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March 29, 2021

Ms. Brinda Westbrook-Sedgwick
Commission Secretary
Public Service Commission
of the District of Columbia
1325 G Street N.W., Suite 800
Washington, DC 20005

Re: Formal Case No. 1119

Dear Ms. Westbrook-Sedgwick:

Enclosed please find Potomac Electric Power Company's 2020 Annual Employment Report in response to Paragraph 16 of Attachment B to Order No. 18148, as supplemented by Order No. 18160 for Formal Case No. 1119.

Please feel free to contact me if you have any questions regarding this matter.

Sincerely,

/s/ Dennis P. Jamouneau

Dennis P. Jamouneau

Enclosures

cc: All Parties of Record



Potomac Electric Power Company - DC 2020 Annual Employment Report

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Executive Summary

This document constitutes the fifth and final annual reports presenting detailed employment data and workforce development initiatives for Potomac Electric Power Company (“Pepco” or “the Company”). It has been developed in response to Paragraph 16 of Attachment B to Order No. 18148 as supplemented by Order No. 18160 (Order). Employment data included in this document covers the period between December 31, 2019 and December 31, 2020 for any full-time or part-time Pepco employee with a work location in Washington, DC. A detailed breakdown of employment data, job losses and gains are delineated in this report using U.S. Equal Employment Opportunity Commission job classification codes for union (Local 1900) and management employees.

Pepco Employment Levels

Headcount at Pepco increased by 29 employees (3.7%), from 793 to 822, over the reporting period. A total of 100 employees were hired, with Local 1900 Craft Workers and Management Professional employees accounting for 86 (86%) of those hired. These headcount gains were offset by attrition of 56 positions and a net loss of 15 employees due to a change to a different location.

Of the 56 employees lost to attrition, 100% left due to normal business attrition (i.e., not related to the merger). Fifty-two (52%) of the attrition, or 29 employees, was due to retirements.

Employee location changes within the family of Pepco Holdings, LLC (PHI) companies resulted in a net decrease in headcount of 15 employees. A net decrease of 21 Local 1900 employees moved to a location outside the District and/or to another PHI or Exelon company, while a net increase of 6 Management employee relocated into Pepco in Washington, DC over the reporting period.

Pepco Workforce Development

Pepco recognizes the need to maintain a skilled workforce in order to provide safe and reliable service to its customers. To achieve this goal, Pepco undertook recruitment activities in 2020 to fill openings throughout the year, worked to maintain existing employee retention and developed the skills of existing employees through the implementation of existing PHI practices and the implementation of new practices utilized at Exelon Utilities operating companies. In addition, Pepco worked with District stakeholders to identify and recommend initiatives aimed at developing skills in District residents that align with those needed at Pepco.

Due to COVID-19 restrictions, recruiting engagement activity throughout 2020, was limited. PHI engaged in outreach to potential future candidates by hosting 21 college students for positions in the District in 2020 as part of internship programs conducted by PHI.

PHI also focused on further developing current employees through participation in employee development and apprenticeship programs in 2020. Training and leadership development programs were offered, with multiple sessions for each program.

Finally, of the thirteen Employee Resource Group chapters (ERGs) throughout the Exelon utilities, eight (8) were in place in 2020 at Pepco DC. These grass roots groups were initiated by employees volunteering time and efforts throughout PHI utility operations. This is an initiative that promotes groups that serve as diverse forums for professional development, cultural education, and community involvement and allows employees to seek advice and guidance from their coworkers.

1 Introduction

1.1 Terms and Conditions of the Merger

This document presents the fifth and final Potomac Electric Power Company 2020 Annual Employment Report for the District of Columbia (the Report), which has been developed in response to Paragraph 16 of Attachment B (Paragraph 16): Revised Terms and Conditions for Merger (Merger) of Exelon Corporation (Exelon) and Pepco Holdings, LLC (PHI), (Attachment B) to Order No. 18148 as supplemented by Order No. 18160 (Order). This is the fifth and final report filing since the completion of the merger.

Paragraph 16 states the following:

Pepco shall, on an annual basis for the first five (5) years after Merger close, file a report with the Commission by April 1 regarding employment levels at Pepco. The reports shall detail all job losses – including whether the attrition was involuntary or voluntary – as well as any job gains, delineated using an industry-accepted categorization method such as by SAIC code.

1.2 Scope of this Report

This Report includes Pepco employment level data from December 31, 2019 through December 31, 2020. For the purposes of this Report, a Pepco employee is any full-time or part-time employee with a work location in Washington, DC. Employment headcount data for the following are considered outside the scope of Paragraph 16 and, therefore, not included in this Report:

- Temporary employees, interns¹, and employees on long-term disability at Pepco; and
- Employees of PHI Service Company and Exelon or any other related companies.

Job losses and gains are delineated in this Report using U.S. Equal Employment Opportunity Commission (EEOC) job classification codes. EEOC codes are an industry-accepted categorization method used by Pepco to track employees and provide more granularity than some of the other classification systems used within the industry, including Standard Industrial Classification system. Data will be provided for the following EEOC codes:

- Union (Local 1900)
 - Craft Workers
 - Office and Clerical
 - Technicians
- Management
 - Office and clerical
 - Administrative
 - Executive or Senior Level Officials and managers
 - First or mid-level officials and managers
 - Professionals

¹ While headcount data for interns is not included in this Report, discussion of intern programs is included to provide background on employment interest in the Company.

In addition to providing the employment data called for in Paragraph 16, this Report provides an overview of the workforce development initiatives undertaken in 2020 to fill vacant positions and discusses the planning currently under way to identify and develop additional initiatives to ensure a viable, well-qualified candidate pipeline exists in 2021 and beyond.

This Report also discusses the \$5.2 million that Exelon contributed to promote local employment and the local economy in the District as called for in Paragraph 22² of Attachment B of the Order (Paragraph 22).

2 Pepco Employment Levels

Pepco headcount totaled 793 employees as of December 31, 2019 and totaled 822 employees on December 31, 2020 a net increase of 29 employees.

As shown in Figure 1, Pepco headcount during this time period changed as a result of:

- 100 hires;
- 56 terminations, of which 39 were voluntary³, 17 were involuntary, and 0 were merger-related; and
- a net number of 15 employees moved out of the utility, moving to a job location outside of DC or to another PHI or Exelon company.

These changes in Pepco headcount over the reporting period are broken out by EEOC job classification code in Table 1.

² Paragraph 22 states the following: “In order to promote local employment and the local economy in the District, Exelon will contribute \$5.2 million to District workforce development programs including those administered by the Department of Employment Services (DOES), the University of the District of Columbia system, DC Water for green infrastructure training programs, and programs targeted to underserved communities, as directed by the District Government. These contributions will be in addition to the CIF, will not count toward, meeting the annual charitable contribution commitment described in Paragraph 25, and will not be recovered in utility rates.”

³ Voluntary terminations account for employees who leave Pepco as a result of retirement, personal/family reason, promotion/opportunity with a competitor, or other (for reporting purposes).

Figure 1: 2020 Pepco DC Employee Headcount Change during Reporting Period

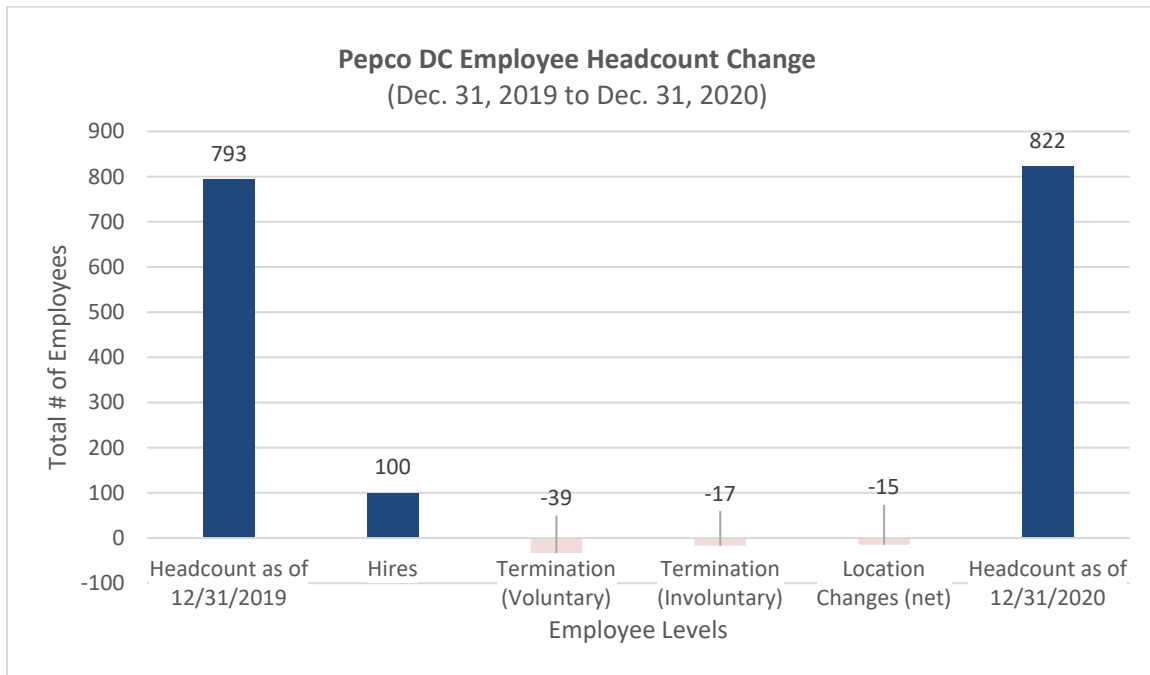


Table 1: 2020 Pepco Employee Headcount Change by EEOC Code

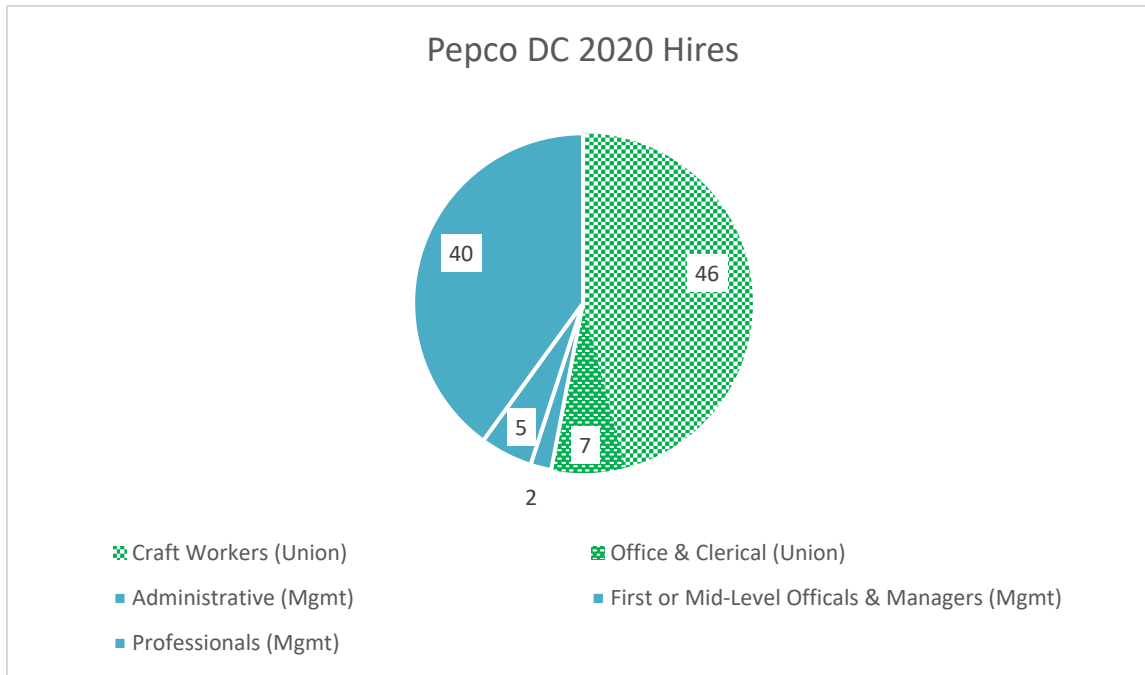
EEOC Code	Headcount as of 12/31/2019	Attrition				Hires	Location Changes	Headcount as of 12/31/2020
		Merger Related		Non-Merger Related				
		Vol.	Invol.	Vol.	Invol.			
Local 1900	533	0	0	28	13	53	-21	524
Craft Workers	366	-	-	15	10	46	-2	385
Office and Clerical	85	-	-	7	3	7	-3	79
Technicians	82	-	-	6	-	-	-16	60
Management	260	0	0	11	4	47	6	298
Office and Clerical	8	-	-	1	1	-	-1	5
Administrative	-	-	-	-	-	2	-	2
Executive or Senior Level Officials and Managers	1	-	-	-	-	-	-	1
First or Mid- Level Officials and Managers	85	-	-	5	-	5	8	93
Professionals	166	-	-	5	3	40	-1	197
Pepco DC Total	793	0	0	39	17	100	-15	822

3 Employee Hires

Local 1900 union hires, shown in the dotted sections (green) in Figure 2, totaled 53 employees during the January 1 through December 31 reporting period in 2020. Employees falling into Craft workers categories accounted for 87% of union hires, numbering 46 employees hired.

Management hires, shown in the solid sections (blue) in Figure 2, total 47 employees, with Professionals, First or Mid- Level Officials and Office and Administrative employees accounting for 40, 5 and 2 of those hires, respectively.

Figure 2: 2020 Pepco Hires by EEOC Code (Jan 1 – Dec. 31)



As shown in Table 2 below, 19 of the 100 employees, or 5.26%, hired during the reporting period were District residents. For each union and management employee hired there were, on average:

- 118.5 union applicants and 39.81 management applicants,
- 14.14 union applicants and 0.26 management applicants were tested, and
- 22.11 union applicants and 4.25 management applicants were interviewed.

Table 2: Average Number of Applicants, Interviews and Tests Administered for Each Employee Hired

EEOC Code	Hires		Average for Every Employee Hired		
	Total	DC Residents	Applicants	Applicants Tested	Applicants Interviewed
Local 1900	53	13	118.65	14.14	22.11
Craft Workers	46	12	162.29	21.28	15.86
Office and Clerical	7	1	75.0	7.0	6.25
Management	47	6	39.81	0.26	4.25
Administrative	2	-	63.0	-	6.0
First or Mid- Level Officials and Managers	5	2	20.55	0.10	3.6
Professionals	40	4	35.89	0.41	3.15
Pepco Total	100	19	79.23	7.2	13.66

2.1 Employee Attrition

As shown in Table 1, Pepco lost 56 employees to non-merger attrition in the District during the reporting period. Seventy percent (70%) of the attrition, or 39 employees, left voluntarily.

Table 3: Pepco Voluntary Attrition Not Related to the Merger (by Cause)

2020 Non-Merger Voluntary Attrition					
EEOC Code	Retired	Personal/ Family Reason	Promo/ Opp. w/ Comp.	Others	Non- Merger Total
Local 1900	23	1	1	3	28
Craft Workers	10	1	1	3	15
Office and Clerical	7	-	-	-	7
Technicians	6	-	-	-	6
Management	6	1	2	2	11
First or Mid- Level Officials and Managers	5	-	-	-	5
Office and Clerical	1	-	-	-	1
Professionals	-	1	2	2	5
Pepco Total	29	2	3	5	39

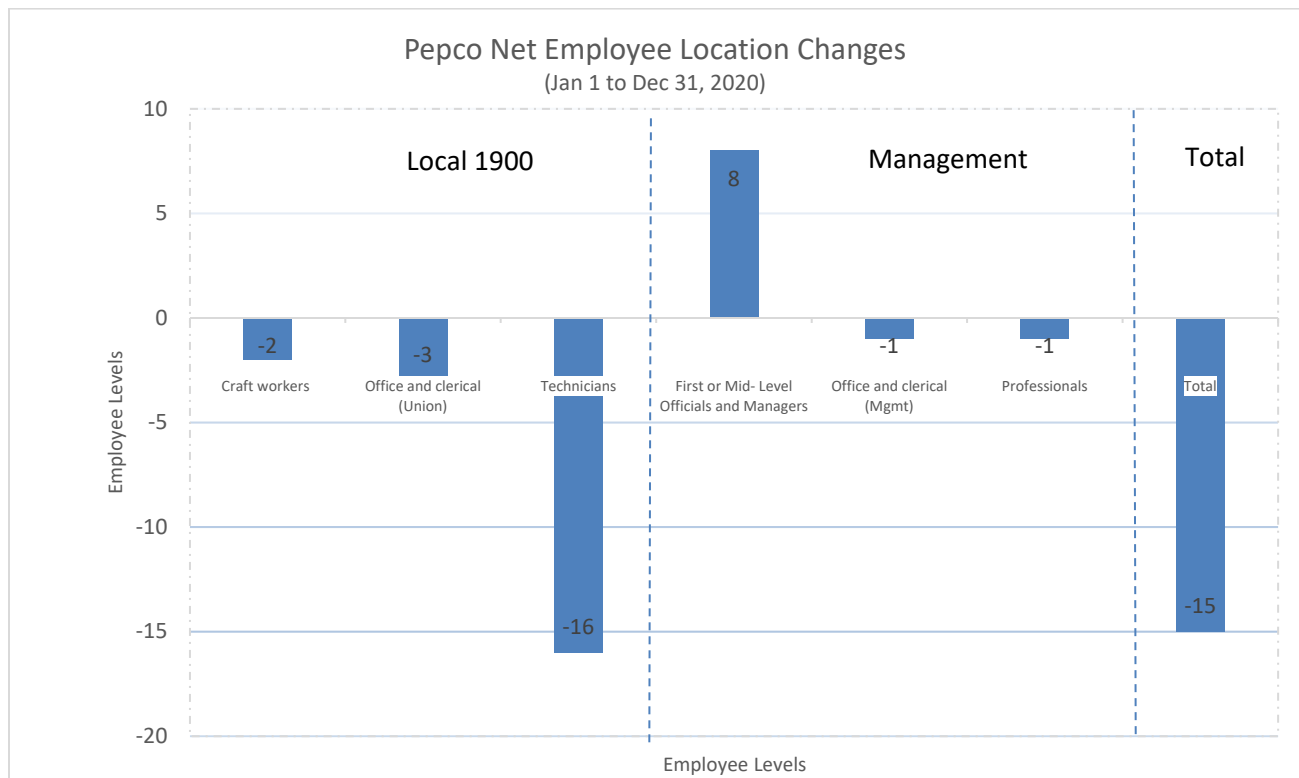
As shown in Table 3, 29 of the 39 (74%) employees who chose to voluntarily terminate their employment retired, of which 79% were Local 1900. This highlights the need for Pepco to maintain a candidate pipeline to ensure the Company maintains these critical skills. Section 3 highlights the workforce development initiatives Pepco currently undertakes and has recommended for implementation to promote a robust candidate pipeline.

2.2 Employee Work Location Changes

Employee work location changes impacted employee headcount at Pepco. Headcount at Pepco was decreased by a net number of 15 employees as a result of employee movement into another one of the PHI and/or Exelon companies over the reporting period (see Figure 3).

- A net number of 21 Local 1900 employees moved to a location outside the District and/or to a different company within PHI or Exelon. This comprises of the loss of 16 Technicians, 3 Office and Clerical and 2 Craft Workers.
- A net increase of 6 management employee transferred into a location within the District. The management additions were comprised of 8 First or Mid-Level Officials and Managers and offset by the loss of one Professional and one Office Clerical role.

Figure 3: 2020 Pepco DC Employee Location Changes by EEOC Code



3. Workforce Development

Although progress has been made throughout 2020, the electric utility industry as a whole, and Pepco in particular, still faces a series of challenges to maintain a knowledgeable workforce capable of delivering quality and reliable service to their customers. The aging American workforce has emerged as a critical issue facing utilities across the country⁴ and the Company is faced with the challenge of finding qualified applicants in and around the District to fill open positions.

The impact of the aging workforce has been particularly acute within the union ranks of the Pepco workforce in the District. As discussed in Section 2.1 of this Report, union positions in the District accounted for 28 of the 39 employees who left due to voluntary attrition between January 1, 2020 and December 31, 2020, with 72% of Pepco's voluntary attrition in the District accounted for by the retirement of 23 union Craft Workers (skilled), Office and Clerical, and Technician employees.

Pepco recognizes that it needs to maintain a talent pipeline in order to develop qualified candidates to fill these vacated union field operation positions and other job openings while meeting Company diversity and merger commitment goals. A comprehensive approach to developing a healthy pipeline over the near-term, mid-term and long-term will allow the Company to raise its profile among potential candidates

⁴ According to a 2017 assessment by the U.S. Department of Energy, 25 percent of the electric utility workforce will be eligible to retire within five years. U.S. Department of Energy, Quadrennial Energy Review (QER) Task Force report second installment titled "Transforming the Nation's Electricity System." Chapter V: Electricity Workforce of the 21st-Century: Changing Needs and New Opportunities. January 2017. Retrieved from <https://energy.gov/epsa/initiatives/quadrennial-energy-review-qer-on-December-11>, 2017.

within the District while developing and nurturing partnerships and relationships with government and private organizations that seek to develop workers' skills. This will allow Pepco to address identified skill gaps in candidates in order to align them with organizational talent needs, allow for targeted diversity recruitment, and increase awareness and the number of female candidates.

Furthermore, Pepco realizes employees must be offered opportunities for growth in order to retain a skilled workforce. As described in Section 3.3, PHI utilizes a series of initiatives intended on promoting inclusion, education and opportunities for growth in the Company.

3.1 Near-Term Workforce Pipeline Initiatives

3.1.1 Pepco Outreach Activities

Due to Covid-19 restrictions, recruiting engagement activity throughout 2020, was limited. As shown in Table 4 below, the one outreach event was pre-Covid. In 2020, Pepco also initiated and/or fostered partnerships with the DC Public Schools and the Latin American Youth Center's DC Office and other organizations within the District of Columbia to inform them of career opportunities and establish ongoing communications with their leaders and team members.

Table 4: 2020 Recruitment Outreach Activities

Date	Organization	Activity
Jan. 9	Military X Veterans Job Fair	Job Fair

In addition to the direct outreach activities listed above, job postings for open positions at Pepco are provided to colleges, diversity, disability, military, state workforce and government sites.

PHI and Pepco employees also serve on the board of directors for a number of organizations in the District region (see Table 5). This allows the Company to, among other things, increase its presence within organizations charged with developing people and the local economy. Where appropriate, the Company leverages these relationships to identify opportunities for coordinating employment initiatives and candidates for open positions at Pepco.

Table 5: Examples of PHI and Pepco Representation on Boards

Selected Board Membership
American Red Cross of the National Capital Area
Better Business Bureau Of Greater Washington and Eastern PA
Boys and Girls Clubs of Greater Washington
Bright Beginnings
Capital Area Food Bank
Catholic Charities of the Archdiocese of Washington – Legal Advisory Council
Catholic Charities of the Archdiocese of Washington – President’s Advisory Board
Central American Resource Center
Clean Air Partners (aka Metropolitan Washington Council of Governments)
DC Building Industry Association
DC Chamber of Commerce
DC Police Foundation
DC Policy Center
DC Public Library Foundation
Foundation for the Advancement of Music and Education
Friends of the National Zoo
Generation Hope
Girls Scouts of the National Capital Area
Greater Bethesda Chamber of Commerce
Greater Prince George's Business Round Table
Greater Washington Board of Trade
Greater Washington Hispanic Chamber of Commerce
Housing Unlimited
Howard Charter Advisory
Imagination Stage
Junior Achievement of Greater Washington
Leadership Greater Washington
Mary’s Center
Maryland Business Roundtable for Education
National Park Trusts - Buddy Bison
New Endeavors for Women
Prince George’s County Economic Development Corporation
Restaurant Assoc Metro Washington (RAMW) (Energy Empowerment)
Rockville Chamber of Commerce
Strathmore Performing Arts
United Way of the National Capital Area
University of Maryland Board of Visitor
Washington DC Economic Partnership
Washington Performing Arts
Year Up

3.2 Mid-Term Workforce Pipeline Initiatives

3.2.1 PHI College and High School Internship Programs

The PHI College Internship Program identifies and hires qualified diverse candidates and provides them real-life work experience in each region in which PHI operates (i.e., Delaware, District of Columbia, Maryland and New Jersey). PHI also provides high school internships in all regions to rising seniors who are interested in STEM, Engineering and Information Technology programs.

Hiring an intern provides a strategic and proactive approach to identifying college talent for future hard-to-fill positions. It also advances PHI's employment brand among high schools, colleges and universities.

PHI has been successful in offering internship opportunities to high school and college students in 2020. A total of 66 interns were hired in various disciplines across PHI, with 21 college students hired for positions in the District (see Table 6). College interns were pursuing undergraduate and graduate degrees in accounting, business, engineering, information technology and law.

Table 6: 2020 PHI Internships by Region

Jurisdiction	Internships		
	High School	College	Total
Delaware	0	29	29
District of Columbia	0	21	21
Maryland	4	6	10
New Jersey	1	5	6
Total	5	61	66

3.3 Developing Future Workforce Pipeline Initiatives (Long-Term)

In addition to carrying out the recruiting activities listed in Sections 3.1 and 3.2, the Company began exploring targeted development initiatives with the aim of developing the skills required of candidates for jobs at Pepco over the long-term and promoting employment through the District. Throughout 2020 Pepco established partnerships with and shared Pepco's hiring needs, projected hiring timelines, skill gaps and position qualifications for current and future field operations openings with the entities noted in Table 7.

Table 7: Workforce Development Partner Organizations

Partner Organization	Jurisdiction
DC Works: Workforce Investment Council	District of Columbia
Department of Employment Services	
University of the District of Columbia	
DC Public Schools	
Latin American Youth Center	
Goodwill of Greater Washington	

In 2020, Pepco continued engaging external stakeholders to develop the DC Quick Path to Energy (DCQPE) Program. The DCQPE program was launched under the DC Infrastructure Academy, a partnership between Pepco, the District’s Department of Employment Services (DOES) and the University of the District of Columbia (UDC). The program serves as a Math and Test Preparation refresher for participants and addresses the need for skilled workers while developing a qualified, diverse pipeline of applicants for open vacancies at Pepco.

In 2020, Pepco served in the critical roles of employer, advisor and industry subject matter expert (SME) as evidenced below:

- Assisted with curriculum development to ensure that program training was aligned with the skills required for success in skilled labor positions within the energy industry.
- Provided information on hiring projections and career pathway ladders for upward mobility as it relates to growth within the energy industry.
- Provided the minimum qualifications required by Pepco’s skilled labor positions.
- Conducted information sessions at the new DCIA training location.
- Administered the Construction and Skills Trades (CAST) and physical pre-employment tests to applicants.
- Participated in the Demand Industry Council engagement session and industry-based symposiums.
- Conducted CAST exam preparation training
- Provided ongoing feedback on the progress of participants as they advance through the staffing process.
- Eight participants were hired at Pepco and 19 have received job offers with Pepco contractors or other companies committed to employment programs. In total there have been 52 graduates and subsequent job offers.

The DCQPE Program utilized curriculum developed for industry wide implementation by the Center for Energy Workforce Development (CEWD). CEWD is a non-profit consortium of electric, gas and nuclear utilities formed in 2006 to help utilities work together to develop solutions to the anticipated workforce shortage in the sector. It is the first partnership between utilities, their associations, contractors and unions to focus on the need to build a skilled workforce pipeline that will meet future industry needs. As noted in the National Research Council of the National Academies’ 2013 report titled *Emerging Workforce Trends in the U.S. Energy and Mining Industries: A Call to Action*:

According to surveys by the CEWD (2009) and the National Commission on Energy Policy (NCEP, 2010), surveyed companies had difficulty finding qualified applicants to fill the skilled-craft positions. The CEWD found that 30 to 50 percent of the applicants who met the minimum requirements for a position were not able to pass the pre-employment aptitude tests. Additional applicants were eliminated by background and drug screening so that 30 applicants had to be interviewed for every successful hire. Line workers were the hardest to find, with a hiring success rate of one in 50 applicants. However, by working with secondary and postsecondary institutions to create programs designed for the industry and aligned to industry skill requirements, companies have seen significant improvement in pre-employment testing success (CEWD, 2009). (p. 183)

3.3.1 DC Infrastructure Academy

Exelon and Pepco contributed \$5.2 million toward the D.C. Infrastructure Academy and the support of workforce development programs per Paragraph 22 of the Order. Pepco is also providing an additional \$500,000, which includes cash contributions and the donation of human resources, equipment, and other in-kind materials and services, over the first five years of the Academy's operation. The Infrastructure Academy focuses on occupational skills training and work-based learning initiatives related to the infrastructure industry, including the utility, energy efficiency, transportation, and logistics sectors. Through this program, District residents are able to access career counseling and planning; resume assistance; direct job placement; and information about local and regional infrastructure jobs and apprenticeships. Pepco's support for the Academy will create a pipeline for in-demand infrastructure jobs for District residents. Hundreds of District residents will receive training to develop skills needed to work in areas that will remain critical to the energy industry for years to come, along with other industries that are essential to supporting the hundreds of thousands of people who live and work in this region. Pepco has also engaged six contracting partners to engage in hiring District residents who successfully complete training programs at the Academy.

DC DOES, a partner in this initiative for the Infrastructure Academy, is responsible for recruitment and intake for the program and workforce preparations sessions aimed at developing interview skills, resume preparation and workforce readiness in advance of applying for positions at Pepco or other companies. UDC, the educational partner is responsible for conducting the training and has implemented other curriculum covering personal effectiveness, academic competencies and workplace competencies.

One of the trainings offered by the Academy is the CAST and Math and Test Preparation Course. The course is focused on applied math skills specific to the energy industry and teaches concepts that are critical to success on energy industry jobs. The workshop addresses the skill gaps on Edison Electric Institute (EEI) tests (primarily the CAST test), the disparity in test success rates in some applicant groups, and the impact of the skill gaps on the diversity of qualified candidate pools. The workshop shows a direct relationship between the abilities required for success on energy industry jobs and the abilities assessed by EEI employment tests.

3.4 Employee Retention and Development

3.4.1 Employee Resource Groups

Exelon promotes and supports ERGs as part of its strategy to promote a diverse, equity and inclusion work environment. Employees can initiate chapters and volunteer to lead these grass roots groups. This is an

initiative that promotes groups that serve as diverse forums for professional development, cultural education, and community involvement and allows employees to seek advice and guidance from their coworkers. The eight chartered ERGs at Pepco are listed below:

- Asian American Resource Group (AARG)
- Exelon ECO Team (ECO)
- Exelon Militaries Actively Connected (EMAC)
- Developing Young Professionals (DYP)
- Exelon African American Resource Alliance (EAARA)
- Network of Exelon Women (NEW)
- Organization of Latinos at Exelon (OLE)
- Pride

3.4.2 Training and Leadership Development

PHI continues to make investments in its workforce to promote employee growth and successfully achieve its business objectives. The training activities at PHI provide vital services that improve human performance through a systematic approach of performance delivery and quality. This model furnishes PHI Electric, Gas and Customer Operations resource areas with employees that have the knowledge, skills, abilities and experiences to ensure safe and reliable performance.

PHI's Training and Methods teams successfully design, deliver, and support the development of field, technical, and administrative employees. PHI's role-based career path curriculum is designed to ensure that employees are prepared for each level of progression. Innovation is at the root of PHI's learning strategy; most recently introducing the Mobile Training/Virtual Reality trailer that provides an incident-free training space for employees. Emergency preparation programs provide employees with opportunities for inclusion and exposure to work processes and environments that would not be experienced in their typical daily routine. PHI is actively engaged in all Exelon-wide classroom and virtual leadership development programs and hosts internally developed PHI programs such as emPower which prepares individual contributors for future leadership roles, Inclusive Leadership focused on leadership commitment to developing inclusive environments, and a series of Power Up webinars that are strengthening existing leaders' ability to effectively lead, coach and engage employees in an inclusive culture.

Pepco employees completed some of the following training in 2020:

- Close Quarters Maneuvering (CQM) ILT
- Enterprise Asset Management (EAM) Training
- Exelon Code of Business Training – All PHI employees required to be trained
- Environmental Management System (EMS) Awareness Training– All PHI employees required to be trained
- Exelon Injury and Illness Reporting Safety Training for Supervisors
- Exelon Utilities Management Model Overview
- Field Compliance (FC) Fall Protection Competent Persons Classroom
- Live Line
- Log Out Tag Out (LOTO)
- Smith System Driving
- Total Outage App (TOA)

- Supervisory Development Program
- emPower
- Emerging Leaders
- Inclusive Leadership pilot with executives
- Power to Lead
- Situational Leadership
- Lead, Coach, Engage Power Up webinar series for people leaders

These efforts will continue through 2021, with additional training added as needed.

4 Conclusion

Pepco recognizes its importance to the community it serves and is committed to employing local and diverse talent from the community and will continue to be a trusted community partner. This Report presents the Company's efforts to partner with workforce, educational and community partners to build an inclusive workforce capable of providing safe, reliable, and affordable service to its customers.

CERTIFICATE OF SERVICE

I hereby certify that a copy of Potomac Electric Power Company's Annual Employment Report was served this March 29, 2021 on all parties in Formal Case No. 1119 by electronic mail.

Ms. Brinda Westbrook-Sedgwick
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