

# Diversity & Inclusion at PJM



**PJM** takes pride in our diverse workforce. Valuing, respecting and championing our differences is part of what drives PJM forward as an organization every day, and in turn benefits our member and stakeholder community.

We are intentionally creating a workplace that cultivates a diverse, evolving and inclusive workforce.

**23** Languages spoken at PJM

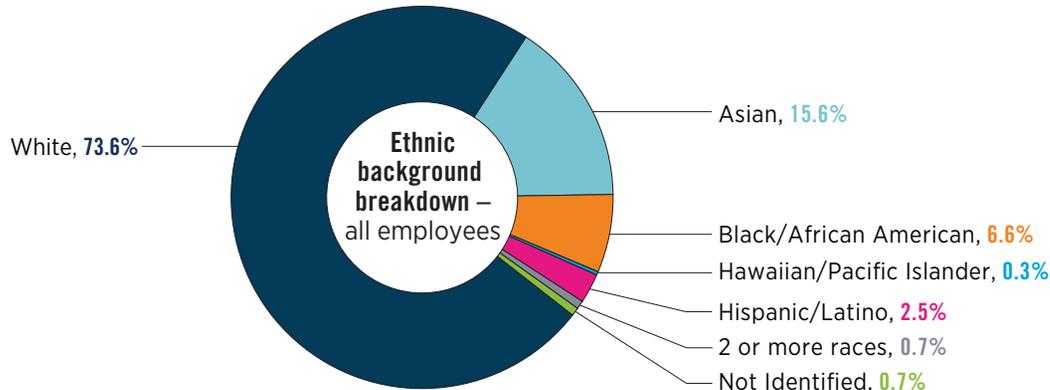
- |          |         |            |
|----------|---------|------------|
| English  | Russian | Portuguese |
| Spanish  | Sinhala | Cantonese  |
| Hebrew   | Swahili | Mandarin   |
| Gujarati | Italian | Ukrainian  |
| Tagalog  | French  | Korean     |
| German   | Hindi   | Kannada    |
| Japanese | Telugu  | Marathi    |
|          | Yoruba  | Igbo       |

**30** Countries represented at PJM

- |           |                    |         |
|-----------|--------------------|---------|
| Canada    | United States      | Korea   |
| Pakistan  | Honduras           | Israel  |
| Ukraine   | Guatemala          | China   |
| Norway    | Philippines        | India   |
| Australia | Argentina          | Brazil  |
| Russia    | Bangladesh         | Chile   |
| Jamaica   | Sri Lanka          | Eritrea |
| Mexico    | New Zealand        | Nigeria |
| Vietnam   | United Kingdom     | Ghana   |
| Romania   | Dominican Republic | Burma   |

## Diversity Metrics at PJM (as of Jun 1, 2018)

Fostering diversity and inclusion is a journey, and PJM continues to take steps forward to enhance our employee community.



Gender staffing breakdown – All employees

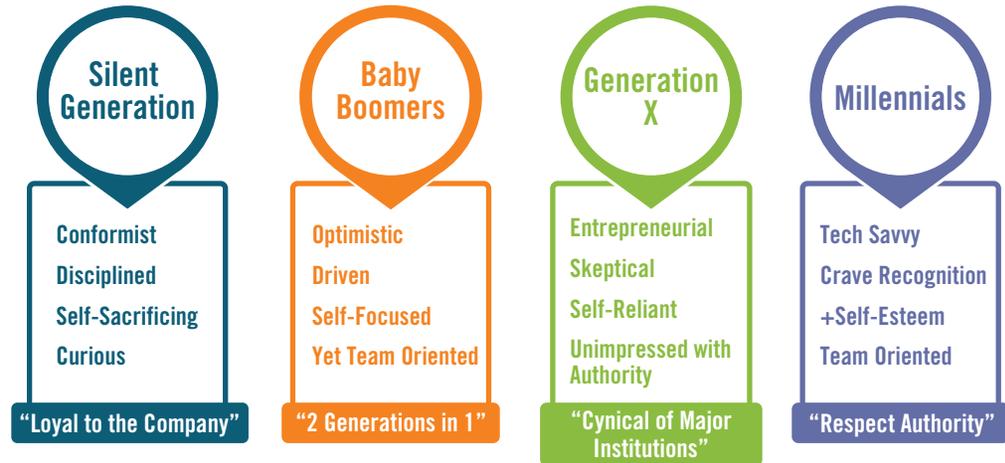


## Diversity & Inclusion Council

**Call to Action:** *The continuous promotion of innovative thinking that cultivates a diverse, evolving and inclusive workforce.*

As designated by the PJM Executive Team, the Diversity and Inclusion Council recommends and participates in initiatives that address all three major aspects of the company's diversity and inclusion strategy: its workforce, its work environment and its external marketplace including members, communities, regulators and other key stakeholders. The council provides advice to PJM on issues and challenges related to diversity, inclusion and the achievement of the organization's diversity and inclusion objectives.

PJM also offered a presentation to leadership on the importance of diversity and inclusion within PJM, titled "Why Inclusion Matters."



“My personal commitment to PJM and our employees is to intentionally create a workplace that cultivates a sense of belonging, respect and value for others. I am dedicated to diversity and inclusion, respecting our differences, and helping all of us thrive individually and as part of a team.”

- Andy Ott, President and CEO

## Diversity Recruitment Plan

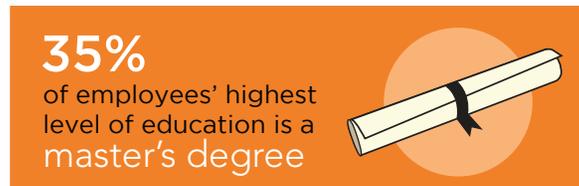
PJM connects with local schools as well as community partners to develop diverse sourcing options. Through educational outreach, specifically at science, technology, engineer and mathematics (STEM)-focused schools, PJM helps to inspire diverse students to be the next generation of energy professionals. Mentoring is part of PJM's employee culture: employees are matched with mentors.

PJM's Diverse Internship Program recruits students from historically diverse schools – students that are traditionally under-represented in the power industry – and promotes interest in careers at PJM.

**33**  
Number of diverse internships completed

**Some Schools Visited** - Morgan State University, Clark Atlanta University, Spelman University, North Carolina Agricultural and Technical State University, University of Puerto Rico, Temple University and George Mason University.

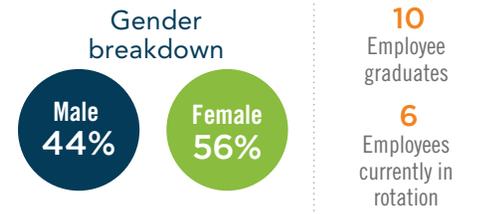
Diversity and inclusion is also a focus when PJM employees participate in career days and other events at STEM-focused schools.



For additional information, contact Michael Borradaile, Diversity & Inclusion Council Chair, at [Michael.Borradaile@pjm.com](mailto:Michael.Borradaile@pjm.com).

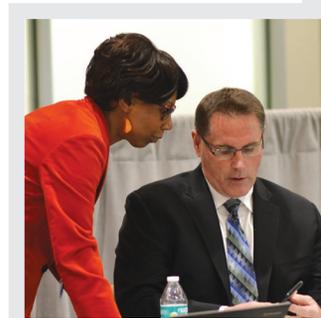
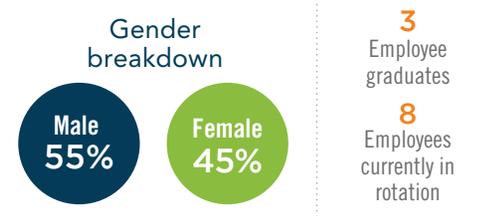
## Arc Program

PJM runs a 36-month intensive rotation program to enable talented graduates to start their engineering career at an accelerated rate. Interviews take place in January and candidates start the program in June.



## Information Technology Services Rotational Development Program

The Information Technology Services division runs a 27-month intensive ITS rotational development program that offers talented graduates an opportunity to jump start their IT careers. Interviews take place in February and candidates start the program in June.



## Employee Resource Groups at PJM

**Bridge** – fosters diversity and awareness of African-American cultures and customs

**Asian-American Employee Resource Group** – provides Asian-American employees with opportunities to interact with one another and share cultural and career inspirations within PJM and outside the company



**Innov8** – fosters a culture of innovation by engaging people to think differently and inspire change

**PJM Networking Group** – provides a forum for employees to interact with one another on both a work-related and non-work-related basis



**STEAM** – encourages and influences students and PJM staff to have fun while engaging in science, technology, engineering, art and math

**Sunshine Club** – promotes fellowship and goodwill among employees



**Women's Empowerment Association** – promotes women's leadership and excellence in the PJM workplace

**Toastmasters** – provides a supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth

“ PJM provides an environment where teamwork is driven by a diverse workforce that encourages individuals to collaborate and thrive. We are proud to foster innovative thinking, uniqueness and excellence, which allows us to advance in our ability to manage a reliable power grid, efficient wholesale electricity markets and infrastructure planning for the future.”

– Tom O'Brien, senior vice president and chief information officer, and executive sponsor of PJM's Diversity & Inclusion Council

Evelyn Robinson, managing partner – State Government Affairs (*left*), and Tom O'Brien, senior vice president and chief information officer, and executive sponsor of PJM's Diversity & Inclusion Council (*right*)