



Diversity  
Best  
Practices

# ERG LEADERSHIP HANDBOOK



# CASE STUDY

COMPANY	<b>Clorox</b>
ERG	ORBIT
OPPORTUNITY	Further engage and connect the virtual workforce at the company
SOLUTION	Leverage a virtual BRG structure in partnership with IT and HR

ORBIT is the Clorox company's virtual workforce business resource group. The BRG has an interesting history that exemplifies the influence employees can have at a grassroots level. In 2010, two of the company's marketing professionals were looking to relocate outside of Clorox headquarters. Although working virtually in the marketing function was unheard of at that time, coincidentally they had each proposed to senior leaders to do their jobs remotely. Due to their performance record and tenure at the company, they were given the opportunity to be a pilot for introducing remote work to the marketing function.

The two professionals connected periodically to share tips on how to lead teams and work in a remote environment. What started as one-on-one meetings quickly expanded to include other remote employees from different Clorox functions across the U.S. The group shared practical tips for working remotely and discussed broader topics including career pathing and training needs. In 2013, the group became an official BRG.

Initially, the BRG targeted employees who worked from home as members. ORBIT originally stood for Offices Remote but Integral Teammates. However, within a year of its formal launch, ORBIT's leaders realized that membership growth was actually coming from employees that worked at different Clorox hubs, including headquarters. In 2015, with this new perspective, ORBIT's mission was reframed to represent its real target audience: the 95 percent of Clorox employees that work with people who are not located in the same office. ORBIT's mission evolved to "Enable Clorox employees and teams to thrive wherever they live or work."

## Strong partnerships with IT and HR drive ORBIT's impact.

ORBIT's executive sponsor is the company's chief information officer. The BRG has leveraged this connection to influence technology choices, pilot new platforms before rollout, and assist with training employees on how to use new tools. Recently,

ORBIT provided test users for new virtual collaboration platforms and was a key resource to lead corporate training on the selected platform. The IT department values ORBIT because its members truly are early adopters of technology and ways of working in a virtual environment. ORBIT members have a vested interest as well, because without the right virtual tools, they are disconnected from their day-to-day teams. Today, ORBIT's leadership and membership community are an integral component in the company's IT strategic plan.

Since the outset, ORBIT has had an HR sponsor and HR representation on its committees. This strong partnership with HR has helped to advance awareness of virtual employee needs, including virtual training and incorporating virtual leadership skill sets into the broader employee development framework. When the BRG was founded, very little functional training was available virtually, and remote workers typically traveled to Clorox headquarters for training, which was costly and time-consuming.

**HISTORY: ORBIT was formalized in 2013 to support Remote Employees. In 2017, it evolved to support all Clorox employees in the virtual workforce.**


### 2013 MISSION:

Position Clorox to succeed in an increasingly decentralized work environment by developing, integrating, empowering, enabling and embracing remote employees



### 2017 MISSION:

Enable Clorox employees and teams to thrive wherever they live or work in order to drive our growth culture

	2010	2012	2013 - 2014	2016	2018	2020+
ENVIRONMENT	<b>US Clorox Locations</b> <b>Primarily Hub (GO) &amp; Spoke Model</b>	<b>More Hubs:</b> Pleasanton Campus Open; Burt's Bees Integration.	<b>Acquisitions/ Integrations Cont.</b> HealthLink	<b>Thriving Clorox "Hubs"</b> Renew Life acquisition	<b>New Way of Working</b> Leadership Team Coaching	<b>Prepare Clorox for 2020 and beyond</b>
	<b>Standard Communication Tools:</b> Phone; Email	<b>IM becoming more familiar.</b> Video still new/scary (US)	<b>Virtual comm. more "norm"</b> (IM, Video, etc.)	<b>Increased Use of Collaboration Tools</b> (WebEx, Box, etc.)	<b>Future tools?</b> (VR, etc.)	
		<b>Informal network of remote employees formed</b>	<b>Formalized ORBIT as BRG for Remote Workers</b>	<b>Scope Expands to "Virtual Employees"</b>	<b>Became Largest BRG ~750 members</b>	<b>Opportunities remain: expand inclusion Influence ...</b>

Now, thanks in large part to ORBIT, the majority of corporate training is available virtually.

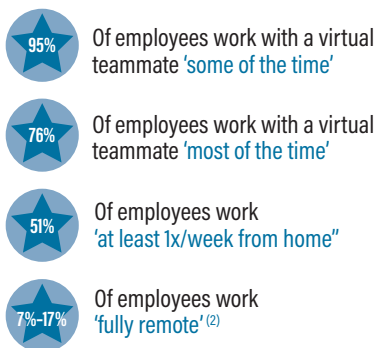
ORBIT is also viewed as a valuable resource to local regional HR teams. For example, when one of the company's Latin American business units went through a reorganization that consolidated operations in three countries into one business unit that is geographically dispersed, the new leadership team for the business unit reached out to ORBIT to teach them the skills and tech tools needed to effectively work together across the distance.

The BRG has also contributed to the company's D&I impact. In 2017, Clorox implemented a new program to generate awareness of how unconscious bias can influence decision making. Because of the BRG's strong connection to HR, ORBIT was able to influence the development of specific strategies to mitigate a bias that "near is stronger than far" and bring attention to the issue that distance bias can lead to neglecting people or projects that are not top of mind or in close proximity, a problem for teams and/or managers who are not co-located with teammates or direct reports.

ORBIT is one of nine resource groups at Clorox. Employee resource groups currently represent Asian, black, Latino, multicultural, LGBT, women's and veterans' interests, while business resource groups represent millennials and remote workers. Today, ORBIT is the company's largest BRG, with 750 members and growing, representing 21 countries and 55 locations.

## ORBIT Matters: Clorox is a virtual workforce (surveyed total Clorox, not just ORBIT members)

### (Clorox in 2016): High level of virtual teams...



### And high level of virtual direct report\manager relationships



### WHERE HELP IS NEEDED

Building Relationships

Quick/Casual interactions

Career Pathing

Skills (& Tools) to lead effective meetings/sessions

Collaboration

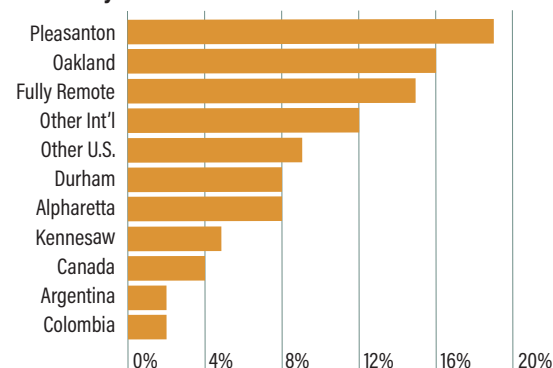
ORBIT Survey 2016 N= 467. US 80%, Int'l 20%, Sales 26%, PSO 18%, R&D 16%, Mktg 14%, IT 12%, Finance 12% rest: HR, GM/Exec, Legal

2) # of employees 'fully remote': 7% reported in Engagement Survey; 17% in ORBIT survey. +8% / yr growth in fully remote workers past 2 years (Engagement Survey)

## ORBIT | the largest BRG and highly cross functional

- 750+ members, representing 21 countries and 55 locations
- 80% of membership in US, with highest concentrations in Pleasanton and Oakland. 15% Fully Remote. Largest int'l grouping is in Canada.
- Highest % of members from PSO, Sales, and Marketing.

### Members by Location



### Members by Function

