



**Women  
Empowerment  
Council**

# **Driving Higher Engagement of Women's ERGs for Inclusion**

Women Inclusion Network Initiative  
2024 WIN Report



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# Executive Summary

The Women Empowerment Council (WEC), a network of leaders dedicated to advancing gender equality in businesses globally, initiated the Women Inclusion Network (WIN) in 2023. This initiative aims to create a cross-company, cross-industry and cross-market platform. The primary goal of WIN is to reinforce WEC’s three pillars: **sharing** knowledge, **learning** from diverse perspectives, and **influencing** positive change with the aim to support and empower the leaders of Women’s Employee Resource Groups (ERGs). The 2024 WEC WIN Report provides insights into the challenges and opportunities for Women’s ERGs in multinational companies with active DEI goals in China.

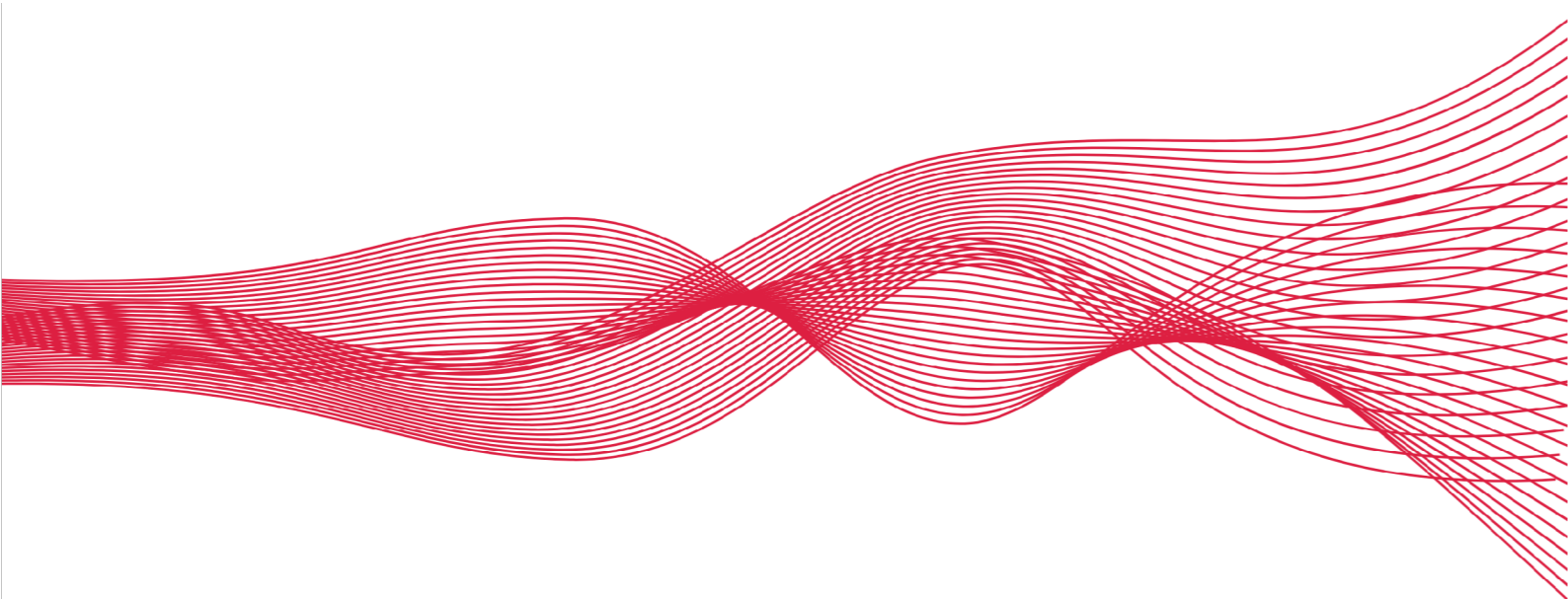
Research supports the crucial role that Women’s ERGs play in fostering gender equality and inclusivity within organizations. Studies indicate that employees who perceive their ERGs as effective are significantly more likely to report feeling included compared to those who view their ERGs as ineffective ([McKinsey, 2022](#)). In line with these findings, the WEC, in collaboration with its member companies, convened ERG leaders from 11 companies across nine industries in China to explore how they are utilizing Women’s ERGs to support their ESG (Environmental, Social, and Governance) goals. The accompanying report, based on online surveys and focus groups, examines common challenges, strategies, and best practices in leveraging Women’s ERGs in China, with insights gained from both successful and struggling ERGs providing valuable guidance and actionable steps for developing impactful ERGs within organizations.

Feedback from the initial WIN survey reveals that the development of Women’s ERGs varies greatly across companies. However, there are some **common challenges** all ERGs face, including a lack of **employee engagement** and **resource limitations**. Other frequently cited issues include difficulties in adapting global-led initiatives to fit into local contexts. Additionally, participants emphasized the importance of having **executive-level sponsors** who possess the authority and resources crucial to the success of Women’s ERGs.

In the initial focus group, ERG leaders proposed ideas to tackle these challenges, which were subsequently reviewed by executive sponsors to assess feasibility and effectiveness. Building on the insights gained from ERG members’ perspectives and motivations, the second focus group deliberated on actionable strategies and recommendations aimed at enhancing ERG effectiveness and addressing common challenges. **The following are step-by-step best practices for fostering more effective and sustainable Women’s ERGs:**

1. Secure **Executive Sponsor** and empower **ERG Leaders**
2. Build **Supportive Structure** and allocate Resources
3. Raise **Visibility** and promote **Value of ERGs** (individual and company)
4. Establish **Clear Goals** aligned to company priorities
5. **Enhance Communications** and outreach
6. Ensure relevant and inclusive **Activities**
7. Continually address challenges to **Improve and Evolve ERGs**

The 2024 WIN Report aims to serve as a comprehensive guide for ERG leaders, providing practical insights and strategies to identify pain points and overcome challenges faced by Women’s ERGs, allowing these groups to thrive and deliver positive impact for both employees and organizations alike.



# Message from WIN Task Force Leaders

Dear Colleagues and Partners,

As task force leaders of the Women Empowerment Council's (WEC) Women Inclusion Network (WIN), we are thrilled to present this report which represents a collective effort towards advancing gender diversity and inclusion within organizations. We appreciate your commitment and contributions to this cause, and hope this report can provide guidance and actionable insights to foster more effective, connected Women's Employee Resource Group (ERG) networks.

First and foremost, we want to express our gratitude for the dedication and hard work of all of those involved in driving gender equity through Women ERGs. Additionally, we want to especially recognize all the ERG leaders for taking up the mantle and assuming the extra responsibility and work to ensure engaging Women ERGs to drive progress and inclusion in the workplace. Although the task of implementing the insights and recommendations from this report may seem daunting, we know progress may require a phased approach to align to your organization and build momentum gradually.

As such, we encourage you to tailor these approaches to fit the unique culture and needs of your company. Prioritize the strategies and practices for adoption and customization which can provide the most impact for your company to ensure the success and sustainability of ERG initiatives.

Interaction and collaboration across companies are vital components, and the WEC aims to continue providing opportunities for engagement within the WIN and WEC community. We know the sharing of experiences, challenges and successes has and can continue to benefit those who worked with us to develop this report, and other ERG leaders keen to share and learn from each other.

Lastly, please remember that you are not alone in this endeavor. The WIN Task Force and its members are here to support you. If you need assistance, guidance, or simply someone to brainstorm with, do not hesitate to reach out to us.

Together, we can create more inclusive workplaces that empower and uplift women at every level. Thank you for being an essential part of this mission.

With appreciation and encouragement,

## WIN Task Force Leaders



**Poh-Yian Koh**  
President,  
FedEx China



**Julie Fu**  
Head of DEIB China,  
Merck

## Introduction

### The Women Empowerment Council's Women Inclusion Network

WEC, an engaged network of leaders and decision-makers, is dedicated to advancing gender equality in businesses both in China and globally. In 2022, the WEC published its first DEI Report offering an in-depth analysis of gender diversity data from WEC members to identify gaps and highlight successful strategies, best practices and initiatives for achieving parity. To walk the talk, in 2023, WEC members committed to taking an impactful action from the findings and established WIN, a cross-industry, cross-company, and cross-market initiative.

The primary goal of the WEC WIN is to apply our three pillars: share, learn, and influence to support and empower the leaders of member companies' Women's ERGs. We know Women's ERGs can play a crucial role in advancing gender equity, but it is a relatively new concept in China. Supporting ERG leaders through career development and succession planning is a key indicator of an inclusive company, as evidenced by the Seramount Inclusion Index. ERGs can be key advocates for DEI, driving equitable and inclusive workplaces. To be effective, it is essential for ERG leaders to have their voices heard so companies can understand their challenges and decide how to support their efforts at the company.

**WEC provides an invaluable platform for companies in different sectors to connect and share diverse perspectives. By supporting companies dedicated to enhancing Diversity, Equity and Inclusion, we extend our reach beyond immediate circles, creating a profound impact on the broader community.**



**-Michael Zhu**, Global Vice President,  
HPE, WEC Co-Chair

### ERGs and Their Significance for Women

**“ There is a lack of women leadership in organizations, which is prompting women employees to switch jobs at rates higher than ever before, affecting retention numbers and leading to a loss of women in the workforce. Women's ERGs are one way to bridge this gender inequity and ensure safer, and more professionally conducive environments for women in the workplace. ”**

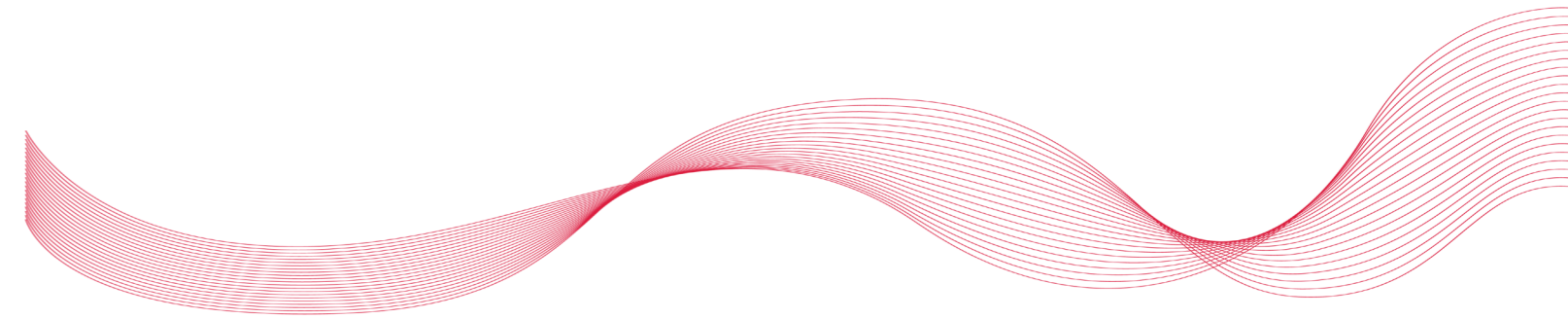
Women in the Workplace 2023, McKinsey

ERGs are employee-led, voluntary community groups in the workplace that promote equality, foster diversity, and enhance inclusivity. Women's ERGs specifically focus on supporting and advancing women within the organization, ensuring a safe and conducive environment for their professional growth. Comprised of both men and women, ERG members share the passion to support the empowerment of women in the workplace and identify and address the inequities and systemic biases which may still exist in an organization. They share their experiences, participate in activities to strengthen relations, and can help to shape the policies, programs and indicatives for a more inclusive work environment. Through the ERG's engagement with employees, they can help to contribute to advancing the organization's broader objectives, values, and mission statement.

## Objectives of WEC WIN Initiative

Given the value of sharing cross-company, cross-industry and cross-market experiences, the WEC WIN aims to engage and support the network of women's ERG Leaders from member companies to:

- Identify common ERG needs, challenges, and goals
- Facilitate cross-sharing of ideas, experiences, and best practices among multinational organizations
- Maximize and support member company ERGs impact and tangible outcomes/ outputs
- Enhance ERG leaders' capabilities and build their confidence



## Key Findings and Insights

Prior to the first focus group with ERG leaders, WEC conducted an online pre-survey of ERG leaders to better understand the current landscape of Women ERGs in multinational companies in China. With the base information and findings, WEC was able to shape the agenda, maximize the time together, and stimulate discussions among the ERG leaders.

### Current Women's ERG landscape

All ERG leaders were **nominated or appointed** only three took initiative to take on role .

- Majority of ERGs had **monthly meetings** (also quarterly, 3x/year and bi-annual).
- 60% of ERG leaders **communicated** with their **global** ERG leaders on a **quarterly** basis (30% seldom/never).
- All except one have an **executive level sponsor** (from director level to country lead).
- Only five of the nine ERGs were allocated **budgets** (The ERG which has been operating 15+ years has the highest budget).
- Most ERGs leaders stress the importance of the groups to increase **employee engagement** and **shape stronger company culture**.



235

Average number of ERG members in China  
(range 6 – 1,000)

1X

Average # of ERG meetings per month

5.5

Average age of ERGs  
(range 3 months – 15+ years)

6.7

Average # of hours spent/month in ERG role  
(range 1 to 20 hours)



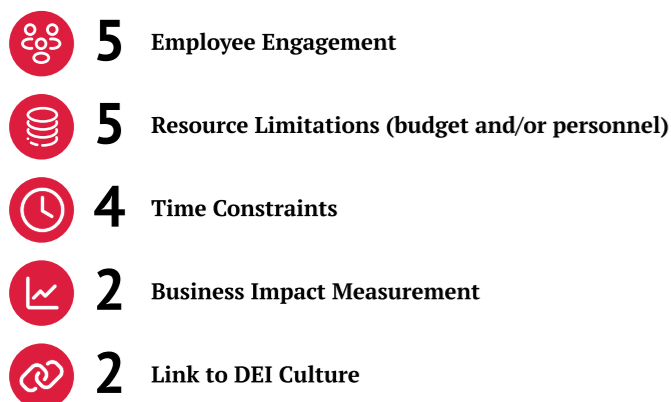
### What are the values/goals of your ERG?

### What are the main activities of your ERG?



Most ERG leaders highlight the role ERGs play in promoting cross-company engagement and strengthening company culture as their primary goal. In terms of activities, internal networking events are the most frequently organized activities by ERGs, followed by workshops, training sessions, and sharing groups.

### What are the main challenges for your ERG?



The most common challenge faced by Women's ERGs, according to ERG leaders, is difficulty sustaining employee engagement. This is followed closely by time constraints and limited resources, such as budget and personnel. Importantly, a larger budget does not necessarily equate to increased employee engagement. For instance, two of the ERGs with the highest reported budgets highlighted the ongoing challenge of engaging employees in activities and measuring their impact within a business context. Therefore, simply increasing budgets or resources alone is insufficient to address employee engagement. However, engaging employees is not only crucial for the success and growth of an ERG but also promotes broader workplace inclusion. Research indicates that employees in effective ERGs report feeling more included at work compared to those in ineffective ERGs (2022, McKinsey). Methods to address this common issue will be explored later in the report.

### Senior Executives, ERG Sponsor Alignment and Goals



The preliminary survey of key executives indicates strong support for Women's ERGs, with 68% of respondents actively involved in their company's strategy and planning. Most leaders demonstrate a primary focus on China (67%), while a portion also consider regional (7%) and global (27%) perspectives. This underscores an encouraging leadership engagement in advancing gender diversity initiatives across organizations.

Almost all ERGs surveyed (except one) report having an executive-level sponsor. These sponsors typically provide various forms of support, including:

- Strategic guidance and alignment with company goals.
- Advocacy and visibility within the organization.
- Lobbying for allocation of resources and budget to support ERG activities.
- Participation in ERG events to demonstrate commitment and to encourage wider engagement.

All ERG leaders reported being nominated or appointed by their company's HR or leadership. However, three also indicated they volunteered based on personal experience and a desire to enhance company culture and support employee initiatives. This highlights an important opportunity to integrate more grassroots approaches into leadership roles and involvement in ERGs.

### ERG Goals

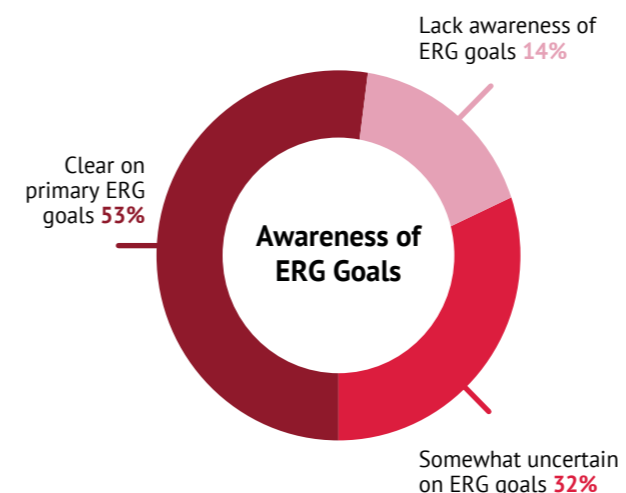
Primary goals of Women's ERGs as ranked by senior executives and key leaders include:



Participants also emphasized additional goals such as developing young talent, fostering a positive and inclusive workplace environment, empowering women to balance family and work responsibilities, and supporting women's professional and personal growth.

Further insights and findings from executives and sponsors of ERGs, including best practices, feasibility of ideas from ERG leaders, and recommendations, are detailed in this summary report.

### ERG Member Awareness and Motivations



The survey of ERG members and potential members reveals gaps in awareness, understanding, and communication between the members and the leadership. While most participants (53%) are clear about the primary goals of the women's ERG, a substantial portion (32%) feel somewhat uncertain about articulating these goals to others, signifying a need for clearer communication and differentiation. Additionally, the 14% of respondents who indicate a lack of awareness altogether exposes a gap in fundamental understanding that ERGs should address through outreach or educational initiatives.

The primary channel through which participants became aware of their organization's Women's ERG is through a company email or newsletter (72%), demonstrating the effectiveness of internal communication strategies in reaching the target audience. However, addressing gaps in awareness and understanding may involve enhancing these communication efforts and exploring additional outreach methods.

Some of the expectations from Women's ERG members include career support, personal growth opportunities, and the opportunity to learn from participating in ERG activities. Conversely, the main challenges identified by respondents include a lack of resources and structure within the ERG, unclear goals and benefits, and perceived limitations in accessibility and effectiveness.

Differentiating Women's ERG from other initiatives within an organization is another area of concern. Clear communication and distinct branding may help differentiate Women's ERGs from other initiatives, ensuring clarity and alignment with participant expectations.

## Value Proposition to ERG Members

**81%** consider Women's ERGs valuable or highly valuable

Nearly half of the respondents (48%) consider the support provided by their Women's ERG as somewhat valuable and relevant, while a significant portion (33%) perceive it as highly valuable and relevant. However, a portion of respondents indicate limited or low perceived value, attributing this to factors including personal capability, time constraints, and perceived exclusivity of benefits to decision-making levels. Addressing these perceptions may involve enhancing communication about the tangible benefits and inclusivity of the ERG and exploring ways to accommodate diverse schedules and roles within the organization.

Based on the findings, the value proposition of Women's ERGs to members and potential members revolves around several core aspects:

- 1. Professional Development:** Women's ERGs offer opportunities for career advancement through mentoring, networking, and skill-building workshops. These initiatives help members develop leadership skills, gain industry insights, and build professional networks, which are essential for career growth.
- 2. Personal Growth:** Women's ERG activities also focus on personal development, addressing topics such as work-life balance, mental health, and personal resilience. This holistic approach supports members in both their professional and personal lives.
- 3. Supportive Community:** Women's ERGs create a supportive environment where members can share experiences, challenges, and successes. This sense of community fosters a culture of mutual support and encouragement, which is vital for personal and professional well-being.
- 4. Visibility and Advocacy:** ERGs provide a platform for women to raise issues, propose policies, and advocate for gender equality within the organization. This visibility can lead to greater recognition of women's contributions and more significant opportunities for career advancement.

- 5. Inclusivity and Engagement:** By actively promoting inclusivity and engaging members in meaningful activities, Women's ERGs help create a more diverse and equitable workplace. This engagement benefits the organization by fostering a culture of inclusivity and respect, which can lead to higher employee satisfaction and retention.

Addressing challenges such as resource limitations, unclear goals, and perceived exclusivity is essential to enhancing and delivering the value proposition.

## Focus Group Findings

Discussions in Focus Group One identified four interconnected elements as the biggest challenges and top contributors to a successful and sustainable ERG: visibility and branding, content building, leadership and engagement, and success and impact measurement. Each of these aspects is closely interrelated, with issues in one often stemming from inefficiencies in the others.

## Visibility and Branding

Strong visibility and branding are necessary components to convert interest into action and participation. Key issues include:

- **Clear vision and communication** - ERGs need to articulate their value and ensure clear strategic alignment to address the question "What's in it for me?" for both individual employees and the organization. Communications should be intentional and concise to clearly manage expectations and goals.
- **Differentiation and Awareness** - Competing with other identity-based ERGs for attention is challenging, especially when employees are members of multiple ERGs and have limited time.
- **Confusion with HR and unions/工会** - Distinguishing ERGs from HR and labor unions is a common challenge, not unique to China.
- **Target audience** - Balancing inclusivity for internal employees and external contractors without legal and auditing issues is a novel and complex issue for some companies.

“

*Typically, companies have ERG goals set at the organizational level, but these are often aimed at executives. Employees remain unclear about the personal benefits they can gain from participating in ERGs.*

- Sales director, logistics and transportation industry

”

## Content Building

Developing programs that consist of relevant, topical issues:

- **Addressing local issues** - Adapting global initiatives to local contexts is essential. Global topics may not always resonate locally.
- **Engaging programming** - Successful ERGs offer programming that balances substantive content with enjoyable activities that are tailored and relevant to their audience, an overemphasis on either can reduce participation.
- **Time constraints** - Members often struggle to balance ERG activities with their primary job responsibilities and personal commitments, leading to time management issues.



## Leadership and Engagement:

Different leadership approaches impact ERG presence and turnout:

- **Executive sponsorship** - While most ERGs have executive sponsors, the effectiveness varies. A senior sponsor does not always guarantee resources or budget.

- **ERG Leaders** - Top-down appointments may not always align with the passion to lead Women's ERGs and focus on employee needs. Grassroots, bottom-up approach, can be effective and underutilized. Some appointed ERG leaders may struggle to find intrinsic motivation and grassroots support.
- **Budget** - Half of the ERGs surveyed reported their available budget, and the other half had no formal budgets. Of the ERGs with a specified budget, the budget varied greatly, from as low as 700RMB to as high as 200,000RMB per year. However, they all agreed some level of financial support is needed.

## Success and Impact Measurement

Underlying issues affecting engagement and leadership include:

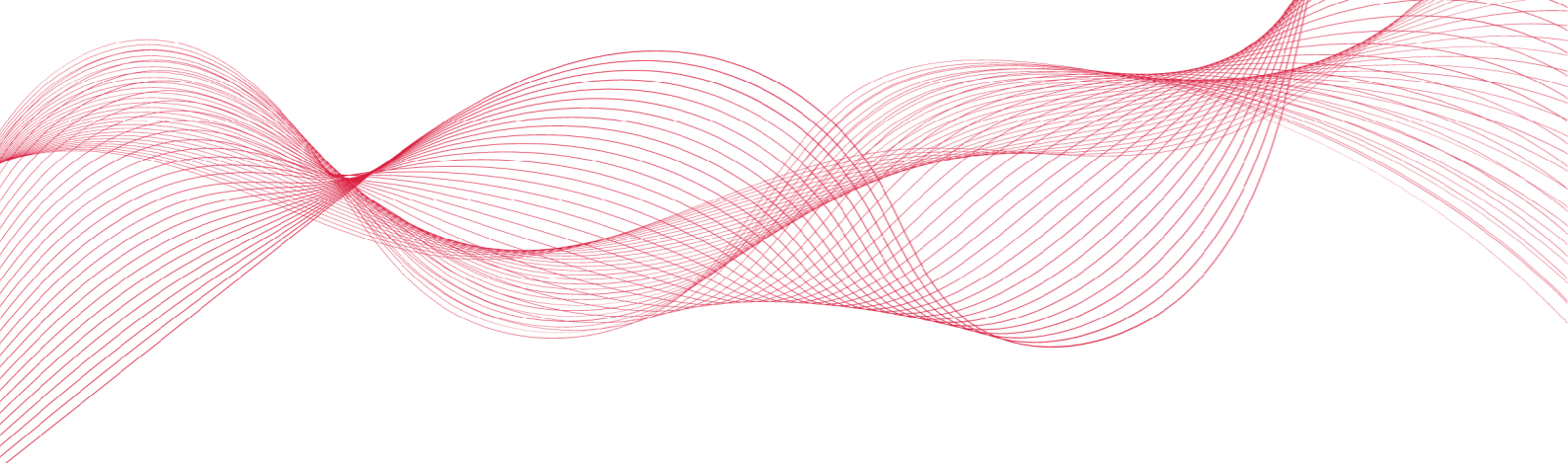
- **Lack of organizational incentives for engagement:** Without integrating ERG activities into company KPIs and culture, motivating employee participation is difficult.
- **Leadership, business case and metrics:** Executive leaders often do not prioritize ERGs, limiting their visibility and impact. The need to justify ERGs with a business case perpetuates a cycle of limited support and impact. ERGs with sufficient support can often deliver benefits to employees even if there is no direct business outcome.
- **Leave policies:** Employees are typically using personal time to participate and contribute to ERG activities, a lack of clear policy surrounding volunteer time can be a barrier to participation.

“

*The current market is challenging, and employees are already stressed about meeting KPIs for their primary roles so ERG involvement takes a lower priority.*

- Project lead, healthcare industry

”



# Best Practices for Women's ERGs

## Actionable Steps for Companies

As demonstrated in this report, the establishment of strong Women's ERGs can be a powerful tool to increase diversity and representation in organizations. The following best practices are formed from distilling information from both primary and secondary research and surveys, including WEC Focus Group One and Two discussions. The recommended actions contain step-by-step strategies aimed at addressing the issues identified by ERG leaders and executives, as well as recommendations on how to build grassroots momentum as well as secure leadership commitment for Women's ERGs.

### 1. Secure Executive Sponsor and ERG Leadership

*Engage committed executive sponsors*

- Identify and secure executive sponsors who will advocate for the group within the organization and actively participate in ERG activities, e.g. encourage other senior leaders to endorse and attend ERG events, and publicly recognize ERG contributions to boost their credibility and visibility.

*Define and develop ERG leaders*

- Define clear roles and responsibilities for ERG leaders and recruit passionate

advocates for women's development. Ensure effective governance and accountability and provide guidance, training and development opportunities for ERG leaders.

### 2. Build Supportive Structure and Allocate Resources

*Structured support and accessibility*

- Provide practical resources such as meeting spaces, communication tools, and administrative support to facilitate ERG operations.
- Create a safe environment to openly share and discuss challenges and experiences (confidentiality)
- Allocate paid time-off annually for volunteer and ERG activities, this has been effectively implemented by **DOW** who provides every employee, regardless of role, with 12 'volunteer' hours annually.
- Ensure ERG activities are accessible to all employees and consider factors such as diverse schedules and geographic locations and managers and supervisors support ERG participation to facilitate

seamless integration into employees' work schedules.

- Align local, regional, and global ERG chapters and leaders to strengthen communications and understanding which allows for adaptations to customize from global to local markets and greater awareness of local challenges when developing global or regional initiatives

*Budget and resource allocation*

- Secure annual budget to support ERG activities, including event planning, external speakers, and training programs.
- Allocate resources, e.g. ERG coordinator to streamline coordination and administrative tasks.



### 3. Raise Visibility and Promote Value of ERGs

*Distinctive and clear ERG value*

- Differentiate and establish a distinctive vision and positioning of Women's ERG from other initiatives within the organization

## ExxonMobil

*Women feel valued, can achieve their full potential, and maximize individual and collective impact to ExxonMobil's business results through all stages of their career.*



*WIN provides a framework for Dow women around the globe to share experiences, find mentors, seek professional development and gain access to senior leadership. WIN's strategic focus is to help Dow women grow their skills for today and prepare for the future's unique market challenges.*

- Leverage internal communication channels such as company emails, Slack, Discord, Teams, WeChat, newsletters, and internet platforms to promote ERG membership, activities and achievements.
- Create a "Welcome Kit" and prepare onboarding materials to introduce and inform new and potential members of Women's ERG's goals, activities, and benefits (refer to ExxonMobil pilot on page 16)

### 4. Establish Clear Goals and Objectives

*SMART and strategic goal-setting*

- Discuss and agree with executive sponsors and ERG leaders to define clear, achievable short and long-term goals that align with both member interests and organizational values. Ensure ERG goals are specific, measurable, attainable, relevant, and time-bound (SMART) to facilitate effective planning and evaluation.

*Link ERG efforts to organizational goals*

- Articulate the value (business case) of ERGs by demonstrating how its activities align with broader organizational objectives, such as higher talent retention, employee engagement, and innovation
- Develop metrics to evaluate the impact of ERG activities, such as participation rates, member feedback, and contributions to company goals.

- Develop metrics to evaluate the impact of ERG activities, such as participation rates, member feedback, and contributions to company goals.

## Example

**Goal:** Increase participation in Women’s ERGs to align with broader company goals.



**Metrics:** Aim to increase participation in Women’s ERGs by 30% and improve retention of women over the next year.

- Research and identify topics most relevant for members (differs by company, industry, etc.) such as physical and mental health, psychological tools, and parent-child relations; and invite external and internal (executive) speakers with expertise and relevant content to attract participants.
- Tailor global initiatives to fit the local context, ensuring relevance and accessibility for all members; and consider creating an annual calendar

### *Incentives and recognition*

- Create incentives such as professional development opportunities, recognition awards and participation certificates to drive member involvement.
- Schedule events during convenient times, such as lunch hours, and provide amenities like free food to encourage participation.

## 7. Continually Address Challenges to Improve and Evolve ERGs

### *Address emerging or situational challenges*

- Proactively identify and address challenges such as economic downturn, company restructuring and resource limitations and seek executive insights and support with continuous feedback mechanisms.
- Encourage open dialogue (candor and confidentiality) within the ERG to understand member concerns and suggestions for improvement.

### *Continuous learning and adaptation*

- Regularly review and adapt ERG strategies at the company based on member feedback and evolving organizational needs, e.g. annually or bi-annually.
- Stay informed about best practices and emerging trends in ERG management to continually enhance the group’s effectiveness, e.g. join an annual or bi-annual WEC WIN workshops with other ERG leaders

## 5. Enhance Communications and Outreach

### *Effective, simple communication strategies*

- Maintain clear, consistent and concise communication with members about ERG goals, activities and achievements through regular updates on preferred channels, e.g. email, WeChat, etc.
- Utilize multiple communication platforms, including social media, to reach a broader audience and keep members informed and engaged.

### *Outreach and collaboration*

- Foster collaboration with other ERGs at the company, HR, and external organizations to share resources, ideas, and best practices.
- Engage with potential members through outreach initiatives, such as informational sessions and onboarding events, to expand the ERG’s reach and impact.
- Cooperate with other ERGs to maximize resources and efficiency, helping to navigate personnel shortages and improve the quality of events.

## 6. Ensure Relevant and Inclusive Member Activities

### *Relevant and diverse programs*

- Organize a mix of substantive and engaging activities that cater to diverse member interests, such as workshops, networking events and social gatherings.

## Specific Learnings from ERGs Experiences

### Successful Strategies from ERGs

- **Appoint an ERG Coordinator:** Recruiting an ERG coordinator to connect various ERGs and oversee their activities and programming enhances opportunities for collaboration. For example, the coordinator organized joint events that maximized resources and efficiency, resulting in higher turnout and improved event quality.
- **Flexible scheduling:** Scheduling meetings to accommodate employees’ schedules, e.g. lunchtime activities, offering food as an incentive and holding these events during the workday when many employees are already on-site increased participation and appreciation among members.
- **Financial and executive support:** With financial and executive support, leaders can enable ERG leaders to create more innovative ideas, such as summer camps for employees’ children.
- **Designated paid time off for ERG activities:** Annual allotment of paid time-off for volunteer and ERG activities increased participation and gratitude among employees.

## Lessons Learned from Challenges faced by ERGs

- **Lack of structural support and clear connections:** Without strong ties to global ERG structures, ERGs struggled with securing a dedicated executive sponsor and adequate budget.
- **Top-down only approach:** An exclusively top-down approach led to a company-focused rather than an employee grassroots approach to ERG goals, structures, and activities, reducing effectiveness and employee engagement.
- **Misalignment of ERG goals and business priorities:** When ERG goals were not aligned with business priorities, support waned, and sustaining long-term engagement and interest became challenging.





# A Closer Look: ExxonMobil Implements New ERG “Welcome Kit”

ExxonMobil is one of the organizations leading the charge in fostering a strong, effective network of Women’s ERGs across Asia. Comprising of more than 20 ERG chapters across Asia, ExxonMobil’s regional ERGs collectively form an Asia Pacific Network which meets regularly to shape and share best practices.

ExxonMobil China’s Women’s ERG chapter which has made significant strides to fill many of the gaps and take advantage of the opportunities identified by ERG leaders and members. At the last focus group, the Chair of ExxonMobil’s China Metro Tower Women’s ERG decided to pilot the idea to create a “Welcome Kit” from the session to welcome and effectively onboard new members and promote engagement from the start which is comprised of three key steps:

1. **Welcome Letter** (as picture) - Send new members a Welcome Letter to welcome and inform them of the main workstreams of the chapter, provide links to key information, access to resources and materials, details the benefits of joining the group, and outlines the expectations of ERG members.
2. **Orientation and Buddy** - Schedule an orientation meeting to provide a crucial opportunity to connect directly with new members and help them get onboard quickly. The new members are paired with a buddy in the workstream. The buddy discusses topics such as the mission and vision of the WIN group, reasons for joining, and the expectations of ERG members. Essentially, it is a deep dive into the content covered by the Welcome Letter.
3. **ERG Gift** – Present new members with a gift as a welcome and to show appreciation to them for joining and contributing to the empowerment of women at the company – ERG branded

## Sustainability Considerations

China Metro Tower ERG Chair also highlighted ExxonMobil’s commitment to sustainability, which the group has worked to integrate into their onboarding practices. The Welcome Letter is distributed in a digital format, with resources condensed into clickable links for further exploration. Popular digital resources exclusive to ERG members include Zoom backgrounds and PowerPoint templates adapted to a special visual theme, which complements the regular ExxonMobil brand visuals. These elements help bond the community and allow members to proudly showcase their DEI efforts. When selecting welcome gifts, the group chose items that are frequently used by coworkers and have a longer lifespan. For example, instead of T-shirts, which are seasonal and have a shorter lifespan, the kit includes ERG logo stickers and stationery with ERG logos. This approach aims to avoid unnecessary costs associated with inventory and ensures that the gifts are practical and universally appreciated.



# Conclusion

The 2024 WIN Report highlights the essential role of Women’s Employee Resource Groups (ERGs) in promoting gender equality and creating inclusive work environments. From the in-depth analysis of ERG activities and outcomes, we applied the learnings from the successes and challenges faced by these groups.

## Key Findings Summary

Most Women’s ERG members seek professional development, personal growth, and community support, and are keen to advocate for gender equality within their organizations. To meet these expectations, ERGs must address challenges such as resource limitations, lack of clear goals, and difficulties in measuring impact.

To effectively address these issues, organizations should first designate a like-minded senior executive as the ERG champion and advocate. This individual should possess both the authority and the resources to support the ERG. Additionally, the ERG leader must be passionate about the value of Women’s ERGs and possess the competency and resources to lead its members. Each company must decide on and develop goals and metrics specific to their organization, as there is no one-size fits all solution. Although the report provides guidance on the step-by-step strategies for best practices, the effectiveness and sustainability of successful ERGs will rely on the commitment and active participation of the leadership.

For example, one company with strong executive sponsorship achieved its goals by implementing a comprehensive awareness campaign across multiple internal channels, conducting monthly informational lunchtime sessions, and clearly communicating the objectives and benefits of ERGs. Progress was tracked by monitoring attendance at ERG events, conducting regular employee surveys to gauge awareness and understanding, and analyzing engagement metrics from communication platforms to ensure goals remained on target and necessary adjustments were made.

## WEC WIN: Looking Forward

Looking forward, the vision for WEC and WIN involves building on the insights and recommendations from this report to further empower Women’s ERGs. Key initiatives include providing more robust resources and frameworks for ERG leaders, increasing the visibility of ERGs within organizations, and fostering strategic partnerships with other diversity and inclusion initiatives. By continuing to support and empower ERG leaders, the WEC WIN Initiative aims to drive transformative change, promoting gender equality and creating more inclusive workplaces across industries and geographies, in China and beyond. WEC WIN is committed to bring together cross-company, cross-industry and cross-market ERG leaders to continue the dialogue and share and learn from each other on an annual or bi-annual basis.

By leveraging the findings and recommendations in this report, organizations can better their own situation and consider ways to strengthen their ERGs, enhancing their impact and contributing to a more diverse and inclusive workplace. This, in turn, will drive overall business success and create a more equitable environment for all employees.

# Methodology

To learn from each other and share insights, the WEC WIN initiative undertook qualitative and quantitative data collection to better understand the Women’s ERG practices at leading multinationals in China:

- Exploratory: Identify key themes, challenges, and opportunities related to Women’s ERGs among ERG leaders (two Focus Groups).
- Online research: Understand ERG landscape in China, executive/sponsor sentiment and ERG member perspectives.
- Case studies: Sharing and exchange of best practices from multiple WEC member companies
- Stakeholder engagement: In-depth conversations held to represent diverse perspectives

## Data Collection Methods

### Three Online Surveys:

	WHO	PARTICIPANTS	INTENTION	PURPOSE
#1	ERG Leaders	10 participants representing nine MNCs and seven industries	Gain base insights about ERGs in China	Base information to shape agenda and maximize two hours at Focus Group One
#2	ERG Senior executives/sponsors	Five leading multinational companies (Aptar, ExxonMobil, FedEx, HPE and Merck)	Cross check insights from Focus Group One	Align priorities and determine feasibility and efficacy of FG #1 ideas with senior executives and discuss at Focus Group #2
#3	ERG members/potential members	48 respondents from various industries	Gain higher awareness of member interests and motivators	Apply learnings to shaping company ERGs and discuss at Focus Group Two

### Two Focus Groups (August 2023 and April 2024):

- Nine WEC member and non-WEC company ERG leaders representing a wide range of roles (job level, department, and tenure with the organization) from seven different industries.
- Each Focus Group consisted of a two-hour discussion for participants to share experiences, exchange learnings on challenges and best practices, discuss possible strategies and solutions; and recommend ideas and activities to support Women’s ERGs in China

# Acknowledgements

## Authors / Editor

**Norris Tangen** is an international marketing professional with over eight years of experience in non-profit, hospitality, agency, and e-commerce sectors. Her expertise includes strategic communications, content strategy, and project management. She worked in Beijing for five years before moving to Bucharest, Romania. Other contributing writers include **Anna Nguyen** and **Mandy Tao**.



## Advisor / Editor

**Diane Ho** joined the WEC as a partner in 2021 and brings over 30 years of corporate experience to add value to member companies. She is an executive coach and leads the group coaching and serves as a strategic advisor in shaping and growing the WEC. Born in HK and raised in the US, she has worked in country, regional, and global leadership roles and has resided in Shanghai, China since 2000. **Charlotte Smith**, former program director at WEC, drafted the original strategy and plan for the WEC WIN initiative; and **Thao Nguyen** advised on the online survey questions to the executives and ERG members.



## Project Management

Mengdi Tao, former general manager; and Ida Wang, marketing and project manager of the Women Empowerment Council, kept the participants and all contributors on track to deliver the agreed value and output for the WIN initiative.



## Special Appreciation to Contributors

WEC established a **WIN Task Force of members** motivated to support and drive this initiative: **Al Gabor**, President of Merck China and EVP Electronics; **Julie Fu**, China DE&I Business Partner, Merck; **Jane Pinter Wong**, Head of HR Greater China, Henkel; **Poh-Yian Koh**, VP Operations, China, FedEx; and **Sophie Li**, Head of Design, APAC, Volvo Cars.

The focus groups and research for this report were made possible by the substantial contributions of data and insights from diverse leaders and representatives. Participants included **Marcia Thomas**, Senior Director of Global Diversity, Equity, and Inclusion at **Aptar**; **Elaine Yan**, Procurement Senior Manager, and **Grace Guan**, Communications Manager at **bp China**; **Helen Lang**, Geoscience Advisor and Chair of the DEI Committee, and **Maureen Li**, HR Representative at **ConocoPhillips**; **Curtis Baker**, APAC Regional Inclusion & Diversity and EX Lead, and **Helen Shentu**, Greater China Controller at **Dow**; **Dina Wang**, Deputy General Manager of the North Asia Lubricant Enterprise User Market Department at **ExxonMobil**; **Ian Zhang**, Managing Director of Sales & Country Lead, China Gender Pillar at **FedEx**; **Leanne Chen**, Head of APAC Supply Chain at **Henkel**; **Xiaoqing Sun**, Compliance Manager at **HPE**; **Nadia Martins**, Senior Director of L+D, PADD, Brand & Talent Programs, Greater China and **Maggie Jiang**, Area Director of Human Resources, South East China at **Marriott**; **Wayne Li**, Project Manager, Group Smart Manufacturing; and **Shasha Zhang**, Sr. Business Support & Implementation Analyst at **Merck**; and **Xiaowen Cai**, Learning & Organization Development Expert at **Volvo** contributed significantly.

Great thanks to the companies that participated: **Aptar**, **bp**, **ConocoPhillips**, **Dow**, **ExxonMobil**, **FedEx**, **Henkel**, **HPE**, **Marriott International**, **Merck**, and **Volvo Cars**.

Special thanks are extended to **Naqing** for translating into Chinese and **Celia Forster** for designing the report.



# Women Empowerment Council (WEC)

The Women Empowerment Council (WEC) is a powerful force driving the essential link between gender equality, sustainable development, and business success. Our members are trailblazing leaders dedicated to driving women's empowerment and setting exemplary standards in their communities.

WEC's mission is to be the leading authority on women's empowerment in China's business sector. We develop strong pipelines of female professionals, provide top-tier growth and networking opportunities, and significantly boost women in leadership roles. We foster inclusive cultures, drive impactful policy changes, and advance Diversity, Equity, and Inclusion (DEI) initiatives.

Joining the WEC is a strategic move to drive substantial progress. We support member companies in achieving DEI goals while promoting systemic change. Members gain access to a dynamic network and platforms for best practice sharing and connecting with global thought leaders.

If you're eager to drive transformative change and be at the forefront of gender equality in business, join us at the WEC. Partner with us or lend your support to make a lasting impact. Contact us today to get started!

## Member Benefits

- Council Representation
- Access to Network
- Bi-annual Executive Meetings
- Member-Hosted Events
- Quarterly Roundtables (Executive & Women Leadership)
- Strategic-Partner Events
- Girls in STEMM
- Group Coaching
- Women Empowerment Forum
- Women Empowerment Awards in China
- E-Newsletters

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