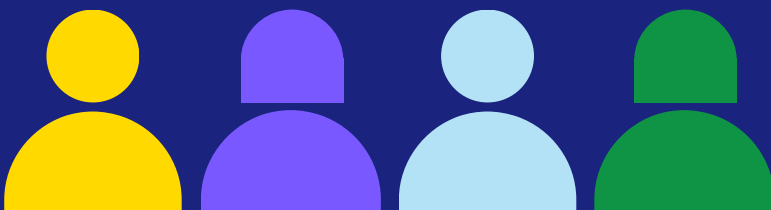




Equity, Diversity & Inclusion in the Workplace



Building Fairer, More Inclusive
Organisations for All

2025



About Us

As an established trade association working for and representing the entire solar and energy storage value chain, Solar Energy UK represents a thriving member-led community of 430+ businesses and associates from local installers and SMEs to large-scale developers, manufacturers, distributors, investors, and law firms.

Our underlying ethos has remained the same since our foundation in 1978: to be a powerful voice for members of all sizes by catalysing their collective strengths to build a clean energy system for everyone's benefit.

Our mission is to empower the UK solar transformation. Together with our members, we are paving the way for solar to deliver 60 GW by 2030 by enabling a bigger and better solar industry.

Collaborators

- Claire Gardner – Solis
- Teresa Winchester – Anesco Ltd
- Debra Russell – Bluefield Group of Companies
- Tracey Elliott – Eden Sustainable Power
- Rob Tippett – Bluefield Group of Companies
- Lorna Pegram – Bluefield Group of Companies
- Lisa Cooke – MCS
- Muneeba Islam – Midsummer Energy Ltd

Edited & designed by:
Veronica Magoja, Head of Marketing &
Communications, Solar Energy UK

Published in the UK by Solar Energy UK
© Solar Trade Association 2025

Table of Contents

Introduction to EDI	1
Understanding EDI: Core Concepts	3
The Business Case for EDI	4
The EDI Framework	7
Basic Definitions: Types of Diversity	9
Areas of Influence	11
Action Areas	12
How To Use This Framework	14
Framework Flexibility	16
References	17



An Introduction to Equity Diversity & Inclusion in the Workplace

Legally, the Equality Act 2010 protects employees from discrimination at work, and this law binds all employers. But is that enough? Successful businesses would argue not.

An effective Equity, Diversity & Inclusion strategy goes beyond legal compliance. It ensures that every individual feels safe, experiences belonging, and is empowered to achieve their full potential. Companies with strong equity, diversity and inclusion policies and ongoing strategies around wellbeing consistently benefit from higher productivity, stronger innovation, and greater financial success [1].

For our solar industry, this is more than a moral imperative — it is a business-critical issue. We are facing a significant skills shortage and increasing competition for talent. To meet the challenge, our industry must widen its talent pool and attract people from all backgrounds. We know diverse teams perform best [2], and talented people are drawn to industries with a positive reputation where they can see themselves thriving.

Evidence from the Energy UK Equity, Diversity and Inclusion Progress Report [3] and Ofgem's Equity, Diversity and Inclusion Strategy [4] shows that inclusive practices improve recruitment, retention, and innovation across the energy sector.

Historically, the solar industry, like many engineering-based sectors, has lacked diversity. To secure the talent we need for the future, we must change perceptions, remove barriers, and actively create an inclusive culture where everyone can imagine themselves building a career, and where everybody is provided the tools to succeed. Embedding equality, diversity and inclusion principles into our business practices and industry culture is essential to shift perceptions and to attract a broader range of people that want to join and to stay in our industry.

In short, Equity, Diversity and Inclusion is central to solving the skills gap and ensuring our solar sector continues to grow, innovate, and deliver the clean energy transformation.

Glossary of Terms

Equity: Ensuring fair treatment, access, opportunity, and advancement while working to identify and eliminate barriers.

Diversity: The range of human differences, including gender, age, ethnicity, race, sexual orientation, disability, and more.

Inclusion: The practice of creating environments in which any individual or group can feel welcomed, respected, and supported.

Belonging: A sense of psychological safety and acceptance within the workplace.

Characteristics: As defined by the Equality Act 2010 — including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

Intersectionality: The way in which different aspects of identity combine to shape individual experiences.

Psychological Safety: A culture where employees feel safe to speak up, share ideas, and take risks without fear of negative consequences.

Understanding EDI: Core Concepts

Diversity

This refers to demographics, including gender, age, ethnicity, race, sexual orientation, location, nationality, disability status, and more. The wider the range of these demographics, the more diverse your organisation is.

However, having a diverse team is not enough. Creating a workplace environment that supports and nurtures diverse employees is what matters.



Equity

An equitable organisation means that every employee receives equal opportunities, is treated fairly, and has the resources they need to succeed in their job, regardless of their background.



Inclusion

An inclusive environment means that all employees are treated with respect and care, regardless of their differences, and made to feel welcome, valued, and heard.

A report by Gartner found that inclusive teams perform up to 30% better than non-inclusive teams. [5]





The Business Case for EDI

Why EDI Matters for Solar Energy Organisations

The solar industry is experiencing unprecedented growth, but this brings unique challenges. With a significant skills shortage and increasing competition for talent, organisations that prioritise EDI gain critical advantages:

Financial Performance

Diverse companies demonstrate stronger financial performance [6]

- LSE research shows EDI positively associated with long-term market valuation and innovation
- UK companies with gender diversity see measurable EBIT (Earnings Before Interest and Taxes) improvements

Organisations with diverse leadership teams capture new opportunities [7]

- Enhanced market insight and strategic decision-making
- Better positioning for growth in expanding renewable energy sector



Innovation & Problem-Solving

Diverse teams deliver superior business outcomes [8]

- UK research shows decisions made by diverse teams deliver significantly better results
 - Enhanced problem-solving capabilities in complex technical challenges
-

Mixed-gender teams excel in technical problem-solving [9]

- Critical advantage in solar industry's technical and engineering challenges
- Improved innovation in rapidly evolving technology landscape



Talent Attraction & Retention

Over half of UK employers recognise diversity as key to attracting skilled workers [10]

- Particularly crucial given UK's clean energy skills shortage
 - Widens talent pool in competitive renewable energy job market
-

Inclusive companies demonstrate better employee engagement [11]

- Higher retention rates reduce recruitment costs
- Enhanced productivity and commitment from diverse workforce



Risk Management

Ensures compliance with UK legal requirements [12]

- Equality Act 2010 mandates non-discrimination in employment
- Reduces legal and reputational risks

Protects against reputational damage [13]

- Enhanced brand reputation with stakeholders increasingly focused on ESG
- Better alignment with government net-zero and social mobility objectives

Improves stakeholder confidence [14]

- Investors increasingly factor diversity into investment decisions
- Enhanced customer relationships in diverse UK communities



UK Solar Industry Context

Market Opportunity:

- UK solar employment: 13,794 people (9.8% of renewable energy workforce)
- Rapid growth projected as part of Clean Power 2030 objectives
- Skills shortage across clean energy sector creates recruitment challenges

Regulatory Environment:

- Government Clean Energy Skills Challenge identifies need for diverse talent pipeline
- Net-zero commitments require inclusive approach to workforce development
- Growing emphasis on 'just transition' ensuring benefits shared across communities

The EDI Framework: Your Practical Toolkit

Our framework provides a structured yet flexible approach to building inclusive workplaces. Rather than offering prescriptive solutions, it provides a toolkit that enables you to tailor your EDI strategy to your organisation's specific needs and circumstances.

Framework Philosophy: Intersectional and Practical

Our framework is built on the understanding that effective EDI work happens at the intersections. Real workplace challenges don't exist in isolation—they occur where different aspects of diversity meet practical business operations. For example, achieving gender equity isn't just about having women in the workforce; it's about ensuring gender equity in compensation, representation, opportunity, and wellbeing through specific, actionable methods.

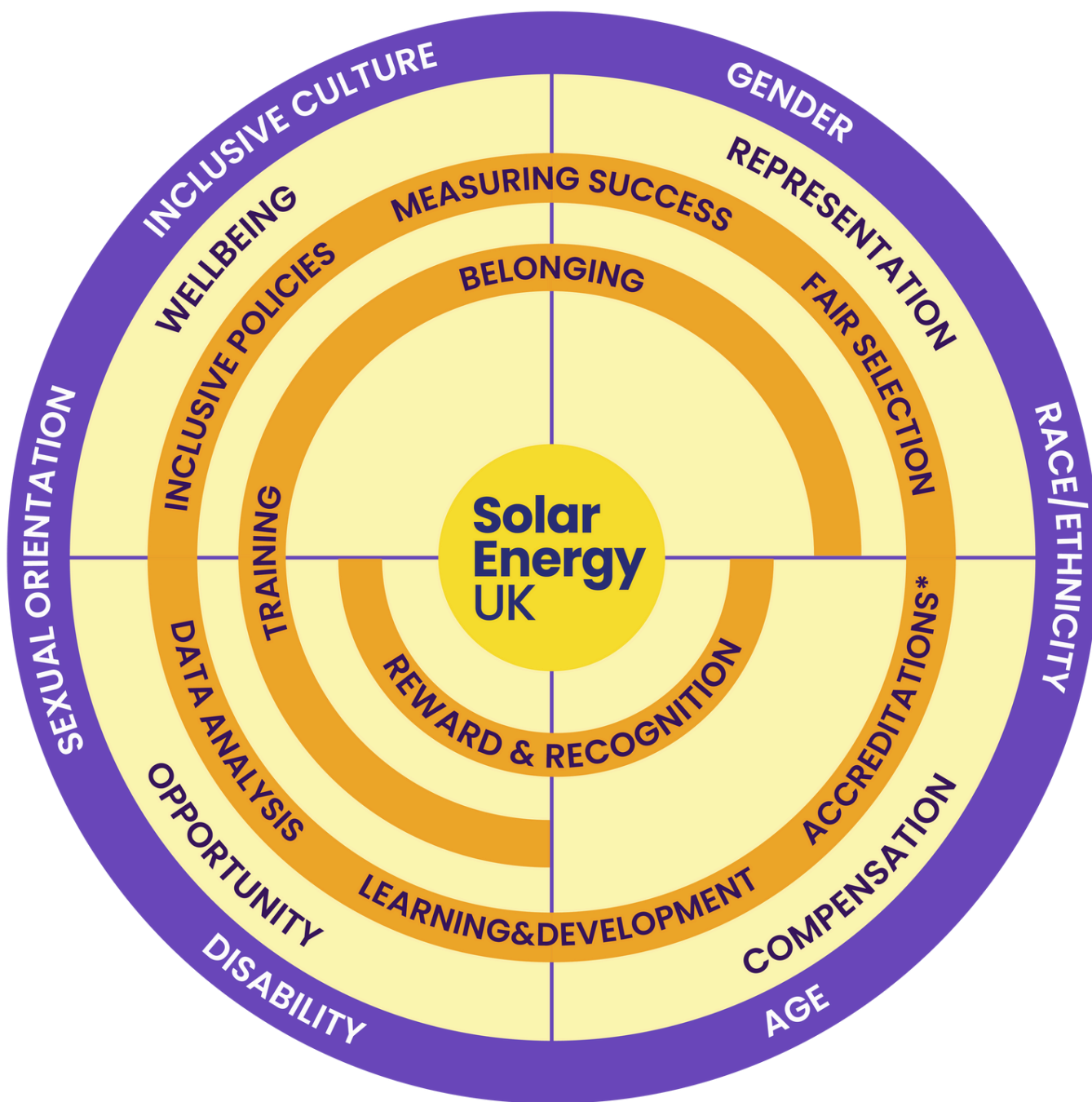
The framework encourages organisations to think both broadly and specifically: broadly about the full spectrum of diversity and inclusion, and specifically about concrete actions they can take within their current capabilities. This dual approach ensures comprehensive thinking while enabling practical implementation.

How the Framework Works

The framework operates across three key dimensions that intersect to guide your EDI strategy:

- **Basic Definitions** – What we're addressing
- **Areas of Influence** – Where equity should be achieved
- **Action Areas** – How to implement change

Your EDI Strategy at a Glance



This visual representation shows how the three dimensions work together. By selecting one element from each dimension, you create targeted, actionable EDI strategies tailored to your organisation's specific needs and priorities.

• Basic Definitions: Types of Diversity

Gender

By prioritising gender equality, organisations can create a more equitable, diverse, and inclusive workplace that benefits everyone. This involves recognising and valuing the unique behaviours, aspirations, and needs of all individuals, regardless of their gender.

Examples of how to address:

- Implement gender-neutral recruitment practices
- Offer flexible working arrangements for all
- Provide equal parental leave opportunities
- Ensure fair promotion processes

Ethnicity

Caring about race and ethnicity means committing to fair treatment, valuing diverse perspectives, and actively working to remove systemic barriers. When businesses take deliberate steps to understand and address challenges tied to racial and ethnic identity, they create more equitable and innovative workplaces.

Examples of how to address:

- Reach and hire people from diverse backgrounds
- Celebrate multicultural events and perspectives
- Implement cultural competency training
- Review policies for cultural sensitivity

Age

Age diversity refers to ensuring equal opportunities for individuals across all age groups. Age-diverse teams enhance workforce diversity, address skill shortages, and improve an organisation's reputation while unlocking the potential of all employees.

Examples of how to address:

- Remove age-biased language from job descriptions
- Offer intergenerational mentoring programs
- Provide technology training for all age groups
- Create flexible retirement transition options

Disability

The Equality Act 2010 defines disability as a physical or mental impairment which has a substantial and long-term adverse effect on a person's ability to carry out normal day-to-day activities. A workplace should ensure that people with disabilities are not discriminated against.

Examples of how to address:

- Ensure physical accessibility of workspaces
- Provide assistive technology and accommodations
- Offer disability awareness training
- Create inclusive interview processes

Sexual Orientation

Sexual orientation is a protected characteristic under UK law. Promoting understanding and respect around diverse sexual orientations and gender identities is essential for creating an inclusive and supportive workplace.

Examples of how to address:

- Implement LGBTQ+ inclusive policies
- Support employee networks and pride groups
- Use inclusive language in all communications
- Provide ally training and education

Other Key Areas

Inclusive Culture

An inclusive work culture is a workplace environment where everyone feels respected, valued, and able to contribute fully, regardless of their background, identity, or experiences. It promotes fairness, belonging, and open-minded collaboration across all levels of the organisation.

Examples of how to address:

- Foster psychological safety in teams
- Encourage diverse perspectives in decision-making
- Implement zero-tolerance policies for discrimination
- Regular culture and inclusion assessments



• Areas of Influence

These are the key outcome areas where equity and inclusion should be achieved:

Compensation

Ensuring fair and equitable pay, benefits, and financial recognition across all groups.

Opportunity

Creating equal access to career development, advancement, and growth opportunities.

Representation

Achieving diverse representation across all levels, departments, and decision-making bodies.

Wellbeing

Supporting the physical, mental, and emotional well-being of all employees.



• Action Areas

These are the practical methods through which you can implement EDI improvements:

Belonging

Fostering psychological safety where every team member feels comfortable expressing themselves without fear of judgment.

Fair Selection

Implementing unbiased recruitment, promotion, and selection processes that give equal opportunities to all candidates.

Accreditations

Obtaining external validation and certifications that demonstrate your commitment to EDI excellence.

Data Analysis

Using organisational data to identify disparities, track progress, and make evidence-based decisions.

- **Action Areas (continued)**

Inclusive Policies

Developing and implementing policies that promote fairness, respect, and equal treatment for all.

Measuring Success

Establishing metrics and regular assessments to track the effectiveness of your EDI initiatives.

EDI Training

Providing education and development opportunities that build awareness and skills around equity and inclusion.

Learning & Development

Ensuring equal access to professional growth opportunities that help all employees reach their potential.

Reward & Recognition

Creating fair and inclusive systems to acknowledge contributions and celebrate success.

A photograph of three diverse professionals in a meeting. A man on the left is holding a blue marker and a sticky note. A woman in the center is looking up at him. A woman on the right is smiling and looking towards the center. They are in a room with many sticky notes on the wall.

How To Use This Framework

The Simple Formula

For **[Type of Diversity]**, in **[Area of Influence]**, consider which **[Action Areas]** are most relevant to your organisation's current needs. This intersectional approach allows you to target specific challenges while ensuring comprehensive coverage of your EDI strategy.

Practical Application Examples

Example 1: Addressing the Gender Pay Gap

- Type of Diversity: Gender
- Area of Influence: Compensation
- Relevant Action Areas: Data Analysis (to understand the gap) + Fair Selection (for promotions) + Inclusive Policies (pay review processes)

Example 2: Improving Age Diversity in Leadership

- Type of Diversity: Age
- Area of Influence: Representation
- Relevant Action Areas: Learning & Development (leadership programs) + Fair Selection (succession planning) + Measuring Success (tracking progress)

Example 3: Supporting Employee Wellbeing Across All Groups

- Type of Diversity: All types
- Area of Influence: Wellbeing
- Relevant Action Areas: Inclusive Policies (wellbeing support) + Belonging (psychological safety) + Accreditations (wellbeing standards)

Getting Started: A Practical Approach



● **Assess Your Current State**

- Where are your biggest challenges?
- Which Types of Diversity need the most attention?
- Which Areas of Influence require improvement?



● **Prioritise Based on Impact and Resources**

- Start with 1–2 Types of Diversity
- Focus on 1–2 Areas of Influence
- Select 2–3 Action Areas you can realistically implement



● **Create Your Action Plan**

- Set specific, measurable goals
- Assign responsibilities and timelines
- Identify resources needed



● **Implement and Monitor**

- Begin with your chosen Action Areas
- Track progress using relevant metrics
- Adjust approach based on results



● **Expand and Improve**

- Gradually address additional intersections
- Build on successful initiatives
- Continuously refine your approach

Framework Flexibility

Our framework is designed to grow with your organisation:

- **Small Organisations:** Focus on 1–2 key intersections to start
- **Medium Organisations:** Implement across multiple areas with phased approach
- **Large Organisations:** Use comprehensive framework across all intersections

The key is to start where you are, use what you have, and do what you can. Every step toward greater equity and inclusion makes a difference.

Next Steps

- Share this guide with your leadership team and key stakeholders
- Complete an honest assessment of your current EDI state
- Identify 2–3 priority intersections using the framework
- Develop a realistic action plan with clear timelines and responsibilities
- Begin implementation with regular progress reviews

Remember: EDI is a journey, not a destination. This framework provides the roadmap—your organisation's path will be unique to your specific circumstances, challenges, and opportunities.

For additional support and resources, visit [*SEUK's site*]

References

1. **McKinsey & Company.** Diversity wins: How inclusion matters. May. <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>
2. **Gartner.** Create Competitive Advantage Through Diversity & Inclusion Insight. Available at: <https://www.gartner.com/en/human-resources/insights/diversity-equity-inclusion>
3. **Energy UK.** EDI Progress Report 2025. Energy UK. <https://www.energy-uk.org.uk/publications/edi-progress-report-2025/>
4. **Ofgem.** Equity, Diversity and Inclusion Strategy. Ofgem. https://www.ofgem.gov.uk/sites/default/files/202209/Equity_diversity_and_inclusion_strategy_web.pdf
5. **Gartner.** Drive Results Through Workforce Diversity. Stamford, CT: Gartner, Inc. <https://www.gartner.com/en/documents/3979855>
6. **London School of Economics.** Almeida, T. and Lordan, G. 'Diversity, equity and inclusion not bad for business', LSE Research. <https://www.lse.ac.uk/News/Latest-news-from-LSE/2024/k-November-2024/Diversity-equity-and-inclusion-not-bad-for-business>
7. **McKinsey & Company.** Hunt, V., Layton, D. and Prince, S. 'Why Diversity Matters: UK Analysis', McKinsey Research. <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/why-diversity-matters>
8. **Forbes.** 'Research Shows Diversity + Inclusion = Better Decision Making At Work'. <https://www.forbes.com/sites/eriklarson/2017/09/21/new-research-diversity-inclusion-better-decision-making-at-work/>
9. **Oxford Academic.** 'Gender diversity and publication activity—an analysis of STEM in the UK', Research Evaluation. <https://academic.oup.com/rev/article/32/2/321/7074305?login=false>
10. **Robert Walters.** UK Recruitment and Diversity Research. Cited in British Business Bank (2024) 'Benefits of hiring for diversity and inclusivity'. <https://www.british-business-bank.co.uk/business-guidance/guidance-articles/sustainability/benefits-of-hiring-for-diversity-and-inclusivity>
11. **CIPD.** 'Employee engagement: an evidence review', Chartered Institute of Personnel and Development. <https://www.cipd.org/uk/knowledge/evidence-reviews/evidence-engagement/>
12. **UK Government.** Equality Act 2010. <https://www.legislation.gov.uk/ukpga/2010/15/contents>
13. **Energy UK.** 'Equity, diversity and inclusion in energy sector', Energy UK Research. <https://www.energy-uk.org.uk/careers/edi/>
14. **UK Government.** 'Assessment of the clean energy skills challenge', Department for Energy Security and Net Zero. <https://www.gov.uk/government/publications/clean-power-2030-action-plan-assessment-of-the-clean-energy-skills-challenge/assessment-of-the-clean-energy-skills-challenge>

Additional UK Energy Sector Sources

Office for National Statistics. 'Low Carbon and Renewable Energy Economy, UK', ONS Statistics.

<https://www.ons.gov.uk/economy/environmentalaccounts/bulletins/lowcarbonandrenewableenergyeconomyuk/2022>

OGUK. 'Diversity & Inclusion Survey Report', Oil & Gas UK.

<https://oeuk.org.uk/product/diversity-inclusion-survey-report-2021/>

International Energy Agency. 'Energy and Gender Topics', IEA Research.

<https://www.iea.org/topics/energy-and-gender>

Notes

(This page has been left blank for your own notes.)



6 Langley Street
London WC2H 9JA
enquiries@solarenergyuk.org

 [solarenergyuk.org](https://www.solarenergyuk.org)

 <https://www.linkedin.com/company/solarenergyuk>