



PATHWAY
FORWARD
INCLUSIVE CLEAN ENERGY FUTURE

A DEI Framework for the
Clean Energy Industry

Coordinated by



RENEWABLES FORWARD

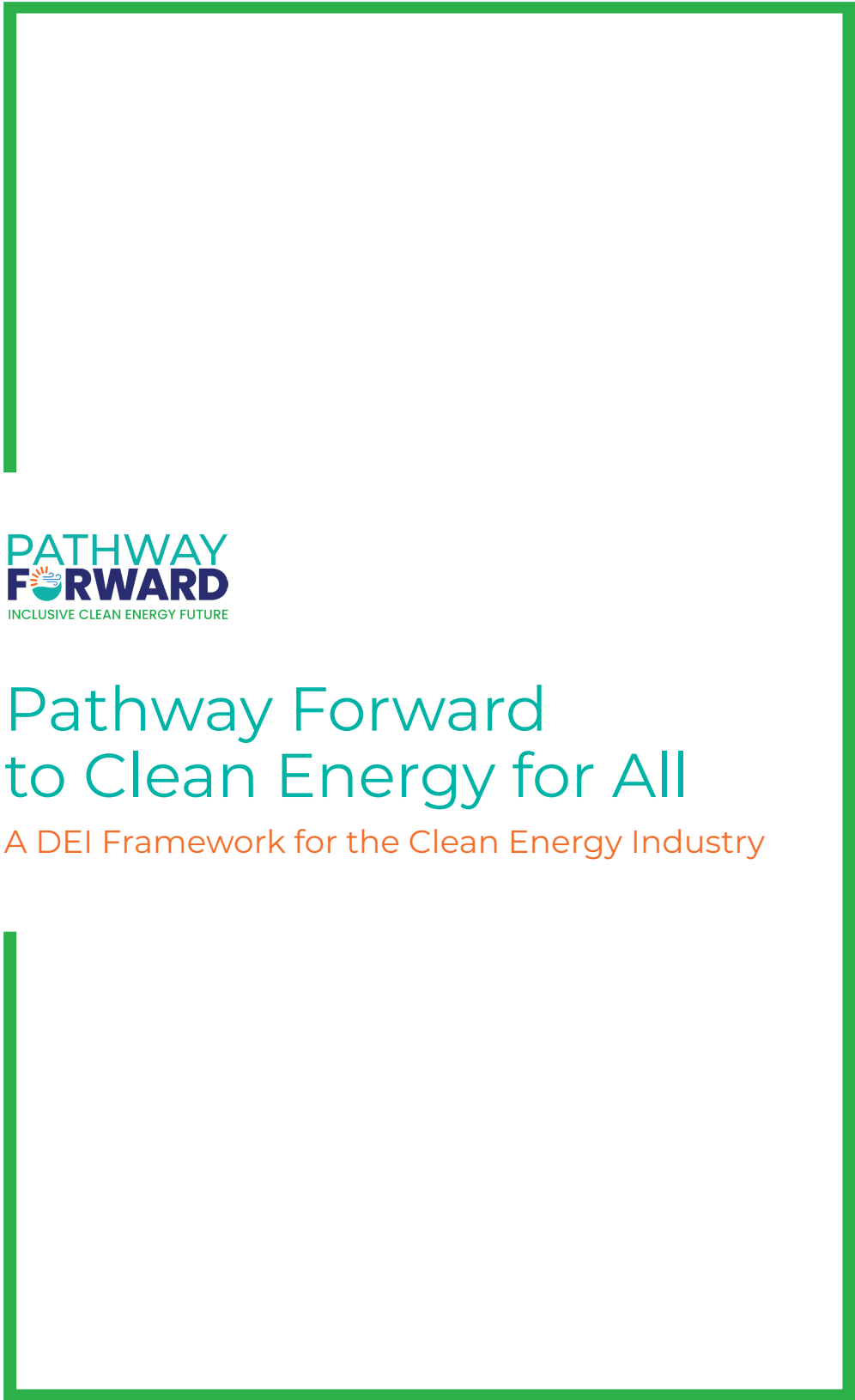
A Diversity, Equity & Inclusion Initiative

The Pathway Forward Work Group partnered with the consulting firm Culture Shift Team Inc. to provide their expertise in collaboratively developing and designing the Pathway Forward framework.



cultureshiftteam.com

May 2024



Pathway Forward to Clean Energy for All

A DEI Framework for the Clean Energy Industry

In Partnership with



Table of Contents



5	Executive Summary	29	Lever Four: Inclusive Culture
8	How to Use the Framework	30	Lever Overview
9	Pathway Forward Framework	31	Element 4.1 Process & Policy
10	Pathway Forward Growth Stages	32	Element 4.2 DEI Competency Education
11	Lever One: Leadership	33	Element 4.3 Conflict Management
12	Lever Overview	34	Element 4.4 Feedback Processes
13	Element 1.1 Prepare Leaders	35	Lever Five: Community Engagement
14	Element 1.2 DEI Structure & Resource	36	Lever Overview
15	Element 1.3 Communication & Change Mgmt.	37	Element 5.1 Community Understanding
16	Element 1.4 Champion DEI Priorities	38	Element 5.2 Culturally Informed Approach
17	Lever Two: Recruitment Pipeline	39	Element 5.3 Trust Building
18	Lever Overview	40	Element 5.4 Outreach Strategy
19	Element 2.1 Pipeline Development	41	Lever Six: Measurement
20	Element 2.2 Hiring Process	42	Lever Overview
21	Element 2.3 Onboarding	43	Element 6.1 Establish Metrics
22	Element 2.4 Employer Value Proposition	44	Element 6.2 Data Collection
23	Lever Three: Talent Management	45	Element 6.3 Accountability
24	Lever Overview	46	Element 6.4 Data-Informed Strategy
25	Element 3.1 Learning & Development	47	Pathway Forward Organizational Self-Assessment Tool
26	Element 3.2 Performance Management	48	Pathway Forward DEI Working Group Acknowledgements
27	Element 3.3 Advancement & Promotion	50	Pathway Forward Partners Organizations Acknowledgements
28	Element 3.4 Leadership Pipeline Dev.	51	Recommended DEI Consulting Firms
		54	Appendices
			Pathway Forward Pledge
			Self-Assessment Completion Survey



Pathway Forward Framework Executive Summary

To create more diverse, equitable, and inclusive energy workplaces and systems for the communities we serve and impact, Renewables Forward and its partners, the American Clean Power Association, American Council on Renewable Energy, Clean Energy Buyers Association, National Hydropower Association, and the Solar Energy Industries Association are proud to publish the Pathway Forward DEI Framework which includes a pledge statement; a DEI framework and adoption guide; a Resource Library; and a measurement tool.

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

Regardless of where you are on your DEI journey, the clean energy partners of Pathway Forward DEI Framework encourage you to adopt the principles and use the resources, tools, examples, and guidance to join the clean energy transformation.

Background: Climate change is forcing a transition to cleaner sources of energy in the United States and across the globe. This transition can be both economic and social. As we transform from economies dependent on fossil fuels to new systems using clean energy, visionary leaders are embedding DEI in our workplaces. Inclusive workplaces attract and retain the talent that will build sustainable economies. And, engaging in new dialogues that invite equity between companies and the communities where we live, work, and hold assets further expands clean energy's benefits.

Business Case: While clean energy jobs outpaced every other sector in the US in 2023 (and have for much of the last decade) diversity, equity, inclusion and its corollaries – access and belonging – are still lagging in the clean energy industry. We are still growing toward gender and racial parity, creating welcoming cultures and inspiring career pathways that attract human talent based on capacities. The bottom-line benefits of diverse teams are clear, however. Companies with greater gender and ethnic diversity enjoy more profitable operations – a 30% higher ROE for many.

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



Pathway Forward
unites the clean energy
industry as leaders of
inclusive prosperity.
We are committed to
building a thriving future
that benefits all of us. //



Chris Nichols,
Executive Director
Renewables Forward

Introducing the Pathway Forward Framework: The Pathway Forward Framework provides an array of actionable steps for any organization at every stage of cultural maturity. Knowing the most effective DEI behaviors to practice, what actions to take, how and when - regardless of size, location, or sector - can speed the transition to an inclusive workplace.

The Framework is comprehensive. Just as the climate is changing, the nature of work and worker expectations have changed. The Framework offers guidance for measuring many types of human diversity, and then goes beyond simply counting demographics to offer resources for cultural competency, leadership preparation and commitment, resource allocation, community engagement and more.

As a practical working tool, the Framework offers a flexible, accessible and measurable approach to advancing DEI actions for individual companies and our industries. Each organization faces unique challenges in advancing DEI. A company's size, location, service territory, industry characteristics, history, regulatory constraints and stakeholders all impact its ability to take action across a suite of possible opportunities – in training, in recruitment, in Board and leadership composition, and more. The most resilient, sustainable organizations will develop DEI plans that embed all these actions into an integrated whole.

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

- Sign the Pathway Forward pledge, committing your organization to action
- Adopt the Pathway Forward framework and conduct a self-assessment to identify priorities and action steps
- Complete the annual Pathway Forward survey to evaluate your progress

¹2023 US Energy & Employment Jobs Report, US Department of Energy, available from: <https://www.energy.gov/policy/us-energy-employment-jobs-report-useer>

²Ibid, page xviii, Table 2.

³Which Two Heads Are Better Than One? How Diverse Teams Create Breakthrough Ideas and Make Smarter Decisions, Juliet Bourke, Australian Institute of Company Directors, 2016.

⁴“DEI: High Cost of Slow Progress,” Bank of America Institute, April 12, 2022. In this study analyzing financial performance of S&P 500 companies from 2005 through 2020, Bank of America Institute found that companies with gender diversity on their board of directors above the global median of 30% achieved 15% higher return on equity (ROE). Companies that exceeded the median (30%) for women in management positions saw a 30% higher ROE. McKinsey found a 57% likelihood of outperformance on EBIT margin for top-quartile companies by ethnic/cultural diversity. Available from: <https://institute.bankofamerica.com/content/dam/bank-of-america-institute/sustainability/dei-high-cost-of-slow-progress-april-2022.pdf>

⁵“To Make Lasting Progress on DEI, Measure Outcomes,” Lily Zheng, January 27, 2023. Available at: <https://hbr.org/2023/01/to-make-lasting-progress-on-dei-measure-outcomes>



Creating this framework with some of the brightest, most passionate champions in the renewables industry was a joy. The tool we created helps organizations adopt approaches that are good for business and desired by employees. I encourage renewable industry leaders to come together to commit to this Framework to propel the economic transition forward inclusively. //



Theron W. Arrington, LSSBB
Quality Engineer, Services NA
Siemens Gamesa
Renewable Energy

In order to work with the *Framework*, industry stakeholders benefit from a shared set of definitions. A working group of industry representatives has defined important concepts such as “diversity,” “equity,” “inclusion,” and “community” for the Framework.

We also define “community” flexibly, recognizing that a community encompasses place, people, culture and power dynamics – and more. Like DEI, community engagement is a relatively new concept in US economic growth, and a welcome one. Clean energy organizations already lead the way to authentic community engagement, and we can do more by building trust and following guidance from the *Framework*.

Diversity:

Diversity is the presence of differences, both inherent and acquired, in the workplace.

Inclusion:

Inclusion is the practice of building/creating a workplace environment where all have access to equal opportunities and experiences through respectful behaviors and policies that drive individual and organizational thriving.

Equity:

Equity refers to fair treatment for all people, deeply considering structural inequities, so that the norms, practices, and policies in place ensure full access to opportunities and outcomes. An equity emphasis recognizes historic disparity and works to identify and eliminate barriers to full participation for impacted groups.

Community:

Community refers to the people or entities that are directly or indirectly affected by our business activities (including those marginalized groups that are not normally considered)



How to Use the Pathway Forward Framework

The **Pathway Forward Framework Guide** is structured around a DEI maturity model that supports initial assessment, then actions for growth. Organizations may use this model as a guide to determine their own unique path towards change.

1) Start by assessing your organization's DEI maturity across all six Levers. An organization may be very mature in one 'lever' and less mature in others.

2) Determine your organization's objectives for DEI: your resources, your capacity to act, and a timeline with associated milestones. The Stages of DEI Maturity within this Framework Guide provide suggestions for actions and metrics that will help your organization move forward.

3) Use the Measurement Instrument (survey) to check your progress. At least annually, measure your DEI maturity using the survey. Share results with your leadership, Board and employees. Adjust actions to meet your objectives using the data and insight from the Measurement survey.

4) Continue using the online Resource Library for ideas, language, and examples of DEI programming success to inform your organization's progress. The Resource Library will be refreshed and updated regularly with additional information. Links in the Guidance document provide direct support from the Library, which is also searchable independently.

5) The DEI Framework Adoption Toolkit provides communication materials and further instructions for engaging your organization and stakeholders to support DEI progress. Common language and visual elements from the Toolkit unite all organizations that adopt the Framework in a shared vision for diversity, equity and inclusion.

6) Resources in the Framework Guide list consulting firms and experts who can help organizations carefully structure DEI action programs, as desired.

Pathway Forward Framework

The Framework Model is portrayed as a visual tool that illustrates six “levers” of organizational functioning that are most critical to the advancement of DEI within clean energy organizations. Each lever contains four “elements” that highlight actionable areas for internal assessment.



Pathway Forward Growth Stages

Below are general descriptions for five stages of growth and DEI maturity. The growth stages are further defined for each element of all six levers of the Pathway Forward framework in the following pages. The purpose of the growth stages is to help organizations identify the current state, or “we are here,” as well as provide the next level of progression. The desired growth stage will vary for each organization based on business needs, size, location, industry, history, regulatory requirements, and stakeholders as these factors impact the organization’s priorities and ability to take action.



Organizations **explore** best practices and look to industry benchmarks to guide direction and prepare for action.



Organizations **develop** action plans and mobilize necessary people and resources.



Organizations **implement** action plans and begin to collect necessary data for future iterations that inform long-term strategy.



Organizations **operationalize** actions, expectations and accountability by embedding them into systems that meaningfully measure the impact.



Organizations focus on continuously revising long-term strategy and **transform** into benchmarks for the industry.

Lever One: **LEADERSHIP**

Commitment and action toward equity and inclusion from Leadership is the most important element of success in transforming our workplaces into welcoming, safe, productive and innovative organizations.

As a leader, you hold power. Those with power have the ability to define reality for themselves and others - the ability to make and enforce decisions, the ability to set standards for (and model) what is considered appropriate behavior in your organization, and access to resources. Leaders may use that power thoughtfully and intentionally to drive long-term progress for DEI to the benefit of their organizations.

Member Case Study:

Situation: Longroad Energy launched a comprehensive DEI competency education initiative, starting with optional unconscious bias training.

Challenge/Action: Responding to feedback, Longroad made unconscious bias training mandatory, added inclusive leadership training for people leaders and launched a mentoring program. Both trainings are mandatory and company-wide corporate goals.

Outcome: Employee feedback continues to guide educational efforts. Longroad expanded offerings to include lunchtime sessions (Longroad Learns), regular speakers and a mentoring program, driving strong engagement. Employee Resource Groups sponsor individuals to attend professional development events. The introduction of an education reimbursement program further demonstrates Longroad's commitment to fostering diversity, equity, and inclusion.

To read more about this case study, visit the Pathway Forward resource library and click on case studies.



Lever One: **LEADERSHIP**

Leadership sets the vision, communicates organizational direction, mobilizes resources to achieve goals and fosters accountability for increasing the organization’s capacity to advance diversity, equity and inclusion.

Elements of Leadership:

1.1 Prepare Leaders:

Defines and integrates inclusion competencies to set expectations, provide tools and resources for leaders to model inclusive leadership.

1.2 DEI Structure & Resources:

Sets vision, mobilizes people and resources for the development of a functional group that oversees work and ensures long-term sustainability of the organization to advance inclusion.

1.3 Communication & Change Management:

Develops a communication strategy and change management processes to support the transition and foster sustainability and accountability.

1.4 Championing DEI Priorities:

Incorporate inclusion and equity performance metrics into managerial expectations; modeling inclusive leadership throughout the organization, and for its Board and stakeholders.

Equity Commitment

We define performance excellence to include equity of outcomes for all stakeholders, including employees, customers, and communities we serve.

What to Measure

- Leader Representation or Year-Over-Year Increased Growth in Leadership Representation (Diversity Measure, C-Suite, Board)
- Leadership Commitment (From Employee and Community Perspective)
- Budget and Resource Commitment

1.1 Prepare Leaders:

Defines and integrates inclusion competencies to set expectations for leaders. Provide tools and resources for leaders to model inclusive leadership.

Equity Building Actions

- 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.

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 on page 47.

Key Resources from Resource Library

Action Steps
Case Study
Tools & Resources

Growth Stages - Assess Your Organization



Organizations **explore** benchmarks to guide the development of inclusion competencies and leadership expectations.



Organizations **develop** inclusion competencies for organizational leaders and identify strategies for adoption, including skill building opportunities.



Organizations **implement** adoption strategies and create accountability for competencies.



Organizations **operationalize** inclusive competencies into key processes, such as performance management for leaders.



Organizations expand existing DEI leadership competencies and adoption strategies to **all levels** of the organization.

1.2 DEI Structure & Resources:

Sets vision, mobilizes people and resources for the development of the DEI function to oversee and sustain the advancement of inclusion for the organization. The structure and resources dedicated to the function align to fit the needs, size, and capacity of the organization.

Equity Building Actions

- Gather voices from different departments, locations, levels, and demographic identities.
- Set purpose, scope of responsibilities, and level of authority the DEI function has to make or influence decisions.
- Determine the best composition for the governing body, giving consideration to diverse demographic representation.
- Commit budget, staff time, and leadership resources to ensure the DEI function can carry out its assigned responsibilities.

Growth Stages - Assess Your Organization



1.3 Communication & Change Management:

Develop a communication strategy and change management processes to support the transition and foster sustainability and accountability.

Equity Building Actions

- Leaders assess the organization's business case for change as well as current capacity, capabilities and cultural practices that either help or hinder advancement.
- Leaders identify potential barriers, risks, and resistance to change and develop strategies to address them proactively.
- Leaders implement a communication strategy that provides accessible messaging to all stakeholders about the vision and purpose of the DEI function and how it applies to business objectives.
- Create documents to report internally and externally such as annual report and DEI statement.

Growth Stages - Assess Your Organization



1.4 Championing DEI Priorities:

Incorporates inclusion and equity performance metrics into managerial expectations; modeling inclusive leadership throughout the organization, and for its Board and stakeholders.

Equity Building Actions

- Leaders model values and amplify DEI priorities within the organization's networks.
- Leaders empower, recognize and reward DEI champions within the organization.
- Leadership accountability and compensation are tied to equity-based metrics and outcomes of direct reports.

Growth Stages - Assess Your Organization



Lever Two:

RECRUITMENT PIPELINE

Clean energy industries globally are poised for exponential growth. Where will we find the skilled talent needed to support this growth? A competitive labor market and new expectations for flexibility, compensation, benefits, and mobility has eliminated conventional approaches to finding and hiring talent. Smart companies increase their attractiveness to potential job candidates with demonstrable DEI behavior and new investments in building talent pathways: partnerships with training and educational institutions, paid internships, fellowships and experiential education; support for wrap-around services and upskilling; and most importantly, modeling inclusive workplace cultures through leadership commitment and company representation.

Member Case Study:

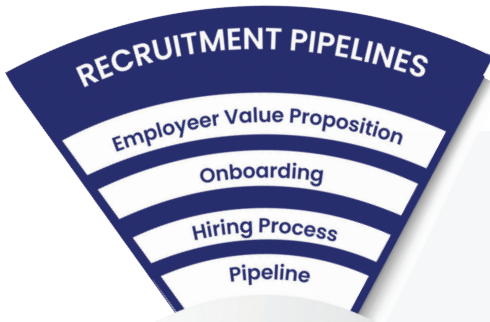
Clearway Energy

Situation: Clearway Energy Group aimed to address bias in their interviewing process to improve diversity in their hires without implementing quotas.

Challenge/Action: To combat bias, Clearway implemented a standardized interviewing process with a predetermined question set for each candidate and a blind feedback system to reduce unconscious biases.

Outcome: Clearway saw a significant increase in the hiring rate of women and people of color, with a consistent hiring rate of 62% over three years, demonstrating the effectiveness of their new approach.

To read more about this case study, visit the Pathway Forward resource library and click on case studies.



Lever Two: RECRUITMENT PIPELINE

Recruiting talent includes the intentional effort and process of identifying, attracting, engaging and hiring candidates from diverse backgrounds, identities, experiences and various skill sets to meet organizational and industry needs.

Equity Commitment

We generate employment opportunities and proactively create diverse talent pipelines within the renewable energy sector with underrepresented communities through outreach, strategic partnerships, and long-term engagement.

Elements of Recruitment Pipeline:

2.1 Pipeline Development:

Develops external organizational outreach efforts and strategic partnerships to develop diverse talent pipelines.

2.2 Hiring Process:

Ensures that the organization's hiring processes are inclusive for all candidates.

2.3 Onboarding:

Fostering belonging, psychological safety, and an understanding of organizational values within the onboarding process.

2.4 Employer Value Proposition:

Increasing the organization's integrity in living the brand, so that internal and external awareness aligns to attract talent.

What to Measure

- Recruitment Strategies
- Job Training and Employment Opportunities
- New Hire Representation
- Investment in Strategic Partnerships and wrap-around support for candidates

2.1 Pipeline Development:

The development of organizational external outreach efforts and strategic partnerships to develop diverse talent pipelines.

Equity Building Actions

- Promote renewable energy careers through mutually beneficial partnerships. Operating divisions collaborate with their HR partners to develop a long-term recruitment strategy.
- Consider programs that build access for candidates from apprenticeships, internships, returnships, or mid-career transition programs to meet the needs of candidates.
- Determine and address existing gaps and barriers for participation in the clean energy industry.

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 on page 47.

Growth Stages - Assess Your Organization



Key Resources from Resource Library

- Action Steps
- Case Study
- Tools & Resources

2.2 Hiring Process:

Ensures that the organization's hiring processes are inclusive for all candidates.

Equity Building Actions

- Monitor demographic representation in applicant data including candidate withdrawal while addressing disparities in representation across the organization.
- Provide hiring managers and recruiters with education to detect and mitigate bias within policies and practices.
- Provide a structured interview process and ensure diverse representation on interview panels that focus on the candidate's capacities, values-fit, and addition to the culture as opposed to culture fit.

Growth Stages - Assess Your Organization



2.3 Onboarding:

Fosters belonging, psychological safety, and understanding of organizational values within the onboarding process.

Equity Building Actions

- Identify learning needs of new employees to inform the onboarding process.
- Address group norms that lead to barriers to inclusion within the onboarding process.
- Incorporate organizational DEI values or principles into the onboarding learning and development process.

Growth Stages - Assess Your Organization

1 EXPLORE

Organizations **explore** benchmarks to understand the means to integrate inclusion, belonging, and psychological safety in employee onboarding.

2 DEVELOP

Organizations review the current state of onboarding processes and **develop** strategies that align with organizational values to center belonging and psychological safety for new hires.

3 IMPLEMENT

Organizations **implement** inclusive practices within the onboarding process and establish formal and informal data gathering opportunities to understand the experience of new hires.

4 OPERATIONALIZE

Organizations **operationalize** inclusive practices for all onboarding processes and use gathered data to continually improve onboarding experience for new hires.

5 TRANSFORM

Organizations report onboarding data to **increase accountability** and act on potential areas of growth.

2.4 Employer Value Proposition:

Increases the organization's brand integrity, so that internal and external awareness aligns to attract talent.

Equity Building Actions

- Collaborate with strategic partners about employment opportunities and effective methods to communicate opportunities and benefits to their community.
- Gain feedback on the best way to leverage opportunities and benefits to the strategic partner's community.
- Build employer brand awareness through relationship development, community engagement and strategic partnerships with underrepresented communities.
- Engage employee resource group members or employees with connections to strategic partners to serve as ambassadors for the organization.

Growth Stages - Assess Your Organization

1 EXPLORE

Organizations **explore** benchmarks to understand strategies for strengthening the employer value proposition.

2 DEVELOP

Organizations review the current state of employee brand awareness and **develop** strategies for strengthening awareness.

3 IMPLEMENT

Organizations **implement** strategies such as education to increase employer value proposition alignment and identify the metrics or data collection systems necessary to inform future direction.

4 OPERATIONALIZE

Employees understand expectations or competencies for brand representation, and the organization **operationalizes** by guiding employees on the means to represent the brand within their own communities and networks.

5 TRANSFORM

Employees are brand ambassadors for the organization, and the organization **continuously updates** its brand guidelines based on organizational and community feedback.

Lever Three:

TALENT MANAGEMENT

Recruiting new employees requires many tactical approaches. Retaining valuable colleagues and their knowledge of the organization, the industry, the stakeholders and success factors requires a different set of actions, policies, and investments.

As a mark of sustainable, welcoming and inclusive cultures, organizations that ‘walk the walk’ of equitable practices for all employees in opportunity, pay, benefits, fair treatment, and training demonstrate high employee retention with commensurate bottom-line benefits.

Member Case Study:



Situation: The Mid-America Sisterhood of Carpenters introduced Survival Skills Day in 2021, aiming to pair seasoned Sister carpenters with newer apprentices, addressing skill gaps and fostering a supportive learning environment.

Challenge/Action: Recognizing that some newer Sisters lacked experience with specific tools and materials, the program simplified essential skills through hands-on training sessions resembling a boot camp, fostering an atmosphere of encouragement and inquiry.

Outcome: Over 100 Sisters have engaged in Survival Skills Day, with plans to expand the initiative across all regions of the Mid-America Carpenters Regional Council, ensuring comprehensive support for all Sisters and bolstering their growth and success within the union.

To read more about this case study, visit the Pathway Forward resource library and click on case studies.



Lever Three: TALENT MANAGEMENT

Talent Management focuses on creating the next generation of leaders and developing the skills and capacity of all employees so that they can contribute to their fullest potential in order to meet the evolving needs of the organization or industry.

Elements of Talent Management:

3.1 Learning & Development:

Creates a learning and development strategy that meets the unique needs of employees and aligns with broader organizational goals and values.

3.2 Performance Management

Ensuring the organization's performance management process is inclusive and equitable for all employees.

3.3 Advancement & Promotion:

The development of programs and processes to ensure equitable advancement for employees and mitigate the role of bias within the employee lifecycle.

3.4 Leadership Pipeline Development:

The development of transparent pathways and mentorship programs to champion high potential employees.

Equity Commitment

We ensure every employee, regardless of their background or identity, has equal opportunities for growth and advancement within our organization.

What to Measure

- Compensation, Pay Equity (including Bonuses)
- Retention
- Promotion & Performance Evaluation
- Training and Development Participation

3.1 Learning & Development:

Creates a learning and development strategy that meets the unique needs of employees and aligns with broader organizational goals and values.

Equity Building Actions

- Understand L&D needs of populations that historically face barriers to entry in the clean energy workforce.
- Monitor L&D outcomes disaggregated by identity groups to identify potential barriers.
- Review L&D programs, materials, and delivery to ensure accessibility for all employees.
- Ensure promotion of recognized learning opportunities that increase worker mobility (certification, degree programs or union mastery) reach underrepresented populations, communicating when upfront costs are covered.

Growth Stages - Assess Your Organization

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 on page 47.



Organizations **explore** best practices for creating a learning and development strategy.



Organizations review the current state of learning and development, and **develop** objectives and strategy for employees at different levels that align with organization goals and values.



Organizations **implement** learning and development strategies and collect data to understand employee needs or experiences that might inform future strategy.



Learning and development is **operationalized** into formal and informal cultural practices (i.e. staff meetings, direct-report meetings) and impact and effectiveness is measured.



Organizations **continually assess and improve** long-term learning and development strategy to ensure alignment with organizational goals, objectives, and needs of employees.

3.2 Performance Management:

Ensures the organization's performance management process is inclusive and equitable for all employees.

Equity Building Actions

- Formally train managers to mitigate bias in performance reviews and employee lifecycle.
- Standardize performance reviews across the organization to eliminate potential bias and to ensure outcomes are measurable.
- Evaluate disaggregated performance review data to identify disparate outcomes or identify trends across genders, race and ethnicity groups, geographic areas, departments or roles.

Growth Stages - Assess Your Organization



3.3 Advancement & Promotion:

Develops programs and processes to ensure equitable advancement for employees and mitigates the role of bias within the employee lifecycle.

Equity Building Actions

- Ensure that all employees have equal access to professional development opportunities, including training programs, mentors, leadership development initiatives, and networking events.
- Understand potential barriers specific to underrepresented groups. Ensure resources and programs address identified needs.
- Evaluate disaggregated promotion and advancement data to identify disparate outcomes or identify trends across genders, race and ethnicity groups, geographic areas, departments or roles.

Growth Stages - Assess Your Organization

1 EXPLORE

Organizations **explore** benchmarks to understand the means to mitigate bias and include equity in promotion and advancement processes.

2 DEVELOP

Organizations review the current state of advancement and promotion process to identify trends, disparities and **develop** internal goals or strategy to ensure equitable advancement.

3 IMPLEMENT

Organizations **implement** programs or processes that address identified disparities and align with internal goals or strategy for equitable advancement, and collect data to understand experience across employee lifecycle.

4 OPERATIONALIZE

Organizations takes step to mitigate bias across the employee lifecycle and advancement processes are **operationalized** with key personnel processes.

5 TRANSFORM

Advancement & promotion practices are **standardized** in all business operations. Organizations communicate on promotional trends and steps taken to foster equitable advancement to increase accountability and transparency.

3.4 Leadership Pipeline Development:

Develops transparent pathways and mentorship programs to champion high potential employees.

Equity Building Actions

- Review leadership pipeline data to identify trends or disparities that lead to unequal advancement.
- Build or adapt leadership development programs, such as mentorship, champions or sponsors, fast track programs, or employee resource groups (ERG), to address the unique needs of individuals from historically underrepresented communities in the industry.
- Formalize mentorship programs and clearly communicate opportunities to participate to all employees.

Growth Stages - Assess Your Organization

1 EXPLORE

Organizations **explore** best practices for developing mentorship efforts for high potential employees, especially from underrepresented communities.

2 DEVELOP

Organizations determine metrics for high potential employees that take into consideration bias and mobilize the internal stakeholders and resources necessary to **develop** formal mentorship programs.

3 IMPLEMENT

Organizations **implement** mentorship programs and collect data on employee nominations and participation to identify potential disparities.

4 OPERATIONALIZE

Organizations address disparities within mentorship programs and **operationalize** with key personnel processes or strategy (i.e learning and development strategy).

5 TRANSFORM

Mentorship programs identify broad or diverse candidate pools and leaders **continue** to take steps to ensure that disparities or trends are addressed.

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.

Member Case Study:



Situation: PGR identified an opportunity to transform its positive culture into a strategic business function by implementing a DE&I Program.

Challenge/Action: The DE&I Program was structured around five key pillars with corresponding company-level goals, supported by a DE&I scorecard for discrete, measurable progress. It measured culture maturity through behavioral and structural performance indicators across various metrics, ensuring accountability and collaboration.

Outcome: By measuring progress bi-annually and evaluating performance on multiple levels, PGR established a data-informed DE&I strategy that not only enhanced the employee value proposition but also advanced a culture of belonging, contributing to long-term organizational goals.

To read more about this case study, visit the Pathway Forward resource library and click on case studies.



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.

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.

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.

What to Measure

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

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.

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.

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 on page 47.

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.

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.

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.

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.

Lever Five:

COMMUNITY ENGAGEMENT

Communities may be groups that are bonded by shared experience. A community may also be a group of people living in the same place or sharing a particular characteristic. Finally, a community may be characterized by people who share a feeling of fellowship with others as a result of sharing common attitudes, interests, and goals.

Community engagement honors and validates all these types of communities. As your organization approaches each project, the Pathway Forward framework encourages your organization to use relational approaches and honest commitment of time, treasure, and talent.

Member Case Study:

J.F. Brennan



Situation: “Girls in Construction”, organized annually since 2021 by J.F. Brennan Company, Inc, Mathy Construction, Wieser Brothers, and the Boys and Girls Club of Greater La Crosse, introduces young women to construction careers.

Challenge: Overcoming the male-dominated perception of the construction industry and engaging young girls from an early age to increase awareness and exposure.

Outcome: The event annually impacts 40-60 young women, showcasing diverse career opportunities and consider the diverse career opportunities available to them.

[Watch video highlights here.](#)

To read more about this case study, visit the Pathway Forward resource library and click on case studies.



Lever Five: COMMUNITY ENGAGEMENT

Adoption and broader engagement with renewable energy requires developing mutually beneficial relationships with many different communities to encourage decision making through an equity lens³.

Equity Commitment

We ensure that all communities including energy communities¹, Indigenous communities², and historically marginalized communities benefit from renewable energy projects.

Elements of Community Engagement:

5.1 Community Understanding:

Increases understanding of the historical, social, and cultural context as well as difference in lived experiences before and when engaging with community stakeholders.

5.2 Culturally Informed Approach:

Ensuring the outreach approach is informed by cultural humility, an understanding of history including past harms, and an understanding of the community's cultural expectations.

5.3 Trust Building:

Conducts community outreach in a way that ensures partnership, ongoing presence and follow-through to develop mutually-beneficial, long-term relationships.

5.4 Outreach Strategy:

Cultivating strategic partnerships to co-create programs and initiatives that build relationships while aligning with organizational goals.

What to Measure

- Community Investment in Engagements and Partnership (time, dollars, resources)
- Job Creation
- Community Wealth Building (i.e Supplier Diversity, benefits distribution/ownership)

¹ Energy Community as defined by the Inflation Reduction Act as communities with historical reliance on fossil fuel development.

² Often referred to as frontline and fenceline communities, see this link for more information.

³ Defined as a tool that analyzes how processes, policies, and practices impact people, especially those that have been historically marginalized.

5.1 Community Understanding:

Increases understanding of the historical, social, and cultural context as well as difference in lived experiences before and when engaging with community stakeholders.

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 on page 47.

Key Resources from Resource Library

Action Steps

Case Study

Tools & Resources

Equity Building Actions

- Prioritize and dedicate resources to researching the local community context and identifying key community stakeholders including centers or individuals of influence.
- Identify internal organizational ambassadors who will participate in community events to build relationships that lead to greater understanding of specific challenges or expectations that communities experience.
- Consider knowledge and insights gained from research and community involvement as business intelligence.

Growth Stages - Assess Your Organization

1 EXPLORE

Organizations identify communities to outreach and **explore** best practices for fostering community understanding and identifying community stakeholders to deepen knowledge.

2 DEVELOP

Organizations **develop** strategies for building internal understanding of historical, social, and cultural context.

3 IMPLEMENT

Organizations **implement** opportunities for leaders, employees, and any other stakeholders to increase understanding of differences in lived experiences when engaging in community stakeholders.

4 OPERATIONALIZE

Proactively increasing community understanding is **operationalized** into the organizations learning and development strategy or inclusion competencies, and employee participation in skill building opportunities is measured.

5 TRANSFORM

Organizations **consistently** initiate project consideration through community outreach, building community understanding within the workforce resulting in a culturally agile employee base.

5.2 Culturally Informed Approach:

Ensures the outreach approach is informed by cultural humility, an understanding of history including past harms, and an understanding of the community's cultural expectations.

Equity Building Actions

- Listen and learn from community partners about how they define successful collaborations.
- Engage teams working across many cultural contexts with training opportunities to explore cultural humility and cultural agility.
- Apply cultural understanding to the community engagement approach.

Growth Stages - Assess Your Organization

1 EXPLORE

Organizations identify communities to outreach and **explore** best practices for increasing employees' skills for engaging the community in culturally relevant ways.

2 DEVELOP

Organizations **develop** an outreach plan guided by cultural humility that prepares skill building opportunities for employees to understand community expectations and history.

3 IMPLEMENT

Organizations **implement** outreach plans, informally and formally checking in with the community to gauge expectations and foster transparency.

4 OPERATIONALIZE

Culturally informed approach to community outreach is **operationalized** into the organizations learning and development strategy or inclusion competencies and employee participation in skill building opportunities is measured.

5 TRANSFORM

Organization's community outreach is **consistently** informed by cultural humility and community understanding resulting in strategies that center on the needs of the community.

5.3 Trust Building:

Conducts community outreach in a way that ensures partnership, ongoing presence and follow-through to develop mutually-beneficial, long-term relationships.

Equity Building Actions

- Adopt a long-term relational approach to community engagement rather than a short-term transactional approach.
- Identify opportunities to authentically engage with organizations that represent or benefit underrepresented communities.
- Establish and meet commitments identified through mutual co-created agreements between company and community. Deliver on promises dependably.
- Meet with communities regularly to ensure continuity of communication and include community leaders in decision-making processes.

Growth Stages - Assess Your Organization

1 EXPLORE

Organizations identify communities to outreach and **explore** best practices for developing relationships with communities that center on trust and psychological safety.

2 DEVELOP

Organizations **develop** strategies for building long-term relationships with the community and provide opportunities for employees to increase skills in building trust and psychological safety with community partners.

3 IMPLEMENT

Organizations **implement** relationship development strategies with the community and create formal and informal communication channels to ensure that it is a mutually-beneficial relationship.

4 OPERATIONALIZE

Fostering relationships based on trust, psychological safety, and transparency with community partners is **operationalized** into organizations learning and development strategy or inclusion competencies and employee participation in skill building opportunities is measured.

5 TRANSFORM

Building mutually-beneficial, sustainable relationships with the community is a **central pillar** of the organization's outreach strategy.

5.4 Outreach Strategy:

Cultivates strategic partnerships to co-create programs and initiatives that build relationships while aligning with organizational goals.

Equity Building Actions

- Identify ways that the organization and community benefit from collaboration such as increasing equity in the supply chain by engaging with diverse suppliers and sourcing materials locally or by developing a recruitment and workforce development partnership.
- Develop strategic partnerships with vetted community organizations where collaboration is mutually beneficial.
- Lift up community partners' leadership, expertise, and agency in collectively driving for positive change.

Growth Stages - Assess Your Organization

1 EXPLORE

Organizations **explore** benchmarks to grow understanding of approaches for mutually beneficial strategic partnerships and collaborative outreach efforts with community stakeholders.

2 DEVELOP

Organizations identify communities to outreach and **develop** a plan to communicate a potential partnership, leaving space and time to co-create with community partners so that programs align with both community needs and organizational goals.

3 IMPLEMENT

Organizations **implement** partnerships with the community and create formal and informal communication channels to ensure that it is a mutually-beneficial relationship.

4 OPERATIONALIZE

Community partnerships are **operationalized** into business strategies and priorities to ensure sustainability and organizations regularly report milestone achievements and impact with community partners.

5 TRANSFORM

Outreach strategies **consistently** center on building mutually-beneficial, sustainable partnerships that are co-created with communities to ensure alignment with community needs and organizational goals.

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.

Member Case Study:

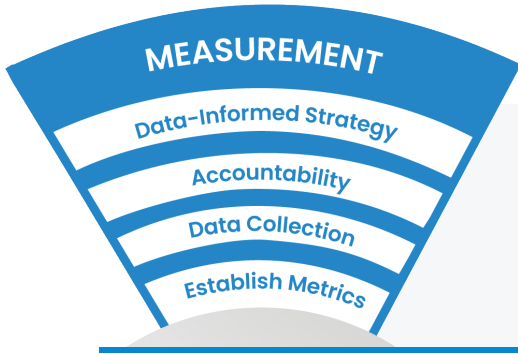


Situation: Nextracker's 2020 employee survey revealed a 29% male overrepresentation and underrepresentation of African-American and Latinx employees compared to local demographics.

Challenge: Nextracker aimed to address disparities in gender and racial representation by implementing recruitment and retention strategies, such as increasing engagement with diversity-focused organizations and introducing blind resume screening.

Outcome: Initial progress in female representation and ongoing assessment of workforce diversity impact were observed as a result of initiatives including doubling referral bonuses, forming employee resource groups, and tying executive bonuses to diverse hiring outcomes.

To read more about this case study, visit the Pathway Forward resource library and click on case studies.



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.

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.

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 on page 47.

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

1 EXPLORE

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

2 DEVELOP

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

3 IMPLEMENT

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

4 OPERATIONALIZE

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

5 TRANSFORM

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



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 under-represented groups.
- Consider key knowledge and insights gained from data collection as a crucial input to business intelligence.
- Apply insights from data to all areas, decision making, strategy and process improvement.

Growth Stages - Assess Your Organization




Pathway Forward Organizational Self-Assessment Tool

For the full version of the self-assessment with element descriptions, [click here](#).

GROWTH STAGES

PATHWAY FORWARD

Organizational Self-Assessment Tool



	Explore	Develop	Implement	Operationalize	Transform
LEADERSHIP					
1.1 Prepare Leaders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2 DEI Structure & Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3 Communication & Change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4 Champion DEI Priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Lever Growth Stage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RECRUITMENT PIPELINE					
2.1 Pipeline development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2 Hiring Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3 Onboarding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4 Employer Value Proposition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Lever Growth Stage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TALENT MANAGEMENT					
3.1 Learning & Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2 Performance Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3 Advancement & Promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4 Leadership Pipeline Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Lever Growth Stage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INCLUSIVE CULTURE					
4.1 Process & Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2 DEI Competency Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3 Conflict Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.4 Feedback Processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Lever Growth Stage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMMUNITY ENGAGEMENT					
5.1 Community Understanding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2 Culturally Informed Approach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3 Trust Building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4 Outreach Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Lever Growth Stage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASUREMENT					
6.1 Establish Metrics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2 Data Collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.3 Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.4 Data-Informed Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Lever Growth Stage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Pathway Forward DEI Working Group



Constance Thompson
Senior Vice President, DEI, and Justice
American Council on Renewable Energy (ACORE)
acore.org



Johnelle Brown
Director of Operations
American Clean Power Association (ACP)
cleanpower.org

Kelly Veney Darnell
Chief Operating Officer (COO)
& President, Clean Power Institute
American Clean Power Association (ACP)
cleanpower.org



Ornella Nicolacci
Director, Global Programs
Clean Energy Buyers Association
cebuyers.org

Phoebe Romero
Senior Equity Manager
Clean Energy Buyers Association
cebuyers.org



Andrew Williams
Vice President Policy & Market Development
Canadian Solar
canadiansolar.com



Elizabeth N. Laine
Head of DEI & Talent
Clearway Energy
clearwayenergygroup.com



Eboni Taylor
Head of HR & Administrative Services
ConnectGen
connectgenllc.com



Mary King
EVP, Chief People Officer
Invenergy
invenergy.com

Pathway Forward DEI Working Group



Nick Moore
Organizer
International Union of Elevator
Constructors Local 8
iuec8.org



Meghan Hornberger
Director Internal Audit & DEI
Longroad Energy
longroadenergy.com



Tandalea Mercer
Adjunct Professor
Africana Studies and Political Science Departments
California State University Northridge and California
State University Los Angeles Campuses
calstate.edu



Joseph LoSasso
Director of Corporate Partnerships Senior
Manager, Industry Engagement
National Hydropower Association
hydro.org



A Diversity, Equity & Inclusion Initiative

Christina M. Nichols
Executive Director
Renewables Forward
renewablesforward.org



Erika Symmonds (she/her)
VP, Equity and Workforce Development
Solar Energy Industries Association (SEIA)
seia.org



Theron W. Arrington
Quality Supervisor; Co-Chair, DEI Council
Siemens Gamesa Renewable Energy
siemensgamesa.com



Melanie Santiago-Mosier
Equitable Energy Transition Advisor
The Nature Conservancy
nature.org/en-us

ACKNOWLEDGEMENTS

Pathway Forward Partner Organizations



Abigail Ross Hopper
President and CEO
Solar Energy Industries Association
seia.org



Jason Grumet
Vice President Policy & Market Development
American Clean Power Association (ACP)
cleanpower.org



Rich Powell
CEO
Clean Energy Buyers Association
cebuyers.org



Malcolm Woolf
President and Chief Executive Officer
National Hydropower Association
hydro.org



Ray Long
President and Chief Executive Officer
American Council on Renewable Energy (ACORE)
acore.org

Acknowledgements

Recommended DEI Consulting Firms

VENDOR NAME	CONTACT	CONTACT EMAIL
Culture Shift Team cultureshiftteam.com	Robert L. Wilson	robert.wilson@cultureshiftteam.com
Diverse USA LCC diverse-usa.com	Kimberly Walton	kimberly.walton@diverse-usa.com
Meraki Communications Group merakicommsgroup.com	Tory Hairston	tory@merakicommsgroup.com
The Academy for Advancing Excellence advancing-excellence.com	Aaliyah Haqq	aaliyah.haqq@advancing-excellence.com
The Rise Journey therisejourney.com	Jessica Lambrecht	jessica@therisejourney.com
The Sleeper Group sleepergroup.com	Dana Sleeper	dsleeper@sleepergroup.com
W.I.D.E. Dynamic Dialogues widedynamicdialogues.com	Christina Farinacci	headhearhandsconsultingllc@gmail.com

Appendix A - Pathway Forward Pledge Form

Pathway Forward Pledge

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 as appropriate
- Measure our organization's progress in creating and maintaining an inclusive culture regularly, reporting results to our Board and employees

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

Appendix B - Self-Assessment Completion Survey



Self-Assessment Completion Survey

This survey is intended for use by members of Renewables Forward who have completed the "Organizational Self-Assessment" and action plan, which is included in the Pathway Forward framework. You should not fill out this survey if you have not completed the Organizational Self-Assessment, which includes the action plan. Contact info@renewablesforward.org with any questions or concerns.

Your company Self-Assessment is anonymous and internal to your company. To receive support on your DEI action plan based on the Pathway Forward framework, please provide your point of contact's name, email, and phone number.

Name: <input style="width: 150px;" type="text"/>	Your Organization: <input style="width: 150px;" type="text"/>
Email: <input style="width: 150px;" type="text"/>	Phone Number: <input style="width: 100px;" type="text"/>

1. Has your organization completed the Pathway Forward Self-Assessment?
 - a. Yes
 - b. No
 - c. In progress
 - d. Unsure

2. Use the Self-Assessment to complete the following. Please indicate your organization's overall growth stage for each lever.

Framework Lever	Current Growth Stage 1-Explore 2-Develop 3-Implement 4-Operationalize 5-Transform
Leadership	<input style="width: 100%;" type="text"/>
Recruitment Pipeline	<input style="width: 100%;" type="text"/>
Talent Management	<input style="width: 100%;" type="text"/>
Inclusive Culture	<input style="width: 100%;" type="text"/>
Community Engagement	<input style="width: 100%;" type="text"/>
Measurement	<input style="width: 100%;" type="text"/>

Appendix B - Self-Assessment Completion Survey

3. On the self-assessment, which levers did your organization choose to prioritize for action? Select all that apply.
- a. Leadership
 - b. Recruitment Pipeline
 - c. Talent Management
 - d. Inclusive Culture
 - e. Community Engagement
 - f. Measurement

Action Planning Questions

In this section, you should only respond to the questions which are associated with the levers you selected in Question 3.

4. [If you responded with (A) on Question 3] What actions are your organization planning to take to grow in the LEADERSHIP lever? Select all that apply.
- a. Create inclusion competencies for leadership
 - b. Develop structure for an organizational DEI function (DEI committee, advisory group, etc)
 - c. Incorporate inclusion and equity expectations into performance evaluations
 - d. Publicly release DEI statement of commitment
 - e. Other
5. [If you responded with (B) on Question 3] What actions are your organization planning to take to grow in the RECRUITMENT PIPELINE lever? Select all that apply.
- a. Develop pipeline program with (higher education/apprenticeships/etc)
 - b. Incorporate bias education across recruitment cycle
 - c. Review and disaggregate hiring data
 - d. Other
6. [If you responded with (C) on Question 3] What actions are your organization planning to take to grow in the TALENT MANAGEMENT lever? Select all that apply.
- a. Incorporate DEI into organizational L&D strategy
 - b. Incorporate bias education across performance management process
 - c. Review and disaggregate performance evaluation data
 - d. Implement mentorship, sponsorship, or fast track programs
 - e. Other
7. [If you responded with (D) on Question 3] What actions are your organization planning to take to grow in the INCLUSIVE CULTURE lever? Select all that apply.
- a. Conduct DEI organizational assessment
 - b. Implement ERG or other staff support programs
 - c. Create DEI competencies for all employees
 - d. Implement annual/regular education opportunities
 - e. Pay equity, or other process reviews
 - f. Other
8. [If you responded with (E) on Question 3] What actions are your organization planning to take to grow in the COMMUNITY ENGAGEMENT lever? Select all that apply.
- a. Implement supplier diversity program
 - b. Identifying key stakeholders in relevant communities

Appendix B - Self-Assessment Completion Survey

- c. Provide opportunities for members to engage with community members
 - d. Provide educational opportunities for organizational members to learn about cultural agility
 - e. Other
9. [If you responded with (F) on Question 3] What actions are your organization planning to take to grow in the MEASUREMENT lever? Select all that apply.
- a. Determine current organizational representation levels
 - b. Measure workforce demographics
 - c. Measure leadership representation
 - d. Measure pay equity
 - e. Measure employee satisfaction
 - f. Measure advancement and retention
 - g. Measure supply chain spend
 - h. Other

Organizational Information Questions

10. Do you commit to completing the Annual Pathway Forward Survey by September 30th, 2025 and share anonymous results with Renewables Forward.
- a. Yes
 - b. No
11. Please select the trade association(s) of which your organization is a member:
- a. SEIA - Solar Energy Industries Association
 - b. ACP - American Clean Power
 - c. CEBA - Clean Energy Buyers Association
 - d. NHA - National Hydropower Association
 - e. ACORE - American Council on Renewable Energy
 - f. Renewables Forward



Pathway Forward to Clean Energy for All

A DEI Framework for the Clean Energy Industry

renewablesforward.org