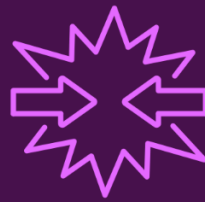


The 2026

ERG



Survival Guide



Top 5 Threats to ERG Success
and How to Overcome Them



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Executive Summary

The 2026 ERG Survival Guide

Employee Resource Groups (ERGs) have emerged as powerful tools for fostering inclusion, driving innovation, and supporting business objectives. However, as their roles expand and expectations rise, particularly amid heightened scrutiny and organizational risk, ERGs face significant challenges that threaten their effectiveness and sustainability.

This guide identifies the top five threats to ERG success in 2026 and beyond:

- 1. Legal and Political Scrutiny:** Heightened legal, regulatory, and political pressures place ERGs under increased risk and visibility.
- 2. Misaligned Expectations:** Unclear or conflicting expectations about ERGs' roles limit effectiveness and increase strain.
- 3. Overreliance on ERGs:** Organizations increasingly depend on ERGs to carry culture and strategy work without sufficient support.
- 4. Leadership Readiness Gaps:** ERG leaders are often underprepared for the complexity and risk of today's ERG work.
- 5. ERG Leader Burnout:** Sustained demands on volunteer leaders without adequate resources or recognition drive exhaustion and turnover.

To combat these threats, organizations must:

- Align ERGs with business goals, elevating them to operate like Business Resource Groups (BRGs).
- Create a shared vision between ERGs and the organization's leadership.
- Clarify how ERGs are expected to support DEI strategy, avoiding overreliance on volunteer leaders for core, ongoing work.
- Invest in ERG leader readiness through intentional selection, training, and succession planning.
- Focus on sustainable, high-impact initiatives to prevent burnout.

By implementing these strategies, companies can ensure their ERGs continue to drive meaningful change, foster inclusion, and contribute to business success. This guide provides actionable solutions, real-world success stories, and practical tips to help organizations navigate these challenges and unlock the full potential of their ERGs.

Introduction

ERGs on the Rise

Employee Resource Groups (ERGs) have emerged as powerful tools in modern organizations, fostering community, enhancing leadership development, and improving employee visibility. These groups not only are popular and highly visible but also are relatively inexpensive to implement, making them a strategic asset for companies aiming to enrich their workplace culture.

The impact of ERGs is clear: They play a pivotal role in cultivating a sense of belonging, enhancing employee engagement, and providing a voice for employees—creating a safe space for discussions and community.

The Evolving Role of ERGs

As inclusion initiatives face increased scrutiny, ERGs have emerged as a secret weapon for organizations. They offer a unique, grassroots approach to sustaining inclusion efforts, especially during times of budget constraints and heightened legal or political scrutiny, when organizations are reassessing how inclusion work is structured and delivered.

Beyond fostering community and engagement, what increasingly sets ERGs apart is their employee-led and broadly accessible nature. Because ERGs are open to all employees and designed to serve multiple purposes, from connection and development to business insight, they are often viewed as a lower-risk, higher-value way to sustain inclusion efforts in a more scrutinized environment.

This employee-led model taps into the passion, creativity, and diverse perspectives of employees across all levels of the organization, while allowing companies to advance inclusion in ways that feel practical, integrated, and harder to dismiss as performative or exclusionary.

This, paired with the prior successes of ERGs, has primed them for expanded roles within organizations. Their demonstrated ability to drive change and foster inclusivity has built trust and credibility, positioning them as potential catalysts for success in other areas of the business. This track record of achievement opens doors for ERGs to take on new challenges and contribute to broader organizational goals.

ERGs Drive Value

66%

of employees believe their ERG effectively fosters a sense of community

3 in 4

companies say ERGs have helped them retain talent

55%

of companies say ERGs have positively impacted their recruiting efforts

Sources: McKinsey, Forbes

Introduction (cont.)

ERGs and the Bottom Line

ERGs also play a critical role in bridging the gap between DEI initiatives and business objectives. By bringing together employees from various functions and levels, these groups align their goals with broader organizational strategies, making DEI integral to the business itself.



Success Story: Frito-Lay

Frito-Lay successfully leveraged their ERGs to drive innovation and enhance market presence. Their Hispanic ERG played a crucial role in developing and marketing new flavors that resonated with Latine consumers, leading to increased market share in this demographic.



Success Story: PetSmart

PetSmart's Pride ERG spearheaded the creation of an in-house Pride pet product collection, working across departments to bring it to market in record time. The initiative not only yielded high margins but also demonstrated how ERGs can drive cross-functional collaboration and rapid product development, directly impacting the company's bottom line.



Success Story: Nielsen

Nielsen ERGs contribute to product reviews, guideline assessments, and even supplier diversity efforts. Requests for BRG support are vetted by the DEI team to ensure their involvement adds distinct value. This approach maximizes BRG impact on business outcomes while respecting members' time and expertise.



These success stories exemplify the potential of ERGs not only when they are active but also when they are well supported by the organization. By recognizing and leveraging the unique perspectives and expertise of ERG members, companies can drive significant business value.

Introduction (cont.)

Risks That ERGs Are Facing

It's no wonder that, despite being a decades-old culture and inclusion tactic, ERGs have surged in popularity. Yet, as impactful as ERGs are, they are not without their risks.

As organizations push these groups to take on more responsibilities and expect significant results, ERGs may struggle to meet growing expectations without proper resources and alignment.

This is particularly true for groups that have taken on additional responsibilities during moments of heightened political urgency or that lack proper support and structure; there's a limit to how much strain can be placed on these initiatives before they falter.

There's a limit to how much strain can be placed on these initiatives **before they falter.**

To sustain their benefits, it's critical to reassess how ERGs are structured, supported, and managed. Without the right resources and alignment, even the most successful ERGs can lose traction and impact.

Ensuring ERG Success in 2026 and Beyond

To continue driving value with ERGs and maintaining safe spaces for employees to find community and share their voices, companies must prioritize mitigating the threats that ERGs face now and in the future.

In this guide, we will explore the top five threats ERGs face today and, most importantly, discuss strategies your organization can implement to mitigate these risks.

Throughout this guide, you'll find success stories from real companies' ERG initiatives. These stories showcase winners of Seramount's [ERG Impact Awards](#), providing concrete examples of how organizations are successfully navigating these challenges and leveraging their ERGs for significant impact and offering practical insights and inspiration for enhancing your own ERG programs.

By proactively addressing these challenges, organizations can ensure that ERGs remain powerful drivers of both community engagement and business success.



Legal and Political Scrutiny

Top 5 Threats to ERG Success and How to Overcome Them

THREAT

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Threat 1: Legal and Political Scrutiny

Let's start with the elephant in the room: The 2025 executive orders targeting DEI programs fundamentally reshaped the inclusion landscape. As organizations reassessed formal DEI structures, many ERGs emerged as a perceived "safe haven" for sustaining inclusion efforts, widely viewed as high-value, lower-risk mechanisms for maintaining employee connection and insight.

In fact, Seramount research indicates that while some organizations pulled back on formal DEI programs, few scaled back ERGs, and 15 percent even launched new groups. But the critical question remains: How long will this safe haven last? As scrutiny continues to evolve, organizations must consider whether ERGs will remain insulated from the pressures DEI is facing—or whether they will soon face similar risk.

Caught in the Crossfire

As organizations continue to navigate heightened scrutiny of inclusion, ERGs are increasingly in the line of sight, especially when they're closely tied to DEI funding, governance, or priorities.

The risk is not that ERGs are inherently problematic but that they are becoming more visible. As organizations rely on ERGs to support inclusion, these groups can become proxy targets for criticism aimed at DEI more broadly.

ERG Criticisms

- "ERGs not inclusive enough for ALL employees"
- "ERGs a waste of company time"
- "ERGs create division rather than unity"
- "ERGs are just social clubs with no real business impact"

At the same time, critics often question whether ERGs are sufficiently inclusive or business-aligned, overlooking their role in supporting underrepresented communities and strengthening organizational culture. Others dismiss ERGs as purely social, ignoring the tangible contributions many groups make to innovation, leadership development, and engagement.

Some companies, responding to external pressures, are redefining ERGs' scope. For example, Harley-Davidson shifted ERGs to focus primarily on professional development, sidelining their community-building function. While skill-building can be valuable, overcorrection risks diluting what makes ERGs uniquely effective.

The potential dilution of ERGs may also harm talent acquisition and retention. Research shows that over 75 percent of employees and job seekers view a diverse workforce as crucial when evaluating companies. Weakening ERGs could impact an organization's ability to attract and retain top talent in a competitive job market.

Threat 1: Legal and Political Scrutiny (cont.)

Solution: Align ERGs with Business Goals

To counter the scrutiny and reinforce the value of ERGs, organizations must position these groups as essential business-critical networks that drive value across multiple areas, not just inclusion. When ERGs are tied to clear business objectives, they are easier to justify, govern, and defend than programs positioned solely around culture or diversity.

This can be achieved by elevating ERGs to operate like Business Resource Groups (BRGs). This isn't just a cosmetic change or a simple renaming exercise. It's a fundamental shift in how these groups operate and are perceived within the organization.

At this level, BRGs focus on business-aligned outcomes and engage in external initiatives, serving as a vital source of innovation and insights for key business decisions, such as employee benefits and customer interactions. Examples of BRGs driving product innovation, opening new markets, and enhancing employee retention underscore the importance of this approach.

However, the evolution from ERGs to BRGs requires careful planning and commitment. Utilizing [Seramount's Employee Group Maturity Assessment \(SEGMA\)](#) can help organizations understand where their ERGs currently stand and what changes are needed to develop them into more business-aligned, sustainable groups.

By clearly demonstrating their value across various organizational objectives, BRGs can not only withstand the DEI backlash but also emerge stronger and more integral to their companies' success.

This isn't just a cosmetic change or a simple renaming exercise. It's **a fundamental shift** in how these groups operate and are perceived within the organization.



PRO TIP: Embrace Fresh Perspectives

Empower your BRG leaders to identify overlooked gaps in your strategy or product lines, allowing them to determine where they can have the most significant impact. This freedom to innovate can unlock new markets and opportunities that your organization might otherwise have missed.

Threat 1: Legal and Political Scrutiny (cont.)

Success Story: AMIGOS@Liberty + Allies at Liberty Mutual

With research pointing to Hispanic/Latine communities continuing to be underserved by the insurance industry, Liberty Mutual's employee resource group, Amigos@Liberty, collaborated with volunteers from across the company to create a go-to market strategy for Spanish-speaking communities in the United States.

Through a blend of market research and cultural expertise, they launched the Liberty Market Share Acceleration Strategy (Liberty MSAS), demonstrating how ERGs can contribute to both business and community goals.



Location: Boston, MA

Industry: Insurance

Employees: 45,000

The group focused on delivering a fully translated, seamless Spanish-language experience for Liberty Mutual's Certainly Renters insurance product, which offers affordable coverage online. They also developed educational tools, such as a "Renters Insurance Guide" in Spanish, policy explainer modules, and collaboration tools to enhance understanding and accessibility. These initiatives not only empowered customers but also opened a new channel of engagement for the business.

The group customized Spanish-language landing pages for Liberty Mutual and Safeco, which attracted more than **44,000 unpaid visits** and **generated over 2,400 leads** in the first six months.

This effort underscores how ERGs, when aligned with business priorities, can deliver measurable results, advancing both community impact and organizational goals—even in the face of DEI challenges.



Misaligned Expectations

Top 5 Threats to ERG Success and How to Overcome Them

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Threat 2: Misaligned Expectations

As ERGs' visibility and importance grow, so do differing opinions about their role and purpose. From individual members to senior leaders, everyone may have their own ideas about what ERGs should be doing.

When ERGs and Leadership Clash

This misalignment can create friction in several ways. For instance, senior leaders may expect ERGs to deliver measurable business impact but fail to provide the necessary resources or collaboration to make that happen. If ERG leaders aren't empowered to act, their efforts can stall, leaving them frustrated and disengaged.

On the other hand, ERG leaders may view their groups as platforms for activism and cultural change, which can conflict with leadership's narrower focus on business objectives. If ERG members aim to push for change without alignment from leadership, the group risks becoming siloed or ignored, leading to a loss of momentum and decreased morale.

Ultimately, these perspectives, when misaligned, can render ERGs ineffective, leading to wasted effort and dissatisfaction among members.

Solution: Create a Shared Vision

To avoid misalignment, ERGs and leadership must develop a clear, mutually agreed-upon mission statement that defines the purpose and value of the ERG. This shared vision ensures that both sides have a common understanding of the group's goals, available resources, and expected business impact.

Formalizing this mission in writing creates a reference point for conflict resolution and helps prevent misunderstandings that can hinder progress. Equally important is the regular review and revision of the mission, allowing ERGs to evolve alongside company priorities and employee needs.

Questions to Guide ERG Alignment

1. Why does our ERG exist?
2. What does success look like for our ERG?
3. How do we measure success?

Threat 2: Misaligned Expectations (cont.)

By aligning expectations from the outset, ERGs can better respond to leadership's demands for measurable outcomes while ensuring they are adequately supported and empowered to act. This structured approach fosters unity, provides clarity for members, and can even increase engagement and reduce burnout by showing how the ERG's efforts contribute to larger business and cultural goals.



PRO TIP: Find Governance Balance

Since ERGs are employee-led, empower them to drive their initiatives. Provide the necessary support and resources, but allow them to lead in ways that align with their passions and expertise. Balancing guidance with autonomy is key to maximizing ERG success without stifling innovation.

Success Story: [HOLA at Johnson & Johnson](#)

The HOLA ERG at Johnson & Johnson exemplifies how coordinating goal creation between ERGs and business functions can lead to tangible results. HOLA collaborated closely with the STELARA® marketing team to enhance the cultural relevance of their campaign for Hispanic patients.

Together, they developed a two-phase strategy—first tailoring the general market campaign using Hispanic insights and then creating a custom campaign from the ground up.



Location: New Brunswick, NJ

Industry: Health Care

Employees: 130,000

The results were powerful: Brand awareness among Hispanic audiences **doubled**, and STELARA® became the **second most recognized brand** in its category within a year. This success paved the way for ongoing partnerships between HOLA and other business units, illustrating how effective alignment between ERGs and leadership can deliver long-lasting value.



Overreliance on ERGs

Top 5 Threats to ERG Success and How to Overcome Them

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Threat 3: Overreliance on ERGs

In the wake of the 2025 shifts to formal DEI programs, many organizations increasingly turned to ERGs to carry inclusion forward. These groups were asked to do more—support ongoing strategy, advise leaders, and sustain culture alongside their day-to-day roles.

While ERGs have stepped up, growing reliance on volunteer-led groups raises an important question: Are ERGs being asked to carry more than they were designed to support?

When ERGs Become the Default Solution

Seramount data shows that ERG participation declined from 38 percent in 2023 to 33 percent in 2025. This trend reflects a growing tension employees are navigating: balancing rising expectations in their day-to-day roles with increasingly demanding ERG responsibilities.

As productivity pressures increase across organizations, fewer employees have the capacity to take on additional, unpaid leadership and execution work. This challenge is particularly acute when ERGs are expected to support ongoing inclusion strategy without sufficient managerial support, workload adjustment, or shared accountability from business leaders.

The result is not disengagement but concentration, where a smaller group of committed contributors carries a disproportionate share of the work, making ERGs more fragile even as expectations continue to rise.

Over time, this pattern creates risk. ERGs were designed to complement inclusion efforts, not to replace formal infrastructure. When organizations rely on ERGs to fill systemic gaps, those efforts function more like a temporary fix than a durable solution.

Without clear boundaries, ERGs can become load-bearing structures in a system that was never designed to rest on volunteer capacity alone.

ERGs were not designed to:

- Own or execute an organization's DEI strategy
- Serve as ongoing operational support for inclusion initiatives
- Replace formal DEI, HR, or leadership accountability
- Carry sustained workload without authority, resources, or role clarity

Threat 3: Overreliance on ERGs (cont.)

Solution: Activate ERGs for the Right Activities

To address overreliance, organizations must be more intentional about how and when ERGs are activated. Rather than serving as default owners of inclusion execution, ERGs are most effective when they are positioned as advisory partners within a broader system of shared accountability.

Activating ERGs for the right activities means focusing their efforts where employee insight and lived experience directly inform business decisions, such as identifying barriers to talent attraction and retention, advising on market or customer strategy, or pressure-testing policies and practices before they are scaled. Used in these ways, ERGs strengthen outcomes without being positioned as the default owners of inclusion work.

Just as important is being explicit about what falls outside ERGs' highest-value lane.

Sustaining inclusion over time requires ownership from DEI teams, HR, and business leaders who control priorities, resources, and accountability. When ERGs are asked to manage day-to-day inclusion initiatives or fill systemic gaps, the work quickly becomes unsustainable, especially as expectations continue to rise in employees' core roles.

ERGs should not be the sole engine for progress. Instead, organizations must ensure inclusion is embedded into business priorities, leadership goals, and operating rhythms, with clear accountability beyond volunteer groups.

Seramount's [Science of Influence](#) framework supports this shift by helping leaders anchor inclusion priorities to current business goals and operational outcomes.

By equipping leaders to make focused, evidence-based cases tied to performance, risk, and growth, the framework helps build cross-functional ownership, so inclusion work advances through the business, not primarily through ERGs.

Activating ERGs for the right activities means focusing their efforts where **employee insight and lived experience** directly inform business decisions.

Get your copy of the **[Science of Influence](#)** framework to help anchor your inclusion priorities to business goals.

Threat 3: Overreliance on ERGs (cont.)

Success Story: NOBLE at The Estée Lauder Companies

In the summer of 2020, the Network of Black Leaders and Executives (NOBLE) at The Estée Lauder Companies held a town hall in direct response to the unjust killings of George Floyd and Breonna Taylor.

Initially intended for a small group, the event grew into a large forum, engaging nearly **2,000 employees in a candid conversation** about racial injustice.



Location: New York, NY

Industry: Beauty

Employees: 62,000

This town hall sparked a series of impactful actions, including the development of a workplace equity strategy that guided ELC's broader racial equity commitments. These commitments focused on representation, talent development, workforce diversity, supplier diversity, and social impact.

NOBLE's work illustrates how ERGs can drive meaningful, company-wide impact when they are activated in the right moments and supported to lead. By creating space for NOBLE to convene employees and guide the conversation, ELC addressed an urgent issue in a way that built trust and momentum.

Importantly, that momentum was matched by organizational follow-through, translating ERG-led insight into broader equity commitments across representation, talent development, and supplier diversity. In this way, ERGs and leadership played complementary roles, creating impact that neither could have achieved alone.

NOBLE's work illustrates how ERGs can drive meaningful, company-wide impact when they are **activated in the right moments** and supported to lead.



Leadership Readiness Gap

Top 5 Threats to ERG Success and How to Overcome Them

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Threat 4: Leadership Readiness Gap

Many ERG leaders step into their roles because they are passionate about the work and motivated to make a difference alongside their day-to-day responsibilities. That passion has fueled ERG growth and impact for years. But as expectations of ERGs have expanded, passion alone is no longer enough to sustain success.

When Expectations Outgrow Preparation

In most organizations, ERG leaders are selected for their commitment or credibility, not because they have been formally prepared to lead at the level now required. While ERG leadership has evolved into a role that demands strategic thinking, influence, and operational judgment, preparation for those responsibilities remains informal or inconsistent.

Unlike other leadership roles, ERG leadership is rarely supported by structured onboarding, clear competency expectations, or ongoing development. Leaders are often expected to learn as they go, navigating executive relationships, organizational risk, and growing visibility without the tools typically provided to formal leaders.

That challenge is compounded by a shrinking leadership pipeline. As Dumebi Egbuna, co-founder of Chezie, noted in a [Bloomberg article](#), “Since mid-2023, fewer people are turning up for events

and stepping into voluntary leadership roles.” With fewer employees raising their hands, organizations have less opportunity to be selective, making it harder to ensure the right fit for increasingly demanding roles.

As a result, some leaders remain in ERG roles long-term, not because they are the best fit but because there is no clear process—or alternative—for transition. Without term limits, succession planning, or structured exit paths, ERG leadership can become static, even as the work grows more complex.

When organizations expand expectations of ERG leaders without strengthening how those leaders are selected, prepared, and transitioned, they risk stalling impact at precisely the moment ERGs are being asked to deliver more.

Essential Skills for ERG Leadership Success

- Members Mobilization
- Emotional Intelligence
- Stakeholder and Leadership Engagement
- Measuring and Communicating Impact
- Strategic Planning for ERG Growth

Threat 4: Leadership Readiness Gap (cont.)

Solution: Intentional Leadership Development

Closing leadership readiness gaps requires organizations to move beyond informal selection and ad hoc support.

A foundational step is to invest in [leadership development for ERG leaders](#), such as strategic planning, stakeholder influence, governance, and measuring impact. Extending development opportunities to ERG members can also strengthen the leadership bench, ensuring future leaders are better prepared before stepping into top roles.

Readiness also depends on how leaders are selected and transitioned. Clear nomination processes, defined role expectations, and term limits help organizations assess fit up front and avoid stagnation over time. Succession planning creates space for new leaders to emerge while providing natural exit points for those ready to step back, reducing risk for both individuals and the ERG.

Just as important is ensuring ERG leadership roles are viable alongside core responsibilities.

As expectations rise, organizations must consider whether leaders have sufficient capacity to succeed. Some organizations address this issue by carving out dedicated time for ERG leadership through role-sharing or temporary assignments, reserving a portion of the workweek for ERG responsibilities while maintaining connection to leaders' home functions.

In more advanced models, organizations create full-time, time-bound ERG leadership roles, allowing leaders to focus entirely on driving impact for a defined period. These approaches can accelerate progress, increase visibility of systemic barriers, and enable faster decision-making, particularly when leaders report directly to executive sponsors.

Extending development opportunities to ERG members can also **strengthen the leadership bench**, ensuring future leaders are better prepared before stepping into top roles.

Develop Your ERG Leaders

Seramount's [ERG Leader Certification](#) program provides structured, practical development aligned to today's realities. The program equips leaders with the skills, tools, and peer network needed to lead effectively, helping organizations close readiness gaps and build a stronger, more sustainable ERG leadership pipeline.



ERG Leader Burnout

Top 5 Threats to ERG Success and How to Overcome Them

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Threat 5: ERG Leader Burnout

As expectations of ERGs have expanded and leadership roles have grown more complex, burnout has become an increasingly common outcome. Many ERG leaders step into their roles driven by passion and a desire to make a meaningful impact, only to find themselves overwhelmed by the cumulative demands placed on them.

Without addressing how ERGs are activated, who is prepared to lead them, and what support leaders are given to succeed, burnout becomes not just likely, but inevitable.

When Passion Meets Pressure

There are alarming reports of burnout among ERG leaders across various organizations. These roles, often undertaken alongside primary job responsibilities, have become increasingly burdensome.

Companies have relied heavily on ERGs to support inclusion priorities, deliver firm-wide education and training, act as crisis counselors, serve as spokespeople for various affinities, and contribute to policy creation, all while managing their regular workloads and personal responses to ongoing societal challenges. This situation leads to high turnover rates and difficulties in finding replacements.

A significant factor contributing to this burnout is that many leaders feel their efforts go unrewarded or, worse, hinder their career advancement. While 78 percent of executive sponsors believe involvement in ERGs supports career progression, only 40 percent of ERG leaders feel the same way.

50%

of ERG leaders say they need more recognition

Source: Great Places to Work

This disconnect underscores a troubling reality: 44 percent of ERG leaders indicate that their work often goes unrecognized, lacking the necessary support and engagement from company leadership. This overwhelming responsibility, combined with little tangible benefit, can lead to significant stress and demoralization among ERG leaders.

Research shows ERG leaders' top requests from their organizations include more **time, funding,** and **dedicated support.**

Threat 5: ERG Leader Burnout (cont.)

Solution: Focus on Sustainable Impact

To combat burnout, organizations must prioritize sustainable impact over sheer volume. Meaningful change arises from initiatives that foster long-term cultural shifts, rather than one-off events such as webinars or speaker sessions. ERG leaders should focus on impactful programs such as mentorship, sponsorship, and systematic changes.

For example, an ERG aiming to increase the diversity of new hires might initially consider sending members to job fairs and college recruiting events or initiating partnerships with HBCUs, HSIs, and tribal colleges. While these activities are valuable, they can also be exhausting and time-consuming alongside ERG leaders' regular 9–5 responsibilities.

Instead, if they concentrate on addressing bias in the hiring process, such as advocating for skills-based hiring and implementing a talent scorecard, they could create a more significant and sustainable impact by fundamentally changing hiring practices and reducing systemic biases.

Recognizing that doing less can often yield greater results is crucial to prevent burnout. Collaboration is essential; ERG leaders should not feel they have to shoulder these responsibilities alone. Building partnerships with internal resources and stakeholders can help distribute the workload and enhance the effectiveness of initiatives.



PRO TIP: Money Can't Solve Burnout

While 53 percent of Seramount's Inclusive Index companies provide additional compensation or incentives for ERG leaders, throwing money at the issue will not resolve the root causes of burnout. Financial rewards may be helpful and even deserved, but they cannot replace the need for emotional support, recognition, realistic goals, and a culture that values the contributions of ERG leaders.

Threat 5: ERG Leader Burnout (cont.)

Success Story: Nielsen

At Nielsen, BRG leaders are given 10 hours per month to dedicate to their BRG roles, and BRG members are given 4 hours. This is on top of 24 hours per year given to all employees to pursue volunteer work.



Location: New York, NY

Industry: Media Company

Employees: 14,000



Location: Charlotte, NC

Industry: Financial Services

Employees: 40,000+

Success Story: Anonymous

To give ERG leaders protected time, the financial services company introduced "role sharing," reserving a set portion of employees' workweek for ERG leadership. This program, which began at 15 percent and increased to 25 percent, leverages the company's existing system for temporary assignments and projects to cover roles. ERG leaders continue to receive their regular wage but spend an average of 75 percent of their time on their primary role.

Success Story: Bristol Myers Squibb (BMS)

Instead of relying on volunteers, People and Business Resource Groups (PBRGs) at BMS are led by full-time, dedicated resources, reporting to a member of the leadership team and with responsibility for tasks such as developing three-year business plans.

This structure helps prevent burnout by allowing leaders to focus solely on PBRG duties without juggling other responsibilities. The roles are posted internally, with a formal interview process, and leaders are compensated at the same level as their prior business roles.



Location: Princeton, NJ

Industry: Pharmaceuticals

Employees: 34,000



Moving Forward



Moving Forward

Key Strategies for ERG Success

As we've explored throughout this guide, ERGs are experiencing a resurgence in value, with organizations that acknowledge their importance reaping the benefits of productivity, innovation, and financial performance.

By addressing the challenges outlined in this guide and implementing the following strategies, organizations can unlock the full potential of their ERGs and drive meaningful change across their business.

Key Strategies for ERG Success	
	Connect ERGs to Business Outcomes Develop a roadmap to mature ERGs and align their goals with overarching business-aligned objectives.
	Clarify Expectations Establish clear expectations between ERGs and leadership regarding their roles and responsibilities.
	Activate ERGs for the Right Activities Leverage ERGs where their insight, lived experience, and connection drive the most value for business outcomes.
	Invest in Leadership Development Prepare ERG leaders with intentional development, clear role design, and sufficient time to succeed.
	Prioritize Impact Strive for impactful initiatives over merely staying busy with ERG activities. Focus on quality and sustainable outcomes.

Moving Forward (cont.)

Maximize Your ERG Impact

Ready to Elevate Your ERGs?

Seramount has helped hundreds of companies drive ERG success. Through peer-driven experiences, global best practices, and data-driven recommendations, we can help you elevate your program to achieve meaningful impact.

Contact us today to explore how we can support your ERG initiatives.

Explore More Resources

Employee Group Maturity Assessment



Assess your ERGs' maturity and pinpoint the actions needed to strengthen leadership readiness, governance, and impact.

[Take the assessment.](#)

ERG Leader Certification



Join a global network of ERG leaders. Share best practices, tackle challenges, and drive your organization's DEI strategy forward.

[Start your journey.](#)

How to Future-Proof Your ERGs

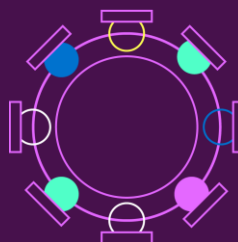
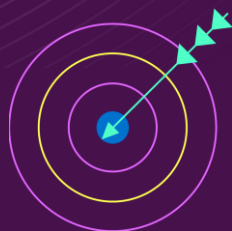


Learn how to assess, grow, and strategically elevate your ERGs with Seramount's data-driven framework, grounded in our ERG maturity model.

[Watch the webinar.](#)



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Branding and recruiting platform that surfaces engaged, prepared candidates more efficiently, effectively, and at scale

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Expert guidance rooted in research and experience to support and advance your strategic talent and DEI priorities in every environment

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