

Employee Resource Groups (ERGs)



THE POWER OF DEI

Lilly believes in the power of diversity, equity and inclusion (DEI) to fulfill the purpose of creating medicines that make life better for people around the world. At the core, Lilly believes that by leveraging the varied backgrounds of more than 39,000 employees – and by driving actionable and measurable strategies to improve DEI, including diversity within clinical trials – the company can better deliver scientific breakthroughs.

Employee Resource Groups (ERGs) are an important component of developing talent. ERGs represent diverse groups including women, minority group members, LGBTQ+ individuals, veterans and people with disabilities. ERGs offer Lilly employees opportunities to build relationships, connect with senior leaders and engage with local communities – all while surfacing insights and perspectives that help strengthen the company.

More than **15,000** employees worldwide belong to one or more of Lilly's ERGs. In the U.S., most of the 11 headquarter-based ERGs also have associated field-based organizations. Ally organizations within Lilly are especially active in supporting women and LGBTQ+ employees, and members of the Executive Committee provide executive sponsorship for each ERG. Lilly's ERGs focus on mentoring and employee engagement—but also have a significant impact on the business.

Each ERG is aligned with a member of the company's executive committee and has a top-talent organizational chairperson and a lead team of energetic employees with a passion for diversity, equity and inclusion.

INTEGRITY, EXCELLENCE and RESPECT

Lilly's values of integrity, excellence and respect for people create an environment where employees are encouraged to speak up, share ideas and be fully engaged, while bringing their authentic selves to work every day.

EMPLOYEE JOURNEYS

Lilly believes that fostering DEI begins with understanding, and has approached DEI with the same rigor as other business-critical priorities. Over the past eight years, Employee Journeys research has yielded important insights about the experiences of women, Black American, Latinx, Asian and LGBTQ+ employees at Lilly. In response to insights from this research, Lilly has developed an education and awareness program to help build cultural literacy and understanding about expectations for employees to feel psychologically safe. The latest Employee Journeys research for employees with disabilities, in collaboration with the EnAble ERG, will conclude in 2024.

Employee Journeys research has contributed to growing energy around DEI across Lilly, including a company-wide network of DEI champions, functional DEI initiatives and DEI teams across business areas. The research continues to inform several internal initiatives, including Make It Safe to Thrive training and psychological safety efforts. The DEI team strives to continually improve the ability to further embed DEI into the business, and uses learnings from these efforts to further inform people strategy.

Lilly recognizes that there is more work to do, but these initiatives are making an impact. In the 2022 employee Pulse surveys, there was continued progress on key questions related to inclusion.

LEVEL UP DEI CONFERENCE

Lilly has reimaged DEI programming with Level Up: Better With You, our all-employee DEI Conference. The goal of the conference is to bring together all of Lilly's ERGs, along with leaders from across the company to further embed DEI in all we do. The innovative program features inspirational speakers and impactful training sessions and offered an elevated conference experience highlighting the rich dimensions of differences existing across Lilly.

Business Resource Groups (BRGs)



INTRODUCTION

At Prudential, the focus is to embed Equity and Belonging into every aspect of the business. For over three decades, Prudential's employee-led Business Resource Groups (BRGs) have played a vital role by championing inclusion, helping peers grow their networks, and providing valuable insights that enable the company to develop products and services that better serve its customers.

THE B IN BRG

While many companies refer to their affinity groups as Employee Resource Groups, or ERGs, Prudential has always used the term Business Resource Groups in recognition of their ability to deliver business value and meet the needs of the communities we aim to serve. BRGs have created safe spaces for employees to share their experiences and learn from each other. Additionally, by design, Prudential's BRGs are uniquely positioned to provide insights that drive product development, talent management, and market strategy for our businesses. Each BRG has Business Leads, who are accountable for identifying opportunities where BRG members can inform and support business goals.

FROM INSIGHTS TO IMPACT

BRGs are increasingly playing a role in how Prudential goes to market. As the company focuses on reaching a broader range of customers than ever before, they have leaned into the BRGs for their expertise and relationships to inform the development of solutions that better meet the needs of the mass market. Specifically, this approach helped support the launch of *Blueprints to Black Wealth*, Prudential's first holistic, multifaceted growth strategy aimed at addressing the financial wellness needs of Black Americans. In addition, BRGs have participated in design sprints and focus groups to influence targeted marketing campaigns and product designs.

EXPANSION

Forty-one percent of Prudential's U.S. employees participate in at least one of the eight BRGs, reflecting the value that these groups provide to employees and the business. BRG membership continues to expand as part of ongoing efforts to further an inclusive workplace culture, where everyone contributes to industry-leading customer experiences.

In the past several years, new BRGs have activated in Brazil, Japan and the UK, supporting our international businesses to help the company remain informed and competitive in the global marketplace.

INCLUSION COUNCIL

Prudential's executive leadership recognizes the important role BRGs play in cultivating a culture of belonging and driving business outcomes. The Enterprise Inclusion Council, led by Chairman and CEO Charles Lowrey, was created in 2019 to provide a forum for two-way communication between BRG members and executive leadership. The meetings are an opportunity for senior management to hear directly from the BRGs about what is top of mind for their members and incorporate those insights into enterprise-wide strategic planning and DEI initiatives.

WHAT'S NEXT

In 2024, the BRGs aim to:

- Maximize connection and processes to leverage BRG insights for priority business initiatives that address the needs of diverse, middle and mass markets
- Develop BRG programming focused on intersectionality to engage more of Prudential's employee base. These events will highlight how race, class, gender, disability, and other individual characteristics intersect with one another and how that impacts people's lived experiences
- Continue to scale international presence to better serve and represent Prudential's global footprint.

Northrop Grumman: Connect1NG



AN INCLUSIVE ERG

Connect1NG is a Northrop Grumman employee resource group (ERG) intended to foster inclusion and camaraderie among all employees. Connect1NG works to create a diverse professional environment of inclusion where employees from all backgrounds have unparalleled access to opportunities regardless of location, and fully embrace their responsibilities to each other in making Northrop Grumman a top employer worldwide. Connect1NG energizes Northrop Grumman employees with opportunities to engage and develop as leaders within the company.

Connect1NG partners with all functions, leaders, and employee resource groups and new employee orientation to connect new and current employees with colleagues, leadership, products and the community. The group fosters an inclusive environment and promotes diversity of thought to enable the grassroots innovation and engagement that drive Northrop Grumman as a top performing organization and workplace of choice known for employee career growth opportunities.

What's In It for Leadership

- Employees in ERGs stay with the company longer
- ERGs increase engagement among employees
- Membership boosts team's experience with leadership
- ERGs forge stronger business partnerships
- ERGs are a recruitment differentiator at career fairs and conferences

THE CONNECT1NG PILLARS

- Connect1NG with Products and Services
- Connect1NG with Colleagues
- Connect1NG with Leadership
- Connect1NG with Community

Through the four pillars, Connect1NG creates a dynamic cycle of inclusion. The goal of Connect1NG is more than connecting people with people – it's about connecting people with opportunity. Connect1NG provides an inclusive environment where any employee can learn more about the work, capabilities and products of Northrop Grumman and see how they can continue to impact the business through professional and personal development opportunities. Connect1NG is a resource for networking and collaboration, educational and business opportunities, community involvement, mentoring and so much more.

What's In It for the Employee

- Professional development
- Experience in leading
- Event facilitation opportunities
- Community outreach
- Support for partner schools
- Volunteering for non-profit organizations

“ It means a lot that I work for a company that not only invests in me, but in my community. This is where I live, where I'm raising my son. It's important to me that these are our company's values. ”

- Katy, Administrative Assistant and Membership Chair on C1NG chapter board

Pride at Vertex: Celebration, Reflection and Intersectionality



PRIDE is one of Vertex's four global employee resource networks (ERNs) that foster connectivity and collaboration among colleagues. Dedicated to developing and enhancing belonging and career satisfaction for LGBTQ+ and allied Vertexians, the PRIDE ERN has amassed over 300 members across levels, functions and geographies. It serves as an example of how engaged employees and committed leadership ensure that Pride is embedded in the corporate culture throughout the year—not just in June.

Community is an important area of focus for the PRIDE ERN. The network is committed to ensuring their efforts are contributing to Vertex's unique culture—an inclusive environment where everyone feels comfortable bringing their best self to work. The PRIDE ERN aims to be a supportive team that all LGBTQ+ colleagues and allies can rely on for sharing experiences; it also creates a safe space for discussing relevant, sometimes challenging, topics. The PRIDE ERN engages with employees across the company and around the world to recognize and celebrate the LGBTQ+ community, including during Pride Month, International Day of Transgender Visibility, and Lesbian Visibility Week, among others.

Advocacy is another critical component of the PRIDE ERN. Their work focuses on how to advocate for its members and allies and the LGBTQ+ community as a whole. This includes:

- Partnering with Human Resources, Facilities and other Vertex groups to establish and expand inclusive policies, benefits and safe spaces for LGBTQ+ individuals. The company's industry-leading U.S. total rewards and benefits package includes gender affirming services, fertility coverage and access to mental health and well-being programs.

- Providing visibility and connection to LGBTQ+ organizations like the Human Rights Campaign, Greater Boston PFLAG, GLAD, and [Fenway Health](#).

Education: Continuous learning is another focus area for the PRIDE ERN. The group has its own budget and regularly invests in hosting external speakers (often in conjunction with other ERNs) in recognition of the intersectionality of individuals' identities. They also host panels with colleagues from different areas of the organization that come together to share their personal experiences and perspectives.

One successful campaign has been around **sharing pronouns**. The PRIDE ERN partnered with the ID&E, People Experience and Data, Technology and Engineering teams to offer self-identification options across tools like HR profiles, Microsoft Office and Zoom. Vertexians have multiple gender identity and pronoun options to choose from. To help promote this initiative and encourage employees to opt in, they also shared information and resources of why pronouns are important, including why they are important at work.

To further enhance corporate culture, Vertex launched a **reverse mentoring program** that provides LGBTQ+ members with a forum to coach, train and develop their leadership team on sexual orientation and gender diversity issues. This successful program is another example of how Vertex leadership continuously commits to better understanding the lived experiences of the LGBTQ+ community. This Vertex initiative has become a model for other biotech companies that are interested in setting up a similar program.

“Our ERNs at Vertex strengthen community and belonging and provide access to mentorship and professional development across functions and levels. Importantly, they also play a key role in enabling employees to directly shape our company's inclusive policies and programs.”

- E. Morrey Atkinson, Ph.D., EVP and Chief Technology and Operations Officer,
Head of Biopharmaceutical Sciences and Manufacturing Operations, Vertex Pharmaceuticals