

# ERG 2.0: A CHRO Guide on Effective Practices for Employee Resource Groups





## About this Guide

This guide was developed by HR Policy Association through a partnership with the Society for Industrial and Organizational Psychology (SIOP) Foundation **using survey data gathered from over 100 large companies and follow-up interviews with over 30 CHROs and Chief Diversity Officers.** The guide is designed for CHROs to clarify the range of approaches regarding Employee Resource Groups and the most effective ways to use them.

As employee-driven entities operating within company-defined guidelines, ERGs are unique as a true collaboration between employees and employers. Although they may not be right for every organization, many companies find value in ERGs as a way to build engagement, attract talent, enhance brand reputation, and support organizational goals. At the same time, many companies are reviewing the structure and oversight of ERGs to ensure they remain relevant by providing value for both the company and employees.

# Current State of Play

## What is an ERG?

**Employee Resource Groups (ERGs)** are voluntary, employee-led organizations within companies that represent specific groups of employees based on shared characteristics like race, sexual orientation, disability, or veteran status or shared circumstances such as stage of career or care-giving obligations.<sup>1</sup>

### ERGs can support inclusivity<sup>2</sup> by providing a structure for employees to:

- Seek support and networking opportunities.
- Advocate for employee needs and desires.
- Promote diversity and inclusion by raising awareness of issues and fostering understanding.
- Receive mentoring and development.

## Research Highlights.

For full research findings, see appendix. We cover the highlights here.

**ERG Prevalence and Type:** Over 100 company survey respondents, all but two have at least 5 ERGs, with the vast majority having between 10 and 20. ERG type varies based on each company's employee population, yet certain groups form the basis for ERGs in over half of all organizations: Women, LGBTQ, Veterans & Military, Black/African American, Hispanic/Latino, Asian, and Diverse Abilities.

**Longevity of ERG programs:** ERGs have been part of many corporate cultures for decades and new ERGs continue to be added based on employee interest. Of the companies in our survey, the oldest ERG was established in 1920, but new ERGs have been added every year since 2019. In fact, 44 companies added at least one new ERG last year.

In addition, 98% of companies believe that ERGs will continue to fulfill important organizational needs in the future to some extent, with 70% of these companies believing they will do so to a great extent.

## ERGs Across Companies

This graph shows the type of ERGs represented in the 107 companies responding.

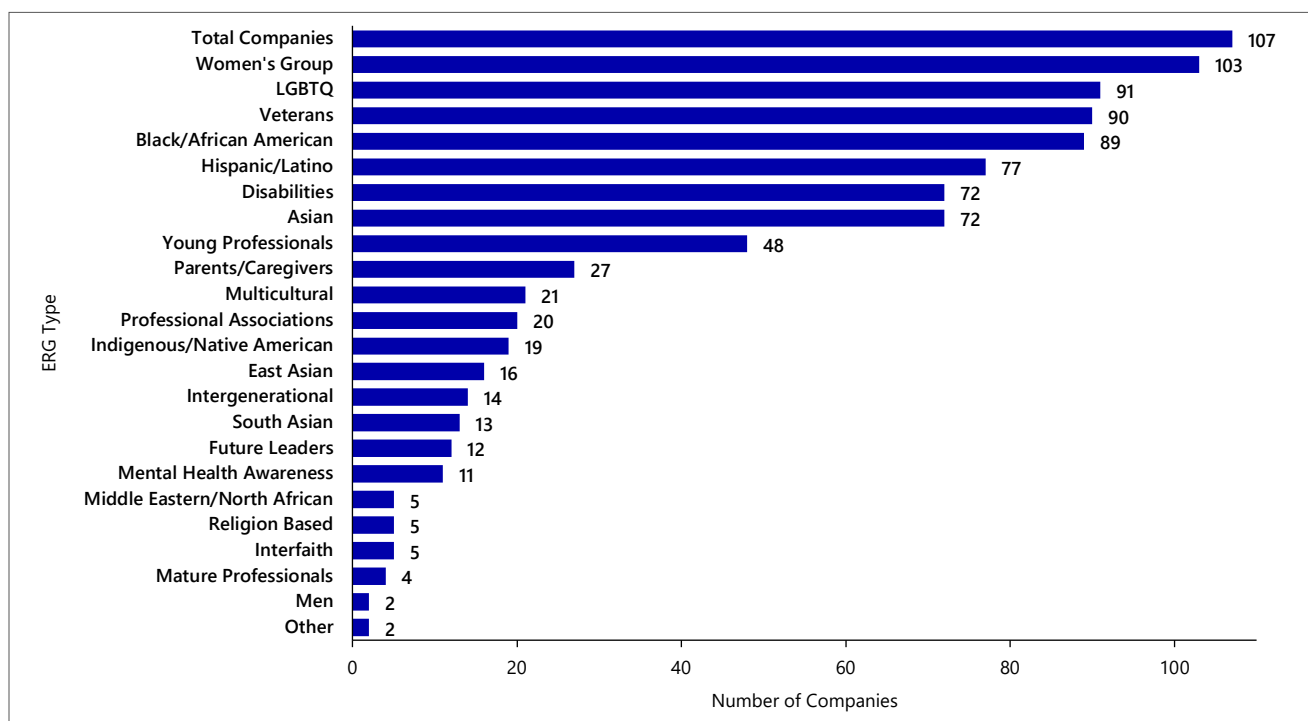


Chart Source: HR Policy Survey Data.



# ERG Positioning in Companies Today

*Most companies, despite having experienced some success, see untapped potential for ERGs.*

**That's where this guide comes in!**

Our research found that companies fall into three identifiable groups in their approach to ERG strategy

## 1. Exploring Configuration.

**At one end of the curve** are companies exploring the idea of whether ERGs, as currently configured, are the right approach for their organization. ERGs might have been stood up without the proper groundwork, missed the mark with consultants, or the company prioritizes an inclusive workplace in other ways.

### For example:

- A global communications firm established an inclusive ERG offering learning and mentoring programs to over 1,500 employees worldwide.
- Citing the business core value of bringing people together, one large hospitality company decided not to sponsor company ERGs at all.

## 2. Fully Integrated.

**At the other end of the curve** are companies with long-standing ERGs, senior leadership buy-in, and an HR staffing structure to support them—often with the help of dedicated DEI professionals.

Because of their longevity and strong organizational structure, these ERGs are fully integrated into company culture and are here to stay.

## 3. Pursuing Refinements.

**Most companies fall into the center**, continually refining ERGs to ensure they provide value for both company and employee. These companies' ERG structures are still maturing.

**The focus for companies refining their ERG approach is *inclusivity* and *strategic alignment*.**

- **Inclusivity.** While ERGs have always been open to all employees, a common criticism is that they are divisive, so companies are emphasizing ways that ERGs can bolster inclusion. For example, they characterize ERGs as an educational vehicle where employees can build greater understanding of the challenges faced by their colleagues. This emphasizes allyship, giving employees a structure for supporting one another in the workplace.
- **Strategic Alignment.** ERGs sometimes function primarily as social clubs or lack a defined mission. This may be due to lack of: consistent and trained leadership, participation (due to competing priorities), or support from immediate supervisors. Companies are working toward aligning the annual plans of their ERGs with business needs.<sup>3</sup>



## EMPLOYEE RESOURCE GROUP 2.0

### Your Playbook to an Effective ERG

Nearly all the companies we interviewed are revisiting their ERG strategy—not to upend it, but to block out external noise and look inward to recalibrate how ERGs fit into company priorities, ensure value is maximized, and encourage strong governance.

When asked what changes they are making to ERGs, over half of companies cited the need for consistency, updated strategy, and better awareness of ERG value.

Our guide breaks down the process to Four Critical Steps

Align ERGs to Organizational Strategy and Goals

1

Strengthen Governance

2

Develop ERG Leaders

3

Reinforce Inclusion

4

### Recent Company Changes to ERGs

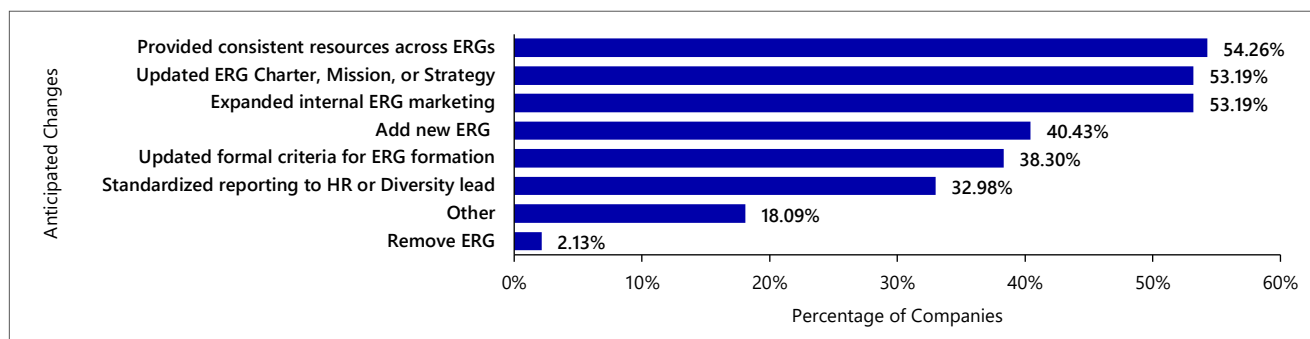


Chart Source: HR Policy Survey Data.

# Align ERGs to Organizational Strategy and Goals



## How to get it done:

### STEP ONE

#### Ensure leadership sponsorship and buy-in.

Executive leadership is essential for a successful ERG program. Buy-in is enhanced by aligning your ERG strategy with your company's purpose, vision, mission and marketplace strategy. In most companies, each ERG has an executive sponsor reporting directly to the CEO or, in some cases, one level removed.

Depending on the size of the company, it may be impossible for an executive sponsor to oversee huge ERG membership. To address this issue, **incorporate advisory councils underneath the executive sponsor** to capture activity and make sure that each ERG has a plan that aligns with the company-identified core purposes.

Another tactic is to hire one point of contact solely dedicated to, and interacting with, the ERGs. **One manufacturer hired a full time professional to focus and nurture their ERGs.** This helped improve the quality of ERG programming by providing consistent oversight and identifying reputable programming resources.

*"The more ERGs are connected to multiple things, the stronger they will be. If your company has a purpose and the ERGs are connected to the purpose, great! ERGs that sit on their own as a community of interest have value, but building a strong and lasting ERG strategy requires integration into as many aspects of the business as possible."*

— leading beverage company CHRO

#### Sample Executive Sponsor Expectations

- Review annual ERG plans and act as a sounding board for ERG leaders
- Ensure ERG alignment with organizational goals
- Connect ERG leaders with other executive team members and identify resources to help them achieve their goals
- Meet with ERG leadership periodically and serve as a mentor
- Promote the work of your sponsored ERG to the CEO and Board of Directors



## STEP TWO

### Cultivate high-quality executive sponsors.

Companies have found success by defining the role of executive sponsors, particularly as part of a company ERG playbook (discussed below) and by engaging every member of the senior leadership team as an ERG sponsor.

Effective practice also includes **setting term limits for executive sponsors and instituting a succession plan**. Establishing a process helps ensure that sponsorship does not become stale or lapse.

#### Win-win of Engagement with ERGs

*“We have incredible benefits, but sometimes employees don’t know how to find them. The ERG has become a place where we have peer to peer sharing—‘Did you know you can get help with your family formation through this benefit?’—And, if providers aren’t providing the kind of service we expect, it’s our networks that bring it to our attention. Because our most engaged employees are in ERGs and networks, they give balanced feedback on what the firm is doing well and where the firm could improve. They are critical to informing key parts of our strategy.”*

— professional services company CHRO

- **Incorporate ERG sponsorship into senior leader review.** A multinational food company sets expectations that every member of the senior leadership team will serve as a sponsor of one of the company ERGs as part of his or her personal objectives for the year, including as an incentive plan performance metric. In addition, the Board of Directors receives bi-annual reports on how the company is doing on representation, inclusion, and belonging goals.
- **Highlight advantages of sponsoring an ERG.** Advantages to executive sponsors include insight into what is happening outside the executive team and the ability to leverage resources from executive team colleagues for the benefit of individual ERGs. Executive sponsors also benefit from “reverse mentorship,” enabling them to strengthen their cultural competency for leadership.

*“Start with the team at the top. If top leadership cannot speak authentically about why DEI and ERGs are important, employees are going to see right through it. It’s an obvious point, but sometimes we skip over it and ask the CHRO to go figure it out. I would never sign up for that unless I knew my CEO and Board felt as strongly about it as I do. If they don’t believe it in their soul and it’s not something they will personally take a stand on, it’s going to be hard to make it a part of the culture.”*

— multinational food company CHRO

# Strengthen Governance

Virtually every company interviewed struggled with ERGs losing cohesion, especially during the pandemic. A common goal is shoring up how ERGs function and ensuring that they have sufficient oversight and accountability, often achieved through an ERG “playbook.” A strong set of written guidelines helps ERGs have the greatest impact possible and protects company resources and reputation.

## How to get it done:

### STEP ONE

#### Publish an ERG playbook.

ERGs benefit from having a company-designed playbook that serves as a guide for the entire organization by addressing expectations for ERG leaders, participants, and executive sponsors. Written guidelines assist in several ways:

- Provide a shared understanding of the company’s philosophy of ERGs and how they support the company’s business strategy.
- Describe the process of planning, funding, leadership, and accountability.
- Detail expectations of ERG members, ERG leadership and executive sponsors.
- Provide guidelines that the company will use to evaluate ERG activities and describe when the company may have to say “no” to an employee proposal.

*“Our playbook is the A through Z of what you need to know whether you are an executive sponsor, an ERG member, an ERG lead, or on an ERG committee. It’s a roadmap to help govern.”*  
— financial services company CDO

### Sample ERG Playbook Table of Contents

- **Introduction**  
Describe the ERG’s remit, history, benefits, impact on the company, operating principles and available resources.
- **Overview**  
Detail the organizational structure of the ERG and their role within the company.
- **How-tos for ERG leaders**  
Helpful tips for communicating, updating intranet resources, and organizing internal or community events.
- **Operations**  
Describe the annual strategic planning process, how ERGs should set their goals, how success is measured, and funding guidelines.
- **Leadership Lifecycle Support**  
Describe the recruitment of ERG leaders and members, including leadership succession and onboarding/offboarding.



## STEP TWO

### Define one framework for annual planning.

There should be an emphasis on the overarching company purpose, principles and goals that tie the ERGs together. Having ERGs set their annual goals within the same company framework helps ensure activities align with company priorities. For example, if one identified pillar is “learning and development,” each ERG would develop a SMART goal in this category, thereby creating the metrics to measure success.

Setting ERG goals within each company pillar can help in many ways:

- **Create consistency among ERGs.** A global apparel company realized that various local chapters of its Pride ERG were setting their own goals and programming priorities. The company put a structure in place where the ERGs in each major region set their priorities for the entire region. Each chapter within a region might develop programs and execute differently, but they are all now working toward the same goal.
- **Explore uncharted territory.** A manufacturer’s newest ERG for indigenous communities collaborated with the company’s supplier diversity team to identify indigenous-owned vendors, a community of people that were not previously known to the company. By collaborating cross-functionally on a **companywide goal**, the ERG was

able to elevate employer brand, company culture, and the indigenous community at the same time.

- **Maximize resources.** Several companies are actively encouraging their ERGs to collaborate on specific goals. One company, for example, had several ERGs interested in exploring talent acquisition training and encouraged them to collaborate on programming for all interested ERGs.

#### Business Decisions and ERGs

Having explicit guidelines on how ERGs can play a role in making recommendations for business decisions is critical. The playbook must make clear that while ERG input is welcomed, business decisions are based on many factors and the company must have the final say.

#### Guidelines can protect your reputation.

ERGs of a global manufacturing company sought external awards and recognition by filling in external surveys which raised concerns for the company about disclosure of private information. This resulted in a doubling down on ERG education regarding risk management and a reminder of company guidelines, letting ERGs know the company supports them but explaining why the guardrails are in place.



## STEP THREE

### Set consistent budgets.

Most of the companies participating in our research provided a set amount of funding for each ERG. A minority of companies based funding on each ERG's strategic plan. One company described the inconsistency and resentment that resulted when sponsors provided funding based on their individual budgets. Allocating equal funding avoids the appearance of favoritism or unfairness.<sup>4</sup>

## STEP FOUR

### Measure performance.

Companies measure two types of performance when it comes to ERGs—success of each individual ERG and the success of the company ERG strategy as a whole.

#### Individual ERG performance.

More than half of companies surveyed measure the success of ERGs by showing the level of participation in events, post-event surveys, successful completion of an individual ERG's annual plan, membership in ERGs, and ERG membership growth. Less than half measure the tangible impacts of ERGs on the company's business.

#### Success of overall ERG strategy.

Showing the ROI and communicating the organizational benefits of your ERG strategy is key to

its sustainability, yet companies often struggle to identify meaningful metrics.

Companies know that ERG participation leads to greater engagement which leads to greater productivity and company loyalty.<sup>5</sup> However, showing that progression on paper can be challenging. For this reason, companies expressed interest in developing less anecdotal methods to show ROI.

#### Tracking software.

Some companies reported using software products that help them track employee participation in ERG activities by company tenure, type of job, job level, and other demographic information. This allows leadership to understand who is participating in ERGs and their level of participation, giving leaders a sense of whether ERGs are meeting their goals of employee engagement.

## STEP FIVE

### Keep an eye on capacity.

**How many ERGs are too many ERGs?** While companies had no set number of appropriate ERGs, they did recommend paying attention to both employee interest level and organizational capacity when determining whether to increase or downsize the number of ERGs.

Our survey indicates that the most recently established ERGs include underrepresented groups reaching critical mass such as neurodiverse employees, Middle East/North Africa (MENA), and caregivers.

## Success Measures

Survey respondents were asked to check all measures used to show ERG success.

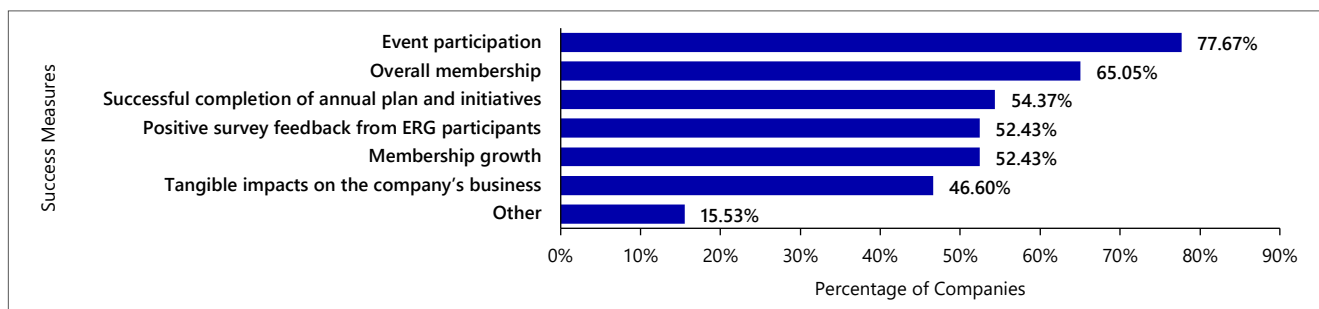


Chart Source: HR Policy Survey Data.

**Setting Criteria.** Setting transparent criteria for what elements are necessary to stand up a new ERG can help address “what about me” questions that may arise.

### 1. Defined community

- A defined community may be made up of a group of employees with shared racial or ethnic identity that are underrepresented in the workforce or an identifiable group that needs community support. For example, an agricultural products company established a “young professionals” ERG enabling employees in the early stages of their careers. Inspired by their early career colleagues, a group of more experienced employees were then granted the opportunity to create an “aging successfully” ERG to address issues unique to later-career employees.
- On the other hand, a company declined to establish a formal ERG for employees interested in environmentalism but welcomed their input and supported them as an interest group known as the “green team.”

### 2. Sufficient interest in being an ERG: critical mass to get the group started.

Experience has taught that a critical mass of interested employees is necessary to launch any new ERG. This means not only having the proper number of people who identify with that group among the employee base, but ensuring those individuals are interested in participating in group activities and willing to take on leadership roles within the ERG.

One company had a group of working mothers interested in connecting with one another to share experiences, crowdsource their challenges, and get together socially. While they had sufficient numbers and interest, they did not have desire to create a formal leadership structure. With the company’s support, they developed a working mothers social media group but did not become an ERG.

## ROI 2.0

Experts advise<sup>6</sup> that defining the goals of your ERG strategy is key to developing useful measures of program success. This must be preceded by a statement of the purpose of ERGs and expectations for how they serve the company’s purpose, strategy etc. and overall functioning.

- **Impact on Business Goals:** Measure successful achievement of ERG objectives tied to business goals. Ask ERGs to quantify direct revenue generated or cost savings achieved through their initiatives, for example their role in decreasing talent acquisition costs.
- **Engagement and Retention:** Successful measures include pulse surveys to gauge organization-wide perceptions of ERGs and analysis of engagement survey results by isolating responses of ERG participants, linking these results to lower turnover costs.
- **Professional Growth:** Track employee skill development and employee promotion to identify correlation with ERG participation or leadership.
- **Community Impact:** Measure volunteer hours and money raised for charities and translate this to impacts on company reputation and brand.



# Develop ERG Leaders

Leading companies focus efforts on using ERGs as a talent pipeline. In addition to creating plans for leadership development and reward, they are communicating the value and prestige of ERG leadership to the entire organization, especially to the direct supervisors of ERG leaders.

## How to get it done:

### STEP ONE

#### Establish selection criteria and term limits.

Companies identified the following best practices:

- **Create a vetting process.** Choosing employees with leadership potential who are passionate about the role **within organizational guidelines**, rather than as a personal passion project, is essential. One major manufacturer created a process to identify potential leaders by asking senior leadership team members to nominate employees. The nominations were then reviewed and approved by the CHRO and CEO. The employees chosen to serve as leaders meet twice a year with the CHRO and CEO to ask questions and share what's on their minds.
- **Establish term limits and a succession plan.** Setting a two-year, or other, limit provides for fresh ideas and opportunities for more employees to experience leadership roles. Some companies, like one leading restaurant chain, are focused on succession planning for ERG leadership to avoid having to start from scratch every year.

*"ERGs are a secret development weapon where employees learn all kinds of transferable skills."*  
— large energy company CHRO

### Employee Burnout

*"Our ERG leaders were feeling really burnt out—I'm volunteering all of this time; I'm not paid for it. What do I get out of this?"*  
— CHRO for vehicle manufacturer

**There is no quick fix for employee burnout. Here's what may help:**

- Promoting ERGs as a leadership development tool within your organization.
- Tying rewards and recognition to ERG leadership.
- Educating the organization, particularly supervisors, on the value of ERGs to the company and raising the prestige associated with ERG leadership.

## STEP TWO

### Highlight rewards.

- **Delineate “on the job” skills.** ERG leaders gain a multitude of skills “on the job,” including leading an organization, project management, budgeting, influencing others, making presentations, and building relationships. Make the benefits of ERG leadership known to the organization and include them as part of annual performance evaluations.
- **Establish a formal development plan.** Some companies take a more formal approach to skills development for their ERG leaders.<sup>7</sup> A utility company, for example, has a leadership curriculum for ERGs similar to that provided to senior leaders. Another organization created an “ERG Connect” coaching program which provides training, access to the Gallup Strength Finders assessment, and other leadership coaching opportunities.
  - **Emerging practice:** One company is considering creating an “ERG rotation” program where employees can leave their positions for a period of time to lead an ERG on a full-time basis. Employees would return to their original positions after spending a focused period of time implementing and leading the work of an ERG.
- **Create opportunities for exposure to senior leaders.** Many companies highlight that ERG leaders gain access to senior business leaders

through regular meetings, consultation, and mentoring. In addition, some organizations provide ERG leaders with opportunities to present to the entire organization or Board of Directors.

- **Make ERG leadership count in performance reviews.** Crediting ERG leadership in performance reviews makes it clear to supervisors that ERG leadership is valued by the company. Companies are increasingly baking ERG leadership into performance evaluations to take the onus off employees to make their case. In many companies, the DEI team or executive sponsors send letters to the supervisors of ERG leaders that become a visible part of their performance review process.
  - **Effective practice:** A global professional services company, the communication to supervisors highlights specific ERG accomplishments for the year and the value of those accomplishments to the company as a whole.

Most companies discourage the idea of compensating employees directly for ERG leadership as though it were a separate job. Including it as a part of regular performance evaluations helps avoid the expectation to compensate for other special projects that employees may lead from time to time.



# Reinforce Inclusion



## How to get it done:

### STEP ONE

#### Create opportunities for collaboration and bridge-building.

**Co-programming.** As companies add new ERGs, they are looking for ways to ensure greater alignment across ERG focus areas and greater co-programming. Several companies raised the idea of encouraging ERGs to do fewer, but more focused, events. One company is testing the idea of having an ERG-wide focus area such as career development, where all ERGs engage in the same focus and conversations but from their unique perspectives, allowing the company to provide group speakers.

**ERGs designed to build bridges.** A trend in ERG creation includes an increase in ERGs designed to bridge divides. Some companies have sponsored the creation of inter-generational and interfaith ERGs that are designed to connect diverse subsets of employees to create a higher functioning workplace.

**Harness passion and manage expectations.** CHROs returned time and again to the simple fact that employees are affected by their experiences outside the office and bring those realities to work. It is inevitable that external events will spill into the workplace. External realities affect individual employees and, if left unaddressed, can result in damage to company cohesion and reputation.

*“No one identifies with just one group, and particularly the younger generation, says ‘don’t put me in just that box.’ In our organization, we are focused on the concept of allyship and understanding each other’s differences and that we all come to the discussion with a different lens. Because of where I sit, my experiences are different than your experiences.”*  
— global healthcare company CHRO

Here are specific tactics to help ERGs build cohesion:

- **Support employees** on a human level. It is important to acknowledge the impact of outside events on individual employees. ERGs form a strong support network for employees and can also act as a backstop for leadership. Ideally, managers and leaders are trained to support employees in a way that allows individuals to express themselves while maintaining the boundary that addressing social issues is not the mission of the organization.
- **Equip leaders.** Providing coaching and development to ERG leaders and training to supervisors helps them offer a safe space for employees to relieve themselves of the weight they are carrying and take a moment to catch their breath before diving back into work. Having a supportive manager and a quality ERG builds employee trust in the organization.



- **Develop clear guardrails** on what the company will or will not do on social and political issues, and what ERGs can and cannot do. When ERGs or employees seek to have the company take an external stand on an issue, be prepared to rely on this policy.
- **Harness energy.** When employees' passions and emotions over an issue threaten to skew company values, you need to ensure your team has learned the art of saying no while offering ideas for another way of achieving the goal when possible. Finding the win-win can be difficult but can protect the company and allow ERGs to express their values in a constructive and inclusive way.<sup>8</sup>

## STEP TWO

### Engage the global workforce.

Organizations with global reach stress the need to have common governance with cultural adaptations regarding programming and focus. Multinational organizations indicated that every ERG is open to all, with global employees participating in all relevant ERGs.

Suggestions for successfully bridging the distance between workforces include featuring a speaker from another country in US ERG activities. For example, a global restaurant company shares programming created by different ERGs on the cultural dynamics of each of the countries where they do business.

While the structure or strategy is the same, ERGs may require a different focus in other countries. For example, when developing women's leadership programs for US employees and non-US employees, a global energy company did not split the groups but made sure to offer specific programming designed to address culturally relevant issues faced by women leaders in international locations.

*"We have a set of social engagement principles developed with the Public Policy Committee of our Board of Directors which covers when we engage on an issue. We review the social engagement principles with all our ERG leads. Because we're so transparent with our leaders, they can stand up in front of their groups and say, 'Whether or not you agree with the outcome, I can tell you there is a clear, objective, transparent process. It's used every single time. The same folks are making the decision.' This transparency has helped tremendously. I also have a complete open door for any leader that wants to talk to me about a decision and walk through the criteria together."*

— multinational food company CHRO

Every two years, a medical device manufacturer holds a global DEI Summit. ERG leaders are active in the planning and implementation of this company-wide, global event. Representatives from all ERGs help select the agenda, the relevant DEI topics, and identify speakers. Last year, the company had over 16 interactive sessions with about 1900 attendees and 26 different countries represented.

## STEP THREE

### Enable the distributed workforce.

It's a major challenge for ERGs to engage a distributed workforce. ERG participation tends to be concentrated at the corporate level—the reach into field, deskless, or nonexempt positions is uneven.

Here are some key approaches:

#### Flexibility:

- Use mobile-friendly platforms like Zoom, Microsoft Teams, or WhatsApp so deskless workers can hop into ERG meetings during breaks or after their shifts.
- Mix up the scheduling of ERG activities to fit different shifts and time zones, giving everyone a fair shot at participating. Shorter, more frequent sessions across varied days can be easier for those with tight schedules.
- Setting up ERG hubs in common areas—like bulletin boards or info kiosks—and hosting quick on-site events during breaks can engage employees without pulling them away from their work.

#### Accessibility:

- Make your ERG content relevant and easy to access for all employees by focusing on topics that matter to deskless workers to boost their interest and involvement.
- Keep messages clear and concise, perfect for reading on a phone, and skip lengthy documents or presentations that are tough to view on the go. Mobile apps or platforms can help deskless workers engage with ERG content, join polls, access resources, and participate in discussions.
- Offering options like online forums, recorded webinars, or discussion boards lets employees join in whenever it suits them.

*“A lot of programming is effective for people in an office with a desk and computer and the ability to take an hour out of their day. That doesn't work as well in an environment where we can't pull people off the floor without scheduling. Bringing content to our deskless employees is a major objective and we're starting to make some meaningful progress.”*  
— international restaurant company

#### Recognize and Incentivize Participation:

- Encourage managers to support ERG participation by giving employees the flexibility to attend meetings and events and provide them with resources to help facilitate involvement during work hours. Regularly gathering feedback from deskless employees through surveys can help you understand their needs and any hurdles they face, so you can tweak ERG activities to be more accessible and engaging.
- Acknowledging and rewarding participation can really motivate employees to get involved. Set up recognition programs that celebrate deskless workers who contribute to ERGs—whether it's a shout-out, a certificate, or a small token of appreciation.
- Some companies are introducing “ERG Ambassadors” among deskless workers. These ambassadors lead local ERG initiatives, helping bridge the gap between corporate offices and field locations.



## Conclusion

Companies with ERGs range from those whose ERGs are long-standing and well-integrated into workplace culture to those who are moving away from traditional ERGs as an element of workplace culture. Most companies, however, have committed to maintaining traditional ERGs but are looking to expand the success of these employee organizations and their value to the company. Leading companies are facilitating this success by reviewing the governance and structure of ERGs to make sure they are aligned with overall business goals. This requires buy-in from senior leadership and strong governance documents, or a playbook, that defines the role of all participants.

Determining your goals for ERGs as part of your overall strategy can feed two key objectives cited by companies in our survey: strengthening employee development and building inclusion. To grow employee development, companies are focused on training and defining the skills necessary to lead an ERG, along with integrating ERG leadership into performance reviews. Strategies to build inclusion involve promoting allyship in identity-based groups and creation of multi-identity groups. Companies are also taking steps to include their global employees and distributed workforce in ERG programming. Refreshing the elements discussed in this guide can help you maximize the value of ERGs for both the company and your employees.



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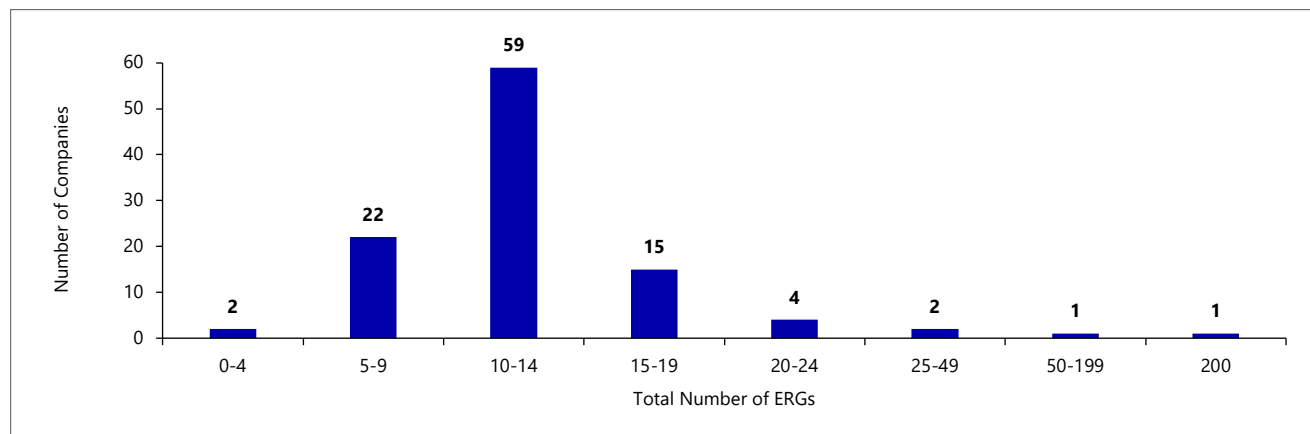
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# Appendix

## SURVEY QUESTIONS: Total Respondents: 109

### Question 1: How many ERGs does your company have?



### Question 2: What types of ERGs does your company have?

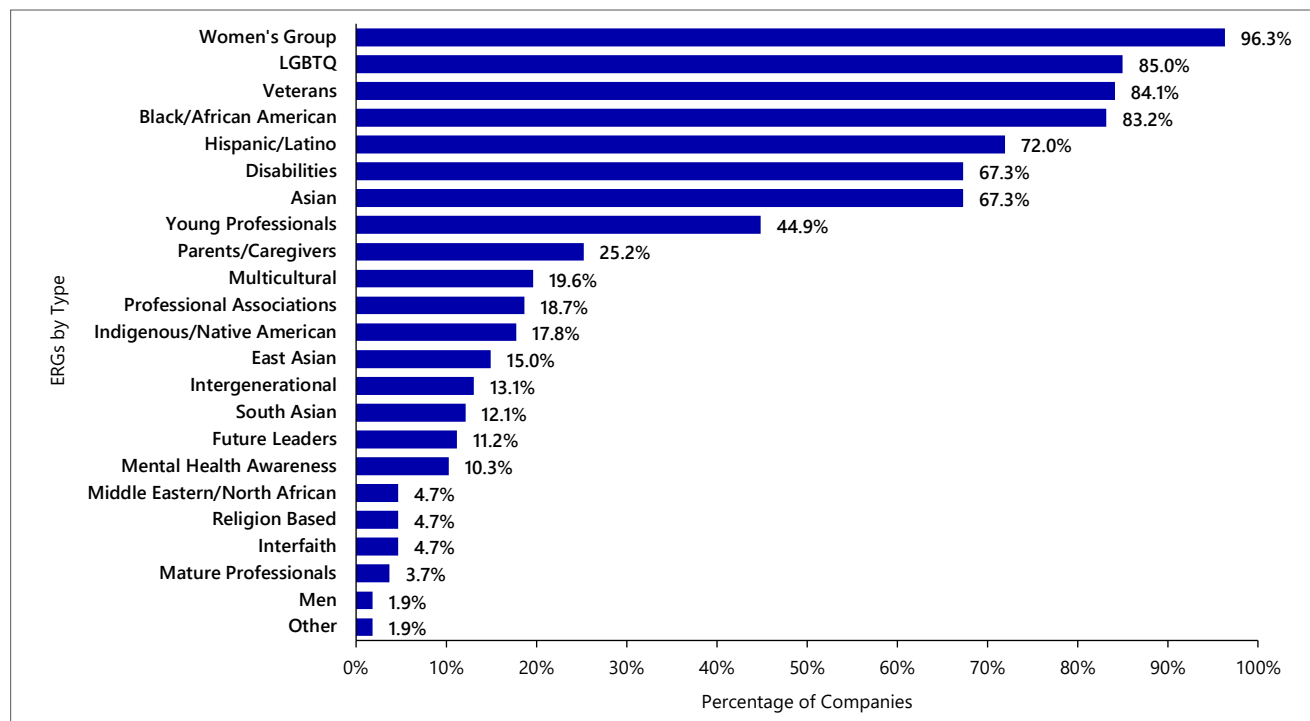
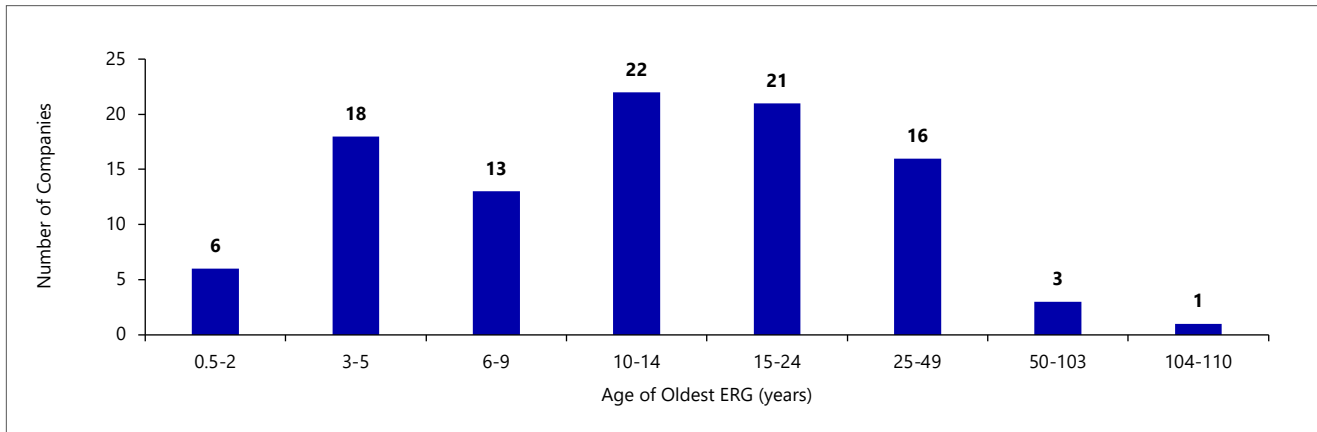


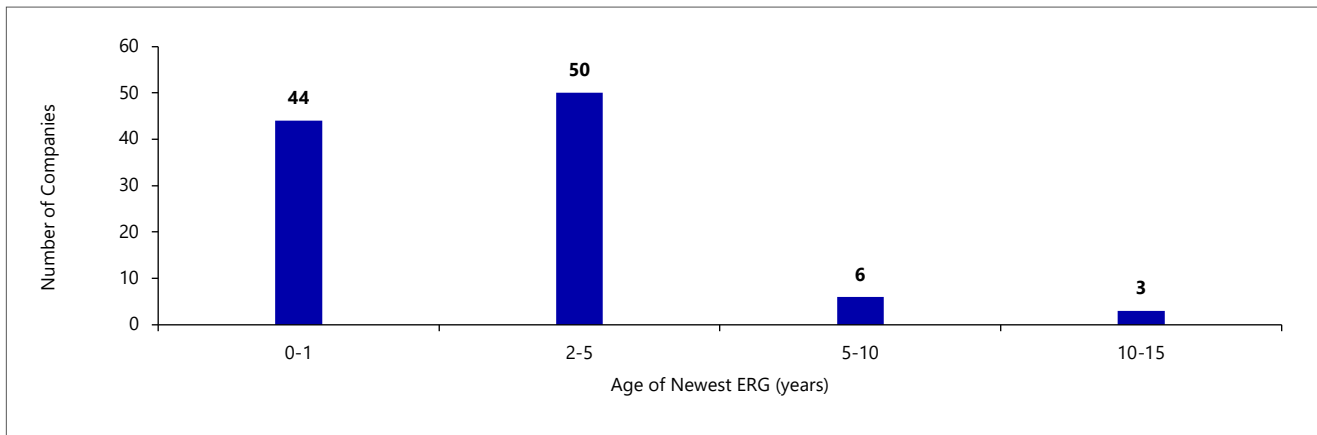
Chart Source: HR Policy Survey Data.

# Appendix

## Question 3: How old is your oldest ERG?



## Question 4: How old is your newest ERG?



## Question 5: To what extent do employees participate in your most active ERG?

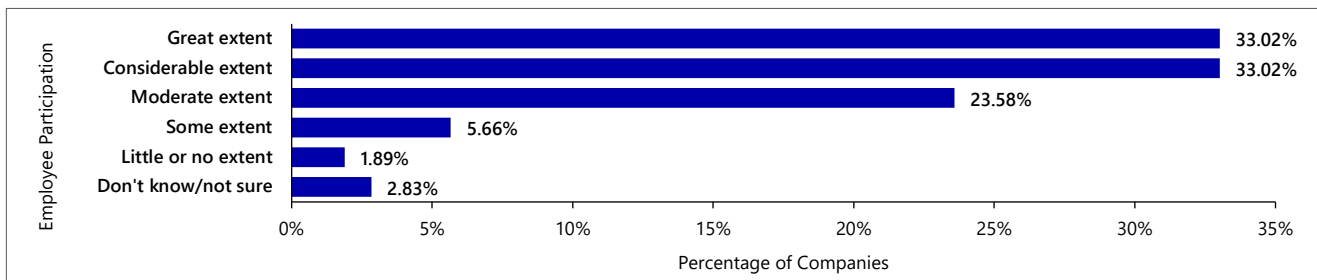
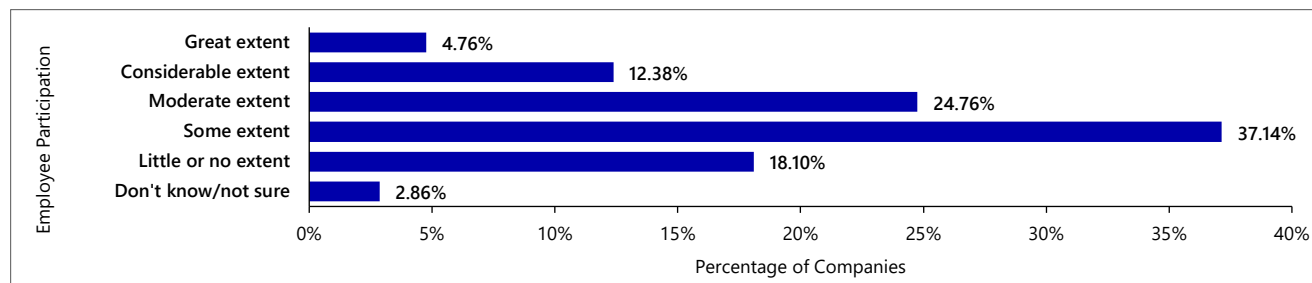


Chart Source: HR Policy Survey Data.

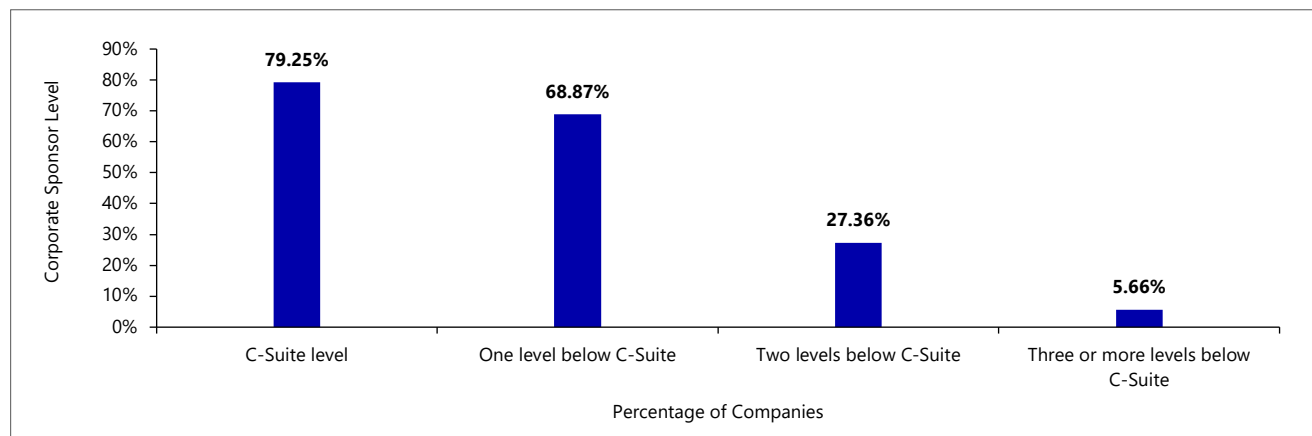


# Appendix

## Question 6: To what extent do employees participate in your least active ERG?



## Question 7: Who are the ERG corporate sponsors in your organization?



## Question 8: What are the formally stated criteria for forming ERGs?

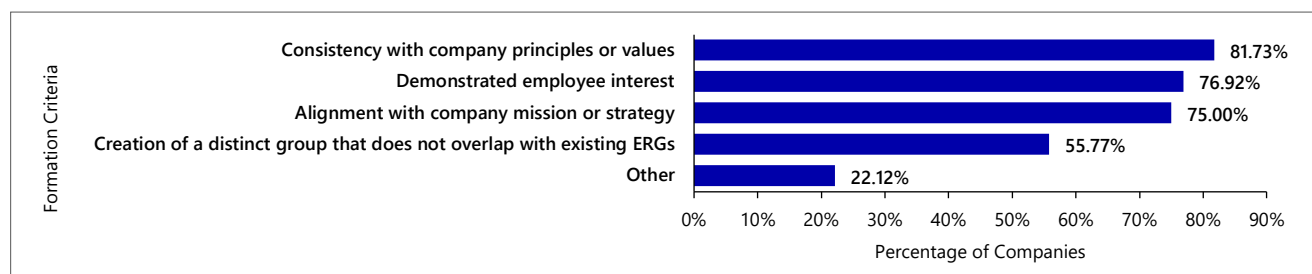
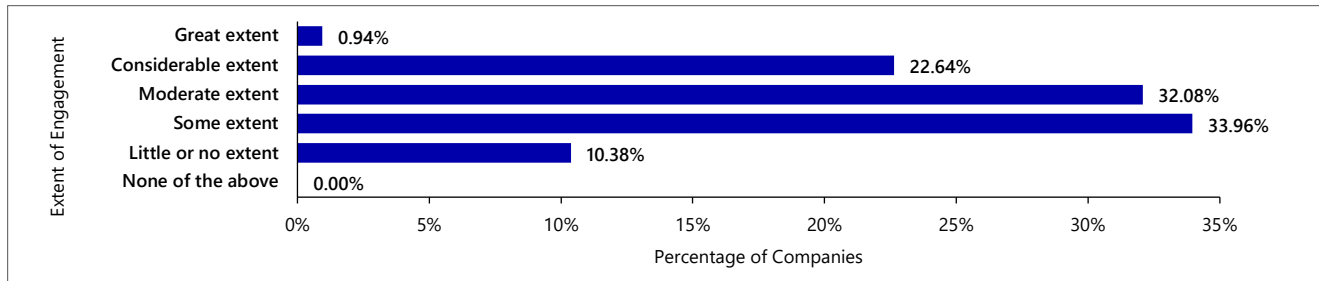


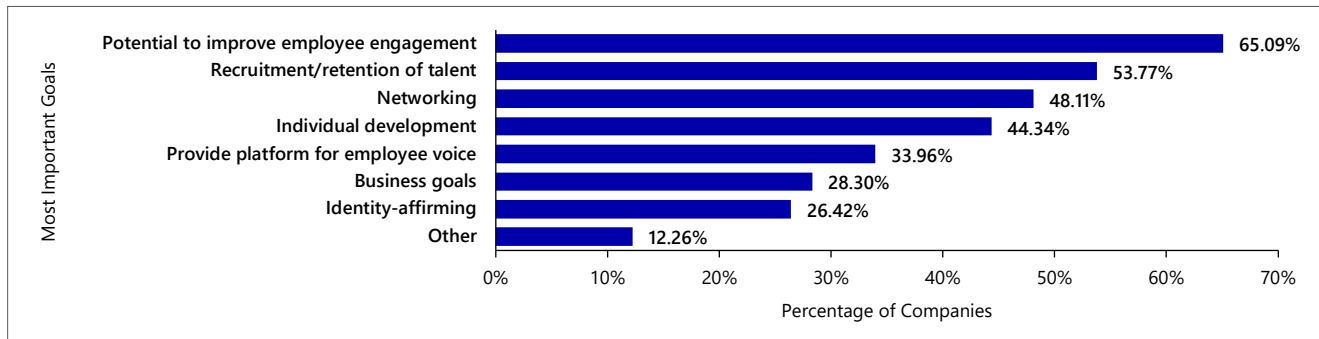
Chart Source: HR Policy Survey Data.

# Appendix

## Question 9: To what extent do your ERGs engage with external stakeholders and allies?



## Question 10: Select the 3 most important goal(s) of your ERGs.



## Question 11: How do you measure the success of an ERG, given its purpose?

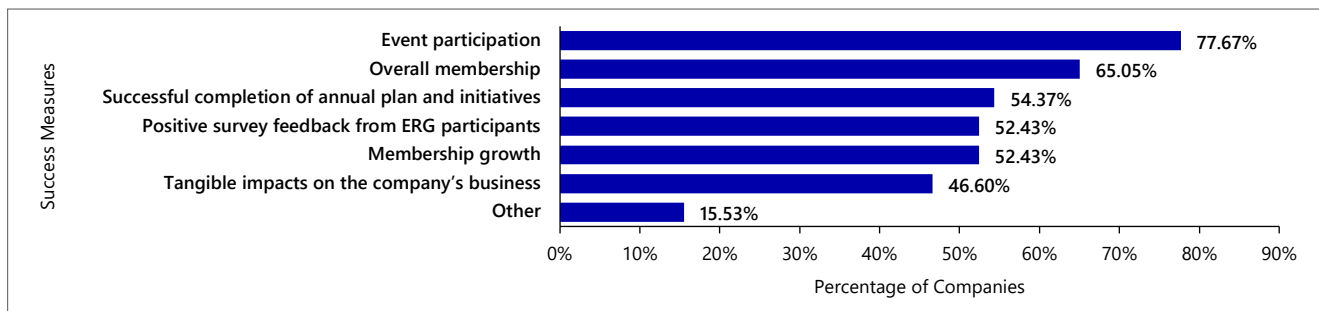
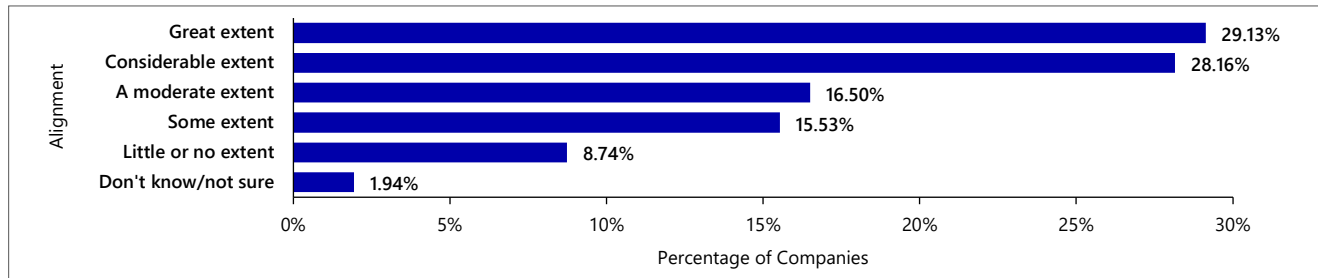


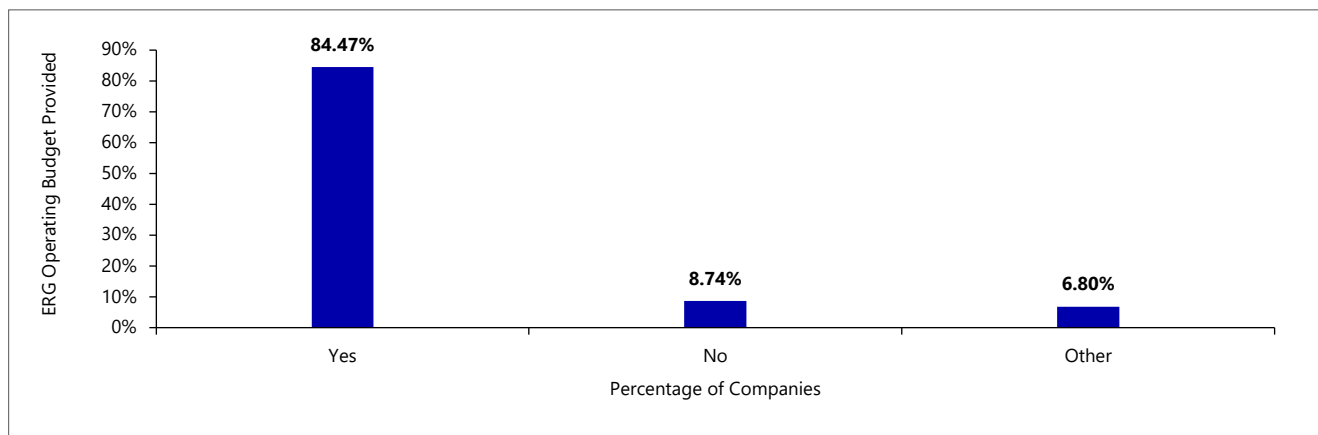
Chart Source: HR Policy Survey Data.

# Appendix

## Question 12: To what extent are senior leader expectations aligned with the purpose or goals of the ERGs?



## Question 13: Do you provide an operating budget for your ERGs?



## Question 14: What changes or improvements have you made to one or more ERGs in the last 12 months or are you considering making in the next 12 months?

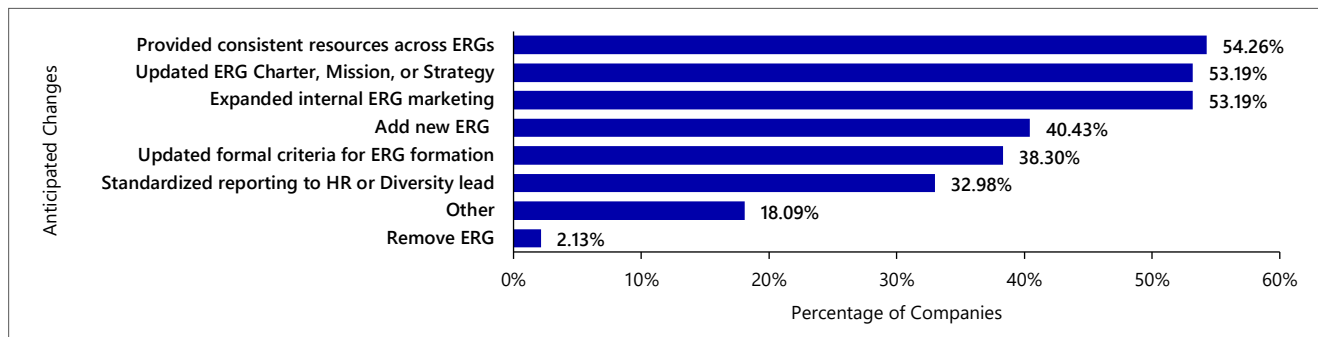
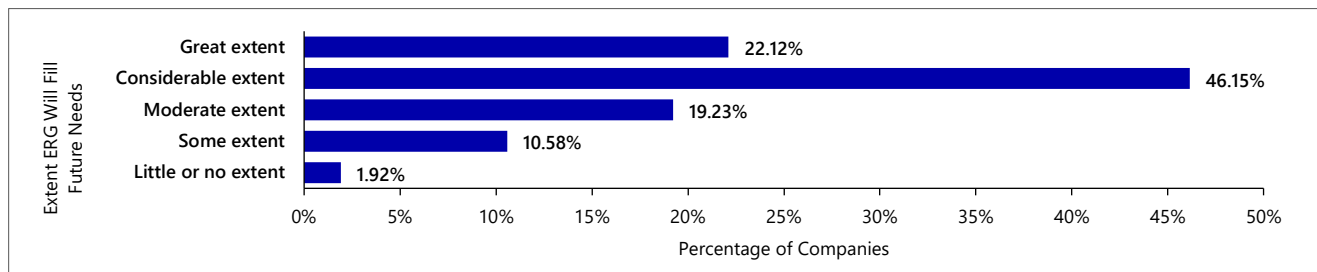


Chart Source: HR Policy Survey Data.



# Appendix

## Question 15: To what extent do you believe that ERGs will fill an important need in your organization three years from now?



### About HR Policy Association

For more than 50 years, HR Policy Association has been the lead organization representing Chief Human Resource Officers of major employers. HRPA consists of nearly 400 of the largest corporations doing business in the United States and globally. These companies are represented in the organization by their most senior human resource executives. Collectively, HRPA member companies employ more than 10 million employees in the United States, over nine percent of the private sector workforce, and 20 million employees worldwide. These senior corporate officers participate in the Association because of their unwavering commitment to improving the direction of human resources policy. To learn more, visit [hrpolicy.org](http://hrpolicy.org)



### About the SIOP Foundation

The SIOP Foundation is the philanthropic arm of the Society for Industrial and Organizational Psychology (SIOP), which is the professional organization representing a community of academics, I/O practitioners, and students, working to promote evidence-based policy and practice in the workplace. The SIOP Foundation leverages philanthropy and partnerships to create opportunities that benefit I/O psychologists to promote the development and application of science in the workplace. For more information, please visit [www.siop.org](http://www.siop.org) and click on "Foundation" or email [siopfoundation@siop.org](mailto:siopfoundation@siop.org).



Chart Source: HR Policy Survey Data.