Our members from Kohl’s would like to hear from other Roundtable companies regarding their Business Resource Groups and training processes for BRG leadership. Kohl’s is in the process of building a foundation for BRGs, and is looking to build out what training will look like for the BRG leadership roles. Please take a moment to respond to the following questions.

1. Has your company implemented BRGs? Y/N
   - What was successful during this process?
   - What was challenging?
2. Did your company have specific training to prepare people to be BRG leaders? Y/N
   - What has worked during this leadership training?
   - What has not worked?
   - If possible, please share a sample training plan.
3. Kohl’s is also working to develop an intranet site to host all of its BRG content. Do you have an internal BRG site? Y/N
   - If yes, please share information or illustration about how the site is structured and any thoughts about the content or feel of the site.

Any additional information or thoughts are welcome.

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### COMPANY, CONTACT NAME

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<tr>
<td>Chubb</td>
<td>Julie Flores</td>
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<td></td>
<td><a href="mailto:julieflores@chubb.com">julieflores@chubb.com</a></td>
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**COMMENTS**

Oversight for Chubb’s Employee Resource Groups sits in our Diversity Office.

1. Yes

   - Each group has an executive sponsor and to my knowledge, each group was established out of grassroots efforts.

   - No known challenges. In the last few years, work was done to ensure each group has consistent
documentation, such as by-laws and guidance on elections, naming officers, etc.

2. The concept and training for this was developed, but not implemented due to competing priorities.
3. All ERG’s had a page on the intranet, but this is all being shifted to our internal social networking site.

   - I am the chairperson for one of the ERG’s and we welcome all employees to post relevant content. Each ERG states their mission on their page. Other common elements include a calendar of events, the ERG leadership team, and information on how to become a member.

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<tr>
<th>Herman Miller</th>
<th>Kim Smit</th>
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<td><a href="mailto:kim_smit@hermanmiller.com">kim_smit@hermanmiller.com</a></td>
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1. Yes

   - 1) Launching our 7 teams at the same time (additional team added 2 years later). An email announcement was sent to all employees from our CEO sharing our vision and commitment to inclusion and inviting them to join one of 7 teams.
   2) Executive sponsors/champions and HR consultants assigned to each team.
   3) Diversity and Inclusion training for all employees
   4) Ensuring alignment of BRG strategies to D&I strategy which in turn aligns with corporate strategy.
   5) Requiring team leads to complete quarterly progress reports.

   - 1) Garnering understanding and support from middle managers.
   2) Communicating enough stories so the organization recognizes the business impact the teams can and do have (versus working only on social initiatives).
2. Yes, training is provided once they are leads (not prior)
   - Having leads attend training together to facilitate collaboration and idea sharing
   - Scheduling more than 3-4 training sessions per year (more than leads can commit to)
   - Develop Planning Workshop (to identify their personal strengths/weaknesses), Facilitating Effective Meetings, annual attendance by all leads at Diversity Best Practices National and Affinity Leadership Conference (NALC)

3. Yes
   - See attached document. Individual BRG sites contain team charts of work, meeting information, upcoming initiatives and events, photos, etc.

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KPMG
Cynthia Davidson
cedavidson@kpmg.com

1. Yes – we call them Diversity Networks
   - They started as grass roots efforts in our offices and later became nationally recognized groups. By starting in offices they have local support and enthusiasm to keep those chapters going.
   - It takes time to plan events and keep the networks running and we found that some networks were less active when local leaders were not as engaged.

2. No – we have a toolkit to assist local chapters with getting started but no formal training.

3. Yes
   - It includes the national networks along with their mission statement. Then for each national network it lists the local chapters and leaders/contacts for those chapters. It also
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<tr>
<td>Sanofi</td>
<td>Ayelet Mosaffi</td>
<td><a href="mailto:Ayelet.Mosaffi@sanofi.com">Ayelet.Mosaffi@sanofi.com</a></td>
<td>1. YES</td>
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<td>o There was great support from our senior management to implement our ERGs. We expanded quickly, and therefore needed to develop guidelines and processes. The guidelines helped us quickly expand from 2 ERGs to 9. Each group has an executive sponsor, and carefully develops annual strategic plans. Our ERGs have been successful in engaging employees from across our US businesses, and their efforts have great contributed to the progress we have made in Diversity &amp; Inclusion.</td>
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<td>o Managing the quick expansion – ensuring that the ERGs that were forming were aligned to our business and represented areas that are supported by the Company. Managing the needs and expectations of the ERGs can be challenging; it is important to support the groups and provide guidance.</td>
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<td>2. Did your company have specific training to prepare people to be BRG leaders? No</td>
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<td>o We have an ERG landing page that has links to the individual ERG intranet sites.</td>
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<tr>
<td>University of Kentucky</td>
<td>Erika Chambers</td>
<td><a href="mailto:erikachambers@uky.edu">erikachambers@uky.edu</a></td>
<td>The University of Kentucky does not have BRGs.</td>
</tr>
<tr>
<td>UPS</td>
<td>Sue Schmidlkofer</td>
<td><a href="mailto:sschmidlkofer@ups.com">sschmidlkofer@ups.com</a></td>
<td>1. Yes</td>
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<td>o UPS started with Women’s Leadership</td>
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Development as a pilot in 2006 in 19 locations. We now have 8 additional BRG constituencies (African American, Asian American, Hispanic/Latino, Focus on Abilities, LGBT&A, Millennials, Veterans, Working Parents) across the globe (118 total chapters).

- Initial buy-in and support; lack of funding and resources; continuing to keep them relevant. We've moved past that and they are fully supported and continuing to grow. We focus on a three pronged approach: UPS Connections, Business Connections, Community Connections

2. No, we don't have a formal training program but provide them with tools to be successful and ensure the right leaders are initially selected when the chapter forms (through a chartering process)

3. Yes
   - UPS's BRG site is on our internal portal (UPSers.com). On the D&I site, there is a BRG Toolkit which provides all of the information a committee needs to begin the process – templates, blank forms, communication materials, etc.
   - I can provide additional information as needed. As a member of the roundtable in the past, I am always available to connect with CWF partners to share ideas and best practices!
Inclusiveness and Diversity

- **Strategy**
- **Inclusiveness Resource Teams**
- **Awards and Recognition**
- **Inclusiveness and Diversity Blog**

MainStreet / Corporate Information / Inclusiveness and Diversity

**Inclusiveness and Diversity**

"We have decided to make Herman Miller a community of employees, customers, suppliers, and contractors that includes as many expressions of human talent and potential as possible. "Inclusiveness" has been a goal at Herman Miller since our former Chairman and CEO Max DePree put the idea into words in 1989. "We value the whole person and everything that each of us has to offer, obvious and not so obvious." I believe that every person should have a chance to realize his or her potential, regardless of color, gender, age, sexual orientation, education background, family status, skill level -- the list goes on and on. When we are truly inclusive, I believe we go beyond toleration to really understand what makes us unique and what unites as human beings."

**Brian Walker**
President and Chief Executive Officer
Herman Miller, Inc.

**Inclusiveness & Diversity Vision**

"To design an inclusive environment in which a richly diverse and global work force thrives." Inclusiveness is our openness and valuing of diverse perspectives, which enables us to better understand and address customer needs in today’s ever changing and complex world.

We view diversity as having a variety of viewpoints and perspectives, influenced by varying backgrounds and life experiences. A greater diversity of perspectives provides for richer conversations and, in turn, helps promote greater creativity and innovation.

**Inclusiveness and Diversity Yammer Group**

**Discover The IRTs**

- Asian IRT
- Black IRT
- NextGen IRT
- disAbility Advocacy IRT
- Hispanic IRT
- Veterans IRT
- WIN IRT
- LGBT IRT
- International disAbility IRT
- International Generational Outreach (GO)
- International WIN