

People, Planet & Profits: An Action Plan for an Inclusive Energy Future

October 22nd



www.seia.org



About SEIA

Building a strong solar industry to power America



Federal, State &
Local Policy



Climate &
Equity



Managing
Growth



Trade, Technology
& Manufacturing

DEIJ Leadership Council

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.



Certified Companies

Platinum

- RES Group
- SEIA



Gold

- Encore Renewable Energy
- One Energy Renewables
- Ranger Power



Today's Presenters



Erika Symmonds
VP of Equity & Workforce
Development, SEIA



Chris Nichols
Executive Director,
Renewables Forward



Dani Wolland
Director of Learning &
Development, TSG

DEIJ Certification Program



DEIJ Certification Course Topics



Mentorship in the Workplace



Effective Onboarding Programs



Disability Inclusion



Supporting Military Veterans



Career Pathways



And much more...

Supplier Database

- 900+ diverse suppliers are currently in the database
- Networking events
- Types of businesses represented:
 - Minority-owned (Black/African American, Indigenous/Alaska Native, Latino/Hispanic, Asian, Native Hawaiian/Pacific Islander, Other)
 - Disabled Person(s)
 - Service-Disabled Veteran(s)
 - Veteran(s)
 - LGBTQ+(s)
 - Woman/Women
- SEIA also recognizes the following business types in this database:
 - Small Business
 - Small Disadvantaged Business
 - Historically Underutilized Business (HUB)

RE

RENEWABLES FORWARD

A Diversity, Equity & Inclusion Initiative

In Partnership with



Solar Energy
Industries
Association®



People, Planet & Pathway Forward

New Action Materials to Help Grow your
Diversity, Equity and Inclusion
For Workforce and Business Success

SEIA, DEIA Committee, Oct. 22, 2024



We Share the Future

Challenges

- Finding Skilled Solar & Storage professionals
- Retaining great colleagues in a competitive market
- Growing solar sustainably, profitably



We need diverse professionals at every level for success, perspective, innovation



Benefits of Inclusive Culture

Organizations with inclusive cultures are:



2x

as likely to meet or exceed financial targets



3x

as likely to be high-performing



6x

more likely to be innovative and agile



8x

more likely to achieve better business outcomes

- Companies with greater gender and ethnic diversity enjoy more profitable operations – a 30% higher ROE for many.¹
- More attractive to younger workers (Gen Alpha) who value organizational mission and work-life balance

¹ “DEI: High Cost of Slow Progress,” Bank of America Institute, April 12, 2022. <https://institute.bankofamerica.com/content/dam/bank-of-america-institute/sustainability/dei-high-cost-of-slow-progress-april-2022.pdf>



What Challenges do YOU face?

“We don’t know anybody.... “

“We’ve always done it this way.... “

“We don’t have time to do all this relationship stuff...”

“I can’t find anyone who will work for the salary we offer...”

“Isn’t that what HR does?....”

Renewables Forward leads SEIA, NHA, ACP, CEBA and ACORE to

- Define diversity measures, community engagement, leadership for DEI
- Provide guidance, tools and resources to easily take action
- Unify the clean energy industry as champions for a just energy transition

The *Pathway Forward* framework

- Establishes clear Diversity guidelines *for all clean energy industries*
- Flexible. Supports action for all company sizes, DEI maturity levels
- Developed with cross-industry Working Group and consultants





Pathway Forward Framework Overview

The Pathway Forward Framework includes the following:

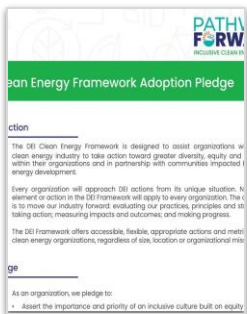
- CEO Pledge Commitment
- DEI Framework: *Pathway Forward Action Guide*
- Adoption Guide (resource for partner organizations)
- Resource Library
- Self-Assessment
- Self-Assessment Completion Report
- Annual Measurement Survey



Pledging to take action means creating the inclusive prosperity and vibrant social systems we seek.



Pathway Forward Framework Components



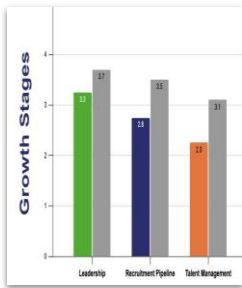
Pledge Statement
Online Form



Resource Library
Online



DEI Framework & Action Guide
PDF on Website



Annual Survey & Benchmark Report
Online Survey

Instructions	Existing	Develop	Implement	Operational	Transform
Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recruitment Pipeline	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talent Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Self-Assessment
Online | PDF | Excel

Completion Report

Name: _____ Your Organization: _____
 Email: _____ Phone Number: _____

1. Has your organization completed the Pathway Forward Self-Assessment?
 Yes
 No
 In Progress

2. Update Self-Assessment to complete the following. Please indicate your organization's current growth stage for each row:

Framework Layer	Current Growth Stage
Leadership	Existing < Develop < Implement < Operational < Transform
Recruitment Pipeline	Existing < Develop < Implement < Operational < Transform
Talent Management	Existing < Develop < Implement < Operational < Transform

Completion Report
Online Form



Step #1: Sign the Pledge

I. — Review Adoption Pledge, C-Suite Leader Signs

Part One: Pledge (must do) As an organization, we pledge to:

- **Assert** the importance and priority of an inclusive culture built on equity **through intentional, transparent organizational actions**
- **Evaluate our internal company DEI maturity** using the tools of the DEI Clean Energy Framework or our own framework as appropriate
- **Measure** our organization's progress in creating and maintaining an inclusive culture regularly, **reporting results** to our Board and employees

Part Two: Strive (Good to do) As an organization, we will strive to:

- **Share** best-known diversity, equity and inclusion programs and initiatives throughout our organization and with industry peers as appropriate to educate our management, Board of Directors, stakeholders and employees
- **Champion** the elements of DEI culture by providing safe environments for open dialogue on complex issues of race, gender, ethnicity, power and social structures. We will work to adjust organizational policies and actions based on insights from these dialogues
- **Invest resources to strengthen DEI areas** that align with organizational needs analysis, for example, in training, community engagement practices, or Board recruitment
- **Encourage our leadership to set metrics for DEI progress** as a performance measurement for senior managers and our leadership team



Step #2: Self-Assessment

2. Complete Self-Assessment



The DEI Framework offers accessible, flexible, appropriate actions and metrics for all clean energy organizations, regardless of size, location or organizational mission. The objective is to move our industry forward: evaluating our practices, principles and structures; taking action; measuring impacts and outcomes; and making progress. Every organization will approach DEI actions from its unique situation. Not every element or action in the DEI Framework will apply to every organization.



PATHWAY FORWARD Organizational Self-Assessment Tool

PATHWAY FORWARD TO CLEAN ENERGY FUTURE

Instructions: Once your organization has completed the self-assessment for each element, use this tool to calculate your overall level growth stage.

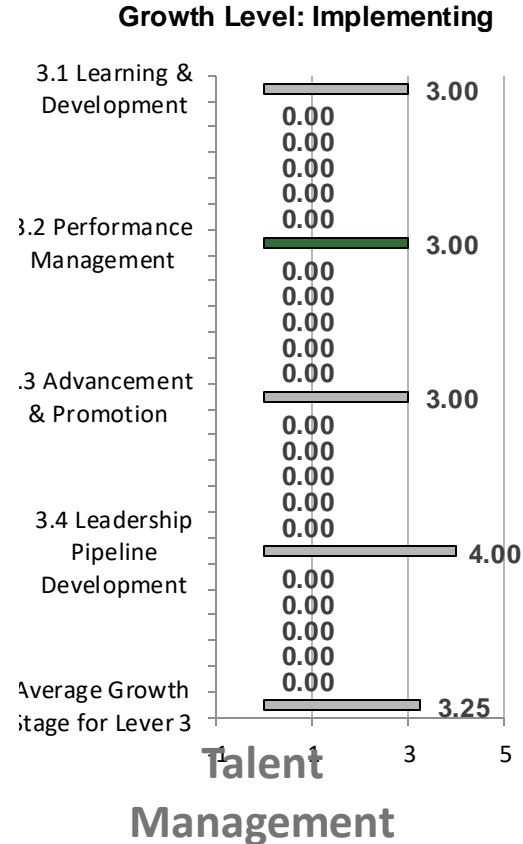
Overall Growth Stage: 2 - Developing

	1: Explore	2: Develop	3: Implement	4: Operationalize	5: Transform
LEADERSHIP					
L1 Prepare Leaders	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L2 DEI Structure & Resources	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L3 Communication & Change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L4 Champion DEI Practices	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Level Growth Stage					
RECRUITMENT PIPELINE					
R1 Hiring Process	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R2 Onboarding	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R3 Employment Practices	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R4 Employer Value Proposition	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Level Growth Stage					
TALENT MANAGEMENT					
T1 Learning & Development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
T2 Performance Management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
T3 Advancement & Promotion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
T4 Leadership in Skills Development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Level Growth Stage					
INCLUSIVE CULTURE					
I1 Cultural Norms	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I2 DEI Competency Education	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I3 Conflict Management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I4 Feedback Processes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Level Growth Stage					
COMMUNITY ENGAGEMENT					
C1 Community Understanding	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C2 Community Informed Approach	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C3 Trust Building	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C4 Outreach Strategy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Level Growth Stage					
MEASUREMENT					
M1 Essential Metrics	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M2 Data Collection	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M3 Accountability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M4 Data-Informed Strategy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Level Growth Stage					



Growth Stages: Self-Assessment

Growth Stages	
1 - 1.9	Explore
2 - 2.9	Develop
3 - 3.9	Implement
4-4.9	Operationalize
5	Transform





Step #3: Plan for Action

3. Identify 1-3 Priority Areas. Make a Plan.

- Once your organization has identified priority areas, choose 1-3 Actions that will increase your company's DEI maturity over the next year. Write down your objectives.
- Access the DEI Resource library for ideas. The online Library is searchable, and contains suggested action steps, member case studies, tools, and examples to provide guidance and expedite the work.



PATHWAY FORWARD Organizational Self-Assessment Tool

Instructions: Once your organization has completed the self-assessment for each element, use the tool to calculate your overall score/growth stage.

	Explore	Develop	Implement	Optimization	Transform
LEADERSHIP					
L1 Highest Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
L2 Mid Leadership & Influence	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L3 Communication & Change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L4 Champion All Change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Leader Growth Stage: <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5					
EMPLOYMENT PRACTICES					
E1 Job Org. Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E2 Compensation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E3 Employee Value Proposition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Employment Growth Stage: <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5					
Talent Management					
T1 Learning & Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
T2 Performance Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
T3 Advancement & Promotions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
T4 Leadership Pipeline Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Talent Growth Stage: <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5					
INCLUSIVE CULTURE					
I1 Inclusion & Equity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I2 DEI Competency & Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
I3 DEI DEI Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I4 Feedback Mechanism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Inclusive Culture Growth Stage: <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5					
COMMUNITY ENGAGEMENT					
C1 Community Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C2 Culture & Information Access	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C3 Story Building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
C4 Network Expansion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Community Growth Stage: <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5					
RESOURCES					
R1 Budget Allocation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R2 Data Collection	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R3 Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R4 Executive Sponsorship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Resource Growth Stage: <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5					

ACTION PLAN

PATHWAY FORWARD TO CLEAN ENERGY FOR ALL

Priority Area:	Current Organization Stage	Aspirational Organization Stage
Prepare Leaders	2	3

Equity Building Actions for Prepare Leaders

- Define leadership competencies for DEI.
- Educate leaders to enable increased proficiency in defined competencies, for example, working effectively across differences in identity, culture, or approach.
- Hold leaders accountable for advancing diversity, equity and inclusion.

Organizational Action Plan for Prepare Leaders

In the below box, copy and paste the action steps from your current stage to your organizations aspirational stage for this element. Action steps can be found in the Resource Library.

- Integrate competencies into job descriptions and performance evaluations.
- Communicate and educate leaders on how to demonstrate DEI competencies.
- Integrate a DEI champion award for outstanding leaders who embody



Pathway Forward Resource Library

- Searchable, filterable
- Will continue to grow over time
- Correlated to the six DEI Levers

<https://renewablesforward.org/pathway-forward-library>



Step #4: Measure and Report Progress

1. Completion Survey – how RF and Partners track Adoption by organization (no data shared)

<https://renewablesforward.org/self-assessment>

2. Measurement Survey – for YOU and YOUR organization

<https://renewablesforward.org/annual-survey-2>

- *Measures progress against the Action Plan and objectives you designed*
- *To be completed 9-12 months after Action Plan begins – checks your progress*
- *Results to be shared with your Leadership, Board of Directors, and work colleagues (internal) – as part of the Adoption Pledge (accountability)*



Let's Try it!

Begin Adoption of the DEI Pathway Forward with 4 Steps:



1. Review the **Pledge**: <https://renewablesforward.org/adoption-pledge-form>
2. **Download** the [Excel version of the Self Assessment](#) - Fill it out
3. **Develop an Action Plan** (last tab of the Self-Assessment)
4. Submit a **Completion Survey**: <https://renewablesforward.org/self-assessment>

Technical issues?

Contact Alexandra@RenewablesForward.org



DEI Pathway – Access the Tools

DEI Pathway Forward:
<https://bit.ly/4d6Ee6a>



SCAN ME



DEI Pathway Forward - Discussion

- Self-Assessment: Individual or group completion
- Pledge to Action: Who in your organization would be willing to...
 - Sign the pledge? C-suite Leadership
 - Model Inclusive Culture behaviors, over time
- Action over time:
 - Design 1-3 Actions to start
 - Bring in colleagues to help and support Actions
 - Inform & partner with Leadership on incremental progress: regular pulse surveys, ERGs, part of every management meeting, embed in Performance Reviews



RENEWABLES FORWARD

A Diversity, Equity & Inclusion Initiative

In Partnership with



THANK YOU

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