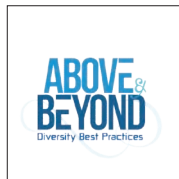




ERG LEADERSHIP HANDBOOK



COMPANY	GlaxoSmithKline (GSK)
ERG	African American Alliance (AAA)
PROBLEM	A reorganization displaced key AAA members and caused the ERG to stall.
SOLUTION	ERG was restructured and gained the support of an influential executive sponsor.
RESULTS	AAA grew from a siloed, site-based model with 200 active members, to an enterprise model with over 800 members at eight GSK locations.



When GSK's R&D department went through a reorganization, key leaders of the organization's African American Alliance

(AAA) were displaced and the ERG lost momentum and members. The ERG's leader immediately stepped up to the challenge. She assembled a small multi-site team and began the work to rebuild the ERG. An important first step was reaching out to GSK executives and sharing her vision of how ERGs can be leveraged to support the business in tangible and impactful ways. Her efforts were successful. She secured the commitment of a senior executive with a high level of influence at GSK as an executive sponsor for the AAA.

Her next area of impact was to establish a new governance structure for the ERG. At the time, the ERG had two site locations, with each site managing its own budget and developing its own programming. The vision for the new governance structure would align the work of the two sites around a shared

vision and centralized budget and expand the enterprise to engage field-based staff at additional GSK locations. The two existing site leads were engaged in the planning process as co-enterprise leads, each playing an active role in crafting a mission for the new enterprise and identifying expanded programming opportunities. Their input and involvement was a key factor in successfully expanding the scope of the ERG and engaging field staff at additional GSK locations.

Employees interested in taking on the role of a site leader at the new site locations were interviewed by the co-enterprise leads and at least one D&I advisor and were required to obtain approval from their manager to lead the ERG's work at the site for at least two years. The co-leads also established a steering team comprised of AAA site leads to ensure that each site's activities are aligned to the mission of the enterprise, a team of advisors who provide strategic support to the ERG, and a legal advisor.

To manage membership and to enhance the communication flow, the co-leads also added a membership lead and communications

lead to the new governance structure and worked with the ERG team leader to establish dedicated points of contact within the company's commercial, community partnerships, and communications organizations to align the initiatives of the ERG to GSK's business interests. Realizing that this was a tremendous change for the organization, the ERG held an enterprise-wide re-launch meeting to introduce its executive sponsor and leadership team and share the ERG's vision and goals for the upcoming year.

The changes to the governance structure and the influence of a strong ERG leader and executive sponsor have resulted in increased membership, higher levels of employee engagement, more efficient use of the ERG's budget, and an enhanced ability to support and align to the needs of the business. The AAA ERG has become a go-to business resource at GSK with a reputation for impacting results and driving change. Today, the group is composed of two executive sponsors, an ERG steering team, a board of advisors, and over 800 ERG members at eight sites across the U.S.

Consider these questions to advance your ERG

- How can the ERG better influence corporate growth and business development?
- What more can the ERG do to impact recruitment, hiring and advancement practices?
- Do the ERG's charter and business plan need to be revised or adjusted to reflect changing priorities or lessons learned? How often are they assess for relevancy and best practice?
- Does the ERG's membership include employees at all levels of the organization? From different diversity dimensions?
- Does the ERG collaborate with other affinity groups? What new alliances have been implemented as a result?
- How does the ERG support members: are they more satisfied, engaged or promoted than other employee cohorts? Do members have opportunities for sponsorship or mentoring?
- Do ERG leaders have access and visibility with senior executives and/or the CEO?
- How does the executive sponsor use his/her influence to advance the work of the ERG?

COMPANY **GlaxoSmithKline**

ERG African American Alliance



GlaxoSmithKline's diverse reverse mentoring program brings ERG members and executives together to share perspectives and solve business problems.

GSK has had a robust diverse reverse mentoring program in place since early 2014. In traditional mentor/mentee arrangements, a senior person in the organization mentors a junior employee, in essence serving as the more experienced advisor. In GSK's program, the senior leader is paired with a diverse employee who acts as the mentor to enhance the senior leader's inclusive leadership skills, while supporting a bi-directional learning opportunity. The goal is to build relationships and help each individual broaden the lens through which they view the business – whether they are a senior executive at GSK, or a line employee.

The match between mentor and mentee is intentional and diversity is always a consideration. There is also a deliberate effort to arrange mentor/mentee partnerships across business lines to further expand the scope of perspectives that are shared. Through the reverse mentoring process, mentors and mentees share their personal experiences and perspectives, while respectfully challenging each other's biases and assumptions. The pairs also discuss workforce and career advancement challenges facing employees. There are no strict guidelines governing

Best Practice Tips

Establish a framework for the process. Offer guidelines for carrying out a reverse mentoring relationship, including suggested role and responsibilities of mentors and mentees.

Don't limit what can be discussed. Allow mentors and mentees to determine what is important and appropriate to share and discuss. Suggested topics of concern and interest to the company can be provided, but the goal is to push participants outside their comfort zone, challenge assumptions, and learn from one another's perspectives.

Keep it simple and make it safe. Don't overprescribe the process. Encourage participants to meet at least monthly, preferably outside the office so there are no distractions or positions of power. This puts both participants on more equal footing.

when mentors and mentees meet, or what they discuss, recognizing that to achieve an authentic dialogue, participants need to establish their own comfort level and rules of engagement.

The company's African American Alliance (AAA) has successfully leveraged the program to raise awareness among senior executives around issues impacting African American employees, both in the community and at the workplace. Through the reverse mentoring process, GSK executives learn more about cultural differences and influences, and how diversity impacts the African American

employee experience, and the business overall. In turn, AAA members serving as mentors are provided an opportunity for heightened visibility and exposure to senior leaders outside their business unit and gain new insight to how decisions are made at the executive level. AAA ERG members also serve as sounding boards and confidantes to senior leaders who are faced with challenging I&D related scenarios. To date, topics have ranged from discussions

Diverse reverse mentoring adds value

- Increased leader commitment and support of ERGs
- Better understanding of the business value and ROI of ERG work
- Employee mentors are provided a platform to share their perspectives and insights around business goals, recruitment practices, talent management, and employee engagement
- More authentic and inclusive leadership
- Conversations initiated through the program unleashed more open and honest dialogue across the organization

"Through my DRM experience, I truly believe I have become a better, more inclusive leader who is constantly curious and wants to learn from others. It has helped me see things in new ways and created a very different type of conversation for me with my team and with other leaders in the organization. My mentors have given me the courage to do some things I would never have dreamed of doing previously and for that I am grateful!"

Lisa Benna, SVP HR Pharma NA

about #TimesUp and Black Lives Matter, to how to support LGBTQ employees in countries where difference is not celebrated.

GSK's diverse reverse mentoring program is open to all employees and is currently utilized primarily in the US and the UK. The majority of employees participating in the program as mentors are ERG members. To date, over 150 executives have participated in the program. The majority of employees serving as mentors have been ERG members. The program has provided a safe and structured environment for exploring different perspectives and fostering an authentic dialogue between employees and senior leaders. The relationships forged in the program have

"Having these important conversations as a group allowed for more perspectives and learning. Together we identified possible business solution ideas like onboarding new employees as a longer term process vs. typical 30/60/90 day windows, creating broader mentoring networks, and creating more dedicated time specifically for I&D discussions focused on stakeholders. Our group was extremely willing to explore non-work issues as well so the whole experience has impacted me as a person, not just as a corporate citizen. I encourage employees at all levels to get involved in diverse reverse mentoring."

Matt Mazeffa, VP, Channel Development and Sales, Managed Markets and Government Affairs

led to increased appreciation for diversity of thought, new insight to workplace and marketplace challenges, enhanced cultural

competence, more inclusive leadership, and increased sponsorship opportunities for diverse employees.