

Leading Inclusively through Challenging Times

OUR TIME TODAY

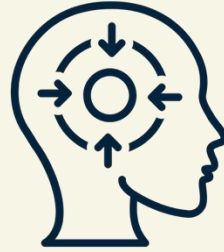
DEI Landscape / Scene setting - reflect on current context in which we operate

Tools to support with leading through challenging times

Group Activity

Action-Planning – What Next?

Guiding Principles



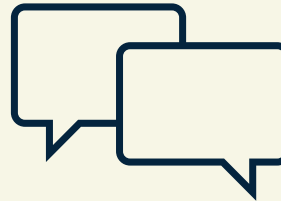
Be Present



Listen to Understand



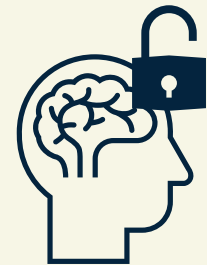
Extend Trust



Speak up

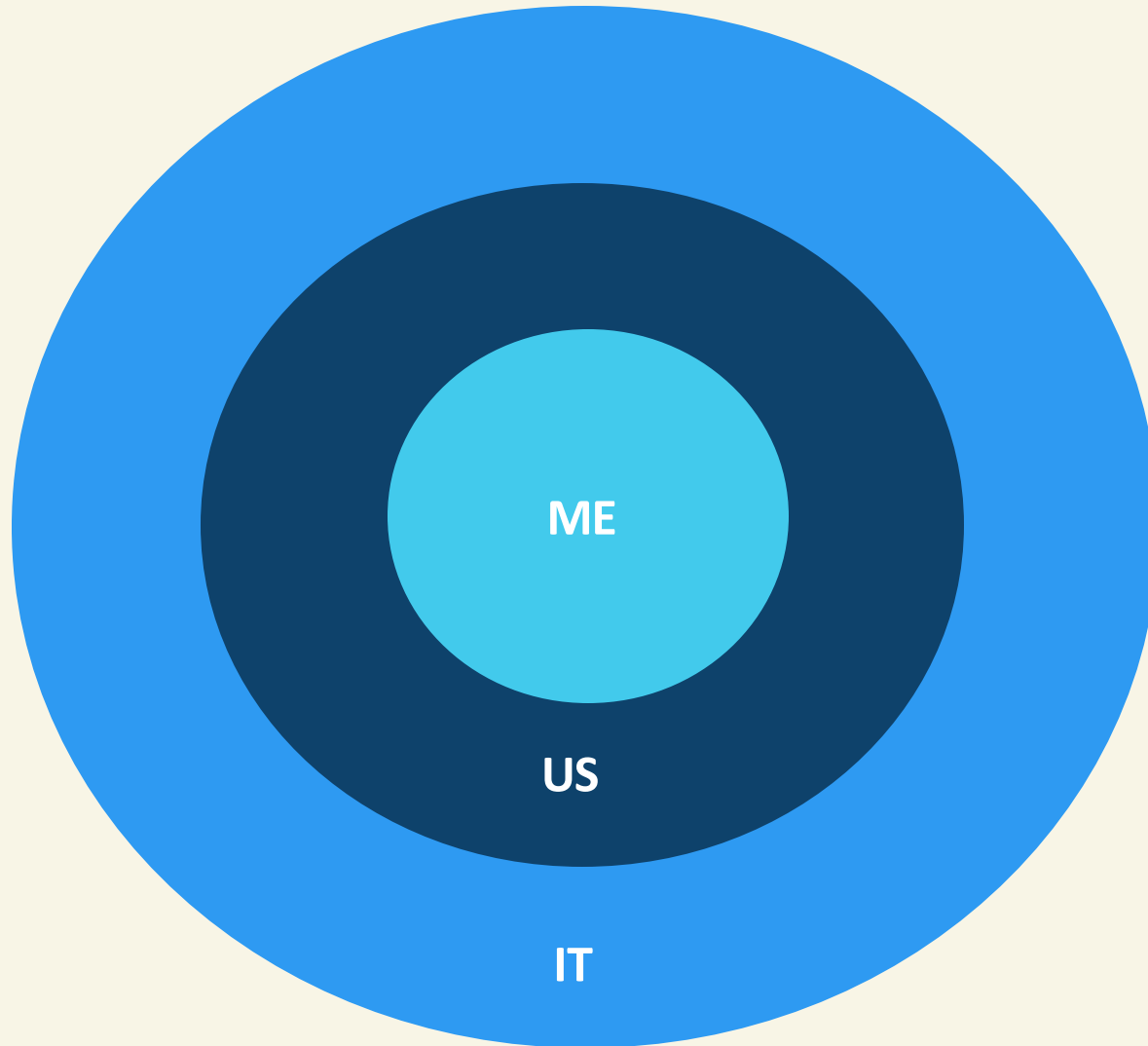


Respect Opinions



Keep an Open Mind

Creating Change at Three Levels



ME / INTRAPERSONAL

How the experiences I have had in life shape how I see the world

Who am I and how do I show up?

US / INTERPERSONAL

How I interact with others, what parts of me I exaggerate and those I hide

Who are we when we are together?

IT / INSTITUTIONAL

How our behaviours shape the culture and other people's experiences

What is it we create together?

Current DEI Landscape



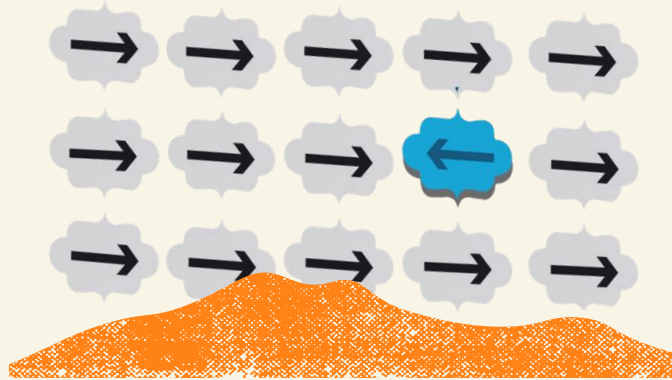
The DEI Landscape – current challenges

This may look different depending on where you are in the world.



DEI is under scrutiny

- Economic / Market constraints, impact on the bottom line
- Programme cut backs, company re-organisations
- 'Rebranding' the work, revisiting the business case for DEI



Increased polarisation

- Social Media
- Global Conflicts – choosing 'sides'



Volatility / unpredictability

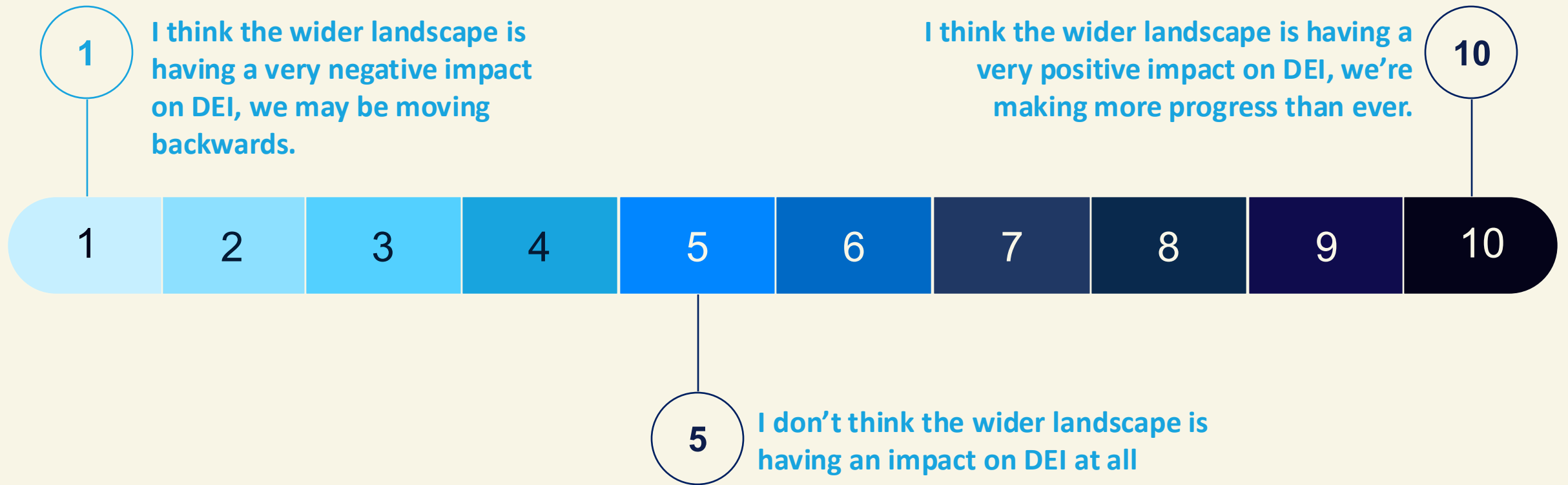
- Legislative challenges
- Politicisation of DEI



How does the landscape look in your part of the world?

TEMPERATURE CHECK

How are you feeling about the wider landscape's impact on DEI?



DEI Landscape – what's the potential impact?

ME / INTRAPERSONAL

- **Your role** as an inclusive change maker– all the more important but under increased scrutiny
- **Fatigue / Burnout** – limited resource
- **Backlash** – impact on buy-in, commitment and sponsorship for DEI work

US / INTERPERSONAL

- Impact on **Psychological Safety**
- Risk of **Non-Inclusive Behaviours** - business being delivered in a state of stress / operating in 'System 1'
- The gap between various approaches to DEI work might be widening – e.g. views between different generations, cultures

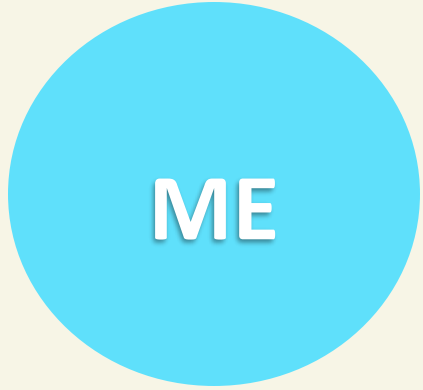
IT / INSTITUTIONAL

- Organisations **distancing** themselves from DEI or rebranding it
- **Polarisation** of employee populations
- 'Hostile activism'



What are your experiences on the above?
Any additional impact you would add?

Responding to these Challenging Times



ME

Me - Intrapersonal



Fatigue

Actions State

Are you focused on the actions that will make a difference and are aligned to the aspirations / business strategy of the organisation? Are you working with, or against, your organisation?



Burnout

Emotions State

Are you clear on your own personal boundaries? Do you have the emotional support system (either internally or externally) that will give you the practical and emotional support needed?



Backlash

Values State

Do those with power and influence know what we are working to solve for the organisation? Do they believe this work is in service of the organisation?



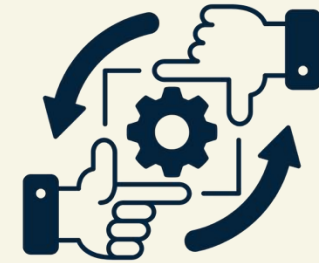
Fight

Challenge, push back, argue the case



Flight

Take yourself out of the situation

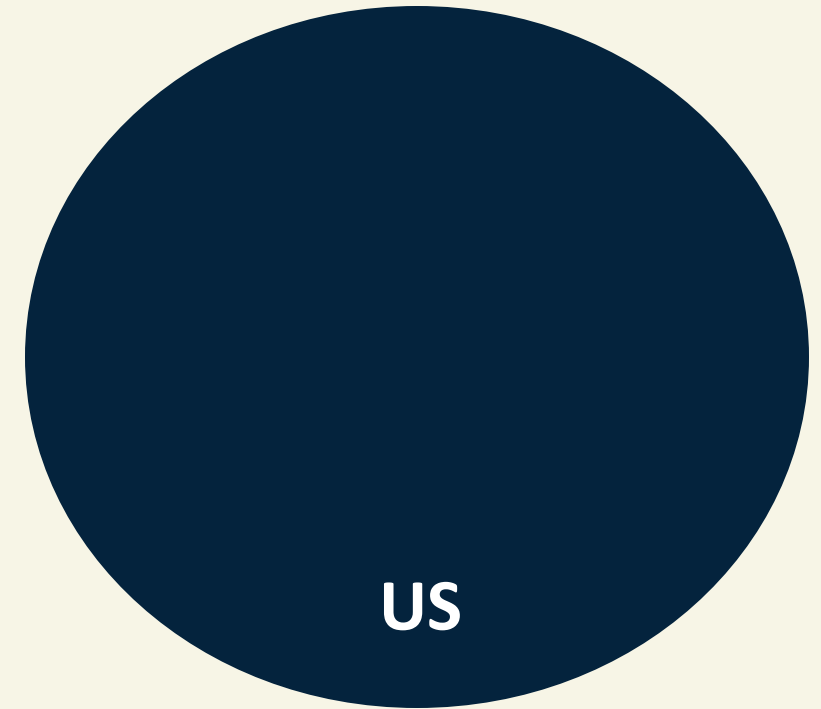


Reframe

Shift your posture, broaden the discussion and debate

All are appropriate responses to Fatigue, Burnout and Backlash

Responding to these Challenging Times



Head, Heart and Hand



Logic, Data and
Analysis



Compelling Story,
Emotion and Connection



Actions and Practical
Examples

Head, Heart, Hand

Think about a time where a business leader acted non-inclusively or challenged the value of diversity, equity and inclusion, and you weren't able to respond / influence them.

How could you use the Head, Heart, Hand model to support you with responding differently now?



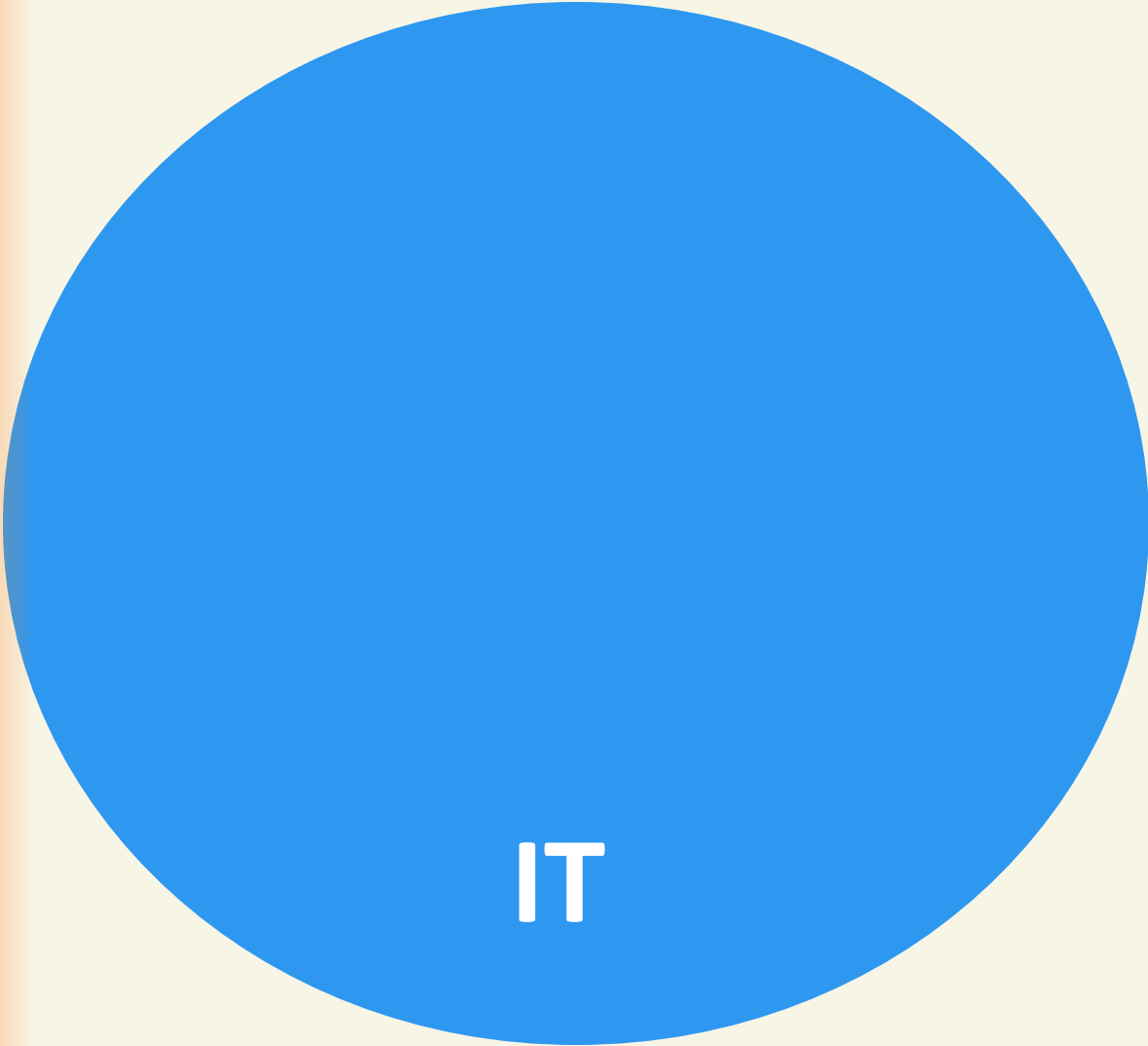
Re-join this meeting in 10 mins



Be prepared for one person to share an overview of your discussion in the wider group

YOU WILL NOW GO INTO PAIRS

Responding to these Challenging Times



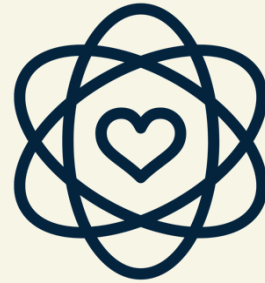
IT

It - Organisation



Zero Tolerance

Create / Communicate /
Refresh zero tolerance policies



Values

Re-centre conversations with
organisation's values / code of
conduct



Role-modelling

Role-model inclusive
behaviour through leaders
Consistent corporate and local
level communications

Before we finish... positive progress *is* happening



Thailand

In 2025, Thailand became the first Southeast Asian country to legalise same-sex marriage.

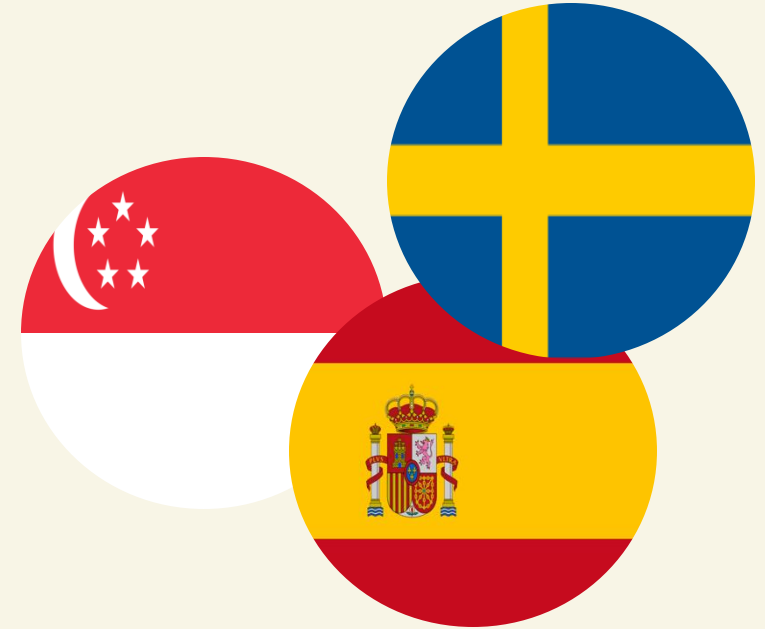
[Thailand Ushers Southeast Asia's first same-sex marriages](https://thailand.un.org/en/287920-thailand-ushers-southeast-asia%E2%80%99s-first-same-sex-marriages-First-Same-Sex-Marriages) | United Nations in Thailand



Namibia

In 2024, Namibia reversed colonial-era laws that criminalised consensual same-sex relations.

[Namibia Court Decriminalizes Consensual Same-Sex Conduct](https://www.hrw.org/news/2024/06/25/namibia-court-decriminalizes-consensual-same-sex-conduct) | Human Rights Watch



Singapore, Sweden and Spain

Singapore, Sweden and Spain have seen major expansions in parental leave.

[Sweden first pioneered parental leave. Now it's the first country to give grandparents paid leave](https://www.euronews.com/next/2024/09/26/new-swedish-law-enables-government-funding-for-babysitting-grandparents) | Euronews

Corporates are stepping up too...



Parental Leave

Introduced 26 weeks fully paid parental leave regardless of gender or family structure.

[LSEG launches global parental leave](https://www.lseg.com/en/media-centre/press-releases/2024/lseg-launches-global-parental-leave) <https://www.lseg.com/en/media-centre/press-releases/2024/lseg-launches-global-parental-leave> | LSEG



Disability Inclusion

Launched a global digital accessibility programme.

[IKEA unveils commitment to digital accessibility for inclusive retail](https://www.ingka.com/newsroom/ikea-unveils-commitment-to-digital-accessibility-for-inclusive-retail) <https://www.ingka.com/newsroom/ikea-unveils-commitment-to-digital-accessibility-for-inclusive-retail> | Ingka Group



Gender Balance

Set ambitious gender balance targets of 40% Senior Leadership by 2030.

[Diversity equity and inclusion at the heineken](https://www.theheinekencompany.com/sustainability-and-responsibility/social/diversity-equity-and-inclusion) <https://www.theheinekencompany.com/sustainability-and-responsibility/social/diversity-equity-and-inclusion>

Corporates are stepping up too...



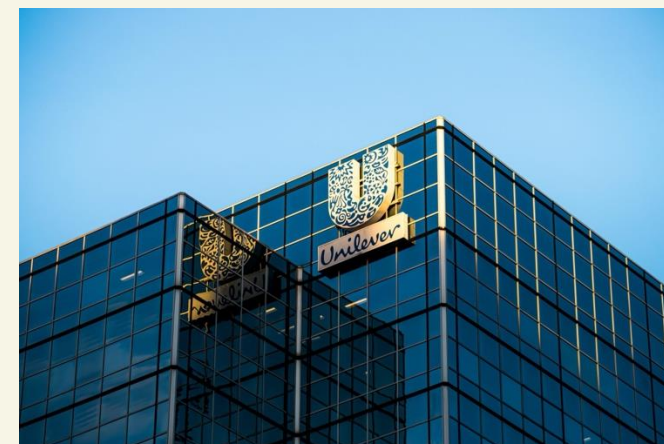
DEI Development

increased investments in [workforce development](#) programs targeting underrepresented groups



Investing in Underserved Communities

Increase of \$500 million in small business lending to underserved communities



DEI Recruiting

Continued its DEI-focused recruitment strategy in 2024, tying executive bonuses to diversity [metrics](#)

NEXT STEPS



Share one action you are going to take based on what you've heard today

Who else can you work with to hold you accountable?

Share your answers in the CHAT



Programme Next Steps

- Coaching Sessions next week – please come prepared
- Your Brand Self-Led Module will be LIVE by next week

November:

- Stakeholder Management Self-Led Module
- Change Management Webinar
- Peer Review Session – we will be sharing some thoughts for reflection