Building a Camp Everyone Belongs To

Inclusion Toolkit

A practical toolkit for shifting camp culture without triggering backlash — framed as team performance, not ideology

---

Principle: **Diverse crews are stronger and healthier**

Challenge: When examining poor company culture in remote camps, there is often discussion around disparity of belonging for those not fitting the mold. Individuals who don't feel a sense of belonging working alongside the 'old boys club,' rarely stay or if they do, may feel pressured to out tough one another which could lead to unsafe working conditions. The crux of the issue stems from historic pressure to be gruff, tough and stoic in these environments. This traditionally typical dynamic in remote camps is rarely fixed by a values campaign — it's fixed by reframing toughness as competence under pressure rather than dominance, using the same trusted channel this industry already uses for safety culture, and having change modeled by respected peers rather than announced by HR. This toolkit gives supervisors the language to raise it, and a culture code addendum that names the specific behaviours to encourage and retire.

Part 1 — Supervisor Briefing Guide

How to raise this with a crew without it sounding like a lecture.

The Core Idea

Frame the conversation around team performance, not personal conduct or ideology. You are not asking anyone to become a different person — you're giving the crew permission to stop performing toughness for each other, and naming what actually degrades the crew's ability to do the job well.

> *"Toughness is handling hard conditions competently under pressure. Putting someone down or freezing them out isn't tough — it's a distraction from the job."*

Before You Raise It

- **Use an existing channel, not a new one.** Don't open with this as a scheduled, stand-alone session. Fold it into an existing pre-start or toolbox talk, the same slot used for safety topics — it should feel like a normal part of how the crew operates, not a special event.
- **Pick the right messenger.** Ideally this comes from a respected senior tradesman or long-serving crew lead, not HR or a fly-in trainer. If that person isn't you, brief them first and have them carry it, or co-deliver it with you.
- **Have a concrete example ready.** Reference an actual moment — a new starter who got frozen out, a handover that went badly because someone didn't feel able to speak up — without naming names. Abstract talk about "inclusion" invites eye-rolling; a real consequence doesn't.

Sample Script

This is a starting point, not a script to read verbatim — adjust it to sound like the person delivering it.

> *"Quick one before we get into it today. You've all seen how this works — if someone spots something unsafe, they say something, no matter who it is or how long they've been here. That's just how we operate now, and it took a while to get everyone doing it without thinking twice. I want us to run the same standard on how we treat each other. Doesn't matter who you are — new starter, first swing, whoever — you get shown the ropes, not tested. Nobody should have to prove they belong before we treat them like part of the crew. That goes for everyone. This isn't about being soft. Toughness is doing hard work well under pressure — that doesn't change. What's not toughness is freezing someone out or making them jump through hoops the rest of us don't. That just means we've got someone on this crew who's not speaking up when something's wrong, and that's a problem for all of us, not just them."*

Handling Pushback in the Room

If someone says…	Try this response
"It's just banter, nobody means anything by it."	"Most of it is fine — this is about the stuff that's actually testing whether someone belongs. You know the difference."
"Here we go, gone soft / gone woke."	"This isn't about being soft, it's about running a tighter crew. A crew that doesn't speak up makes more mistakes — that's on all of us."
"Why is this only about women?"	"It's not — it's the same standard for every new starter. It just tends to hit women and gender-diverse folks hardest, so it's worth naming directly."
Silence / disengagement	Don't force a reaction in the room. Follow up one-on-one with anyone who seems checked out — the real shift often happens in that quieter conversation, not the group one.

What Not to Say

- Avoid opening with deficit framing ("men need to change their toxic behaviour") — it triggers defensiveness before you've made your point.
- Avoid abstract corporate language ("foster inclusion," "diversity and belonging") — it reads as a script, not something the speaker actually believes.
- Avoid framing it as mandatory compliance ("HR says we have to do this") — it hands the crew a reason to treat it as box-ticking rather than a real standard.

After the Conversation

- **Back it with action fast.** Follow it with a visible action within the week — a task reassignment, a corrected roster pairing, a buddy system applied evenly. Words without a visible follow-through get filed as "just talk."
- **Track it informally.** Note (privately, not publicly) who engaged, who resisted, and who went quiet, and check in with the quieter ones one-on-one over the following days.
- **Repeat it at every roster change.** Culture drifts back fast when the messenger rotates off site. Brief incoming supervisors on where things stand before they take over.

Part 2 — Culture Code Addendum: Belonging on the Crew

These statements are designed to sit alongside your existing culture code (see: [Company Name] Culture Code) using the same behaviour-first format. They name specific patterns rather than abstract values, so they're harder to dismiss and easier to self-correct against.

Additional Standards

11. Toughness means handling the work, not testing each other.
Being good under pressure, in hard conditions, doing the job right — that's the standard, and it always will be. Making someone prove they belong before you treat them like part of the crew isn't toughness. It's a distraction from the job.

12. New starters get shown the ropes, not tested — no exceptions.
Every new starter, regardless of who they are, gets the same onboarding, the same patience, and the same access to informal knowledge that makes the job easier. Nobody earns that by passing an unspoken test.

13. Tasks get assigned on skill, not assumption.
Nobody gets steered toward the easy jobs or the hard ones based on who they are. If you're a supervisor assigning work, the person's actual experience is the only input that matters.

14. "Jokes" that gatekeep aren't banter.
Humour that tests whether someone can "take it" before they're accepted isn't banter — it's a barrier dressed up as culture. If the joke only works because someone has to prove they're not offended, it's not a joke, it's a gate.

15. A quiet crew member is a risk, not just a personality.
If someone isn't speaking up — about a hazard, a mistake, a problem — that's not "just how they are." It often means they don't feel safe raising a hand. That's on the crew to fix, not on them to get tougher.

What This Looks Like Day to Day

We do this	Not this
Pair every new starter with a buddy, regardless of who they are	Let new starters figure it out or "prove themselves" first
Assign tasks based on logged experience and skill	Default the least-skilled tasks to whoever "seems" less experienced
Call out a joke that's really a test — "that one's not landing, leave it"	Let it slide because "that's just how the crew is"
Check in with someone who's gone quiet	Assume they're just not a talker
Praise competence in front of the crew, for everyone equally	Only highlight competence as a surprise ("she's actually pretty good")

Notes for Rollout

- Introduce these through the same respected-peer messengers used in Part 1, ideally in the same toolbox-talk cadence as the rest of the culture code — not as a stand-alone diversity module.
- If pushback appears (dismissal as "woke," disengagement, jokes about the new rules), that's expected in the early weeks. Consistency from leadership matters more than winning the argument in the room.
- Revisit this addendum at the same review cycle as the main culture code, with input from women and gender-diverse crew members specifically — not just the loudest voices in the room.

Version [X] — Reviewed [Month/Year] — Next review [Month/Year]