



Gay, Lesbian, Bisexual, Trans\*  
and Allies at Oliver Wyman



Employees of Oliver Wyman  
Enabling Racial & Ethnic Diversity



#inthistogether

# IN THIS TOGETHER XERG COLLABORATION: THE NEXT BIG ERG THING

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# Hello!



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# Agenda

## ERG Discussion

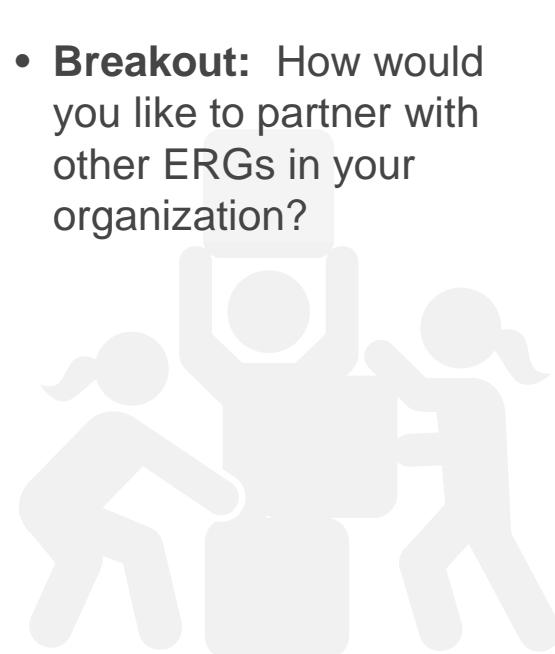
- A view on how ERGs are helping firms become better
- **Breakout:** What are your ERGs doing well and where would you like to see them do better?

## The xERG Potential

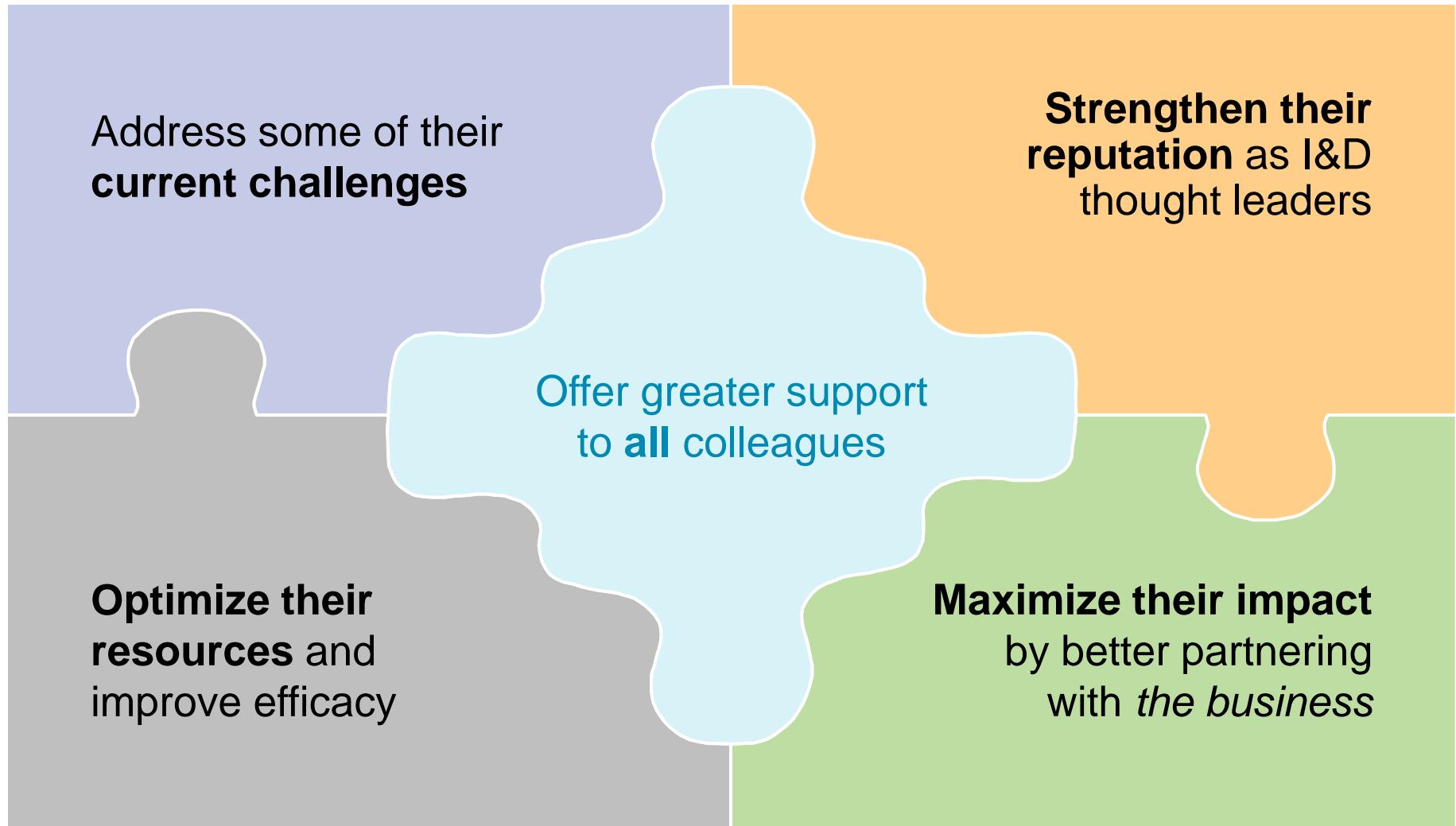
- A look at Oliver Wyman's unique xERG approach
- **Breakout:** How would you like to partner with other ERGs in your organization?

## Takeaways

- **Breakout:** What do you hope to take back to your organizations, and how can we help?
- Planning and Q&A



Today, we want to lead a conversation about ways to help ERGs...



But what do **you**  
hope to get out  
of this session?



# ERGs have a unique opportunity to shape the present culture and future direction of their organizations

## ENABLING AUTHENTICITY

Colleagues feel confident bringing their whole selves to work

- Creating networks and mentorship opportunities
- Fostering safe and visibly inclusive spaces
- Organizing social and community-building events
- Allowing members to share experiences and challenges



## FOSTERING INCLUSION

Differences are respected, valued, and leveraged

- Building awareness on identity-related topics through education
- Growing ally base
- Partnering with business on targeted interventions and improvements
- Ensuring consistency across offices or regions

By focusing on impact, ERGs can improve individual colleague experiences, organizational culture, and business outcomes



# ERGs have traditionally pursued culture change independently, focusing on one categorical area of difference

Outreach and advocacy



Social programming



Coming out support



Ally engagement

LGBTQIAA – the alphabet soup  
In a world of acronyms, what do all these letters mean?

- L stands for Lesbian  
Women attracted to other women
- G stands for Gay  
Men attracted to other men
- B stands for Bisexual  
Attracted to more than one sex
- T stands for Transsexual /  
Transgender  
Identifies as a different gender from that assigned at birth
- LGBT, or GLBT, is the most common and globally recognised term

This slide is part of a new series produced by GLOW to bring understanding of LGBT topics to a broader audience. If you have any feedback, or topic you'd like covered, please comment on our [POW page](#) or email [glove@oliverwyman.com](mailto:glow@oliverwyman.com).

Awareness building



Community service



Member recognition

## Breakout

What are your ERGs doing well and where would you like to see them do better?

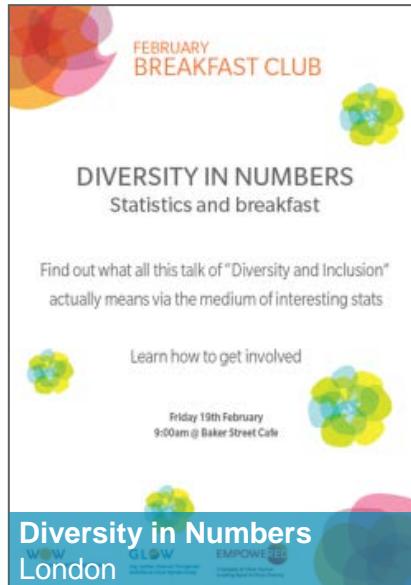


We have seen how collaboration across ERGs creates new opportunities to serve members and influence culture at large ...

Better support  
intersectional identities



Better address local needs



Improve awareness in  
places where certain  
identities are not visible



Diversity Discussion Dinner  
Montreal



National Coming Out Day  
Stockholm

Reinforce firm  
I&D messaging



"Inclusion Is" Campaign  
Global

... as well as improve ERG organizational efficacy and reputation



## Org. Effectiveness

- Identify and prioritize common goals
- Know what's going on across different ERGs
- Find more opportunities to collaborate or support
- Share to get the most out of your resources (people, time, money, etc.)
- Connect members across ERGs to get more done in less time



## Brand

- Think of ERGs as a collective brand (most of your company already does!)
- Position individual ERGs as specialists with specific expertise areas
- Be a brand ambassador to ensure collective ERGs are represented at the table
- Keep communications consistent and streamlined



## Business Partnership

- ERG leaders can engage Senior Leaders more effectively and with less redundancy
- ERGs can team with business functions more holistically

## Breakout

How would you  
like to partner with  
other ERGs in  
your organization?



Like all culture change initiatives, moving towards greater xERG collaboration can be difficult ...



... but ERGs can overcome the challenges together with shared commitment

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### Collaborate, not compete

- Focus on common goals and shared accountability
  - Increase visibility and communication across networks
  - Share resources and best practices transparently
  - Tackle big problems together
- 



### Think BIG

- Focus on impact and think about how goals contribute value to firm
  - Don't underestimate the big impacts of quick wins
  - Leverage xERG teams to execute high-impact initiatives
- 



### Be an ally

- Visibly demonstrate support across networks
  - Cross-pollinate as a strategy (ideas, approaches, events, etc.)
  - Move from "what's in it for me" to "what's in it for us"
- 



### Be mindful of intersections

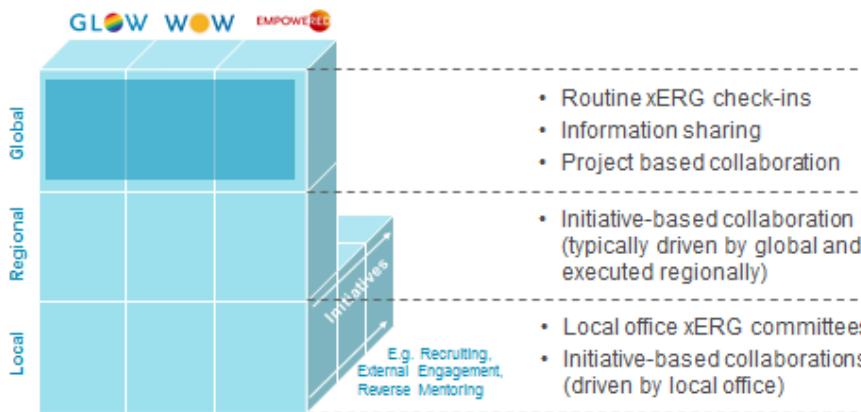
- Work together to provide support to colleagues at the intersection of multiple identities (...which is basically everyone)
  - Ensure that intersectional voices are heard and championed
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... and we've identified a few tactical approaches to facilitate the process

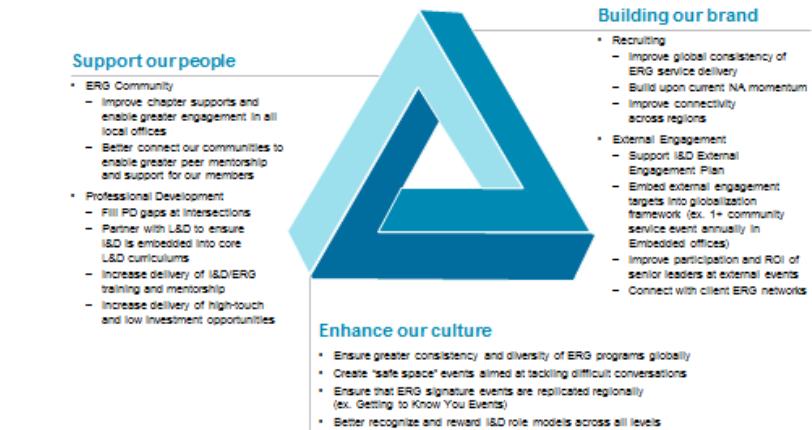
## Develop a xERG Charter



## Support xERG approach at all levels



## Create an annual xERG strategy



## Track progress consistently

	<b>Emerging</b> (0 – 2 years)	<b>Established</b> (1 – 3 years)	<b>Engaged</b> (2 – 5 years)	<b>Embedded</b> (4+ years)
<b>Ext. timing</b>				
<b>Distinctive Attributes</b>	<ul style="list-style-type: none"> <li>Newly formed</li> <li>Local leaders identified</li> <li>Establishing plans</li> <li>Strong central support required</li> </ul>	<ul style="list-style-type: none"> <li>Established local ERG presence</li> <li>Growing desire for chapter autonomy</li> <li>Local initiatives driven by leaders</li> </ul>	<ul style="list-style-type: none"> <li>Actively engaged by office leaders to meet local culture goals</li> <li>Local initiatives driven by core members</li> <li>Developing external presence and profile (likely with strong central support)</li> </ul>	<ul style="list-style-type: none"> <li>Drive local office culture</li> <li>Actively drive enhancement of core business processes and policies</li> <li>Members work autonomously to innovate service levels</li> <li>Actively driving growth of external presence and profile</li> </ul>
<b>Primary Objectives</b>	<ul style="list-style-type: none"> <li>Complete chapter design</li> <li>Engage members</li> <li>Achieve office leadership buy-in</li> <li>Orient local champions</li> </ul>	<ul style="list-style-type: none"> <li>Grow member base</li> <li>Increase office visibility/impact</li> <li>Improve leadership engagement</li> <li>Align to build external profile</li> </ul>	<ul style="list-style-type: none"> <li>Increase office impact/influence (e.g. to enhance current processes &amp; policies, training, recruiting,...)</li> <li>Deeper PG/Function support</li> <li>Improve XCo/XCo relations</li> <li>Align to build external profile</li> </ul>	<ul style="list-style-type: none"> <li>Thought-leaders in I&amp;D for local processes/policies</li> <li>Provide best practice examples for newer chapters</li> <li>Provide development opportunities for members</li> <li>Drive local brand building</li> </ul>
<b>Budget</b>	<ul style="list-style-type: none"> <li>Minimal</li> </ul>	<ul style="list-style-type: none"> <li>Moderate</li> </ul>	<ul style="list-style-type: none"> <li>Large co-resourced with ERGs</li> </ul>	
<b>Local Internal Engagement Targets</b>	<ul style="list-style-type: none"> <li>Smaller offices: 1-2 events/yr</li> <li>Larger offices: 1-4 events/yr</li> <li>5% of local office</li> </ul>	<ul style="list-style-type: none"> <li>Smaller: 2-4/year</li> <li>Larger: 4-12/year</li> <li>25% of local office</li> </ul>	<ul style="list-style-type: none"> <li>Smaller: 4/year</li> <li>Larger: 8-12/year</li> <li>25% of local office</li> </ul>	<ul style="list-style-type: none"> <li>Smaller: 4/year</li> <li>Larger: 8-12/year</li> </ul>
<b>XCo Engagement</b>	Reliance on XCo support to provide access	XCo inclusion in events	Standalone XCo	Actively mentor smaller ERGs
<b>X-Co Engagement</b>	Not required, but encouraged (likely limited to sharing invites)	Not required, but encouraged (likely limited to sharing invites)	Not required, but encouraged (likely limited to sharing invites)	Not required, but encouraged (likely limited to sharing invites)
<b>External engagement</b>	Not required, but encouraged (likely limited to external speakers or nominations for awards)	Aim to engage external speaker for an event	Actively seek out opportunities to raise external brand – potential speakers and award nominations, sponsorships, etc.	Actively drive participation in external brand building – as for engaged, plus potential development of IC, etc.

## Breakout

What do you hope  
to take back to your  
organizations, and  
how can we help?



Got questions?  
We're here to  
**help** each other.



We want to see all ERGs succeed and we're to help!

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