ERG LEADERSHIP ALLIANCE™

2024 ERG TRENDS

LEADERSHIP BRIEFING

Pursuing ERG Excellence - or Making Excuses?

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Objective

ERG* priorities and benchmarks continue to evolve at a dizzying speed. As in prior years, this ERG Trends Leadership Briefing aims to help you know what to consider for your own DEI/ERG planning decisions and budget requests.

No two ERGs are the same – not even within the same organization. For this reason, ELA no longer presents case studies or best practices. Both can inspire, but the outcomes are often impossible to replicate from one group to another. ERG Trends focuses instead on the emerging types of policies and processes, new benchmarks, and expected outcomes to strive for.

With over 25,000 ERG champions in The ELA Leadership Alliance (ELA) community, our team directly engages weekly with several hundred ERG leaders, executive sponsors, and diversity, equity, and inclusion (DEI) professionals. This volume of continuous input gives us elevated, real-world insight into ERG priorities, plans and problems. ELA's annual ERG Trends Leadership Briefing is one of many ways we share this collective wisdom to help existing and future DEI changemakers.

If you aren't already part of the Alliance, please consider joining us in whatever way is best for you:

- **Sign up for our mailing list**
- **Attend one of our biweekly free events**
- **Become a member.**

We always welcome your comments and questions. Please know we are eager to support you in your ERG work and want you to remind you that are not alone.

** ERG is the most common name for employee groups, but they also go by dozens of others. In this briefing, we will use the term ERG but truly respect all types of groups and group names.*

We celebrate ELA's DEI-committed organization Members. They enable ELA to provide many free resources like this ERG Trends Leadership Briefing. Together, you are making a significant difference around the world by helping everyone know they belong.

TITANIUM MEMBER

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PLATINUM MEMBERS

Humana

GOLD MEMBER

Genworth

SILVER MEMBER

BORDER STATES

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IFC International Finance Corporation WORLD BANK GROUP
Creating Markets, Creating Opportunities

Lincoln Center

Aaron's

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Overview

ERGs are a telling litmus test of an organization's commitment to DEI and give all employees a voice in business decisions, career development opportunities, and leadership experience.

Employee groups exist for many reasons including providing professional development, having a greater voice into business decisions and HR policy, and increasing connections and mobility across the organization. The most cited reason that people join and lead ERGs is to provide them with a sense of purpose and belonging. Working remotely part or full time can certainly feel alienating but even commuters may not have the time or ability to connect with many others working in the same facility. A sense of belonging isn't just a feel-good desire either. Modern brain science now clearly explains why belonging is so important to unlocking human potential, productivity and happiness.

ELA member annual engagement studies are showing strong employee groups yield more engaged employees who contribute to a positive and attractive organizational culture. Emerging academic research also shows that well-supported ERGs increase productivity too - and not just with ERG members but all employees who see and feel the organization's commitment to DEI.

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The inverse is also true: the same research indicates poorly executed ERGs can have the opposite effect. Unsupported ERGs signal that executive management is not committed to DEI, despite what they may say or write.

Right now, many DEI programs are suffering. Teams have been downsized, DEI budgets are being reclaimed, and some executive teams are expressing doubt that a DEI function is needed at all. Legislative upheavals around affirmative action and other human rights have made many leaders retract former DEI commitments. In the worst cases, some leadership teams validate DEI cuts because of the risk of offending customers and shareholders. Disappointingly, even some privately owned brands note any DEI-associated expense could "raise politically conservative employee eyebrows." Beyond supporting ERGs, this raises questions about how the leadership values organizational culture and employee experience.

Fortunately, there is a flip side to this DEI doom and ERG gloom.

Many ELA community members report that they see the DEI regression of other organizations as a strategic opportunity for themselves. These progressive organizations are ***adding*** DEI budget, headcount and increasingly communicating internally and externally that they are committed to DEI and ERGs. While these organizations are in various industries and locations, their commonality is that they welcome and depend on diverse talent. They know that to attract and retain outstanding employees, they need more than a PR-spun career page or an individual appointee to address 'the DEI problem.'

Organizations that are seeking ERG excellence because they see DEI as part of their everyday operational fabric and are working to weave these threads throughout their business and culture. For them, DEI professionals are educators and advisors, not watchdogs or judges. They see a diverse workforce as a collective superpower, not an imposed inconvenience.

These DEI-committed organizations know that recessions come and go, but organizational brand and cultural integrity require constant and consistent care. They understand that the current socio-economic and political climate requires patience and bravery.

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A Framework for ERG Excellence

After many years of collecting real-world data and experiences working with thousands of ERGs, we know that the maturity or perceived effectiveness of every ERG is unpredictably dynamic. They ebb and flow depending on the current leaders and each leader's hired job workload. New social and political changes can instantly pivot a group's focus and subsequent plans. The organization itself can change such things as new executive directives, layoffs or other factors which then impact a group's structure, budget, and processes.

Therefore, we know now that progression models (including ELA's former one) can be misleading because they wrongly assume that a group will reach and stay at any given stage or that a group will finish one stage before moving to the next. In reality, groups inevitably have accomplished parts in each stage. One group leader may be experienced, while their co-lead may be brand new. A group may be considered mature when key leadership unexpectedly leaves, requiring the group to rebuild.

Therefore, ELA developed the ERG Excellence Framework that indicates the types of activity and investment needed for strong, sustainable ERGs. Knowing what 'good can look like' provides a compass or filter to help make confident policy and programming decisions. With that strategic guidance, we used the ERG Excellence Framework to organize and present this year's ERG Trends.

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Policy & Processes

Oversight policy and processes must be defined to ensure efficiency and equity across groups. Governance should include the rules for employee group application, operating procedures and the reporting required to maintain group status. Group and overall program governance are consistently reviewed, updated and communicated.

ALIGN Top Trends

1. Oversight Managers & ERG Councils
2. Overall & Group Policy Guides
3. Equitable & ROI-driven Funding

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01

Oversight Managers & ERG Councils

In prior ERG Trends Leadership Briefings, we predicted that organizations with more than five ERGs would have salaried DEI professionals with full or part-time responsibility to oversee the organization's ERGs. We saw this across all types and sizes of organizations, and ELA also predicted accurately that large organizations would build out the development of distributed and diverse teams to form ERG Program Offices. Most ERG oversight managers have some ERG experience as leaders. Still, a single person without direct management control and an extremely limited budget can only do so much to change an organization's culture and standard operating procedures. We also see oversight managers being asked too often to assume additional DEI or HR responsibilities on top of ERG oversight. And no surprise, when spreading these already overwhelmed individuals that much thinner, it will have a negative impact, including quiet and outright quitting that will perpetuate the current instability of DEI teams.

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As a result of these challenges, many oversight managers are leaving their organizations for others they feel are more committed to adequate resources. As a single data point, **ELA's job board** offers DEI/ERG-specific opportunities and continues to be extremely active with fresh positions and qualified candidates. We expect the 'musical DEI chairs' to continue as new positions are posted and filled.

Fortunately, other people are being asked to step up and help. DEI Councils have long been common across all organization types and sizes. Often comprised of executives, DEI personnel and ERG leaders, these councils identify and address many DEI issues. They have increasingly been active and involved with ERGs and will continue to play an important governance and advocacy role.

To further expand support, many organizations now have ERG Councils, primarily comprised of the top-level employee group leaders at a global or national level. ERG Councils seek to create synergy and intersectionality across the groups, especially when the program is large and needs more time, attention and care than a single ERG program oversight individual or small program team can provide. ERG Councils are an ERG for the ERG Leaders to help them work more efficiently and get important peer support. ERG councils can also serve as a valuable feedback mechanisms to influence company policies and initiatives. They can offer insights into the needs and concerns of various employee groups, helping the company make informed decisions.

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Overall & Group Policy Guides

Words like "policy" and "governance" – can backfire with ERG leaders. Passionate and already overcommitted, they may also rebel if they've been operating "just fine" for a long time without formal requirements. Yet, a clear set of rules is needed to ensure equity for all the groups.

By the end of 2024, ELA expects every organization with >500 employees to create and maintain an ERG policy guide or handbook. These guides will be the primary way to remove redundant processes and ensure group consistency. Policy Guides also help align groups with the organization's business and DEI goals. The official document should be accessible to all group leaders and regularly maintained by the ERG oversight manager or someone in HR.

The governance should include what types and how groups can be formed, the criteria for maintaining good standing as a group, the way funding and other support is obtained, leadership and executive sponsor term lengths, leadership team structure, etc[1]

Policies should be directed at the oversight level but reflected in each group's plans. While consistency is a goal, governance may vary from group to group because of different histories, cultural mores, membership engagement and leadership experiences.

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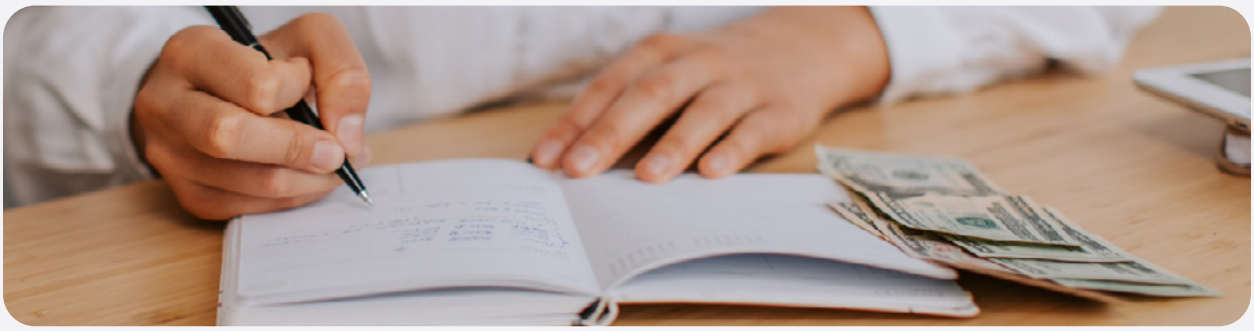
Equitable & ROI-driven Funding



When we polled the **ELA Oversight Manager Group (OMG)** members, we found various ways to determine how and how much to fund each group. Some considered the size of the groups, some by the estimated results of the proposed programs. Yet others took a lump sum allocated to ERGs overall and divided it evenly across the groups while holding back the program budget for some of the things needed by all the groups, like software, training and recognition rewards. No matter how ERGs were funded, all oversight managers faced valid questions about how these funding decisions drive programming outcomes and leadership motivation. For example, do larger groups get more funding because they seem to have more associated or potential members – especially if they aren't all active? Do larger groups have a funding advantage simply because they have a bigger pool of people who can deliver a more persuasive pitch? Do larger groups even need more funding when they can draw from their member base to help deliver some or all the desired programming? Are smaller, active groups less deserving, especially when they have a greater need than other groups to increase their organizational representation? The funding equity questions highlight perhaps an unsurprising systemic social problem at the core of why ERGs exist – to address the financial and subsequent advantages of a majority group with greater access to expertise, connections and other assets.

More organizations now require a business justification when submitting ERG plans or requests for funding. Today, most group leaders must provide historical evidence and measurement of programming results when requesting a budget. As we will discuss later in the metrics trend, technology and processes are developing quickly to support ERG leaders' limited time and ability in this endeavor.

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All ERG Champions

Xerox invented the first employee group in the 1960s, but ERGs are still a new construct for many individuals and organizations. There are various employee group names (e.g., BRGs, employee networks, affinity groups, etc.) and types that exist (e.g., black, women, LGBTQIA+, young professionals, neurodiverse, etc.). Plus, the various leadership and ally roles can cause confusion and a fear of ignorance among those new to ERGs. Excellent ERG programs are consistently increasing awareness throughout the organization through onboarding programs, training and constant, quantitative communication about the importance of these groups. Providing ongoing base education about what ERGs are and why they matter is a fundamental way to ensure the organization can support healthy ERGs.

ENGAGE Top Trends

1. Executive Sponsor Vetting, Training & Accountability
2. Business Integration
3. International Inclusion

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ENGAGE
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Executive Sponsor Vetting, Training & Accountability

Despite having well-trained and enthusiastic group leaders, we saw some ERG programs fall apart because of too much or too little executive sponsor involvement.

Executive sponsors are critical to the success of employee groups. Because they can leverage their elevated positions to provide ERGs with cross-organizational connection and visibility, their role is to coach and advocate. They may need or be asked to contribute some funding but usually don't have direct control of the group's budget allocation or leaders' ERG-related compensation (if and how it is provided.)

In the past two years, we interviewed over 100 executive sponsors, who all admitted they did not confidently understand their role. In most cases, they wanted to learn what employee groups did or what ERG success looks like. They also confessed to not asking for information or help because of their senior level. Some of these executive sponsors admitted that their fear of appearing ignorant and saying the wrong thing caused them to ghost the groups or micromanage them.

Even if the senior manager willfully chose to be an executive sponsor and was not 'voluntold', they could not clearly articulate why they wanted to be executive sponsors, let alone be the sponsor for that specific group. The result? They are uncertain about how best to engage with ERG leaders and members and how to negotiate with peer executive sponsors, who may be more aligned demographically with their respective groups.

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Expect more organizations to use a pre-screening checklist before a potential executive is even invited to apply to be a sponsor. Potential executive sponsor candidates are asked to provide an authentic reason the executive wants to become a sponsor and what skills and resources they can offer to the group.

Once selected, many executive sponsors receive training to understand the expected scope and activities. The sponsors learn when and how they should engage with leaders and members as well as their own performance goals. We also expect to see more organizations implement executive sponsor scorecards and concrete annual performance measures. And exceptional ERG programs set a consistent, recurring meeting or add an agenda item to an existing structure to share information between Executive Sponsors - essentially an ERG for Executive Sponsors so they can collaborate and support each other!

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Business Integration

We are seeing several ways that ERGs are becoming more integrated into the business and integral to strategic HR, product and marketing decisions. For example, product managers ask for ERG feedback about product enhancements and innovation ideas. HR Benefits managers seek ERG input to ensure the right investment is being made in benefits that are most needed and accessible to all employees. Marketing departments are leveraging ERGs to ensure meaningful messaging and accuracy of translation. Talent Acquisition managers depend on ERGs to help recruit and onboard diverse talent.

Now, commonly, organizations consult with their ERGs to guide the organization's response when social crises occur. If and what PR, donations or other action is often a direct reflection of ERG voices. Internal Communications departments also rely on ERGs to help craft and deliver information to employees. An emerging trend is that many organizations have or are developing social crisis management policies, streamlined approval processes and templated kits that help ERGs act quickly.

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International Inclusion

ERGs may span geographies, creating levels of group leadership locally, nationally and internationally. Governance among levels becomes an additional requirement for ERGs to operate efficiently and equitably. However, not every ERG will necessarily have or want an international counterpart. If they do, they absolutely will have unique cultural, legal and other significant differences. For example, LGBTQ+ and women groups will have different communication processes and programming priorities depending on the members' location. For example, the acceptability of various religious, cultural affiliated groups or veteran groups will vary.

As ERGs expand to other geographies, they require cultural compassion and awareness of fast-changing laws and established customs. Using ELA as a single benchmark, 75% of our members have at least one ERG supporting employees in more than one country. Seven percent (7%) of ELA community organizations do not operate in the U.S. at all.

It is critical, however, to realize that domestic groups surely have members who bring their non-domestic cultures with them. For example, some employees who join a caregiver's group may find they have a distinct ethnic or cultural perspective about how to care for young children, older children, parents and other elders.

More ERG leaders are requesting access to cultural awareness training similar to those employees who frequently travel internationally or manage employees in other countries. ERG programming also supplements cultural education by sharing information about their designated celebratory days and heritage months.

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ERG Leader Core Competencies

While it may seem obvious that ERG Leaders must have the necessary knowledge and skills to run effective groups, ensuring they are prepared is ever more challenging. With their hired job responsibilities, the volunteer ERG Leaders are always on "borrowed time," and ERG oversight managers have a matrixed relationship usually without direct compensation control.

EQUIP Top Trends

1. Timeboxing & Hired Job Contracts
2. Leader Compensation & Recognition
3. Formal ERG Leadership Training & Certification

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Timeboxing & Hired Job Contracts

The inherently emotional nature of DEI work can also burn anyone out quickly, especially volunteer group leaders whose passion makes them especially vulnerable. When faced with ongoing organizational pushback or unwanted imposed boundaries, their fired-up eagerness to make a difference can be frustratedly snuffed out and turned into disengagement, even anger. Therefore, training time and administrative requirements must be carefully requested so there is demonstrable value to the leader. Ideally, all training is delivered in a hyper-efficient and immediately applicable way.[2]

Even with executive and corporate support, middle managers can be a roadblock to all types of ERG involvement. We often hear ERG leaders' 'hired job' managers intentionally block group leaders' time and ability to do the leadership work by citing a conflict with their hired work commitments. This is understandable when most teams are lean, if not understaffed. ERG oversight managers then have the unenviable challenge of 'competing' for ERG leader engagement when the leaders' hired job security is at stake.

ERG policy guides usually state how much time an ERG leader can or should spend on their ERG role. Some will include training time, and some even require a contractual signature acceptance by the leader and their hired manager. This timeboxing may or may not be monitored or carry repercussions if not followed. However, a few organizations now include timeboxing amounts, expected ERG leadership accomplishments, and ERG-related career path planning in the employee's hired job performance reviews. This means that while someone may have been hired and paid as an accountant or marketing specialist, their ERG Leader role is considered part of their hired job responsibilities, and their performance will be factored into subsequent pay raises and promotions.

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Leader Compensation & Recognition

Leader compensation continues to be a controversial issue. As we've witnessed at multiple ELA events and panels, there are justifiable reasons why - and why not - to give cash compensation to ERG leaders. These arguments include financial and legal complications, employee motivation and overall social impact. While some published reports say that the majority of organizations are paying their group leaders, our members say otherwise.

Instead, many organizations now offer variable spot bonuses – that are expressly NOT considered "pay." The bonuses are often tied to explicitly stated ERG leader or group performance results. Other organizations provide a flat amount, not tied to any success metrics, but may only be given to leaders at a certain level of the ERG structure, such as global leaders.

A growing number of organizations are using recognition programs such as point systems or gift cards, which may be tied to specific actions or awarded at the discretion of the ERG oversight manager. Other forms of recognition include sending the leaders a thank you letter from their executive sponsor with a copy sent to the leader's hired job manager. Most organizations have some form of recognition or award events, internal newsletter and, where possible, in-office billboard shoutouts.[3]

Many oversight managers have expressed concern that hired job managers see the 'extra' benefits being gained through the ERGs and may unconsciously (or not) penalize ERG leaders by depriving them of opportunities and raises. However, we expect and hope all managers will soon see the low-cost, high-impact way to develop employees through ERGs. Just now, we are starting to hear about employees who were promoted into management roles as a direct result of their ERG leadership experience. We expect much more effort to be applied by oversight managers to collect and share such successes.

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Formal ERG Leadership Training & Certification

Training is also often positioned as an ERG leadership reward touted as a special professional development opportunity. However, since ERG leadership is a stepping stone and not a career destination, it puts even more pressure on all training to provide knowledge and skills that will progress the leaders' current ERG and hired work, as well as their overall careers. There will continue to be an increase in leader training with higher scrutiny of the outcomes and process.

As predicted in past ELA's ERG Trends Leadership Briefings, annual ERG leadership summits (aka retreats) and ongoing training events are happening everywhere. These virtual or in-person leadership gatherings will often include an inspirational keynote, some executive sponsor participation, and ERG leadership core competency skills training. Annual ERG plans are worked on and shared across groups to elevate intersectionality *and collaboration. These gatherings also typically include some cross-ERG teambuilding activities and recognition celebrations. We expect this trend to continue and become a regular occurrence for most organizations.

ERG Leader Certification is also quickly becoming a common way to reward, empower and verify that ERG leaders are equipped to run their groups effectively. Certification usually requires candidates to prove their knowledge and ability to lead or train. Unlike career-required certifications (e.g., CPAs, PMPs, etc.), ERG leader roles are 'temporary,' so there is no recertification requirement, but certainly provides valuable learning, motivation and validation for current and future career opportunities.

Currently, just a handful of ERG certificate programs exist and vary in time and cost, including ELA's long-standing program for Certified ERG Leaders and Expert ERG Trainers. Just like overall ERG training, leaders have little time to do ERG work, especially if it is only to gain certification. Plus, leadership tenure is truly short (usually 1-2 yrs.), which means leaders must be able to complete certification extremely fast.

**Coined in 1989 by professor Kimberlé Crenshaw to describe how race, class, gender, and other individual characteristics "intersect" with one another and overlap.*

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ELEVATE

Measure & Report ERG Success

With additional urgency to prove DEI value, there is an urgent need to measure and report ERG progress and direct contribution to the business. Most organizations now require metrics that clearly do matter to make ROI-driven budget requests and report back results. No longer are membership lists used as a barometer of success since they can be misleadingly filled with active allies or former employees. Events are now measured by their tangible impact, not just by the number of yes RSVPs. While quantity is good, quality is much more meaningful in all measures of success, including ERGs. And quality versus quantity also applies to the ERG metrics themselves! Three consistently collected and well-presented measurements are more impactful than ten random metrics sporadically noted.

ELEVATE Top Trends

1. New Systems to Collect Metrics
2. Conferences & Memberships
3. Public Reporting & Promotion

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ELEVATE
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New Systems to Collect Metrics

As of this writing, ELA recently counted 15 ERG-specific technology vendors. The saturation of systems indicates the market is heading toward maturity, where it will inevitably settle back to a handful that provides the functionality, stability and ease of use required by busy ERG leaders and oversight managers.

These systems can help ERG leaders organize and track programming activities and events, communicate with members and other leaders, store critical governance documents, plan and track budgets, and many other single and overall group functions. Replacing the hodge-podge of free or already licensed products in the organization (e.g., Slack, SharePoint, Teams), we expect to see more organizations investing in a dedicated ERG management system.

All these new systems are offered as software as a service (SaaS). They are licensed by the number of members/users, size of the company (# of employees or revenues) or other usage calibrations. Some now offer free starter versions, and some are independent modules that work as part of a bigger DEI or HR system. Some of the systems can integrate with backend HR systems (e.g., Workday, ADP Workforce Manager, Oracle HCM, etc.) and other enterprise systems to access limited employee data that can help measure ERG impact on employee retention, hiring,

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promotion and positive movements in an employee's work cycle. However, the technical process of integrating with these systems can be less taxing than the privacy regulations and political pushback presented by other IT, HR and other departments protecting data access and use.

After a system is implemented, existing and future group leaders require training to understand why and how to use the new, ERG-specific technology. The leaders will likely need some convincing why they should adopt yet another set of processes and learn a new system, especially one that isn't 'job dependent.' However, once in place, these systems ideally enable ERG leaders to collect and present dependable, defendable ERG data to support funding requests and demonstrate ERG success.

Several ELA members have claimed concerns that their software vendor is growing too fast and, subsequently, cannot deliver smooth client implementations and support. These demands also pressure the vendors to scale the client base and system functionality competitively. As with most developing software markets of the past, we expect to see the number of ERG software vendors whittle down to a handful of providers who can weather these growth pains and pass continuing ERG prospects' technical, financial, and vendor reputation requirements.

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Conferences & Memberships

Many ERG conferences have sprung up in the past few years as a response to the opportunity and the number of former DEI professionals starting their own businesses in the ERG market.

ELA has offered various membership levels for years, and we expect other ERG service providers to follow suit. Association memberships in any industry typically offer training, resources, event discounts and exclusive access to advisory services and community forums. Memberships offer valuable on-demand resources, camaraderie, and an ongoing sense of belonging with like-minded peers.

We expect to see a glut of eclasses, webinars and on-demand learning for people at all levels who want to learn autonomously. A flood of sources will challenge ERG leaders and oversight managers to discern what resources are true, current and an effective use of their extremely limited time. Like any field of expertise, practitioners must be critical of any consultant's or firm's bounded experience or bias.

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Public Reporting & Promotion

Annual Corporate Social Responsibility (CSR) and Environmental Social and Governance (ESG) reports are now the norm for larger, publicly traded organizations. These stakeholder-facing communications also contribute to the need for more meaningful ERG metrics and trending data.

More prominent representation means ERGs are asked to provide member stories highlighting why and how ERG membership has impacted the employee experience. We expect to see more internal PR departments and external firms called upon to gather and produce these emotionally rich, qualitative stories to utilize in the CSR and ESG reports and support overall HR and ERG marketing.

Also, expect more use of these stories and metrics in press releases, career and DEI sections on company websites, and even attached to individual job postings. Video will be the primary format to ensure the authenticity of the stories. Already, we are seeing standard employee group processes, specific group leadership positions, and marketing firms specifically tasked to capture and present this information.

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The Future of ERGs

While we typically only predict what we see at least a number of organizations already doing, there are some clear emerging indicators of future trends. In discussing with several ERG pioneers, they concur that these are likely to happen in 3-5 years:

- **ERG shared services** – the transition of ERG program offices to include event management, PR, admin and other support for all ERG leadership teams. These teams would be called upon to execute programming and communications based on approved plans. This would dramatically alleviate the strain on ERG leaders from having to operate in areas they don't have the time or expertise.
- **Leveraging Former Leaders** – Leaders offboard once their terms are over and take with them accrued institutional knowledge and ERG experience. Yet few organizations today leverage this to expertise. We expect more organizations to define a formal process and role for these individuals as mentors or as part of a board of advisors.
- **Outside funding** – Since ERG members naturally represent target markets, marketers can find benefit in reaching those members for focus groups and as potential consumers. We already see this happen with some companies sponsoring ERG events with food, beverages and swag.
- **Subgroups** – Almost every group is an amalgamation of multiple ethnicities or situations. For example, Asian groups represent a variety of cultures from India, China, Japan, Russia and many others that are culturally quite different. As such, creating subgroups to address each will serve those members better and create additional leadership opportunities.
- **Cross-organization ERGs and programs** – Dozens of independent associations are based on diversity categories, such as Prospanica, The National Society of Black Engineers, and many women's groups. In addition to these, we expect to see an increase in multiple companies coming together to organize and fund joint programming.

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Empowering ERG Excellence Together

Employees want to know that their employer values them as individuals, regardless of who they are, their demographics, interests or ambitions. Only with that psychological safety and confidence can employees bring their full potential, productive and happy selves to work, contributing valuable innovative perspectives.

While ERGs have been around for over 60 years, the last five have seen a rebirth and hyper-accelerated maturity of the market. We will see a clear split between organizations as we continue to have an unpredictable economic, political and social future. Some will continue to pursue ERG excellence as a strategic advantage in attracting and retaining diverse talent necessary to support a thriving, competitive business. Yet other organizations will use the political and fiscal news as excuses to revert to doing only what the law requires or reacting to social crises.

Therefore, DEI professionals and most employees will continue to seek employment where they can visibly see an organization's commitment to a fully diverse workforce. Active, well-supported ERGs provide that evidence. ELA will continue to work with DEI-committed organizations to align, engage, equip and elevate ERG champions around the world so someday soon, every employee in every workplace will know they belong.

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About **ELA**

ELA is the largest community of ERG champions based around the world, representing all types and sized organizations

The ERG Leadership Alliance™ (ELA) is the largest global community of ERG champions representing every industry, size, and location. By collaborating and sharing outstanding practices across smaller non-profits, government agencies, academic institutions and the best-known business brands, ELA's community is driving the ERG market and collectively pushing the diversity needle around the world.

We work together so everyone can belong.

DEI professionals and ERG oversight managers, employee group leaders and executive sponsors, allies and vendors all rely on ELA's industry expertise to learn, confirm and create strong, sustainable employee groups. We train, certify and connect the people and processes needed to enable ERG operational efficiency, optimize every employee's experience, and ultimately contribute tangibly to the culture and financial objectives.

Training

Quickly upskill leaders, sponsors and allies with customizable learning options.

Certification

Be confident that leaders and plans are real-world ready.

Membership

Learn from and lean on the **largest global ERG community.**

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Endnotes

[1] The 6 ERG Blueprints™ form the base curriculum for all ELA training, including ERG Leader Blueprint Intensives, Coach-Assisted Learning and ERG University. Download a sample Blueprint for free on ELA's website here.

[2] A comprehensive ERG Policy Guide Template is included in ERG Intelligence, a compilation of 50 ERG policy guides from several types of organizations. We invite you to use it to create your own policy guide or enrich your existing one. Download a free PDF copy here.

[3] An example of an ERG Leadership Summit Agenda includes ERG Intelligence. Download a free PDF here.

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