CAB PRESENTATION
SRR RECRUITING & RETENTION

LaVoris A. Curry
SRR HR Director
April 13, 2016
SRR Contract Headcount

SRR Headcount
(December 31, 2009 through February 29, 2016)
All data at end of period

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016-to-date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attrition</td>
<td>120</td>
<td>33</td>
</tr>
<tr>
<td>Replacement Hires</td>
<td>98</td>
<td>64</td>
</tr>
</tbody>
</table>

2009-2014 — Q2 and Q4
2015 by Quarter
2016 by Month

Limited Service Employees
Subcontractors
Craft
NonExempt
Exempt/SOP
SRR Employee Age Distribution

<table>
<thead>
<tr>
<th>Age Range</th>
<th># of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-25</td>
<td>50</td>
</tr>
<tr>
<td>26-30</td>
<td>75</td>
</tr>
<tr>
<td>31-35</td>
<td>90</td>
</tr>
<tr>
<td>36-40</td>
<td>100</td>
</tr>
<tr>
<td>41-45</td>
<td>120</td>
</tr>
<tr>
<td>46-50</td>
<td>200</td>
</tr>
<tr>
<td>51-55</td>
<td>400</td>
</tr>
<tr>
<td>56-60</td>
<td>400</td>
</tr>
<tr>
<td>61-65</td>
<td>200</td>
</tr>
<tr>
<td>66+</td>
<td>50</td>
</tr>
</tbody>
</table>
669 employees eligible to retire today with full or reduced benefits

1,007 employees eligible to retire with full or reduced benefits in 5 years

SRR Employees Retirement Eligibility

Now

2021

Normal - Pension Eligible for Normal Retirement (Age 65 and 15 years of service)
Early Unreduced - Pension Eligible for Early Unreduced Retirement (Age 58 and 27 years of service)
Early Reduced - Pension Eligible for Early Reduced Retirement (Age 50 and 15 years of service)
Non-Pension Eligible - Non-Pension Eligible (Age 65)
Human Resource Management

- Human Resource Challenges
  - Recruitment in critical skill areas
    - Production Operators
    - Electrical & Instrumentation (E&I) and Maintenance Mechanics
      - Feeder group to First Line Manager (FLM) and Work Control Planner vacancies
    - RadCon Inspectors
    - Shift Operation Managers
    - Engineers (entry and mid-levels)

- Aging Workforce - perceived industry and national challenge
  - Average Age = 52
  - Median Age = 54
  - 43% Retirement Eligible

- Young talent recruitment and retention
- Unease about future stability
- Knowledge retention and transfer
Human Resource Strategic Plan

- **Attrition management strategy being implemented**
  - Minimize/limit hiring to “normal attrition critical skill replacement”
    - Remaining needs met through construction craft, staff augmentation, corporate reach-back and critical subcontracts

- **Strategies being implemented/evaluated include:**
  - Hiring Waves - Anticipating future gaps and proactively hiring in critical skill areas
  - Retirement Feathering - Reduced schedules, assignment changes and knowledge transfer

*Make SRR the employer of choice at SRS*