



2022

DEIJ CERTIFICATION PROGRAM

ANNUAL  
REPORT

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# Introduction

## Abigail Ross Hopper

*President and CEO*

*Solar Energy Industries Association*



**Since day one of my tenure at the Solar Energy Industries Association (SEIA), I have seen building a commitment to diversity, equity, inclusion and justice (DEIJ) in the solar and storage industry as both a personal passion and a business necessity.**

As a woman working in an industry long dominated by men, I had experience with walking into a room and not seeing anyone who shared my story, and I knew that people of color and other disadvantaged groups had even less representation. And as a CEO, I knew that as our industry prepared for skyrocketing growth, we had to invest in making our companies as inclusive as possible in order to recruit and retain the best talent.

Just a few years back, the conventional wisdom was that as a still-nascent industry, we had time to strategize about how to promote DEIJ — to “do it right from the start” and allow that commitment to grow with the industry. Today, our industry’s status has changed: We’re no longer in our early years, we’re a \$33 billion industry that employs more than 250,000 workers in every state in the country.

Those numbers are going nowhere but up. Over the next decade, we believe solar can grow to power 30% of all U.S. electricity generation and employ more than 1 million workers as we transform how America keeps the lights on.

This presents an incredible opportunity to bring economic development to communities across the United States. But it also frankly means that we’ve run out of time to theorize about an equitable energy economy and prophesize about how the clean energy future won’t make the mistakes of the past. To live up to the expectations we have set for ourselves, action must be our mantra.

After recognizing the need to close the gap between talk and action, SEIA launched its DEIJ Certification Program in October 2021. The program enables companies to learn best practices for DEIJ through a series of online modules. This education translates into real-world change as

companies progress in their journey and implement new programs and resources for their employees. After Certified Diversity Professionals verify, companies are rewarded through tiered certification that can be shared publicly with customers, shareholders and more.

Moreover, this program democratizes access to diversity resources. DEIJ consultants and educators are often far outside the budget of small businesses, which make up more than 90% of the solar and storage industry. The DEIJ Certification Program is accessible to all, and its first annual report reveals that companies of all sizes are enrolled, from fewer than 10 employees to more than 200.

Through this annual report, you’ll learn more about how companies are utilizing the DEIJ Certification Program’s selection of modules and hear testimonials from the participants making tangible differences at their clean energy companies. SEIA is proud to recognize RES Group as the first company to reach Gold-Level Certification, demonstrating sustained leadership on DEIJ, and dozens of other companies are progressing through the tiers.

For progress to become action, hundreds of additional companies must do their part to make a difference. Companies that place this work front and center will set themselves apart when we reach 1 million workers and our industry is valued at more than \$100 billion annually..

We all have a role to play in shaping the future our industry, and I challenge you to get off the sidelines and join us. We’re ready to be your partners in this important work and we look forward to seeing your success in the years ahead.

# Introduction

The Solar Energy Industries Association (SEIA) is releasing this document to recognize one year since we started a first-of-its-kind DEIJ Certification Program, which provides resources and guidance for companies as they analyze their DEIJ practices and implement workplace solutions that improve diversity.

## About this Report

As the national trade association for America's solar and storage industry, SEIA has a responsibility to make sure the industry is prioritizing diversity, equity, inclusion, and justice (DEIJ).

This document provides must-know information for any company trying to up its game in creating a work place that truly values diversity, wants to center its work in equity, is inclusive in its hiring and marketing practices and insists on a just industry in every way.

SEIA is deeply committed to DEIJ and is striving for the solar and storage industry to reflect the diversity of the nation. This includes welcoming people from underrepresented backgrounds to the industry at all levels, creating equitable opportunities for business ownership, improving access to clean energy technology and its benefits; creating an environment where people feel respected and included, and becoming an industry that helps address injustices of the past and present.

The certification tool will help you get there. The program was designed to meet companies where they are on diversity. It helps companies of all sizes, regardless of their budget or resources, implement evidence-based DEIJ solutions and earn certification for their progress.

The DEIJ Certification Program encourages broad participation and rewards companies working in earnest to create a more inclusive work environment, serve their communities, and attract, hire, promote, and retain diverse talent. This program is part of SEIA's broader DEIJ efforts and underscores the importance of company-level contributions to the industry's diversity efforts.

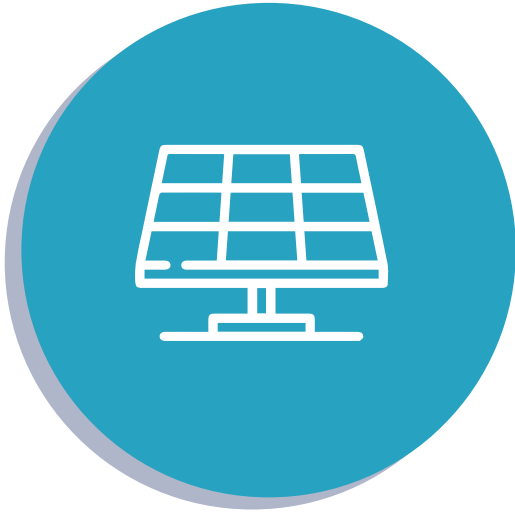
The modules, designed by Certified Diversity Professionals and in collaboration with stakeholder groups, cover topics such as improving hiring, promotion, and other practices to remove bias and improve workplace culture and inclusivity.

As companies progress, they receive Bronze, Gold, Silver, or Platinum Certification and earn recognition for their achievement. This one-of-a-kind program has the potential to improve diversity within the clean energy industry dramatically. SEIA hopes the program will serve as a new standard for businesses of all kinds.

Because the program is metrics-based, it is designed to help SEIA track, aggregate, and share annual progress on numerous DEIJ-specific metrics — everything from how many companies have a supplier diversity program to the percentage of clean energy projects that serve lower income customers.



# Introduction



## Vision Statement

We are dedicated to creating an equitable workplace, inclusive learning environment, and sustainable economy where diversity is a pillar in everything we do. We believe that it is important for our organization, from leadership throughout all employees, to do the necessary internal work that sets a foundation for our DEIJ vision.

## Erika Symmonds

*VP of Equity and Workforce Development*

*Solar Energy Industries Association*



When I speak about our efforts to improve and strengthen our industry, I always use the word “intention.” Diversifying our industry to reflect the diversity of our country, making business ownership, clean energy access, and career opportunities equitably accessible, and building an industry where all individuals feel welcome and valued will not happen organically.

It will take a lot of intentional work on the part of individuals, companies, and the government. The program helps companies build a strong foundation for the intentional and strategic work ahead. This is a long-term journey, but for those companies that embark on this effort, it will help make our industry the best it can be.

Our goal is to encourage companies to move beyond conversations about diversity and onto a path of action with measurable progress. With 29 modules and counting, the program emphasizes accountability and can help companies move beyond statements and set attainable goals..

Let’s get to work!

# Key Findings

Over the past year, **45 companies** have enrolled in the DEIJ Certification Program, **19 organizations** have achieved Bronze certification, **2 achieved Silver**, and **1 company achieved Gold**. Participating companies have made tremendous strides and gained a new or renewed commitment to DEIJ efforts within their company and their communities.<sup>1</sup>



**22**  
commitments  
to action

**100%**  
of companies  
have a written DEIJ  
communications plan

**100%**  
companies work  
directly with frontline  
communities



**75%**  
companies have an  
Employee Resource Group



**100%**  
of companies have a written  
DEIJ communication plan



**50%**  
of companies offer  
unconscious bias training  
to hiring managers

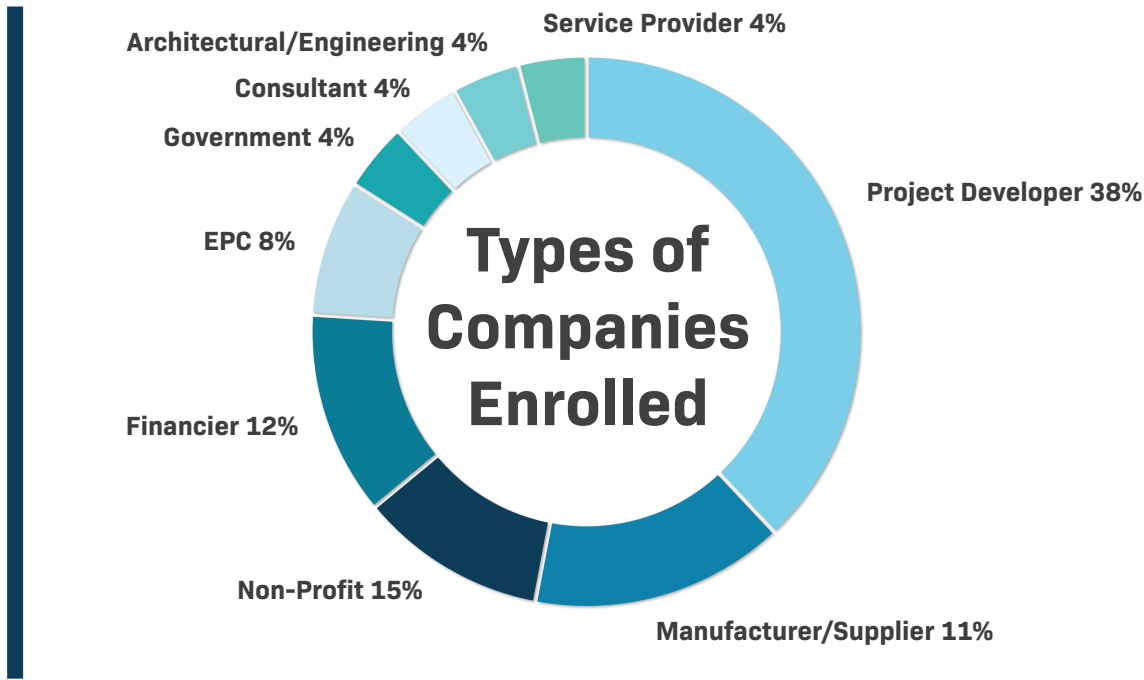


**25%**  
of companies utilize buddy  
programs in onboarding

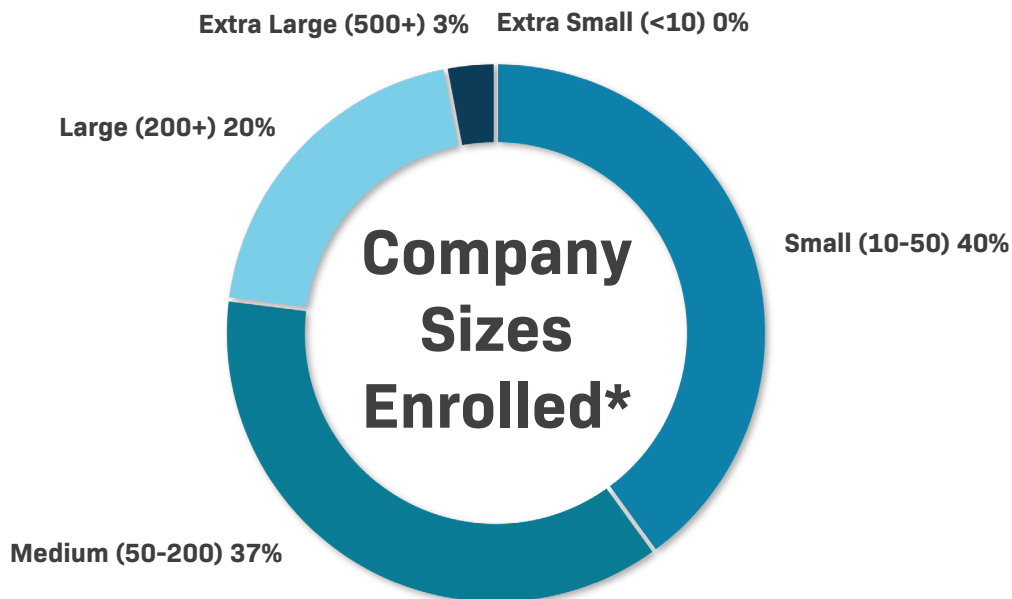
**100%**  
companies made  
DEI training available  
to staff

# Participant Data

The program is designed to encourage broad participation and will meet companies where they're at on their DEIJ journey, enabling companies of all sizes and resource levels to advance their DEIJ work.



The program is diverse not only by company type, but also company size. More than 95% of companies in the solar industry are small businesses and three quarters of them have fewer than 50 employees. Many solar companies want to make progress on diversity but as small businesses, lack the resources to hire consultants or human resource staff, making the pricing accessibility of this program even more important. Within the program, 40% of companies self-identified as having 10-50 employees, 37% self-identified as having 50-200 employees, and 20% of companies self-identified as having 200+ employees. This demonstrates how companies, large and small, see the value of the program.



# Awards

Companies enrolled in the program worked hard to reform their practices and make progress. Companies are eligible for Bronze, Silver, Gold, and Platinum certifications.

The following companies were the first to achieve Bronze, Silver, and Gold certifications.



## Gold

The first company to achieve Gold-Level Certification was  
**RES Group**



## Silver

The first company to achieve Silver-Level Certification was  
**Longroad Energy**



## Bronze

The first company to achieve Bronze-Level Certification was  
**Longroad Energy**

Companies achieving silver-level certification with 1,500 points demonstrate that they are committed to diversity, equity, inclusion, and justice and have taken measurable steps to improve their practices and policies.

### Gold-Level Certifications

RES Group.....Manufacturer/Supplier

Companies achieving gold-level certification with 2,200 points have taken measurable steps to improve their practices and policies. They can be considered leaders in the industry for their work in this space.

### Silver-Level Certifications

Forefront Power.....Project Developer  
Longroad.....Project Developer

Bronze-level courses contain actions that SEIA expects all companies to do if they're engaging in DEI work. If a company completes all of the modules in the Bronze Level Certification, they will earn 500 points. Companies achieving a bronze-level certification demonstrate an understanding of the fundamentals of diversity, equity, inclusion, and justice and commit to taking future actions.

### Bronze-Level Certifications

Arevon.....Project Developer  
Catalyze.....Financier  
Empower Energies Clean Infrastructure.....Project Developer  
Encore Renewable Energy.....Project Developer  
Epcos Partners.....EPC  
Lightsource bp.....Project Developer  
Midwest Renewable Energy Association.....Non-Profit  
Nautilus Solar.....Project Developer  
New Energy Equity.....Project Developer  
Nextacker.....Manufacturer/Supplier  
OneEnergy Renewables.....EPC  
SEIA.....Non-Profit  
SGC Power.....Contractor/Installer  
Solar Energy International.....Non-Profit  
Solas Energy Consulting.....Consultant  
Standard Solar.....Contractor/Installer  
Sungage Financial.....Financier  
Sunpower.....Manufacturer/Supplier  
Sunwealth.....Financier



## Platinum

Companies achieving Platinum-level certification must be awarded 3,500 points, showing they have taken measurable steps to improve their practices and policies, and are considered world-class leaders. While no companies have achieved this level of certification to-date, several companies are advancing toward it. These companies have indicated they intend to achieve the highest level of certification in the near future.

# Program Content

To participate in the program, companies complete online modules on a variety of topics related to DEIJ. The entry level modules are designed to meet companies where they're at and help them establish a strong foundation for their own DEIJ programs.

All companies participating in the program are required to complete the following to earn Bronze certification:

- *DEIJ Certification Program Introduction*
- *Company Statement About Diversity, Equity, Inclusion, and Justice*
- *Equal Employment Opportunity (EEO) Statements and Policies*
- *Participate in the Solar Census and Diversity Study*
- *Your Commitment to Action*

Twenty-two companies completed these modules and earned Bronze.

Higher level modules include more advanced topics, like best practices for serving low- and moderate-income solar and storage customers, establishing a supplier diversity program, and working with key employee populations, like veterans and people with cognitive or physical differences. The program also features human resources topics like improving retention, creating a conflict resolution system, and community engagement activities that can all lead to a more inclusive work environment.



## Module Review and Scoring

The program is conducted through an online learning management system so SEIA can see where companies are getting stuck or need more help. The module submissions are reviewed and scored by Certified Diversity Professionals and allow for opportunities for direct feedback from the professionals. Companies not enrolled in the program typically seek this type of guidance from external diversity consultants, which is significantly more expensive than our program costs, and therefore can be prohibitive for companies with limited resources. This approach democratizes access to valuable resources and allows companies to validate their efforts with a third party.

## Enrollment Data

On average each company is enrolled in 9 modules. Below is a list of Silver, Gold, and Platinum-Level modules in order of company enrollment.

- *Workplace Flexibility*
- *Cultural Assessment/Inclusion Audit*
- *Diversity Councils, ERGs, and Other Structural Supports*
- *Supporting Organizations that Serve Diverse Communities*
- *Review and Modify Hiring Practices*
- *Effective Onboarding Programs*
- *Receiving and Implementing Community Feedback*
- *Environmental Justice Actions and Policy Support*
- *Establish a Committee, Recurring Forum, or Other Communication Mechanism*
- *Training, Workshops, and Education*
- *Leave, Sabbaticals, and Time Off*
- *Creating an Inclusive Workplace Environment*
- *Leadership Communication and Transparency*
- *Career Pathways and Professional Development*
- *Review and Modify Retention Practices*
- *Review and Modify Promotion Practices*
- *Educate Your Local Community*
- *Review and Modify Recruitment Practices*
- *Strategic Planning, Setting Measurable Goals*
- *Labor Practices in Your Supply Chain*
- *Cognitive Diversity*
- *Conflict Resolution and Grievance System*
- *End of Cycle Considerations/PV Recycling*
- *Serving LMI Customers/Clients*
- *Host or Attend a Career Fair*

# Program Content

**SEIA is consistently adding new modules that align with current events, issues, and goals that SEIA members are facing. The modules highlighted below show a range of the types of content offered and of the company responses.**

Each summary includes key findings and metrics for that module and comparison to national averages where available.

To review all of the remaining modules, see the appendix section of this report.

**Diversity Councils, ERGs, and Other Structural Supports**  
100% of companies completing this module identified having a Diversity Council, DEI Committee, or similarly focused employee-led group already in place, and 100% of companies have reporting mechanisms in place for providing recommendations to management based on surveying employee needs.

75% of companies have established an employee-led resource group (ERG) beyond their current DEI Committee or other structural support.

Employee resource groups (ERGs) are groups of employees who join together in their workplace based on shared characteristics or life experiences. ERGs are voluntary, employee-led groups whose aim is to foster a diverse, inclusive workplace aligned with the organizations they serve. Roughly 90% of Fortune 500 companies offer ERG programs.

According to Harvard Business Review, diversity task forces increase the representation rate of underrepresented groups by 9% to 30% and emphasize the power of social accountability. Yet, only 20% of medium to large employers have diversity task forces. Companies should explore the use and purpose of the Diversity Council or employee-led groups and codify this information in a written document to improve transparency.



## Environmental Justice Actions and Policy Support

66% of companies indicated that they often advocate for environmental justice (EJ) policies and have regular engagement in advocating for environmental justice policies.

100% of these companies have worked directly with organizations representing frontline communities. Companies can support EJ policies by writing to legislators, joining lobby days, signing pledges, or engaging in other activities that help further EJ policy work. SEIA regularly provides opportunities for members to engage with this work.

## Workplace Flexibility

100% of companies offer flextime, telework, and other forms of workplace flexibility. The industry standard appears to be expected to provide workplace flexibility, regardless of company size.

According to Slack's October 2021 FutureForum survey, 93% of employees want control over when they work, and 76% want flexibility regarding where they work. Companies should consider a full-time remote option for employees. This would improve your recruitment efforts (i.e., Diversity of candidate pool) and retention (individuals would not have to terminate employment to relocate due to caregiver needs or other circumstances).

## Value Proposition

The DEIJ Certification Program is focused on action and is designed to help companies overcome implementation barriers. The program also features direct feedback from Diversity Certified Professionals, giving companies access to valuable and in demand resources at a fraction of the price.

This approach also gives companies the ability to validate their current DEIJ efforts with a third party, which can be helpful to larger companies or companies that already have established DEIJ programs.

# Continuing Education

## Cohort Sessions

Participants in the DEIJ Certification program have access to monthly cohort meetings where resources are provided, ideas are discussed and shared, and collaboration is encouraged. Each topic is designed to fit the demands and needs of the cohort.

- **February**- *Commitments to Action*
- **March**- *DEIJ Misconceptions*
- **April**- *Supplier Diversity*
- **May**- *Employee Resource Groups and Affinity Groups in the Workplace*
- **July** - *Roe v. Wade & Supplier Diversity Recap*
- **August** - *Effective Onboarding Practices*
- **September** - *DEIJ Budgeting & Planning for 2023*
- **October** - *Disability Inclusion in the Workplace*

## Webinar Series

As part of SEIA's ongoing commitment to diversity, equity, inclusion, and justice (DEIJ) in the solar and storage industry, SEIA created a DEIJ-focused webinar series alongside the certification program. The webinar series is an extension of the certification program and features answers to common questions raised by participants and other hot topics that are of interest to participants.

The webinar series, while related to the program, is open to SEIA members for free and to non-members for a fee.

### DisabilityIN: Disability-Inclusion in the Workplace

*In partnership with DisabilityIN*

January 13, 2022

Making the world inclusive for all isn't only the right thing to do, it's also good for business. A recent report from Accenture found that companies that offered an inclusive working environment for employees with disabilities achieved an average of 28% higher revenue, 30% greater profit margins, and 2X net income of industry peers. Join us for a webinar in partnership with DisabilityIN, the leading nonprofit resource for business disability inclusion worldwide, to learn what steps you can take to create a more inclusive workplace.

#### Speakers:

- Dana Sleeper, The Sleeper Group
- Elizabeth Taub, Executive Vice President, DisabilityIN

### Commitment to Action

July 21, 2022

It's important that business leaders put action behind their words. Diversity, equity, inclusion, and justice initiatives can take many forms, and while the conversations essential to leading sustained change can be difficult, and the solutions complex, it is imperative that your goals are codified by written commitment. Join SEIA learn more about creating a commitment to action, one of the key steps in the DEIJ Certification Program.

#### Speaker:

- Dana Sleeper, The Sleeper Group

### Supplier Diversity

May 19, 2022

Supplier diversity is a business strategy that ensures a diverse supplier base in the procurement of goods and services for any business or organization. It emphasizes the creation of a diverse supply chain that works to secure the inclusion of diverse groups in the procurement plans for government, not-for-profits, and private industry.

#### Speaker:

- Dana Sleeper, The Sleeper Group

### Cultural Assessments

August 25, 2022

A cultural audit (or cultural assessment) involves the study and examination of an organization's cultural characteristics (such as its assumptions, norms, values, relationships, leadership style, communication practices, recruitment and evaluation practices, measurements) to determine whether they hinder or support its purpose.

#### Speaker:

- Dana Sleeper, The Sleeper Group

### Auditing HR Practices

October 27, 2022

Human Resources departments manage many functions – recruiting and retaining talented employees, establishing development programs, and more! Join us to learn about key functions and opportunities for you to assess and modify your current practices to be in line with DEIJ best practices.

#### Speaker:

- Dana Sleeper, The Sleeper Group

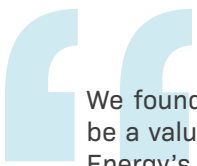
# Testimonials



We have focused on building and maintaining our baseline processes through the Bronze certification and improving our ESG report. We hope to implement more formal procedures related to DEI and intentionally bring this into more areas of our business operations.

The most valuable parts of the DEI program are the guidance and connections we've formed. The guidance has been so valuable, and since most of the work is done internally, it is more cost effective for small businesses than hiring a consultant. Connecting with other companies and hearing about their journeys and strategies is also very valuable. The supplier diversity fair that you conducted, introducing businesses to each other, was also a great event and helped us make some connections.

- SOLAS Energy Consulting



We found the SEIA DEI certification program to be a valuable resource to help validate Longroad Energy's diversity, equity, and inclusion goals and to explore additional areas for action and improvement.

Using the Employee Resource Group (ERG) module, Longroad launched its first ERG this year. The Women and Friends from Longroad Energy is a group of Longroad women and allies that celebrates women's contributions to Longroad and society, champions the professional and personal growth of women at Longroad, and advocates for issues that impact women employees. The ERG hosts monthly events and has impressive engagement across the company.

The certification program also provides thoughtful recommendations as part of each module evaluation. For example, Longroad has expanded our internal communications to inform employees on how they can get engaged in DEI efforts, and to highlight employee involvement. Another benefit of SEIA's program is the monthly DEI certification cohort meetings which provide an opportunity to engage in thoughtful conversation with other companies on relevant DEI topics.

- Longroad Energy



We have been able to implement several improvements since starting the program. Some are simple, like recognizing the need to upload an EEO statement to our careers site. Additionally, Lightsource bp is implementing an updated family leave policy, which increases paid time off for new and bereaved parents, as a commitment under the program.

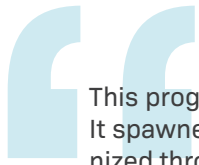
We are hoping that continued participation will help us recognize additional areas for improvement, provide feedback and consistently check in on our progress. The program's guidance and best practices will be especially helpful as we identify new opportunities for data collection and forming community partnerships that promote equity and environmental justice.

"At Lightsource bp, DEI principles guide how we build our teams, cultivate inclusive leadership, and create diversity in the workplace — where our people are comfortable bringing their authentic whole selves to work," said Kevin Smith, CEO of the Americas for Lightsource bp. "It is crucial that our entire team receives ongoing education, participates in open discussions surrounding DEI topics, and leverages tools like the SEIA certification program in order to continually improve and advance our progress in this area."

- Lightsource bp



# Testimonials



This program brought our DEIA committee together to explore topics and grow and learn together. It spawned a good foundation of commitments our organization can carry forward. We also recognized through the process that success will be defined as developing diversity, equity and inclusion principles that are embedded in organizational core values, systems and practices.

Since starting the program we have:

- Conducted a cultural roadmap process with staff and the Board of Directors
- Individual departments went through trainings that have helped define short term DEI goals for their program work
- Hosted 3 DEI trainings for staff and instructors
- Hosted a training for the SEI marketing team focused on: how to incorporate anti-racism into your marketing efforts.
- Created a Code of Conduct for staff, students and instructors that aims to foster appropriate conduct among all individuals during our classes
- Developed systems to document and pursue lived experiences of our instructors regarding DEI incidents in the classroom environment and beyond
- Established an annual PRIDE scholarship to support professional development opportunities for the LGBTQIA+ community to enter the solar industry and thrive
- Built a Women in Solar Power program to create a global network of women who are considering career pathways in the clean energy sector
- Joined and supported a local coalition that is working to make the community in which we operate a safe and equitable place for all
- Partnered with The Partnership on Inclusive Apprenticeship (PIA).

By continuing in the program, we hope to build more awareness of the work to help inform strategies and goals; maintain momentum and increase buy in of leadership and staff; and be part of the community and contribute to others growth journey as well as be a model for other companies in the solar industry to be inspired to join the certification program.

- Solar Energy International



# 2023 Plans



## INDIVIDUAL PROGRAM

To build off SEIA's current learning platform, there is an opportunity to meet a need for SEIA member staff/employees to enhance their understanding and knowledge of DEIJ topics.



## CERTIFICATION RENEWAL

The first renewal data will be available at the end of 2023. Companies can access their renewal through the learning management system and renew their certification level.



## ADDITION OF NEW MODULES

SEIA has several upcoming modules for release. This list will continue to grow as the year progresses.

- November 2022: Military Veterans and Spouses in the Workplace
- December 2022: Disability Inclusion in the Workplace
- January 2023: Mentorship in the Workplace
- March 2023: LGBTQ+



## EXPANDING THE PROGRAM

Starting in Q1 2023, the DEIJ Certification Program will be available for purchase by non-members.



# Special Thanks

As the national trade association for solar companies in the U.S., we have a unique position, and therefore a unique responsibility, to lead the industry forward and create a more just and equitable energy future.

SEIA has raised \$103,000 of our initial \$300,000 goal. Funds raised directly support the creation of brand-new products and services that will make the solar industry more diverse, equitable, and inclusive while ensuring that the growth of solar nationwide supports frontline communities and addresses environmental justice.

A special thank you to the DEIJ Leadership Council Sponsors for seeing this very important work through. None of this would be possible without their incredible support and commitment.



# Appendix

## Module Data, Trends, and Descriptions

### Leadership Communication and Transparency

100% of companies have a written communication plan related to diversity, equity, inclusion, and justice with staff monthly to annual communication about DEIJ priorities, initiatives, updates, etc..

All teams within a company should consider the critical role they can play in communicating on DEIJ efforts. A survey of full-time employees across the U.S. found 81% of workers would rather join a company that values “open communication” than one that offers great perks. However, only 15% of employees surveyed said their current companies were doing a “very good” job fostering transparency at the office.

### Training, Workshops, and Education

50% of those companies completing this module indicated that all managers and individuals involved with hiring and advancement had been trained on how to mitigate unconscious bias, with 100% reporting that diversity, equity, and inclusion training has been made available to all staff. 66% of companies who offered training administered pre- and post-training evaluations to help assess the effectiveness of the training.

Diversity and inclusion training can potentially address biases and prejudice within organizations positively. According to InStride, organizations that implement DEIJ training are up to 21% more profitable than those that do not<sup>4</sup>, and Gender Economy reports that 67% of organizations in the United States have implemented some form of diversity training into their business.<sup>5</sup>

### Effective Onboarding Programs

100% of companies have a structured onboarding program, while only 25% of companies utilize buddy programs during this process.

75% of companies track employee feedback about the onboarding process.

Onboarding should take at least three months. However, research suggests companies can increase employee retention by extending onboarding throughout an employee's entire first year. One study found that extending onboarding to a year-long practice increased retention rates by 25%. Additional benefits include increased engagement, improved performance, and accelerated time to full productivity.

### Career Pathways and Professional Development

100% of companies offer professional development opportunities or funds as an employee benefit.

100% of companies have professional development plans or career plans for their employees, and those employees are allocated time to perform professional development. All companies provide sponsorship, mentorship, or training programs to assist employees.

A 2020 study by Work InSTITUTE found that some 75% of employee turnover was preventable. The leading avoidable cause of turnover was career-related, such as a lack of opportunities for growth, achievement, and security. Furthermore, according to LinkedIn Learning's 2021 Workplace Learning Report, 93% of respondents indicated they would stay at a company longer if it invested in their career. When a worker completes trainings to help them develop professionally, their performance improves, which may lead to higher production for your organization.

### Conflict Resolution and Grievance System

66% have a written policy/procedure for conflict resolution already in place, with 100% reporting that an unbiased party reviews the anonymous complaints/grievances submitted.

100% of companies reported that a tracking system is in place to track the complaint/grievance process and resolutions.

Conflict resolution and grievance systems are necessary for any organization that wants to adequately address DEI-related situations and ensure their group can move forward healthily. Conflict resolution offers an organization a way to ensure that no DEI infraction goes without addressing. It also allows organizations and employees to learn from past mistakes and not repeat those same mistakes.

<sup>4</sup><https://www.sococial.com/diversity-training-statistics/>

<sup>5</sup><https://www.gendereconomy.org/does-diversity-training-work/#:~:text=Indeed%C%20as%20many%20as%2067,dicated%20to%20diversity%20and%20inclusion.&text=training%20or%20not%20F-,Recent%20research%20has%20suggested%20that%20diversity%20training%20may%20not%20be,do%20more%20harm%20than%20good>

<sup>6</sup>[https://learning.linkedin.com/content/dam/me/business/en-us/amp/learning-solutions/images/wlr21/pdf/LinkedIn-Learning\\_Workplace-Learning-Report-2021-EN-1.pdf](https://learning.linkedin.com/content/dam/me/business/en-us/amp/learning-solutions/images/wlr21/pdf/LinkedIn-Learning_Workplace-Learning-Report-2021-EN-1.pdf)

# Appendix

## Module Data, Trends, and Descriptions

### Review and Modify Your Hiring Practices

100% of companies have audited their current hiring practices with varying frequencies of re-evaluations. 66% of the companies track established metrics for improving hiring practices.

Hiring can be a way to improve your organization's diversity. Companies should create a plan to ensure consistency between managers in the interview process and conduct regular reviews of the hiring documentation and methodology. For each gap identified, a written plan should be developed that states how the issue will be addressed, when, and by whom to ensure accountability. According to a survey by PwC Consulting, of the 10,000 participants, 49% of job seekers working in high-demand sectors like technology, banking, and energy say they've turned down an offer because of a bad experience during the hiring process.<sup>7</sup> Leaders have the opportunity to attract and retain top talent through their recruiting and hiring process to deliver an experience that job seekers expect.

Finally, hiring practices can benefit from DEI-specific interventions/tools, like Bias Mitigation for Hiring Manager Training and Blind Resume Review. According to Culture Amp, only 18% of companies report using blind resume review or screening practices.<sup>8</sup>

### Host or Attend a Career Fair

50% of companies attended career fairs this past year at minority-serving institutions. The local community and partner organizations were engaged, and 50% reported successful hires from the career fair.

Companies should add minority-serving institutions and historically women's colleges to the list of institutions they attend and/or hosts career fairs at. They should also evaluate other institutions which may not qualify as MSIs but have diverse student bodies or broader career fairs that involve more institutions and non-profits with diverse candidate pools. Doing this will allow for a wider recruitment pool, supporting diverse hiring strategies.

### Review and Modify Retention Practices

100% of companies have audited their current retention practices quarterly, with tracked established metrics for improving retention practices. This tracked data is essential as all major retention actions and program decisions are made with data. Collecting data should include periodically surveying your diverse new hires and employees to identify their issues and what is working.

To understand employee retention, it's essential to know why people consider leaving their jobs. A 2020 study by Work Institute found that some 75% of employee turnover was preventable. According to the latest Job Opening and Labor Turnover Survey data from the Bureau of Labor Statistics, between September 2021 and January 2022, the industries with the highest employee turnover rates in the U.S. include Construction, Manufacturing, Wholesale Trade, Retail Trade, Transportation, Warehousing, and Utilities, Professional and Business Services, Healthcare and Social Assistance, Accommodation, and Food Services.<sup>9</sup>

### Review and Modify Your Recruitment Practices

100% of companies reported recruiting from minority-serving institutions and focusing recruitment efforts on other diversity-focused sources.

50% of companies indicated they work directly with career offices and professors at minority-serving institutions.

Evaluating current recruitment practices and expanding to MSIs will allow for a wider recruitment pool, supporting diverse hiring strategies. Companies should give each candidate a consistent experience, even those not offered a position. According to a survey by PwC Consulting, of the 10,000 participants, 56% say they'd discourage others from applying due to bad recruiting.<sup>10</sup>

<sup>7</sup><https://www.pwc.com/us/en/services/consulting/business-transformation/library/hr-recruiting.html>

<sup>8</sup><https://fitzsmallbusiness.com/recruiting-statistics/>

<sup>9</sup><https://peoplemanagingpeople.com/articles/employee-retention-statistics/>

# Appendix

## Module Data, Trends, and Descriptions

### Supporting Organizations that Serve Diverse Communities and CSR

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100% of the companies that completed this module indicated that they support community organizations that serve diverse communities regularly through various means (financial, in-kind support, etc.)

Companies need to consider ways to engage and partner with organizations beyond monetary donations (e.g., Staff days of service, local outreach, etc.). Measures for the success of these investments and support should also be tracked.

Organizations should develop clear goals supporting community projects and agencies, ensuring they align with the company's mission and values. Rather than adopting an unstructured and scattered approach, organizations should consider directing their energy and resources to a well-planned engagement that suits the interests and goals of the organization.

### Cultural Assessment/ Inclusion Audit

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100% of companies completing this module have performed a cultural audit or inclusion assessment.

66% of those companies engaged non-leadership team members in the survey/assessment development process, and 66% segmented the results of the assessments by key demographic information to identify disparities.

A cultural audit (or cultural assessment) involves examining an organization's cultural characteristics (such as its assumptions, norms, values, relationships, leadership style, communication practices, recruitment and evaluation practices, and measurements) to determine whether they hinder or support its purpose. A cultural audit will help you assess where your organization is and whether workplace culture supports your overall business goals.

Companies should consider intersectionality (i.e., respondents identifying as Black and Women) to determine if particular populations face more significant barriers or have access to more opportunities than others.

### Leave, Sabbaticals and Time Off

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100% of companies offer time off. The industry standard appears to be expected that time off is provided, regardless of company size.

### Establish Committee, Recurring Forum, or Other Communication Mechanisms

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100% of companies have an established frequency or cadence for their communication, considering different communication styles and preferences.

According to a survey of 1,000 adults across the United States, 56% said they would be more likely to work for an organization promoting DEIJ.<sup>11</sup> Companies should establish a main communication forum or mechanism (i.e., Newsletters, regular emails) to provide updates from each group. Within your DEIJ-cognizant culture, committees, recurring forums, and better communication can help lead to the open, honest, and transparent workplace that organizations have been striving for.

### Strategic Planning, Setting Measurable Goals

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100% of the companies have a written diversity and inclusion plan, and 75% of companies have established Key Performance Indicators (KPIs), objectives, and key results (OKRs).

According to hr.research Institute's Future of Diversity, Equity and Inclusion 2021 report, 57% of companies integrate DEIJ into their business strategies.<sup>12</sup> A strategic plan can help an organization make the most of its diversity by creating an inclusive and equitable workplace culture. DEIJ strategic planning needs goals that are meaningful and concrete. Vague goals such as "be more inclusive" or "consider equity in our work" means nothing without some quantitative goal attached. "Complete three diversity training annually" or "establish a diversity council within the quarter" are more realistic goals that will yield better results.

<sup>11</sup><https://www.icims.com/blog/new-data-on-dei-at-work/>

<sup>12</sup>[https://nationalwellness.org/wp-content/uploads/2021/04/The\\_Future\\_of\\_Diversity\\_Equity\\_and\\_Inclusion\\_2021\\_ResearchReport\\_hrdocom\\_AllSponsors\\_FINAL2.pdf](https://nationalwellness.org/wp-content/uploads/2021/04/The_Future_of_Diversity_Equity_and_Inclusion_2021_ResearchReport_hrdocom_AllSponsors_FINAL2.pdf)

# Appendix

## Creating an Inclusive Workplace Environment

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100% of companies assess employee perceptions of inclusion within the workplace.

An inclusive workplace does not just benefit the employee but the organization too. Glassdoor's 2020 Diversity Hiring Survey found that for 76% of job seekers, inclusion and diversity are essential considerations when deciding where to work. Creating an inclusive workplace is vital in attracting and retaining 100% of companies measure the cognitive diversity of employees through surveys, assessments, etc., and 100% discuss the benefits of cognitive diversity with staff.

"Cognitive diversity" in the workplace refers to the variety of ways your employees think and solve problems. HR professionals may also use the term to refer to different work styles, learning styles, personality styles, perspectives, backgrounds, or even cognitive levels within the workforce (for some employers, this includes recruiting employees with autism or Down Syndrome). Although it isn't a physical attribute that can be seen, it is a diversity dimension that can greatly impact an organization's success.

## Cognitive Diversity

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## Additional Modules

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### Educate Your Local Community

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SEIA is dedicated to ensuring that all solar industry members are engaging in consumer-friendly business practices and fostering a transparent and easy-to-understand approach to going solar. DEIJ strategy and learning do not have to stop at the workplace. Involving the community around you in knowledge-building can better support your mission and organization and inspire change in the community.

## Review and Modify Promotion Practices

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To retain high-achieving employees and maintain a competitive staff, employee rewards such as promotions will be necessary for your organization. Promotions can also be a way to set a standard for equality in your workplace. Achievers Workforce Institute's 2021 Engagement and Retention Report found that the top reasons employees stay in their current job include work-life balance (23%), recognition (21%), compensation (19%), and satisfactory working relationship with their manager (19%).

Creating or increasing the diverse promotion pipeline in your company by having a well-defined promotion path and a pipeline of promotion-eligible candidates will ensure that diverse candidates are not being dismissed from the promotion decisions. Black employees hired through referrals are just as likely to get promotions as White employees hired without a referral.

## End of Cycle Considerations/ PV Recycling

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Sustainability is often defined as the intersection between the "Three E's": equity, environment, and economy. Black, Indigenous, people of color (BIPOC), and low-socioeconomic status communities are disproportionately impacted by climate change and environmental harm. Recycling programs will help to ensure that clean energy solutions are a sustainable component of the energy economy for future generations.

## Receiving and Implementing Community Feedback

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Engaging your community in feedback is a critical data point in system change. However, the voices of diverse community members are often not leveraged or involved. It is usually the same voices and messages, while those who are not connected and marginalized are not heard in community-level decision-making processes. Surveys and feedback loops are just a few mechanisms that can be used to implement to ensure all voices are engaged, heard, and taken into account. Leveraging data from feedback can be utilized to implement actionable steps for community leaders to drive inclusive change that benefits all members of a community.