DE&I ROADMAP for Industry Change

with introduction by Accenture

Center for Energy Workforce Development

Developed in partnership with AGA · American Public Gas Association · AMERICAN PUBLIC POWER ASSOCIATION · DCA · EEI · NEI Nuclear Energy Institute · NRECA America's Electric Cooperatives · UTC Utilities Technology Council

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Modernize the Implementation of Diversity, Equity, and Inclusion (DE&I) for the New Era of Energy Work, an introduction by Accenture

PURPOSE

This DE&I Roadmap for Industry Change (the "Roadmap") serves as an illustration of the energy sector's commitment to create more diverse, equitable, and inclusive energy workplaces to ensure the industry's workforce reflects the communities and customers it serves.

The Roadmap focuses on systemically marginalized communities and provides insight on **what** actions need to be explored by the industry to create meaningful change and **how** to deliver multi-year support to achieve DE&I goals.

BUSINESS CASE

According to the Accenture Report: Finding the Future (2019), millennials are well on their way to become the largest demographic of workers as the number of multigenerational employees continues to increase in the workplace. These demographic changes have shifted the DE&I conversation. The Relationship Between Culture and DE&I (2022) reports workers and potential candidates are increasingly using DE&I lenses as key factors to determine if an organization has a good culture.

Millennial and Gen Z candidates are particularly dialed in here. Accenture Report: Getting to Equal 2020: The Hidden Value of Culture Makers (2020) ascertained a larger portion of younger generation job seekers are increasingly concerned about culture in the workplace than older generations "(75% of Gen Z vs. 64% of Boomers)". What Job Seekers Really Think About Your Diversity and Inclusion Stats by Glassdoor (2021) found 76% of potential candidates and employees use diversity as a key factor when evaluating organizations and employment opportunities.
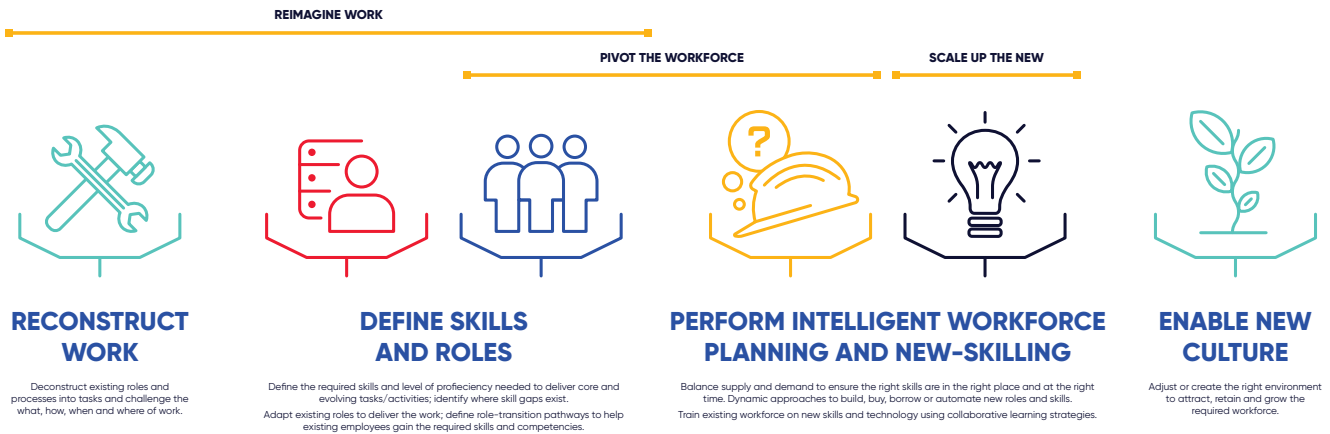
Further, hidden worker candidates — people who are eager to work and possess — or could develop — the skills employers seek, if only those employers could find them — from marginalized communities are rapidly returning to the workforce. In 2021, the U.S.

had more than 27 million hidden workers (Harvard Business School Project on Managing the Future of Work and Accenture Report Hidden Workers: Untapped Talent, 2021) that included, but was not limited to, diverse groups like mothers, veterans, formerly incarcerated, immigrants, and those with physical or neurodiverse differences.
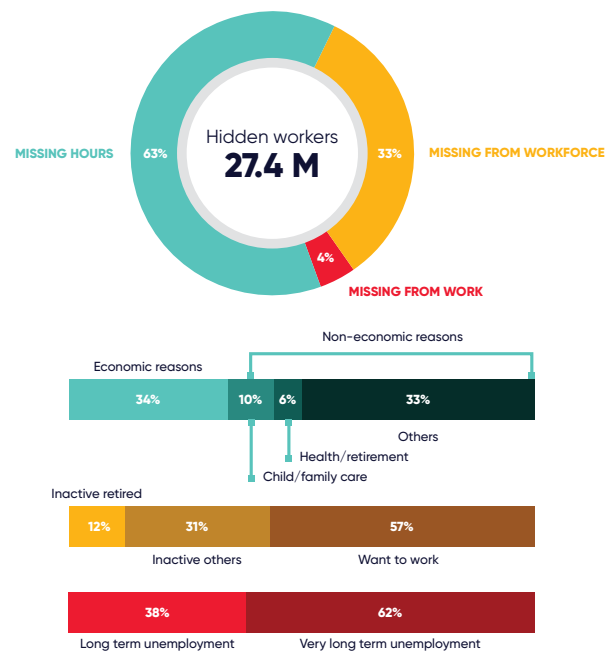
Source: Hidden Workers: Untapped Talent

In the Harvard Gazette's answer to the U.S. Labor Shortage 'Hidden' Workforce article, Joseph B. Fuller, MBA, stated the greatest challenge to hidden workers is known as "NEET: Not in Employment, Education or Training." That's a person who doesn't have a job, doesn't have a degree, is not in school". Organizations that actually hire hidden workers have seen an increase in productivity and profits. Harvard Business School Project on Managing the Future of Work and Accenture Report Hidden Workers: Untapped Talent (2021) "affirmed that companies that purposefully hire hidden workers realize an attractive return on investment (ROI)" and reduced chance of encountering future workforce shortages over those that do not.

| REIMAGINE WORK | | | PIVOT THE WORKFORCE | | SCALE UP THE NEW |

RECONSTRUCT WORK

Deconstruct existing roles and processes into tasks and challenge the what, how, when and where of work.

DEFINE SKILLS AND ROLES

Define the required skills and level of proficiency needed to deliver core and evolving tasks/activities; identify where skill gaps exist.

Adapt existing roles to deliver the work; define role-transition pathways to help existing employees gain the required skills and competencies.

PERFORM INTELLIGENT WORKFORCE PLANNING AND NEW-SKILLING

Balance supply and demand to ensure the right skills are in the right place and at the right time. Dynamic approaches to build, buy, borrow or automate new roles and skills.

Train existing workforce on new skills and technology using collaborative learning strategies.

ENABLE NEW CULTURE

Adjust or create the right environment to attract, retain and grow the required workforce.

Source: Accenture Report Reinventing the Energy Workforce for a Net-Zero World

Research from Forbes, the Harvard Organization Review, and numerous research organizations all amplify that diverse and inclusive organizations are more profitable than their counterparts (Forbes, 2022). Organizations with gender-diverse leadership teams are 21% more likely to have above average profits, and diverse workplaces generate 15 times more revenue than those that are racially homogenous (My Disability Jobs, 2022). Organizations with the highest employment and inclusion of people with disabilities are twice as likely to have higher shareholder returns and experience 28% higher revenues, double the net income, and 30% higher economic profit margins than their peers (Hintermann, 2018).

Shifts in the employee demographics have led leaders to reimagine their organization's culture and work to put employees' holistic well-being at the center, with DE&I entrenched in the fabric of the entire organization, to attract, retain, and develop key talent and serve an increasingly diverse customer base.

Reimagining the workplace begins with a common definition and understanding of DE&I along with its impact to an organization's daily operations. The next section will review DE&I Definitions and Diversity Levels.

DE&I DEFINITIONS AND DIVERSITY LEVELS

To cultivate diversity in the workplace, there must be a shared definition and understanding of DE&I. The following definitions for diversity, equity, and inclusion apply in this introduction and in the DE&I Roadmap for Industry Change. However, it is important that each organization defines what DE&I means to them and how it will continually impact their ways of working in the future.

→ **Diversity** - Existence of differences among people including race, gender, sexual orientation, age, ethnicity, physical abilities, language, etc.

→ **Equity/Equitable** - The guarantee of fair treatment, access, opportunity, and advancement, while simultaneously striving to identify and eliminate barriers that have prevented the full participation of some groups.

→ **Inclusion** - The act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate.

Levels of Diversity

Definitions of DE&I will take on many different forms within each organization and continuously evolve as more diverse demographic representation characteristics are identified and tracked. The most extensive characteristics tracked to date include but are not limited to: age, gender/gender identity, race/ethnicity, persons with a disability, sexual orientation, and educational experience.

It is important to note, the Roadmap focuses on demographics of systematically marginalized communities, but representation characteristics measured by organizations within the energy sector

will vary. Characteristics are generally broader than language, religion, parental or marital status. Leaders need to understand using these representation metrics only to measure DE&I can result in non-affirming and harmful environments for systemically marginalized groups.

Therefore, it is recommended that leaders need to understand the surface, deep, and intersectionality diversity levels within their organization. It is also important to know how each level works together with equity and inclusion to achieve an organization's diversity goals.

→ **Surface-level diversity** includes immediately visible characteristics such as race, gender, body type, or physical disabilities.

→ **Deep-level diversity** focuses on non-visible characteristics such as ways of working, sexual orientation, commitment level, values, or personality.

→ **Intersectionality diversity** refers to the combination of one or both diversity level elements (e.g., race and personality, gender, and body type) within an individual's identity often used to discriminate against an individual.

Equity and inclusion are essential elements needed to achieve organizational diversity goals. For example, equity helps diversity because it aids organizations in providing the same access, opportunities, and advancement to ensure all employees can achieve the same outcomes, while protecting them from discrimination. Inclusion supports diversity because it examines the related goals and actions being performed by the organization to embrace, value, and include all employees despite their differences.

Source: Accenture Report Reinventing the Energy Workforce for a Net-Zero World

To successfully bring together these elements of diversity, equity, and inclusion, employers must create workplaces where employees feel a sense of belonging. As illustrated by authors Liz Fosslien and Mollie West Duffy, a sense of belonging makes diversity and inclusion efforts more impactful.

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> Diversity is having a seat at the table, inclusion is having a voice, and belonging is having that voice be heard.
>
> **Liz Fosslien and Mollie West Duffy (Authors)**

Source: No Hard Feelings: The Secret Power of Embracing Emotions at Work

Employees who feel they belong are more engaged, more productive, and more inclined to actively engage in innovative ideating. These employees have lower attrition and work more effectively in their organizations because they can relate to the work they are doing.

Understanding how coupling representation metrics (e.g., demographics, preferences) with developing a sense of inclusion, belonging, and community among systemically marginalized groups and their allies, facilitates a more inviting, and productive workplace. In addition to the internal work environment, creating and building diverse decision-making teams also positively impacts how the energy industry serves and represents its varied customer base.

CONCLUSION

It's clear that a commitment to DE&I, specifically within systemically marginalized groups, is essential for creating a more favorable energy sector and workforce. To be successful and create a thriving workforce for years to come, organizations need to understand that future generations are committed to a diverse workforce and want them to be committed to it as well.

An energy industry whose companies strive to be reflective of the communities in which they operate is on the best trajectory for better outcomes for their customers. As one reflects upon the current and future state of the energy sector; consider why, what, and how a commitment to DE&I is reflected and practiced within your companies. Remember dedication to shaping a meaningful and sustainable plan around DE&I is an outcome of a stronger industry.

About the DE&I Roadmap for Industry Change

In a move to create more diverse, equitable, and inclusive energy workplaces, the Center for Energy Workforce Development and its partners, the American Gas Association, American Public Gas Association, American Public Power Association, Distribution Contractors Association, Edison Electric Institute, International Brotherhood of Electrical Workers, National Rural Electric Cooperative Association, Nuclear Energy Institute, and the Utilities Technology Council are proud to publish the DE&I Roadmap for Industry Change.

The Roadmap is part of a multi-year initiative to support the industry's efforts to ensure a diverse workforce and a sector recognized for its commitment to equity and inclusion practices. More than 200 people have influenced the creation of the Roadmap through participation in DE&I Listening Sessions led by DiversityInc in the fall of 2021, submission of crowd-sourced information in the summer of 2022, and leadership of the publication and associated resources over two years' time. Those who have been engaged represent gas, electric, nuclear, and renewable energy companies, including investor-owned utilities, public power and gas companies, electric cooperatives, contractors, and skilled labor.

This document is intended to offer a look at **why** a commitment to DE&I is essential in the energy sector and **what** actions should be explored by companies, union partners, and the industry as a unified force. It will be followed by years of support in delivering the **how**, which will come through educational offerings, toolkits, best practice sharing, partnership development, data and metric insights, and more.

It should be noted, the Roadmap focuses exclusively on the workforce and workplace elements of DE&I; it does not speak to supplier diversity, energy justice, or other areas that are critical components of the industry's DE&I commitment. Those issues were felt to be beyond the scope of this initial body of work. The individuals who and organizations that have guided the development of the Roadmap, a first-of-its-kind undertaking within the industry, recognize sector and societal progress in the DE&I journey will evolve. If you have recommendations to support future considerations or action by the industry in this area, please contact staff@cewd.org.

It is intended that all energy companies, regardless of their size or where they are on their DE&I journey, will find ideas, encouragement, and opportunities from this DE&I Roadmap for Industry Change.

DE&I Roadmap for Industry Change Mission Statement

We believe people matter. In the energy industry we strive to be reflective of the diverse communities in which we operate. It is our commitment to our colleagues, customers, and future leaders that we drive change and positively impact the communities we serve. Our commitment to advancing diversity, equity, and inclusion is rooted in the belief that diversity of experience, backgrounds, and perspectives leads to better outcomes for our customers, employees, and communities. That's why we proudly stand behind this DE&I Roadmap for Industry Change, dedicated to shaping a meaningful and sustainable plan to foster equitable and inclusive workplaces, with diverse perspectives that will enable us to become a stronger industry and better shape a more sustainable energy future.

The DE&I Roadmap for Industry Change

A. TO ENSURE MORE DIVERSE, EQUITABLE, AND INCLUSIVE ENERGY WORKPLACES

Create Structure for Increased DE&I Progress by Industry Companies, Labor Organizations, and Collaborative Industry Action

There is inherent value in a diverse workforce. As a result, many energy executives are committed to ensuring their workforce reflects the communities and customers they serve. Despite the commitment, 71% of participants in CEWD's DE&I focused Listening Sessions (Fall, 2021) described the industry as "not very diverse" and 92% would like to see more industry initiatives to address this. In fact, many industry champions would like to see the energy sector recognized as a societal leader for the strength of its diversity, equity, and inclusion practices.

SUGGESTED INDUSTRY ACTION:

→ Define the business, economic, and societal value of an industry commitment to DE&I.

→ Create a centralized gap analysis or metrics scorecard that shows where we are as an industry and improvement opportunities.

→ Develop a standardized industry DE&I barometer, index, or maturity model respectful of varied company sizes and resources.

→ Examine industry's long-held employment practices and how to mitigate perceptions that may deter those from systemically marginalized communities to consider industry employment. (e.g., storm duty response, shift work, elongated hiring timeline, Commercial Driver's License procurement, etc.)

→ Secure "energy" as a career cluster in each state or at the national level, to connect students from systemically marginalized communities more easily with energy careers.

→ Host a DE&I Summit annually, uniting the industry around common, action-focused dialogues.

→ Help companies understand which awards and recognition they should consider pursuing, noting where there is value for companies and the industry to be visible.

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> The Roadmap's multi-year initiative to support the industry's efforts to ensure a diverse workforce is to be applauded. I am very excited to see this continued commitment and unity across our industry that will positively impact the communities our members serve.
>
> **Tom Kuhn, President
> Edison Electric Institute**

SUGGESTED COMPANY & LABOR ORGANIZATION ACTION:

→ Adopt a DE&I culture that is as paramount as a safety culture.

→ Develop a DE&I mission statement and strategy.

→ Connect company strategy and DE&I goals.

→ Include DE&I metrics in goals.

→ Ensure resources (financial, human capital, and time) are allocated to support DE&I work.

→ Ensure the DE&I leader is positioned where it is possible to have the most impact for the company, either at the C-Suite level or reporting directly to the CEO or Chief Human Resources Officer.
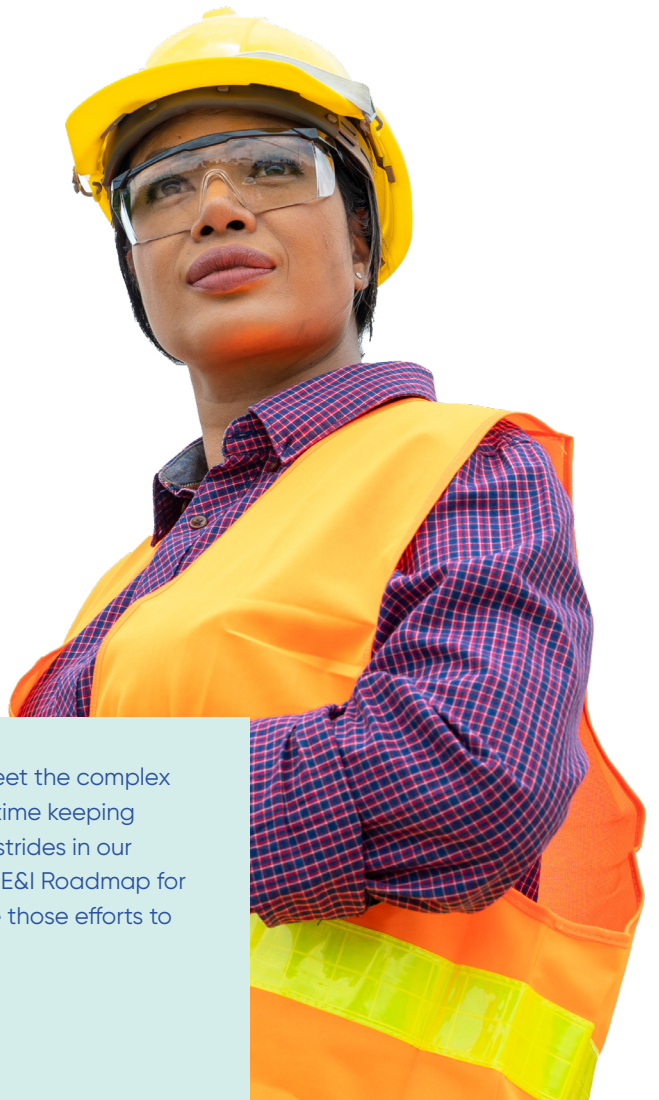
> " The energy industry needs increasingly diverse talent to meet the complex challenge of producing cleaner energy, while at the same time keeping it reliable and affordable. While we have made significant strides in our ability to attract and retain such a diverse workforce, the DE&I Roadmap for Industry Change will provide us with concrete steps to take those efforts to the next level.
>
> **Joy Ditto, President and CEO**
> **American Public Power Association**

B. TO INCREASE DIVERSITY IN THE ENERGY WORKFORCE

Expand Leadership Advocacy for DE&I

The data is clear by most any account: workforce diversity is good for business. A recent survey from Harvard Business School found that companies with greater diversity on their teams made between 18% and 69% more in net income and operating revenue. That same report showed that businesses with a more gender-diverse board saw a 42% higher return in sales, 66% greater return on invested capital and a 53% higher return on equity. (Duke Office for Institutional Equality, How Millennials are Solving the Workplace Diversity Problem.) Research by McKinsey amplified these findings, reporting that companies with the most racially/ethnically diverse executive teams were 33% more likely to outperform their peers. (Diversity Wins: How Inclusion Matters, May 2020.) While the business case for workforce diversity can easily be made, it takes top-down leadership to prioritize a commitment to DE&I within companies. This sentiment was reinforced in CEWD's Fall 2021 Listening Sessions, with 88% of participants indicating leadership and managers are crucial for setting an inclusive culture for their teams and organizations. Beyond the research, data, and statistics, increasing diversity in the workforce is the right thing to do.

SUGGESTED INDUSTRY ACTION:

→ Create an industry-led group to support senior leaders on their DE&I journey.

→ Establish a CEO forum to create a brave space for industry leaders to share stories, best practices, challenges, and solutions.

→ Create an industry-led group to engage dominant group members as equity partners in industry DE&I efforts, across levels and organizations.

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> Energy is the foundation for individual, community, and global prosperity. The energy workforce, which is responsible for our way of life, will only be sustainable with a successful, long-term, DE&I outcome. The Roadmap offers very intentional efforts that industry, educational institutions, and communities must rally around to bring awareness and interest into the industry where there is none. The industry needs talent representative of all those who use energy today.
>
> **Luke Litteken, Senior Vice President**
> **Natural Gas Business Unit, Xcel Energy**

SUGGESTED COMPANY AND LABOR ORGANIZATION ACTION:

→ Have consistent, visible engagement by executives on diversity and inclusion matters.

→ Ensure diversity-focused Employee Resource Groups have executive sponsors who are engaged with the activities of the groups.

→ Have a leadership role focused on DE&I to create, implement, educate, and measure the strategic effectiveness and positive impact of the organization's DE&I goals.

→ Link diversity and inclusion goals to executive and manager performance reviews and compensation/bonus programs.

→ Ensure DE&I goals are supported by dedicated resources.

→ Include DE&I policies that clearly state expectations and set behavior norms of what is and is not acceptable.

→ Ensure succession planning process is reviewed for bias mitigation.

→ Review and evaluate leadership diversity on a regular basis.

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> The Roadmap is key for the energy industry because the best way to continue providing critical services to our communities is through hiring the best talent available and reflecting the communities in which we serve.
>
> **Vivek Arora, Chief Administrative Officer**
> **SAM**
> **CEWD Board Chair**

C. TO DEVELOP A DIVERSE TALENT POOL

1. Ensure the Public Recognizes the Industry's Commitment to a Diverse, Equitable, and Inclusive Workforce

While many energy companies have made significant progress in DE&I initiatives (92% of participants in CEWD's DE&I Listening Sessions reported DE&I strategies are important to their company), we know that to make our businesses and industry stronger, there is more work to be done. Forward-leaning companies are exploring workplace culture, recruiting practices, outreach, and engagement opportunities to determine how best to enrich their teams with the inclusion of those who have been systemically marginalized. These changes are not just being noticed by tomorrow's workforce; they are being demanded. In fact, a recent study by Monster noted that 83% of Gen Z candidates indicated "a company's commitment to diversity and inclusion is important when choosing an employer." *(What Workforce Diversity Means for Gen Z, Monster)*

SUGGESTED INDUSTRY ACTION:

→ Evaluate current understanding of the energy industry and its workforce by those who are systemically marginalized in the workforce.

→ Create an industry brand and reputation that messages:

  → the industry's commitment to a diverse, equitable, and inclusive workforce, including interest in growing, developing, and promoting diverse talent from the communities we serve

  → the essential nature of the industry's workforce

  → awareness and education about the transferability of skills from other industries

→ Engage in an industry-wide advertising, marketing, and social media campaign about industry careers, ensuring message visibility to communities systemically marginalized in the industry today.

→ Forge partnerships with influencers and organizations that have a diverse constituency that can help communicate our interest in expanding the industry's diversity.

→ Position energy career paths to students at a grade school age in systemically marginalized communities.

→ Create energy career path tools for educators and parents, especially those with influence of systemically marginalized students.

→ Create brand partnerships that will promote industry awareness in a way that will resonate with our future workforce.

SUGGESTED COMPANY AND LABOR ORGANIZATION ACTION:

→ Forge partnerships with organizations that serve diverse communities of people, especially those that are tied to business diversity goals.

→ Create and promote scholarships for communities of people who have been systemically marginalized.

→ Promote available positions and training opportunities to diverse communities of people through effective public relations campaigns.

→ Dedicate charitable resources to philanthropies that have a DE&I impact.

→ Participate on community boards, councils, and committees that serve diverse communities.

→ Evaluate perception of corporate brand regularly with diverse communities of people to pulse check how those who have been systemically marginalized observe the industry.

→ Host open houses for community members to visit and include intentional messaging on programs to attract diverse employment candidates.

→ Host open houses for mid-career professionals to recruit management talent.

→ Use Employee Resource Groups to promote the industry and recruit/raise awareness of industry careers within the community.

→ Develop industry training centers near systemically marginalized communities.

→ Ensure branding images amplify diverse individuals.

2. Increase Diversity of Applicants for Industry Careers

74% of industry professionals participating in DE&I workforce focused Listening Sessions (Fall, 2021) cited difficulties in sourcing and hiring people of differing races. 64% cited difficulties in hiring and retaining women. While diversity hiring has proven challenging in a general sense, skilled trades are viewed as the most difficult positions for hiring diverse candidates.

✓ SUGGESTED INDUSTRY ACTION:

→ Establish formal partnerships with prioritized national organizations that can fuel diversity in the industry's local talent pipeline by increasing visibility for industry careers, initiating collaborative initiatives, developing pre-apprenticeship programs, etc.

→ Work with union partners to use gender neutral position terms and job descriptions.

→ Provide educational messaging about union careers to communities of people systemically marginalized in the industry, emphasizing the industry's commitment to DE&I.

→ Explore development of an accessible, national, free, virtual training program that prepares diverse communities of people for successful completion of the industry's pre-employment testing.

→ Explore the creation of an energy technician associate degree that could be earned by students in grades 11-13.

→ Research, identify, and partner with post-secondary institutions that have a strong track record for graduating students from systemically marginalized groups and create a clearinghouse of this information for industry companies to access.

SUGGESTED COMPANY AND LABOR ORGANIZATION ACTION:

→ Provide pre-employment training, tutoring, and mentoring to those from systemically marginalized communities to support progression into energy careers.

→ With strong focus on the trades, establish a diversity pledge with our external labor partners.

→ Partner with community-based organizations that serve diverse constituents in local markets to create education, training, and recruitment opportunities, after defining what successful partnerships look like.

→ Create programs at colleges and universities whose charters focus on servicing diverse student bodies, generally from marginalized communities, to introduce students to industry careers, recognizing programming with internships and pre-apprenticeships will be most well-received.

→ Create company policies that will interest and serve diverse candidates.

→ Conduct targeted digital ad campaigns, focusing on viewership by systemically marginalized communities.

→ Begin perception awareness of diversity in energy with young students, offering summer youth energy academies, camp programs, Scout engagement, scholarships and challenges, programs in urban communities, etc.

→ Include representation of diverse employees at hiring fairs and recruiting events.

→ Create candidate referral programs that encourage outreach to systemically marginalized communities.

→ Develop or enhance flexibility in the hiring process, removing hard lined hiring practices that may prevent diverse candidates from securing interviews.

→ Seek diverse applicants from recruiters.

→ Evaluate whether pre-employment testing includes biases, and if so, change or eliminate the testing.

→ Examine minimum competency requirements. Focus on capabilities and skills more than prior industry experience. Ensure job descriptions are written for the future, not the past.

→ Evaluate whether degree and certification requirements are necessary, and if not, eliminate.

→ Ensure job postings support diverse hiring practices by removing biased terminology.

→ Use techniques to eliminate bias in the hiring process including masking of protected information, voice masking, etc.

→ Ensure interview panels are comprised of diverse interviewers so that the feedback generated comes from different perspectives.

→ Reduce employment barriers by providing solutions to transportation and family care challenges, and communicate these offerings to candidates.

→ Reduce barriers for employment that may be difficult for some people to achieve on their own (e.g., Commercial Driver's License requirements) or provide the required training.

→ Evaluate hiring history and from where the talent has come to better understand trends and opportunities.

→ Obtain feedback from systemically marginalized employees about their employee experiences to identify inclusive and non-inclusive behaviors and cultures within the company.

D. TO RETAIN DIVERSE TALENT IN THE ENERGY WORKFORCE

1. Create Inclusive Workforce Cultures

Developing a diverse talent pool and hiring a diverse workforce are important, but neither can be done effectively without ensuring an inclusive workplace culture. In fact, onboarding people from systemically marginalized communities who don't feel welcome and included can do lasting damage to a company's brand, present an image of tokenism, and inhibit progress with future workforce development initiatives. 76% of individuals who participated in CEWD's Fall 2021 Listening Sessions indicated the lack of inclusion is a significant challenge in retaining diverse talent.

> The Roadmap challenges the industry's traditional workforce practices, allowing us the space to create new approaches for embracing a diverse range of skills and perspectives. It can help reshape organizational cultures to deliver greater innovation, safer workplaces, and faster workforce development. All strategic business initiatives require a robust plan that creates purpose, action, and metrics for success. The Roadmap gives energy companies a planned approach to move further and faster on their DE&I journey.
>
> **Michele Rinn, Senior Vice President, Human Resources**
> **National Rural Electric Cooperative Association**

SUGGESTED INDUSTRY ACTION:

→ Identify, define, and detail inclusive behaviors for leaders and employees.

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> America's Clean Energy Future demands innovation, creativity, and critical thinking from all individuals eager to shape and steward our environment. We must deliver that message to students and work-ready adults from communities underrepresented in today's energy workforce so that the best and the brightest seek careers within our sector. The Roadmap and its associated resources will help us be intentional in this regard as we work to ensure a skilled, diverse talent pipeline.
>
> **Maria Korsnick, President and CEO**
> **Nuclear Energy Institute**

SUGGESTED COMPANY AND LABOR ORGANIZATION ACTION:

→ Develop ERG-like support groups and buddy programs for diverse entrants in the skilled trades and encourage leaders to support and promote participation as part of their commitment to developing people.

→ Create and enhance Employee/Business Resource Groups that support the needs of systemically marginalized employees.

→ Ensure work environments for tradeswomen are female friendly, with proper restroom facilities and considerations for nursing mothers, etc.

→ Ensure uniforms, tools, and equipment are appropriate for women.

→ Ensure workplace environments demonstrate consideration for all employees with offerings including gender-neutral restrooms, religious-friendly prayer rooms, etc.

→ Develop inclusion champions from unions, having them deliver "inclusive conversation" training and be the boots on the ground in the workforce.

→ Encourage "stay" conversations for diverse employees identified as high-risk and high impact of loss.

→ Offer transparent demographic data per department and seniority level.

→ Ensure concepts of psychological safety are addressed in parity with physical safety within work teams.

2. Create Equity in Workforce Cultures

While many companies indicate a desire for and commitment to fair and equitable workplace practices, fewer than three in 10 employees (28%) strongly agree that their organization is fair to everyone *(Gallup, 2022)*. While fair is a subjective term, in relation to equity, it means proportional representation for the same opportunities *(Recruitee.com)*. An equitable workplace is one in which corporate leadership is committed to individualizing support made available to each employee, considering structural barriers that have prevented the employee's full participation so that every individual can maximize their potential.

SUGGESTED COMPANY AND LABOR ORGANIZATION ACTION:

→ Conduct a comprehensive review of policies and practices to make sure they are equitable. Example: Pre-payment of tuition (as opposed to reimbursement which can create an upfront financial barrier).

→ Identify and remove barriers, like experience requirements and access to training and testing, that can perpetuate inequity.

→ Create programs, resources, and initiatives to support the career growth of your workforce, while understanding everyone may have a different starting point.

→ Develop a mentorship program creating personal advocacy for the mentee and personal buy in and investment from someone in leadership.

→ Create greater transparency in the workplace in areas such as equitable compensation, results of employee investigations, business strategy, etc.

→ Hold people accountable to the same standards.

→ Conduct a review of engagement level with diverse communities of people by position to evaluate their experiences within the company. Gather data that can impact change and help benchmark diverse retention.

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> The energy sector offers cutting edge and exciting work that will be strengthened by diverse perspectives and inclusive workspaces. Ensuring that our companies are diverse, inclusive, and equitable, while fostering belonging is paramount. The Roadmap offers our industry a thoughtful path forward with actionable steps for ensuring sustained and meaningful change.
>
> **Courtney Peterson, Vice President, Chief Diversity & Human Resources Officer, Edison Electric Institute Chief Administrative Officer, Center for Energy Workforce Development**

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A strong commitment to DE&I within a company and by its leaders creates an environment where employees feel empowered to be authentic and bring new ideas based on their distinctive knowledge and lived experiences. The DE&I Roadmap for Industry Change raises the expectations and standards for businesses and the industry to create more inclusive and equitable workplaces.

Pete Fojtik, President
Michels Utility Service

E. TO EXPAND DIVERSITY IN C-SUITE ROLES

Prioritize Opportunities for Systemically Marginalized Leaders

Despite countless studies showing benefits of diverse leadership teams and decades-old efforts to eliminate the "glass ceiling," many of the faces around the corporate leadership table – those with the power – look the same.

According to Korn Ferry, "1 in 4 key executive roles were held by women in 2019, but the CEO job is still dominated by men." SHRM reflects, "That's a slight increase from 23% in 2018, according to analysis of the nation's 1,000 largest corporations across eight industries. Still, women hold a majority of only one of those spots, CHRO, and only 6% of CEO spots. Black and Indigenous people and other people of color (BIPOC) make up 17% of the C-Suite, according to Gartner, a technology research and consulting company." SHRM also notes that less than 1% of Fortune 500 CEOs publicly identify as LGBTQ+.

Despite the demonstrated benefits of diversity in the most senior leadership ranks and the energy industry's stated commitment to DE&I, some supervisors and managers were cited as resistant to DE&I, according to CEWD's diversity Listening Sessions. Whether it's discomfort, fear of change, or perhaps loyalty to historic practices, the energy industry must do more to drive diversity in C-Suite roles. These leaders are critical to systemic change.

SUGGESTED INDUSTRY ACTION:

→ Publish articles in business publications about the future of the clean energy industry and its need for innovative, diverse thinkers. Feature stories that spotlight senior leaders who have joined the energy sector from other industries, particularly those of diverse backgrounds.

→ Develop new and scale existing programming for emerging leaders (e.g., American Gas Association and Nuclear Energy Institute) within the industry, with intentionality around participant diversity.

→ Create sponsorship and mentoring toolkits. Track usage and increase hires/promotions within the industry.

SUGGESTED COMPANY AND LABOR ORGANIZATION ACTION:

→ Revamp existing succession planning practices and processes that may favor dominant cultures in the workforce.

→ Create executive mentoring, sponsorship, and succession planning programs that match high potential, systemically marginalized talent with existing leaders for training and development.

→ Support external leadership development programs for systemically marginalized talent.

→ Create a structure for leadership development programs that support self-nominations, allowing space for all to be seen.

→ Facilitate networking communities for leadership development for systemically marginalized talent.

→ Expand search beyond utilities into other industries, relying on skills and competency-based hiring.

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> The energy workforce should be representative of the diverse communities served. The Roadmap serves to meet all players of the industry where they are and drive necessary change. I am eager to see the industry's diversity grow and represented at every level of the energy organizations.
>
> **Megan Dunn, Vice President, Talent Operations American Gas Association**

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> The DE&I Roadmap is designed to support every energy business, regardless of where they are in their DE&I journey, with ideas that can be turned into action, and action that can be turned into change.
>
> **Missy Henriksen, Executive Director Center for Energy Workforce Development**

Glossary of Select DE&I Workforce Terms

This glossary of terms is meant to offer guidance on some of the most common and misunderstood terms in the DE&I space connected with workforce development. For each term included, there are likely dozens of terms that are missing. Accordingly, this is not meant to be an exhaustive list, but rather a useful resource.

ACCESSIBILITY	Giving equitable access to everyone along the continuum of human ability and experience. Accessibility encompasses the broader meanings of compliance and refers to how organizations make space for the characteristics that each person brings.
ALLY	A person of privilege who works with a marginalized group of people to improve systems that challenge that group's basic rights, equal access, and ability to thrive.
BELONGING	A feeling that you are valued and respected within a community.
BIAS AWARENESS	Recognition that social stereotypes about certain groups of people are formed, both consciously and unconsciously.
BIPOC	Abbreviation for Black, Indigenous, and People Of Color. Pronounced "bye-pock."
BRAVE SPACE	An environment that challenges and encourages people from social identity groups to be brave in their discomfort and equitably participate in challenging conversations that spark learning, sharing, and growth. *(Hive Learning)*
CODE SWITCHING	Adjusting one's style of speech, appearance, behavior, and expression in ways that will optimize the comfort of others in exchange for fair treatment, quality service, and employment opportunities. *(Harvard Business Review)*
CULTURE	Culture within a company is the collection of values, expectations, and practices that guide actions and behaviors of employees.
DE&I MATURITY MODEL	A matrix that allows companies to benchmark the maturity of their efforts regarding diversity, equity, and inclusion (DE&I) across a wide range of functional areas relevant for optimization of DEI impact and results.

DIVERSITY	The existence of differences among people including race, gender, sexual orientation, age, ethnicity, physical abilities, language, etc.
DOMINANT CULTURE	The most common cultural practice where multiple cultures also exist. This might be a language in a country, a tradition in a geographic region, or a set of social norms in a workplace. *(Hive Learning)*
EQUITY/ EQUITABLE	The guarantee of fair treatment, access, opportunity, and advancement, while simultaneously striving to identify and eliminate barriers that have prevented the full participation of some groups.
EQUALITY	Evenly distributed access to resources and opportunity necessary for a safe and healthy life; uniform distribution of access to ensure fairness.
EMPLOYEE RESOURCE	Company or organizational groups that unite employees with common experiences or interests to foster a diverse, inclusive workplace. May also be known as business resource group or affinity group.
GENDER JUSTICE	The concept that everyone can thrive regardless of their gender, gender expression, or sexual orientation.
GENDER IDENTITY	A person's internal perception of their own gender and the words they use to label themselves. A person's gender identity may or may not be the same as their sex assigned at birth. Some terms to know include: → Cisgender or cis, refers to a person whose gender identity and/or expression generally aligns with the typical expectations of their sex assigned at birth. → Gender fluid identifies a person who does not identify with a single fixed gender or has a fluid or unfixed gender identity. → Nonbinary refers to a person who does not identify exclusively as a man or a woman. → Gender-expansive references a person with a wider, more flexible range of gender identity and/or expression than typically associated with the binary gender system. → Transgender is an umbrella term for people whose gender identity and/or expression is different from cultural expectations based on the sex they were assigned at birth. Being transgender does not imply any specific sexual orientation. Therefore, transgender people may identify as straight, gay, lesbian, bisexual, etc. *(Human Rights Campaign)*
GENDER PRONOUNS	The set of pronouns an individual wants others to use to reflect that person's gender identity. (Examples: "she/her/hers", "he/him/his", "they/them/theirs") Offering or asking an individual's personal pronouns reduces the risk of misgendering and reflects the desire for an inclusive environment.

GENERATION LABELS	Categorization of people by age ranges that suggest shared beliefs, behaviors, and values. → The Silent Generation: Born 1928–1945 → Baby Boom Generation: Born 1946–1964 → Generation X: Born 1965–1980 → Millennial Generation or Generation Y: Born 1981–1996 → Generation Z: Born 1997–2010 Note: Birth years are approximate; references vary by source.
IMPLICIT / UNCONSCIOUS BIAS	Implicit or unconscious biases are unintended people preferences formed by personal experiences and representation of different groups in the media. These experiences act as social filters in which we make assessments and judgments of people.
INCLUSION	The act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate.
LGBTQ+	Acronym for lesbian, gay, bisexual, transgender, and queer. The Q generally stands for queer when LGBTQ organizations, leaders, and media use the acronym. In settings offering support for youth, it can also stand for questioning. The + is added in recognition of all non-straight, non-cisgender identities. *(GLAAD.org)*
MARGINALIZATION	The process that occurs when members of a dominant group relegate a particular group to the edge of society by not allowing them an active voice, identity, or place for the purpose of maintaining power.
MICRO-AGGRESSION	The everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership.
MINORITY/MINORITIES	The term "minorities" is included here to support those who may be looking to understand its definition; however, the term warrants an explanation with its definition. Minorities are defined as a group of people who share a commonality that makes their group smaller than other groups. (e.g., race, ethnicity, gender, sexual orientation, etc.). The term has been commonly used to identify race, but many people, companies, and media outlets have stopped using the word to identify race as non-whites are the majority of the world's population and according to many research organizations, within the next several decades, the United States "will have no racial or ethnic majority group." The term "minorities" can be considered derogatory, demeaning, and hurtful.

MINORITY SERVING INSTITUTION (MSI)	This term describes institutions of higher learning that serve diverse populations. MSIs were first created through the Higher Education Act of 1965 and provided federal funding to support Historically Black Colleges and Universities. Other MSI designations have been included in subsequent reauthorizations, most recently in 2008. *(The Case for Re-Branding Minority-Serving Institutions, Diverse Issues in Higher Education.)* Many individuals and organizations are working to rebrand the categorization of these schools to remove "minority" from the identity. → **Historically Black Colleges and Universities (HBCUs)** Colleges and universities that were originally founded to educate Black students, though today, they educate students of other races as well. → **Hispanic-Serving Institutions (HSIs)** Accredited, post-secondary, higher educational institutions with at least 25% total full-time enrollment of Hispanic, Latino, Latina, or Latinx undergraduate students. → **Tribal Colleges and Universities (TCUs)** 35 public and private higher educational institutions that provide a response to the higher education needs of Indigenous People of the United States or American Indians, and generally serve geographically isolated populations that have no other means of accessing education beyond the high school level. *(US Department of Interior)*
NEURODIVERSE AND NEURODIVERGENT	Differences in the cognitive functioning of people that often result in invisible disabilities.
PARTNERSHIP	A collaborative relationship that moves a team, organization, or system towards equity in which each partner works to notice, interrupt, and intervene on power dynamics in service of creating inclusive organizations where everyone can feel seen and included.
PRIVILEGE	Earned or unearned social power accorded by the formal and informal institutions of society to members of a dominant group. Privilege is usually invisible to those who have it because they are taught not to see it, but nevertheless it puts them at an advantage over those who do not have it.
PROTECTED CLASSES	Groups of individuals protected by anti-discrimination laws, such as women, older workers, people with disabilities, and others. *(Society for Human Resources Management)*
SYSTEMICALLY MARGINALIZED	Refers to groups of people who have been denied full participation in mainstream cultural, social, political, and economic activities.
TOKENISM	A symbolic effort to be inclusive to members of systemically marginalized groups to give the appearance of equity within a workplace.

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Center for Energy Workforce Development

The Center for Energy Workforce Development (CEWD) is a non-profit consortium of energy companies, contractors, associations, unions, educators, and business partners working together to ensure a skilled, diverse workforce pipeline to meet future industry needs.

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