Subcommittee on Supplier and Workforce Diversity
Flash from the Past: A Dialogue with Former Commissioners in the Private Sector

2017 NARUC WINTER COMMITTEE MEETINGS
SUBCOMMITTEE ON SUPPLIER AND WORKFORCE DIVERSITY
## MISO Employee & Management Demographics

**2016 Year End Statistics (Total Population: 894)**

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th>Minority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>70%</td>
<td>30%</td>
<td>26%</td>
</tr>
<tr>
<td>Executive</td>
<td>77%</td>
<td>23%</td>
<td>20%</td>
</tr>
<tr>
<td>Management</td>
<td>72%</td>
<td>28%</td>
<td>12%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th>Minority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry*</td>
<td>77%</td>
<td>23%</td>
<td>21%</td>
</tr>
<tr>
<td>MISO</td>
<td>70%</td>
<td>30%</td>
<td>26%</td>
</tr>
</tbody>
</table>

* Data from US Bureau of Labor Statistics, February 2015, Electric power generation, transmission, and distribution

**Current MISO workforce is more diverse than the industry**

**MISO is adding more diverse hires**

<table>
<thead>
<tr>
<th></th>
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<th>Female</th>
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</tr>
</thead>
<tbody>
<tr>
<td>MISO Hiring Since 2013**</td>
<td>65%</td>
<td>35%</td>
<td>33%</td>
</tr>
<tr>
<td>2016 Intern Class</td>
<td>72%</td>
<td>28%</td>
<td>25%</td>
</tr>
</tbody>
</table>

**236 total hires**
Changes Since last report (July 2016)

Supplier Diversity
- Contractor bids and awards levels remained steady
  - 69% diverse supplier bids / 21% awarded
- Diversity spend slightly impacted by shift from construction to general maintenance and repair
  - 8.6% (2016) versus 11.5% (2015)

Workplace Demographics
- Total employee population remains steady, with hiring practices show increased female hires by 2% and remained steady in minority hiring
- Although MISO continues to outpace the industry, we are looking at ways in which can expand and increase our diversity hiring at all levels in the organization, including executive, management and Board of Director roles

<table>
<thead>
<tr>
<th></th>
<th>2015 vs 2016</th>
<th>Executive</th>
<th>Management</th>
<th>Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>-8%</td>
<td>N/C</td>
<td>N/C</td>
<td></td>
</tr>
<tr>
<td>Minority</td>
<td>+3%</td>
<td>-19%</td>
<td>+22%</td>
<td></td>
</tr>
</tbody>
</table>
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Robert S. Kenney
Vice President, Regulatory Affairs

February 12, 2017
Company Facts

- Fortune 200 company
- ~$18 billion in total revenues
- Over 23,000 employees
- Serves 16 million customers
- 70,000 sq. mile diverse service area
- 7,691 MW of owned hydroelectric, nuclear, natural gas, solar and fuel cell generation
- Approximately 142,000 circuit miles of electric distribution lines (about 20 percent underground and 80 percent overhead) and approximately 18,400 circuit miles of electric transmission lines
- Approximately 42,800 miles of gas distribution pipelines, 6,750 miles of backbone and local gas transmission pipelines, and various gas storage facilities.
Our ERGs

Each Employee Resource Group (ERG) must:

- Have organizational purpose and objectives that promote the Utility’s business objectives;
- Are integrated into the Utility’s affirmative action and/or diversity and inclusion strategies;
- Comply with all laws, policies, standards, procedures, including Employee Code of Conduct;
- Have a Board of Directors elected by members to hold positions for one or two year terms;
- Have at least one sponsoring officer;
- Help create an environment that values and respects the diversity of the workforce;
- Promote positive relationships with the communities the Utility serves; and
- Maintain an open invitation for membership, meetings, and activities to all regular employees of the Utility and Corporation.

ERG leaders have 10% of time allocated to role and $5000 operating budget per ERG.
Subcommittee on Supplier and Workforce Diversity
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Lori Murphy Lee
Manager, Regulatory and Legislative Affairs

February 12, 2017
**PJM as Part of the Eastern Interconnection**

<table>
<thead>
<tr>
<th>Key Statistics</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member companies</td>
<td>960+</td>
</tr>
<tr>
<td>Millions of people served</td>
<td>61</td>
</tr>
<tr>
<td>Peak load in megawatts</td>
<td>165,492</td>
</tr>
<tr>
<td>MW of generating capacity</td>
<td>171,648</td>
</tr>
<tr>
<td>Miles of transmission lines</td>
<td>81,736</td>
</tr>
<tr>
<td>2014 GWh of annual energy</td>
<td>792,580</td>
</tr>
<tr>
<td>Generation sources</td>
<td>1,304</td>
</tr>
<tr>
<td>Square miles of territory</td>
<td>243,417</td>
</tr>
<tr>
<td>States served</td>
<td>13 + DC</td>
</tr>
</tbody>
</table>

**21% of U.S. GDP produced in PJM**

5/2016
Current Programs

Diverse Intern Program

Diversity & Inclusion Council Employee Resource Group (ERG)

High School “Shadow” Program

Supplier Diversity
GLOBAL ADVISOR
Advisory Board Member of the Emerging Issues Policy Forum
North American Energy Standards Board Advisory Council Member

ENERGY & UTILITY INFRASTRUCTURE
Former California Public Utilities Commissioner and Appointments Secretary for the State of California
PAST ROUNDTABLES
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