

Field Employee Engagement Activities

Grass Roots Safety Teams

- Established at local levels and comprised mostly of craft employees with oversight from leadership
- Charged with identifying safety issues by working with peers who are actually performing the work
- Primary focus is safety; issues also raised about the work procedures and practices associated with performing tasks in the field
- Implements solutions for local issues and raises broader issues for system-wide resolution

Peer to Peer Field Observations

- Field observations of work by using employees normally performing the work
- Review by knowledgeable peers provides another avenue for employees to discuss work and safety procedure issues
- Anonymity is provided

Superintendent and Supervisor Crew Visits

- All supervisors in Gas & Electric M&C are required to make a specific number of crew visits each week
- Purpose of the visits is to engage with employees in the field, in small groups, not only to observe performance but also to provide a means for employees to share concerns which may not surface in larger meetings

Officer and Director Tailboards and Crew Visits

- SVP, VPs and Directors within Energy Delivery actively pursue communications and tailboards with employees as well as crew visits
- Afford employees the opportunity to discuss whatever is on their minds during an open Q&A session

Quarterly Officer/Union Leadership Meetings

- Opportunities for union leadership to raise operational and safety issues

Local Labor Management Meetings

- Take place with local management and union representation
- Union leaders solicit input from their membership for the meeting agendas and local craft employees participate

Skip Level Meetings

- Held by management as a means of giving employees the opportunity to voice concerns without their immediate supervisor in the room

- Anonymity is provided

**Reinforcement of the Value to
Act with Integrity and Communicate Honestly and Openly**

Our behaviors linked with this specific value:

- Deal with people and issues openly, directly and respectfully
- Take actions that are consistent with words
- Do the right thing even if unpopular or risky
- Foster a climate of trust and openness between people
- Openly give, invite and receive coaching and feedback

Acting with integrity and communicating honestly and openly is shared and reinforced in the following areas:

PG&E's Performance Management Process and Tools

- Use PG&E's values to gauge and reinforce the importance of the behaviors exhibited by all management employees
- All employees are held accountable for demonstrating open and honest communication through management process. Discussed, at a minimum, as part of the:
 - Goal setting process (1st quarter)
 - Development planning process (1st quarter)
 - Mid-year discussions (2nd/3rd quarter)
 - Year-end ratings of employees (4th quarter)

PG&E Academy Curriculum Design

- Values are always used in the curriculum whether it's technical or professional

Specific PG&E Academy Professional Development Courses reinforcing open and honest communication (either through ground rule discussions and/or modules in the courses)

- Civil Treatment for Employees
- Civil Treatment for Leaders
- Team Effectiveness Workshops (for grass roots team leaders)
- Effective Communicating
- Effective Grievance Resolution
- Helping Others Succeed (Coaching)
- HR Essentials for Leaders
- HR Essentials – Injury and Illness E-Learning
- Labor Relations for Leaders
- Leadership: Achieving Your Full Potential
- Leading Out Loud

Pacific Gas and Electric Company

April 20, 2010

- New Employee Orientation
- Supervisor Essentials – Part 1
- Supervisor Essentials – Part 2
- Supervisor Essentials – Part 3
- Team Effectiveness Workshops (for grass roots team leaders)
- Why Should Anyone be Lead by You

Preparing for Management Program

- Six month program designed to develop the next generation of PG&E supervisors
- Candidates provided with the opportunity to develop the skills and knowledge needed in a supervisor role before formally stepping into that role
- Ongoing developmental program for those who become leaders

Mentoring Program

- Established to help employees network across the company to share knowledge and expertise on skills, projects and professional goals.
- Employees can join as mentor or mentee
- Employees search for a match based on location, skill set, or years of experience.

Compliance and Ethics Activities and Programs

Compliance and Ethics Helpline

- Toll-free number staffed with multi-lingual personnel to take calls 24-hours a day, 7 days a week
- Information on how to access the Helpline is provided to employees using the following communication channels:
 - Posted on the Compliance and Ethics intranet site and the Safety, Health and Claims intranet site.
 - Included in the Employee Code of Conduct, the annual Compliance and Ethics training, and on posters in various locations throughout the company.
 - Via a brochure provided to new employees at New Employee Orientation
- Compliance and Ethics maintains an email box for employees to email concerns or questions to the department
- Employees may access the Helpline anonymously

Code of Conduct – currently undergoing regular update and revision; to be rolled out April 26, 2010

- Current code includes PG&E's values, guidance on how to report questionable activities, prohibits retaliation
- 2010 code also includes PG&E's values, a section on raising concerns and how to raise concerns; clearly states that retaliation is not tolerated
- Annual certification of code by management employees, including the opportunity to raise concerns, and annual review of code by supervisors with non-union represented employees

Conduct Corner

- Published quarterly, summary of substantiated misconduct allegations and outcomes
- On Compliance and Ethics intranet site, also a link is included in ELT newsletter and in Bulletin

Annual Compliance and Ethics Training

- Each year 99.8% of the employees complete live, leader-led Compliance and Ethics Training, a video-based training with a facilitated discussion of the various vignettes presented in the video. (The company does not train 100% of the employees because of changes to the workforce at the end of the year)

Annual Commitment Letter to all Employees

- Signed by the President, CEO, and Sr. Vice President of Human Resources encourages employees to raise concerns and reiterates PG&E's position that retaliation will not be prohibited
- Letter is provided to all employees with their January pay statement