

Draft Email to Industry Participants

Results from a [recent survey](#) on bias within the construction industry reported that 65 percent of respondents said they had witnessed a racist incident on a jobsite. Seventy-seven percent of the people who witnessed an event said that nothing was done to address the incident.

The survey makes clear that it is so important that industry leaders take action and respond aggressively to harassment and bias-motivated events. Every individual deserves to have a work environment that is safe, welcoming and inclusive.

I am pleased to share our protocols around anti-harassment and bias. Please use this as you see fit to complement or supplement your existing programs. I am also interested in learning how you are preventing and responding to harassment and acts of bias.

Ultimately, we believe that if we communicate and implement consistent high-standards for what is acceptable and unacceptable behavior across all worksites, we can change our industry and ensure that every worker is physically and emotionally safe, respected, and treated fairly.

Please feel free to reach out to me with any questions.

Thank you.

Outreach Ask

Reach out to industry participants – even our competitors – and our clients to share our Anti-Harassment and Bias Toolkit.

Talking Points Key Messages

- Every individual deserves a work environment that is safe, welcoming and inclusive.
- Communication and learning is an important step in preventing harassment.
 - We have stepped up our communication to the workforce about anti-harassment and anti-bias standards.
- We are responding aggressively to harassment and bias-motivated events.
 - We are taking steps to assure that those affected by an incident are safe and cared for.
 - We openly discuss the incident with the entire project team.
 - We are removing individuals from the workplace if they are found to have violated our policies around hate and bias.
 - We make these events a learning opportunity by having conversations on issues related to harassment and bias. Responses range from huddles or tool box talks, to site-wide stand-downs, to suspension of work.
- We are sharing our response protocols to harassment and asking others in the industry to share how they respond.
- By working together, we will effect positive change in our industry.

Potential Questions

Why is Turner giving the toolkit away?

We believe that by sharing our protocols and materials, and working together, we can effect change in our industry.

Are there any “strings attached” - Do we have to sign up for the toolkit? Do we have to join (or report back on) anything to get it?

No. Turner is offering this material freely. We can also learn from each other. We hope that other companies and organizations share their practices as well.

Who should we share these protocols with? And how do you recommend sharing these protocols with colleagues?

We urge you to share what we are doing with:

- Employees
- Professional organizations
- Unions
- Partners/trade contractors

Why does this effort matter?

In the construction industry, we continuously talk about maintaining a safe work environment. Respect among employees and a worksite free from intimidation and hate is a critical part of a safe work environment.

- Everyone has the right to a physically *and* emotionally safe workplace.
- Incidents of racism and bias require our attention as a company and as an industry.
- Together, being consistent in our commitment and actions towards maintaining a safe and inclusive work environment – free of harassment, hate or bigotry of any kind – will lead to lasting change for generations of workers to come. That is a legacy we can all be very proud of.

What are Turner’s policies?

Turner has zero tolerance for harassment, racism and bigotry. All bias-motivated events and potential hate crimes require an immediate response and a thorough inquiry. Our response is dependent on the specific details of the incident.

How do you recommend sharing these protocols with employees?

Training is an essential way to share values and protocols. We also suggest updating internal documents, being transparent, and making resources and updated protocols prominently available on all worksites.

Why is training so important?

Not everyone comes to our sites with the same experiences. Something that may seem innocent to you may be offensive to your co-worker. Having a collaborative team is essential to our success as a business. To create a collaborative team, we need everyone to understand and respect each other.

How often are Turner employees trained on anti-racism practices?

Our employees participate in Turner University trainings throughout the year. We are including anti-racism as part of annual required learning. All new hires participate in anti-discrimination and anti-harassment training, and we include training to the workforce on our projects as part of the orientation process.

Why are we giving this away – and to our competitors?

Simply, we recognize the need for collaboration to impact industry-wide change, not just change on our worksites.

In other industries, this type of collaboration is common. Think about it as when one tech company discovers a virus/malware, they let all other companies know about it and how to remove it for the common good. We are doing the same.

What does “zero tolerance” mean to Turner?

Zero tolerance means that harassment in any manner is expressly prohibited and will not be tolerated. We trust and expect that every person who enters the gates of a project site will act professionally and conduct themselves in a manner that supports an inclusive, safe and welcoming workplace.

If someone is found to have violated our policies around harassment, hate, bias, and racism, we will take all necessary action, including removal from our site.

Aren't there serious cost and project timing considerations that go into shutting down a worksite?

Yes, but maintaining a safe and respectful work environment must remain the top priority of everyone in the construction industry.

Are racist and bias-motivated events really an industry problem? Or is this just a Turner problem? Why take such a proactive stance?

Construction teams are a diverse group made up of different trades, backgrounds, experiences, races, gender identities, religious beliefs, and political affiliations.

The issues we face on a construction site are the same issues we face in our communities and society as a whole. And we know that too often in the past, people would clean up the racist graffiti or turn a blind eye. Usually, it was done to not make a fuss and disrupt the site. But it does affect people and the entire worksite. We must take action.

As our collective awareness of harassment and bias-motivated events has increased, we clearly see the need to stand up. In the construction industry, we continuously talk about maintaining a safe work environment. Respect among employees is a critical part of a safe work environment.

Why zero tolerance for graffiti in toilets or other temporary facilities?

If we ignore visible infractions, we are not setting the example for providing an inclusive, caring environment. Nothing should go unnoticed or unaddressed.

Graffiti is a crime. It's even more heinous when it is racially motivated and may rise to the level of a hate crime. We hold ourselves and others accountable to maintain a workplace free from harassment, hate, and bigotry of any kind.

Is this a short-term effort in response to the attention on racism in the media?

The issues of racism and bias will not be solved overnight. And we must continue the hard work necessary to address these issues head on. We must speak out against racial injustice, take actions to support inclusion, and promote equity within our companies and organizations. This commitment is necessary to change the construction industry. It's a commitment Turner has made, and we hope by sharing these policies we can enlist others to do the same.

Does Turner have diversity on all levels of leadership, and what are those metrics?

Of course we can do better, and we are taking deliberate actions in recruiting and career development to increase the diversity of our teams.