

Clean Energy Trends: Improving Diversity & Inclusion



Today's speakers:



Andrea Luecke

President and Executive Director at The Solar Foundation



Kristen Graf

Executive Director at Women of Renewable Industries and Sustainable Energy (WRISE)



Tamika Jacques

Director at Workforce Development at the Massachusetts Clean Energy Center (MassCEC)

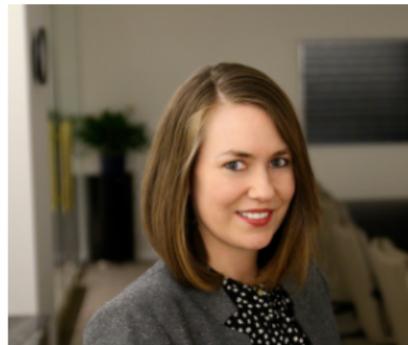


Maria Redmond

Director at Wisconsin Office of Sustainability and Clean Energy



Diversity and Inclusion in the Clean Energy Workforce



Andrea Luecke
President and Executive Director
The Solar Foundation
March 24, 2020

My Journey at The Solar Foundation

- **Re-launched in 2010 as the first employee**
- **Focused on accelerating adoption of the world's most abundant energy source**
- **Committed to a strong and diverse solar workforce**





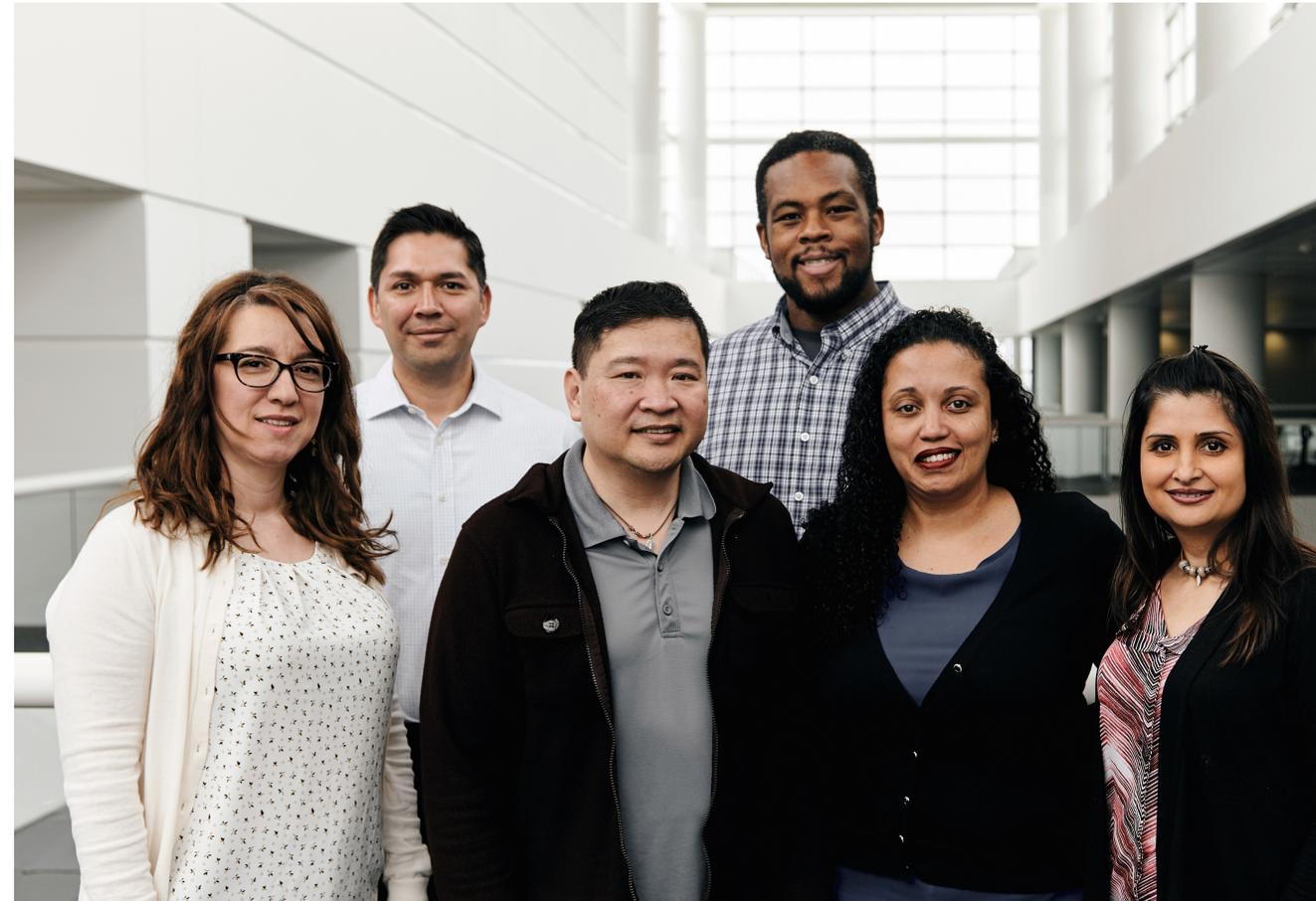
The Case for Diversity and Inclusion

Companies with diverse employees enjoy:

- Higher profits
- Broader market share
- Improved employee well-being than their less diverse peers

- **Clean Energy Companies Benefit:**

- Meet hiring needs by tapping into new/larger talent pools
- Build highly qualified teams and attract top talent
- Increased public awareness of the benefits of clean energy, leading to more sales and policy support



Solar Industry Demographics

Our annual *National Solar Jobs Census* found there are 250,000 solar workers in all 50 states.

- 26% Women (vs. 47% in overall U.S. workforce)
- 17% Hispanic or Latino
- 9% Asian
- 8% Black or African American (vs. 10% in overall U.S. workforce)
- 8% Veterans (vs. 6% in overall workforce)



Similar Challenges in Other Industries

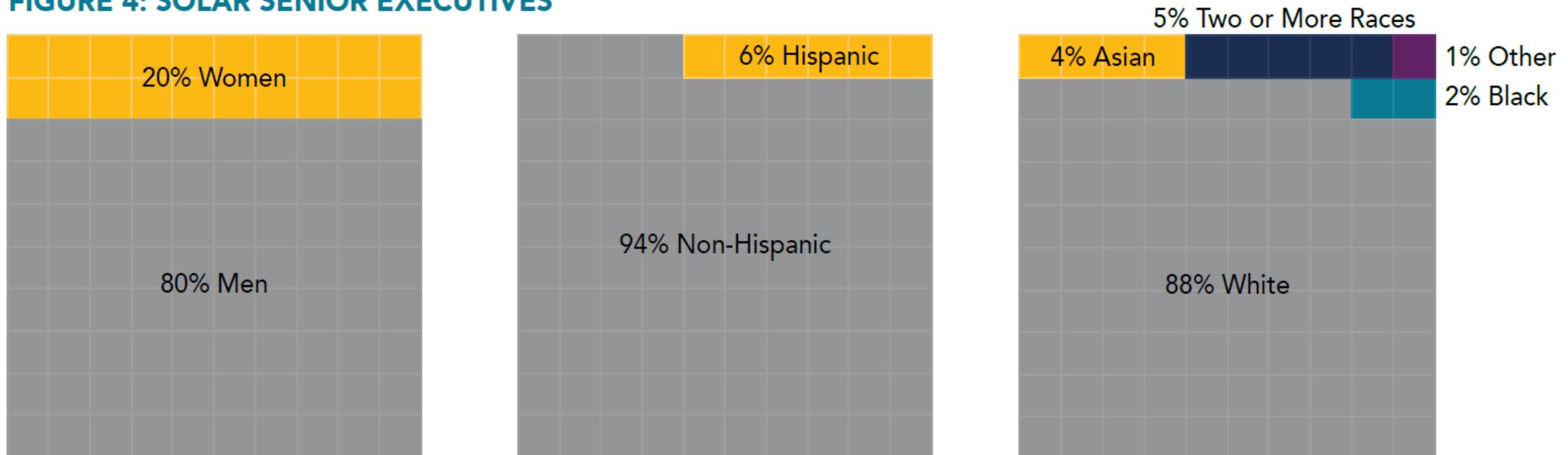
- Overall, the electric power sector is 31% women, 19% Hispanic or Latino, and 7% Black or African American (U.S. Energy and Employment Report)
- *Construction* sector is 10% women, 6% African American
- *Manufacturing* is 29% women, 10% African American



U.S. Solar Industry Diversity Study

- Released May 2019; followup scheduled for this fall
- Surveyed employers and employees
- Big gender gap in wages, career advancement, and job satisfaction. Women make 74 cents on the dollar compared to men.

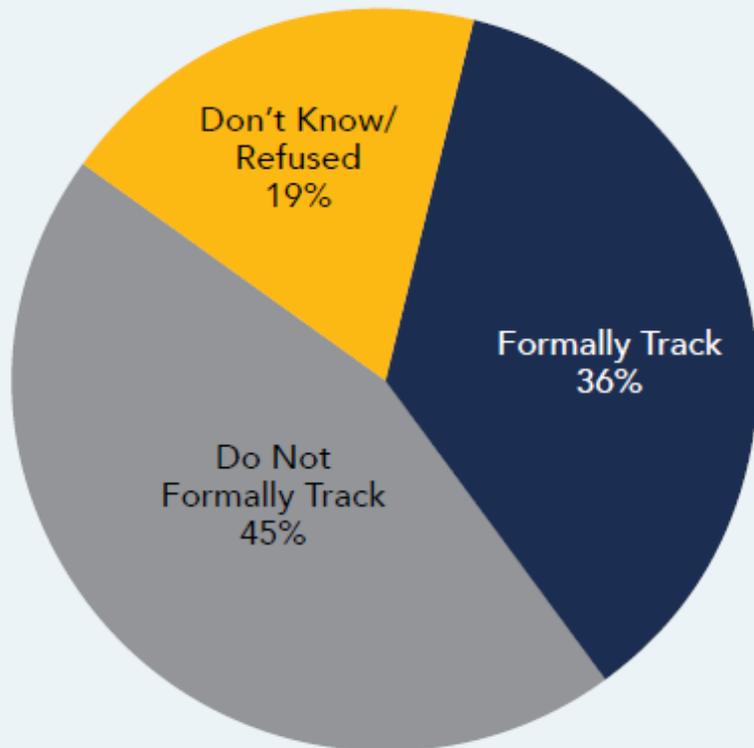
FIGURE 4: SOLAR SENIOR EXECUTIVES



Diversity tracking at solar companies



FIGURE 16: FORMAL DIVERSITY TRACKING AT SOLAR FIRMS

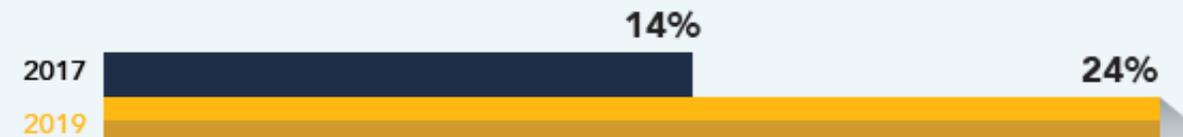


PERCENTAGE OF FIRMS WITH A STRATEGY IN PLACE ...

To Increase Representation of **Women**



To Increase Representation of **People of Color**



Women of Color in the Solar Industry



- Need to provide more evidence of competence
- Difficulty making the right connections
- Workplace microaggressions

“The solar industry relies too heavily on word of mouth when hiring and promoting. There is a direct correlation with promotion and who you know.”



The Path Forward

- Accountability and leadership, starting at the top
- Review procedures for hiring and recruiting
- Track employee demographics and satisfaction
- Encourage mentorship and networking



Companies Taking Action

- **Sunrun** achieved 100% pay parity for its employees
- **McCarthy Building Companies** emphasizes local hires, prioritizes outreach to diverse candidates
- **NEXTracker** set up a women's network to support mentorships and networking around the globe



Download the Full Report at:
www.TheSolarFoundation.org/diversity

Andrea Luecke
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U.S. SOLAR INDUSTRY DIVERSITY STUDY 2019

New Resources on Diversity and
Inclusion in the Solar Workforce





Women of Renewable Industries
and Sustainable Energy

www.WRISEnergy.org

 [@WRISEnergy](https://twitter.com/WRISEnergy)

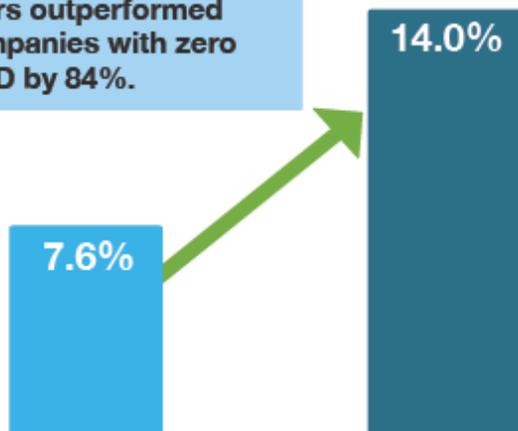


Kristen Graf

Executive Director at Women of Renewable
Industries and Sustainable Energy (WRISE)

ROS

Companies with three or more WBD in four of five years outperformed companies with zero WBD by 84%.



+84%

Zero WBD

3 or more WBD

ROIC

Companies with three or more WBD in four of five years outperformed companies with zero WBD by 60%.



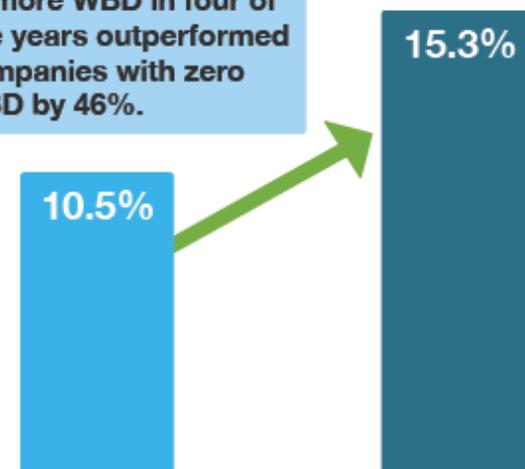
+60%

Zero WBD

3 or more WBD

ROE

Companies with three or more WBD in four of five years outperformed companies with zero WBD by 46%.



+46%

Zero WBD

3 or more WBD

Group Think

MIT Prof. Thomas Malone –
Center for Collective Intelligence

3 factors strongly correlated with better
group decision-making:

- The average social perceptiveness of the group
- The evenness of conversational participation
- The proportion of women in the group

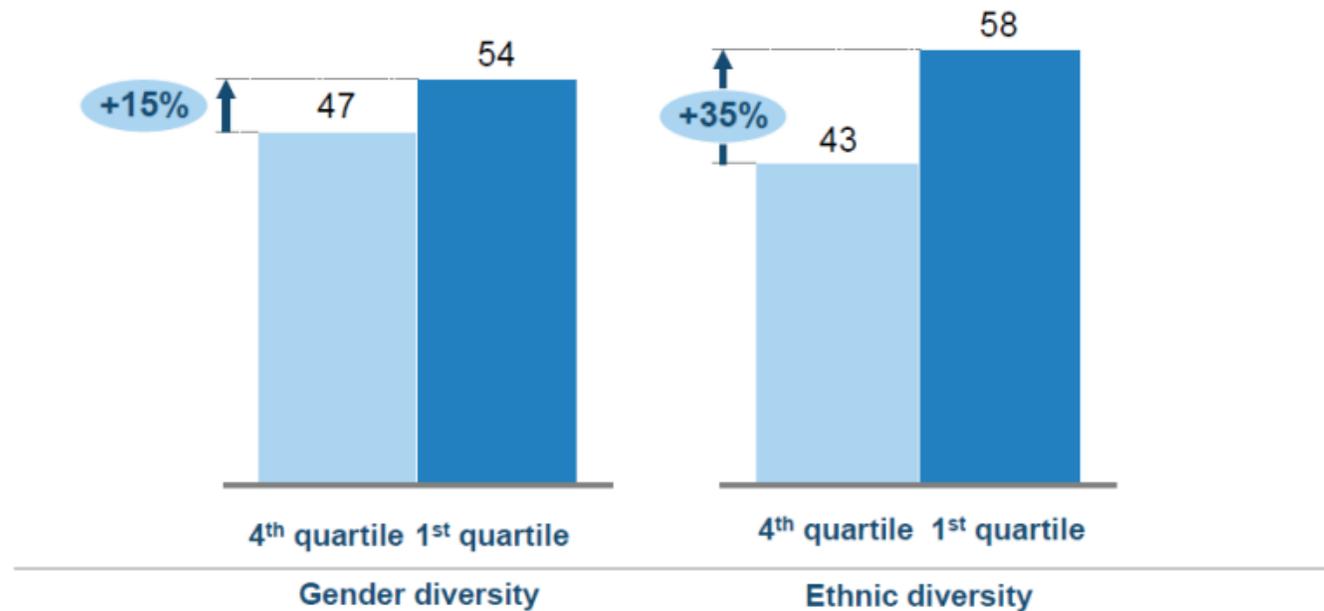


Diversity Matters

Exhibit 1

How diversity correlates with better financial performance

Likelihood of financial performance above national industry median, by diversity quartile
%



SOURCE: McKinsey Diversity Database

The reverse is also true, companies in the bottom quartile in both gender and ethnicity underperformed the other three quartiles (Exhibit 2).

Table 2

Percentage of women on boards by industry

	2010	2011	2012	2013	2014	2015
Consumer discretionary	10.6%	11.0%	12.4%	13.4%	14.5%	15.5%
Consumer staples	13.3%	14.2%	14.9%	16.3%	16.9%	17.4%
Energy	6.7%	7.7%	8.3%	9.4%	10.8%	12.1%
Financials	11.4%	12.0%	13.0%	14.8%	15.7%	16.9%
Health care	11.7%	12.4%	12.9%	14.1%	15.2%	16.5%
Industrials	7.8%	8.7%	9.9%	11.0%	12.3%	13.1%
Information technology	6.8%	7.7%	8.6%	10.0%	11.4%	12.2%
Materials	8.1%	8.4%	9.0%	10.9%	11.1%	11.6%
Telecoms	11.1%	11.0%	12.4%	14.2%	15.8%	17.1%
Utilities	10.6%	11.0%	12.0%	14.4%	14.3%	16.2%
Total	9.6%	10.3%	11.3%	12.7%	13.7%	14.7%

Source: Credit Suisse Research



WRISE Mission

To promote the education, professional development, and advancement of women to achieve a strong diversified workforce and support a robust renewable energy economy.

Institutional TOP TEN

- Data collection and tracking
- Goals and benchmarking
- Corporate culture
- Hiring and recruitment
- Pay and salary transparency
- Promotion, reviews and feedback
- Family/Life/Work integration
- Flexibility in work arrangements
- Career path
- Leadership pipeline

Institutional TOP TEN:

- Data
- Goals
- Corporate Culture – addressing implicit and explicit bias, internal education programs, engaging men in the conversation, and building valuable affinity networks
- Hiring and Recruitment
- Pay and salary transparency
- Promotion Reviews and Feedback
- Family/Life/Work Integration
- Flexibility in work arrangements
- Career path
- Leadership pipeline

We Help Companies Interrupt And Correct Implicit
Bias In The Workplace

[LEARN MORE](#)

[VIEW TOOLKITS](#)



GE Renewable Energy

Michael Kimmel:

Why gender equality is good for everyone — men included

TEDWomen 2015 · 15:58 · Filmed May 2015

26 subtitle languages

View interactive transcript

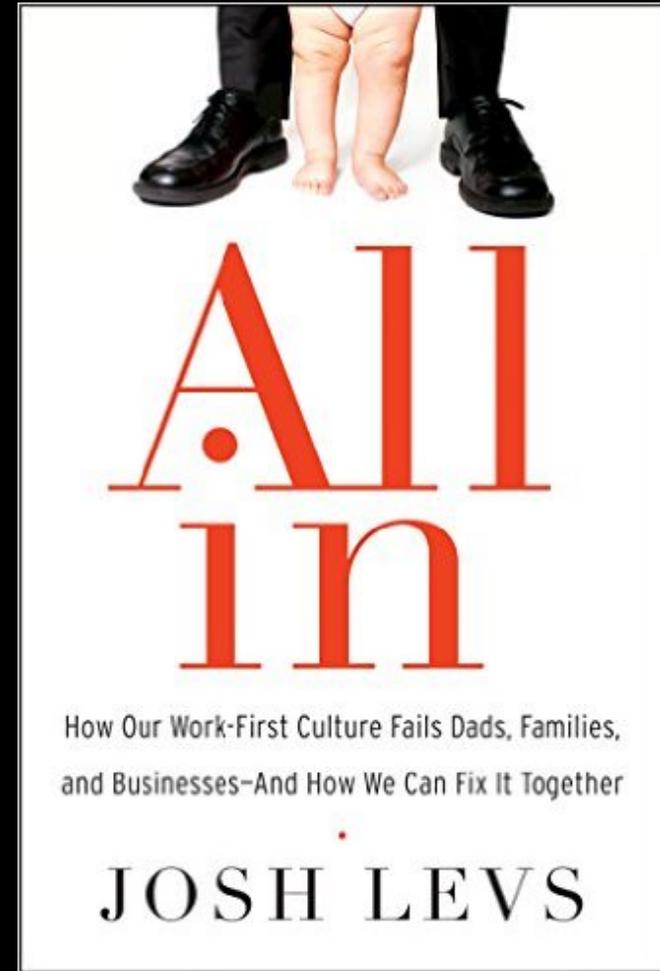
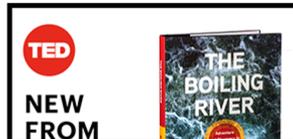


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Yes, we all know it's the right thing to do. But Michael Kimmel makes the surprising, funny, practical case for treating men and women equally in the workplace and at home. It's not a zero-sum game, but a win-win that will result in more opportunity and more happiness for everybody.



WHITE MEN AS
FULL DIVERSITY PARTNERS
INSPIRING COURAGEOUS LEADERS GLOBALLY

Key Takeaways

- The renewable energy workforce and highest decision-making tables still significantly lack women
- More women and particularly women of color are desperately needed at all levels if we want to see successful and long-lasting results as an industry
- Everyone has a role to play in building the workforce and the clean energy future we want and need

WRISE and our amazing community of members, volunteers, sponsors, consultants and staff are here to make it happen



Women of Renewable Industries
and Sustainable Energy

www.WRISEnergy.org

 [@WRISEnergy](https://twitter.com/WRISEnergy)



Kristen Graf

Executive Director at Women of Renewable
Industries and Sustainable Energy (WRISE)

Massachusetts Clean Energy Center

March 24, 2020

Tamika N. Jacques, Ed.D.

Director of Workforce Development



Our Mission

Grow the state's clean energy industry while helping to meet the Commonwealth's clean energy, climate and economic development goals.

INVEST

Invest in programs that increase renewable energy adoption by residents, businesses and communities.

CONNECT

Connect employers, job seekers, students, communities and investors to the clean energy industry.

INNOVATE

Help to spur innovation through infrastructure, funding and technology development support.

Our Emerging Initiatives



OFFSHORE WIND



ENERGY STORAGE



MICROGRIDS



WATER INNOVATION

Our Workforce and Career Programs



JOB SEEKER



EMPLOYER



EDUCATOR / TRAINER

Connecting job seekers and employers through internships, job and resume boards, and training programs

Demographics 2019: Massachusetts

	Hispanic or Latinex	Black	Asian	Two or More Races	Women	Veterans	Workers Over the Age of 55	Union
 2019 Clean Energy Jobs	19,229	8,359	9,888	9,607	33,473	12,294	15,714	8,284
 Percent of 2019 Clean Energy Workforce	17%	8%	9%	9%	30%	11%	14%	7%
 Percent of 2019 Overall MA Workforce	10%	8%	7%	1%	51%	4%	24%	14%

Clean Energy Internship Program

Paid internship opportunities for college students at Massachusetts-based clean energy companies

Successes to Date

- Placed over **3,800 interns** at **460+** companies since 2011
- Over **800 students** have gained full or part-time employment at their host companies
- **302 companies, 1,626 students** applied for the summer 2019 session
- Overwhelming **participant satisfaction** with the program to-date
- International students are eligible to participate.

Program Logistics

- Students and Employers apply via www.masscec.com/internship
- 3 sessions per year. Summer 2020 session runs from May 16th to August 31st
- Companies may host up to **3 interns per session**
- Employers reimbursed for **12 weeks** of an intern's work at the host company
- MassCEC reimburses employers at the conclusion of the session. Cap is **\$3,840/intern** (spring/fall) **\$7,680/intern** (summer)

Targeted Workforce Programs



- Clean Energy Activity Day



- Building Operations (Late 2020)



- Learn & Earn
- Vocational Internship Program



- Successful Women In Clean Energy (Past Program)

Massachusetts Clean Energy Center

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STATE EFFORTS TO IMPROVE DIVERSITY AND INCLUSION

MARIA REDMOND
DIRECTOR, WISCONSIN OFFICE OF
SUSTAINABILITY AND CLEAN ENERGY

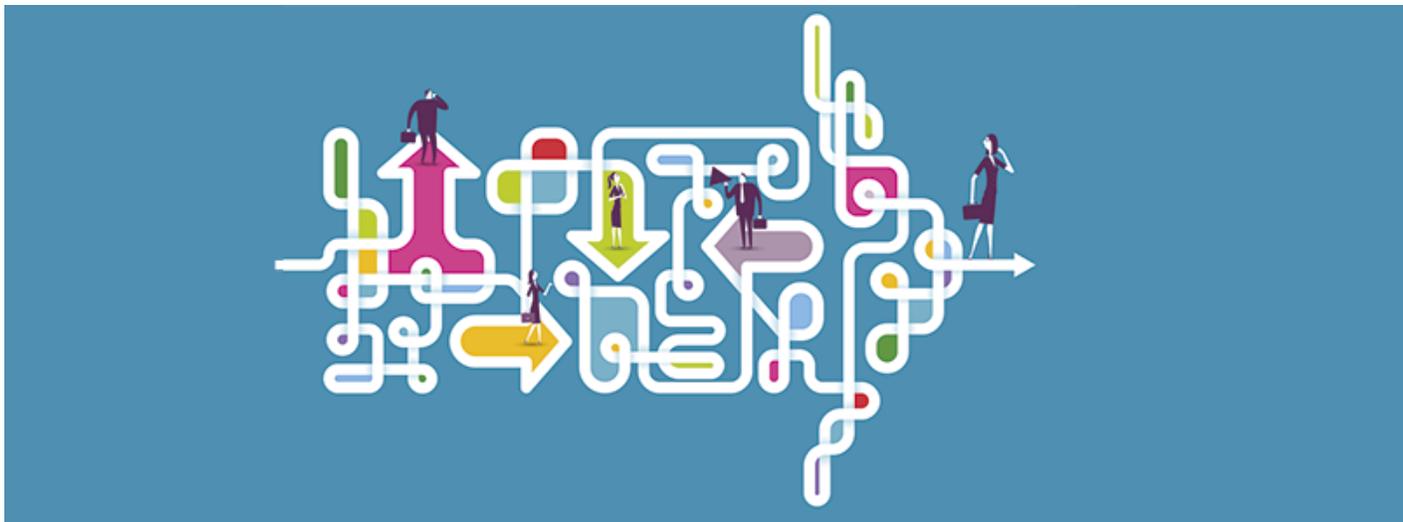


YALE CENTER FOR BUSINESS AND THE ENVIRONMENT
CLEAN ENERGY TRENDS, PART 2: IMPROVING DIVERSITY & INCLUSION
MARCH 24TH, 2020



THE JOURNEY AND PERSONAL OBSERVATIONS

- Maria Redmond – a quick career walk through from 1996-2020
- State Agency Energy Staff/Energy Sector Staff
- Growing Opportunities in Training, Education and Jobs



STATE OF WISCONSIN LEADS BY EXAMPLE



- Mandela Barnes serves as Wisconsin's 45th Lieutenant Governor
- He is the first African-American to serve as a Lieutenant Governor in Wisconsin, and the second African-American to ever hold statewide office
- In his current role, Lt. Gov. Barnes uses a platform of sustainability and equity to fight for solutions that invest in opportunities and fairness for every child, person, and family in Wisconsin, regardless of zip code

STATE OF WISCONSIN LEADS BY EXAMPLE

- State Government Leaders push for greater equity, inclusion efforts from agencies
- Executive Order 1 - Prohibits Discrimination in State Employment, Public Services, and Contracting
- Executive Order 59 - Improves Diversity, Equity, and Inclusion in State Government
 - Requires state agencies to develop and implement equity and inclusion action plans
 - Calls for creating and providing mandatory equity and inclusion training for all state agency employees
 - Creates a diversity and equity advisory council



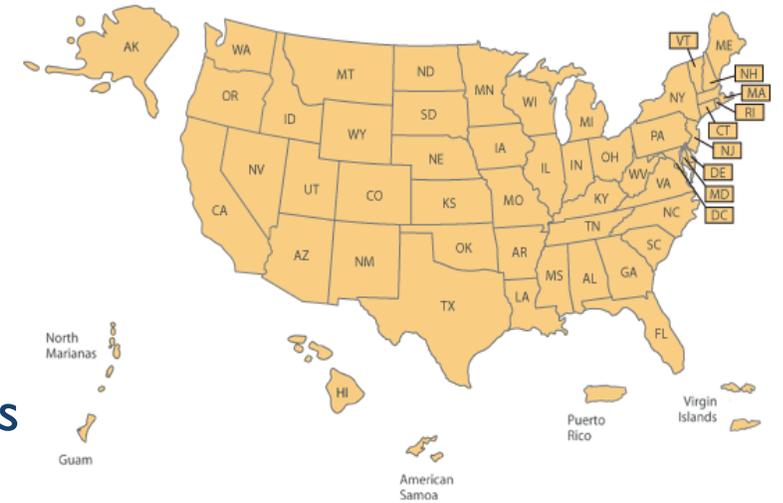
WISCONSIN'S GROWING OPPORTUNITIES

- Executive Order 38 - Clean Energy in Wisconsin - a transition to a clean energy economy will generate thousands of family supporting jobs, promote clean energy workforce training
- Executive Order 52 - Creation of the Governor's Task Force on Climate Change
 - Recognition that climate change exacerbates existing threats to communities of color and low-income communities
 - Make sure voices are heard at the table – recognize that this is the biggest gap that hasn't been met
 - Diversifying this work is important, step outside of our comfort zone to get people engaged



STATE ENERGY OFFICIALS - ENERGY EQUITY TASKFORCE

- National Association of State Energy Officials – Energy Equity Task Force
- Advance equitable and inclusive energy and climate policies and programs
- Work with experts and practitioners advancing research and understanding on income, racial, geographic, and other inequities and their impacts
- Develop processes and strategies that effectively engage communities on the front lines of economic and environmental injustice and that result in solutions for more just and inclusive energy systems





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QUESTIONS?