Our employees bring our plans to life—strengthened by a culture where every employee is empowered to speak up on safety or any other workplace issue. Whether working on our gas and electric infrastructure or interacting with a customer, our employees are committed to delivering safe, reliable, affordable and clean energy, while meeting the changing demands of the energy industry.

**Highlights**

- **Continued to create a workplace** where every employee is empowered to speak up to share new ideas and raise concerns.

- **Updated our Employee Code of Conduct** to include best practices and align with PG&E’s new Mission, Vision and Culture framework.

- **Provided health screenings** to 88 percent of eligible employees—a top decile participation rate—as part of a comprehensive suite of employee health and wellness offerings.

- **Exceeded our goal for employee volunteerism** with employees at every level contributing more than 95,000 hours of community service.

- **Engaged 5,500 employees** in our Employee Resource Groups to promote diversity and inclusion, employee development and community service.

- **Delivered nearly 690,000 hours** of technical, leadership and employee training.

- **Continued to provide career opportunities** for veterans and women through our pioneering PowerPathway™ workforce development program.

- **Earned recognition** from Training Magazine for having one of the top 10 training programs in the world.

- **Achieved $7.9 million in pledges** from employees and retirees in our annual Campaign for the Community.

- **Hired more than 500 veterans** through 2017 as part of our 1,000 Careers Project, a PG&E program to hire 1,000 veterans by 2023.
Building the Workforce of the Future

To build the workforce of the future, we are cultivating an environment where employees are empowered to speak up about safety and other important topics, have the opportunity to learn and grow in their careers, connect with the communities where they live and offer ideas about how to make PG&E a better place to work. In doing so, we aim to engage employees so that they are excited about their work, are confident in our future, and understand and apply PG&E’s Mission, Vision and Culture to help us better serve our customers.

Our Approach

Employee engagement continues to be a top priority for PG&E, as demonstrated by its inclusion in our executive guidance, the framework that guides PG&E’s planning for the next five years. To build employee engagement, we have both executive-level and grassroots-based initiatives and programs.

Engagement and Employee Feedback

Our executive-level People Committee drives PG&E-wide efforts to improve engagement and promote continuous improvement by reviewing and approving long-term recruitment and retention strategies and assessing the impact of people plans and programs. These programs help us attract, develop and retain talent. As the energy industry undergoes a transformation, our people strategies are critically important to help ensure PG&E has the right people for the right jobs at the right time and in the right organizational structure.

One of the committee’s areas of focus is quarterly pulse employee surveys that build on the biennial survey of employee engagement. The People Committee provides guidance on senior leadership’s role in addressing the survey results to drive continuous improvement and achieve our executive guidance of having first-quartile employee engagement results.

Collaborating with our Unions

Approximately 60 percent of PG&E employees are covered by collective bargaining agreements with three labor unions: the International Brotherhood of Electrical Workers (IBEW) Local 1245, the Engineers and Scientists of California/International Federation of Professional and Technical Engineers (ESC/IFPTE) Local 20, and the Service Employees International Union (SEIU) United Service Workers West. A negotiated labor agreement with each union establishes the working rules and other terms and conditions of employment.
These employees support areas critical to our business, including gas and electric operations, customer service, power generation, environmental and land services, telecommunications and shared services.

PG&E and the unions work closely together in many important areas, such as enhancing technical training programs, fostering health and wellness, building career pathways and implementing numerous initiatives to strengthen our safety culture.

**Engaging at the Grassroots Level**

Employee-led initiatives play an important role in engaging employees. These include grassroots initiatives focused on safety, wellness and environmental leadership, as well as ambassador teams that provide employees with engagement opportunities within their lines of business. Approximately 5,500 employees participate in our Employee Resource Groups (ERGs), each of which contributes to building an inclusive culture that ensures our employees' voices are heard and valued.

Every year, we honor employees whose work at the grassroots level embodies our highest values—such as safety, diversity and inclusion, environmental leadership, and community service—in our annual Employee Champions Awards ceremony. The event also features the Margaret Mooney Award for Innovation, which recognizes individuals and teams who apply innovative solutions to their work.

**Engaging in our Communities**

We also drive engagement through employee volunteer and giving programs. Our volunteerism efforts continue to grow, in part because PG&E’s Better Together Giving Program, which supports deserving local organizations through community investments, prioritizes initiatives that offer opportunities for employees to volunteer. Our efforts are supported by local employee leadership teams that spearhead engagement opportunities in local communities.

PG&E also actively supports local nonprofit organizations by encouraging its senior leaders to serve on their boards. Among officers who have been with PG&E for more than a year, more than 90 percent serve on nonprofit boards such as the California Academy of Sciences, the American Red Cross, Habitat for Humanity and the San Francisco Chapter of the United Negro College Fund.

**2017 Milestones**

Highlights from 2017 included the following:

- **Rolled out the Corrective Action Program (CAP) across PG&E**, enabling all employees and contractors to submit any item that improves the safe, efficient, reliable and compliant operation of our business. CAP is at the heart of PG&E’s speak-up culture and part of our ongoing focus around continuous improvement.

- **Established the Speak Up Award**, which recognizes employees who have the courage to speak up about an issue or concern, resulting in a positive impact on PG&E’s culture. By highlighting these employees, we send a strong message that when you speak up, your courage is recognized and valued.

- **Showed our commitment to employee volunteerism** with employees at every level contributing over 95,000 hours, significantly outperforming our goal of 91,000 hours. When multiplied by the California industry-standard value of $28.46 for a volunteer hour, this represents more than $2.7 million in equivalent labor.

- **Conducted quarterly pulse surveys of employee engagement**, which provide leaders a timely measure of employee sentiment.

- **Launched updated, modern workspace designs** that better enable the collaborative nature of work today. These new office spaces include open landscapes with ergonomic workstations, improved WiFi and other technology, and more flexible meeting spaces.
Implemented the second phase of our time-off benefits redesign for management, administrative and technical employees. Employees approved an employer-funded Voluntary Short-Term Disability plan and Paid Family Leave benefits that offer more convenient and affordable health and wellness offerings.

Created a new Executive Labor Relations Governance Committee to prioritize and approve all labor-related initiatives. By centralizing oversight of all labor initiatives, the committee provides leaders with better insights into our labor relations and helps PG&E interact more consistently and strategically with our union partners.

Measuring Progress

To help us measure our progress in building the workplace of the future, we use regular employee engagement surveys and a Compliance and Ethics helpline.

PG&E conducts a biennial survey of employee engagement, with the most recent survey conducted in 2016. The employee engagement score from our 2016 biennial survey was 77 percent—up from the 2014 score of 76—and more than 81 percent of employees participated in the survey. Overall, the 2016 survey showed improved scores in engagement, continuous improvement and workforce empowerment. Our next survey will be conducted in 2018.

CAP is at the heart of our speak-up culture, where employees use their expertise to promptly report near hits, equipment and safety issues, ineffective and inefficient work processes and procedures, and to provide suggestions for improvement. In 2017, employees submitted more than 37,000 suggestions, 96.5 percent of which were closed out on time. This exceeded our target of 96 percent.

In 2017, the total number of employee volunteer hours more than doubled from five years ago. For 2018, we set a goal of 91,000 hours from employee volunteers.

### Employee Survey Results

<table>
<thead>
<tr>
<th>Year</th>
<th>Score¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>67%</td>
</tr>
<tr>
<td>2012</td>
<td>71%</td>
</tr>
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</tr>
<tr>
<td>2014</td>
<td>76%</td>
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<tr>
<td>2015</td>
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</tr>
<tr>
<td>2016</td>
<td>77%</td>
</tr>
<tr>
<td>2017</td>
<td>No survey</td>
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</table>

¹. Refers to the percentage of favorable responses to questions that measure employee engagement.

### Employee Volunteer Hours

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>Actual</th>
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</thead>
<tbody>
<tr>
<td>2011</td>
<td>28,875</td>
<td>32,585</td>
</tr>
<tr>
<td>2012</td>
<td>34,215</td>
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</tr>
<tr>
<td>2013</td>
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<td>47,855</td>
</tr>
<tr>
<td>2014</td>
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<td>75,000</td>
</tr>
<tr>
<td>2015</td>
<td>79,000</td>
<td>87,000</td>
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<tr>
<td>2016</td>
<td>90,000</td>
<td>96,800</td>
</tr>
<tr>
<td>2017</td>
<td>91,000</td>
<td>95,009</td>
</tr>
</tbody>
</table>
Looking Ahead

Led by our executive-level People Committee, PG&E will continue developing and implementing an enterprise-wide engagement strategy, in addition to strategic, comprehensive workforce planning initiatives.

PG&E will also collaborate closely with our unions, boost volunteerism and implement employee engagement action plans led by senior leaders so that we retain top talent, attract the best candidates and cultivate the workforce of tomorrow.

PG&E’s Campaign for the Community is an annual employee and retiree giving campaign. Employees can pledge a percentage of their salary and direct their donations to qualifying schools and nonprofits that are important to them. In 2017, employees and retirees pledged $7.9 million. Pledges were made by 44 percent of our workforce, which equates to over 10,000 donors. Since 2000, PG&E employees and retirees have raised $80 million through the Campaign for the Community, benefitting schools and nonprofit organizations primarily in communities where PG&E employees live and work.
Career Pathways

To build a thriving workforce that can keep pace with the unprecedented transformation of the energy industry, PG&E’s focus is on attracting and developing a next-generation workforce with the skills and expertise needed to operate our business safely, meet customer needs and explore the new frontiers opened by technology.

Our Approach

PG&E is cultivating emerging leaders within PG&E by providing best-in-class training and development pathways for employees to grow within the organization. Our goal is to continuously improve the quality of our training programs and hire from within our own ranks whenever possible. Second, we engage in active community outreach to identify and hire potential candidates for employment.

PowerPathway™

PG&E’s nationally recognized PowerPathway™ program continues to play a central role in our workforce development strategy. Students enrolled in the program receive industry-specific training that addresses the academic, vocational and physical abilities students will need to enter the energy industry workforce.

Created in 2008, the program targets those who are out of work or underemployed, and has a strong focus on enhancing opportunities for women and those who have served in the military.

PowerPathway involves close collaboration with our local communities—including community colleges, community-based organizations, unions and the public workforce development system—to attract and train future workers in the skills necessary for a career in the gas and electric business. The program is helping to create a pipeline of qualified candidates, with a growing number of graduates finding employment at PG&E.

Military Outreach and Support

PG&E has been a strong supporter of training and hiring veterans and military members dating back to World War I and recognizes the invaluable skills and perspectives they can offer companies looking for mature, highly qualified employees.

Internally, more than 1,100 employees, both veterans and those who support them, are part of PG&E’s Veterans Employee Resource Group.
Improved Hiring Process

Having the right people in the right jobs at the right time requires a constant focus on both internal and external recruiting. In 2017, we significantly reduced PG&E's cost per hire by focusing on local talent, strengthening governance around hiring needs and increasing consistency within the recruiting process. PG&E also deployed a new system to make the recruiting process easier and more efficient for applicants, hiring leaders and recruiters.

Employee Technical Training

For employees, we provide a range of technical training on the knowledge and skills to perform their jobs safely using approved tools and work procedures. These courses help prepare our workforce as we integrate new technologies, systems and processes into our operations. Consistent with PG&E's commitment to ensuring all employees are qualified to perform their assigned tasks over the duration of their careers, PG&E offers a range of skill refresher and employee development courses.

Historically, much of this hands-on training is provided at our two primary training facilities: the 44-acre Livermore Training and Qualification Center and the San Ramon Valley Conference Center. Beyond these facilities, we bring the classroom to employees with our two virtual learning studios and mobile training centers that allow for on-site instruction.

Our Gas Safety Academy serves as the primary training center for employees learning to operate and maintain every aspect of PG&E’s natural gas infrastructure. At our Center for Gas Safety and Innovation, we will develop new methods and technologies that combine to enhance the safety of our gas system.

We also broke ground on a new 145,100-square-foot substation training facility at PG&E's Livermore Training Center. The facility, which will focus on electric substation operations and maintenance, is scheduled to open in 2019.

Leadership and Employee Development

PG&E's long-term strategic planning includes employee and leadership development, as well as succession planning.

All new employees begin their time at PG&E with a full-day onboarding program where they learn about our Mission, Vision and Culture. To support employees' growth throughout their careers, PG&E offers a variety of career development courses, tuition reimbursement for qualifying education expenses, temporary rotational assignments and other tools to help them grow in their current roles and advance.

PG&E committed to continually fill 75 percent of management vacancies in the positions of director-level and higher with internal candidates. Our focus on hiring from within the organization has helped keep the turnover rate at PG&E low, with less than 5 percent of new employees leaving voluntarily in their second or third year with PG&E. That retention record places PG&E within the first quartile among gas and electric providers.

Our Leading Forward leadership development program features integrated training and experiences to inspire our leaders at all levels to take on industry challenges. The curriculum builds skills in areas such as safety leadership, managing the business and developing teams—all of which contribute to how we are shaping our leadership culture. Leading Forward consists of eight leadership development courses with both hands-on and classroom experiences to give participants a clear career map for continued development.

In addition, we offer two rotational programs:

- **MBA Leadership Program**, a two-year program that places graduates from the nation's top business schools in positions to work on some of our toughest business challenges and prepare them for long-term leadership careers.

- **Engineer Rotational Development Program**, an 18-month program in partnership with Stanford University, which gives employees the opportunity to earn a PG&E Engineering Management certification.
2017 Milestones

In 2017, notable accomplishments included:

- **Launched recruiting process and technology improvements.** Process improvements and new technologies are helping us more quickly identify and bring on the right talent to meet the evolving needs of our business.

- **Graduated the seventh PowerPathway class.** Conducted in partnership with Oakland's Cypress Mandela Training Center, PowerPathway has prepared students for positions in PG&E's electric and gas organizations. Nearly 96 percent of the 148 graduates have been hired by PG&E and other employers such as East Bay Municipal Utility District, AT&T, BART and Caltrans.

- **Kicked off the first phase of a redesigned performance management process.** The new process will be simpler for both employees and leaders to use and will emphasize regular feedback and ongoing career development conversations.

We also continued to make strides toward our leadership and employee development goals through our apprentice line worker program, a comprehensive five-year initiative designed to develop the safest and most proficient line workers in the industry through a combination of field and classroom work.

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**PG&E’s opens new Gas Safety Academy**

The new facility will serve as the primary training center for employees learning to operate and maintain every aspect of PG&E’s natural gas infrastructure. The academy will host about 150 gas employees each week and will provide nearly 36,000 hours of training every year.

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**PG&E’s 1,000 Careers Project**

PG&E’s “1,000 Careers Project” is a program to hire 1,000 veterans by 2023. The project will include educating PG&E recruiters, hiring managers and field leadership on the skills and abilities of military veterans, help ensure that veterans have access to ongoing support and professional development opportunities as they build careers at PG&E, and make PG&E a preferred employer for veterans in California. Through 2017, PG&E had hired over 500 veterans as part of the project.
Measuring Progress

The wide variety of PowerPathway programs—ranging from customer service representatives to gas pipeline inspectors—are adding new, diverse candidates to the energy industry’s qualified talent pool. By the end of 2017, more than 800 people—including nearly 500 veterans—had graduated from one of the programs. Approximately 80 percent of program graduates have gone on to find employment in the energy industry. Other program highlights include 21 program graduates in 2017 and 457 graduates hired into PG&E since 2008.

Additionally, as part of our continuing commitment to our employees, we delivered more than 689,360 hours of technical, leadership and employee training in 2017. To measure success, participating employees complete surveys and provide feedback on how much the training has increased their knowledge. For courses that teach technical skills or reinforce skills that involve high-consequence tasks, every employee is required to pass an assessment that covers both knowledge and skills gained.

At PG&E Academy, our in-house organization charged with enhancing employees’ skills and qualifications, we introduced a new five-point scale survey in 2014, asking employees to rate their ability to use training on the job. In 2017, training effectiveness reached our goal of 4.52.

Looking Ahead

PG&E will remain focused on training, developing and retaining top talent from across our service area. Through strategically enhancing our performance management process—making it more responsive and interactive—we plan to further the development of our employees and strengthen alignment with our business goals.

We also remain committed to delivering high-quality training and development across a broad spectrum of categories to build and maintain a qualified, motivated and skilled workforce. This includes a new safety program called Reach Every Employee that will give everyone at PG&E the opportunity to speak with their leader about their safety ideas and concerns.

With many of our employees eligible to retire in the coming years, we continue to focus on capturing the institutional knowledge gained through their years on the job by building it into our formal work practices and training, or through directly training other employees.

PG&E recognized for top training program

Pacific Gas and Electric Company was recognized for having one of the top 10 training programs in the world by Training Magazine, an industry-leading publication that promotes corporate best practices for training and workforce development. In addition, a Gas Operations training program was acknowledged as one of the magazine’s five Outstanding Training Initiatives.
Diversity and Inclusion

At PG&E, we recognize the importance of creating a culture where diversity and inclusion are valued principles of how we do business. That includes ensuring employees' voices, ideas, backgrounds and perspectives are respected and heard and that they feel safe on the job so that they can excel. Doing so means that employees can bring creative thinking and problem-solving to our operations, which enables PG&E to better serve our customers and positions us for the future.

Our Approach

Governance Structures

PG&E’s efforts to foster a diverse and inclusive culture and workforce are led by our Chief Diversity Officer, with support from the senior leadership team. A Diversity Council—composed of PG&E officers, diversity champions from each line of business, and Employee Resource Group (ERG) leaders—meets to inform PG&E’s diversity and inclusion strategy. Each line of business has a Workforce Diversity Champion and annual Workforce Diversity Action Plan with goals tailored to that organization.

The Compliance and Public Policy Committee of PG&E Corporation’s Board of Directors reviews our diversity and inclusion practices and performance. This oversight helps ensure that diversity and inclusion principles are embedded throughout the life cycle of our talent management programs.

To that end, new PG&E leaders attend an Inclusion Leadership Workshop as part of our Leading Forward leadership development onboarding program. Materials on applying inclusive best practices are also available to all employees on PG&E’s intranet. PG&E regularly recognizes employees who embody our diversity and inclusion principles, culminating each year with the President’s Diversity Champion Awards, which honor employees for their outstanding achievements in the areas of diversity and inclusion.

PG&E’s Employee Resource Groups
- Access Network (supporters of, and people with, disabilities)
- Asian
- Black
- Latino
- Legacy (tenured employees)
- NuEnergy (new to the workforce or to PG&E)
- PrideNetwork (LGBTQ and allies)
- Samahan (Filipino)
- Veterans
- Women’s Network
Grassroots Involvement

Our ERGs have been at the forefront of PG&E’s diversity and inclusion efforts for more than 40 years. Through awareness campaigns, networking events, skills workshops that promote employee development, community service and volunteerism, our ERGs work tirelessly to promote and instill diversity and inclusion as values for every employee. In addition, each year, every ERG raises money for college scholarships for local students.

We also support professional organizations and have internal engineering network groups affiliated with the Society of Hispanic Professional Engineers, the Society of Women Engineers and the National Society of Black Engineers.

Equal Employment Opportunity and Affirmative Action

PG&E is committed to maintaining a work environment that is free from any and all forms of unlawful discrimination, harassment and retaliation. In accordance with federal and state laws, including the California Fair Employment and Housing Act, it is PG&E’s policy to prohibit discrimination and harassment against any applicant, employee, unpaid intern, volunteer, vendor, contractor, customer, or client on the basis of race, color, national origin, ancestry, sex (which includes but is not limited to pregnancy, childbirth, breastfeeding and medical conditions related to pregnancy, childbirth or breastfeeding), sexual orientation, gender, gender identity, gender expression, transgender status, age, religion, religious creed, physical or mental disability, protected veteran status, medical condition, marital status, genetic information, military and veteran status, citizenship status, utilization of leaves of absence protected under state or federal law, any other reason prohibited by law, or any other factor that is not job-related.

2017 Milestones

In 2017, we continued to make progress implementing our diversity and inclusion strategy and furthering our workforce development programs. Highlights included:

- **Increased engagement in our ERGs.** Our ERGs continued to grow, with approximately 5,500 members participating across 27 chapters throughout the service area. Almost one-third of all ERG members are also members of more than one ERG. More than half of PG&E’s officers are executive sponsors to one or more ERG.

- **Spurred access to higher education.** Our ERGs awarded a record $464,500 in scholarships to 182 students, ranging from $1,000 to $10,000 per scholarship. Since 1989, more than $5 million in scholarships have been awarded to thousands of recipients.

- **Expanded the diversity and inclusion conversation.** PG&E brought attention to the growing voice of the transgender community at its annual “Out at Work” seminar, with a focus on what employers can do to recruit and retain transgender employees.

- **Received recognition from leading diversity advocates.** For the 10th straight year, Pacific Gas and Electric Company was named as one of the top five gas and electric energy companies by DiversityInc, and earned 100 percent on the Human Rights Campaign’s annual Corporate Equality Index for the 15th consecutive year. PG&E Corporation was also named one of the 50 best companies for Latinas to work by LATINA Style Magazine. Additionally, Pacific Gas and Electric Company joined the Best for Vets list for 2017, ranking no. 23 in our second year taking part in the Military Times survey.

PG&E Scores 100 on Disability Equality Index

For the third straight year, Pacific Gas and Electric Company earned a 100—the highest score possible—on the 2017 Disability Equality Index and was named one of the “2017 Best Places to Work for Disability Inclusion.” PG&E was only one of four American energy companies that scored 100 on the survey, which was compiled by the United States Business Leadership Network and the American Association of People with Disabilities.
Measuring Progress

PG&E continues to employ a higher percentage of women and minorities in our workforce than the national average for gas and electric companies. PG&E’s workforce statistics by race, ethnicity and gender for 2015 to 2017 are below.

PG&E Workforce Demographics, 2015 – 2017

<table>
<thead>
<tr>
<th>EEOC Category</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>28.1%</td>
<td>28.4%</td>
<td>27.6%</td>
</tr>
<tr>
<td>Officials and Managers</td>
<td>32.0%</td>
<td>33.6%</td>
<td>33.1%</td>
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<tr>
<td>Professionals</td>
<td>35.2%</td>
<td>34.5%</td>
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</tr>
<tr>
<td>Technicians</td>
<td>18.6%</td>
<td>18.6%</td>
<td>19.1%</td>
</tr>
<tr>
<td>Administrative Support Workers</td>
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<tr>
<td>Craft Workers</td>
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<td>2.4%</td>
<td>2.5%</td>
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<tr>
<td>Operatives</td>
<td>4.8%</td>
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<td>3.4%</td>
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<tr>
<td>Laborers and Helpers</td>
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<tr>
<td>Service Workers</td>
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<td>8.4%</td>
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<table>
<thead>
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<tr>
<td>Officials and Managers</td>
<td>32.0%</td>
<td>32.6%</td>
<td>33.2%</td>
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<tr>
<td>Professionals</td>
<td>43.8%</td>
<td>44.9%</td>
<td>44.8%</td>
</tr>
<tr>
<td>Technicians</td>
<td>39.4%</td>
<td>39.6%</td>
<td>43.9%</td>
</tr>
<tr>
<td>Administrative Support Workers</td>
<td>60.7%</td>
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<td>Laborers and Helpers</td>
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<tr>
<td>Service Workers</td>
<td>33.2%</td>
<td>34.7%</td>
<td>34.6%</td>
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<table>
<thead>
<tr>
<th>Minority Groups</th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>American Indian or Alaskan Native</td>
<td>1.3%</td>
<td>1.2%</td>
<td>1.2%</td>
</tr>
<tr>
<td>Asian</td>
<td>14.7%</td>
<td>14.7%</td>
<td>14.3%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>6.3%</td>
<td>6.4%</td>
<td>6.4%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>17.0%</td>
<td>17.6%</td>
<td>18.1%</td>
</tr>
<tr>
<td>Native Hawaiian or Pacific Islander</td>
<td>0.5%</td>
<td>0.5%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Two or more races</td>
<td>1.9%</td>
<td>2.3%</td>
<td>2.8%</td>
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PG&E Corporation EEO-1 Report, as of December 1, 2017 (for 2015-2016 as of July 1)

Benchmarking Workforce Demographics

<table>
<thead>
<tr>
<th>Category</th>
<th>PG&amp;E</th>
<th>U.S. Energy Company Average&lt;sup&gt;1&lt;/sup&gt;</th>
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<tbody>
<tr>
<td>Women</td>
<td>27.6%</td>
<td>25.5%</td>
</tr>
<tr>
<td>Ethnic Minorities</td>
<td>43.3%</td>
<td>24.9%</td>
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Looking Ahead

PG&E remains focused on building a culture where all employees feel safe being themselves at work. To do so, we plan to further embed diversity and inclusion principles and tools within our business. We will continue to update our training materials to increase awareness of unconscious bias and how it can influence processes and practices. And we will work to exemplify the culture outlined in our new Mission, Vision and Culture framework.

We will also continue our focus on several key areas:

- Growing careers by both developing and promoting employees from within PG&E and by reaching out to hire talent from our communities,
- Fostering an inclusive culture where all employees contribute by raising ideas and concerns and listening with integrity and authenticity, and
- Preparing our communities for careers in energy by developing talent locally.
Health and Wellness

Our employees’ health and safety is an integral part of providing our customers with safe, reliable, affordable and clean energy. In an effort to help our employees stay healthy and fit, we provide integrated solutions and programs that cover all aspects of employee health and wellness—physical, emotional and financial—as we seek to empower employees to live healthier lives.

Our Approach

Through benchmarking and adopting best practices from companies in similar industries, PG&E is driving a prevention-first approach that aims to improve employee health by identifying and treating issues before they start. We believe in taking a comprehensive approach to wellness that encompasses physical, emotional and financial health—and we are prioritizing preventive efforts in all three areas.

Physical Health

PG&E’s medical plan and health and wellness plans provide comprehensive care and service options designed to promote the overall health of our workforce, including several preventive services. Employees have access to a wide range of options, such as on-site health clinics at several locations, employee health screenings, our tobacco cessation program and team competitions to promote active and healthy lifestyles. In addition, we offer in-person or telephonic health coaching, which provides employees an opportunity to work with a dedicated coach to get personalized support for their health goals.

In PG&E’s efforts to provide accessible, affordable and quality health care, our telemedicine program provides the ability to virtually meet with a doctor anytime, anywhere, using a computer or mobile device or one of our eight on-site telemedicine kiosks. Our on-site medical clinic offers comprehensive occupational and primary care medical services, including chiropractic, acupuncture and physical therapy, at our San Francisco headquarters.

Our Wellness Ambassadors—employees located throughout our service area—help implement and increase awareness of our wellness programs and services.

For employees in our highest-risk positions, we continue to expand our Industrial Athlete Program, a job-specific set of actions designed to reduce injuries and improve the physical resilience of employees working in physically demanding jobs both in the field and in the office.
Our 24/7 Nurse Care Line provides immediate access to trained medical professionals able to advise employees on how to care for work-related discomforts or injuries, emphasizing our belief that early assessment and treatment are key to recovering and remaining healthy.

Emotional Health

PG&E’s Employee Assistance Program (EAP) offers employees options to help them manage life’s demands at work and at home, from confidential counseling to referrals for local legal, financial and other services—whether by telephone, web conference, or face-to-face with counselors at their job site or in the communities where they live.

In 2017, we added the telemedicine counseling option through our EAP program, so employees could have convenient access via the web to support. We also offer applied behavioral analysis benefits for autism at no charge, with no deductible. We nearly tripled the number of families we support from 2016 to 2017 due to increased communications throughout the year, including an autism awareness campaign in April.

Employee health and wellness resources include:

- Annual health screenings held on-site so employees can conveniently check key health indicators such as body mass index and cholesterol levels,
- Health coaching for one-on-one support to help employees meet their health goals,
- An extensive online health and wellness portal with calorie trackers, meal and exercise plans and other resources,
- A tobacco-free program providing one-on-one support with a certified tobacco cessation specialist,
- Fitness discounts for employees and their family members,
- Quality care that is accessible and affordable through our telemedicine program and on-site medical clinics,
- Cancer support program and centers of excellence for rare and complex cancers,
- More than 60 mothers’ rooms throughout our service area, to ease the transition for nursing mothers when they return to work,
- Individual and family support for those with complex medical conditions through education to help make healthcare decisions,
- Wellness rooms offering instructor-led group fitness classes and
- Employee Assistance Program that provides a variety of services, including six free counseling sessions for employees and six sessions for their dependents and/or household members.
Additionally, our Peer Volunteer Program promotes a culture of openness, acceptance and recovery, with PG&E employees who are in long-term recovery from substance use disorders—or who have lived with a loved one with an alcohol or substance use issue—assisting others who need help. Run in collaboration with union leadership, the program’s network of peers throughout our service area continues to grow as we work to shed the stigma and increase early intervention and treatment related to substance use disorders and other mental health issues. In 2017, we worked with the Los Angeles Department of Water and Power to help them implement their own Peer Volunteer Program.

Financial Health

Financial challenges have the potential to negatively impact one’s health, increase absenteeism and adversely affect on-the-job performance. PG&E provides employees with a wide range of services to help them manage their finances and plan for the future, including free access to a financial advisor, life and accident insurance, and 401(k) and pension retirement plans.

2017 Milestones

Highlights included the following:

- **Expanded our on-site health clinic presence.** We opened the PG&E Health Center at our headquarters, offering comprehensive occupational and primary care health services. We also launched two smaller clinics and nine telemedicine kiosks specifically for work-related injury care. We also have an on-site occupational health clinic at our Diablo Canyon Power Plant.

- **Expanded our Wellness Ambassador Network,** growing to more than 230 employees in 2017, an 11 percent increase compared to the previous year. Whether it was leading team-based healthy lifestyle competitions, coordinating health screening events for colleagues or promoting healthier eating options at work, these employees helped build and maintain a culture of health throughout PG&E and drive increased engagement across all of PG&E’s health and wellness programs.

- **Increased personal care Telemedicine utilization,** ending 2017 with a 400 percent increase in mobile and web option visits, as well as a 26 percent increase in visits from our eight on-site kiosks. We also launched a Telemedicine Counseling Program with web-based sessions available through our EAP program.

- **Enhanced our Industrial Athlete and Ergonomics programs** by establishing requirements with vendors related to musculoskeletal disorders, sprains and strains, and consulting with specialists for office ergonomic discomfort evaluations. Additionally, PG&E evaluated software solutions to track and report on health data, and trained staff on new software to measure strain and stress on the body.

- **Improved vehicle and office ergonomics** through stronger processes and procedures that better serve employees. For example, we improved our response time to office ergonomics evaluations and improved tracking and reporting on individual and aggregate cases.

- **Began offering a retirement preparation workshop** focused on addressing the oft-neglected emotional and psychological aspects of retirement.
Measuring Progress

In recent years, PG&E’s programs have reduced the number of employees unable to work due to health-related issues. However, when we began administering our paid leave programs, we also gained additional insight into the number of employees using accrued sick time when, in fact, they should have been on short-term or long-term disability leave. This insight led to a one-time increase in our workforce unavailable due to health.

<table>
<thead>
<tr>
<th>Workforce Unavailable Due to Health¹</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>8.2%</td>
<td>7.8%</td>
<td>8.1%</td>
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</table>

1. Percentage of full-time employees unavailable for work due to long-term or short-term health reasons, as measured by total workdays lost for the entire year.

2. PG&E acquired additional data available to us that resulted from our implementation of a short-term disability plan for management and administrative and technical employees, resulting in a one-time increase in reported figures.

Looking Ahead

PG&E continues to expand and enhance our services and offerings to help build a healthy and safe workforce. These include:

- **Expanding our health clinic strategy.** We are evaluating our vendor capabilities for expanding accessible and convenient occupational and non-occupational health care services, including medical surveillance programs. This may be achieved via select mini-clinics, near-site clinics or mobile van options.

- **Launching a new and improved Health and Wellness portal and mobile app** for employees and their enrolled family members, providing 24/7 access to wellness tools and resources.

- **Expanding availability of our on-site health coaching program** to help employees achieve their health goals.

- **Expanding services for employees with highest health risk to include covered dependents.** The voluntary and free service provides individualized or family support for health-related decisions by helping employees to better understand medical care, treatments and medications for complex health situations.

- **Offering holistic health education from a panel of experts** on a variety of topics through a partnership between our EAP and clinic staff.

- **Sharing mindfulness tools and resources** with our employees to help them improve their health and safety.

Office, vehicle and industrial ergonomics

To improve employee health and well-being, we are expanding ergonomics services in the office and vehicles, with trained professionals working one-on-one with employees to assess muscle imbalances, use and overuse that can lead to injury. Applying first aid techniques, the evaluators will work closely with employees to help resolve any discomfort and aid in the understanding of contributing factors. In the industrial environment, we will assess high-exertion jobs.