

A Culture of Belonging

2023 Diversity, Equity and Inclusion Report



A Message from our Leadership

Dear Stakeholders,

New Jersey Resources (NJR) is a stronger company when all people are treated with respect, encouraged to share their ideas and valued for their contributions. This core belief is demonstrated every day by our people, practices and performance, and reflected in our fiscal 2023 Diversity, Equity and Inclusion Report.

Over the past year, we deepened our focus on nurturing a sense of belonging at NJR. We solicited feedback to measure employee engagement, gauge our progress and refine our efforts. With over 83% of employees reporting a strong sense of belonging, these results affirm the importance of diversity, equity and inclusion (DEI) in the work we do. By creating an environment that supports active engagement with and among our employees, we are driving a culture of innovation and collaboration that is critical to advancing our sustainability strategy and DEI goals, and the overall success of our business.

Our fiscal 2023 performance is the product of our collective contributions at every level across our diversified businesses. We recognize the most successful ideas, innovations and outcomes are the result of active engagement and collaboration and we are committed to driving higher levels of employee engagement and fulfillment going forward.

On behalf of our entire company, we appreciate the dedication and support of our employees who make DEI a part of everything we do. Together, we are committed to growing our company, empowering one another, building a strong culture and creating a future where we all belong.

Sincerely,



Steve Westhoven
President and Chief Executive Officer



Steve Westhoven
President and CEO



Lori DeGiudice
Senior Vice President
Human Resources



Maria Diaz
Director of Diversity,
Equity and Inclusion

Our Commitment to a Sustainable Future

At NJR, we are continuing our sustainability journey with an ambitious outlook and a commitment to advancing a cleaner energy future. This requires our entire team of more than 1,300 employees to share a passion for the road ahead. We believe the most successful ideas and outcomes result from collaboration – bringing together unique perspectives and experiences to leverage our strengths and advance our priorities. However, our actions do not stop there.

Our integrated strategy includes building a culture of belonging in the workplace that unlocks the creative intelligence of our people to advance this long-term change for NJR and the communities we serve.

In 2023, our employee survey revealed associates from across the company were looking for an increased sense of “belonging” in the workplace. Our team took proactive steps to address this through professional development programs, people leader training, mental health education and increased collaboration to grow and learn from one another.



Maria Diaz
Director of Diversity,
Equity and Inclusion

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“I’ve enjoyed seeing the progress our company is making to enhance our culture of belonging and look forward to building on this progress in 2024. Our superpower will always be the employees who help drive NJR’s strategy, vision and mission forward — every day.”



Roberto Bel
Chief Financial Officer

Approach

NJR prides itself on promoting a culture of respect for all our employees and fosters concern for and empowerment of others. We understand DEI fuels strong teams, bringing together diverse perspectives among employees who collaborate and share a passion for the future of our company.

We aim to create an organization and work environment that puts these values into practice, and cultivates innovation and creativity, attracts the best talent, and allows our employees to be their highest performing, best and authentic selves.

Our integrated DEI strategy is focused on cultivating a workplace culture that enhances the creative intelligence of our people to achieve long-term success for NJR.

This strategy includes four key areas: Business Resource Groups (BRGs), NJR Executive Sponsorship, Professional and Personal Development and Community Engagement.



Duaa Muttar
Senior Compliance
Engineer



“A diverse and inclusive workforce makes New Jersey Resources a stronger company and provides a competitive advantage to grow our business, execute our strategy and meet the evolving energy needs of the customers and communities we serve.”



“Being a part of our company’s DEI efforts has provided me the opportunity to expand my knowledge and understanding of different cultures and belong to a bigger family where people of diverse backgrounds, experiences and interests support each other.”

A Culture of Belonging

NJR recognizes the importance of fostering an environment where our employees feel safe to be vulnerable, ask questions, raise issues — where every voice is heard, valued, appreciated and ideas flow. A culture of belonging helps our employees feel connected; and when they feel part of a community, they feel a sense of purpose.

Our DEI Council is composed of a representative group of passionate employees from across the organization with a proven track record of advancing our company's DEI strategy. We invest in our council members through education and training so they are equipped to provide thought leadership and guidance to help nurture a supportive workplace where employees can thrive.

83% of employees feel they belong at our company.*

*According to our employee engagement survey.



Our Heroes Serving Together BRG completed their first full year with a long list of initiatives, including honoring our fallen heroes in a Memorial Day remembrance.



Elias Kawache
Senior DEI Partner

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“I began my career at NJR as a member of the Customer Service team and enjoyed providing award-winning service to our customers. After advancing to supervisor, I had the opportunity to support and encourage my team to excel in the industry. By continuing to avail myself of the professional development opportunities offered by my company, I’ve furthered my career, once again, to my new role as senior Diversity, Equity and Inclusion partner. NJR provides excellent opportunities and I look forward to my continued growth and future here.”

Business Resource Groups

NJR's BRGs are composed of employees linked by common backgrounds, cultures and interests, and are open to all employees, regardless of the demographic focus of each group. Our BRGs provide a platform for employees to connect, collaborate and share their experiences.

In 2023, 25% of our workforce were members of a BRG, an increase of 4% over the prior year. Our BRGs cultivate a sense of belonging, encourage engagement and inspire conversations among their members – bringing new ways to drive innovation and contribute to our success. Just as important, the BRGs help foster and retain emerging talent through professional development and mentorship to help them reach their fullest potential.

Our BRGs include:

- Asian Pacific Enrichment Community
- Generations (Multigenerational)
- Heroes Serving Together (Veterans)
- Let's Inspire Visions of Equality (LGBTQ+)
- Onyx (African Heritage)
- Supporting Women's Advancement and Growth
- Todos Unidos (Latinx/ Hispanic)



25% of our workforce belongs to a BRG.



Carolyn E. Cannon
Manager, Educational
Programming and
Customer Advocacy

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“Belonging means I can be my authentic self and not feel judged. It means I feel included in conversations and supported by my peers.”



Jason Sears
NJR System
Patch Administrator

Investing in our People

Professional Development

Investing in employees' professional development contributes to a culture of innovation, sustainability and success. By participating in training centered on key DEI-related topics, our people leaders are empowered to engage and expand their thinking and actions. We believe in the power of thought leadership and learning and growth opportunities for employees to stay aligned with DEI best practices.

Wellness

Providing resources that reflect the diversity of our workforce can help ensure the well-being of our employees and sustain an environment where they feel supported and valued. To that end, we connect with organizations including Hope Sheds Light, 180 Turning Lives Around, National Alliance for Mental Illness and Telus Health to provide assistance for our employees on topics such as on mental health education, overdose awareness, domestic abuse and more. By ensuring our employees and their families have access to information and tools, we can help them more effectively navigate life's challenges.



Caitlin Tamayo
Domestic Violence
Specialist
180 Turning
Lives Around



“Serving as a Co-Chair of APEC helped me understand what Asian Pacific culture and rich history means to those who live it. By helping organize educational programs for employees, I’ve developed a deep appreciation for the music, foods and history that make Asian culture so diverse and unique.”



“In 2023, NJR and 180 Turning Lives Around joined together for an employee event about the complexities of domestic violence, sexual assault and shared resources and support for survivors. Such partnerships are essential not only for staff education but also for connecting people with relevant community resources.”

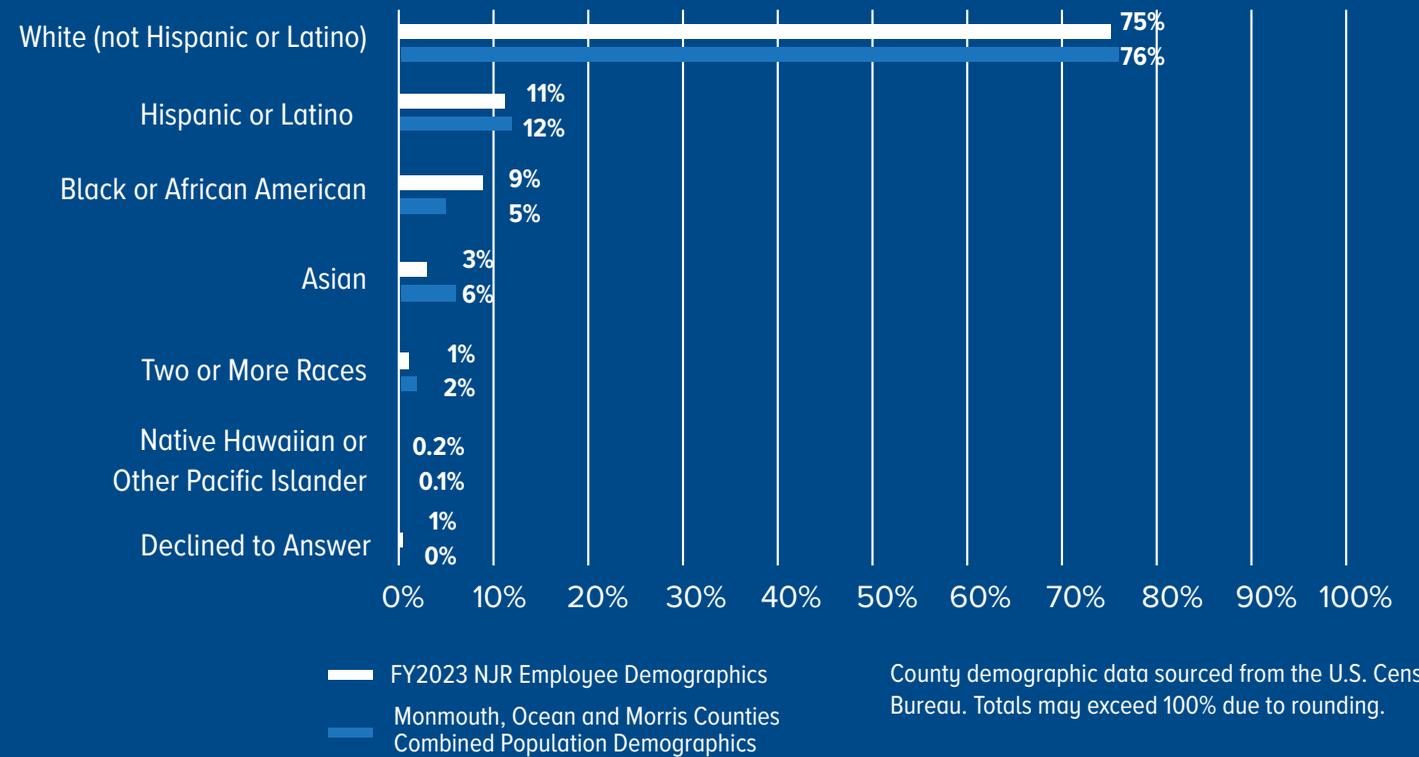
Workforce Diversity

NJR continues to prioritize and promote diversity in a way that represents the uniqueness of the communities we serve, and allows our entire organization to benefit from different perspectives.

Among NJR's workforce, 94% of our employees report to locations within New Jersey's Monmouth, Ocean or Morris counties. We strive to be representative of the communities in which we work. The chart to the right compares the demographics of our workforce to the combined population demographics within these counties. In addition, we have made progress in increasing gender diversity within NJR leadership positions. NJR remains steadfast in continuing this work and building on our progress.

NJR and its subsidiaries are Equal Opportunity, Affirmative Action Employers. More information about these efforts are available on NJR's website.

2023 NJR Workforce Diversity



1,350

Total Headcount



Turnover



Women comprising the NJR workforce

11.3 YEARS

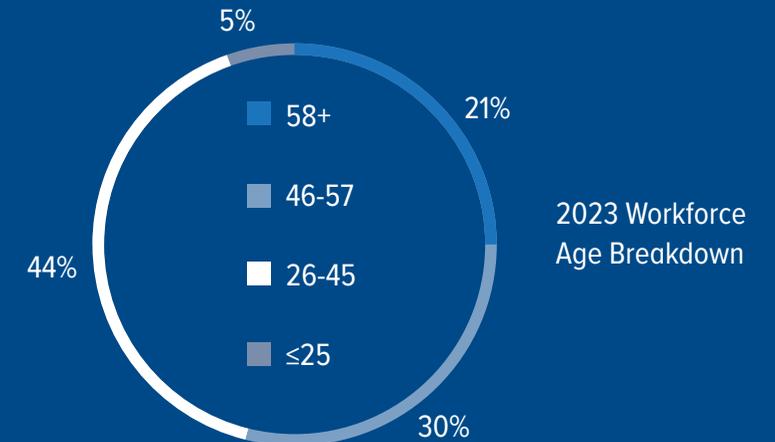
Average Employee Tenure



Union-Represented Employees



Women holding management positions at NJR (defined as supervisor, manager, director or executive)



Customers and Communities

Forging meaningful relationships with our customers and communities is at the forefront of our DEI mission, and we strive to give back however and whenever we can. We are proud of the relationships we've initiated this year and the existing ones we continue to nurture. In fiscal 2023, our team sponsored impactful events that benefitted organizations like the Brain Injury Alliance, Court Appointed Special Advocates, 180 Turning Lives Around, Garden State Equality Walk, Hope Sheds Light and the National Alliance on Mental Illness (NAMI) among others.

Together our BRG and DEI Council members performed **over 1,300 hours of community service** in fiscal 2023.



Lynn Pitarresi
Executive Director,
CASA for Children of
Monmouth County

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“Court Appointed Special Advocates (CASA) of Monmouth County advocates for the rights and needs of children in the foster care system. Through the wonderful partnerships like the one we have with New Jersey Resources, we are working toward our goal of a safe, permanent home for every child.”

Supplier Diversity

NJR's supply chain encompasses a wide variety of vendors that provide products and services to support the construction, operation and maintenance of our energy infrastructure and the day-to-day functions that support this work.

In fiscal 2023, we engaged over 1,500 suppliers, primarily in the continental U.S., with total spend of approximately \$665 million.

As part of our commitment to integrate the principles of DEI across the organization, we seek to expand our diverse supplier base, emphasizing the inclusion of vendors such as minority- and women-owned business enterprises (MBWE), small businesses, LGBTQ+-owned businesses and businesses owned by veterans and individuals with disabilities, increasing our diverse supplier spending.

To support this effort, we are members of several diverse chambers of commerce from which we can attract and recruit new suppliers. These include:

- N.J. State Veterans Chamber of Commerce
- Statewide Hispanic Chamber of Commerce of New Jersey
- Asian Indian Chamber of Commerce
- New Jersey Pride Chamber of Commerce

We also hold a board seat on the New Jersey Board of Public Utilities (BPU) Supplier Diversity Development Council, which works to establish effective working relationships amongst minority-, women- and service-disabled veteran-owned businesses and New Jersey public utilities. We report our progress on supplier diversity each year to the BPU. In addition, we seek to identify diverse businesses within the communities we serve to support their diversity certification through sponsorship and assistance with the process.



Through our relationships with organizations like the N.J. State Veterans Chamber of Commerce, employees regularly give back.



2024 and Beyond

As we look to the future, we're excited to build on the progress we've made toward cultivating a culture of belonging where employees can be their true selves and supporting our BRGs' efforts to grow their membership and deliver educational and cultural events to enhance employee engagement.

We remain committed to attracting and hiring diverse talent and providing our people leaders the resources and tools they need to accomplish our DEI goals through coaching, training and education.

As we move ahead with passion for the work we do, we promise to share our progress – and our challenges – along the way.

A continued focus on driving belonging helps ensure our employees feel seen, heard and valued for their unique perspectives.



Amy Cradic
Senior Vice President and
Chief Operating Officer of
Non-Utility Businesses,
Strategy and External Affairs

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“There is nothing more important for the future than ensuring the development of the next generation of leaders. New Jersey Resources is committed to ensuring our team has the necessary skills to execute on our DEI strategy – including professional and personal development – and lead the energy transition. We all have a role to play in creating a better, more sustainable future.”