



Announcer:

It is time for the *IHSA Safety Podcast*.

Ken Rayner:

Welcome to the *IHSA Safety Podcast*. I'm your host, Ken Rayner. On today's episode of the podcast, we're discussing women in construction health and safety, with three members of the IHSA's management team who also all began their careers in the construction industry. Maren Gamble, Manager of Strategic Programs; Deb Moskal, Manager, Regional Operations North and East; and Jennifer McKenzie, Director, Stakeholder and Client engagement. So, Maren and Jennifer, great to have you both back as you've been on the podcast before.

Maren Gamble:

Thanks, Ken.

Jennifer McKenzie:

Thank you Ken.

Ken Rayner:

And Deb, a big first-time. Welcome to the *IHSA Safety Podcast*.

Deb Moskal:

Thank you, Ken. Happy to be a part of this one.

Ken Rayner:

All right, so Deb, starting with you first. Why do you think that this is such an important topic for discussion Deb?

Deb Moskal:

I think historically we've seen an imbalance in the construction industry among men versus women workers. And I think that looking back, even in my time in the field and working up, there's a lot of value that female workers can offer to the construction industry, and I think it's important that we take a look at where we were, where we are now and where we're going with this, and try to create and draw attention to the need for more inclusivity in the workplace. I think that women in the workplace can bring a lot of value as far as their abilities. And I just think it's time that we continue to close the gap more than we already have over the previous years and continue to get better at

Ken Rayner:

All right, thanks Deb. And you mentioned sort of going back to your career and going back in time. Let's do that if we could. So Maren, starting with you maybe what would you say the state of gender diversity was like in the construction industry when you started?

Maren Gamble:

Yeah. So I guess I think about some of my experiences when I started, and one of the things that really jumps out to me is that many of the meetings or interactions or even just the general surroundings that I was in when I joined the workforce in construction, health and safety, those spaces were entirely male aside from myself. And it's a feeling that I can't really describe to walk into rooms or onto construction projects and feel that sense immediately of feeling other to the situation that was going on just on arrival. So I found that at that time my presence was a bit of a novelty and when I was walking into any of those spaces, the first step I had to take was always to explain why I was even there before I could begin to do my job.

When I think about it, I think the truth then, and as things are changing, we can touch on that later, but health and safety itself is a changing culture in construction, one that we're trying to change, and so is gender diversity on a construction project. And so what I'd say is that as a woman entering that space, I was coming in with two challenges in that workplace saying, hey, I'm here to champion change for health and safety, but just my presence here is championing another kind of change too.

Ken Rayner:

Wow, I can appreciate that. Hey Jennifer, what about you, similar experiences?

Jennifer McKenzie:

I would say absolutely. So, very similar experiences. When I joined the industry over 10 years ago, I would say women were very under-represented on the projects. Some projects that I was on I was the only female. So I would say that the industry continues to evolve, and there's now a focus on attracting more women to skilled trades and construction. But I would say we're nowhere near equal to where we should be. But the odds of going to a project now and having no women on site is much more reduced.

Ken Rayner:

How about you Deb?

Deb Moskal:

I would echo what Jen and Maren have said. The first step to walking onto a project when I first started was the feeling of I needed to explain why I was there, and I needed to justify my ability as to how I could be seen as an equal party to the project. I think we're starting to see the shift and I think in some areas we have made great strides where now you walk onto a construction site and you'll see females in the role of leadership opportunities. However, during my experience, you had those barriers that you were trying to prove yourself and to justify, which was it felt like an extra weight onto me—an extra weight that I needed to carry, just to do what I needed to do day to day.

Maren Gamble:

Ken, could I jump in and ask a question too?

Ken Rayner:

Yeah, please.

Maren Gamble:

Without stepping on your toes here as our host, I actually just wanted to ask Jen and Deb what part of the construction industry they were in. I know for me I was working with a general contractor as the health and safety manager.

Jennifer McKenzie:

So I can jump in there, Maren. So, I held a couple of different roles throughout my tenure in the construction sector. From being an owner of a project and overseeing the construction from that point of view, but then also as a general contractor with large ICI [industrial, commercial, and institutional] construction builds, and I even worked for a demolition contractor as well.

Deb Moskal:

And for myself it was not the role of constructor necessarily, but being utilized as subcontracts through various projects and covering a bunch of different aspects of construction. So very diverse in the application of the work.

Maren Gamble:

Awesome, thanks.

Ken Rayner:

Deb, in the industry that you started off in, what are some common stereotypes or misconceptions about women working in construction, and how did those potentially those stereotypes or misconceptions, how did they impact workplace culture?

Deb Moskal:

I think some of the common stereotypes in play when I came in is that construction was still seen as a male-dominated workplace. Men generally seen as stronger than women, potentially more knowledgeable in the skilled trades. I think the impact is multifaceted where we saw less women coming up into the positions. For myself, potentially, a little bit of hesitancy in trying to get into some of the things I wanted to, again, the feeling of needing to prove myself. So a little bit of barrier I think that was put on just by the workplace but also by myself.

Ken Rayner:

That's fair. You're in the workplace, so you're part of that environment. I'm sure it's not an easy feeling when you're not feeling that necessarily level of support. You're going to feel that internally I would think.

Deb Moskal:

Yeah. And I think there's some pockets in organizations where you do feel the support, to be fair, and you do feel encouraged. I think there's other pockets just by nature of maybe the history of those areas of the workplace where you feel the opposite. And I think the natural tendency is when you feel the opposite, it tends to weigh heavier on you—or at least me, and then you sort of start to begin to question your role, which is something when you're trying to break down those barriers and stereotypes that is not fair and is not something that you should be feeling you need to break down in addition to.

So those extra layers that can be added can be a further hindrance, in my opinion, on women trying to explore different opportunities, trying to become more engaged in historically male-dominated areas of the industry and wanting to try. I think when you feel those personal barriers that you could be putting on yourself, to be fair, I think it creates more resistance and then a further barrier to women in general. It's the real barrier, if you will, and then the perceived barrier.

Ken Rayner:

Yep. And Jen and Maren, what about some specific challenges for women in working in male-dominated workplaces? Because as Deb mentioned, and I'm sure that we're going to talk about there's been instances of discrimination because of the fact that you're a woman working on a male-dominated jobsite. Were there some specific challenges for you both?

Jennifer McKenzie:

I would say I think there's some challenges or stereotypes that are out there specifically. And again, the barriers are slowly coming down, but I would say the stereotype still is that there is this misconception about women in construction and the belief that physical strength is the prerequisite for being in construction. And that leads to the misconception that women aren't suited for the role. So it overlooks the diverse skill-set that women have in the industry and brings this false idea that physical strength is the sole determinant of competency, which it's not. So I would say I think it's starting to open up and see what women can bring to the field. There are different thoughts, there are different ideas, and there are different skill sets. And I think it's slowly fixing itself, but that stereotype was there when I was in the industry, and I would say women didn't have the same abilities or weren't provided the same abilities I would say 10-plus years ago when I was in the industry. I was often overlooked. I was often second-guessed. Decisions that I was making or information that I was relaying would often be taken to a male to verify. And so I think those are some of the things that have happened in the past, but I definitely see the change and see the movement forward for women in construction now.

Maren Gamble:

Yeah. So this one's kind of funny for me, Ken, because definitely that “having to prove yourself in every room” piece, and just reflecting back on the first 10 minutes of this podcast, I've already done it in this very safe podcast recording studio, that sense of having to prove yourself entering every room. I felt the

need to ask the ladies accompanying me on this podcast for the resume, which is exactly what I was talking about because I was anticipating, potentially, the industry hearing this podcast and saying, "Well, what do these women have to say about this topic? Why are they on this podcast?" And so really it was just another example of those old habits that die pretty hard on this one to have to prove yourself entering every room.

And so some of the things that go along with that that I definitely experienced in the workplace was having to set boundaries that might've been assumed for some of my male co-workers. So having to specify I'm not here to fill coffee requests or to take your notes. The number of times I heard, I'm sure your handwriting is better than mine, still, I might almost have it tattooed to my forehead here to the point that I really have terrible, terrible handwriting, just to prove a point on that one. Sometimes there was what we picture in terms of overt harassment and discrimination, so comments that were made that were inappropriate or even the stereotypical whistling happened in real life, which shocked me that these kind of things do happen. And what I think is very interesting that a lot of the time these actions happen in front of crowds of people in my workplace, so groups of co-workers when I was out in the field.

So this is an interesting scenario where it forces you to react in front of the crowd. Many times in my case, there was no one else standing up in that scenario. And it's really intimidating to have to set your boundaries in that setting. You can't necessarily freely react how you'd like to react in some of those situations, because you're also constantly mulling over what kind of impacts your response and your reaction is going to have on that crowd's perceptions. You start to think about things like, if I take too firm a stand here, will that impact my professional opportunities? If I take too soft to stand here, what does that mean in terms of how I'll be perceived by this group of people? And there's just a whole narrative that runs through every experience you have even when you're experiencing things that really shouldn't happen in a workplace.

Jennifer McKenzie:

Funny that you say that Maren, because as you were talking I was just thinking and thinking back to a few examples in my day. And I think what people come and expect from us, and then what we expect of ourselves. And so just as an example, I remember training a construction-related course and I had to explain to an individual in the class why I was able to do that, why I was competent to train that program because what he said to me is, "you need to go back to being a secretary" within five minutes. "What are you doing being the instructor for this program? This is construction related, you should be a secretary." So then I had to sit there for the next 10 minutes and bring my emotions down because obviously I was flared, and say to the individual, "Here's my resume, here's my background." And the rest of the group really looked at him with that kind of look of shame. And so it was nice that I had others that were supporting me, but I had difficulties with that individual through the entire two days of training.

And it was about me needing to prove my worth and prove my competency to be able to be in front of this group of all men, to train a construction-related program. But then I also think back to what I do to myself and because I've gone through that, and I've had many experiences is I feel like when I walk into a room and I'm going to have a construction-related discussion and I'm in front of all men, that I need to prove myself, that I need to start off with the introduction of myself and my background specifically in

construction so that I feel like they know that I have that background and understanding to be able to sit at this table. So I think I put that on myself. No one has ever said to me, “You need to include this when you’re discussing construction-related activities or tasks”. But I think I’ve done that to myself, because I’ve always felt like I needed to prove why I could sit at that table.

Maren Gamble:

Absolutely. That resonates Jen, I definitely do the exact same thing.

Ken Rayner:

We're starting off this podcast and we're talking about some of the trials and tribulations that all three of you that have been through, but amazingly enough, you all persevered, you all have become stronger as you've gone through the process. And you joined IHSA, all three of you as consultants, and now all three of you are in leadership positions with Ontario's health and safety association that supports the construction industry. How did you not sort of say, “You know what, I've had enough, I can't take it anymore. This is not for me.” You didn't do that. All three of you have persevered and you become stronger, and you've made fantastic careers in the construction industry. So how did that happen?

Deb Moskal:

I think for me, if I can jump in here, Ken, just for a second. I think it was learning from what I had witnessed, what I had felt. And again, whether it was a stereotype I put on myself as a result of that or a real barrier in the industry, and just thought, “you know what, I can do that too, and I understand this, and I know this and I'm tired.” And when I say tired, I mean I need to find a way to fix it. It's something that we've talked about. We've all been through an experience for a number of years throughout our careers. It turned almost into an “I'm going to prove you wrong” type of scenario in my mind.

And you eventually find strength within your abilities and your knowledge, and you learn to trust yourself. And I think that's a very important aspect. And you start networking, you start leveraging, you start building on the blocks that you had previously. And as you start to get movement in your own career and start to feel different about some of the views that are coming onto you, you start to gain the momentum. I think once you gain the momentum you can become almost unstoppable, in that you reach that next marker. And now watch me get the next one, is kind of how I felt about it.

Jennifer McKenzie:

I would agree with what Deb said there. I grew up in a larger family where you had to compete and prove yourself every day to be able to get the attention and to be able to continue to move forward. And I'm very competitive by nature, and I think that came out in the fact of me not saying no. I think the idea of going into work and going into that male-dominated area and knowing that I had to prove myself is you went in with a different attitude every day. I went in with the attitude of needing to prove myself but also knowing that I was capable. And so when somebody tried to knock me down, I just kind of made it that much more of a competition to myself to prove to them that I was capable, that I could do the job, that I did have information and I could provide assistance to them.

So I think it was like every time somebody tried to chip at me, I just kind of went forward to try and prove it a little bit differently to them to try and get them onto my side to get them to understand that women are just as capable as men are, and I had just as much of a right to be there as they did. So I think that competitive nature was like, "I'm not going to give up." I felt that's where I wanted to be. I enjoyed being there and I wasn't going to let an individual or some individuals take that away from me.

Maren Gamble:

I echo the sentiments from both Deb and Jen. They've articulated it very well. Jen, I definitely heard what you said about the large family. I was in one as well, and I think that was also a shaping factor for me. One of the things that I credit that family for is building a self-esteem that I went in with that I don't think I would've been able to make it through without. That foundational layer in place, of just believing in myself because I had people that believed in me as well. I'm not going to pretend that every day was triumphant. There were definitely some tears shed in some bathrooms, Porta Potties, and otherwise along the way. But always knowing at the end of the day that I could hold my head high and know that I had done as much or more as anybody to be there. And that, like Jen said, I belong there as well.

And so one of the things that I looked at was looking at those who had tread the path that I wanted to follow. So male and female role models that I could look at and emulate in terms of their approach to the career that I was trying to develop, and to see what actually worked for me so that I could follow in some footsteps, maybe even be able to push it as far as I can go, and then hopefully lead the way for others as well and maybe have that path better-tread by the time that others are looking to follow as well.

Ken Rayner:

Terrific. I'd say all three of you are definitely creating a path and demonstrating some great leadership in regards to women and hopefully more women joining the construction industry. And I'm interested Jen, can it be advantageous to be in that minority perspective working as a woman in a male-dominated workplace? Can it be advantageous?

Jennifer McKenzie:

I would say absolutely. I think there's many advantages for women who are working in a male-dominated workplace. So, while there's things that potentially go on in the background, you have an ability to build future leaders in women. I think it was Deb that said it earlier about finding those individuals that speak to you and are mentoring you and being a mentor for other women, being able to come onto this podcast and be able to talk about some of the challenges that we've had. About some of the things that have happened and have changed since we were there. I think one of the big opportunities is breaking those stereotypes, demonstrating and showing that we can do the job, we can be part of a cultural shift in construction. We are capable.

Being able to walk onto a job site and see more females there that just allows all of the young people that are currently in high school thinking about what do they want to do and where do they want to go. And if they can walk on a jobsite and see women being there, they have the ability to then think, "Oh, maybe that is a job for me." Having women come to classes or stand in front of people and talk about their construction background is huge. You're changing the culture, you're changing that stereotype, and

you're changing the minds of young women all over. And I think the more we can do that, the stronger we are as a country, as an industry.

I know one of the big things that I've seen quite a bit on the last few months on LinkedIn is having women who are in the trades telling their story and talking about all the positive things about working in construction and really trying to make individuals understand that they are just as capable as anybody else. And it is just a good of a job for women as it is for a male. The networking is huge as well, right? Meeting other women in construction and networking with them and then continuing to build that network. I know there's several different communities that are out there that have women in construction. For example, I know the Ottawa Construction Association is really pushing women in construction, and they have their own group or committee that is focused on getting more women into construction and looking at the barriers or the stereotypes for women and how they can help and assist with overcoming those. So I think it's very advantageous to have women in construction, and it's just going to continue to evolve and change the culture and change what we see in 10 years from now.

Ken Rayner:

Great. Thank you very much. That was great, Jen. Appreciate that response. Maren, what about moving forward? In your experience, what could we do that would help create more inclusive environments that can support the success of women in the construction industry and just build on what Jen was saying?

Maren Gamble:

Yeah, absolutely. Ken, I think that's an important question because Jen hit on it there: this is an amazing career path to take. I have zero regrets about this, and I'm very passionate about being a construction health and safety professional. And so what can we do to take a closer look at this? And Ken, I was thinking about one of our previous podcasts in terms of this, and we talked about hazards, risks assessment, and controls recently where we talked about how you need to identify a hazard and the corresponding risks, which allows you to assess and control them. Well, what you've heard from Jen, Deb and myself today are some of the hazards and risks that we've run into, some of the things that come out of essentially a hazard that is gender bias in the industry, and some of the risks, some of the things that came out of it that we experienced.

And so what I say is that we're announcing pretty loud and clear in this podcast the hazard that's been identified from gender bias in the industry. And it's time for us to look at it in the way we would any hazard: validate it as a hazard and as a risk in the workplace, and give it that level of formality and importance. So if you think about the hazard we're talking about today, you can think about it as acute examples. So you heard examples that we shared today. You also heard some we didn't share of specific experiences and specific examples. Those are really overt instances. The risks from these kind of occurrences in the job site can range from emotional distress to even trauma to workers who are out there.

Chronic exposure—even aside from these memorable moments that we experience. The reality is that there is still a chronic low-level exposure as well. Microaggressions in the workplace take a toll. And so we do have this kind of chronic exposure to the hazard risk, as well where we have this risk of impacts to mood, impacts to burnout, and just general impacts to psychological health and safety in the workplace

for women. So what I'd say in terms of creating a more inclusive environment is that we need to learn to control those risks effectively. And when we talk about controls traditionally, we're going to talk about at the source, along the path, and at the worker. Right now, a lot of the stuff that we've been talking about today and a lot of the stuff that I know in my experience came into play to try and control those risks, were at-the-worker controls. These were coping mechanisms that I developed on my own, things that I learned to do to avoid certain experiences. It's essentially a self-made PPE of sorts, personal protective equipment that you're developing for your own mental well-being.

But of course my coping mechanisms can't be CSA approved. They're learned and they're fallible. They're far from 100 per cent effective. And at the worker is not where we really want to start. So what we need as an industry is really to explore this hazard like any other, and consider whether we take those controls up a notch. Can we take them to the source, and can we take them along the path? Thinking about along the path, what could we do? Allies. We've talked a bit about allies so far. People that supported us, people that mentored us. Allies help. People who are willing to stand up when something's happening and reduce the impact as it goes towards you and sort of minimize the risk from that exposure, because they're stepping in, and they're creating that barrier themselves with their words and their actions.

Another along-the-path thing I think of that had an impact in my case is to make sure within an organization that even the infrastructure is there for women. Do you have the facilities, the bathrooms, the PPE? Are you prepared for the sorts of policies that they may need? I myself was pregnant twice when I was in the field in construction, and there was a lot of figuring it out myself as I went what that meant, because I just happened to be the first employee that was pregnant within that organization. And sort of having to always champion things is a bit exhausting. And so being able to come into workplace that has that infrastructure to just do the job is a relief. So there are some things along the path that we could do, but as with anything at the source, that's where we really want to tackle these hazards and risks at the source.

And really what the source is, what we can do there is build understanding, have these conversations, listen to podcasts like this one, which is not just for women, it's for anyone in the industry. For owners, for allies, for anyone looking to expand so that everyone in the workplace can be reflective, can build their self-awareness, can role-model the use of inclusive language and behaviours and can minimize those microaggressions on the day-to-day and avoid justifying behaviors in the "well, it's construction" kind of mindset. To me, in my experience, what we need to do to create a more inclusive environment for women is to treat it like the hazard it is and develop those controls, applying a hierarchy, and taking some of the weight off the worker, off the women to create their own PPE.

Ken Rayner:

Wow. Love it, Maren. Love that you took the hierarchy of controls and applied it to this. That's so fantastic. And Jen, I take it based on what Maren was saying, that leadership and management must play a really important part in fostering that gender-inclusive culture when we think about the hierarchy of controls and going back to the source to really give us the greatest control possible. Is that fair?

Jennifer McKenzie:

Yeah, I guess that would be fair. I just want to make it really clear that we're not saying that it's a hazard to be a woman in construction. We're saying that there are things that happen to women on construction projects that are a hazard and a hazard to those individuals. So I just want to make that clear so that people don't think, oh, a woman coming onto construction site is a hazard. But I would say the biggest thing that an individual or an employer can do is demonstrating leadership and commitment to breaking down those barriers and showing that women are the same as men on a construction project. So I think it's really about setting the tone. It's about the employer, right from the top down, demonstrating that women are just as much capable and just as much knowledgeable and are just as important as men are on a construction project.

Ken Rayner:

Agreed, agreed. Deb, what about maybe some women that are somewhat struggling right now with a gender bias at their worksite, what would you recommend to someone who might be going through that?

Deb Moskal:

My recommendation would be don't give up. Don't turn away from it. If it's something that you are passionate about and something you love doing, stick with it. My advice would be to learn that job better than anybody else, and trust yourself in the knowledge that you have as it relates to whatever the task may be. Find a mentor that you can talk with. And when I say mentor, I don't mean just for that job or that scenario, but think long-term. If this is something you want to continue to do, someone that you can discuss your career trajectory with and have that ongoing communication. And make sure you continue to network. Take the positives that you're seeing and roll with them and use those as your building blocks. Work hard, but make sure that you maintain an open mind, a curious mind, have that drive to continue to want to learn and do more.

And don't be afraid to ask those questions if you're not sure and get the answers and just be aware of your strengths but also your weaknesses. Don't be afraid to ask for help. Don't let any of this discussion today and some of the experiences we've had or perhaps some of the historical stereotypes and connotations that you may or may not be exposed to, don't let those break you down. Use those as motivating forces to continue to push your career, and push for what you love, and continue to be positive. And like I said, make sure you learn that job better or not make sure, but learn that job better than anybody else.

Ken Rayner:

Maren, did you want to add anything to that?

Maren Gamble:

Yeah, I think in addition to echoing what Deb said very well there, I would say that in the experience that I've had, I have seen change. And change is always slow when we're talking about a shift in ideas, a shift in awareness, but that level of change is very hopeful and it's noticeable. And so to the women who are in these roles right now, you're likely still a champion of our gender today, but I want to give you the message that you do something important by showing up every day in our industry and being that

representation, being that role model. You won't always be perfect, you don't have to be. You might try to be. I think it's one of our coping mechanisms that's common is perfectionism. But it's hard, and you are making a difference every day. Whether it's a good day or a not so great day, you have permission to not be perfect.

The judgment that you might feel is not your fault, and you are enough in what you're doing. You are facing something hard and you are enough. So keep going. If you need supports, there are mental health supports out there that you might want to consider, because carrying the weight of gender bias does take its toll at times. It's shaped me as a person and a professional in some great ways and not some great ways. So there's much that I still work to explore about myself and those coping mechanisms. IHSA does have a mental health topic page that's got some really great resources. There are some good safety talks there that might even be utilized to start some conversations in your workplace, if that's something you're comfortable with, or members of the management team would be. But just talk about it. You don't have to do it alone. Lean on your allies. Learn who they are and reach out to various groups and individuals for support. Change is slow, but we see the change, and that's where the hope and the beauty is in this job.

Ken Rayner:

Love it.

Jennifer McKenzie:

Ken, if I may?

Ken Rayner:

Yes, please.

Jennifer McKenzie:

I just want to add in there as well, I know that we're recording the podcast today, but recently we had International Women's Day. And I think that it is so important for women to look at that day, and look at the purpose of that day, and look at where we've come from 10, 20, 50, and 100 years ago. We are continuing to break down barriers and we are doing so incredibly well. And it takes time to change culture, and it takes time to move things forward. But I think we have come so far, even in just the time that I've been in construction, and I think we're going to continue to move that needle forward. And it's so important for women to remember that we have come so far and we are continuing to move forward.

And it's by women like Deb and Maren and all of those that are out there that are working in construction and looking to pursue construction related jobs who are going to continue to move that needle forward. And we need to do so as a group. And I Maren's point is it takes time, but we are going in the right direction. And there are lots of resources there, but I just want to kind of hone in on the fact it's not what it used to be. And as much as we've talked about some of the challenges that we have experienced, it changes day by day.

And the more that we can be there and we can bring awareness to perhaps those situations that cause individuals to maybe think twice or cause individuals to stop and think about what was said or what was done, I think we're going to continue to move that needle forward. And I think there's so much happening right now. I am so positive. I'm so grateful that I was able to have the experience that I've had, because it's made me who I am. And again, we will make that change and hopefully 10, 20 years from now, we're going to look back on it and not remember all of those little things that have come up in the past because it's going to be a much different workplace.

Ken Rayner:

For sure. And I'm glad to hear things have improved, but we still have a long way to go. So maybe that being said, with our final question I'm going to ask this: the ancient wisdom saying is "a journey of a thousand miles starts with a single step." And so for anybody that's listening to this podcast, be it a worker, a supervisor, an employer, any employer, anybody in the construction industry, for each of you, what's that one step that they can take starting today that would help to create a more equitable future? Maren, what about we start with you?

Maren Gamble:

The one step is to listen first. Whether you're a male or female in the workplace, to listen to the experience of others, to listen to what they're saying. Listen first, listen again before responding, and just really try to hear what's coming from your co-workers in your workplace and what their experience of that workplace is.

Ken Rayner:

Deb, do you have one more thing to add?

Deb Moskal:

I would say I'm going to go to the employer role: continue to offer equal opportunities for growth and maybe even specialized outreach for recruitment to get into pools of markets where postings may be more visible to women and other groups and continue to push for that openness internally.

Ken Rayner:

Good stuff. Jen.

Jennifer McKenzie:

Yeah, so I'm going to kind of go to every worker, every individual that is part of a construction project or a company: checking our own biases. So before we speak, before we do is really sit and think about what is it that we're saying and how are we doing it, and do we have our own bias that potentially is hindering what we are about to say or what we are about to do? Because, to Maren's point, we need to listen, but sometimes we react very quickly without checking our own biases and checking to make sure that, I may not think I believe something, but sometimes the way I say it or the way that I'm doing something, I'm demonstrating it.

Ken Rayner:

Well, I can say working with all three of you that I am so thankful that none of you quit, that all of you persevered, that all of you continue to stick with it and continue to learn and grow in the construction industry. And that brought you to IHSA. And now that put you in a position of leadership at IHSA where your contributions are even more significant, and that wouldn't have happened if you hadn't persevered. So I want to thank each and every one of you for that because I know how significant your contributions are to our association and to our members. So thank you.

Jennifer McKenzie:

Thanks for having us, Ken. Thanks, Ken.

Ken Rayner:

And thank you to the listeners to listening to the *IHSA Safety Podcast* and our episode on women in construction health and safety. Be sure to subscribe and “like” us on your podcast channel, and visit us at [ihsa\[dot\]ca](http://ihsa[dot]ca) for a wealth of health and safety resources and information.

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