PACIFIC GAS AND ELECTRIC COMPANY

SAFETY CULTURE AND GOVERNANCE QUARTERLY REPORT

NO. 10-2021

IN COMPLIANCE WITH CPUC DECISION 18-11-050

SUBMITTED APRIL 30, 2021

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I. Introduction: PG&E's Safety Focus

In January 2021, Patti Poppe joined as Chief Executive Officer of PG&E Corporation, Pacific Gas and Electric Company's (PG&E) holding company. She brings a wealth of experience in the utility industry, including improving safety culture. Ms. Poppe has brought a fresh approach to the way we talk about safety – one that emphasizes the human impact of our decisions, actions and safety incidents. The way she talks about "coworkers" (and not "employees or contractors," which has been our vernacular for years) underscores our shared obligation to look out for each other's safety. She emphasizes that everyone should know that they are "loved by their leader," which means that there is a genuine care and concern for their safety and well-being – regardless of job or rank.

She is directing a Lean Operating strategy and a team is implementing a Lean system with One Purpose, One Mission, One Team and One Vision. The operating system aligns leadership to work cross-functionally on business goals, not individual goals. There are four basic plays in this Lean Operating system: Visual management, operational reviews, problem solving and standard work. Lean operating practices drive simplification of processes, break down silos and empower teams closest to the work to solve problems. Implementing lean operations is a journey that will help change our culture. Ms. Poppe is supported in this journey with our new Pacific Gas and Electric Company executive leadership team, including Adam Wright (EVP, Operations and COO), Marlene Santos (EVP and Chief Customer Officer) and, in May 2021, Jason Glickman (EVP, Engineering, Planning and Strategy).

Also, during the first quarter of 2021, California experienced improvement in the number of COVID-19 virus cases, and increased supplies of vaccines that has led to fewer restrictions for all Californians. While PG&E embraces the re-opening of the state, PG&E has also remained vigilant about safeguarding everyone's health and safety by extending work-from-home guidance and, consistent with state and county health guidance, maintaining the requirements of social distancing and mask wearing, both indoors and outside when others are present.

Another challenge PG&E is preparing for is the hot and dry weather conditions and the associated high-risk wildfire conditions. On February 5, 2021, PG&E submitted its 2021 Wildfire Mitigation Plan (WMP) in compliance with California Senate Bill (SB) 901, Assembly Bill (AB)1054 and direction from the California Public Utilities Commission's (CPUC) Wildfire Safety Division. The 2021 WMP updates PG&E's comprehensive Community Wildfire Safety Program (CWSP), incorporates lessons learned from the 2020 wildfire season, and outlines additional programs planned to continue reducing the risk of catastrophic wildfires. Another potential impact of the onset of hot and dry conditions is heat illness. In 2020, PG&E experienced a spike of 7 heat illness related DART cases. For these

reasons, PG&E began a heat illness prevention campaign in April well in advance of the summer months.

Tragically on March 9, a contract coworker was fatally injured when a third-party vehicle left the roadway and struck her while she was performing inspection work off the roadway. The incident investigation is complete and while PG&E cannot prevent a vehicle from leaving the roadway, we are implementing measures to increase visibility of our coworkers, and where possible installing temporary barriers and redesigning the workflow to reduce exposure. This incident accounts for our one serious injury and fatality (SIF) actual year-to-date. We have seen improvement in our non-fatal SIF actual events – with zero occurring in Q1 2021. Through Q1 2021, 63% of SIF incidents (potential and actual) have involved contractors. Additionally, there has been improvement in the 2021 12-month rolling DART rate, which has declined 10% from December 2020. In addition, 92% of our SIF corrective actions have been closed on time and 100% of our SIF investigations were completed in under 30 days.

Our customers and communities deserve the assurance that we deliver their electricity and natural gas safely and reliably. We are focused on demonstrating, through our actions, that we are working every day toward improved outcomes. We know that restoring trust can only come through sustained performance and accountability.

This report addresses our work and progress toward NorthStar Consulting's recommendations from January 1, 2021 through March 31, 2021, and is detailed in this report as follows:

- Executive Summary
- Conclusion
- Appendix: Sustainability Update, Board of Directors Reporting and Safety Program Updates

II. Executive Summary

A. Safety Performance

In addition to the contractor fatality on March 9, PG&E experienced seven potential serious injury and fatality (SIF potential) events so far this year.

On January 13, a contract tree climber fell from a redwood tree approximately 30' to 35' high and sustained injuries.

1. On January 24, a motor vehicle incident involved three PG&E vehicles, one each from Electric Operations, Gas Operations and Supply Chain. The event involved snowy/icy road conditions and a blind curve where the vehicles lost traction. The involved Gas Operations employee was nearly hit while outside his vehicle by the Supply Chain delivery vehicle. These employees were supporting the establishment of a micro laydown yard in the area due to a snow event. There were no injuries.
2. On January 25, an incident occurred involving a contract crew who were changing out primary and secondary crossarms. The supervisor arrived on site and saw two linemen working without proper protective equipment.

The supervisor stopped the work to address the safety violation. No injuries were sustained.

3. On January 29, a coworker was driving on a dirt and gravel roadway checking storm damage when the roadway failed and gave away. The vehicle rolled several times downhill and came to rest on the driver side 150' feet below. There were no significant injuries.
4. On March 2, a coworker was in a lift installing a 6" aluminum bus when the boom on the grade suddenly came down and hit his left shoulder pressing him against the lift basket and sustaining injuries.
5. On March 4, a contract tree trimmer was performing vegetation management when a 15-foot-long by 6-inch diameter tree branch that he was tied off to snapped. The contractor fell 20-feet to the ground and sustained injuries.
6. Finally, also on March 4, during a pole replacement, a contract coworker was relocating a gravel bag from ground to a track machine. The boom operator swung toward the track machine striking the field phase resulting in a circuit interruption. No injuries were sustained.

In light of the safety incidents involving our contract coworkers, PG&E is strengthening the **contractor safety** management program by implementing additional rigor into the management processes. These enhancements include eliminating subjective criteria in the prequalification process, establishing requirements for contractors to perform observations on their employees and to provide a summary of findings to PG&E, requiring on-site supervision for high-risk work, standardizing safety plans and the approval process, and increasing observations and inspections performed by PG&E safety specialists. PG&E is developing 16 vegetation management procedures to set standardized expectations for this work area. We have also established a Contractor Safety Council for Vegetation Management to help drive improvements in this high-risk area.

In addition, PG&E has established a daily incident report that is sent to all employees and a weekly incident review meeting. Measures are in place to improve **transportation safety** and address the increase in preventable motor vehicle incidents. An example of such a measure involves driver rodeos. A driver rodeo allows drivers to practice their driving skills including managing a vehicle during a skid and practicing braking distance skills. Additionally, PG&E is implementing a new National Safety Council (NSC) distracted driving course that all coworkers who drive a vehicle for business purposes will be required to complete.

B. Observations and Interventions

The safety expertise of the field safety specialists is utilized to complete objective **safety observations.** This group logged a total of 3,281 observations from January 1, 2021 through March 31, 2021. By the end of Q1, 730 supervisors completed the safety leadership development training since the program's inception. This training equips field leadership with the skills and tools necessary to carry out effective safety connections, coaching and observations. The Field Safety organization met with front line

supervisors across the service territory to provide in-person field leadership coaching and discuss PG&E's discipline program and how it relates to safety.

With work-from-home status continuing for many employees through Q1 2021, nearly two thousand **office ergonomic** workstation evaluations and 4,039 follow-ups were completed. An ergonomic strategy for office reintegration post-COVID has been developed. The **industrial ergonomics** program is partnering with line of business personnel and a third-party company (Humantech), this program includes measuring task risk utilizing a video of a person performing a task, which is uploaded into their system to be analyzed and a risk score determined for body parts. In Q1, risk was reduced 45.5% on the task of transporting a tamper tool, which is a tool used when patching pavement. Additionally, eight new high-risk tasks were identified and analyzed in Q1. The **vehicle ergonomics** team performed 183 ergonomic assessments. All these ergonomic interventions help to reduce the risk of musculoskeletal injuries in the office, field or while driving.

C. Safety Culture

Safety Survey action planning, including owner assignments for the identified opportunities, was completed; results were shared in Q4 2020. Implementation of the action plans has begun and are expected to be completed by Q3 2021. Action plan examples include: increasing safety presence in our New Employee Orientation and developing a communication protocol for observation reporting. Additionally, the lines of business action planning effort began by utilizing two workshops, which were facilitated by the National Safety Council (NSC) and attended by a core group from each line of business. The output from these workshops was a list of lower-performing components selected by each team that require improvement and an action plan for implementation for each line of business. These improvement initiatives are geared to strengthen the safety culture and coworker perceptions at PG&E.

Subsequent to the November pilot of **Safety Connections** involving senior leaders in the non-operations segments of PG&E, the remaining program target population received training and began executing field visits which include robust safety conversations with field crews. Our senior leaders carried out seventy-four Safety Connections during Q1.

D. Safety Assurance

A corporate safety audit program standard and supporting tools were developed and piloted. An **Independent Safety Oversight Committee** (ISOC) assessment of the Shared Services organization was completed, and Electric Operations will be assessed in Q2.

III. Conclusion

Consistent with PG&E's previous quarterly Reports, the Appendix has a progress update on the Workforce Safety Strategy, including first quarter 2021 safety performance. PG&E also certifies the ongoing execution of NorthStar's recommendations.

Attachment 1 to this Report includes approved Boards of Director (BOD) and Safety and Nuclear Oversight (SNO) Committee meeting minutes.

Attachment 2 to this report includes the completion narrative for NorthStar recommendation IX-1. This 2019 additional recommendation was completed in Q4 2020, and we are now sharing that updated completion narrative.

PG&E recognizes and remains committed to improving safety culture and safety performance. The focus is building an accountable, transparent organization that embraces raising issues and ideas, and acts upon resolving them. PG&E is moving quickly to sustain the progress we have made with the company's revamped safety strategy and validating areas for improvement in 2021.

APPENDIX

IV. Sustainability Update

A. Ongoing Execution and Sustainability

PG&E continues to execute on NorthStar's recommendations and has verified the sustainability of its Safety OII plans for the period of January 1, 2021, through March 31, 2021.

Compliance certifications for the first quarter of 2021 are shown in Table 1 below, and the status of the additional NorthStar recommendations is provided in Table 2.

TABLE 1
MATRIX OF SUSTAINABILITY PLANS

Line No.	PG&E Implementation Plan	Certification Due Date	Certification Status(a)	Approver	Initial Implementation
1	Safety Culture and Governance OII - F-2 _Supv in the Field_includes V-4	04/01/2021	Certified	Jan Nimick	Report No. 04-2019
2	Safety Culture and Governance OII - F-3_SLD_includes VIII-1	04/01/2021	Certified	Mary King	Report No. 03-2019 Report No. 03-2019
3	Safety Culture and Governance OII - F-4 _Comprehensive Safety Strategy_includes III-2_III-3_V-3	04/01/2021	Certified	Francisco Benavides	Report No. 01-2018
4	Safety Culture and Governance OII - F-5 _Best Practice Coordination_includes IV-5_IV-6_IV-7_V-1_V-2_V-5	04/01/2021	Certified	[redacted]	Report No. 01-2018
5	Safety Culture and Governance OII - III-1 _Board Qualifications	04/01/2021	Certified	Brian Wong	Report No. 01-2018
6	Safety Culture and Governance OII - IV-2 _CSO_Org_Position	04/01/2021	Certified	Brian Wong	Report No. 01-2018
7	Safety Culture and Governance OII - F-1_OII Implementation Plan	04/01/2021	Certified	Francisco Benavides	Report No. 01-2018
8	Safety Culture and Governance OII - IX-1 _Safety Communication	04/01/2021	Certified	Keith Stephens	Report No. 01-2018
9	Safety Culture and Governance OII - IX-2 _Safety Culture Metrics	04/01/2021	Certified	David Hatton	Report No. 01-2018
10	Safety Culture and Governance OII - IX-3 _Reach Every Employee	04/01/2021	Certified	[redacted]	Report No. 01-2018
11	Safety Culture and Governance OII - III-5 _IA Safety Role	04/01/2021	Certified	Stephen Cairns	Report No. 01-2018
12	Safety Culture and Governance OII - IV-3 _Safety Dept Roles and Responsibilities_includes IV-4	04/01/2021	Certified	Francisco Benavides	Report No. 01-2018

TABLE 1
MATRIX OF SUSTAINABILITY PLANS
(CONTINUED)

Line No.	PG&E Implementation Plan	Certification Due Date	Certification Status(a)	Approver	Initial Implementation
13	Safety Culture and Governance OII - IV-1 CSO Experience	04/01/2021	Certified	Francisco Benavides	Report No. 01-2018
14	Safety Culture and Governance OII - VI -1 _Separate Safety Expenditures-RAMP	04/01/2021	Certified	Stephanie Williams	Report No. 01-2018
15	Safety Culture and Governance OII - VI – 2 _Safety IPP_includes III-4	04/01/2021	Certified	[redacted]	Report No. 02-2019
16	Safety Culture and Governance OII - VI -3 _Risk and Bus Case Planning	04/01/2021	Certified	[redacted]	Report No. 02-2019
17	Safety Culture and Governance OII - VI -4 _PPM for Power Gen	04/01/2021	Certified	[redacted]	Report No. 03-2019
18	Safety Culture and Governance OII - VI -5 _Session D Link to Sessions 1 and 2	04/01/2021	Certified	[redacted]	Report No. 02-2019
19	Safety Culture and Governance OII - VII-1 _STIP and LTIP Metrics_includes VII-4_VII-5	04/01/2021	Certified	[redacted]	Report No. 02-2019
20	Safety Culture and Governance OII - VII-2 _Former STIP metric tracking	04/01/2021	Certified	Stephanie Williams	Report No. 01-2018
21	Safety Culture and Governance OII - VII-3 LTIP Safety Weight	04/01/2021	Certified	[redacted]	Report No. 02-2019
22	Safety Culture and Governance OII - VII-6 _BPR Metrics	04/01/2021	Certified	Stephanie Williams	Report No. 01-2018
23	Safety Culture and Governance OII - VII-7 _Expanded Best Practice Sharing	04/01/2021	Certified	Francisco Benavides	Report No. 02-2019
24	Safety Culture and Governance OII - VIII-10 _PwrGen Training Completion	04/01/2021	Certified	[redacted]	Report No. 01-2018
25	Safety Culture and Governance OII - VIII-11 _PwrGen Refresher Training	04/01/2021	Certified	[redacted]	Report No. 03-2019
26	Safety Culture and Governance OII - VIII-2 _Field-first Training Profiles	04/01/2021	Certified	[redacted]	Report No. 03-2019
27	Safety Culture and Governance OII - VIII-3 SLD 360	04/01/2021	Certified	Francisco Benavides	Report No. 01-2018
28	Safety Culture and Governance OII - VIII-4 _Mandatory Refresher Training	04/01/2021	Certified	[redacted]	Report No. 03-2019

TABLE 1
MATRIX OF SUSTAINABILITY PLANS
(CONTINUED)

Line No.	PG&E Implementation Plan	Certification Due Date	Certification Status(a)	Approver	Initial Implementation
29	Safety Culture and Governance OII - VIII-5 _Human Performance Training	04/01/2021	Certified	[redacted]	Report No. 03-2019
30	Safety Culture and Governance OII - VIII-6 OQ Status Reporting	04/01/2021	Certified	Christine Cowsert	Report No. 01-2018
31	Safety Culture and Governance OII - VIII-7 _2014 OQ Review	04/01/2021	Certified	Christine Cowsert	Report No. 03-2019
32	Safety Culture and Governance OII - VIII-9 _PwrGen Apprentice Program	04/01/2021	Certified	[redacted]	Report No. 03-2019
33	Safety Culture and Governance OII - X-1 SEMS-CAP Integration	04/01/2021	Certified	[redacted]	Report No. 01-2018
34	Safety Culture and Governance OII - X-2 _CAP-NH Costs and Benefits	04/01/2021	Certified	[redacted]	Report No. 01-2018
35	Safety Culture and Governance OII - X-3 _CAP-NH Reporting Benefits	04/01/2021	Certified	[redacted]	Report No. 01-2018
36	Safety Culture and Governance OII - X-4 _IA Review of Serious Incident Investigations	04/01/2021	Certified	[redacted]	Report No. 01-2018
37	Safety Culture and Governance OII - X-5 _WGE Documentation Improvement	04/01/2021	Certified	[redacted]	Report No. 01-2018
38	Safety Culture and Governance OII - X-6 _Central Repository for Investigation info	04/01/2021	Certified	[redacted]	Report No. 01-2018
39	Safety Culture and Governance OII - X-7 _ Safety Communication Protocol	04/01/2021	Certified	[redacted]	Report No. 01-2018
40	Safety Culture and Governance OII - X-8 _Cause Evaluation Process includes X-9	04/01/2021	Certified	[redacted]	Report No. 02-2019
41	Safety Culture and Governance OII - XI-1 _Surprise Inspections for Cont Safety	04/01/2021	Certified	[redacted]	Report No. 01-2018
42	Safety Culture and Governance OII - XI-2 _Solely Responsible Cont Language	04/01/2021	Certified	Jamie Martin	Report No. 01-2018
43	Safety Culture and Governance OII - XI-3 _Cont Incident Closure Criteria	04/01/2021	Certified	James Darnell	Report No. 01-2018

TABLE 1
MATRIX OF SUSTAINABILITY PLANS
(CONTINUED)

Line No.	PG&E Implementation Plan	Certification Due Date	Certification Status(a)	Approver	Initial Implementation
44	Safety Culture and Governance OII - XI-4 _Cont Safety best Practice Sharing	04/01/2021	Certified	[redacted]	Report No. 02-2019
45	Safety Culture and Governance OII - XI-5 _LOB Guidelines for Cont Safety	04/01/2021	Certified	[redacted]	Report No. 02-2019
46	Safety Culture and Governance OII - XI-6 _PwrGen Contractor On-boarding	04/01/2021	Certified	Jan Nimick	Report No. 01-2018
47	Safety Culture and Governance OII - V-6 Reduce Overall Mileage	04/01/2021	Certified	[redacted]	Report No. 02-2019

(a) MetricStream compliance certification status.

Note: Additional recommendations from NorthStar's Report – First Update (March 29, 2019) are certified in MetricStream under the plans in scope for the assessment (F-1, F-2, F-3, F-4, III-1, and IX-1). The table excludes "IX-4 Speak-up Effectiveness" and "VIII-8 OQ Feasibility Study", which do not require ongoing actions.

B. Additional NorthStar Recommendations

At the request of SED, NorthStar performed a secondary assessment of six PG&E Safety OII plans, established in response to recommendations from NorthStar's original report,[1] and included a set of additional recommendations in the NorthStar Report - First Update.[2] PG&E agreed with the additional recommendations and embraced the opportunity to further improve its safety culture and governance. The current status of PG&E's implementation of these additional recommendations is provided in Table 2 below.

PG&E did not close any additional recommendation implementations during Q1 2021. One grouped recommendation under PG&E's Safety OII plan F-2 Supervisors in the Field, which includes V-4, is still being implemented.

- F-2 recommendation item 14 - Move completed work review to the jobsite, allowing for immediate feedback before electronic records and paperwork are finalized.
- When F-2 recommendation item 14 is complete, updated closure narrative will be provided for the entire recommendation.

1 NorthStar Report, issued on May 8, 2017.

2 NorthStar Report – First Update, issued on March 29, 2019.

TABLE 2
MATRIX OF ADDITIONAL NORTHSTAR RECOMMENDATIONS AND PG&E'S IMPLEMENTATION STATUS

Line No.	PG&E Implementation Plan	NorthStar Recommendation	Status
1	F-1_OII Implementation Plan	Institute version control over, and include dates for the implementation plans, completion narratives, sustainability plans and for the IA sign-off process.	Implemented Under Existing Plan
2	F-1_OII Implementation Plan	Increase the rigor and formality over target completion date changes, status changes and scope changes associated with the implementation of NorthStar's recommendations. Review the implementation status of all recommendations to ensure all elements of the recommendations have been addressed or PG&E's modifications have been documented and justified.	Implemented Under Existing Plan
3	F-1_OII Implementation Plan	Develop processes to ensure the sustainability of the implementation of NorthStar's recommendations.	Implemented Under Existing Plan
4	F-1_OII Implementation Plan	In addition to the status of the implementation of NorthStar's recommendations, continue to report to the Commission on any significant changes that might affect the sustainability of the recommendations.	Implemented Under Existing Plan
5	F-1_OII Implementation Plan	Report to the Commission on a quarterly basis the status of the One PG&E Operational Health & Safety (OH&S) Plan and associated metrics (in process).	Implemented Under Existing Plan
6	F-4 Comprehensive Safety Strategy _includes III-2_III-3_V-3	Increase CSO oversight and governance over public and other aspects of safety to mitigate potential silos and ensure risks are adequately addressed.	Implemented Under Existing Plan
7	F-4 Comprehensive Safety Strategy _includes III-2_III-3_V-3	Communicate results of Internal Audit (IA) safety-related audits and LOB management response to Safety, Health and Enterprise CAP (reporting to the CSO).	IA Review Complete
8	F-4 Comprehensive Safety Strategy _includes III-2_III-3_V-3	Include the Generation Safety Lead in routine meetings between Electric Operations and Gas Operations and Safety & Health regarding the implementation of OH&S plan.	Implemented Under Existing Plan

TABLE 2
MATRIX OF ADDITIONAL NORTHSTAR RECOMMENDATIONS AND PG&E'S IMPLEMENTATION STATUS
(CONTINUED)

Line No.	PG&E Implementation Plan	NorthStar Recommendation	Status
9	F-4 Comprehensive Safety Strategy _includes III-2_III-3_V-3	Conduct an annual (or biennial) blue sky strategic safety planning exercise to concentrate on the changing environment, potential risks and threats. The exercise should force a comprehensive analysis of all safety-related opportunities and threats and a formal, proactive action plan. The planning exercise should: • Consider the environmental, financial, political, technological, infrastructure, public, workforce and other risks and safety advancements. • Include executives, management and potentially the BODs. • Be facilitated by an outside expert. • Cover ALL potential contributors to safety.	Implemented Under Existing Plan
10	F-2_Supv in the Field_includes V-4	Increase the number of Supervisors in Electric Operations, Gas Operations and Power Generation field operations to comply with Corporate Procedure HR-2010-P01 thereby limiting the span of direct reports to a maximum of 1:20.	Implemented Under Existing Plan
11	F-2_Supv in the Field_includes V-4	Commit to a target level of dedicated time in supervisors calendars each week for time in the field; guidance will remain flexible for each LOB to take into consideration the different job functions and geographic work considerations.	Implemented Under Existing Plan
12	F-2_Supv in the Field_includes V-4	Transfer administrative tasks such as scheduling of work, training and paperwork review, from the Supervisor to the office-based staff.	Implemented Under Existing Plan
13	F-2_Supv in the Field_includes V-4	Formalize Gas, Electric, and Power Generation management expectations for supervisors spending time in the field and communicate techniques for how to reduce impediments in each LOB thereby increasing time in the field.	Implemented Under Existing Plan
14	F-2_Supv in the Field_includes V-4	Move completed work review to the jobsite, allowing for immediate feedback before electronic records and paperwork are finalized.	Plan in Progress
15	F-2_Supv in the Field_includes V-4	Reduce travel requirements for field personnel and supervisors who are frequently assigned to work or attend meetings outside their normal work locations.	Implemented Under Existing Plan
16	F-3_SLD_includes VIII-1	Continue to provide Crew Lead Safety Leadership training courses for employees that move into Crew Lead positions. Automatically include Crew Lead Safety Leadership training in the training profiles for new crew leads.	Implemented Under Existing Plan

TABLE 2
MATRIX OF ADDITIONAL NORTHSTAR RECOMMENDATIONS AND PG&E'S IMPLEMENTATION STATUS
(CONTINUED)

Line No.	PG&E Implementation Plan	NorthStar Recommendation	Status
17	F-3_SLD_includes VIII-1	On an annual basis, revise Safety Leadership Development (SLD) training to address any areas of concern identified in the review of SafetyNet observation data.	IA Review Complete
18	III-1_Board Qualifications	Report any changes in the Board of Director (BOD) skills matrix, and any changes to the composition of the BOD to the CPUC.	Implemented Under Existing Plan
19	III-1_Board Qualifications	Continue to update the BOD on safety and other significant industry issues.	Implemented Under Existing Plan
20	III-1_Board Qualifications	Encourage BOD members to inquire and challenge PG&E executives to ensure a robust governance process. Revise PG&E Corp.'s Governance Guidelines to include expectations for Directors. As an example, see the Sempra Energy Corporate Governance Guidelines. Among other items, the Sempra Energy Guidelines include the following: • Maintain an attitude of constructive skepticism, ask relevant, incisive, probing questions and engage in direct and forthright discussions with the Board and management. • Develop and maintain a broad understanding of the corporation's business and risk profile, its strategic, financial and operating opportunities and plans, and its internal control systems and disclosure controls and procedures, including environmental, and health and safety systems and procedures • Balance prompt action with thorough deliberations, prioritize matter requiring attention, gather sufficient information, engage in open discussion, invite differing views, evaluate the benefits and risks of various courses of action and support the acceptance of prudent business risks to permit informed and timely decision making.	IA Review Complete
21	IX-1_Safety Communication	Implement the recommendations identified in the outside vendor's communications audit.	IA Review Complete
22	IX-1_Safety Communication	Revise the communications plan as necessary to address any safety and health issues that are identified in recent and on-going Premier surveys and associated analyses	Implemented Under Existing Plan

C. Changes to PG&E Execution of Plans

As recommended by NorthStar, PG&E will continue to report to the Commission on any significant changes that might affect the sustainability of the recommendations.

- PG&E is sharing an update to Safety OII plan F-2, Supervisor in the Field. LOB specific approaches to address the spans and layers goal are:

- Gas Operations – Confirmed administrative tasks belong with the supervisors. To address spans and layers ratios by hiring additional full-time supervisors and superintendents, filled vacant supervisor roles and simplified or automated existing tasks. Continue to embrace Lean principles such as huddles for sharing/raising issues and utilizing Leader Standard Work to prioritize supervisor activities to allow more time in the field.
- Power Generation – Progress has been made in reducing the number of meetings supervisor are required to attend but administrative tasks have not been removed. After completing negotiations with the union, PG&E is in the process of hiring lead operators. This is a new position which is expected to significantly reduce the number of administrative tasks from both operations and maintenance supervisor task lists.
- Electric Operations – EO created the Operations Supervisor role in August 2019 for the purpose of removing administrative task burden from field supervisors. The LOB has also set aside Thursday as a "no book meeting" day to drive one meeting free day per week. The administrative duties moved to the Operations Supervisor role include:
  - Ensuring readiness of work and implementing batching strategies to maximize efficiency.
  - Manage, assign and ensure completion of emergent work – i.e. emergency.

- PG&E is sharing an update to Safety OII Plan IV-3, Safety Department Roles and Responsibilities. The EH&S organization structure was set in Q3 2020 and has remained stable. As we work to execute the regionalization initiative, further role refinements will occur. However, PG&E does not foresee any negative impacts to the ongoing execution of our 2025 Workforce Safety Strategy.
- PG&E is sharing an update to Safety OII Plan VI-2 & VI-3 – Safety IPP, Risk and Business Case Planning. PG&E has aligned its project management process with the Project Management Institute's guidelines. We no longer utilize the L0 to L5 terminology shared previously. Depending upon project scope, new initiatives will be approved by appropriate leadership. For example, enterprise wide initiatives with material operational impact and cost will be approved at the executive level. Initiative updates are provided at the Safety Technical Council meetings to provide an opportunity for feedback. Planned initiatives are aligned with the 2025 Workforce Safety Strategy.
- PG&E is sharing an update to Safety OII Plan VI-4, PPM for Power Generation expanded to EO and GO. PG&E has experienced significant executive level organization changes during Q1 2021. These changes include a new CEO, new EVP of Operations, new Gas and Electric Operations VPs, and several other additions. As of now, there has been no impact to the execution of this plan.
- PG&E is sharing an update to Safety OII Plan VI-5, Session D link to Session 1 and 2. The Operating Rhythm is being developed to replace

Session D, Session 1 and Session 2. Enterprise Risk Management has engaged with Business Finance to integrate risk into the new process and is the lead to develop a replacement for RIBA for purposes of prioritizing projects and programs. Risk and Compliance Committees remain the primary LOB risk management forums.

- PG&E is sharing an update to Safety OII Plan VIII-3 – SLD 360. PG&E compiled and completed a review of our 2020 full year Safety Culture Observation data in SafetyNet to inform the annual update to our 2021 Safety Leadership Development workshops. PG&E reviewed 91 Safety Leadership Development observations, and the data did not indicate that any specific changes to the Safety Leadership Development workshops were needed. We are looking to develop revisions to this training in 2021 to align with our 2025 Workforce Safety Strategy.
- PG&E is sharing an update to Safety OII Plan VIII-4 – Mandatory Refresher Training. For fundamental safety training, the Safety at Heights training requirements have been renamed to Fall Protection to align with the California Code of Regulations and PG&E's internal safety standard, SAFE-1012S – Fall Protection.
- PG&E is sharing an update to Safety OII Plan IX-1 – Safety Communications. We are continuing to iterate on our communications plans to reflect the new 2025 Workforce Safety Strategy. We are also deepening our engagement with Keadjian, the audit vendor, to further enhance our communications.
- PG&E is sharing an update to Safety OII Plan X-4 – Review of Serious Incident Investigations. During Q1 2021, PG&E's Internal Audit team began an audit of the serious injury or fatality intake process to assess how lines of business determine what is a SIF actual, SIF potential or non-SIF. This is a complement to an ongoing CPUC mandated audit performed by the firm Conger & Elsea of the Enterprise Corrective Action Program, which entails a cause evaluation review, a subset of which are SIF investigations.
- PG&E is sharing an update to Safety OII Plan X-7 – Safety Communication Protocol. We have made improvements to our SIF communications, including:
    - Every SIF final communication is now distributed to all high and medium-risk contractors.
    - Safety communications are now branded, including "SIF Alerts."
    - We are exploring the opportunity to utilize text messaging for SIF communications.

V. Board of Directors Reporting

In D.19-06-008, the Commission directed PG&E to provide the following information in the quarterly reports submitted to SED pursuant to D.18-11-050:

1) Non-confidential versions of the minutes of all BOD and safety committee meetings.

2) All training, education or other support on safety that PG&E and PG&E Corporation are providing to Board members so that they can adequately perform their duties on safety issues.[3]

A. BOD and SNO Committee Meeting Minutes

In the first quarter of 2021, the Board had formal meetings on January 29 and February 10. The SNO Committees held meetings on February 10 and a joint meeting with the Audit Committee on the same day, February 10.

Attachment 1 to this Report includes non-confidential versions of approved minutes for the following BOD and SNO Committee meetings that were held on or after June 13, 2019,[4] and for which approved minutes have not been provided in connection with a prior quarterly report.

- Meetings of the BODs of PG&E and PG&E Corporation that were held concurrently on the following dates:

December 10, 2020

- Meetings of the SNO Committees of the BODs of PG&E and PG&E Corporation that were held concurrently on the following dates:

November 25, 2020 - concurrent with the Compensation Committee
December 9, 2020 - concurrent with the Audit Committees
December 10, 2020

Meeting minutes for the BODs and the SNO Committees must be formally reviewed and approved by the relevant governance body prior to finalization. The timing for this process varies, and in many cases the minutes will be finalized in a different quarter than the quarter in which the meeting was held.

B. BOD Safety-Related Training

PG&E is submitting information regarding "all training, education or other support on safety that PG&E and PG&E Corp." provided "to board members to ensure that they can adequately perform their duties on safety issues."

- During the first quarter of 2021, several board members conducted a field visit to Diablo Canyon Power Plant. Given the ongoing pandemic, the prior practice of consistent site visits for directors continues to be impacted.
- In February 2021, the Boards received an update on safety performance and the 2025 Workforce Safety Improvement plan, as well as an overview of events with impact on operations.
- In February 2021, the SNO Committees received a safety tailboard on the Near Hits program and a detailed safety performance update, including discussion of SIF actual events. The Committees also received an update

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3 D.19-06-008, *mimeo*, p. 4

4 Effective date of D.19-06-008.

on the 2025 Workforce Safety Improvement plan and nuclear performance. The Committees reviewed results from the 2020 PSPS events and stakeholder feedback, as well as the PSPS program goals for 2021. The Committees received an update on an enterprise cross-cutting risk factor related to severe workforce disruption. Lastly, the Committees received an update on the 2020 fourth quarter Wildfire Mitigation Plan and Probation Terms Report.

- In February 2021, the SNO Committees and the Audit Committees jointly reviewed the Internal Audit report for the fourth quarter of 2020. The SNO Committees primary focus is reports related to operational audits.

VI. Safety Strategy and Performance Update

A. Safety Strategy Update

Our new Chief Safety Officer has now been in his role for a year. During his first year, he developed our 2025 Workforce Safety Strategy. The safety updates included in this report align with the major components of the 2025 Workforce Safety Strategy. The strategy has been reviewed by senior leadership and the Board of Directors and has driven our execution since mid-2020. PG&E continues to execute to all major elements included in the previous One PG&E Health and Safety Plan and believe this new strategy and its broader scope will help drive improvements in safety performance.

TABLE 3
CRITICAL RISK UPDATE

Strategy Component	Workstream	Q1 2021 Progress
Critical Risk	• Hazard identification and risk assessment workshops	• Conducted workshops with critical health and safety staff to identify potential enterprise level risks. During Q2, risks will undergo a formal risk assessment that is consistent with the Enterprise Operational Risk Management practices. • Vegetation Management conducted an assessment of key hazards with the assistance of a third party. Actions were developed and are in the process of being implemented. • Strategies were developed for the assessment of PG&E owned and maintained roads to identify and prioritize risks to drivers using these roadways.
	• Technical standards	• Five draft technical standards were completed by Enterprise Health and Safety and distributed to all employees for comment. The five standards include: Hazardous Energy Control, Confined Space, Electrical Safety, Fall Protection, Lifting Operations. • The development of Vegetation Management Safe Work Practices is being managed by Electrical Operations. Sixteen Safe Work Practices were identified for development and are currently being reviewed by key contractors.

TABLE 4
TRANSPORTATION SAFETY UPDATE

Strategy Component	Workstream	Q1 2021 Progress
Transportation Safety	• Motor Vehicle Safety	• 360 Walk Around App – Pilot launched in mid-Feb with 50+ participants. Pilot will continue to expand into May to inform potential enterprise wide rollout. • NSC Distracted Driving course – Launched new Distracted Driving Web-based Training course in January. Course is profiled for all employees who drive company or personal vehicles to conduct business with a frequency of every other year.
	• Safety Technology	• Vehicle Safety Technology (VST) Installation – ~60+% of the eligible PG&E fleet vehicles have been installed with the new device providing real-time, audible feedback to the driver when risky behaviors occur, such as speeding, hard acceleration and hard braking.
	• Contractor Transportation Risk	• Vendor under contract to support the review of the over 2,000 ISN vendors systemwide. Developing a communication plan, dashboard and system to support the review of the 2000 vendors for those that have a CA Motor Carrier Permit number and if required a US Department of Transportation number.

TABLE 5
CONTRACTOR SAFETY UPDATE

Strategy Component	Workstream	Q1 2021 Progress
Contractor Safety Management	• Contractor training	New training uploaded to ISNetworld (ISN) in Q1 for contractor completion beginning Q2: • ENVR-9032WBT: Valley Elderberry Longhorn Beetle (VELB) Environmental Awareness • ENVR-9033WBT: VELB Qualified Individual • ENVR-0401WBT: Avian Protection Plan Comprehensive • GAS-2020WBT: Field Design Change (was in ISN previously, this was a version update) • ENVR-0200WBT: Vault Discharge (was in ISN previously, this was a version update) • ENVR-0220WBT: Habitat Conservation Plans (was in ISN previously, this was a version update) • ENVR-0220WBT: Habitat Conservation Plans (Spanish version)
	• Contractor management	• Implemented SiteTracker, within ISN, to provide monthly updates on subcontractors' population • Implemented SubTracker, within ISN, to increase our visibility into prime and subcontractor relationships and better manage subcontractor compliance with PG&E requirements

TABLE 5
CONTRACTOR SAFETY UPDATE
(CONTINUED)

		• Enhanced grading criteria in ISN and required Written Safety Programs to be completed to receive full credit on the scorecard. • Implemented requirement to report incidences within ISN, including dig-in's • Removed subjective safety, health and environmental grading component from the prequalification process
	• Contractor requirements	• Implemented required written respiratory protection for contractors working outdoors when the AQI is above 500 • Implemented a Review and Verification System (RAVS Plus), through ISN, to assess implementation of a contractors Health &Safety programs. This process includes interviews and testing.
	• On-boarding	• RAV's=All PG&E medium and high-risk primes and subcontractors were active • As of March 23, 2021, 313 PG&E contractors have completed the process.

TABLE 6
SERIOUS INJURY AND FATALITY MANAGEMENT UPDATE

Strategy Component	Workstream	Q1 2021 Progress
Serious Injury and Fatality Management	• Analyze SIF investigations and share key learnings	• 100% of SIF incidents occurring in Q1 closed in under 30 days. Key learnings were shared with the affected lines of business, the enterprise, and contractors.
	• Improve timeliness and clarity of SIF-related communications	• Starting in Q1, the ECAP director and SIF senior manager have been meeting weekly with SIF sponsors to provide targeted coaching and expectation-setting. This has helped drive SIF investigation completion, clarity in SIF-related communications and investigation quality.

TABLE 7
ENTERPRISE CORRECTIVE ACTION PROGRAM UPDATE

Strategy Component	Workstream	Q1 2021 Progress
Enterprise Corrective Action Program	• Near Hit Program	• Refined and promoted Near Hits dashboard that shows detailed and aggregated data by line of business, Near Hit type, geographic location, severity, and other attributes • Promoted Near Hits enterprise-wide through computer lock screen graphic and featured Near Hit stories in Daily Digest • Achieved 0.61% anonymous rate for Near Hits (goal is <2% anonymous submissions)

TABLE 8
ASSURANCE UPDATE

Strategy Component	Workstream	Q1 2021 Progress
Assurance	• Auditing	• Corporate Safety Audit Program Standard and enabling tools were developed. Pilot testing was completed in two auditable units. • Review and approval of Safety Audit Plan, including nomination of Audit Team Leads and Team Members, are on-going. • Implementation of Corporate Safety Audits will commence in April/May 2021, after receiving endorsement of the audit plan.
	• Independent Safety Oversight Committee (ISOC)	• Completed Shared Services ISOC Assessment in March. Preparations underway for the EO ISOC Assessment in May. • On-track on majority of ISOC key insights and commitments.

TABLE 9
OCCUPATIONAL HEALTH UPDATE

Strategy Component	Workstream	Q1 2021 Progress
Occupational Health	• Health and Wellness	• 2021 Health Screening participation of 57% as of Mar 31, 2021. Approx. 2,000 screenings completed using the Self-collection Kit. • 63 completed health coaching appointments Jan 1 – Feb 28, 2021. • Completed Walk the Wonders team step challenge with 351 participants and 33,296 total miles tracked. • H&W portal: 4,983 (20.1%) employees enrolled as of Mar 31, 2021. • Promoted healthy habit challenges: Move on the Hour (Jan), Fruit is Sweet (Feb), and Wordsmith (Mar). • Webinars and podcasts: Estate Planning, Expert Panel for Holistic Approach to Sleep, Mindfulness for Sleep webinar, Nutrition Masterclass series, Fear and Stigma of Reaching Out for Help, domestic violence/abuse, suicide prevention, drugs/alcohol and daily mindfulness sessions. • Conducted training pilots: Mental Health Awareness for Leaders and Suicide Prevention for Leaders. • Support of General Office move through Employee Assistance Program (EAP)-led sessions on managing transition. • Asian American and Pacific Islander (AAPI) violence and coping: shared tip sheet, supported healing circle.

TABLE 9
OCCUPATIONAL HEALTH UPDATE
(CONTINUED)

Strategy Component	Workstream	Q1 2021 Progress
Occupational Health	• Ergonomics	• Office Ergonomics: Conducted 1,779 new ergonomic evaluations and 4,039 follow-ups in Q1; 14,000+ virtual evaluations since March 2020. • Implemented enhanced follow-up procedure for discomfort cases with individualized action plans to accelerate resolution. • Developed ergonomic strategy for office re-integration post-COVID. • Industrial Athlete (IA) program: IA Specialists returned to field visits for observations and support. Partnered with Gas Grass Roots teams and leaders to employ best practices during field visits. • 81 Focus in the Field biomechanical observations completed in Q1. 1:1 IA Specialist program rolled out to two additional yards; 17 yards in total. • Expanded Post Offer Physical Assessment requirements for internal non-physical employees transferring into physical jobs and updated test for Traffic Control job. • Industrial Ergonomics (IE): Line of Business operations sponsors and leads identified to accelerate industrial ergonomic projects. Established bi-weekly alignment meetings. • Industrial ergonomic training developed, Academy Course Code received, and training rolled out to team members. • 8 new high-risk tasks identified and analyzed. Piloted solutions on 2. • Vehicle ergonomics: 183 Ergonomic Assessments performed in Q1. Partnered with Fleet Engineering and Electric and Gas Ops on Specification Review Committee for 6 vehicles.

TABLE 9
OCCUPATIONAL HEALTH UPDATE
(CONTINUED)

Strategy Component	Workstream	Q1 2021 Progress
Occupational Health	• Injury Management	• Live Health Online telemedicine: 174 registrations and 268 visits in Q1. • Condition management (targeting high risk employees): total enrollment 850 (562 employees and 288 dependents with high health risks) in KnovaSolutions as of April 1. • Fit4U Interim virtual program: Participation increased incrementally but remains low; the take rate for April 1st was 9.5%. Employee feedback is positive. Virtual services will continue, pending ability to return to in-person activities and exercise training. • Return-to-Work Task program: saved 722 lost workdays and placed 16 employees into temporary task assignments. • Telephonic Nurse Case Management (TCM) program: provided early nurse intervention on 287 new Workers' Compensation claims; resulting in 129 lost workdays saved.

TABLE 10
CULTURE UPDATE

Strategy Component	Workstream	Q1 2021 Progress
Culture	• Safety Culture assessment	• Enterprise and LOB Action Planning completed • Action plans will be monitored for implementation
	• Safety in Talent Management	• Implemented safety questions in Interview Guides • Job postings include safety
	• Safety Leadership Development (SLD)	• Hired Safety Culture manager, who conducted field visits with front-line employees and Academy personnel. • Preparing work scope for revision to the SLD workshops
	• Safety Connections (Directors and Officers in the field having informal conversations with employees)	• Completed roll-out of Safety Connections to Officers and Directors. Conducted Learning sessions, which shared tools and resources. • Going forward: Will monitor completions, identify process, and resource improvements, and practice continuous improvement.
	• Communications	• Conducted interviews with program and communication leads to document needs and develop a communications plan for 2021. • Assembling a Communications Network with front-line employee representation to provide insight into communications needs and effectiveness.

TABLE 11
FIELD SAFETY OPERATIONS UPDATE

Strategy Component	Workstream	Q1 2021 Progress
Field Safety Operations	• Field observations	• 3,281 Field Safety Observations were completed by EH&S specialists from 1/1/2021 through 3/31/2021.
	• Tailboard redesign	• Tailboard effectiveness pilot program was expanded to include all LOBs. Tailboard questions were revised and added to the Live Safe app for enhanced availability. Tailboard quality assessment checklist added to Safety Net for supervisor use.
	• Supervisor training	• The supervisor safety leadership training program was completed during Q1 2021, after providing training to over 730 supervisory employees in all field LOBs.

TABLE 12
HEALTH AND SAFETY MANAGEMENT SYSTEM UPDATE

Strategy Component	Workstream	Q1 2021 Progress
Health & Safety Management System	• Implementation	• HSMS framework and standards (5 Elements and Policy) on track to publish in May. Planning and tools for LOB self-assessments and gap action planning in progress. OSHA Compliance Gap Assessment completed and action planning to address gaps in progress.
	• Management of Change (MOC) software	• MOC Technology Request for Proposal (RFP) was issued in early March, with vendor selection in late April. Project team is addressing RFP questions from vendors.
	• Technology	• EHS relevant technology Request for Proposal (RFP) was accelerated and issued in early March in parallel with MOC, with vendor selection in late April. Project team is addressing RFP questions from vendors.

B. Safety Metrics

PG&E established Days Away, Restricted or Transferred (DART)[5] targets for 2021 based on the goal of reaching 1st quartile by 2025. The 2021 goal would place PG&E in 3rd quartile.

Table 13 below summarizes key metrics performance and established targets for 2018 - 2021. Figure 1 below provides current performance with respect to employee safety metrics as of March 31, 2021.

Additional Analysis: DART cases have continued their downward trajectory since March of 2020 primarily driven by a drop in restricted duty cases. Improvements have been made in both field and office worker groups. The 12-month rolling average has dropped into third quartile and the performance is currently on track to meet the end of year target.

TABLE 13
2018-2021 PERFORMANCE AND ESTABLISHED TARGETS

Metric	2018		2019		2020*		2021*		
	Actual	Target	Actual	Target	Actual	Target	YTD Actual	YTD Target	EOY Target
Employee SIF Actual Count	1		0		4		0		
Employee SIF Potential Count	21		33		25		3		
DART Rate	1.81	1.88	2.05	1.34	1.34	0.90	1.20	1.23	0.91

**Number includes count of all injured parties*

2020 forward, rates and targets are based on 12 month rolling rates

Data through 3/31/2021

FIGURE 1
CURRENT PERFORMANCE AS OF MARCH 31, 2021

5 DART: Injury that results in days away, restricted or transferred duty, rate based on 200,000 hours worked.

SIF Graphs

Additional Analysis: Started tracking Contractor SIF potentials (SIFp) in June 2020 which has contributed 4 SIFp events to the 2021 year-to-date count.

SIF Actual: Employee vs Contractor (2018-2021)

Note: Graph below is based on number of **injuries**

SIF Potential: Employee vs Contractor (2018-2021)

Note: Graph below is based on number of **incidents**

Contractor SIFp events were not tracked in 2018-2019

Contractor SIFp tracking started in June 2020

SIF Potential Incidents
Employee vs Contractor
40
35
30
25
20
15
10
5
0
21
33
24
14
4
3
2018
2019
2020
2021 (MAR)
Employee
Contractor

Contractor and Employee SIF Events
by Severity
60
50
40
30
20
10
0
4
21
3
33
12
38
1
7
2018
2019
2020
2021 (MAR)
Potential
Actual

TABLE 14
2018-2021 PERFORMANCE

Metric***	2018	2019	2020*	2021*		
	Actual	Actual	Actual	YTD Actual	YTD Target	EOY Target
Contractor SIF Actual Count	3	3	8	1	[redacted]	
Contractor SIF Potential Count**	N/A	N/A	14	4		
% of Contractor Assessments with Non-Conformance Findings	10.3%	12.5%	11.9%	6.20%		

**Number includes count of all injured parties*

***Contractor SIF Potentials were only tracked starting June 2020*

****Targets are not set for Contractor metrics*

Data through 3/31/2021

FIGURE 2
CONTRACTOR ASSESSMENT NON-CONFORMANCE TYPE BREAKDOWN AS OF MARCH 31, 2021

NOTE: Non-conformance by type graph includes all non-conformances found during contractor assessments. An assessment can include more than one non-conformance type.

Additional Analysis: Specific PMVI[6] Rate Targets were set for each line of business (LOB). If the LOB was already performing in the best decile,

6 Data includes incidents on public roads only.

their goal is no deterioration in performance. For all other LOBs, the goal is set to achieve a 5% performance improvement. The top two incident types are striking stationary objects and striking third parties. These two categories account for almost 54% of our total incidents.

TABLE 15
2018–2021 PERFORMANCE AND ESTABLISHED TARGETS

Metric	2018		2019		2020		2021*		
	Actual	Target	Actual	Target	Actual	Target	YTD Actual	YTD Target	EOY Target
PMVI Rate	2.79	2.31	2.91	2.45	2.61	2.41	2.69	2.58	2.48

2020 forward, rates and targets are based on 12 month rolling rates

Data through 3/31/2021

FIGURE 3
CURRENT PERFORMANCE AS OF MARCH 31, 2021

C. Conclusion

PG&E is committed to improving its safety culture and performance and regaining the public's trust. The areas of opportunity identified by NorthStar in its Final Report and in its First Update are at the core of a strong and proactive safety culture. PG&E looks forward to continuing this important work and providing the Commission with quarterly updates on its progress.

PACIFIC GAS AND ELECTRIC COMPANY

ATTACHMENT 1

BOD AND SNO COMMITTEE MEETING

MINUTES

PRIVILEGED AND CONFIDENTIAL[1]
BOARD MEETING – December 10, 2020
PG&E CORPORATION

A video conference meeting of the Board of Directors of PG&E Corporation (Corporation) was held on Thursday, December 10, 2020, at 12:45 p.m. The meeting was held concurrently with a meeting of the Pacific Gas and Electric Company (Utility and, together with the Corporation, the Companies) Board of Directors.

Directors Cheryl F. Campbell, Kerry W. Cooper, Jessica L. Denecour, Mark E. Ferguson III, Robert C. Flexon, W. Craig Fugate, Arno L. Harris, Michael R. Niggli, Dean L. Seavers, William L. Smith, Oluwadara J. Treseder, Benjamin F. Wilson, and John M. Woolard attended by video conference, as permitted by the Corporation's Bylaws. Director Rajat Bahri was absent.

Also participating by video conference at the beginning of the meeting were Patricia K. Poppe, Brian M. Wong, and Jenny Kan.

Quorum present, Mr. Flexon, Chair of the Board of the Corporation, presided as chair of the concurrent meeting. Mr. Wong served as secretary of the meeting.

Mr. Wong and Ms. Kan were excused, and the meeting was convened in executive session. He was informed that the following discussions took place:

- Mr. Smith led a discussion on the 2021 Company Goals around safety, wildfire mitigation, people, customer, commitments, relentless execution, risk-informed work & resource plan, and financial stability.

The Board concluded its executive session, and Mr. Wong and Ms. Kan were recalled. The Board convened in regular session and Michael A. Lewis, Francisco Benavides, Sumeet Singh, Christopher A. Foster, and J. Ellen Conti entered the meeting, along with Todd W. Filsinger of Filsinger Energy Partners, Charles J. Kalil II and Christopher W. Keegan of Kirkland and Ellis LLP, and Darrell Smith of NorthStar Consulting Group present.

Mr. Wong opened the meeting with a moment of silence for Utility employees who had passed away since the previous Board meeting.

Referring to materials that had been provided to the directors in advance of the meeting and that are included in the records of this Board, Mr. Benavides presented a tailboard on Process Safety Management and how it is applied to the Utility's natural gas system in order to prevent low frequency, high consequence incidents. He reported updated metrics on safety performance, including SIF (Serious Injuries and Fatalities) and DART (Days Away, Restricted, Transfer Duty), as well as the safety responses to the enterprise employee survey. The directors

[1] Certain portions of these minutes are attorney-client privileged and confidential, and are identified as such.

asked questions, including the breakdown of safety incidents by field and office workers, and regarding alignment with best practices in the industry.

During the foregoing discussion, William V. Manheim, John R. Simon, Fong Wan, James M. Welsch, and Angela Anderson and Douglas A. Bennett of NorthStar Consulting Group entered the meeting.

Mr. Lewis presented a report on the Utility's operations, which are included in the records of this Board. He reported on the status and lessons learned on the compliance matters previously raised in the Federal Monitor's report, shared a progress update on the 2020 Wildfire Mitigation Plan, and gave an overview of the 2020 Public Safety Power Shutoff events. The directors asked questions, and a discussion ensued.

At this point, Ms. Anderson, Mr. Bennett, Mr. Filsinger, Mr. Kalil, Mr. Keegan, and Mr. D. Smith were excused.

[THE FOLLOWING PARAGRAPH CONTAINS ATTORNEY-CLIENT PRIVILEGED AND CONFIDENTIAL INFORMATION.]

[redacted]

[END OF PRIVILEGED AND CONFIDENTIAL INFORMATION.]

Following the discussion, Messrs. Manheim, Wan, and Welsch left the meeting and Ms. Anderson, Mr. Bennett, Mr. Filsinger, Mr. Kalil, Mr. Keegan, and Mr. D. Smith were re-admitted.

Referring to Board materials, Mr. Singh presented on wildfire risk model improvements and how the risk models inform the 2021 wildfire risk reduction workplans. The directors asked questions and discussed, among other matters, risk modeling, the data sources for the wildfire risk models, the use of remote sensing data, risk profile curve and associated costs, and knowledge sharing with external agencies.

Mr. Foster reviewed the Financial and Business Highlights report for October 2020 in the Board materials. He discussed the financial performance and liquidity at the Corporation and Utility, and the upcoming Fire Victim Trust offering. The directors asked questions and a discussion ensued.

During the foregoing discussion, Jessica Hogle and Robert S. Kenney joined the meeting.

Ms. Hogle and Mr. Kenney led a discussion on federal and state legislative and regulatory matters, which are reflected in the Board materials. Among other things, they discussed the legislative outlook in California and at the federal level, appointment of Liane Randolph as the Chair of the California Air Resources Board, and rollout of COVID-19 vaccinations. A discussion ensued, during which the Board asked questions, including the potential for investment tax credits for hydrogen and carbon capture.

At this point, (i) Ms. Hogle and Mr. Kenney left the meeting, (ii) Ms. Anderson, Mr. Bennett, Mr. Filsinger, Mr. Kalil, Mr. Keegan, and Mr. D. Smith were excused, and (iii) Stephen Cairns, Ajay Waghray, Alejandro Vallejo, and Kevin Orsini of Cravath Swaine & Moore LLP joined the meeting.

[THE FOLLOWING PARAGRAPH CONTAINS ATTORNEY-CLIENT PRIVILEGED AND CONFIDENTIAL INFORMATION.]

[redacted]

[redacted]

[redacted]

[END OF PRIVILEGED AND CONFIDENTIAL INFORMATION.]

At this point, (i) Messrs. Cairns, Waghray, Vallejo, and Orsini left the meeting, (ii) Cliff Gleicher joined the meeting, and (iii) Ms. Anderson, Mr. Bennett, Mr. Kalil, Mr. Keegan, and Mr. D. Smith re-entered the meeting.

Referring to Board materials, Mr. Gleicher led a Director Code of Conduct training, including best practices for setting the “tone at the top.” In that context, he presented the story of The Boeing Company and the 737 Max, in addition to discussing the Federal sentencing

guidelines and the U.S. Department of Justice's criteria for evaluating corporate compliance programs.

The Directors asked questions and discussed, among other items, virtual actions to take during the COVID-19 pandemic to create and foster a culture of ethics and compliance and ways to engage with company leaders and employees. During the foregoing discussion, Mr. Bennett left the meeting.

After the discussion, Mr. Gleicher left the meeting.

Mr. Wong next presented the minutes of the prior meetings for the Boards' approval.

On motion made and seconded, the Board approved the minutes of the Board meeting held on October 28, 2020.

Mr. Ferguson, Chair of the Corporation's Compensation Committee, led a discussion on the actions taken and key topics discussed at the committee's most recent meeting. He reported that, among other matters, the Committee reviewed and agreed to recommend that (i) the Corporation Board approve amendments to the CEO travel policy, and (ii) the Boards approve the election of Alejandro Vallejo as Vice President, Compliance & Ethics and Deputy General Counsel of the Utility, and Brian M. Wong as General Counsel of the Utility. Additionally, the Committee recommended that the Corporation Board approve the amendment to the terms of William Smith's Interim CEO Performance Share Award Agreement to (a) provide that performance shares are forfeited upon termination of "service" (which includes service on the PG&E Corporation Board), rather than "employment" (unless otherwise specified in the Agreement) and (b) clarify that the number of shares settled will be pro-rated to reflect the number of months Mr. Smith worked during 2020. Mr. Ferguson also noted that the Committee proposed changes to the recommended action regarding the rescission of CEO ground transportation benefit and would be submitted as an action by written consent. The directors discussed the proposed actions.

On motion made and seconded, the independent members of the Board approved (i) the amendments to the CEO travel policy (see Resolution 1 in Attachment A) and (ii) the amendment to the Interim CEO LTIP award agreement as presented.

On motion made and seconded, the Boards adopted a resolution electing Alejandro Vallejo as Vice President, Compliance & Ethics and Deputy General Counsel of the Utility, and Brian M. Wong as General Counsel of the Utility, as presented (see Resolution 2 in Attachment A).

Mr. Keegan left the meeting at this point.

Mr. Seavers, Chair of the Corporation's Finance Committee, led a discussion on the Finance Committee's recommendations that the Boards (i) approve expenditures and execution of the related agreements for the Butte County Rebuild – Phase 2 capital project, (ii) approve proposed amendments to the Capital Projects Review Criteria, and (iii) concur with operating expense and capital expenditure budgets in the 2021 Financial Performance Plan. Mr. Seavers reviewed the background and reasons for the proposed actions. The directors asked questions, and a discussion ensued.

On motion made and seconded, the Board (i) approved expenditures for the Utility capital project, (ii) approved to increase current thresholds for Committee review and approval of PG&E Corporation and Utility capital projects and divestitures, and (iii) concurred with operating expense and capital expenditure budgets on the 2021 Financial Performance Plan (see Resolution 3 in Appendix A).

Mr. Flexon, Chair of the Corporation's Nominating and Governance Committee presented a report and led a discussion on the actions taken and key topics discussed at the committee's most recent meeting, as described in materials that had been provided to the directors in advance of the meeting and that are included in the records of this Board. He reported that, among other matters, the Committee reviewed and agreed to recommend that the Boards (i) approve the skills matrix, (ii) reassess the Board leadership structure, (iii) set the time and date of Annual Meeting of Shareholders and set the record date for shares entitled to vote at Annual Meeting, (iv) approve amendments to Corporate Governance Guidelines, and (v) determine Bill Smith's independence. He invited questions and discussion on these recommendations.

After discussion, on motion made and seconded, the Boards approved (i) the Director skills matrix, (ii) Board leadership structure, (iii) time and date of the Annual Meeting of Shareholders, and record date for shares entitled to vote at the Annual Meeting, (see Resolution 4 in Appendix A), (iv) amendments to Corporate Governance Guidelines, and (v) independence of Bill Smith (see Resolution 5).

Ms. Campbell, Chair of the Corporation's Safety and Nuclear Oversight (SNO) Committee, presented the committees' third quarter 2020 report to the Boards on the Utility's progress against its 2020 Wildfire Mitigation Plan. This included a discussion of materials that had been provided to the directors in advance of the meeting and that are included in the records of this Board. The directors asked questions, and a discussion ensued.

Ms. Denecour, Chair of the Corporation's Technology and Cybersecurity Committee, reported on and led a discussion on the actions taken and key topics discussed at the committee's most recent meeting.

Mr. Wilson, Chair of the Corporation's Audit Committee, reported on the actions taken and key topics discussed at the most recent Audit Committee meeting.

Mr. Woolard, Chair of the Corporation's Compliance and Public Policy (CPP) Committee, reported on and led a discussion on the actions taken and key topics discussed at the most recent CPP Committee meeting.

At this point, Mr. Lewis, Mr. Simon, Mr. Benavides, Mr. Singh, Mr. Foster, Mr. Wong, Ms. Kan, Mr. Kalil, Mr. Keegan, Ms. Anderson left the meeting, and the Board continued in executive session with Ms. Poppe and Mr. Smith present.

Ms. Poppe and Mr. Smith were excused and the independent directors met in executive session to discuss various matters.

There being no further business presented for action, on motion made and seconded, the meeting was adjourned at 6:00 p.m.

BRIAN M. WONG
Secretary

ATTACHMENT A

Resolution 1

WHEREAS, the Board of Directors of this corporation previously delegated to the corporation's Chairman of the Board and Chief Executive Officer ("CEO") the authority to determine the extent to which that officer's use of private airplanes is appropriate for that officer's business, consistent with the intent to ensure the safety and security of the corporation's critical personnel;

WHEREAS, pursuant to such delegation of authority, the CEO may consider factors other than safety and security in exercising such officer's discretion to use private aircraft for business travel, such as the CEO's schedule, commercial airline schedules, or inconvenient commercial airport locations, and other circumstances in which the CEO deems such use to be in the best interest of this corporation;

WHEREAS, this Board of Directors has authorized the Chair of the PG&E Corporation Compensation Committee to oversee, administer, and make final interpretations of this policy, as appropriate; and

WHEREAS, the Board of Directors previously restated this policy to (1) eliminate the CEO's ability to use private aircraft for personal travel, and (2) reflect the Compensation Committee's general policy against providing tax gross-up payments to executive officers; and

WHEREAS, the Board of Director wishes to clarify that, in discrete circumstances as approved from time-to-time by the Board, the CEO may use company-provided private aircraft for personal reasons.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors hereby (1) delegates authority to the CEO (and to the Chair of the Board, if such position is held by an officer other than the CEO) to use private aircraft for such officer's business travel, and (2)

authorizes the CEO (and the Chair of the Board, if appropriate) to exercise such officer's discretion in determining the circumstances in which such use of private aircraft is appropriate and (3) delegates to the non-executive Chair of the Board (or, if the Chair of the Board is not independent, to the independent lead director) authority to approve whether and when such officer's spouse or may travel as a guest on such flights; and

BE IT FURTHER RESOLVED that the CEO (or the Chair of the Board, if appropriate) may use private aircraft for personal use, and such officer's spouse or other family members may travel with such officer as a guest, but only to the extent specifically approved from time to time by the independent members of the Board of Directors,

BE IT FURTHER RESOLVED that the CEO (or the Chair of the Board, if appropriate) shall be reimbursed at company expense for the cost of such travel; and

BE IT FURTHER RESOLVED that any tax impact due to the imputed value of the CEO's (or the Chair of the Board's, if appropriate) or such officer's spouse's or other family members' travel is not reimbursable; and

BE IT FURTHER RESOLVED that the Board of Directors hereby delegates to the Chair of the PG&E Corporation Compensation Committee the authority to oversee, administer, and make final interpretations of this policy, as appropriate; and

BE IT FURTHER RESOLVED that, at least annually, management shall provide the PG&E Corporation Compensation Committee with reports on the use of private aircraft by the CEO (and the Chair of the Board, if appropriate), including any expenditures or reimbursements paid by this corporation under this policy; and

BE IT FURTHER RESOLVED that the resolution on this subject adopted by the Board of Directors on September 21, 2011 is hereby superseded.

Resolution 2

BE IT RESOLVED that the Committee recommends that the Board of Directors of Pacific Gas and Electric Company elect Alejandro Vallejo as Vice President, Compliance & Ethics and Deputy General Counsel.

BE IT FURTHER RESOLVED that the Committee recommends that the Board of Directors of Pacific Gas and Electric Company elect Brian Wong as General Counsel, in addition to his officer position of Vice President and Corporate Secretary.

Resolution 3

BE IT RESOLVED that this Board of Directors shall approve the annual capital and operating budgets of this corporation, which shall incorporate the annual capital and operating budgets of the corporation's subsidiaries.

BE IT FURTHER RESOLVED that it is the policy of this Board that capital projects and annual capital budgets shall be approved by this Board prior to commitment or expenditure of funds by this corporation or its subsidiaries. Specifically, it is this Board's policy that, effective January 1, 2021:

1. This Board shall approve capital projects involving estimated capital costs or expenses of $250 million or more made in connection with the business of Pacific Gas and Electric Company, and shall approve all other capital projects of this corporation or of any subsidiary other than Pacific Gas and Electric Company or its subsidiaries involving estimated capital costs or expenses of $100 million or more.

2. The Finance Committee of this Board shall review and make recommendations to this Board with respect to all capital projects and annual capital budgets that require approval by this Board.

3. The Chief Executive Officer of this corporation, or such officer's designee, shall approve capital projects involving estimated capital costs or expenses of less than $250 million made in connection with the business of Pacific Gas and Electric Company, and shall approve all other capital projects of this corporation or of any subsidiary other than Pacific Gas and Electric Company or its subsidiaries involving estimated capital costs or expenses of less than $100 million. Any authority delegated by the Chief Executive Officer of this corporation pursuant to this resolution may be delegated and sub-delegated further with the concurrence of the Chief Executive Officer of this corporation.

4. All approvals of capital projects and annual capital budgets shall be obtained prior to commitment or expenditure of funds by this corporation or its subsidiaries, with the exception of (a) increases in capital costs or expenses associated with an individual capital project that do not exceed $50 million or 10 percent of the total estimated project costs originally approved by the Board for that project, whichever is less, (b) increases in capital expenditures that do not exceed $50 million or 10 percent of the annual capital budget approved by the Board for the corporation or the relevant subsidiary (as the case may be), whichever is less, (c) emergency restorative work immediately following sudden damage to facilities resulting from equipment failures, storms, floods, or other catastrophic events requiring urgent work to repair or replace facilities and restore service or ensure safety, and (d) emergency preventive work undertaken to avert or mitigate significant imminent safety hazards to employees or to the public, or to avert significant imminent damage to facilities, or to avert significant imminent service interruptions to customers.

BE IT FURTHER RESOLVED that it is the policy of this Board that the divestiture in any manner of any asset, investment, real or personal property, or business interest of this corporation or its subsidiaries shall be approved in advance by this Board if such assets, investments, real or personal property, or business interests have a value above specified amounts. Specifically, it is this Board's policy that, effective January 1, 2021:

This Board shall approve the divestiture, in any manner, of any asset, investment, real or personal property, or business interest of Pacific Gas and Electric Company or its subsidiaries, if the book value or the anticipated market value of the asset, investment, real or personal property, or business interest is $250 million or more. This Board shall approve the divestiture, in any manner, of any asset, investment, real or personal property, or business interest of this corporation or of any subsidiary other than Pacific Gas and Electric Company or its subsidiaries, if the book value or anticipated market value of the asset, investment, real or personal property, or business interest is $100 million or more.

The Finance Committee of this Board shall review and make recommendations to this Board with respect to the divestiture, in any manner, of any asset, investment, real or personal property, or business interest of this corporation or its subsidiaries if such divestiture requires approval by this Board.

The Chief Executive Officer of this corporation, or such officer's designee, shall approve the divestiture, in any manner, of any asset, investment, real or personal property, or business interest of Pacific Gas and Electric Company or its subsidiaries, if the book value or the anticipated market value of the asset, investment, real or personal property, or business interest is less than $250 million. The Chief Executive Officer of this corporation, or such officer's designee, shall approve the divestiture, in any manner, of any asset, investment, real or personal property, or business interest of this corporation or of any subsidiary other than Pacific Gas and Electric Company or its subsidiaries, if the book value or anticipated market value of the asset, investment, real or personal property, or business interest is less than $100 million. Any authority delegated by the Chief Executive Officer of this corporation pursuant to this resolution may be delegated and sub-delegated further with the concurrence of the Chief Executive Officer.

BE IT FURTHER RESOLVED that the resolution on this subject adopted by the Board of Directors on September 20, 2006, is hereby superseded.

Resolution 4

BE IT RESOLVED that the 2021 annual meeting of shareholders of PG&E Corporation shall be held at ten o'clock a.m. on Thursday, May 20, 2021, at the Pacific Gas and Electric Company Auditorium, 245 Market Street, San Francisco, California, with an opportunity for shareholders to attend by videoconference or other electronic communication; provided that the 2021 annual meeting of shareholders may, to the extent permitted by law, be held entirely by videoconference or other electronic communication in response to public safety or similar concerns; and

BE IT FURTHER RESOLVED that March 22, 2021 is hereby fixed as the record date for the determination of shareholders entitled to receive notice of and to vote at said annual meeting and at any adjournment thereof.

Resolution 5

WHEREAS, Mr. Smith has served as Interim Chief Executive Officer (CEO) of the Corporation since July 1, 2020, and is expected to terminate such service on January 3, 2021, and thus will have served as interim CEO for approximately six months; and

WHEREAS, service as Interim CEO of the Corporation for less than twelve months does not compromise Mr. Smith's ability to otherwise be deemed independent pursuant to the rules of the New York Stock Exchange (NYSE) or the Corporation's Corporate Governance Guidelines; and

WHEREAS, Mr. Smith has submitted a completed 2020 Director and Officer Questionnaire (the "Questionnaire"), and such Questionnaire did not disclose any relationships that Mr. Smith believed might compromise his independence;

WHEREAS, based on the Questionnaires and additional information from Mr.

Smith, management researched the volume of business conducted since January 1, 2017 between the Corporation (and its subsidiaries) and (1) any entities that are wholly owned by Mr. Smith or his immediate family members, (2) any entities that, since January 1, 2017, have employed Mr. Smith in any capacity, and (3) entities for which, since January 1, 2017, a member of Mr. Smith's immediate family has served as a Section 16 officer (or in a similar position or owner); and management found no relevant business , board interlocks or auditor affiliations that could compromise independence; and Mr. Smith did not report receiving compensation from sources other than his primary employer(s); and Mr. Smith did not report that he or his immediate family members received consulting, advisory, or compensatory fees from the Corporation or its subsidiaries or affiliates, and did not report any affiliations with the Corporation;

WHEREAS, based on the Questionnaire and additional information from Mr. Smith, and to assess Mr. Smith's independence for purposes of serving on the Audit Committee and the Compensation Committee, management specifically reviewed information relating to (1) sources of compensation paid to Mr. Smith, (2) the existence of direct or indirect payments of consulting, advisory, or other compensatory fees since 2017 from the Corporation and its subsidiaries and affiliates to Mr. Smith and his immediate family members, and (3) whether any Mr. Smith is affiliated with the Corporation or its subsidiaries or their affiliates; and Mr. Smith did not report receiving compensation from sources other than his prior employer(s),; and Mr. Smith did not report that he or his immediate family members received consulting, advisory, or compensatory fees from the Corporation or its subsidiaries or affiliates, and Mr. Smith did not report any affiliations with the Corporation;

WHEREAS, consistent with implementation of the POR, all members of the Board of Directors (other than the Chief Executive Officer of the Corporation) must be independent as defined by the New York Stock Exchange ("NYSE")

WHEREAS, the Board has considered Sections 303A.01, 303A.02, 303A.04, 303A.05, 303A.06, and 303A.07 of the NYSE Listed Company Manual, which require that (1) a majority of the Board be "independent" as defined in Section 303A.02 of the NYSE Listed Company Manual, and all members of the Compensation Committee, the Nominating and

Governance Committee, and the Audit Committee of the Corporation be "independent" as defined in Section 303A.02 of the NYSE Listed Company Manual, (2) in determining the independence of members of the Compensation Committee, the Board also consider factors set forth in Section 303A.02(a)(ii) of the NYSE Listed Company Manual, and (3) all members of the Audit Committee also be "independent" as defined in Rule 10A-3(b)(1) under the Securities Exchange Act of 1934, as amended (the "Exchange Act");

WHEREAS, the Board has considered Section 3 and Appendix A of the Corporation's Corporate Governance Guidelines, which establish categorical standards for "independence" of directors;

WHEREAS, the Board has considered Section 303A.07 of the NYSE Listed Company Manual, which requires that (1) each member of the Corporation's Audit Committee be financially literate, or become so within a reasonable period of time after appointment to the Audit Committee, and (2) at least one member have accounting or related financial management expertise, as such qualification is interpreted by the Board in its business judgment, taking into account that each "audit committee financial expert" as defined in Item 407 of Regulation S-K may be presumed to have such expertise;

WHEREAS, based on the Questionnaires, Mr. Smith has indicated that, through education or experience, he has an understanding of generally accepted accounting principles and financial statements; and

WHEREAS, the Board has considered Mr. Smith's other responses to the Questionnaire.

NOW, THEREFORE, BE IT RESOLVED that the Board hereby affirmatively determines that William L. Smith is (a) independent, as independence is defined in Section 303A.02 of the NYSE Listed Company Manual (taking into account the Compensation Committee factors set forth in Section 303A.02(a)(ii) of the NYSE Listed Company Manual) and as provided in the categorical independence standards adopted by the Board, including the

requirement that an independent director not have material relationships with the Corporation, and (b) independent for purposes of service on the Audit Committee, as "independence" is defined in Rule 10A-3(b)(1) under the Exchange Act;

BE IT FURTHER RESOLVED that the Board affirms that William L. is "financially literate"; and

BE IT FURTHER RESOLVED that the officers and counsel of the Corporation are hereby jointly and severally authorized and directed to provide any required written affirmation or certification on behalf of the Corporation to the NYSE that the Board has made such determinations regarding Mr. Smith's independence and required qualifications, as described above.

PRIVILEGED AND CONFIDENTIAL[1]
BOARD MEETING – December 10, 2020
PACIFIC GAS AND ELECTRIC COMPANY

A video conference meeting of the Board of Directors of Pacific Gas and Electric Company (Utility) was held on Thursday, December 10, 2020, at 12:45 p.m. The meeting was held concurrently with a meeting of the PG&E Corporation (Corporation and, together with the Utility, the Companies) Board of Directors.

Directors Cheryl F. Campbell, Kerry W. Cooper, Jessica L. Denecour, Mark E. Ferguson III, Robert C. Flexon, W. Craig Fugate, Arno L. Harris, Michael A. Lewis, Michael R. Niggli, Dean L. Seavers, William L. Smith, Oluwadara J. Treseder, Benjamin F. Wilson, and John M. Woolard attended by video conference, as permitted by the Utility's Bylaws. Director Rajat Bahri was absent.

Also participating by video conference at the beginning of the meeting were Patricia K. Poppe, Brian M. Wong, and Jenny Kan.

Quorum present, Mr. Flexon, Chair of the Board of the Corporation, presided as chair of the concurrent meeting. Mr. Wong served as secretary of the meeting.

Mr. Wong and Ms. Kan were excused, and the meeting was convened in executive session. He was informed that the following discussions took place:

- Mr. Smith led a discussion on the 2021 Company Goals around safety, wildfire mitigation, people, customer, commitments, relentless execution, risk-informed work & resource plan, and financial stability.

The Board concluded its executive session, and Mr. Wong and Ms. Kan were recalled. The Board convened in regular session and Michael A. Lewis, Francisco Benavides, Sumeet Singh, Christopher A. Foster, and J. Ellen Conti entered the meeting, along with Todd W. Filsinger of Filsinger Energy Partners, Charles J. Kalil II and Christopher W. Keegan of Kirkland and Ellis LLP, and Darrell Smith of NorthStar Consulting Group present.

Mr. Wong opened the meeting with a moment of silence for Utility employees who had passed away since the previous Board meeting.

Referring to materials that had been provided to the directors in advance of the meeting and that are included in the records of this Board, Mr. Benavides presented a tailboard on Process Safety Management and how it is applied to the Utility's natural gas system in order to prevent low frequency, high consequence incidents. He reported updated metrics on safety performance, including SIF (Serious Injuries and Fatalities) and DART (Days Away, Restricted, Transfer Duty), as well as the safety responses to the enterprise employee survey. The directors

[1] Certain portions of these minutes are attorney-client privileged and confidential, and are identified as such.

asked questions, including the breakdown of safety incidents by field and office workers, and regarding alignment with best practices in the industry.

During the foregoing discussion, William V. Manheim, John R. Simon, Fong Wan, James M. Welsch, and Angela Anderson and Douglas A. Bennett of NorthStar Consulting Group entered the meeting.

Mr. Lewis presented a report on the Utility's operations, which are included in the records of this Board. He reported on the status and lessons learned on the compliance matters previously raised in the Federal Monitor's report, shared a progress update on the 2020 Wildfire Mitigation Plan, and gave an overview of the 2020 Public Safety Power Shutoff events. The directors asked questions, and a discussion ensued.

At this point, Ms. Anderson, Mr. Bennett, Mr. Filsinger, Mr. Kalil, Mr. Keegan, and Mr. D. Smith were excused.

[THE FOLLOWING PARAGRAPH CONTAINS ATTORNEY-CLIENT PRIVILEGED AND CONFIDENTIAL INFORMATION.]

[redacted]

[END OF PRIVILEGED AND CONFIDENTIAL INFORMATION.]

Following the discussion, Messrs. Manheim, Wan, and Welsch left the meeting and Ms. Anderson, Mr. Bennett, Mr. Filsinger, Mr. Kalil, Mr. Keegan, and Mr. D. Smith were re-admitted.

Referring to Board materials, Mr. Singh presented on wildfire risk model improvements and how the risk models inform the 2021 wildfire risk reduction workplans. The directors asked questions and discussed, among other matters, risk modeling, the data sources for the wildfire risk models, the use of remote sensing data, risk profile curve and associated costs, and knowledge sharing with external agencies.

Mr. Foster reviewed the Financial and Business Highlights report for October 2020 in the Board materials. He discussed the financial performance and liquidity at the Corporation and Utility, and the upcoming Fire Victim Trust offering. The directors asked questions and a discussion ensued.

During the foregoing discussion, Jessica Hogle and Robert S. Kenney joined the meeting.

Ms. Hogle and Mr. Kenney led a discussion on federal and state legislative and regulatory matters, which are reflected in the Board materials. Among other things, they discussed the legislative outlook in California and at the federal level, appointment of Liane Randolph as the Chair of the California Air Resources Board, and rollout of COVID-19 vaccinations. A discussion ensued, during which the Board asked questions, including the potential for investment tax credits for hydrogen and carbon capture.

At this point, (i) Ms. Hogle and Mr. Kenney left the meeting, (ii) Ms. Anderson, Mr. Bennett, Mr. Filsinger, Mr. Kalil, Mr. Keegan, and Mr. D. Smith were excused, and (iii) Stephen Cairns, Ajay Waghray, Alejandro Vallejo, and Kevin Orsini of Cravath Swaine & Moore LLP joined the meeting.

[THE FOLLOWING PARAGRAPH CONTAINS ATTORNEY-CLIENT PRIVILEGED AND CONFIDENTIAL INFORMATION.]

[redacted]

[redacted]

[redacted]

[END OF PRIVILEGED AND CONFIDENTIAL INFORMATION.]

At this point, (i) Messrs. Cairns, Waghray, Vallejo, and Orsini left the meeting, (ii) Cliff Gleicher joined the meeting, and (iii) Ms. Anderson, Mr. Bennett, Mr. Kalil, Mr. Keegan, and Mr. D. Smith re-entered the meeting.

Referring to Board materials, Mr. Gleicher led a Director Code of Conduct training, including best practices for setting the "tone at the top." In that context, he presented the story of The Boeing Company and the 737 Max, in addition to discussing the Federal sentencing guidelines and the U.S. Department of Justice's criteria for evaluating corporate compliance programs.

The Directors asked questions and discussed, among other items, virtual actions to take during the COVID-19 pandemic to create and foster a culture of ethics and compliance and ways to engage with company leaders and employees. During the foregoing discussion, Mr. Bennett left the meeting.

After the discussion, Mr. Gleicher left the meeting.

Mr. Wong next presented the minutes of the prior meetings for the Boards' approval.

On motion made and seconded, the Board approved the minutes of the Board meeting held on October 28, 2020.

Mr. Ferguson, Chair of the Corporation's Compensation Committee, led a discussion on the actions taken and key topics discussed at the committee's most recent meeting. He reported that, among other matters, the Committee reviewed and agreed to recommend that the Boards approve the election of Alejandro Vallejo as Vice President, Compliance & Ethics and Deputy General Counsel of the Utility, and Brian M. Wong as General Counsel of the Utility. Mr. Ferguson also noted that the Committee proposed changes to the recommended action regarding the rescission of CEO ground transportation benefit and would be submitted as an action by written consent. The directors discussed the proposed actions.

On motion made and seconded, the Boards adopted a resolution electing Alejandro Vallejo as Vice President, Compliance & Ethics and Deputy General Counsel of the Utility, and Brian M. Wong as General Counsel of the Utility, as presented (see Resolution 1 in Attachment A).

Mr. Keegan left the meeting at this point.

Mr. Seavers, Chair of the Corporation's Finance Committee, led a discussion on the Finance Committee's recommendations that the Boards (i) approve expenditures and execution of the related agreements for the Butte County Rebuild – Phase 2 capital project, (ii) approve proposed amendments to the Capital Projects Review Criteria, and (iii) concur with operating expense and capital expenditure budgets in the 2021 Financial Performance Plan. Mr. Seavers reviewed the background and reasons for the proposed actions. The directors asked questions, and a discussion ensued.

On motion made and seconded, the Board (i) approved expenditures and execution of the related agreements for the capital project, (ii) approved to increase current thresholds for Committee review and approval of PG&E Corporation and Utility capital projects and divestitures, and (iii) concurred with operating expense and capital expenditure budgets on the 2021 Financial Performance Plan (see Resolution 2 in Appendix A).

Mr. Flexon, Chair of the Corporation's Nominating and Governance Committee presented a report and led a discussion on the actions taken and key topics discussed at the committee's most recent meeting, as described in materials that had been provided to the directors in advance of the meeting and that are included in the records of this Board. He reported that, among other matters, the Committee reviewed and agreed to recommend that the Boards (i) approve the skills matrix, (ii) reassess the Board leadership structure, (iii) set the time and date of Annual Meeting of Shareholders and set the record date for shares entitled to vote at Annual Meeting, (iv) approve amendments to Corporate Governance Guidelines, and (v) determine Bill Smith's independence. He invited questions and discussion on these recommendations.

After discussion, on motion made and seconded, the Boards approved (i) the Director skills matrix, (ii) Board leadership structure, (iii) time and date of the Annual Meeting of Shareholders, and record date for shares entitled to vote at the Annual Meeting, (see Resolution 3 in Appendix A), (iv) amendments to Corporate Governance Guidelines, and (v) independence of Bill Smith (see Resolution 4).

Ms. Campbell, Chair of the Utility's Safety and Nuclear Oversight (SNO) Committee, presented the committees' third quarter 2020 report to the Boards on the Utility's progress against its 2020 Wildfire Mitigation Plan. This included a discussion of materials that had been provided to the directors in advance of the meeting and that are included in the records of this Board. The directors asked questions, and a discussion ensued.

Ms. Denecour, Chair of the Corporation's Technology and Cybersecurity Committee, reported on and led a discussion on the actions taken and key topics discussed at the committee's most recent meeting.

Mr. Wilson, Chair of the Utility's Audit Committee, reported on the actions taken and key topics discussed at the most recent Audit Committee meeting.

Mr. Woolard, Chair of the Corporation's Compliance and Public Policy (CPP) Committee, reported on and led a discussion on the actions taken and key topics discussed at the most recent CPP Committee meeting.

At this point, Mr. Lewis, Mr. Simon, Mr. Benavides, Mr. Singh, Mr. Foster, Mr. Wong, Ms. Kan, Mr. Kalil, Mr. Keegan, Ms. Anderson left the meeting, and the Board continued in executive session with Ms. Poppe and Mr. Smith present.

Ms. Poppe and Mr. Smith were excused and the independent directors met in executive session to discuss various matters.

There being no further business presented for action, on motion made and seconded, the meeting was adjourned at 6:00 p.m.

BRIAN M. WONG
Secretary

ATTACHMENT A

Resolution 1

WHEREAS, the PG&E Corporation Compensation Committee has recommended that the Board of Directors of Pacific Gas and Electric Company elect Alejandro Vallejo as Vice President, Compliance & Ethics and Deputy General Counsel, as indicated in materials presented to the Committee and this Board,

AND WHEREAS, the PG&E Corporation Compensation Committee has recommended that the Board of Directors of Pacific Gas and Electric Company elect Brian Wong as General Counsel, in addition to his current officer position as Vice President and Corporate Secretary, as indicated in materials presented to the Committee and this Board.

BE IT RESOLVED that the Board of Directors of Pacific Gas and Electric Company hereby elects Alejandro Vallejo as Vice President, Compliance & Ethics and Deputy General Counsel, and

BE IT RESOLVED that the Board of Directors of Pacific Gas hereby elects Brian Wong as General Counsel, in addition to his officer positions as Vice President and Corporate Secretary, as presented to this Board.

Resolution 2

BE IT RESOLVED that this Board of Directors shall approve the annual capital and operating budgets of this company, which shall incorporate the annual capital and operating budgets of the company's subsidiaries.

BE IT FURTHER RESOLVED that it is the policy of this Board that capital projects and annual capital budgets shall be approved by this Board prior to commitment or

expenditure of funds by this company or its subsidiaries. Specifically, it is this Board's policy that, effective January 1, 2021:

1. This Board of Directors and the Board of Directors of PG&E Corporation shall approve capital projects by this company or its subsidiaries involving estimated capital costs or expenses of $250 million or more.

2. The Finance Committee of the PG&E Corporation Board of Directors shall review and make recommendations to this Board with respect to all capital projects and annual capital budgets that require approval by this Board.

3. The Chief Executive Officer of PG&E Corporation, or such officer's designee, shall approve capital projects of this company or its subsidiaries involving estimated capital costs or expenses of less than $250 million. Any authority delegated by the Chief Executive Officer of PG&E Corporation pursuant to this resolution may be delegated and sub-delegated further with the concurrence of the Chief Executive Officer of PG&E Corporation.

4. All approvals of capital projects and annual capital budgets subject to this resolution shall be obtained prior to commitment or expenditure of funds by this company or its subsidiaries, with the exception of (a) increases in capital costs or expenses associated with an individual capital project that do not exceed $50 million or 10 percent of the total estimated project costs originally approved by the Board for that project, whichever is less, (b) increases in capital expenditures that do not exceed $50 million or 10 percent of the annual capital budget approved by the Board for this company, whichever is less, (c) emergency restorative work immediately following sudden damage to facilities resulting from equipment failures, storms, floods, or other catastrophic events requiring urgent work to repair or replace facilities and restore service or ensure safety, and (d) emergency preventive work undertaken to avert or mitigate significant imminent safety hazards to employees or to the public, or to avert significant imminent damage to facilities, or to avert significant imminent service interruptions to customers.

BE IT FURTHER RESOLVED that it is the policy of this Board that the divestiture in any manner of any asset, investment, real or personal property, or business interest of this company or its subsidiaries shall be approved in advance by this Board if such assets, investments, real or personal property, or business interests have a value above specified amounts. Specifically, it is this Board's policy that, effective January 1, 2021:

1. This Board of Directors and the Board of Directors of PG&E Corporation shall approve the divestiture, in any manner, of any asset, investment, real or personal property, or business interest of this company or its subsidiaries if the book value or the anticipated market value of the asset, investment, real or personal property, or business interest is $250 million or more.

2. The Finance Committee of the PG&E Corporation Board of Directors shall review and make recommendations to this Board with respect to the divestiture, in any manner, of any asset, investment, real or personal property, or business interest of this company or its subsidiaries if such divestiture requires approval by this Board.

3. The Chief Executive Officer of PG&E Corporation, or such officer's designee, shall approve the divestiture, in any manner, of any asset, investment, real or personal property, or business interest of this company or its subsidiaries if the book value or the anticipated market value of the asset, investment, real or personal property, or business interest is less than $250 million. Any authority delegated by the Chief Executive Officer of PG&E Corporation pursuant to this resolution may be delegated and sub-delegated with the concurrence of the Chief Executive Officer of PG&E Corporation.

BE IT FURTHER RESOLVED that the resolution on this subject adopted by the Board of Directors on September 20, 2006 is hereby superseded.

Resolution 3

BE IT RESOLVED that the 2021 annual meeting of shareholders of Pacific Gas and Electric Company shall be held at ten o'clock a.m. on Thursday, May 20, 2021, at the Pacific Gas and Electric Company Auditorium, 245 Market Street, San Francisco, California, with an opportunity for shareholders to attend by videoconference or other electronic communication; provided that the 2021 annual meeting of shareholders may, to the extent permitted by law, be held entirely by videoconference or other electronic communication in response to public safety or similar concerns; and

BE IT FURTHER RESOLVED that March 22, 2021 is hereby fixed as the record date for the determination of shareholders entitled to receive notice of and to vote at said annual meeting and at any adjournment thereof.

Resolution 4

WHEREAS, Mr. Smith has served as Interim Chief Executive Officer (CEO) of PG&E Corporation, the Company's parent holding company, since July 1, 2020, and is expected to terminate such service on January 3, 2021, and thus will have served as interim CEO of PG&E Corporation for approximately six months; and

WHEREAS, service as Interim CEO of PG&E Corporation for less than twelve months does not compromise Mr. Smith's ability to otherwise be deemed independent pursuant to the rules of the New York Stock Exchange (NYSE) or this company's Corporate Governance Guidelines; and

WHEREAS, Mr. Smith submitted a completed 2020 Director and Officers Questionnaire (the "Questionnaire"), and such Questionnaire did not disclose any relationships that the Mr. Smith believed might compromise his independence;

WHEREAS, based on the Questionnaire and additional information provided by Mr. Smith, management found no relevant business, board interlocks or auditor affiliations that could compromise independence; and Mr. Smith did not report receiving compensation from sources other than his prior employer(s),; and Mr. Smith did not report that he or his immediate

family members received consulting, advisory, or compensatory fees from the Utility or its subsidiaries or affiliates, and did not report any affiliations with the Utility;

WHEREAS, based on the Questionnaires and other information provided by Mr. Smith, and to assess Mr. Smith's independence for purposes of serving on the Audit Committee, management specifically reviewed information relating to (1) sources of compensation paid to Mr. Smith, (2) the existence of direct or indirect payments of consulting, advisory, or other compensatory fees since 2017 from the Utility and its subsidiaries and affiliates to Mr. Smith and his immediate family members, and (3) whether Mr. Smith is affiliated with the Utility or its subsidiaries or their affiliates; and Mr. Smith did not report receiving compensation1 from sources other than his prior employer(s), Mr. Smith did not report that he or his immediate family members received consulting, advisory, or compensatory fees from the Utility or its subsidiaries or affiliates, and Mr. Smith did not report any affiliations with the Utility;

WHEREAS, consistent with implementation of the POR, all members of the Board of Directors (other than the Chief Executive Officer of the Company and the Chief Executive Officer of PG&E Corporation) must be independent as defined by the New York Stock Exchange ("NYSE");

WHEREAS, the Board has considered Section 303A.0 of the NYSE Listed Company Manual, which sets forth the NYSE independence standards;

WHEREAS, the Board has considered Section 3 and Appendix A of the Utility's Corporate Governance Guidelines, which establish categorical standards for "independence" of directors;

WHEREAS, the Board has considered Sections 801(g) and 803(B)(2)(a)(i) of the NYSE American Company Guide, which require that all members of the Utility's Audit Committee also be "independent" to the extent required by the NYSE American Company Guide and Rule 10A-3 of the Securities Exchange Act of 1934, as amended (the "Exchange Act");

WHEREAS, based on the Questionnaires, Mr. Smith has indicated that, through education or experience, he has an understanding of generally accepted accounting principles and financial statements; and

WHEREAS, the Board has considered Mr. Smith's other responses to the Questionnaire.

NOW, THEREFORE, BE IT RESOLVED that the Board hereby affirmatively determines that William L. Smith is (a) independent, as independence is provided in the NYSE listing standards and the Utility's Corporate Governance Guidelines, including the categorical independence standards adopted by the Board, and including the requirement that an independent director not have material relationships with the Utility and (b) independent for purposes of service on the Audit Committee, as "independence" is defined in Rule 10A-3(b)(1) under the Exchange Act; and

BE IT FURTHER RESOLVED that the Board affirms its determination Mr. Smith is "financially literate";

BE IT FURTHER RESOLVED that the officers and counsel of the Utility are hereby jointly and severally authorized and directed to provide any required written affirmation or certification on behalf of the Utility to the NYSE American that the Board has made such determinations regarding Mr. Smith's independence and required qualifications, as described above;

COMPENSATION COMMITTEE OF THE
BOARD OF DIRECTORS OF PG&E CORPORATION AND SAFETY AND NUCLEAR OVERSIGHT COMMITTEES OF THE BOARD OF DIRECTORS OF PG&E CORPORATION AND PACIFIC GAS AND ELECTRIC COMPANY

November 25, 2020

A videoconference meeting of the Compensation Committee of the Board of Directors of PG&E Corporation (Corporation) was held at 8:00 a.m. on Wednesday, November 25, 2020. The meeting was held concurrently with a meeting of the Pacific Gas and Electric Company (Utility and, together with the Corporation, the Companies) SNO Committee and with the Safety and Nuclear Oversight (SNO) Committee of the Board of Directors of Corporation.

Compensation Committee members Mark E. Ferguson III, Jessica L. Denecour, Robert C. Flexon, and Oluwadara J. Treseder attended by video conference as presented by the Corporation's Bylaws.

SNO Committee members Cheryl F. Campbell, W. Craig Fugate, Mark E. Ferguson III, and Michael Niggli, attended by video conference, as permitted by the Corporation's Bylaws. SNO Committee member Dean Seavers was absent.

Also participating by video at the beginning of the meeting was director Kerry W. Cooper as well as William L. Smith, Francisco Benavides, Christopher Foster, Debbie Powell, James Welsch, John Simon, Keith Stephens, Mary King, Robert Kenney, Sumeet Singh, Lisa Laanisto, Lisa Crawford and Sujata Pagedar. Patricia K. Poppe attended as a guest.

Quorum present, Mr. Ferguson, Chair, presided over the meeting. Ms. Lisa Crawford served as secretary of the meeting.

Ms. King opened the discussion of proposed metrics for the 2021 Short Term Incentive Plan and the 2021 Long Term Incentive Plan, including a discussion of the materials that had been provided to committee members in advance of the meeting and that are included in the records of this Committee. Mr. Singh and Mr. Benavides discussed specific metrics related to wildfire risk and safety. The Committee members asked questions and discussed various aspects of the presentation, including questions about benchmarking the proposed metrics with other utilities and questions about how the metrics reflect the work being performed in key areas and how results would be documented and verified. The SNO Committee members advised the Compensation committee members on the metrics being proposed, and the Compensation Committee members agreed to consider the SNO Committee member's feedback in further evaluations of the 2021 Short Term Incentive Plan and the 2021 Long Term Incentive Plan.

There being no further business presented for action, on motion made, seconded, and carried, the meeting was adjourned at 9:00 a.m.

SUJATA PAGEDAR
Secretary

AUDIT COMMITTEE OF THE
BOARD OF DIRECTORS OF
PACIFIC GAS AND ELECTRIC COMPANY
December 9, 2020

A meeting of the Audit Committee of the Board of Directors of Pacific Gas and Electric Company (Utility) was held by video conference on Wednesday, December 9, 2020, at 7:30 a.m. Pacific Time. The meeting was held concurrently with a meeting of the PG&E Corporation (Corporation, and together with the Utility, the Companies) Audit Committee. The first portion of the meeting also was held concurrently with the Companies' Safety and Nuclear Oversight (SNO) Committees.

Audit Committee members Benjamin F. Wilson, Robert C. Flexon, and Kerry W. Cooper participated by videoconference, as permitted by California law and the Companies' Bylaws. Rajat Bahri was absent. SNO Committee members present were Cheryl F. Campbell, Mark E. Ferguson, III, W. Craig Fugate, and Dean L. Seavers. Michael R. Niggli was absent. Directors John M. Woolard and Jessica L. Denecour also attended the call.

William L. Smith, Michael A. Lewis, John R. Simon, Christopher A. Foster, James M. Welsch, Christine E. Cowsert, David S. Thomason, Cliff Gleicher, Sumeet Singh, Stephen J. Cairns, Elizabeth Min, Christopher Pezzola, Justyna Lloyd, Brian M. Wong, Sujata Pagedar, and Lisa J. Crawford, and Tim Gillam and Ellen Basilico of Deloitte & Touche, Todd Filsinger of Filsinger Energy Partners, Doug Bennett of NorthStar Consulting Group, and Christopher W. Keegan, Partner, Kirkland and Ellis LLP also participated in the meeting.

Quorum present, Mr. Wilson, Chair of the Committee, presided over the meeting. Ms. Crawford served as secretary of the meeting.

BEGINNING OF CONCURRENT SESSION OF THE AUDIT COMMITTEES AND SAFETY AND NUCLEAR OVERSIGHT (SNO) COMMITTEES

Referring to materials that had been provided to the Committees in advance of the meeting and that are included in the records of the meeting, Mr. Pezzola provided an update on high-risk audit issues for the third quarter of 2020, including, two issues that have since been closed since the last meeting. The Audit and SNO Committees asked questions about the existence of interim controls for the open issues and requested more visibility into long-dated items, data system management and tracking of milestone projects and a discussion ensued. Internal Audit committed to providing information on key milestones for any issue with an approved extension past the 180-day closure requirement.

Mr. Cairns presented for the Audit Committee's approval the proposed amended Internal Auditing (IA) mission statement, which had been provided to the Audit and SNO Committee members in advance of the meeting and which is included in the records of this Audit and SNO Committee.

Following discussion, upon motion made and seconded, the Audit Committee approved the amended IA mission statement, as presented.

Mr. Pezzola, referring to the Board materials reviewed the 2021 Audit Plan, including, enterprise and ramp risks as a major part of the plan. Key statistics and focus on the core operating lines of business were highlighted. The Audit and SNO Committees asked questions regarding staffing levels and expertise and a discussion ensued. The Audit Committee also requested that customer affordability be audited and put in the Audit Plan.

Upon motion made and seconded, the 2021 Audit Plan was approved by the Audit Committee as presented.

Mr. Singh joined the meeting; Mr. Gillam and Ms. Basilico leave the meeting.

Mr. Singh, referring to materials that had been provided to the Audit and SNO Committees in advance of the meeting and that are included in the records of the meeting reviewed the Enterprise and Operational Risk Management Program update and the Audit Committee oversight responsibilities, including, the proposed modifications to the list of enterprise risks that are overseen by the Boards of PG&E Corporation and Pacific Gas and Electric Company and their committees, and the proposed allocation of oversight responsibilities for enterprise risks.

During the discussion Mr. Singh noted for the Committees that the Business Model Risk should not be included on the list of enterprise risks subject to Board-level oversight and asked the Audit Committee to approve the list of such risks provided with the understanding that the Business Model Risk was not a part of the list. The Audit and SNO Committees asked questions regarding the priority of risks and the difference between risks and compliance and how the company approached each and a discussion ensued.

Upon motion made and seconded, the Audit Committee approved the proposed modifications to the list of enterprise risks that are overseen by the Boards of PG&E Corporation and Pacific Gas and Electric Company and their committees, without including the Business Model Risk, and the allocation of such risks to proposed committees for oversight.

END OF CONCURRENT SESSION OF THE AUDIT COMMITTEES AND SAFETY AND NUCLEAR OVERSIGHT (SNO) COMITTEES

Mr. Singh, Mr. Bennett, Mr. Filsinger and Mr. Keegan leave the meeting; Mr. Gillam and Ms. Basilico re-enter the meeting.

Referring to the Board materials Mr. Gillam discussed D&T's letter to the Audit Committees of the Corporation and the Utility dated December 10, 2019 that summarizes the firm's internal quality control procedures.

Mr. Gillam highlighted various sections of D&T's draft integrated audit plan for 2021, including a summary of the engagement team and other D&T personnel who will be involved in audits throughout the year and the requirement for D&T to appoint a new lead auditor for PG&E Corporation. D&T is selected as the company's independent external auditor for the year ending December 31, 2022. Mr. Gillam next discussed significant risks and other areas of audit focus for 2021 risk assessment as an important part of D&T's audit approach and scoping process. The Committee asked questions regarding diversity of the D&T team and D&T's diversity hiring protocols and a discussion ensued.

Mr. Gilliam and Ms. Basilico left the meeting.

Following Committee discussion and review of D&T's qualifications and proposed fees, on motion made and seconded, the Committee (1) pre-approved adjustments to the scope of various D&T audit services for the year ending December 31, 2020, up to the adjusted specified fee amounts, (2) appointed D&T as PG&E Corporation's external auditors for the year ending December 31, 2021, (3) pre-approved audit and review services for the year ending December 31, 2021 related to the engagement of D&T as the external auditors, up to specified fee amounts, and (4) pre-approved non-audit services anticipated to be provided to PG&E Corporation by D&T for the year ending December 31, 2021, up to specified fee amounts, all as presented.

Ms. Cowsert and Ms. Min left the meeting.

[THE FOLLOWING PARAGRAPH CONTAINS ATTORNEY-CLIENT PRIVILEGED AND CONFIDENTIAL INFORMATION.]

[redacted]

[END OF ATTORNEY-CLIENT PRIVILEGED AND CONFIDENTIAL INFORMATION.]

Mr. Wilson presented the October 27, 2020 minutes for approval. The Committee asked questions as to how the minutes should be drafted regarding Committee discussions and questions and the Committee requested that the minutes be modified and presented for approval at the February meeting.

Mr. Smith, Mr. Lewis, Mr. Simon, Mr. Foster, Mr. Thomason, Mr. Cairns, Mr. Pezzola, and Mr. Wong and Ms. Lloyd and Ms. Crawford left the meeting; Mr. Gilliam and Ms. Basilico re-joined the meeting.

The Committee met in executive session with the D&T representatives. Following the executive session, the secretary was informed that the Committee discussed with D&T various upcoming disclosure matters.

Mr. Gillam and Ms. Basilico left the meeting; Mr. Cairns and Mr. Pezzola re-joined the meeting.

The Committee met in executive session with Internal Audit. Following the executive session, the secretary was informed that the Committee discussed, among other things how Internal Audit interacts with the roles of risk and compliance, and the adequacy of resources within Internal Audit.

There being no further business presented for action, on motion made, seconded, and carried, the meeting was adjourned at 9:52 a.m.

LISA J. CRAWFORD
Secretary

SAFETY AND NUCLEAR OVERSIGHT COMMITTEE OF THE
BOARD OF DIRECTORS OF PACIFIC GAS AND ELECTRIC COMPANY

December 10, 2020

A videoconference meeting of the Safety and Nuclear Oversight (SNO) Committee of the Board of Directors of Pacific Gas and Electric Company (Utility) was held at 7:30 a.m. on Thursday, December 10, 2020. The meeting was held concurrently with a meeting of the PG&E Corporation (Corporation and, together with the Utility, the Companies) SNO Committee.

Committee members Cheryl F. Campbell, Dean L. Seavers, W. Craig Fugate, Mark E. Ferguson III, and Michael Niggli, attended by video conference, as permitted by the Corporation's Bylaws

Also participating by video at the beginning of the meeting were directors Jessica L. Denecour, Kerry W. Cooper, Robert C. Flexon, Benjamin Wilson, and John M. Woolard as well as William L. Smith, Michael Lewis, Francisco Benavides, John R. Simon, James M. Welsch, Stephen J. Cairns, Sumeet Singh, Christine Cowsert, Mark Quinlan, Christopher Pezzola, Jenny Kan, and Sujata Pagedar, along with Angela Anderson, Darrell Smith and Doug Bennett of NorthStar Consulting Group, Todd W. Filsinger of Filsinger Energy Partners, and Charles Kalil of Kirkland & Ellis LLP.

Quorum present, Ms. Campbell, Chair, presided over the meeting. Ms. Pagedar served as secretary of the meeting.

Mr. Benavides opened the meeting with a safety tailboard on winter driving, describing employee training on defensive driving. Mr. Benavides then presented a report on the Companies' safety performance and metrics, including an update on the investigations into the causes of safety incidents. Mr. Quinlan discussed an arc flash incident, including actions taken to understand the causes of the incidents and to prevent recurrence. Mr. Benavides continued with a discussion of an employee fatality, including actions taken to understand the causes of the incident and to prevent recurrence. Mr. Benavides then led a discussion of the materials that had been provided to committee members in advance of the meeting and that are included in the records of this Committee. The Committee members asked questions and discussed various aspects of Mr. Benavides's presentation, including how the metrics reflect different groups of employees.

Mr. Quinlan left the meeting at this point, and Mr. Gary Parkey of the Nuclear Safety Oversight Committee joined the meeting.

Mr. Welsch presented an update on nuclear performance, which included a discussion of materials that had been provided to the Committee members in advance of the meeting and that are included in the records of this Committee. Among other things, he discussed reliability, safety and performance indicators at Diablo Canyon Power Plant, as well as

an update on outages at the facility. The Committee members asked questions and discussed various aspects of Mr. Welsch's presentation, including questions about the status of the outages.

Mr. Parkey shared the results of the Nuclear Safety Oversight Committee's evaluation of the nuclear facility and the conclusion that the facility is being operated in a manner that promotes safety. This included a discussion of materials that had been provided to the Committee members in advance of the meeting and that are included in the records of this Committee. The Committee members asked questions and discussed various aspects of Mr. Parkey's presentation, including the Nuclear Safety Oversight Committee's future areas of focus.

Mr. Parkey left the meeting at this point, and Ms. Deborah Powell entered the meeting.

Ms. Powell provided an update on the progress on the 2020 Wildfire Mitigation Plan. This included a discussion of materials that had been provided to the Committee members in advance of the meeting and that are included in the records of this Committee. Among other things, Ms. Powell and the members of the Committee discussed various metrics to measure the execution of the plan.

Ms. Powell then shared a risk assessment for the risk of Wildfire, together with Mr. Singh. This included a discussion of materials that had been provided to the Committee members in advance of the meeting and that are included in the records of this Committee. Among other things, Ms. Powell and Mr. Singh discussed mitigations and key risk indicators. The Committee members asked questions about risk evaluations and governance over the mitigation work performed.

Ms. Powell left the meeting, and Ms. Jessica Hogle entered the meeting at this point.

Mr. Singh provided a brief transition to the topic of the impact of climate change on the company. Ms. Hogle led a discussion of the cross-cutting factor of climate change, including a discussion of materials that had been provided to the Committee members in advance of the meeting and that are included in the records of this Committee. Among other things, Ms. Hogle described how climate change caused heat, flooding and other severe weather that impacted company assets, and discussed opportunities to use climate data in decision-making. The Committee members asked questions about the presentation, including questions on the severity of potential impacts on physical assets.

The Committee then discussed the 2021 Workplan for the Committee, which was included in the materials that had been provided to the Committee members in advance of the meeting and that are included in the records of this Committee.

On motion made and seconded, the minutes of the Committee meeting held on October 27, 2020 were approved.

Mr. Lewis, Mr. Benavides, Mr. Simon, Mr. Welsch, Mr. Cairns, Mr. Singh, Ms. Cowsert, Ms. Hogle, Ms. Kan, Ms. Pagedar, Ms. Anderson, Mr. Smith, Mr. Bennett, Mr. Filsinger, and Mr. Kalil were excused and the meeting continued in executive session with Mr. Smith, Ms. Campbell, Mr. Seavers, Mr. Fugate, Mr. Ferguson, Mr. Niggli, Ms. Denecour, Ms. Cooper, Mr. Flexon, Mr. Wilson, and Mr. Woolard present.

Ms. Pagedar was recalled and informed that the Committee members continued their discussion regarding several of the topics covered earlier in the meeting.

There being no further business presented for action, on motion made, seconded, and carried, the meeting was adjourned at 10:30 a.m.

SUJATA PAGEDAR
Secretary

PACIFIC GAS AND ELECTRIC COMPANY

ATTACHMENT 2

COMPLETION NARRATIVE – IX-1

Questions, Variances, and Gaps	Narrative	Supporting Sustainability Documentation
Implement the recommendations identified in the outside vendor's communications audit The four areas described in our communications audit were: Prioritization, Repetition, Simplicity and Shareability:	*Prioritization* The safety communications teams (corporate and line of business) continue to hold weekly meetings to review our work and surface areas that need additional support. Additionally, we review Premier Pulse data to assess attitudes on Safety that are strengths/weaknesses. *Repetition* Best example of repetition from this year would be our COVID-19 employee communications. We would frequently announce things like new policies or rules in all employee notes, re-run them in Daily Digest, put them in the Leader Review and discuss them in our all employee calls. See documentation (right). *Simplicity* This is something we've started to do more recently, by elevating key takeaways in some of our more densely packed communications *Shareability* Many of our communications are intended for leaders to share with their teams, such as Leader Review, 5 Minute Meetings, Toolkits and more.	*Prioritization* Weekly Comms team meeting invite: Weekly EHS Communications Te Proof that Premier results are published by HR and sent to LOB leads: 2020 Premier Survey Results_ Gas Operat *Repetition* April 2019 SH Review_Final.pdf Updated Guidance on Face Coverings.n Your Daily Digest for Tuesday_ April 2 *Simplicity* New Time-Off Policy Related to Sch *Shareability* May 2019 SH Review_Final.pdf Wildfire Smoke Protection Tools...

Evolve the message around Speak Up culture to include listening and follow-up. –	We have evolved our "Speak Up" efforts to include Listen Up and Follow-Up, which underscores the value of Speaking Up (namely, that action would be taken). Additionally, the focus on the Five-Year Safety and Health Plan amplifies the narrative on putting safety first, by showing a consistent, structured and measurable way of making progress on safety. The intent to connect processes, procedures, and broader company changes to vision on safety is to highlight that safety is embedded in our decisions and actions. Speak-Up, Listen Up and Follow up remains an important call-to-action in our employee meetings and enterprise-wide communications – Conducted check-ins with Speak Up Cross Functional team, in which ideas and tactics for propagating the message is shared (Brenda Valencia coordinates) – Focus on Speak Up, Listen Up, Follow Up in enterprise Compliance and Ethics training and messaging: – Several examples of this language in our Enterprise-wide communications, videos and collateral to both leaders and all employees This was an evolution from our initial "Speak Up for Safety" campaign that rolled out in 2016, which did not overtly address listen up and follow up.	Your Daily Digest for Tuesday_ Oct_ 1 Your Daily Digest for Thursday_ Oct_ 1 Your Daily Digest for Thursday_ June 1 ▪ 4/16 Conference call recap ○ http://pgeweb.utility.pge.com/compliance/Pages/Speak-Up-Listen-Up-Follow-Up.aspx Update on CPUC Enhanced Oversight Operational Updates and a Remi Speak Up Cross functional monthly team meeting: Speak Up Cross Functional Team Me Original Speak Up for Safety concepts: SpeakUp_Sneak Peak.pdf
Clearly articulate PG&E's Occupational Health and Safety Plan, so that employees understand the enterprise safety priorities and how they can (and are expected to) take action.	We have consistently issued Monthly leader reviews, which goes to all leaders in operational lines of business, is explicitly positioned to provide "a monthly update on our five-year plan success drivers" The expectation is that leaders will share this information with their teams, as frontline employees frequently look to their direct supervisor for information and guidance.	– *Safety and Health Leader Review*. (January) – *Safety and Health Leader Review*. (February) – *Safety and Health Leader Review*. (March)
Recognize employees who take action to improve safety for others or themselves.	These articles (there are many more):	– Employees Aid Injured Co-Worker, Share Learnings – Power Generation's [redacted], Senior License Project Manager, Retiring at End of January with 40 Years of PG&E Service – Power Generation Supervisor's Hot Work Fire Hose Comes in Handy on Roadside Blaze – Diablo Canyon Team Celebrated Again for Exemplary Performance

		– Gas CAP Eagle Eye Winner Spoke Up to Keep Employees Safe – Gas Service Representatives' Quick Action Stops Fire Spread
Better connect processes, procedures, and broader company changes to vision on safety.	Following communications were shared both internally and externally. More example can be provided if needed ○ Chapter 11 communications ○ Storm and Emergency Preparedness Communications ○ Communications around PSPS ○ Promotion of National Preparedness Announcement of new CEOs for Corporation and Utility, as well as Board refresh	20.21.pdf 20.21.pdf POR Press Release FINAL 19.77.pdf 19.22.pdf 19.68.pdf 19.13.pdf 19.116.pdf 19.79.pdf