

The Rise Journey

Report: State of the ERG

2022

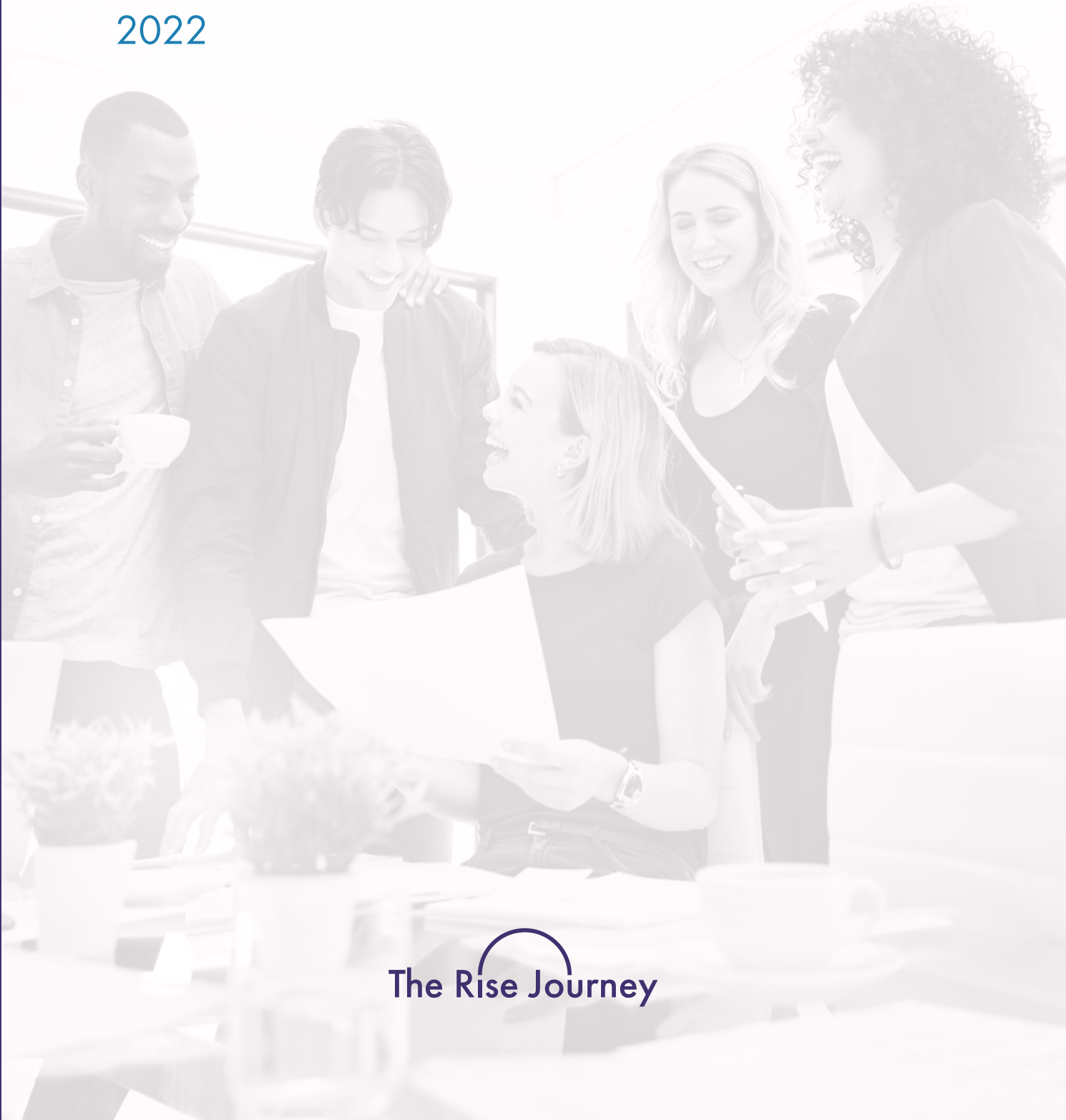


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Note from the CEO

As the CEO and Co-Founder of The Rise Journey, I've had the opportunity to witness first hand the tremendous value that fully engaged employees bring to their work. This is true in organizations of all sizes and at all stages, for- or non-profits, regardless of industry or an employee's level or role.

Over the years, we've supported teams in building and fostering organizational cultures based on the values of diversity, equity, inclusiveness, belonging, and accessibility. Although leaders have many tools available to do this work, we've seen the power of the Employee Resource Group (ERG), DEI Committee (DEIC), and other culture-driven staff groups to provide a platform for employees to connect and collaborate on the issues that matter the most to them.

Our research and hands-on work highlights the vital role ERGs and DEICs play in creating a sense of purpose and belonging that directly translates into increased engagement and retention. Further, we have observed how these internal groups can drive innovation and improve business outcomes by bringing together diverse perspectives and insights that may not have otherwise been possible, helping organizations to better understand and serve customers, identify new market opportunities, and ultimately drive growth.

However, we also acknowledge the uncertainty of today's market environment, and the challenges that businesses face in navigating the changing landscape. This year's State of the ERG report is intended to highlight the power of these groups during these times, and how they can help organizations to adapt and thrive in the face of uncertainty.

I invite you to read on to gain more clarity on the current state of ERGs and DEICs in today's organizations, and better understand how leaders are imagining, compensating, and empowering these groups. We hope that our findings will encourage you to embrace the power of diversity and inclusion, and harness the potential of ERGs to drive organizational success.

I hope you'll share this report widely and contribute to the ongoing discussion about ERGs. My team and I welcome your thoughts and feedback. Feel free to email us at hello@therisejourney.com.

Happy reading,



Jessica Lambrecht

Co-Founder and CEO

Executive Summary

As the note from our CEO suggests, ERGs, if positioned properly, are strategic partners in any organization's attempt to become more resilient. The results of our annual survey highlight how ERGs are currently structured and supported within a variety of organizations. They also provide insights into how the structure and support of such groups can be optimized to amplify their impact.

Since launching this annual survey two years ago, organizations have certainly increased their investment in and support of ERGs. They haven't, however, positioned them for optimal impact. To do so, organizations should use the present economic uncertainty to make ERGs essential to their broader strategy. This doesn't mean doing more. Nor does it mean doing less. What it does mean is making hard choices and doing what matters most for their particular organization at this particular time. Only then can they and their ERGs embody the true definition of resilience—being able to stay true to your purpose despite changing circumstances.

ERGs exist to address the needs of employees from a broad span of identities, while aligning with broader organizational goals. According to our survey results, the most common ERGs serve LGBTQIA+ (16%), women (15%), Black¹ (9%), Asian American/Pacific Islander (AAPI) (9%), and Latine/Hispanic² (9%) employees. Each group has, on average, at least two leads, regardless of the group or organization's size. And most group leads (67%) spend an average of 0–3 hours per week fulfilling their ERG-related duties and responsibilities.

Surprisingly, almost one-third of ERGs (30%) have a C-suite member involved in high-level decision-making (e.g, ERG lead compensation, group budgets, etc.). Yet the same percentage (30%) of groups lack the ongoing support of a full-time diversity, equity, and inclusion (DEI) professional, regardless of where that person is positioned within the organization.

In terms of financials, nearly a quarter of groups (21%) had between \$1,500–\$5,000 for their annually budget, while 21% of groups had no budget at all. A slightly smaller percentage (17%) had \$5,000–\$10,000 for their annual budget.

¹ We use “Black” for those who identify with this umbrella term as well as those who identify as “African American.”

² While some groups and organizations use “Latinx,” we use “Latine,” which is also a gender-neutral term, but one that comes from the Spanish language itself. We also use “Hispanic,” which has more of a political orientation.

Organizations compensate ERG leads in monetary and non-monetary methods. Roughly a quarter (24%) of organizations compensate ERG leads in cash, with group leaders each receiving an average of \$2,136 annually for their efforts. Organizations also compensate ERG leads through access to additional professional development and mentorship opportunities, among other incentives.

Despite these realities, only 24% of organizations currently include ERG leadership in their performance reviews. Although 47% would like to do so, this is hard when just more than half (53%) of ERG leads have individual goals and slightly more than one-third (36%) of groups have collective goals. While organizations would like to measure the impact of their ERGs, this remains something they have yet to put into practice. Survey comments suggest the primary challenges for creating these metrics include a lack of familiarity with ERG goals overall, in addition to a lack of internal resources for making these changes to existing processes.

How to Use This Report

In the sections that follow, we'll share more detail and insight about the numbers and figures highlighted above. We hope this helps you put your organization and your ERGs in context. Not to compare, but to contemplate. It is our deepest hope that this report helps you, your organization, and your ERGs define where you are and determine where you'd like to go.

Notes on Survey Participants

- ⊕ **45% (vs 24% in 2021)** participate in an ERG as an identifier and as a lead in that group (i.e. those who identified as Black participated in Black ERGs; those who identified as women participated in a women's ERG)
- ⊕ **30% (vs 26% in 2021)** are currently in a DEI role
 - **4%** of those in DEI roles are C-Suite
 - **74%** of those in DEI roles are White
- ⊕ **36% (vs 27% in 2021)** work in Human Resources
- ⊕ **14% (vs 9% in 2021)** participate in ERGs as an ally and a lead in a group
- ⊕ **32% (vs 12% in 2021)** manage people
- ⊕ **13% (vs 11% in 2021)** work in organization with under 100 people
- ⊕ **16% (vs 29% in 2021)** work in organizations sized from 251-500
- ⊕ **19% (vs 13% in 2021)** work in organizations of 5,000+ people
- ⊕ **84%** work at for-profit organizations, **13%** work at non-profit/education/government organizations, and **3%** said "other"

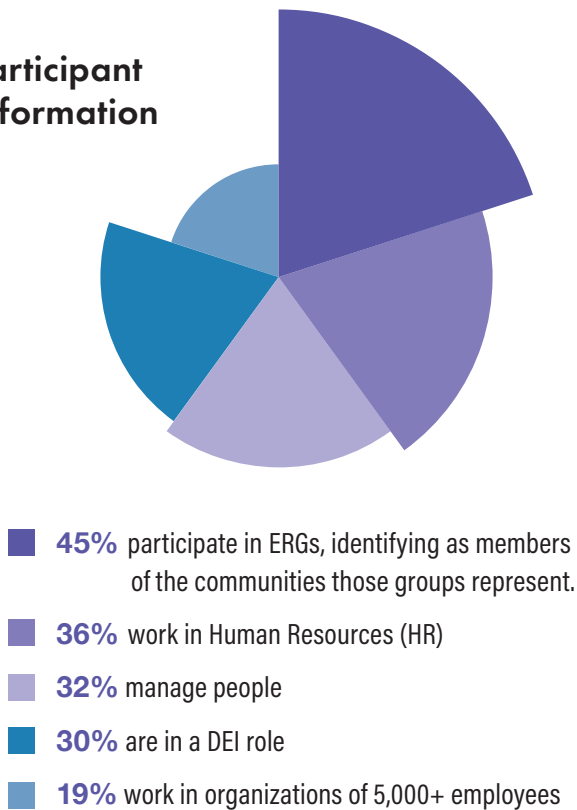
Introduction

Two years ago, few organizations shared whether they paid their ERG³ leads. Fewer shared how much. Faced with this gap in data, we launched a survey.

Our goal was to learn how people and organizations support DEI. How do they structure their operations? How much and where do they invest? If we knew the answers to these questions, we could better serve our clients and share our findings with others.

In that spirit, we're delighted to share the third edition of this report with you. It builds on data from previous years. And it includes responses from a diverse group of people. Most of them 84% work at for-profit organizations.

Participant Information



As in previous editions, in this year's report we present statistics, draw conclusions, make predictions, and provide recommendations

We've learned a lot in the last two years. Yet it's too soon for us to speak definitively about common trends. Organizations vary across a number of factors. Many are still testing out strategies and trying new things. With this in mind, at the end of the report, we include questions awaiting an answer alongside our recommendations.

While other studies have been done on ERGs, our annual report lets you look inside organizations of all kinds. We hope it helps you see what is and imagine what could be—to go beyond “best practices” and determine what it means for your organization to become “best-in-class.”

³We use the term “ERGs” or “employee resource groups” throughout. We mean this to include what some may call “affinity groups” and “business resource groups.” Some organizations use different words to speak about their ERGs (e.g., “networks”) or give them names to match the organization brand. We use ERGs as a broad category that includes all of these organization-specific labels.

Why Are DEICs and ERGs Important?

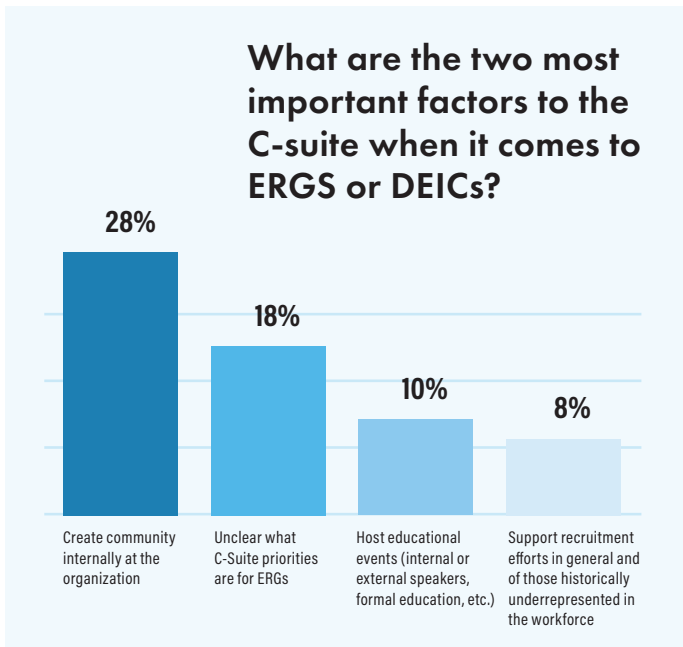
ERGs and DEI Committees (DEICs) have been a part of organizations since the early 1970s. After the murder of George Floyd and the global uprising in support of Black Lives Matter movement in 2020, ERGs and DEICs became must-haves for most organizations. Employees were often at a loss of how they could get involved within their own organizations to create change.

DEICs are often the starting place before ERGs exist within an organization. [They are a collective group](#)⁴ of individuals looking to create change. Their work is often supported by an [executive sponsor](#)⁵ or joined by a single person or small group of people at the executive level to ensure voices are heard and there’s alignment with the organization’s broader goals, strategy, and vision.

Does your organization have a DEI Committee?		
Company Size	Yes	No
1-10	0%	100%
11-50	87%	13%
51-100	40%	60%
101-250	76%	24%
251-500	59%	41%
501-1,000	88%	12%
1,001-5,000	90%	10%
5,001-10,000	71%	29%
10,000+	75%	25%

ERGs are most often identity-based groups made up of both identifiers and allies. Identifiers, or in-group members, are those who belong to the community represented by the group. An ally is someone who does not identify with the community represented by the group, but wants to take an active role in creating a better workplace and support for that specific group. ERGs are also often supported by an executive sponsor or leadership team similar to DEICs.

DEICs and ERGs are more important than ever in providing a space for employees to share their experiences both within and outside of their organizations. They provide a gathering place for those who share a collective interest in increasing representation and amplifying voices from their group.



⁴ Subscription Required: <https://www.risewithophr.com/ophr-advanced/dei-committee-guide>

⁵ Subscription Required: <https://www.risewithophr.com/ophr-advanced/erg-sponsorship>

As many organizations opt for fully-remote or hybrid work environments, the lack of physical space has a significant impact on those who already have little to no representation in positions of power. Those who already felt invisible are even less visible as organizations shift to virtual meetings and all-hands. DEICs and ERGs ensure that less represented groups are not forgotten and that rich sources of feedback, ideas, and goals are raised to the leadership team’s attention.

What Do DEICs and ERGs Actually Do?

Like any committee, DEICs ideally consist of a representative sample of staff across an organization. They organize a regular cadence of meetings to discuss key issues. DEICs can be structured as advisory groups, [serving largely as thought partners with an organization’s senior leaders](#)⁶ or lead DEI and/or HR professionals. They can be structured as action-oriented groups that plan, implement, and assess the impact of various DEI-related programs and strategic initiatives (i.e., those aligned with the DEIC leaders’ goals and intentions and the overall organizational strategy). Or they can be structured as a combination of both.

	Estimated Avg Budget for ALL ERGs*
0-5 ERGs	\$16,000
6-10 ERGs	\$30,000
11-15 ERGs	\$50,000 +

*Estimated average based on the the upper bounds of the ranges reported by organizations

ERGs, by contrast, consist of employees who come from or identify as part of a particular group or community within an organization (e.g., Black employees, LGBTQIA+ employees, women, etc.). Like DEICs, they also organize a regular cadence of meetings to discuss key issues, but their approach can differ in terms of its scope. **Given their design, DEICs have the organization in mind. ERGs can do the same, although they largely begin with a focus on a particular group or community within an organization.** Depending on where they are in their lifecycle, ERGs may focus on putting on programs and hosting speakers and spaces for the identifiers in their group. They may partner with recruitment or talent acquisition to build the employer value proposition amongst a particular community. They might also help their organization expand its business to new audiences and into new markets.

Who Has DEICs and ERGs?

We started asking about the number of ERGs in the second annual report (2021). What we’ve found is that the number of ERGs increases as organization size increases, but not proportionally. In 2022, organizations with less than 100 people have an average of 2 ERGs. Organizations with more than 100 people have an average of 5 ERGs. What’s surprising is that larger organizations don’t necessarily have two or three times the number of ERGs just because of their size.

Average # of ERGs		
Company Size	2022	2021
1-10	0	2
11-50	2	1
51-100	3	4
101-250	3	4
251-500	3	4
501-1,000	5	6
1,001-5,000	6	5
5,001-10,000	6	8
10,000+	9	n/a

⁶<https://www.therisejourney.com/blog/5-ways-to-highlight-the-value-of-ergs>

ERG Best Practices & Benchmarking

When it comes to ERGs, everyone wants to know how they compare to other organizations. While some external benchmarking is helpful—**looking at internal data and moving *that* needle is what will lead to sustainable DEI change**. While these data points can be used as a benchmark to compare your own organization's DEI journey with those of others, we encourage using a variety of resources to inform your organization's decisions on what is best for its DEI structure. Every organization is at a different stage in its journey, and comparing your organization to others is not always helpful or productive. There are many factors beyond this data that can impact whether an organization is on the right path. We recommend using this data as a guide, and then using your employee feedback to navigate your decisions.

Only 33% of respondents noted they have the same number of leads per ERG. This is an interesting finding because it means these organizations do not distinguish between ERGs that have more members than others. The majority of organizations vary the number of leads per ERG, and this is likely because ERGs of varying sizes have different leadership needs. ERGs that have many members often need more administrative and [strategic management](#).⁷ Some organizations may simply have more employees who are interested in participating as leaders in certain ERGs, which may also be why the number of ERG leads varies across groups.

The majority of survey respondents (49%) said yes, they currently have identifier only/in-group meetings and only 17% not planning on doing so. For allies, 70% of respondents noted that allies are invited to ERG groups where they do not identify. It is best practice to have both identity-only and ally-friendly spaces for ERGs.

Do the ERGs have identifier-only/ in-group-only events or meetings?	
Yes, Currently	49%
Soon, in process	6%
No, but would like to	17%
No, and not planning to	17%
N/A - We do not have ERGs	11%

Do ERGs have events or meetings where allies are encouraged to attend?	
Yes, Currently	70%
Soon, in process	9%
No, but would like to	9%
No, and not planning to	2%
N/A - We do not have ERGs	11%

⁷ Subscription Required: <https://www.risewithophr.com/ophr-advanced/erg-strategy-101>

Having both identifier-only and ally-friendly meetings and events are important.

There are times where identifier conversations, facilitations, or support is needed—where bringing in folks who don't identify can be a hindrance to mental, emotional, psychological, and sometimes physical safety.

Word Bubble: Who is involved in the discussion and decision making process for ERG lead compensation, ERG budgets, and/or DEI Committee Budgets?



Leadership Involvement

As to who is involved in decision making for ERG lead compensation, ERG budgets, and/or DEIC budgets, responses varied. The word cloud indicates the various roles that were mentioned most often.

- ⊕ 18% of respondents indicated the Chief Executive Officer is involved
- ⊕ 8% indicated the Chief Financial Officer is involved
- ⊕ 4% indicated that the Chief Operating Officer is involved
- ⊕ The majority indicated that a Human Resources (HR) leader like a Vice President (VP), Chief Human Resources Officer, Chief Diversity Officer, or Chief People Officer was involved.

DEI Professionals

Only 9% of organizations reported having a full-time DEI professional at an Executive Vice President or C-suite level. The majority of organizations reported having between a program manager to a Senior Vice President as the highest level of a full-time DEI professional, while 30% did not have a full-time DEI professional. Almost all organizations, regardless of size, had a lead or senior-level full time DEI professional. As organizations get bigger, more have EVP/C-suite or VP-level DEI professionals. The smallest organizations (≤100 people) were the least likely to have any dedicated full-time DEI professional.

Organization Size										
Highest level of a full-time DEI professional in your organization	OVERALL	1-10	11-50	51-100	101-250	251-500	501-1K	1,001-5K	5,001-1K	10K+
EVP or C-Suite	9%	0%	10%	0%	4%	10%	6%	8%	8%	24%
Junior or Associate	1%	0%	0%	0%	4%	0%	3%	0%	0%	0%
Lead or Senior	23%	0%	20%	0%	27%	17%	26%	32%	23%	24%
Program Manager or Mid-Level	17%	0%	10%	18%	8%	10%	26%	24%	23%	10%
VP or SVP	20%	0%	0%	0%	23%	14%	16%	22%	38%	43%
No Full Time DEI Professional	30%	100%	60%	82%	35%	48%	23%	14%	8%	0%

ERG Lead Time Management

The average number of ERG leaders per ERG was 2.2. There were no other major trends across the other buckets of time spent, including time spent at work or outside of work on ERG related efforts. In addition, with an average of 2 ERG leads per ERG [putting in this extra work](#)⁸, that amounts to a lot of added work time on top of a regular work week. This is a significant amount of time given this is work done on top of a full-time job, which is another reason for why it is equitable and fair to compensate ERG leads for their work.

- ⊕ **67%** indicated that they spent between 0–3 hours per week working as an ERG lead
- ⊕ **6%** indicated 3–5 hours
- ⊕ **17%** indicated 5+ hours. Of those who said they work 5+ hours, about one in four work for organizations of 10,000 plus people
- ⊕ Of the people who spend 5+ hours, **25%** of them were in organizations of 10,000+ employees

ERG lead work time varied across budget and organization size with no major notable trends.

⁸ <https://www.therisejourney.com/blog/the-underappreciated-role-of-the-erg>

On average, how much time per week do you spend working as a lead for your ERG?	Organization Size							
	11-50	51-100	101-250	251-500	501-1K	1,001-5K	5,001-10K	10K+
0-1 hours	33%	60%	25%	33%	20%	7%	0%	18%
1-3 hours	33%	20%	69%	33%	50%	57%	38%	35%
3-5 hours	0%	0%	0%	20%	20%	21%	25%	18%
5+ hours	33%	20%	6%	13%	10%	14%	38%	29%

Often ERG leads work with collaborators across the organization including DEI leaders, ERG participants, etc. There were no significant trends with collaborators in various organization sizes or budgets. **The biggest takeaway here is that both ERG leads and their collaborators on average work between 0–3 hours in most organizations that have these roles.**

There is no “right” way for [ERG leads to structure](#)⁹ their time but leads should have dedicated time that is protected for ERG work that is clearly communicated to their managers and teams. It can be a challenge for many organizations to provide time for ERG participation during a busy workday. As one respondent noted: *“As a lead, I would dedicate about 1 day/month all together for maintaining and pushing the group forwards in a regular time. During high programming times, like Black History Month, that would balloon up to 5–7 days/month. This time in general consisted of meetings with my co-lead, Slack channel maintenance, coffee chats with new members.”*

If you are asking your ERGs to complete additional work, host meetings or conversations, or make progress on goals, giving them dedicated time in the work-week is vital. Encourage ERG leads to focus their time as best they can, allowing them to prioritize any time-sensitive goals and stay true to their overarching purpose. ERG leaders should be able to work with their managers (or at the very least their managers should understand the priorities the employee has as an ERG lead). Ensure that your leads have support from the Leadership or the [Executive Sponsor](#)¹⁰ and the opportunity to receive guidance from senior leaders to advise them.

On average, how much time per week do you spend working with ERG leads? As a DEI professional, ERG participant, ERG Manager, etc.	
0-1 hours	39%
1-3 hours	32%
3-5 hours	10%
5+ hours	19%

⁹ Subscription Required: <https://www.risewithophr.com/ophr-advanced/erg-structure-and-roles-101>

¹⁰ Subscription Required: <https://www.risewithophr.com/ophr-advanced/qualities-attributes-of-an-effective-executive-sponsor>

The 'Under 100 People' Club

Benchmarking and understanding what other organizations are doing with their DEICs and ERGs is important. When in conversation with folks who have less than 100 people at their organization, we get similar questions time and time again.

Here is the data for organizations or organizations with less than 100 people (n=25). When it comes to having DEI Committees, the data is split fairly evenly for those who do or do not have a DEIC and their budgets.

- ⊕ Can we have ERGs if we're this small? Or should we only have a DEIC?
- ⊕ What kind of budget should we have or be expecting?
- ⊕ How do I share with leadership the importance of DEI even at our size?
- ⊕ How do I build the foundations of DEI and ERGs as we're preparing to scale and recruit?
- ⊕ **12%** are in the process of forming a DEI committee
- ⊕ **40%** do not have a DEI committee
- ⊕ **44%** have a DEI committee
- ⊕ **16%** have budgets between \$1-\$1000
- ⊕ **20%** have budgets over \$10K
- ⊕ **16%** do not have a budget

For the ERG data, the information is spread and there doesn't seem to be many commonalities in this size organization when it comes to ERG lead compensation or ERG budgets

- ⊕ **20%** compensate their ERG leads with monetary or non-monetary methods
- ⊕ **64%** do not compensate their ERG leads (16% said "other")
- ⊕ Of those that do compensate ERG leads, **100%** estimate that the annual compensation per ERG lead is between \$1-\$1,000
- ⊕ **24%** report an annual overall ERG budget between \$1-\$5,000, **20%** report an overall budget between \$5,001-\$20,000, **4%** have a budget between \$20,000-\$50,000 and **40%** do not have a budget
- ⊕ Average overall budget is **\$12K**
- ⊕ Average ERG lead compensation **\$4,100** annually

The 'Over 100 People' Club

Of the organizations & organizations with greater than 100 people in our survey (n = 162), the data leans in favor of having a DEIC with a defined budget, even if those numbers are consistent across all organizations over 100 employees. The big common factor: there are many unknowns and not much transparency around budgeting and compensation for DEICs and ERGs.

- ⊕ 8% are in the process of forming a DEI committee
- ⊕ 19% do not have a DEI committee
- ⊕ 67% have a DEI committee
- ⊕ 20% have budgets between \$1–\$1,000
- ⊕ 23% have budgets over \$10K
- ⊕ 14% do not have a budget

When it comes to ERGs, we're seeing:

- ⊕ 43% compensate their ERG leads with monetary or non-monetary methods
- ⊕ 52% do not compensate their ERG leads (4% said "other")
- ⊕ Of those that do compensate for their ERG leads, 94% estimate that the annual compensation per ERG lead is between \$1–\$1000 and 6% estimate the annual budget per ERG lead to be greater than \$10,000
- ⊕ 22% report an annual overall ERG budget of more than \$50,000, while 40% estimate an overall budget between \$1–\$50,000
- ⊕ Average overall budget is **\$33K**
- ⊕ Average ERG lead compensation is **\$4,600**

ERG & DEIC Budgets

We look at ERG budgets from two core angles: the size of the organization and the number of ERGs they have. As the global economy continues to shift and recession continually looming, budgeting becomes a more difficult conversation. In anecdotal conversations with clients and in the community, current budgets have been stretched thin to cover all initiatives, goals, including ERG/DEIC compensation. Many ERGs don't have a budget at all, but rather "ask and hope they shall receive" (often without any feedback as to why or why not an 'in the moment' budget request was approved or denied).

While the data set is small, we see that the larger organizations tend to have budgets of \$5K+ for all ERGs, which makes sense because the higher the headcount, the more ERGs they have. Some of the small organizations have high budgets as well, which is interesting to see—perhaps they have larger budgets per ERG even though they are small and likely have fewer ERGs. For all organizations, despite size, the majority have an ERG budget that ranges between \$1.5K–\$10K, however there are small organizations with larger budgets per ERG and large organizations with smaller budgets, so there isn't a correlation. There continues to be no clear trend between the size of an organization and their ERG budget with an alarming percentage noting they do not have access to that information.

YOY Annual ERG Budget			
	2022	2021	2020
\$1-\$500	3%	1%	0%
\$501-\$1,000	3%	6%	15%
\$1,001-\$1,500	4%	5%	0%
\$1,500-\$5,000	21%	24%	19%
\$5,001-\$10,000	17%	9%	18%
\$10,000-\$20,000	8%	11%	13%
\$20,000-\$50,000	6%	16%	13%
More than \$50,000	2%	n/a	21%
No budget for our ERGs	21%	28%	n/a
Unknown or no access to that information	17%	n/a	n/a

2022: Annual ERG Budget (per ERG) by Organization Size										
	\$1-\$500	\$501-\$1,000	\$1,001-\$1,500	\$1,500-\$5,000	\$5,001-\$10,000	\$10,000-\$20,000	\$20,000-\$50,000	More than \$50,000	No budget for our ERGs	Unknown or no access to that information
1-100	8%	0%	12%	8%	16%	4%	0%	0%	40%	12%
101-250	7%	4%	0%	30%	4%	4%	7%	0%	33%	11%
251-500	0%	7%	3%	21%	17%	3%	3%	0%	24%	21%
501-1000	0%	6%	10%	26%	16%	6%	3%	0%	19%	13%
1,001-5,000	3%	0%	0%	21%	26%	23%	0%	0%	5%	23%
5,001-10,000	0%	0%	0%	21%	7%	7%	14%	7%	14%	29%
10,000+	0%	0%	0%	18%	23%	0%	23%	9%	14%	14%

A few recommendations to address the lack of access to information, ERG budgets, once confirmed, should be transparently shared and utilized. Additionally, develop ERG Lead training to share best practices on how to best understand the budget; when, where, how it can be used; the split between different ERG spending; and how to talk about budgets with your ERG. This will help your ERG Leads gain new financial understanding skills both tangible and through communication. There is no reason that everyone in the organization shouldn't know the ERG budgets and where to access up to date information about what is left. Rather than restricting information, support employees learning how to better manage budgets and calculate ROI.

ERG Budget Starting Points & Strategy

Research from DDR Advisors found that, in 2020, an average budget for an ERG with 100 members was \$8,800.¹¹ Broken down, this equates to \$88 per member. Using these numbers, you can arrive at a conservative, member-based budget for ERGs. For instance, if an ERG has 150 members, its budget would come to \$13,200 for the year.

This year’s survey data found that the majority of respondents (21%) had ERG budgets in the \$1,500–\$5,000 range and 30% of respondents with budgets this size had 101–250 employees. This equates to roughly \$15–\$20 per employee allocated toward an ERG’s annual budget. Comparatively, 17% of respondents had ERG budgets in the \$5,001–\$10,000 range and 26% of which represented organizations with 1,001–5,000 employees. **This equates to roughly \$2-\$5 per employee allocated toward an ERG’s annual budget.**

Organizations by # of ERGs Reported & Budget Size (for all ERGs) 2022									
	\$1- \$500	\$501- \$1,000	\$1,500- \$5,000	\$5,001- \$10,000	\$10,000- \$20,000	\$20,000- \$50,000	More than \$50,000	No budget for ERGs	Unknown or no access to that information
0-5 ERGs	2%	0%	7%	6%	5%	4%	4%	20%	14%
6-10 ERGs	0%	1%	1%	2%	7%	6%	12%	2%	4%
11-15 ERGs	0%	0%	0%	0%	0%	0%	3%	0%	1%

Both of these calculations provide simple, conservative estimates. They are blunt instruments that do not account for the rate of inflation. Nor do they reflect a strategic allocation of funds in service of an organization’s DEI goals and objectives. Thus, we encourage you to use them solely as a starting point. Even if you were to try to use them, they’re meager reflections of an organization’s investment in each group’s budget. They do not speak to the overall investment needed to achieve a high-performing ERG program. And in the current economic climate, organizations can’t afford anything less than a high-performing ERG program.

To do so, organizations must—as Dr. Robert Rodriguez put it—move beyond “food, flag, and fun.”¹³ They must position ERGs as valuable partners in helping the organization achieve its strategic goals and objectives. And they must fund them accordingly. For instance, recruitment, retention, productivity, and innovation are make-or-break opportunities in the current economic climate. ERGs should receive funding that reflects their potential return on these key measure.

¹¹ Rodriguez, Robert. Employee Resource Group Excellence (Hoboken, New Jersey: John Wiley & Sons, 2021), 34.

¹³ Ibid.

ERG Lead Compensation

More organizations are compensating ERG leads than in years past. **In 2020, only 6% were compensating leads in some form. In 2022, 46% were.** This does not mean only cash, but can include other forms of compensation mentioned in this report. Of the organizations considering compensating ERG leads, that number almost doubled from 24% in 2020 to 45% in 2021 and has remained at 45% in 2022. As for the organizations that are compensating monetarily with cash, that number is trending upward as well to 24% in 2022. The majority of businesses that compensate ERG leads with cash are paying either a concrete amount annually or in a bonus form. Only 6 organizations cited they are paying their ERG leads hourly, with 50% of those paying more than \$20/hour.

We asked survey respondents if they knew if all leads were compensated the same amount. Almost a quarter (24%) said yes, another quarter (28%) didn't have access to that information, and only 5% said no, they were not compensating ERG leads the same amount.

Organizations continue to recognize that leading an ERG and driving DEI initiatives is substantial work that should be valued and fairly compensated. It is encouraging to see that almost half of the organizations surveyed are compensating their ERG leads, while 43% of those who don't currently compensate are considering it for the future. The trend is clear—compensating ERG leads in some format is gaining popularity. **Organizations understand that part of dismantling racist policies and structures is fairly compensating those who are driving the work in addition to their jobs.**



In the past two years, we asked a broader question of our survey respondents to learn how they compensated ERG leads. Over the years, including in this most recent survey, we did not see any major correlation between organization size and compensation. Yet we did find that most organizations in each of the size buckets generally fell in the \$1.5–\$5K compensation range for 1 lead.

Here are a few examples of organizations of varying sizes and how they compensated their ERG leads:

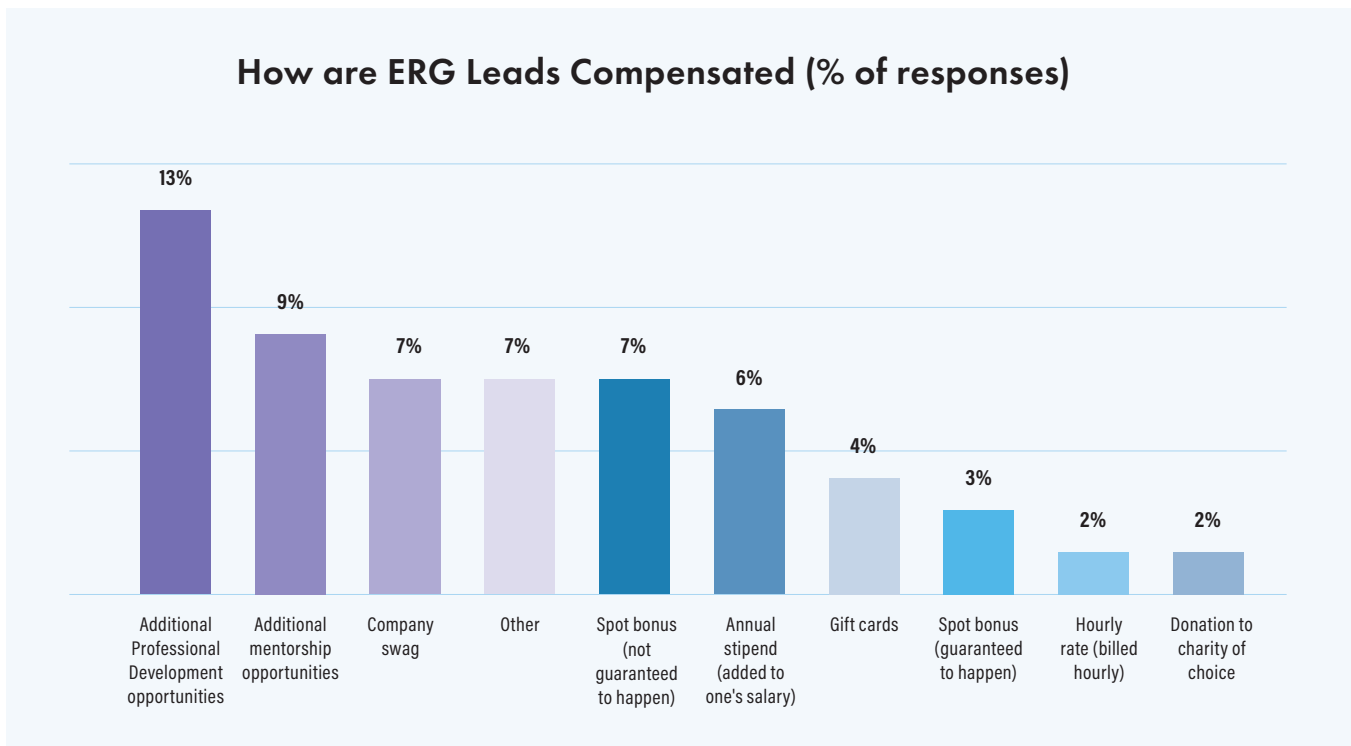
- ⊕ A 1001-5000 employee organization issued gift cards of \$10 for every hour of work
- ⊕ A 501–1,000 employee organization issued bi-annual stock option grants (guaranteed to happen)
- ⊕ A 251–500 employee organization paid a spot bonus between \$1,500–\$5,000 to each ERG lead
- ⊕ A 101–250 employee organization provided additional professional development opportunities
- ⊕ A 51–100 employee organization provided additional mentorship opportunities
- ⊕ A 11–50 employee organization issued equity

Annual Compensation for 1 ERG Lead by Company Size									
	\$1 - \$500	\$501 - \$1,000	\$1,001 - \$1,500	\$1,500 - \$5,000	\$5,001 - \$10,000	More than \$10,000	Do not compensate ERG leads	Other*	Unknown or no access to info
1-100	4%	4%	3%	4%	4%	0%	72%	4%	8%
101-250	4%	0%	0%	15%	0%	0%	70%	4%	7%
251-500	3%	3%	3%	7%	7%	3%	66%	3%	3%
501-1K	0%	6%	0%	10%	6%	3%	61%	10%	3%
1,001-5K	0%	3%	5%	10%	0%	0%	72%	5%	5%
5,001-10K	0%	0%	0%	14%	7%	0%	71%	0%	7%
10K+	0%	9%	5%	5%	0%	0%	68%	5%	9%

**This can include other forms of non-monetary compensation such as professional development opportunities or coaching.*

Forms of Compensation

In 2020, the majority of respondents indicated that compensation, when allocated, included both a cash bonus and hourly compensation, in addition to forms of non-monetary compensation. In 2021, we saw additional forms of non-monetary compensation like professional development, mentorship, swag, and covered travel expenses. **This year, we continue to see a mix of cash and non-monetary compensation, with the most common form being additional professional development and mentorship opportunities followed by spot bonuses, organization swag, and annual stipends.**

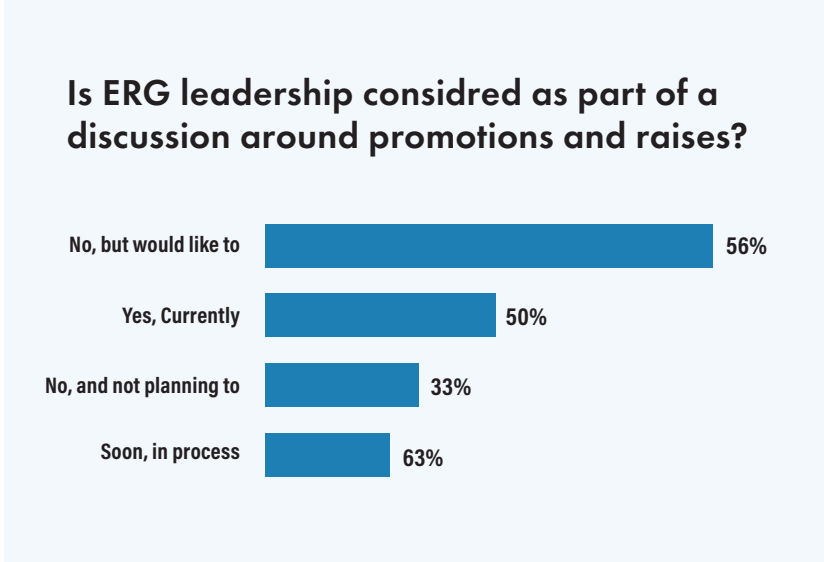


Many organizations facing inflationary and market pressures such as unprecedented increases in healthcare costs have had to make difficult budget decisions. It can be challenging to allocate budget to ERGs and DEICs when organizations are laying off employees and thinking about ways to stay afloat. We applaud the organizations that have been able to stay the course with compensating ERG leads because this is the time when underrepresented groups need the most support—in times of economic uncertainty. However, for organizations that have struggled to continue to compensate or start compensating, our guidance is to look at these alternative forms of compensation, especially the non-monetary options, to see if there are other ways ERG leads can be rewarded for their work.

A few respondents voiced the concern that paying leads would lead to unnecessary competition, becoming an incentive for employees to do the work for the wrong reasons, or make it difficult to measure genuine interest in these leadership positions. While these are valid concerns to explore, existing ERG leads have already contributed, and are currently contributing to, a tremendous amount of work product to the organization without compensation. **The people who**

gravitate to this work and take on lead roles have historically been marginalized, paid less for their full time roles, and are doing this work now to support their communities. They do so because they wish someone had played this role for them as they advanced in their own careers.

The majority of ERG leads are not paid. For those that are paid, the average compensation according to this report is \$2,136¹⁴ annually. This is insignificant when most leads are working a minimum of 1–5 hours a week. Amidst the COVID crisis and with burnout plaguing many employees, it’s unlikely individual leaders are incentivized to do this work because of nominal pay. Instead, they are incentivized because of the work’s importance and impact.



ERG, and other DEI leadership, is significant work — responsibilities in addition to one’s primary job. All work should be valued and compensated accordingly. Compensation should be formal and standardized, supported by specific goals with associated metrics and ongoing commitment from leadership at all levels. This is critical work that supports both the individual employee and overall organizational culture. As with any contribution to the organization’s bottom line, this work should be widely recognized, valued, and fairly compensated.

¹⁴ Subscription Required: <https://www.risewithophr.com/ophr-advanced/erg-lead-performance-review>

Performance Management

Hand in hand with compensation and rewards comes performance reviews¹⁵ and measuring the impact of an ERG lead’s work. While the majority of organizations would like to include ERG leadership as part of the performance review process (36%) or are currently building a process to do so (14%) or currently do so (28%). Similar trends came through in the consideration of ERG leadership as part of the consideration for promotions and raises.

Across organization sizes, about a third to a half of the participants in each size group want to include ERG leadership as part of performance reviews, and about the same percentage already do. **The most**

notable trend across organization sizes was that for organizations with 10K+ employees, about 50% of the respondents already include ERG leadership as part of performance reviews.



Organization Size x Is ERG leadership considered during a performance review?								
	11-50	51-100	101-250	251-500	501-1K	1,001-5K	5,001-10K	10K+
No, and not planning to	13%	0%	18%	27%	3%	13%	8%	10%
No, but would like to	50%	25%	32%	54%	33%	41%	54%	33%
Soon, in process	0%	50%	18%	4%	23%	18%	15%	5%
Yes, Currently	38%	25%	32%	15%	40%	28%	23%	52%

¹⁵ Subscription Required: www.risewithophr.com/ophr-advanced/erg-lead-performance-review

Training and Onboarding

Ensuring your ERGs and related counterparts are all on the same page in terms of roles, responsibilities, and expectations is vital for success. This doesn't just mean ERG leads, but [Executives, Mentors, Sponsors, Coaches, C-Suite](#)¹⁶, and others who need guidance and best practices. Of the organizations that answered "Yes Currently" to offering onboarding and training, the majority are larger than 501 employees and tend to have large overall budgets for their ERGs:

- ⊕ **Of those offering onboarding about ERGs to new hires:** 70% are between 501 to 10K employees and 80% have budgets ranging from \$10K to more than \$50K
- ⊕ **Of those offering training to ERG leads:** 83% are between 501 to 10K employees and 85% have budgets ranging from \$10K to more than \$50K
- ⊕ **Of those offering training to Executive, Leadership, and ERG sponsors:** 75% are 501 to 10K employees and 85% have budgets ranging from \$10K to more than \$50K

While it makes sense that larger organizations and those with bigger budgets are able to dedicate resources to onboarding and training, the data still shows that some small organizations are following suit. Small organizations are prioritizing offering onboarding about ERGs likely to ensure that new hires are aware of these resources that are available to them. For small organizations, this is a practical place to start because when ERGs have higher participation rates, HR and DEI leaders are able to advocate for higher budgets in the future.

	Do you offer onboarding about your ERGs when new hires join the organization?	Do you offer training to ERGs leads about best practices when they become a lead?	Do you offer training to Executives, Leadership, and ERG Sponsors about best practices?
No, and not planning to	1%	8%	7%
No, but would like to	16%	52%	56%
Soon, in process	19%	15%	16%
Yes, Currently	64%	25%	21%

¹⁶ Subscription Required: <https://www.risewithophr.com/ophr-advanced/erg-coaching-and-sponsorship>

Sponsors not only give feedback and advice, they also use their influence with other senior executives to advocate for promotions and to ensure that ERG leads are visible to key decision-makers. Mentors share their knowledge, perspective, and experience, whereas sponsors wield their power on behalf of their protégés. This crucial difference makes sponsorship a valuable tool for actively promoting employees from underrepresented groups into senior positions, stretch assignments, and mission-critical roles.

"[A] helping relationship in which senior powerful people use their personal clout to talk up, advocate for, and place a more junior person in key role."

- Source: Ilbarra, 2019.

Importance of ERG Training: A note from Chezie

Effective ERGs require well-trained leaders who can effectively advocate for their group and create and execute initiatives that align with the company's diversity, equity, and inclusion goals. This makes training for ERG leaders essential.

Training for ERG leaders should cover a range of topics to help them develop the skills and knowledge necessary to lead their groups effectively. Training topics include leadership skills, effective communication, cultural competency, conflict resolution, advocacy, and how to create and manage initiatives. Additionally, leaders should be trained on the company's diversity, equity, and inclusion policies and practices to ensure their group's initiatives align with the organization's goals. It's also important to train ERG leaders on internal processes for ERG management including event planning and execution, budget tracking, membership management, etc.

Internal trainers, external trainers, or industry experts can all provide valuable training for leaders, depending on the organization's needs and resources. External trainers and ERG SMEs can deliver valuable insights into industry best practices and may be helpful in getting buy-in from ERG leaders, since they will be receiving guidance from a new voice. Mentoring and coaching from senior leaders can also be effective ways to support ERG leaders, especially when it comes to leadership development and communication skills.

The importance of training ERG leaders cannot be overstated. While ERGs have the potential to significantly impact workplace culture, they need knowledgeable and competent leaders to achieve and sustain their success. By proactively training leaders, it equips them with the necessary skills to plan effective ERG programming, communicate with key stakeholders, and empower the diverse workforce in an organization, which will ultimately result in increased employee engagement and a higher level of belonging. Therefore, investing in the training of ERG leaders is essential for the success of the ERG and the organization as a whole.

Measuring ERG Impact

While measuring the effectiveness of ERGs¹⁷ might be difficult, it is a vital practice for any organization. Not only will this prove return on investment (ROI) of ERG efforts, but support future budgeting efforts (especially when the budget request increases). An effective way to begin measuring is to add questions to an existing system: engagement and pulse surveys. Currently, only 26.9% were using engagement surveys as a measurement tool with 44.3% interested in doing so.

Example: Create additional ‘demographic’ questions to look at the data:

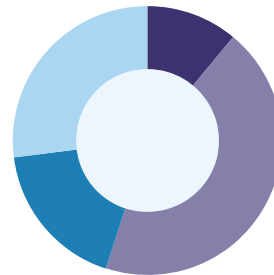
- ⊕ Do you participate in an ERG where you identify with the group’
Example: An employee is Black and they participate in the Black ERG
- ⊕ Do you participate in an ERG where you are an ally of the group’
Example: identify as Black, but champion the AAPI ERG

When you get the engagement survey data back, you can look at all of it through those lenses. This opens up many possible questions to ask about your ERGs.

Retention

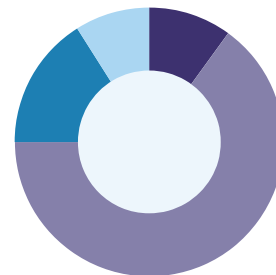
A startling 65% of respondents noted that ERG impact on retention was not measured, but there was interest in doing so. When using the two “demographic” questions listed above, you can easily pull the data around retention for identifiers/in-group, allies, and non-participants. Are you seeing any trends comparing those who identify with and participate in an ERG compared to their majority counterparts? Compared to their allied counterparts?

Is ERG impact measured using an engagement survey?



- 44% No, but would like to
- 27% Yes, Currently
- 18% Soon, in process
- 11% No, and not planning to

Is ERG impact on retention measured?

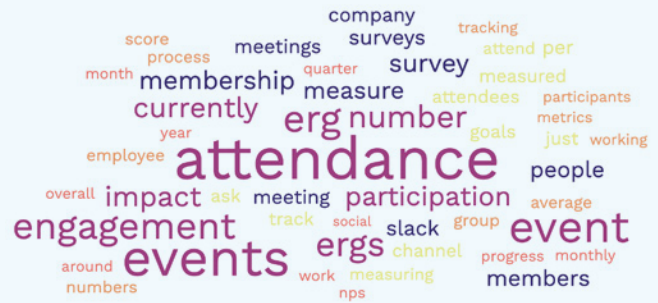


- 65% No, but would like to
- 16% Soon, in process
- 10% No, and not planning to
- 9% Yes, Currently

¹⁷ <https://www.risewithophr.com/ophr-advanced/optimizing-erg-engagement>

Focusing goals on retention should be a high priority as this is an intersectional goal with HR and recruitment. The buy-in to increase retention is across the board and therefore should have intersectional stakeholders when focusing on how ERGs and DEI have impact.

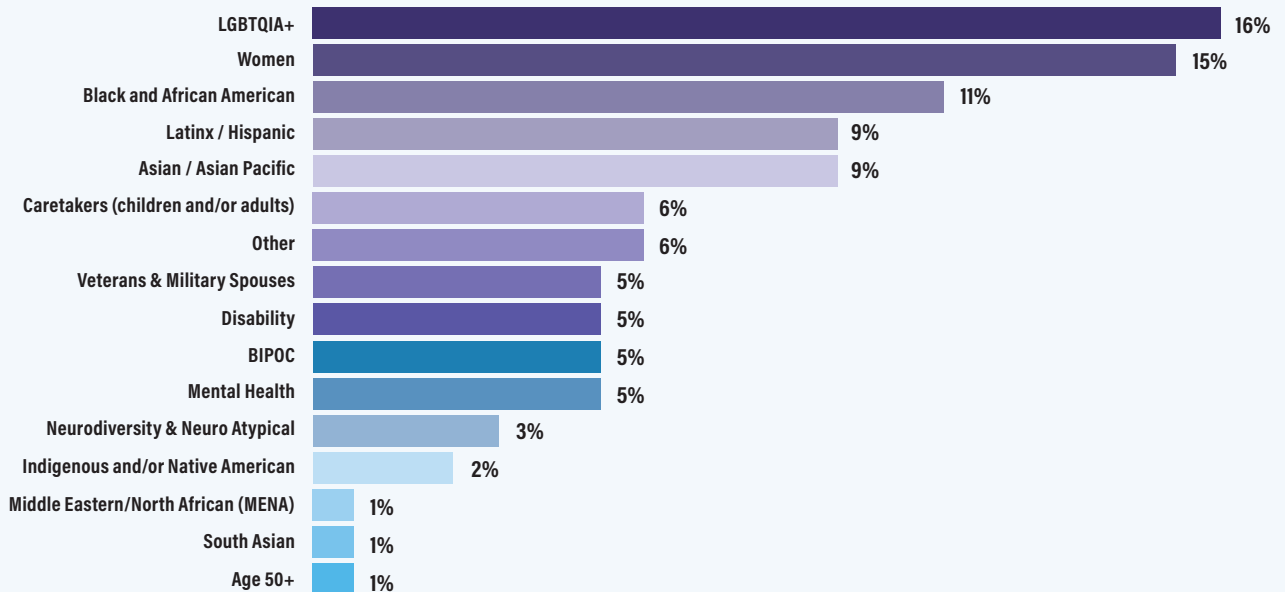
Word Bubble: Word Bubble: How do you define engagement in ERGs? What do metrics are used?



Activity Levels of ERGs

The top five most common ERGs are LGBTQIA+ (16%), Women (15%), Black/African American (11%), AAPI (9%) and Latinx/Hispanic (9%). ERGs will naturally have different levels of participation. As all ERGs have to set goals, it can be helpful to differentiate each ERG as ‘Active’ or ‘Community-Focused’¹⁸. This will help all involved understand how the ERGs support an organization.

2022: What types of ERGs do you have?



¹⁸ <https://www.risewithophr.com/rise-with-ophr-blog/function-of-workplace-ergs>

Active ERGs

Active ERGs should set more business related or strategic goals and have a track record of making significant progress or achieving these goals. It is expected that these groups have monthly/bi-monthly identifier only and ally-friendly meetings.

Example of an Active ERG: Pride

- ⊕ This group holds bi-monthly meetings for both allies and identifiers
- ⊕ They share a monthly newsletter showcasing/interviewing a partner, sharing any recent initiatives, humorous moments, and providing relevant information
- ⊕ Some example initiatives are sponsoring a LGBTQIA+ related speaker for the entire workplace
- ⊕ Working to create a scholarship for LGBTQIA+ folks who want to attend coding bootcamp
- ⊕ Support recruitment on virtual or in-office recruitment events
- ⊕ Hosting an external panel about Pride in the Workplace, etc

Community-Focused ERG

Community-driven ERGs exist often as a community rather than a function of the organization that is setting business or strategic goals. Setting some goals and working to achieve them is important, but the focus is usually on the internal community. While these ERGs are more focused internally, their work is just as important by creating safe spaces, supporting one another, and contributing to organizational culture and team building.

Examples of a Community-Focused ERG: Parents

- ⊕ This group holds bi-monthly meetings for both allies and identifiers
- ⊕ They share a monthly newsletter showcasing/interviewing a partner, sharing any recent initiatives, some humorous moments as a parent, and providing relevant information
- ⊕ An example initiative is offering to reimburse \$15 per family for ice cream as long as the family sends in a picture of them eating said ice cream for the newsletter
- ⊕ Another example initiative is creating a book list for children on the topic of combating racism and every employee in the organization could expense one of these books for a child in their lives

18 <https://www.risewithophr.com/rise-with-ophr-blog/function-of-workplace-ergs>

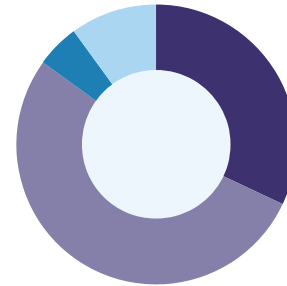
Tools & Software

How are folks keeping track of their goals, impact, and constituents? Not clear. Only 10% are currently using software. While we're a big fan of Chezie, ERG leads and their executive sponsors can also look at internal tools already in use for tracking and support. Human resource information system, applicant tracking system, Excel or Google Sheets, and learning management system often have dashboards or data that can be amassed together. Sometimes, even with a handy API connection or using Google Dashboards.

The data by organization size indicated that many respondents aspire to use software to measure ERG impact, in particular organizations that are 5–10K employees. **Of the large organizations (10K+), about a third currently use software to measure impact, a third do not plan to, and the rest would like to.**

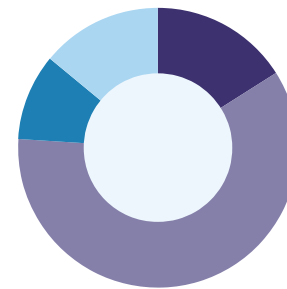
One of the reasons we may see low adoption of software is that it can be a costly addition to the suite of HR software an organization uses. If organizations intend to use current software, it can still be time consuming to set up key performance indicators, dashboards, and reporting practices.

Is software used to help measure ERG impact?



■ 53% No, but would like to ■ 10% Yes, Currently
 ■ 32% No, and not planning to ■ 5% Soon, in process

Is ERG impact on those who identify/are in-group measured?



■ 60% No, but would like to ■ 14% Yes, Currently
 ■ 16% Soon, in process ■ 10% No, and not planning to

Organization Size								
Is software used to measure ERG impact?	11-50	51-100	101-250	251-500	501-1K	1,001-5K	5,001-10K	10K+
No, and not planning to	38%	38%	36%	42%	40%	21%	8%	33%
No, but would like to	38%	50%	50%	54%	40%	67%	83%	38%
Soon, in process	0%	0%	9%	4%	10%	5%	0%	0%
Yes, Currently	25%	13%	5%	0%	10%	8%	8%	29%

Goals

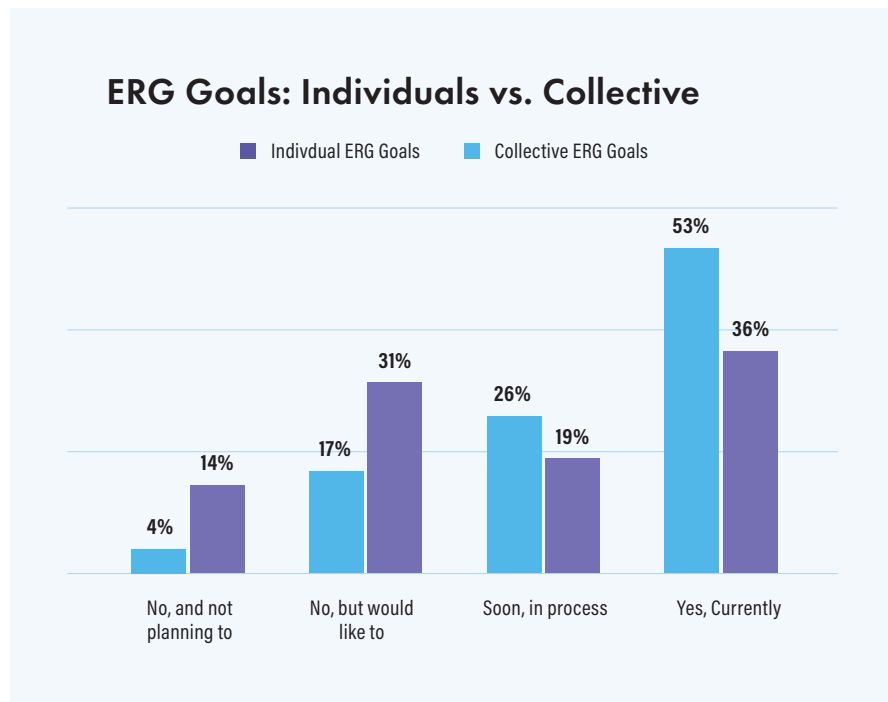
The majority of organizations surveyed indicate that they are currently setting goals or plan to set goals for ERGs either collectively or individually. Goal setting for ERGs is not only important to be able to measure the impact of ERGs, but to also create a business case for why ERGs are essential aspects of the community at an organization. ERGs are part of the ecosystem of an organization, and goal setting is a critical part of establishing ERGs as part of an organization's mission and business strategy. In organizations where ERGs lead DEI programming, onboarding aspects, and other organization-wide initiatives, goal setting enables them to focus on the highest impact work.

53% of organizations indicate they set individual ERG goals and 36% set collective ERG goals. Only 14% of organizations also indicated that they don't plan to set collective goals and 4% indicated that they don't plan to set individual ERG goals.

While you don't have to compensate your ERG leads, if they are earning compensation, then it is another reason to institute goal setting so that ERG leads are held accountable. It is important for ERG leads to demonstrate results, and if they are not demonstrating results, they may not be the right folks for these leadership positions. ERG leads have important responsibilities to lead and represent their ERG, and to also build community, create trust, suggest organization improvements, and contribute to the wellbeing of its members. These are no small tasks, hence why ERG leads should be compensated for their important work and measured on their impact.

Of those that are currently setting individual ERG goals, 53% are organizations with 1,001 to 10K+ employees. 47% are smaller organizations.

There is no one distinct organizational size that is more common for those setting individual ERG goals. We see a similar trend amongst organizations setting collective ERG goals: 45% of those organizations are 1,001+ employees while 55% are smaller.



As expected, we see similar trends with organizational budgets for all ERGs—there is no one distinct budget size that is most common for those setting individual or collective ERG goals.

- ⊕ **52%** of organizations setting individual ERG goals had annual total budgets greater than \$5K
- ⊕ **52%** of organizations setting collective goals had annual total budgets greater than \$5K

Goals Based on ERG Maturity

It's absolutely critical that you have established metrics to track the success of your ERG programming and strategy. Having metrics in place can be the difference between your groups getting additional funding for the upcoming fiscal year and your groups getting dissolved entirely. **The question is: what metrics should you track?**

Depending on where your ERGs are in their development, some metrics might be easier to gather than others, which is why we've broken this up by ERG maturity level

Early Stage: When ERGs are less formal and focused primarily on creating networking opportunities for their members. For earlier-stage groups, this might mean that your group is housed in a Slack channel (or similar) and that you're still working on establishing your leadership team.

- ⊕ **Overall membership:** Track the number of employees that are members of your group. For this, you need to define what membership means. At this stage, this can be people that have opted into the distribution list or joined the Slack channel.
- ⊕ **# of events held:** Track the number of events held per quarter or half-year, or full year. Identify a target number (i.e. one event per month), and make sure that each event has an objective.
- ⊕ **Event attendance:** Track the number of people that are signing up to attend your events (accepting the calendar invites), and the number of people actually attending the event. For virtual event attendance, look at the number of participants halfway through the event.

Established: When ERGs are further established and they have a set structure, a leadership team, and a regular event schedule. They also support business objectives, although they might not do it regularly. In addition to the previous metrics for companies:

- ➔ **Recruiting referrals:** Track the number of recruiting referrals that members of ERGs submit. If there's not an option to do this in your applicant tracking system, consider creating a simple Google form where people select the ERG they are part of, and send each new submission to the recruiting team.
- ➔ **Mentorship program participation:** Track the % of your ERG members and of your overall company that participates in your mentorship program in a fiscal year. Decide if the program is exclusively for ERG members or open to anyone at the company.
- ➔ **# of community service/corporate social responsibility (CSR) initiatives held:** Track the number of community service initiatives led by your ERG in a given fiscal year. These can be volunteering, food or clothing collections, donations, or any other form of community service/CSR.

Established in Business & Culture: Every group should strive to become a business resource. This means that not only is your group providing a community for employees from underrepresented communities at your company, but that you're also supporting critical business functions that improve the bottom line. In addition to the previous metrics:

- ➔ **# of feature requests from ERG members:** Track the number of feature requests submitted by your ERG members. The same way that your product team gathers feature requests from customers, it can work with members of your ERG to figure out how to make your company's product more inclusive and/or attractive to a different demographic.
- ➔ **# of leads from ERG member referrals:** Track the number of sales leads submitted by ERG members. Similar to the recruiting referral, create a system for members of your ERG to submit potential sales leads to the sales team. Bonus points if the submitting employee gets commission upon closing the deal.
- ➔ **# of promotions for high-potential mentorship program:** Track the number of people participating in your high-potential mentorship program. Unlike a traditional mentorship program, this one should be focused on identifying successful middle-managers and giving them resources and support to make their way into company leadership.

Conclusion

Seek first to look inward

We hope this report helps you put your organization and your ERGs in context. While comparison is necessary at times, we encourage you to use this report primarily as an opportunity to look inward. Having read it, take a few minutes to reflect:

- ⊕ Do you feel your ERGs are well-structured? Why or why not?
- ⊕ Are your ERGs succeeding? What metrics can you point to that indicate they're succeeding?
- ⊕ What lessons from this report could you use to further support your ERG infrastructure?
- ⊕ If you're not currently compensating your ERG leaders, what could compensation look like at your organization?

This report was instrumental in helping me launch an ERG Lead compensation plan at my company. I used this data to make a strong case to my executive team about why ERG Leads must be compensated, pulling on data from companies that are a similar size and structure to ours. The conversation about compensation has also opened the door for more discussion about the impact and value of ERGs, driving even stronger executive support for our work.

– 200 Person Tech Firm

What questions remain?

There are still several outstanding questions when it comes to ERGs:

- ⊕ **How much and in what ways should you compensate ERG leaders?** Some organizations compensate with cash. Others provide learning and development opportunities. There is no clear or right answer.
- ⊕ **How many ERGs is right for an organization of a certain size?** Larger organizations certainly have more groups. But small and midsize organizations feel pressure to represent everyone with limited staff and resources.
- ⊕ **What should ERGs work on and work toward?** What works for one organization won't work for all. How you orient your ERGs and the work they do should be specific to your organization, even if you use existing operating models and frameworks.

What's next for ERGs?

ERGs remain a core part of organizational DEI—and overall culture—efforts. But in order for them to continue providing community and creating impact for the foreseeable future, they must be properly set up and supported if they are to succeed.

Here are three things you can do to help your ERGs be successful:

- ⊕ **Align your ERGs with your organization's mission and vision (purpose), core values, and strategic goals and objectives.** This is the fount from which all other departmental goals cascade, including DEI and ERG goals. It is an animating source for all members of your organization.
- ⊕ **Recognize ERG leaders and reward their hard work.** You don't necessarily have to pay them, but you should develop the "high potentials" in your organization.
- ⊕ **Give ERGs and their leaders strong sponsors.** Beyond having a coach or a mentor, ERG leaders need sponsors. They need someone who will advocate for their group and push the boundaries of what's possible.

Partner with Us

We regularly work with organizations of all sizes and in all sectors to optimize their ERG operating models and amplify the impact of their ERGs.

[Book a 25 minute free consultation](#)

with an ERG expert to explore how we might help you and your ERGs reach new horizons.

About The Rise Journey

The Rise Journey is a full-service HR consulting firm that partners with organizations to reach ever-advancing horizons. We provide high-value, metrics-driven support to facilitate positive organizational change with expertise in strategy development and execution; people, culture, and organizational design; diversity, equity, inclusion, belonging, and accessibility (DEIBA); environmental, social, and governance; and learning and development.

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Appendix

Survey Methodology

The Rise Journey conducts an annual survey to understand the landscape of DEICs and ERGs with a focus on compensation. Our 2022 survey had 187 participants across various industries and organization sizes. Industries included technology, finance, e-commerce, retail, and professional services across nonprofit and for-profit organizations, start-ups, and multinational organizations.

Where possible in this report, we share year-over-year comparison data. Because certain questions were updated with more answer choices, we combined groups when necessary to enable comparisons and to provide trending data.

The survey data was analyzed by reviewing the percentages of survey respondents to each question. For questions that had only one answer choice, each percentage represents the total survey respondents who provided that answer as a proportion of the total respondents who answered the question. For questions that had “select all that apply,” each percentage represents the number of respondents who selected that answer choice as a proportion of total answer choices that were selected by all respondents. Every question on the survey was optional and some survey respondents did not respond to every question. This is why the n size for each question differs.

Because our survey respondents span a variety of industries and organizational sizes, we recognize that this is not a large sample that is representative of the entire population. We understand that there may be voluntary response bias as there was an open call for participants to respond to this survey. Over the past 3 years we have expanded our survey sample size and feel confident that this data can provide helpful strategic direction for organizations across industries and of varying sizes. We plan to continue to expand our survey sample in the future, and we want to emphasize that our aim is to provide qualitative research on practical approaches that any organization can utilize.

Our hope is that this data provides examples and transparency when it comes to DEIC and ERG compensation and budgeting practices. We do not draw any statistical conclusions in this report, but we do provide commentary based on our observations of the data, comments, and trends we have observed working with our clients.

Additional Resources

Please note: Rise with OPHR is the One Person Human Resources (OPHR) solution you've been looking for. We believe HR is essential to people-centered workplaces. Our mission is to empower organizations of all sizes with affordable, easy-to-access tools to build and support an engaged workplace culture. We have a comprehensive and robust program with interconnected resources, crafted and reviewed by leading experts in the industry—always with a DEIBA lens. Resources like copy-and-paste templates, easy to use presentations, heritage month email examples, and more! OPHR Essentials is free (with subscription) and OPHR Advanced is \$750 a year. If you need help talking to your manager about how this resource will help your career we have a [ready-to-use guide for support](#).

ERG Compensation Database | #ERGFairPay | Parents in Tech Alliance

https://docs.google.com/spreadsheets/d/1V2fo0x-qgUe8rQwr7H_IFZwxSb-6S0eMYu2a8PPX-3k/edit#gid=0

Report: State of the ERG 2021

<https://www.therisejourney.com/blog/2021-erg-report>

2020 Report: Is Your ERG Lead Being Properly Compensated?

<https://www.therisejourney.com/blog/are-you-paying-your-erg-leads>

OPHR Essentials:

⊕ Inviting Selected DEIC Members

<https://www.risewithophr.com/ophr-essentials/inviting-selected-deic-members>

⊕ Inviting Selected ERG Leaders

<https://www.risewithophr.com/ophr-essentials/inviting-selected-erg-leaders>

OPHR Advanced:

- ④ **Presentation Template: Paying ERG Leads**
<https://www.risewithophr.com/ophr-advanced/paying-erg-leads>
- ④ **Presentation Template: ERG Coaching and Sponsorship**
<https://www.risewithophr.com/ophr-advanced/erg-coaching-and-sponsorship>
- ④ **Presentation Template: ERG Revamp Deck**
<https://www.risewithophr.com/ophr-advanced/erg-revamp-presentation>
- ④ **Template & Guide: ERG Lead Performance Review**
<https://www.risewithophr.com/ophr-advanced/erg-lead-performance-review>
- ④ **Guide: ERG Executive Sponsorship**
<https://www.risewithophr.com/ophr-advanced/erg-sponsorship>
- ④ **Template & Guide: DEI Committee Charter**
<https://www.risewithophr.com/ophr-advanced/dei-committee-guide>
- ④ **Template & Guide: Qualities and Attributes of an Effective Executive Sponsor**
<https://www.risewithophr.com/ophr-advanced/qualities-attributes-of-an-effective-executive-sponsor>
- ④ **Presentation Template: ERG Structure and Roles**
<https://www.risewithophr.com/ophr-advanced/erg-structure-and-roles-101>
- ④ **Presentation Template: ERG Strategy**
<https://www.risewithophr.com/ophr-advanced/erg-strategy-101>
- ④ **Presentation Template: Optimizing ERG Engagement**
<https://www.risewithophr.com/ophr-advanced/optimizing-erg-engagement>

The Rise Journey

Report: State of the ERG

2022