



## CFDI TOOLBOX TALK: INCLUSION

Inclusion is “the action or state of including or of being included within a group or structure.” Inclusion is also, “the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those who have physical or mental disabilities and members of other minority groups.”

We are here today to discuss “Inclusion in the workplace.”

Workers can feel excluded for a variety of reasons – racist and sexist comments being the most obvious. Workers who feel excluded on the jobsite and at the office suffer from an increase in mental health issues that often turn into physical issues.

### Put yourself in the shoes of the excluded coworker in each of these scenarios.

- How would these experiences make you feel?
- What affect do these types of experiences have on a team?
- How would you feel if you felt unwanted or unsafe on your jobsite every day?

The reality is these types of incidences affect safety on a job site.

### Be an Active Bystander.

#### Scenarios:

Scenario	Reader/Facilitator Response
<p>A transgender worker has asked the team to refer to them using the pronouns ‘they/them/their’. The foreman on the project continues to refer to them as he and him, going so far as to yell it in front of the team, eliciting laughter from everyone.</p>	<ul style="list-style-type: none"> <li>• <b>Bystander response:</b> Tell the crew it’s not ok and stop laughing. Let the Foreman know what he’s doing is disrespectful and divisive.</li> <li>• <b>Employee response:</b> To the transgender worker, tell the Foreman why it’s important to you that the correct pronoun is used, how it makes you feel when it’s not used and tell them to stop.</li> </ul>

<p>A new Project Engineer is added to the jobsite, he is on the quieter side and does not interact much with the rest of the team. The team does not try to get to know him due to his quiet nature. The Project Executive asks the Project Manager and Superintendent to schedule a team building activity where the Project Engineer is left off the invite.</p>	<ul style="list-style-type: none"> <li>• <b>Bystander response:</b> Speak up and tell the Project Executive that it isn't right to exclude one person and personally invite the Project Engineer to the event.</li> <li>• <b>Employee response:</b> To the PM/Super - Tell the Project Executive you don't feel comfortable leaving the Project Engineer off the list and personally invite him to the event.</li> </ul>
<p>Every Friday the field team gets together for a post work drink at the bar closest to their project. The all-male crew has formed a tight bond from these interactions which has greatly helped them on this job. A female worker joins the team one week and is excluded from the after-work drinks. A coworker tells her, "You wouldn't want to come, it's just a bunch of guys telling inappropriate jokes and talking about sports."</p>	<ul style="list-style-type: none"> <li>• <b>Bystander response:</b> Make an effort to invite the female worker and talk with her at the bar.</li> <li>• <b>Employee response:</b> To the female worker, ask where they meet up and tell him you'll go next time to see how it is for yourself. Let them know what they're doing is discrimination.</li> </ul>
<p>A project team is holding a pig roast party to celebrate the topping off of their new project. The entire team is invited except for the Assistant Project Manager, who is a practicing Muslim. The Project Executive asks the team not to mention it to her, saying "she works primarily out of the office and cannot eat pig product, it would just make things uncomfortable if she came."</p>	<ul style="list-style-type: none"> <li>• <b>Bystander response:</b> Tell the Project Executive that she should be able to make that decision on her own and her eating preferences shouldn't exclude her from the roast.</li> <li>• <b>Employee response:</b> To the APM, when you find out you were excluded from the event, tell the Project Executive that you had every right to join the party since you're a team member. It was not ok that the Project Executive's prejudice prevented that from happening.</li> </ul>

**In all cases, if the behavior doesn't change, speak to senior management and/or HR.**

### **Inclusion is part of safety culture:**

- Mental and emotional wellbeing of employees – based on whether they feel included as a valued member of the team – can be linked to safety incidences on a job site.
- Ongoing acts of racism take a mental and emotional toll on the wellbeing of the individuals who are the targets of racist attacks.
- Studies show that 71 percent of workers report being impacted – either directly or indirectly – by some type of exclusionary behavior an average of four times per year.

### **Speaking Up:**

There are reasons why individuals who may want to speak up or know they should speak up but are don't know how to. Some common reasons:

- Not knowing what to say or do
- Fear of looking bad among your coworkers
- Fear of making things worse
- Fear of becoming a target for future harassment
- Triggering your own trauma from past situations
- Fear of risking relationships
- Fear of retaliation – putting your job, reputation, or influence at risk
- Power dynamics – confronting a superior or someone well-liked in your company

### **Taking Action:**

- Try to include others and be an ally if you see or know someone is being targeted.
- If you see something, say something.
- Contact your Project Supervisor, Foreman, and Superintendent.
- Contact your HR Director and/or Safety Director.



