



# Diversity & Inclusion Strategic Plan (2020–2023)

Human Resources

August 6, 2020

For Public Use

This page is intentionally left blank.

## Contents

A Message From President and CEO Manu Asthana: .....	1
Purpose and Scope.....	2
<i>Annual Executive Team Checkpoint</i> .....	2
<i>Authority and Partnership</i> .....	2
Roles & Responsibilities .....	2
Measuring Progress of Diversity & Inclusion at PJM .....	3
Pillars and Actions.....	4
Next Steps .....	5

## A Message From President and CEO Manu Asthana:

We, the Executive Team of PJM, are renewing and reinforcing our dedication to diversity and inclusion and understand that a diversity and inclusion strategy is not a one-time list of tasks to complete. PJM's pledge to better itself through diversity and inclusion must be ongoing, evolving, sustained and focused on listening, growing and changing.



We present this Diversity & Inclusion Strategic Plan as a guide for the PJM community as we continue to strive to establish a more diverse workforce, including leadership, and a more inclusive environment in which everyone is heard, respected and has equal opportunity to grow and advance and to contribute to PJM's success.

We call on the PJM community to uphold PJM's core values of integrity, communication, accountability, respect and excellence. Inclusion – making sure that every voice is heard and valued – is a natural extension of these core values that we at PJM must practice every day.

We must work together to confront racism and other forms of discrimination of all kinds and to increase racial equality and other types of equality to create a more just and inclusive world. We will strive to create a workforce that reflects this world and appreciates difference, uniqueness and the immense talent at PJM.



As we work together, the importance of listening with an open mind (as opposed to listening to respond) cannot be over emphasized. We must recognize that just because we have not had an experience does not mean others have not.

We look forward to working together as we do even more to foster a diverse and inclusive team focused on carrying out PJM's important mission.

Regards,



Manu Asthana

## Purpose and Scope

Diversity & Inclusion (D&I) are at the forefront of corporate and community conversations initiated by current events and the desire to create equal opportunities for all. At PJM, we are committed to doing even more to foster a diverse workforce, an inclusive workplace and a plan to bring our vision to reality. The Executive Team adopts the following statement and vision on D&I:



PJM is committed to doing even more to foster a more diverse workforce and an inclusive workplace. PJM believes that the diversity of the 65 million people we serve is a strength, and that the collective sum of our individual differences will lead to our best and most innovative outcomes – whether those differences are based upon how we look, where we come from, whom we love, or what we’ve experienced, etc.

We seek to continue to foster a workforce that includes a general reflection of the different communities we serve and to create a workplace that embraces and nurtures these differences. By doing this, we honor the diversity of our footprint, and we progress toward the best possible and strongest version of PJM.

Our statement, along with this three-year D&I Strategic Plan, will help define the purpose and scope of our efforts along with the commitment, and the responsibility, of the company and its employees. The plan also provides actions and techniques to provide a structured and shared direction for our efforts. It should ask the following questions: What will we do differently to meet this moment in time regarding D&I? Are the actions the organization is taking bold and compelling enough to address our needs and the needs of the greater PJM community?

### *Annual Executive Team Checkpoint*

The Executive Team will engage with the PJM D&I Council formally and informally throughout the year. In particular, in the third or fourth quarter, meetings will be scheduled to discuss current topics and concerns, as well as to review the previous year’s progress.

### *Authority and Partnership*

While the PJM Executive Team and the D&I Council work in concert to identify and address concerns and progress, Human Resources has corporate authority and ultimate responsibility for the reporting of D&I efforts and outcomes.

## Roles & Responsibilities

The Executive Sponsor with the support of the D&I Council are responsible for:

- + Overseeing the development and execution of the D&I Strategic Plan and holding the PJM community accountable for the plan
- + Communicating throughout the organization the benefits of D&I
- + Challenging the status quo and encouraging a more diverse and inclusive workplace
- + Recommending and participating in initiatives that support the PJM workforce, work environment and marketplace
- + Providing advice to PJM leadership regarding D&I topics and current areas of opportunity
- + Monitoring progress on D&I efforts to show trends from one year to the next
- + Acting as ambassadors (providing information and creating awareness to employees)

The PJM Executive Team and all PJM employees are responsible for:

- + Owning and implementing the D&I Strategic Plan
- + Holding each other accountable for the D&I Strategic Plan and driving accountability for the strategy through their divisions
- + Promoting the importance of D&I in the PJM community and in the membership and stakeholder process
- + Ensuring and supporting opportunities for all PJM employees – specifically, taking time and making a conscious effort to be inclusive and considering in particular the concerns and feelings of diverse candidates and employees
- + Fostering a welcoming and accepting environment by ensuring all voices are heard and respected
- + Acting in a positive and constructive manner
- + Working cooperatively and respectfully with team members
- + Listening with intent, acting accordingly and appreciating differences
- + Participating in training to support expected behaviors

PJM leadership is responsible for:

- + Holding each other accountable for the D&I Strategic Plan and driving accountability for the strategy through their staff
- + Ensuring the values of diversity and inclusion are reflected in the hiring and promotional processes
- + Working actively to ensure mentorship and development of all employees regardless of gender, race or membership in any protected group
- + Participating in training to support the plan
- + Exhibiting outlined behaviors of an inclusive leader
- + Managing and supporting employees fairly with respect and dignity
- + Working to identify and eliminate possible inhibitors to equity in terms of opportunities for inclusion of diverse talent

## Measuring Progress of Diversity & Inclusion at PJM

In an effort to identify actions for PJM, a review of what is working well and where opportunities exist must be conducted. PJM will review D&I data for each year from 2020–2023. D&I statistics to consider include, but are not limited to:

- + Gender
- + Ethnicity/race
- + LGBTQIA+ and other considerations
- + Employee resource group (ERG) membership
- + Leadership Team composition
- + Senior Leadership Team composition
- + Executive Team composition



## Pillars and Actions

PJM has identified three pillars to drive the D&I plan. These pillars are: workforce diversity, workplace inclusion and PJM community accountability.

Below is a list of working definitions of these pillars:

**Workforce diversity** – to influence the recruitment and retention of qualified, diverse candidate(s) to increase diversity of skills, experiences, thinking and perspective.

**Workplace inclusion** – to foster a PJM culture which encourages acceptance, collaboration, flexibility and fairness in an effort to enable all employees to contribute to their potential, while ensuring innovative thinking and a “feeling of belonging.”

**Community accountability** – to identify and break down barriers to creating greater inclusion by embedding D&I principles in policies and procedures while equipping leaders with techniques and tools to effectively manage staff and be empowered to “own” D&I outcomes.

We hope to build upon these pillars through the following actions and hold ourselves accountable. **Please note that this is an initial selection of actions, and as this is a three-year plan, these actions can be built upon or new actions can be added.**



### Workforce Diversity

- + Foster a pipeline of diverse candidates to include in those considered for open positions as well as promotional opportunities within PJM
- + Measure the commitment of leaders based upon their efforts to support D&I efforts
- + Support a mentoring program for our diverse talent pool to help them thrive within the organization so as to retain that talent, as well as a program that will pair leaders with talent from diverse backgrounds and experiences to drive cross-cultural learning and knowledge

### Workplace Inclusion

- + Develop, refine and implement the D&I communications plan and consistently communicate PJM’s commitment to D&I in internal venues, including its commitment “from the top”
- + Commit to the development of an “open conversation” discussion, program/rubric to provide an open and trusting environment for all PJM employees to openly discuss D&I, learn about fellow employees and share their stories, and unlearn certain beliefs and biases
- + Commit to the development of a training program for PJM leadership to create awareness and a better understanding of D&I topics, and to learn how to discuss D&I appropriately with PJM employees
- + Tie “inclusion” tactics to competencies (inclusive leaders are people-oriented, great listeners, patient, humble and understanding)
- + Provide a consistent onboarding experience for all new employees to ensure awareness and understanding of PJM’s D&I practices and resources
- + Provide continued and greater support to ERGs

- + Evaluate access issues impacting employees, guests and visitors, and develop or make visible initiatives to address access and welcome concerns
- + Ensure building accessibility for all people and cultures and, where appropriate, allow for the facilitation of cross-cultural interaction
- + Encourage diverse visual and physical representations across the PJM campus (including Milford campus), including building design, artwork, internal communications campaigns, etc.

**Community Accountability**

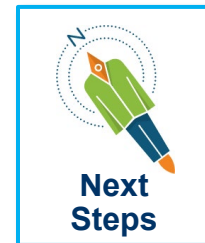
- + Research external best practices regarding D&I and incorporate findings as aligned with this strategic plan into external efforts
- + Communicate PJM’s D&I commitment to external stakeholders and our local communities
- + Support and participate in at least four external community events annually relating to D&I
- + Provide scheduled formal updates to inform the PJM community regarding D&I progress

PJM is committed to taking action and being accountable for the efforts highlighted in this plan document. In doing so, the Executive Team will hold leaders accountable for their actions pertaining to D&I through developing divisional plans, establishing metrics and communicating successes and opportunities.

**Next Steps**

As our next steps, we will:

- + Finalize and roll out this D&I Strategic Plan to our employees
- + Communicate PJM’s even stronger commitment to D&I as reflected in this plan both internally and externally
- + Begin work on the action items articulated in this plan



This is an important and unique time in PJM’s history. PJM has an opportunity to create the kind of work environment that champions our differences, just as we champion the differences in our incredibly diverse footprint. It is time for PJM to make a leap, and this plan will serve as a symbol of that leap.

This is a consistently evolving area, and PJM itself is consistently evolving. As an organization, we should always be learning – from each other, from D&I professionals, in observing best practices, etc. As such, we may seek to revisit this document during 2020–2023. In the event that we do revisit this plan, we will indicate the date(s) of these revisions on the title page.

Finally, this D&I Strategic Plan is subject to, and will be administered in accordance with, PJM’s Equal Employment Opportunity, Non-Discrimination, Non-Harassment and Non-Retaliation Policy.