The Commercial Club of Chicago

Veterans Working Group Meeting

Tuesday, June 7, 2016
WELCOME AND REVIEW OF AGENDA

David Hiller
President and CEO, Robert R. McCormick Foundation
Meeting Overview

Welcome and Review of Agenda
  David Hiller, President and CEO, Robert R. McCormick Foundation

Lightning Round 1.1.1
  One person per organization, with one idea, speaking for one minute

Presentations

Results of the Veterans Working Group Tracking Survey
  Amy Sherman, Council for Adult and Experiential Learning

OFCCP Tracking Requirements and Best Practices
  Adam Young, Assistant District Director, OFCCP, Chicago District Office

Panel: Tracking Veteran Employment – Lessons Learned and Best Practices
  Moderator – Amy Sherman, Council for Adult and Experiential Learning
  □ Greg “G-Man” Dellinger, AAR
  □ Griffin Goldin, Exelon
  □ Joseph Pennington, Combined Insurance

Wrap Up
  David Hiller, President and CEO, Robert R. McCormick Foundation

Networking and One-on-One with Panelists and Guests
  Kirsten Carroll, Commercial Club of Chicago
LIGHTNING ROUND 1.1.1
PANEL DISCUSSION: BEST PRACTICES IN TRACKING VETERAN EMPLOYMENT

Moderator: Amy Sherman, Council for Adult and Experiential Learning
AAR Veteran Tracking

- Veterans are tracked/reviewed during the application and promotion process
- We encourage our workforce to self identify through the application process (we ask an applicant twice at 2 different points in the process); we also poll our workforce every 5 years
- We have an applicant tracking system which feeds into our HR database; this allows us to be efficient in our tracking efforts
- We utilize our data to recognize our working veterans throughout the calendar year and to develop benchmarking goals for recruitment
Combined Insurance is Committed to Hiring Military Veterans

- Military Veteran Recruiting Program launched in 2010
- More than 2,500 veteran hires since program launch
- 34% of 2015 hires have military background
Holistic Approach to Veteran Employment

- Hiring
- Training
- Onboarding
- Ongoing Development
- Leadership
- Mentoring

“Combined Insurance appreciates where you’ve been and what you’ve done.”

—Kern Preddie, Captain, U.S. Army and Combined Insurance Market Director
Best Practices for Military Recruiting

- Veteran strategy part of core business strategy
- Embed into the company culture
- Make it part of every corporate action
- Self-identification is sought and encouraged on Day One of employment
  - Those who identify are presented with a pin that identifies Combined Insurance as the #1 Military Friendly Employer
  - Long-term employees were surveyed to find veterans who joined before tracking was put in place
- Veteran Affinity Group
- Military Hiring Summit
- Attend over 100 Military Job Fairs per year
Exelon Military Overview & Strategies to Encourage Military Self-Identification

Griffin Goldin
Talent Acquisition Programs Manager
Encouraging Military Self-Identification: Agenda

Today we will discuss actionable ways to increase the percentage of military hires that voluntarily self-identify.

1. Overview of Exelon and our holistic military strategy
2. Strategies to directly encourage self-identification
3. Tactics to create an inclusive environment where new hires want to self-ID
4. Importance of data and key metrics to closely track progress and evaluate results
Get to Know the Exelon Family of Companies

ABOUT EXELON

AMERICA'S LEADING ENERGY PROVIDER

Power Generation
- Exelon Generation
- Exelon Power

Competitive Energy Sales
- Constellation
- BGE HOME

Transmission & Distribution
- Atlantic City Electric
- BGE
- ComEd
- Delmarva Power
- PECO
- Pepco
Strategy to Increasing Self-ID:
Assessing Current State of Overall Military Hiring and Support

Developed a strong partnership with EMAC and partnered to assess the current state of military recruitment, retention, and support across the company.

Created/compiled compelling and easy to understand Business Case for hiring, retaining, and supporting military candidates across Exelon.

Worked with HR, Hiring Managers, and Employees to understand and assess what was already occurring to recruit, retain, and support veterans.

Assessed our current number of military new hires and overall military employees – as well as the process for tracking and encouraging self-ID.

Created an enhanced military hire tracking strategy and a company-wide goal that at least 10% of our new hires would be from the military.
Exelon Talent Acquisition’s Strong Partnership with EMAC

Exelon Talent Acquisition worked to build and maintain a strong partnership with Exelon Militaries Actively Connected (EMAC).

- Hold meetings with the presidents of each EMAC chapter regularly
- Attend EMAC volunteer and networking events with the team
- Keep the EMAC Teams informed of key military recruiting initiatives and successes
- Seek feedback from the EMAC members

EMAC helps directly promote self-identification to all members

EMAC employees attend military career fairs with our recruiter teams
### Exelon’s Business Case for Hiring Military Candidates

#### Distinctive Capabilities & Values
- Military candidates are performance-oriented, have a strong work ethic, thrive under pressure
- Teamwork, leadership, and problem solving skills learned in the military are invaluable to many civilian roles
- Military candidates have demonstrated that they share Exelon’s values regarding safety, integrity, the pursuit of excellence, diversity and inclusion, and innovation

#### Valuable Skills
- Military candidates receive advanced training in a variety of technical skills (even if not directly transferrable, military candidates have strong foundations for many aspects of the energy industry)
- The technical skills military candidates bring to the role make them cost effective employees
- Military candidates also bring outstanding soft skills to the workplace, for example, three-way communication skills

#### Build Goodwill and Honor Service
- Recruiting military candidates reflects the social responsibility of an employer and builds goodwill with customers, employees, and the community
- Hiring military candidates helps give back to individuals who have sacrificed for the country

#### Untapped, Diverse Pool of Talent
- The number and diversity of transitioning military will continue to increase
- Scaling down of foreign wars – 2.9 million troops have returned from service post-9/11; another 1 million will transition over the next 5 years
- Decreased defense budget – $429 million cuts in defense spending will reduce the size of armed forces
- Location Flexibility - 71% of transitioning service personnel are willing to relocate for career opportunities

#### OFCCP Regulation Compliance
- Our military hiring initiatives will help us meet the 7.2% hiring benchmark (by FAAP) for protected veterans
- Our initiatives to target veterans with disabilities will help us target the 7% utilization goal (by job group) for individuals with disabilities
Veteran New Hire Self-ID Assessment

In 2012, Exelon implemented a new process to identify veteran new hires.

Each new hire’s resume is reviewed for military experience (versus relying on self identification).

<table>
<thead>
<tr>
<th></th>
<th># 2012 Self-ID Military New Hires</th>
<th>% of Total New Hires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Old Process</td>
<td>142</td>
<td>8.26%</td>
</tr>
<tr>
<td>New Process</td>
<td>198</td>
<td>11.53%</td>
</tr>
</tbody>
</table>

Change in Process allowed a 39.4% increase in # of veterans identified.
## Exelon’s Military Commitment Update

<table>
<thead>
<tr>
<th>Commitment Summary</th>
<th>Joining Forces (The White House)</th>
<th>100,000 Jobs Mission (JP Morgan)</th>
<th>Hiring 500,000 Heroes (US Chamber of Commerce &amp; Capital One)</th>
</tr>
</thead>
<tbody>
<tr>
<td>National initiative to engage all sectors of society to give our service members and their families the opportunities and support they have earned</td>
<td>Coalition of private sector companies committed to collectively hire 100,000 military members leaving active duty service and other veterans by the end of 2020</td>
<td>Hiring Our Heroes partnered with Capital One to launch Hiring 500,000 Heroes to help hire half a million veterans by the end of 2014</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Exelon’s Commitment</th>
<th>10% of New Hires will be from the Military (as of commitment)</th>
<th>Commitment to hiring veterans and to reporting out on a quarterly basis.</th>
<th>Commitment to hiring veterans and to reporting out on a monthly basis.</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Committed in August 2012</em></td>
<td><em>Committed in January 2013</em></td>
<td><em>Committed made January 2013</em></td>
<td></td>
</tr>
</tbody>
</table>

| Participating Companies | Ameren, DuPont, PG&E, B of A, GE, CSX, Disney, Northrop Grumman, JPMorgan Chase, Sodexo, Waste Management, Google, Raytheon, Lockheed Martin | JP Morgan, AT&T, Cisco, Ernst & Young, Caterpillar, Bloomberg, Delta, IBM, HP, Target, Northrop Grumman, ManTech, MetLife, Waste Management (68 companies) | GE, Sears, PepsiCo, PG&E, Morgan Stanley Smith Barney, McDonald’s, 7-Eleven, Coca-Cola (over 800 companies) |

<table>
<thead>
<tr>
<th>Report Out</th>
<th>Monthly</th>
<th>Quarterly</th>
<th>Monthly</th>
</tr>
</thead>
</table>

| Commitment Status | On Track: Veterans made up **11.0%** of new hires veterans since August 2012 | On Track: Exelon reports number of veteran hires on a quarterly basis | On Track: Exelon reports number of veteran hires on a monthly basis |
Strategy to Increasing Self-ID:
Strengthen Overall Military Hiring and Support

- Created an overlying military recruitment strategy to serve as a framework for each recruitment team’s strategy
- Create materials to recruit and provide support for veterans seeking careers at Exelon and to prepare recruiters to connect with military candidates
- Strategically increase outreach efforts to military candidates & build strong partnerships with military organizations
- Offer training specifically for veteran new hires and provide recruiters and hiring managers training
- Continuously communicate and emphasize importance of initiatives internally and externally
Exelon’s Military Outreach Strategy

**Goal:** Exelon is a Military Friendly Organization. Our military and veteran initiatives will assist the men and women who serve our country to re-enter the workforce and target qualified veteran candidates for employment - providing a solid pipeline of strong, loyal, and diverse candidates.

Exelon’s Overall Military Recruitment Strategy

**Early Outreach**
- Army PaYs Program
- Military Base Visits
- HirePurpose Partnership

**Brand Recognition**
- Print Advertising
- Awards and Honors
- Networking/Educational Events
- Social Media

**Promoting Exelon’s Open Jobs**
- Military Job Boards
- Military Career Fairs
- Local Veteran Reps and Organizations
- Hiring Commitments

**Recruiter Training, Partnership with EMAC, Partnership with D+I, Internal Communication**

**Build a strong pipeline of active duty candidates**

**Increase Military Employment Brand with active duty military and veteran candidates**

**Hire qualified and diverse military hires**
Military Career Fairs & Base Visits: Military Materials

Exelon Career Opportunities

Exelon’s family of companies represents every stage of the energy value chain. Exelon Generation is one of the largest competitive United States power generators, with approximately 32,700 megawatts of owned capacity comprising one of the nation’s cleanest, lowest-cost power generation fleets. Constellation provides energy products and services to approximately 2 million residential, public sector and business customers, including more than two-thirds of the Fortune 500. And Exelon’s six utilities deliver electricity and natural gas to approximately 10 million customers in Delaware, the District of Columbia, Illinois, Maryland, New Jersey and Pennsylvania through its Atlantic City Electric, BGE, ComEd, Delmarva Power, PECO and Pepco subsidiaries.

Transition From the Military to Exelon
At Exelon, we recognize the value of constant improvement. As the nation’s leading competitive energy company, we are driven to perform and our military veteran employees bring the background and training that help drive our progress. From engineering to operations to security and beyond, there are opportunities throughout the Exelon family of companies for you to create a brighter future.

Exelon believes in hiring men and women who’ve served in the military; they exemplify the leadership, teamwork, integrity, and commitment to excellence we need. As a result, the company recruits and retains individuals based on the quality of their military service. Exelon values veterans’ leadership, management, and critical thinking skills as well as their ability to easily and quickly adapt – which is critical in the dynamic energy business.

Exelon Military Employee Resource Group

Military & Individuals with Disabilities Recruiting Event Toolkit

Toolkit Includes

- Talking points on Exelon’s overall commitment to hiring military
- Sample questions to ask a military candidate
- Questions to avoid when speaking to a military candidate
- Talking points about EMAC and training for veterans at Exelon
- Information on Military Transition Timeline
- Military Rank and Grade Cheat Sheet
Exelon developed Military Career Path Infographics to help give Veterans an idea about their potential career path at Exelon.

The tools are available to veteran candidates on Exelon’s external Military Careers Site and we bring the flyers to military recruiting events.

Currently focusing on top positions where we hire veteran candidates:

- Meter Reader
- Nuclear Security Officer Trainee
- Equipment Operator
- Engineer
- Utility Trainee
- IT Analyst
- Distribution Mechanic Apprentice
- Journeyman – HVAC Svc
Exelon’s New Military Focused Site

10% Veterans comprise over 10% of Exelon’s total workforce.

Military Veterans

Veterans have great skills and training, so we attend military recruiting fairs, advertise in military publications, and partner with Transition Assistance Program offices to help smooth the transition to civilian employment.

Opportunities for military veterans

YOUR MILITARY CAREER OPENS UP A NEW CAREER AT EXELON

Exelon believes in hiring men and women who’ve served in the military; they exemplify the leadership, teamwork, integrity, and commitment to excellence we need. Exelon attends military recruiting fairs with members of E-MAC (Exelon – Militaries Actively Connected), our employee resource group that supports veteran employees. We advertise in military publications, and partner with Transition Assistance Program (TAP) offices.

Learn how to prepare for an interview with us by looking at the Military Interview tips PDF.
Exelon Interview Tips for Military Candidates

Exelon offers an ‘Exelon Military Interview Tips’ document on our Careers Site.

• The Military Interview Tips are posted on Exelon’s external Military Career Page.

• Candidates with military experience who are selected for an interview also receive the “Exelon Interview Tips For Candidates with Military Experience” document via email to better prepare them for the interview.
Exelon’s LinkedIn Military Career Page

Military Employee Video Clips

Links to Military Employee Profiles

What Exelon employees are saying...

Monica Hurley
Senior Mechanical Engineer

I was excited about my opportunity to transition from the Navy to Exelon because I felt that I would be able to leverage the skills learned in the Navy. It was an ideal job fit with an industry leader and progressive company. Since working here I have found that Exelon’s values are similar to the Navy's and my transition was very smooth.

Dana Grove
Exelon/PECO

I am fortunate to work with the Transmission & Substation group at Exelon / PECO Energy. The work that I, and my fellow technicians do, allows for real-time monitoring, protection and control of the PECO System. This work is extremely rewarding and essential to "keeping the lights on".

Additional Targeted Content

Access to promote upcoming events specific to the targeted population

At Exelon, your military experience translates to a rewarding career.

Apply Now!

- Tell us about yourself to receive Exelon job and event info
- Transitioning Military
- Job Opportunities
- Learn more about Exelon
- Follow us on Twitter
Updated Military Career Fair Attire: Rags of Honor

- **Rags of Honor** is a top-quality screen printing organization that has the mission of providing employment and services to homeless veterans. The proceeds go directly to employ the veterans who are producing the garments at the Rags of Honor facility.

- Exelon partnered with the organization to design new military career fair attire for Exelon employees.

- T-Shirts feature Exelon’s logo as well as the Rags of Honor logo.
**Military Career Fairs & Base Visits Overall Strategy**

**Strategy for Targeting and Attending Events:**

- Target military career fairs and military bases in Exelon’s key locations
- Target national career fairs and military bases that specialize in the Military Occupational Codes Exelon is targeting (varies by OpCo)
- Utilize EMAC to ensure veteran attendees are present at military career fairs when ever possible
- Provide military specific Exelon career fair handouts for each OpCo attending
- Utilize military specific candidate information forms
- Schedule logistics calls to review the Exelon Military Toolkit & have copies of document onsite
- Each OpCo recruiter attendee serves as an advocate for outstanding military candidates they meet & promotes candidates to recruiters and hiring managers

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*Exelon attended 21 Military Hiring Events in 2012*

*Exelon attended 42 Military Hiring Events in 2013*

*Exelon attended 47 Military Hiring Events in 2014*

*Exelon will attend over 50 Military Hiring Events in 2015*
Making Veteran Hiring a Priority at Exelon

Communication to Recruiting Teams & HR Leadership Team

- **Corporate Talent Acquisition sends frequent military hiring updates:**
  - High-level *monthly* email update to each **OpCo Recruiting Team**
  - Detailed *quarterly* report out to each **OpCo Recruiting Team**
  - High-level *monthly* update to **HR Leadership Team**
  - Detailed *annual* report out to each **HR Leadership Team**

Annual Recruiter Trainings

- **Exelon sponsors Annual Recruiter Trainings** - “The Value of a Veteran” conducts an annual training for all Exelon Recruiters (2013 – 2015). Topics Include:
  - Understanding sourcing options for finding veteran candidate
  - Gaining ‘buy-in’ from Hiring Managers
  - Recruitment marketing tactics for conducting outreach to the military
  - Social media recruiting techniques to target military talent
  - Military Skills Translation and Interviewing

Internal and External Communications

- Internal: Stories in internal publications & on internal website
- External: LinkedIn, Twitter, Local News outlets
Internal and External Communications: Military Initiatives

Exelon is Best for Vets!

5/2/2013 9:00 AM | Chen, Emily (BSC)

Exelon was named number 40 on the Military Times EDGE ‘Best for Vets’ list for efforts to help veterans, active-duty service members and their families. Exelon was named a winner for the Fourth Joining Forces Award and was among the 50 companies recognized.

I am proud to be one of many military veterans working at Exelon. Our company is recruiting and investing in employees with military experience – and we continue to do so through programs like the First Lady’s Joining Forces initiative. Exelon is working with the Department of Homeland Security to build a national center of excellence for veterans at the NSA. The center will help veterans transition to civilian life.

Exelon will continue to provide training and retraining opportunities to employees who are entering the military and those who are returning from service.

Business Wire

Exelon Corporation, U.S. Army Partner to Create Job Opportunities for Veterans

5/2/2013 11:00 AM | Chen, Emily (BSC)

Exelon Corporation, a U.S. Army Reserve..png

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5/2/2013 11:00 AM | Chen, Emily (BSC)

Joining Forces: Exelon’s military recruitment strategy

9/26/2012 12:00 PM | Chen, Emily (BSC)

Exelon has a long history of successful recruiting from the U.S. armed forces, and currently boasts more than 3,000 employees who are current or former members of the military. We have been on the G.I. Jobs Top 100 list for the past five years (2008 – 2012), and the company was nominated for an award for a successful recruitment program that was recognized at the 2012 Secretary of Defense Employer Support Freedom Award (the highest recognition given by the U.S. Government to employers for their support of employees who serve in the National Guard and Reserve).

To continue our track record of supporting and recruiting military veterans to our employee ranks, Exelon’s military and veteran initiatives will assist the men and women who serve our country to re-enter the workforce.

Exelon Talking to one of our thousands of active duty, reserve or veteran employees is the best way to understand what makes Exelon military friendly. But it’s nice to have it independently validated too. For the sixth time in a row, G.I. Jobs yesterday named us a top Military Friendly Employer.
Strategy to Increasing Self-ID: Continuously Measure, Evaluate, and Improve

1. Continue to track our progress and evaluate and expand goals
2. Enhanced process for tracking and reporting out on military hiring
3. Determine key Exelon metrics and report out regularly
4. Apply for and proudly publicize military awards
Enhancing Exelon’s Military Strategy in 2016

We are driven to continuously improve our military hiring initiatives.

2016 Military Hiring Goals

- Increase and enhance Exelon’s military base outreach strategy
- Enhance effectiveness of our in-person and virtual military events
- Enhance current and build new partnerships with external military organizations
- Increase talent acquisition’s partnership with EMAC
- Continue recruiter training for recruiting and hiring from the military
- Increase internal and external communications around our initiative
- Enhance tools and resources for military candidates
- Improve Exelon’s Military Specific Careers Site
- Update military career fair attire
- Receive at least four major military awards in 2015
- Continue to see military self-ID increase
- Increase number and percentage of female military hires
- Increase number and percentage of military hires across all OpCos
Exelon’s Military Hire Tracking Process

- Talent Acquisition reviews resumes for **all new hires each week to check for military experience**

- **Talent Acquisition sends a weekly email to veteran new hires to:**
  - Welcome veteran new hires to Exelon
  - Suggest the new hire self identify as a veteran
  - Provide information about EMAC and how to join
  - Provide information about how to request an accommodation

- **Talent Acquisition sends a monthly email to each Recruiting Team with:**
  - Overall percent veteran hires for the month
  - Number and list of veteran hires for the Operating Company
  - Highlight and thank you to top recruiters hiring veterans that month

Process allows us to welcome our military hires, increase the accuracy of our military new hire reporting, and increase the number of employees that join EMAC and self-ID
2013 – Q1 2016 Exelon Military Hiring Summary

<table>
<thead>
<tr>
<th>Year</th>
<th>Military Candidates Hired</th>
<th>Military Candidates Hired % of Total Hires</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>280</td>
<td>11.03%</td>
</tr>
<tr>
<td>2014</td>
<td>312</td>
<td>10.39%</td>
</tr>
<tr>
<td>2015</td>
<td>382</td>
<td>12.43%</td>
</tr>
<tr>
<td>2016*</td>
<td>89</td>
<td>15.80%</td>
</tr>
</tbody>
</table>

*2016 Data for Q1 (January 1 – March 31, 2016)
### 2015 Vet Hires by Month

<table>
<thead>
<tr>
<th>Month</th>
<th># Vet Hires</th>
<th>%New Hires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan-15</td>
<td>47</td>
<td>19.03%</td>
</tr>
<tr>
<td>Feb-15</td>
<td>46</td>
<td>15.97%</td>
</tr>
<tr>
<td>Mar-15</td>
<td>32</td>
<td>12.60%</td>
</tr>
<tr>
<td>Apr-15</td>
<td>18</td>
<td>9.09%</td>
</tr>
<tr>
<td>May-15</td>
<td>22</td>
<td>8.59%</td>
</tr>
<tr>
<td>Jun-15</td>
<td>75</td>
<td>7.95%</td>
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<tr>
<td>Jul-15</td>
<td>22</td>
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<tr>
<td>Aug-15</td>
<td>20</td>
<td>13.51%</td>
</tr>
<tr>
<td>Sep-15</td>
<td>26</td>
<td>13.33%</td>
</tr>
<tr>
<td>Oct-15</td>
<td>27</td>
<td>17.42%</td>
</tr>
<tr>
<td>Nov-15</td>
<td>22</td>
<td>16.67%</td>
</tr>
<tr>
<td>Dec-15</td>
<td>25</td>
<td>22.12%</td>
</tr>
<tr>
<td><strong>2015 Total</strong></td>
<td><strong>382</strong></td>
<td><strong>12.43%</strong></td>
</tr>
</tbody>
</table>
Exelon’s Recent Military Awards and Honors

• Exelon has been recognized as number 42 on the 2016 "Top 100 Military Friendly Employers" by GI Jobs. This is the eight consecutive time Exelon has been awarded the honor, joining a group of elite companies on the eighth annual list.

• Exelon was named on the Military Times EDGE “Best for Vets Employers List” for 2013 – 2016.

• Exelon has been named a winner for the CivilianJobs.com “Most Valuable Employers (MVE)” for Military for 2013 - 2016.

• Exelon has been named on the US Veteran’s Magazine’s Best of the Best for Veterans List for 2013 - 2016.
WRAP-UP

David Hiller
President and CEO, Robert R. McCormick Foundation
NETWORKING

Kirsten Carroll,
Commercial Club of Chicago