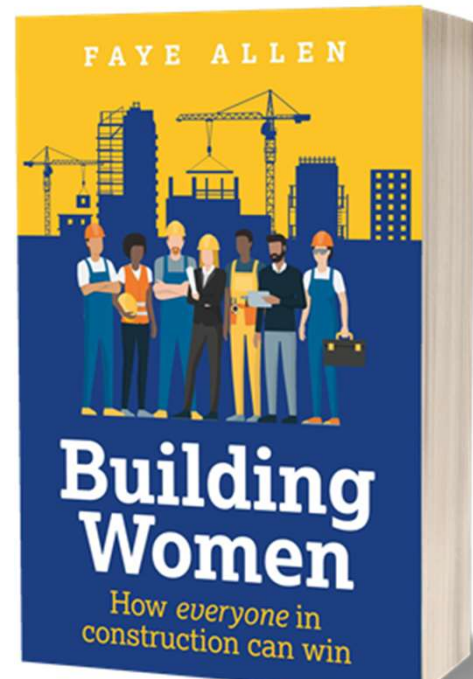




**All Change – Isn't it  
time for everyone in  
construction to win?**



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## Content

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## Background

- Growing up around estimating & construction
- Becoming a QS in the 1990's...the calenders
- The pay gap moment that made me walk
- The first women role model in my career
- The legal side and the second pay gap moment
- Moving into dispute resolution & expert witness, ERE Pledge



## The idea behind the book

- The issues in the industry
- The leak – ONS stats never averaged above 13% over the last 28 years
- #metoo
- London Build – the triple bind realisation
- The nagging
- The book mentor & plan



## • The Research – Why is no one winning?

- 1,000 women in 4 years & 302 detailed survey
- Bullying/Harassment 62.25% (60.11% reported but 59.29% saying it wasn't taken seriously and 67.26% said no support from company given)
- Sexual assault – 30.46% with 17.39% in the last year (Unite Union July 2025 research similar)

## • The Research – Why is no one winning?

- 63.58% of women found male colleague earning more for the same role
- 92.05% of women spoken over by male colleagues in meetings
- 68.87% of women had a male colleague take credit for their work or ideas

## • The Research – Why is no one winning?

- 56.94% of women who are mothers think they've lost out on promotional opportunities since becoming a mother
- However – I have also spoken to 100's of men
- Skills Shortage – Impacts predominantly men in industry
- Men's welfare is a huge issue

## • The Research – Why is no one winning?

- Working away from home/all weathers/conditions
- Site Roles – sometimes physical toll
- Industry behaviours cost/programme
- SME's - poor payment practices impacts large part of industry
- Site Culture – same company different site...different culture
- Men in construction alarming suicide rates at 4x national average

## • Is Allyship the answer, what can men do?

- Not All Men
- No white knights/saviours please!
- Education is key to get men on the journey – Finger down exercise
- Barriers for men – Fear of making a mistake
- Allyship- 7 types of ally (Confidant, knowledge seeker, sponsor, champion, amplifier, advocate, uplander)

## • What can companies do to benefit everyone?

- Good examples – **family friendly** policies i.e.. Not just women, flexibility, employee networks, reverse mentoring, inclusive recruitment policies etc
- Not just in the office! Flexibility on site works – Bam Construct, Bam Nuttall, Skanska UK & Willmott Dixon pilot 2021 – no negative impact on budgets or timeframes
- Education of staff

## • What about SME's & Site Specifically?

- Do things differently – Flexibility/job shares/productivity vs hours
- Training - Leadership + Middle Management + Supply Chain -  
*EVERYONE*
- KPI's - Make culture a part of it
- Mental Health – The stark reality
- Site culture – SME's fair treatment
- Considerate Constructors Scheme – My recent work with them

## • Conclusions?

- Gender War has to stop
- Everyone needs to work together
- Culture is the issue for *EVERYONE*
- Making things better for women will NOT make it worse for men
- We can all make a difference every day

