

THE PREEMINENT ORGANIZATION FOR DIVERSITY THOUGHT LEADERS

RESEARCH REPORT



Employee Resource Group Leaders and Executive Sponsors: Best Practices

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**Diversity
Best
Practices**

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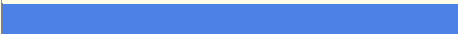

INTRODUCTION

What is the role of employee resource group (ERG) executive sponsors? It is a common question that organizations continue to define and redefine as the role of ERGs continues to evolve. Figuring out how to leverage company executives in ways that can lend credibility to ERG efforts, drive business and ensure group success are all matters that diversity professionals should be concerned with.


In a recent Diversity Best Practices member poll, members were asked a series of questions about best practices as they relate to ERG leadership and executive sponsors. Forty-seven organizations participated, and the results of the poll are detailed in this report.

OVERVIEW OF POLL RESULTS

Does your organization have employee resource groups (ERG)?

Answer		Response	%
Yes		45	96%
No		2	4%
Total		47	100%


Do your ERGs have a succession process in place for leaders?

Answer		Response	%
Yes		23	52%
No		21	48%
Total		44	100%

*One organization skipped this question.

*Please see *Responses by Organization* section for specific responses.

Do your ERGs have executive sponsors?

Answer		Response	%
Yes		45	100%
No		0	0%
Total		45	100%

What are the responsibilities of ERG executive sponsors?

While responses to this question varied, the vast majority of organizations make executive sponsors responsible for providing advice and guidance to their employee resource groups. They are frequently held responsible assisting in the development of overall group strategy, and championing their ERG's causes.

*Two organizations skipped this question.

**See *Responses by Organization* for specific responses.

RESULTS BY ORGANIZATION

Note: Organizations that are not identified by name elected to remain anonymous.

Organization 1

Industry: Healthcare/Pharmaceuticals

Revenue: Unreported

Number of Employees: 30,000

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

No

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

No response

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

No response

Organization 2

Industry: Healthcare

Revenue: \$67.2B

Number of Employees: 128,000

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

At the national level, high performing, high potential senior leaders are invited to take the leadership role of the ERGs. As the groups are made of volunteers, the selection process also takes into account the wishes of the membership.

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

The ERGs are asked to set up a structure of co-chairs with terms of two years with co-chairs rotating out on alternate years to provide continuity.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

We have a fully detailed job description for executive sponsors at the national level and at the chapter level, too.

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

This responsibility is part of their own performance and development plan and is assessed by the group they support and by the office of diversity and inclusion.

Organization 3

Industry: Agriculture

Revenue: \$14B

Number of Employees: 9,500

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

Two year position with two co-leaders overlapping—leaders must get manager's approval and meet minimum performance standards

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

ERG leaders have a two-year commitment that overlaps. Each ERG has two leaders.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Set direction and support ERG activities at the C-suite level

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

No response

Organization 4

Industry: Professional Services

Revenue: \$22B

Number of Employees: 40,000

Are you representing your company globally?

No

Americas

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

No

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Americas Executive Sponsors are expected to: meet and consult with Network Steering Committee Co-Chairs and Steering Committee; build personal relationships with members to better understand the network and members' needs; identify opportunities for the network for visibility, strategic alignment and individual sponsorship; identify opportunities to build understanding and help solve business challenges; facilitate

connectivity with firm leadership and represent the demographic to the top levels of the firm

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

Peer pressure and report to the Americas CEO

Organization 5

Industry: Manufacturing

Revenue: \$5.5B

Number of Employees: 16,000

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

No

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Represent ERG at the leadership level and assist ERG leads with setting direction; review and measure progress; attend and speak at events

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

Through the office of diversity

Organization 6

Industry: Financial Services

Revenue: \$9B

Number of Employees: 9,000

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

No

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Guide the groups to ensure activities they execute meet the charter of creating awareness about what they represent and a sense of “oneness” in the organization; they manage budgets; connect ERGs with internal and external resources; represent senior management in the ERG activities; they also serve as a higher level group to support D&I overall

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

We have a meeting with executive sponsors every other month to discuss items and how each is supporting their ERGs.

Organization 7

Industry: Retail

Revenue: \$466B

Number of Employees: 2.2M

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

It's a combination of nomination and selection.

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

It's a combination of nomination and selection.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Executive Champions advocate for, serve as trusted advisors, are role models for inclusive behavior and lend credibility to the ARG through their influence and support. Officer Sponsors oversee and provide strategic guidance on the ARG mission, work with the team to review progress on their business plan, remove barriers in the organization that may prevent the progress of the ARG goals, and create opportunities for the groups. There is one Executive Champion per ARG with a team of three Officer Sponsors

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

The conversations occur through periodic reviews.

Organization 8

Industry: Manufacturing and Retail

Revenue: \$9B

Number of Employees: 38,000

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

There is a balloting process whereby people are nominated for the different positions, and then an election takes place.

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Act as mentors to the group; help guide strategy alignment with corporate business objectives; attend meetings as necessary; meet with the ERG leadership

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

No formal process

Organization 9

Industry: Advertising

Revenue: Unreported

Number of Employees: 800

Are you representing your company globally?

No

New York

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

Potential leaders self-identify in November; elections takes place in December; new leadership takes office in January

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

The two co-leaders are responsible for identifying a new co-leader before stepping down and producing a transition document with "Do's, Don't's," advice, best practices, etc.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

To champion the ERG and ensure that it gets the support needed from the company to succeed

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

Not fulfilling responsibilities has never been an issue. Executive Champions typically self-identify and have a sense of passion and interest in seeing the group succeed. There is no formal review process for Executive Sponsors.

Organization 10

Industry: Telecommunications

Revenue: \$46.1B

Number of Employees: 70,000

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

No

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Advocate for the ERGs as a resource and the ERG leadership team; provide guidance and oversight to help build and grow a diverse talent pipeline within the company

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

They are not held accountable

Organization 11

Industry: Manufacturing

Revenue: \$1B - \$10B

Number of Employees: 50,000

Are you representing your company globally?

No

United States

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

No

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Help ensure business initiatives support the mission and goals of the organization; mentoring for the ERG leader; help with navigating the organizational culture

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

No response

Organization 12**Industry: Direct Sales/Beauty****Revenue: \$12B****Number of Employees: 38,000****Are you representing your company globally?**

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

Predetermined criteria are established by Global Inclusion Office (GIO)—GIO works with exiting leader and executive sponsor to develop a short list of two to three candidates; HR vets the list for performance or other issues; executive sponsor speaks with candidates and selection is made with inputs from GIO, executive sponsor and ERG. Criteria include: must be actively involved in network activities for at least a year; must be director level or above (some exceptions have been made for older ERGs); consistent, solid job performance (at least a 3 rating); must have time, interest, and manager approval; demonstrated leadership capabilities; respected by peers and other leaders; should have served as ERG co-chair or committee leaders prior to leading overall network

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

Co-leads (#1 and #2) are established for each group. #2 co-lead step into lead role when #1 steps down. Prior leader is usually retained as an executive sponsor.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Provides leadership, coaching and guidance to ARG leaders through quarterly meeting (minimally); leverage existing leadership meetings to create dialogue, learning opportunities and visibility for ARGs and diversity work; provides input to plans and ensures ARG stays on target; acts as troubleshooter; provides a sounding board for proposed or existing policy change; shares ARG objectives with other senior leaders; provides situational “cover;” can be called on to provide input on ARG leader performance; tracks organizational perceptions of ARG and follow up accordingly with [ERG] leaders; communicates the [ERG]’s vision and objectives, particularly to the organization and “opinion” leaders; demonstrates visible and vocal support for [ERG]; ensures strategic alignment with business objectives and GIO initiatives; commits time to participate in [ERG] activities/ monthly meetings as requested

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

Sponsors include their role in PMP goals. Network leaders and GIO provide input on performance.

Organization 13

Industry: Financial Services

Revenue: \$880M

Number of Employees: 3,500

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

Employees apply for positions when an opening is available for consideration by the existing ERG leadership members. A recommendation is presented by the ERG leadership team to the diversity office who reviews, receives support for participation from the applicant's manager and ensures the employee is in good standing.

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

The executive sponsor is a champion of diversity who is committed to providing ongoing guidance to an ERG. Specifically, the executive sponsor partners with the ERG's management committee in determining the goals and strategic direction of the group, while ensuring the alignment of ERG activities to our organizational goals and objectives. Responsibilities: partner with the ERG management committee to develop the ERG's business plan; champion the ERG by leveraging his or her professional network to establish credibility of ERG with senior leaders and other key people in the organization; work with company leadership to minimize obstacles that may limit the success of the ERG; build business knowledge of ERG members while providing advice and counsel on leading and executing ERG-planned initiatives; helps facilitate group dynamics and grow leadership competencies of ERG management committee.

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

A monthly meeting is held with Executive Sponsors to receive/provide updates on the progress of the group and to determine protocol changes as necessary.

Organization 14**Industry: Consulting****Revenue: Unreported****Number of Employees: 5,000+****Are you representing your company globally?**

No

*North America***Does your organization have employee resource groups (ERG)?**

Yes

Is there a formal process in place for selecting ERG leaders?

No

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

No response

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

No response

Organization 15**Industry: Marketing & Communications****Revenue: Unreported****Number of Employees: 3,500****Are you representing your company globally?**

No

*North America***Does your organization have employee resource groups (ERG)?**

Yes

Is there a formal process in place for selecting ERG leaders?

No

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

It depends on the ERG. Each group manages their succession on their own with guidance from the Director of Diversity & Inclusion, their executive sponsor and the CDO.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Mainly, to be their voice with senior management and to act as advisors; they are expected to attend at least two key events each year and meet with the network leaders on a quarterly basis; we ask for at least 24 months commitment

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

They meet with our North America CEO.

Organization 16

Industry: Energy/Oil & Gas

Revenue: Unreported

Number of Employees: 50,000+

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

Each employee network has their own charter that defines how leaders are selected, succession plans, etc.

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

It is done differently by network. Some have co-leaders so the “co” can experience the role before taking over, others have “deputy” roles.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Guide, mentor, coach

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

Feedback from the network leaders to the Office of Global Diversity

Organization 17

Industry: Insurance

Revenue: \$32B

Number of Employees: 32,000

Are you representing your company globally?

No

United States

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

Depending on the ERG, the length of term is different. Most hold elections and vote.

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

As an Executive Sponsor, the most valuable contribution one can make is providing though leadership to the ERG.

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

The accountability process is currently being reviewed.

Organization 18

Industry: Banking/Finance

Revenue: \$4B - \$6B

Number of Employees: 1,500 – 2,000

Are you representing your company globally?

No

Southeast United States

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

No

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Advisor, oversight, mentoring and coaching of ERG leaders; help align ERG activities to the company strategic objectives

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

We have no accountability measures used for Executive Sponsors

Organization 19 – CHRISTUS Health

Industry: Healthcare

Revenue: \$5B

Number of Employees: 30,000

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

We have a nomination process where we request nominations from our senior leaders (VP and above) for all chairs of our ERGs. We also have a set of criteria as to what we're looking for in the role (similar to a job description).

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

We have a chair and co-chair and the goal is to have the co-chair replace the chair after two years. Also, we have committee chairs and the chairs of the committees are placed on the succession plan for the co-chair role.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Available for support and guidance, willingness to address and support tough issues, willing to drive the development of the resource group strategic plan, including annual goals, objectives and operating budget; report on year-end progress results to their respective colleagues; attend key resource group meetings and events; showcase resource group wins and support resource group risk-taking in their effort to move their membership and business agenda forward and serve as a coach, mentor, adviser to resource group members

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

Our CEO, who is also our Chief Diversity Officer, holds them accountable. It is his expectation that the senior executives support the ERGs. It's in their performance objectives.

Organization 20

Industry: Financial Services

Revenue: \$1B

Number of Employees: 14,000+

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

Bylaws and governance process with officers

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

Human Resources works with ERGs to select sponsors

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Advisory, engagement and resource acquisition or management

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

Feedback from ERG members

Organization 21

Industry: Finance

Revenue: \$5B - \$10B

Number of Employees: 5,000

Are you representing your company globally?

No

United States

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

ERG leaders (chairs) must be at the VP level or higher, recommended and appointed by the company's CDO, based on their performance, support and engagement in the company's diversity-related initiatives. Chairs serve a two-year term. ERG co-chairs must be at the director level or higher, and are recommended and appointed by the company's CDO following the above criteria.

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Serve as coach to the ERG chair and co-chair; provide guidance and approve the ERG's annual business plan and related initiatives; communicate and champion the ERGs objectives across senior leadership and the organization

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

We have no direct accountability metrics in place for the executive sponsor, however, the diversity and inclusion manager responsible for oversight of the ERGs meet with the sponsors on a regular basis, and as needed, to ensure their sustained engagement and leadership with their respective ERG.

Organization 22

Industry: Non-Profit/Research

Revenue: \$345M

Number of Employees: 1,400

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

No

Organization 23

Industry: Professional Services

Revenue: \$1.3B

Number of Employees: 6,500

Are you representing your company globally?

No

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

The regional leaders of the ERG meets with the Office Managing Partner and determines who represents the ERG in a positive light, and is also considered a high performer in the firm.

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Support and guidance for the leader and the participants

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

Annual effectiveness conversations with overall ERG leader; in addition, a list of the positive role models are shared with the senior leaders

Organization 24

Industry: Retail

Revenue: \$14B

Number of Employees: 100,000

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

Vetting process for senior leaders, employee manager and diversity team

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

Future leaders are identified and developed to prepare for leadership role.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Provide guidance, funding and direction to ERGs; act as a mentor to ERG leaders

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

Through the contracting with the diversity team

Organization 25 - Dell

Industry: Information Technology

Revenue: \$6B

Number of Employees: 110,000+

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

ERG leaders are selected based on a combination of input from HR, Diversity & Inclusion and very importantly, reaching out to leaders who have shown an interest in being an ERG leader.

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

Based on identifying leaders to take their place and acting as mentors; involving them as core team leads

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Recruit executives and co-chairs to staff the Board of Directors; drive accountability across the Board of Directors; provide leadership and vision in annual planning and quarterly operations meetings; provide resources and remove roadblocks when necessary; be a visible leader at signature ERG events; advocate for leveraging the ERG as an advisory council for Dell's business strategy and initiatives; align all ERG's efforts to further Dell's diversity vision and strategy; serve a minimum of two years as the ERG sponsor.

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

Included in their performance objectives

Organization 26

Industry: Manufacturing

Revenue: \$80B

Number of Employees: 126,000

Are you representing your company globally?

No

United States

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

Each affinity group has its own process, timing and requirement. Our office does ask that the leader be a senior-level manager and include functional representatives from each part of the business.

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

Each process differs by affinity group based upon their strategy and the interest/availability of senior leaders within their affinity group.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

To support the needs of the affinity team and to support the chartered focus areas of the affinity team; to provide guidance and counsel as needed; to provide exposure to the

affinity team's focus areas with the company's top management and officers; to mentor the affinity team leaders and in turn, receive reverse-mentoring from the affinity team leaders and members designed to improve their personal leadership in the area of diversity and inclusion

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

The executive sponsor's role is listed on their personal development plan and included in their annual review. They are assessed on their role/responsibilities for this work as they are for other areas of building organizational capability, and supporting/enabling diversity and inclusion strategy.

Organization 27

Industry: Telecommunications

Revenue: \$115.8B

Number of Employees: 190,000

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

ERG leaders are elected by the group membership on a bi-annual basis. The vice president is elected on the off year of the president. There are a couple of groups that we have appointed leadership for.

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

They are to guide, coach and champion ERG initiatives and the leadership. At times, they will meet with the group president and/or board to discuss business plans, etc.

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

There is no formal process for holding the executive sponsors responsible other than ensuring that they are meeting with their groups.

Organization 28**Industry: Utilities****Revenue: \$23B****Number of Employees: 27,000****Are you representing your company globally?**

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

Potential ERG leaders are identified by the executive sponsor and then placed on a ballot for election by the membership.

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Communicate and champion chapter's objectives, events and activities across senior leadership and the organization; provide guidance on development of chapter business plans and budget; collaborate with group executive sponsor to gain approval and determine funding; attend ERG events and activities, when possible; assist with providing access to senior leadership and executives

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

Check-in calls from the diversity and inclusion office

Organization 29**Industry: Financial Services****Revenue: \$17B - \$25B****Number of Employees: 7,000+****Are you representing your company globally?**

No

*Eastern United States***Does your organization have employee resource groups (ERG)?**

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

Employee needs to be in good standing; express interest to lead; and prepare and present a five to seven minute speech to ERG members. Electronic voting opens for five days, and the majority vote wins.

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Review and approve yearly action plan

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

N/A

Organization 30

Industry: Financial Services

Revenue: \$21B

Number of Employees: 265,000

Are you representing your company globally?

No

United States

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

For enterprise-level presidents, our diversity and inclusion team partners with the talent management team to create a list of top talent that identifies with the segment represented by the ERG. Additional consideration is given if the candidate is a member of the ERG. We vet the list with line of business HR leaders and managers, and go through an interview process with both the D&I team and current ERG leader. The top candidate is selected and extended an offer to assume the role.

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

There is no consistent process, but several networks identify successors, and if a leader leaves the company and needs to be replaced quickly (i.e. we have to skip the lengthy interview process), then the network can identify the best successor.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

“Champion” the network and be fully engaged as an active, committed partner; guide, engage and energize the organization while holding its leaders accountable for executing business plans and delivering on the value proposition; develop, coach and mentor leaders across diversity dimensions to enhance performance, engagement and contributions; participate in scheduled enterprise leadership team calls/meetings; attend in-person ERG or other diversity and inclusion-related conferences as needed.

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

Accountability mainly falls to the ERG president.

Organization 31

Industry: Financial Services

Revenue: \$1B - \$2B

Number of Employees: 983

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

Individuals interested in serving as the ERG chair meet with the diversity offer to discuss their interest, how it aligns with career development or personal growth, what they feel will bring to the group, and how they will lead the group in aligning its work with the organization’s mission, vision and strategic direction.

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

Each leader is asked to identify successors and bring them along in their development so they are ready to lead the group in two to three years.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

The executive sponsors meet with the ERG chair, discuss strategic direction, assist with programming and development, and provide opportunities to engage the ERG with other senior leaders in the organization.

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

The executive sponsors document their engagement as part of their performance discussion with the CDO and their colleagues.

Organization 32

Industry: Entertainment

Revenue: 12.9B

Number of Employees: 100,000

Are you representing your company globally?

No

United States

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

Incumbent resource group leaders and executive champions discuss potential candidates' names; candidates are vetted through employee relations; leaders sign an approval form; candidate begins on-boarding process

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Goal: provide each resource group with co-champions, each with two-year term limits (one year overlap).

Role Considerations/Criteria: Director level preferred; demonstrate a commitment to diversity and inclusion; provide visible support for resource group leaders; influence and coaching ability across all levels; capacity for regular, ongoing resource group engagement, champion council and diversity council participation; relationship building both internally and externally.

Expectations: Provide guidance, coaching and direction to the resource group leadership; set overall direction for the resource group, using overall D&I strategy and site/segment/enterprise business objectives as key drivers; be a conduit to forming relationships within the company; act as a liaison between the resource group, the

diversity and inclusion team and diversity council; encourage business units to utilize resource groups as a resource.

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

Present achievements to the diversity council and other site senior leaders

Organization 33

Industry: Healthcare Services

Revenue: \$100B

Number of Employees: 40,000

Are you representing your company globally?

No

North America

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

Interested employees who have been with the company for at least six months fill out an application, get approval from their manager and go through the vetting process with the board leadership of the ERG chapter that they are interested in serving on.

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

It is not consistent across all of the ERGs and is very informal. As active members remain engaged, the current board approaches them inquiring about their interest in serving in leadership.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Help guide and advise the strategic direction of the ERGs.

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

There is currently nothing in place to hold them accountable.

Organization 34**Industry: Healthcare****Revenue: \$30B****Number of Employees: 35,000****Are you representing your company globally?**

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

HR and the business partner identify high performers.

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

We begin identifying the replacements (same process as the initial identification). We will roll one on and roll one off, and have an overlap of six to nine months.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

To counsel and review the strategies and business plans of the ERGs; provide funds if necessary and remove any blockers if necessary

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

Metrics and their bonuses are tied to the results. They report the information on a quarterly basis to the CEO.

Organization 35**Industry: Federal Government****Revenue: Unreported****Number of Employees: Unreported****Are you representing your company globally?**

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

There is a charter governing selections/appointments. A solicitation for volunteers goes out across 17 agencies and components. Volunteer submissions are then vetted by the chief of the overarching agency's EEOD office and selected for a (renewable) one-year term.

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

"Succession" does not necessarily include "grooming." Departing leaders are asked to suggest successors, or their counterpart (i.e. co-chair) may replace them if, after following the procedure described above, there are no other volunteers.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

The most important is to interact with the agency/component top leadership to identify areas in which the ERG members (from across all 17 agencies and components) may be brought to bear against those areas. In combination with this, and from the opposite direction, in concert with the ERG chair(s), the executive sponsor(s) brings ERG member concerns to top leadership.

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

In the brief time that this program has been in place, there have been no accountability issues. The only real "disciplinary" tool is for the Chief, EEOD to relieve the sponsor (who serves at the pleasure of the chief), and have the sponsor explain that to their leadership. There is a periodic talk of including diversity as a performance objective in the performance reports of all executives, not just sponsors.

Organization 36

Industry: Utility

Revenue: \$19.6B

Number of Employees: 27,775

Are you representing your company globally?

No

United States, Latin America

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

Employee must have a minimum of one-year service with the company; employee's job performance must be in good standing and the employee must not be overcommitted to other interests; employee must discuss his/her desire to hold an ERG officer position with his/her supervisor or manager beforehand to ensure open communication, establish expectations, discuss time requirements for the ERG role and obtain full support. (Note: the D&I department will communicate with the manager about the employee's interest and participation before final approval is given.) Employees must be able to balance workload with the demands of holding an ERG officer position. Employee acknowledges that serving in an officer role can be demanding and may require work on the employee's own time (i.e. personal non-work time). Time spent on ERG officer functions shall be done with prior supervisor/manager approval and must not have a negative impact to the business or employee's primary job responsibilities. Employee must adhere to the company's code of business ethics and other applicable policies and procedures.

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

1. Each officer and committee chair will serve a one-year term. New terms begin January 1 of each year. Term limits are subject to change and the D&I director will review proposals for extensions and/or modifications to any term limits.
2. Beginning in August of each year, the ERG leadership teams will determine the positions that need to be filled for the coming year.
 - a. Generally, the vice chair will move into the chair position at the end of each term.
 - b. Employees appointed as "interim" successors (for unplanned openings) may continue in their appointed roles the following year. Selections will be decided by the ERG leadership team.
 - c. Where openings exist, current ERG leaders are first asked if they are interested in volunteering for one of the open positions. Selections will be decided by the ERG leadership team.
 - d. If no volunteers arise from the current ERG leaders, the openings (including position descriptions) are communicated to the general membership to determine interests. Members may volunteer for any open position.
 - e. Interested employees must submit their names to the chair and selections will be decided by the ERG leadership team; however, selections are not final until approved by the D&I department.
3. Once the ERG leadership team has made their selections, the D&I department will contact the employee's manager to ensure full support before final approval is given. The employee's HR business partner and the chapter sponsor shall be made aware of the approval process via email copy. If the employee's manager cannot fully support the employee as an ERG leader, the selection will not be approved. The D&I department will notify the employee with a decision and a brief explanation for the decision.
4. Once incoming ERG leaders are approved, the ongoing leaders shall meet with incoming leaders to provide training on the role and to effectively transition their responsibilities, generally this occurs during October-December each year.

5. Outgoing leaders remain in place to support the incoming officers through December 31 of the current year, and incoming officers will assume full responsibilities on January 1 of the next year.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Serve as chair of the ERG Steering Team; share accountability for success of the ERG; act as a champion and advocate for the ERG with business units, senior management, and the Executive Leadership Team; remain actively involved in the progress of the ERG by meeting semi-annually with ERG officers (e.g. ERG Steering Team meetings) and attending events, as feasible; partner with the D&I department on issues, concerns, and resource needs of the ERG.

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

No response

Organization 37

Industry: Healthcare

Revenue: \$50B

Number of Employees: 45,000

Are you representing your company globally?

No

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

No

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Provide business guidance for ERGs

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

Our executive sponsors are not held accountable for their participation.

Organization 38

Industry: Insurance

Revenue: \$5B

Number of Employees: 4,800

Are you representing your company globally?

No

United States

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

No

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Advise on ERG strategies and plans; act as a sounding board; provide coaching to ERG chairs on leadership and strategic management skills; manage any resistance and questions about the value of the ERG; publicly support the ERGs activities and achievements to senior and middle management and employees; participates in ERG activities when possible

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

N/A

Organization 39

Industry: Automotive

Revenue: Unreported

Number of Employees: 3,000

Are you representing your company globally?

No

United States

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

Our ERGs host elections every two years. Members vote on leadership of the groups: chair, vice-chair, secretary, and treasurer.

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

First line of support; executive sponsors are to review all communications, annual plans, are spokespersons, advocate to other executives, and attend quarterly meetings of the membership. They also often attend and provide opening remarks for selected events.

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

There is no formal accountability. Each group has two executive sponsors: one of their affinity and one is not. When we get the sense an executive sponsor is not involved we reach out to them to determine what the cause might be.

Organization 40

Industry: Banking/Financial Services

Revenue: \$92B

Number of Employees: 12,000

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

No

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

We are building it out. However, currently, you have to have been a part of the regional leadership team in order to be a regional co-chair. You must be a regional co-chair in order to be a steering committee chair. We are working on building in formal rotations.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Advice; help with resources; attend events and participate in initiatives

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

Expected to demonstrate engagement during annual report with CEO; Attend quarterly regionally business meetings

Organization 41

Industry: Insurance

Revenue: Unreported

Number of Employees: 20,000

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

No

Do your ERGs have a succession process in place for leaders?

No

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Meet with ERG leaders to review objectives; commit to quarterly meetings with ERG leaders to share business insights, demonstrate support, drive accountability, and assess progress; visibly participate in two to three signature events and/or activities annually; promote and communicate ERG leadership role to leadership teams, divisions, and functions

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

By the CEO and the D&I office—although we could do this better

Organization 42

Industry: Financial Services

Revenue: \$3.9B

Number of Employees: 14,500

Are you representing your company globally?

Yes

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

The executive board of each ERG vote on elected officials, using a ballot voting process

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

No response

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Participate in various council events and programs held through the year; promote the ERG as a valuable resource to the organization; provide high level direction leadership, and support for the ERG; serve as a resource to promote the ERG's mission and communicate the value of the ERG to senior management of the organization; provide access to additional internal and external resources in an effort to expand the ERG's network; aid the ERG executive board in aligning programming and events with the company's strategic business imperatives; provide candid feedback and advise the ERG on matters of program improvement and benefits to constituents; participate in the ERG meetings at least once each quarter and speak at a minimum of one event per year

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

No response

Organization 43

Industry: Utility

Revenue: \$2.4B

Number of Employees: 21,000

Are you representing your company globally?

No

California only

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

Each ERG holds elections

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

Typically the VP is considered the heir apparent for the Presidency at the next election. Executive Sponsors often encourage members who have demonstrated leadership skills and the desire to run for these offices.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Mentoring and sponsoring; providing executive guidance and direction; reviewing and approving ERG goals to ensure strategic alignment with company goals; enhancing visibility of the ERG

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

This year we are implementing a self-evaluation for executive sponsors to complete and share with their supervising officer.

Organization 44

Industry: Manufacturing

Revenue: \$80B

Number of Employees: 126,000

Are you representing your company globally?

No

United States

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

Each affinity group has its own process, timing and requirement. Our office does ask that the leader be a senior-level manager and include functional representatives from each part of the business.

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

Each process differs by affinity group based upon their strategy and the interest/availability of senior leaders within their affinity group.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

To support the needs of the affinity team and to support the chartered focus areas of the affinity team; to provide guidance and counsel as needed; to provide exposure to the affinity team's focus areas with the company's top management and officers; to mentor the affinity team leaders and in turn, receive reverse-mentoring from the affinity team leaders and members designed to improve their personal leadership in the area of diversity and inclusion

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

The executive sponsor's role is listed on their personal development plan and included in their annual review. They are assessed on their role/responsibilities for this work as they are for other areas of building organizational capability, and supporting/enabling diversity and inclusion strategy.

Organization 45

Industry: Energy

Revenue: \$237B

Number of Employees: 23,000

Are you representing your company globally?

No

United States

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

Established within each ERG chapter—most common practice is by nomination and vote by ERG membership

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

On average, national ERG leads serve a two-year term. Successors are selected based on demonstrated leadership abilities, bandwidth and interest. Successors work with predecessor for an average of six months to ensure continuity.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Executive sponsors develop and grow leadership qualities in ERG One-Team Leads. They also provide sound counsel and guidance to the ERG One-Team Leads and Core Team to ensure ERG strategy is aligned with the direction of our business objectives and D&I Ambition. Additionally, they serve as a vocal advocate for the ERG when interfacing with other leaders in the organization and encourage participation and engagement in D&I activities by other business leaders.

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

There is oversight by group D&I and also feedback is solicited from ERG members. Executive Sponsors are expected to: participate and/or kick-off two ERG events each year; facilitate a minimum of one networking opportunity for ERG leaders and other leaders in the organization; conduct at least one town hall meeting on behalf of the ERG to listen and discuss stakeholder issues.

Organization 46

Industry: Insurance

Revenue: \$15B - \$20B

Number of Employees: 15,000 – 20,000

Are you representing your company globally?

No

United States

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

Yes

Please explain the process that is in place.

ERG leaders/officers are selected through a nomination and voting process. In order to allow for innovative thinking on our leadership teams and to facilitate development opportunities for all members, leaders may serve a maximum of two-year terms in a particular role; leaders may serve more than one term but must be subjected to an election before continuing.

Do your ERGs have a succession process in place for leaders?

No response

Please explain the process that is in place.

No response

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

Executive sponsors are responsible for providing guidance to the ERGs in aligning goals with key business objectives and strategies of the company, ensuring that ERG activities/events follow corporate policy and promoting/cultivating an understanding of ERG efforts among senior leadership.

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

No response

Organization 47 – American Airlines

Industry: Airline

Revenue: \$24.9B

Number of Employees: 81,400

Are you representing your company globally?

No

United States

Does your organization have employee resource groups (ERG)?

Yes

Is there a formal process in place for selecting ERG leaders?

No

Do your ERGs have a succession process in place for leaders?

Yes

Please explain the process that is in place.

Some of the ERGs have a National Executive Leadership board where the vice presidents move to the president role the following year. Every ERG is a little different, and not all have the same process of make up.

Do your ERGs have executive sponsors?

Yes

What are the responsibilities of ERG executive sponsors?

They act as advisors to the group. They provide guidance and perspective on business challenges, and act as mentors. They provide a direct link between the ERG and other top executives and/or appropriate operating business leaders.

How are executive sponsors held accountable for fulfilling ERG-related responsibilities?

Each of the ERGs drive the relationship with their sponsors, and manage the expectations and collaboration needs. Should a sponsor become too busy for an active partnership with the ERG, Diversity Strategies assists in identifying new sponsors.

CONCLUSION

This survey found that while organizations have ERG leaders, many are lacking a succession planning process through which ERG leaders are developed over time. For those that have one in place, most have co-chairs that serve a set amount of time as leaders and overlap each other's tenure for the sake of leadership continuity in the group. Most organizations also leave it up to ERG members to select leadership within the organization. A number of organizations, however, have processes in place wherein diversity and inclusion leaders and potential leaders' managers are involved in ERG leadership selection.

The survey also found that while the vast majority of organizations have executive sponsors, a smaller number have codified responsibilities defined for them. Even fewer have accountability measures in place to ensure that executive sponsors remain engaged with ERG initiatives and strategies. An inclusion opportunity exists for organizations to not only clearly define the responsibilities for executive sponsors, but to also create accountability measures that can ensure that executive sponsors are responsible to playing an integral part in ERGs.