Lilly’s corporate headquarters sits in Indianapolis, but they also have a large employee population around the country and some outside of the United States. They are looking for ideas on how to better engage their employee resource group members who sit outside of their corporate headquarters.

Please take a few minutes to respond to the questions below.

- Does your organization have employee resource groups both at your corporate headquarters AND outside of its corporate headquarters (or spread out across the U.S. and globally)?
- If so, are these groups “separate” from their corporate counterparts (meaning, do they operate autonomously)?
- How do your corporate ERGs engage ERG members outside of corporate headquarters (teleconferences, quarterly face to face meetings)?

*John Patton, Lilly*

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| EY Ellen Williams ellen.williams@ey.com | • Does your organization have employee resource groups both at your corporate headquarters AND outside of its corporate headquarters (or spread out across the U.S. and globally)? *We have a Director for the Americas Diversity and Inclusiveness Team that sets the direction for our ERGs, i.e. structure for local offices, individual leader roles, and templates to set up the local chapters.*
  • If so, are these groups “separate” from their corporate counterparts (meaning, do they operate autonomously)? *They do operate autonomously and have their own budget but do connect on events at an Americas level.*
  • How do your corporate ERGs engage ERG members outside of corporate headquarters (teleconferences, quarterly face to face meetings)? *Face to face meetings, sometimes connecting virtually.* |
| Sanofi Ayelet Mosaffi ayelet.mosaffi@sanofi.com | • Does your organization have employee resource groups both at your corporate headquarters AND outside of its corporate headquarters (or spread out across the U.S. and globally)? *In North America we have a structure where there are regional leads who oversee site and field chapters. For example, for our Women*’s... |
| Employee Resource Group – our North America leads, oversee site/field leads in Florida, Pennsylvania, Canada, etc. Globally for our company, most ERG activity has taken place within the North America region. There has been more interest from other regions (LATAM / Europe) in getting ERGs started.  
• If so, are these groups “separate” from their corporate counterparts (meaning, do they operate autonomously)? All of the chapters within North America operate in alignment with regional leadership. Any ERGs that get started or exist in other countries operate autonomously given local context/laws/process, etc.  
• How do your corporate ERGs engage ERG members outside of corporate headquarters (teleconferences, quarterly face to face meetings)? Each of our ERGs vary in how they engage members outside of corporate headquarters. Many leverage using virtual meetings/teleconferences, and others record programming at sites which allow for field members to replay content on their own time, and others have newsletters/email blasts that provide information.  

| Dot Foods  
Kelly Oliver  
kelly.oliver@dotfoods.com  

| • Does your organization have employee resource groups both at your corporate headquarters AND outside of its corporate headquarters (or spread out across the U.S. and globally)? Yes, we have an ERG at our corporate headquarters and at one location outside our corporate office.  
• If so, are these groups “separate” from their corporate counterparts (meaning, do they operate autonomously)? Yes, they have the same overall focus but are free to choose their group names and events.  
• How do your corporate ERGs engage ERG members outside of corporate headquarters (teleconferences, quarterly face to face meetings)? They support each other’s events by attending when possible or partnering when it makes sense. We have quarterly meetings with all ERG leaders so they can share what’s happening within their groups and learn best practices.  

| KPMG  
Barbara Wankoff  
bwankoff@kpmg.com  

| • Does your organization have employee resource groups both at your corporate headquarters AND outside of its corporate headquarters (or spread out across the U.S. and globally)? KPMG’s I&D strategy is actualized
through the work of our Employee Resource Groups (ERGs), referred to as KPMG’s National Diversity Networks, and brought to life across local offices by our 200+ Diversity Network Chapters and Inclusion Councils. All KPMG partners and employees are encouraged to join one or more groups, which are open to everyone and provide meaningful opportunities to develop cross-functional relationships, have career-enriching experiences through professional and leadership development programs, engage with client peer groups for external networking, support community involvement, and strengthen the firm’s inclusive culture.

• If so, are these groups “separate” from their corporate counterparts (meaning, do they operate autonomously)? Local Diversity Network Chapters implement national initiatives and programs as guided by the National I&D Team and their respective National Diversity Network Advisory Boards, and supports the local office response to identified needs. Chapters are tasked with achieving desired goals to be reported at a national level.

• How do your corporate ERGs engage ERG members outside of corporate headquarters (teleconferences, quarterly face to face meetings)? In collaboration with the National I&D Team, KPMG’s National Diversity Networks drive consistent framework, guidance, programs and best practices for local office Diversity Network Chapters and Inclusion Councils. This is accomplished through scheduled communications, virtual meetings, and a biannual “State of the Network” update to membership. Local Diversity Network Chapters are expected to use communication as a primary means to engage their targeted stakeholder groups. Chapters can use a range of communication tools such as newsletters, e-mail updates, in-person meetings, and a calendar of events to keep members informed. In addition to making sure members know about meetings and events, the group also communicates why the chapter was created, who was involved, what the chapter’s vision is, and what the benefit is for its members and the firm.
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| MetLife    | Pam Yousey      | pyousey@metlife.com | • Does your organization have employee resource groups both at your corporate headquarters AND outside of its corporate headquarters (or spread out across the U.S. and globally)? If so, are these groups “separate” from their corporate counterparts (meaning, do they operate autonomously)?
  ○ **We have an extensive network of ERGs. We call them “networks” by country and then “chapters (office locations)” within a network. For example:**
    ▪ **WBN (Women’s Business Network) – US is the network**
    ▪ **WBN Charlotte is the chapter.**
  ○ **WBN US has about 20 chapters and then we also have other WBN networks globally in other countries.**

| IBM        | Astrid Frydensberg | afrydensberg@dk.ibm.com | • Does your organization have employee resource groups both at your corporate headquarters AND outside of its corporate headquarters (or spread out across the U.S. and globally)? **Yes**
  • If so, are these groups “separate” from their corporate counterparts (meaning, do they operate autonomously)? **Yes**
  • How do your corporate ERGs engage ERG members outside of corporate headquarters (teleconferences, quarterly face to face meetings)? **Quarterly conference calls, online communities, newletters**

| FM Global  | Mary Fox         | mary.fox@fmglobal.com | We do not have any ERGs.                                                                                                                                                                               |
Additional Resources:

- AT&T held a national ERG conference to bring members of different national chapters together
  - National ERGs, as well as local chapters, are rewarded for excellence and recognized for their initiative and impact (see below for 2016 winners)

**ERG in Action Awards**

Each year, we recognize six ERG initiatives for making a difference to our company, our employees or our communities. In 2016, we chose three national winners and three local winners with two honorable mentions from 42 worthy nominations. Congratulations on your outstanding impact!

**NATIONAL WINNERS**

- **OASIS (The Organization of Asian Indians at AT&T)** *“Cricket University Program” Connected with 29 universities and reached more than 200,000 South Asian students; promoted Cricket as their preferred mobility brand through various student organizations on campuses across the United States*
- **IDeAL, Disability Advocates** *“Voices of Alzheimer’s” Partnered with the National Alzheimer’s Association to reach thousands of early onset patients; demonstrated how many features on our smartphones can help Alzheimer’s patients*
- **APCA (Asian Pacific Islanders for Professional & Community Advancement)** *“Promote AT&T as the Premier Entertainment Provider” Collaborated with AT&T marketing to produce a video promoting Asian programming and its position AT&T as a provider of choice to 279,000 attendees at the Asian American International Film Festival*

**Honorable Mention:**

- **Women of AT&T, oxyGEN, >50** *“#ShiftFridays” Expanded the #ShiftFridays program, leading employees through the AT&T University Technology Transformation Series to help them evolve their skills with additional training sessions on big data and cybersecurity*

**LOCAL WINNERS**

- **OASIS Texas** *“CodeHACK” Sponsored a mobile app hackathon for college students at our headquarters with judges by technology leaders and AT&T influencers; participants submitted 183 innovative ideas*
- **HACEMOS St Louis** *“Golf Classic” Annual scholarship golf classic brought together 17 corporate sponsors; 115 golfers raised more than $112,000 for college students in the St Louis area*
- **Women of AT&T Atlanta** *“Power Up 2009” Employee summit featuring senior leaders who shared insights on how to optimize your effectiveness; stand out in a crowd and accomplish your goals; more than 3000 employees from 11 business units participated in the summit*

**Honorable Mention:**

- **AT&T Veterans Washington State** *“Operation Santal” Raised $62,500 and volunteered 853 hours to assemble and deliver gift bags, stockings and toys for 2,487 active duty, retired military, homeless veterans, Wounded Warriors and children of wounded or deployed soldiers*

- **Dell’s ERGs** have chapter chairs and international chapters (see in particular: True Ability)
  - Discusses general benefits of having strong ERGS through the lens of 5 different ERGs

- **Infographic from Takeda Pharmaceuticals**
  - Highlights the steps taken by the organization to achieve gender parity, including development of ERGS
    - 300+ members in the first year, local chapters opening around the country, diverse programming

- **Microsoft Global Diversity and Inclusion: Employee Resource Groups**
  - Interactive pages for each of Microsoft’s seven ERGS
    - Interesting facts about (including membership and scope) and areas of focus of each group

- **Kellogg’s Business Employee Resource Groups (B/ERGs)** continue to expand across the globe
  - Chapters around the world participate in and collaborate on global events such as Spirit Day and International Women’s Day

- **CFO Action for Diversity and Inclusion** aims to rally the business community to advance diversity and inclusion within the workplace by working collectively across organizations and sectors
- Example: VF – Employee Resource Group Engagement
  - Hosted quarterly ERG Steering Committee (ESC) meetings with the chairs of each ERG – networking, best practices
  - Provided communication and learning opportunities to global associate base
  - Expanded the scope to include more diverse groups of people

- Example: Nielsen – ERG Experience Week
  - Week-long experience called enERGize
  - Has contributed to an increase in membership, management participation, and client engagement
  - Focus on sharing benefits of ERG engagement across the four focus areas of ERGs globally

- **S&P Global’s Employee Resource Groups** have nationwide chapters
  - Examples include:
    - **Women’s Initiative for Networking and Success (WINS)**
    - Recognizing Employees of All Abilities, Celebrate and Harness (REACH)
    - Black Organization for Leadership & Development (BOLD)

- **Jennifer Brown Consulting Toolkit**: Employee Resource Groups that Drive Business
  - Includes case studies centered on key foci and outcomes of well-designed ERGs
  - Includes best practices as well as “next practices” – looking to the future of ERGs