Round 3 Track A:
STRUCTURE & STRATEGY: Get Your ERG Ready to Go Global

FACILITATOR:
Jennifer London / Content Director / Diversity Best Practices

PRESENTERS:
Rosa Rodriguez-Rivera / Project Manager, Electrophysiology, Program Management / Boston Scientific
Mayte Cubino Gonzalez / Technical Services Manager, I&C / Cisco
Language & Culture Worldwide (LCW) Global ERG Study

LCW has conducted research among Fortune 500 corporations with a global ERG reach for the past 4 years

Notable Trends

- Every company responding had women-focused ERGs in multiple regions around the world.
- Numerous corporations also had ERGs geared towards generational differences, LGBT individuals, community service and volunteerism, as well as access and ability.
- Contrary to the idea that race and ethnicity is mostly a U.S.-driven issue, companies reported global ERGs are present for race and ethnicity in every region except Australasia / Oceania.
- Very few regions had ERGs dedicated to the focus of a single religion.
Language & Culture Worldwide (LCW) Global ERG Study

TWO MAIN CHALLENGES FACING GLOBAL ERGS

1. The evaluation of ERG effectiveness outside the headquarters country.
   - Purpose and impact can differ from that of headquarters country
   - Geographic and cultural nuances can drive programming that can differ from place to place, adding to the challenge of a standard measurement.

2. Communicating and maintaining a common vision across all locations.
   - ERGs form at different times/paces
   - Communicating across time zones
Language & Culture Worldwide (LCW) Global ERG Study

Opportunities to Leverage Global ERGs

- Formulate local / regional priorities and agendas;
- Support newly forming, local ERG chapters;
- Connect with other ERGs worldwide;
- Be a resource to regional talent management initiatives;
- Foster engagement of employees;
- Build a leadership pipeline;
- Offer support to expatriates and international visitors;
- Provide global and regional input towards overall D&I strategy;
- Serve as on-the-ground facilitators for learning and development initiatives;
- Offer local expertise for marketing efforts and product development;
- Outreach to cultural and regional communities.
Track: Structure & Strategy
Session: Get Your ERG Ready to Go Global
Rosa Rodriguez Rivera
@rosanivea_
Agenda

- About Boston Scientific
- Are you ready to go Global?
- Engaging sponsors at the C-suite
- Global ERG Structure
- Wins of Global Structure
Boston Scientific

Mission

Boston Scientific is dedicated to transforming lives through innovative medical solutions that improve the health of patients around the world.

@rosanivea_  http://www.bostonscientific.com

@bostonsci
ARE YOU READY TO GO GLOBAL?
Do you have enough interest to go Global?

- ERGs mature and with good platform?
- Employees interested in growing the ERG?
- Does your company supports the ERGs growth?
- Are enough leaders engaged?

Yes! Let’s go Global
ERGs at Boston Scientific

- 8 ERGs Established
  - Massachusetts, US
  - Minnesota, US
  - California, US
- New Chapters
  - Indiana, US
  - Costa Rica
  - Puerto Rico
  - Ireland

**Challenge:**
Chapters continued to expand – alignment and collaboration was missing
ENGAGING EXECUTIVE SPONSORS
Engaging Leaders and Sponsors

- Define roles and responsibilities
- Align on expectations
- Emphasize win-win scenarios
- Identify 1 or 2 challenges – create solutions
Presenting to the Executive Committee

- One representative per ERG.
- Auditions for final selection.

Goal:
- Educate – who we are
- Accomplishments
- Ask for support
2013 Accomplishments

Explain Business Impact of these Events
Call to Action

- Leverage ERGs for business solutions
- Talk about ERGs and Talk with ERGs
- Process Improvements
- Budget
- Showcase and celebrate ERG accomplishments
GLOBAL ERG STRUCTURE
ERG Structure

Chapter Executive Sponsor

Provides guidance to leads and visibility to collaboration opportunities

Chapter ERG Lead

Creates plan for ERG activities and drives execution

Leadership Team

Creates plan for ERG activities and executes
Influences the organization to support outcomes of the ERGs

*Executive Committee Member*

Promotes collaboration and communication between the chapters

Provides guidance to leads and visibility to collaboration opportunities

Creates plan for ERG activities and drives execution

Creates plan for ERG activities and executes
Global Structure Rollout

- Global Executive Sponsor is member of Executive Committee
- Global ERG Lead was selected by nomination/voting process
- All ERGs had Global Structure rolled out at the same time
- New ERGs are created with Global Structure

Lesson Learned:
- Relationship of Global Executive Sponsor and Global ERG Lead is key for success.
WINS OF GLOBAL STRUCTURE
HBCU Partnership

Expansions and Support in Malaysia

Generations Training

ERGs at Boston Scientific
Global ERG Leads meets the Board of Directors
Summary

- Have interest at the employee/chapters level
- ERGs are mature – stable leadership and good platform
- Engage your leaders at the top!
- Talk in business terms – tie to business value
- Provide/Create tools and resources
- ENJOY
Track: Structure & Strategy
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@rosanivea_
GET YOUR ERG READY TO GO GLOBAL

Mayte Cubino Gonzalez
Cisco
Why going global?

Globalization, changing demographics, and shifting economies are changing the dynamics of how we must interact with each other.

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<th>Global not regional</th>
<th>Hyper-connected</th>
<th>Skill-shortage</th>
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<td>More collaboration through technology</td>
<td>Evolving work practices</td>
<td>Increased pressure to attract the right talent</td>
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<td>Increased diversity in the workforce</td>
<td>Ideas generated from everywhere</td>
<td>Shared leadership models</td>
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ERGs as a business enabler

- Customer buying preferences
- Company’s ability to understand nuanced market forces and drive growth
- Level of employee engagement and satisfaction
Latino & Hispanic Community

- Leverage ERG members for market trials and advisors
- Share tips and best practices on how to work effectively with Latin/Hispanic countries
- Branding and talent attraction capabilities
Disabilities Awareness Network

Helping employers leverage Cisco collaboration solutions to empower people with disabilities
I&C Pit Stops

- Coffee-break style meeting
- 15 minutes
- I&C topics from across Cisco
- Global audience
- Open to all to present and attend
- Recorded and broadcasted over video
- Bi-Weekly
- Q&A
Global ERGs: best practices

Bridge the distance by enabling your video in remote meetings

Be time-zone sensitive: alternate timing / schedule 2 meetings / record

Distribute ERG budget to facilitate programs & events are organized in all locations

Executive Sponsorship at both global and local levels

Create a mailer for keeping all the regional leads connected & ensure visibility end-to-end of all activities

Organize an offsite meeting once a year

Encourage members to share ideas and highlight the value of cultural diversity

Ensure equal opportunities to attend internal/external events regardless of location (sponsor travel)
The power of Global ERGs

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<th>Attract the finest talent</th>
<th>Develop and retain diverse talent</th>
<th>Create an inclusive and innovative culture</th>
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| • Attract the best possible talent with the skills we need for tomorrow using the ERGs networks internally and externally | • Approach issues from a true global perspectives  
• Promote and scale focused programs, shadowing opportunities, cross-functional rotations | • Encourage an environment that places importance on the power of participation and bringing unique skills and talents to the table  
• Recognize and reward innovative approaches to communities |
THANK YOU

GRACIAS

OBRIGADA