



Kristen Graf

Wisconsin Energy Institute 3.6.2018

www.WRISEnergy.org



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Renewable Power:
the importance of diversity,
resilience, and community

Power:

The capacity or ability to empower or transform oneself and others.

The capacity to create a change.

Expressions of Power:

Power WITHIN...

- Power within has to do with a person's sense of self-worth and self-knowledge; it includes an ability to recognize individual differences while respecting others. Power within is the capacity to imagine and have hope; it affirms the common human search for dignity and fulfillment.

Knowing Yourself and the Context

ROS

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

7.6%

14.0%

+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%.

6.5%

10.4%

+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%.

10.5%

15.3%

+46%

Zero WBD

3 or more WBD

Table 2

Percentage of women on boards by industry

Source: Credit Suisse Research

	2010	2011	2012	2013
Consumer Discretionary	10.6%	11.3%	12.4%	13.4%
Consumer Staples	13.3%	14.2%	14.9%	16.3%
Energy	6.7%	7.7%	8.3%	9.4%
Financials	11.3%	12.0%	13.0%	14.8%
Healthcare	11.7%	12.4%	12.9%	14.1%
Industrials	7.8%	8.7%	9.9%	11.0%
Materials	6.8%	7.7%	8.6%	10.0%
Technology	8.1%	8.4%	9.0%	10.9%
Telecoms	11.1%	11.0%	12.4%	14.2%
Utilities	10.6%	11.0%	12.0%	14.4%
Total	9.6%	10.3%	11.3%	12.7%

Countries with higher female parliamentary participation are more likely to ratify international environmental treaties.



USAID
FROM THE AMERICAN PEOPLE



WOMEN AT THE FOREFRONT OF THE CLEAN ENERGY FUTURE

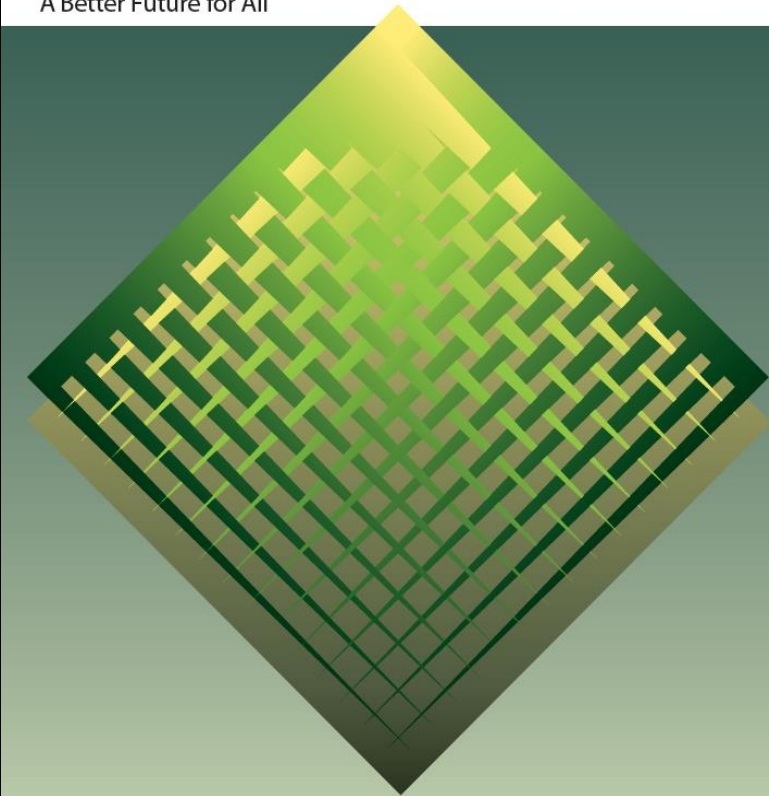
SEPTEMBER 2014

A White Paper of the USAID/IUCN
Initiative Gender Equality for Climate Change Opportunities (GECCO)

Human Development Report 2011



Sustainability and Equity:
A Better Future for All



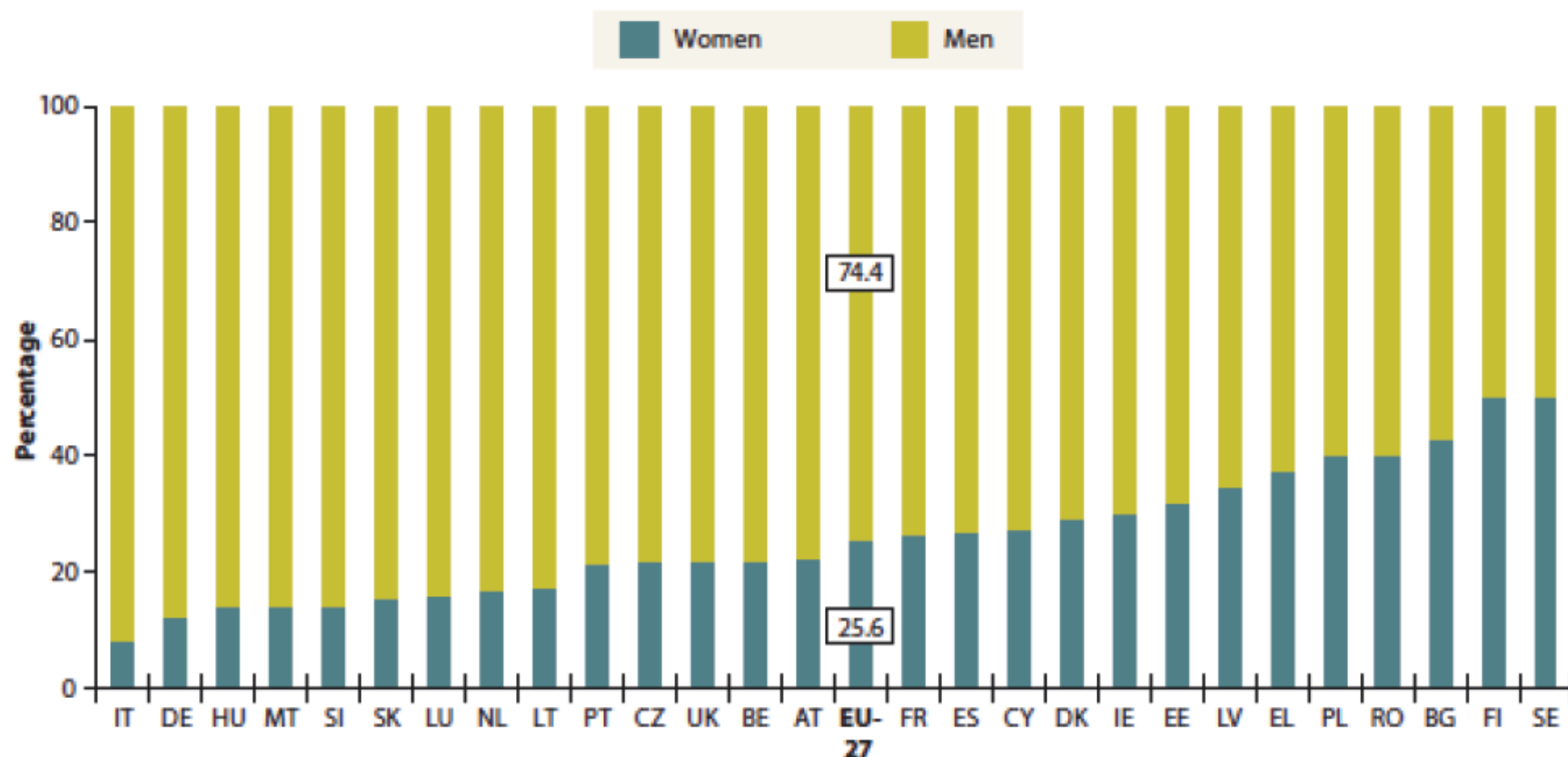


US Senate: 21% women

Congress: 19% women

Globally the US ranks 100th
in terms of the number of
women in national
parliament

FIGURE 8: PERCENTAGE OF WOMEN IN HIGH-LEVEL POSITIONS IN ENVIRONMENT, TRANSPORT, AND ENERGY MINISTRIES



Source: Data collected from Member States August–October 2011

Note: Total percentage of women in high-level decision-making related to climate change in Ministries responsible for the sectors of the environment, transport and energy, by Member State: in Italy, the level 2 position in the energy authority was vacant at the time when the report was prepared; for the energy sector in Romania, level 2 data have not been confirmed and level 3 data were not available from the institution.

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



A National Skills Assessment of the U.S. Wind Industry in 2012

M. Leventhal and S. Tegen

Since this reports the percentage of women in domestic wind workforce has increased from 21% overall to 28%

Table 11. Female Representation in Wind Energy Workforce by Occupation

	% Female by Occupation in Wind Energy Industry
Paralegals	More than 90%
Admin/clerical	More than 90%
Government regulatory workers	80%-89%
O&M accountants & bookkeepers	60%-69%
Supply chain & purchasing managers	50%-59%
Development finance	50%-59%
Scientists	40%-49%
Manufacturing managers	30%-39%
Attorneys	30%-39%
Land-leasing agents	30%-39%
Managers of sales, operations, & training	20%-29%
Professional trainers	20%-29%
Professors & teachers	20%-29%
Development managers	20%-29%
Research engineers	10%-19%
Development technical specialists	10%-19%
Construction managers	10%-19%
Resource assessors & surveyors	10%-19%
Engineers	10%-19%
Product designers	10%-19%
Trade workers	10%-19%
Manufacturing salespeople	10%-19%
Assembly workers	Less than 10%
Construction laborers	Less than 10%
Transportation/logistics workers	Less than 10%
Wind technicians	Less than 10%

Similar growth for women in solar as
a percent of the total workforce

2016 National Solar Jobs Census

TABLE 8

Solar Worker Demographic Breakdown, 2014–2016

	2014 Percent of Workforce	2015 Percent of Workforce	2016 Percent of Workforce	2016 Total
Women	21.6%	23.90%	28.0%	72,753
Latino/Hispanic	16.3%	11.30%	17.2%	44,665
American Indian or Alaska Native	—	—	1.1%	2,792
Asian	7.0%	8.70%	9.1%	23,767
Black or African American	6.0%	5.20%	6.6%	17,123
Native Hawaiian or other Pacific Islander	—	—	1.3%	3,452
White	—	—	73.6%	191,420
Two or more races	—	—	8.3%	21,521
Veterans	9.7%	8.10%	9.0%	23,303
55 and over	—	18.50%	11.2%	29,210
Union	6.2%	5.50%	3.4%	8,838



Renewable Energy and Jobs Annual Review 2017



- Wind and Solar PV jobs together have doubled since 2012 globally
- All renewable energy sector positions globally could rise from:
9.8 million in 2016
to
24 million in 2030

Expressions of Power: Power TO...

- Power to refers to the unique potential of every person to shape her or his life and world. When based on mutual support, it opens up the possibilities of joint action.

Creating Change



K-12

**Higher
Ed**

Recruit

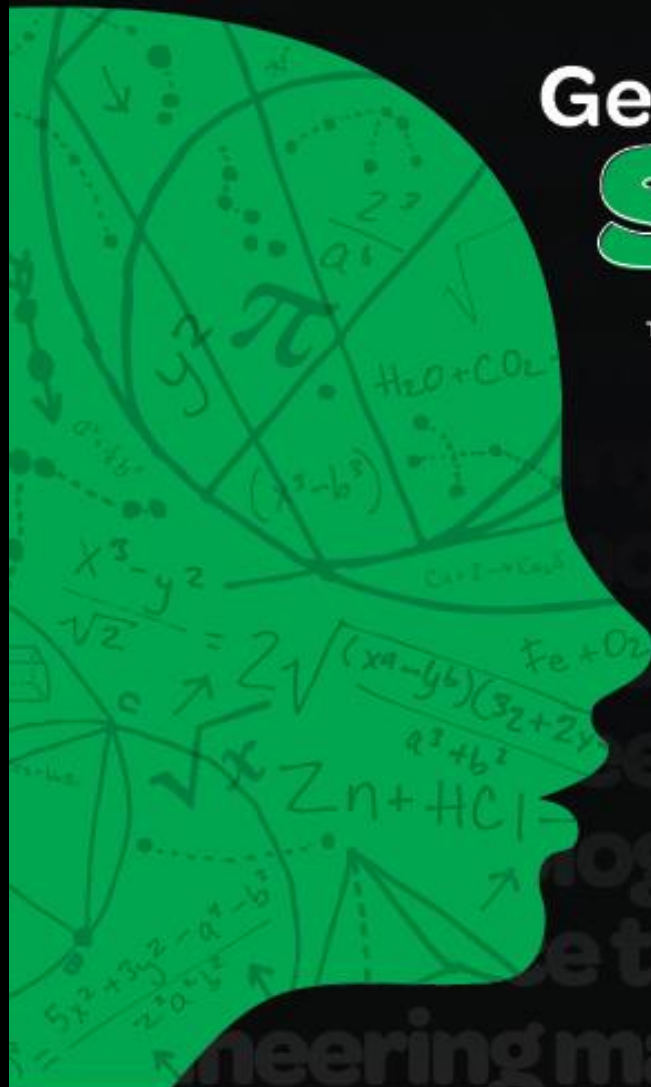
Retain

Advance



Generation STEM

What Girls Say about Science,
Technology, Engineering, and Math



A Report from the Girl Scout Research Institute



Why So Few?

Women in Science,
Technology,
Engineering,
and Mathematics



- Generational changes in gender training
- Gendered work
- Important opportunities in breaking down the barriers in all directions



Education TO DOs:

- Provide access to STEM education formal and informal
(opportunities to tinker are important for long term spatial reasoning)
- Encourage questions, puzzles, creativity and draw connection to making a change in the world/ helping people
- From a young age praise for effort not intelligence
(*Fixed v. Growth Mindset*)
- Encourage high school girls to take STEM courses
(*taking calculus = 3x as likely to major in a STEM field*)
- Increasing the visibility of and exposure to Role Models
- Work to breakdown the cultural assumptions for all children

Find Her Keep Her: Recruiting and Retaining Women in Renewables

Top Ten Areas that Companies and Organizations can focus on to improve Diversity and Inclusion across the sector.

Sharing Stories and the key role of understanding individual experience and organizational success in helping us move forward and change the face of renewable energy.

Institutional TOP TEN:

- Data – collecting it from the beginning to make sure the most important areas are being addressed early, tracking progress over time, and benchmarking against others
- Goals
- 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

Tracking the Data

- Hiring demographics:
sourcing, screening, interviews, offers, acceptances
- Performance and Promotion:
promotion rates (by gender and by role), performance ratings by gender, allocation of stretch and visibility assignments
- Salary and benefits by gender+race
(plug AWEA compensation study and SEIA/TSF Diversity Study)
- Attrition: # voluntarily leaving by gender+race, reason for leaving, and where they go next
- Employee satisfaction, perceptions of culture, sense of inclusion and being heard, desire to advance

Institutional TOP TEN:

- Data
- Goals – setting, tracking, and engaging top leadership
- 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

Lessons from Deloitte's Women's Initiative

- > Make sure Senior Management is front and center

Women's Initiative (WIN)
Started by Mike Cook,
CEO in 1992 because of
concern over high turnover
rate among women.

**Winning the Talent War for
Women: Sometimes It Takes a
Revolution**

by Douglas M. McCracken

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

TED Watch Discover Attend Participate About

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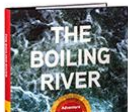
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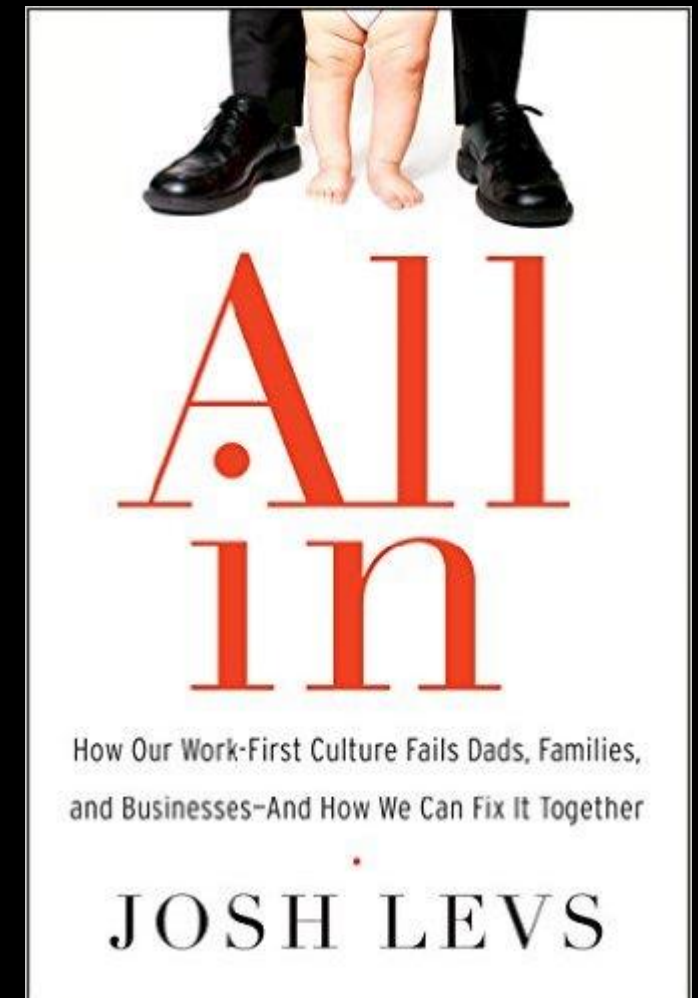
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Yes, we all know it's the right thing to do. But Michael Kimmel makes the surprising, funny, practical case for treating men and women equally in the workplace and at home. It's not a zero-sum game, but a win-win that will result in more opportunity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

TED

NEW FROM





WHITE MEN AS
FULL DIVERSITY PARTNERS
INSPIRING COURAGEOUS LEADERS GLOBALLY

Institutional TOP TEN:

- Data
- Goals
- Corporate Culture
- Hiring and Recruitment – building relationships across networks, job description design and tools, hiring process and structures
- 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

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Identical Resumes – Different Names

Are Emily and Greg More Employable Than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination

By MARIANNE BERTRAND AND SENDHIL MULLAINATHAN*

We study race in the labor market by sending fictitious resumes to help-wanted ads in Boston and Chicago newspapers. To manipulate perceived race, resumes are

- “Jamal” needed eight additional years of experiences to be considered as qualified as “Greg”
- “Jennifer” was offered \$4,000 less in starting salary than “John.”

Competent Yet Out in the Cold: Shifting Criteria for Hiring Reflect Backlash Toward Agentic Women

Julie E. Phelan, Corinne A. Moss-Racusin, Laurie A. Rudman

First Published December 1, 2008 | Research Article

Download PDF

[Article information](#) ^

Altmetric

50

Article Information

Volume: 32 Issue: 4, page(s): 406-413

Article first published online: December 1, 2008; Issue published: December 1, 2008

DOI: <https://doi.org/10.1111/j.1471-6402.2008.00454.x>

Institutional TOP TEN:

- Data
- Goals
- Corporate Culture
- Hiring and Recruitment
- Family/Life/Work Integration
- Flexibility in work arrangements
- Career path
- Leadership pipeline
- Pay and salary transparency
- Promotion Reviews and Feedback

Institutional TOP TEN:

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- Promotion Reviews and Feedback
- Family/Life/Work Integration
- Flexibility in work arrangements
- Career path
- Leadership pipeline



Likeability bias



Performance evaluation bias



Performance attribution bias



Maternal bias

Institutional TOP TEN:

- Data
- Goals
- Corporate Culture
- Hiring and Recruitment
- Pay and salary transparency
- Promotion Reviews and Feedback
- Family/Life/Work Integration – including parental leave, family leave, child care, elder care – for all, partner benefits, healthcare, leaves of absence, sabbaticals, vacation structures
- Flexibility in work arrangements
- Career path
- Leadership pipeline

Institutional TOP TEN:

- Data
- Goals
- Corporate Culture
- Hiring and Recruitment
- Pay and salary transparency
- Promotion Reviews and Feedback
- Family/Life/Work Integration
- Flexibility in work arrangements
 - flexible daily hours, compressed workweek, job sharing, part time, remote work
- Career path
- Leadership pipeline



Flexible Work is a Business Strategy, Not an Accommodation⁵

Some benefits of flexible work arrangements for employers include:⁶

- Attraction and retention
- Increased engagement and loyalty
- Cost savings and ROI
- Reduced negative outcomes (e.g., accidents, distractions, sick time)
- Improved ability to work globally and across time zones

Some benefits of flexible work arrangements for employees include:⁷

- Increased job satisfaction
- Improved performance
- Lower stress
- Reduced turnover intentions
- Reduced absenteeism
- Less time commuting

Deloitte calculated the cost savings from flexibility by calculating the turnover expense from those employees who would have left without FWAs, and came up with a savings of \$41.5 million in turnover costs alone.⁸

Institutional TOP TEN:

- Data
- Goals
- Corporate Culture
- Hiring and Recruitment
- Pay and salary transparency
- Promotion Reviews and Feedback
- Family/Life/Work Integration
- Flexibility in work arrangements
- Career paths - transparency, cooperative career planning, career lattice, and continuing education
- Leadership pipeline

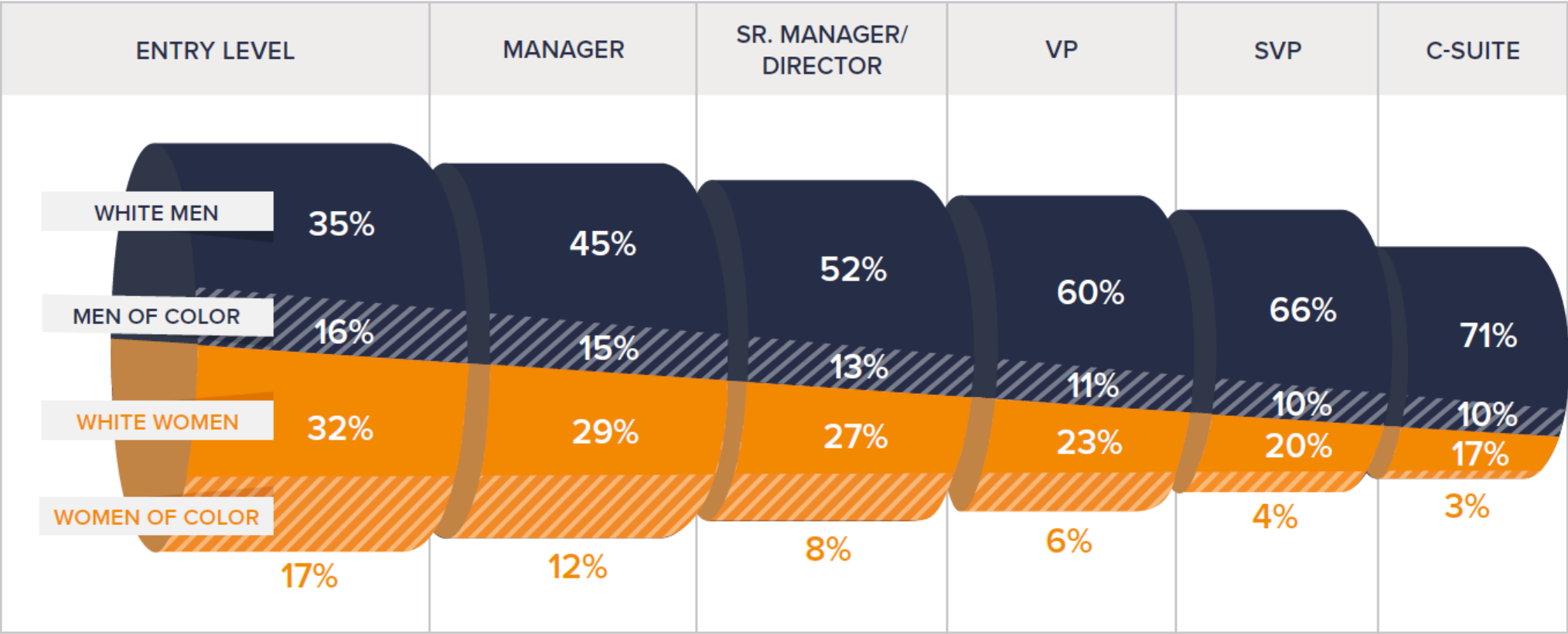
Institutional TOP TEN:

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- Pay and salary transparency
- Promotion Reviews and Feedback
- Family/Life/Work Integration
- Flexibility in work arrangements
- Career paths
- Leadership pipeline – diversity all the way up the chain to Executive Teams and Boards

RACE AND GENDER REPRESENTATION IN THE CORPORATE PIPELINE IN 2016⁶

WOMEN ■ MEN ■

% OF EMPLOYEES BY LEVEL



Expressions of Power:

Power WITH...

- Power with has to do with finding common ground among different interests and building collective strength. Based on mutual support, solidarity and collaboration, power with multiplies individual talents and knowledge. Power with can help build bridges across different interests to transform or reduce social conflict and promote equitable relations.

Causing Trouble



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.

Access to Networks

- The beginning of WRISE - the Rudd Mayer Fellowship
- To date nearly 100 women connected into the sector
- Wind at Our Backs new for 2016 and SPI new in 2017 – more to come



Mentoring

- WRISE Mentoring Program began in 2008
- Peer Group Mentoring began in 2015
- Beyond Mentoring:
The difference and critical role of sponsors and champions



Take Charge -- Concepts of Power:

- Personal: our energy and charisma
- Positional: authority from positions/roles
- Referred: the connections with others – networks
- Expert: access to knowledge, experience, skills
- Obstructive: ability to block, demonstrate, resist
- Collaborative: joining forces, creating coalitions and alliances
- Institutional/corporate: law, politics, business
- Structural: embedded in economic, social, political and ideological structures
- Spiritual: connecting to something larger than ourselves



Questions

Key Takeaways

- The renewable energy workforce and highest decision-making tables still significantly lack women
- Women and diversity of all kinds are desperately needed at all levels if we want to see successful and long-lasting results.
- There is great potential in the expected growth ahead for renewables – and our power to create change as individuals and communities is what will make us resilient and allow us to reach the future we want and need



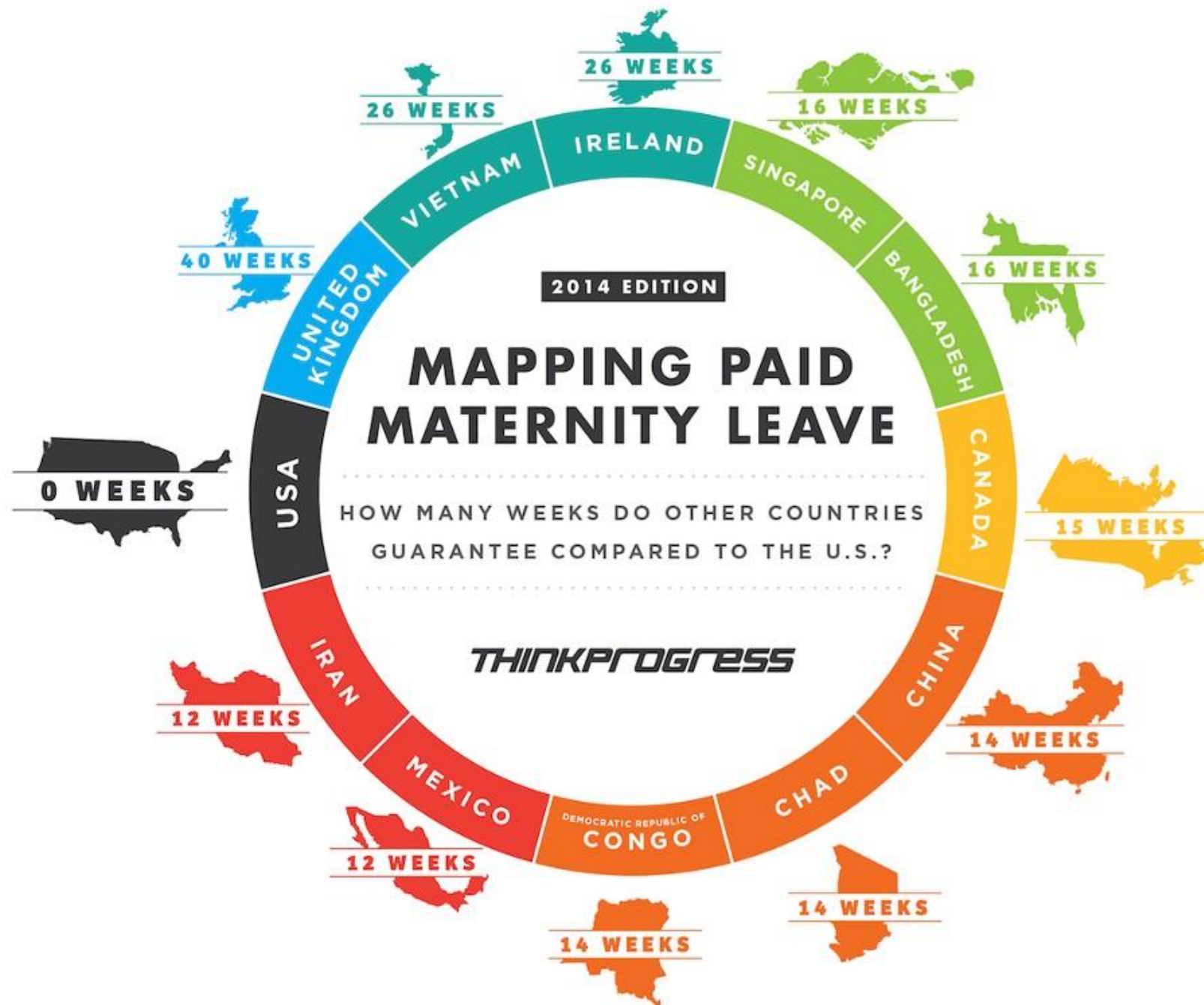
Kristen Graf

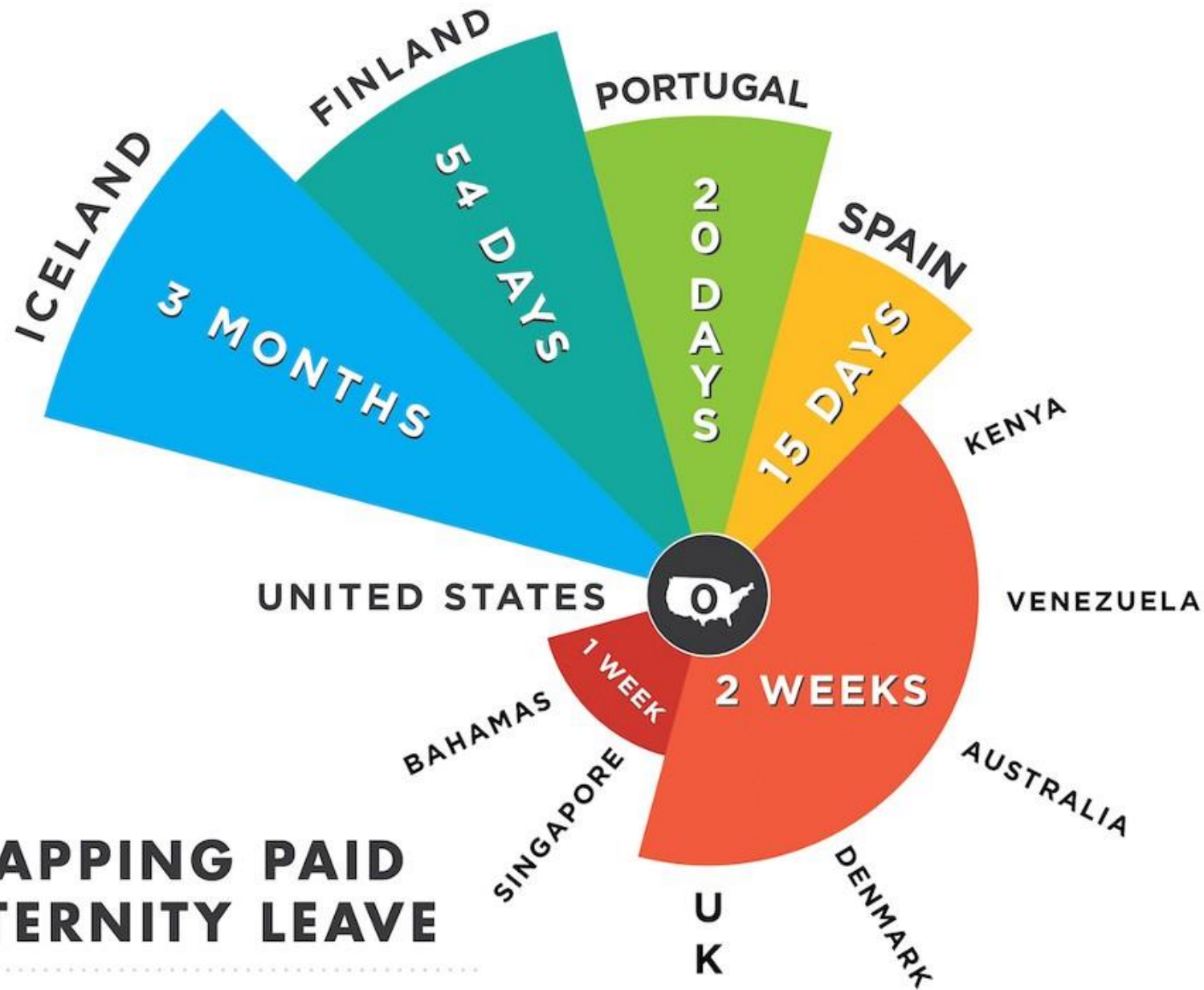
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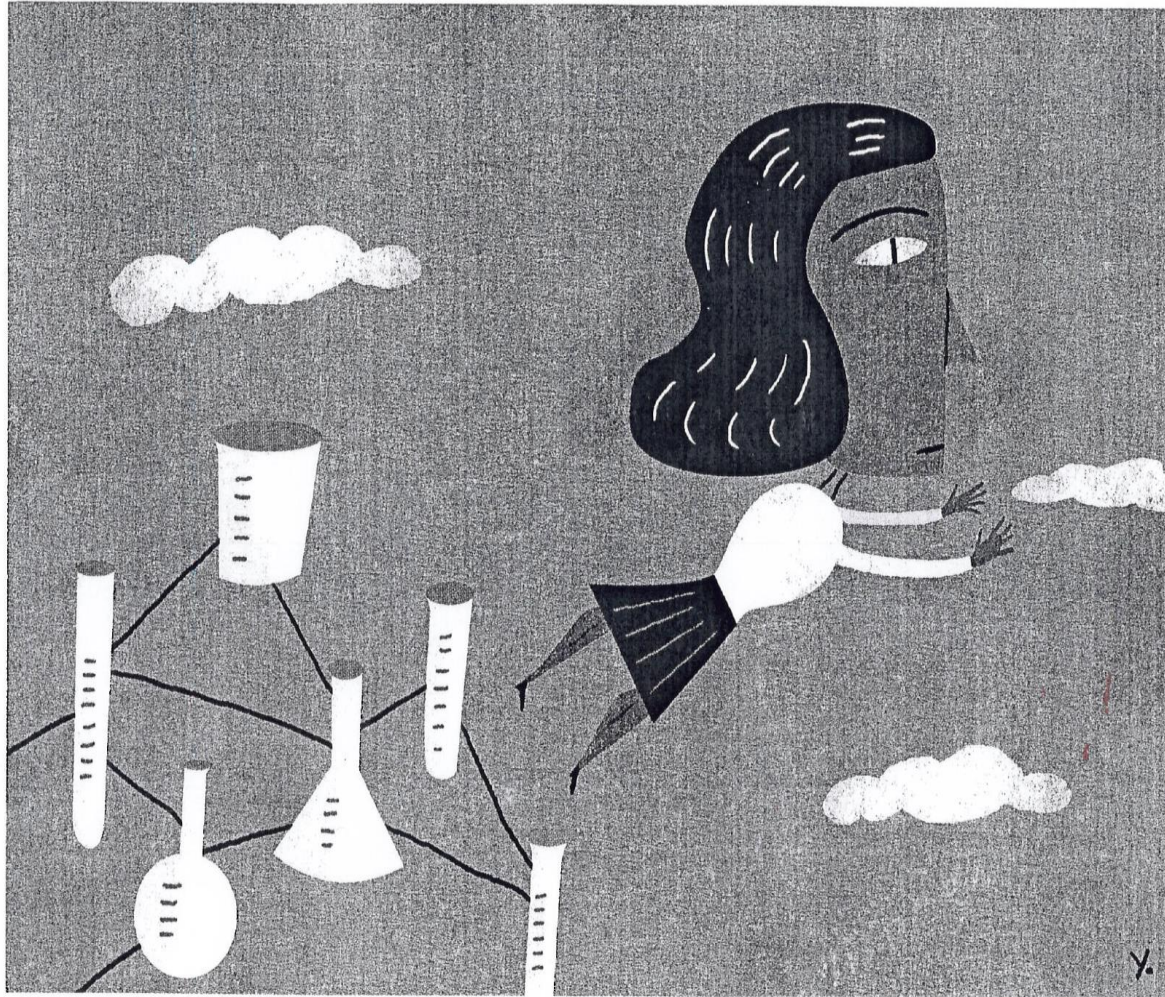
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MAPPING PAID PATERNITY LEAVE

HOW MUCH TIME DO OTHER COUNTRIES
GUARANTEE COMPARED TO THE U.S.?



GRIST

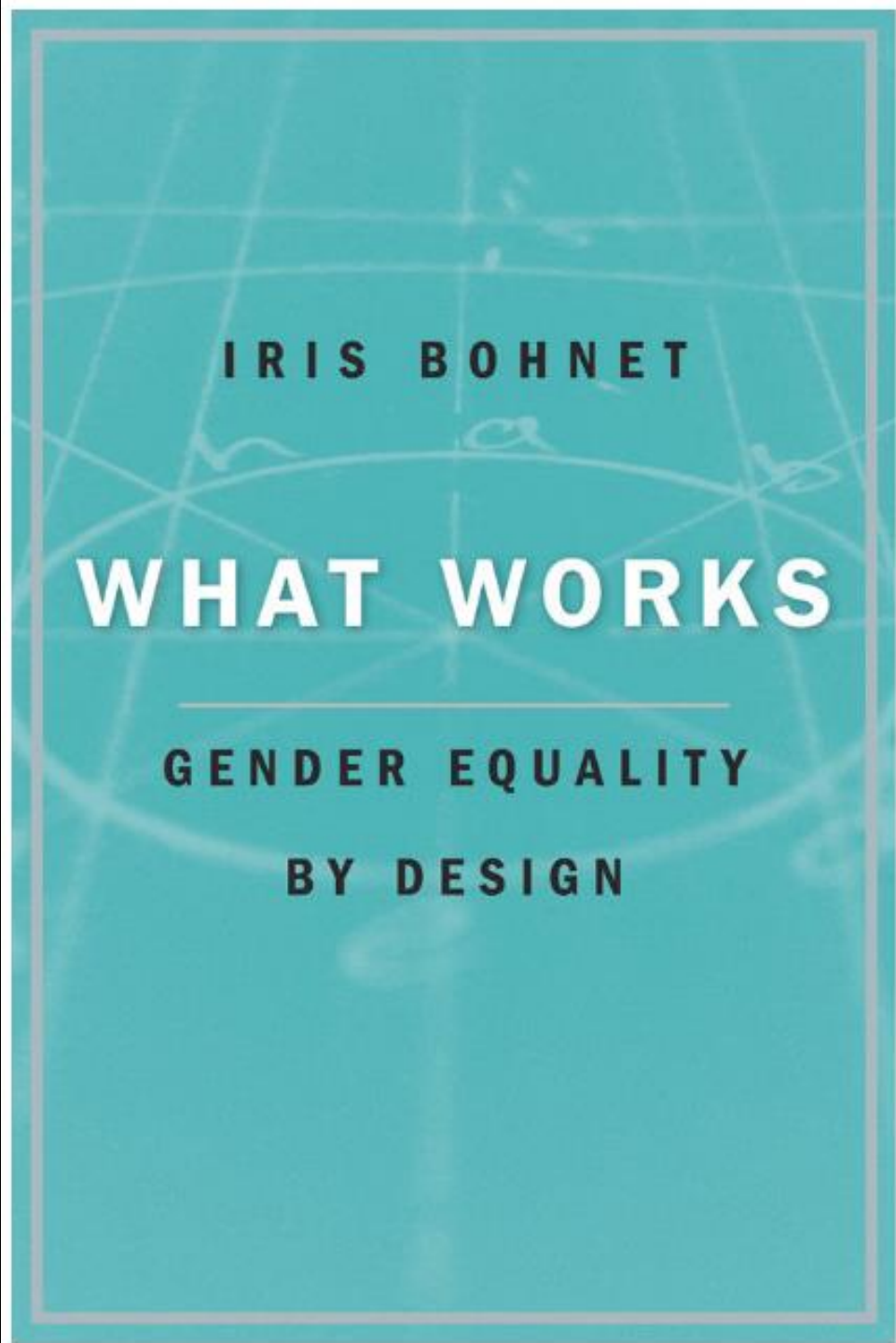
Stopping the Exodus of Women in Science

by Sylvia Ann Hewlett, Carolyn Buck Luce, and Lisa J. Servon

- Hostility of workplace culture
- Dispiriting sense of isolation
- Disconnect between preferred work rhythms and “diving catch” and “firefighting” behavior that is recognized and rewarded
- Extreme jobs with long work-weeks and punishing travel schedules
- Mystery around career advancement and inability to clearly discern a pathway for steady progress

WRISE Summer Reading

- People Decisions
- Evaluation Procedures
- Attracting the right people
- Adjusting Risk
- Leveling the Playing Field
- Creating Role Models
- Crafting Groups
- Shaping Norms
- Increasing Transparency
- Data, Experiments, and Signposts



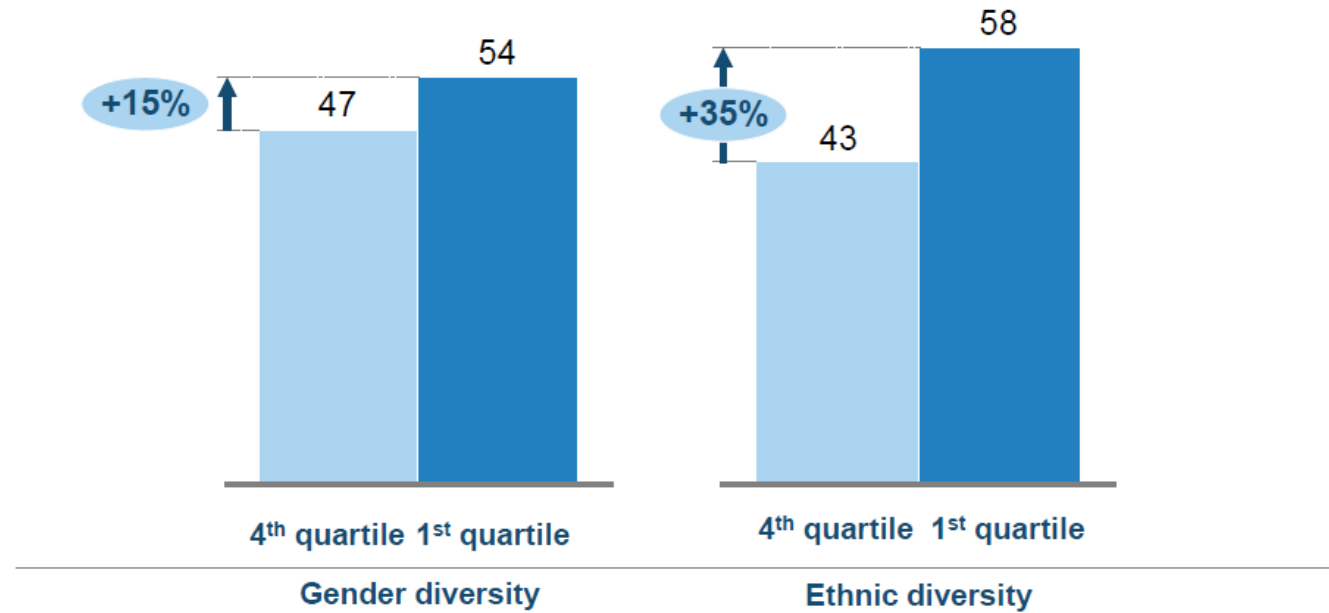


Diversity Matters

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).

% of women by role

Roles:

1 = Entry level

2 = Manager

3 = Senior manager/director

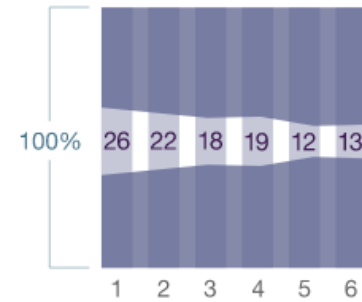
4 = Vice president

5 = Senior vice president

6 = C-Suite

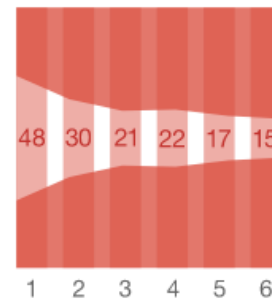
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Automotive and industrial manufacturing



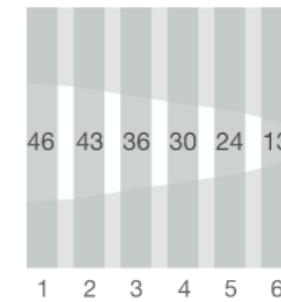
Stuck at the middle

Logistics and transportation

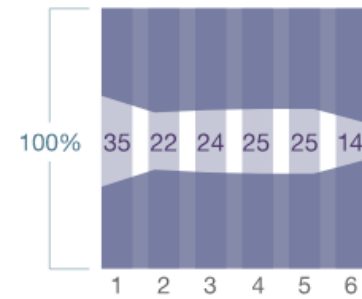


Locked out of the top

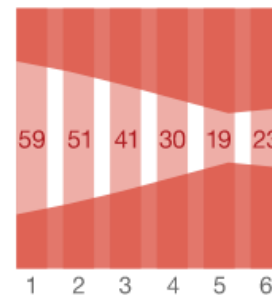
Retailing and consumer goods



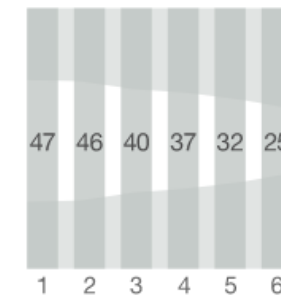
Energy and basic materials



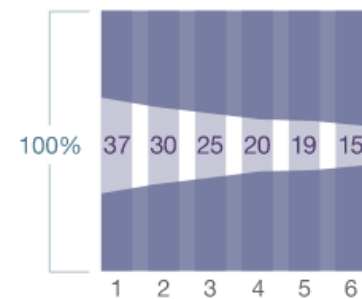
Healthcare and pharmaceuticals



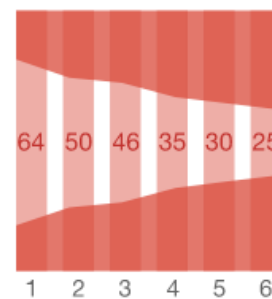
Media and telecom



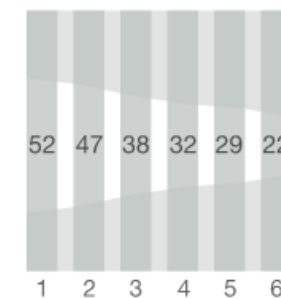
Technology: software and hardware



Hospitality



Financial and professional services¹





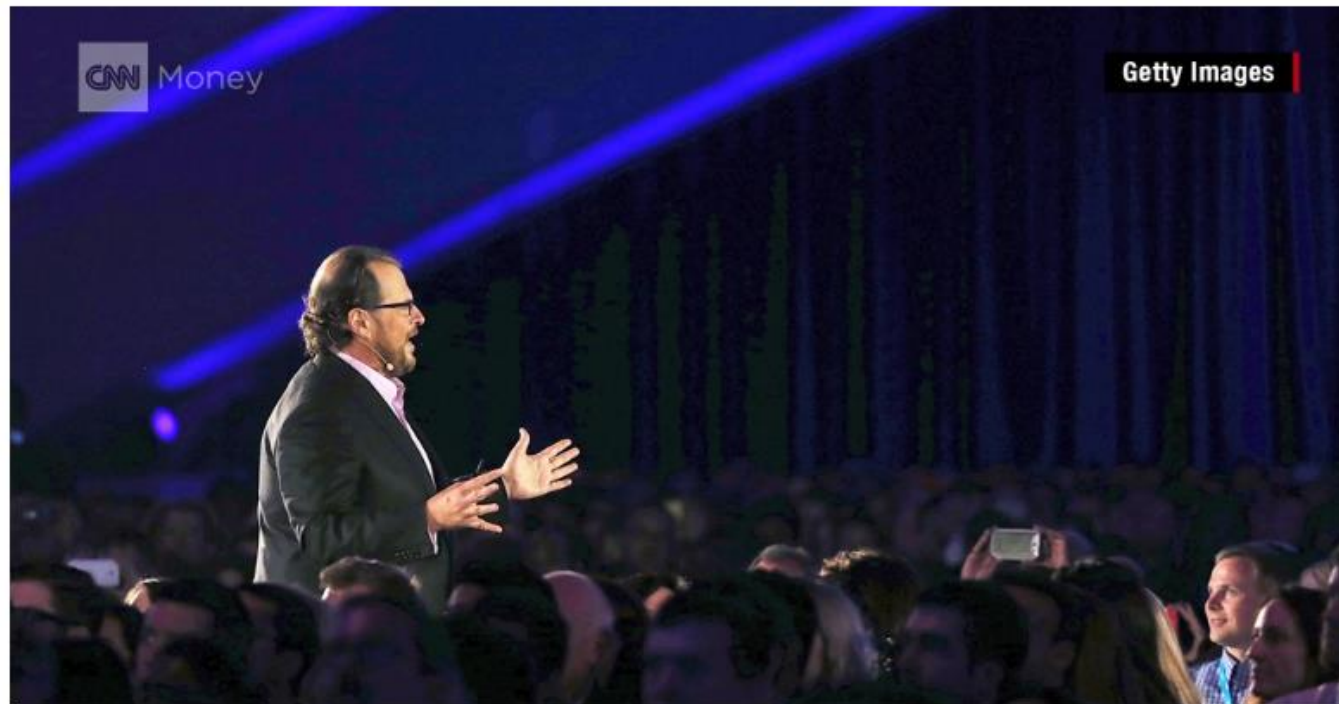
American Opportunity

Salesforce just spent another \$3 million to close its pay gap

by Julia Horowitz @juliakhorowitz

⌚ April 4, 2017: 12:35 PM ET

Recommend 1.2K



Salesforce CEO: It is 'so easy' to close pay gap

Social Surge - What's Trending



22 million fewer Americans insured under Senate GOP bill



How to not get ripped off at the doctor's office



There are Trump's claims about jobs. And then there are the numbers

More technology.

More human.