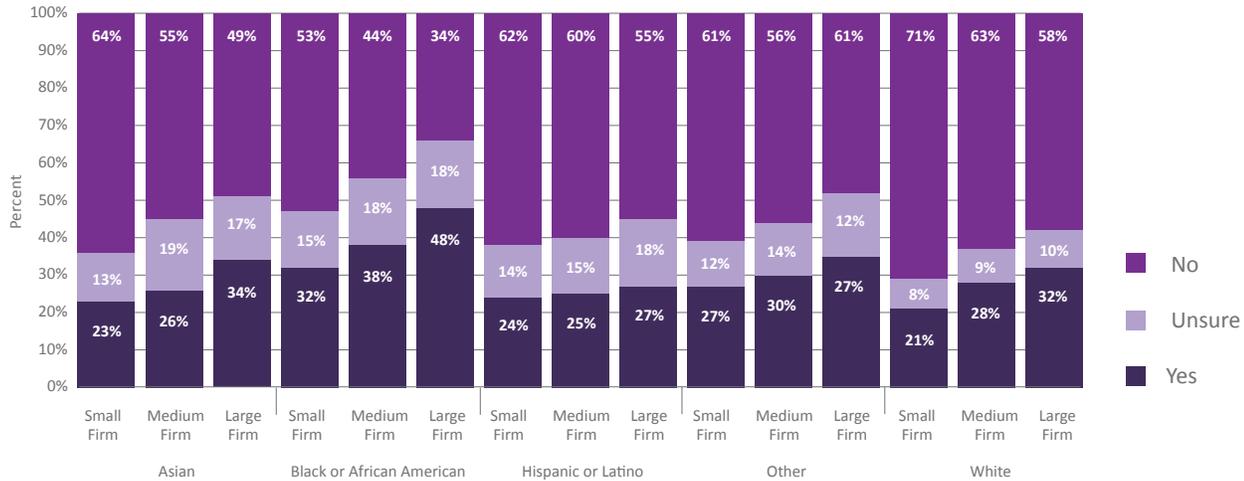
Women of all races and ethnicities were more likely than men to select yes when asked if they had faced or witnessed discrimination in their work environment. Black or African American women were the most likely of all groups to say they had faced or witnessed discrimination, at approximately 47 percent.

White respondents and respondents who selected “other” for race and ethnicity both have the largest gaps between genders. For each group, women were 16 percentage points more likely than men to indicate facing or witnessing discrimination.



# Baseline on Belonging: Firm Culture & Career Development Report

## Employees of Large Firms More Likely to Say They Faced or Witnessed Discrimination



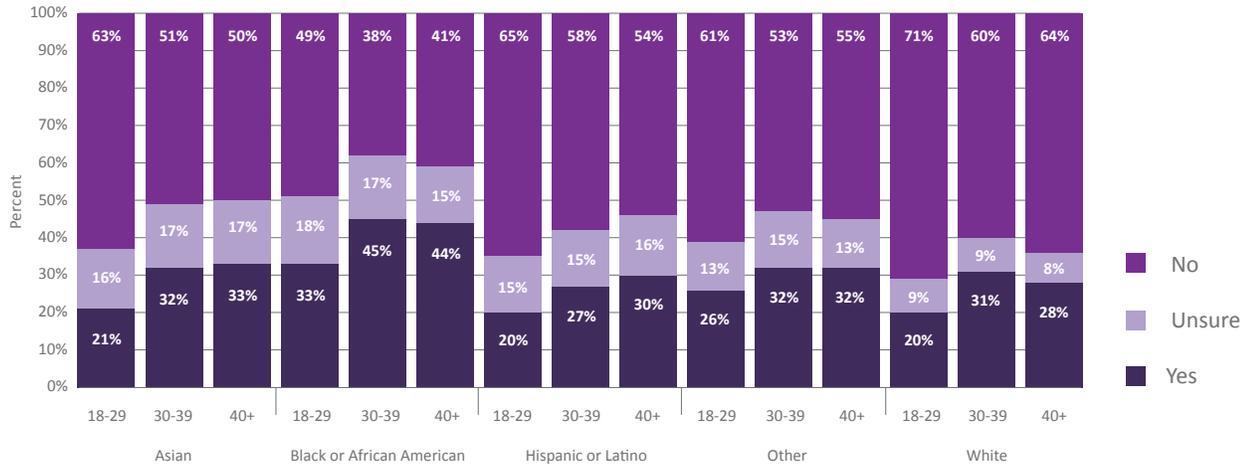
Across racial and ethnic groups, respondents employed by large firms were more likely to indicate facing or witnessing discrimination in the workplace. Small firm employees, on the other hand, were the least likely to indicate facing or witnessing discrimination.

At 48 percent, Black or African American respondents at large firms were the most likely to report they had faced or witnessed discrimination in their work environment—16 percentage points higher than white respondents at large firms. White respondents employed by small firms were also the least likely of all groups to say they had faced or witnessed discrimination at 21 percent.



# Baseline on Belonging: Firm Culture & Career Development Report

## 18-29-Year-Olds Less Likely to Say They Faced or Witnessed Discrimination

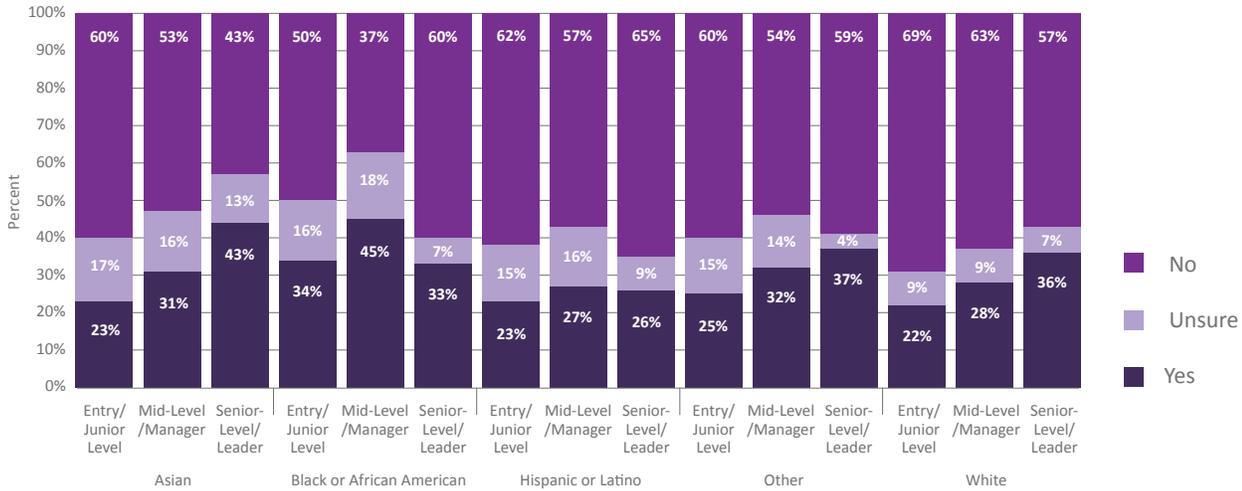


Across racial and ethnic groups, 18-29-year-olds were less likely to say they had faced or witnessed discrimination in the workplace.

Black or African American respondents in the 30-39 age group were the most likely group to indicate they had faced or witnessed discrimination, at 45 percent—14 percentage points more than white respondents in the same age group. Asian respondents 40 and older also indicated they have faced or seen discrimination at a higher rate than many of their counterparts, at 33 percent.

# Baseline on Belonging: Firm Culture & Career Development Report

## Mid-Level African Americans Most Likely to Say They Faced or Witnessed Discrimination



Senior-level respondents of most races and ethnicities were more likely to indicate they had faced or witnessed discrimination, compared to respondents with less senior positions. Of all senior-level employees, Asian respondents were the most likely to indicate facing or witnessing discrimination at 43 percent.

For African American and Latino respondents, however, those in mid-level positions were most likely to say they had faced or witnessed discrimination. At 45 percent, African American mid-level employees were the most likely of all groups to report they had faced or witnessed discrimination.

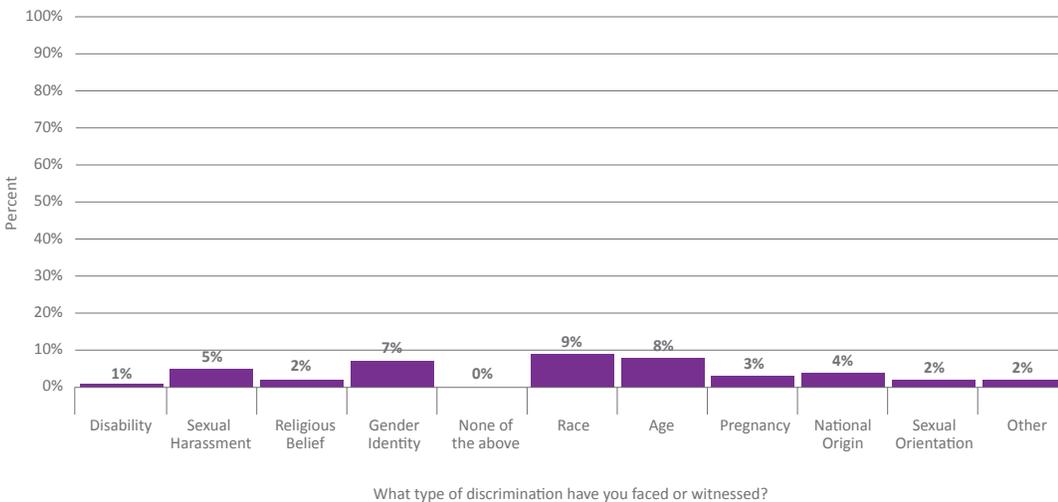
# Baseline on Belonging: Firm Culture & Career Development Report

## Firm Culture: Types of Prejudice and Discrimination in the Workplace

Candidates who said they had faced or witnessed discrimination in the workplace received the follow-up question: “What types of discrimination or prejudice have you witnessed or faced? Select all that apply.” Individuals were able to select from 12 different responses—age, disability, gender identity, national origin, pregnancy, race, religious belief, sexual harassment, sexual orientation, none of the above, or other.

Twenty-nine percent of all survey respondents indicated they had faced or witnessed discrimination in the workplace, but the proportion of respondents who faced or witnessed each individual type of discrimination is smaller. Less than 10 percent of all survey respondents reported facing each type of discrimination, with racial discrimination the most frequently cited type of discrimination.

### Race, Age, and Gender Identity Most Frequently Selected Types of Discrimination in Workplace



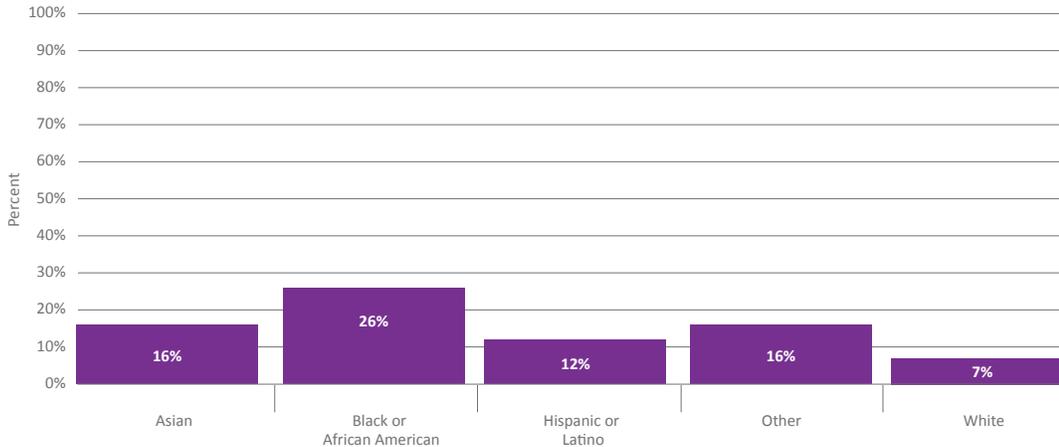
When asked what types of discrimination they had faced or witnessed in the workplace, individuals most frequently selected the following responses: race (9 percent of all survey respondents), age (8 percent), and gender identity (7 percent).

After these responses, sexual harassment and national origin were the next most frequently reported types of discrimination, both at 5 percent. Women and men selected national origin at similar rates. However, women—especially Black women—selected sexual harassment much more frequently than men.

The least-selected response, other than none of the above or other, was disability at 1 percent of all survey respondents.

# Baseline on Belonging: Firm Culture & Career Development Report

## African Americans More Likely to Cite Racial Discrimination

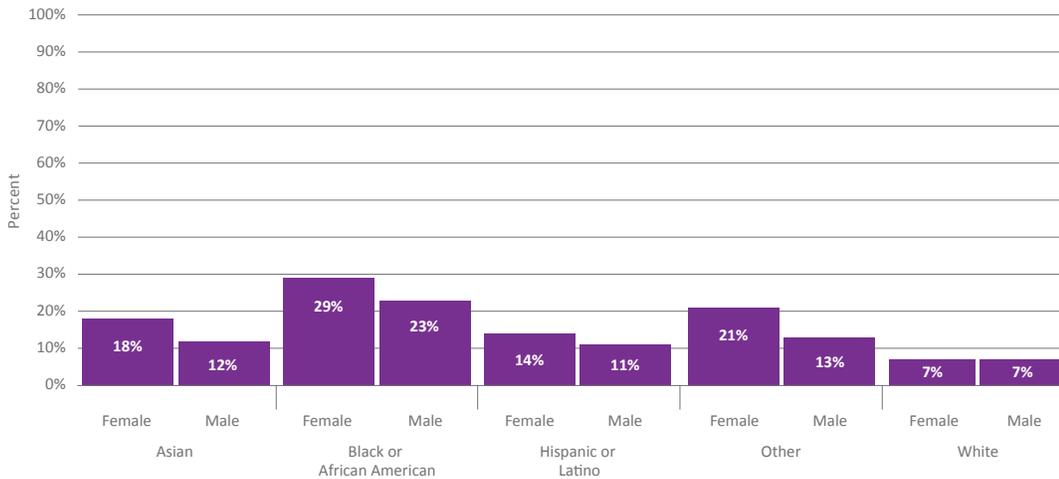


More than one-fourth (26 percent) of all African American survey respondents said they had faced or witnessed racial discrimination in their workplace. This is the highest rate of all races and ethnicities and 19 percentage points higher than white respondents (7 percent).

At 16 percent, those whose race or ethnicity falls in the “other” category reported the second highest rate of facing or witnessing racial discrimination in the workplace.

# Baseline on Belonging: Firm Culture & Career Development Report

## Women of Color More Likely to Cite Racial Discrimination



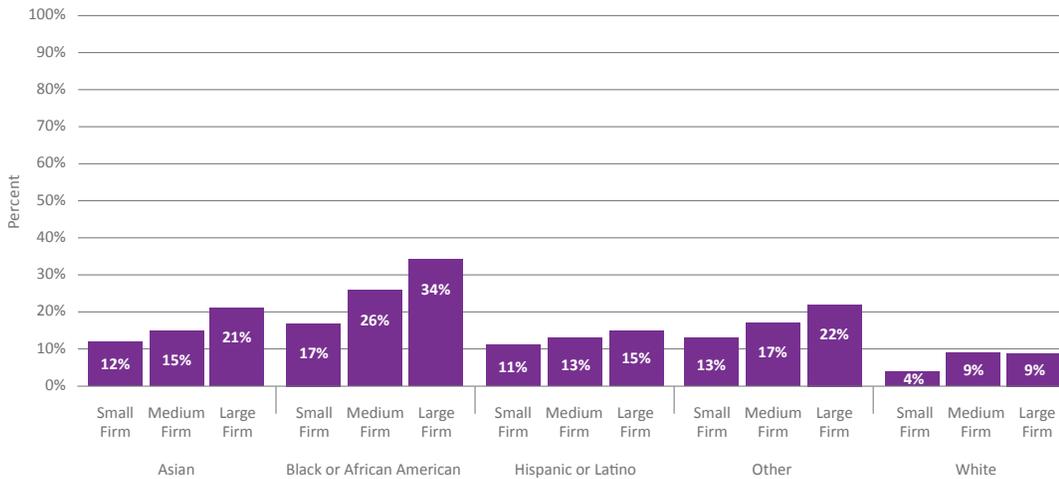
When viewing responses by race and ethnicity and gender, the disparities grow. With the exception of white respondents, women of all racial and ethnic groups were more likely than their male counterparts to say they had faced or witnessed racial discrimination in the workplace.

At 29 percent, African American women were most likely to say they experienced or witnessed racial discrimination in the workplace—22 percentage points higher than white men and women (both at 7 percent).



# Baseline on Belonging: Firm Culture & Career Development Report

## Large Firm Employees of Color More Likely to Cite Racial Discrimination



With the exception of white respondents, individuals employed by large firms were more likely to cite race-based discrimination in the workplace.

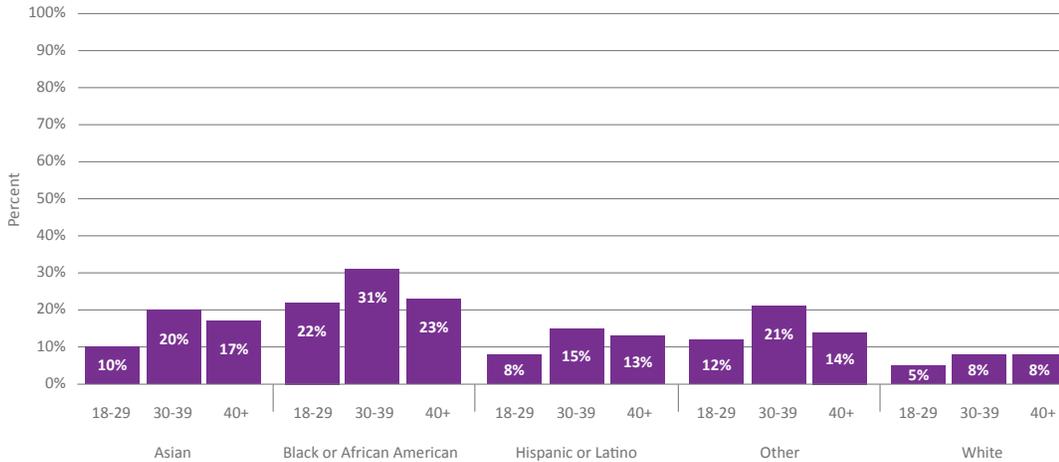
Black or African American respondents at large firms were the most likely of all groups to say they had faced or witnessed racial discrimination at 34 percent.

White respondents were the only racial and ethnic group where respondents employed by medium-sized firms and large firms were equally as likely to say they had faced or witnessed racial discrimination, both at 9 percent.



# Baseline on Belonging: Firm Culture & Career Development Report

## Respondents Ages 30-39 More Likely to Cite Racial Discrimination



Respondents ages 30-39 were more likely to they had faced or witnessed racial discrimination in the workplace than their 18-29-year-old or 40+ peers.

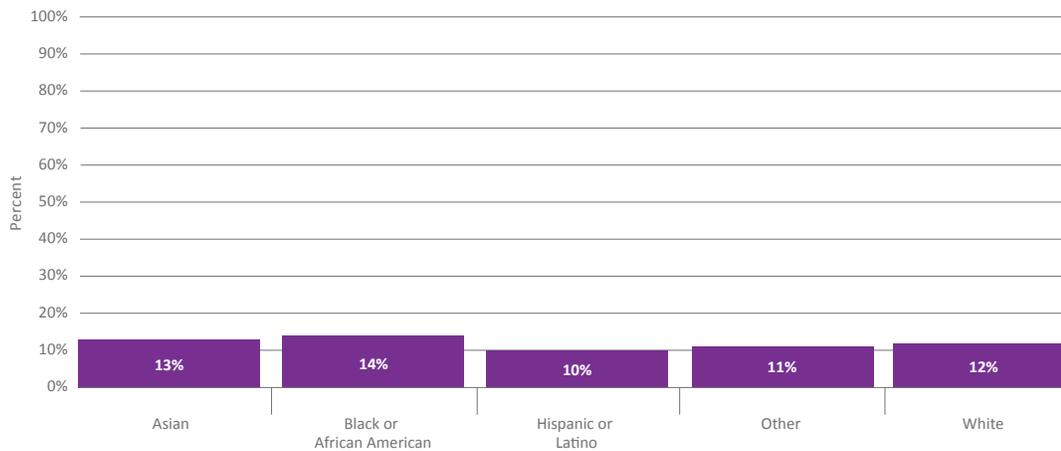
At 31 percent, 30-39-year-old African American respondents were the most likely of all groups to cite racial discrimination. The next most likely groups were African Americans aged 40 or older (23 percent) and 18-29-year-old African Americans (22 percent).

18-29-year-olds were less likely to cite racial discrimination across all racial and ethnic groups—with white 18-29-year-olds the least likely of all groups at 5 percent.



# Baseline on Belonging: Firm Culture & Career Development Report

## African Americans More Likely to Cite Age Discrimination



When viewing percentages of survey respondents who said they faced or witnessed age-based discrimination, responses are relatively even across racial and ethnic groups.

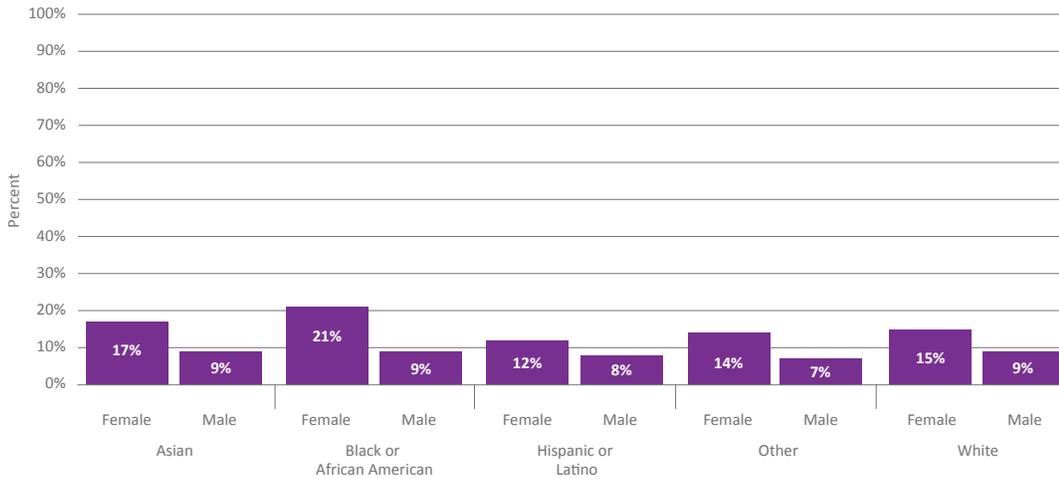
Black or African American respondents were the most likely to cite age-based discrimination at 14 percent, closely followed by Asian respondents at 13 percent.

At 10 percent, Hispanic or Latino respondents were the least likely to say they faced or witnessed age-based discrimination in the workplace.



# Baseline on Belonging: Firm Culture & Career Development Report

## Women More Likely to Cite Age Discrimination



Women of all racial and ethnic groups were more likely than their male counterparts to say they had faced or witnessed age-based discrimination in the workplace.

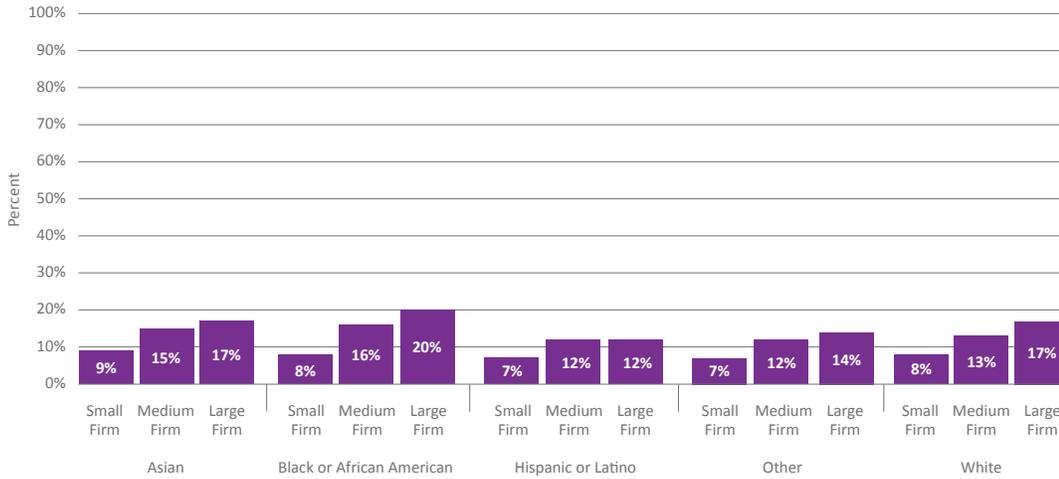
African Americans saw the greatest disparity between female and male respondents—with African American women more than twice as likely to cite age-based discrimination than their male counterparts.

Asian women were the second most likely group to cite age-based discrimination at 17 percent.



# Baseline on Belonging: Firm Culture & Career Development Report

## Large Firm Employees Most Likely to Cite Age Discrimination

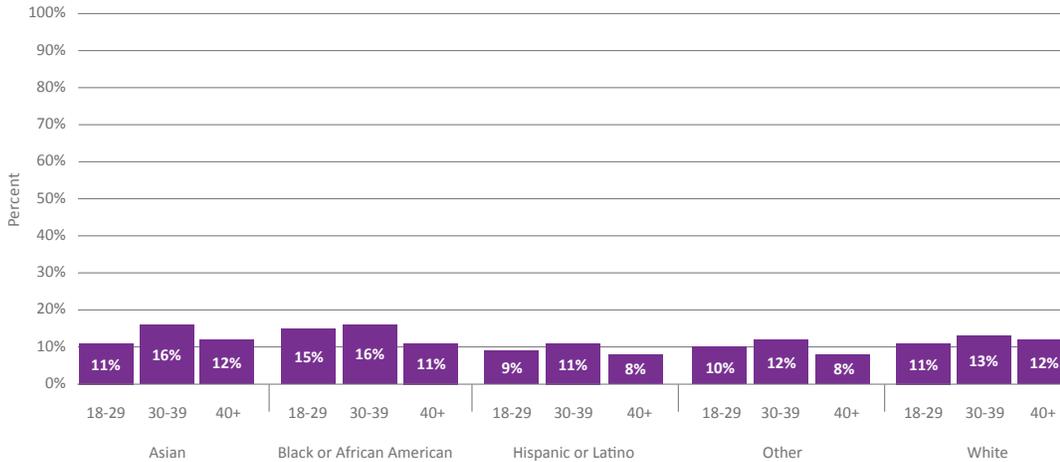


Across racial and ethnic groups, respondents employed by large firms more frequently cited age-based discrimination than employees at medium and small firms.

African Americans at large firms were the most likely group to say they had experienced or witnessed age-based discrimination at 20 percent. Asian respondents at large firms were the second most likely group at 17 percent.

# Baseline on Belonging: Firm Culture & Career Development Report

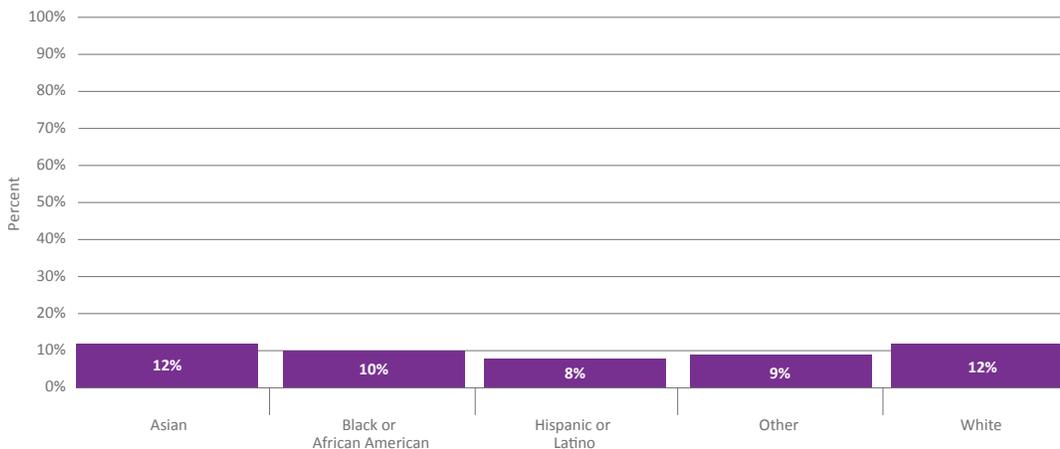
## Respondents Ages 30-39 More Likely to Cite Age Discrimination



Across racial and ethnic groups, respondents ages 30-39 were more likely to say had faced or witnessed age-based discrimination.

At 16 percent, Asian and African American 30-39-year-olds were the most likely groups to cite age-based discrimination. Latino and other respondents who were 40 or older were the least likely to cite age-based discrimination, both at 8 percent.

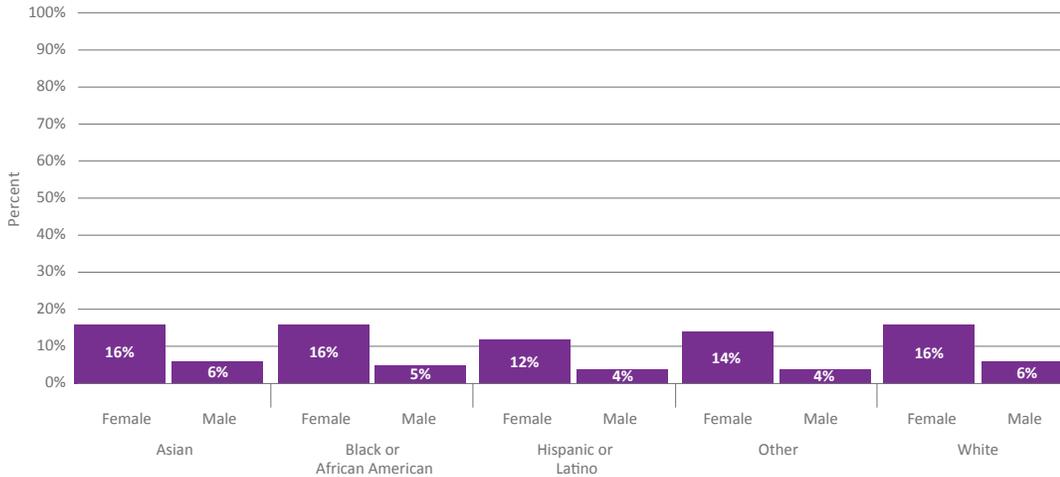
## Asian and White Respondents More Likely to Cite Gender Discrimination



Asian and white respondents were the most likely to say they had faced or witnessed gender-based discrimination in the workplace at 12 percent. Hispanic or Latino respondents, however, were the least likely to cite gender-based discrimination at 8 percent.

# Baseline on Belonging: Firm Culture & Career Development Report

## Women More Likely to Cite Gender Discrimination



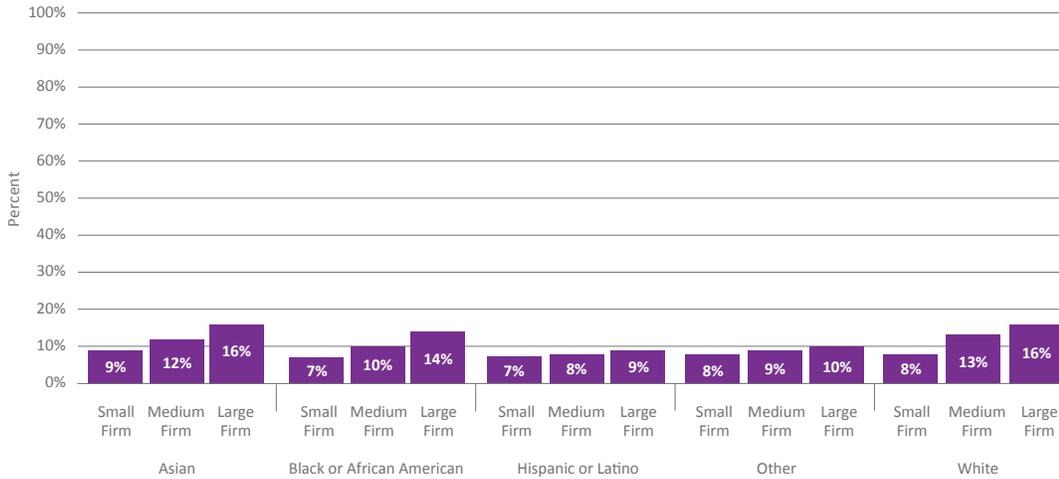
Asian, African American, and white women were the most likely to say they experienced or witnessed gender discrimination in the workplace—all at 16 percent.

Latino and other men, on the other hand, were the least likely to cite gender discrimination at 4 percent.



# Baseline on Belonging: Firm Culture & Career Development Report

## Large Firm Respondents More Likely to Cite Gender Discrimination



Across racial and ethnic groups, respondents employed by large firms were more likely than individuals at other firm sizes to say they faced or witnessed gender-based discrimination in the workplace.

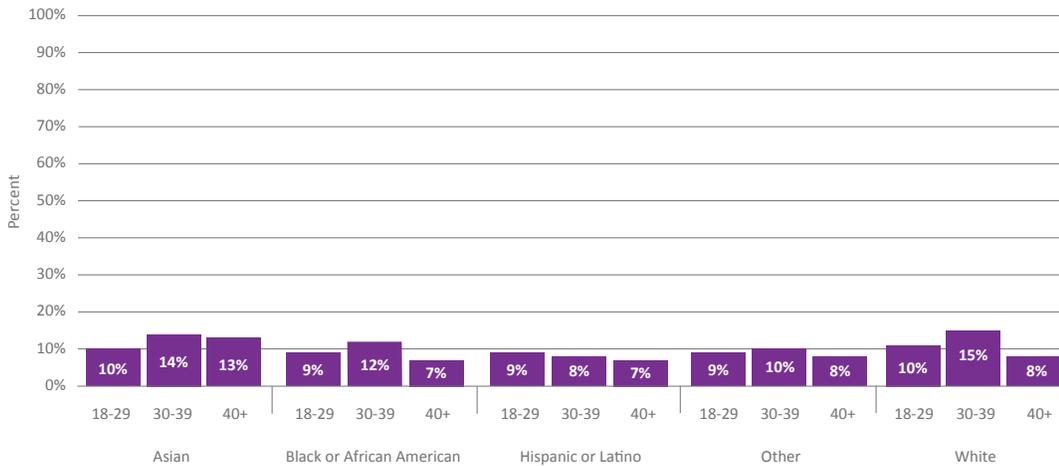
Asian and white respondents employed by large firms were the most likely to cite gender discrimination at 16 percent. African Americans at large firms also cited a high level of gender discrimination compared to other respondents at 14 percent.

In contrast, African Americans at small firms were the least likely of all groups to cite gender-based discrimination at 7 percent.



# Baseline on Belonging: Firm Culture & Career Development Report

## 30-39-Year-Olds Most Likely to Cite Gender Discrimination



Respondents aged 30-39 were more likely to say they had faced or witnessed gender discrimination in the workplace, compared to 18-29-year-olds and 40+ respondents.

White and Asian 30-39-year-olds most frequently cited gender discrimination, at 15 and 14 percent, respectively.

Latinos and African Americans who were 40 and older, however, were the least likely to cite gender discrimination at 7 percent.

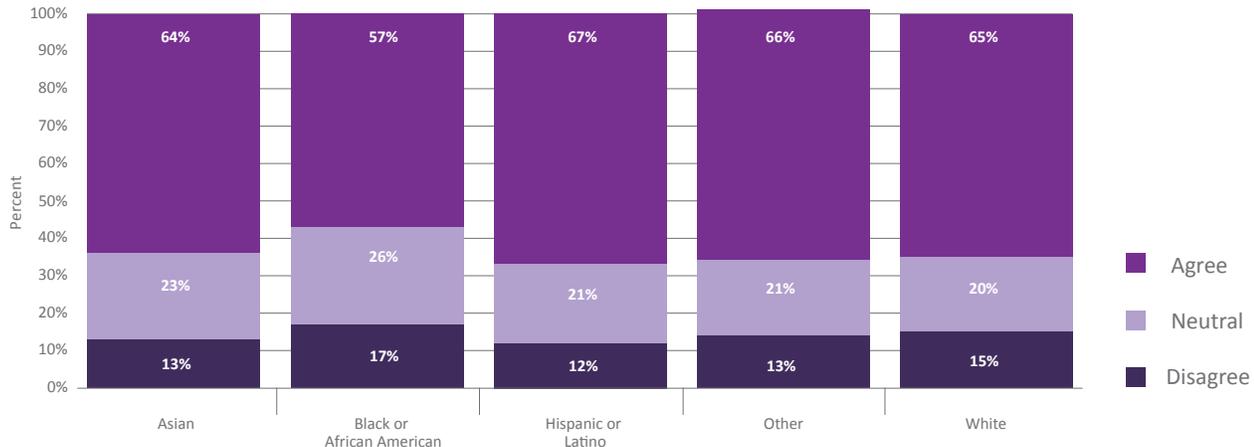
# Baseline on Belonging: Firm Culture & Career Development Report

## Firm Culture: Positive Impact on Career Progression

When asked to rate their level of agreement with the statement, “My firm’s work culture has positively impacted my career progression,” 64 percent of all respondents agreed or strongly disagreed. -two percent were neutral, and 14 percent disagreed or strongly disagreed.

African Americans and women of color were less likely to agree that their firm’s culture had had a positive impact on their career progress compared to their white and/or male peers. Additionally, individuals in senior-level positions were more likely to agree compared to entry-level and mid-level employees.

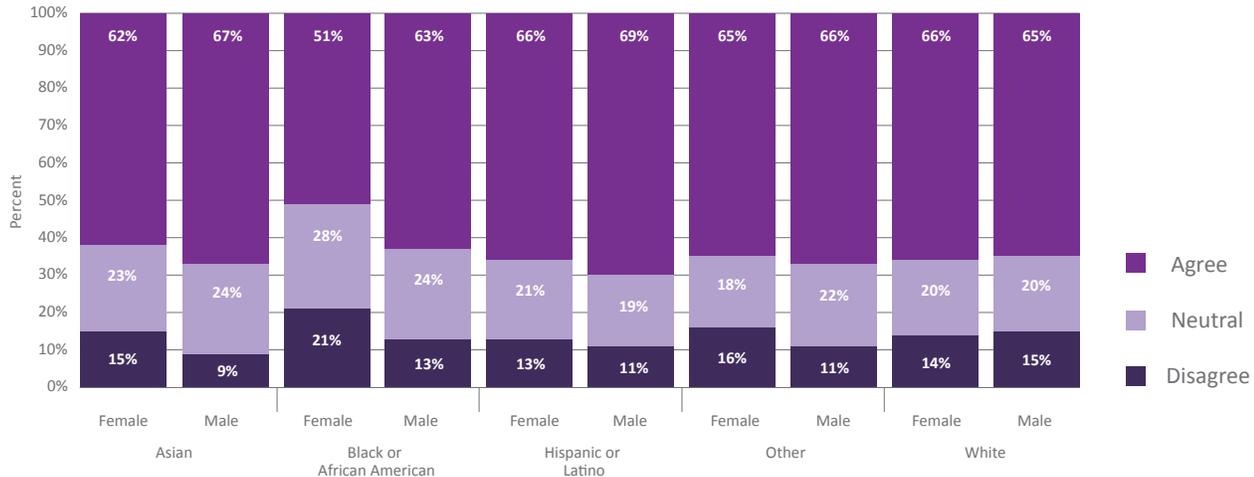
## African Americans Least Likely to Agree Firm Culture Positively Impacted Career Progress



Hispanic or Latino respondents were the most likely to agree that their firm’s work culture had positively impacted their career progression at 67 percent. This is 10 percentage points higher than Black or African American respondents (57 percent).

# Baseline on Belonging: Firm Culture & Career Development Report

## Women of Color Less Likely to Agree Firm Culture Positively Impacted Career Progress

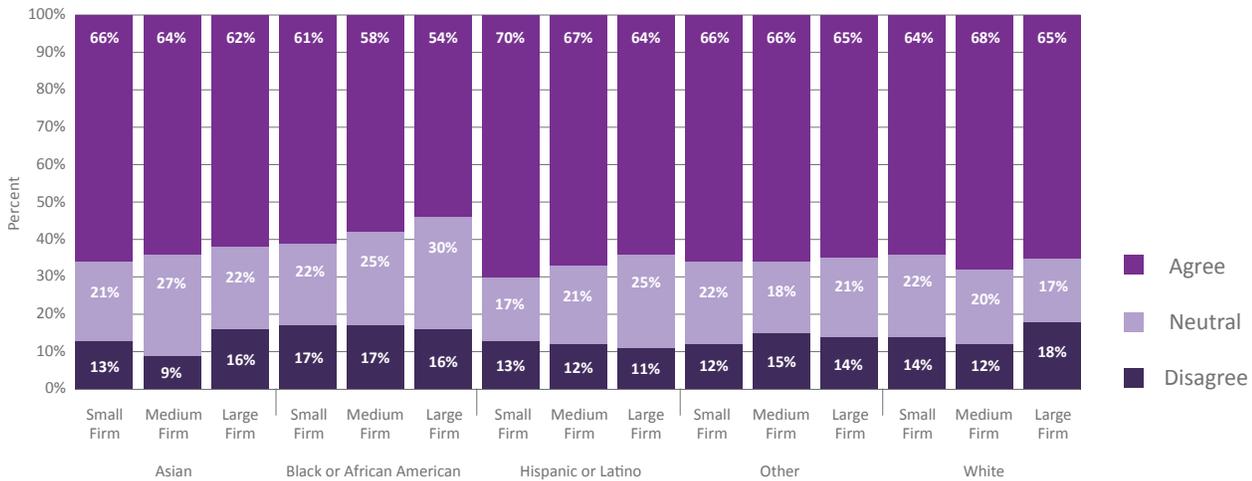


For respondents of color, women were less likely to agree that their firm’s work culture had positively impacted their career progression, with African American women the least likely at 51 percent (12 percentage points fewer than African American men). However, at 66 percent, white women were slightly more likely to agree compared to white men.

Sixty-nine percent of Latino men agreed, the highest of all demographic groups.

# Baseline on Belonging: Firm Culture & Career Development Report

## For People of Color, Large Firm Employees Less Likely to Agree Firm Culture Positively Impacted Career Progress

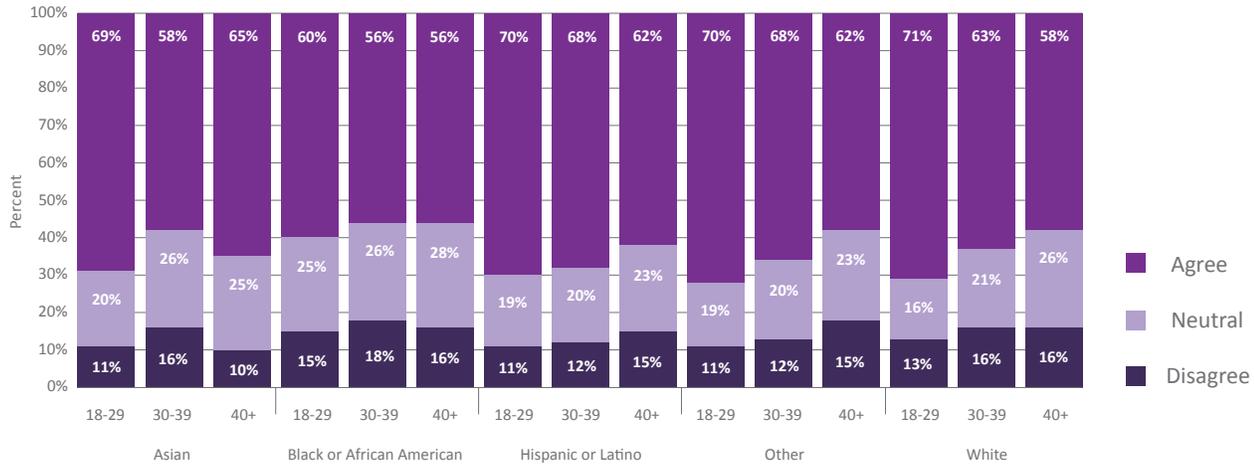


Respondents of color who worked at large firms were less likely to agree that their firm’s work culture had positively impacted their career progress, compared to respondents of the same race or ethnicity working at small and medium-sized firms. African Americans employed by large firms were the least likely of all groups to agree at 54 percent.

However, white respondents employed by small firms were less likely to agree compared to white respondents at other firm sizes.

# Baseline on Belonging: Firm Culture & Career Development Report

## 18-29-Year-Olds More Likely to Agree Firm Culture Positively Impacted Career Progress



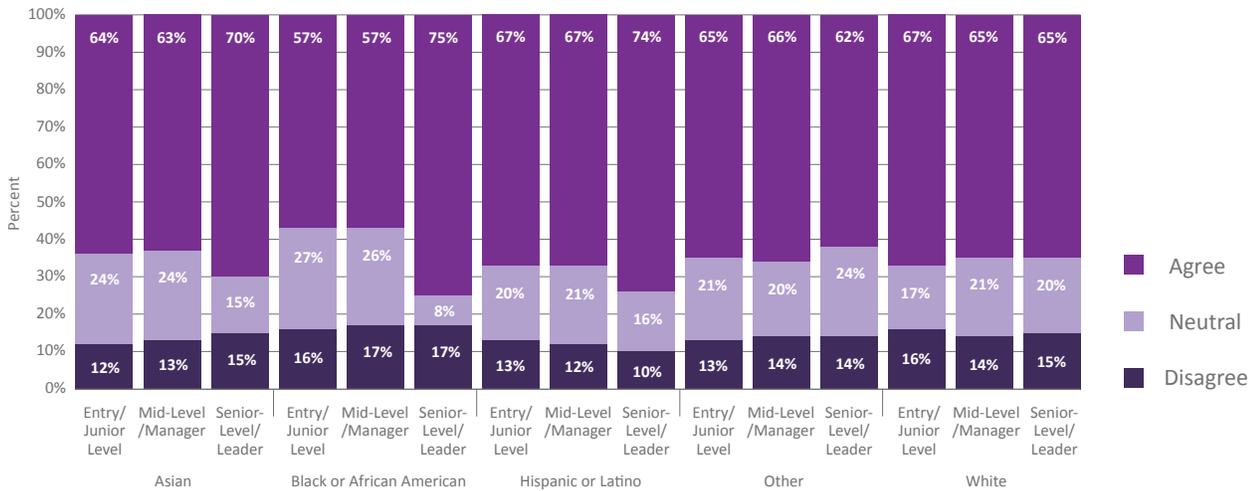
Across all racial and ethnic groups, 18-29-year-olds were more likely to agree that their firm’s work culture had positively impacted their career progression, compared to 30-39-year-olds and those who were 40 or older.

At 72 and 71 percent, respectively, 18-29-year-olds of some “other” race or ethnicity and white 18-29-year-olds were the most likely to agree. African Americans who were 30-39 and 40+ were the least likely to agree.



# Baseline on Belonging: Firm Culture & Career Development Report

## Senior-Level Employees More Likely to Agree Firm Culture Positively Impacted Career Progress



For most races and ethnicities, senior-level employees were more likely to agree that their firm’s work culture had positively impacted their career progression, compared to entry and mid-level employees of the same race or ethnicity. At 75 percent, African Americans in senior-level positions were the most likely to agree.

White employees were nearly equally likely to agree at all career positions.

# Baseline on Belonging: Firm Culture & Career Development Report

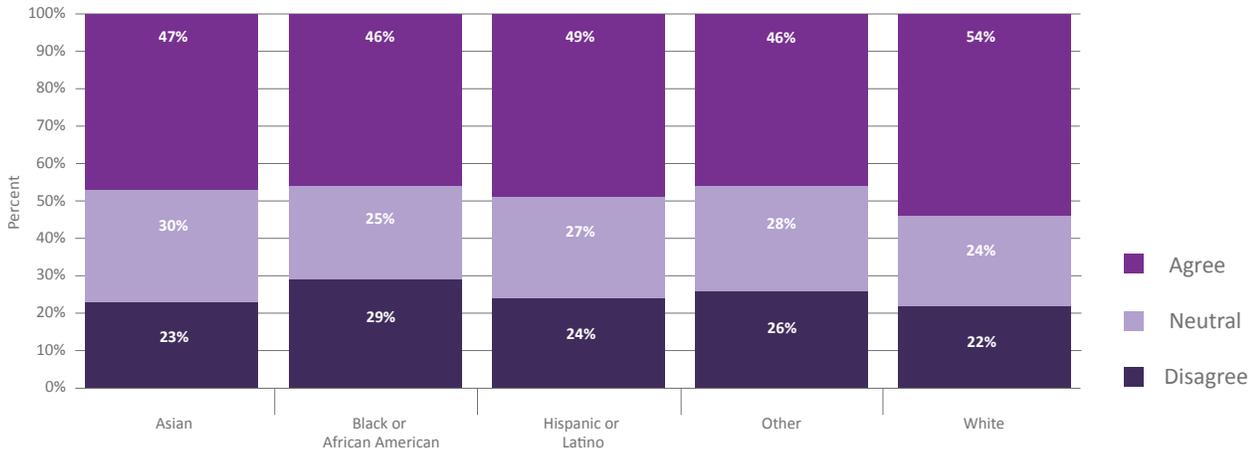
## Firm Culture: Compensation

When asked to rate their level of agreement with the statement, “I believe my firm compensates me fairly compared to my peers,” half of all respondents agreed or strongly agreed. Twenty-six percent of respondents were neutral, and 24 percent disagree or strongly disagreed.

Women, especially Asian women, were less likely to agree that they believe they are compensated fairly. White men were the most likely to agree.

Additionally, young and entry-level employees are more likely to believe they are compensated fairly compared to their older or more senior colleagues. Employees of small firms were less likely to think they were compensated fairly.

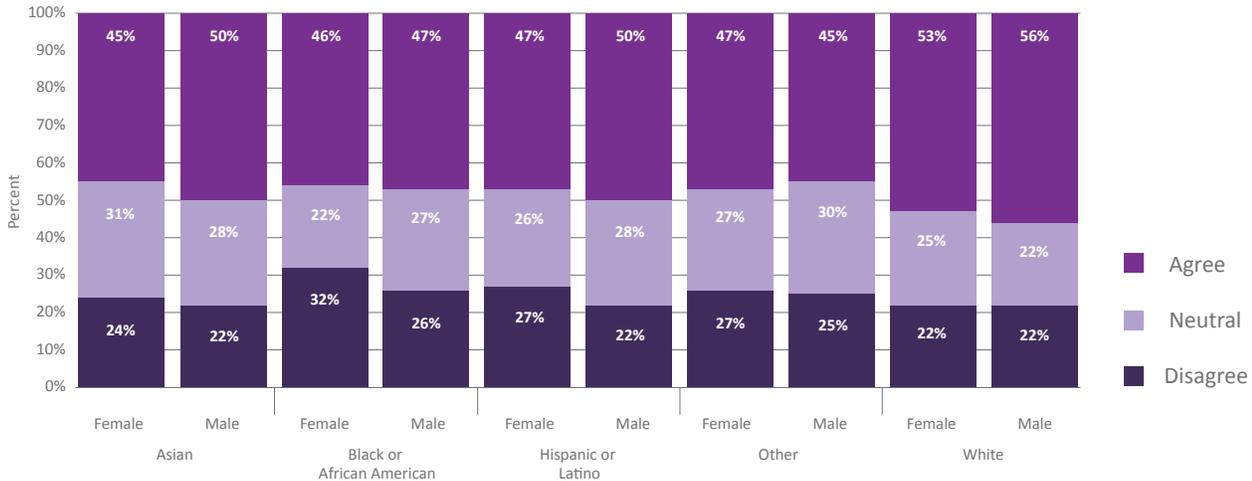
### African Americans Least Likely to Agree Firm Compensates Them Fairly



Forty-six percent of Black or African American respondents agreed that they believe their firm compensates them fairly compared to their peers—8 percentage points fewer than white respondents, who were the most likely to agree. Asians were one percentage point more likely to agree (47 percent) than their African American peers.

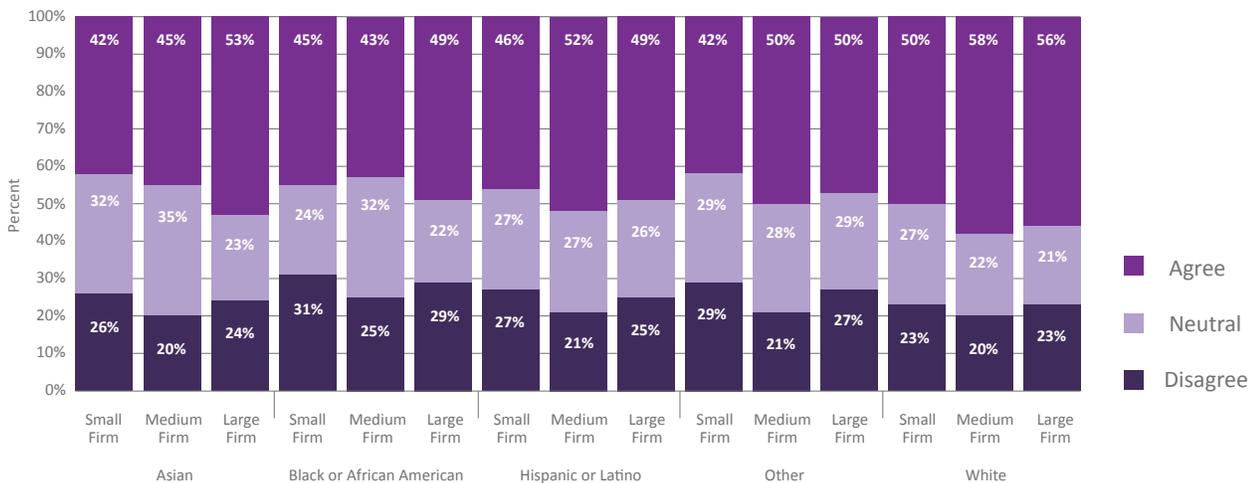
# Baseline on Belonging: Firm Culture & Career Development Report

## Asian Women Least Likely to Agree Firm Compensates Them Fairly



Compared to men of the same race or ethnicity, women were less likely to agree that they believe their firm compensates them fairly. At 45 percent, Asian women were the least likely to agree. White men were the most likely at 56 percent—an 11 percentage point difference.

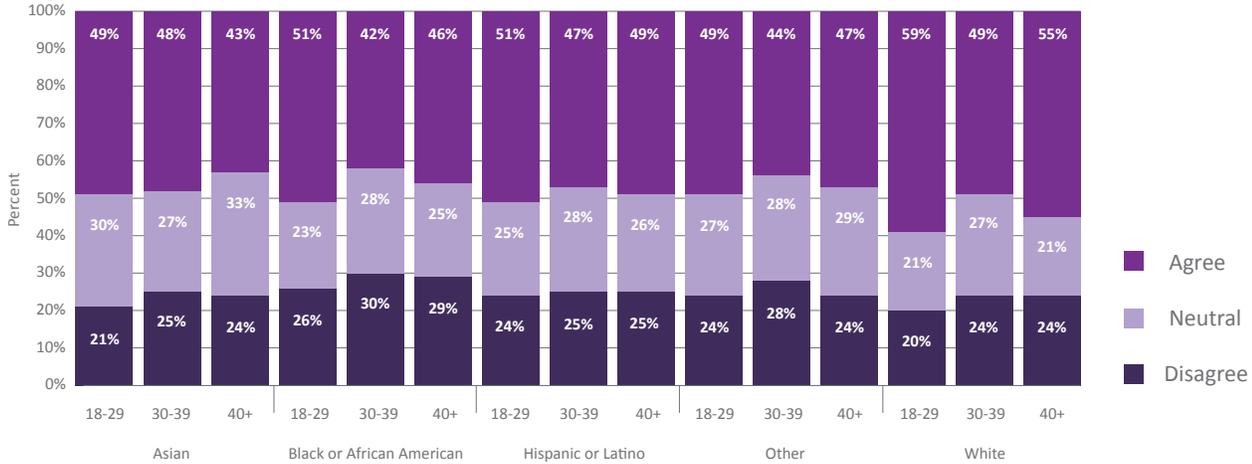
## Small Firm Employees Least Likely to Agree Firm Compensates Them Fairly



With the exception of African Americans, respondents employed by small firms were less likely to agree that they believe their firm compensates them fairly compared to their peers. Asians employed by small firms were the least likely to agree at 42 percent; white employees of medium-sized firms were the most likely to agree at 58 percent.

# Baseline on Belonging: Firm Culture & Career Development Report

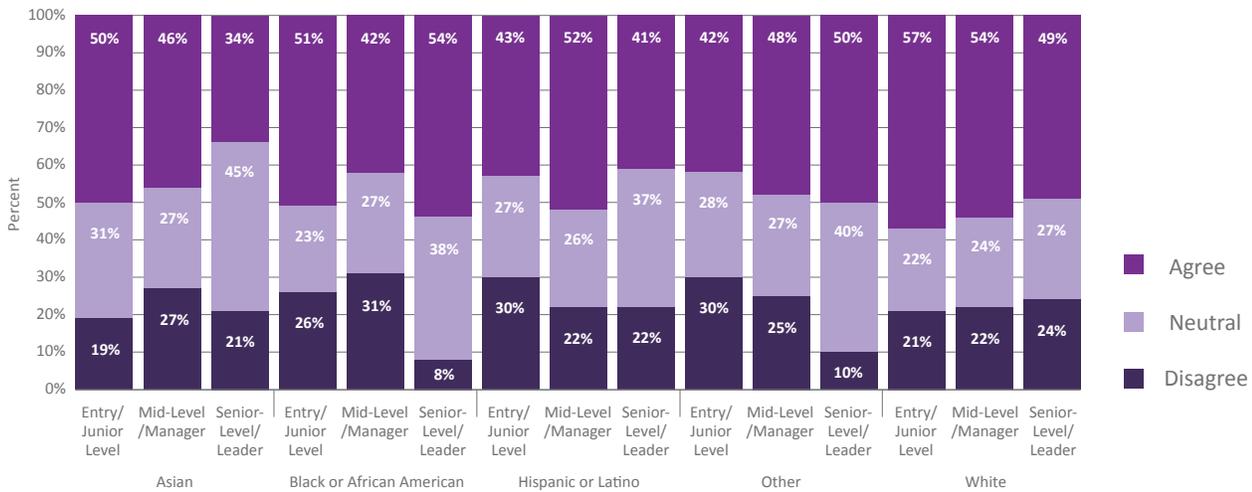
## 18-29-Year-Olds Most Likely to Agree Firm Compensates Them Fairly



Across all racial and ethnic groups, 18-29-year-olds were more likely than their 30-39-year-old and 40+ peers to agree that they believe their firm compensates them fairly.

White 18-29-year-olds were the most likely of all groups to agree at 59 percent. Black or African American 30-39-year-olds were the least likely at 42 percent—a 17 percentage point difference.

## White, Entry-Level Employees Most Likely to Agree Firm Compensates Them Fairly



White, entry-level employees were the most likely of all groups to believe that their firm compensates them fairly compared to their peers at 57 percent. Asians in senior-level positions were the least likely to agree at 34 percent—a 23 percentage point difference.

# Baseline on Belonging: Firm Culture & Career Development Report

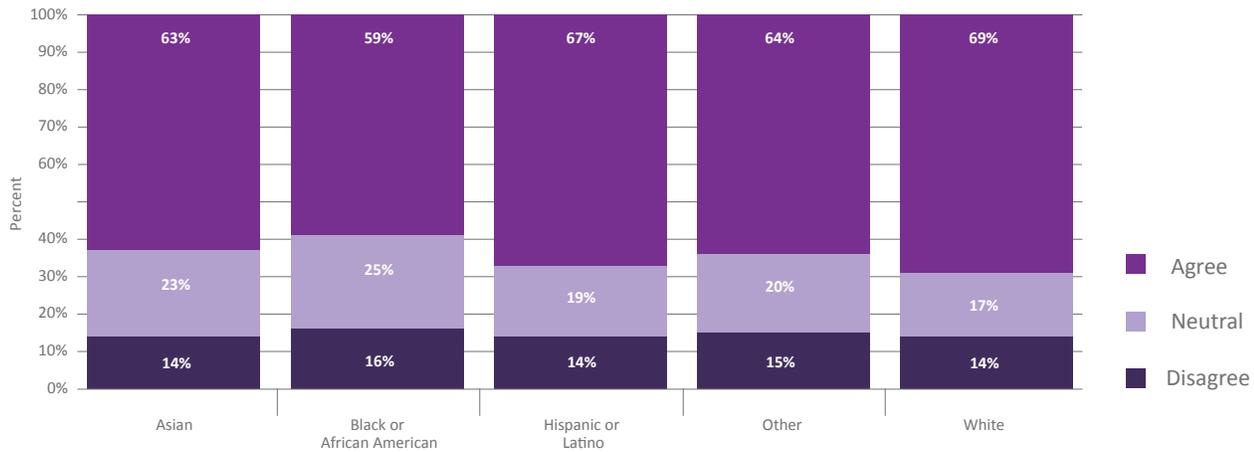
## Firm Culture: I Feel Valued at My Firm

When asked to rate their level of agreement with the statement, “I feel valued at my firm,” 66 percent of all respondents agreed or strongly agreed. Twenty percent were neutral, and 14 percent disagreed or strongly disagreed.

Black or African American respondents, especially African American women, were less likely to report feeling valued compared to their white, male peers.

Younger employees were more likely to report feeling valued than those who were 30-39 or 40+, as were employees of mid-size or small firms compared to large firm employees.

### African Americans Least Likely to Feel Valued by Their Firm

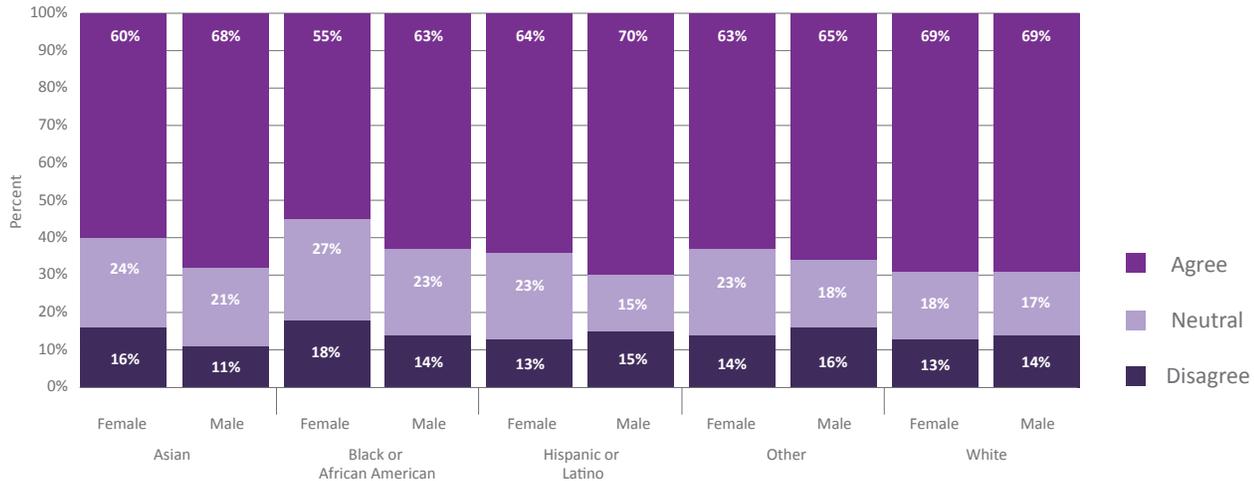


Fifty-nine percent of Black or African American respondents agreed they feel valued by their firm—10 percentage points less than white respondents, who were the most likely to agree at 69 percent.



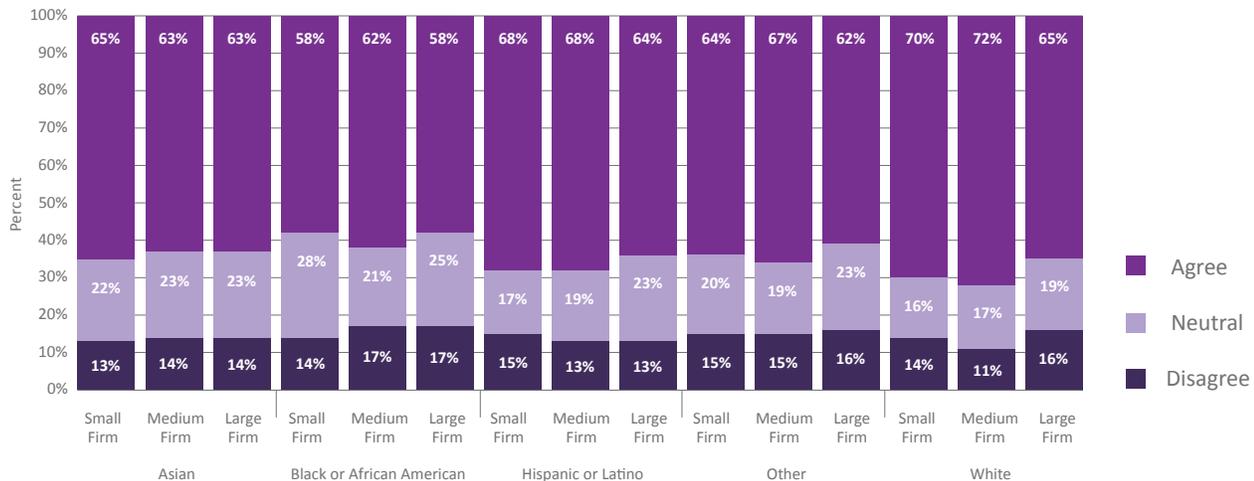
# Baseline on Belonging: Firm Culture & Career Development Report

## Women of Color Less Likely to Feel Valued by Their Firm



White women and white men were equally as likely to agree that they felt valued by their firm at 69 percent. However, women of color were significantly less likely than their male peers to indicate that they felt valued by their firms. At 55 percent, African American women were the least likely of all groups to report feeling valued—14 percentage points less than white men and women.

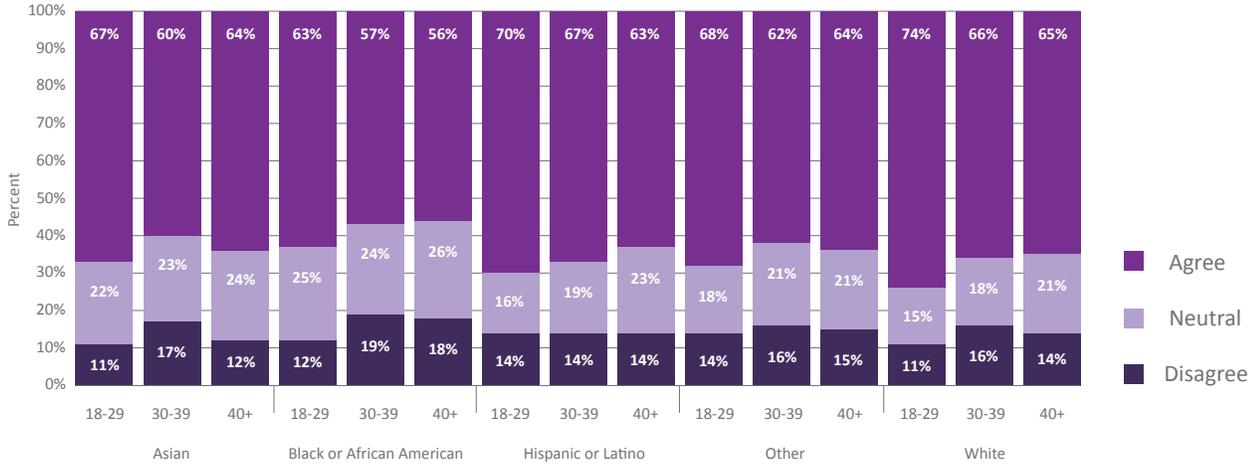
## African Americans at Small and Large Firms Least Likely to Feel Valued by Their Firm



Overall, large firm employees were less likely to agree they felt valued by their firm compared to employees of small and medium-sized firms. African Americans employed by large and small firms were equally as likely to feel valued at 58 percent—the lowest of all groups. White employees of medium-sized firms were the most likely to feel valued at 72 percent.

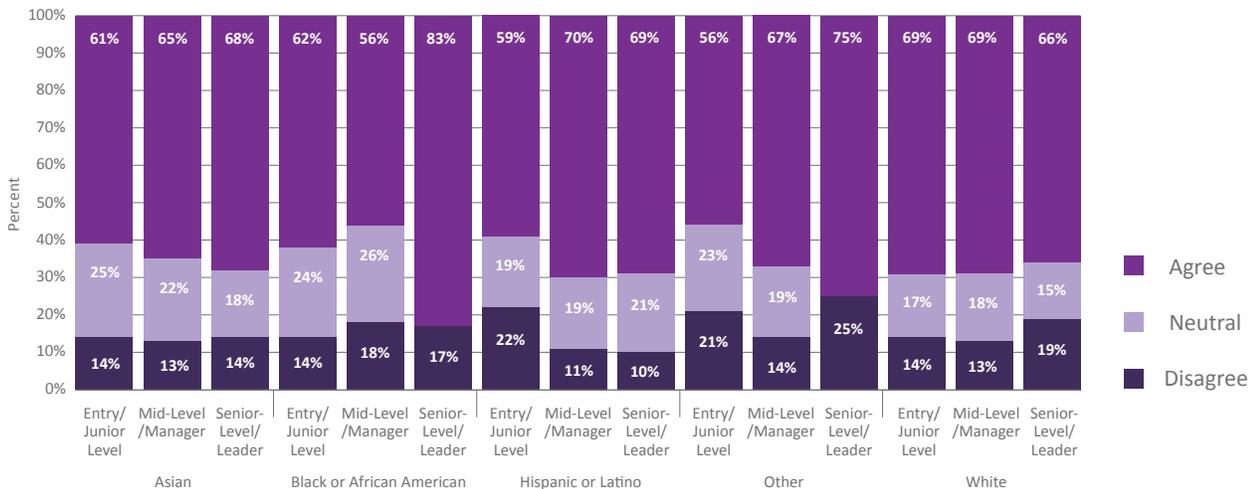
# Baseline on Belonging: Firm Culture & Career Development Report

## 18-29-Year-Olds More Likely to Feel Valued by Their Firm



Across all racial and ethnic groups, 18-29-year-olds were more likely to report feeling valued by their firm compared to their 30-39-year-old and 40+ peers. At 74 percent, white 18-29-year-olds are the most likely to feel valued, compared to 56 percent of African Americans who are 40 or older—an 18 percentage point difference.

## Mid-Level African Americans Least Likely to Feel Valued by Their Firm



African Americans in mid-level positions were the least likely of all demographic groups to indicate they felt valued by their firm at 56 percent. However, African Americans in senior-level positions were the most likely to feel valued at 83 percent—a 27 percentage point difference. For comparison, 69 percent of white employees in mid-level positions reported feeling valued, still 13 percentage points higher than their African American peers at the same career level.

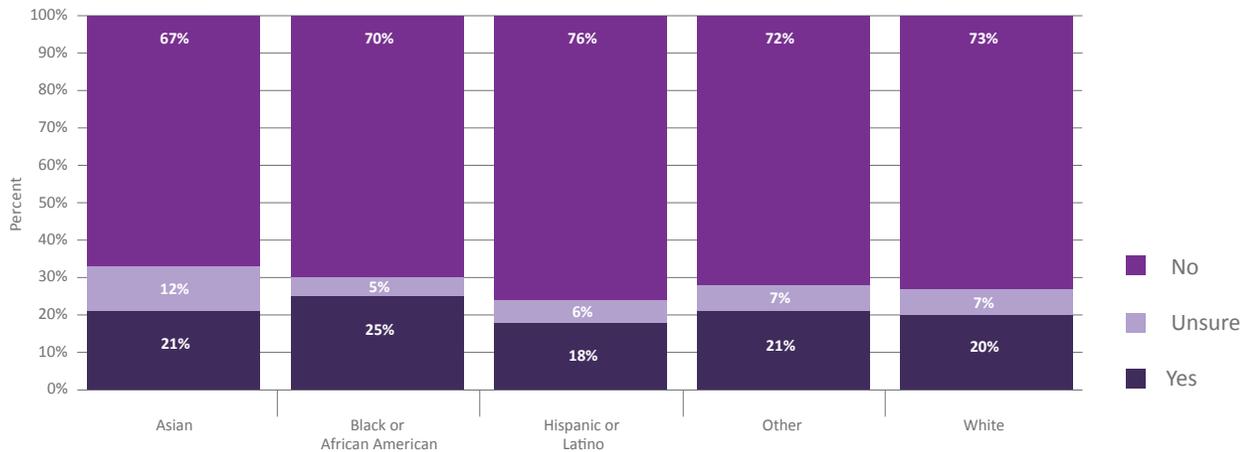
# Baseline on Belonging: Firm Culture & Career Development Report

## Firm Culture: Considered Leaving Architecture

When asked if they considered not pursuing a career in architecture because of their firm’s culture, 21 percent of respondents reported that they had, and an additional 7 percent were unsure. The remaining 72 percent indicated they had not.

Black or African American respondents—especially women—were more likely to consider leaving architecture due to their firm’s culture, as were 30-39-year-olds.

## African Americans Most Likely to Consider Leaving Architecture Due to Firm Culture

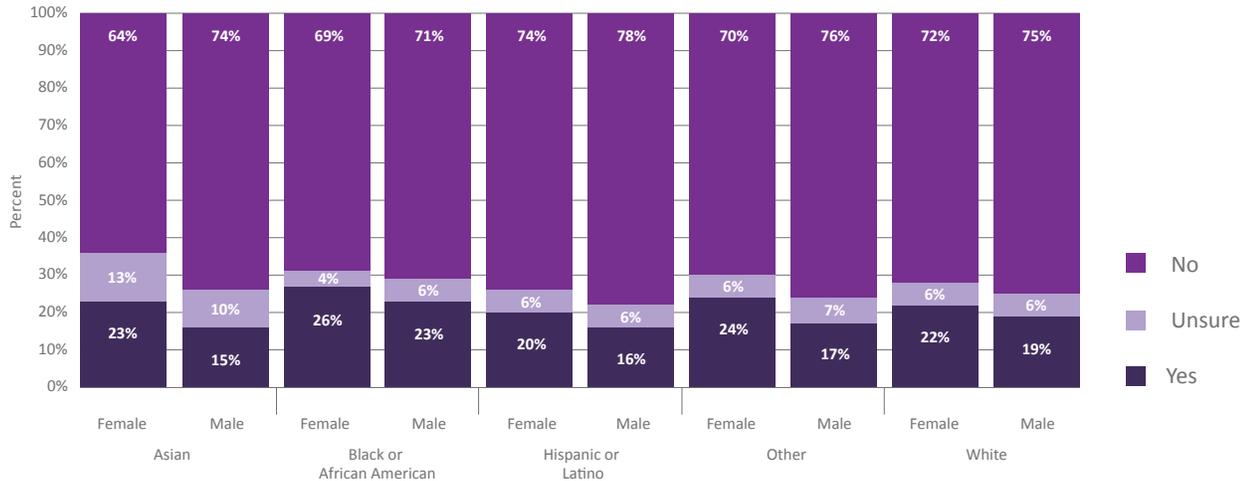


A quarter of Black or African American respondents (25 percent) indicated they had considered not pursuing a career in architecture because of their firm’s culture. This is 5 percentage points higher than white respondents, and 7 higher than Hispanic or Latino respondents, who were the least likely.



# Baseline on Belonging: Firm Culture & Career Development Report

## Women More Likely to Consider Leaving Architecture Due to Firm Culture

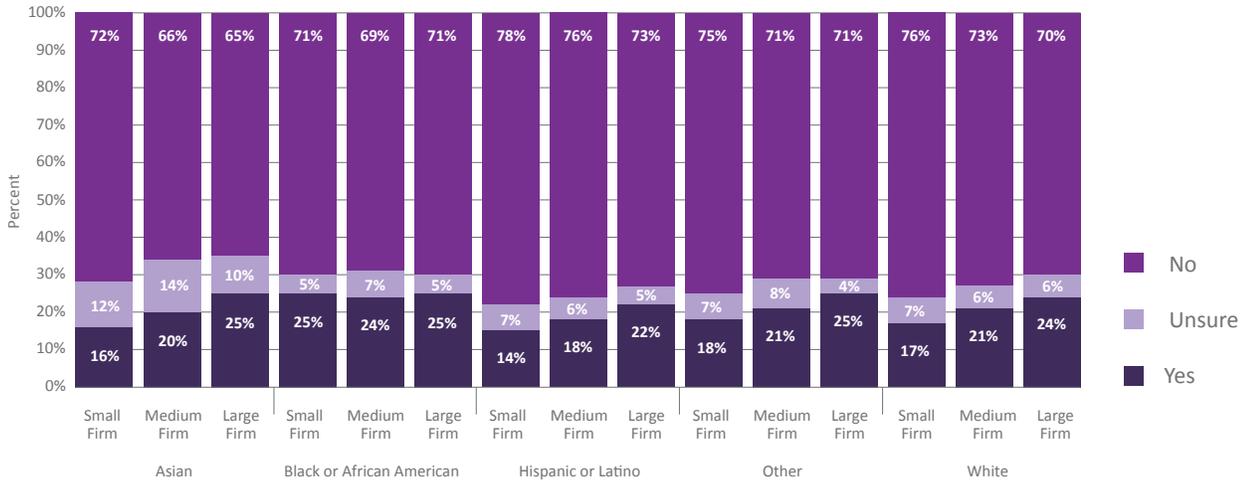


Women of all racial and ethnic groups were more likely to indicate that they had considered not pursuing a career in architecture based on their firm’s culture. At 26 percent, Black or African American women were the most likely. At 15 percent, Asian men were the least likely—an 11 percentage point gap.



# Baseline on Belonging: Firm Culture & Career Development Report

## Small Firm Employees Least Likely to Consider Leaving Architecture Due to Firm Culture



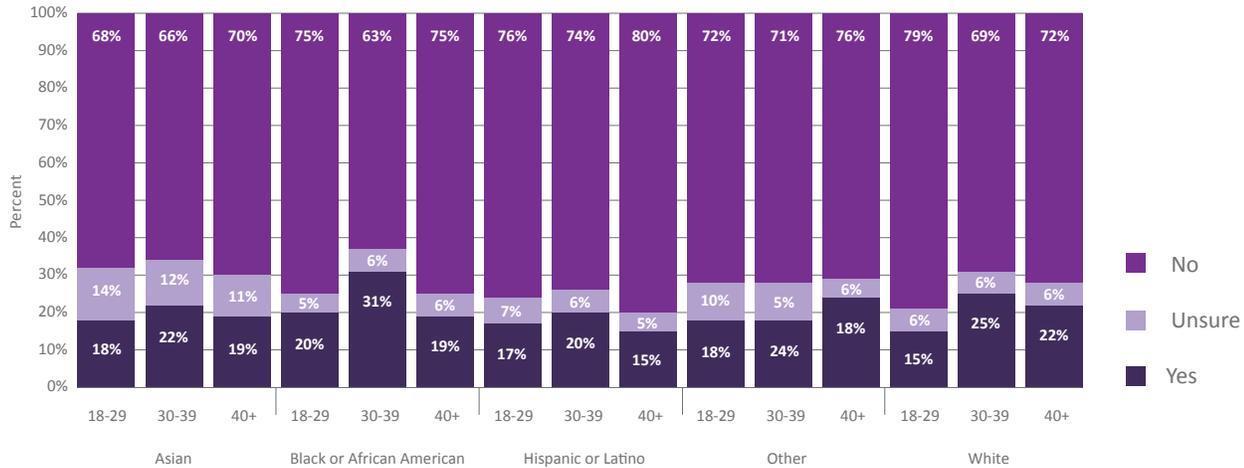
For most races and ethnicities (with the exception of Black or African American respondents), individuals employed by small firms were the least likely to indicate that they had considered not pursuing a career in architecture due to their firm’s culture. At 14 percent, Hispanic or Latino respondents employed by small firms were the least likely of all groups.

Black or African American respondents were nearly equally likely to report that they considered leaving architecture due to their firm’s culture, with 24-25 percent indicating they had in all firm sizes.



# Baseline on Belonging: Firm Culture & Career Development Report

## 30-39-Year-Olds More Likely to Consider Leaving Architecture Due to Firm Culture



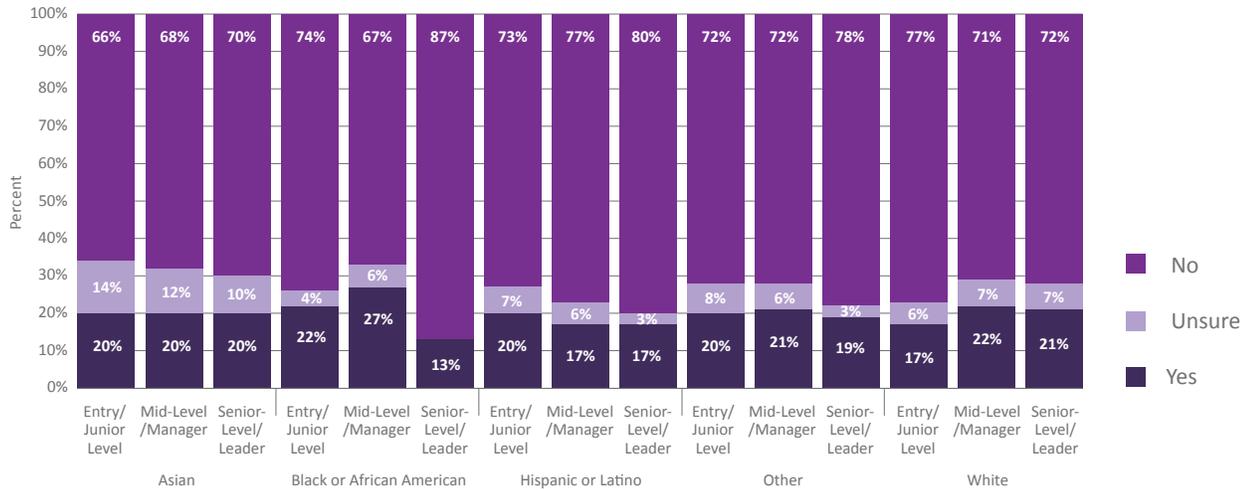
Across all racial and ethnic groups, 30-39-year-olds were more likely to indicate they'd considered leaving architecture due to firm culture, compared to 18-29-year-olds and individuals who were 40 or older.

Black or African American 30-39-year-olds were the most likely of all groups, with nearly a third (31 percent) of respondents indicating they'd considered not pursuing a career in architecture.



# Baseline on Belonging: Firm Culture & Career Development Report

## African Americans in Mid-Level Positions Most Likely to Consider Leaving Architecture Due to Firm Culture



Black or African American respondents in mid-level positions were the most likely to indicate they'd considered not pursuing a career in architecture due to firm culture at 27 percent.

However, Black or African Americans in senior-level positions were the least likely of all groups at 13 percent—a 14 percentage point gap.

# Baseline on Belonging: Firm Culture & Career Development Report

## Career Development: Job Search Methods

Respondents were asked how they found their current jobs, with possible responses including:

- Job posting:
  - Career event (job fair, recruitment event, industry convention, etc.)
  - Online job search
  - Social media or advertisement
- Referral/recommendation:
  - My college has a relationship with the firm
  - Recommended by peers
  - Referral from a colleague and/or friend
  - Referral from a family member
  - Referral from my college professor or advisor
- Other or none of the above

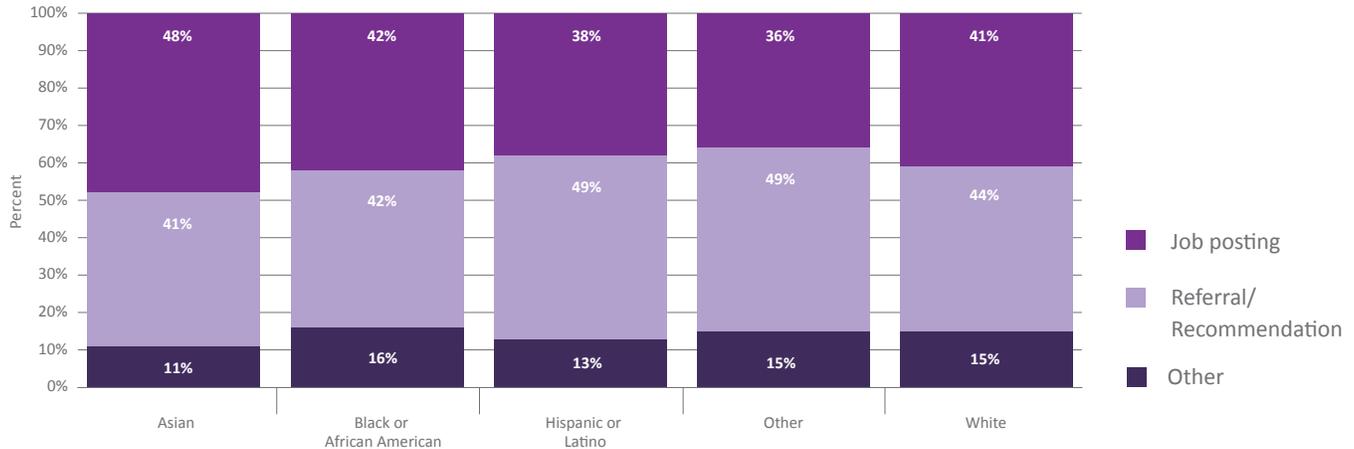
Forty-one percent of respondents indicated they found the job held at the time of the survey through traditional job posting methods (career fair, online job search, or advertisement). Forty-five percent found their job through networking methods (referrals and/or recommendations). The remaining 14 percent found their job through some other means.

Asian respondents were more likely than respondents of other racial and ethnic groups to indicate they found a job through traditional job posting methods, while Hispanic or Latino respondents were more likely to indicate they found a job via networking.

Additionally, those who were younger or more entry-level were more likely to find a job via job postings than through networking, regardless of race or ethnicity.

# Baseline on Belonging: Firm Culture & Career Development Report

## Asians Most Likely to Find Job Through Job Postings

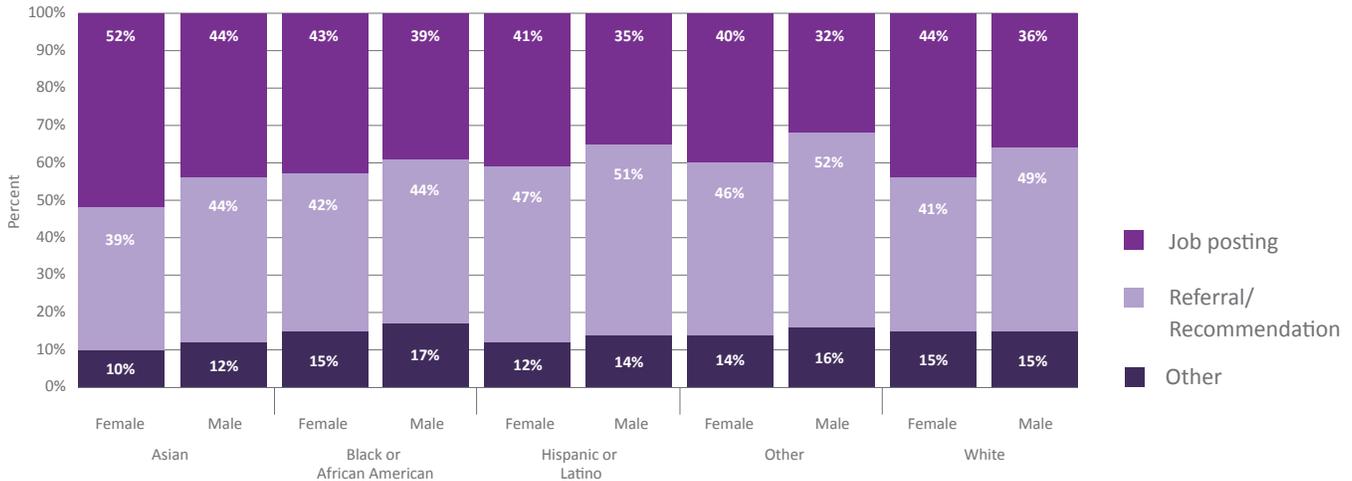


At 48 percent, Asian respondents were the most likely to have found the job they held at the time of the survey through traditional job search methods, such as job postings, career fairs, and advertisements. Hispanic or Latino respondents and those in the “other” group were the least likely at 38 and 36 percent, respectively.

However, at 49 percent each, Latino and other respondents were more likely to have found their job at the time of the survey through networking methods (referrals and/or recommendations). Asian respondents were the least likely to find jobs through these methods at 41 percent.

# Baseline on Belonging: Firm Culture & Career Development Report

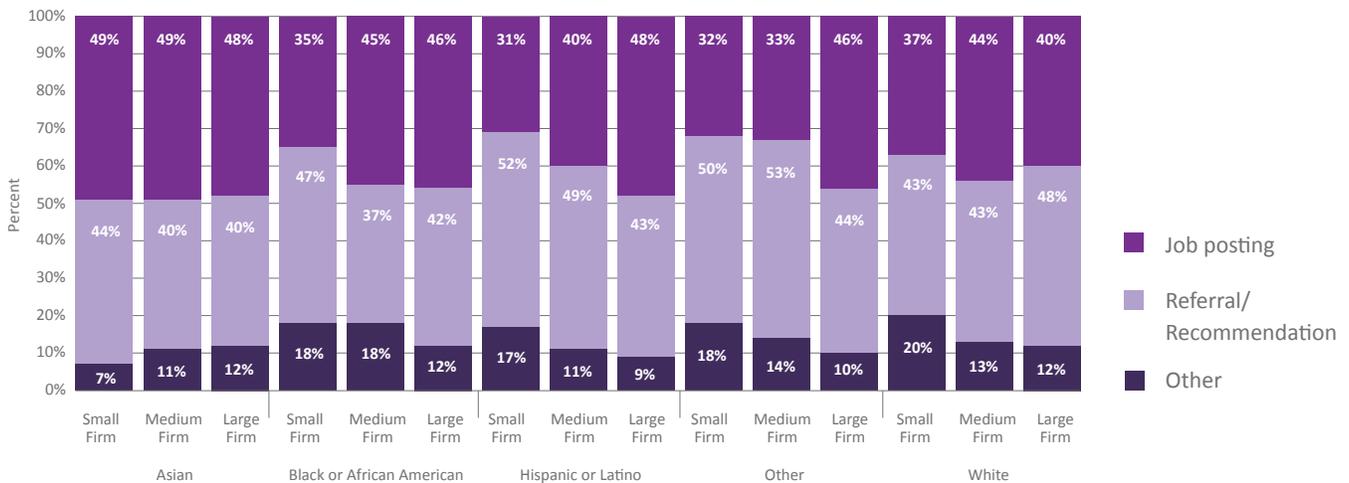
## Women Less Likely to Find Jobs Through Networking



Across all racial and ethnic groups, women were less likely to indicate they found their job at the time of the survey through networking compared to their male peers.

Asian women were the least likely of all groups at 39 percent. This is 12 percentage points less than Latino or other men, who were the most likely at 51 percent.

## Respondents of Color More Likely to Find Small Firm Jobs Via Networking



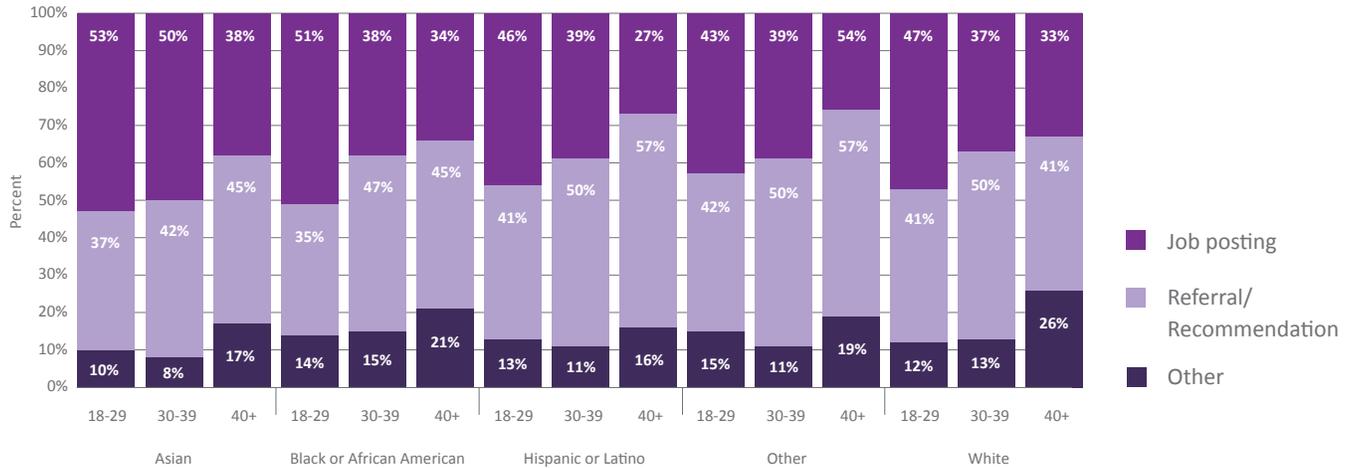
Respondents of color were more likely to indicate that they found their job via networking (recommendations or referrals) when employed by a small firm, compared to their peers at large or medium-sized firms.

However, the opposite is true for white respondents, who were the most likely to indicate finding a job through networking when employed by a large firm.



# Baseline on Belonging: Firm Culture & Career Development Report

## 18-29-Year-Olds More Likely to Find Jobs Through Job Postings

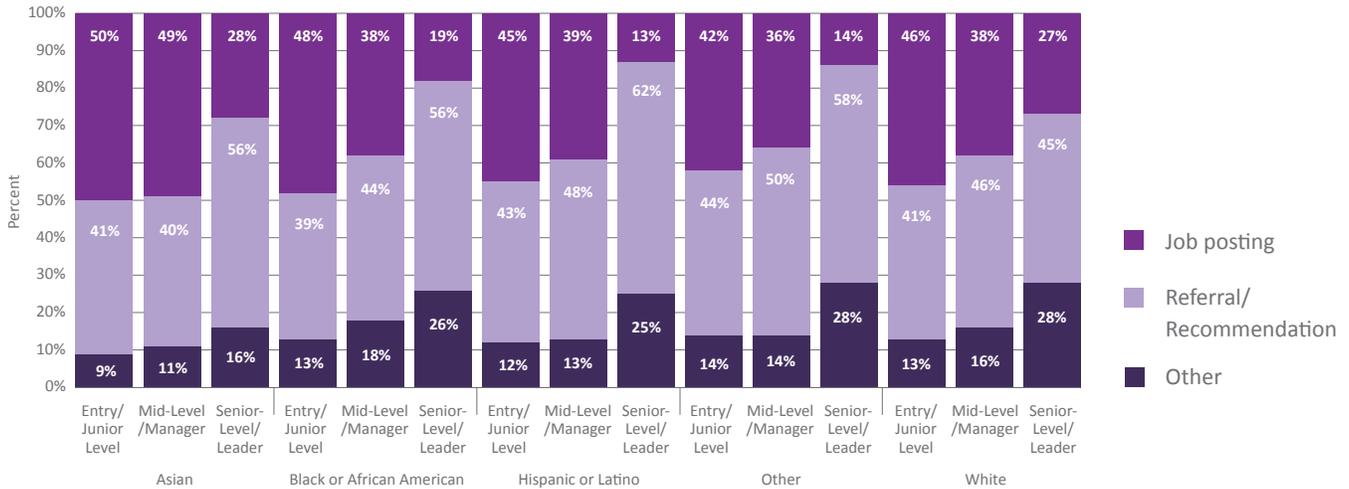


Across racial and ethnic groups, 18-29-year-old respondents were more likely to indicate that they found their job through job postings, and less likely to report finding a job through networking compared to their 30-39-year-old and 40+ peers.

Typically, 30-39-year-olds were the most likely to indicate they found a job via networking, while those in the 40+ age group reported much higher rates of finding a job some other way.

# Baseline on Belonging: Firm Culture & Career Development Report

## Entry-level Employees More Likely to Find Job Through Job Postings



Respondents in entry-level positions were more likely to report finding their job at the time of the survey via traditional job search methods, while their peers in more senior level positions were more likely to indicate that they found a job either via networking or some other method. This holds true across all races and ethnicities.



# Baseline on Belonging: Firm Culture & Career Development Report

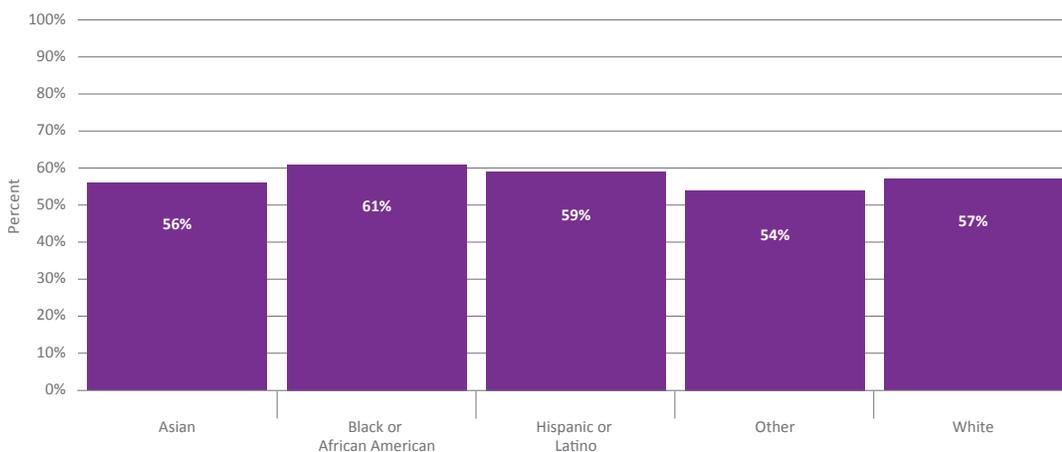
## Career Development: Initial Reasons for Pursuing Licensure

Respondents were asked to select the items that best represented their initial reasons for pursuing licensure (up to three). Response options included:

- Opportunity for a promotion
- The ability to have my own architecture firm/work independently
- The ability to call myself an architect
- Respect from peers, family, and/or friends
- The potential to earn more money
- A license is required by my firm
- None of the above

The most popular responses were “the ability to call myself an architect” (61 percent), the potential to earn more money (57 percent), and “the ability to have my own firm/work independently” (53 percent). These were consistently the top three factors across demographic groups, with one exception: large firm employees were more likely to select “opportunity for a promotion” than “for my own firm/work independently.”

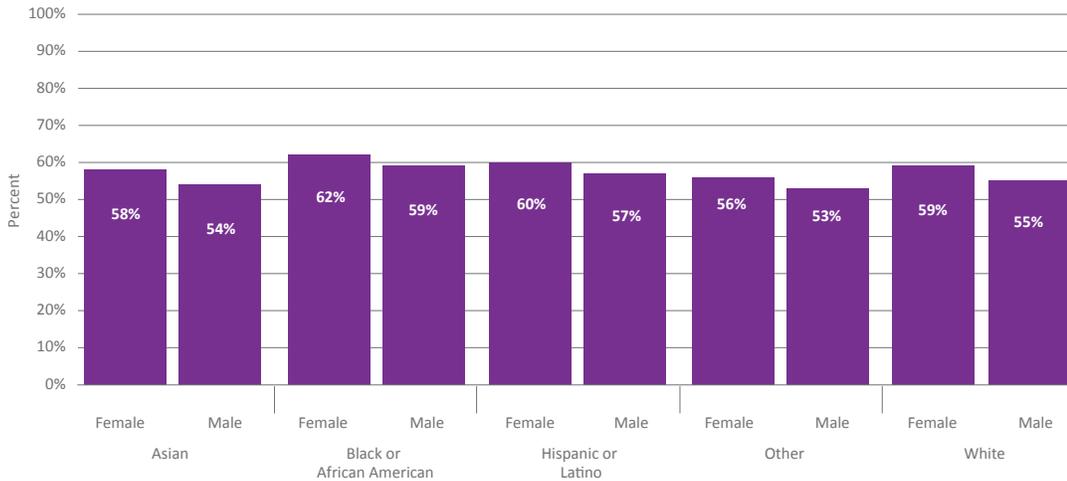
### African Americans Most Likely to Select Income as a Reason to Pursue Licensure



Black or African American respondents were the most likely to select “the potential to earn more money” as one of their initial reasons for pursuing licensure at 61 percent, compared to 57 percent of white respondents and 55 percent of respondents from another racial or ethnic group.

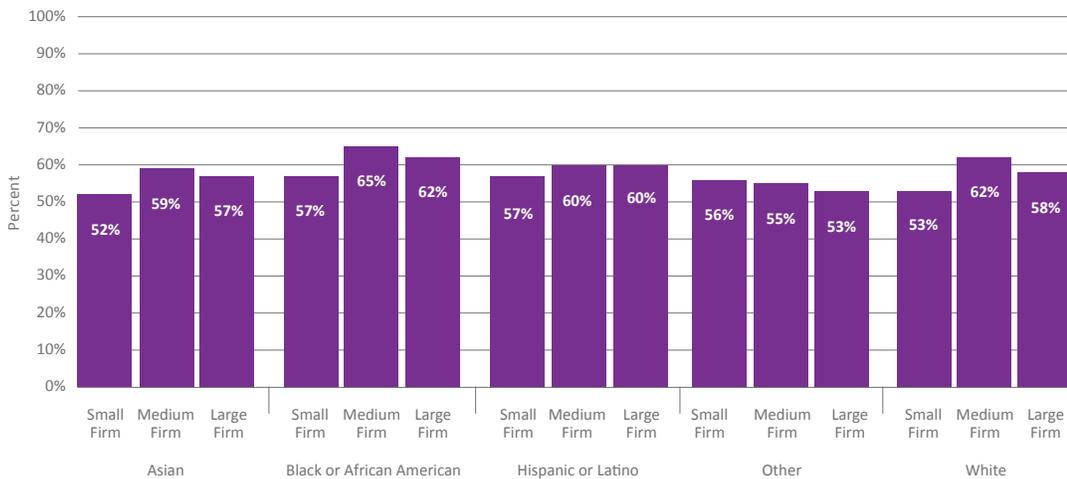
# Baseline on Belonging: Firm Culture & Career Development Report

## Women More Likely to Select Income as a Reason to Pursue Licensure



Across all races and ethnicities, women were more likely than men of the same race or ethnicity to indicate that earning potential was one of their initial reasons for pursuing a license. Black or African American women were the most likely to select this reason at 62 percent—7 percentage points more likely than white men.

## Mid-Size Firm Employees Most Likely to Select Income as a Reason to Pursue Licensure

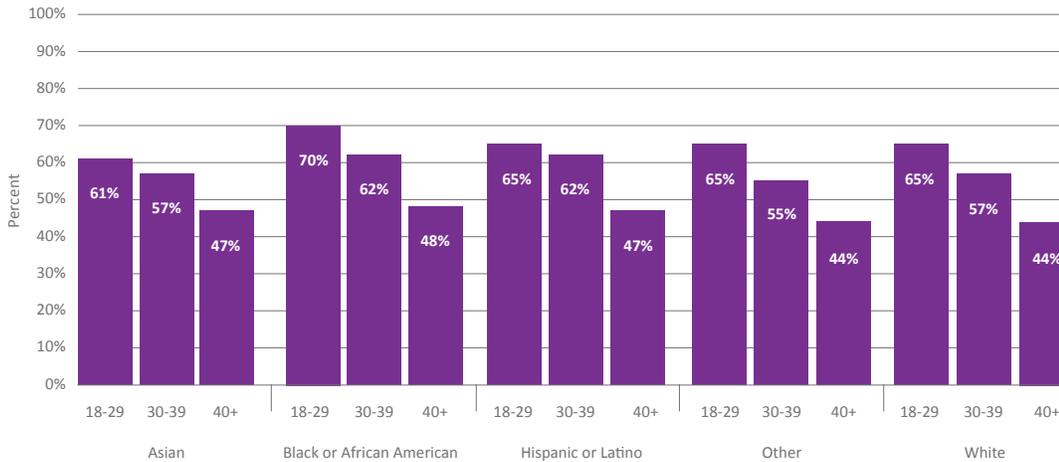


Employees of medium-sized firms were more likely to report that they initially pursued licensure due to earning potential compared to their peers at small and large firms. Black or African American respondents employed by medium-sized firms were the most likely out of all groups at 65 percent.



# Baseline on Belonging: Firm Culture & Career Development Report

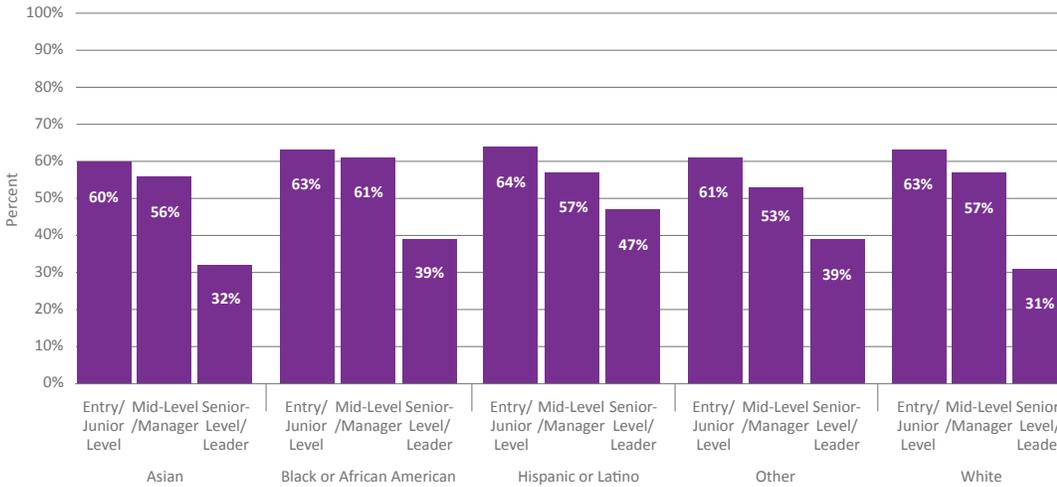
## 18-29-Year-Olds Most Likely to Select Income as a Reason to Pursue Licensure



Across all racial and ethnic groups, 18-29-year-olds were more likely to report that they initially pursued licensure due to earning potential, compared to their 30-39-year-old and 40+ peers. Black or African American 18-29-year-olds were the most likely to select this option at 70 percent—26 percentage points higher than white respondents 40 or older, who were the least likely.

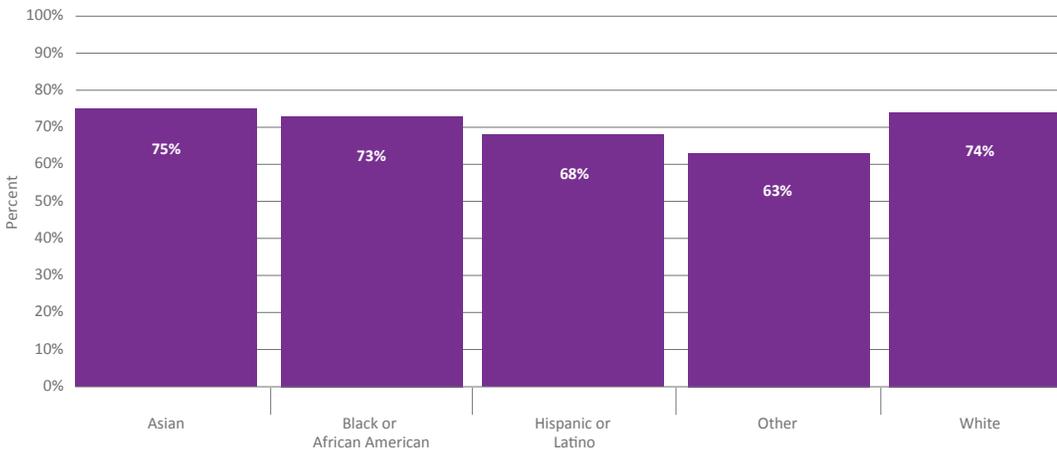
# Baseline on Belonging: Firm Culture & Career Development Report

## Entry-Level Employees Most Likely to Select Income as a Reason to Pursue Licensure



Similarly, entry-level employees across all racial and ethnic groups were more likely to indicate that earning potential was an initial reason for pursuing licensure. At 63-64 percent, Black or African American, Hispanic or Latino, and white entry-level employees were nearly equally as likely to select this response.

## Asians Most Likely to Select Professional Title as a Reason to Pursue Licensure

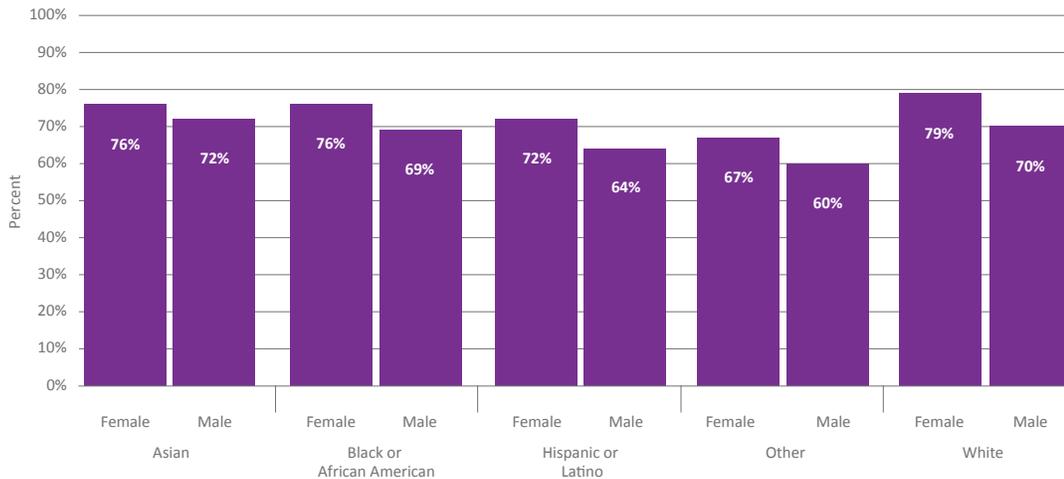


At 75 percent, Asian respondents were slightly more likely than white (74 percent) and African American (73 percent) respondents to select the ability to call themselves an architect as a reason to pursue licensure. Hispanic or Latino respondents were less likely to select this option at 68 percent.



# Baseline on Belonging: Firm Culture & Career Development Report

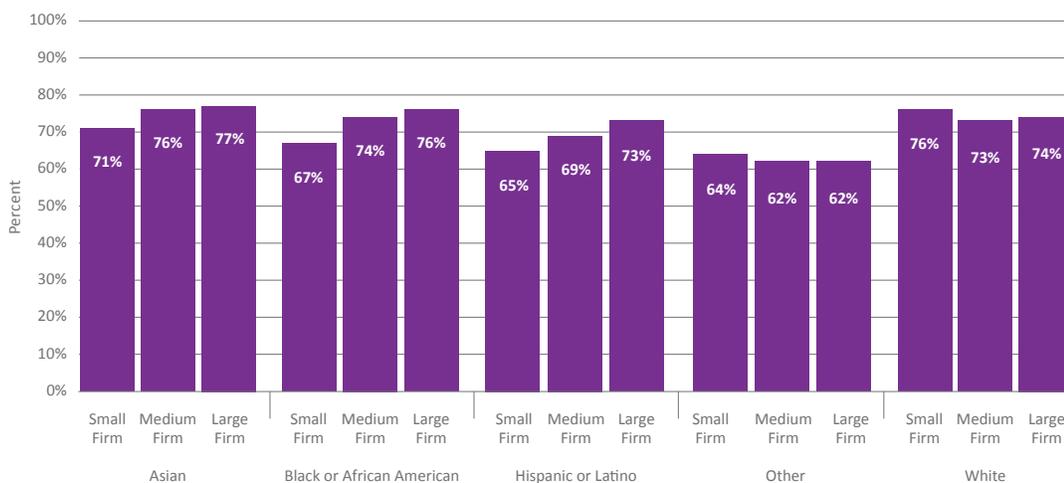
## Women More Likely to Select Professional Title as a Reason to Pursue Licensure



Women of all racial and ethnic groups were more likely than their male peers to indicate that they initially pursued licensure so they could call themselves an architect.

White women were the most likely to select this option at 79 percent, compared to 60 percent of men of some other racial or ethnic group (the least likely)—a 19 percentage point difference.

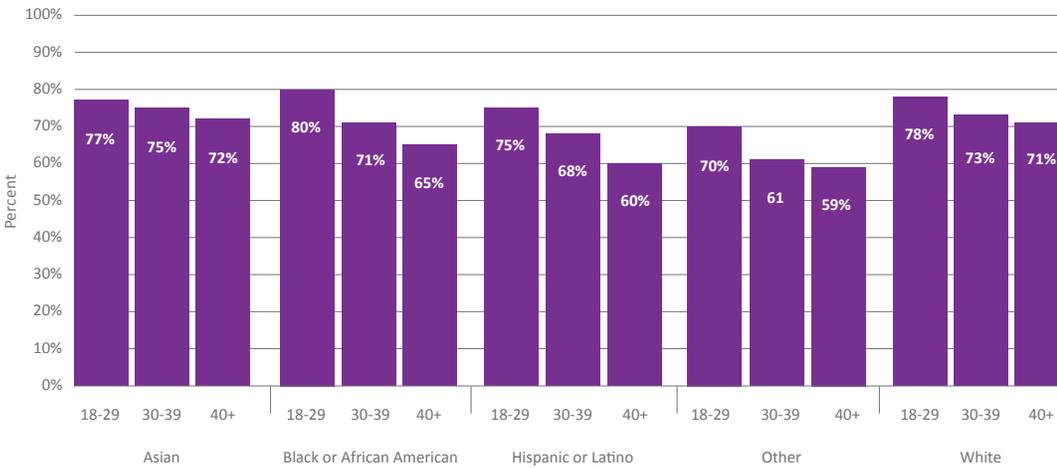
## Large Firm Employees Most Likely to Select Professional Title as a Reason to Pursue Licensure



For most racial and ethnic groups, large firm employees were more likely to report that they pursued licensure for the ability to call themselves an architect compared to their medium-sized and small firm peers. However, white respondents were slightly more likely to select this response when employed by a small firm. Asian employees of large firms were the most likely to select this option at 77 percent.

# Baseline on Belonging: Firm Culture & Career Development Report

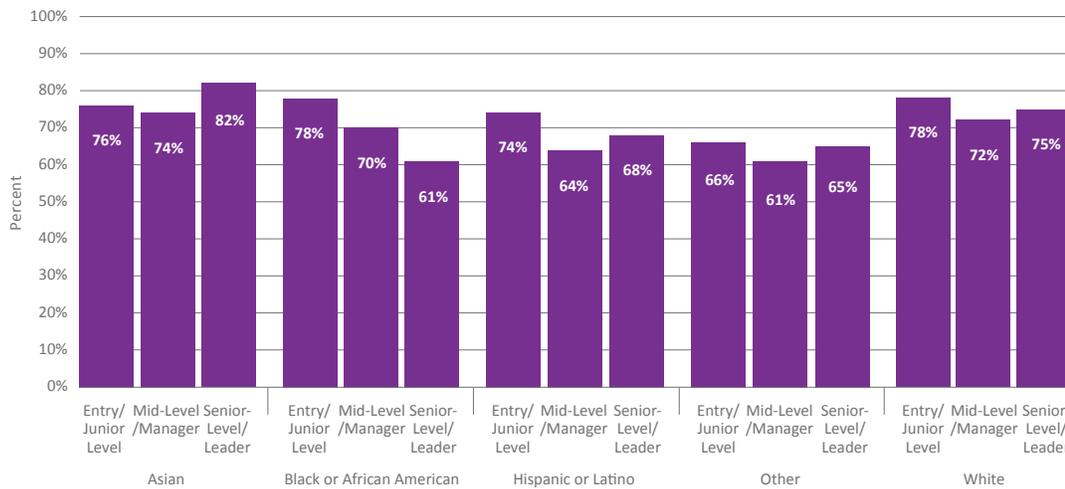
## 18-29-Year-Olds Most Likely to Select Professional Title as a Reason to Pursue Licensure



Across all racial and ethnic groups, 18-29-year-olds were more likely to report that they initially pursued licensure due for the professional title, compared to their 30-39-year-old and 40+ peers. Black or African American 18-29-year-olds were the most likely to select this option at 80 percent—21 percentage points higher than respondents of some other racial or ethnic group who were 40 or older, who were the least likely.

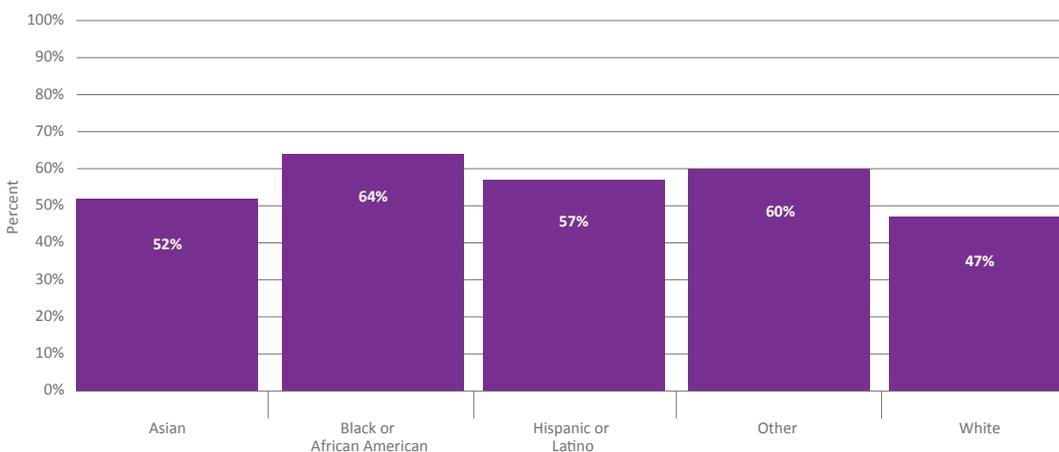
# Baseline on Belonging: Firm Culture & Career Development Report

## Entry-Level Employees Most Likely to Select Professional Title as a Reason to Pursue Licensure



For most racial and ethnic groups, entry-level employees were more likely than mid- or senior-level employees to indicate that they initially pursued licensure for the professional title—with the exception of Asian respondents. Asian senior-level employees were the most likely of all groups to select this option at 82 percent.

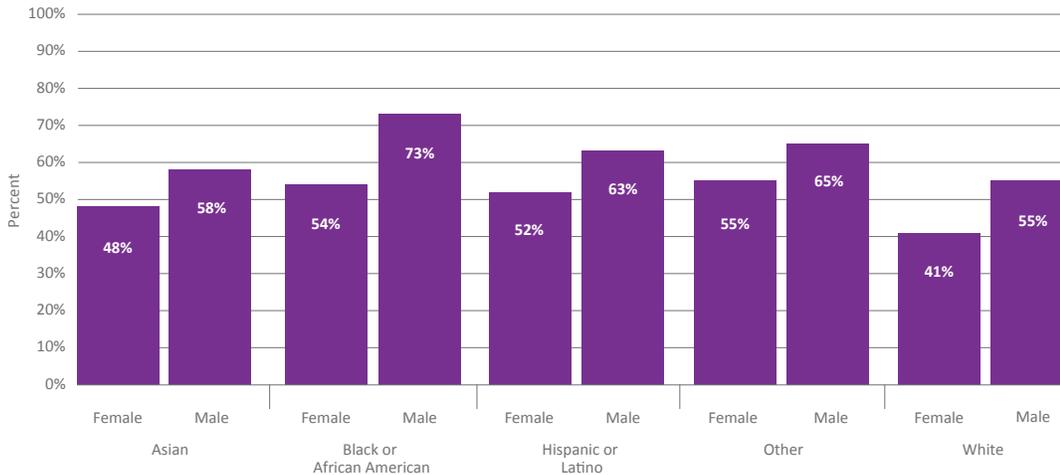
## African Americans Most Likely to Pursue Licensure to Own Their Own Firm



Black or African American respondents were the most likely to report that they initially pursued licensure for the ability to work independently or own their own firm at 64 percent, compared to 47 percent of white respondents—a 17 percentage point difference.

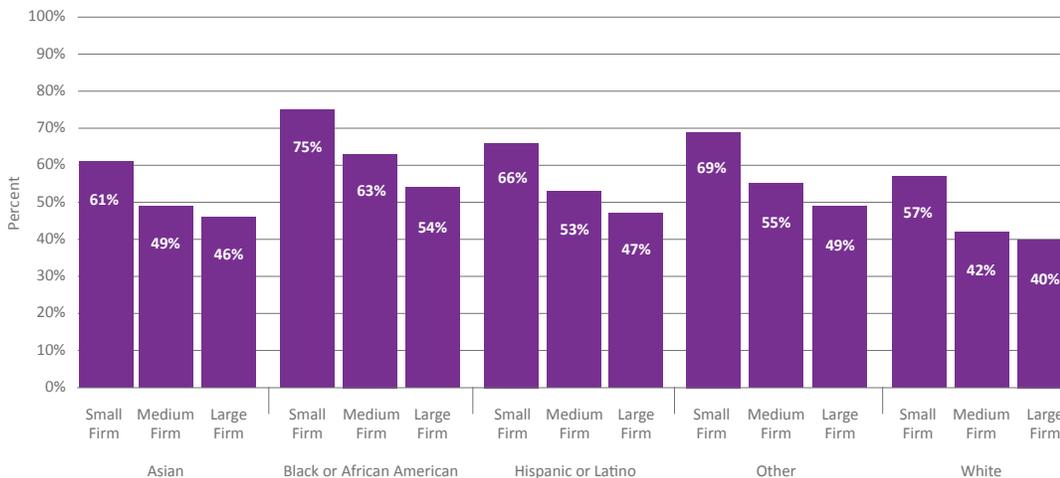
# Baseline on Belonging: Firm Culture & Career Development Report

## African American Men Most Likely to Pursue Licensure to Own Their Own Firm



Men of all racial and ethnic groups were more likely than women of the same group to report that they initially pursued licensure for the ability to own their own firm. African American men were the most likely to select this option at 73 percent, compared to 41 percent of white women, who were the least likely.

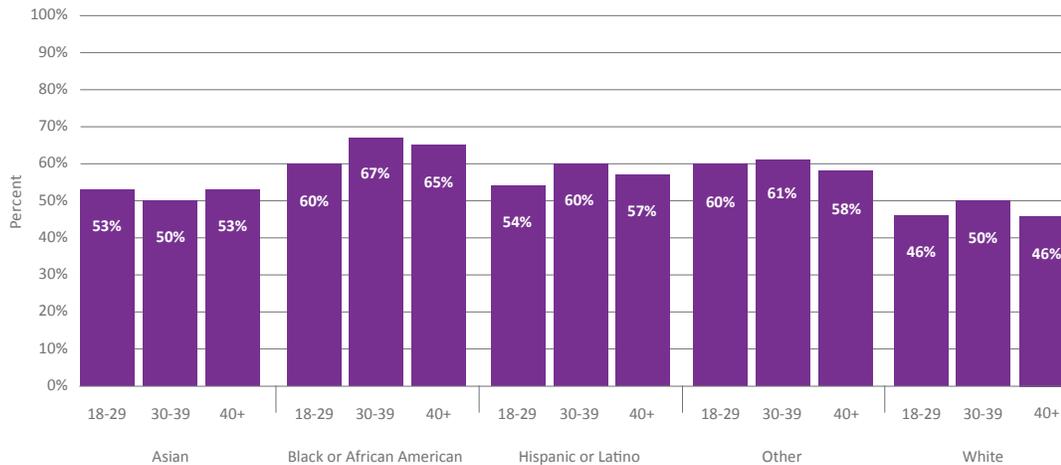
## Small Firm Employees Most Likely to Pursue Licensure to Own Their Own Firm



Across all racial and ethnic groups, small firm employees were more likely to report that they initially pursued licensure for the ability to own their own firm. African American employees of small firms were the most likely to select this response at 75 percent, compared to 40 percent of white employees of large firms, who were the least likely.

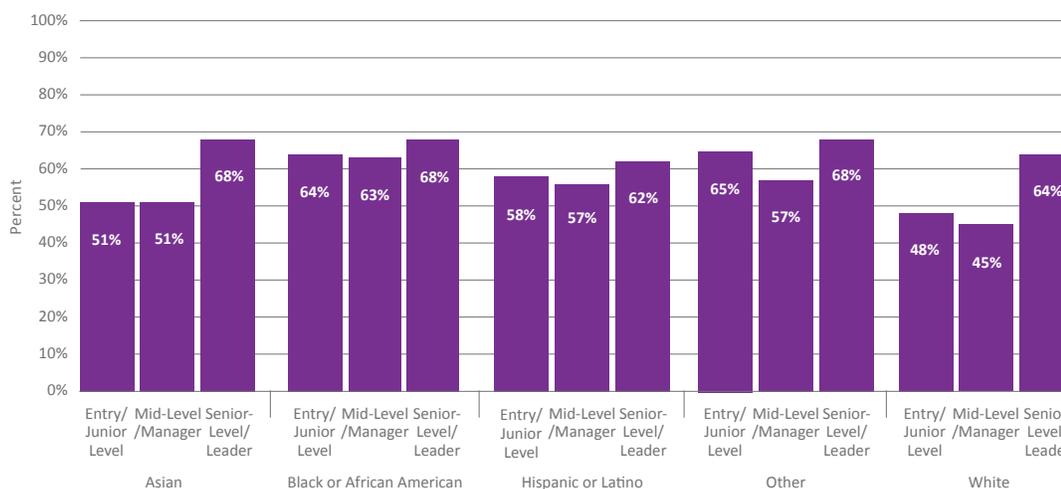
# Baseline on Belonging: Firm Culture & Career Development Report

## 30-39-Year-Olds Most Likely to Pursue Licensure to Own Their Own Firm



For most racial and ethnic groups, individuals aged 30-39 were more likely to report that they pursued a license to work independently compared to those aged 18-29 or 40 or older. The one exception is Asian respondents, who were the least likely to select this option in the 30-39 age group.

## Senior-Level Employees Most Likely to Pursue Licensure to Own Their Own Firm



Across all racial and ethnic groups, senior-level employees were more likely to report that they initially pursued licensure to own their own firm. At 68-69 percent, senior-level Asian, Black or African American, and individuals of some other racial or ethnic group were the most likely to select this option.

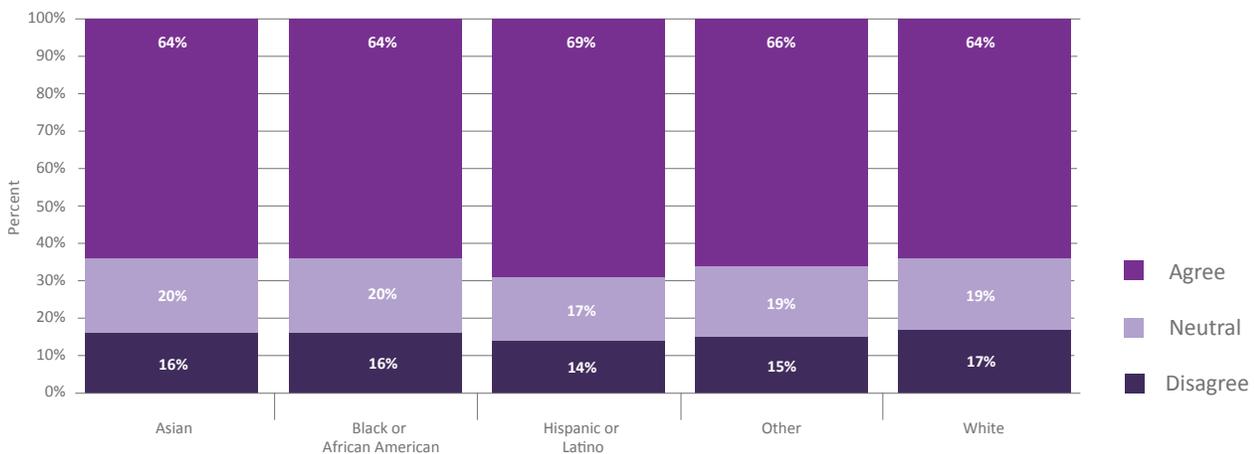
# Baseline on Belonging: Firm Culture & Career Development Report

## Career Development: Experiences Motivated Me to Become Licensed

When asked to rate their level of agreement with the statement, “My experiences since working in a firm have motivated me to become licensed,” 65 percent of all respondents either agreed or strongly agreed. Of the remaining 35 percent, 19 percent were neutral and 16 percent disagreed or strongly disagreed.

While there are some disparities based on race and gender, white men were the least likely to indicate their experiences had motivated them to become licensed—a reversal of trends seen elsewhere in the *Baseline on Belonging* study.

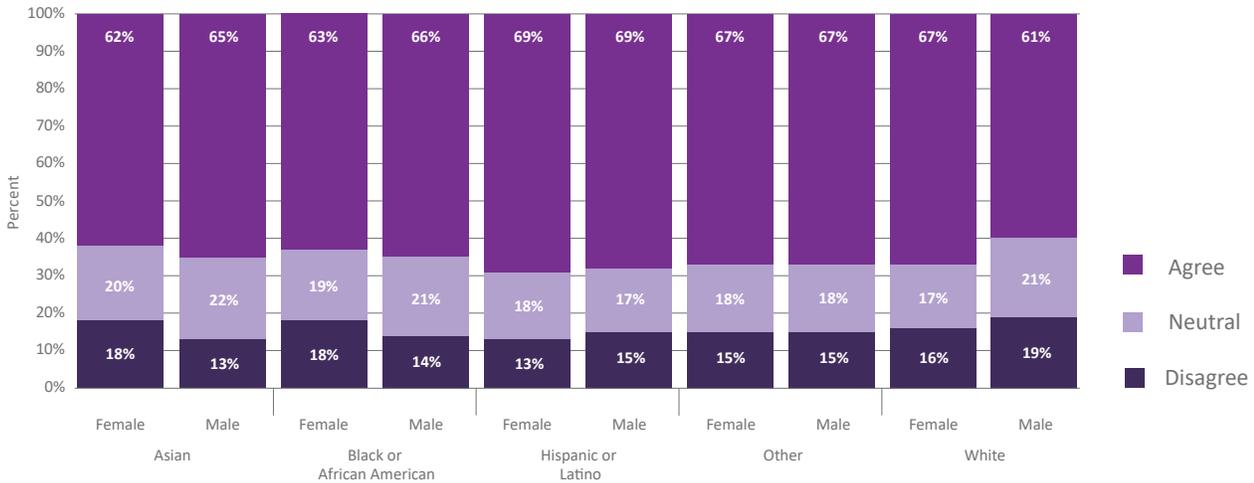
### Latino Respondents Most Likely to Agree Experiences at Firm Motivated Them to Become Licensed



At 69 percent, Hispanic or Latino respondents were more likely than their peers to indicate that their experiences working at a firm had motivated them to become licensed. This is 5 percentage points more than their Asian, Black or African American, and white peers, who were equally likely to agree at 64 percent.

# Baseline on Belonging: Firm Culture & Career Development Report

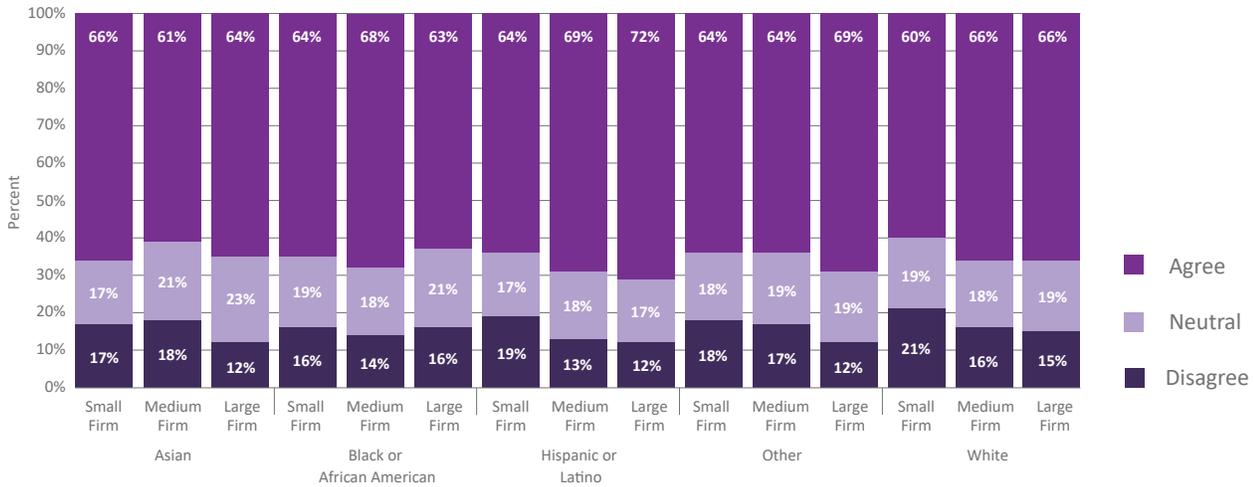
## White Men Least Likely to Agree Experiences at Firm Motivated Them to Become Licensed



Asian and African American women were slightly less likely to agree that their experiences since working at a firm had motivated them to become licensed compared to their male peers. However, the opposite is true for white women, who were 6 percentage points more likely than white men to agree. At 61 percent, white men were the least likely of all groups to indicate that their experiences had motivated them to become licensed.

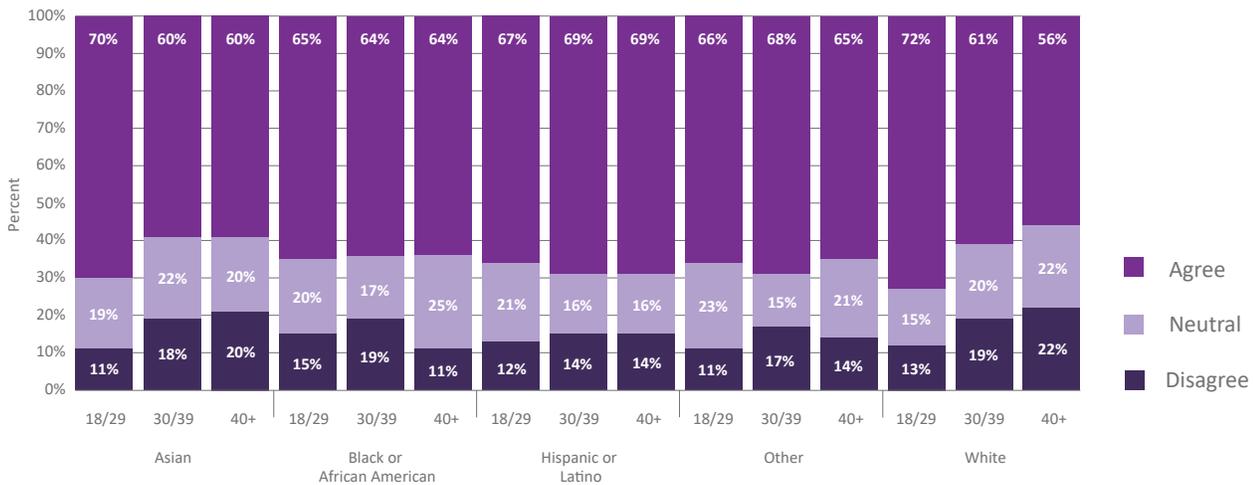
# Baseline on Belonging: Firm Culture & Career Development Report

## White Employees of Large Firms Least Likely to Agree Experiences at Firm Motivated Them to Become Licensed



There is no distinct pattern across race, ethnicity, and firm size regarding motivation to become licensed. White employees of large firms were the least likely of all groups to agree that their experiences had motivated them to become licensed (60 percent), and Latino employees of small firms were the most likely (72 percent).

## 18-29-Year-Olds More Likely to Agree Experiences at Firm Motivated Them to Become Licensed

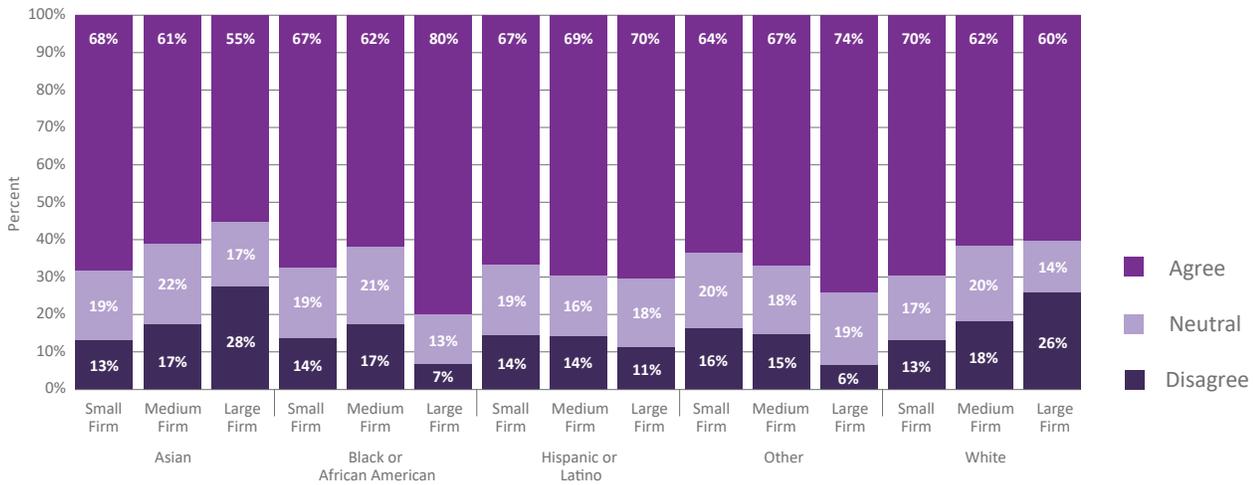


For Asian, African American, and white respondents, 18-29-year-olds were more likely than their 30-39 or 40+ peers to report that their experiences working at a firm had motivated them to become licensed, with white 18-29-year-olds most likely at 72 percent. White respondents who were 40 or older were the least likely to agree 56 percent.



# Baseline on Belonging: Firm Culture & Career Development Report

## Senior-Level African Americans Most Likely to Agree Experiences at Firm Motivated Them to Become Licensed



For white and Asian respondents, entry-level employees were more likely to report that their experiences since working at a firm had motivated them to become licensed. However, the opposite was true for Black or African American and Hispanic or Latino respondents, who were most likely to agree in senior-level positions. At 80 percent, senior-level African Americans were the most likely to agree of all groups.

# Baseline on Belonging: Firm Culture & Career Development Report

## Career Development: Effects of Earning a Licensure

When asked about their progress on the path to licensure, 23% of survey respondents indicated they were a licensed architect.

Respondents who indicated they were a licensed architect were then asked the following question: *After you earned your license, did any of the following occur as a result of your licensed status? Select all that apply.*

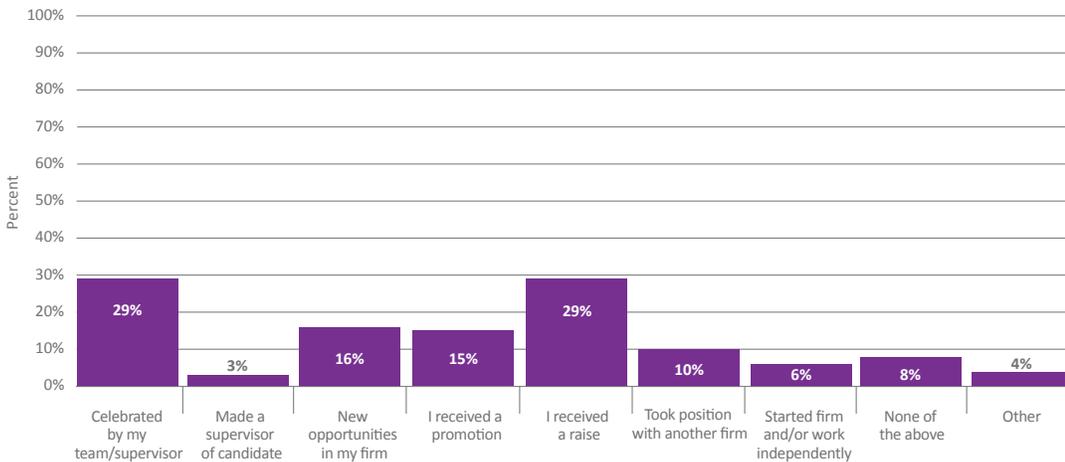
- Celebrated by my team/supervisor
- Made a supervisor of a candidate
- New opportunities in my firm
- I received a promotion
- I received a raise
- Took a position with another firm
- Started firm and/or work independently
- None of the above
- Other

Because individuals were allowed to select more than one answer choice, the sum of the proportions equal more than 100 percent.



# Baseline on Belonging: Firm Culture & Career Development Report

## Architects Most Likely to Report Being Celebrated, Receiving a Raise After Earning License



When asked if any of the following occurred after becoming licensed, architects most frequently reported that they were celebrated by their team and that they received a raise—both at 29 percent.

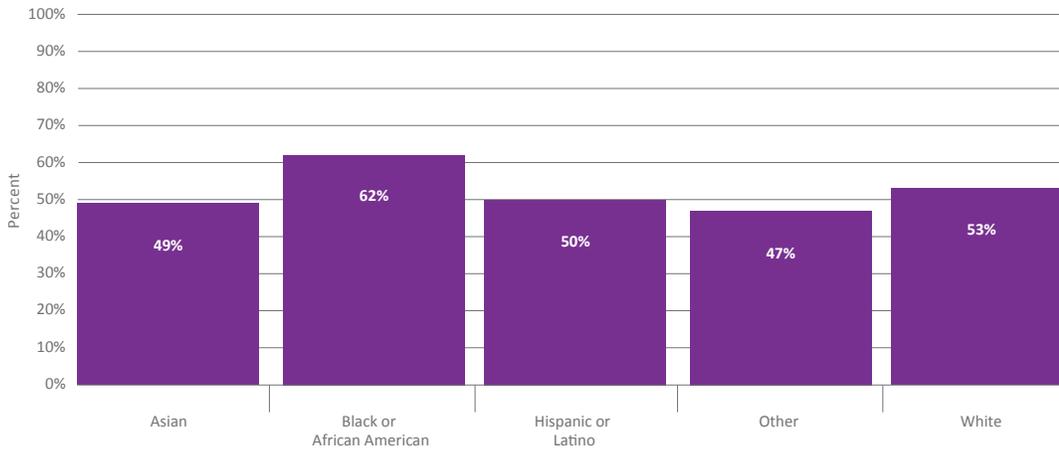
Additionally, 16 percent of architects reported new opportunities in their firm, and 15 percent reported receiving a promotion.

Architects were much less likely, however, to say they were made a supervisor of a candidate (3 percent) or started a firm/began to work independently (6 percent).



# Baseline on Belonging: Firm Culture & Career Development Report

## African American Architects Most Likely to Report Being Celebrated After Earning Licensure



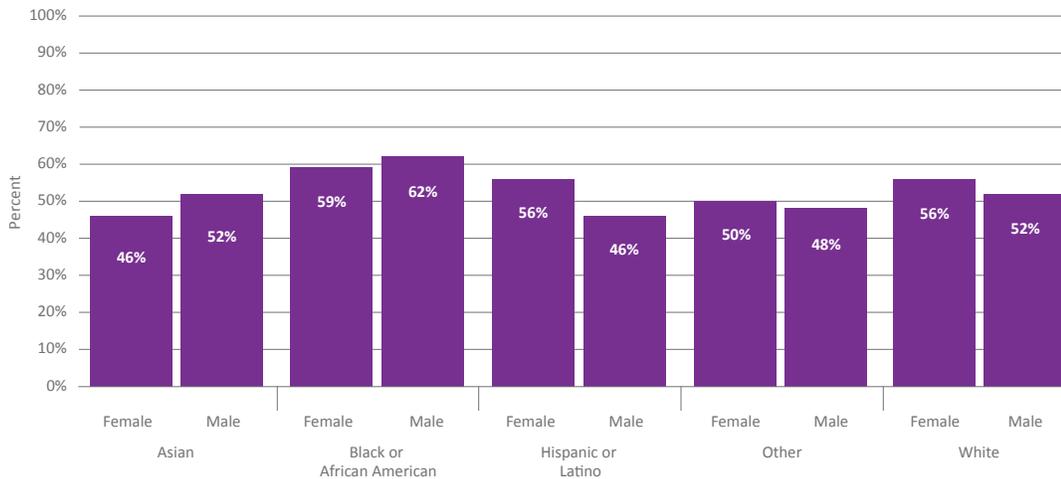
At 62 percent, Black or African American architects were the most likely to say they were celebrated by their team after earning a license. This is 15 percentage points more than the least likely group—architects whose race and ethnicity falls into the “other” category—at 47 percent.

After African American architects, white architects were the second most likely to report being celebrated by their team after earning a license at 53 percent.



# Baseline on Belonging: Firm Culture & Career Development Report

## Men and Women Architects Nearly Equally as Likely to Report Being Celebrated After Earning a License



Across races and ethnicities, men and women said they were celebrated by their firm after earning a license at relatively similar rates.

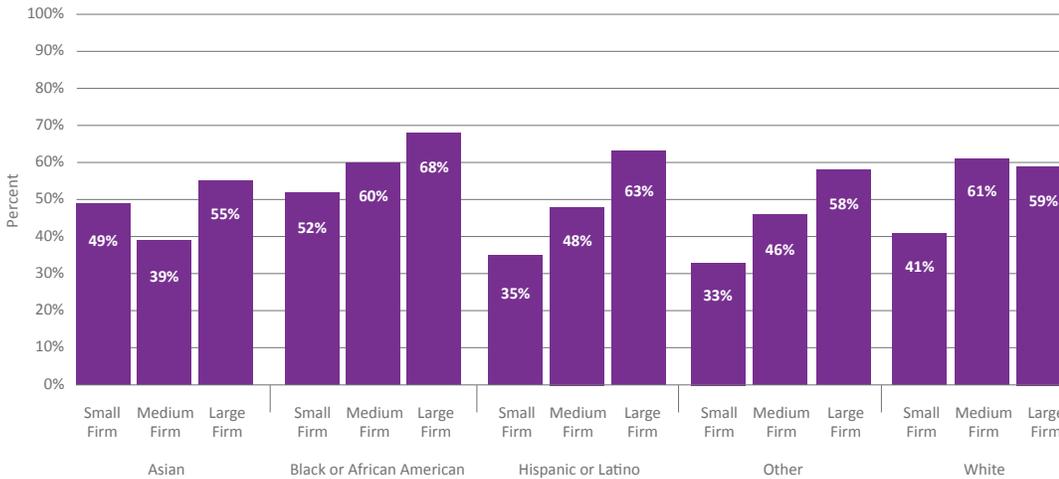
The largest gender gap is between Hispanic or Latino men and women, where Latino women were 10 percentage points more likely to indicate being celebrated by their team.

For African American and Asian respondents, however, men were more likely to say they were celebrated after earning a license. African American men in particular were the most likely of all groups to say they were celebrated—16 percentage points more than the least likely group, Latino men.



# Baseline on Belonging: Firm Culture & Career Development Report

## Small Firm Employees Less Likely to Report Being Celebrated After Earning License



Across most races and ethnicities, architects employed by small firms were less likely to say they were celebrated by their team after earning a license.

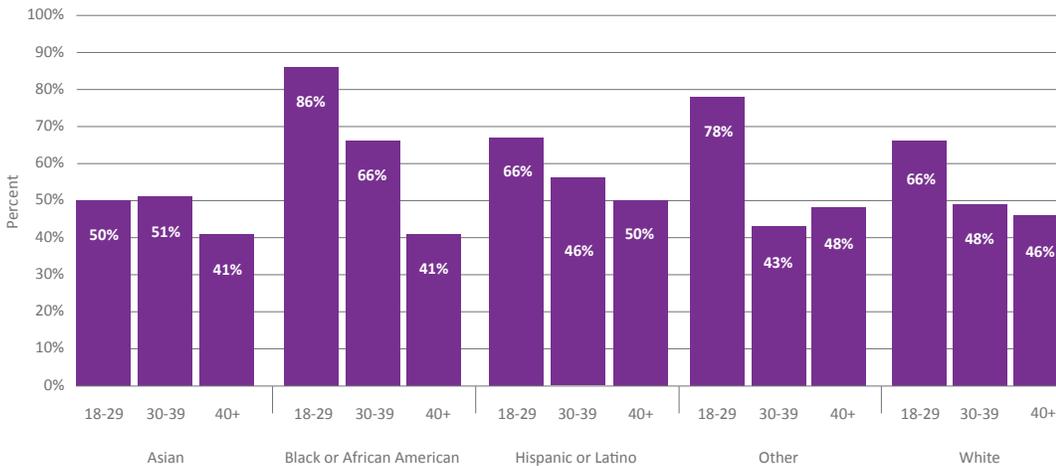
Latino and “other” architects at small firms were the least likely of all groups to report being celebrated by their firm—at 35 and 33 percent, respectively.

African Americans at large firms, however, were the most likely to say they were celebrated after earning a license at 68 percent.



# Baseline on Belonging: Firm Culture & Career Development Report

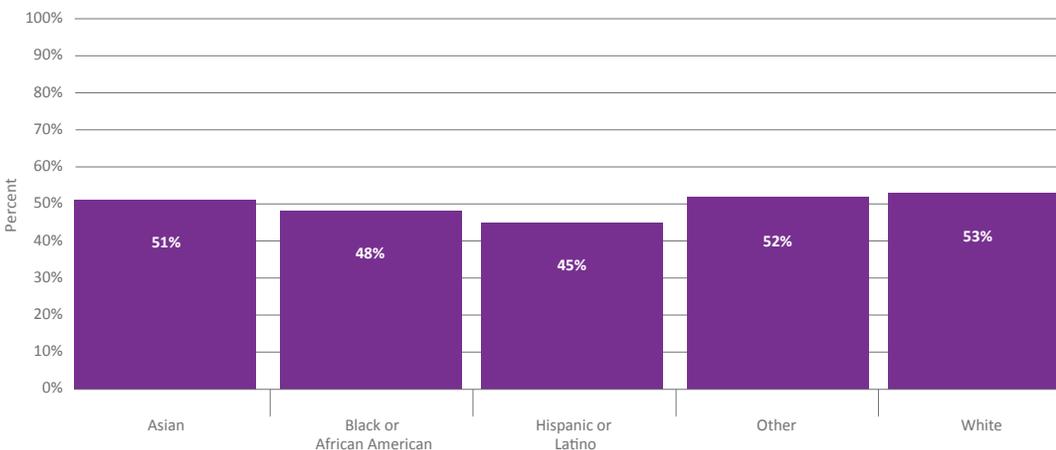
## Younger Architects More Likely to Report Being Celebrated After Earning License



Across most racial and ethnic groups, 18-29-year-old architects were most likely to say they were celebrated by their firm after earning a license.

In contrast, African American and Asian architects aged 40 and older were the least likely groups to say they were celebrated at their firms, both at 41 percent.

## Architects of Color Less Likely to Report Receiving a Raise After Earning a License

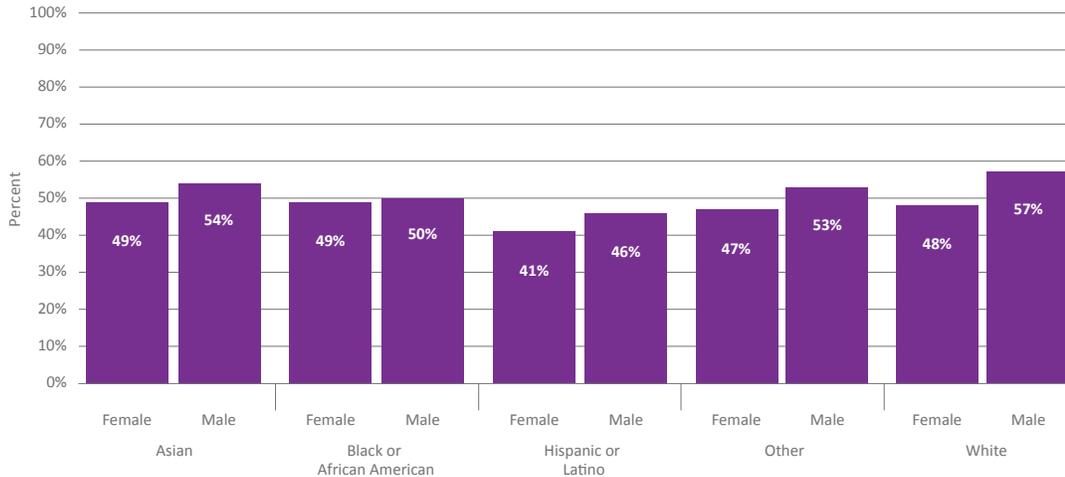


At 53 percent, white architects were the most likely racial or ethnic group to say they received a raise after earning a license.

Hispanic or Latino architects, however, were the least likely to report receiving a raise at 45 percent. Hispanic and African American architects were also the only groups where less than half of respondents said they received a raise after earning a license.

# Baseline on Belonging: Firm Culture & Career Development Report

## Women Less Likely to Report Receiving a Raise After Earning a License



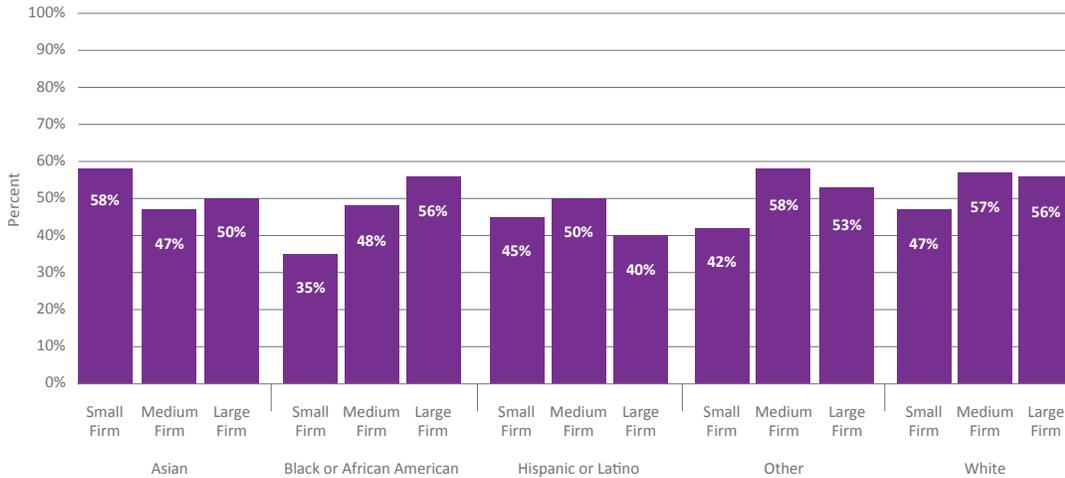
Across all races and ethnicities, women architects less frequently reported that they received a raise after earning a license than their male counterparts.

At 41 percent, Hispanic or Latina architects were the least likely of all groups to say they received a raise after earning a license—16 percentage points less than the most likely group, white men.



# Baseline on Belonging: Firm Culture & Career Development Report

## Architects at Small Firms Less Likely to Receive a Raise After Earning License



For many racial and ethnic groups, architects at small firms were less likely to receive a raise after becoming licensed.

African Americans at small firms—the least likely of all groups to report receiving a raise at 35 percent—were 21 percentage points less likely to say they received a raise than African Americans at large firms.

In contrast, architects at medium-size firms whose race and ethnicity falls in the “other” category, were the most likely to say they received a raise after becoming licensed (59 percent).

# Baseline on Belonging: Firm Culture & Career Development Report

## Career Development: Decision Not to Pursue Licensure

Individuals who indicated that they were not interested in pursuing a license were asked to select the point in their career when they decided not to become an architect, with options including:

- During college
- After taking an ARE division
- While searching for employment in an architecture firm
- While working for an architecture firm
- Other

“While working in an architecture firm” was the most frequently selected response at 48 percent. “After taking an ARE division” was the next most popular response at 20 percent.

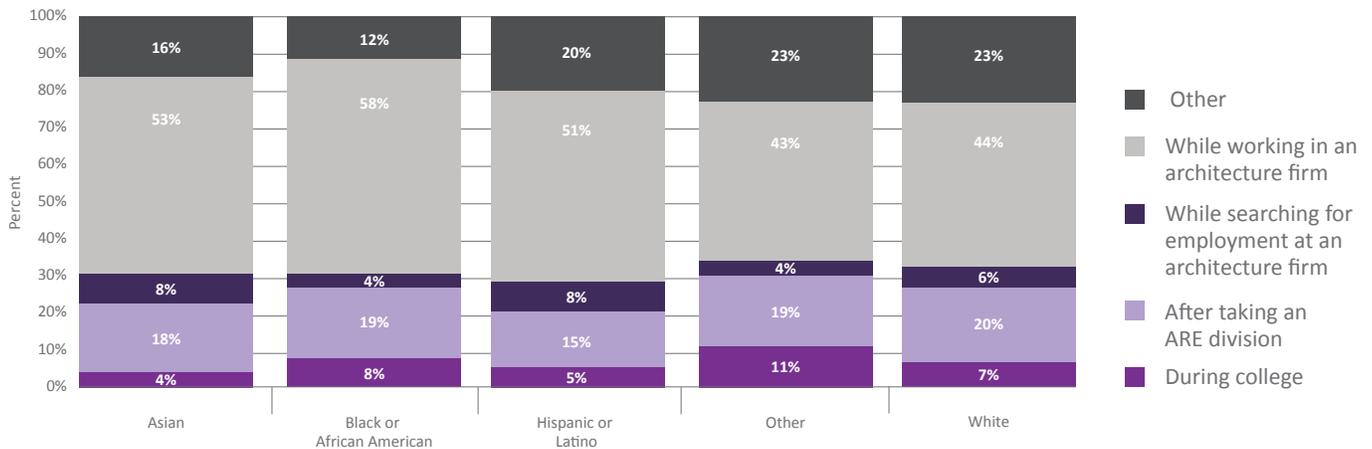
Black or African American respondents, individuals aged 18-29, and those in entry-level positions were more likely to report that they stopped pursuing licensure while employed at a firm compared to their peers. Women and older candidates were more likely to indicate that they stopped pursuing licensure after taking the ARE.

Due to the limited sample size of individuals who were not pursuing licensure, data for this question cannot be segmented by more than one filter, i.e., by race/ethnicity and gender.



# Baseline on Belonging: Firm Culture & Career Development Report

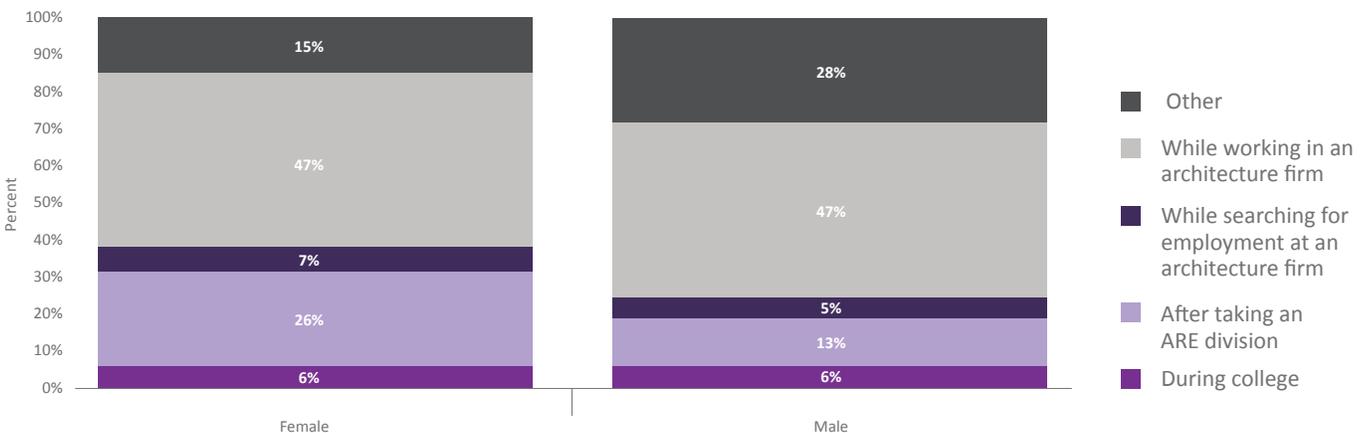
## African Americans Most Likely to Stop Pursuing Licensure While Working in a Firm



When asked at what point in their career they decided not to become an architect, 58 percent of Black or African American respondents who'd indicated they were no longer interested in licensure responded that they were working in a firm at the time. This is 14 percentage points higher than white respondents.

White respondents were more likely to indicate that they were in some other career phase when they decided not to become an architect at 23 percent.

## Women More Likely to Stop Pursuing Licensure After Taking an ARE Division

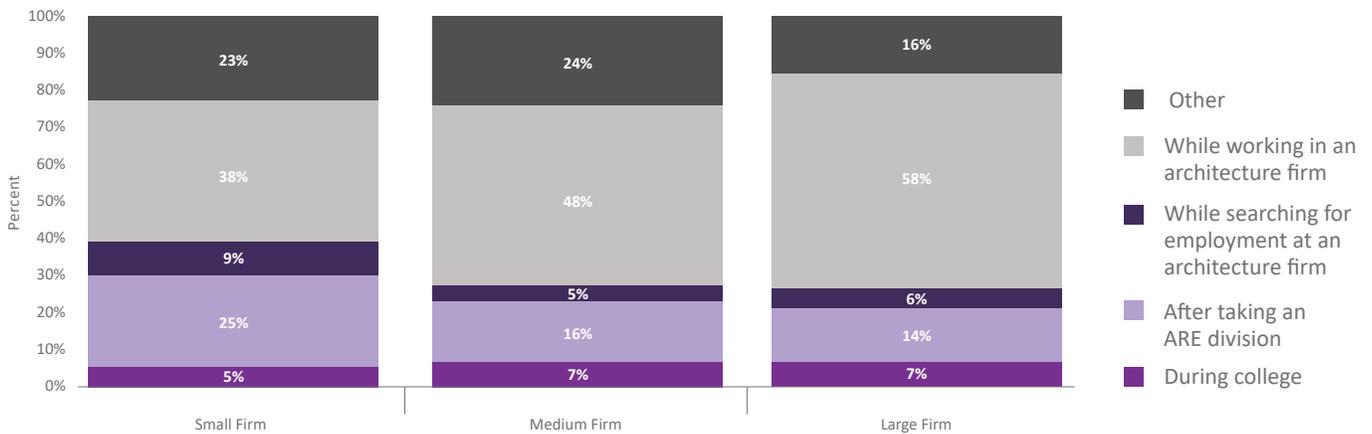


Twenty-six percent of women indicated they'd decided not to become a licensed architect after taking a division of the ARE, compared to 13 percent of men. NCARB's pass rate data reveals that women of all racial and ethnic groups are less likely to pass the ARE than men of the same race or ethnicity.



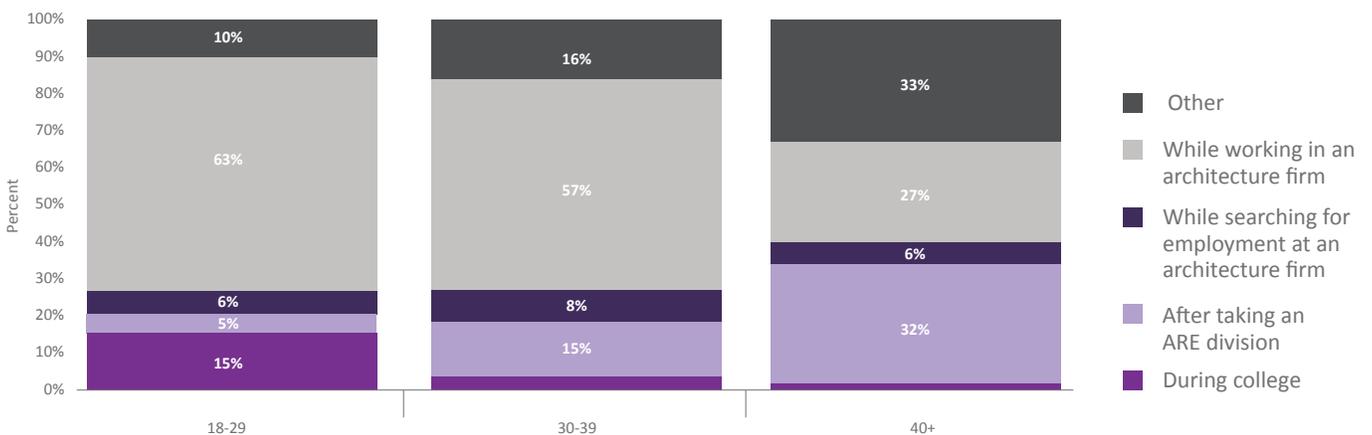
# Baseline on Belonging: Firm Culture & Career Development Report

## Large Firm Employees Most Likely to Stop Pursuing Architecture While Working at a Firm



Individuals working at large firms were the most likely to decide not to become an architect while working at a firm. However, individuals working at small firms were more likely to decide not to become an architect after failing an ARE division than their peers working at large and medium-sized firms.

## Individuals 40 or Older Most Likely to Stop Pursuing Licensure After Taking an ARE Division



Individuals who were 40 or older were more likely than their 18-29 and 30-39-year-old peers to indicate that they decided not to pursue licensure after taking an ARE division. However, 18-29-year-olds were the most likely to indicate that they had decided not to pursue licensure while working at a firm.



# Baseline on Belonging: Firm Culture & Career Development Report

## Entry-level Employees More Likely to Stop Pursuing Licensure While Working in a Firm



Individuals who indicated they were in an entry-level position were the most likely to say they decided not to become an architect while working in a firm. Mid-level employees were the most likely to say they decided not to become an architect after taking an ARE division. And senior-level employees were the most likely to select “other.”

# Baseline on Belonging: Firm Culture & Career Development Report

## Career Development: What impacted your decision not to pursue licensure?

Individuals who indicated they were no longer interested in becoming a licensed architect were asked to select the factors that impacted their decision not to pursue licensure. Available responses included:

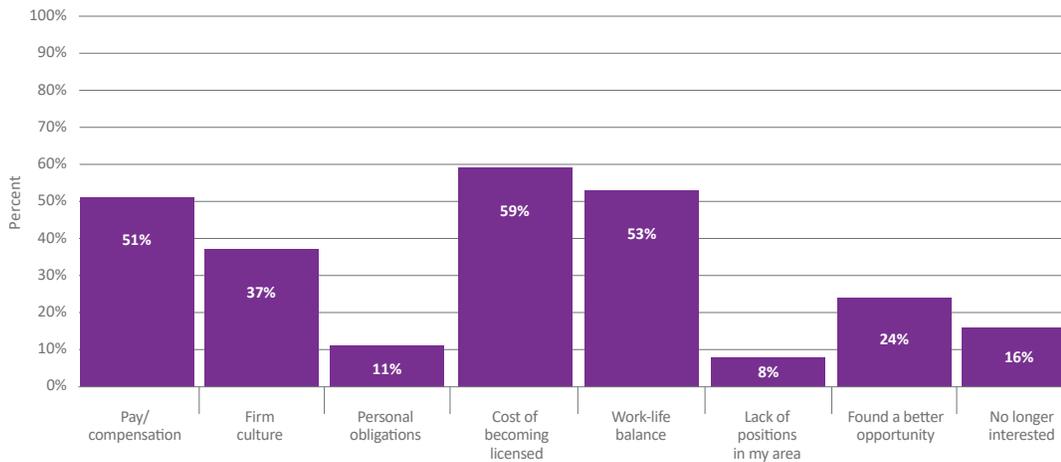
- Pay/compensation
- Firm culture
- Personal obligations
- Cost of becoming licensed
- Work-life balance
- Lack of positions in my area
- Found a better opportunity
- No longer interested

Pay/compensation, the cost of becoming licensed, and work-life balance were the most frequently selected factors. These were consistently the top three factors across demographic groups, with one exception: Black or African American respondents were more likely to select “firm culture” than “pay/compensation.”



# Baseline on Belonging: Firm Culture & Career Development Report

## Cost of Becoming Licensed Most Common Reason for Not Pursuing Licensure



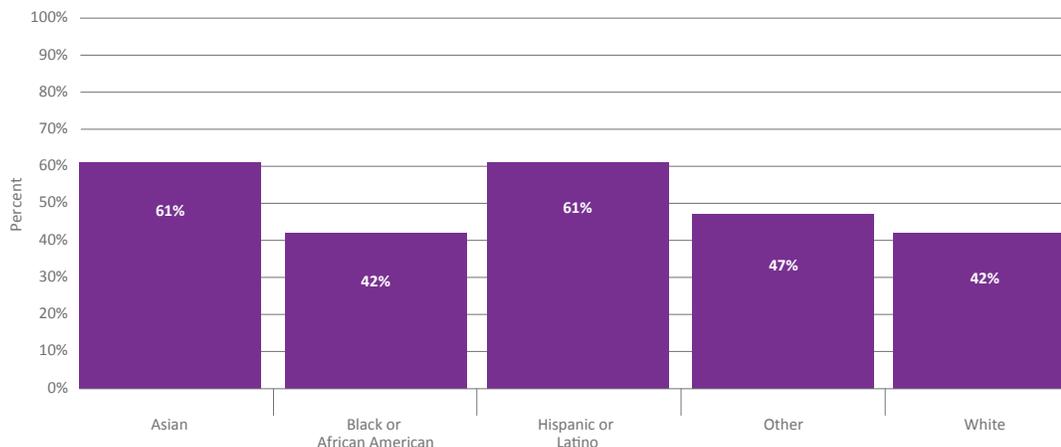
Fifty-nine percent of individuals who indicated they were no longer interested in pursuing licensure indicated that cost was a factor in that decision. Fifty-three percent selected work-life balance, and 51 percent selected pay/compensation.

Of the additional responses available, firm culture was the next most frequently selected at 37 percent, with Asian and African American respondents being more likely to select this option.



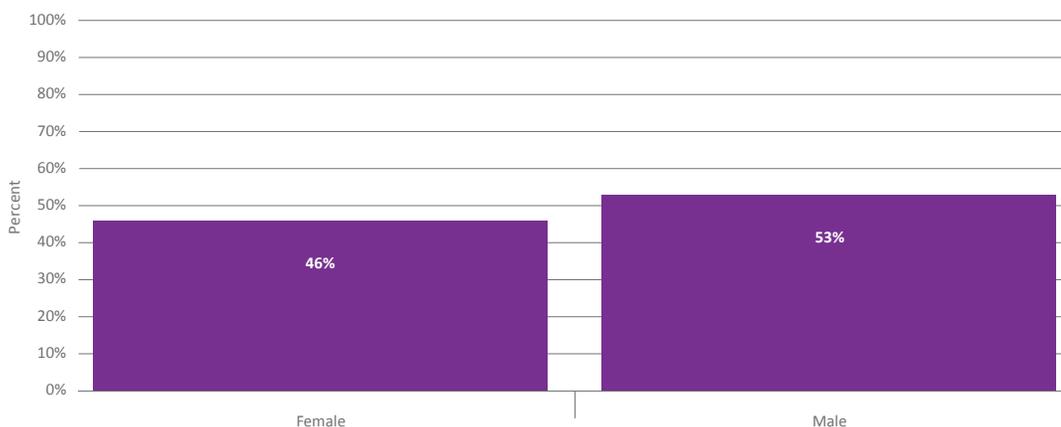
# Baseline on Belonging: Firm Culture & Career Development Report

## Asian and Latino Respondents Most Likely to Indicate Pay Impacted Decision Not to Pursue Licensure



Sixty-one percent of Asian and Hispanic or Latino respondents who were no longer interested in pursuing licensure indicated that pay/compensation was a factor in that decision. This is 19 percentage points more likely than White and Black or African American respondents, who were the least likely to select this option.

## Men More Likely to Indicate Pay Impacted Decision Not to Pursue Licensure

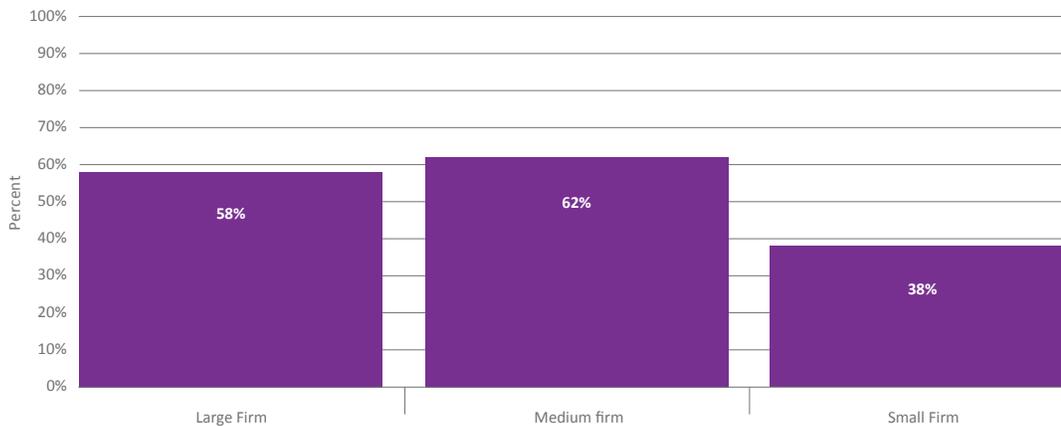


Fifty-three percent of men who were no longer interested in pursuing licensure indicated that pay/compensation was a factor in that decision, compared to 46 percent of women—a 7 percentage point gap.



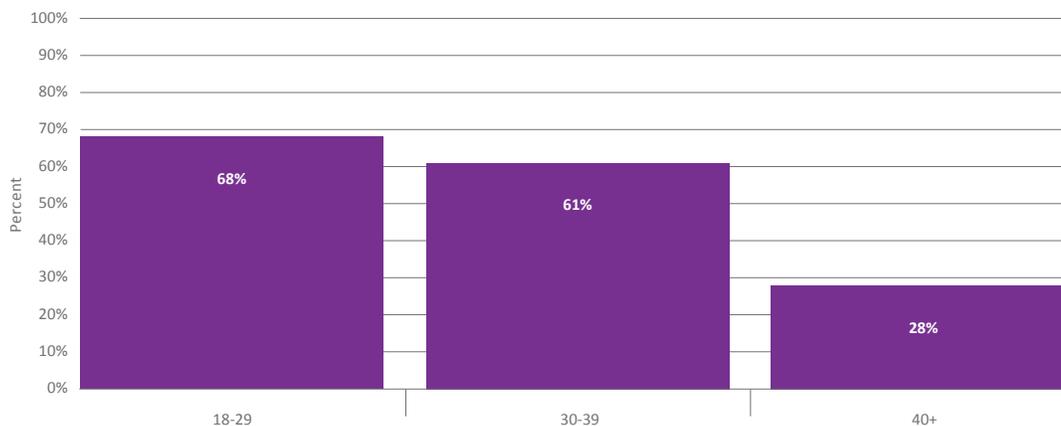
# Baseline on Belonging: Firm Culture & Career Development Report

## Mid-Size Firm Employees Most Likely to Indicate Pay Impacted Decision Not to Pursue Licensure



At 62 percent, employees of medium-sized firms were the most likely to report that they stopped pursuing licensure due to the pay/compensation—4 percentage points more than employees of large firms, and 24 percentage points more than employees of small firms.

## 18-29-Year-Olds Most Likely to Indicate Pay Impacted Decision Not to Pursue Licensure

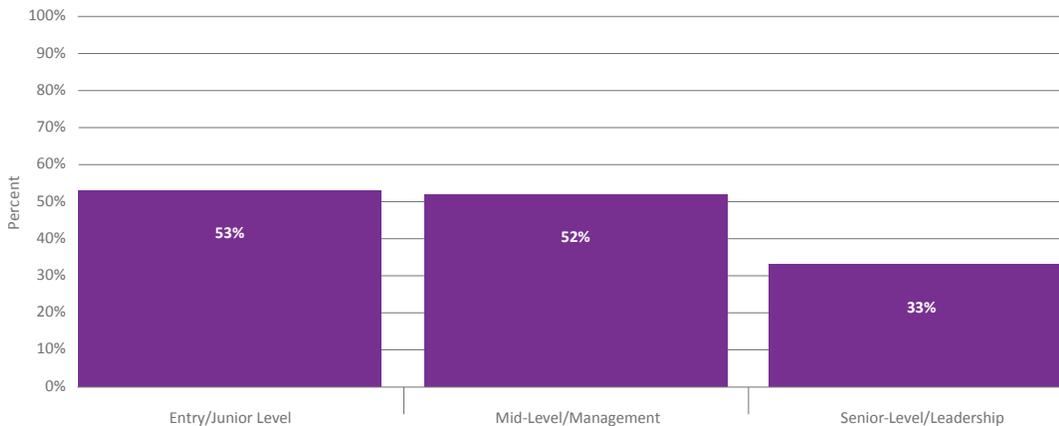


Younger respondents (18-29-year-olds) were the most likely to select pay/compensation as a factor impacting their decision not to become a licensed architect at 68 percent—compared to just 28 percent of those 40 or older.



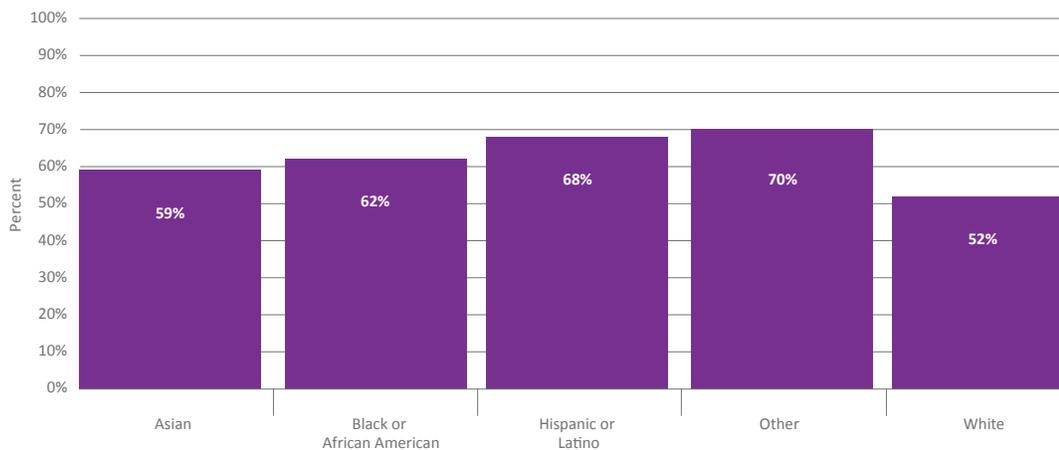
# Baseline on Belonging: Firm Culture & Career Development Report

## Senior-Level Employees Least Likely to Stop Pursuing Licensure Due to Pay



At 53 and 52 percent, entry-level and mid-level employees were nearly equally likely to indicate that pay was a factor in their decision not to pursue licensure. Senior-level employees were less likely to select this option at 33 percent—a 20 percentage point gap.

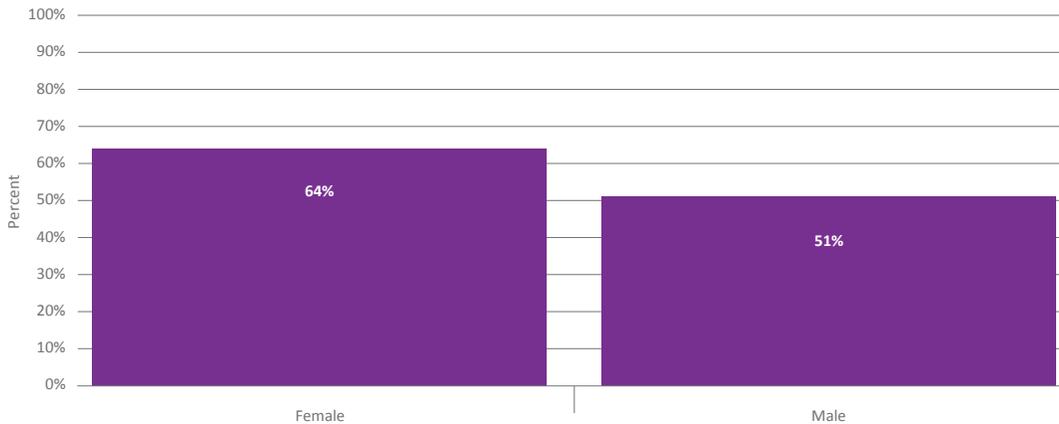
## Latino and Other Respondents Most Likely to Stop Pursuing Licensure Due to Cost



Respondents of some other racial and ethnic group (70 percent) and Hispanic or Latino respondents (68 percent) were the most likely to report that the cost of licensure was a factor in their decision not to become a licensed architect. White respondents were the least likely to select this option at 52 percent.

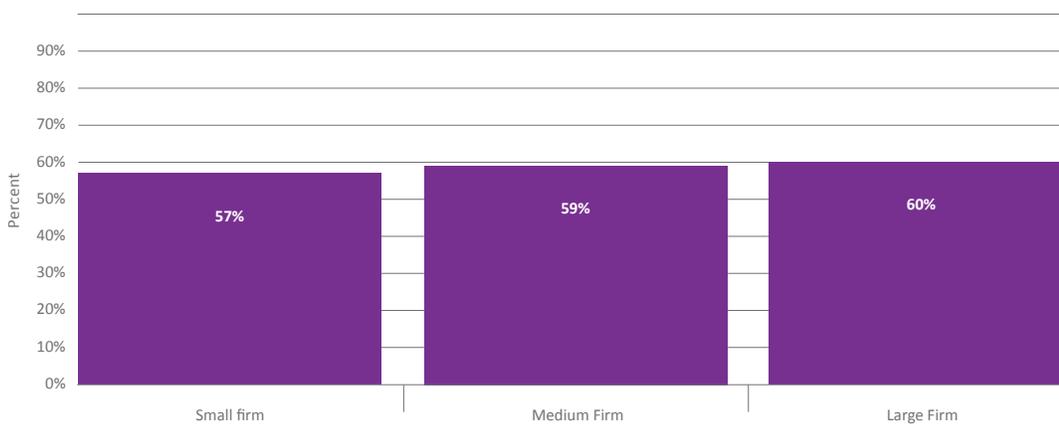
# Baseline on Belonging: Firm Culture & Career Development Report

## Women More Likely to Stop Pursuing Licensure Due to Cost



At 64 percent, women were 13 percentage points more likely than their male peers to report that they stopped pursuing licensure due to cost.

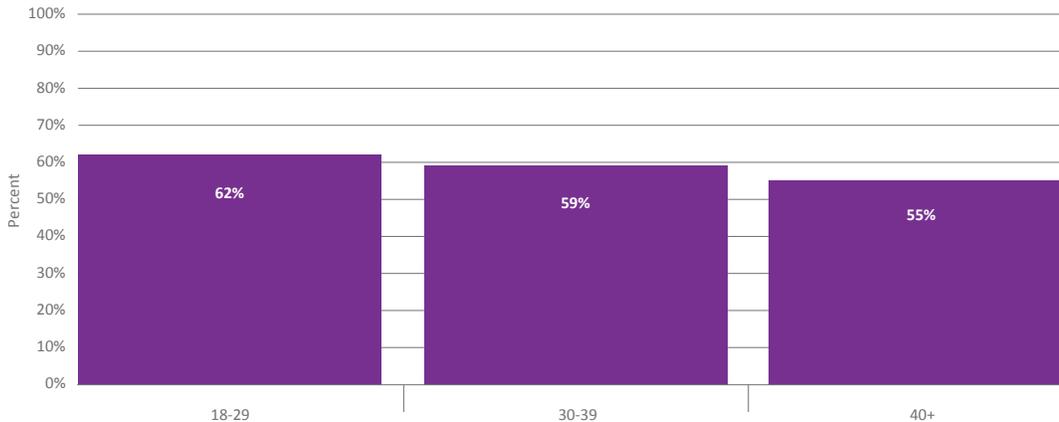
## Large Firm Employees Slightly More Likely to Stop Pursuing Licensure Due to Cost



Large firm employees were slightly more likely to report that cost was a factor in their decision not to pursue licensure, with 60 percent selecting this option compared to 57 percent of their peers employed by small firms.

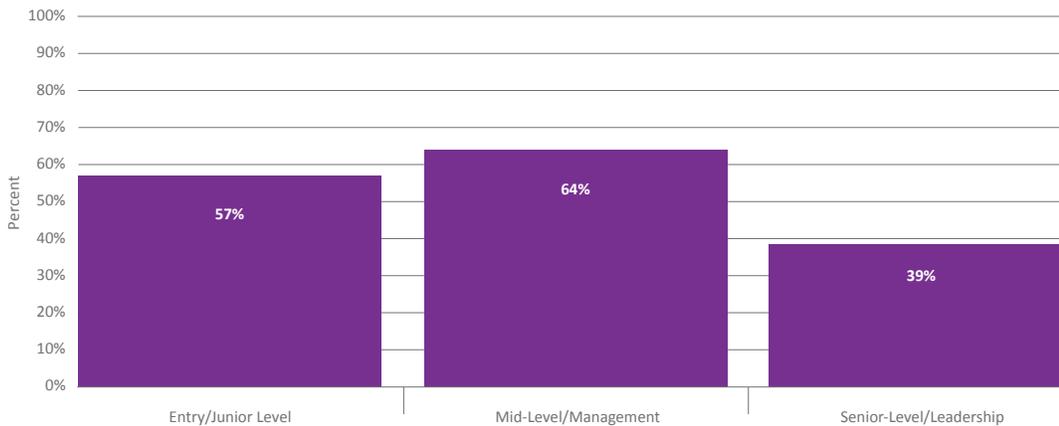
# Baseline on Belonging: Firm Culture & Career Development Report

## 18-29-Year-Olds Most Likely to Stop Pursuing Licensure Due to Cost



Sixty-two percent of 18-29-year-olds who indicated that they were no longer pursuing licensure selected cost as a factor in that decision. This is 7 percentage points higher than individuals 40 or older, who were the least likely to select cost.

## Mid-Level Employees Most Likely to Stop Pursuing Licensure Due to Cost

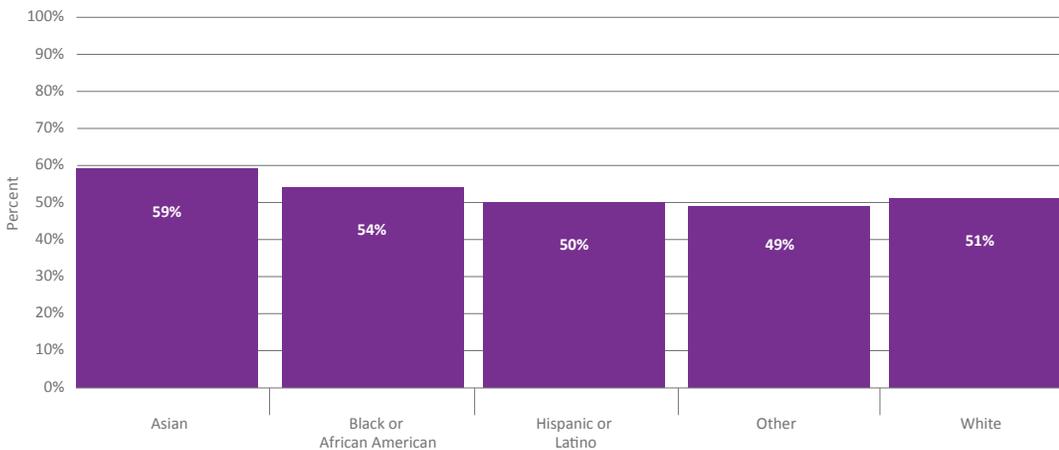


At 64 percent, mid-level employees were the most likely to report that cost was a factor in their decision to stop pursuing licensure—25 percentage points higher than senior-level employees, who were the least likely.



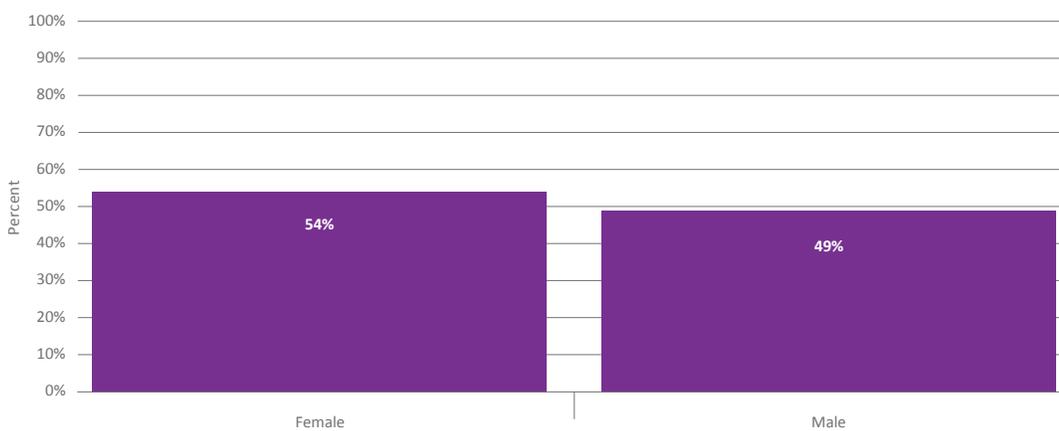
# Baseline on Belonging: Firm Culture & Career Development Report

## Asians Most Likely to Indicate Work-Life Balance Impacted Decision Not to Pursue Licensure



Fifty-nine percent of Asian respondents who were no longer pursuing licensure indicated that work-life balance was a factor in their decision not to become an architect. This is 8 percentage points higher than white respondents, and 10 percentage points higher than respondents of some other race or ethnicity, who were the least likely.

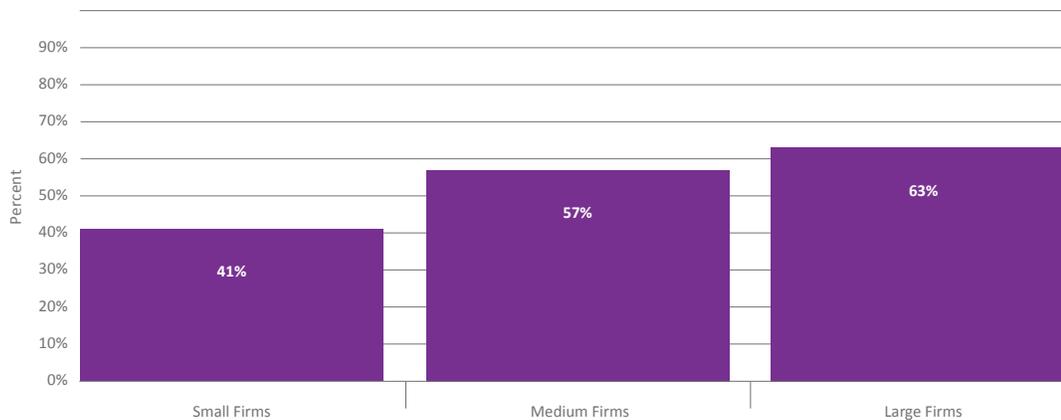
## Women More Likely to Indicate Work-Life Balance Impacted Decision Not to Pursue Licensure



Women who decided not to pursue licensure (54 percent) were five percentage points more likely to indicate that work-life balance was a factor in their decision compared to their male peers (49 percent).

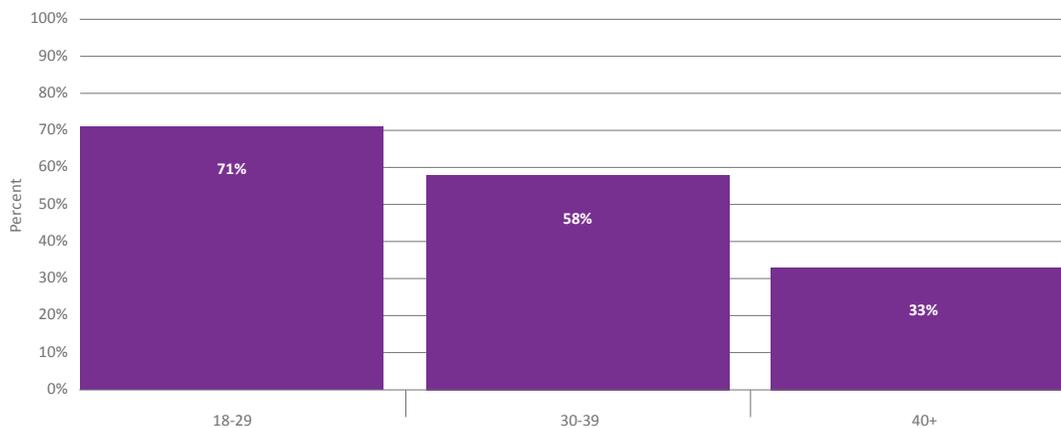
# Baseline on Belonging: Firm Culture & Career Development Report

## Large Firm Employees Most Likely to Indicate Work-Life Balance Impacted Decision Not to Pursue Licensure



At 63 percent, large firm employees who were no longer interested in becoming licensed architects were significantly more likely to indicate that work-life balance had an impact on this decision compared to their small firm peers (41 percent).

## 18-29-Year-Olds Most Likely to Indicate Work-Life Balance Impacted Decision Not to Pursue Licensure

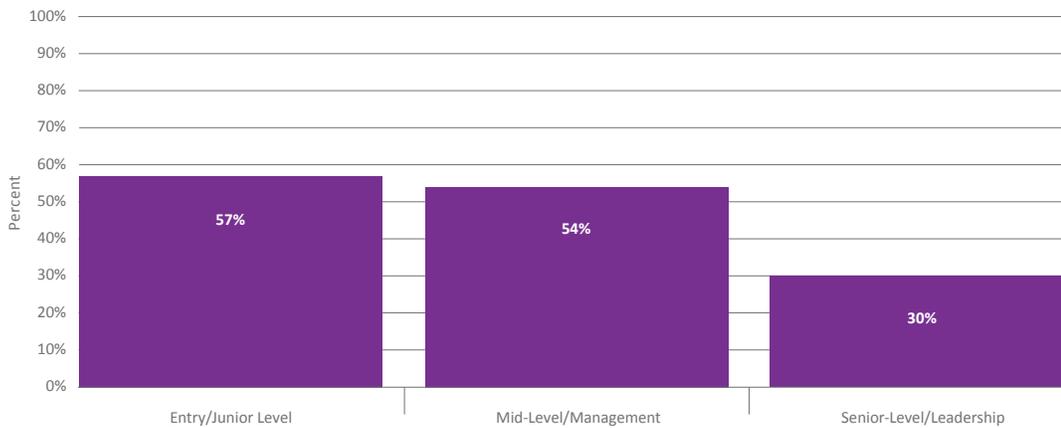


Seventy-one percent of 18-29-year-olds who were no longer interested in licensure indicated that work-life balance was a factor in their decision. This is 38 percentage points higher than individuals 40 or older, who were the least likely to select this option.



# Baseline on Belonging: Firm Culture & Career Development Report

## Entry-level Employees Most Likely to Indicate Work-Life Balance Impacted Decision Not to Pursue Licensure



Similarly, entry-level employees were also more likely to report that work-life balance was a factor in their decision not to pursue licensure, with 57 percent selecting this option—compared to 30 percent of senior-level employees.



# Baseline on Belonging: Firm Culture & Career Development Report

## Career Development: Would you consider returning to architecture?

Respondents who indicated they were no longer interested in becoming a licensed architect were asked if they would consider returning to the profession. Individuals were able to write out their responses in an open-text field.

Some key themes seen throughout the 264 responses include:

### 1. High cost of becoming licensed/NCARB programs

- *“If money wasn’t an issue I would still be in school pursuing architecture. The cost of school/licensing, the loans, the work-life balance, and expected pay was not worth what I’d be putting in.”*
- *“I would consider it...if the cost to pursue this weren’t so high. I was spending THOUSANDS to become licensed and was earning nothing.”*
- *“It saddens me that a life-long pursuit is hindered by cost and testing ...”*

### 2. Insufficient work compensation

- *“Possibly if the compensation was apace with other fields that have similar education requirements and working demands.”*
- *“If the pay was worth it. I have found most architecture firms to be extremely inefficient...the cost burden seems to be passed down to the employee.”*
- *“Architecture is an expensive career that doesn’t match the remuneration that we get in exchange.”*

### 3. Firm culture

- *“No. The culture of this profession needs to change drastically. I practiced for 12 years, and it was grueling and unfulfilling. My male counterparts were given less work and paid more.”*
- *“I found a consistent culture of long hours, low pay, and high stress. I love architecture but a huge transformation of the profession would be required to make it a comfortable and stable option ...”*
- *“Firm and profession culture played a large role in becoming burnt out and feeling invisible.”*

# Baseline on Belonging: Firm Culture & Career Development Report

## Next Steps

Findings from the *Baseline on Belonging* survey highlight the impact that firm culture can have on the career development of individuals working in architecture—especially for Black or African American respondents. Areas for ongoing research, discussion, and action within the broader architecture community include:

- How can firms better support diversity at all of levels of the company?
  - What resources or training would enable firms to create a culture that is more diverse, equitable, and inclusive?
  - How can firms better ensure that individuals of all backgrounds feel welcome?
- What aspects of firm culture are most likely to drive individuals to stop pursuing licensure and/or leave the profession?
- How can the architecture community better incentivize licensure?
  - Do firms consistently provide the same opportunities for raises, promotions, and new work opportunities for all employees?
  - How can firms support licensure when it is not necessary or beneficial to the firm’s work?
- For respondents who faced or witnessed discrimination in the workplace, what was the ultimate impact of that discrimination?
  - Does the impact of discrimination affect respondents of different demographic groups to different degrees?
- Why do large firms see larger racial disparities regarding culture and career development compared to medium-sized firms?
  - How do economic resources available at small vs. medium-sized vs. large firms impact compensation for licensure?

# Baseline on Belonging: Firm Culture & Career Development Report

## Appendix: Baseline on Belonging Survey

### Summary

NCARB partnered with NOMA to obtain information from licensed architects, licensure candidates actively working toward licensure, and professionals no longer interested in obtaining a license. The appendix provides an overview of the project methodology, survey structure, participant demographics, and data collected by NCARB to provide further insight on the path to licensure.

A total of 5,341 participants completed the online survey answering a series of multiple choice, open-ended, and Likert-scale questions developed jointly by NCARB and NOMA to identify and understand areas where minority professionals and other underrepresented groups experience obstacles on the path to licensure.

### Methodology

#### Audience

The *Baseline on Belonging* survey was distributed via email by both NCARB and NOMA from February 19 – March 4, 2020, to approximately 70,000 targeted NCARB Record holders and all NOMA members. NCARB and NOMA publicly distributed the survey through channels such as Facebook, Twitter, and Instagram. Recipients were also strongly encouraged to share the survey with their peers.

The survey was intentionally shared to a large pool of professionals of color, as well as women, for a fair sample size within the architecture profession. In addition, participants had to be either recently licensed, a licensure candidate, or a professional who is no longer interested in pursuing an architecture license.

We targeted the following audiences to complete the survey:

- **Professionals who are no longer interested in becoming licensed** to understand and identify their reasoning for deciding not to become a licensed architect. This includes inactive NCARB Record holders.
- **Inactive licensure candidates** who at some point decided to take a break from earning a license but still plan to become licensed in the future.
- **Active licensure candidates** who are actively going through the experience of getting an architecture education, working in a firm, and/or preparing for the Architect Registration Examination® (ARE®).
- **Architects who were licensed within the last three years** to ensure we are gathering data from architects who've experienced the current licensure process.

# Baseline on Belonging: Firm Culture & Career Development Report

## Survey Participants

The survey received a total of 6,902 responses, including both complete and partial responses. Findings of this survey found in the *Baseline on Belonging* reports only include complete responses totaling to 5,341. The survey results also include over 13,000 open-ended responses from optional open-ended questions.

Survey participants represent the following demographics.

### Race/Ethnicity Segments

| Race/Ethnicity            | Count        | Percentage of Total |
|---------------------------|--------------|---------------------|
| White                     | 1,852        | 37%                 |
| Black or African American | 692          | 13.8%               |
| Hispanic or Latino        | 1,320        | 26.4%               |
| Asian                     | 861          | 17.2%               |
| Other                     | 279          | 5.6%                |
| <b>Total</b>              | <b>5,004</b> | <b>100%</b>         |

### Race/Ethnicity Breakdown by Race Segments

| Race/Ethnicity Segment    | Race                                      | Count | Percentage of Total |
|---------------------------|---|-------|---------------------|
| White                     | White                                     | 1,852 | 38%                 |
|                           | Black or African American                 | 39    | 0.8%                |
|                           | Asian                                     | 93    | 1.9%                |
|                           | American Indian or Alaska Native          | 31    | 0.6%                |
|                           | Native Hawaiian or Other Pacific Islander | 13    | 0.3%                |
|                           | Some other race                           | 23    | 0.5%                |
| Black or African American | White                                     | 62    | 1.3%                |
|                           | Black or African American                 | 692   | 14.2%               |
|                           | Asian                                     | 15    | 0.3%                |
|                           | American Indian or Alaska Native          | 19    | 0.4%                |



# Baseline on Belonging: Firm Culture & Career Development Report

|                    |   |              |             |
|--------------------|---|--------------|-------------|
|                    | Native Hawaiian or Other Pacific Islander | 7            | 0.1%        |
|                    | Some other race                           | 6            | 0.1%        |
| Hispanic or Latino | White                                     | 580          | 11.9%       |
|                    | Black or African American                 | 65           | 1.3%        |
|                    | Asian                                     | 34           | 0.7%        |
|                    | American Indian or Alaska Native          | 75           | 1.5%        |
|                    | Native Hawaiian or Other Pacific Islander | 13           | 0.3%        |
|                    | Some other race                           | 559          | 11.5%       |
| Asian              | White                                     | 99           | 2%          |
|                    | Black or African American                 | 15           | 0.3%        |
|                    | Asian                                     | 861          | 17.7%       |
|                    | American Indian or Alaska Native          | 11           | 0.2%        |
|                    | Native Hawaiian or Other Pacific Islander | 18           | 0.4%        |
|                    | Some other race                           | 18           | 0.4%        |
| Other              | White                                     | 59           | 1.2%        |
|                    | Black or African American                 | 15           | 0.3%        |
|                    | Asian                                     | 21           | 0.4%        |
|                    | American Indian or Alaska Native          | 57           | 1.2%        |
|                    | Native Hawaiian or Other Pacific Islander | 27           | 0.6%        |
|                    | Some other race                           | 205          | 4.2%        |
| <b>Total</b>       |   | <b>5,379</b> | <b>100%</b> |

# Baseline on Belonging: Firm Culture & Career Development Report

## Ethnicity

| Ethnicity              | Count        | Percentage of Total |
|------------------------|--------------|---------------------|
| Hispanic or Latino     | 1,320        | 28%                 |
| Non-Hispanic or Latino | 3,386        | 72%                 |
| <b>Total</b>           | <b>4,706</b> | <b>100%</b>         |

## Race/Ethnicity and Gender

| Race/Ethnicity and Gender       | Count        | Percentage of Total |
|---------------------------------|--------------|---------------------|
| White Men                       | 879          | 18.8%               |
| Black or African American Men   | 369          | 7.9%                |
| Hispanic or Latino Men          | 662          | 14.2%               |
| Asian Men                       | 347          | 7.4%                |
| White Women                     | 952          | 20.4%               |
| Black or African American Women | 319          | 6.8%                |
| Hispanic or Latina Women        | 647          | 13.8%               |
| Asian Women                     | 498          | 10.7%               |
| <b>Total</b>                    | <b>4,673</b> | <b>100%</b>         |

## Active Candidates by Race/Ethnicity and Firm Size

| Race/Firm Size Segment                       | Firm Size       | Percent | Count | Percentage of Total |
|--|-----------------|---------|-------|---------------------|
| White/Small Firms                            | 1-19 employees  | 100%    | 481   | 16.1%               |
| Black or African American/<br>Small Firms    | 1-19 employees  | 100%    | 161   | 5.4%                |
| Hispanic or Latino/Small Firms               | 1-19 employees  | 100%    | 391   | 13.1%               |
| Asian/Small Firms                            | 1-19 employees  | 100%    | 174   | 5.8%                |
| White/Mid-size Firms                         | 20-49 employees | 63.2%   | 216   | 7.2%                |
|  | 50-99 employees | 36.8%   | 126   | 4.2%                |
| Black or African American/<br>Mid-size Firms | 20-49 employees | 69.3%   | 95    | 3.2%                |



# Baseline on Belonging: Firm Culture & Career Development Report

|   |                       |       |              |              |
|---|-----------------------|-------|--------------|--------------|
|   | 50-99 employees       | 30.7% | 42           | 1.4%         |
| Hispanic or Latino/Mid-size Firms         | 20-49 employees       | 63.0% | 165          | 5.5%         |
|   | 50-99 employees       | 37.0% | 97           | 3.3%         |
| Asian/Mid-size Firms                      | 20-49 employees       | 65.7% | 111          | 3.7%         |
|   | 50-99 employees       | 34.3% | 58           | 1.9%         |
| White/Large Firms                         | 100 or more employees | 100%  | 295          | 9.9%         |
| Black or African American/<br>Large Firms | 100 or more employees | 100%  | 165          | 5.5%         |
| Hispanic or Latino/ Large Firms           | 100 or more employees | 100%  | 213          | 7.1%         |
| Asian/Large Firms                         | 100 or more employees | 100%  | 192          | 6.4%         |
| <b>Total</b>                              |                       |       | <b>2,982</b> | <b>99.7%</b> |

## Active Candidates by Race/Ethnicity and Position

| Race/Position Segment                 | Position            | Percent | Count        | Percentage of Total |
|---------------------------------------|---------------------|---------|--------------|---------------------|
| White/Entry Level                     | Entry-level/junior  | 100%    | 436          | 15.3%               |
| Black or African American/Entry Level | Entry-level/junior  | 100%    | 188          | 6.6%                |
| Hispanic or Latino/Entry Level        | Entry-level/junior  | 100%    | 307          | 10.8%               |
| Asian/Entry Level                     | Entry-level/junior  | 100%    | 257          | 9.0%                |
| White/Mid-level                       | Mid-level/associate | 72.4%   | 444          | 15.6%               |
|                                       | Manager/supervisor  | 27.6%   | 169          | 5.9%                |
| Black or African American/Mid-level   | Mid-level/associate | 74.8%   | 193          | 6.8%                |
|                                       | Manager/supervisor  | 25.2%   | 65           | 2.3%                |
| Hispanic or Latino/Mid-level          | Mid-level/associate | 70.2%   | 368          | 12.9%               |
|                                       | Manager/supervisor  | 29.8%   | 156          | 5.5%                |
| Asian/Mid-level                       | Mid-level/associate | 77.1%   | 202          | 7.1%                |
|                                       | Manager/supervisor  | 22.9%   | 60           | 2.1%                |
| <b>Total</b>                          |                     |         | <b>2,845</b> | <b>99.9%</b>        |

# Baseline on Belonging: Firm Culture & Career Development Report

## Race/Ethnicity and Age

| Race/Age Segment                | Age          | Percent | Count | Percentage of Total |
|---------------------------------|--------------|---------|-------|---------------------|
| White 18-29                     | 18-24        | 20.6%   | 142   | 3%                  |
|                                 | 25-29        | 79.4%   | 546   | 11.6%               |
| Black or African American 18-29 | 18-24        | 17.2%   | 40    | 0.8%                |
|                                 | 25-29        | 82.8%   | 193   | 4.1%                |
| Hispanic or Latino 18-29        | 18-24        | 14.8%   | 62    | 1.3%                |
|                                 | 25-29        | 85.2%   | 356   | 7.5%                |
| Asian 18-29                     | 18-24        | 16.9%   | 54    | 1.1%                |
|                                 | 25-29        | 83.1%   | 265   | 5.6%                |
| White 30-39                     | 30-34        | 61.6%   | 461   | 9.8%                |
|                                 | 35-39        | 38.4%   | 287   | 6.1%                |
| Black or African American 30-39 | 30-34        | 60.0%   | 165   | 3.5%                |
|                                 | 35-39        | 40.0%   | 110   | 2.3%                |
| Hispanic or Latino 30-39        | 30-34        | 56.4%   | 310   | 6.6%                |
|                                 | 35-39        | 43.6%   | 240   | 5.1%                |
| Asian 30-39                     | 30-34        | 64.3%   | 232   | 4.9%                |
|                                 | 35-39        | 35.7%   | 129   | 2.7%                |
| White 40+                       | 40-44        | 40.4%   | 168   | 3.6%                |
|                                 | 45-54        | 40.9%   | 170   | 3.6%                |
|                                 | 55-64        | 17.1%   | 71    | 1.5%                |
|                                 | 65 or higher | 1.7%    | 7     | 0.1%                |
| Black or African American 40+   | 40-44        | 39.7%   | 73    | 1.5%                |
|                                 | 45-54        | 41.3%   | 76    | 1.6%                |
|                                 | 55-64        | 14.1%   | 26    | 0.6%                |
|                                 | 65 or higher | 4.9%    | 9     | 0.2%                |
| Hispanic or Latino 40+          | 40-44        | 40.4%   | 141   | 3.0%                |
|                                 | 45-54        | 44.7%   | 156   | 3.3%                |
|                                 | 55-64        | 12.6%   | 44    | 0.9%                |



# Baseline on Belonging: Firm Culture & Career Development Report

|              |              |       |              |              |
|--------------|--------------|-------|--------------|--------------|
|              | 65 or higher | 2.3%  | 8            | 0.2%         |
| Asian 40+    | 40-44        | 44.4% | 80           | 1.7%         |
|              | 45-54        | 46.7% | 84           | 1.8%         |
|              | 55-64        | 7.8%  | 14           | 0.3%         |
|              | 65 or higher | 1.1%  | 2            | 0%           |
| <b>Total</b> |              |       | <b>4,721</b> | <b>99.9%</b> |

## Age

| Age Segment  | Age          | Percent | Count        | Percentage of Total |
|--------------|--------------|---------|--------------|---------------------|
| 18-29        | 18-24        | 18.2%   | 295          | 6.2%                |
|              | 25-29        | 81.8%   | 1,324        | 27.9%               |
| 30-39        | 30-34        | 60.1%   | 1,172        | 24.7%               |
|              | 35-39        | 39.9%   | 777          | 6.4%                |
| 40-54        | 40-44        | 48.6%   | 476          | 10%                 |
|              | 45-54        | 51.4%   | 503          | 0.6%                |
| 55+          | 55-64        | 86.5%   | 166          | 3.5%                |
|              | 65 or higher | 13.5%   | 26           | 0.5%                |
| <b>Total</b> |              |         | <b>4,739</b> | <b>100%</b>         |

# Baseline on Belonging: Firm Culture & Career Development Report

## NCARB Data

NCARB data provided additional insight on the path to licensure experienced by licensure candidates who met the survey participant criteria. NCARB maintains a database on licensure candidates and Certificate holders. This allows us to track the progression of candidates as they move through the AXP, ARE, and beyond. Some of the data is self-reported, including age, race, and geographic location. Other data is triggered by candidate actions such as starting the AXP or completing the ARE.

## Survey Structure

The survey was designed to take a comprehensive look at the licensure process and early career experience, based on a respondent's licensure status. It was structured around the following topics:

1. Perspective and motivation on becoming licensed
2. College education and culture
3. Finding employment at an architecture firm
4. Gaining AXP experience in an architecture firm
5. Firm culture and support
6. Supervisor/candidate relationship
7. Preparing for the ARE
8. Demographic questions

All respondents were asked to share their initial reasoning for wanting to be an architect. Professionals no longer pursuing a license were asked at what point in their career they decided not to become licensed.

All respondents who indicated they had or were currently working on earning an architecture degree were asked about their experiences with their professors and classmates, as well as what obstacles they may have faced while in school.

Respondents who indicated they were working or had worked in a firm were asked how and when they gained employment in a firm after graduation, and respondents who had earned AXP credit were asked to share positive and negative factors that impacted their AXP experience. In addition, respondents who've worked in a firm were also asked about their firm's culture, diversity, and support for candidates preparing for and taking the ARE.

# Baseline on Belonging: Firm Culture & Career Development Report

| Survey Values   | Percent | Count |
|---|---------|-------|
| Are you a licensed architect?   |         |       |
| Yes   | 25.6%   | 1,367 |
| No  | 74.1%   | 3,956 |
| I have retired  | 0.3%    | 18    |
| How long have you been licensed?  |         |       |
| Less than a year  | 31.1%   | 425   |
| 1-3 years   | 27.2%   | 372   |
| 3 or more years   | 41.7%   | 570   |
| Which of the following best represents your status on becoming a licensed architect?                  |         |       |
| I am actively working toward gaining a license  | 76.5%   | 3,027 |
| I am not currently working toward gaining a license but plan to in the future                         | 15.9%   | 630   |
| I am no longer interested becoming a licensed architect   | 7.6%    | 299   |
| What impacted your decision not to pursue licensure? Select all that apply.                           |         |       |
| Lack of open positions in my area   | 7.4%    | 22    |
| I am no longer interested in architecture   | 15.8%   | 47    |
| Pay/compensation  | 50%     | 149   |
| Work-life balance   | 51%     | 152   |
| Personal obligations  | 10.7%   | 32    |
| Firm culture  | 36.9%   | 110   |
| Found a better opportunity  | 23.8%   | 71    |
| Cost of becoming licensed (exam fees, renewal fee, etc.)  | 57.7%   | 172   |
| None of the above   | 1.3%    | 4     |
| Other   | 43.6%   | 130   |
| What impacted your decision not to pursue licensure? Select all that apply.                           |         |       |
| At what point in your career did you decide not to become an architect? [Open text]                   |         |       |
| During college  | 6%      | 18    |
| While searching for employment at an architecture firm  | 7%      | 21    |
| While working in an architecture firm   | 46.3%   | 138   |
| After taking an ARE division  | 19.1%   | 57    |
| Other   | 21.5%   | 64    |
| Which of the following best represent your initial reason for pursuing a license? Select up to three. |         |       |
| Opportunity for a promotion   | 40%     | 1,900 |



# Baseline on Belonging: Firm Culture & Career Development Report

|   |       |       |
|---|-------|-------|
| The ability to have my own architecture firm/work independently   | 53.7% | 2,551 |
| The ability to call myself an architect   | 71.5% | 3,399 |
| Respect from peers, family, and/or friends  | 31%   | 1,472 |
| The potential to earn more money  | 56.9% | 2,703 |
| A license is required by my firm  | 2.9%  | 137   |
| None of the above   | 2.7%  | 127   |
| Would you consider returning to architecture if possible? Please explain. [Open text]                                     |       |       |
| After you earned your license, did any of the following occur as a result of your licensed status? Select all that apply. |       |       |
| I received a promotion  | 25.3% | 202   |
| I received a raise  | 49.8% | 397   |
| I had new opportunities within my firm  | 27.7% | 221   |
| I was made a direct supervisor of a licensure candidate   | 5.1%  | 41    |
| My firm, team, and/or supervisor celebrated my accomplishment   | 52.3% | 417   |
| I started my own practice and/or work independently   | 10.4% | 83    |
| I took a position with another firm   | 16.3% | 130   |
| None of the above   | 14.1% | 112   |
| Other   | 6.4%  | 51    |
| Did you earn a degree in architecture?  |       |       |
| Yes   | 91.6% | 4,353 |
| No  | 4.9%  | 232   |
| I am currently pursuing a degree in architecture  | 3.5%  | 167   |
| Did you earn your architecture degree from a program accredited by the National Architectural Accrediting Board (NAAB)?   |       |       |
| Yes   | 81.6% | 3,691 |
| No  | 16.2% | 733   |
| Unsure  | 1.9%  | 86    |
| I don't know what a NAAB-accredited program is  | 0.3%  | 12    |
| Is your architecture degree from a country or territory outside of the United States?                                     |       |       |
| Yes   | 15.9% | 721   |
| No  | 84.1% | 3,801 |
| Thinking about your college experience, please rate your level of agreement with each statement below.                    |       |       |
| The education I received in college prepared me for a career in architecture  |       |       |



# Baseline on Belonging: Firm Culture & Career Development Report

|  |       |       |
|--|-------|-------|
| Strongly disagree  | 5.9%  | 268   |
| Disagree   | 13.6% | 614   |
| Neutral  | 19%   | 858   |
| Agree  | 39.6% | 1,792 |
| Strongly Agree   | 21.5% | 971   |
| N/A  | 0.4%  | 19    |
| <b>I had professors who made me excited about learning</b>                   |       |       |
| Strongly disagree  | 2.2%  | 99    |
| Disagree   | 3.8%  | 173   |
| Neutral  | 10.8% | 487   |
| Agree  | 38.3% | 1,730 |
| Strongly Agree   | 44.7% | 2,022 |
| N/A  | 0.2%  | 11    |
| <b>I had an advisor who helped me get the most of my academic experience</b> |       |       |
| Strongly disagree  | 10.6% | 478   |
| Disagree   | 20.1% | 908   |
| Neutral  | 24.9% | 1,124 |
| Agree  | 24.8% | 1,120 |
| Strongly Agree   | 17.7% | 799   |
| N/A  | 2.1%  | 93    |
| <b>I felt like I belonged in my architecture school</b>                      |       |       |
| Strongly disagree  | 4.6%  | 206   |
| Disagree   | 9.2%  | 418   |
| Neutral  | 18.7% | 847   |
| Agree  | 33.7% | 1,522 |
| Strongly Agree   | 33.5% | 1,514 |
| N/A  | 0.3%  | 15    |
| <b>My classmates encouraged me to pursue licensure</b>                       |       |       |
| Strongly disagree  | 7.1%  | 322   |
| Disagree   | 17.8% | 806   |
| Neutral  | 34.9% | 1,578 |



# Baseline on Belonging: Firm Culture & Career Development Report

|   |       |       |
|---|-------|-------|
| Agree   | 23.1% | 1,044 |
| Strongly Agree  | 12.7% | 574   |
| N/A   | 4.4%  | 198   |
| <b>My professor encouraged me to pursue licensure</b>   |       |       |
| Strongly disagree   | 7.2%  | 326   |
| Disagree  | 16.9% | 765   |
| Neutral   | 30.1% | 1,360 |
| Agree   | 25.4% | 1,149 |
| Strongly Agree  | 16.6% | 749   |
| N/A   | 3.8%  | 173   |
| <b>My architecture school values diversity and inclusion</b>  |       |       |
| Strongly disagree   | 3.4%  | 156   |
| Disagree  | 5.7%  | 260   |
| Neutral   | 21%   | 951   |
| Agree   | 35.4% | 1,600 |
| Strongly Agree  | 32.7% | 1,479 |
| N/A   | 1.7%  | 76    |
| <b>Which of the following positively impacted you while pursuing a degree in architecture?<br/>Select all that apply.</b> |       |       |
| Architecture school culture   | 58.2% | 2,629 |
| Access to study groups or peers   | 28.3% | 1,277 |
| Access to professors or mentors   | 47.6% | 2,153 |
| Financial support from family   | 38.7% | 1,748 |
| Personal financial stability  | 17.1% | 772   |
| Scholarships  | 34.6% | 1,566 |
| Support from family and friends   | 62.6% | 2,828 |
| Quality of education  | 56.5% | 2,554 |
| Diversity and/or representation in classrooms   | 23.1% | 1,044 |
| School course schedule  | 22.3% | 1,006 |
| Other   | 6.7%  | 302   |
| <b>Which of the following negatively impacted you while pursuing a degree in architecture?<br/>Select all that apply.</b> |       |       |
| College tuition   | 55.8% | 2,521 |
| Purchasing books and study materials  | 42.0% | 1,899 |



# Baseline on Belonging: Firm Culture & Career Development Report

|  |       |       |
|--|-------|-------|
| Studio class materials   | 36.5% | 1,652 |
| Architecture school culture  | 31.2% | 1,410 |
| Speaking English as a second language  | 6.8%  | 306   |
| Personal obligations (i.e., family, work, or dependents)   | 29.0% | 1,312 |
| Lack of diversity and/or representation in classrooms  | 20.1% | 910   |
| Access to study groups or peers  | 7.9%  | 359   |
| Access to professors or mentors  | 14.3% | 645   |
| None of the above  | 12.2% | 553   |
| Other  | 8.0%  | 361   |
| Did you ever consider not pursuing a career in architecture while in college?                                    |       |       |
| Yes  | 41.2% | 1,863 |
| No   | 53.9% | 2,437 |
| Unsure   | 4.9%  | 220   |
| In your own words, what are some factors that made you reconsider pursuing a career in architecture? [Open Text] |       |       |
| Are you currently working in an architecture firm?   |       |       |
| Yes  | 78.2% | 3,716 |
| No, but I previously worked in an architecture firm  | 19.5% | 929   |
| I have never worked in an architecture firm  | 2.3%  | 107   |
| What field/industry are you working in now?  |       |       |
| Engineering  | 5.9%  | 55    |
| Landscape architecture   | 0.2%  | 2     |
| Construction   | 14.2% | 132   |
| Interior design  | 4.2%  | 39    |
| Real estate  | 5%    | 47    |
| University/college   | 7%    | 65    |
| Urban planning   | 1.5%  | 14    |
| Government or nonprofit  | 12%   | 112   |
| I am unemployed  | 19.7% | 183   |
| Other  | 30.3% | 282   |
| How soon after graduating college were you employed at an architecture firm?                                     |       |       |
| 0-3 months   | 49.8% | 2,222 |
| Less than a year   | 16.7% | 747   |



# Baseline on Belonging: Firm Culture & Career Development Report

|   |       |       |
|---|-------|-------|
| 1-2 years   | 8.7%  | 387   |
| 3 or more years   | 6.8%  | 302   |
| I was working in an architecture firm while I was in college  | 18%   | 805   |
| How did you find your position at an architecture firm?   |       |       |
| Online job search   | 28.7% | 1,282 |
| Career event (job fair, recruitment event, industry convention, etc.)                                 | 9.7%  | 432   |
| Recommended by peers  | 7.9%  | 352   |
| Referral from a colleague and/or friend   | 19.1% | 854   |
| Referral from my college professor or advisor   | 10%   | 445   |
| Referral from a family member   | 5%    | 225   |
| My college has a relationship with the firm   | 2.8%  | 127   |
| Social media or advertisement   | 2.5%  | 112   |
| None of the above   | 4.3%  | 194   |
| Other   | 9.8%  | 439   |
| Have you documented any experience hours toward the AXP?  |       |       |
| Yes   | 90.5% | 4,040 |
| No  | 9.5%  | 422   |
| Please rate your level of agreement with the following statements.                                    |       |       |
| It was easy to find a local firm that could support me in gaining AXP experience                      |       |       |
| Strongly disagree   | 4.7%  | 192   |
| Disagree  | 7.7%  | 314   |
| Neutral   | 16%   | 650   |
| Agree   | 36.9% | 1,494 |
| Strongly agree  | 32.5% | 1,317 |
| N/A   | 2.1%  | 85    |
| My firm provided a variety of opportunities to help me gain experience credit in all experience areas |       |       |
| Strongly disagree   | 4.7%  | 189   |
| Disagree  | 10.2% | 415   |
| Neutral   | 14.6% | 591   |
| Agree   | 37.3% | 1,509 |
| Strongly agree  | 32.3% | 1,310 |
| N/A   | 0.9%  | 37    |



# Baseline on Belonging: Firm Culture & Career Development Report

|   |       |       |
|---|-------|-------|
| My firm encourages candidates to become licensed  |       |       |
| Strongly disagree   | 3.8%  | 156   |
| Disagree  | 7.2%  | 293   |
| Neutral   | 16.4% | 663   |
| Agree   | 32.3% | 1,309 |
| Strongly agree  | 39.1% | 1,585 |
| N/A   | 1.1%  | 46    |
| I believe my firm compensates me fairly compared to my peers  |       |       |
| Strongly disagree   | 7.9%  | 320   |
| Disagree  | 15.8% | 640   |
| Neutral   | 25.3% | 1,025 |
| Agree   | 32.3% | 1,308 |
| Strongly agree  | 16.8% | 680   |
| N/A   | 1.9%  | 78    |
| I feel valued at my firm  |       |       |
| Strongly disagree   | 5%    | 201   |
| Disagree  | 9.2%  | 371   |
| Neutral   | 19.6% | 796   |
| Agree   | 39.0% | 1,578 |
| Strongly agree  | 26%   | 1,055 |
| N/A   | 1.2%  | 50    |
| My experiences since working in a firm have motivated me to become licensed   |       |       |
| Strongly disagree   | 5.8%  | 233   |
| Disagree  | 10.1% | 407   |
| Neutral   | 18.4% | 743   |
| Agree   | 34.9% | 1,413 |
| Strongly agree  | 29.5% | 1,196 |
| N/A   | 1.4%  | 57    |
| Thinking about your relationship with your AXP supervisor, please rate your level of agreement with the following statements. |       |       |



# Baseline on Belonging: Firm Culture & Career Development Report

|   |       |       |
|---|-------|-------|
| My AXP supervisor provided a variety of opportunities to help me gain AXP hours in all experience areas |       |       |
| Strongly disagree   | 4.1%  | 165   |
| Disagree  | 9.5%  | 386   |
| Neutral   | 19.8% | 800   |
| Agree   | 37.1% | 1,499 |
| Strongly agree  | 26.2% | 1,059 |
| N/A   | 3.3%  | 133   |
| My supervisor was supportive of my path toward licensure  |       |       |
| Strongly disagree   | 2.5%  | 100   |
| Disagree  | 4.2%  | 171   |
| Neutral   | 14.7% | 596   |
| Agree   | 39.7% | 1,605 |
| Strongly agree  | 36.2% | 1,461 |
| N/A   | 2.7%  | 108   |
| My supervisor was fully engaged and aware of my progression   |       |       |
| Strongly disagree   | 4.8%  | 193   |
| Disagree  | 12.9% | 523   |
| Neutral   | 24.2% | 977   |
| Agree   | 32.3% | 1,305 |
| Strongly agree  | 23.2% | 938   |
| N/A   | 2.6%  | 105   |
| My supervisor treats me with respect  |       |       |
| Strongly disagree   | 2.1%  | 85    |
| Disagree  | 2.9%  | 118   |
| Neutral   | 11.1% | 449   |
| Agree   | 40.7% | 1,643 |
| Strongly agree  | 40.6% | 1,639 |
| N/A   | 2.6%  | 107   |
| I can voice contrary opinions to my supervisor without fear of negative consequences                    |       |       |
| Strongly disagree   | 4.4%  | 178   |
| Disagree  | 7.5%  | 305   |
| Neutral   | 16.7% | 676   |



# Baseline on Belonging: Firm Culture & Career Development Report

|   |       |       |
|---|-------|-------|
| Agree   | 38.7% | 1,563 |
| Strongly agree  | 29%   | 1,170 |
| N/A   | 3.7%  | 149   |
| Have you faced challenges that made it difficult for you to earn AXP credit?                                |       |       |
| Yes   | 24.9% | 1,005 |
| No  | 60.3% | 2,435 |
| Somewhat  | 14.9% | 601   |
| Please expand on these challenges. [Open Text]  |       |       |
| Thinking about your firm’s work culture, please rate your level of agreement with the following statements. |       |       |
| My firm respects individuals and values their differences   |       |       |
| Strongly disagree   | 2.7%  | 111   |
| Disagree  | 6.1%  | 245   |
| Neutral   | 17.5% | 705   |
| Agree   | 42.5% | 1,716 |
| Strongly agree  | 29.5% | 1,193 |
| N/A   | 1.7%  | 70    |
| I feel like I belong in my firm   |       |       |
| Strongly disagree   | 4%    | 162   |
| Disagree  | 8.2%  | 331   |
| Neutral   | 20.1% | 812   |
| Agree   | 38.7% | 1,562 |
| Strongly agree  | 27.3% | 1,101 |
| N/A   | 1.8%  | 72    |
| My firm culture is diverse and inclusive  |       |       |
| Strongly disagree   | 4.3%  | 172   |
| Disagree  | 11.9% | 480   |
| Neutral   | 21.1% | 852   |
| Agree   | 35.5% | 1,436 |
| Strongly agree  | 24.8% | 1,002 |
| N/A   | 2.4%  | 98    |
| Employees who are different from most others are treated fairly at my firm                                  |       |       |
| Strongly disagree   | 3.1%  | 124   |
| Disagree  | 7.4%  | 299   |



# Baseline on Belonging: Firm Culture & Career Development Report

|   |       |       |
|---|-------|-------|
| Neutral   | 18.8% | 759   |
| Agree   | 41%   | 1,655 |
| Strongly agree  | 26%   | 1,050 |
| N/A   | 3.8%  | 153   |
| Employees of different backgrounds are encouraged to apply for higher positions   |       |       |
| Strongly disagree   | 4.9%  | 198   |
| Disagree  | 10.9% | 442   |
| Neutral   | 29.5% | 1,190 |
| Agree   | 26.2% | 1,060 |
| Strongly agree  | 17.8% | 719   |
| N/A   | 10.7% | 431   |
| Employees of different backgrounds interact well within our firm                  |       |       |
| Strongly disagree   | 2.0%  | 81    |
| Disagree  | 5.2%  | 210   |
| Neutral   | 18.3% | 738   |
| Agree   | 43.8% | 1,768 |
| Strongly agree  | 26%   | 1,052 |
| N/A   | 4.7%  | 191   |
| My firm's work culture has positively impacted my career progression              |       |       |
| Strongly disagree   | 5.1%  | 206   |
| Disagree  | 8.3%  | 336   |
| Neutral   | 21.1% | 851   |
| Agree   | 37.3% | 1,505 |
| Strongly agree  | 25.7% | 1,039 |
| N/A   | 2.5%  | 103   |
| Diversity is a barrier to progression at my firm                                  |       |       |
| Strongly disagree   | 20.4% | 824   |
| Disagree  | 33.1% | 1,336 |
| Neutral   | 22.6% | 914   |
| Agree   | 11.5% | 464   |
| Strongly agree  | 6%    | 241   |
| N/A   | 6.5%  | 261   |
| Have you faced or witnessed prejudice or discrimination in your work environment? |       |       |



# Baseline on Belonging: Firm Culture & Career Development Report

|  |       |       |
|--|-------|-------|
| Yes  | 28.6% | 1,154 |
| No   | 58.6% | 2,367 |
| Unsure   | 12.8% | 519   |
| What types of discrimination or prejudice have you witnessed or faced? Select all that apply.  |       |       |
| Age  | 48.1% | 555   |
| Disability   | 4.9%  | 56    |
| Gender identity  | 42.8% | 494   |
| Sexual orientation   | 14.7% | 170   |
| Religious belief   | 11.9% | 137   |
| Race   | 52.9% | 610   |
| National origin  | 26.1% | 301   |
| Pregnancy  | 17.5% | 202   |
| Sexual harassment  | 27.9% | 322   |
| None of the above  | 1.2%  | 14    |
| Other  | 13.7% | 158   |
| Can you identify people similar to yourself in leadership positions at your firm?              |       |       |
| Yes  | 50.1% | 2,025 |
| No   | 40.9% | 1,652 |
| Unsure   | 9.0%  | 363   |
| Did you ever consider not pursuing a career in architecture based on your firm's culture?      |       |       |
| Yes  | 20.4% | 823   |
| No   | 72.4% | 2,923 |
| Unsure   | 7.3%  | 294   |
| In your own words, how did your firm's culture impact your career in architecture? [Open Text] |       |       |
| Which of the following best represents your ARE progress?                                      |       |       |
| I am currently preparing to take an ARE division   | 21.7% | 990   |
| I have taken at least one ARE division   | 35.8% | 1,636 |
| I have passed the ARE  | 20.9% | 954   |
| I have not prepared for the ARE  | 21.6% | 989   |
| In what ways did you prepare for the ARE? Select all that apply.                               |       |       |
| Study groups   | 28%   | 1,004 |
| Online communities   | 48.9% | 1,751 |
| Study guides or books  | 95.2% | 3,409 |



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|   |       |       |
|---|-------|-------|
| ARE Demo Exam in My NCARB   | 61.3% | 2,194 |
| Videos and/or podcasts  | 69.5% | 2,488 |
| I did not study   | 1.5%  | 52    |
| None of the above   | 0.8%  | 29    |
| Have you personally purchased any materials to prepare for the ARE?                               |       |       |
| Yes   | 80.1% | 2,869 |
| No  | 19.9% | 713   |
| Roughly how much have you spent on ARE study materials?   |       |       |
| \$0-\$100   | 8.6%  | 248   |
| \$100-\$300   | 28.5% | 817   |
| \$300-\$500   | 21.3% | 610   |
| \$500 or more   | 41.6% | 1,194 |
| Did your firm provide you with free ARE study materials?  |       |       |
| Yes   | 54.9% | 1,966 |
| No  | 45.1% | 1,614 |
| Do you feel confident in your ability to afford taking the ARE?                                   |       |       |
| Yes   | 25.6% | 673   |
| No  | 36%   | 946   |
| Somewhat  | 38.3% | 1,007 |
| Select all the parties that will contribute to the cost of taking the ARE. Select all that apply. |       |       |
| Myself  | 96.6% | 2,537 |
| My firm   | 45.6% | 1,197 |
| A family member   | 14.5% | 382   |
| Scholarships and/or grants  | 2.2%  | 58    |
| None of the above   | 0.3%  | 9     |
| Other   | 3.2%  | 84    |
| What factors impact your ability to afford the ARE? Select all that apply.                        |       |       |
| College debt  | 54.3% | 1,060 |
| Personal debt   | 41.7% | 814   |
| Family obligations  | 46.5% | 909   |
| Income and/or compensation  | 74.1% | 1,447 |
| None of the above   | 4.1%  | 80    |
| Other   | 5.5%  | 107   |



# Baseline on Belonging: Firm Culture & Career Development Report

|   |       |       |
|---|-------|-------|
| Did your firm contribute to the cost of the ARE?  |       |       |
| Yes, they paid for the entire exam  | 45.5% | 434   |
| Yes, they partially paid for the exam   | 20.2% | 193   |
| No  | 33.9% | 323   |
| Unsure  | 0.4%  | 4     |
| Select all the parties that contributed to the cost of taking the ARE. Select all that apply.       |       |       |
| Myself  | 98.8% | 511   |
| My firm   | 34%   | 176   |
| A family member   | 12.6% | 65    |
| Scholarships and/or grants  | 1.2%  | 6     |
| Other   | 2.9%  | 15    |
| Did you personally experience difficulty paying for the cost of the ARE?                            |       |       |
| Yes   | 35.4% | 181   |
| No  | 35.2% | 180   |
| Somewhat  | 29.4% | 150   |
| Which of the following best describes your role in the organization?                                |       |       |
| Entry-level/junior  | 31.4% | 1,477 |
| Mid-level/associate   | 42.7% | 2,004 |
| Manager/supervisor  | 18.5% | 867   |
| Director/vice president   | 1.8%  | 83    |
| Leadership/partner  | 2.2%  | 102   |
| Firm owner/CEO  | 3.5%  | 165   |
| How many people are currently employed at your firm? Please include all staff, not just architects. |       |       |
| 1-19 employees  | 39.9% | 1,859 |
| 20-49 employees   | 19.2% | 895   |
| 50-99 employees   | 11.3% | 526   |
| 100 or more employees   | 29.6% | 1,381 |
| How long have you worked in the architectural profession?   |       |       |
| 2 years or less   | 16.9% | 798   |
| 3-5 years   | 29.8% | 1,410 |
| 6-9 years   | 20.8% | 986   |
| 10 years or more  | 31.5% | 1,491 |
| Never   | 1%    | 46    |



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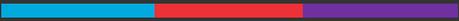
|  |       |       |
|--|-------|-------|
| How old are you?   |       |       |
| 18-24  | 6.2%  | 295   |
| 25-29  | 27.9% | 1,324 |
| 30-34  | 24.7% | 1,172 |
| 35-39  | 16.4% | 777   |
| 40-44  | 10%   | 476   |
| 45-54  | 10.6% | 503   |
| 55-64  | 3.5%  | 166   |
| 65 or higher   | 0.5%  | 26    |
| Do you identify as:  |       |       |
| Male   | 48.1% | 2,277 |
| Female   | 50.7% | 2,401 |
| Non-binary   | 0.5%  | 23    |
| I'd like to indicate another response:   | 0.7%  | 32    |
| Are you of Hispanic, Latino, or Spanish origin?  |       |       |
| Yes  | 28%   | 1,320 |
| No   | 72.0% | 3,386 |
| 50. Which racial or ethnic group do you most identify with? Please select your race and identify your national origin, principal, or enrolled tribe. |       |       |
| White (English, Irish, German, etc.)   | 53.6% | 2,451 |
| Black or African American (Jamaican, Haitian, Nigerian, etc.)  | 15.1% | 692   |
| Asian (Chinese, Filipino, Asian Indian, etc.)  | 18.8% | 861   |
| American Indian or Alaska Native (Navajo, Blackfeet, Mayan, etc.)  | 2.9%  | 133   |
| Native Hawaiian or Other Pacific Islander (Tongan, Samoan, Fijian, etc.)   | 0.9%  | 40    |
| Some other race  | 16.8% | 770   |
| What is your immigration/worker status?  |       |       |
| U.S. citizen   | 87.4% | 4,123 |
| Lawful permanent resident (green card holder)  | 6.3%  | 299   |
| Other (non-LPR) lawful immigration status  | 5.5%  | 261   |
| Unknown  | 0.8%  | 36    |





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| What is your household income?                     |       |       |
|--|-------|-------|
| Less than \$25,000                                 | 3.6%  | 168   |
| \$25,000 to \$34,999                               | 2.8%  | 130   |
| \$35,000 to \$49,999                               | 9.7%  | 453   |
| \$50,000 to \$74,999                               | 32.1% | 1,500 |
| \$75,000 to \$99,999                               | 17.4% | 813   |
| \$100,000 to \$149,999                             | 20.6% | 961   |
| \$150,000 or more                                  | 13.8% | 647   |
| Any additional comments? Please share. [Open Text] |       |       |
|  |       |       |



# Baseline on Belonging: Firm Culture & Career Development Report

