PATHWAY
FORWARD
INCLUSIVE CLEAN ENERGY FUTURE

Lever Four:
INCLUSIVE CULTURE

Ideally, all human institutions would be inclusive - conferring dignity, value, and safety to all. But humans can be inconsistent creatures, cycling between division and unity.

To build or maintain an inclusive workplace culture with unity of purpose requires intention and ongoing commitment, nurturing, and action. The rewards of inclusive cultures, at work and in our communities, are great. The Pathway Forward framework offers many approaches to guide your journey toward inclusiveness.

Lever Four:
INCLUSIVE CULTURE

Creating an inclusive culture describes the ways that an organization intentionally develops a workplace environment where every individual, regardless of their background, identity, or differences, feels safe, valued, and respected.

Equity Commitment

We foster physically and psychologically safe environments and actively cultivate workplace cultures that leverage and value the diversity of skills and unique experiences each person contributes.

Elements of Inclusive Culture:

4.1 Process & Policy:
Ensures organizational processes and policies are inclusive to all team members and meets the needs of underrepresented groups through programs like affinity or employee resource groups.

4.2 DEI Competency Education:
The development and integration of inclusive competencies across all employee levels that defines what inclusive behaviors are and provides formal and informal educational opportunities to increase employee's skills in engaging across differences.

4.3 Conflict Management:
Develops processes or tools to educate all employees about identity-related conflict and microaggressions - beyond legal discrimination investigations - to mitigate and manage conflict, and to support employees who experience bias in the workplace.

4.4 Feedback Processes:
The development of feedback channels between different organization levels to continuously understand, validate and improve employee experience.

What to Measure

- Retention
- Employee Satisfaction
- Participation in ERG, (and other inclusive programs)
- Tracking Formal Complaint & Grievances (Internal)
- Tracking Formal Complaint & Grievances (Customer, Community)

PATHWAY FORWARD
INCLUSIVE CLEAN ENERGY FUTURE

4.1 Process & Policy:

Ensures organizational processes and policies are inclusive to all team members and meets the needs of underrepresented groups through programs like affinity or employee resource groups.

The growth stages are a tool to help you assess your organization. Read the descriptions and identify which stage sounds most like your organization. The full self-assessment tool can be found [here](#).

Equity Building Actions

☐ Conduct a review of the organization's policies to identify any adverse impact as well as opportunities to clarify or strengthen inclusion and belonging.

☐ Ensure that the workplace is physically and digitally accessible to all employees.

☐ Provide benefits, accommodations, and wellness programs that are inclusive of the unique needs of all employees.

Growth Stages - Assess Your Organization
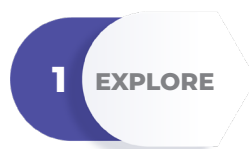
1 EXPLORE
Organizations **explore** benchmarks to understand how to incorporate inclusion and equity in organizational processes and policies. ☐

2 DEVELOP
Organizations review current state to identify growth opportunities, and **develop** action plans to better incorporate inclusion and equity in organizational processes and policies. ☐

3 IMPLEMENT
Organizations **implement** actions and collect data to determine additional programs or processes necessary to meet the needs of underrepresented groups. ☐

4 OPERATIONALIZE
Organizations **operationalize** an equity lens to ensure process and policy decisions prioritize equity and lead to inclusive outcomes for all employees; employee support programs are strategically aligned with key systems. ☐

5 TRANSFORM
Employee support programs are sustainable, advocate for needs of underrepresented groups and advance business goals; data is **continually collected** to measure and communicate impact. ☐

PATHWAY FORWARD
INCLUSIVE CLEAN ENERGY FUTURE

4.2 DEI Competency Education:

Develops and integrates inclusive competencies across all employee levels that define what inclusive behaviors are and provides formal and informal educational opportunities to increase employee's skills in engaging across differences.

Equity Building Actions

☐ Focus DEI education on building foundational knowledge and skills, such as engaging in respectful dialogue around challenging topics and understanding lived experiences of underrepresented groups.

☐ Ensure that leaders and teams understand the microaggressions that underrepresented groups face, so that teams can address and respond appropriately to reduce any harm.

☐ Train employees on expected behaviors and actions associated with DEI competencies.

Growth Stages - Assess Your Organization
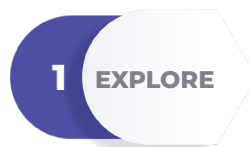
1 EXPLORE — Organizations **explore** best practices for growing employee knowledge and skills to engage in inclusive behaviors. ☐

2 DEVELOP — Organizations **develop** inclusion competencies for employees and identify strategies for adoption, including formal and informal educational opportunities. ☐

3 IMPLEMENT — Organizations **implement** adoption strategies and identify metrics to begin to measure participation, success, and impact. ☐

4 OPERATIONALIZE — Organizations **operationalize** inclusive competencies into key processes, such as job descriptions, to foster accountability. ☐

5 TRANSFORM — Organizations **continually** collect data and report out participation and impact data to increase transparency and use this data to inform future strategy or approach. ☐

PATHWAY FORWARD
INCLUSIVE CLEAN ENERGY FUTURE

4.3 Conflict Management:

Develops processes or tools to educate all employees about identity-related conflict and microaggressions - beyond legal discrimination investigations - to mitigate and manage conflict, and to support employees who experience bias in the workplace.

Equity Building Actions

- [ ] Communicate clear expectations for building trust, dealing with conflict, and addressing harms.

- [ ] Foster psychological safety for employees, especially underrepresented employees, to speak up about identity based harms they have experienced or witnessed. Develop strategies for conflict where there are disproportionate power dynamics.

- [ ] Monitor the process for addressing conflicts that do not rise to the level of harassment or formal grievances.

Growth Stages - Assess Your Organization
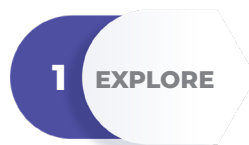
1 EXPLORE

Organizations **explore** benchmark approaches for addressing harm, especially identity based, that leads to positive or equitable outcomes for all employees.

2 DEVELOP

Organizations review current approaches and **develop** tools, processes, or education to foster employee skill and psychological safety in managing conflict, especially identity based conflict, in the workplace.

3 IMPLEMENT

Organizations **implement** actions that foster psychological safety in managing workplace conflict and collect data to measure employee experience with identity-related harms.

4 OPERATIONALIZE

Organizations **operationalize** competencies for conscious conflict within inclusive leadership or employee competencies to foster accountability.

5 TRANSFORM

Organization culture **empowers** employees to engage in conflict in a way that strengthens the community and continues to measure employee experience with identity-related harms to inform future tool, process, or education development.

PATHWAY FORWARD
INCLUSIVE CLEAN ENERGY FUTURE

4.4 Feedback Processes:

Develops feedback channels between different organizational levels to continuously understand, validate and improve employee experience.

Equity Building Actions

- [ ] Provide opportunities for employees and stakeholders to provide feedback through a variety of channels, both formal and informal, that accommodate employee communication preferences and accessibility needs.

- [ ] Follow up on employee or stakeholder feedback to build and maintain trust.

- [ ] When possible, communicate the outcome or action taken on feedback.

Growth Stages - Assess Your Organization

1 EXPLORE
Organizations **explore** benchmarks to guide the development of communication and feedback channels to strengthen understanding of employee experience.

2 DEVELOP
Organizations **develop** plans for formal and informal feedback channels, such as surveys or town halls, to understand employee experience.

3 IMPLEMENT
Organizations **implement** feedback channels and identify strategies for responding to raised concerns in order to foster trust through transparency and accountability.
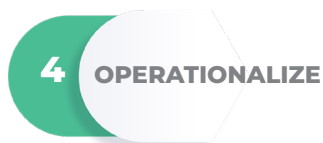
4 OPERATIONALIZE
Organizations **operationalize** feedback channels into formal and informal cultural practices (i.e staff meetings, direct-report meetings).

5 TRANSFORM
Organizations **continually** offer formal and informal feedback opportunities for employees and provide progress towards identified challenges or concerns.

PATHWAY FORWARD
INCLUSIVE CLEAN ENERGY FUTURE

PATHWAY FORWARD
INCLUSIVE CLEAN ENERGY FUTURE

Pathway Forward
to Clean Energy for All

A DEI Framework for the Clean Energy Industry

renewablesforward.org