



Building a better
working world

Inclusive leadership in times of crisis

Trending topics to support and amplify
the positive impact of your efforts

In times of stress and uncertainty, people look to their leaders and to those around them for signals to reaffirm who they are, how they should act and how they will come together in solidarity and support. At EY, we believe inclusive leadership can “supercharge” the efforts you are already engaging in to offer a more positive experience than what people may be experiencing outside of work.

What does this look like?

- ▶ Consistently role model inclusive behaviors and hold your leaders accountable to do the same. Especially in virtual environments, consider if you have heard from everyone on the call, and if you have considered all team members for your project vs. the same select few.
- ▶ Continue to keep diversity and inclusiveness (D&I) on your team’s agenda. Visible, sustained commitment to D&I matters, especially now. Learn more about the EY D&I Culture Change Continuum [here](#).
- ▶ Ask yourself and your teams: Is it a [Preference, tradition or requirement](#) (PTR)? The EY PTR model can be used to challenge existing processes and ways of operating. This can help frame new decisions and raise appropriate challenges for better outcomes.
- ▶ Inclusive leadership calls for equitable decision-making, encompassing equity in staffing, pay and promotions; access to stretch assignments; and feedback, among other aspects. This is especially important now, as current events may likely disproportionately impact underrepresented groups outside of work (for example, trends show that new, additional caregiving and home needs fall heavily to women). While we may not be able to control external forces, we can help to ensure equitable decisions within our own organizations.

What can you do?

The following are key ways for you to amplify the positive impact of your leadership efforts, and a few trending items impacting many employees:

- ▶ **Working remotely can mean a new sense of isolation and challenging team dynamics.**
 - ▶ Studies show that remote workers can feel isolated and lonely, and this can impact physical and mental well-being, engagement and morale.
 - ▶ Reinforce connections through check-ins and ask leaders to make certain that all team members are being connected with. An [EY study](#) showed that people felt the greatest sense of belonging at work when colleagues checked in with them individually.
 - ▶ “Insider-outsider” dynamics may increase in a virtual environment. By human nature, we gravitate toward those who are like us. This may be amplified in times of stress and in a virtual environment in which some may already find interactions to be more difficult. This can negatively impact those who are already underrepresented on teams and may expand inequities.
 - ▶ Leverage accessible tools and resources for meetings, create multiple avenues for all team members to voice ideas and contributions, and actively solicit input from those who may be less vocal.
 - ▶ Our EY [guidance on belonging](#) can help individuals and teams foster conversations and create positive belonging experiences for all.
 - ▶ Focus on outputs not “face to face time” – visibly value contribution and impact, and be as flexible as possible in working hours arrangements.
- ▶ **Increased xenophobia is on people’s minds, even if it’s not openly discussed.**
 - ▶ Xenophobia has risen globally in the past few years, with further escalations against the backdrop of COVID-19. The impact carries across a broad spectrum of people, including those in targeted groups, their wider communities and those who care about them.
 - ▶ Build connections with empathy and curiosity, recognizing that your personal frame of reference will differ from others.
 - ▶ Openly share what’s on your mind, and encourage others to do the same. Make it a point to dig below the surface in your check-ins, to reinforce authentic connections and build a sense of belonging for all.

At EY, we are committed to D&I with strong foundational building blocks, such as the [EY Global Executive Diversity & Inclusion Statement](#) as signed by our senior most governing body, and our Inclusion and Non-discrimination Global Policy. This steadfast commitment is a key enabler as we navigate together through times of global crisis.



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- ▶ Contact your EY teams to discuss the EY approach to inclusive leadership
- ▶ Connect to discuss further or learn how EY teams may help:

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