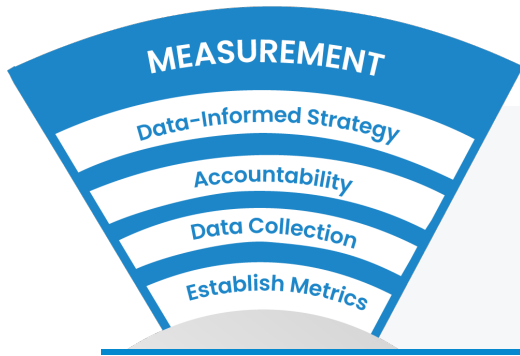




Lever Six: **MEASUREMENT**

We measure what we value. How, when, and what we measure can drive action for increased equity. Simultaneously, measurement informs business alignment and increases value through resilience, sustainability, innovation, and profitability. The Pathway Forward framework suggests several modalities for measuring outcomes across equity and diversity. Regularly collecting and using the information from quantitative and qualitative data to inform decisions and reporting outcomes transparently are two ends of the measurement spectrum. Giving weight to information gathered from slower, rich processes such as community engagement also enters a measurement imperative, especially for DEI progress.



Lever Six: MEASUREMENT

Measurement involves collecting, tracking and analyzing data to deepen understanding of the experiences of employees and stakeholders to better inform decision making, action plans, and strategy.

Equity Commitment

We routinely measure key business systems to identify and address potential disparities in order to increase equitable outcomes.

Elements of Measurement:

6.1 Establish Metrics:

Identifies and develops key metrics for regular measurement; determines levels of transparency for sharing data internally and externally.

6.2 Data Collection:

Develops processes for collecting and analyzing data in a way that reflects the understanding of underrepresented groups to identify any areas where disparities exist.

6.3 Accountability:

Establish accountability for data outcomes to foster trust with surveyed groups giving consideration to consistency and transparency.

6.4 Data-Informed Strategy:

Use data to drive change that improves organizational sustainability through equitable business practices.

What to Measure

- Equity Analysis (that changes over time for progressive DEI progress)

6.1 Establish Metrics:

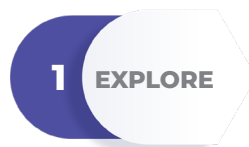
Identifies and develops key metrics for regular measurement; determines levels of transparency for sharing data internally and externally.

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

- Determine what to measure and identify data collection methods. For example, workforce demographics, leadership representation, pay equity, employee satisfaction, advancement and retention, and supply chain spend.
- Establish a baseline for representation across the organization to determine which identities are underrepresented overall and within specific departments, business functions, and leadership roles.
- Disaggregate metrics by identity groups to allow for deeper analysis. Consider genders, race and ethnicity groups, departments, roles, military status, age, or socio-economic backgrounds.

Growth Stages - Assess Your Organization



Organizations **explore** benchmarks to understand what metrics should be used for collecting data on inclusion.



Organizations **develop** strategies for soliciting broad stakeholder input in identifying metrics for collecting data on inclusion.



Organizations determine key metrics for collecting data on inclusion and begin to **implement** communication processes to inform employees and stakeholders about data collection strategy.



Organizations **operationalize** key metrics with strategic organizational processes, business goals, and objectives.



Organizations **continually** update or revise metrics based on business needs and leaders regularly share findings internally and external to foster transparency.

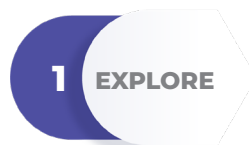
6.2 Data Collection:

Develops processes for collecting and analyzing data in a way that reflects the understanding of underrepresented groups to identify any areas where disparities exist.

Equity Building Actions

- Determine a cadence to routinely measure key indicators such as workforce demographics, leadership representation, pay equity, employee engagement and satisfaction, recruitment, advancement and retention, and supply chain spend.
- Review quantitative and qualitative data collection methods to ensure that all employees can access and feel psychologically safe giving input.
- Structure data collection to allow for disaggregation of underrepresented groups during analysis.

Growth Stages - Assess Your Organization



Organizations **explore** benchmarks to guide the process of collecting data to better understand the experiences of underrepresented groups.



Organizations identify underrepresented groups and **develop** data collection processes and outreach strategies to gather employee voice.



Organizations **implement** data collection processes and disaggregate data by underrepresented groups to begin to identify areas where disparities exist.



Data collection is **operationalized** into organizational decision making or processes and leaders act to address identified disparities.



Organization leaders adeptly utilize various data gathering tools to solicit broad participation from employees, analyze to identify structural disparities and **act on findings** to foster inclusion in decision making.

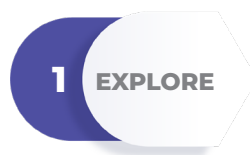
6.3 Accountability:

Establishes accountability for data outcomes to foster trust with surveyed groups giving consideration to consistency and transparency.

Equity Building Actions

- Develop a DEI data dashboard or add DEI metrics to existing organizational dashboards.
- Consider how and when data is shared to report progress, clarify approach, and promote transparency.
- Train people leaders of all levels to interpret DEI metrics related to their direct reports and functional areas. Create opportunities for leaders to understand results, how they connect to overall performance, and discuss the means to improve metrics.

Growth Stages - Assess Your Organization



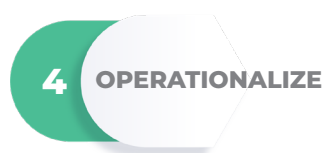
Organizations **explore** benchmarks to understand practices for increasing accountability with regard to data collection.



Organizations **determine** appropriate tools (i.e data dashboard), plans, or processes that can be used when collecting data to foster trust with surveyed groups.



When **implementing** data collection processes or surveying communities, organizations proactively communicate reporting tools, plans, or processes in order to increase transparency.



Organizations follow through on communicated reporting plans and **operationalize** resulting actions into key systems or structures.



Organizational leaders adeptly utilize various data reporting tools and communication strategies to **foster trust** across employee levels.

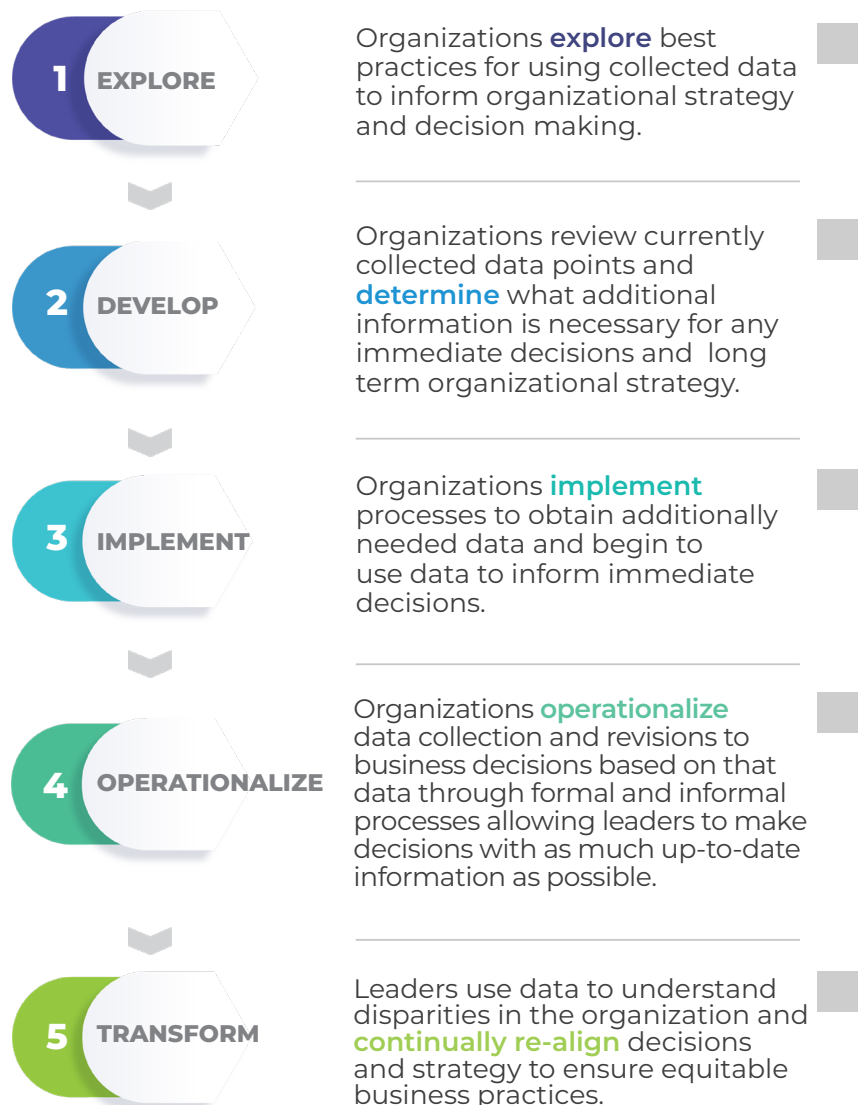
6.4 Data-Informed Strategy:

Uses data to drive change that improves organizational sustainability through equitable business practices.

Equity Building Actions

- Analyze and understand the collected organization data, disaggregated by underrepresented groups.
- Consider key knowledge and insights gained from data collection as a crucial input to business intelligence.
- Apply insights from data to all areas of planning, decision-making, strategy and process improvement.

Growth Stages - Assess Your Organization





Pathway Forward to Clean Energy for All

A DEI Framework for the Clean Energy Industry

renewablesforward.org