

EMPLOYER EDITION

# The Field Guide

— *to* —

# Allyship in the Workplace



JUSTWORKS.

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# Welcome

If you want to make your workplace somewhere that everyone feels safe, supported, seen, and heard through a culture of acceptance and belonging, you've come to the right place.

## **ALLY IS A VERB, NOT A NOUN.**

**Ally is something you *do* over and over again, not something you *are* one and done. Being an ally is not about you, it's about the community you support. It means listening, educating yourself, and, when needed, lending your voice for those who can not.**

In many ways, allyship requires a kind of mental fitness. It takes a strong-willed determination to exercise the muscles of empathy, open-mindedness, and awareness. At the same time, it requires a commitment to avoiding counterproductive modes of thought and behavior that contribute to bias, exclusion, and tribalism.

Here are some practices that can help get you started.

— The Justworks Team

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# Recognize Your Privilege

Privilege can be defined as access to social, political, or financial opportunities that are available to a person as a result of the specific, unearned circumstances that they were born into.

The most obvious ‘unearned circumstances’ that determine a person’s privilege are biological: skin color, gender, ability, and sexual orientation, just to name a few. But there are other, non-biological factors, such as nationality, socioeconomic status, and religion that also contribute to where a person falls on the privilege spectrum.

If your mental picture of privilege is still a bit fuzzy, don't worry, you're not alone. Here's a commonly used analogy:

Imagine that our society is six-lane highway, and that everyone living in it is traveling in the same direction. The distance that any given person travels on the road is proportional to the amount of financial, social, and political success that they achieve in life.

But here's the thing — nobody has the same vehicle. Some people are in Corvettes, some are driving old and sputtering Ford pickups, some are on bicycles, and some are, sadly, forced to walk. And nobody gets to choose which vehicle — or lack thereof — they're given.

Six lane highways are built for cars, so those with the fastest cars have the greatest advantage. Those with even the junkiest cars will fair better than those on bicycles, while those who are forced to walk can hardly hope to compete at all. In fact, most of their energy is spent making way for those who have been blessed with wheeled vehicles.

Privilege in our society works the same way as those cars, bikes, and pedestrians on our hypothetical road. Some of us are lucky enough to be born into circumstances that make it easy for us to zoom through the world, reaping the fruits of success along the way, while others get left in the dust, merely because they do not have access to the tools that would allow them to compete.

More of a visual learner? This [quick video](#) explains privilege through a \$100 race.

**One of the major steps towards allyship at Justworks (or anywhere) is coming to terms with your own privilege.** This takes courage and honesty.

When reflecting on your own privilege, ask yourself:

- *What opportunities have I had that would not have been available to me if I had been born with another skin color, gender, body, or sexual orientation?*
- *What about if I had been born into a different religion, country, or socioeconomic position?*
- *What aspects of my life (education, career, relationships, etc.) have been made easier as a result of the privileges I was born into?*

Understanding your own privilege is key to the process of changing deeply ingrained thoughts and beliefs, but it's also crucial when you're in a leadership role.

Managers and other leaders should carefully consider the ways in which they might use their position to effect change. While what you say to your employees now is important, your actions may have an even greater impact on the cause at large.

**Your employees will likely look to you as their manager for an example of how to behave.** By examining your own privilege, you'll set a good example and be better prepared to speak to and guide your employees through their own self-examinations. Encourage your employees to reflect on the above questions themselves, and be open to discussing their thoughts and concerns around the results.



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# React Productively to Privilege

The answers to these questions on privilege can be pretty sobering. Most of us underestimate the role that privilege plays in the success and happiness that we achieve in life. The point of this exercise, however, isn't simply to dwell on how lucky you are (although that's a good thing to remember from time to time). Neither is it to make you feel guilty about your privilege.

**Feeling guilty about privilege is counter-productive to the goals of allyship.** Racism, privilege, and oppression have been built into the system. This is not your fault, but it is your responsibility to understand it and work towards reversing it. This applies to your employees as well — while their feelings of guilt are natural, it's important that you help them understand the key is to turn that guilt into action.

To use the author bell hooks' lovely phrase:

“Privilege is not in and of itself bad; what matters is what we do with privilege.”

Or, put another way, privilege that remains ignored will perpetuate the problem. Privilege that is acknowledged and acted upon, on the other hand, can be a powerful tool in helping to create the safe, supportive and inclusive workplace we want at Justworks. That's what allyship is about.

## HOW TO REACT TO PRIVILEGE

Unproductive	Productive
Denial	Own it as truth
Guilt and shame	Learn and investigate
Defensiveness	Humility, feedback, appreciate, reflect, integrate
Entitlement	Redirect to well-being of all (it's not about you, it's about all of us).

## DON'T TAKE THE STATUS QUO FOR GRANTED

As we showed with the highway analogy, our society is structured in such a way that it's much easier for individuals with certain traits and backgrounds to succeed than it is for others. This imbalance of opportunity (i.e. an unequal distribution of privilege) is purely the result of historical factors and policies which favored certain groups over others. It has nothing to do with the intrinsic, biological qualities of those individuals or groups. Such notions of hierarchy based on ethnicity, gender, or sexual orientation have been thoroughly and completely proven to be false.

**Part of allyship is calling everything that you've been taught about others into question.** It means taking the time to get to know someone well enough to understand if their circumstance is a result of the choices they've made or if it's the product of the cards that they were dealt at birth.

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**It also means questioning the systems in which you operate — even at work. Actually, especially at work.**

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Allyship at work means not taking anything about your company (or your society) for granted. It means having your eyes open and recognizing when something can be improved, and then providing a voice when others can not. As a manager, you may be able to leverage your leadership role to help yourself and your employees begin those improvements.

## **EDUCATE YOURSELF AND OTHERS**

Learning as much as you can will not only make you a better ally (and a better leader), but it will help you support your employees and colleagues in their own work. By educating yourself, you will have more to share with others who are on the same path of learning.

Do your best to turn to other privileged family, friends, or colleagues for help and resources in this area — **it's important to avoid relying on marginalized groups to educate you.** Remind your employees that part of allyship is about taking on individual responsibility to do the work.

## **IDENTIFY OPPORTUNITIES FOR ACTION**

Even leaders shouldn't expect to have all the answers right now. One of the most proactive ways to deal with that uncertainty is to use your position to identify ways your company can start taking action now. By evaluating existing initiatives and frameworks, you may find a few things that can be used to strengthen allyship in your organization.

**1. Source employee feedback** — Tapping into the workforce is one of the best ways to verify the impact of your company's efforts, so you might ask that leadership send out an employee survey to get useful feedback on what changes are needed.

**2. Connect teams and networks** — Many organizations are broken up into teams, some of which never work directly together. The same can be said for people's networks across the organization. You could suggest bringing groups like these together to generate ideas, collaborate, and uncover underutilized resources.

### **3. Develop a sponsorship program —**

Sponsorship is a great way to use privilege to create equity. You might request that your company create more opportunities for employees in marginalized groups by using leaders' experience and skill to foster career growth and success for those employees.

**4. Diversify the teams —** Diversity means more perspectives, more experiences, and more value. As you work to diversify your own team, you could express to leadership the importance of diversity at their level and ask how they plan to diversify their ranks.

## **VERIFY THE SUPPORT SYSTEM**

In order for allyship to truly function at work, the company needs to have the systems in place to support it. You can request that guidelines be clarified so you and your employees understand how bias, exclusion, and tribalism should be reported and resolved at work.

If the systems don't exist, push for the development of something that will help keep you, your employees, and the entire company accountable. Without a framework to build upon, your employees and colleagues may find allyship difficult in the workplace. Do what you can to set yourself, your employees, and colleagues up for success by helping to confirm how your organization will support everyone's collective efforts.

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# Provide a Safe, Supportive Workplace

Many people are doing their individual parts to address bias and exclusion. Many others are part of the marginalized groups who are still subject to that bias and exclusion. Regardless of which group your employees fall into, they all need a safe, supportive environment to operate in. **By taking some of these suggested steps, you can provide this to your employees while also setting a great example for them to follow as they work to become stronger allies.**

## COMMUNICATE OPENLY AND DIRECTLY

It's important that you acknowledge the existence of bias, exclusion, and tribalism in the workplace, and communicate to your team about where you stand. In order for employees to feel supported, especially during difficult times, they need to hear it from you directly. **And hearing you talk openly about such difficult topics may make it easier for them to start talking about it with each other, which is a big part of allyship.**

## SPEAK FOR YOURSELF

While it's important to talk about privilege, bias, and exclusion openly, it's even more important for managers to avoid speaking on behalf of any marginalized group or people within those groups.

Be careful not to discount anyone's individual experience — even the most well-intentioned person can make this mistake. **As we've learned, implicit bias is in our nature. You may instinctively compare yourself to an employee or colleague — what matters is how you course-correct.** Do your best to avoid speaking for anyone, and graciously accept others' attempts to correct you when you misstep. You'll again set a great example for your team on how to welcome feedback that can lead to growth and change.



## **MAINTAIN — AND TAILOR — REGULAR CHECK-INS**

Part of supporting your team includes checking in with them regularly. While check-ins with your employees are typically focused on role- and performance-related topics (and they still can be), you should consider adjusting the focus to meet your team's immediate needs.

As members of your team begin the important work of educating themselves, some may need more, or different, support than others. Some may have questions about how to behave in certain scenarios, or might be struggling to understand some of their learnings. The employees who are part of under-represented groups may want more space, or might need a place to vent safely. **You should make an effort to understand what each employee needs and how they'll feel best supported by you.**

## **ENSURE EMPLOYEES KNOW THEY ARE SUPPORTED**

For many people, the workplace offers a community that they don't have elsewhere. This is especially true at Justworks. When times get tough, it's important for them to know they can rely on support from you when they need it.

In addition to verbalizing your support, there are ways you can show your support through action:

1. Make yourself available to talk outside of scheduled one-on-one check-ins
2. Ask about your employee's wellbeing and encourage self-care practices
3. Share resources for wellness like Employee Assistance Programs (EAPs)
4. Offer time off, flexible working hours, or remote work options if possible
5. Confirm and provide any mental health and/or wellness stipends if available

## **CREATE SAFE SPACES FOR DISCUSSION**

One of the simplest actions you can take in allyship can also be the hardest. Many of us have begun the difficult discussions with friends, family, and colleagues around privilege, bias, and exclusion. In order to minimize feelings of defeat and maximize the effectiveness of these discussions in the workplace, safe spaces are necessary.

**When creating these safe spaces, make sure all employees know they are welcome.** Encourage participation by setting an open, nonjudgmental tone — if those involved can listen openly and actively, and avoid getting defensive or guilt-tripping others, more people may feel comfortable enough to join in.

## **PRACTICE ACTIVE LISTENING**

As the name suggests, active listening is when you fully concentrate on what is being said rather than just passively *'hearing'* the message of the speaker.

Every individual is the product of their own unique experiences and the challenges that they've had to overcome. Active listening helps us understand and learn from their perspective. It's one of the most powerful tools for testing, adjusting, and developing your understanding of the world.

Here's how to get started with active listening:

### **1. Assume that you always have something of value to learn by speaking with someone.**

When you go into a conversation with this frame of mind, you'll find that your senses are much more attuned to what people are saying, and that you're much more engaged with the subject being discussed.

**2. Pay attention to your body language.** Facing people, making eye contact, and not restlessly fidgeting are all effective ways to signal to your conversation partner that their words are not falling on deaf ears. By being actively and physically engaged in this way, you'll be sending a message to people that they're message is getting through and that they can be at ease while speaking with you.

## **ASSUME GOOD INTENT**

Our brains are *very* good at assigning implicit judgements about people before we learn anything of substance about them. Indeed, it's in our very nature to have biases.

Back when human beings were living in small groups of hunter-gatherers, it made practical sense to be able to quickly identify people's skin color, language, clothing, or beliefs, and make a quick call about what tribe that person belonged to. In those days, meeting someone who didn't belong to your group typically spelled danger. Tens of thousands of years of this led to our brains becoming very adept at being able to quickly assign labels to people.

**The good news is that just because our brains *tend* towards bias does not mean that we have to accept our biases without question or let them determine the quality of our relationships with other people.**

This is one of the more challenging steps of allyship: **assuming good intent in others**, especially those outside of our immediate circle. To do this, you and your team need to be aware of your own biases — whether they're conscious or unconscious — and understand them, so that, overtime, they exert less influence over your thinking and behavior.

A good place to start is with your friend group. Take a look at the types of people that you typically choose to socialize with, and ask yourself:

- *What factors do they all have in common?*
- *Are there any qualities to the people that you surround yourself with that you gravitate towards merely because they're similar to your own qualities?*
- *Are there any qualities that you see in individuals or subconsciously assign to a group that you avoid merely because they're different and unfamiliar?*

We're guessing that the answer to each of these questions, unless you're already a seasoned ally, is an emphatic yes. And that's perfectly natural. When it comes to empathy, inclusivity, and being open to diversity, our brains are a long way from being perfect tools. With practice, however, we can override our biases, and learn how to widen the circle of empathy in our workplaces and our communities.

## MEET PEOPLE WHERE THEY ARE

To meet someone where they are simply means doing everything in your power to understand someone else's story, their unique challenges, and their unique qualities. It means applying the skills of active listening and overcoming your own ingrained biases in the effort of getting to know someone personally.

If done properly, meeting someone where they are will put you in a position where you'll know how you might be able to use your privilege and influence to help someone overcome an obstacle.

What exactly does 'meeting people where they are' look like? Here are some tips to get you and your team started:

**1. Express interest in learning about people by asking them questions.** But keep in mind, this is a bit of an artform in and of itself. Your questions should be aimed to learn about people's backgrounds and ambitions but should not cross over into the realm of the much-too-personal.

**2. Let people know why you're interested in connecting with them and learning more about them.** Make it clear that you're interested in doing what you can to ensure that they feel supported and that they know they have a friend — an ally — who's in their corner.

**3. Make time for facetime (or these days, Facetime).** Email or IM'ing is a great tool for arranging a time to meet, but real and lasting connections are always made face-to-face. When it comes to practicing allyship, it's always worthwhile to make the time to meet and have conversations with people in person whenever possible.

## **GET COMFORTABLE WITH THE UNCOMFORTABLE**

Going back to tribalism and biases for a moment, have you ever heard of the *"ingroup bias?"* It basically means that people tend to favor the ideas and companionship of those who belong to their *"group"* over those of people who are outsiders.

*"Group"* in this context is a pretty loose term, and can refer to a person's ethnicity, nationality, gender, political leanings, religion, favorite sports team (you get the idea).

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**The more group identity that one person shares with another, the more favoritism they will tend to show each other.**

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## THE FILTER BUBBLE

Our penchant for prioritizing the opinions of people with whom we share a lot in common is the motivating force behind what's been called the *"filter bubble."*

This is the phenomenon of people only reading news, visiting websites, and associating with people that support and reinforce what they already believe to be true about the world.

As a consequence of this filtering of information, we tend to confuse our subjective beliefs about the world as objective reality. It can then be bewildering for people to meet anyone who disagrees with them or harbors an alternative opinion. In such a world, no one is really listening to anyone else, and there is no room for diversity of opinion within groups.

**Allyship means venturing outside of your comfort zones, be it a group or ideological bubble, and try to absorb a variety of opinions from people whose backgrounds are different from their own. You can disagree with arguments or ideas, but the goal is to listen and try to understand where others are coming from.**



## LEARN TO ACCEPT NON-CLOSURE

Despite yours and others' efforts to understand where others are coming from, there could be some resistance as everyone finds their footing. People that are part of under-represented groups are dealing with a long history of bias and exclusion that has gone unchallenged for a long time. We must learn to be okay when our efforts don't magically change things overnight.

When it comes to large, structural issues like racial injustice and oppression, we must keep in mind that one day's work does not undo years — decades — centuries — of damage. Instead, think of every action as a step forward.

You may not address every issue in one conversation, and those involved may not walk away feeling great about the outcome. That's okay. We should learn to be okay with the fact that things aren't okay (yet). Much of the work we need to do is personal and internal. If we're able to take control of our own learning and growth, and focus on challenging ourselves to do better, then we're on the right track.

## GET SUPPORT FOR YOURSELF

You can't pour from an empty cup, as they say, so make sure you're getting support for yourself and taking the time to recharge. This time looks different for everyone, but consider some of these activities to get started:

- 1. Create or join a group of like-minded leaders** (internal or external to your company) to discuss management strategies for addressing bias, exclusion, privilege, and oppression in the workplace
- 2. Connect with external resources and networks** invested in identifying and actioning equity and inclusion practices to help identify further actions you can take
- 3. Speak with other managers, colleagues, friends, or family members** about your challenges and struggles
- 4. Ask your manager for what you need to recharge**, whether that's time off, more flexible schedules or deadlines, additional managerial support, or space to process
- 5. Take a break from social media** and the like for a few days

The key here is to find ways to **build your reserve back up** so you can show up at work — and for your team — with a renewed drive for change.

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# Actively Foster Growth, Equity, and Inclusion

Consider, once more, our highway analogy. If you've stopped to acknowledge the entire highway system is "*broken*," would you get back in your car and continue speeding down the road before it's been fixed?

You've acknowledged the existence of privilege, bias, and exclusion to yourself, to others, and to the marginalized groups most affected by them. **Now, you must actively work to eliminate privilege, bias, and exclusion from your practices and foster an equitable, inclusive environment. There are many ways you can start doing this work as a manager.**

## CONTINUE LEARNING AND SPEAKING OUT

It's important to maintain a steady pace as you continue learning — if you approach the work too intensively, you may burn out and deter yourself from continued education. **Remind your employees (and yourself, when needed) that this is a marathon, not a sprint.**

This applies to speaking out against bias and exclusion, as well. Part of the work you must do includes challenging others' behavior when we see instances of privilege and bias. This may not ever be an easy task, but it's a necessary one if we want to create an equitable support system in the workplace. The key here is to avoid challenging the person. Focusing on behaviors frames the issue around the action instead of the person, and may help diffuse any defensiveness.

Calling others out (and being called out by others) can be hard to deal with, so give yourself and your team the space to process the outcome of any difficult interactions that may happen along the way.

## SEEK OUT EXTENSIVE TRAINING

Part of educating yourself includes learning from the experts. **No one expects you to be an expert yourself, but you and your employees will be stronger allies if you understand more behind privilege, bias, and exclusion.**

General courses on privilege, bias, racism, prejudice, and discrimination are great places to start for both you and your team. Have your employees take any general courses offered by your company, and ask them for feedback on any additional courses they'd like to take. You might also want to request training that prepares you and your employees to speak out effectively (like [the IQEE approach](#) via Diversity Best Practices).

As a manager, it's important to explore topics that will help you navigate individual and group conversations, understand where your employees are coming from, and identify and resolve issues. These topics might include (but are in no way limited to):

- 1.** Issues that under-represented groups encounter in the workplace
- 2.** Understanding racial stereotypes
- 3.** Weaving anti-racism into your management style
- 4.** Identifying race bias versus professional development concerns
- 5.** Recognizing and addressing microaggressions

## **ORGANIZE SPACE FOR DIFFICULT DISCUSSIONS**

If you and your company are asking employees to speak up and converse with others in the workplace about tough topics, it's crucial to provide space for them to do just that. Much like you created space for the initial conversation with your team, you can help create the same space for the company at large. This isn't something that must fall on your shoulders, but your involvement is valuable — not only will you be contributing towards positive change, but your employees will continue to learn from the example you're setting.

Part of creating that space includes facilitating the conversations that will happen in the space. As a leader, you may be called upon to help moderate discussions amongst your team or others. If facilitating discussion is new to you, try thinking of it as preparing for a book club. The topic of discussion should be decided upon beforehand, and discussion questions can be shared to guide the conversation (like [these from Diversity Best Practices](#)). Just like in a book club, using a book or some other text may help keep the conversation grounded.

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**Consider structuring the discussion in a way that maintains the focus but allows for all voices to be heard.**

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Your employees may feel better prepared for these conversations if you remind them to practice active listening, assume good intent, meet people where they are, and get comfortable with the uncomfortable. Every conversation is an opportunity to widen that circle of empathy again, and these practices can help you to do just that.

## **CREATE OPPORTUNITIES FOR UNDER-REPRESENTED GROUPS**

Part of making an equitable support system in the workplace includes creating opportunities for under-represented groups. This means developing opportunities specifically intended for people in those groups. It also means considering people from those groups for all other available opportunities.

You can begin tackling this by changing how you assign work. Instead of asking for volunteers, take ownership of assigning the work. You can do this strategically, selecting employees from marginalized groups for the stretch assignments or high-profile projects. You can also take a more systematic approach and assign work alphabetically or through a random draw. **However you can eliminate bias from the decision will help create more opportunity for those who need it.**

## DIVERSIFY YOUR TEAM

When it comes to diversifying the workforce at your company, your leadership role gives you an advantage. Having a say in who joins your team allows you to open the search up to a more diverse set of candidates. Consider both external and internal candidates from marginalized groups in your search for talent. It may also help to work with your HR department to understand what hiring initiatives they may have and how you can support those.

## ENCOURAGE INVOLVEMENT IN AN ERG

Employee Resource Groups (ERGs) are employee-led groups that are focused on advocating for the inclusion, empowerment, and support of marginalized individuals and groups at work.

The volunteers that start and maintain these groups commit themselves to holding their coworkers accountable to being a safe, inclusive workplace, and ensure that everyone within their company receives an equitable support system for personal and professional growth.

**Leaders and members of ERGs do not alone bear the burden of holding coworkers accountable. Allyship at work means recognizing and supporting these team members and helping identify and bring any problems based on bias or exclusion to light, and subsequently work to create solutions.**



By encouraging your employees to get involved in these groups, you're fostering growth and understanding that will ultimately benefit everyone. With more involvement in ERGs, the voices of under-represented groups are better supported and amplified, and stronger, richer ideas are borne from a more diverse group of people coming together.

## **SOLICIT FEEDBACK FROM EMPLOYEES AND COLLEAGUES**

Just like your employees, you've got work to do as an individual. It can be helpful to ask both your employees and colleagues for their honesty on your progress. **Having areas to work on here isn't anything to be ashamed of (as a manager or an employee). We've all got a long way to go, and we'll only get there together.**

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# What Is Your Role?

Unchecked privilege in the workplace can create especially pronounced consequences at work. Employers and hiring managers are imperfect human beings (just like the rest of us). Implicit bias is virtually guaranteed to have at least some effect at work.

Even in the most enlightened organizations, bias will continue to play a role in the hiring and promotion process as long as we have *human* managers and recruiters. Allyship is a group effort, but every individual contributes to this collective effort in their own way.

Using the individual strengths and skills you and your team have, you can all take different approaches to actively exert your influence to help move towards an unbiased and inclusive workplace.

## THE ADVOCATE

Advocates in the workplace pay close attention to levels of diversity within exclusive circles, such as team-building events, project meetings, or strategy development sessions. They strive to use their influence and their voice to hold colleagues accountable for the inclusion of people of all types in as many different settings as possible to always glean a wide variety of opinions.

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### Tips for being the Advocate:

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- Make yourself available to help marginalized colleagues network with influencers and leadership.
- Pay close attention to who attends company events and meetings. If you notice that a group is being underrepresented, speak with the organizer to request bringing on a member of that group.
- If you're organizing an event or planning a meeting, reach out to a diverse set of colleagues to ask for their input or collaboration with the planning process.

## THE LEARNER

The Learner in the workplace understands that there is always something to learn about the unique challenges that a marginalized group is faced with. The Learner is constantly looking for new resources — whether they be podcasts, books, websites, or events to attend — that they can use to educate themselves about how they might be able to use their privilege to help an underrepresented group overcome social and professional barriers.

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### Tips for being the Learner:

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- Familiarize yourself with your company's anti-discrimination policies, so that you can catch it if you ever see them being violated at work.
- Check out online resources (such as TED Talks like [this one](#)) to learn more about people's allyship experience in the workplace.
- Do some research to find books ([here's one that we recommend](#)), podcasts, or online publications created by under-represented groups in your industry. Asking a colleague for help getting pointed in the right direction can also be a great way to find these resources.

## THE TRUSTEE

The Trustee is a master in the art of active listening. They understand that one of the major challenges for under-represented groups in the workplace — both before and after the hiring process — is that they face unique obstacles and unique biases. Listening to people, and treating them as individuals (not merely as members of a group), can be an incredibly effective way of empowering people in the workplace. Trustees strive to listen empathetically and to be available as a safe and trusted confidant who colleagues can turn to if they are experiencing unfair treatment at work.

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### Tips for being the Trustee:

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- Practice active listening when speaking with colleagues about their experiences in the workplace.
- Ask a lot of questions and encourage people to share their stories.
- Don't try to one-up them by telling them your own workplace stories, unless doing so will help you to relate to someone or help them feel less singled out.

## THE PROMOTER

The Promoter uses their voice to actively celebrate the accomplishments of colleagues belonging to under-represented groups to leaders and influencers. Promoters help pave the way for the upward mobility of individuals in the workplace that would otherwise have a more difficult time being hired, getting recognized for good work, or being promoted to a higher position.

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### Tips for being the Promoter:

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- Take opportunities to publicly acknowledge the success or contributions of colleagues.
- Get to know coworkers' unique areas of expertise and experience.
- Recommend colleagues for long-term projects and promotions if their expertise match the demands.

## THE COMMUNICATOR

It's common for employees who belong to a marginalized group (this is particularly true for women) to feel as though they're not being heard, and that their opinions, ideas, or concerns are being ignored. It's the responsibility of the Communicator to pay close attention in both online and offline settings — to Slack threads and planning meetings, for example — to make sure that everyone's voice is being acknowledged.

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### Tips for being the Communicator:

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- Speak out in online threads or in meetings if you notice that someone is being interrupted, talked over, or ignored.
- Acknowledge suggestions or ideas being put forward by colleagues who tend to be disregarded.
- Propose codes of conduct to team leaders for how communication should be facilitated in meetings and in online forums that allow time for everyone to contribute.

## THE UPSTANDER

Not everyone is able to confront someone when they witness privilege or bias in action, and that's okay. There are people who do have the confidence and grit to stand up when it's needed, and that's exactly what an Upstander is. The opposite of a bystander, they are an ally that actively speaks up against offensive behavior or speech. The Upstander plays a large role in supporting marginalized groups by challenging the behavior and speech of others, but they also provide an example for people who feel less confident about confronting others.

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### Tips for being the Upstander:

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- Speak up when you witness offensive behavior or speech, and explain why you're raising the issue so everyone involved is clear.
- Insert yourself into conversations when you see someone being the subject of bias or exclusion.
- Identify and call out biased or exclusionary behaviors or speech in meetings and on calls as they arise.



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# Resources for Further Learning

- [The Guide to Solidarity](#), a public collaborative list of resources aimed to educate people on how to create safer, stronger, and more inclusive spaces for Black people, minorities, and people of color.
- [This Book is Anti-Racist: 20 Lessons On How to Wake Up, Take Action, And Do The Work](#) - Tiffany Jewell and Aurelia Durand
- [“3 Things You Can Do Now to Take Action as an Ally in the Workplace”](#), Inc.com
- [“Screaming in the Silence: How to be an Ally, Not a Savior”](#), Graciela Mohamedi, TEDxBeaconStreet
- [“An Unexpected Tool For Understanding Inequality: Abstract Math”](#), Eugenia Cheng, TEDxLondon
- [“How Studying Privilege Systems Can Strengthen Compassion”](#), Peggy McIntosh at TEDxTimberlaneSchools
- [“Are You Biased? I Am”](#), Kristen Pressner at TEDx Talk
- [“The Urgency of Intersectionality”](#), Kimberlé Crenshaw at TEDWomen

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# How Justworks Can Help

We know how important it is to care for your team and provide a happy, productive workplace.

Justworks offers access to affordable employee benefits and perks that will give your small business an advantage. We achieve this by pooling together customers to increase buying power, with access to top-quality healthcare. Justworks also takes care of dental, vision, pre-tax commuter, 401(k), life insurance, and numerous other benefits and perks.

### **Interested in learning more?**

(888) 534-1711  
hello@justworks.com

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**JUSTWORKS.**