



RACE AT WORK: **COMMITMENT** **SIX**

Employee solidarity
toolkit: building a
culture of support





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Race at Work Commitment Six

Employee solidarity toolkit: building a culture of support.

The Business in the Community (BITC) Race at Work 2025 survey found that 52% of employees in the UK said they would like support to progress from allyship to solidarity. BITC has put together some ideas that employers can use to support employees to progress on this journey.

Ideas to support employers to facilitate open discussions about allyship and solidarity.

- What actions can be taken to demonstrate solidarity every day?
- What has been the impact of committing to these behaviours?
- Exploring the role of micro-affirmations.

Tracking the impact of a commitment to allyship and solidarity in the workplace

Employee pulse surveys are a key tool for employers to share insights into how valued and included employees feel. By using the ethnicity data already captured, the survey results can be analysed by demographic group.

Toolkit structure

Section	Purpose	How to use it
Core Solidarity Actions	Everyday ways to show solidarity	Share in team handbooks, intranet, or lunch & learn
Activity Cards	Team exercises to spark connection	Use in workshops or check-ins
Conversation Prompts	Deepen dialogue & mutual understanding	Rotate prompts during team huddles or 1:1s
Reflection Journal	Encourage self-awareness and growth	Distribute as physical or digital resource

Core Solidarity Actions

1. Stand up against discrimination and unfairness. Don't be silent if you see it.
2. Share your skills and knowledge generously through mentoring and volunteering.
3. Listen actively to understand — even if you can't personally relate, avoid dismissing other people's experiences.
4. Check in on colleagues' mental wellbeing, especially when national incidents occur.
5. Collaborate rather than compete, open networks that can support each other.
6. Support and join solidarity initiatives e.g. Employee Resource Groups (ERGs).
7. Challenge exclusionary behaviours respectfully, not confrontationally.
8. Mentor or sponsor someone from a different background, especially younger people from lower socioeconomic backgrounds.
9. Advocate for fair work policies and evidence that everyone is benefitting from them.
10. Celebrate success stories of collaboration and working together.

Activity Cards

Career Story Circles

Each team member shares a defining moment in their career journey. Highlight challenges, unexpected twists, overcoming stereotypes, bias, and/or personal growth.

"Unwritten Rules" Roundtable

Discuss hidden workplace norms — help demystify things like meeting etiquette, jargon, or promotion expectations.

Solidarity Bingo

Create a bingo card with squares like 'Offered help to someone', 'Listened without interrupting', or 'Lifted up someone's idea'. Everyone can share what they did or plan to do.

Conversation Starters

Use in 1:1s or team check-ins.

- “When did someone’s support make a big difference for you at work?”
- “What’s one workplace value you think is underrated?”
- “How do you want to show up for others when they’re having a tough day?”
- “Have you ever felt like you didn’t belong? How did you get through it?”
- “What’s something you’ve learned from someone with a different background or experience?”

Reflection Journal

Offer this as an optional wellness and inclusion resource for all staff.

Weekly Prompts:

- What act of solidarity did I notice or offer this week?
- What bias or assumption did I challenge in myself?
- How did I help someone feel seen or valued?
- What perspective shifted after a conversation or experience?

Microaffirmations: the positive counterpart

We hear about microaggressions: an array of tiny negative behaviours that erode someone’s confidence, aspiration, feeling or belonging. There is an opportunity to reduce the impact of these with microaffirmations.

The biggest challenge to this will be that microaggressions are often unconscious, and microaffirmations are conscious and intentional.

Microaffirmations are small, intentional acts that affirm and validate others, especially those from marginalised or underrepresented groups. They help build inclusion, trust, and respect.

Examples of microaffirmations:

- **Actively listening** and showing genuine interest in someone’s perspective.
- **Acknowledging contributions** in group settings, especially when someone’s ideas might be overlooked.
- **Offering encouragement** or expressing appreciation for someone’s work or identity.

- **Standing up for others** in subtle but supportive ways, like redirecting a conversation when someone is being dismissed.

Just like microaggressions can erode someone's sense of belonging over time, microaffirmations can **build it up**. They're especially powerful in workplaces, communities, and social settings where people may otherwise feel invisible or undervalued.



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