Subcommittee on Supplier and Workforce Diversity
Hiring and Diversity—Utility Apathy or Enthusiasm?
Diversity & Inclusion Maturity Matrix

**LEVEL 1**
- **BASIC**
  - Leaders are familiar with basic principles of HR and diversity.

**LEVEL 2**
- **AWARENESS**
  - Leaders and management have awareness of benefits of diverse workforce and inclusive culture.

**LEVEL 3**
- **UNDERSTANDING & APPLICATION**
  - Through development actions, all employees understand how diversity applies to their role and work environment.

**LEVEL 4**
- **INTEGRATED**
  - Leaders and management have knowledge and skill set to enhance business performance through effective inclusion.

**LEVEL 5**
- **SUSTAINABLE**
  - All employees consistently and unconsciously demonstrate inclusive behaviors. Being inclusive is how we do business.

Source: Corporate Executive Board
Inclusion and Diversity at NIPSCO

- Mission is to advance an inclusive and diverse culture of acceptance and accountability throughout the NIPSCO organization recognizing and celebrating the differences among our employees, customers and communities and over time, to build an organization that reflects the diversity of our customers.

- Diversity is more than race or gender, it includes diversity of thought, life experience, culture, ability, generation, sexual orientation, etc.

- A diverse workplace brings different ideas and different perspectives that foster more creative problem solving and new ideas.

- I&D is not a program or series of events, it is an ongoing strategic initiative that is part of our operating plan.

- Drive Diversity in recruiting by casting a wide net – of the 146 hires in 2016, 43% were diverse (both race and gender).
Goal is to provide hiring managers with a diverse slate of candidates

- Company’s expectation is that the most qualified candidate will be selected for the job, but we want to ensure that our candidate slates are diverse

- Sponsorship and participation in job fairs, e.g.:
  - AABE National Conference
  - USHLI – United States Hispanic Leadership Institute
  - Indiana Black Expo
  - The Times of NWI
The company also posts to numerous diversity job boards

<table>
<thead>
<tr>
<th>Type of site</th>
<th>Number of sites</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity</td>
<td>20</td>
<td>africanamericanjobsite.com asianamericanjobsite.com hispanicjobsite.com</td>
</tr>
<tr>
<td>Disability</td>
<td>12</td>
<td>Easter Seals US.jobs Disability Agency for Persons with Disability</td>
</tr>
<tr>
<td>Military Networks</td>
<td>17</td>
<td>armedservicejobs.com Honor Guard Network militarygigs.com</td>
</tr>
<tr>
<td>Federal Government Sites</td>
<td>8</td>
<td>CareerOneStop Hero 2 Hired (H2H) My Skills My Future</td>
</tr>
<tr>
<td>State Government Sites</td>
<td>4</td>
<td>State and US Territory Workforce Agency Job Banks Vet Central State of Indiana</td>
</tr>
<tr>
<td>College Sites</td>
<td>400+</td>
<td>Over 400 Colleges and Universities in the recruiting area</td>
</tr>
<tr>
<td>Other Sites</td>
<td>16</td>
<td>beyond.com Meelieu – Engineering jobs only recruiter.com</td>
</tr>
<tr>
<td>Metro Areas on US.jobs</td>
<td>4</td>
<td>Gary, South Bend, Fort Wayne, Indianapolis</td>
</tr>
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</table>
Other avenues used to reach diverse candidates

- Community Outreach
  - 45 organizations, examples include:
    - Greater LaPorte Economic Development Corp
    - Indiana Minority Enterprise Center
    - NAACP of Hammond
    - Chesterton United Methodist Church
    - America Helping Heroes
    - The Light House Mission Ministries, Inc.

- CareerBuilder
  - 39 diverse sites CareerBuilder posts to, examples include:
    - Black Business Professionals
    - Multicultural Women’s Council
    - Women on Business
    - MSN Latino
    - Immigrant Magazine
    - After Fifty Living
Diverse Candidate Pool (cont.)

Employee Retention

- It is important for NIPSCO employees to be provided with resources to succeed
  - *House of Inclusion*: An internally developed and led discussion tool.
  - In 2016, all frontline employee attended House of Inclusion to understand the company’s expectations related to Inclusion and Diversity
- I&D initiatives are now part of the employee onboarding process
- NIPSCO has developed numerous Affinity Groups (Employee Resource Groups) to provide support to employees
  - Each ERG has its own Executive Sponsor and Board of Directors
  - They develop their own Charter and Mission Statement
  - Numerous individual and joint ERG meetings are held throughout the year
  - Formal mentoring opportunities are available
Employee Resource Groups

➢ DAWN
  • Developing and Advancing Women at NiSource

➢ LEAD
  • Leadership and Education for African American Development

➢ GOLD
  • Generating Opportunities for Latinos & Diversity

➢ NiVets
  • NiSource Veterans

➢ GENesis
  • Connect, engage and support the next generation of workers

➢ PACE
  • Promoting Asian Culture and Engagement
Appendix: The Numbers
### The Numbers: *Part of the Story*

#### Headcount by Gender and Manager Level

<table>
<thead>
<tr>
<th></th>
<th>Director</th>
<th>Mid Mgr</th>
<th>Non-Mgr</th>
<th>NonMgr Eng</th>
<th>NonMgr Int</th>
<th>Sr Officer</th>
<th>Sr VP</th>
<th>Supervisor</th>
<th>Supv FL</th>
<th>VP</th>
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<tr>
<td>Female</td>
<td>9</td>
<td>111</td>
<td>57H</td>
<td>17T</td>
<td>282</td>
<td>231</td>
<td>1</td>
<td>1</td>
<td>26</td>
<td>1</td>
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<tr>
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<td>114</td>
<td>175</td>
<td>111</td>
<td>17</td>
<td>65</td>
<td>1</td>
<td>6</td>
<td>197</td>
<td>6</td>
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<tr>
<td>Total</td>
<td>42</td>
<td>145</td>
<td>232</td>
<td>129</td>
<td>19</td>
<td>87</td>
<td>1</td>
<td>87</td>
<td>197</td>
<td>6</td>
</tr>
<tr>
<td>% Diverse</td>
<td>21%</td>
<td>22%</td>
<td>25%</td>
<td>15%</td>
<td>100%</td>
<td>0%</td>
<td>25%</td>
<td>15%</td>
<td>0%</td>
<td></td>
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</table>

| Total              | 2954     | 100%    |         |            |            |            |       |            |         |    |

| % Diverse (Female) | 23%      |         |         |            |            |            |       |            |         |    |

#### Headcount by Ethnic Group and Manager Level

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<thead>
<tr>
<th>Ethnic Grp</th>
<th>Director</th>
<th>Mid Mgr</th>
<th>Non-Mgr</th>
<th>NonMgr Eng</th>
<th>NonMgr Int</th>
<th>Sr Officer</th>
<th>Sr VP</th>
<th>Supervisor</th>
<th>Supv FL</th>
<th>VP</th>
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<td>11</td>
<td>1</td>
<td>1</td>
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<td>1</td>
<td></td>
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<tr>
<td>Black</td>
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<td>202</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>3</td>
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<td>1</td>
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<tr>
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<td>11</td>
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<tr>
<td>BLACK</td>
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<td>2</td>
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<tr>
<td>WHITE</td>
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<td>124</td>
<td>1950</td>
<td>106</td>
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<td>3</td>
<td>75</td>
<td>171</td>
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<tr>
<td># of Diverse</td>
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<td>21</td>
<td>376</td>
<td>22</td>
<td>4</td>
<td>0</td>
<td>127</td>
<td>261</td>
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<tr>
<td>% Diverse</td>
<td>2.38%</td>
<td>14.48%</td>
<td>16.17%</td>
<td>17.19%</td>
<td>21.05%</td>
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<td>13.79%</td>
<td>13.20%</td>
<td>16.67%</td>
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<tr>
<td>Total</td>
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<td>232</td>
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<td>87</td>
<td>1</td>
<td>87</td>
<td>197</td>
<td>6</td>
</tr>
</tbody>
</table>

#### Gender Diversity

- Approx. 25% of our organization is female
- Approx. 6% of females are in Manager and Above positions

#### Racial Diversity*

- Approx. 16% of our organization is racially diverse
- Approx. 5% of racial minorities are in Manager and Above positions
* females included

#### The Take-Away

- Numbers are important... and can be skewed – disaggregate the data
- Diversity is broader than race and gender – the multiplicity of employees is broader than one or two categories
- Inclusion and Diversity are both important to the on-going dialogue at NIPSCO and NiSource
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Apathy or Enthusiasm?

2017 NARUC WINTER COMMITTEE MEETINGS
SUBCOMMITTEE ON SUPPLIER AND WORKFORCE DIVERSITY
NARUC
Winter Committee Meetings

Subcommittee
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