



# Diversity, Equity & Inclusion

Results and insights from a survey of members and corresponding roundtable, as well as additional research and lessons learned on:

- Mentorship & Sponsorship,
- Employee Resource Groups, and
- Talent Recruitment, Retention, & Development

MACP

MASSACHUSETTS COMPETITIVE PARTNERSHIP

# MACP Diversity, Equity, & Inclusion Report

## Executive Summary

MACP's Social Justice Committee, co-chaired by Corey Thomas and Ronald O'Hanley, with Roger Crandall and Marianne Harrison as members, was established in 2021 to address the intersection between social justice and Massachusetts' long-term economic competitiveness. The committee's objective, on behalf of and as affirmed by Chair Jeffrey Leiden and the full MACP Board, is to drive significant progress in the inclusion of women and people of color throughout all levels of the private sector and broader economy, and to ensure that MACP and its members collectively lead on economic issues impacting underrepresented communities across the Commonwealth.

MACP surveyed its members (with an 82% response rate) in May of 2021 to analyze and explore how member companies could share initiatives and experiences to advance social justice, particularly regarding diversity, equity, and inclusion (DE&I) in the workforce. The survey, *Diversity, Equity, & Inclusion (DE&I) & Mentorship Programming*, focused on each company's internal mentorship and sponsorship efforts, as well as overall DE&I goals. MACP gathered valuable information on both company-specific and cross-industry best practices, challenges, insights, and innovative ideas to advance equity for prospective and current employees in MACP member companies, which represent some of Massachusetts' largest businesses.

MACP then organized the *Diversity, Equity, & Inclusion Roundtable* discussion to facilitate a conversation of CEOs and other company leaders on survey results and key takeaways. The topics discussed, which are highlighted in this report, include four areas where MACP members have demonstrated a shared commitment for growth and leadership. The topics and discussion involved:

1. **Mentorship & Sponsorship** – A desire to understand more about the role of mentorship and sponsorship as parts of a DE&I strategy was one of the primary impetuses behind the development of MACP's survey. Survey respondents identified these components as effective strategies to retain and advance employees of color and/or people from other non-dominant identity groups (race, ethnicity, gender, LGBTQ+ status, dis/ability), particularly when intentional efforts are made to ensure employees are offered tailored programming and opportunities for professional development and career advancement.
2. **Employee Resource Groups** – Respondents frequently cited Employee Resource Groups (ERGs) as a central part of their companies' DE&I strategies. Following up on survey findings, MACP explored benefits of ERGs for a company and its employees, corporate best practices to oversee employee groups, and how to best integrate them into a company's broader DE&I strategy.

3. **Recruitment: Talent Retention & Development** – Recruiting candidates from underrepresented groups remains one of the biggest challenges for companies. Survey respondents highlighted some of their companies’ successful strategies, but also shared impediments that impacted individual companies (e.g., lack of name recognition) and challenges with the wider Massachusetts labor pool (e.g., a perception of the state as being unwelcoming and therefore discouraging people of color and people from other non-dominant identity groups from residing in the state). These shared challenges offer an opportunity for MACP and its members to work collaboratively to attract and retain talent through inclusive practices.

Each section of the report includes MACP’s research, survey results and analyses, best practices, challenges, and takeaways from our initial roundtable discussion, as well as from meetings and interviews held one-on-one with members and experts. While the original survey was conducted in 2021, some of the included examples from member companies have been collected through 2023. The goal is to utilize this research as the basis for action-oriented initiatives both within individual companies and collectively to further move the needle towards a more diverse, inclusive, and equitable Commonwealth.

## Framing Recommendations as part of a Broader Corporate DE&I Strategy

To ensure that the following report is in line with DE&I industry best practices, MACP consulted [Promoting Good](#), a diversity, equity, inclusion, and belonging consultancy firm focused on equity transformation. Valerie Zolezzi-Wyndham JD and Ilhiana Rojas Saldana CPC, CDVC reviewed MACP’s report with editing from Hinna Mir JD and input from a SVP/Chief Diversity Officer at an international corporation.

*Throughout this report, written feedback provided by Promoting Good—direct quotes as well as MACP’s paraphrased interpretation—is italicized and cited.*

Promoting Good provided guidelines for DE&I language best practices, comments on the report, and the following framework to consider when reviewing this report and considering DE&I strategies based on the following findings.

### PROMOTING GOOD’S DE&I STRATEGY FRAMEWORK<sup>1</sup>

In order to have impact, a successful DE&I strategy should include:

- 1) an understanding and assessment of corporate needs;
- 2) a determination of actionable and measurable DE&I goals; and
- 3) the deployment of operational practices that are strategically tied to specific business goals.

This will help set a foundation by which member corporations can align their actions with their stated commitment to promoting DE&I in the workplace.

#### Assessing Corporate Needs

As a first step, MACP may want to encourage member companies to assess corporate needs especially in the area of inclusive culture so that each company could identify whether their actions align with existing needs, have the required executive support, and are woven into corporate objectives. This would allow member companies to set a foundation upon which they can then execute the four operational practices [mentorship, sponsorship, employee resource groups, and recruitment strategies] as well as others that better address the identified needs. In understanding and assessing corporate needs, corporations should conduct a DE&I assessment that includes the voices of its workforce prior to setting strategic goals or launching DE&I practices.

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<sup>1</sup> V. Zolezzi-Wyndham, I. Rojas Saldana, and H. Mir, “Promoting Good Opinion on the MACP DEI Report”, 2021.

### **Setting Strategic Goals**

Once a corporation understands its needs with respect to its mission, values, and long-term strategic plan, it must set strategic goals that are concrete and measurable. It should also identify and allocate human and financial resources to support implementation.

### **Implementing Operational Practices**

While the practices outlined in the report can be effective components of a corporation's equity strategy, their effectiveness may depend on a variety of factors including assessed corporate needs, the extent of executive leadership commitments/support provided, and whether existing goals are treated as business imperatives. In order to be impactful, the operational practices deployed must be tied to the specific strategic goals set forth by the corporation.

### **Accountability & Leadership Support**

DE&I initiatives fail when there is insufficient CEO support, an insufficient or inauthentic DE&I strategy, a lack of accountability, and a rush to action. If practices are not directly connected to people and culture, DE&I activities, even ones that use best practices, will not succeed. A successful DE&I strategy must be considered a business imperative with accountability at the board, CEO, and executive level. Without a clear connection to a DE&I strategy set by leadership, these four practices will not have sustained DE&I impact.

DE&I work is the joint responsibility of the corporation, its CEO, Board, Leadership and workforce. It is not the responsibility of employees of color and people from other non-dominant identity groups.

Any DE&I strategies must include practices that address accountability, workplace culture, career path planning, performance management, and compensation.

With the above foundational framework in mind, outlined in this internal report is an in-depth analysis on the topics addressed by MACP's *Diversity, Equity, & Inclusion (DE&I) & Mentorship Programming* survey and *Diversity, Equity, & Inclusion Roundtable*. MACP's goal is that the below insights, strategies, best practices, and recommendations will serve as a resource for MACP member companies and agenda for future action for MACP's Social Justice Committee.



# I. Mentorship

## Mentorship: Overview

Mentorship is an important component of MACP’s survey and the Social Justice Committee’s work, as research supports the effective role it can play in benefiting employees’ professional growth and in turn advancing a company’s DE&I efforts.<sup>2</sup> Corporate mentorship programs can support employees in different ways, from investing in an employee’s long-term professional development, to providing them with support and advice when they encounter challenges at work.<sup>3</sup> Asked to define mentorship within their companies, respondents overwhelmingly described it as a relationship between a more junior employee (the “mentee”) and an experienced and trusted advisor (the “mentor”) whose goal is to support the professional and personal development of their mentee. Generally, a mentor is an advisor, coach, counselor, and guide to someone with less experience.

## Mentorship: Survey Analysis

MACP’s analysis found all survey respondents have informal mentoring cultures present in their organizations, although only 57% offer one or more formal mentorship program(s). Organizations without formal mentorship will often rely on employee resource groups to promote cross-company mentoring and/or networking opportunities for employees.

“The overall goal of [mentoring] programs are to provide employees with access, tools, and insight into the skills and acumen required to successfully develop and advance within the organization. These programs provide a supportive learning relationship with individuals who share knowledge, experiences, and wisdom with employees looking for professional development and opportunities to enrich their professional journey.”

- MACP Survey Respondent

### MACP SURVEY RESULTS

- 100% of all respondents have an informal mentoring culture.
- Companies identified tangible rewards to employees and the organization as the main reason to maintain and strengthen mentoring programming.
- Several companies highlighted employee resource groups as the organizing structure around informal mentorship & networking.

### REASONS WHY ORGANIZATIONS CHOOSE TO FORMALIZE MENTORING<sup>3</sup>:

- Reduce high turnover rates.
- Support DE&I initiatives.
- Improve employee engagement.
- Uncover future leaders and make succession planning easier.
- Build a positive workplace atmosphere and team culture.
- Onboard and train employees more effectively.

<sup>2</sup> <https://www.indeed.com/career-advice/career-development/corporate-mentoring-programs>

<sup>3</sup> <https://www.indeed.com/career-advice/career-development/corporate-mentoring-programs>

<sup>4</sup> <https://www.togetherplatform.com/how-to-start-a-mentorship-program>

There are significant benefits highlighted by organizations with formal mentorship programs, including an overall increased level of satisfaction and engagement, as well as a reduction in high turnover rates. Corporate mentorship establishes a framework from which to identify future leaders, a process to implement succession planning, and supports effective employee training and onboarding processes. Most notably, as one respondent reported, mentorship has strengthened visibility for women and people of color in leadership roles within their organization, leading to an overall increase in workforce diversity and internal advancement.

“Formal mentoring can bring more equity to the matching process of mentors to mentees.”

- MACP Survey Respondent

## MENTOR TRAINING<sup>5</sup>

“A mentorship program that does not understand and address DE&I barriers faced by employees of color and others may not be able to adequately support a mentee. This could result in mentees leaving or becoming disconnected. As such, the corporation should provide training and orientation for mentors.”

It is also imperative that mentors receive the proper training and support, especially when mentors from a dominant identity group may be advising mentees from a non-dominant identity group. MACP found that 88% of respondents with formal mentorship programs (57% of all respondents) provide training for the mentors, and 100% of those respondents with formal mentorship programs provide ongoing support for mentors.

### Mentorship: Types of Corporate Programming

MACP analyzed how respondents structure their corporate mentorship. Programming ranges from peer-to-peer mentoring (e.g., to onboard new employees) to reverse mentoring (e.g., more junior employees are paired with executive team members to mentor them on various topics, such as strategy and cultural awareness). *When considering reverse mentoring as it pertains to underrepresented employees, it is important to note that some mentors may require additional technical and cultural guidance. In this case, support for the mentor should not occur through reverse mentorship with a young person from a non-dominant group, as it may result in unintended negative consequences. “Instead, the corporation should provide a DE&I professional to support people in developing as mentors.”*<sup>6</sup>

Moreover, many respondents partner with external organizations to support their mentoring programs. During MACP’s roundtable, participating companies highlighted their work with external partners to provide mentoring, networking, and talent development for employees. As

<sup>5</sup> V. Zolezzi-Wyndham, I. Rojas Saldana, and H. Mir, “Promoting Good Opinion on the MACP DEI Report”, 2021.

<sup>6</sup> V. Zolezzi-Wyndham, I. Rojas Saldana, and H. Mir, “Promoting Good Opinion on the MACP DEI Report”, 2021.

seen on the next page, the online workforce company Indeed offers various models for companies to organize mentorship programming.

## **MENTORSHIP PROGRAM MODELS<sup>7</sup>**

### **MENTORING CIRCLES**

Mentoring circles are groups of five to eight people who meet regularly to discuss topics relevant to their interests. In mentoring circles, people can benefit from sharing knowledge in a more informal environment based on open conversations, instead of a hierarchical situation with an assigned mentor and mentee.

### **PEER MENTORING**

Peer mentors have the same seniority level or work on similar tasks. Each takes the role of mentor and mentee, with both parties giving and receiving advice during mentoring sessions. Peer mentorship programs allow people to benefit from one-on-one mentoring in a low-stress environment, which also supports the development of leadership skills.

### **LEADERSHIP MENTORING**

Leadership mentoring pairs employees that demonstrate a high level of potential with successful, top-level employees at their company. Both the mentor and the mentee devote time in getting to know the other and growing a strong personal and professional relationship.

### **AFFINITY MENTORING**

Affinity mentoring occurs when people with a similar background work together as a mentor-mentee pair. Depending on the needs of their employees, companies might develop a corporate mentor program where people of the same ethnic background or gender can share guidance based on shared life experiences.

### **SITUATIONAL MENTORING**

Situational mentoring programs usually have a start date, end date, and revolve around improving someone's ability to handle a specific task through mentorship. Situational mentors are experts in one particular area and know how to build their mentee's skills through different activities and discussion topics.

### **REVERSE MENTORING<sup>8</sup>**

Reverse mentoring pairs younger employees with executive team members to mentor them on various topics of strategic and cultural relevance. For example, in the late 1990s GE's CEO used reverse mentoring to teach senior executives about the internet. Modern reverse mentoring extends far beyond just sharing knowledge about technology; today's programs focus on how senior executives think about strategic issues, leadership, and the mindset with which they approach their work.

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<sup>7</sup> <https://www.indeed.com/career-advice/career-development/corporate-mentoring-programs>

<sup>8</sup> <https://hbr.org/2019/10/why-reverse-mentoring-works-and-how-to-do-it-right>



## Mentorship: Formal Programming Analysis

Through additional research, MACP found evidence that formal mentoring programs provide certain advantages when it comes to retaining talent from underrepresented communities and in fostering inclusive practices in the workplace. Inclusion and diversity efforts can be further monitored and encouraged through intentional pairing, which often leads to improved promotion and retention rates for underrepresented individuals.<sup>9</sup>

“These [formal] programs enable equitable access to mentoring, which is important to everyone’s career growth and development. Research shows that when mentoring is informal and organic, mentors tend to choose mentees who are similar to them (culturally, by gender, by ethnicity). Formality in our programs ensures individuals from underrepresented groups have equitable access to mentors.”

- MACP Survey Respondent

The structure and guidelines made available through a formal program allows for equitable access across an organization, which may be unintentionally neglected through an informal program. However, whether formal or informal, mentorships are likely to provide the most benefit for all employees when the structure matches the goals and culture of the organization.<sup>10</sup>

It is important to recognize that individuals will require different types of support as they may be at different stages in their careers, have multiple identities (race, gender, age, and sexual orientation, for example), and bring varied lived experiences to the table. Early-career employees might be better off with a more experienced mentor, while senior level employees might benefit most with a peer mentor from a different department. Formal mentorship programs allow for those differences to be tracked and addressed with more concrete authority than informal programs, creating a system that allows both mentor and mentee to feel comfortable taking part in such a beneficial program.

Companies have found success in sustaining mentorship programming through remote work amid the COVID-19 pandemic, especially during a period of increased employee fatigue. Due to the existing systems and infrastructure from formalized programming, many organizations were able to transition activities online and expand employee participation for mentors and mentees across the globe. For example, internal assessments conducted by Vertex Pharmaceuticals show participants have benefited from the scheduling flexibility and the international engagement available through a virtual format. In all, when it comes to mentorship programming, companies credit online programming for increased engagement and buy-in from employees.

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<sup>9</sup> <https://www.forbes.com/sites/nazbeheshiti/2019/01/23/improve-workplace-culture-with-a-strong-mentoring-program/?sh=442c679476b5>

<sup>10</sup> <https://hbr.org/2020/07/why-your-mentorship-program-isnt-working>

## MACP SURVEY RESULTS

Specific mentorship programming characteristics identified in MACP's survey include:

### I. PROGRAMMING DESIGN & IMPLEMENTATION

- Most mentorship programs are designed to pair mid-career level employees with senior leaders.
- Formal mentorship programs generally range between 25-50 employees per year.
- Several companies report mentorship programs that are run by specific business units that track their own metrics (e.g., there is no centralized process, which can limit visibility to executives).
- Formal programs involve committees or algorithms to help match mentors and mentees based on program criteria and best fit – some companies rely on external partners to assist with this.
- Programs generally last from 6 months to 2 years (although most are from 6-12 months), and most encourage a longer relationship past the formal program.

### II. EMPLOYEE PARTICIPATION

- Some programs require employees to be nominated to participate, while others allow self-selection. With self-selection programming, employees must often meet certain criteria (e.g., performance, time worked in the company, and/or identifying with a historically underrepresented group).
- Most of the programs offered are geared towards historically underrepresented populations: women, members of the LGBTQ+ community, or people of color (including specific programs for Black, Hispanic/Latinx, and/or Asian employees).

### III. PROGRAMMING SUPPORT

- 88% of respondents with formal mentorship programs provide training for mentors.
- 100% of respondents with formal mentorship programs provide ongoing support for mentors.

### IV. PROGRAM METRICS

- Some companies measure programming success through surveys administered to participants. They use poll scores to measure career development and program engagement.

## Mentorship: Best Practices & Recommendations

When formalizing a corporate mentorship program, companies may want to consider implementing the following best practices:

**OVERALL GOALS<sup>11</sup>:** Before implementing a mentorship program, consider the specific goals of the company and what the desired results of mentorship would be. Consider whether mentorship should help people learn management skills, improve their everyday work habits, gain industry insights, or provide team-building opportunities. Understanding the ideal outcome of mentorship can help pair mentors and mentees, guide the design of activities that promote these goals, and evaluate the success of the program.

“The program goals are to develop skills and knowledge through a partnership of advocacy and guidance with someone who brings experience, distance, and a new perspective. The program’s goal is also to cultivate a mentorship culture where professional development and relationship building are seen as best practice.”

- MACP Survey Respondent

**MENTORSHIP PAIRINGS<sup>12</sup>:** It is important to pair mentees with relevant mentors. Too often there are program administrators making assignments based on factors such as the school that mentors and mentees attended. As such, to do the pairing well, invest time in the registration process to collect the relevant information for making high-quality pairings. Most importantly, ensure the mentor can provide a relevant perspective on the career trajectory that the mentee wants to take. This means collecting information on the goals and areas for development from mentees. To help encourage a successful mentoring relationship, provide resources like meeting agendas and questions that mentees can ask their mentors. These resources give the pairing a blueprint for their relationship.

**PAIRING STRATEGY<sup>13</sup>:** Start by defining how an employee enters the mentorship program. For many companies that have “starting classes” this is a natural starting point. However, it should not be the only starting point. New employees who come in off-cycle should also have the same opportunity to participate. Moreover, it is possible that there are existing employees in the company who want mentorship. Depending on the company's

“Associates self-select or are nominated to be part of the mentorship program. Both mentees and mentors complete an intake process, sharing goals for participation and skills/experience they can offer respectively. Thereon, [our] HR business partners work together to match the pairs based on the intake form used to identify goals and skills for the participants. HR checks in with the pairs 2-3 months after the kick-off to provide support and guidance as needed to both mentor and mentee. As part of the program kick-off, mentors participate in a training program to develop goals and learn goal-setting techniques, as well as to understand their roles and what is expected from participants to be successful.”

- MACP Survey Respondent

<sup>11</sup> <https://www.indeed.com/career-advice/career-development/corporate-mentoring-programs>

<sup>12</sup> <https://www.togetherplatform.com/workplace-mentoring-program>

<sup>13</sup> <https://www.togetherplatform.com/blog/how-to-design-an-effective-mentorship-program-part-1-the-pairing>

structure, it may be necessary to define what departments, teams, or groups are part of the program. For a mentorship program to be effective, it is crucial that a mentee is paired with a mentor who is not in their direct reporting line, and, where applicable, from a group or department in which the mentee is interested.

**MATCHING SUPPORT:** MACP found companies collaborate with various partners to effectively match and support participants. For example, several companies work with internal HR departments, employee resource groups, or external organizations to thoroughly review and pair mentors with mentees. Others choose to organize internal committees or use algorithms to pair participants based on questionnaires.

“... employees are matched using an algorithm that assesses mentors’ and mentees’ location, function, level, mentee development goals, and mentor strengths. When possible, participants are paired together from different parts of the organization (either a different location or function) and with the mentor being at 1+ grade level higher than the mentee.”

- MACP Survey Respondent

**EXISTING INFORMAL MENTORSHIP<sup>14</sup>:** Do not disrupt informal mentoring relationships when they exist. Rather, try to integrate existing relationships over to the formal program to monitor and set guardrails for the relationship to be successful.

**SCHEDULING & ACCOUNTABILITY<sup>15</sup>:** Set a regular schedule that outlines how often mentors and mentees should meet. Regularly checking in with a mentor for a certain amount of time allows people to mentally prepare for each meeting and come with useful questions and suggestions. Research shows that mentees typically want contact with a mentor at least once a month.<sup>16</sup> The program’s administrator should therefore stay engaged with existing relationships to ensure mentors and mentees are meeting.

**UNDERSTANDING MENTEE MATCH GOALS<sup>17</sup>:** A key dimension for pairing mentors and mentees can be the affinity group of which they are both a part. However, some mentees may feel very strongly that they want a mentor from the same identity group, whereas others feel the exact opposite. As such, it is important for a program administrator to collect these preferences and take them into account. It is possible that pairings will not always work, and therefore it is critical to be flexible enough to accommodate mentees switching pairings or in finding pairings of their own.

*Likewise, “in white-dominant workplaces, there may not be an internal mentor with the skillset and DE&I soft skills necessary to support a mentee” from a non-dominant identity group. In situations like this, “corporations may want to consider building mentorship programs that bring in external mentors so that mentee needs are met.”<sup>18</sup>*

<sup>14</sup> <https://www.togetherplatform.com/workplace-mentoring-program>

<sup>15</sup> <https://www.indeed.com/career-advice/career-development/corporate-mentoring-programs>

<sup>16</sup> <https://www.togetherplatform.com/workplace-mentoring-program>

<sup>17</sup> <https://www.togetherplatform.com/workplace-mentoring-program>

<sup>18</sup> V. Zolezzi-Wyndham, I. Rojas Saldana, and H. Mir, “Promoting Good Opinion on the MACP DEI Report”, 2021.

**FEEDBACK<sup>19</sup>:** Develop a method where mentors and mentees can share feedback with one another. Encouraging everyone involved in a mentorship program to support one another and to recognize successful practices will help refine the program over time and improve morale across the company. There is mentorship software available to facilitate administrative burdens, promote accountability between mentors and mentees, and monitor reporting.<sup>20</sup>

EXAMPLES OF MENTORSHIP SOFTWARE		
<p><b>MentorcliQ<sup>21</sup></b> A software designed to scale and track mentor programming. The software is available via a web browser or as a mobile app, making it easy for employees to access the platform from anywhere. The software uses an algorithm that matches appropriate mentors with mentees, and then the company establishes how people connect. It also allows a company to initiate larger, company-wide programs.</p> <p>The software collects data on the number of participants, engagement, and satisfaction, in addition to providing individual learning reports.</p>	<p><b>Together<sup>22</sup></b> A program-developing and mentorship-pairing tool. It helps bolster employee growth, engagement, and culture building. The software has two key components: first, it allows companies to create their own mentorship curriculum through online modules; and second, it automatically pairs mentors with mentees or allows employees to reach out to potential mentors on the company’s platform.</p> <p>The software measures how often mentors and mentees are meeting and allows participants to see how their skills have improved.</p>	<p><b>Chronus<sup>23</sup></b> A mentorship-driven software that focuses on creating effective pairings and offers a pathway through the mentor/mentee relationship. It uses algorithms to forge strong partnerships while also allowing self-directed matches or matches created by company leaders. The software provides step-by-step guidance to keep mentees progressing on the mentorship journey.</p> <p>It is accessible on desktop or through a mobile app. It collects survey results and allows organizations to track data through a customizable dashboard.</p>

### Mentorship: Best Practices – Vertex Pharmaceuticals

Within survey responses and at MACP’s Roundtable, Vertex highlighted its Global Mentoring Program and Executive Mentoring Circles as initiatives with demonstrated success for participants and the company. Through the Global Mentoring Program, any employee can register through MentorcliQ, an employee mentoring software, and be matched with a mentor.<sup>24</sup> The scope of the program has expanded access and streamlined the process for developing and fostering relationships among Vertex employees across the globe.

The Executive Mentoring Circles are meant for executive committee members to establish relationships and mentor five African American/Black and Hispanic/Latinx rising leaders (from director to vice president level) who are outside of their hierarchy. This personalized program is

<sup>19</sup> <https://www.indeed.com/career-advice/career-development/corporate-mentoring-programs>

<sup>20</sup> <https://www.togetherplatform.com/how-to-start-a-mentorship-program>

<sup>21</sup> <https://www.mentorcliq.com/>; <https://www.tenthousandcoffees.com/blog/the-5-best-online-mentorship-platforms-for-enterprises>

<sup>22</sup> <https://www.togetherplatform.com/>

<sup>23</sup> <https://chronus.com/>

<sup>24</sup> <https://www.mentorcliq.com>



specifically tailored to support employees from underrepresented groups and has enabled participants to build lasting relationships. It allows mentors to offer a safe space for their mid- and senior-level mentees through confidential small group gatherings to discuss topics that include, but are not limited to, sharing industry insights, developing necessary leadership skills, and navigating professional growth opportunities.

The graph below details the mentorship programming offered by Vertex. In addition to those discussed above, the list includes various types of mentoring programming, such as reverse mentoring between senior leaders and LGBTQ+ employees.

	Program Goals	Target Audience	Number of Participants	Relationship Format
<b>Global Mentoring Program</b>	Make mentoring accessible to all Vertexians  Build cross-functional connection and expand enterprise knowledge	All employees	Max: 4,700 Actual: 1,000+	1:1
<b>Executive Mentoring Circles</b>	Enable executive committee members to build meaningful relationships with African American/Black and Hispanic/Latinx directors-VPs aimed at career development	Mentors: EC members Mentees: Directors - VPs	Mentors: 10 Mentees: 50	Small groups (1:5)
<b>IWILL Mentoring Circles</b>	Bring together small peer groups of women to discuss leadership topics of mutual interest	Mentors: Senior Leaders Mentees: IWILL members globally	Mentors: 20 Mentees: 80 (every cycle)	Small groups (2:8)
<b>VIBE Peer Mentoring</b>	Promote knowledge sharing across diverse cultures, backgrounds, job levels, and work styles to reduce barriers to success	VIBE members globally	Mentors: 5 Mentees: 22	Small groups (1-2:8)
<b>PRIDE Reverse Mentoring</b>	Coach, train, and develop Vertex leadership team around workplace LGBTQ+ and diversity issues	Mentors: PRIDE members globally Mentees: senior leaders	Mentors: 12 Mentees: 6 (every cycle)	Small groups (2:1)

### Mentorship: Conclusion

Mentorship is a valuable tool to advance DE&I efforts within an organization. The benefits of mentorship—both formal and informal—are clear, and efforts to encourage these relationships have proven successful. Formalized mentorship programming can ensure equal access to a mentoring relationship and there is also tremendous value in informal mentoring fostered by a supportive office culture and/or networking within employee resource groups. Companies with recognized mentorship offerings frequently cited tangible benefits experienced throughout the organization and by employees. For example, one respondent mentioned their mentorship programming increased diversity in the company’s leadership pipeline and awareness of open roles by employees through greater exposure to senior leaders across various functions in the

organization. As research shows, these structures and guidelines promote equitable access to industry insights, potential mentors, and job openings, which may be unintentionally neglected with an informal program.

Mentorship programming may also provide companies with an opportunity to develop systems to collect valuable data on employee engagement, retention, and professional development. For example, a national study by the Association for Talent Development (ATD), a professional membership organization supporting workforce development, found that companies offering formal mentorship programming increased employee engagement and retention by 50% compared to those without formal programming. In the survey of 969 talent development professionals (40% from organizations of fewer than 999 employees and a third from organizations with more than 5,000 employees), ATD also found formal programming offers increased professional support for high-potential employees by 46%, stimulates intra-organizational relationships and collaboration by 37%, and assists in knowledge management and transfer by 37%.<sup>25</sup>

*Moreover, mentorship should be considered a priority “across the corporation, and not only for rising or identified future leaders.” As with any impactful DE&I practice, “mentorship programs must have adequate resources (both human and financial) and support from leadership.”<sup>26</sup> When considering any of the practices in this report, it is important to ensure that all implemented strategies are connected to the company’s broader DE&I goals.*

## II. Sponsorship

### Sponsorship: Overview

“Yes, mentorship and sponsorship are two separate things. Sponsorship is identified as using one’s influence and positional power to proactively advocate and “make moves happen” for a protégé. A sponsor does this by raising awareness of the protégé among key decision-makers, opening access to networks, and accelerating career moves that align to business opportunities and the protégé’s career aspirations.”

- MACP Survey Respondent

While a mentor may also be a sponsor, there is a critical difference between the two.<sup>27</sup>

Sponsorship can generally be defined as senior-level leaders who use their position and power to advance a more junior person’s career via advocacy, visibility, promotion, and connections.<sup>28</sup>

<sup>25</sup> <https://d22bblmj4tvv8.cloudfront.net/f2/2a/7d44cae54e4f89dc8b94a6a81792/research17-mentoring-matters-rr-56917-whitepaper.pdf>

<sup>26</sup> V. Zolezzi-Wyndham, I. Rojas Saldana, and H. Mir, “Promoting Good Opinion on the MACP DEI Report”, 2021.

<sup>27</sup> <https://hernewstandard.com/tips-for-a-successful-sponsorship-program/>; <https://hbr.org/2021/06/dont-just-mentor-women-and-people-of-color-sponsor-them>; <https://hbr.org/2019/08/a-lack-of-sponsorship-is-keeping-women-from-advancing-into-leadership>

<sup>28</sup> <https://hernewstandard.com/tips-for-a-successful-sponsorship-program/>

According to the Harvard Business Review, sponsorship is recommended as an alternative to mentorship for its ability to strengthen opportunities for women and people of color professionally. While mentorship focuses on direct support (e.g., guidance, advice, feedback on skills, and coaching), sponsorship entails externally facing support. Thinking of sponsorship as a three-way relationship between sponsors, protégés, and an audience helps to clarify the difference between it and mentorship.<sup>29</sup>

## SPONSORSHIP CHARACTERISTICS

The major characteristics encompassing sponsorship (formal or informal) include<sup>25</sup>:

- **VISIBILITY:** Sharing the accomplishments of protégés with other senior leaders and openly advocating for them in closed-door meetings.
- **INSIGHT:** Helping protégés identify and make strategic contributions that will increase their value and recognition.
- **MEANINGFUL INTRODUCTIONS:** Connecting protégés to influential people within the organization or industry.
- **CANDID FEEDBACK:** Providing candid feedback to protégés about their reputation in the organization and how they stack up against criteria for leadership.

### Sponsorship: Survey Analysis

MACP's survey asked companies how they differentiate and apply mentorship and sponsorship within their organizations. Twenty-nine percent of MACP survey respondents offer formal sponsorship programming, although 71% have a (formal or informal) sponsorship culture. Based on MACP's analysis, these programs are in their early stages of development or are being expanded from their pilot stage (among survey respondents the first official sponsorship program was launched in 2019). These programs focus on "high-achieving employees," with two intended for women and two focused on professionals from underrepresented groups. Two companies highlighted that they are in the process of formalizing sponsorship programming as part of their multi-year DE&I strategies, based upon positive survey feedback on informal sponsorship relationships.

## SPONSORSHIP BENEFITS

According to studies, sponsorship<sup>27</sup>:

- Promotes diverse talent for companies, including both women and people of color.
- Provides women with pay increases, promotions, and job satisfaction.
- Increases job satisfaction and commitment to the organization by providing a sense of support and a resource to turn to when faced with work-related challenges.
- Helps build better leaders and teams as individuals learn the value of reciprocal relationships.

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<sup>29</sup> <https://hbr.org/2021/06/dont-just-mentor-women-and-people-of-color-sponsor-them>

Respondents with existing sponsorship programming identified benefits in their companies; most notably, in how instrumental sponsors are for professionals from underrepresented groups in obtaining pay increases, receiving promotions, and in overall job satisfaction.

## MACP SURVEY RESULTS

- Existing sponsorship activities vary in definition, scope, and targeted demographics among companies.
- Many see sponsorship as a formal avenue to provide proactive career advancement support within an organization or specific business unit.

## ABCD'S OF SPONSORSHIP<sup>30</sup>

Below are recommended practices to enhance sponsorship programming:

- **Amplifying** is the sponsorship equivalent of self-promotion. When sponsors amplify, they share a protégés' accomplishments with others in a bid to create or increase an audience's positive impressions of them.
- **Boosting** is the sponsorship equivalent of self-assurance. When people put themselves forward for consideration for a position or opportunity, they are, in effect, making promises about their future performance. At times, people may over-promise or undersell themselves, and therefore may not present an accurate view of their own capabilities. These claims, then, may not hold as much weight as when they are made by a third party who presumably has a more objective opinion on how the protégé will perform. Here is where boosting comes into play: when sponsors boost their protégés, they stake some portion of their own reputation on an implicit guarantee about the protégé's future success. They underwrite it.
- **Connecting** is the sponsorship equivalent of impression management through association – that is, claiming a relationship with a highly regarded individual or group so that some of the positive feelings others have toward them are transferred to the person claiming the association. This is often referred to as the “halo effect.” When a high-status sponsor connects, they claim the association with the protégé, rather than the other way around. This enhances others' impression of the protégé because the sponsor has already been “vetted” by the community. Connecting can also involve actively facilitating new relationships for protégés, giving them access to people that they would not otherwise meet.
- **Defending** is the sponsorship equivalent of justifying or making personal excuses to change others' perceptions of them from negative to positive. In the same way, when a sponsor defends, they address an audience who dislikes or dismisses the protégé and works to persuade them to change their opinion. Defending is one of the most effective sponsorship tactics. Of the various forms of sponsorship, defending can be costly for sponsors, as it necessitates challenging the attitudes and beliefs of others; it can create conflicts between the sponsor and the audience.

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<sup>30</sup> <https://hbr.org/2021/06/dont-just-mentor-women-and-people-of-color-sponsor-them>

## Sponsorship: Best Practices & Recommendations

Based upon external research and best practices identified from survey responses, the following recommendations may be helpful for companies that are considering implementing formal sponsorship programming<sup>31</sup>:

- **Set a Foundation<sup>32</sup>:** Develop the scaffolding to support the program and its participants. Successful sponsorship programs often have a team of stakeholders, including peer advocates, direct employee managers, HR and Talent managers, and diversity committees. The organization’s goal should be to understand, monitor, and track progress, which may require cross-collaboration between departments. A pilot program is recommended to set the foundation for future programming.

*As part of the stakeholder team, “HR/talent partners should [also] monitor relationships to ensure they are [progressing satisfactorily for both parties] and manage any unintended conflicts that may arise.” This support can ensure a feeling of psychological safety and encourage participation.<sup>33</sup>*

- **Create & Communicate Selection Criteria:** Criteria for selection needs to be clear and communicated consistently across all stakeholders and with participants. Companies may choose to leverage employee resource groups as a pipeline for high potential candidates from non-dominant identity groups. Here, organizations should collaborate across departments to ensure

“Women are nominated by their leadership team during an annual talent review process. Sponsor/protégé matching is coordinated by a core team which includes HR business partners, talent management leaders, and a core team of executives. The program is kicked-off each year with a formal overview and onboarding process, including a review of responsibilities and expectations for participants. Sponsors are then invited to quarterly meetings for additional training and best practice sharing. The program formally lasts for two years, however, the company noted many of these relationships continue throughout an employee’s career.”

- MACP Survey Respondent

“One of the most impactful programs for accelerating the development of women leaders in technical functions is our [title] sponsorship program.” This multi-year opportunity pairs each participant with an executive sponsor who serves as an advisor, mentor, and career advocate. We tracked the positive career impacts from this pilot program from the participating manufacturing, supply chain, quality, clinical and new product development teams, and as a result, expanded the program to include employees from the global information technology, security, and global business services teams.”

- MACP Survey Respondent

<sup>31</sup> <https://www.workingmother.com/building-an-effective-sponsorship-program-resource-guide.pdf>;

<https://www.diversityincbestpractices.com/medialib/uploads/2021/02/2021-DiversityIncSponsorshipProgramWebinarFINAL.pdf>

<sup>32</sup> <https://www.workingmother.com/building-an-effective-sponsorship-program-resource-guide.pdf>

<sup>33</sup> <https://www.workingmother.com/building-an-effective-sponsorship-program-resource-guide.pdf>

<sup>33</sup> V. Zolezzi-Wyndham, I. Rojas Saldana, and H. Mir, “Promoting Good Opinion on the MACP DEI Report”, 2021.



expectations are aligned with company values, principles, and strategies in order to articulate a business case and the purpose of the program. This will secure buy-in from senior leaders who can champion the program and encourage junior staff to be engaged. Moreover, it may be helpful to create a sponsorship handbook that outlines the details of the program and a FAQ guide to provide tips and tools for both sponsors and protégés.

- **Structure of Program:** The length of the formal sponsorship relationship should be based on the talent development cycle. A standard structure is a 12-month sponsorship timeline with 3- and 6-month check-ins, but each company may choose to adjust this timeframe depending on its circumstances and the needs of the participating employees. *As the sponsorship relationship depends on a high level of trust, program design should account for significant time for both parties to build that trust.*<sup>34</sup> At the end of the formal program, the pair can determine if their relationship should continue based on shared goals and expectations.
- **Program Assessment:** Protégés should be encouraged to explore new roles or assignments in the organization. However, a lateral move is not the only way to demonstrate success, especially as job openings do not always align with an employee’s advancement timeline. Think broadly and fluidly about what the next opportunity is and what advancement could look like in the organization for participants. *Support for a protégé can include public recognition of hard work and accomplishments in the current role – it does not need to be centered just on activities geared towards new positions or promotions.*<sup>35</sup>

## Sponsorship: Best Practices – State Street

### Sponsorship Programming Goals:

- “Grow a professional network where sponsors continue to expand their DE&I knowledge, actively demonstrate inclusive behaviors, and use their influence to create an environment that enables underrepresented talent to reach their full potential.
- Broaden scope and responsibilities of protégés, introducing new projects, assignments, or job opportunities.
- Strengthen a protégés career development and education in alignment with their career aspirations.”  
- MACP Survey Respondent

State Street’s *10 Actions Addressing Racism and Inequality*, includes a focus on fostering Black and Hispanic/Latinx talent through targeted sponsorship and mentorship programs. State Street created cohorts from existing networks to leverage best practices and to avoid overutilizing senior executives as sponsors. For example, State Street’s Leading Women (all female Executive Vice Presidents) & Black Professionals Group (Business Employee Network) Cohort is a targeted program designed to connect Black and Hispanic/Latinx women employees with sponsors.

<sup>34</sup> V. Zolezzi-Wyndham, I. Rojas Saldana, and H. Mir, “Promoting Good Opinion on the MACP DEI Report”, 2021.

<sup>35</sup> V. Zolezzi-Wyndham, I. Rojas Saldana, and H. Mir, “Promoting Good Opinion on the MACP DEI Report”, 2021.

The following is an overview of State Street's program:

### ***Matching Process***

- Candidates were selected based on high performance ratings and tenure. The Global Inclusion, Diversity & Equity (GIDE) team provided secondary review and revision as needed to facilitate the matching process.
- Sponsors and protégés were matched on an individual basis utilizing the following criteria: business unit, length of time at the bank, and career aspirations. Functional areas, known exposure/relationships, personalities, and location were also considered.

### ***Program Structure***

- There is an intentional 2-3 months of a “courting period” where the sponsor and protégé get to know each other to discuss, define, and align on goals. If the sponsor/protégé decided a relationship was not the appropriate fit for one another, they had an option to exchange partners with another pair of participants who faced a similar situation.
- The sponsor and protégé commit to a minimum 12-month sponsorship timeline with 18+ months recommended.
- The sponsorship program team conducts monthly informal check-ins and formal 3- and 6-month surveys administered to both sponsors and protégés. The management team also coordinates sponsor/protégé training sessions to outline program expectations, roles, and responsibilities.

### ***Program Metrics***

- The program team tracks internal mobility, promotion/promotion readiness, retention, senior leadership exposure opportunities, and transformational relationships. Metrics are captured through a central data system (e.g., mobility, promotion, and retention rates) and surveys completed by participants.
- 3-month survey results indicate: 50% of respondents gave a rating of 4 for their first meeting with sponsors (Average: 3.29 rating) out of a 1-5 rating, with 5 being the highest rating; 58% set their goals with their sponsor; and 93% were clear on expectations of sponsor/protégé roles and responsibilities.
- The goals by participants focused on: visibility/exposure, leadership behaviors, and promotions.

### ***Program Progress***

- Participants have maintained their sponsor/protégé relationships beyond formal programming, revealing that this framework fosters lasting relationships for the company.
- Early feedback by participants has been positive. As a result, State Street is developing a similar initiative at the VP-level to specifically support men of color.

Sponsorship: Conclusion

Sponsorship facilitates career advancement and provides protégés with strong advocates in addition to a traditional mentor-mentee relationship. This can be essential to the careers of underrepresented employees who historically may not otherwise have had the opportunity to build these connections. Mentorship and sponsorship programming share many characteristics, and as result, many of the interventions involve similar actions and approaches. In fact, positive mentoring relationships often lead to sponsorship – both between individuals and across an organization. For example, companies with an informal mentorship culture credited organic relationships between senior leaders and junior staff to have cultivated a culture of sponsorship in the organization. Similarly, companies with centralized formal mentorship attribute existing programming as the framework they relied on to establish sponsorship programming, as a response to the informal sponsorship that flourished between mentors and mentees.

Moreover, there are important differences between sponsorship and mentorship. The former involves intentional advocacy by a senior leader to actively support a junior employee for promotion or inclusion in more advanced opportunities. The additional support provided by a sponsor can be incredibly impactful for those from underrepresented groups, which is important for companies to consider when working to integrate mentorship and/or sponsorship into multi-year DE&I strategies. MACP’s survey found that while 100% of survey respondents have an informal or formal mentorship culture present in their organization, 71% stated having a sponsorship culture, and 29% of companies currently have formal sponsorship programming. As companies explore strategies to retain and advance employees from underrepresented groups, they may want to consider fostering a culture that promotes sponsorship and/or developing formal programming to pair sponsors and protégés.

*Again, as with all the strategies presented in this report, it will be essential for companies to tie their sponsorship programming to corporate DE&I strategy and goals.*

### III. Employee Resource Groups

#### Employee Resource Groups: Overview

An important takeaway identified in MACP’s analysis of survey results is how instrumental employee resource groups are in the development, support, and advancement of companies’ DE&I efforts. While respondents identified these respective employee groups differently (e.g., employee resource groups, business resource groups, affinity groups, and employee networks), this report refers to these groups under the umbrella of employee resource groups (ERGs) or employee groups, as they serve a similar function in organizing employees and supporting DE&I strategies across organizations. Generally, ERGs can be defined as voluntary, employee-led groups made up of individuals who join based on common interests, backgrounds, or demographic factors such as gender, race, and ethnicity. *“ERG participants must share values that*

“Our employee resource groups (ERGs) are voluntary, company-sponsored organizations dedicated to fostering a diverse and inclusive work environment while supporting the company’s mission, goals, values, and business practices. ERGs typically form around a specific diversity dimension, such as gender, race, sexual orientation, or life stage.”  
- MACP Survey Respondent

*bring them together, connect them to a community of peers, and must have an executive sponsor who authentically supports and is committed to the ERG's purpose and community.”<sup>36</sup>*

“Our ERGs also help educate employees with other backgrounds and identities through ongoing events throughout the year, some examples include community engagement events, professional development seminars, mentoring programs, and programming around global celebrations such as an International Women’s Day, Black History Month, etc.”

- MACP Survey Respondent



### Employee Resource Groups: Survey Analysis

For companies with active ERGs, respondents highlighted employee groups as a vital resource in shaping and strengthening mentorship and sponsorship within their organizations. ERGs were cited most frequently for their roles as a:

- strategy to build a culture of inclusion within an organization;
- resource for networking opportunities for employees from underrepresented groups; and
- best practice tool to retain and/or advance people of color and/or people from non-dominant identity groups in the workforce.

“Our [employee] resource groups and employees are powerful brand ambassadors to partner and build relationships within the communities to attract talent.”

- MACP Survey Respondent

*ERGs provide support and community for underrepresented employees. “In organizations where the culture is not inclusive, ERGs can be the one place where a person of color or a person of a non-*

<sup>36</sup> V. Zolezzi-Wyndham, I. Rojas Saldana, and H. Mir, “Promoting Good Opinion on the MACP DEI Report”, 2021.

*dominant group feels belonging, feels seen and heard, and can find psychological safety and support.” To provide that psychological safety, it may be prudent for ERG membership to “include only members of the identity group and allies, or provide for private conversations in which people who are members of the identity group can speak confidentially about the challenges they face in the workplace,” while offering other opportunities to engage with other ERGs and the wider company community.<sup>37</sup> This is especially vital as a company works to build a wider culture of inclusion.*

ERGs are also an essential partner in developing talent. *“ERGs can be a place where leaders from non-dominant identities practice leadership competencies and experience a space in which they can be authentically themselves.”<sup>38</sup>* This provides more opportunities for ERG members to build and enhance professional skills, aligning with a commonly held goal of strengthening talent pipelines and pathways into leadership for underrepresented employees.

In addition to providing an opportunity for career development and a safe space for members of an affinity group, ERGs also work to promote inclusion and employee engagement. For example, a prerequisite by one company for newly formed ERGs requires founding members to conduct outreach and invite employees otherwise unlikely to participate. This framework helps to ensure employees participating in ERGs, particularly those from underrepresented groups, do not operate in silos or miss an opportunity to build relationships with peers. Instead, ERGs should serve to provide a sense of community for all employees and serve as a conduit for career advancement and professional growth within an organization.

MACP identified and highlighted ERGs in this report for their role in fostering a diverse and inclusive workplace, as well as their ability to complement and align with an organization’s mission, values, goals, business practices, and objectives. As one respondent noted, ERGs are a valuable partner to advance cultural education and awareness, and a resource to strengthen relationships for employees across the company.

### **Example: Point32Health**

Point32Health’s Colleague Resource Groups (CRGs) comprise colleagues based on common interests to support and promote an inclusive work environment and community. The groups drive engagement, build community, develop leaders, and contribute to business success. In 2022, Point32Health launched a project to transform its Colleague Resource Groups (CRG), setting the stage for the identification of new leadership teams, an updated governance structure and the creation of a digital hub for CRG engagement and collaboration in 2023. In May 2022, 12% of Point32Health employees were members of one or more CRG and the company has seen growth as its CRGs were refreshed, to 16% at year-end and 22% as of May 2023.

Point32Health’s CRGs include: Abilities +, Black Professionals, Flourish, Military Veterans, The Multicultural Connection, Pride Point, Women & Allies Network, and Young Professional Network.

<sup>37</sup> V. Zolezzi-Wyndham, I. Rojas Saldana, and H. Mir, “Promoting Good Opinion on the MACP DEI Report”, 2021.

<sup>38</sup> V. Zolezzi-Wyndham, I. Rojas Saldana, and H. Mir, “Promoting Good Opinion on the MACP DEI Report”, 2021.



## EVOLUTION OF EMPLOYEE RESOURCE GROUPS<sup>39</sup>

In the past 10 to 15 years, ERGs began to be considered as business assets by demonstrating their value in recruitment and retention, marketing, brand enhancement, training, and employee development. Top management at some companies began to view ERGs as instrumental to the success of their businesses. This opinion continues to proliferate as corporations become more global, and populations and workforces more diverse.

As noted, individual companies refer to employee groups differently, but the below provides a general understanding of terms:

- **Informal Affinity Group:** At this point, the group is similar to a social club. It is driven by individuals and is inward looking. “Where are the others like me?” Its purpose is to create a safe space and to justify cultural reinforcement in the workplace. From a business perspective, its primary benefit at this stage is for employees to expand their personal network.
- **Formal Affinity Group:** As the group seeks sponsors from Human Resources or acknowledgment from the company, it moves to become a recognized group. While still inward looking, the networking opportunities begin to span more levels. The groups become focused on career advancement for its members (professional development) and education (etiquette and awareness) for coworkers. Most groups begin mentoring programs (formal or informal) at this point, and in some cases, initiate external community service activities. This is the ideal time for a pilot mentoring program to be introduced, including for example, a small cohort between 25 to 50 pairs.
- **Employee Resource Group:** With sponsorship from Human Resources and an executive, affinity groups mature into employee resource groups. Mentoring becomes more formal, in part because the ERG is used by Human Resources in seeking to meet talent acquisition and retention goals. Well run, an ERG becomes a place for the development of emerging leaders who are considered for a high potential track. ERGs can also help human resources focus on employees that may be at risk of leaving and become part of a solution to reduce high turnover.
- **Business Resource Group:** As an ERG matures, it becomes even more valuable to the corporation and its members. These more mature entities are generally known as business resource groups (BRGs). In a BRG, the goals of the group are integrated directly into business objectives. Thus, the BRG will have explicit goals for recruiting and identify contributions to business development. In theory, human resources will track retention and new business against activity in the BRG, although research has yet to identify a company that has found a way to effectively do so.

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<sup>39</sup> <https://www.diversitybestpractices.com/employee-resource-groups>; <https://www.mentorresources.com/mentoring-blog/bid/111584/from-affinity-group-to-employee-resource-group-erg>

## Example: Suffolk

Suffolk's Women Who Build employee resource group is launching a Rebuild the Ratio project to increase the number of girls and women in STEM. With the launch of Rebuild the Ratio, Suffolk pledges to increase the percentage of women employed by Suffolk by ten percentage points over ten years, which is a dramatic increase that will provide more jobs for women and boost the percentage of women employees to near 40 percent. Suffolk is entering a 10-year partnership with Girl Scouts of Eastern Massachusetts and YouthBuild Boston to offer a custom STEM and construction curriculum, comprised of workshops, events, and volunteer opportunities, that will be targeted for Girl Scouts aged 5-17 years. Suffolk, Girl Scouts of Eastern Massachusetts, and YouthBuild Boston commit to bringing 10 percent of all Girl Scouts in the region through the curriculum in 10 years. The program will be developed so it can easily be scaled and rolled out to other regional Girl Scout councils to bring STEM Career exploration programming to thousands of girls throughout the country. This partnership supports Suffolk's commitment to providing the tools and skills necessary for future generations of women to enter and remain in construction and STEM fields.

## Employee Resource Groups: Best Practices & Recommendations

A study conducted by the Society for Human Resource Management (SHRM) found more than half of companies with fully developed diversity strategies use ERGs to improve their organization in three ways<sup>40</sup>:

1. Ensure employees have an opportunity to be heard, valued, and engaged;
2. Gain a better understanding for who their customers are; and
3. Gain insights into overall business performance.

Other findings from the SHRM study include:

- More than 70% of the organizations relied on their ERGs to build a workforce that reflected the demographics of their customer base.
- Almost 30% received assistance from their ERGs to determine and increase their organization's spend with suppliers from non-dominant identity groups.
- 90% credited members of their organization's ERGs with helping employees become familiarized during the onboarding process.
- The first 60 to 90 days of employment are a critical time for any new hire, and they can be particularly challenging for members of traditionally underrepresented groups. ERGs can help de-stress onboarding and early days of employment for new employees, therefore increasing employee satisfaction and retention.<sup>41</sup>

## ERG EFFECTIVENESS

*How can companies know if ERGs are effective and not just "smoke-and-mirrors" without making meaningful change?<sup>34</sup>*

An organization will begin to see the benefits of ERGs through the examination and understanding of the purpose of each unique employee group. It is in the quality of the answers to these types of questions, from which the intent and success of these employee groups as change agents becomes clear from within an organization. It is all about intent, priority, and follow-through.

<sup>40</sup> <https://www.shrm.org/hr-today/news/hr-magazine/0916/pages/are-employee-resource-groups-good-for-business.aspx>

<sup>41</sup> <https://www.shrm.org/hr-today/news/hr-magazine/0916/pages/are-employee-resource-groups-good-for-business.aspx>

Many MACP survey respondents noted that ERGs have grown naturally from the grassroots in their companies. For example, State Street has had active ERGs for over 25 years. These groups are organized and led by employees and are composed of individuals who join based on similar interests, backgrounds, or demographics. General practices distilled from survey responses, dialogue between companies during MACP’s roundtable discussion, and additional research, include:

**Average Size of ERGs:** The total number of active employee resource groups in each company can vary and is dependent on the size of the company and its employee engagement. Within MACP member companies, for example, the number of employee resource groups ranges from three to over twenty.

### **Example: John Hancock**

John Hancock’s ERGs play an integral role in embedding a culture of inclusion and allyship within the company. United by a common identity, trait, or interest, these voluntary, employee-led networks are a resource for both employees and the company, working to address barriers to advancement and providing personal and professional development opportunities. John Hancock’s ERGs include:

- Ability: A community of employees committed to building a positive and inclusive work environment for employees of all abilities.
- Association of Multicultural Professionals: AMP continues the legacy of inclusion at John Hancock by cultivating talent and creating meaningful growth opportunities for its multicultural professionals while promoting thoughtful engagement.
- Family: A safe place where you can share your family experiences and get support.
- GenerationNext: “GenNext” mobilizes the company’s young professionals to be the next generation of leaders through education, networking, and volunteerism.
- Global Women's Alliance: GWA supports and encourages the recruitment, development, and advancement of women throughout the organization by providing a network and opportunities in which women can be mentored, share experiences, and have fulfilling careers at John Hancock.
- MiLE: A military employee community for all employees who are current service members, veterans, and their families and supporters.
- Pan-Asian Community for Employee Success: PACES strives to build the presence, influence, and leadership potential of Pan-Asian employees at John Hancock.
- Professionals Reaching out for Unity and Diversity: PROUD promotes an inclusive workplace for LGBT employees to promote their full and unencumbered contribution to John Hancock.
- Valuing the Inclusion of Black Experiences: VIBE aims to better enable Black employees to advance professionally, support the aspirations of potential employees, and increase awareness of various Black cultures.
- LatinX: Promotes cultural awareness about Latin American diversity, and encourages inclusion through recruitment, development, and career management for individuals representing this important community.

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<sup>42</sup> <https://affinityincmagazine.com/whats-the-trend-with-ergs-and-brgs/>

- **Recognize ERGs:** Roundtable participants emphasized the importance of officially recognizing ERGs. A prerequisite that companies could include, for example, could be to require employee groups to follow the *4C model* (Culture, Communications, Commerce, and Career), as it provides a foundation for these groups to organize around.<sup>43</sup> Moreover, as employee groups become more involved with policy advocacy and anti-racism work, this model will support ERGs to become more integrated with the values of a company while allowing flexibility to meet the interests and goals of employees. Ultimately, it is important to implement a process that aligns employee interests with the company’s mission, values, and goals.

4C Model <sup>44</sup>			
Culture	Communications	Commerce	Career
Education and awareness raising for non-ERG members in the company.	Enhancing the company brand; creating opportunities for collaboration between the company and external groups.	Providing consumer/buyer insight; helping to penetrate new markets.	Professional development for members; making members and ERG leaders visible to senior executives.

### Example: Wellington Management

In order to build on the 4C model and adapt it to the company’s needs for its business networks, Wellington Management created the CORDS model: Community Engagement, On-board and orientation, Recruit and refer talent, Develop and educate, and Service alpha.

Each of Wellington’s business networks has a partner of the firm as a business sponsor, and business network leader roles are considered a development channel for employees. More than 60% of the people who work at the company belong to a business network.

- **Successful Integration of ERGs<sup>45</sup>:** Organizations can ensure their ERGs contribute to overall goals through a formal business or strategic plan. This ensures outcomes are mutually beneficial and advance diversity throughout the organization. It is imperative for an organization to track data on each ERG to monitor progress, as well as to understand employee engagement in each group. *Additionally, “if ERGs are a business imperative, then participation should be considered as important as other work” and supervisors should provide employees with authorization and support to participate in them.*<sup>46</sup>

<sup>43</sup> [https://www.chieflearningofficer.com/2012/02/24/the-4-cs-of-ergs\\_\\_trashed/](https://www.chieflearningofficer.com/2012/02/24/the-4-cs-of-ergs__trashed/)

<sup>44</sup> <https://affinityincmagazine.com/whats-the-trend-with-ergs-and-brgs/>

<sup>45</sup> <https://affinityincmagazine.com/whats-the-trend-with-ergs-and-brgs/>

<sup>46</sup> V. Zolezzi-Wyndham, I. Rojas Saldana, and H. Mir, “Promoting Good Opinion on the MACP DEI Report”, 2021.

- **Compensation & Recognition:**

Some companies provide compensation to those most engaged and active within an ERG. *A best practice is for members of ERGs with leadership roles (or who are performing additional tasks or working longer hours) to be “compensated financially and be recognized.”*<sup>47</sup>

For example, one MACP company compensates ERG leaders annually at the start of a performance cycle and chooses to notify them via a letter received from the company’s DE&I director. If a company chooses to compensate ERG leaders, it is important to distinguish between additional compensation and a potential perceived change in the employee’s role and responsibilities. To manage these nuances, a company may obtain feedback from ERG members, as well as the individual’s manager, to assess someone’s involvement and hence their compensation.

Another best practice is formal recognition. For example, one company reported hosting an annual event to recognize ERG leaders and provide nominal cash awards (ranging between \$250-\$750) to acknowledge these leaders and their work.

**Example: Vertex Pharmaceuticals**

To support the management and organization of ERGs, each of Vertex’s four global employee-led groups offer chapters at each major global site for employees. Vertex works alongside these groups to ensure they are aligned with the organization’s mission and goals. This includes working with ERGs to organize meetings and events to support company-wide impact.

## SUPPORTING ERGS

*What can executive management and leadership do within an organization do to support ERGs?*<sup>40</sup>

There are few initiatives within any organization that will thrive without executive management support, but encouragement of such support may not be enough. It may require formalization through goals and/or expectations built into strategic planning. The indicators would be in the form of executive recommendations for individuals to participate, ensuring ample time is allocated for participation, and offering personal investment in the form of mentoring, coaching, or leadership opportunities. Without directly involving leadership on the executive level with the program, it is not going to be effective. ERGs are often a springboard for mentoring programs and that’s the best path for inclusion.

- **Challenges:**

Differing notions of success among members and across ERGs can be a challenge when setting goals. Additionally, the existence of employee groups within a company may create the false impression that an organization’s challenges with inclusion have been appropriately addressed.<sup>48</sup> ERGs at times follow a homogeneous group model and typically develop around one single identity category. Therefore, they can elevate some experiences while possibly ignoring others due to a homogeneous set of identified problems, rather than considering varying experiences.

<sup>47</sup> V. Zolezzi-Wyndham, I. Rojas Saldana, and H. Mir, “Promoting Good Opinion on the MACP DEI Report”, 2021.

<sup>48</sup> <https://www.workingmother.com/employee-resource-groups-intersectional-approach>

Likewise, lack of intersectionality is a significant problem in the DE&I space when raising specific issues of awareness.<sup>49</sup> Research shows that homogeneous models seldom succeed in true equitable integration unless there is a non-homogeneous component built into the evolution and strategic plan of the organizational structure.<sup>50</sup> For example, there are models such as the *BRG collaborative approach*, which requires monthly or quarterly check-ins for all homogeneous ERGs from an organization to come together and show they are working towards full organizational integration. Collaboration not only allows ERGs to combine resources and reach a broader audience, but it also lets them support employees who identify with several dimensions of diversity.<sup>51</sup>

**Example: Fidelity Investments**

Fidelity has a formal application process for employees to organize an affinity group, and all ten existing groups follow the 4C model. For a group to be formally recognized, its efforts and structure must align with this model and welcome anyone to join or participate. For employee groups that are recognized, there is a budget allocated and the company works with them to strike a balance on events, space, and activities for the group to host.

Fidelity utilizes Yammer, a social networking and communications service, to maintain employee engagement and host virtual events and activities. All new employee groups are now being encouraged to launch first via Yammer before gaining formal approval. It is a way to gauge engagement and interest as well as recruit leaders before formally sponsoring a group.

**EXAMPLES OF TOOLS FOR ERGS: NETWORKING APPLICATIONS**

<b>Yammer<sup>52</sup></b>	<b>Slack<sup>53</sup></b>	<b>Microsoft Teams<sup>54</sup></b>
<p>A social networking service designed for company-wide communication. It was created with the purpose of helping employees connect and communicate across an organization. Yammer enables organizations, particularly ones with multiple offices, to collaborate across locations. Department heads can monitor</p>	<p>A messaging application for businesses, which connects colleagues and allows them to collaborate instantly. Slack makes access and flexibility available via channels to share content inside or outside an organization. Colleagues can work in dedicated channels,</p>	<p>A chat-based collaboration platform for businesses that allows for instant messaging, document sharing, audio and video calling, online meetings, and web conferencing capabilities. Teams provides file and data collaboration and integrates with Microsoft 365,</p>

<sup>49</sup> <https://blog.jostle.me/blog/employee-resource-groups>; <https://affinityincmagazine.com/whats-the-trend-with-ergs-and-brgs/Ibid>.

<sup>50</sup> <https://affinityincmagazine.com/whats-the-trend-with-ergs-and-brgs/>

<sup>51</sup> <https://www.workingmother.com/employee-resource-groups-intersectional-approach>

<sup>52</sup> <https://www.microsoft.com/en-us/microsoft-365/yammer/yammer-overview>; <https://www.avepoint.com/blog/office-365/what-is-yammer/>

<sup>53</sup> <https://slack.com/>; <https://slack.com/help/articles/115004071768-What-is-Slack->

<sup>54</sup> <https://www.microsoft.com/en-us/>; <https://www.compete366.com/blog-posts/microsoft-teams-what-is-it-and-should-we-be-using-it/>



<p>“Yammer groups” and respond to questions posed by employees.</p> <p>Yammer is informal enough to post gifs and jokes, but formal enough to be suited for the workplace. It is a way for each office to communicate internally while allowing other offices to join in via comments and get a feel for their colleagues’ culture.</p>	<p>bring together departments, or share information quickly.</p> <p>Through this software, offices and teams can ask questions, get caught up, share updates, and create an online community across an organization.</p>	<p>other Microsoft software, and partner apps.</p> <p>Similar to other social network services, this platform offers offices and teams online collaboration opportunities and the flexibility to generate an online community through channels.</p>
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### Employee Resource Groups: Best Practices – Boston Scientific

Through the COVID-19 pandemic, Boston Scientific highlighted ERGs as critical partners in creating a safe space for employees and its leadership team to engage in meaningful conversations on race and social justice. ERGs also served as a support network for employees, managers, and directors during this time. In collaboration with some members of its ERGs, Boston Scientific developed the *Playing our Part to Combat Racism Strategy*, detailed below, to ensure the organization remained a leader for social justice and continued to advance diversity, equity, and inclusion. Over 100 employees voluntarily raised their hand to be a part of this effort, and key leaders within the business.

Boston Scientific’s DE&I strategy prioritizes intervention and solutions, skills development, and pipeline development for underrepresented groups. The company has integrated ERGs as an important component in this effort, and has taken the following steps to ensure ERGs complement its DE&I strategy:

- Formally integrated ERGs in its three-year DE&I strategy, with a goal to expand ERG chapters globally, in addition to nine existing ERGs and 115 chapters worldwide (as well as 12 Field Sales Chapters, and 50 outside of the United States).
- Established the Global Council for Inclusion, co-chaired by Dan Brennan, Executive Vice President and Chief Financial Officer, and Wendy Carruthers, Senior Vice President of Human Resources. The council also includes membership of Michael Mahoney, Chairman and CEO, the entire executive committee, the global DE&I team, and all global employee resource group (ERG) leaders. The council meets quarterly to assess diversity and inclusion progress and engage in candid conversations on issues that employee groups may be facing.
- Each member of the Global Council for Inclusion is responsible for nine ERGs and to ensure alignment from leadership, and across the organization, with the goals established by the organization’s ERGs.

## Employee Resource Groups: Best Practices – Putnam Investments

Putnam Investments approaches its D&I efforts as an imperative and strategic commitment, crucial to capturing the opportunity to impact associates, services, and customers. Like Boston Scientific, BIGs (Business Impact Groups) at Putnam have played an active and collaborative role over the past 15 years. To strengthen this collaboration, the organization relies on five pillars to broaden its reach and impact, including:

- Accountability: Leadership being intentional in advancing D&I?
- Communication: Effectively sharing the value of D&I for us all
- Culture: Ensuring the company promotes an inclusive environment
- Talent Management: Cultivating, retaining, developing, and attracting talent.
- Measurement: What gets measured, gets done.

Putnam’s BIGs in collaboration with The Office of Diversity & Inclusion came together to develop the Little Things Mean a Lot initiative. Its goal is to create a guiding framework for associates, managers, and executives to promote inclusion throughout the organization. The framework’s guiding principles, include:

### **GREET EVERYONE WARMLY**

- Keep greetings warm, professional, and equal. Be aware of how you greet someone with whom you have a close relationship.

### **CONNECT PERSON-TO-PERSON**

- Show your interest in other people and build stronger connections by taking a few minutes for a non-business conversation.

### **PUT YOUR BEST FACE FORWARD**

- When you’re listening to others, be conscious of your look. Micro inequities are often communicated through facial expressions that may inadvertently convey disrespect.

### **ENCOURAGE EVERYONE TO CONTRIBUTE**

- Solicit opinions from everyone, particularly from typically quiet individuals. Signal that you value all perspectives and leave room for dialogue.

### **PAUSE AND BE POSITIVE**

- Take a moment before responding to a colleague with a negative reaction. Ask a question to make sure you understand their perspective and keep the discussion positive.

### **GIVE CREDIT AND NAME NAMES**

- When someone offers a good idea or suggestion in a meeting, acknowledge them by name and credit the specific contribution they made.

### **LISTEN UP, ACTIVELY**

- Stay engaged and maintain eye contact with others. Send a clear message that you value colleagues and the content they are sharing by being attentive when they speak.

## SHARE THE FLOOR

- Everyone plays a role in how well meetings go. When someone has been interrupted, do your part to make sure all voices are heard.

In all, each of Putnam’s BIGs serve as a safe space for associates to come together through various activities to strengthen the company’s culture and function as an educational resource to build understanding across the organization.

### Employee Resource Groups: Best Practices – Rapid7

To enhance a culture of inclusivity, encourage professional growth, and foster mentorship/sponsorship relationships, Rapid7 launched a company-wide coffee program called *Insight Coffee*. While not a traditional ERG, this program encourages employees, managers, directors, and senior executives to meet with one another, network, share skills and insights, and learn about each other’s backgrounds and interests over coffee. Participants then share what they learned from one another through a Slack channel for the rest of the company to see and engage. This initiative was especially effective over the course of the pandemic, as the organization was able to continue to foster community, inclusivity, and professional growth for employees through a virtual format. Corey Thomas, Chairman & CEO of Rapid7, notably aims to reserve four to five time slots per week to have coffee with employees. He cites this as a meaningful way to stay engaged with employees and learn from their different backgrounds, perspectives, and ideas.

### Employee Resource Groups: Conclusion

MACP’s analysis shows most of its member companies have employee resource groups, with half of respondents explicitly noting these groups as actively aligned with the organization’s broader DE&I strategies. *It is important to note that although ERGs should be a valuable partner in implementing a company’s DE&I strategy, “ERGs cannot be responsible for setting a corporate DEI strategy, as accountability requires c-suite and board leadership.”*<sup>55</sup>

MACP found that companies rely on ERGs as a resource to build a culture of inclusion throughout the organization, support talent and retention efforts, and provide mentorship, sponsorship, and other networking opportunities. For example, one company empowers its ERGs to lead and manage formal mentorship programming for its members. This way, there is a matching process that is personalized to meet the needs and expectations of participants, while also diminishing unconscious biases that may be present in a wider or less tailored matching process.

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<sup>55</sup> V. Zolezzi-Wyndham, I. Rojas Saldana, and H. Mir, “Promoting Good Opinion on the MACP DEI Report”, 2021.

Given their effectiveness, organizations may choose to formalize, support, and integrate employee resource groups into their broader DE&I goals and strategies. *To provide the best support, ERGs should be “sponsored by executive leaders, have access to adequate resources (financial and human), and be given the freedom to set goals that align with the corporate DE&I strategy.”*<sup>56</sup>

## IV. Recruitment – Success & Challenges

### Recruitment: Overview

In addition to mentorship and sponsorship, MACP surveyed its members on overall DE&I goals and program implementation. Across the board, respondents mentioned recruitment, retention, and development for top talent from underrepresented groups as being at the forefront of DE&I efforts. Companies noted an increased intentionality and collaboration (both internally and with external partners) on actionable steps to promote inclusive hiring practices and strengthen professional growth opportunities. In this section, MACP highlights insights based on survey analyses and roundtable discussion on the recruitment of people of color and/or people from other non-dominant identity groups, specifically how it relates to talent retention and development, successful recruitment strategies, and challenges members face.

*An inclusive culture is critical for the successful recruitment of candidates from underrepresented groups. An organization should “define and communicate what inclusive culture means, [and] must be able to measure or benchmark that culture.” The CEO and leadership must model that culture, and all employees must be accountable to it. A culture of inclusion is foundational in supporting current employees and attracting new talent to the company.*<sup>57</sup>

### Recruitment: The Intersection of Recruitment, Retention, & Development

MACP survey respondents identified retention and talent development as being equally important in effective recruitment practices. One company expressed how difficult it is to start building the kind of diversity they would like to have when candidates are looking for companies that already have a diverse workforce and an inclusive work culture. All companies overwhelmingly affirmed and acknowledged that in order to attract talent from varying identity groups, it is critical to be intentional about creating an inclusive environment that supports and advances its existing underrepresented talent.

MACP analyzed how its members implement various strategies to achieve inclusion in the workplace, especially as it relates to recruitment, retention, and talent development. The top finding: member companies prioritize establishing pipelines of underrepresented talent and/or strengthening inclusivity within the company culture to support recruitment strategies. For example, several respondents detailed how they apply and combine mentorship and sponsorship programming, employee resource groups, and accountability metrics to ensure internal practices generate an environment conducive to

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<sup>56</sup> V. Zolezzi-Wyndham, I. Rojas Saldana, and H. Mir, “Promoting Good Opinion on the MACP DEI Report”, 2021.

<sup>57</sup> V. Zolezzi-Wyndham, I. Rojas Saldana, and H. Mir, “Promoting Good Opinion on the MACP DEI Report”, 2021.

### Example: Baystate Health

Data collection and transparency are foundational to Baystate's Workplace of Choice strategy, which includes a focus on building and sustaining diversity, equity and inclusion. Supporting this work, Baystate Health created and shared its first DEI Workforce Snapshot in 2022, including composition of the total workforce, Board of Trustees and other employee groups by race and ethnicity; internal hiring results; and progress of hiring employees who belong to groups Underrepresented in Medicine (URiM). Baystate Health now shares this information annually, including the most recent 2022 Workforce Snapshot, to demonstrate progress, to ensure they are staying true to their mission, and to foster accountability for goals to increase racial and ethnic diversity that better reflects the communities it serves. A new tool was adopted in Baystate's HR data management system that provides access to DEI dashboards for HR and DEI leaders whose roles necessitate them having real-time workforce data regarding gender, race, ethnicity, disabilities and more. The data enables Baystate to track progress and make better informed decisions.

- Targeted development for underrepresented talent;
- Transparency on DE&I data;
- Heritage month communications and/or activities; and
- Employees can self-identify in system/add pronouns to email signatures.

successful talent retention and development. In turn, this is then applied as the baseline to effectively pursue strategies (including external partnerships) to attract a diverse applicant pool.

An important component of talent retention and development is the necessity to first establish a culture of inclusivity. As MACP's research found, and survey results confirmed, brand recognition and reputation of an organization or industry are oftentimes considerations made by candidates. Below, MACP distilled its members' stated strategies to promote a culture of inclusivity:

- Employee resource groups (or business impact groups, affinity groups);
- Training & workshops: including but not limited to unconscious bias training, how to talk about race, allyship, microaggressions, anti-racism, and cultural history;
- DE&I speakers, panels, and events/programming;
- Inclusion/diversity councils, taskforces;
- Employee forums/talks & listening sessions;

### Example: Liberty Mutual

Liberty Mutual, in partnership with Sunshower Learning and VISIONS Inc., created the Inclusion in Action eLearning Video Series<sup>58</sup> for employees, which includes 9 inclusive communication skills. These skills help employees communicate in an authentic and honest way across differences for better work relationships and positive outcomes for its customers. The series was overwhelmingly well-received, with an average rating of 4.6 out of 5 stars from reviews by the majority of Liberty's 35,000 U.S. employees. The eLearning continues to be a part of the onboarding process for all new Liberty employees.

Based on its employees' effective use of the Inclusion in Action eLearning, Liberty has made this video series commercially available. All profits from sales of the eLearning video series support More Than Words, a Boston-based nonprofit social enterprise that empowers youth of all backgrounds who are in the foster care system, are court involved, out of school or facing homelessness. In 2021, Liberty donated proceeds totaling over \$55,360 from sales of the eLearning to More than Words.

<sup>58</sup> <https://sunshowerlearning.com/product/inclusion-in-action/>

To complement a culture of inclusivity and growth, respondents emphasized a commitment to talent retention and development. MACP found companies apply various strategies to develop an inclusive pipeline of staff from non-dominant identity groups. Outlined in order of frequency, these practices include:

- Partnerships for talent recruitment – including HBCUs, women’s colleges and universities, and career fairs;
- Partnerships with community-based organizations;
- Internal talent development/mobility;
- Pursuit of nontraditional talent pools;
- Diversity focus in succession planning;
- Partnerships for talent development for employees from non-dominant identity groups;
- DE&I training (particularly in regard to hiring) and programming (e.g., speaker series);
- Internships, fellowships, and returnships;
- Sponsorship and mentorship programs;
- Support external talent development programs (for college students, PhD students);
- Transparency (of commitment, progress); and
- Employee referrals/ERG referrals.

“Our functional dashboard – accessible to senior leaders and HR – provides real-time demographic data across hiring, retention, candidate slates, and other key talent metrics. The dashboards include detailed recruiting representation data to understand how different racial and ethnic groups, as well as men and women, are moving through our talent acquisition process.”  
- MACP Survey Respondent

#### Example: Raytheon Technologies

As part of its efforts to increase the presence of women within its executive ranks, Raytheon Technologies made an early commitment to Paradigm for Parity, a coalition of business leaders dedicated to addressing the leadership gender gap in corporate America. With that commitment, Raytheon Technologies has set a goal that 50% of its executive-level talent will be women by 2030. To support this goal, the company is developing strategically-focused approaches to sourcing, professional development, and career progression of its female talent.

“We have been very intentional in our approach and timing to attract candidates from underrepresented backgrounds. We kicked off this year’s intern recruitment earlier than in years past and shared the opportunities exclusively with our diversity partners for a period of time, allowing us to highlight their candidates with our hiring managers. The exercise resulted in a significant uptick of talent from our diversity partners and increase in the representation of Black and Hispanic students in our programs.”  
- MACP Survey Respondent

In all, these initiatives and efforts exemplify the commitment MACP members undertake to support their diverse workforces and promote inclusivity. It also outlines best practices organizations may consider incorporating into existing DE&I efforts, to further promote effective recruitment, retention, and talent development for underrepresented populations.



## Recruitment: Analysis of Successful Practices

Intentionality and accountability were recurring themes by organizations to strengthen a positive and inclusive experience for candidates and current employees. This was especially visible in recruitment practices intended to identify, hire, and promote those from historically underrepresented groups. In the table below, MACP distilled the best practices cited by respondents as most conducive to inclusive hiring.

### **Diversify Slate of Candidates and Panels**

- Broaden candidate pools;
- *Promoting Good recommends requiring at least two members from the identity group from which the company is looking to increase representation in each slate<sup>59</sup>; and*
- Require women & people of color representatives on interview panels.

### **Mitigate Bias in Job Descriptions & Interviews**

- Inclusive language on job descriptions (including onboarding);
- Unconscious bias training;
- Utilize anti-bias machine learning; and
- Offer coaching to candidates.

### **Develop & Advance Internal Candidates**

- Mentorship & sponsorship as development tools; and
- Identify and train internal employees for future leadership.

### **Promote An Inclusive Brand**

- Share and advertise company culture, DE&I progress, and commitment; and
- Publish metrics: review and update KPIs as needed.

### **Utilize Incentives**

- Referral bonuses; and
- Tie manager compensation to DE&I hiring goals.

### **Leverage Strategic Partnerships**

- Work with schools and community organizations for talent sourcing;
- Hire firms that specialize in diverse recruiting;
- Provide specific recruitment organizations with a first look at opportunities; and
- Source candidates from non-dominant identity groups through social media and digital networks.

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<sup>59</sup> Survey responses had focused on (at least) one woman and one person of color in each slate. This has been slightly altered to reflect best practices as identified by V. Zolezzi-Wyndham, I. Rojas Saldana, and H. Mir, “Promoting Good Opinion on the MACP DEI Report”, 2021.

Best practice examples from survey respondents include being intentional, providing transparency on metrics, and hiring in classes. One company stated that in order to be intentional about their diversity goals in the hiring process, “we set the expectation with our talent acquisition team and hiring managers that we would require, whenever possible, at least one woman and one person of color to be considered as part of the interview process.” Another company has implemented new DE&I “inclusive behaviors evaluation criteria” for internal promotions and new hires.

One survey respondent shares their data publicly, and that “approach and commitment resonates with our employees and the public.” This company also has found success in hiring cohorts for their business development team program and rotation program. They ensure that each of those classes are 50% diverse.

### **Example: Wayfair**

Wayfair created the Bias Analyzer Tool in partnership with Ops Engineering to help managers identify and mitigate bias in their manager reviews. Simply put, the tool highlights biased words that are used in performance reviews. During its initial pilot the tool included about 20 known words that are often biased based on race and gender. Since the tool’s inception, Wayfair has completed independent research and conducted Natural Language Processing on reviews from the Summer 2020 cycle to add more than 180 words that may indicate bias based on race, gender, age, ability, and caregiver status. Over time, Wayfair will continue to evolve this tool to keep up with its learnings.

### **Recruitment: Analysis of Challenges**

MACP set out to identify external challenges present in recruiting candidates from underrepresented groups. While many factors can contribute to building and maintaining a diverse workforce, the most frequently cited challenges to achieve this goal involve talent recruitment, access to diverse talent pools, and physical location.

The major challenges impeding recruitment of people of color and/or people from other non-dominant identity groups cited in MACP’s survey include:

1. Availability of Underrepresented Talent
2. Competition for Talent from Non-dominant Identity Groups
3. Attractiveness of Location

Almost half of respondents cited the availability of underrepresented talent with industry background and/or experience as being a major obstacle for recruitment. This was especially present for organizations in industries that require candidates with: (1) STEM degrees, (2) licensing or certifications, and/or (3) certain levels of experience. This, combined with what several respondents cited as “fierce competition” for the talent pool available within a given industry in Massachusetts, presents additional obstacles for organizations.

Another challenge highlighted by companies across all industries pertains to geographic location, particularly when trying to attract underrepresented talent from out of state. This pertained to the high

cost of living and reputation for having a homogeneous (and predominantly white) population. The most frequently cited challenges included:

- Costs of living;
- Public transportation constraints;
- Lack of familiarity with Boston and Massachusetts;
- Unfavorable reputation (as it pertains to diversity) of Massachusetts; and
- Hiring freezes and/or budgetary constraints endured from the COVID-19 pandemic.

Several companies also expressed concerns about branding and/or name recognition. Companies in industries that are not consumer-facing reported encountering additional hurdles in attracting diverse talent, perhaps due to low recognition (e.g., specific company/brand recognition, familiarity with the industry, or both) and/or lack of interest from the general public. Similarly, some respondents, particularly those still building a brand or in the process of re-branding, pointed to the challenges present in overall recruitment as the organization attempts to shape its identity with the public.

### Recruitment: Best Practices & Recommendations

*In addition to ensuring a culture of inclusivity, “a corporation also needs to understand where it stands in terms of diversity to set recruitment goals that meet its needs. For example, some organizations may be doing well across gender but not with people of color. As such, there will not be one same strategy for every corporation.”<sup>60</sup>*

MACP matched survey respondent examples of success to existing research to provide an overview of recruitment best practices and recommendations. MACP asked companies, “Can you identify practices where your company’s plan has been most successful in recruitment practices that increase diversity?” One company responded that they “integrated enhanced analytics on hiring and demographics with DE&I KPIs, highlighting gaps, and revealing insights on areas to take corrective action.” They “also tracked [underrepresented] applicants through [the] candidate funnel from application to hire, monitoring drop offs, diverse slate effectiveness, and flagging patterns emerging from specific functions or job families.”

“[We have had success with] building an internal data dashboard to measure, track, and report our progress in building a more diverse workforce, sharing results quarterly with our leadership teams and annually with our associates. Additionally, the company participates with Boston Women's Workforce Council (BWWC) and shares data on pay equity.”

- MACP Survey Respondent

The below provides external research on best practices paired with additional survey responses.

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<sup>60</sup> V. Zolezzi-Wyndham, I. Rojas Saldana, and H. Mir, “Promoting Good Opinion on the MACP DEI Report”, 2021.

**Baseline<sup>61</sup>:** Companies may find it beneficial to conduct surveys to find internal gaps in hiring. Based on results and data collected, an organization can gain a better understanding of: internal hiring practices, promotions, how raises are determined among different demographics, recruitment strategies applied, and biases prevalent in recruitment or hiring.

“[We have found success through] targeting diverse candidate sourcing across social and digital platforms, as well as leveraging strategic partnerships to build diverse slates.”  
- MACP Survey Respondent

## BASELINE SURVEY QUESTIONS<sup>62</sup>

### Commitment

- Would you recommend this organization to friends or peers as a great place to work?
- If you were offered the same job by another organization, would you accept or decline it?

### Professional Development

- Do you feel you are growing professionally?
- Do you see a path to advance your career at this company?
- Does this job enable you to learn and develop your skills?

### Goals & Accomplishments

- Do you find your work meaningful?
- Does your direct supervisor provide you with support needed to complete your work?

### Management

- Would you recommend your direct supervisor to others?
- Does your job enable you to learn and develop new skills?

### Compensation

- Can you have well informed and constructive conversations about pay?
- Do you feel fairly rewarded for your contributions to this company?

**Inclusive Language<sup>63</sup>:** Job descriptions often combine several different criteria, including must-haves and nice-to-haves. Identify what is necessary in crafting a job description and be intentional in understanding language that will limit the diversity of candidates who apply. Investing in talent management solutions, such as by collaborating with

“[We] incorporated inclusive language into weekly communications with staff and content shared with new hires through onboarding sessions, which is also used by employee resource group leaders as cofacilitators. These efforts are then followed by dedicated info series sessions on diversity, equity & inclusion.”  
- MACP Survey Respondent

<sup>61</sup> <https://www.adp.com/spark/articles/2019/06/diversity-is-key-5-recruitment-best-practices.aspx>;  
<https://www.adp.com/spark/articles/2018/09/understanding-the-value-of-hiring-for-diversity.aspx>; <https://arc.dev/blog/dei-hiring-strategy-aed93n0lja>

<sup>62</sup> <https://sparkbay.com/en/culture-blog/employee-retention-survey-questions-29#1>

<sup>63</sup> <https://www.adp.com/spark/articles/2018/09/understanding-the-value-of-hiring-for-diversity.aspx>;  
<https://www.adp.com/spark/articles/2018/09/understanding-the-value-of-hiring-for-diversity.aspx>.

external experts in recruiting or utilizing software/machine learning, can help integrate diversity goals into recruitment processes and further facilitate the search for candidates from underrepresented groups.

**Job Postings<sup>64</sup>:** Having an internal commitment to diversity and inclusion starts with recruiting. An organization is likely to find a more diverse group of candidates by expanding their recruiting reach beyond the norm, such as a career event for people transitioning out of the military, a community college rather than a traditional four-year university, or campuses designated by the Department of Education as minority-serving institutions.

### MASSACHUSETTS MINORITY SERVING INSTITUTIONS<sup>49</sup>

Benjamin Franklin Institute of Technology, Boston, MA (Public 4-year)  
Bunker Hill Community College, Boston, MA (Public 2-year)  
Cambridge College, Boston, MA (Private 4-year)  
Holyoke Community College, Holyoke, MA (Public 2-year)  
Middlesex Community College, Bedford, MA (Public 2-year)  
Northern Essex Community College, Haverhill, MA (Public 2-year)  
Roxbury Community College, Roxbury Crossing, MA (Public 2-year)  
Springfield Technical Community College, Springfield, MA (Public 2-year)  
University of Massachusetts Boston, Boston, MA (Public 4-year)  
University of Massachusetts Lowell, Lowell, MA (Public 4-year)  
Urban College of Boston, Boston, MA (Private 2-year)

**Hiring Process<sup>66</sup>:** The alignment of evaluation techniques is vital to help identify a more diverse application pool and gain a thorough understanding of their skills and potential. Interviews alone likely are not enough. Training hiring managers to conduct job interviews that account for and understand diversity of experience should be a priority for human resources. According to the Harvard Business Review, companies should have human resources train their interviewers to structure their questions to obtain information about how an applicant will react on the job, instead of how they have already done it. By giving hiring managers the leeway to approach questions creatively, rather than a paint-by-numbers approach, they can more accurately evaluate candidates with less traditional industry-specific experience.

“[We have been successful because of a] strong focus on building diverse slates and diverse interview panels across all roles.”  
- MACP Survey Respondent

<sup>64</sup> <https://www.adp.com/spark/articles/2018/09/understanding-the-value-of-hiring-for-diversity.aspx>;  
<https://arc.dev/blog/dei-hiring-strategy-aed93n0lja>

<sup>65</sup> <https://msiexchange.nasa.gov/institutions>

<sup>66</sup> <https://www.adp.com/spark/articles/2019/06/diversity-is-key-5-recruitment-best-practices.aspx>;  
<https://www.adp.com/spark/articles/2018/09/understanding-the-value-of-hiring-for-diversity.aspx>; <https://arc.dev/blog/dei-hiring-strategy-aed93n0lja>

### Example: Bank of America

Starting with early identification programs, Bank of America connects first- and second-year college students with opportunities to equip them with the knowledge and skills to meet their full potential. Its campus programs also pair thousands of interns with leaders across the company to make an impact from the start.

Bank of America’s campus recruitment initiatives and partnerships are fueling a pipeline of diverse talent to the company. It hires from more than 600 universities globally to fill internship and full-time positions, including 25 Hispanic-Serving Institutions in key locations, including Puerto Rico, and 21 Historically Black Colleges and Universities (HBCUs).

The Bank of America campus team also partners with more than 25 organizations focused on advancing diverse talent — including ALPFA (the Association of Latino Professionals for America), the National Black MBA Association, HBCU Challenge, Robert Toigo Foundation, Sponsors for Educational Opportunity, The Posse Foundation, Disability:IN, and Lesbians Who Tech.

In 2022, Bank of America hosted more than 2,000+ global interns for an in-person ten-week summer program. The program focused on delivering business content, real work assignments and volunteer experiences, while maintaining an interactive, high-touch approach. Additionally, interns were aligned to one of five learning tracks that offered a broad approach to learning across Bank of America’s businesses.

**Mitigating Hiring Biases<sup>67</sup>:** To help eliminate bias, organizations should utilize the same format and questions for interviews. This will maintain a level of objectivity to compare candidates. Seek to ensure these questions are structured to give candidates a chance to demonstrate their ideas, experience, and potential contributions to an organization. It is important for an organization to take responsibility for creating systems and processes for mitigating bias. It is also important for individuals to recognize that as these processes move quickly and an individual is forced to decide with limited information, those are the times when unconscious bias starts to express itself. Utilizing software or machine learning tools could help remove such bias from the hiring process.

“[We have had success by] addressing bias with inclusive interviewing, online training modules, and an on-demand, just-in-time education for all hiring managers and interviewers focused on minimizing bias.”

- MACP Survey Respondent

### Example: Mass General Brigham

Mass General Brigham takes action to fund and support organizations that provide underrepresented talent pipelines to its system. In order to recruit underrepresented candidates, Mass General Brigham:

- Employs a sourcing strategy that focuses on filling high demand roles through inclusive hiring practices.
- Requires 33% of women and 33% BIPOC in candidate pools for positions director level and above.

<sup>67</sup> <https://www.adp.com/spark/articles/2019/06/diversity-is-key-5-recruitment-best-practices.aspx>; <https://www.adp.com/spark/articles/2018/09/understanding-the-value-of-hiring-for-diversity.aspx>; <https://arc.dev/blog/dei-hiring-strategy-aed93n0ljalbid>.



- Strives that through various sourcing methodologies 10 - 15% of candidate pools are underrepresented candidates, and all must include members of BIPOC communities.
- Trains business partners, talent acquisition and hiring managers how to write bias-free job descriptions with use of commercial anti-bias linguistic tools.
- Attends job fairs and networking groups to build relationships and networks in BIPOC communities.
- Collaborates, for over 25 years, with local academic and community-based training partners to offer innovative workforce development initiatives focused on building talent pipelines from underserved communities.
- Continues to manage nationally recognized youth programs that support individuals from grammar school through college, many of whom become successful MGB professionals.

Some of the supported organizations that Mass General Brigham works with also provide career development skills, often through conferences, affinity-based trainings, community-based gatherings, as well as career fairs and pipeline programs for underrepresented talent. One example of this is Mass General Brigham's partnership with Morehouse School of Medicine, a Historically Black College and University (HBCU), to recruit physicians and residents of color to the Mass General Brigham system.

**Demonstrate Commitment to Diversity<sup>68</sup>:** During the hiring process, organizations should consider demonstrating a commitment to diversity and inclusion. It is important for candidates and soon-to-be employees to feel comfortable about an organization's stance on issues important to them. What may seem like a small consideration can make a huge difference for an applicant. Once an employee is hired, employee resource groups can play an active role in welcoming and promoting a culture of inclusivity.

*This commitment must be authentic and backed by a genuine culture of inclusivity and support for underrepresented employees, or the company risks being seen as performative. Likewise, "hiring processes with commitments to [include] diverse pools of candidates should be prepared to restart if the diversity goals are not met."*<sup>69</sup>

**Measure DE&I Goals and Results<sup>70</sup>:** To ensure a company is successful in recruiting talent from a variety of identity groups, it may be helpful to solicit feedback from employees involved in the recruitment process, as well as from recently onboarded employees and previous applicants. It is important to actively monitor applications and the interview process to identify areas where an organization can strengthen practices to recruit, hire, and retain a diverse workforce.

<sup>68</sup> <https://www.adp.com/spark/articles/2019/06/diversity-is-key-5-recruitment-best-practices.aspx>; <https://arc.dev/blog/dei-hiring-strategy-aed93n0lja>

<sup>69</sup> V. Zolezzi-Wyndham, I. Rojas Saldana, and H. Mir, "Promoting Good Opinion on the MACP DEI Report", 2021.

<sup>70</sup> <https://www.adp.com/spark/articles/2019/06/diversity-is-key-5-recruitment-best-practices.aspx>; <https://www.adp.com/spark/articles/2018/09/understanding-the-value-of-hiring-for-diversity.aspx>; <https://arc.dev/blog/dei-hiring-strategy-aed93n0lja>

### **Example: State Street**

State Street introduced the *Talent Marketplace*, a global platform for matching talent with roles. The goal of the *Talent Marketplace* is to provide employees access to new roles, skills, and opportunities, and managers a forum to obtain new talent. The *Talent Marketplace* is a shift in State Street’s culture and how it operates as a company.

The first phase of the *Talent Marketplace* focused on maintaining State Street’s commitment to no headcount reductions in 2020 by identifying internal talent to match critical resource needs. Over time, the *Talent Marketplace* will include streamlined search capabilities for both job seekers and hiring managers.

The *Talent Marketplace* is more than a means of matching talent with roles; it is indeed a shift in the company’s culture. By supporting employees as they take on new roles and learn new skills, the *Talent Marketplace* will ensure State Street is developing internal talent to meet its evolving business needs and the growing demands of clients and stakeholders. In this vein, State Street helps to ensure that it is growing employees’ institutional knowledge and developing talent within the company— instead of going outside for talent.

### **Example: Thermo Fisher Scientific**

To support its colleagues’ ability to thrive over the long term, Thermo Fisher Scientific evaluates its human resources systems and processes to provide all colleagues with equal access and opportunities to develop their careers. As an example, beginning in 2020, as part of an evaluation of its hiring practices, Thermo Fisher Scientific examined its applicant tracking process and identified ways to help hiring managers engage in more inclusive recruiting. The company introduced a tool that helps hiring managers overcome unconscious bias when writing job descriptions and educated them on how making simple wording changes can improve the quality and diversity of the applicant pool. Thermo Fisher Scientific has since standardized these practices, which is transforming its hiring pipeline. As a result, the company has seen a 5.5 percentage point increase in global applicants who are women and US applicants who are racially and ethnically diverse. Additionally, the conversion rate from applicant to hire has increased by 1.1% for women globally and 4.7% for racially and ethnically diverse people in the US.

“[We have had success by] sharing externally our culture, benefits, DE&I progress, and commitment. Thus, [we are] building brand recognition as [an] employer of choice.”

- MACP Survey Respondent

### **Recruitment: Best Practices – MassMutual**

MassMutual outlined various strategies it has utilized to strengthen recruitment. Best practices that the company has found to be effective include:

#### **Acquisition Process**

- Providing flexibility for candidates.
- Intentionally building a diverse team.
- Focusing on candidate experience.

### **Attraction**

- Determining the value proposition for employees and what MassMutual can offer as an employer (e.g., meaningful, differentiating employee benefits).
- Focusing on building MassMutual's brand and understanding what attracts candidates to apply.
- Understanding retention and reflecting internally on what leads employees to stay with the company.
- Demonstrating to employees and candidates that DE&I is non-negotiable to the mission of the organization.
- Supporting genuine and authentic progress and offering humble acknowledgements, both of which will exhibit the company's shared commitment to DE&I and provide recognition that the company will not always get things right.

### **Partnerships to Recruit**

- Engaging community organizations, conferences, community colleges, and universities.
- Expanding outreach to include sources beyond traditional services (including social media and online platforms).

### **Inclusion**

- Ensuring people who join the company have mobility to lead projects, grow skills, and professionally develop.
- Minimizing bias through training for hiring managers and all leaders across the enterprise.
- Reviewing job postings, for example, to remove gendered language.

### **Onboarding**

- Incorporating MassMutual culture and values into the onboarding process, emphasizing the organization's commitment to DE&I and the expectation for all MassMutual employees to embrace DE&I.
- Collaborating with employee-led business resource groups to provide a welcoming experience.

### **Analytics**

- Determining what success looks like and how it should be measured by the organization.
- Identifying available talent for a given position and measuring it to assess and evaluate progress on the company's own DE&I metrics.
- Actively monitoring candidates through the application and interview process, including measuring metrics (and understanding what the numbers show), and looking for biases that may be present in the application process.

- Utilizing metrics as a feedback loop in real time to determine next steps.
- Applying learnings from annual employee engagement surveys to help inform meaningful opportunities for change and improvement.

### Example: The Kraft Group

The Kraft Group and Kraft Family Foundation began a partnership with Benjamin Franklin Cummings Institute of Technology (BFCIT) in 2016 by establishing the Kraft Family Scholarship Fund. BFCIT is an affordable, urban college serving the Boston region and committed to student success and career readiness in technology fields. Over 70% of the students are of color and approximately 50% are first generation college students. That partnership continues with Kraft's commitment of \$1.5 million to BFCIT to establish the Kraft Center for Student Success at the college. The center will support BFCIT students while in college, as well as create career pathways that will significantly increase lifetime earnings and create generational change. In addition, a job/candidate referral program is being established between BFCIT and The Kraft Group to further help create career opportunities for BFCIT students.

### Recruitment: Conclusion

Intentionality and accountability were recurring themes when member companies talked about their experiences and strategies to recruit, retain, and develop talent from underrepresented, non-dominant identity groups. This was especially visible in recruitment efforts, an area where organizations utilize a range of tools, from working alongside external partners to incorporating software to mitigate unconscious biases in the application process. Members also cited external challenges that can pose barriers for companies to hire a more diverse workforce, including limited access to diverse talent pools and undesirable geographic and cultural elements in Massachusetts.

Survey results revealed how organizations can continue to promote an ecosystem conducive to effective recruitment, retention, and talent development, including:

1. **Diversity in the hiring process:** Nine survey respondents cited requiring a diverse slate of candidates and diverse panels for all interviews: most stated they require at least one woman and one person from an underrepresented group. These guidelines may generate internal accountability guardrails to ensure recruitment practices are attracting a diverse applicant pool.
2. **Mitigating bias in the hiring process:** Companies are integrating unconscious bias training into recruitment practices. Two respondents mentioned they are evaluating and editing the language in job descriptions to be inclusive to attract candidates from underrepresented identity groups and one respondent mentioned utilizing machine learning to assist with this. While unconscious bias can thwart recruitment efforts, companies can implement intentional actions to mitigate and eliminate bias in the hiring process.
3. **Employee development and advancement:** Many respondents mentioned the value of mentorship/sponsorship programs, leadership development programs, and general

opportunities for employees of color and/or employees from other non-dominant identity groups (e.g., continued support and specific skills-development to prepare candidates for senior-level roles), and two mentioned their internship programs as strong sources to identify and attract a diverse applicant pool. As discussed in this report, mentorship, sponsorship, and internships are valuable tools to support inclusive practices in talent recruitment, retention, development, and advancement.

**The power of partnership:** Five respondents specifically highlighted efforts to leverage strategic partnerships to help diversify candidate slates. Companies can benefit from establishing relationships with organizations dedicated to collaborating with private sector partners to help enhance practices in recruitment, retention, and talent development or to streamline these strategies to attract a diverse applicant pool. MACP found 86% of respondents shared they actively collaborate with external partners in various ways, including but not limited to, mentorship/sponsorship/internship programming, recruitment, and talent development. For example, John Hancock has broadened its recruitment efforts at HBCUs (historically black colleges or universities), and Wayfair hosted the launch of Apprenti, both which provided more opportunities for MACP companies that are actively seeking to recruit and support underrepresented candidates.

## VI. Concluding Thoughts & Next Steps

### Concluding Thoughts

In order to guide the work of its Social Justice Committee, MACP's *Diversity, Equity, & Inclusion (DE&I) & Mentorship Programming* survey sought to understand each company's mentorship and sponsorship efforts, as well as overall DE&I goals and strategies. As discussed throughout this report, MACP and its members are committed to continuing to exemplify leadership to advance social justice in the workforce and strengthen equitable economic competitiveness across Massachusetts.

During this process, MACP heard from members, and were impressed by their broader DE&I efforts. While the focus of this report was on a few topic areas, MACP members continue to demonstrate leadership in ways beyond just those presented here. For example, many members have made significant and impactful financial commitments to organizations that promote racial justice, including but not limited to Bank of America's \$1.25 billion commitment<sup>71</sup> on top of their longstanding efforts to advance racial equality and economic opportunity and MassMutual's \$50 million commitment<sup>72</sup> to support Black entrepreneurs. Likewise, MACP has engaged in a study to explore the efforts that members are taking to increase [value chain diversity](https://www.masscompetes.org/valuechaindiversity)<sup>73</sup> and support women-owned and minority-owned business enterprises.

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<sup>71</sup> <https://newsroom.bankofamerica.com/press-releases/bank-america-announces-four-year-1-billion-commitment-supporting-economic>

<sup>72</sup> <https://www.blackenterprise.com/massmutual-launches-50-million-commitment-that-includes-investment-to-assist-black-businesses>

<sup>73</sup> <https://www.masscompetes.org/valuechaindiversity>

This report discussed and outlined various DE&I insights, best practices, and lessons learned among organizations, based on survey analyses, research, and constructive dialogue between members and their representatives during MACP's *Diversity, Equity, & Inclusion Roundtable*. In all, the four major takeaways included in this report outlined:

**Mentorship & Sponsorship** – Through research and survey analysis, MACP found organizations across the board integrate mentorship/sponsorship into broader DE&I goals and strategies. One topic for further consideration is the benefit of formalized, as opposed to organic, mentorship and sponsorship programming. For example, as one respondent noted, formal mentorship has produced tangible results for their company by strengthening visibility for women and people of color in leadership roles, in addition to an overall increase in diversity and talent advancement. For this reason, MACP encourages organizations to explore whether a formalized mentorship and/or sponsorship program can further strengthen their DE&I goals. Moreover, for sponsorship specifically, there is less consensus between organizations on how it is applied and to which employees it is available. With further understanding of best practices, companies may wish to introduce or develop more robust sponsorship programming.

**Employee Resource Groups (ERGs)** – MACP identified and highlighted ERGs for their role to foster a diverse and inclusive workplace, and their ability to complement and align with an organization's mission, values, goals, objectives, and business practices. Respondents highlighted ERGs as valuable partners to advance cultural education and awareness, and as a resource to strengthen relationships for employees across the company. MACP encourages entities that have not incorporated ERGs within their organization to explore whether these groups can be integrated into their overall DE&I efforts.

**Recruitment: Talent Retention & Development** – MACP analyzed and distilled best practices, challenges, and insights conducive to attracting, retaining, and developing a diverse workforce. Intentionality and accountability were recurring themes identified and demonstrated by organizations to strengthen a positive and inclusive experience for prospective and current employees. Moreover, external challenges cited, such as limited access to a diverse talent pool or an undesirable geographic location, present serious barriers for companies to recruit and in turn meet broader DE&I goals. MACP members can look towards these best practices for their own recruitment and may also consider a collective strategy to improve the overall talent pool in Massachusetts.

### Ongoing Work & Next Steps

Through this research process, MACP confirmed its belief that member companies are leading on DE&I work. The dedication and progress that MACP's members have made in this area is truly laudable, and MACP is inspired by their work. As the largest employers in Massachusetts, MACP's members are well positioned to influence diversity, equity, and inclusion across the state. Our members are well positioned and have demonstrated a strong sense of responsibility to drive this work in their individual companies and to collectively improve the systems and culture of Massachusetts.



MACP is grateful for its directors' leadership and is excited to continue this work and leverage its members' expertise and commitment to make a meaningful impact.

MACP is committed to continuing to support its members' DE&I efforts and exploring additional options for actions to move this work forward. Under the direction of the Social Justice Committee and board of directors, MACP is working to promote best practices and convene its member companies around opportunities to learn and engage with one another, as well as with external experts.